

OUR RESPONSIBLE BUSINESS REPORT 2020



To be the most loved, progressive and responsible way to travel, for generations to come.



LNER

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01

INTRODUCTION



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01 INTRODUCTION

LITTLE CHANGES MAKE A BIG DIFFERENCE, EVERY DAY

Since the first LNER Responsible Business report in 2019, we've developed our commitment to operating as a responsible business into a clear approach: **Love the Journey.**

Responsible Business has been embedded into our new five year business plan and has its own strategic pillar as well as being intrinsic to the LNER business purpose and vision.

Our sense of responsibility has been clearly demonstrated in the way we have responded to the COVID-19 pandemic. This response has shown that we can act quickly to changing circumstances demonstrating innovation and collaboration.

Another threat to the LNER way of life is climate change, and the rail industry is at the forefront of the decarbonisation challenge.

As we build back better following the pandemic, LNER are determined to do so in a way which has a positive effect on energy efficiency and carbon emissions.

We'll also continue to support our people, customers and communities through comprehensive strategies that cover Health & Wellbeing, Diversity and Inclusion and Community Investment.



David Horne

Managing Director
London North Eastern Railway



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02

LOVE THE JOURNEY



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02 LOVE THE JOURNEY

OUR RESPONSIBLE BUSINESS STRATEGY

For us, being a Responsible Business isn't just an extra to our normal business routine. It's a philosophy and a mindset that guides both what our business does and how we do it, for our people and the communities we serve. This philosophy is underpinned by respect for the environment and a determination to minimise our impact on the planet.

As part of our commitment to being a Responsible Business, we're acting on a wide range of issues from the local to the global, from mental health to climate change, evolving our focus with changing societal expectations of how businesses should behave. Rail travel is the sustainable travel option and we know that, as well as acting responsibly in the way we run LNER, we need to make it easy for our customers and our colleagues to be responsible when they travel with us.

Our approach

Love the Journey is our Responsible Business approach. It supports our vision to be the most loved, progressive and responsible way to travel for generations to come. To develop this approach, we've worked closely with our people, communities and local organisations to understand what matters to them and to identify what is important to our business. We're making sure that we add value as well as making informed decisions to reduce our impact on each other, our communities and the environment.

Love the Journey identifies three key areas where we can and will bring about positive change. These are:

- **Places with Heart:** helping to create thriving communities up and down our line.

- **People with Heart:** putting the wellbeing of our people and customers at the heart of our business.
- **Business with Heart:** doing everything we can to minimise our environmental impact, today and in the future.

These strategic pillars have been defined by consulting our customers and colleagues, and considering external initiatives like the RSSB Sustainable Development Principles and United Nations Sustainable Development Goals. They are underpinned by a commitment to getting the basics right. Our focus on Brilliant Basics covers everything from the safety of our colleagues and customers to our approach to modern slavery and the gender pay gap.



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02 LOVE THE JOURNEY

Our approach continued...

To track our progress, we have established Key Performance Indicators (KPIs) aligned to this strategy, that we will keep under continual review. Over the coming years, we will add further KPIs as well as new ways to measure the progress of those projects being delivered across the business identified as having a material impact on our Responsible Business outcomes. The KPIs we currently measure are in the following areas:

-  **Waste recycling**
-  **Investment in community projects**
-  **Social value of colleague volunteering**
-  **Funds raised for our charity partner**
-  **Social value of procurement**
-  **Employee satisfaction and engagement**
-  **Employee gender diversity**
-  **Proportion of BAME employees**
-  **Carbon emissions**

This report highlights our progress in applying Love the Journey across 2019 and 2020, including our response to the COVID-19 pandemic.



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02 LOVE THE JOURNEY



OUR RESPONSIBLE BUSINESS HIGHLIGHTS AT A GLANCE: 2019 - 2020



- We received over **3,200 LNER Customer Donations** to CALM through our Delay Repay.
- **£232k** raised for CALM by LNER customers and colleagues.
- **6,000** LNER volunteer hours supported the incredible work of CALM.
- **£100,000** social value of volunteering.
- **30 Schools** were engaged with through our educational programmes.
- Over **40 residents** were supported through our employability programmes.



- Our water consumption was reduced by **2.7%***.
- **4 Water refill points** fitted at Doncaster, Newark, Darlington and Grantham.
- **2 Heritage water refill points** reinstated at Doncaster and Grantham.



- We reduced our passenger km carbon footprint by **5.9%***.
- Our non-traction carbon footprint was reduced by **11.6%***.
- We maintained **0% waste to landfill**.



- We raised **£71,566** for charities through donating raffle and auction prizes (lower than 2019 due to COVID restrictions).
- **5,500** trees planted in as part of the Forests for Peterborough project, delivered by Peterborough Environment City Trust.
- **259 applications** were received and we have funded 30 projects.



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02 LOVE THE JOURNEY



OUR SUSTAINABLE CATERING ACHIEVEMENTS

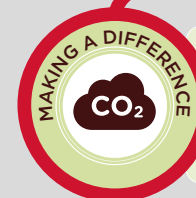


This year we:

- Achieved a reduction of almost **70 tonnes** of paper waste through:
 - Reduced paper waste by **13 tonnes** by removing placemats and coasters.
 - Removed **48 tonnes** of paper from our waste through withdrawal of newspapers.
 - Introduced **plastic free** packaging on our cold sandwich range.
 - Straws - don't use them and never have!



- Every freshly made breakfast dishes up **free range eggs**.
- All our chickens are British.
- We only use **sustainable fish**.



- Our **carbon footprint's** a priority when sourcing packaging and products.



- All of our food suppliers are **SALSA** registered.
- All of our hot drinks meet the **Rainforest Alliance** or **Fairtrade** agreements.
- Our suppliers all abide by a strict **anti-slavery** policy.
- All of our suppliers share our focus on reducing our carbon footprint and support our **ethical sourcing**.



- 350,000** single use staff cups removed from on board our trains, through the rollout of reusable staff cups.



More than 100 charities across our route helped with donations including;

- 673** school children fed per week during the first lockdown.
- Over **40 tonnes** of food donated.
- 46,580** meals and emergency food parcels.
- 100** meals per week to sheltered housing.
- 19,000** meals provided to FareShare.
- 90,000** sandwiches handed out.
- 26,580** Bao Buns donated to **10 hot food kitchens**.
- Redundant equipment donated to **20** charities.



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BRILLIANT BASICS



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03 BRILLIANT BASICS

Brilliant Basics thread through everything we do, ensuring we meet our legal and moral obligations and have a strong foundation for the future.

This includes but is not limited to:

Safety management system

- The safety of our customers and colleagues is our priority. Our safety management system is certified to ISO 18001.

Modern slavery statement

- We're committed to protecting all our people with a policy to spot and report suspicious behaviour to tackle modern slavery in our workplace and our supply chains.

