



# Moving Ahead Eversholt Rail's Commitment to Growth

SUSTAINABILITY REPORT 2024



# About us

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 2,700 vehicles<sup>1</sup>.

Since the privatisation of the nation’s rail industry, we have invested more than £3 billion in new trains. Today, the Group leases rolling stock to nine passenger train operators and two freight operators.

With more than 30 years of industry expertise, we are committed to driving a modal shift towards rail transportation by leveraging our strong supplier and customer relationships, positioning ourselves uniquely as a trusted partner in implementing low-carbon solutions.

## About this report

Throughout 2024, we continued to embed environmental, social and governance (ESG) considerations across our business. In this report<sup>2</sup>, we share our key ESG developments that contribute to building a future-fit rail industry.

This report is designed to be read in conjunction with our [2024 Sustainability Performance Report](#) – where we publish our key ESG metrics, methodologies and assurance report – and our [sustainability webpage](#), which details how we support the UK rail industry in its decarbonisation journey.

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**£3 billion+**

invested in new trains

**2,700+**

vehicles in our portfolio



<sup>1</sup> As of 31 December 2024.  
<sup>2</sup> Unless stated otherwise, performance data reported in this document covers our 2024 financial year, from 1 January to 31 December 2024.

# CEO foreword

In 2022, Eversholt Rail published its first sustainability report and followed it in 2023 with an industry-first [Climate Strategy Report](#). Since then, we have continued to report annually, reaffirming our commitment to sustainable growth. Now in our third year of sustainability reporting, we reflect on our progress and the decarbonisation journey we share with the rest of the rail industry.

The drive for low-emission transport presents significant opportunities for Britain's rail network. As a key player, we continue to look for ways to support the pivotal role rail must play in enhancing the UK's transport system and supporting the government's commitment to reaching net zero by 2050.

Rail is a leading green transport solution, contributing just 1.3%<sup>3</sup> to the UK's transport emissions. By encouraging a shift from other forms of transport to rail, we can drive a reduction in overall transport emissions. The vast majority

of our fleet, 70%, is powered by electricity, a further 9% of our portfolio is bi-mode, and 21% of our portfolio operates on diesel power only. Our diesel rolling stock includes modern fleets with significantly lower emissions compared to older units. We actively seek opportunities to further improve their performance by reducing fuel usage and air pollution. While continuing to ensure our fleets are fit for rail today, we are also looking to the future. We are investing in our fleets to enhance the sustainability of rail travel through intelligent engine management and exploring the concept of hybrid diesel-battery propulsion.

We are continually exploring how innovation can shape the future of our fleet to enable zero-emissions technologies on non-electrified routes. This includes exploring green steam technology to decarbonise freight operations and developing our innovative battery-powered Revolution Very Light Rail (RVLR) vehicle in partnership with Transport Design International (TDI).

By collaborating with key stakeholders, including the Rail Safety and Standards Board (RSSB), we are proactively aligning with industry ambitions to identify where we can add value, in particular the [Sustainable Rail Blueprint](#). Our participation in sustainability forums ensures we are actively shaping the industry's future. As Great British Railways (GBR) and the wider rail industry continue to evolve, we remain closely aligned with their ambitions and are well positioned to support emerging opportunities in the market.

None of this innovation and evolution would be possible without the continuous efforts of our talented team. That's why fostering a great workplace for our people underpins everything we do. The development of our people is key to the success of our business, so we continue to invest in our team, offering training and development opportunities and increasing our focus on wellbeing.

Community is at the heart of our business, which is why we proudly support charities including Back Up and invest our staff's time in initiatives such as Primary Engineer, inspiring future engineering careers. Our commitment to social value is further reinforced by our updated Sustainability Policy, which highlights the positive impact we can have on people and their communities.

I would like to thank everyone at Eversholt Rail for their continued hard work, perseverance and commitment to the business throughout 2024, and to our key stakeholders for their support. We are excited about the opportunities that lie ahead.



**Mary Kenny**  
Chief Executive Officer

**“We are continually exploring how innovation can shape the future of our fleet to enable zero-emissions technologies.”**

## 70%

of our rolling stock vehicles are powered by electricity

# 2024 highlights

In 2024, we made notable strides in our ESG journey. We continued to strengthen our sustainability controls, undertook activities to support the lifecycle of our fleets and looked ahead to future opportunities aligned with our long-term ambitions. Additionally, we furthered our commitment to social responsibility and continued to engage in community work by supporting charities and volunteering.

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## 89%

of materials from our end-of-life assets were recycled

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## £3.4 million

spent on enabling low-carbon technology

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## £45,000+

raised for Back Up, contributing to a total of more than £200,000 to date from fundraising efforts and corporate funding

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**Independent verification of our Scope 3 and air emissions data for the first time**

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**Updated our Sustainability Policy to include social and community commitments**

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**Secured a commercial contract with Steamology to evaluate the potential for green steam in eliminating freight train emissions**

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**Volunteered 390 hours to support charity and Science, Technology, Engineering and Maths (STEM) activities**

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**Continued to work closely with TDI on the pre-series design and build of RVLRs to test commercial viability**

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**Introduced a sustainability induction for all new starters**

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**Modified our C222 fleet to reduce engine idling, resulting in a 2% energy efficiency improvement**

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**Improved our ESG reporting maturity and accuracy by automating ESG data**

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# Our value chain

We want to understand the impact our business activities have at each stage of our value chain. From procurement to disposal, each step contributes to the development of our products and services and enhancing their final value to the customer. By integrating sustainability into our value chain, we can create a positive impact on the environment, society and economy, leading to a more responsible, resilient future.



# Our approach to sustainability

While sustainability has always been embedded in how we work, we seek to continually improve our approach. Sustainability feeds into our investment strategy, guiding us towards more responsible decisions as we explore asset innovations that can support the UK’s decarbonisation agenda.

