

# Driving Resilience for UK Rail



# About Eversholt UK Rails Group

Established in 1994, Eversholt UK Rails Group ('Eversholt Rail', or 'the Group') is a leading owner and lessor of UK rail rolling stock, with a portfolio of over 2,800 passenger and freight vehicles<sup>1</sup>.

We have invested more than £3 billion in new trains since the privatisation of the UK's rail industry. The Group leases rolling stock to eight passenger train operators and two freight operators within the UK.

With 30 years of industry expertise, we are committed to supporting a modal shift to rail. Our strong supplier and customer relationships ideally place us as a trusted partner with whom to explore low-carbon solutions.

## About this report

Throughout the year, we continued to embed environmental, social and governance (ESG) considerations across our business. In this report<sup>2</sup>, we share some of our key performance developments to help build a more future-fit rail industry.

This report is designed to be read in conjunction with our [2023 Sustainability Performance Report](#) – where we publish our key ESG metrics, methodologies and assurance report – and our [Climate Strategy Report](#) (published in August 2023), which details how we support the UK rail industry in its decarbonisation journey.

<sup>1</sup> As of 31 December 2023.

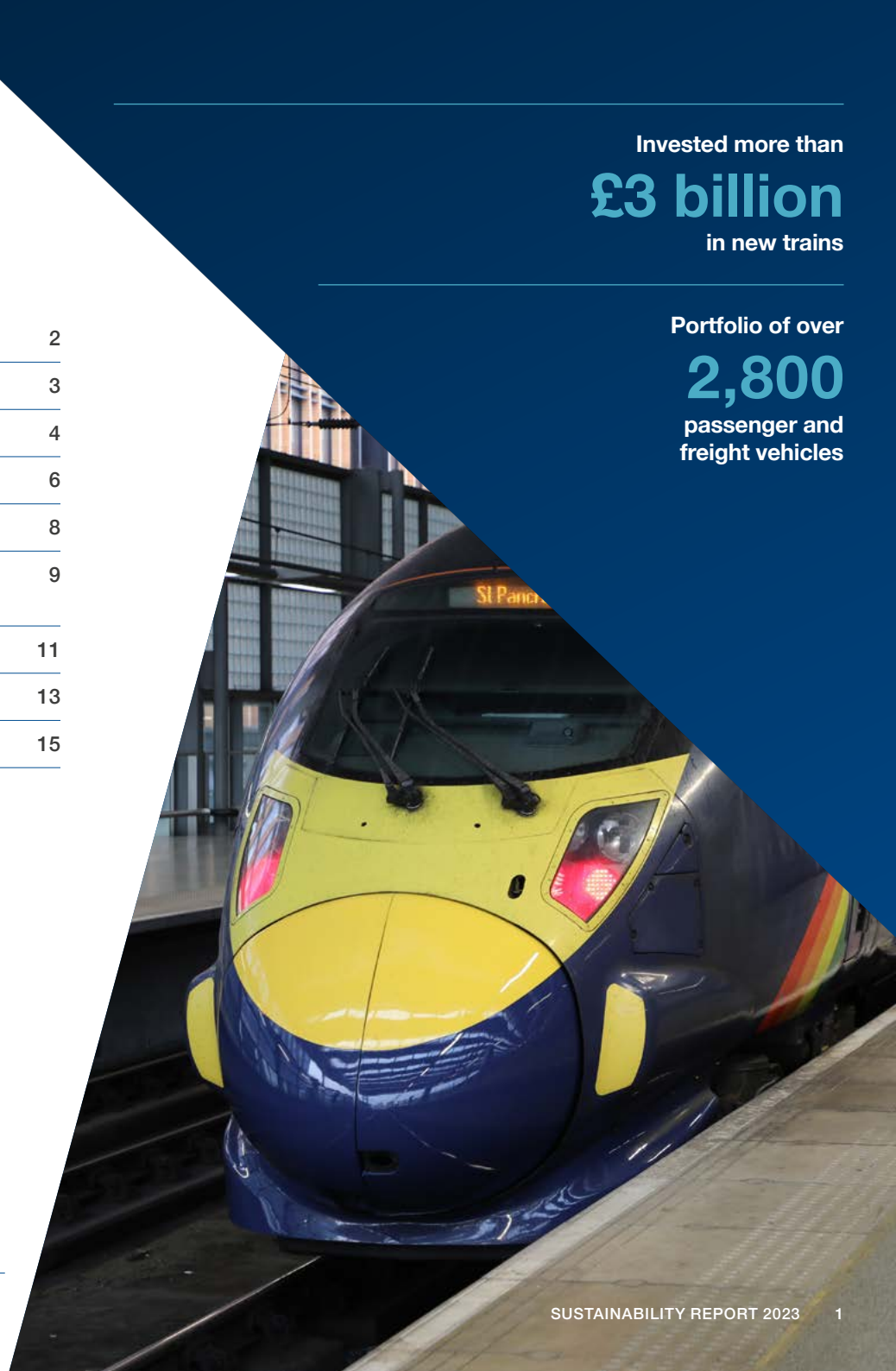
<sup>2</sup> Unless stated otherwise, performance data reported in this document covers our 2023 financial year, from 1 January to 31 December 2023.

