

Getting you on board

Delivering a
sustainable future

South Western
 Railway

Message from Andy

At South Western Railway (SWR) our vision is to provide solutions for an increasingly congested world, keeping people moving and communities prospering.



To achieve this, we will deliver our rail franchise apprenticeship scheme and will build long-term capability in our people through investment and training. Our environmental responsibilities are important to us, and we are investing to improve our environmental performance through reduced carbon emissions and sustainable resource use. We also know that our railway is vital to the region and the people and businesses it serves, and we are committed to working with our communities, stakeholders and industry partners to understand how best to invest in our network, our services and communities. As technology plays an increasing role in today's society we are committed to optimising new technologies that reduce our carbon emissions, improve how we operate our business and enhance our customer experience.

Each employee of SWR has a part to play in helping us become a more sustainable business. This strategy outlines the key sustainability initiatives that will be delivered during the franchise. Sustainability must be embedded in every part of our business as it is not something that can be achieved in isolation and each role in SWR has a part to play in achieving our vision. I look forward to working with you all in the coming months and years to do just that.

Andy Mellors

Andy Mellors
Managing Director
South Western Railway

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Our approach to sustainability

We are proud custodians of our railway and recognise that we have a responsibility to operate effectively today and plan for the future. Our sustainable development strategy outlines how we will deliver the highest standards in sustainability to be a leader and innovator across the UK rail industry.

Our strategy aligns with the rail industry's Sustainable Development Principles, which represent the core values of the rail industry and are fundamental in delivering a sustainable railway fit for the future.

Our key sustainability themes

SWR's approach to sustainability is to deliver positive change for our customers, communities, people and our environment. We will focus on our key sustainability themes developed in collaboration with our people and stakeholders.



Communities and Engagement

At SWR we are focused on supporting the communities we serve through better understanding, engagement and investment. We are committed to deliver an integrated railway that is safe, secure, accessible and inclusive to all.



Innovative Technology

We will optimise new technologies to deliver a railway that is an innovator and trendsetter for generations to come.



Energy and Resources

We will minimise our impacts to the environment and improve our performance through waste reduction and recycling, efficient resource use and achieving long term reductions in carbon emissions.



Employer of Choice

At SWR we value our people and we strive to be a great company to work for. We will respect, encourage and develop a diverse workforce so we have a skilled, talented and engaged people now and into the future.

How we will deliver this

Our customers, suppliers and culture play an important role in delivering our key sustainability themes.

We therefore promise to:



Be committed to our customer

Put the customer at the heart of everything we do to provide a great experience at every stage of the journey.



Be transparent

Promote a culture of open and accountable decision making and will measure, monitor and report publicly on our progress toward sustainability.



Support a thriving sustainable economy

Support and boost the UK economy through employing sustainable procurement practices and engaging with local business, SMEs and social enterprises.

Leadership

The SWR Managing Director will lead the sustainability agenda and will provide regular updates to the First MTR SWR Board.

The SWR Managing Director will endorse the sustainable development strategy and delivery plans, and each Director will lead on initiatives relating to their own individual area. The sustainability team will provide visible leadership on sustainability issues, supporting all business functions to deliver projects and initiatives.



Governance

The SWR Sustainability Strategy will be tracked and monitored through the SWR Sustainability Steering Group (SSG) and reported to the Managing Director via the Executive Safety and Sustainability Steering Group (ESSG).

The SSG brings together all SWR departments who have responsibility for delivering an element of the sustainability strategy. The Group provides a focus on initiatives across SWR's key sustainability themes, reviews the business's sustainability performance and carries out detailed reviews of business cases that support SWR's sustainability objectives.



Take pride in the journey

Our plans to improve SWR are truly transformative for our customers and the South Western Railway network as a whole. We will invest £1.2billion to deliver better trains, more seats and quicker journeys and will invest in our people and the communities we serve.