Gender pay gap

- We are striving for a diverse and balanced workforce with opportunities for everyone regardless of gender.

Making rail accessible

- Our mission is to make sure customers with restricted mobility or access have an enjoyable experience with us.

Sustainable procurement

- We aim to source goods and services from suppliers who share our commitment to being a responsible business. Our Code of Conduct for Suppliers sets out the principles we expect them to work to.

Health and wellbeing

- Our people are our business. We're committed to supporting colleagues' physical and mental health through our partnership

with CALM and Vita Health Group, alongside our in-house clinics.

RSSB sustainable development principles

- Our business plan and strategies integrate the principles which have been developed by the rail industry to deliver a sustainable railway.



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03 BRILLIANT BASICS

Safety

As a responsible business, safety is fundamental to us. Whether it is the health, welfare and safety of our colleagues or ensuring our customers' safety and security, we strive to continually improve on an already great record.

To deliver our business safely, we have implemented a strong management system that engages and coordinates action across the organisation. We have:

- Trained key managers to deliver 'high-quality' risk management and investigations and monitor to make sure there are 'reliable' outputs.
- Focussed on preventing harm and taking a proactive approach to stopping incidents by utilising Close Call reports to identify precursor events, investigate them and mitigate the risk early.

- Implemented new ways to manage competency, investing in technology and training to ensure that our people are confident and capable to deliver safe operation.
- Developed approaches to understand how we perform, and where we need to get better, using RM3, an industry tool that benchmarks us against the very highest organisational capabilities.
- Begun to model our risks using approaches that focus on the things that will make a real difference and create measures to make sure we do them, day in, day out.
- Created and delivered local plans to deliver improvements in all areas of the business.

As a regulated business, we receive regular scrutiny over how we manage safety.



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03 BRILLIANT BASICS

Sustainable Procurement - Social Value in the Supply Chain

We began working with the Social Value Portal in March 2020 and we're committed to including Social Value on all tenders over £100,000.

We've also agreed a Defining Local Strategy, which our Procurement team is leading with support from the Responsible Business team. The defining Local Strategy sets out what LNER classes to be local, so bidders can set their targets, which could for example mean the local authority boundary an LNER operated station sits within.

On procurements above the agreed threshold, Social Value will comprise 10 per cent of the overall weighting of the bid evaluation with a 50/50 (5 per cent/5 per cent) split on quantitative targets and qualitative descriptions.

So far, eight projects have been added onto the Social Value Portal, four have been awarded, delivering the following totals back into the economy:

- Social Value delivered to date **£109,128.**
- Committed Social Value to date (4 schemes) **£460,247.**
- Contract Value of the four schemes **£3,189,188.**

We're also applying this retrospectively with our current cleaning company Atalian Servest. This should impact our figures and offer insights into future procurements. The Atalian contract delivers Social Value in key areas, and to gain an accurate view of how we are performing, it was decided this would be carried out retrospectively.

More tenders are in the process of being issued and awarded, including to areas of the business like Property and Digital.

All tenders will have a Social Value Evaluation. This is where bidders will submit responses that are evaluated against the National Social Value Framework (National Themes Outcomes and Measures).

Our TOMS cover -

- **Jobs:** Promote Local Skills and Employment.
- **Growth:** Supporting Growth of Responsible Regional Business.
- **Social:** Healthier, Safer and more Resilient Communities.
- **Environment:** Decarbonising and Safeguarding our World.
- **Innovation:** Promoting Social Innovation.

The evaluation will be conducted by Social Value Portal, which will also liaise with the successful supplier to manage delivering Social Value. They'll keep us up to speed with quarterly and end-of-contract reports.

These have been mapped against our Responsible Business Approach for bidders to set targets against. A core set of 51 measures for all procurements alongside 13 measures for specific contracts, where appropriate have been introduced.



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PLACES WITH HEART



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04 PLACES WITH HEART

HELPING TO CREATE THRIVING COMMUNITIES UP AND DOWN THE EAST COAST

Our Community Investment Strategy

We are dedicated to helping to create healthy, skilled and inclusive communities along our route that are prosperous and connected. To do this, we have identified and focus our attention on those issues where our route has a particular need, where we assess we can make a difference, and where they support our long-term sustainability.

Healthy Communities is about creating a culture of positive mental health, bringing people and communities together to tackle loneliness, taking positive action to prevent suicide as well as supporting the ongoing

work at LNER to break down the stigma around mental health.

Skilled Communities is about promoting Education & Employability, raising aspirations amongst young people and marginalised groups by investing in the skills required to enter the world of work. This in turn helps support a healthy talent pipeline for LNER.

Inclusive Communities is about supporting diverse and inclusive community projects, creating opportunities for learning and the social mobility of vulnerable groups. While also supporting the existing work that's driving

our journey to a diverse and inclusive culture at LNER.

This has led us to develop partnerships and invest funding in the following areas:

- **Mental health.**
- **Education and employability.**
- **Diversity and inclusion.**
- **Environment and sustainable travel.**



Photo by Avril Zorkun.



Green screen filming and editing with children from the Jubilee Christian Fellowship project.



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04 PLACES WITH HEART

Mental Health

We're working towards removing the stigma related to mental health amongst our colleagues, customers and communities, enabling people to speak out about their experiences and seek support.

Mental health issues come in many different shapes and one in four of us will experience some form of mental health problem in any given year. With suicide on the railway having a devastating impact on all of us, mental health is something close to our heart at LNER.

Campaign Against Living Miserably (CALM)

On World Mental Health Day in October 2018, we launched our partnership with CALM. We are proud to support Campaign Against Living Miserably (CALM) and their mission to spread awareness and reduce the stigma surrounding mental health. On average CALM prevents 50 suicides a month and with more support, they can help even more people.

Fundraising

To support the charity since the launch of our partnership, we have introduced a range of fundraising and engagement initiatives, including making it easy for our customers to donate their Delay Repay compensation directly to CALM online.

Our Delay Relay scheme has delivered more than 3,234 donations and raised over £135,000 for CALM.

LNER colleagues have also taken part in over 170 fundraising events, donating over 1,000 hours and raising more than £97,000. In 2019, they were involved in all of these amazing fundraising events:

- A 'Curry for CALM' initiative saw our people come together in a spicy curry-off.
- An LNER team working on the route ran the York 10k.
- Teams across the business had fun in Tough Mudder and Total Warrior.
- A five a side football league saw colleagues play matches against other regions and industry partners.

- Over 20 colleagues, including a team of Drivers from Newcastle ran the Great North Run.
- We held a 'Christmas Against Living Miserably' staff raffle.
- The LNER Executive Team took to the streets of York and London to walk against suicide in CALM's Lost Hours Walk.