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Invested more than  
**£3 billion**  
in new trains

Portfolio of over  
**2,800**  
passenger and  
freight vehicles



# CEO foreword

**“We are looking to the future, investing in improvements to our diesel-powered fleets to reduce fuel usage and further increase the sustainability of rail travel.”**

**A look at the years between our first sustainability report and this, our second, shows a rise in reasons to be optimistic about the future of UK rail. During the COVID-19 pandemic, the UK experienced a sharp decline in rail travel; however, in the years since, this trend has begun to reverse with clear, steady growth of what is an inherently low-emission form of transport. This recovery is helping foster real confidence in the role the transport industry can play, not only in the UK transport system, but also the Government’s commitment to reaching net zero by 2050.**

Our portfolio has excellent green credentials, with 71% of our rolling stock vehicles already powered by electricity. Now we are looking to the future, investing in improvements to our diesel-powered fleets to reduce fuel usage and further increase the sustainability of rail travel, specifically including intelligent engine management and hybrid diesel-battery propulsion.

Working with key stakeholders, we are looking to identify and develop new zero-emissions technologies to eliminate carbon emissions for remaining non-electrified routes in the UK. We are also continuing to develop our innovative battery-powered Revolution Very Light Rail (RVLR) vehicle, in partnership with Transport Design International.

To further demonstrate our approach and commitment to sustainable growth, Eversholt Rail published a stand-alone Climate Strategy Report for 2022, which was an industry first.

None of this innovation and evolution would be possible without the continuous efforts of our talented team. That is why fostering a great workplace for our people underpins everything we do. Our September employee engagement survey outlined culture and people as our biggest strengths. Every single participant confirmed that they consider Eversholt Rail to be a good place to work. We see the development of our people as key to the success of our business and have continued to invest in our people, offering more training and increasing our focus on wellbeing. I would like to take this opportunity to thank everyone at Eversholt Rail for their hard work, perseverance and commitment to the business throughout 2023, and to our key stakeholders for their support.



**Mary Kenny**  
Chief Executive Officer



# Our approach to sustainability

Sustainability has always been embedded in how we work, but we seek to continually improve our approach. It supports our investment strategy as we explore innovations for our assets that can support the UK's decarbonisation agenda. We do this responsibly while providing a great workplace for our people and delivering results effectively and ethically.

We are looking to the future, investing in zero-emission technologies and considering the potential modification of diesel propulsion systems that will bring more sustainable rail travel. We continue to explore innovation opportunities to support the transport decarbonisation journey, and the three remaining pillars of the agenda support our business objectives. Find out how we have enhanced our ESG governance in 2023 in [Building a future-fit strategy](#).

## Sustainability agenda pillars



### Innovating to support transport's decarbonisation journey

We seek to deliver low-carbon solutions to position rail as the preferred method of transport – both for passengers and freight.



### Leading as a responsible asset owner

With decades of through-life asset management expertise, we leverage our purchasing power to own, lease and manage assets responsibly.



### Providing a great workplace

Great people are key to our business strategy, and we want to be a great place to work.



### Delivering results with integrity

We deliver results and always strive to do so responsibly.

## Our material ESG topics

- Decarbonisation of the rail industry
- Resilience against physical climate risks

See [pages 9, 10, 11](#) for how we manage these issues.

- Air quality
- Providing safe, high-quality, reliable rolling stock to customers

See [page 11](#) for how we manage these issues.

- Diversity and inclusion
- Occupational health and safety
- Workplace culture

See [pages 13, 14](#) for how we manage these issues.

- Business ethics (including anti-bribery and corruption)
- Data protection and cybersecurity
- Responsible corporate governance

See [page 15](#) for how we manage these issues.

# Governing for a sustainable business

We believe that effective governance is integral to our sustainability journey. Our approach is rooted in transparency, responsibility and active engagement with our stakeholders, ensuring we remain at the forefront of sustainable development within the industry.

We actively address ESG risks and deliver on sustainability objectives through five key forums:



The **Board**, led by our CEO, approves and oversees our climate strategy, double materiality assessment and sustainability objectives.



The **ESG Working Group**, established in 2023 and attended by senior ESG champions, focuses on achieving our ESG objectives, including strengthening our climate strategy. It supports the Board in making informed decisions that reflect our commitment to ESG.



The **Risk and Compliance Committee (RCC)**, chaired by our Legal Director, monitors all business risks and proposed mitigation measures.



The **Business Process Team** drives our sustainability agenda, embedding processes like our environmental and social data-collection processes.



The **Rolling Stock and Balance Sheet Committee (RSBSC)**, chaired by the CFO, or another Director, oversees through-life asset management and green technology investments (see [‘Planning ahead’](#)).

