TPE Sustainability Strategy
Our Plan

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1.0 Introduction



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1.1 Sustainability at TPE

Our approach to sustainability is defined by understanding our contribution to society, the economy, and the environment, and what is materially important to our colleagues, our customers, and our stakeholders. A key focus is to prioritise where our efforts can have the biggest positive impact to meet customer needs, levelling up and connectivity, and delivering environmental, social, and financial sustainability across TPE operations.

Through this understanding we have developed our strategy in line with the rail industry sustainable development principles, the RSSB Sustainable Rail Blueprint, and UK policy goals for greener transport and modal shift.

The structure of our strategy sets out our priority areas under our four Pillars of Sustainability:

- **Carbon and Air:** this considers our carbon footprint, resilience to climate change and impact on local air quality.
- **Beyond Carbon:** this is focused on zero waste to landfill, embedding circular economy thinking into our operations; reducing disturbance and impact on water resources, whilst setting out our good for nature ambitions.
- **Our People:** this takes forward our goals for a diverse and inclusive workforce that can reach its potential, whilst developing succession plans and competency frameworks through proactive career development opportunities.
- **Our Customers and Communities:** this embeds an approach for ensuring an accessible train service, bringing communities to the heart of our thinking, and delivering on a positive contribution to society through social impact outcomes.

Each pillar is aligned to one or two UN Sustainable Development Goals, which are the most relevant to us as a train operating company.

Medium to long term objectives with milestone targets are established within this strategy, which will be progressed via our annual sustainable development plan to ensure continual improvement. Progress updates against our targets will be published within our Annual Sustainability Report.

Our objectives and targets continue to be subject to review considering the prevailing changes across the rail industry.

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1.2 Developing and delivering the Plan



Inputs to Our Plan

RSSB Sustainable Rail Blueprint

Rail Environment Policy Statement

Great British Railways: The Williams-Shapps Plan for Rail

Decarbonising Transport: A better, greener Britain

Levelling Up The United Kingdom

Rail Sustainable Development Principles

Transport for the North: Strategic Transport Plan

Rail North Partnership Commitments

Local and Combined Authority Requirements



Continual Improvement

Measure and assure performance

Established and future KPIs

What's on the horizon

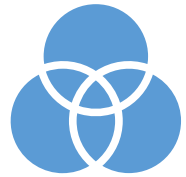
Benchmarking

Best practice

Industry innovation and challenge

Collaboration and engagement

Communication



Outcomes

Enhanced environmental and social performance

Progress against industry goals

Social value return on investment

Greater awareness and support for action

Higher level of sustainable development maturity

Transparency and reputation benefit

Improved performance through value chain

Employer of choice and attract/retain talent

Positive community and customer outcomes

Better risk management

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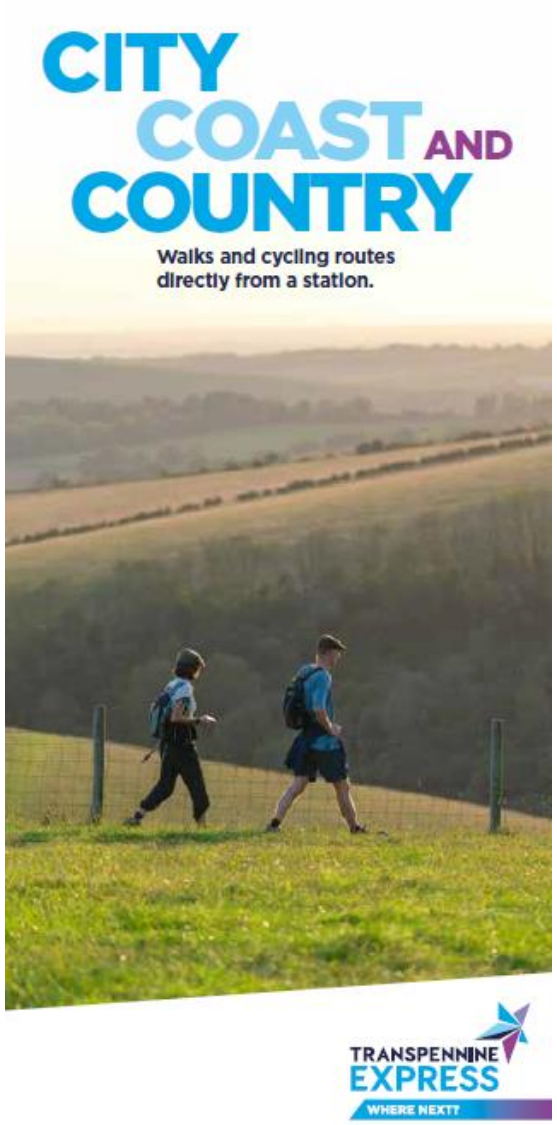
1.3 Our Vision