Our future-focused approach includes investing in zero-emissions technologies and considering the potential modification of diesel propulsion systems to enable more sustainable rail travel. Our business objectives and commitment to responsible innovation are underpinned by the pillars of our sustainability agenda. These pillars also support us in conducting our business responsibly, providing a great workplace for our people and delivering results effectively and ethically.

Find out how we enhanced ESG governance in 2024 in [Focusing on key priorities](#).



## 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.

**Our material ESG topics**

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

See [page 10](#) for how we manage these issues.


**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.

**Our material ESG topics**

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

See [page 12](#) for how we manage these issues.

**Providing a great workplace**

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

**Our material ESG topics**

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

See [page 14](#) for how we manage these issues.

**Delivering results with integrity**

We deliver results and always aim to do so responsibly.

**Our material ESG topics**

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

See [page 17](#) for how we manage these issues.

# Governing for a sustainable business

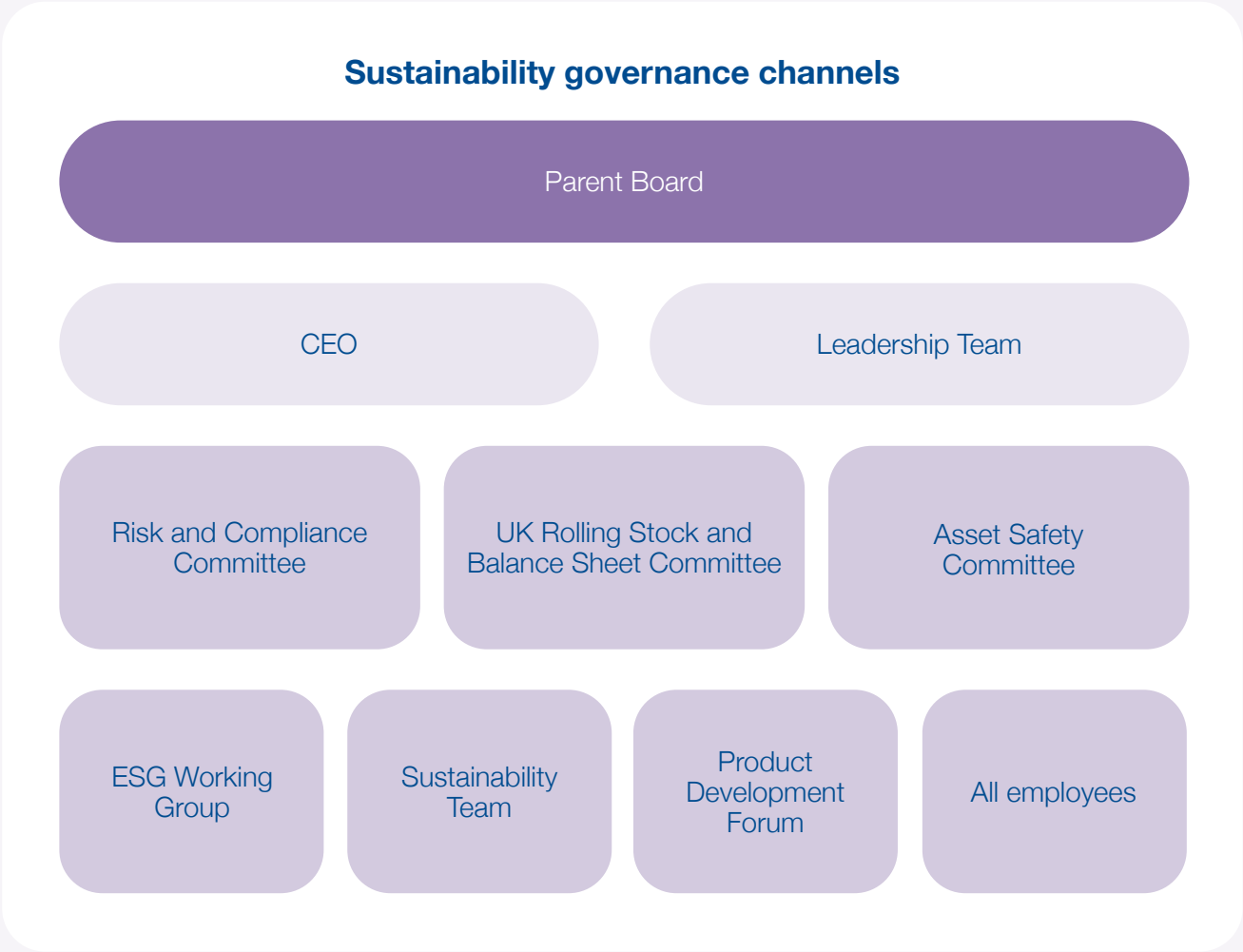
Our approach to effective governance is rooted in transparency, responsibility and active engagement with our stakeholders. This ensures we remain at the forefront of sustainable development within the industry.

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

- Our **CEO** is a member of our **Parent Board**, which sets the Group’s overall strategy and oversees all business activities.
- The **Leadership Team (LT)** is responsible for our sustainability agenda.
- Operational committees of the LT:
  - the **Risk and Compliance Committee**, chaired by our Legal Director, monitors existing and emerging risks;
  - the **UK Rolling Stock and Balance Sheet Committee**, chaired by our CFO, oversees asset management and investment in innovative, green technologies; and
  - the **Asset Safety Committee**, chaired by our Client Services Director, manages safety risk and relevant controls. The committee feeds into an independent safety panel chaired by industry experts that reports to the board.