## Managing climate and sustainability risk

We are committed to managing climate and sustainability risks across our operations. Our approach is built on well-defined policies and supported by a clear organisational structure that makes sure everyone knows their responsibilities. Climate-related risks prominently feature in our strategic risk register<sup>3</sup>, and also in departmental risk registers.

Our RCC ensures the right systems and procedures are in place to identify, assess, manage and report risks, and comply with legal obligations. The Committee reviews all departmental risk registers at least once per year, giving feedback and making recommendations where relevant. Members of the Committee include our Legal Director, Chief Finance Officer, Commercial Finance Director, Head of Corporate Services and Head of Process.

To effectively address the right ESG topics for our business, we regularly monitor stakeholder interest and evolving ESG trends. In 2023, we performed a double materiality assessment (see [‘Building a future-fit strategy’](#)) and have also undertaken in-depth climate strategy and risk mapping workstreams with an independent third party to better align our approach with the TCFD framework.

To continually manage ESG and climate-related risks, we will continue to integrate them into our Corporate Risk Management Procedure in 2024. This will ensure all risks are clearly owned and control measures are in place. Our strategic risk register is reviewed annually by the Board, which ensures they have clear oversight of our exposure to ESG and climate-related financial risk.

<sup>3</sup> [Eversholt UK Rails \(Holding\) Limited and subsidiaries \(Security Group\), Annual report and financial statements for the year ended 31 December 2023, page 9.](#)

# Governing for a sustainable business

continued

## Physical risks and mitigation

Physical risks are considered indirect due to our lack of operational control. Manufacturers address risks like heat stress and extreme rainfall during design and contracting stages. For example, the impact of weather changes on C802s was assessed against Defra's UKCIP02 'High Emissions' scenario, indicating the asset's continued functionality under various climate change scenarios.

## Transition and climate risks

Transition risks, like legislative shifts, directly impact our rolling stock leasing. Climate risks are integrated into planning, with a cross-departmental group reviewing residual life and future risks, covering regulatory, customer and energy transition aspects (see '[Planning ahead](#)').

## Climate risk management and processes

In conjunction with our climate-related risk management approach, we utilise various processes to assess innovation feasibility and integrate environmental factors.

This includes:

- the **Product Development Forum**, which evaluates innovative technologies' technical feasibility. Recommendations from the forum go to the Rolling Stock and Balance Sheet Committee for further review and approval; and
- the **Asset Management Planning** process for analysing asset scenarios and the Product Development Procedure, overseeing our innovation pipeline and opportunities.



# Building a future-fit strategy

## We regularly monitor stakeholder interest and evolving ESG issues and trends.

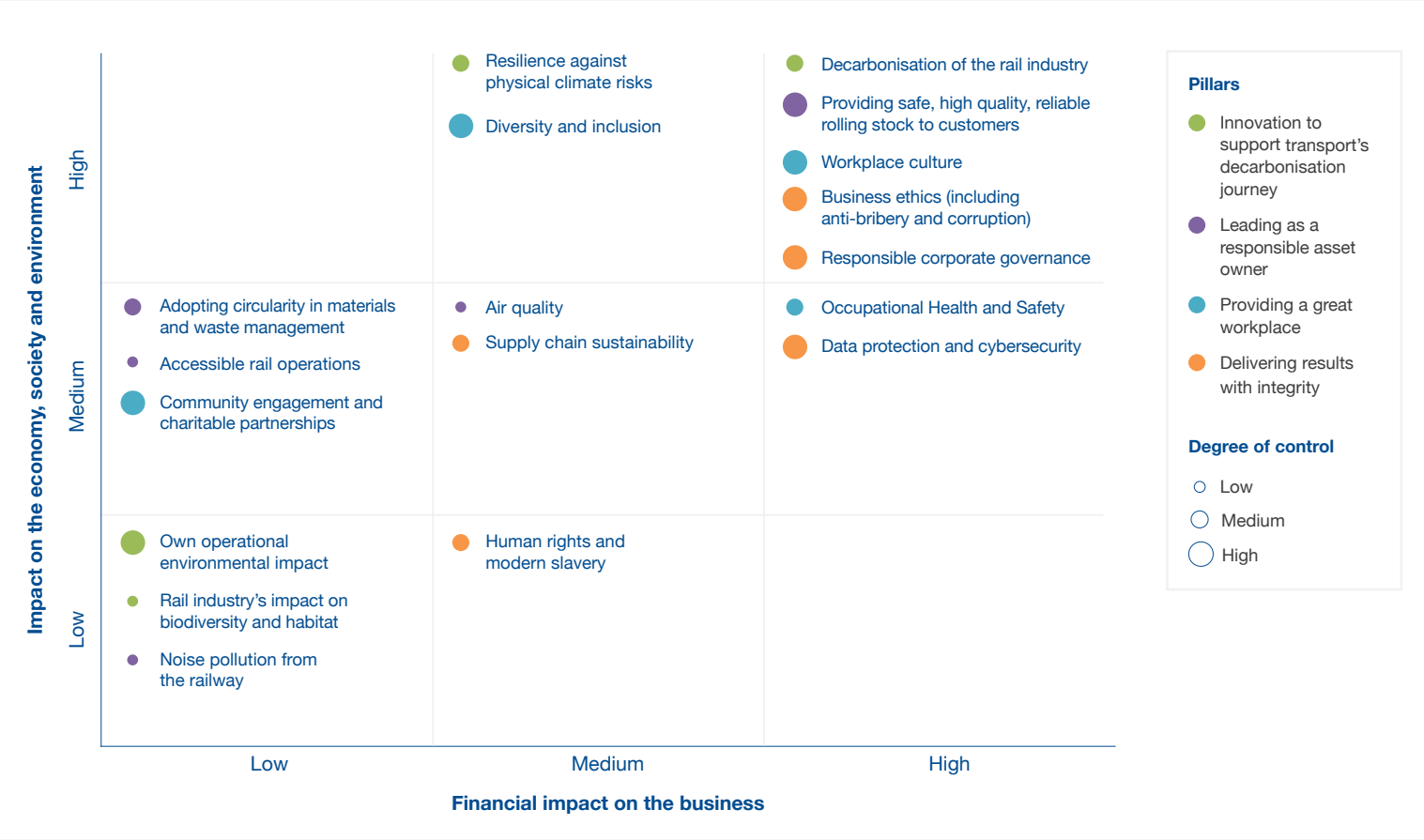
We undertook a double materiality assessment in 2023, which considers the impact of ESG themes on the business and its investors, in addition to the impact that the business has on ESG issues affecting broader external stakeholders. Taking this step aligned us with financial and ESG best practice. This process generated a tailored list of topics that have financial impact on the Group, as well as a broader impact on the economy, the environment and society.

