



Customer Report

April 2025 - March 2026

Contents

Introduction	4
Awards and Accreditations	6
Keeping Customers in the Loop	8
Train Service Performance	10
Cancellations and Capacity	12
Ticket Office Opening Hours	13
Assisted Travel	14
Customer Relations & Complaints Handling	16
Fault Fixing	18
Customer Satisfaction/Feedback	19
Sustainability	24
Diversity & Inclusion	35



Introduction

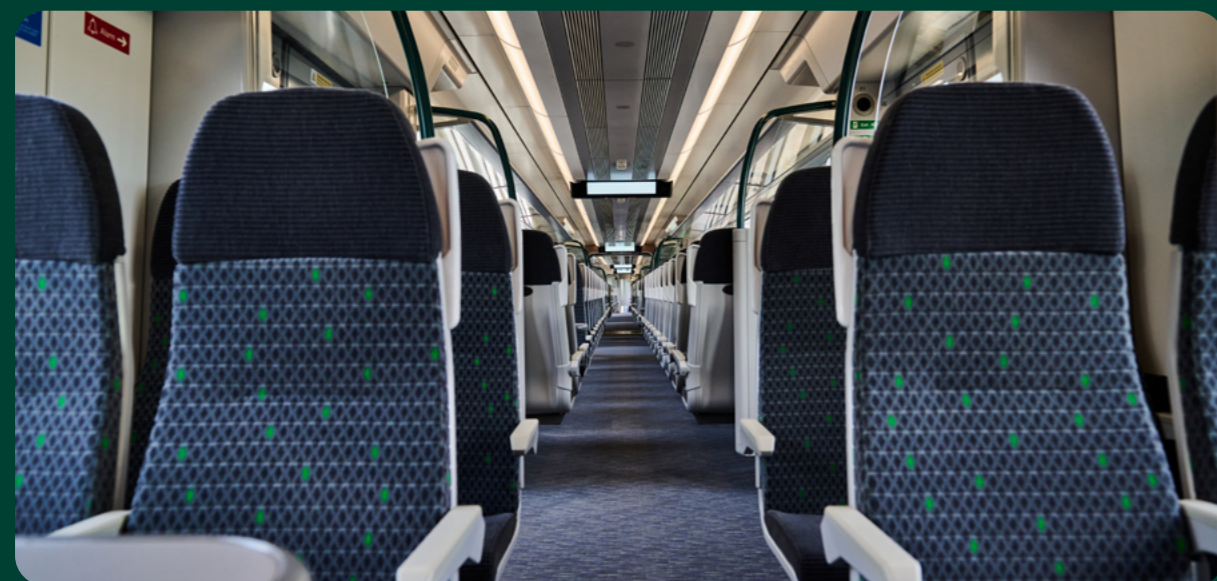
Welcome to the London Northwestern Railway Customer Report for 2025/26. The past 12 months have been an exceptionally busy time for our business as we completed our investment programme in new trains and upgraded stations across our network.

Passenger numbers are continuing to rise, with millions more passengers using our services in 2025/26 than the previous year. Our priority is to continue increasing our capacity to keep up with this demand and the introduction of our new train fleets has been central to this.

The Class 730/2 fleet of electric trains we have introduced on services to and from London Euston have already carried millions of passengers and are proving very popular with customers.

At the next major timetable change, in May 2026, we will be adding an extra 2,000 seats per day onto this route as we keep pace with the customer demand.

Like the Class 730/0's used in Birmingham by our sister company West Midlands Railway, the Class 730/2s are transforming customer journeys with state-of-the-art features including smart air conditioning, modern information screens and power points at every seat.



In February 2026 our company transferred into public ownership as part of the Department for Transport's ongoing Public Ownership Plan.

Following this change, we are excited to be working even more closely with other operators and Network Rail as we strive to make our railway

simpler and more reliable as we move towards Great British Railways.

Thank you for your interest in London Northwestern Railway. As ever, if you have any comments about any aspect of our service, please do not hesitate to let us know via our website, or by using the contact details on [Page 40](#).

Ian McConnell
Managing Director





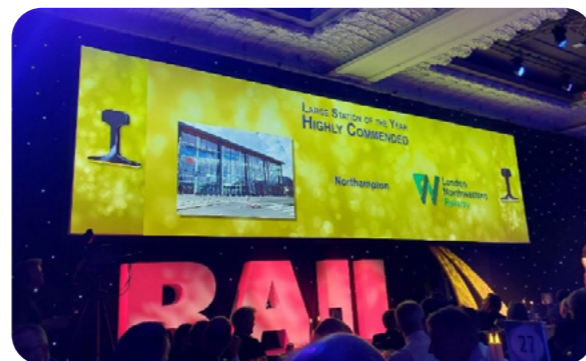
Rail Business Awards

Awards and Accreditations

In the past year, we are delighted that London Northwestern Railway (LNR) has been recognised at more than 15 awards ceremonies with four fantastic award wins.

In September 2025, LNR was successfully shortlisted in four categories at the prestigious National Rail Awards, including ‘Large Station of the Year’, ‘Great Place to Work’, ‘Outstanding Contribution to Society’ and ‘Outstanding Teamwork’ for working jointly with Network Rail and Avanti West Coast to improve customer experience at Euston station.

At the ceremony, we were thrilled that Northampton Station was ‘Highly Commended as ‘Large Station of the Year’.



We won the top prize of ‘Train Operator of the Year’ at the 2026 Rail Business Awards in February 2026. The award follows a milestone period for LNR and its sister-brand West Midlands Railway (WMR), as

its £1billion investment into new trains and infrastructure came to fruition. We were also nominated for ‘Diversity & Inclusion in Rail’ and ‘Skills Development Excellence’.

In February 2026, we were proud to win the ‘**New Product/ Service Launch**’ marketing award at the Business Brilliance Awards, recognising our high impact awareness campaign for the new **Class 730/2** electric trains on the West Coast Main Line. The Spotlight Rail Awards was held in March 2026 where London Northwestern Railway was ‘Highly-Commended’ in the ‘Commitment to Safety’ category for our internal Keeping it Simple to be Safe campaign. We were also nominated in four other categories, including ‘Operator of the Year’ and ‘Outstanding Project over £20m’.

We were pleased to secure two ‘Silver Whistles’ at the Golden

Whistles in March 2026, including ‘Most Improved T3 in London and South East’ and ‘Most Improved Cancellations in London and South East’.

Throughout the year, we were delighted to also be recognised at several more awards ceremonies, including winning the bronze award for ‘Complaint Handling’ at the UK Customer Experience Awards, two nominations at the Safety & Health Excellence Awards, nominations for ‘Business of the Year’ at the Birmingham Awards and ‘Large Business’ at the West Midlands Business of the Year Awards.

Looking ahead, head of strategic communications and engagement for LNR, Charlotte Ritchie, is nominated for ‘Unsung Hero’ at the upcoming Women in Rail Awards. The ceremony will be held in May 2026.



Golden Whistles

Keeping Customers in the Loop

We meet our stakeholders and engage with them in a range of ways.

Engagement with rail user groups, local authorities, councils, and transport bodies saw over 140 engagement opportunities with more than sixty organisations, travelling over 8,000 miles across our network to meet our stakeholders.

Our annual stakeholder survey also saw our best ever results, with our highest stakeholder satisfaction level of 83%, and with a response rate above the industry average. In the year ahead we will be working to deliver even more opportunities that work best for our stakeholders based on their feedback.