En route to a sustainable destination.

Our vision is to embed our four Pillars of Sustainability to drive forward improvements as a train operating company across the north of England and into Scotland, with sustainability at the heart of our operations, and by promoting rail as the preferred mode of travel.



1.4 Our Ambition



As a public train operator under the DfT Operator, our ambition is to be the leisure transport operator of choice for our customers, partners, and communities.

At TPE we can lead and enable sustainable tourism and transport across the North of England and into Scotland via our commitments to customers and sustainability.

We want more people than ever to join us in travelling on our rail services, taking cars off the road, and that means providing sustainable transport links and services that are low carbon, reliable, affordable, and easy to use.

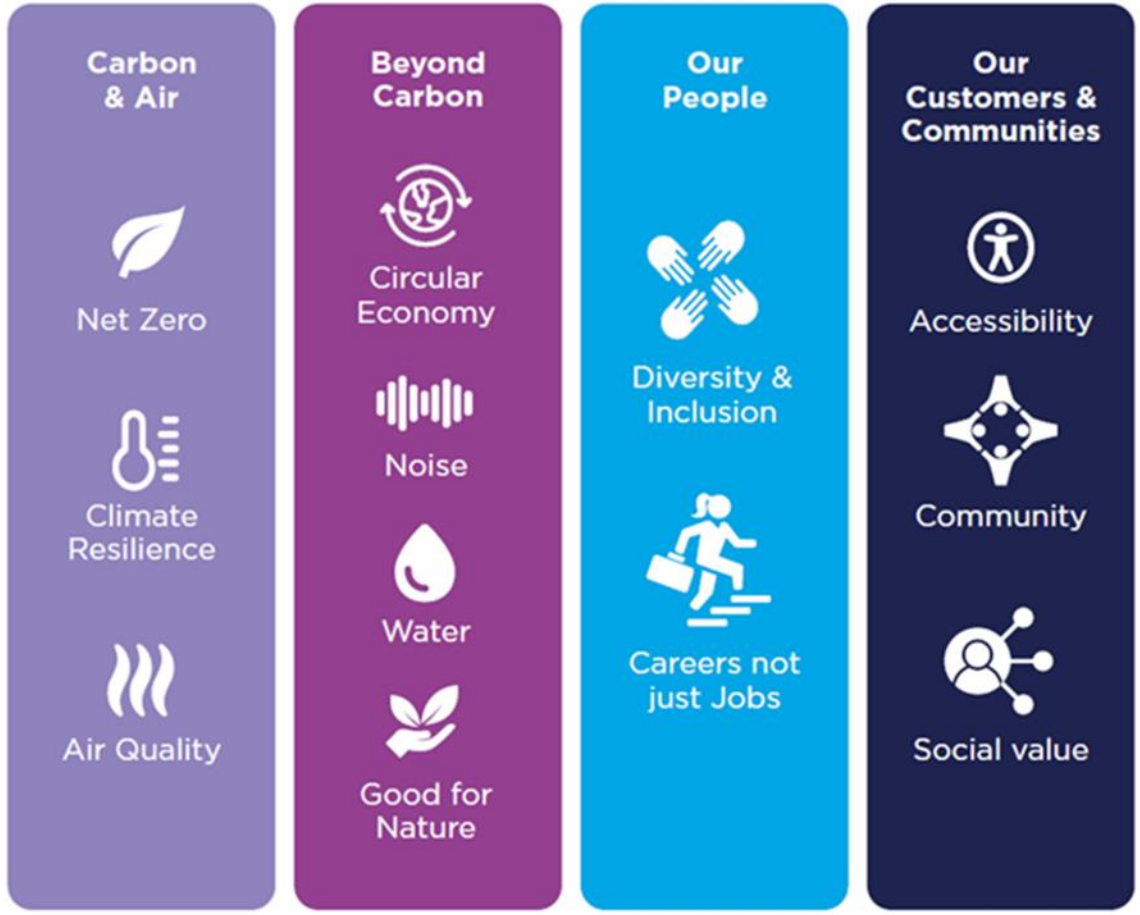
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2.0 Our four Pillars of Sustainability