The assessment incorporated desk-based research, along with reviews and validation with key internal stakeholders. This work established our most significant areas of ESG-based impacts, risks and opportunities. Following a virtual workshop with the ESG Working Group to refine rankings and definitions, our Board had final sign-off on the findings.

## Materiality matrix

While we want to acknowledge the importance of certain issues for our stakeholders, some environmental and social challenges are far from our sphere of influence as an asset manager.

The sizes of the circles within our matrix reflect this, with larger circles indicating a greater level of control over the material issue and smaller ones indicating reduced ability to influence the impact of an issue.



# Building a future-fit strategy

continued

## Evolving governance through strategic recommendations

Issues identified in the double materiality assessment will help to inform our next steps as we evolve our sustainability strategy, governance, and ESG approach and disclosures.

As well as integrating ESG risk assessment into our Corporate Risk Management Procedure, we will continue to build on the cross-organisational education and training programs on ESG strategy to prioritise the top-right quadrant topics in our materiality matrix, such as decarbonisation, workplace culture and physical climate risks. We will also keep monitoring emerging issues, especially the importance of skilled professionals in the decarbonisation effort.

## Reporting

In 2023, we strengthened our sustainability governance and approach to formalising our climate strategy using best practice frameworks, such as the Task Force on Climate-related Financial Disclosures (TCFD). In line with voluntary TCFD disclosures, we also published a stand-alone climate strategy report. We will continue to monitor stakeholder reporting needs and strengthen our external reporting by emphasising material topics and showcasing impact mitigation efforts.

This could include adopting best practice ESG frameworks such as the TCFD, Sustainability Accounting Standards Board (SASB) and International Sustainability Standard Board (ISSB) standards. The integration of ESG-related financial risks into the risk management section of our Annual Report, which currently includes decarbonisation and climate change, is expected.

### CASE STUDY

#### Total oversight of our Scope 3 emissions inventory

In 2023, we prioritised strengthening our carbon accounting methodology and boosting data maturity to help us better understand our carbon footprint across our full value chain.

We worked with ERM (the auditors of our 2023 ESG Scope 1 and 2 data) to conduct an in-depth review of our greenhouse gas (GHG) emissions reporting, data boundaries and scope of reporting. As a result, we no longer report Scope 1 and 2 emissions, since our operational activities are limited to offices that are a service provision. Instead, we are following the GHG Protocol boundary guidance and reporting office space-related emissions under Scope 3.

Currently, these figures are largely based on modelled data. We will continue to work with our suppliers and customers to collect data to reflect actual emissions and use this knowledge to further reduce our total carbon footprint. See our [2023 Sustainability Performance Report](#) for more information.



**We articulated our climate strategy in line with industry best practices and expanded the scope of environmental reporting to cover more of our value chain, as set out in our [Climate Strategy Report](#).**



# Our 2023 ESG highlights

## Our sustainability agenda pillars

## Our 2023 achievements



### Innovating to support transport's decarbonisation journey

- Three additional Pre-series Revolution Very Light Rail vehicles (RVLRs) are in development to test commercial viability.
- Completed our study into the feasibility and safety of hydrogen-powered trains.
- Improved on-train energy-efficiency opportunities for our customers, including LEDs and energy metering.