Our station adoption scheme drives down social isolation, increases mental and physical health and enables the delivery of community lead social and environmental improvements at our stations. On the London Northwestern network 21 of our 41 stations have been brought to life through community projects completed by our adopters, these range from planting and artwork, through to the installation of defibrillators and additional seating.



We utilise the number of volunteer hours completed by our Station Adopters as a measure to understand the value that the programme and the wider community rail movement bring to our network.

This year just over two thousand hours were recorded by our volunteers across the network which equates to an economic and social value of £40k.

February 2025 saw the launch our Flagship Railway 200 project “Visit 200”, which encourages schools in Coventry and Warwickshire to try the train with the aim of completing 200 visits by July 2026. The visits are designed to celebrate the past, present, and future of the railway with fully funded projects. Each station and visit offers a different experience with the support of our partners and station adopters. Visits to date have reached across the four quarters of our network, from Liverpool Lime Street down to London Euston in the south, Woburn Sands over in the east and Malvern Link to the west.



Community Rail Week 2025 provided a great opportunity to celebrate success, with our Community Engagement Manager presented our Stations in Bloom Award to our volunteer group at Stone. To coincide with the week, we had a naming event for the first of our Class 150 units which operate on the line. A competition earlier in the year saw residents suggest names which celebrate local people or places along the Marston Vale line. The winning entry “Bletchley Codebreakers” chosen by an expert panel from LNR and the Marston Vale Community Rail Partnership can be seen on the line which operates between Bedford and Bletchley.

In July we held our first Station Adopter event, which provided our lead adopters the opportunity to come together to celebrate achievements, hear from a range

of guest speakers and network with colleagues from across our organisations to discuss future plans and share best practice. The event was a great success which we aim to hold annually.

This year we have continued to offer small grants to each of our registered adopter groups. The funding has supported seven projects, ranging from resources to support the Community Rail Network Platforms for Change programme at Bletchley and planting to encourage biodiversity at Tring. This vital funding provides groups the opportunity to progress projects which will have a real impact on their stations and local community.

For more information on becoming a station adopter or for any other community enquiries, the team can be contacted on friends@wmtrains.co.uk.

Train Service Performance

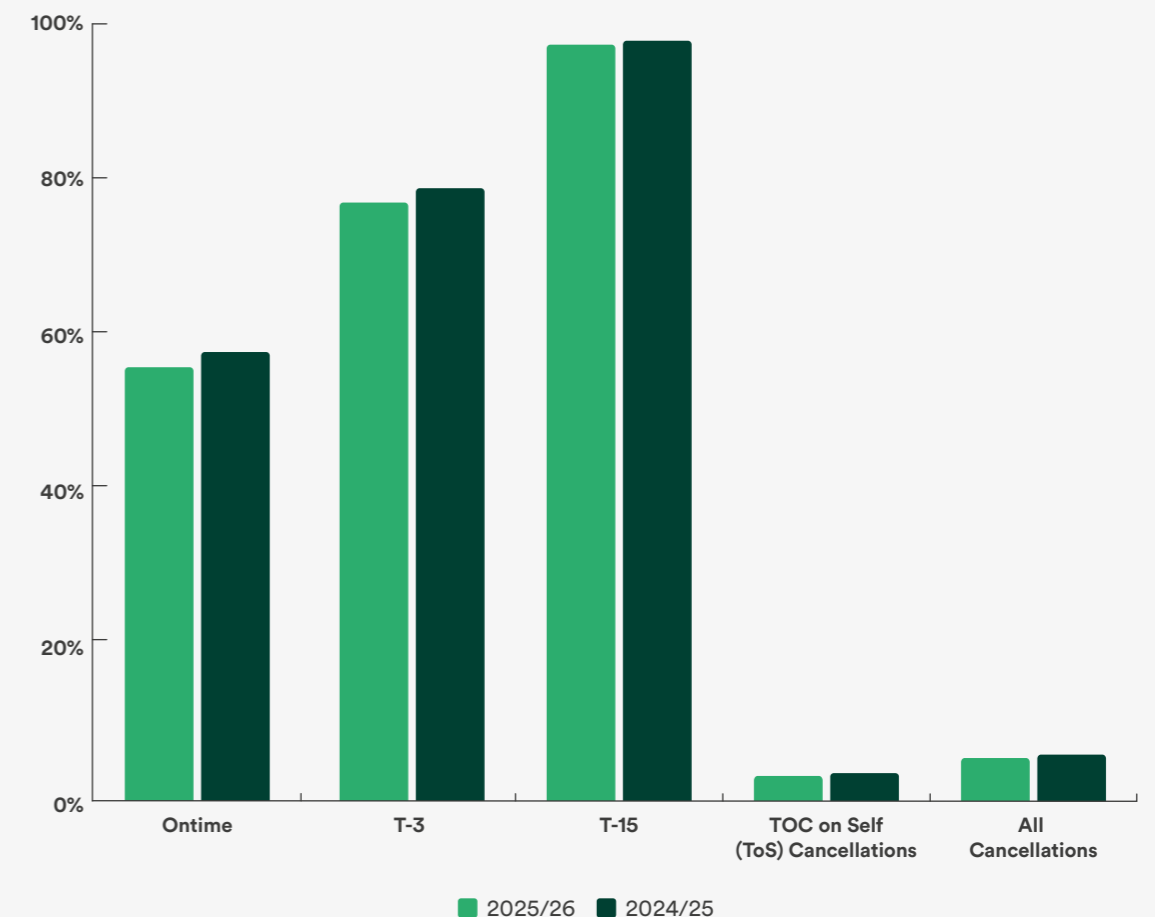
We publish key performance figures on our website, which are updated every four weeks. This data includes punctuality statistics, percentage of trains cancelled and the number of trains running with fewer carriages than planned.

Timeliness (April 25 - March 26)

Measure	2025/26	2024/25
On-Time	55.4%	57.2%
T-3*	76.4%	78.3%
T-15	96.7%	97.3%
TOC on Self Delay Minutes	9.8	9.8
TOC on Self (ToS) Cancellations	2.9%	3.1%
All Cancellations	5.0%	5.7%
All Stations Cancellations**	3.22%	4.30%

*T-3 measures performance at every single station call, specifically whether the train arrived within 2m 59s of the planned time. It prioritises every station equally and so better reflects the overall passenger experience. Cancelled services (including failures to call) are reported separately.

**The All Stations Cancellations figures are a joint measure with West Midlands Railway.



Acronyms explained:

T3: Trains that arrive or terminate within 3 minutes of scheduled time.

T15: Trains that arrive or terminate within 15 minutes of scheduled time.

ToS Cancellations: TOC-on-Self cancellations are attributed to London Northwestern Railway and West Midlands Railway affecting their service (for example, problems caused by their own fleet or train crew).

Cancellations and Capacity

Any train that does not complete its full scheduled journey is counted as a cancellation; this includes any service that missed stops enroute due to late running.

Between April 2025 and March 2026, we planned to run 133,881 trains – of those 126,800 made it to their destination without any alterations enroute. Overall, this equates to 95.0% of successful journeys.



Measure	2025/26	2024/25
% Trains that ran	95.0%	94.3%
% Cancellations	5.0%	5.7%

Between April 2025 – March 2026, 1.7% trains ran with fewer carriages than planned.

Measure	2025/26	2024/25
% Trains run with planned capacity	98.3%	99.6%
% Trains run with reduced capacity	1.7%	0.4%

(total number of trains cancelled / total number of trains booked)*100.