2020 has proved a tough year with many events cancelled due to the pandemic and more people than ever turning to CALM and other support services. Not deterred, our people found new, innovative ways to support CALM:

- Colleagues took part in the virtual 2.6 Challenge raising money doing fun things from running, walking and baking to signing the alphabet.
- We designed and sold regionally-inspired LNER facemasks.
- We auctioned unclaimed lost property.
- We gifted £20,145 of merchandise sales from last year's HST Farewell Tour.



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04 PLACES WITH HEART

CALM continued...

Awareness raising and partnerships

Our partnership with CALM is very important to the business and goes far beyond fundraising. For example, more than 120 colleagues, including our Managing Director, David Horne, have trained to become CALM Warriors. This role is a big commitment, with the training preparing Warriors to go into the community and talk about the charity and its work. The Warriors myth-bust, signpost and safeguard while offering support to those who need it most.

We're always looking to raise further awareness of CALM and here's just a few other ways we support the organisation using other strong partnerships:

- We sponsor the Lincoln FC third football team and have given our space on the back of football shirts to CALM.
- We've donated our Doncaster Rovers' third kit sponsor space to promote CALM since 2017.

- Both football teams supported World Mental Health Day, raising awareness on social media, posting videos from players and hosting raffles to raise money.
- We place adverts for CALM in match programmes at Newcastle FC and Lincoln City FC.
- We funded a social campaign in May 2020 highlighting CALM's messaging during lockdown. It encouraged people to look after themselves by switching off the news, staying connected and exercising.

The Samaritans

Along with the wider rail industry, we also work closely with the Samaritans as part of a suicide prevention group. Thanks to this effort, for every life lost on the railway, six are saved.

We encourage all our colleagues to benefit from specialist training provided by the Samaritans, giving them the confidence to approach someone in need. The Samaritans'

course, Managing Suicidal Contacts, equips our people with the knowledge to encourage people to talk and is based on the kind of listening skills that underpin Samaritans' services.

We now have over 400 LNER employees trained in suicide prevention techniques. Let's hope that together, we can save even more lives.

For more information on how we are supporting colleagues' mental health, please see the People with Heart section of the report.



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04 PLACES WITH HEART

Education And Employability

We are committed to promoting quality education and employability skills to prepare young people and those from marginalised groups to thrive at work.

Education

Research by Business in the Community (BITC) shows that when employers like us engage directly with young people, it can really benefit their social skills and improve their future prospects. This inspired us and we're determined to make a difference to young people. We're aiming to become an employer of choice for them, offering a diverse, challenging and fulfilling workplace.

To achieve this, we're working with schools along our route, including Trinity Academy in Edinburgh, Cockburn John Charles in Leeds and Excelsior Academy in Newcastle. We also work with two London schools through our Urban Partners membership. It's brought us closer to more than 1000 students from over 30 schools and colleges. To help them, we offer inspiring activities like visits to stations, stands at career fairs and employability days.

We also run a weekly homework club at London King's Cross station during term times. Year 12 and 13 students have a quiet place

to study and can benefit from masterclasses hosted by specialists across LNER.

Plus, students come along and join us for a range of work placements, long and short term. In the last few years, we've seen students from Newcastle College for T Levels and Trinity Academy among other schools.

We're also delighted to say that from the schools we work with, many students went on to experience our 2019 Summer Academy programme. With 26 students completing the full week programme and 15 being talent spotted. Four of these students were BAME or women with a strong focus on increasing BAME/Female attendance in future programmes. Several students from our Summer Academy have gone on to accept a combination of both permanent and seasonal roles at LNER. We also offered placements for two more and others are benefitting from seasonal work or setting out on valuable apprenticeships.

Employability

At LNER, we believe one of the best ways we can improve the livelihoods of people and communities is by creating fulfilling, lasting employment. That's why we work closely with community partners to support young people and those from marginalised groups to find the perfect role.

To support our communities following the pandemic, we are currently developing new, online employability activities as well as becoming part of the Government's Kickstart scheme. This is aimed at getting young people into work and equipping them with the skills to find employment once the placement ends.

We have also made substantial use of BITC's Inspire, Hire and Grow employment initiative, working with residents of HMP Askham Grange Prison to build skills and confidence to prepare people for the world of work. Since this partnership began, our people have volunteered their time to deliver employability and career sessions to over 80 residents - sharing employment skills, including interview skills, mock assessment centres and CV writing, alongside talks on career journeys. Five residents have since joined us for job trials, with all going onto paid seasonal roles.



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04 PLACES WITH HEART

Education And Employability continued...

Here's some feedback from HMP Askham Grange Prison:

"This work placement has been highly beneficial to our resident and has enabled her to experience first-hand the job that's very similar to the post she's applied for on release. I believe that the work placement will continue to be highly beneficial to any resident fortunate enough to complete the placement. LNER is a major national employer that's willing to be recognised as giving ex-offenders second chances. York station is a busy station where our residents will be able to have real life experience working in a bustling environment.

For all residents this type of work will enable them to experience customer service, communication, team work and also independent working in a busy setting. All of the experience at LNER is highly transferable for on release, as well as any job in a vast majority of sectors."

Loren Smith, Head of Reducing Offending at HMP Askham Grange.

Beyond engaging with the residents of HMP Askham Grange Prison, LNER employees have come up with more ways of supporting the great work delivered there:

- To make visits more accessible for families, our Customer and Community Investment provided funds for a minibus.
- We have improved the Family Visiting Centre, creating a new, welcoming look with a custom designed mural.
- Several times a year our team at Newark donate children's books and toys from unclaimed lost property to the Family Visiting Centre.
- Departments from across LNER have engaged with the residents to use the prison's facilities for meetings.
- We have donated materials, like unbranded uniform for the crafting shop, and furniture after refurbishing our York offices.
- We have provided the residents free space to host pop up stalls to sell crafts and plants, made and grown at the prison.

Diversity and inclusion

Through Diversity and Inclusion programmes, we're developing a workforce that represents the varied communities we serve. We're nurturing a culture within LNER where our people feel comfortable being themselves. By removing the barriers to working and travelling with

LNER, we're creating a service that's inclusive and accessible to all.

Pride

We work with Pride to support for our LGBT+ colleagues and customers, as part of being an inclusive company to work for and travel with. Due to the pandemic this year, it sadly meant that the usual Pride events couldn't take place across our route. However, at LNER we continued to show our support by:

- Celebrating regional Pride events across our social media channels with a lookback at some of our best Pride moments from 2019.
- Supported both Doncaster and Northern Pride online events.
- Ran a joint Pride campaign across our channels in partnership with CALM, with people encouraged to share their best Pride moments and be in with a chance of winning £100 worth of vouchers to spend at Pride next year.

For more information on how we are engaging colleagues on diversity and inclusion, please see the People with Heart section of the report.