2.1 Our Pillars

The four Pillars of Sustainability within this strategy support our vision and approach to sustainable development. The Carbon and Air and Beyond Carbon pillars establish our environmental sustainability goals. Our People and Our Customers and Communities' pillars set out our social sustainability goals. These goals are also supported through other associated TPE plans.



Associated TPE Plans

- Air quality strategy
- Customer and communities' engagement strategy
- Decarbonisation policy and plan
- Diversity and inclusion strategy
- Noise strategy
- Station asset management plan
- Stakeholder engagement plan
- Sustainable procurement strategy
- TRU environmental strategy
- Waste strategy

2.2 UN Sustainable Development Goals (SDGs)

As part of setting context for our strategy we have aligned our four Pillars of Sustainability to relevant SDGs. The SDGs provide a useful framework to guide the development of a sustainable development strategy and are globally recognised across industry sectors and institutions. The SDGs have been selected based on those most relevant to TPE and our practices as a train operating company. Alignment to these goals helps inform our stakeholders on our focus areas.

UN Goal	Context Alignment
Climate Action	Our Carbon and Air pillar ensures effort is taken to reduce greenhouse gas emissions in line with net-zero goal, whilst adapting to the adverse impacts of climate change.
Responsible consumption and production	This goal is embedded within our circular economy objectives to ensure focused activity on procuring sustainable materials as well as the sustainable consumption of goods and services, whilst action is taken to reduce waste impacts.
Industry, innovation and infrastructure	Our strategic approach embodies this goal through collaboration and engagement across the rail industry to develop and work together on the rail industry and transport policy goals.
Sustainable cities and communities	Delivering sustainable transport is what we do for our customers. This goal is supported by collaboration with industry stakeholders including Local and Combined Authorities to ensure our service meets the needs of our customers.
Decent work and economic growth	Inclusion is a key priority when setting our employment and accessibility policies and is embedded within our communities and social impact objectives.
Good health and well-being	Real focus on health and wellbeing of those that work across the rail industry, which is included within our careers not just jobs objectives.
Gender equality and reduced inequalities	Through our diversity and inclusion objectives our focus is on supporting gender equality and reducing income inequality through our milestone targets



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2.3 Sustainable Rail Blueprint

The Sustainable Rail Blueprint (SRB), produced by RSSB was co-created with the rail industry. The SRB underwent industry and stakeholder consultation prior to ministerial approval. Through the rail industry sustainable rail groups, we will continue to contribute towards its development, supporting collaboration across the industry and alignment to government sustainability policy instructions for the transport sector.

Through our TPE Sustainability Strategy we will support a whole industry approach by taking forward and embedding our responsibilities to deliver on the rail industry goals.

There are eleven topics, which are aligned to our four Pillars of Sustainability. We will continue to work closely with others to deliver outcomes aligned to our responsibilities as a train operator, seeking ongoing industry collaboration, best practice, and challenge of the norms. Our strategy will remain flexible to adapt to changes within the SRB overtime.



2.4 Our Journey

Did you know?