What drives performance and what are we doing to improve it?

There has been a strong reduction in the number of cancellations this year and this reflects the significant work undertaken to reduce the impact of traincrew availability and fleet reliability on passengers. This will continue as we strive to reduce the impact of cancellations even further.

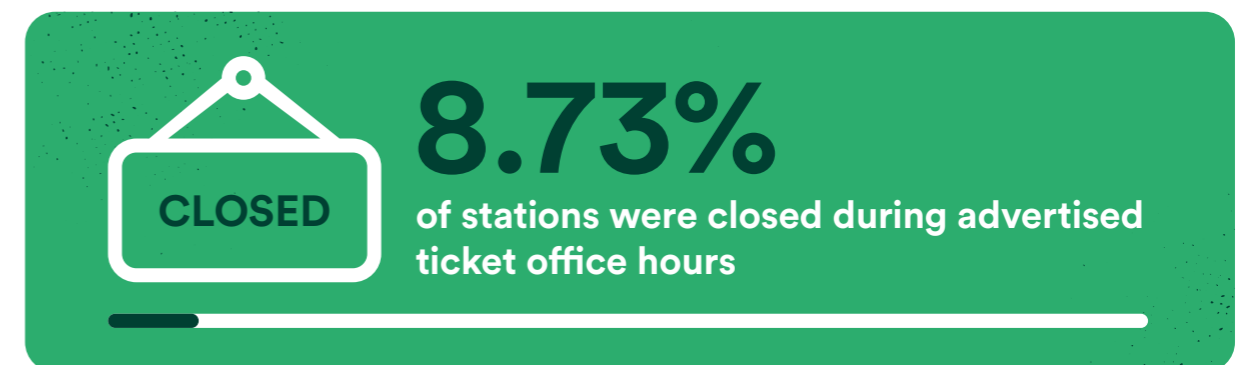
Punctuality has reduced slightly compared to last year and this is due to the impact of Network Rail infrastructure incidents as well as the bedding in of the new Class 730 fleet on services between London Euston and Crewe. We continue to collaborate with Network Rail to reduce the impact of infrastructure faults on the network, including

issues such as track faults, points failures and signalling issues. There are also external related incidents such as trespass and severe weather which can have a significant impact on performance. We regularly work with Network Rail to highlight repeat areas of concern and work jointly to implement improvement plans to deliver increased punctuality and reliability for our passengers.

As the new Class 730 fleet continues to operate services, we engage regularly with our fleet maintenance providers to improve fleet availability and reliability to ensure trains are correctly formed and operate without fault. Common root causes are identified and improvement plans developed to reduce the impact these have on operational performance and capacity.

Ticket Office Opening Hours

Between 14 September 2025 and 31 March 2026, our ticket offices were closed for 8.73% of our advertised ticket office hours, a decrease of 1.10% from Summer 2025.



Assisted Travel

Please note this information covers on London Northwestern and West Midlands Railways as a whole

In the period from 1st April 2025 to 31st March 2026, we provided 113,981 passenger assistance requests, and we completed 91% of these requests.



Passenger assistance has increased 19% year on year and 80% of customers who rated their assistance said it was positive. Improvement work conducted in 2025/2026 has resulted in a reduction in Accessibility and Passenger Assistance complaints of 43%.

Please note, that data supplied by the Office of Rail and Road (ORR) on a quarterly basis to measure KPIs, won't be usable for the first two quarters of 2025/26, and as a result cannot be used.

We are committed to delivering a railway that is accessible and inclusive to all, and we continue to develop a number of initiatives to help make this a reality.

- **Assistance Boarding Points**

London Northwestern Railway and West Midlands Railway have continued delivery of assistance boarding points and extended the scheme 9 stations across the West Midlands Railway network. These points are located at stations where assistance may be provided by the station staff or the on-train staff. The waiting areas are critical in ensuring that assistance can be provided, and customers are confident that they are waiting in the correct area to be identified.

- Anti-slip surfacing has been installed at Wolverhampton Station and Watford Junction Stations.
- Double-side handrails have been installed at Acton Bridge Station, Bletchley Station, and Wolverton Station.



- Milton Keynes Central Station multi-storey car park now features the reopened secondary staircase, along with newly re-marked first-floor bays dedicated to accessible and parent-and-child parking.
- Improved wayfinding signage at Tamworth station to provide easier navigation.
- Installation of line wayfinding at Smethwick Galton Bridge where upper and lower platforms make wayfinding challenging.
- Stakeholder engagement with people with lived disability experience has taken place on a quarterly basis and this has been used to influence projects such as the new help-point projects and sensory spaces.
- We have installed a dedicated sensory space at Northampton, this provides a quiet, low-stimulus environment and is especially beneficial for neurodivergent individuals (such as autistic people or those with ADHD), people experiencing anxiety, or anyone who may become overwhelmed by noise, light, or activity.
- We have installed additional Tactile Maps at 9 additional stations across the network, this can enable someone with low vision to successfully navigate around the station and are inclusive to all and increase accessible provisions at stations.

Customer Relations & Complaints Handling

The Office of Rail and Road (ORR) publishes statistics for every train company regarding passenger complaints, available at [orr.gov.uk](https://www.orr.gov.uk).

At London Northwestern Railway, we aim to respond to 90% of complaints within 10 working days and 95% within 20 working days.

- 45% of complaints were responded to within 10-working days (up 15%)
- 99.91% of complaints were responded to within 20-working days (up 0.5%)
- Our average complaint handling time was 10-working days

Complaints per 100,000 journeys: 38.48

Correspondence comes to us primarily through 3 channels, with electronic formats dominating contact.

- Letter – 3%
- Email/webform – 93%
- Telephone – 4%

*These figures exclude social media contacts.

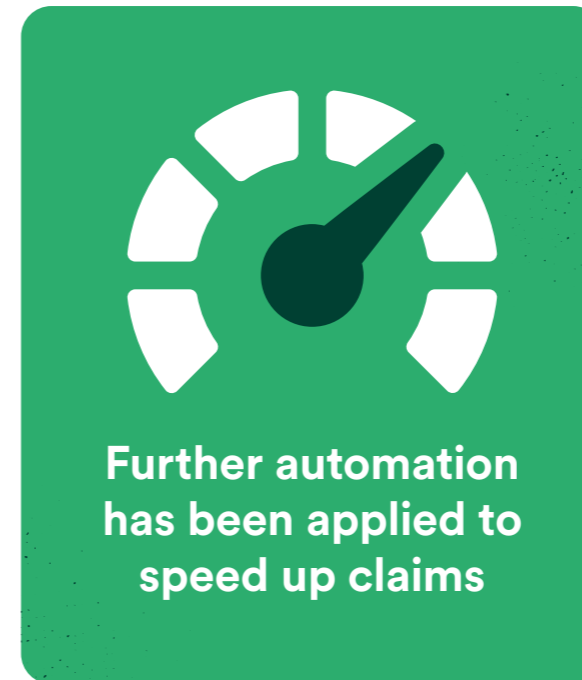
Between 1st April 2025 and 31st March 2026, our top three areas of complaint were:

- Delay Repay Compensation Schemes
- Train Service Performance
- Quality on Train

Our Customer Relations and Customer Experience teams continue to actively learn from customer feedback and complaints, using these insights to address root causes and improve the experience—reducing inconvenience and delivering better outcomes for our customers.

Key learnings from Delay Repay complaints continue to indicate a need for improved automation and simplification around the claims process.