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04 PLACES WITH HEART



Community Rail Partnerships

The railway does more than provide a vital transport service. It's also a key part of our economic future, both locally and nationally. LNER works closely with the Community Rail Network and other community organisations, providing funding and promoting social inclusion, as well as boosting customer satisfaction, creating jobs and increasing diversity.

LNER provides over £70,000 per year to support the Community Rail Partnerships (CRPs) on our route, together with other support to enable the CRPs to deliver events and other activities.

In addition, we take part in and hold engagement activities throughout the year to find opportunities to collaborate over our shared community investment priorities.

Over the past year, this collaboration has seen us deliver activities to promote Women in STEM and diversity in rail, highlight the dangers of trespassing and engage young people in station restoration.

Volunteering and Community Support

As a result of the COVID-19 pandemic, many of our frontline employees, ranging from those working onboard trains and in our Travel

Centres to First Class lounges, were stood down. Only safety critical colleagues remained on board to keep the service running for essential travel and key workers.

We saw an opportunity to help and for our people to use their time to support our communities – and we launched the LNER Reserves. This saw our employees, some of whom were still working, volunteering with local and national charities, to help anyone with social issues caused by the pandemic.

Colleagues created innovative ways of supporting people in their local communities, from making scrub bags and masks to writing personalised letters to care home residents. We joined forces with charities like FareShare and Trussell Trust, to help provide emergency food and practical support to those in crisis, and with Age UK and NHS Responders to get support to those who needed it.

Since its creation in March 2020, over 6,300 volunteering hours have been logged, representing a social value of more than £100,000. The initiative has proved so popular that it has become a permanent part of the LNER Community Investment Strategy, enabling us to support high levels of volunteering for the future.

LNER Reserves has created its own community within LNER. They are an integral part of our business echoing the importance of being a people-focused business, not just for those working with us, but also for those living and working in the communities we serve.

Community Support

In addition to the support provided by the LNER Reserves, we have worked with Business in the Community and its National Business Response Network to:

- Donate hundreds of tickets to charitable fundraising events, with these gifts in kind valued at over £145,000. This has helped to generate over £900,000 for good causes across our route.
- Donate 10,000 sandwiches a week, for 10 weeks, at the start of the pandemic. This helped organisations like FareShare and smaller community groups to support over 200 communities across the country.
- Donate 20 iPads to Gateshead Citizens Advice Bureau, further supporting our employability aims.
- As members of Payroll Giving, more than 100 of our people collectively donate over £900 each month, supporting many local and national charities.



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04 PLACES WITH HEART

Customer and Community Investment Fund

The Customer and Community Investment Fund (CCIF) shows our commitment to be a responsible business. Worth over £500,000 per year, our CCIF enables us to provide funding to charities and community projects along our route, aligned to our Community Investment Priorities: mental health, education and employability skills amongst marginalised groups, diversity and inclusion, social mobility for vulnerable groups and environment and sustainable travel.

CCIF 2019/20

The projects began in March 2019 and have since been completed, benefitting over 12,000 people of all ages, in England and Scotland.

Here's just some of the projects we supported:

Mental Health

Mental Health impacts lots of lives, for us it's something we really want to help raise awareness for. The **Roots and Shoots** outdoor activity programmes for primary school children in Aviemore and Kingussie, proactively supported the positive mental health of students by teaching them the skills to manage negative emotions.

Also, in Peterborough, the **Crocus Café** organised several days out for those living with dementia and their carers. It offered stimulation, enjoyment and above all, worked towards combating loneliness.

Education and Employability Skills

Education and social projects are a cornerstone of our community engagement. In Grantham the **Jubilee Christian Fellowship**, used sound recording, filming, editing and more to engage disadvantaged young people. For them, the Trust offers a safe place to learn new skills, gain a sense of belonging and encourage all-important self-belief. The project has exceeded all expectations, as three of participants of the project have enrolled on a media course at Grantham College. Before becoming involved with this project many were disengaged from their surroundings and had few plans for the future.

Young people were inspired by life changing musical activities at **The Arches** – a project of Sage Gateshead's inclusive young people's programme. 269 young musicians developed numeracy, literacy, IT and teamworking skills through activities such as sound mixing, song writing and DJing.

Dame Kelly Holmes Trust's **Get on Track Edinburgh** programme, offered world-class athletes as mentors for 16 to 25 year olds who aren't in education, employment or training. The programme helped young people develop the right skills to move into the job market. One person was employed by the end of the programme and everyone achieved a construction qualification.

The **Newcastle United Foundation** delivered another great opportunity to get people from disadvantaged backgrounds together to share their love of football. People from around the region and nationwide, were brought together and offered access to activities to enhance skills, develop confidence and break down barriers to participation. The grant promoted a better future through involving groups, inclusion and resulted in memorable, positive experiences.



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04 PLACES WITH HEART

CCIF 2019/20 continued...

Diversity and Inclusion

Our support for **TICBox Productions** helped them to create an interactive performance called BOY, that's been shown in schools between London and Peterborough. It was designed to tackle the impact of HBT (homophobic, biphobic and transphobic) bullying. So far, over 15 schools have benefited from the performance helping to create a safe environment for young adults to discuss and gain a better understanding of the impact of HBT.

While over in Nottinghamshire, **Reach Learning Disability**, provided travel training, resulting in trips to London and York.

We supported grassroots programmes across different sectors, such as the **Panathlon Foundation**. This supported young disabled people in gaining confidence, to reduce isolation and provide access to new opportunities in sport and social environments.

Lord's Taverners' Wicketz Community Cohesion Programme, uses cricket as a catalyst to change the lives of 8 to 16-year-olds from disadvantaged

backgrounds. The project was delivered in Peterborough and Hull, with young people experiencing opportunities to improve teamwork and co-operation skills, through a range of workshops.

Environment and Sustainable Travel

We believe the CCIF can also make an impact on the environment and heritage of the communities along our route. From a wildflower meadow being planted in Arbroath enhancing local wildlife by **Keptie Friends**, to 6,000 trees planted in Peterborough by the **Peterborough Environment City Trust**, CCIF is helping with projects big and small.

Further north in Leeds, a community education programme to deliver environmental benefits in Leeds, was delivered by the **Foundation of Digital Creativity** to more than 200 adults and children. Raising awareness of the benefits of public transport to help address climate change was a key aim, alongside increasing digital and employability skills.

With many more planned for 2020/21 funding year, it's going to be a busy, uplifting year.



Primary school children playing Precision Bean Bag, as part of a Primary Panathlon event.



Members of MySight York, taking part in activities and providing support to each other.



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04 PLACES WITH HEART

CCIF 2020/21

Our latest round of projects began in October 2020 and will run until the end of September 2021. They include:

During the 2020/21 funding year we'll support 13 **Samaritan** groups along the East Coast Mainline. Each group helps these communities by encouraging people to talk about their worries, especially an unexpected death or suicide.