- The **ESG Working Group** focuses on achieving our ESG objectives and supports the Board in making informed decisions that reflect our commitment to ESG.
- The **Sustainability Team**, overseen by our Head of Corporate Services, develops and implements our sustainability agenda, ensuring that relevant processes are embedded in the business.
- Our approach to managing climate-related risk and opportunities is supported by our **Product Development Forum**, which monitors and assesses the technical feasibility of deploying innovative technologies.
- **All employees** have a part to play in delivering results in line with our sustainability agenda.

In 2024, the Board approved our updated [Sustainability Policy](#), which is supported by a wider suite of policies and procedures.



Managing climate risk

The rail industry is aiming for a Net Zero Carbon Rail system by 2050, focusing on sustainable rolling stock, network electrification and low-emission technologies to replace diesel-only trains.

We are making progress on climate resilience by integrating climate risks into our strategic and departmental risk registers. Our approach is grounded in well-defined policies and supported by a robust governance structure that ensures clear accountability at every level.

Our Risk and Compliance Committee (RCC) annually reviews risk registers, ensuring legal compliance and robust risk management. The RCC comprises senior leaders, including the Legal Director and CFO.

ESG topics are monitored to address stakeholder interests and trends, with the Board maintaining oversight of climate-related financial risks. Our approach is supported by the Product Development Forum and our Asset Management Planning process, detailed in our [2023 Sustainability Report](#).

Physical risks and mitigation



The physical impacts of climate change, including flooding, high winds, droughts and extreme temperatures, pose acute and chronic risks. These are classified as indirect to our business due to limited operational control, with manufacturers addressing risks, such as heat stress and extreme rainfall, during design phases. For example, certain fleets are tested under the Department for Environment, Food and Rural Affairs (Defra) UKCIP02 ‘High Emissions’ scenario to assess extreme weather impacts.

Physical risks primarily impact rail infrastructure, influencing stakeholders across the industry. While our customers retain rights to asset use, we collaborate with them to support climate goals. Additionally, protecting asset value and integrating climate considerations into fleet designs remain priorities.

Transition and climate risks



Transition risks from the shift to a lower-carbon economy include changes in legislation, technology and market dynamic and reputational challenges. These risks may impact rolling stock leasing operations, affecting asset re-leasing throughout their life cycle.

Climate risks are embedded in our planning processes, supported by a cross-departmental group that evaluates residual asset life and future risks across regulatory, customer and energy transition scenarios. Each fleet’s Asset Management Plan (AMP) is reviewed annually, with investment recommendations presented to the Board, ensuring alignment with climate goals and adaptation strategies.

Understanding our role and influence

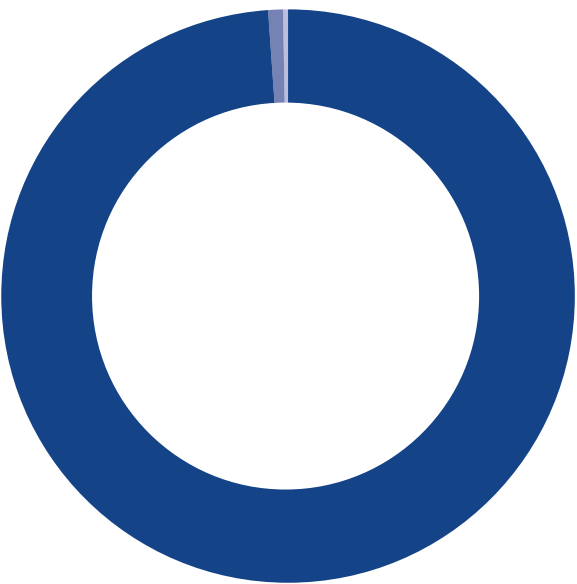
In 2024, we enhanced emissions reporting through automation, streamlining ESG data management. Collaborating with auditors, we verified our Scope 3 and air emissions data against ISAE 3000 standards, marking a milestone in understanding our carbon footprint. These insights will enable impactful carbon reduction projects and opportunities. Strengthening data accuracy remains a priority, with further automation planned for 2025 to improve emissions tracking and reporting.

Reducing operational emissions

Over 99% of our emissions stem from leased assets, yet we remain committed to managing energy demand from office activities and business travel. In 2024, we met compliance obligations by submitting our

Phase 3 Energy Savings Opportunity Scheme (ESOS) report and developed an action plan to reduce energy use in operations. Starting in 2025, we will implement this plan to drive change and reduce our environmental impact.

Scope 3 emissions by relevant categories (tCO<sub>2</sub>e)



● 5% or more emissions		
Category 13	Downstream leased assets	99.13%
● Between 0.1% and 5% of emissions		
Category 1	Purchased goods and services	0.43%
Category 2	Capital goods	0.26%
Category 6	Business travel	0.12%
● 0.1% or less emissions		
Category 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	
Category 4	Upstream transportation and distribution	
Category 5	Waste generated in operations	
Category 7	Employee commuting and work from home	
Category 8	Upstream leased assets	
Category 12	End-of-life treatment of sold products	