### Leading as a responsible asset owner

- Continued development of governance for asset safety by expanding training programs, risk management and internal controls through a cross-industry expert review.
- Improved ESG data collection throughout our value chain, collaborating with scrappage service providers for better [waste impact and carbon emissions assessment](#). Also conducted a supplier audit on quality and environmental management.
- Our fleets were highlighted at the 2023 Golden Spanners industry awards, which recognises and celebrates improvements in train maintenance and reliability.



### Providing a great workplace

- Enhanced employee health and wellbeing program following feedback workshops, shaping a wellness strategy based on the wellbeing factors our people value.
- Provided each employee with an average of 13.9 hours of training, [equivalent to a spend of approximately £834](#).
- Conducted an employee engagement survey, with an 80% response rate. Feedback confirmed every single participant considers Eversholt Rail to be a good place to work.
- Provided community engagement opportunities for employees through partners such as Primary Engineer and Back Up, a charity that transforms the lives of those affected by spinal cord injury through various services in the UK.



### Delivering results with integrity

- Engaged key customers to understand ESG priorities, aligning our reporting and programs more closely with their ambitions.
- Reviewed bribery, corruption and modern slavery training needs, updating training in line with best practice. Regular Bribery Act risk assessments confirm effective processes. 100% of employees and contractors completed bribery and corruption training.
- Commenced a new partnership with Primary Engineer and Wonderlab in conjunction with the National Railway Museum, York, to attract young people into engineering.
- Enhanced ESG governance systems, aligning with global best practices like the TCFD, as set out on [page 4](#).



# Innovating to support transport's decarbonisation journey

The UK Government has committed to achieving net zero GHG emissions by 2050. The rail industry has a key role to play in the UK's actions to mitigate climate change and continues to seek decarbonisation through increased electrification, innovative low-carbon solutions to modify existing self-powered assets, new greener trains and encouraging a modal shift to rail.

We continue to explore innovations to decarbonise our portfolio, future-proof our existing assets and modify our diesel fleets to reduce emissions. Our approach is informed by customer engagement, supply chain collaboration and partnerships, as well as our participation in industry initiatives.

We regularly engage with industry and other key stakeholders (e.g. Department for Transport, Transport Scotland) to gain early insight into their emerging plans. Together with the Rail Safety and Standards Board (RSSB) and other industry players, we have been working towards setting high air-quality standards, and we also maintain active membership with various industry forums that consider how the UK Government's net zero commitment for transport can be achieved.

## £4.4 million\*

**total spend on enabling low-carbon technologies in 2023**

\*Previously only reported 'Expenditure invested in alternative propulsion technology'.

## Future-proofing existing assets

Over 70% of our current fleet is powered by electricity; a further 9% of our portfolio is bi-mode, running on electricity where infrastructure exists and on diesel power on sections that have not been electrified, and 21% of our portfolio operates on diesel power only. Therefore, achieving net zero could make certain rolling stock obsolete. We are focused on enhancing our fleets to improve their carbon footprint and working with our partners to develop suitable solutions for existing and new rolling stock.

We continue to work with train manufacturers to identify potential engine modifications of diesel trains and explore opportunities to further strengthen the sustainability credentials of our assets, including start/stop technology, modernising key components and improving the efficiency of systems to reduce fuel consumption. We are now assessing these potential modifications to better understand their impact on fleet characteristics, customer satisfaction and regulatory requirements.

In 2023, we:

- invested in energy metering, LED lighting and emissions modelling across fleets to assist our customers in improving efficiencies; and
- worked with the respective original equipment manufacturers (OEM) of our Class 66, Class 185, Class 195, Class 222 and Class 802 diesel assets where our decarbonisation efforts are most prominent to determine the most appropriate approach to modifying their propulsion systems. Potential modifications include alternative fuels, exhaust after treatment, intelligent engine management and battery hybrid.

## Rail produces

# 76% less

**carbon per tonne than the equivalent road transport. Where electric traction or low-carbon fuels are used, the environmental benefits are even greater\*.**

\*Freight Britain: An Engine for Green Growth.



# Innovating to support transport's decarbonisation journey

continued

## Investing in new technologies

Driven by a future-fit mindset, we are selective about the assets we procure, considering both the long-term value potential and any positive environmental credentials. We are supporting a modal shift for passengers with innovative solutions such as RVLr, a vehicle designed primarily to improve rail connectivity where installing and operating traditional heavy rail solutions is uneconomic, e.g. branch lines and line extensions.

Systems thinking is at the forefront of our research as we explore alternative fuels like hydrogen. We do this through partnerships with train manufacturers and hydrogen network experts.

In 2023, we:

- continued to develop the RVLr vehicle to improve rail connectivity in partnership with Transport Design International (TDI); and
- continued our partnerships with train manufacturers and hydrogen network experts, completing our study into the feasibility and safety of hydrogen-powered trains.