Mental Health

Caring for the Mind is based around a holistic package of support for vulnerable, unpaid carers to help with their mental health. The **Carers First** initiative makes sure they can access the right support at the right time.

While in Motherwell, **The Health and Wellness Hub** is delivering the Empowering Communities project, which provides weekly community health and wellbeing hubs. These are a great place to help people address their health and wellbeing, as well as offering a place to meet, reducing social isolation.

Media is another great way to capture young peoples' attention. **The York Stars**, Life in Colour is a mental health and wellbeing project in York, who have produced a video to be shared in schools, to generate conversation

around mental health. Which explains the signs and symptoms of poor mental health, offers pointers on how to help yourself or someone else and explores why there's a stigma around it.

Live Music Now aims to offer a taste of the transformative power of live music to older people. Performances are aimed at those living with dementia in care homes, day centres and hospices. This project allows live music to reach people who wouldn't normally experience such a rare treat, bringing them together socially and improving their wellbeing.

We all know being close to nature improves your mood and self-esteem. Therapeutic Gardening for Wellbeing allows homeless residents at **Newark Emmaus Trust** to take advantage of gardening projects to help them embrace the outdoors in a new way. It provides opportunities to voice issues in a calm, welcoming environment, helping people learn new skills and gain confidence along the way.

Think Children offer early intervention for Children with Challenging Childhoods, particularly those at risk of developing poor mental health. They support disadvantaged children struggling to cope with adversity and trauma.

MySight York
live well with sight loss

SAMARITANS

seven stories
The National Centre for Children's Books

net | **newark emmaus trust**
help for the young homeless



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04 PLACES WITH HEART

CCIF 2020/21 continued...

Education and Employability Skills

The Key will enable young people facing challenging circumstances to improve their self-confidence, build essential life skills and form a growth mindset.

On Board with Stories, is a **Seven Stories** learning and wellbeing programme that uses books and stories to help vulnerable young children build resilience while understanding themselves and making sense of the world around them. Set in children's centres it's designed to engage children and families from disadvantaged communities in the north east.

The **Newcastle Cathedral Trust** will deliver the Lantern Initiative, which focuses on homeless people, the marginalised and those with mental health issues. In the city's Cathedral they'll find a listening ear, practical support and information about partner organisations and the support they offer across the city. Those who've been helped will have the opportunity to volunteer in roles around the Cathedral boosting self-esteem and helping them move towards independence and employment.

Diversity and Inclusion

The brilliant **MySight York** All Aboard project will increase support to young people suffering from sight loss, and their families. Sight loss is uniquely isolating and this project introduces parents to a support network offering resources and activities in York. It makes sure skills are shared and links individual needs to much needed public services.

The **Darlington Association on Disability**, Positive Travel project supports those with disabilities and carers of all ages to tackle barriers they experience when travelling. The project offers a range of help from individual travel training and group access to social and leisure opportunities for disabled people and their families.

In Doncaster, around 6,000 people aged over 65 live alone, often going for weeks at a time without seeing or speaking to another person. The **B:friend** Eyup, duck! project encourages meaningful, long-term friendships for isolated, older neighbours along with promoting weekly Social Clubs.

Who'd have thought keeping hens was so beneficial to our health? HenPower offers older people accessible, creative activities including hen-keeping. Charity **Equal Arts**, aims to improve older people's lives by reducing social isolation, anxiety and depression, which helps improve wellbeing and positivity. It also builds strong relationships and friendships throughout communities.

Support is being given to the **Black and Blue** charity, who help those trying to flee domestic and honour-based violence. They build relationships with charities working with, mostly women and children who often arrive with nothing but the clothes they stand in. They make sure safe houses, refuges and other services can give people clothing, toiletries and baby equipment.



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PEOPLE WITH HEART



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05 PEOPLE WITH HEART

Putting the welfare of our people and customers at the heart of our business

Covid secure

The pandemic brought a new angle to safety, with cleanliness becoming more important than ever and social distancing becoming a new and vital feature of colleague and customer safety.

Record levels of enhanced cleaning have been carried out since March 2020 as part of the LNER pledge to operate a 'Covid Secure' service, with specialist teams using superior and sustainable disinfectant products and high-grade equipment.

Cleaning teams introduced 'fogging' devices, which kill viruses on hard surfaces and in the air, two-stage disinfectant process for customer and colleague touch points and overnight deep cleans. To support this, we increased our cleaning hours provided by Atalian Servest by 14 per cent and increased the numbers of cleaners.

To support social distancing, we brought in and continually updated signage, guidance

and other measures for customers and colleagues, including reservation only services, to limit the numbers of customers onboard. In addition, to increase face mask usage, we introduced regionally-inspired face mask designs, which we have sold to raise money for our charity partner, CALM.

Health and wellbeing

Our people are the beating heart of our organisation and we know that if our people enjoy a great experience, feel happy and cared for, there will be a direct positive impact for our customers and communities. We're committed to supporting colleagues' health and, over the 2019-20, we have continued our focus on mental health - with the pandemic making this even more important.

Mental Health First Aiders

Mental Health First Aiders play a key role in the LNER commitment to investing in wellbeing. LNER is supporting employees by training 94

Mental Health First Aiders (MHFAs) across the business and we're training more so we can be there to listen and offer people the right help when we're needed.

Time to Change

Time to Change is a growing social movement working to change the way we all think and act about mental health problems. It's already reached millions of people, improving attitudes and behaviour. We have signed the pledge to erase any stigma associated with mental health.

Our Time to Change pledge shows the industry and the world that LNER is committed to changing the cultural mindset around Mental Health and that we're a supportive business helping our teams by signposting our employees to the right agencies.





05 PEOPLE WITH HEART

Creating an Inclusive LNER

LNER is committed to creating a diverse workforce that is representative of the communities we serve and an inclusive culture where everyone feels able to be themselves and achieve their potential. In 2020 we appointed an executive sponsor for each area of diversity demonstrating our commitment to provide visible leadership on this important agenda and to drive progress against the initiatives outlined in the LNER Diversity and Inclusion Strategy.

Not only is LNER committed to creating an inclusive workforce for our people, we are working hard to remove the barriers to rail travel for our customers. We want all groups within our local communities to see travel with LNER as an accessible option.

Our recent achievements include:

- Established Board Level targets to improve gender and ethnicity representation across the organisation.