# Focusing on key priorities

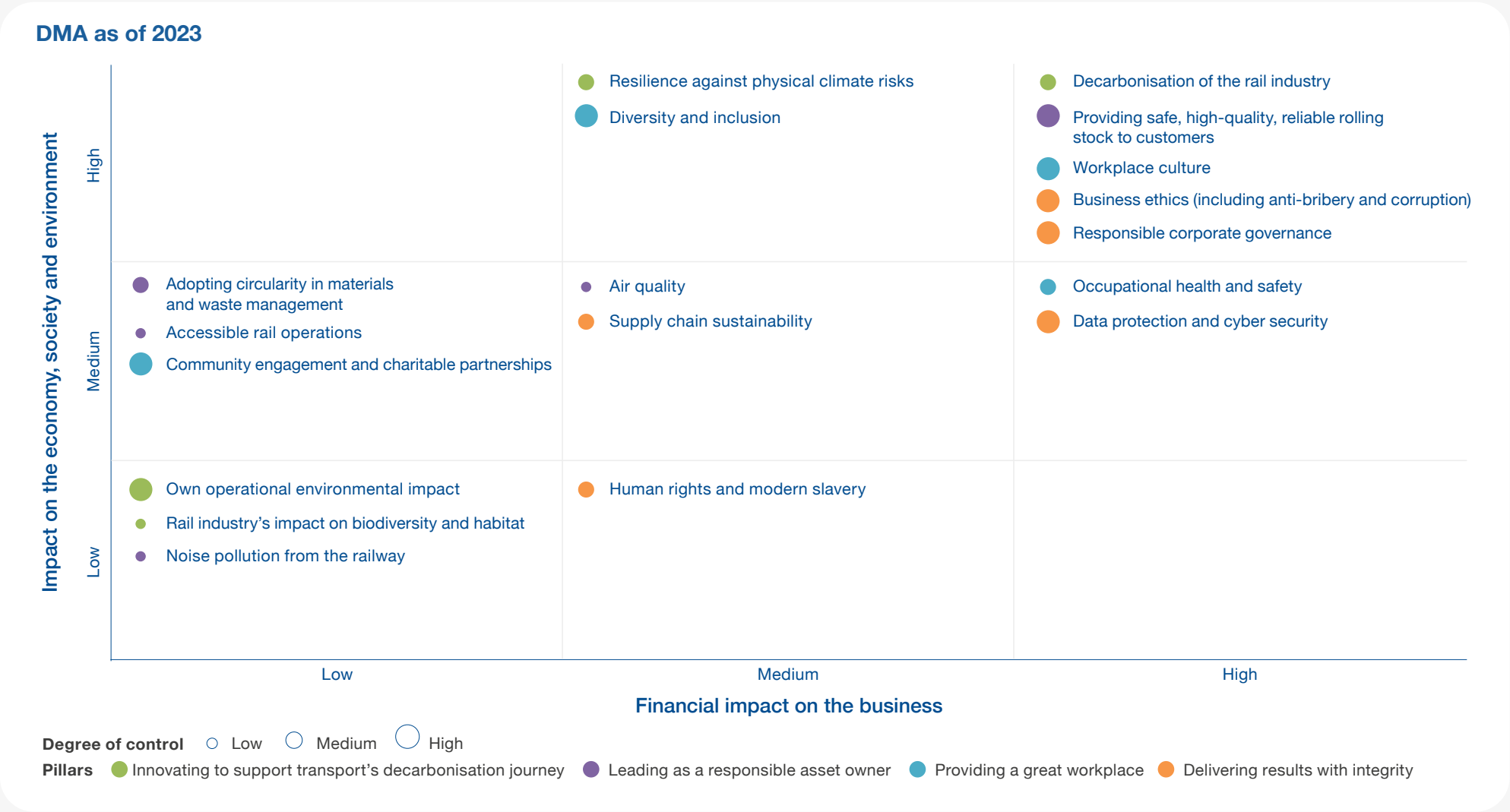
We regularly monitor stakeholder interest and evolving ESG issues and trends. Since completing our double materiality assessment (DMA) in 2023, we have continued to consider the impact of ESG themes on our business, investors and broader external stakeholders.

The DMA process aligned us with financial and ESG best practice, generating a tailored list of topics that financially impact the Group and have a broader impact on the economy, environment and society.

## Our material issues

Our DMA incorporated desk-based research, along with reviews and validation by 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. We plan to develop and re-evaluate this assessment in 2025, with additional input from our external stakeholders to ensure we are aligned with rail industry developments and expectations.

While we acknowledge the importance of certain issues for our stakeholders, some environmental and social challenges are beyond our sphere of influence as a rolling stock owner and lessor.



# Innovating to support transport's decarbonisation journey

The rail industry has a key role to play in mitigating climate change and supporting the UK Government's commitment to achieve net zero emissions by 2050. A modal shift towards rail will assist decarbonisation as will increased electrification, innovative low-carbon solutions and new, more efficient trains.

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, industry initiative participation and engagement with key industry stakeholders, such as the Department for Transport and Transport Scotland.

## Future-proofing existing assets

Over 70% of our current fleet is powered by electricity, while an additional 9% of our portfolio uses bi-mode technology. These bi-mode trains run on electricity where infrastructure permits and switch to diesel power on non-electrified sections. The remaining 21% of our portfolio operates solely on diesel power. We are committed to working with train manufacturers to reduce the carbon footprint of our diesel fleet through various initiatives, including:

- identifying potential engine modifications, such as start-stop technology;
- modernising key components; and
- improving system efficiency to reduce fuel consumption.

We conduct comprehensive assessments of these modifications to evaluate their impact on fleet performance.

## £3.4 million<sup>4</sup>

total spend on enabling low-carbon technologies in 2024

## Exploring the role of innovation for future fleets

We recognise the role innovation plays in developing low-carbon solutions for future rolling stock. To drive progress, we actively explore opportunities through research and product trials to stay at the forefront of sustainable advancements.



<sup>4</sup> Previously only reported 'Expenditure invested in alternative propulsion technology'.

Case study

Improving energy efficiency across our fleets

In 2024, we implemented a series of modifications across our Class 222 fleet aimed at improving energy efficiency and operational performance. One initiative involved upgrading the train management system (TMS) to Eco Mode, which reduced engine idling across the fleet and contributed to energy savings. Additionally, we introduced first-in-class technologies, including the intelligent engine start-stop (IESS) and traction derate systems, which optimise engine usage by shutting down and restarting engines based on operational needs.