- We have set near-term science-based targets, which have been validated by the SBTi.
- Our carbon impact per kilometre travelled has improved by more than 19 per cent compared to baseline year of 2019/20.
- We are investing in our managed stations to improve the energy efficiency of our estate.
- In 2023 we were recognised as a bronze carbon literate organisation and continue to support our employees to become carbon literate.
- We send zero general waste to landfill.
- Introduced free period products in staff office, mess rooms and depots to reduce risk of period poverty.
- Actively raise awareness of men's mental health through Andy's Man Club.
- We were the first train operator to introduce social stories as a resource to support people with communication and learning needs.
- Improving accessibility for customers is a top priority with our customers and communities' goals.



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2.5 Our Flagship Goals Areas

Our Carbon and Air flagship goal focuses on a long-term ambition to get to net-zero. To deliver on this goal, we are targeting milestone steps to further reduce carbon emissions aligned to our near-term science-based targets. Our approach is to align to the Paris Agreement and do our bit to help limit global temperature rises to 1.5 degrees Celsius.

In consuming energy, 88 per cent of our scope 1 and 2 carbon impact comes from our diesel trains, with a further 10 per cent coming from our electric units. The remainder is from power used at our stations and offices. By tackling diesel consumption – and moving towards more electric miles and efficient driving standards – we can also reduce the negative impact on air quality in our region.

Under Beyond Carbon we continue to achieved zero general waste to landfill and continue to target improvements to increase the proportion of this waste sent to a recycling route. Through a circular economy approach we have developed a waste management strategy to identify opportunities for improvement.

Our People are key to our success, and we are developing processes to support succession planning within TPE. We continue to bring on entry level roles through our apprenticeship programme, which encourages a new generation into rail employment.

Being part of the communities that we serve is key to our ongoing ethos and success and we have set our ambitions to deliver positive social impact, whilst supporting our communities to develop, involve themselves with the railway and engage with station adoption. We continue to work with Community Rail Partnerships, Rail User Groups, Schools and the wider community to drive further community benefits.

In supporting our existing customers and attracting new customers to the railway it is vital that our service is accessible to all. An accessible railway is an inclusive one. We will continue to listen to, and understand, the needs of existing and future customers to shape our approach and annual improvement plan.

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2.6 Sustainable Development Plan

Successful delivery of our Sustainability Strategy is reliant on integrating our vision, ambition and flagship goals into our business processes and systems. We must ensure we work collectively, and keep colleagues and stakeholders informed of the steps we all need to take to enable change. Ensuring that funding and planning supports our milestone targets, we will look to innovation and technology to provide effective solutions to the challenges we face.

Our plan will drive forward environmental and social opportunities, delivering:

- our contribution to net-zero ambitions
- reduced negative environmental impacts
- environmental benefits for nature and community well-being
- positive social impact for customers, communities, and the economy

In achieving this we will:

- support delivery on the Sustainable Rail Blueprint
- drive improvements and enhanced contributions to the communities we serve
- go beyond environmental sustainability
- deliver strategic plans for accessibility and community engagement
- enable modal shift for our customers



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3.0 Our Plan



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3.1 Carbon and Air

To be a net-zero train operating company that is resilient to climate-related risks, whilst taking action to reduce impacts on local air quality from our fleet operations.

We recognise our role within the rail industry to work towards the UK's commitment to net-zero carbon by 2050 and support long term efforts across the industry to decarbonise, reduce impact on local air quality, and be resilient to extreme weather impacts.

Our strategic focus to decarbonise includes all aspects of our business, and we are committed to science-based targets that set us on a pathway which helps limit global warming to 1.5 degrees Celsius. As a train operating company in the North and into Scotland, we continue to work closely with the Department for Transport, Transport for the North, Rail North Partnership and Transport Scotland on our plans to decarbonise rail, ensuring we take steps forward in line with Scotland's commitment to 'net-zero' by 2045 and England's commitment for 'net-zero' by 2050.