We will achieve this by:



Energy and Resources

17/18

- Installing electric automatic meter readers

18/19

- Achieve ISO14001 and ISO50001 certification
- 90% recycling and 100% diversion of waste from landfill
- Install water automatic meter readers

19/20

- Set a water baseline and reduction target
- 20.5% reduction in SWR property energy use
- LEDs across SWR stations
- Solar Photovoltaics at key locations
- 60 electric vehicle charging points

21/22

- 30.75% reduction in SWR property energy use

23/24

- 56% reduction in traction carbon emissions
- 41% reduction in property energy use
- 18.8% reduction in water use
- Achieve BREEAM Excellent
- Reduce our embodied carbon hotspots

Employer of Choice

17/18

- Delivering sustainability training
- Implementing our skills and leadership strategy
- Launching the SWR REACH apprenticeship programme
- Paying the living wage

18/19

- Launch the Princes Trust Achieve Programme

22/23

- Achieve investor in people Gold Status
- Deliver 3 Princes Trust achieve Programmes and 10 Getting into Railway Schemes
- Deliver Great Customer Experience training

23/24

- Deliver 2.5% of SWR employees through apprenticeships
- Increase the number of women and BAME candidates during recruitment

Innovative technology

18/19

- Deliver SWR innovation strategy
- Smart ticketing scheme (Tap2Go)
- Free on board Wi-Fi
- Improve our customer app services

19/20

- Wi-Fi at selected stations

21/22

- Customer Improvement Screens at stations and car parks
- Infotainment on train

Communities and Engagement

18/19

- Launch community ambassadors scheme
- Deliver 10 station watch schemes

19/20

- Launch £2.6m p.a. customer and communities' improvement fund
- Fund 8 community rail partnerships
- Sustainable station travel plans

20/21

- Deliver 50 station adopters scheme

21/22

- Additional 1500 car parking spaces
- Support our local and corporate charities

23/24

- Increase the number of SMEs we work with
- Secure stations and car park accreditation
- Step free access at 6 stations

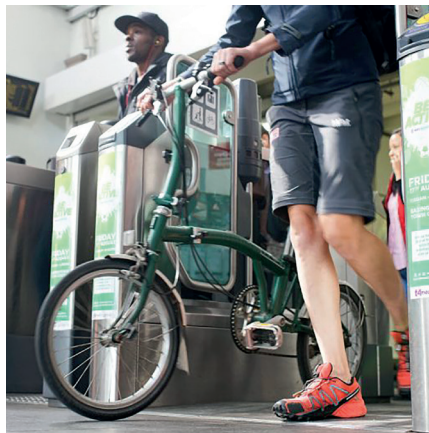
At SWR we want to change the railway for the better for our customers, people and stakeholders today and in the future. We believe that a better railway is a sustainable railway.

Communities and Engagement

Connecting people and communities is at the heart of SWR's purpose. We are focused on making a positive contribution to all the communities we serve through better understanding and engagement of local issues and needs. At SWR we strive to be a good neighbour.

We will achieve this by:

- Developing and funding Community Rail Partnerships to engage local communities across our network.
- Holding an annual Community Rail Conference to share best practice.
- Launching a Community Ambassadors Scheme to support excluded groups such as students, unemployed people and the elderly to access local rail travel.
- Implementing at least fifty station adoption schemes to support local communities to get involved in their local railway.
- Identifying and investing in available station space suitable for community or social enterprise use.
- Funding station sustainability improvements for our independent retailer facilities.
- Engaging with local government, local authorities, local enterprise partnerships and the South Western Transport Partnership to take a strategic approach to enhancing services and improving stations.
- Engaging our Island Line stakeholders on the sustainable future for the Island line.
- Investing £2.6million year from 2020 in our communities through our Customer and Communities Improvement Fund.
- Developing and supporting local charities and our corporate charity partner by working together on key projects and fund-raising initiatives.



Rail connects our people and communities to jobs, education, health services and leisure and will form a part of, if not all, of the journey. At SWR we will deliver a railway that is integrated, accessible and inclusive to all. A railway where our customers feel safe and secure.

We will achieve this by:

- Developing and delivering our accessibility and inclusion strategy so that everyone can travel with SWR.
- Delivering accessibility improvements for disabled persons and vulnerable groups at our stations and on our trains.
- Holding regular accessibility forums with Disability Rights UK to represent customers with reduced mobility and protected characteristics under the Equality Act.
- Achieving Crystal Mark Plain English campaign.
- Collaborating with Transport for London and other transport providers to provide an integrated and accessible transport system that provides our customers with a smooth end to end journey.
- Working with the British Transport Police, local authorities and Network Rail to assess and improve security at our stations, on our trains and in our car parks.
- Achieving secure station accreditation at 130 stations and secure car park accreditation at 100 locations.
- Continuing to deploy Rail Community Officers across our network to help reduce crime, antisocial behaviour and passenger insecurity on our trains.
- Introducing at least ten Station Watch schemes creating station environments which deter individuals from committing crime and/or being antisocial, disruptive or offensive.
- Investing in additional cycle storage and car parking and installing electric vehicle charging points at key locations.
- Implementing Station Travel Plans to enhance 'green travel' to and from our stations helping our customers make more sustainable travel choices.