The TMS upgrades were successfully completed in 2024, delivering a measurable 2% improvement in energy efficiency for our customer. Further energy savings are expected upon completion of the IESS system.

In April 2024, we installed LED lighting systems across our Class 395 fleet, improving lighting quality and increasing energy efficiency, supporting our customer to lower their operational costs.

These advancements reflect our commitment to sustainability and innovation in rail operations while delivering tangible benefits to our customers.



Case study

Revolution Very Light Rail (RVLR) innovation

In 2023, we partnered with TDI to commission three new battery-powered Pre-Series RVLR vehicles for passenger trials and future operations. This initiative aims to provide a sustainable, cost-effective solution for rail connectivity on routes where traditional heavy rail is uneconomical, such as branch lines and extensions.

RVLR won the Innovation category at the Railways Industry Association's (RIA) Railway Industry Supplier Excellence (RISE) Awards 2023. Building on the success of earlier demonstrator vehicle trials, we continued collaborating with TDI and other key stakeholders throughout 2024 to identify feasible routes for passenger-carrying trials.

These efforts are part of a long-term plan to begin passenger operations within the next few years.



Case study

The future of hydrogen

In 2024, we conducted a study to explore the deployment of hydrogen multiple units (HMUs) – trains powered by hydrogen fuel cells – on Greater Anglia's regional routes. This assessment focused on the potential alignment of HMU deployment with local hydrogen hubs. The study was carried out collaboratively with Eversholt Rail, Arup, Scottish Power and Greater Anglia.

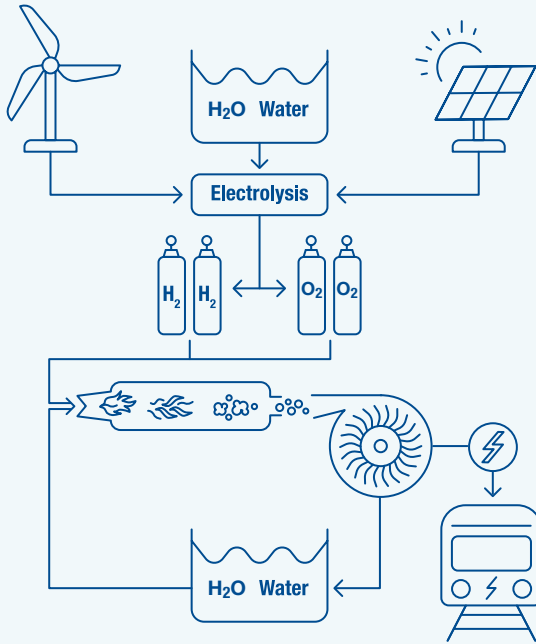
The findings highlighted significant potential for reducing carbon emissions and improving air quality through future HMU implementation. The study also identified key opportunities and insights to support the development of a strategic outline business case for Greater Anglia should they wish to pursue the opportunity further. It has also been referenced in their Annual Business Plan, which will be reviewed by the Department for Transport.

Case study

The H2Steam Project

We partnered with multiple organisations on the H2Steam Project to evaluate innovative steam technology aimed at eliminating freight train emissions. While electrification remains the most efficient solution for rail transport, a significant portion of rail networks in the UK remains unelectrified.

The project leverages Steamology's patented technology, which generates high-pressure steam from hydrogen and oxygen, resulting in zero-carbon emissions. UK Rails continues to collaborate with its partners to explore sustainable options that help freight customers achieve their carbon reduction targets.





# Leading as a responsible asset owner

Effective, responsible asset management is central to our governance and business strategy. While we don't operate rolling stock directly, our approach integrates safety protocols and circular economy principles to optimise asset longevity. We address environmental impacts across the asset life cycle, aiming to maximise asset lifespan while reducing environmental impacts in our operations and supply chain.

Fleet plans are reviewed annually, with investment recommendations presented to the Board. The UK Rolling Stock and Balance Sheet Committee evaluates low-carbon technologies and oversees asset management and technology initiatives to ensure sustainable fleet management.

## Planning ahead

Sustainability is central to our business, guiding decisions and strategies. We support customers to procure low-impact rolling stock by exploring carbon accounting and emissions reductions opportunities. For existing assets, we provide modification to extend lifespan, reduce pollution and improve resilience to weather events.

Each asset has an Asset Management Plan that incorporates scenario planning, legislative developments and energy transitions, aligning with the UK Government's Transport Plan and regional requirements. Regular evaluations of decarbonisation and energy efficiency inform financial planning.

In 2024, we strengthened stakeholder relationships through meetings and feedback sessions, ensuring smooth operations and optimal asset outcomes.

## Investing in safety

The increasing complexity of rolling stock technology challenges rail network safety and effectiveness. Ensuring safe fleet operation is a priority, and we continuously monitor for emerging risks. In response to evolving legislation, we have implemented robust policies to address potential risks such as releasing defective products or ineffective maintenance controls. Our Asset Safety Committee, chaired by the Client Services Director, meets monthly to manage safety risks across internal processes and our supply chain.

**Eversholt Rail's efforts to enhance asset reliability were recognised at the 2024 Annual Golden Spanner Awards, where the Class 185 fleet was awarded as the most reliable in its category.**

**We also received recognition at the LNER Legends Awards for our support on the IC225 fleet.**



Managing the life cycle of our assets

We integrate sustainability across the asset life cycle – from design to end-of-life management – ensuring responsible asset ownership. We collaborate with suppliers to improve sustainability practices while respecting local norms.

Our Supplier Code of Conduct establishes clear expectations, including prohibiting forced labour and modern slavery, promoting ethical conduct and encouraging climate risk assessments and mitigation strategies. Supplier assessments address financial and ethical risks through our Procurement and Know Your Counterparty (KYC) procedures. For heavy maintenance suppliers, we promote Railway Industry Supplier Approval Scheme (RISAS) certification for high-risk rail products.