### CASE STUDY

#### Award-winning C321 Swift Express

The C321 Swift Express Freight product, an ex-passenger train repurposed for freight use, won the prize for Rail Freight & Logistics Excellence at the Rail Business Awards. With the ability to carry parcels at high speed and operate on the UK electrified network, these trains provide a sustainable alternative to diesel rail freight or road transport.



### CASE STUDY

#### Three new battery-only RVLr vehicles

In 2023, we announced a new deal that would enable us to trial innovative new lightweight passenger trains that will help decarbonise Britain's railways.

The new RVLr vehicles will run entirely on battery power and could be carrying passengers within three years. A new system of lineside fast charging means the whole operation will have zero emissions.

We signed contracts with TDI to build three new Pre-Series vehicles for passenger trials in the UK.

Some of Britain's major rail operators are already showing interest in the RVLr vehicles as they seek to fulfil promises to make rail more sustainable.

RVLr was named the winner in the Innovation category at the RIA's Railway Industry Supplier Excellence (RISE) Awards 2023, recognising that RVLr is an innovative, cost-effective solution that can bring benefits to the UK railway.



# Leading as a responsible asset owner

Responsible asset management is central to our governance culture. We do not directly operate rolling stock, but our approach integrates safety and employs circular-economy principles to maximise asset lives. This includes incremental investment through life to support our assets in a number of areas, for instance, developments in environmental standards. Our aim is to ensure that asset cycles are not unduly curtailed.

Fleet plans undergo annual reviews with investment recommendations made to the Board. Investments in low-carbon technologies are reviewed by the RSBSC, chaired by the CFO or the Board. The RSBSC oversees through-life asset management and green technology investments.

**Eversholt Rail was highlighted at the 2023 Golden Spanners industry awards, putting a spotlight on our work to maximise the life of our assets. We won three gold and two silver awards.**



## Planning ahead

Environmental considerations are an integral factor in our key business decisions and we look for ways to support industry stakeholders with carbon accounting and emissions reductions objectives in support of procuring new rolling stock. For our existing assets, we offer a number of development and modification options to our customers, including those which reduce air pollution or ensure resilience to changing weather.

There is an Asset Management Plan (AMP) for the life of each of our assets, which incorporates scenario planning and forward-looking projections, including potential developments in legislation, energy pricing and energy transition. AMPs are reviewed on at least an annual basis and, along with further analysis, inform our business strategy for our existing rolling stock.

This approach considers the UK Government's Transport Plan, as well as how local and regional requirements are evolving. Traction decarbonisation and energy efficiency impacts are considered in our regular evaluations of the risks and opportunities for each fleet. This informs the preparation of financial plans and budgets.

During the year, we continued to develop and maintain strong relationships with our business counterparties and stakeholders. We meet regularly with these parties to discuss current and forecast activity and to resolve any issues. Customer feedback is sought at regular contract reviews in addition to quarterly meetings attended by senior representatives from each company. We also have a compliance policy that covers both general and Code of Practice complaints.

## Investing in safety

Increasing complexity in rolling stock technology poses ongoing challenges to ensure safe and effective operation of the rail network, and the safe operation of the fleets is a key priority. We constantly monitor fleets for emerging trends that might indicate if a particular fleet has developed a problem. In addition, in response to evolving legislation, we have well-developed policies and procedures to address and manage a spectrum of risks.

Our Asset Safety Committee, chaired by our Client Services Director, meets monthly to ensure effective safety risk management.



# Leading as a responsible asset owner

continued

## Managing the life cycle of our assets

Effective life cycle management involves engaging with our suppliers to encourage improvements in sustainability standards and practices, whilst respecting local conditions and norms where suppliers operate. It also considers how to get optimal use out of our train fleets and how to dispose of them responsibly at end of life.

For heavy maintenance suppliers, we promote Railway Industry Supplier Approval Scheme (RISAS) certification. Supplier assessments include financial and business ethics risks through our Procurement and Know Your Counterparty procedures.

Our Supplier Code of Conduct (SCC) sets expectations for our suppliers and encourages them to provide safe, fair and equitable workplaces; prohibit forced labour or any form of slavery; and to act in accordance with the highest standards of ethical conduct and professionalism. In addition, our SCC encourages suppliers to consider the risks posed to their operations from climate change and to actively mitigate their environmental impacts.

End-of-life asset decisions follow internal governance, including the UK Rolling Stock and Balance Sheet Committee, chaired by our CFO. Safety risk management remains integral throughout.

We look to extend the life of our trains where we can. We have donated vehicles to a number of community groups and organisations, including:

- vehicles donated to a fire college for training purposes;
- a Class 315 donated to the CL315 Preservation Society; and
- three Class 365 vehicles donated to the East Kent Railway for preservation.

Trains are up to

# 92%

recyclable at end of life\*

\*Figure covers all fleets and is based on the percentage of a rail vehicle that can be recycled at the end of life.