Over the last year, LNR and WMR has introduced One Click Delay Repay, which is proving increasingly popular with customers.



Usage of the new claims tool has increased by 300% between September 2025 and March 2026. Additionally, further automation has been applied to speed up claims made for customers travelling with split-tickets. An in-depth Delay Repay improvement plan will be delivered between April and September 2026 to drive further improvements in this area, and LNR and WMR are committed to engaging with DfTO around consolidated Delay Repay and the introduction of claims via third parties to further simplify things for customers within the next two years.

Trends and insights around operational performance and onboard experience have continued to guide conversations around continuous improvement, with the establishment of route specific

performance action groups and a dedicated taskforce to improve onboard toilet availability. Both of these forums involve regular sharing of complaint trends and insights to ensure the importance of customer impact is felt across all departments within LNR and WMR as part of efforts to drive improvements in these areas.

LNR and WMR have also introduced improvements across key webpages to ensure ticketing, refund and company policy information is clear and easily accessible for customers. This work is based on consultations via the customer panel and trends identified from customer complaints, post-travel survey responses, ORR survey responses, meet the manager events and feedback captured in the recently introduced 'is this page useful?' tool. Further work is planned for 2026 to further simplify routes to this information to ensure customers can access the information they need quickly.

Every complaint is taken seriously and investigated by our team to ensure we learn from our mistakes and make changes wherever we can.

Further information can be found at <https://dataportal.orr.gov.uk/statistics/passenger-experience/passenger-rail-service-complaints>

Fault Fixing

The below table shows how many faults have been reported by customers over the year, with a comparison of the same time period last year.

	At Stations	Onboard Trains
01/04/25 – 31/03/26	10	420
01/04/24 – 31/03/25	8	213

On average it took us 8 days to rectify each of these faults at our stations.

The top subcategory identified for faults at stations were in relation to lighting (30%), the other subcategories are vegetation, bollards, help points, pests, deep cleaning, toilets and guttering (10% each subcategory).

On average it took us 12 days to respond to each of these faults on board our trains. We haven't exceeded 20 weekdays to resolve notified faults.

The top 3 subcategories identified for faults on board were in relation to toilet facilities (20%), upkeep and repair of the train (17.5%) and facilities on board (5.5%).

If you see something that's broken, vandalised or in poor condition, please let us know via:

- @Inrrailway
- Inr.uk/contact-us
- 0333 311 0006

Customer Satisfaction/Feedback

Service Quality

The Service Quality Regime (SQR) covers the entire London Northwestern Railway and West Midlands Railway network, including all LNR and WMR stations, the trains serving them, and Birmingham New Street station (managed by Network Rail).

Since its introduction in September 2021, the SQR has helped identify areas where improvements are needed. Ongoing programmes of work are in place to address these areas, with a focus on enhancing the overall customer experience.

Performance and Challenges

Operating for the past nine years, the SQR evaluates stations (including five new stations in the West Midlands), trains (including the new Class 196 and Class 730 fleets), and customer interactions. These assessments are carried out through independent audits by Mystery Shoppers Ltd. The regime plays a key role in identifying areas for improvement, particularly in relation to station infrastructure and ageing trains, helping teams to address underlying causes. Each reporting period includes:

- **Station Audits:** 50 per period
- **Train Audits:** 200 per period

- **Mystery Shopping:** 50 station and 50 train-based audits

- **Social Media & Online Information:** 20 social media and 12 online audits

For our stations SQR identified the following areas we are actively improving:

- **Waiting Shelters / Canopies:** Providing comfortable waiting areas for our passengers is a priority, and we are proud to have achieved a 12% improvement versus last year, which we are looking to build upon further.
- **Litter outside of station property:** Whilst this falls outside our direct control, we actively collaborate with third parties like Network Rail and Transport for West Midlands, our proactive work contributed to a 15% improvement in our score compared to last year.
- **Etching & Graffiti:** While this remains a challenging area, we have made strong progress, achieving a 16% improvement last year. This positive trend has continued, with a further 3% improvement so far this year.

- **Help Points:** The introduction of new, user-friendly customer help points has delivered strong results, with a 15% improvement last year. Performance has continued to exceed expectations this year, now standing 20% higher again.
- **Ticketing & Staffing:** Previous staffing challenges have been successfully addressed through a targeted recruitment campaign, driving a near 20% improvement with scores in this area. The impact of this work is evident in the reduction of ticketless travel, which has improved from 5.94% in rail year 24/25 to 4.30% in rail year 25/26.

SQR scores comparison over the last 5 years.

STATIONS					
Year	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Ambience & Assets	72%	73%	77%	78%	79%
Cleanliness	64%	62%	67%	67%	71%
Information	66%	68%	71%	74%	68%
Ticketing & Staffing	89%	85%	87%	83%	90%
Total	73%	72%	75%	75%	77%

TRAINS					
Year	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Ambience	82%	82%	87%	90%	89%
Cleanliness	93%	93%	95%	95%	95%
Information	83%	83%	81%	89%	87%
Total	86%	86%	88%	91%	91%

CUSTOMER SERVICE					
Year	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26
Staff Helpfulness	84%	92%	96%	96%	97%
Online Information	88%	95%	99%	100%	100%
Total	86%	93%	98%	98%	99%

For our trains SQR identified the following areas we are actively improving:

- **Toilet Operation:** While there are still some challenges, particularly linked to older trains and overnight stabling, we are actively addressing these areas. Although improvements over the past year have been modest, new measures are now in place that will drive significant progress, leading to a noticeable improvement in the availability of onboard toilets in the year ahead.
- **Etching & Graffiti:** While incidents of vandalism still occur, they are less prevalent on our trains than at our stations. This reflects the effectiveness of our ongoing efforts to proactively manage and reduce these issues.

The move to public ownership will see us taking those past lessons and playing a prominent part in the creation of a brand-new Service Quality Standards (SQS) measure across the industry.

Post Travel Survey

In 2022, we introduced our post travel survey to measure customer satisfaction across the entire journey and strengthen customer focus across the business. The results are tracked regularly throughout the year and used to inform continuous improvements, providing valuable insight into the service we deliver.

These insights are reviewed at our Customer Experience Board, ensuring customer satisfaction remains central to decision-making. The post-travel survey also gives customers a proactive opportunity to share honest feedback, enabling us to respond quickly to emerging issues and enhance the overall journey.

Between 14 September 2025 and 31 March 2026, 5,369 Post Travel Surveys have been completed by LNR customers. This represents a 9% increase compared with the same period last year, providing even greater insight to help us enhance the customer journey.