As a partner on the Transpennine Route Upgrade (TRU) we are focused on implementing our TRU environmental strategy, supporting electrification, enhanced capacity and line speed increase. Our carbon model reflects the train and timetable opportunities presented by TRU that support our decarbonisation roadmap to 2050.

Climate change adaptation is key to our established business continuity plan and station asset management plan. We will continue to prepare for extreme weather events and adapt our plans, accepting that extreme events are becoming more frequent and diverse, causing disruption to services and passengers. In doing so, we will continue to work closely with Network Rail as the infrastructure provider. As part of DfT Operator, we will determine and disclose the financial risks associated with climate-related risks and opportunities via our requirements under Climate-related Financial Disclosures.

In addition, our focus on decarbonisation also supports our immediate action to reduce our negative impact on local air quality. Through our air quality monitoring strategy, we are focused on limiting tail pipe emissions through reduced idling, eco driving, and understanding the local impact associated with our operational plans. Through this pillar we are working closely with Rail Safety Standards Board (RSSB) to measure air quality and are working in a collaborative manner with the wider rail industry to establish air quality improvements in line with forthcoming industry targets.

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Carbon and Air: To be a net-zero train operating company by 2050 in England and by 2045 in Scotland that is resilient to climate-related risks, whilst reducing our impact on local air quality from our fleet operations.

Goal	Objectives	Milestone Targets	Associated KPIs
Net-zero: We are net-zero by 2050	• Maintain a decarbonisation policy and roadmap towards net-zero carbon • Review options for traction full decarbonisation • Carbon reductions are achieved through validated science-based targets (SBTs) • Establish a traction plan for net-zero carbon operation by 2045 for Scotland in line with Transport Scotland's plan • Support our people to become carbon literate as part of their learning and development pathways • Develop a heat decarbonisation plan by 2027 • No new diesel-only passenger trains in line with policy goal of 2025	• Aligned to road map to net-zero, detail the energy efficiency and carbon saving opportunities for both traction and non-traction. • Non-traction carbon reduction to be delivered in line within near-term science-based targets by 2033 • Establish a stations energy efficiency plan including upgrades to BMS by 2027 • 30% of management grade employees to be carbon literate by 2028 • Engage relevant suppliers by spend on SBTs by 2027 in line with scope 3 target • Assess options for battery bi-mode on Class 802 following trial outputs • Review uptake of electric vehicles via the employee salary sacrifice scheme • Remove diesel only trains from operations by 2040 and by 2035 in Scotland	• Scope 1, 2 and 3 carbon (Tonnes CO2e) reduction • CO2e per vehicle km • Non-traction energy use kWh • Number of learners achieving carbon literate badge • % of Senior Managers and management grade employees who are carbon literate
Climate Resilience: We are resilient to climate-related risks by 2035	• Climate change adaptation is integrated by 2035 within all rolling stock investments assessed against climate change resilience	• Assess risks associated with extreme weather events to performance to develop a weather resilience climate change strategy by 2026 • Identify opportunities for green and blue infrastructure to reduce flood risk by 2028	• Lost revenue due to disruption from weather events
Air Quality: Set pathway to reduce air quality impacts, including idling time that achieves rail air quality targets by 2030	• Monitor and identify station air emission hotspots in collaboration • Reduce idling time through review of idling practices and processes in consultation with RSSB and Trade Unions • Improve rolling stock emissions and on-board air quality through rolling stock fleet evolutions	• Eliminate unavoidable idling time and assess feasibility of AdBlue system retrofit to Class 185 fleet by 2027 • Establish an air quality improvement plan to achieve 2030 air quality targets • Develop a roadmap for installing EV charging points within station car parks by 2030 • Supply chain partners deliver zero emissions rail replacement services by 2030	• Air quality emission reduction (NOx, PM2.5 and PM10) • Idling time reduction

Note: Carbon performance baseline year is established as FY2020 (2019/20)

3.2 Beyond Carbon

Conserve water and material resources, limiting waste and embedding circular economy principles. We will take forward opportunities to support biodiversity and implement improvements to reduce disturbance and impacts.