### CASE STUDY

#### Class 91 locomotive donated for preservation

We have established procedures to manage the reprocessing of end-of-life vehicles in a safe and environmentally sustainable way. In 2023, we donated a Class 91 locomotive to the Scottish Railway Preservation Society for display at the Museum of Scottish Railways. Locomotive 91131 was the last of the Class 91 locomotives to be built at Crewe Works in 1991 and holds the fastest passenger speed record in the UK, having recorded a speed of 154.1mph on Stoke Bank on 2 June 1995. 91131 was in operation on the East Coast Mainline from 1991 until it was withdrawn from service in 2020.



# Providing a great workplace

We are committed to providing our employees an engaged, inclusive workplace where they can realise their potential. We share a ‘one team’ culture that recognises our success is a Group-wide effort, and we all contribute to this. We reinforce this culture through continuous and open engagement, using direct feedback to build a workplace that allows our employees to thrive and that attracts the best talent.

## Embedding our ‘one team’ culture

Our ‘one team’ culture is built around three key objectives:

- supporting our people in building fulfilling careers;
- fostering a culture of diversity and inclusion; and
- safeguarding employee safety and wellbeing.

We believe that communication and feedback loops are integral to helping our employees feel heard, and we engage in several ways:

- We conduct a staff satisfaction survey every two years to understand ways in which we can improve the working environment.
- Employee meetings are held on a quarterly basis by the CEO to ensure a cascade of information. Issue-specific meetings are held by Board members on a regular basis.
- New employees attend a cross-functional bootcamp that allows them to gain a greater insight into the business and the opportunity to develop working relationships.

We carry out detailed exit interviews with leavers to gain their valuable feedback and operate a virtual employee comments/suggestion box. The feedback from these processes informs the design and delivery of our people agenda to ensure that appropriate measures are implemented to address opportunities for improvement. Our staff turnover fell by 1.8% from 2021 to 2022 and remained steady at 6.6% in 2022 and 2023.

# 100%

of staff survey participants confirmed that they consider Eversholt Rail to be a good place to work

## Supporting our people in building fulfilling careers

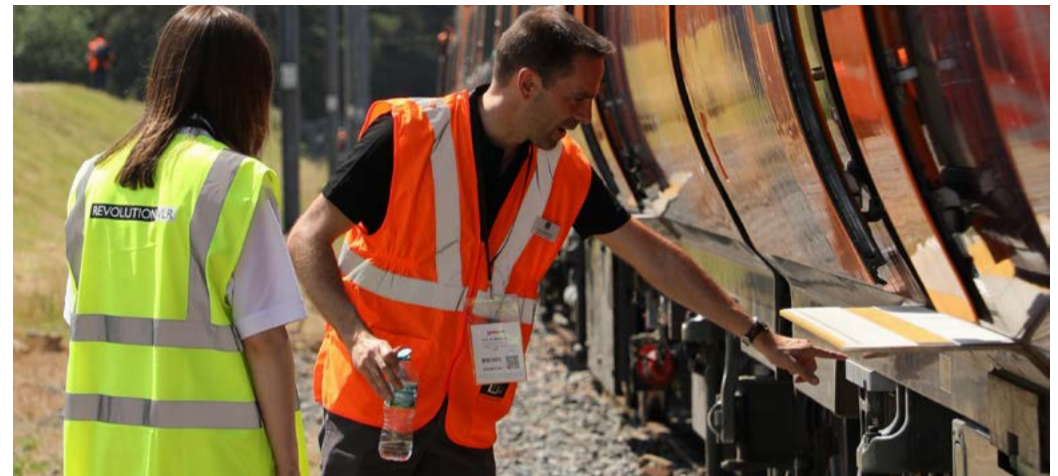
Building on a programme of management skills training in 2022, we continue to build and maintain targeted learning and development initiatives to support growth for our employees. Our recent employee engagement survey showed that 90% of our employees feel we are meeting or exceeding expectations for their personal development.

Each employee is encouraged to have monthly catch-ups with their line manager, in addition to more formal biannual ‘performance and career conversation’ reviews, which help employees to explore their interests and wider potential. Our mentoring programme offers informal, confidential career guidance, advice and support to participants.

We also operate a training scheme within our Finance department that leads to a professional accountancy qualification. In 2023, we had five participants in this programme who gained a breadth of experience across finance and commercial finance.

# 90%

of our employees feel we are meeting or exceeding their expectations for their personal development





# Providing a great workplace

continued

## Fostering a culture of diversity and inclusion

We continue to explore and implement ways to make our workplace more diverse and inclusive, including a focus on attracting a diverse pool of talent and building valuable, experienced teams. Our approach to equality, diversity and inclusion includes:

- Encouraging and attracting people from all ages and backgrounds. In 2023, 33% of our Science, Technology, Engineering and Maths (STEM) roles were held by women.
- Ensuring that employees feel welcome, valued, respected and motivated to perform at their personal best, with health and safety a priority.
- Creating high-performing teams with different opinions and perspectives to deliver the best solutions for customers and opportunities for employees and the business.
- Seeking continuous improvement processes to maintain and enhance a diverse and inclusive environment, embedding an appropriate culture through consistent key messages.