As well as considering supply chain impacts, we manage end-of-life fleets responsibly by following waste hierarchy principles, including re-leasing, spare part reuse, donations and recycling.

We prioritise extending train lifespan by advertising rolling stock for lease or disposal. Past donations include vehicles for firefighter training, the Class 315 Preservation Society and the East Kent Railway for preservation.

We ensure scrapping suppliers demonstrate environmental credentials, such as ISO 9001, ISO 14001 and the Railway Industry Supplier Qualification Scheme (RISQS) Waste Disposal certifications. Based on information from our suppliers, end-of-life trains are up to 92% recyclable, depending on the fleet material composition.

89%

of materials from our end-of-life assets were recycled in 2024

5 [ORR Passenger rolling stock: why has average age decreased?](#)

Case study

Class 334 fleet overhaul

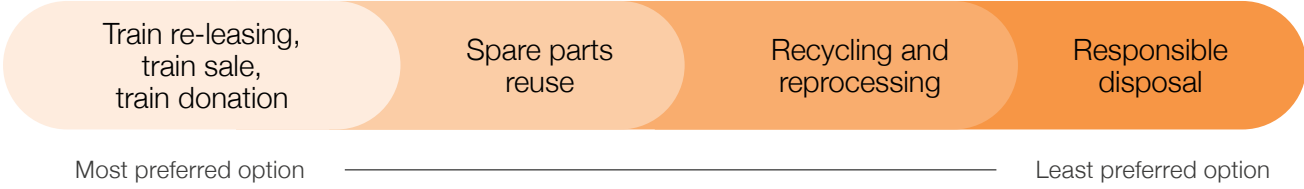
The Class 334 fleet, leased to ScotRail, operates on routes between Glasgow and Edinburgh. In 2024, we completed a £13.9 million mileage-based overhaul by Alstom (rolling stock manufacturer) at their Polmadie and Crewe sites to ensure these trains remain reliable and efficient. The project focused on critical vehicle and bogie components based on accumulated mileage.

Upon completion, the project extended the mileage-based overhaul periodicity, reducing maintenance frequency and increasing track time. The project has enhanced the fleet’s lifespan, reliability and efficiency while delivering better service for passengers.



A rail vehicle typically has a service life of around 30 to 35 years<sup>5</sup>, giving it a long operational lifespan.

Off-lease assets waste hierarchy



Case study

Repurposing coaches for operational training

In October 2024, we sold two coaches to Network Rail to support their operational teams at the Aston Incident Training Ground.

These vehicles were sold to help with Network Rail’s operational response exercises, including detraining. Detraining is the process of safely transferring passengers from a failed train to a rescue train

in an emergency. The coaches were taken to a dedicated site where they were then set up. Here, structured training courses will be undertaken to train Network Rail staff and industry partners in how to respond to operational incidents on the railway.

This initiative gave the coaches a second life, supporting the circular economy and driving responsible asset management.





# Providing a great workplace

Great people are a key pillar of our business strategy, and we want to be a great place to work. We are committed to building an engaged and inclusive workplace where our employees can realise their full potential. We share a ‘one team’ culture, where everyone’s contributions are valued as part of a Group-wide effort towards success.

**Employee feedback**

We conduct biannual employee surveys, with the next one scheduled for 2025. In 2024, we gathered feedback on our training programmes and Learning Platform through a targeted survey, collecting insights and suggestions for future improvements.



**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.

At Eversholt Rail, we believe that our culture is the foundation of our success. Our values and behaviours guide us in everything we do, from how we interact with each other to how we serve our customers and community. Our workplace is dynamic and fast-paced, promoting agility and adaptability, and we encourage the development of our people and reward their performance. We foster this culture through our core values of respect, ‘one team’, openness to change and a sense of urgency.

**Engaging with our employees**

We encourage open communication and feedback to ensure employees feel heard, including:

- staff satisfaction surveys every two years to improve the work environment;
- quarterly CEO meetings and regular Board meetings to address specific issues;
- cross-functional bootcamps for new employees to build relationships and understand the business; and
- exit interviews and a virtual suggestion box to gather feedback.

These processes inform our people strategy, leading to improvements and opportunities. In 2024, staff turnover decreased to 3.9% from 6.6% in 2023, reflecting our success in retaining talent.

**“Joining Eversholt Rail in 2014, I found warm encouragement and the now familiar phrase ‘once in the rail industry, you’ll never want to leave’. Ten (quick) years and several projects later, I understand why. I’m surrounded by an excellent team, engage with enthusiastic stakeholders across the industry and have been presented with many opportunities of engagement including staff engagement events.”**

**Nick Delasalle**, Head of Market Development, Eversholt Rail





## Supporting our people in building fulfilling careers

Building on previous years, we continued to enhance targeted learning and development initiatives to support our employees' growth.

Every employee is encouraged to have monthly catch-ups with their line manager, complemented by formal biannual 'performance and career conversation' reviews to help employees realise their potential. Our internal mentoring programme provides participants with informal, confidential career guidance, helping them navigate their professional development. In 2024, five employees took up the programme.

### Prioritising employee wellbeing

Eversholt Rail offers a comprehensive benefits package designed to support our employees' wellbeing and enhance their experience at work. Some of the benefits we offer include comprehensive medical insurance, wellness programmes, flexible working arrangements, professional development opportunities, a pension scheme and generous parental leave. Our goal is to provide the resources and support needed for our employees to thrive both professionally and personally.

### Supporting early careers

Eversholt Rail's graduate scheme is designed to launch careers and support professional growth through professional development, practical experience and mentorship. Over the years, we have recruited multiple graduates in finance and engineering, as well as apprentices in finance, and we are also looking to expand the graduate scheme to other areas of the business. The scheme is open to a diverse range of people including school leavers, university summer placements and university graduates.