Customer Panel

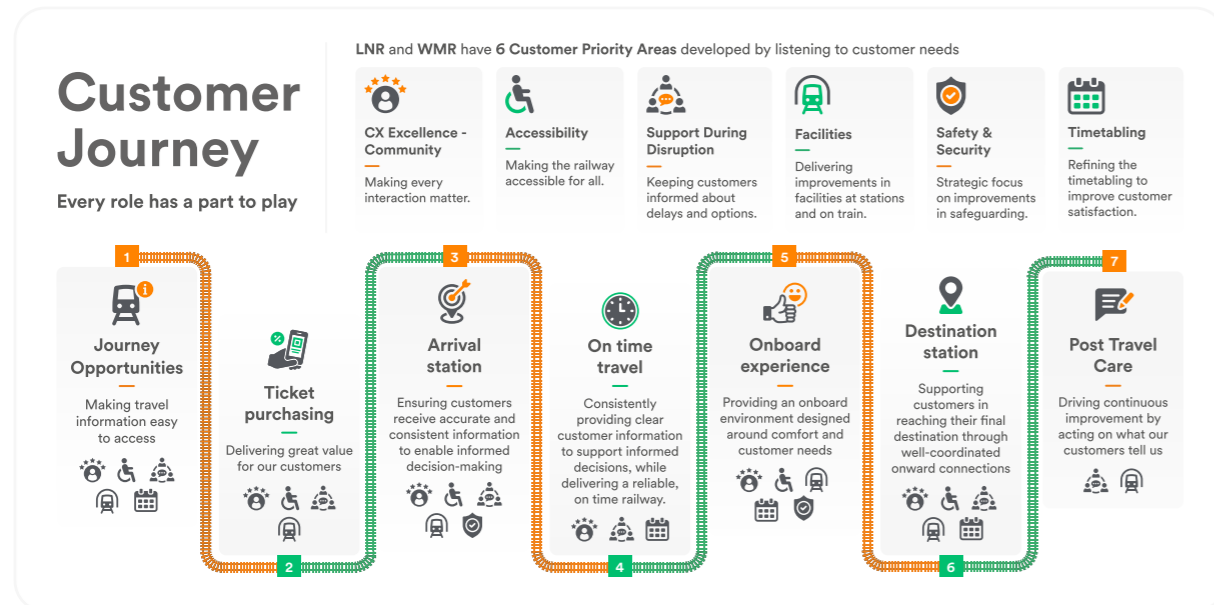
Our Customer Panel brings together customers from across both London Northwestern Railway and West Midlands Railway networks, ensuring representation from a wide range of routes and journeys.

The panel helps us better understand our customers' needs and experiences, with members invited to share feedback based on their regular travel. We encourage constructive input, primarily through online engagement, with members able to choose how involved they would like to be.

In return, we are committed to listening carefully to all feedback and being open and transparent about the actions we take in response. If you are interested in finding out more or applying for a place on the panel, please click [here](#).

Customer Experience Improvements and Forward Plan

WMR and LNR have implemented a Customer Journey Map across the business, clearly defining seven key stages of the end-to-end customer journey. This framework helps colleagues understand their role in delivering a consistent and high-quality experience at every stage of travel and is closely aligned to our 6 customer priority areas.



To strengthen our focus on what matters most to customers, we have aligned our customer satisfaction metrics and insight measures to these journey stages. This enables us to better track performance and identify where improvements will have the greatest impact.

Supporting this, we have introduced dedicated live dashboards that provide managers with real-time visibility of customer sentiment and performance data. These dashboards enable faster, more informed decision-making at a local level.

We have also established a series of **Customer Action Groups**, bringing together accountable senior leaders from across the business to focus on

key areas of the customer experience. These groups are responsible for reviewing customer insight and complaint data, identifying emerging needs, and driving targeted actions to improve outcomes.

The Customer Action Groups cover the following areas:

- Stations
- Onboard
- Fleet
- Control
- Pre- and Post-Travel

Each group is responsible for identifying and addressing key customer pain points, with a clear focus on delivering measurable improvements. This structured

approach strengthens accountability, encourages collaboration across teams, and supports continuous improvement throughout the entire customer journey.

While these groups are still in the early stages of development, they have already identified a series of priority actions to be delivered over the coming year to address the key issues raised by our customers.

Strengthen the Customer Voice in Decision-Making

- Enhance internal reporting to ensure customer feedback is clearly communicated to the teams best placed to deliver improvements.
- Embed customer insight into operational and strategic decision-making processes across the business.

Deepen Customer Insight Through Lived Experiences

- Leverage insight-led data to identify key actions via the Control Customer Action Group.
- Engage with our customer panel to gather lived experiences from a diverse range of customer demographics.
- Assess preferred communication channels during disruption (e.g. social media, station announcements, National Rail updates).
- Use findings to continuously tailor and refine communication strategies in line with customer expectations.

Improve Onboard Experience and Staff Visibility

- Increase monitoring of customer satisfaction relating to staff presence and onboard announcements through the On Train Customer Action Group.
- Identify areas performing below benchmark levels and implement targeted improvement plans.
- Track progress and adjust interventions to ensure sustained improvement in customer experience scores.

Enhance Digital Customer Journeys

- Our Pre and Post Customer Action Group will deliver website enhancements to better support customers before, during, and after travel.
- Improve key features including:
 - “How Busy is My Train” tool for better journey planning
 - Disruption information pages for clearer, more timely updates
 - Simplified Delay Repay claims process for a smoother post-travel experience

Continuous Improvement and Review

- Regularly review performance data, customer feedback, and satisfaction metrics.
- Iterate and refine actions to ensure ongoing alignment with evolving customer needs and expectations.

Sustainability

At London Northwestern Railway and West Midlands Railway, we are committed to making rail an even greener and more responsible way to travel.

Over the past year, we have continued to reduce our environmental impact, support our people and communities, and make sure sustainability is reflected in the everyday decisions we make.

We have expanded energy-efficient technology across our network, improved waste management, made more switches to renewable energy, and are planning to embed sustainability into our procurement and investment decisions. We have also continued to support our communities through engagement, inclusion initiatives, and closer partnerships.

Together, these efforts are already making a difference, helping us operate more efficiently, reduce our footprint, and build trust with the customers and communities who rely on us.

To strengthen the consistency of our messaging and provide clarity on how sustainability is embedded across the organisation, we have established four core sustainability

pillars. These pillars reflect the environmental, economic, and social dimensions of sustainability and serve as the foundation for our long-term strategy:

- **Planet** – Protecting the environment through the reduction of our ecological footprint and the adoption of sustainable solutions that secure both present needs and a resilient future.
- **People** – Supporting our workforce and communities through inclusive, ethical, and accessible practices.
- **Prosperity** – Ensuring business resilience and longevity by integrating sustainability into operational planning and decision-making.
- **Partnerships** – Building strong, collaborative relationships that enhance connectivity and create shared value.

As part of our commitment, we regularly review our progress using recognised industry tools, including the Rail Safety and Standards Board (RSSB) Sustainability Maturity Tool. This helps us understand where we are performing well and where we can continue to improve as we work towards our long-term sustainability goals.

Integrated Management System

We proactively manage our environmental and energy impacts through a robust, externally certified Environmental and Energy Management System (EEnMS), aligned with the internationally recognised ISO 14001 and ISO 50001 standards.

This integrated system provides a clear and consistent framework for identifying, managing and reducing our environmental impacts, including energy use and carbon emissions. It supports the setting of meaningful objectives and targets, enables effective performance monitoring, and drives continual improvement across our operations.

The EEnMS also ensures we meet all relevant environmental and energy compliance obligations, manage risks effectively and embed sustainable practices into day to day decision-making, supporting the delivery of a more efficient, resilient and sustainable railway for our customers.



Net Zero Carbon emissions

Net zero Carbon emissions simply means cutting the amount of greenhouse gases we produce to as close to zero as possible and balancing any remaining emissions, so our overall impact on the climate is neutral.

As climate change increasingly affects the railway, reducing carbon emissions across our operations is essential to providing a safe, reliable and sustainable service for our customers. Our Net Zero Carbon Strategy sets out how we are working towards this goal, using 2019/20 as our baseline year and focusing on everything from how our trains are powered to how our stations and depots use energy.