Our Beyond Carbon approach focuses on reducing negative environmental impacts associated with our operations, supported by our environmental management system which drives continual improvement. We are focused on conserving water and material resources through the principles of a circular economy approach and pollution prevention.

In addition, we understand our operations cause unwanted sound (noise), which impacts on communities, in particularly vulnerable groups, and can lead to disturbance. Within our flagship goal, we are committed to working with the wider rail industry as an active partner to identify and implement ways to minimise noise and vibration risk, to improve the quality of life of Our Customers and Communities.

The rail industry has a unique opportunity to support the natural environment and connect people with nature. Through our ‘good for nature’ goal we will identify opportunities to enhance biodiversity at our managed stations, involving colleagues and local communities.

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Beyond Carbon: **Conserve water and material resources, limiting waste and embedding circular economy principles. We will take forward opportunities to support biodiversity and implement station improvements.**

Goal	Objectives	Milestone Targets	Associated KPIs
Circular economy: Responsible sourcing and material management is embedded within our processes by 2030	• Maintain zero general waste to landfill • Establish a waste management strategy to increase waste recycled and embed the principles of a circular economy to keep products and materials in use • Embed responsible sourcing with a sustainable procurement approach	• Improve customer facing waste signage by 2026 • Establish a roadmap with milestone steps towards 65% recycle rate under simpler recycling aims by 2027 • Establish a circular economy model to inform sustainable procurement plan by 2030 • Establish a roadmap phase out single-use plastics from catering by 2030 via sustainable procurement plan	• % waste to landfill • % waste reused/recycled • % of single use plastics avoided • Number of community awareness events
Noise: Manage complaints and perception through a focused effort to reduce noise by 2030	• Understand the risks associated with noise and vibration, particularly on vulnerable customers • Engage and support the rail industry noise working group • Reduce the number of noise complaints and impact associated with fleet operations including idling and shut down practice • Assess noise risk during procurement processes for new rolling stock	• Develop a noise improvement plan by 2027 • Consistent use of ECO1 / single engine running during all Class 185 train dwells/turnarounds by 2027	• Number of noise complaints and number of complainants
Water: Water resources are conserved and protected at all times	• Protect water resources from pollution and reduce number and severity of incidents • Conserve water resources by efficient use	• Targeted improvements are taken forward via planned preventative maintenance schedules to reduce incidents of leaks from our fleet • Investigate water leaks and establish baseline data by 2026 on volume of water lost and associated cost	• Number of pollution incidents by category level • Water consumed (m3) • Volume of water lost through leaks (m3)
Good for Nature: Deliver projects that are good for nature, enhancing our Stations for biodiversity by 2030	• Identify opportunities to enhance biodiversity at stations and support local community nature-based projects • Engage and support the rail industry natural value working group	• Deliver biodiversity improvements at all stations by 2030 • 20% of annual volunteering and community activities to be related to nature • Station adoption/community involvement to include maintenance of green spaces at stations	• Volunteering hours on nature-based projects • Number of biodiversity improvement delivered • Number of people engaged on nature themes

3.3 Our People

Our workforce is representative of our communities, and Our People thrive with career goals in an inclusive environment.

Our People foster an inclusive culture and thrive within a workplace that represents the diversity within the communities we serve. Our culture creates safe spaces to have open and challenging conversations across important issues.

Our objectives include promoting social mobility, which means we will support people with an economically disadvantaged background to seek and grasp opportunities within the industry through grassroots engagement.

Opportunities to forge a career within rail will be advertised and supported via engagement with local community groups and educational establishments. We will also offer programmes that support our employees to develop their careers, enabling our people to reach their full potential, whilst also developing and retaining talent within TPE.

Through our diversity and inclusion strategy we will drive improvements to support rail as a career of choice for people entering the job market and ensure our workforce becomes – and remains – representative of the diversity of communities we serve.

Performance is measured through our Annual Diversity Report.

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Our People: Our workforce is representative of our communities, and our people thrive with career opportunities in an inclusive environment.