Employer of Choice

At SWR we value our people. We strive to be a diverse and inclusive employer of choice that respects, encourages and develops its workforce and supports their health and wellbeing making SWR a great company to work for.

We believe in attracting, recruiting and retaining the right people in the right place at the right time so we have a skilled, talented and engaged workforce now and into the future.

We will achieve this by:

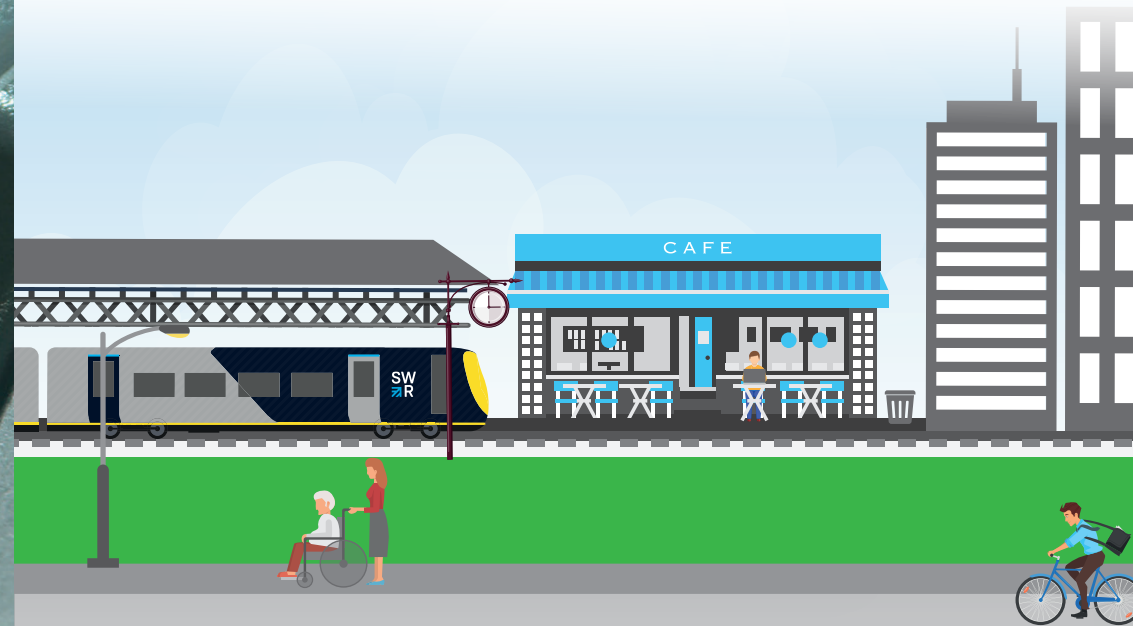
- Delivering a skills and leadership strategy which will set out how we will train and develop our workforce through apprenticeships and leadership and management training.
- Partnering with local schools, colleges, universities and training providers to deliver a range of high quality apprenticeship programmes.
- Delivering 3 Princes Trust Achieve Programmes and ten Getting into Railway Schemes to provide rail industry education programmes, life skills and achieve citizenship to young people.
- Supporting long term unemployed back into work through employment schemes, work placements and mentoring.
- Providing all our people with 'Great Customer Experiences' and accessibility training to provide a better journey experience for our customers.
- Developing our diversity strategy to create a more inclusive culture across SWR and applying our strategy in our recruitment activities to increase the number of women and BAME candidates.
- Achieving Investors in People "Gold Status" by 2022.
- Paying the Living Wage to our people.
- Implementing a comprehensive Health and Wellbeing Programme and employing champions to support initiatives.
- Monitoring employee engagement and satisfaction through Your Voice surveys and acting on the results.
- Holding an annual conference and awards ceremony to celebrate excellence at all levels of the organisation.
- Using internal communications channels to embed SWR's sustainability vision as 'business as usual'.
- Running an annual sustainability week to engage colleagues and build excitement around sustainability issues.
- Delivering a culture of sustainability through training and briefings to all colleagues to raise awareness and competency on how they can improve the sustainability impacts associated with their role.
- Embed our BeSafe safety culture to reduce colleague and passenger injuries.

Innovative Technology

At SWR we know that enhancing the experience for our customers means innovating throughout their journey. We will boldly champion industry leading innovation to deliver a sustainable railway that is resilient, offers value for money and meets the need of our customers today and into the future.