To inspire more young people into engineering careers and the rail industry, we commenced our partnership with Primary Engineer in 2023 (see '[Supporting our communities](#)').

# 38.8%

of our workforce are women, against an industry average of 16%<sup>4</sup>

<sup>4</sup> <https://womeninrail.org/wp-content/uploads/2014/04/WR-Industry-Survey-Report-December-2015.pdf>.

## Safeguarding employee safety and wellbeing

Providing a safe workspace is key to the way we operate, and we continually invest in programmes that benefit the wellbeing of our people. The Group Health and Safety Policy, endorsed by our CEO, expresses our Board's commitment to health and safety. It is reviewed annually, or more frequently if significant changes are needed. The Board also receives monthly briefings on people-related topics from our Head of HR.

Alongside professional training, we also offer training and measures to foster employees' health and wellbeing. In 2023, we rolled out a wellness strategy and programme, following feedback from employee engagement workshops the previous year. In addition, we have continued to co-sponsor Rail Wellbeing Live to promote wellbeing across the industry. Our engagement survey found that over 90% of our employees feel we are meeting or exceeding their expectations on wellness.





# Delivering results with integrity

We believe that a key measure of our success is conducting business ethically and responsibly. In order to be a responsible business, we maintain robust policies and processes to manage data protection and cybersecurity, as well as train employees on ethical business conduct. For more on our approach to corporate governance and risk, see [‘Governing for a sustainable business’](#).

## Responsible business

We maintain a Code of Practice, which explains our business philosophy, our key business objectives and our service commitment to our passenger train-operating customers.

Our zero-tolerance approach to bribery, corruption and modern slavery are set out in respective Group policies, and we annually publish a Modern Slavery Statement as well as continually review implemented measures.

We also uphold multiple cybersecurity policies, such as the Cyber Incident Response, Information Security, Vulnerability Management and Acceptable Use Policies.

As a responsible asset owner, we conduct due diligence activities on our business processes and our suppliers. We also regularly conduct Bribery Act risk assessments, the latest of which found that appropriate processes and practices are in place to prevent bribery and corruption. Our Anti-Bribery Policy applies to all employees, contractors and agents of Eversholt Rail.

Mandatory annual training is required to be completed by all Eversholt Rail staff and contractors on relevant business risk areas, including compliance with the Bribery Act, Modern Slavery Act, cybersecurity and competition law. We continue to annually review staff training needs and update our bespoke training materials in line with evolving best practice.

# 100%

our employees and contractors completed anti-bribery and corruption training in 2023

We also provide a clear understanding of expected employee behaviour through our Employee Handbook, emphasising integrity and respect for differences. New employees receive both the handbook and relevant training. Employees have access, on a 24/7 basis, to an external, confidential reporting hotline (Safecall) that allows them to report potential or actual violations of our policies and practices, including bullying and harassment. The handbook gives our employees the phone number for this hotline. Employees can also report any suspicions of malpractice to their line manager or Human Resources, and we commit to dealing with all reports thoroughly and confidentially.





# Delivering results with integrity

continued

## Supporting our communities

To deliver further value from our business activities, we provide support to several industry organisations and initiatives including the National Railway Museum, Campaign for Better Transport and Rail Wellbeing Live. In 2023, we launched new partnerships with Primary Engineer and Wonderlab, in conjunction with the National Railway Museum in York, to attract young people into Engineering and Science.

### Inspiring the next generation of engineers

In line with RSSB and the wider industry's goal to establish rail as an industry of choice for young people, our partnerships aim to connect young people with the rail and engineering sectors and to promote rail careers. In 2023, we commenced our partnership with Primary Engineer, which brings engineering into the classrooms of Huddersfield-based schools. The funding will enable Primary Engineer, which provides meaningful links between engineering and education, to offer professional development and teaching resources for two teachers each at 10 schools across Huddersfield. The aim is to help them run engaging STEM-based rail projects for their pupils.

Ten engineers from Eversholt Rail will also be supporting the teachers with delivering this rail project throughout the 2023–24 school year. Engineering and technology professionals enhance both teachers' and pupils' learning by raising awareness of the breadth of opportunities and careers that the world of engineering offers.

## CASE STUDY

### Supporting Back Up

We're proud of our partnership with [Back Up](#), a national charity supporting people affected by spinal cord injury. We give our employees time to volunteer for the charity to help them provide a support network and deliver services that build confidence and independence. In 2023, this included delivering mock interview sessions and CV-writing workshops, which not only helped individuals feel more confident and work-ready, but also helped our employees develop their own skills.



To find out more about our ongoing ESG work, please contact us at <https://eversholtrail.co.uk/contact/>.

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