Graduates and apprentices gain valuable insights through work placements across finance, commercial and engineering functions, as well as via a training programme that leads to professional accountancy qualifications.

In 2024, three participants joined the programme and one summer placement. Additionally, we support the Railway Systems Engineering and Integration Master's qualification, developing advanced expertise in railway technologies and systems.

**"I joined Eversholt Rail as a finance graduate six months ago, experiencing a steep learning curve in the rail industry. The support from my team and colleagues has been invaluable. I've gained exposure to asset management, financial modelling and volunteering opportunities, such as educating primary school kids about the industry. I'm now working towards my accountancy qualification, supported by Eversholt Rail, which is a great opportunity for my career."**

**Georgia Karagianni**, Commercial Finance Graduate Business Partner

# £2,059

spent on average in 2024 per employee on formal training, up from £834 in 2023



### Fostering a culture of diversity and inclusion

We implement strategies to enhance diversity and inclusion by attracting and actively recruiting diverse talent and fostering an inclusive environment where all employees feel valued, respected and empowered to excel. Our approach cultivates high-performing teams that leverage varied perspectives to deliver the best customer solutions. Since 2023, we have partnered with the charity Primary Engineer to inspire more young people to pursue careers in engineering and the rail industry. Read more about this initiative in [Supporting our communities](#).



**“I’m really enjoying my time on the Eversholt Rail graduate scheme. Working on a variety of projects has allowed me to develop a broad range of skills and gain a deeper understanding of the industry. Being trusted with key projects and business cases – and the responsibility that comes with them – has been one of the main reasons I’ve valued my experience so far. The friendliness of the entire company has made it a great place to start my career after university.”**

**Owen Sinclair**, Commercial Finance Graduate Business Partner, Eversholt Rail

**42.6%**

of our workforce are women, against an industry average of 16%<sup>6</sup>

6 [A Spotlight on women in the UK rail workforce](#)

### Safeguarding employee safety and wellbeing

We prioritise a safe workplace and invest in employee health and wellbeing through our dedicated strategy. As co-sponsors of Rail Wellbeing Live, we are committed to promoting wellness across the industry. In 2024, we hosted a wellbeing day that focused on healthy living and mindsets, including fitness classes and workshops for employees. Our Health and Safety Policy is reviewed annually and the Board receives monthly HR briefings on people-related topics.

In addition, we offer training and opportunities to enhance employee health and wellbeing, including an employee assistance programme, Help@Hand, which provides access to mental health support, a 24/7 helpline, wellbeing coaching, and financial and legal support from dedicated experts.

**32.5%**

of our STEM roles were held by women in 2024

**“My first six months at Eversholt Rail have been exciting and varied. As part of the Fleet Management team, I’ve worked on safety and maintenance tasks while also taking part in the Railway Engineers Graduate Scheme through the Rail Delivery Group. These experiences have deepened my understanding of the industry, particularly our legal responsibilities and the importance of sustainable development in maintaining the value of our leased trains.”**

**Abheeshu Jain**, Graduate Engineer, Eversholt Rail



# Delivering results with integrity

A key measure of our success is conducting business ethically and responsibly. We maintain robust policies and processes to manage data protection and cyber security, and train employees on ethical business conduct. For more on our approach to corporate governance and risk, see [Governing for a sustainable business](#).

## Responsible business

Eversholt Rail's Code of Practice outlines our business philosophy, key objectives and service commitments to passenger train-operating customers.

We maintain a zero-tolerance stance on bribery, corruption and modern slavery through our Anti-Slavery and Human Trafficking Policy and Anti-Bribery and Corruption Policy. We publish an annual Modern Slavery Statement and regularly review measures to address these issues. We also uphold cyber security policies, including Cyber Incident Response, Information Security, Vulnerability Management and Acceptable Use policies. [Company policies](#) are available to download on our website.

# 100%

of our employees and contractors completed anti-bribery and corruption training in 2024 (including part-time employees and contractors)

## Suppliers

As a responsible asset owner, we conduct thorough due diligence on our business processes and suppliers. We complete regular Bribery Act risk assessments, with our most recent evaluation confirming 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.

Our Supplier Code of Conduct sets out ESG standards for our supply chain and approved suppliers are assessed every two years. Although no cases were reported in 2024, our Modern Slavery Policy requires procurement staff to assess risks if there is any possibility of modern slavery in the supply chain. If they suspect it, they must either escalate the issue for guidance or avoid using the supplier. We have a dedicated compliance officer who is responsible for overseeing supplier due diligence and ongoing monitoring of compliance with the Modern Slavery Act and Modern Slavery Policy.

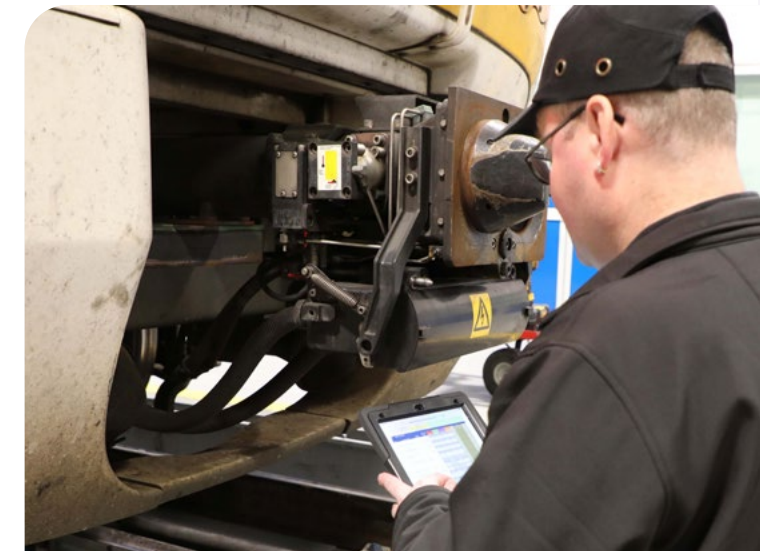
## Employees

We clearly outline expectations for employee behaviour in our Employee Handbook, emphasising integrity and respect for diversity. New employees receive the handbook and participate in relevant training to ensure they act in accordance with these values. Employees have 24/7 access to an external, confidential reporting hotline (Safecall), which allows them to report potential or actual violations of our policies and practices, including bullying and harassment. Employees are encouraged to report