Goal	Objectives	Milestone Targets	Associated KPIs
Diversity & Inclusion: Progress is made on pay gap reporting by 2040 and our workforce represents diversity within our communities.	• Workforce that is representative of the communities we serve and offers social mobility improvement • Ethnicity and disability pay gap is disclosed alongside gender pay gap with reductions targeted • Affinity networks that represent our people support making TPE a better place to work	• Move to gold inclusive employer's accreditation by 2030 • Review social mobility actions and baseline on the D&I Maturity Model annually, to target improvement in maturity level • Establish gender and ethnicity diversity monitoring processes by 2026 to track demographics to inform annual diversity and inclusion targets. • 13.5% of workforce is from ethnic minority communities by the end of 2030 • 20% improvement to be gained annually on female apprentice representation • Plan in place to make progress on gender pay gap by 2030 and progress is made on ethnicity and disability pay gap by 2040	• Pay gap difference • % of recruiting managers receiving D&I training and unconscious bias training • Workforce % representative of community ethnicity • % of women/BAME in Senior Management roles
Careers not just jobs: Careers not just jobs: create targeted apprenticeship opportunities at all levels and provide early career opportunities in under-represented communities each year.	• Improve perceptions of rail as a sector to work in • The next generation is inspired to join the rail industry • Offer entry level roles in rail and development opportunities, including apprenticeships and career development programme • Wellbeing and health is embedded within working practices • Maintain the real living wage standard and investors in people status	• Maintain employee pulse survey on workplace perceptions and engagement level of 70% or above per annum • Establish early careers support programme to encourage young people to join rail and support programme for early careers by 2026 • Develop a never mind the gap programme for rail is developed and the benefits of the programme are evaluated by 2027 • Establish a roadmap to support people from economically disadvantaged backgrounds and offer opportunities to enter roles, including through our apprenticeship programme by 2026.	• Employee engagement score level reflecting ‘good place to work’ • Number of apprenticeships • Number of returners to workplace following an employment gap • Diversity data of starters in entry level roles

Note: Baseline year for performance improvements is FY2022 (2022/23) if not otherwise stated

3.4 Our Customers and Communities

Deliver a positive contribution to society through an accessible train operation service that adds additional value to local communities.

We are committed to engaging with Our Customers and Communities across our routes, maintaining strong partnerships with local and regional authorities and stakeholders to address and align needs and opportunities for customers and communities, whilst attracting funding and third-party investment.

We are focused on our approach to accessibility, community engagement and providing additional value through our social impact monitoring approach.

We will continually improve our approach to accessibility to ensure our stations and trains are as accessible as possible for our customers to use. In doing so, we will engage with accessibility groups to understand the needs of our customers and to encourage new customers to use the railway as their preferred mode of transport because it meets their needs.

We will identify and establish a programme to implement best practice for accessibility and provide an inclusive environment where all are valued and supported. We have an established accessibility panel and accessible transport policy.

Our flagship goal for community takes forward our aim to manage our stations in line with community interests and through collaboration with Community Rail Partnerships, Rail User Groups, and local and combined authorities. Included within this goal is our approach to meeting integrated transport needs that offer connected sustainable travel options with the added benefit of supporting local area clean air targets.

Our ultimate objective is to meet customer needs, and the needs of future passengers, by increasing value for money, improved performance, reliability, and by meeting multi-modal expectations through considering and planning for end-to end-journeys.