- Launched our Inclusion training programme, tailored to each role across the business, and further supported our Inclusion Network.
- Appointed Inclusion Representatives and are working closely with our trade union colleagues to make our policies and ways of working more inclusive.
- Improved our recruitment and selection processes by introducing gender neutral advertising, blind screening and Inclusive Recruitment training for hiring managers.
- Initiated a communications drive to improve diversity data disclosure so we can better understand the demographic of our workforce.
- To champion equality, diversity and inclusion in the UK railway, we signed the Women in Rail and Rail Industry Association Equality Diversity and Inclusion Charter.
- Championed the Yorkshire Women in Rail group to provide training and networking opportunities for women in the industry.
- Worked with Stonewall as a Diversity Champion to help build an inclusive and supportive environment for our LGBT+ colleagues.
- Signed the Business in the Community Race at Work Charter, a public commitment to improving outcomes of our BAME employees.
- As part of International Women's Day 2020, we ran a special 'Flying Scotswoman' service to encourage more women to consider a career in the rail industry, following research, conducted in partnership with YouGov, that found 85 per cent of women of working age in the UK have never considered a career in rail.



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05 PEOPLE WITH HEART

Sunflower Lanyards

In 2019, we introduced the Sunflower Lanyard to the rail industry. It's a great way for customers to discreetly let us know they have a hidden disability. Since then, we've given out over 10,000 lanyards and our people instantly recognise customers who might need extra support. It helps everyone feel confident while travelling with LNER.

This initiative was so successful that all other national train operators have supported the scheme and now the Sunflower Lanyard is recognised across the whole rail network.

This year, we also added the Sunflower Card, so customers can write down any extra information they want our people to know, which is particularly important if they have communication barriers.

Face Covering Exception Badges

In response to the COVID-19 pandemic, and the need for face coverings on public transport, we launched our 'Face covering exempt' pin badges for customers and staff.

These lower the chances of an awkward confrontation with those who are medically exempt from wearing a face covering. It's helped boost the confidence of many customers.

I'm exempt from wearing a face covering
LNER

Passenger Assist Improvements

During 2019-2020 we undertook a complete review of our Passenger Assist systems. We've already launched a new booking system, making it quicker for customers to book assistance and travel independently. This is the first part of a comprehensive update, which includes introducing an app to book assistance next year. We're also launching a staff app to allow us to manage increased requests more effectively, giving customers the confidence that we'll deliver the assistance they need, even more reliably than ever.



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BUSINESS WITH HEART



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06 BUSINESS WITH HEART

Doing everything we can to minimise our environmental impact, today and in the future

Responsible stewardship of the environment has never been more important, and at LNER environmental sustainability is fundamental to our operation. From minimising and recycling our waste, to taking on the rail decarbonisation challenge, we're committed to managing and reducing our impact on our planet.

Our Environmental Sustainability Strategy 2020/2025 sets out our business goals and aligns with the RSSB's key Sustainable Development Principles: Carbon Smart and Reducing our Environmental Impact.

Our goals

- Achieve net zero carbon by 2045. We will do this by using less energy, becoming more efficient where energy use is unavoidable and by changing the sources of energy we use.
- Reduce the total amount of waste we produce and recycle as much as possible, with specific goals of maintaining zero waste to landfill and increasing primary recycling segregation from 25 per cent to 30 per cent in 2020/21.
- Reduce the water consumption as far as practicable, with a target of zero increase in consumption in water.

Our headline environmental performance figures

Measure	2015/16	2016/17	2017/18	2018/19	2019/20
Traction Carbon ¹ kilograms CO ₂ e per passenger kilometre (kg CO ₂ e ppkm)	0.043	0.041	0.038	0.034	0.032
Non-traction Carbon ² tonnes carbon dioxide equivalent (tCO ₂ e)	7970	7405	6634	5525	4883
Total Carbon Emissions ³ tonnes carbon dioxide equivalent (tCO ₂ e)	245,299	233,318	221,286	202,321*	182,280
Total Energy Consumption ⁴ megawatt hours (mWh)	551,501	563,476	577,441	589,264	578,167
Water ⁵ cubic metres (m ³)	61,643	61,147	91,447	69,431	67,572
Waste Recycling ⁶ per cent of total waste	20%	19.1%	18.1%	14.6%	21.4%

Note: Data is reported in franchise years which run from 1st April - 31st March

*Restated

¹ Traction refers to rolling stock

² Non-traction refers to buildings and infrastructure associated with the rail industry, such as station buildings, depots, offices and car parks.

³ Total carbon emissions are the sum of traction and non-traction energy, F-gas, business related air travel, grey fleet and road fleet travel.

⁴ Total energy consumption is the sum of traction and non-traction energy.

⁵ Water consumption from managed supplies.

⁶ Primary waste recycling at 11 managed stations, Head Office and the Aberdeen Depot.



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06 BUSINESS WITH HEART

Our progress - in summary

Our carbon footprint is externally verified against ISO 14064-3:2019.

Year	Absolute Carbon Footprint	Per cent decrease on baseline year
2015/16	245,229	Baseline year
2016/17	233,318	4.9
2017/18	221,286	9.8
2018/19	202,321	17.5
2019/20	182,280	25.7

Regarding waste, in the franchise year 2019/20 our performance improved by 6.8 per cent in comparison to the year before. We report the proportion of waste that through our own efforts we segregated on our stations and trains, and at our offices and depot. However, we work with our waste contractors to ensure that where possible they further separate recyclable materials that we have missed, and to ensure that none of our waste is sent to landfill.

Our water consumption was 2.7 per cent lower in 2019/20 than the previous year. Water usage is very sensitive to leaks, so we work hard to detect and fix leaks to minimise wastage.

Our progress - in depth

Energy

Moving a 432 tonne train at 125mph uses a lot of energy. That means our energy consumption is our most significant environmental impact and the biggest contributor to our carbon footprint.

LNER Azuma trains are powered by electricity and a small amount of diesel when they are running without an electrified overhead wire. We also have seven 225's which are also powered by electricity. This consumption is described as

'traction energy' and refers to the electricity or diesel consumed to power our trains. This makes up 97 per cent of our energy consumption.

Before COVID-19, we ran over 1,000 services a week, calling at 48 stations and carrying more than 20 million customers a year. These services and the number of customers have decreased as a result of the ongoing pandemic, and whilst not reflected in the reported data, which spans franchise years, 1st April to 31st March, it will inevitably reduce our energy demand while the pandemic response requires a reduced timetable and limits on capacity on our services.

'Non-traction' energy includes the energy to light, power and heat our 11 managed stations, one light maintenance depot and our offices. We are also tenants at three Network Rail locations and in our Customer Solutions Centre. This makes up the remaining three per cent of our energy consumption.

Measure	2015/16	2016/17	2017/18	2018/19	2019/20
Traction Electricity megawatt hours (mWh) (modelled)	239,704	239,458	242,750	247,934	336,053
Traction Diesel litres	27,507,057	28,742,670	29,593,108	30,172,241	21,019,909
Non-Traction Electricity megawatt hours (mWh)	12,321	12,986	13,156	13,399	12,858
Non-Traction Gas megawatt hours (mWh)	4235	3319	3634	3809	3949



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06 BUSINESS WITH HEART

Our progress - in depth continued...