We are improving energy efficiency, reducing emissions from our buildings, and working more closely with suppliers to cut carbon across our supply chain. Through these actions, we are targeting a reduction of up to 46% in non traction emissions and 23% in traction emissions by 2030/31, and up to 90–95% reductions by 2050/51, supporting a more resilient, low carbon railway for the future.

Traction Energy and Carbon emissions

Traction energy and carbon emissions refer to the energy used to power trains and the carbon emissions that result from it. This includes electricity or diesel used to move trains along the railway network. Traction energy is typically the largest source of carbon emissions from rail operations, which is why reducing traction carbon emissions is a priority.

This can be achieved by using cleaner energy sources, improving train efficiency, electrifying routes, and reducing reliance on diesel, helping to deliver a lower carbon, more sustainable railway for customers.

The introduction of our new electric Class 730 fleet—now 48 730/0 trains and 36 730/2 trains—represents a significant step forward. Its ongoing rollout through 2025/26 has begun to replace the Class 350/2 fleet and deliver a 20% capacity increase whilst reducing our carbon emissions.

Carbon emissions per km travelled of our trains:

Carbon emissions per km travelled of our trains:

2024/25 Annual Performance

0.56 kgCO₂e/veh-km

2025/26 Performance

0.52 kgCO₂e/veh-km

Energy consumption per km travelled by our trains:

We measure our trains average energy efficiency (unit of energy consumed per km).

2024/25 Annual Performance

3.47 kWh/veh-km

2025/26 Performance

2.46 kWh/veh-km



Non-Traction Energy and Carbon emissions

Non traction energy and carbon emissions relate to the energy used and emissions produced by activities that support the railway but do not directly power trains. This includes energy used in stations, offices, depots and signalling, such as lighting, heating, cooling and equipment, as well as emissions from maintenance activities and the supply chain.

Although less visible, non-traction carbon is a significant part of our overall environmental impact. Reducing it through energy-efficient buildings, cleaner technologies, and lower-carbon suppliers plays an important role in improving sustainability.

Non-Traction – Combined Electricity and Gas Usage at Depots and Stations in kWh

2024/25 Annual Performance

23,368,175 kWh

2025/26 Performance

21,234,011 kWh

Stations and Train Maintenance Depots

To improve efficiency and reduce emissions at our stations and Train Maintenance Depots (TMDs), we are progressing a series of targeted actions:

- Optimising lighting, heating and cooling systems
- Enhancing BMS controls
- Carrying out regular energy audits
- Developing options for low- and zero-carbon heating systems

We are also focused on implementing cleaner forms of energy through installing Solar PV at our Stations and TMDs to further reduce our impact. We currently have Solar PV installed at Kidderminster, Northampton and University Stations and at both Bletchley and Tyseley TMD as part of major infrastructure improvements and are expected to generate over 250,000kWh per annum, saving over 50t of CO₂e. We hope to expand this project and introduce more Solar PV to our network in the future.



Tyseley Train Maintenance Depot Solar PV array



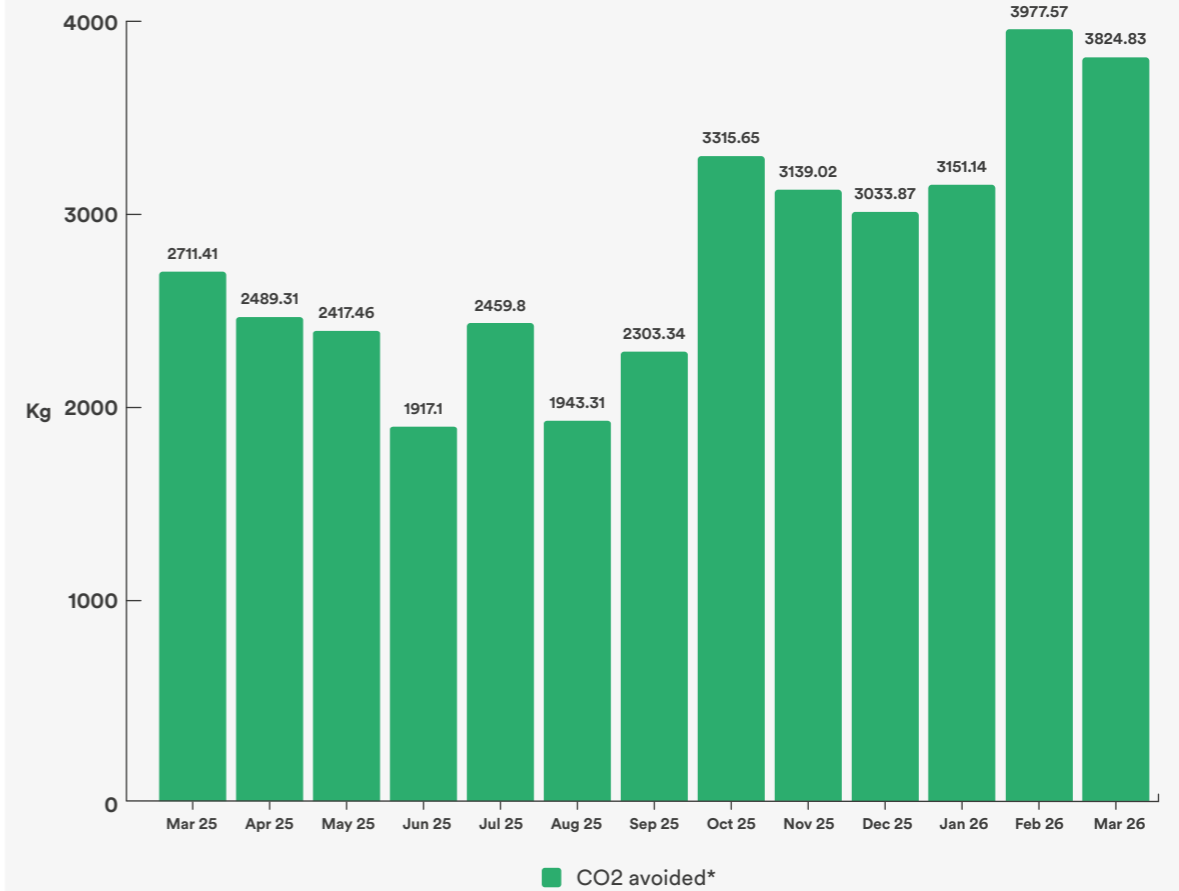
Bletchley Depot Solar PV array

Electric Vehicle Charging

We have invested in electric vehicle (EV) charging points at 10 of our sites across the London Northwestern Railway and West Midlands Railway network: Berkhamsted, Bletchley, Bletchley Depot, Kidderminster, Leighton Buzzard, Lichfield Trent Valley, Tamworth, Telford, Tring, and Wolverhampton. This aims to support modal shift initiatives and help promote decarbonisation within the wider communities we serve.

Over the past year (April 2025- March 2026), the charging points have supplied enough energy to EVs to offset approximately 33,973kg of CO₂ emissions that would have been produced by conventional road vehicles. We anticipate expanding these services and increasing the number of EV charging points in the future.

CO₂ avoided*



*Estimated based on calculations. We are working hard to improve the accuracy of CO₂ data by improving data modelling. Please contact us if you have any questions regarding this information.

Air Quality

Working with RSSB, we have contributed to the national Air Quality Monitoring Network, installing monitoring equipment at seven stations to build a robust, comparable baseline of air quality data. We have also developed an Air Quality Improvement Plan, aligned with a standardised industry framework.