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Our Customers and Communities: **Deliver a positive contribution to society through an accessible train operation service that adds additional value to local communities.**

Goal	Objectives	Milestone Targets	Associated KPIs
Accessibility: Deliver an accessible train service that eliminates barriers to travelling by rail by 2035 and supports integrated travel	• Deliver accessibility improvements through targeted investment plan in line with 5-year budget cycle • Support continual improvement to passenger assistance through engagement with other transport operators • Provide inclusive and accessible communication formats as part of customer service offer • Eliminate the barriers to travelling confidently by rail, providing an accessible rail network enabling independent, turn up and go travel for all passengers, equally • Accessibility to include neurodiversity aspects to ensure all needs are created for by 2030	• Develop an annual accessibility plan with funding attached for accessibility minor works each year • Develop a passenger assistance improvement plan by 2026, which is endorsed by the accessibility panel and continue with customer insights-based assessments to review outcomes • Review access audit performance to identify any gaps that continue to represent a barrier to accessing our rail service • Review integrated transport plan to ensure seamless journeys aligned to mobility goals, providing customers with solutions to make the right travel choice at the start of their journey by 2027 • Establish an accessibility charter for employees and suppliers to understand responsibilities on accessibility and inclusion by 2027	• Customer assistance performance metrics • Barrier free access level (insight score) • Number of accessibility audits
Community: 25% of our managed Stations are recognised as community hubs, which are adopted by local groups by 2030.	• Established programme of engagement with local and regional stakeholders supporting economic investment • Support community rail partnerships through dedicated funding • Undertake community engagement activities at our stations and with local schools and community groups	• Set out an annual programme of support for local community groups and schools to get involved in project opportunities within the station • Develop a hard-to-reach engagement approach by 2026 that aims to create opportunities to support disadvantage groups, including, ex-offenders and long term unemployed to enter suitable roles within rail • Policy for station adoption is finalised and trialled by 2026 • Establish a community MoU with station adopters and stakeholders by 2030	• Funding provided to community rail and other community projects (CRP, SIF and CCIF) • Funding and investment attracted (£) • Number of community projects delivered/supported • Number of disadvantaged people entering employment following engagement
Social Value: Plan and deliver additional social value, offering at least a 10% increase by 2035 following baseline.	• Deliver a positive contribution to society through decision making processes • Support the rail industry approach to social sustainability by continuing to engage with the industry social sustainability working group on best practice and approach to putting rail at the heart of communities	• Volunteering policy developed and approved by 2026 • Update the approach of social monitoring in line with RSVT changes by 2027 • Target an increase in social impact of 10% by 2035	• Social value return on investment • Number of case studies • Gift in kind funding • Number of volunteering hours

Note: Baseline year for social sustainability performance improvements is FY2023 (2022/23) unless otherwise stated.

4.0 Governance



4.1 Governance Process



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4.2 Responsibilities and Engagement Steps

Responsibilities

- Head of Sustainability is responsible for maintenance of the strategy and engagement on the strategy via internal and external communications, including annual disclosures on performance.
- Engineering, Safety and Sustainability Director is the responsible Exec Member for the Carbon and Air and the Beyond Carbon flagship goals.
- People Director is the responsible Exec Member for Our People flagship goals.
- Customer Experience and Transformation Director is the responsible Exec member for Our Customers and Communities' flagship goals.

Engagement and endorsement of the strategy:

- Internal review and approval by Exec Committee of version changes.
- Copy to Safety Health Environment Committee for note and comment.
- Engage key stakeholders across the regions to seek feedback, which will include RSSB, Local and Combined Authorities and Community Rail Partnerships

Communication of the strategy:

- Updates to website for interested parties, including stakeholders to view.
- Establish key sustainability messaging points with the TPE communication team.
- Internal communication of the sustainability strategy, our flagship goals, approach and vision, and subsequent updates.
- Video messages from key leaders across TPE on the scope of the strategy and key objectives.
- Communicate progress via our website and social media channels in line with our sustainability calendar of events such as global recycling day, world environment day, international day of charity and no disposable cup day.
- Publish Annual Sustainability Performance Report and communicate progress via our website and social media channels.

Maintaining the strategy:

- Review Our Plan as required.
- Update in line with strategic transport and rail policy goals to continually refine and embed sustainable outcomes and our National Rail Service Contract targets.

Reporting progress against the strategy:

- Report outcomes via our Annual Sustainability Performance Report.
- Continue to submit via Sustainable Rail Data Framework, including use of Rail Social Value Tool and Environment Data Tool

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