We will achieve this by:

- Delivering an innovation strategy that sets out how we will develop our innovation capability and work with our stakeholders to capture ideas and bring new technologies, processes and products to the rail market.
- Launching a smart ticketing scheme (Tap2Go) and an innovative customer assistance app.
- Providing free wi-fi and infotainment to our mainland trains.
- Piloting the use of body cameras and GPS tracking for our Rail Community Officers.
- Introducing mobile devices to our frontline colleagues to help provide great customer experience.
- Installing Automatic Number Plate recognition at 45 stations and parking bay sensors at 30 stations enabling real time space availability.
- Supporting the development of new technologies and products through the collaboration with First Group, South Western Transport Partnership and Knowledge Transfer Partnership.
- Engaging with key stakeholders to understand and manage the risk of extreme weather and climate change across our network.

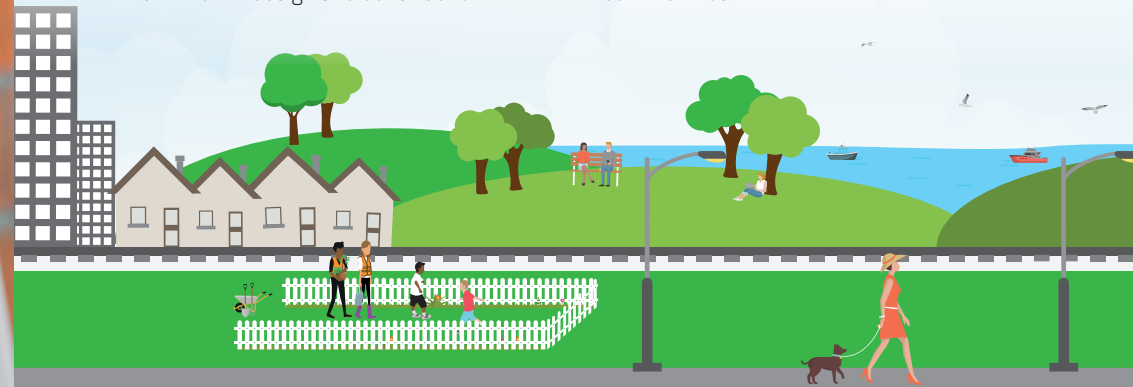


Resources and Energy

Reducing our impact on the environment through waste reduction and recycling, efficient resource use and being carbon smart is key to improving our business and environmental performance.

We will achieve this by:

- Delivering and maintaining an Energy and Environmental Management System (EMS) to the ISO14001 and ISO50001 standards to minimise our impacts and continually improve.
- Working with our partners to reduce our waste, achieve 90% recycling and zero waste to landfill.
- Reducing our traction carbon emissions by 56% by 2024 (relative to 2015/2016 levels) through a fleet efficiency programme and more efficient trains.
- Reducing our property energy use by 41% by 2024 (relative to 2015/2016 levels) through energy efficiency measures such as LED lighting at our stations and generating renewable energy through investing in solar photo-voltaic equipment.
- Measuring and reducing our embodied carbon on new infrastructure projects over £1million in design and construction.
- Embedding sustainability into the design, procurement and construction of new assets and refurbishment of existing assets. We commit to achieving BREEAM Excellent (or equivalent) for projects over £1million.
- Installing automatic meter readings for all water meters (where practicable) at our depots and stations to establish an accurate baseline for our water usage.
- Delivering at least an 18.8% reduction on water consumption against the baseline through water saving measures.
- Reducing our environmental impacts associated with air, noise, land, water, biodiversity and reducing environmental nuisances.
- Investigating all environmental complaints from residents to minimise the local impacts of our operations on our local communities.



Committed to our Customers

At SWR we recognise the importance of understanding and responding to the needs of our customers putting them at the heart of the journey.



We commit to:

- Investing £90million to improve our stations making them more sustainable and accessible.
- Providing real time information to our customers across their whole journey through the customer assistance app and additional customer information screens.
- Offering simplified and flexible ticketing, promotional fares and multi-modal fares such as air-rail, ferry, hovercraft and bus.
- Offering affordable fares so more people choose to travel by rail.
- Actively monitoring customer services, listening to and acting on feedback from all stakeholders.
- Continuing our partnership with Transport Focus and London TravelWatch ensuring our customers' needs are met and improving the customer experience.
- Hosting regular "meet the manager sessions" at our stations so our customers can tell us how we are doing.
- Improving our on-board catering and prioritising products from local sustainable sources.
- Operating a timetable that provides sufficient capacity and a consistent, reliable and improving service.
- Working with Network Rail to reduce disruption from engineering works.
- Responding to customer queries and complaints quickly and efficiently.