At Tyseley Depot in Birmingham, new shore power supplies now allow diesel trains to be powered for testing without running their engines, significantly reducing local emissions and improving air quality for both colleagues and the surrounding community.

Circular Economy and Zero Waste

Reducing waste and improving recycling are central to our commitment to protecting the environment, conserving resources, and supporting healthier, more sustainable communities. Our Waste Management Strategy strengthens our role as a responsible neighbour while improving operational efficiency and building long-term resilience across our network.

In 2025/26, we recycled 870 tonnes of waste, supported by a growing number of initiatives that make recycling easier for both colleagues and customers. As part of the roll-out of the Separation of Waste Regulations, we have introduced dedicated waste streams across

depots and staff areas, including bins for general waste, dry mixed recycling, food waste and glass.

Customer-facing recycling points will be introduced throughout 2026/27, helping to further increase recycling rates and reduce the amount of waste sent to landfill.

Training and awareness campaigns continue to support this shift, encouraging behaviour change and delivering environmental and social value across the communities we serve.

To support a circular economy, we are also expanding initiatives that keep valuable materials in use. Our Uniform Recycling scheme provides colleagues with dedicated drop-off points at four sites, where excess or end-of-life textiles are securely processed by a specialist supplier and turned into new products. This reduces waste, cuts carbon emissions, and reinforces a culture of sustainability across our workforce. As uptake grows, we plan to expand the scheme to additional locations to maximise the social and environmental benefits.

We are also tackling single-use waste within our offices. Our reusable coffee cup scheme allows colleagues to borrow a cup when visiting local cafés, attending meetings, or travelling across the network. This simple change reduces disposable cup use, supports our wider waste-reduction goals, and encourages everyday sustainable habits.



Reusable coffee cups provided for office staff to reduce single-use waste.

Any waste that cannot be recycled or reused is diverted to Energy from Waste (EfW) facilities, helping to reduce the environmental impact of landfill and supporting the generation of electricity.

Recycling rate and Diversion from Landfill Performance

KPI	2024/25 Performance	2025/26 Performance
Recycling rate	49%	43.15%
Diversion from landfill	98.52%	98.12%

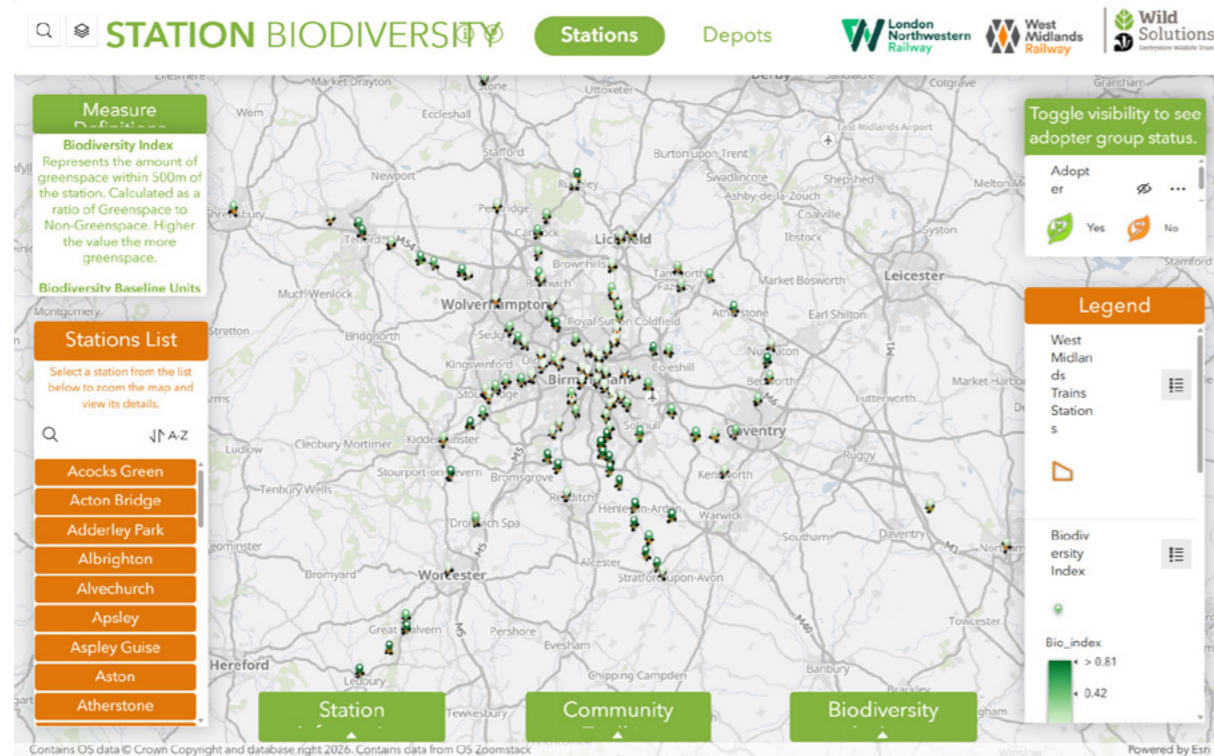
Biodiversity

Protecting and enhancing biodiversity is an important part of the social and environmental value we deliver to the communities we serve. Our stations and depots have the potential to function as green corridors, connecting fragmented habitats and supporting healthier local ecosystems.

In 2025, we began a new project with The Wildlife Trust to support this ambition. Working alongside station adopters and community groups, we have mapped existing biodiversity

across our network to identify priority locations for improvement. This work allows us to measure recognised metrics such as Biodiversity Index and Biodiversity Net Gain whilst also allowing us to monitor more tangible community-based impacts, helping us target areas where interventions will have the greatest positive impact. These efforts contribute directly to Network Rail's commitment to achieving Biodiversity Net Gain by 2035 and will help enhance the natural environment for future generations.

Web-map produced in partnership with Derbyshire Wildlife Trust to visualise biodiversity across our locations and support our community groups with proposed initiatives.



Climate Change Adaptation

As the impacts of climate change intensify, the railway must be prepared for more frequent and severe weather events. Robust adaptation measures are essential to protect our assets, safeguard colleagues and the public, and ensure reliable services. By strengthening the resilience of our infrastructure, systems and operations, we can reduce vulnerability and maintain continuity even as climate risks evolve.

Our Weather Resilience and Climate Change Adaptation Strategy outlines how we will strengthen our ability to anticipate, respond to, adapt to, and recover from climate-related events. The strategy integrates short-term weather resilience with long-term adaptation planning, ensuring we take immediate action while preparing for future challenges. It is designed to evolve over time, shaped by evidence, operational learning, and the experiences of those who work on and use the railway every day.

Social Sustainability

Alongside our environmental initiatives, we are placing a strong focus on social sustainability, ensuring our operations create positive and lasting value for people and communities. We have developed our Social Value strategy and data reporting, helping us to measure, demonstrate, and enhance the impact of our work.

At London Northwestern Railway and West Midlands Railway, we define social value as:

“Social value means delivering a net positive impact for the communities we serve – supporting the planet, people, prosperity and partnerships. We look beyond our core transport services to understand what truly matters to people, using diverse perspectives to guide decisions that enhance community and individual wellbeing. By embedding social value into our culture, values, and strategies, we aim to create lasting, measurable benefits that support a fairer, more sustainable future.”

Our **2025 Social Value Report** highlights how we contribute to communities across the business through our people, places, and customers, directly supporting nine of the UN’s Sustainable Development Goals and delivering over £182 million in social value in 2025, an increase of £39 million from 2024.