Traction

In 2020 we launched the last of our LNER Azuma fleet into service, bringing the total to 65. We retired 14 diesel High Speed Trains (HSTs) and 23 Mark IV sets. The last of our HSTs left us in mid-December 2019, resulting in a considerable drop in diesel fuel consumption in the last franchise year, of over 9 million litres. This was accompanied by an increase in electricity consumption as journeys previously made using diesel power switched to electricity thanks to our bi-mode Azumas.

Now we have our new fleet, work continues to ensure we operate our trains as efficiently as possible. As part of the East Coast Digital Programme we're working on the Driver Advisory Systems (DAS). This will help a driver monitor the timetabled path of a train to determine whether it'll reach its next timing point on schedule. It will also advise on the speed needed to make this happen. If the train's running early, a slower than usual speed is displayed, which minimises fuel and energy consumption.

Linking this to a Traffic Management system (TM) will help to deliver a more regular train service that runs more efficiently. It will provide greater insight into timetable conflicts and improve managing them by offering greater visibility of disrupted routes and the conflicts it may cause. This foresight will allow the network to be managed more proactively. Another benefit is that by reducing the all stop, all start nature of disruption in favour of smooth regulation of the service, helps reduce energy usage too.

Non-Traction

At LNER we are always considering our customer experience and are working to make the time spent with us as enjoyable as possible. This means we often remodel and refurbish, build new car parks and introduce new waiting rooms and facilities. We're also increasing the diversity of shops and outlets in our stations. When we do this, we always consider introducing more energy efficient equipment and low energy LED lighting.

In the coming months we are carrying out detailed energy assessments of our managed stations to pinpoint where we can become more energy efficient.

At our Clayhills Service Delivery Depot in Aberdeen we have installed inflatable doors to retain heat in the maintenance shed. This 'weather seal for train' solution closes tightly around an entire vehicle using fans that fill the seals with hot air for insulation against the cold. What was once an open-ended shed, now provides a comfortable working environment for our people and reduces energy consumption.



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06 BUSINESS WITH HEART

Waste

In the past year our recycling rate has improved from 14.6 per cent to 21.4 per cent of the total waste that leaves our stations, offices and depot. This includes waste generated on our trains and the trains of other operators as well as waste from our tenants and our customers. We only report the segregation we achieve on our premises, but we work with our waste contractors to achieve greater segregation down to their more detailed sorting processes.

We have set ourselves a new target of 30 per cent based on taking a look at what makes up our waste. We got elbow deep doing a waste characterisation exercise at York and Newcastle stations including platform, on train, other

train operators, office and tenant waste. Utilising the waste streams collected by our contractor (general, mixed recycling, food, glass and planned coffee cups) we were able to segregate approximately 45-50 per cent from the general waste, suggesting an additional 20 per cent of segregation could be feasible.

Using this information, we were able to highlight tenant segregation as an opportunity for improvement and create immediate plans to address the wider segregation issues within our control (signage, bins, awareness) and create plans to address the limited onboard segregation through engagement and back of house sorting.

Measure*	2015/16	2016/17	2017/18	2018/19	2019/20
Recycled tonnes	273	305	279	211	315
Energy recovery tonnes	1137	1201	1143	1182	1116
Landfill tonnes	NA	64	63	41	0

*Excludes waste from locations managed by Network Rail
NA not available

Packaging and recycling

By working in partnership with local sandwich supplier Tiffin, we've changed food packaging onboard our trains, swapping our retail and first-class sandwiches to plastic free. We also removed some paper and cardboard based items, ranging from newspapers, menus and retail booklets, to paper lay-up mats and even the coasters on our tables.

That's not all. We're also working in partnership with Hitachi to help us segregate waste better in our catering vehicles. We're labelling our bins to highlight general waste, mixed recycling and food waste. Plus, by working closely with our catering suppliers we're focusing on environmental and sustainable packaging and by sourcing food locally along our route we're reducing food miles too.

Cup recycling bins are also here. Unbelievably, 2.5 billion single use cups are thrown away in the UK every year. To make it easier for our customers to recycle them, we're introducing disposable cup recycling stands across our

managed stations. York already has these, with Doncaster and Wakefield Westgate Station next in line. The rest of our managed stations will see the stands rolling out in our next phase.

The cups are gathered by Forge Recycling, sorted and baled for efficient collection. They're then taken to a specialist paper mill where the plastic liner is stripped from the paper fibres. The paper fibres are upcycled into luxury papers to be used in new products while the liner

Waste type	Percentage of total waste
Single use cups	5.80%
Food	2.93%
General	51.97%
Recycling (DMR)	34.18%
Coffee grounds	5.13%
Total	100.00%

Example waste characterisation at Newcastle station.

is used for energy recovery within the paper recycling process. This means there's zero waste to landfill.

We're also updating the waste signs in our stations using the highly recognisable Recycle Now icons. These clear, consistent messages which customers are familiar with make it easy to spot what can be put into each recycling bin.



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06 BUSINESS WITH HEART

Water

Cleanliness and hygiene are important parts of providing a safe and welcoming environment for our customers. Much of our water use is for domestic purposes, like restroom facilities, kitchens and supplying our tenants as well as cleaning our trains, stations and offices.

The most effective way to reduce water waste is by monitoring leaks and updating the fixtures and fittings so they're as efficient as possible. We've fixed leaks at Durham, Darlington, Newcastle and Newark. Unfortunately, aging infrastructure makes this an ongoing task.

As we upgrade and refurbish our stations, we make sure that we choose fixtures and fittings that help us and our passengers use less water. At York and Newcastle station we are installing Dyson wash and dry taps that use 0.9 litres of water in comparison to the current taps that use 6-8 litres of water.

In order to battle the cold at our Clayhills Service Delivery Depot in Aberdeen a phased project of trace heating installation will be started in November 2020. This will warm the

water pipes on the Depot and prevent them freezing.

What's next?

Water Refill Points

We're installing water refill points across all of our stations, offering customers a place to fill their own bottles and reduce waste packaging. We'll complete this project in Spring 2021, with Wakefield, York, Newcastle and Durham being the final stations. Each refill point will record how many single use plastic bottles have been saved by installing these units. It gives us a great way to measure their success.

Phasing out paper tickets

LNER has a serious focus on reducing paper tickets. This means issuing smart tickets, on mobile phones and other digital devices, to show onscreen, rather than using printed tickets. We're aiming to phase out 70 per cent of paper by 2021 and 100 per cent by 2022.

We also launched an exciting new app in August 2020, creating an improved customer experience and an easier way to buy and download eTickets.

Our SmartCard Bureau is a great way for customers to buy plastic season tickets through our website. For new Season Ticket customers, the SmartCard will be delivered to their door and the ticket can be loaded at any station the first time it's used. Season tickets can also be renewed online and loaded onto the existing card, making it more sustainable than paper tickets and more convenient than eTickets.