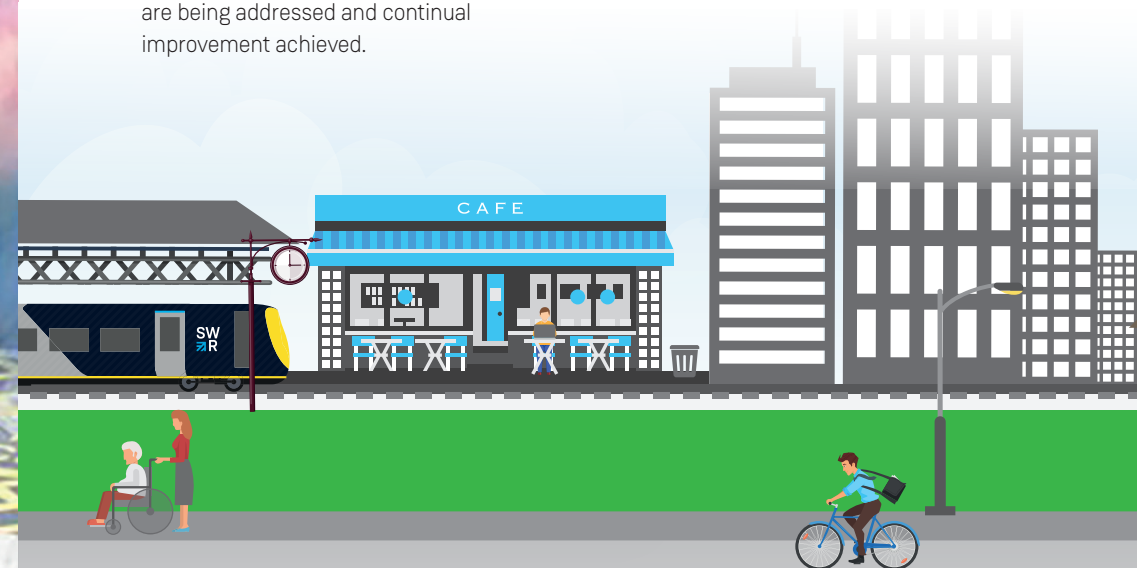


Supporting the economy

Rail plays a vital part in maintaining and growing a strong economy. At SWR we recognise that our supply chain and partners have an important role to play in helping us achieve our sustainability objectives, support the local and national economy and deliver best value for money.

We commit to:

- Integrating sustainability into our procurement processes to align with the ISO20400 sustainable procurement standard.
- Engaging with Small Medium Enterprises (SMEs) to deliver SWR's franchise services.
- Implementing the ISO44001 Collaborative Business Relationships standard to improve relationships with strategic suppliers and introduce sustainability and value improvement projects.
- Carrying out audits of our supply chain to ensure sustainability risks are being addressed.
- Holding regular contract reviews with suppliers to ensure sustainability issues are being addressed and continual improvement achieved.
- Incentivising long term investments based on whole life cost to deliver best value for money.
- Working with local authorities, local enterprise partnerships and the South Western Partnerships to deliver whole rail industry cost efficiency initiatives.
- Collaborating with stakeholders to develop business cases and funding bids to deliver improved service and innovation initiatives that contribute to regional economic growth and job creation.
- Raising third party funding for community rail projects.
- Paying living wage to our supply chain.



Reporting and Transparency

At SWR accountability for performance is one of our core values. Every decision matters and we will do the right thing to achieve our goals. We will build trust with our stakeholders by putting their needs at the centre of our decisions and reporting our progress towards our targets.

We will achieve this by:

- Engaging stakeholders on sustainability issues including local authorities, lineside neighbours, local interest groups and Community Rail Partnerships.
- Communicating our sustainability performance to our customers and stakeholders at regular intervals throughout our franchise to keep them informed on how we are delivering.
- Tracking social value contributions through the RSSB social impact framework.
- Publishing an annual stakeholder report at the end of each franchise year, which contains feedback from our partners and stakeholders, priorities for improvement and aspirations for future services.
- Achieving and maintaining 'Performer' level under Rail Industry Sustainable Development Self-assessment Framework by 2020 and 'Pioneer' level by 2023.