We are working closely with the RSSB and its Social Value Working Group to shape and adopt best practice approaches at London Northwestern and West Midlands Railway, and across the rail industry. This collaboration allows us to align with industry standards while also driving innovation in how we deliver social value.

Internally, we have established a dedicated working group to map, coordinate, and strengthen all social value-related activities across the business. Through these efforts, we aim not only to meet expectations but to set a benchmark for how rail can contribute to stronger, healthier, and more inclusive communities.

Seamless Journeys

We want to make travelling with us as simple and sustainable as possible. This year, we focused on improving end-to-end, multimodal travel across our managed stations. Our new Seamless Journeys Strategy has been developed to support this. Aligned with national good practice and Department for Transport commitments, the strategy focuses on making journeys easier, more accessible, and more sustainable by reducing car dependency and improving connections between rail, walking, cycling, bus, and shared transport. Using a place based, data led approach, the strategy builds on local travel patterns and early initiatives such as smarter ticketing, enhanced customer information, interchange upgrades, and active travel facilities. The strategy will be delivered in phases, starting with a comprehensive evidence baseline, followed by targeted interventions at priority stations and the development of Station Travel Plans.

Additionally, for World Car Free Day, we invited customers to swap a car journey for the train. As part of the campaign, we offered 4,314 half price Advance tickets, which helped to replace approximately 87,453 car miles with greener travel.

Community voices also helped spread the message:

- “Choosing to travel via rail means helping the environment and avoiding congestion.” – Callum Anderson, MP for Bletchley
- “A greener Watford starts with greener ways of getting around.” – Peter Taylor, Mayor of Watford
- “Not everyone can drive, but everyone can use the train.” – Barbara Rochelle, Stone station volunteer

We also ran targeted marketing across our network, using posters, social media, and street advertising to highlight time savings and make it easier for people to see how rail fits into everyday journeys. These campaigns reached millions and encouraged more people to rethink their travel habits.

Looking ahead, we will continue working with local partners to improve station connectivity and deliver smoother, greener, and more inclusive journeys for our customers.



Diversity & Inclusion

London Northwestern Railway and West Midlands Railway Investors in Diversity Accreditation

We have proudly achieved reaccreditation for the Silver Award in Investors in Diversity, reaffirming our commitment to fostering an inclusive and respectful workplace culture.

This recognition reflects our ongoing efforts of both train operating companies to embed equality, diversity, and inclusion into every aspect of their operations, from

recruitment and training to customer service and community engagement. The reaccreditation highlights the dedication of staff and leadership to continuous improvement, ensuring that everyone feels valued and empowered.

It's a significant milestone that showcases their role as forward-thinking employers within the UK rail industry.



Investors
in Diversity
Silver UK

Until
June
2027

Graduate Programme

We are delighted to have seen our graduates complete their programme. Having completed a career fulfilling programme it was great to see local talent from our universities positively contributing to the railways. Showing our commitment to addressing under representation of females in Rail we were delighted see our female graduates secure roles across different departments. Their invaluable contribution, commitment and enthusiasm during a well-formed and engaging programme have allowed these young women deliver success and continue in their careers on the railway. They will act as great role models and ambassadors to continue to attract more women into the rail industry.

Working with Communities

We continue to strengthen our Station Adopters programme, providing opportunities for local communities to contribute, support, and enhance their stations.

A great example is the Friends of Bletchley Adoption Group, whose efforts have helped transform the station into a more welcoming and attractive environment. Their work has also received recognition, including praise during a recent visit from Callum Anderson MP for Bletchley and Buckingham.



As part of the programme, delegates gained hands-on experience by working across various business functions and locations within our network. This allowed them to explore both front-line and back-office roles, highlighting the dedication required to deliver a safe and efficient railway. Upon completing the programme, participants were offered the opportunity to undertake assessments, granting them entry into our talent pool to be considered for future vacancies.



Violence against women and girls (VAWG)

LNR and WMR continue to show our support in tackling violence against women and girls. Recognising that persons suffering abuse can often travel on our railways. We have collaborated with colleagues from East Midlands Railway, Police and Fire services to develop a new training package for our front line staff to support them in identifying signs of VAWG and educating them on how to respond. This training has been rolled out as part of a training package by the home office.



Equality, Diversity and Inclusion (EDI) Steering groups – We are active members of a host of steering groups which work to support the development of effective EDI practices. Working with subject matter experts and representatives, we are defining new ways of working and informing on policies and procedures to ensure all that we do on the railways is seen and delivered through an EDI lens. Amongst others, we work with Rail units for Inclusion, EDI Charter, Leadership and Management Development Steering Group, Menopause Steering Group and the Social Mobility Steering Group.

National inclusion Week – As part of our celebrations for National Inclusion Week, we have had an internal campaign spotlighting the FREDIE principles; Fairness, Respect, Equality, Diversity, Inclusion, and Engagement, which guide how

we work together and support one another every day. Through a series of internal activities, stories, and reflections, we're encouraging colleagues to explore what FREDIE means to them and how we can continue building a workplace where everyone feels seen, heard, and valued. Let's use this week to celebrate our differences and strengthen our inclusive culture.

Mencap – Station Adoption Initiative – We're proud to be partnering with learning disability charity Mencap in an innovative station adoption initiative at Selly Oak and Northampton. Through Mencap's Training Academy programme, 12 interns aged 16–24 with learning disabilities or autism will help maintain and enhance the stations,

making them more welcoming for the community and rail users. This partnership supports Mencap's mission to champion the rights of the 1.5 million people in the UK with a learning disability. Learn more at mencap.org.uk.



“ We know that currently, only 27% of the 1.5 million people with a learning disability across the UK are employed – despite 86% of people with a learning disability saying they want a paid job. This initiative is just one of the fantastic ways that our Supported Internships can help learners develop vital skills for their future career.



Well done to the team – we look forward to seeing the station transform throughout the year!”

Jason Hardman, Head of Mencap Training Academy.



Kings Trust – We were proud to support the delivery to 2 cohorts of the King's Trust programme aimed at supporting young people who are Not in Education, Employment or Training (NEET). The programme was designed to provide meaningful work experience, raise awareness of careers within the railway, and help participants build the confidence, skills, and employability needed to progress into sustainable work.

Through hands on workplace exposure, structured training, and tailored support, we helped participants gain an insight into the rail industry and the wide range of roles available across our networks. Colleagues from across the business contributed to sessions focused on employability skills, career pathways, and real world working practices,

creating a supportive and inclusive learning environment.

The collaboration demonstrated our shared commitment to social value, widening participation, and developing future talent by opening up pathways into the railway for individuals who may not otherwise have considered the sector.

Primary Engineer - This has been a great platform to support us in introducing Railway engineering to primary schools over the last 12 months. We engage pupils through practical, curriculum-linked activities to help children design, build, and understand how rail systems work. Our aspiration is to see the Railways as a career of choice for school leavers, college students and University Graduates.

Contact us

Visit: [lnr.uk](https://www.lnr.uk)

Feedback & Enquiries

Freepost London Northwestern Railway Customer Relations
0333 311 0006

[lnr.uk/contact-us](https://www.lnr.uk/contact-us)

Delay Repay

Freepost London Northwestern Railway Delay Repay

[lnr.uk/delayrepay](https://www.lnr.uk/delayrepay)

Refunds & Exchanges

[lnr.uk/refunds&exchanges](https://www.lnr.uk/refunds&exchanges)