A better way to share ideas - Our Ideas Bot

Our Digital team has introduced an ideas bot for our people. One of the key challenges set by the bot is to ask our people to make suggestions about any paper based processes that could

become digital. We're looking forward to hearing their ideas.

Keeping track of stock ordering

Our Digital and Catering teams are working together using data science to assess how we manage stock ordering. The project predicts the volume and choice of stock needed to satisfy demand on a given journey, or route on a given day. The results can help the Catering team make informed ordering decisions for greater efficiency. Not only are we hoping to meet demand with the right variety of products, we're also hoping to reduce food and packaging waste.



Measure*	2015/16	2016/17	2017/18	2018/19	2019/20
¹ Water cubic metres (m ³)	61,643	61,147	91,447	69,431	67,572

¹ Water consumption from managed supplies



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06 BUSINESS WITH HEART

The journey to net zero

Transport is the largest carbon emitting sector in the UK (*Committee on Climate Change Net Zero Technical Report).

In this sector, rail leads the way as the foremost low emission transport choice. It also helps customers connect to other green modes of transport, including public transport as well as sustainable forms of private transport, through electric vehicle charging points and cycle parking at stations. However, there remains room for improvement. We recognise that we not only need to decarbonise our business, but also take our place in the cross-modal strategy to decarbonise how we all travel.

Our total carbon footprint in the 2019/20 franchise year was 182,280 tCO₂e (tonnes carbon dioxide equivalent). This includes 177,303 tCO₂e from our traction activities, and 4,872 tCO₂e from our non-traction activities. The remainder comprises emissions from air travel, non-rail business travel and refrigerant gases.

Our carbon reporting follows the Greenhouse Gas Protocol Accounting and Reporting Standard. Our carbon footprint is externally verified by EcoAct in accordance with ISO 14064-3:2006.

Our carbon footprint has reduced by 63,019 tonnes CO₂e since our baseline franchise year 2015/16, which is a 25.7 per cent decrease. A good portion of this

reduction is evident in our Scope 1 emissions, down to retiring the diesel powered HST's which reduced diesel fuel consumption by over 9 million litres. This also saw our business achieve the UK government commitment to phase out diesel only trains by 2040.

We also recognise that our footprint reduction is as a result of the effect of UK grid de-carbonisation which lowers the carbon intensity of the electricity we consume.

To reduce our carbon emissions our non-traction energy supplies now come from renewable sources. We're also investing in solar roof panels to generate our own electricity onsite, starting with Darlington station.



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06 BUSINESS WITH HEART

The journey to net zero continued...

We're looking at LNER Azuma trains too, as we rely solely on diesel power for parts of our route. Due to the plans to decarbonise the railway in line with the Minister for Rail's challenge we'll need an alternative power source to continue these services. Extensive research highlighted the following options:

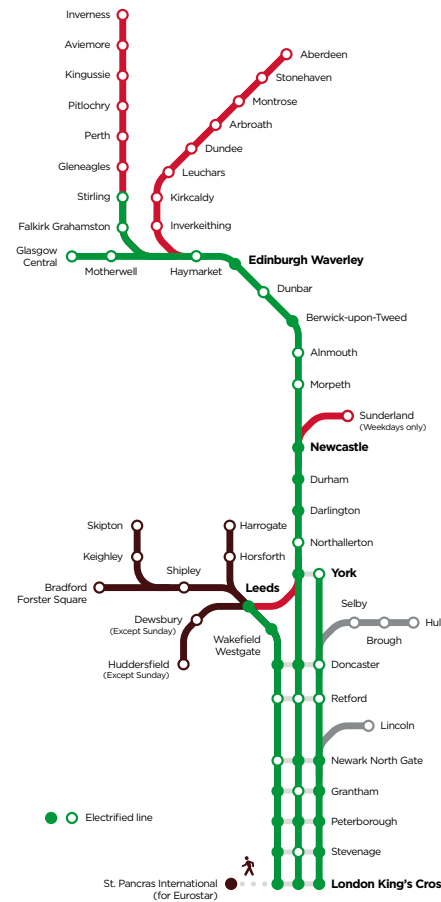
Batteries

Batteries would store energy that is used to power/propel the train. Processes such as regenerative braking can then be used to put charge back into the batteries. Evidence is available that demonstrates batteries can propel a train from a standing start. Current battery technology has shown a range of 50 miles can be achieved, which will only improve over time.

Discontinuous Electrification

On sections of the route with no overhead electrified wires a train has to coast to the next section or have a secondary means of power to get to the next section of wires.

We've commissioned a study to fit discontinuous overhead electrified wires on our Edinburgh to Aberdeen and Edinburgh to Inverness routes, so we can understand our energy demands better on both routes.



Our ongoing commitment to responsibility

We've achieved a great deal in our second year but we still have a long way to go. Creating our Responsible Business approach showcases our commitment. It's also reinforced by Responsible Business and Partnerships becoming a key pillar of our five year Business Plan. We have also identified a suite of Key Performance Indicators (KPIs) to track our progress.

Our next steps are to:

- Set medium and long-term targets, so we are confident that our annual KPIs are taking us on a course to become the UK's most responsible train operator.
- Establish Responsible Business indicators across further key projects across the business, so all project owners understand how their decisions impact on our commitment to business with heart, places with heart and people with heart.

- Continue to engage with our colleagues and customers on the importance of being Responsible Business for our long-term sustainability.

If you have any comments or you'd like to get in touch about our Responsible Business Report please email us at customers@LNER.co.uk and we'll be more than happy to help.

You can also visit LNER.co.uk

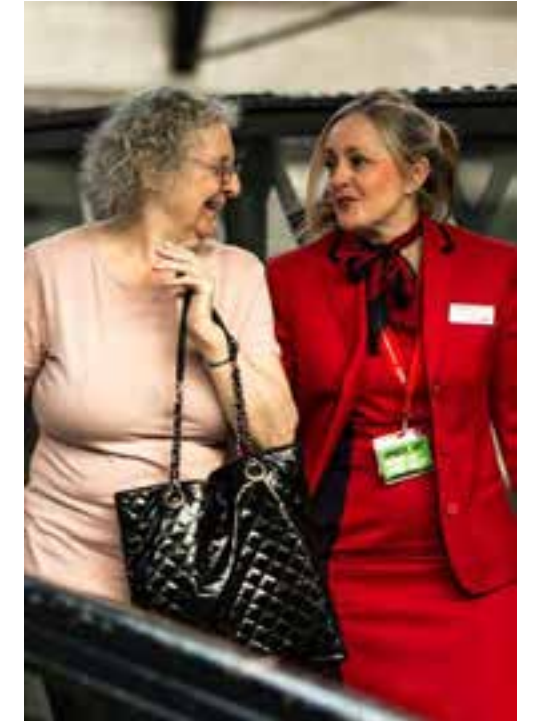


Photo by Graeme Wright.



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