any suspicions of malpractice to their line manager or Human Resources, and we are committed to handling all reports thoroughly and confidentially.

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

In 2024, we launched a revised sustainability induction for new employees. This included training on company ESG policies, employee responsibilities and actionable steps they can take. As a result, there has been an overall improvement in the understanding of sustainability and ESG issues throughout the business.





## Tax management practices

The Group is committed to full compliance with its statutory tax obligations, including the accurate payment, reporting and recovery of taxes. We actively manage our tax practices responsibly and publish an [annual tax strategy](#) to ensure transparency. In 2024, we maintained a low-risk status with HM Revenue and Customs (HMRC) following a business risk review. We continue to foster open, constructive and professional relationships with HMRC and other tax authorities.

## Cyber security

We have robust processes in place to ensure cyber security risks are identified, managed and mitigated, including incident response procedures. Our strong approach to governance and risk management delivers a risk-averse culture across the business, and the risk appetite for securing technology, systems and data remains low. We measure the maturity of our security controls and maintain Cyber Essentials Plus certification – an advanced accreditation endorsed by the National Cyber Security Centre (NCSC) and UK Government Communications Headquarters (GCHQ).

Cyber security e-learning is mandatory for all new employees during onboarding, complemented by regular cyber awareness sessions throughout the year. A dedicated Cyber Security Day is held annually to promote awareness about online safety and the risks of cybercrime. The event features a variety of activities, including workshops, talks and interactive sessions, which are open to everyone. Regular hosts include Microsoft and the City of London Police (Cyber Division), who provide participants with essential skills and knowledge to handle security incidents such as phishing emails, fraud scams or other cyber threats.

## Supporting our communities

To amplify the value of our business activities, we actively support several key 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 encourage more young people to pursue careers in engineering and science.

### In 2024, we updated our Sustainability Policy to reflect our commitments to delivering social value in the communities where we operate

#### Inspiring the next generation of engineers

To support the future of the rail industry, we partner strategically to encourage more young people to pursue careers in the rail and engineering sectors. Since 2023, we have partnered with Primary Engineer, an educational not-for-profit organisation that engages both primary and secondary school on engineering and technology.



Our funding has enabled Primary Engineer to offer professional development and teaching resources for two teachers at each of the 10 schools across Huddersfield, enhancing their ability to deliver engaging STEM-based rail projects to their pupils.

Ten engineers from Eversholt Rail supported the teachers to deliver rail projects throughout the 2023–24 school year. The engineers enhanced both teachers' and pupils' learning by raising awareness of the opportunities and careers available in the engineering sector.

Upon completion of this project, 100% of pupils and teachers agreed that they now feel engineering is a career anyone can pursue, and 100% agreed that taking part in the programme inspires pupils to learn more about engineering.

Following the success of our first year supporting schools in Huddersfield, we are continuing our partnership by providing those schools with kits to continue running the programme. Throughout the 2024–25 school year, we are working with 10 new schools in the Ashford area.

#### Supporting Back Up

We're proud of our partnership with [Back Up](#), a national charity supporting people affected by spinal cord injury. In 2024, we announced a new three-year partnership, ensuring continued support for Back Up.

Our partnership focuses on four key objectives:

- raising funds;
- increasing awareness of Back Up within the industry;
- providing volunteering opportunities for our staff; and
- offering business services.

In 2024, we raised over £45,000 for Back Up, bringing our total contribution to more than £200,000 through a combination of corporate funding and employee fundraising efforts. In addition, we have provided pro bono support, in-kind contributions and work experience opportunities for individuals with spinal cord injuries seeking to re-enter the workforce.

**“We have partnered with Back Up for over eight years, and the genuine connection between our staff and the charity has fostered a remarkable collaboration. We are incredibly proud of our achievements together. The volunteering opportunities available to our staff have not only provided professional development but have also helped forge lifelong friendships. We look forward to continuing this meaningful partnership.”**

**Mary Kenny**, Chief Executive Officer, Eversholt Rail



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

References to Eversholt Rail are to the Eversholt UK Rails Group<sup>7</sup>. Unless stated otherwise, the report reflects our approach and performance throughout FY2024. This report should be read in accordance with the following disclaimers:

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This report contains both historical and forward-looking statements. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements may be identified by the use of terms such as 'expects', 'targets', 'believes', 'seeks', 'may', 'intends', 'plan', 'will', 'should', 'potential' or 'possible', variations of these words, the negative thereof or similar expressions. Eversholt Rail has based the forward-looking statements on current plans, information, data, expectations and projections about future events, and therefore undue reliance should not be placed on them. These forward-looking statements are subject to risks, uncertainties and assumptions about us. Eversholt Rail undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. In light of these risks, uncertainties and assumptions, the forward-looking events discussed herein might not occur. Investors are cautioned not to place undue reliance on any forward-looking statements, which speak only as of their dates.

<sup>7</sup> The Eversholt UK Rails Group comprises Eversholt UK Rails Group Limited, a company incorporated in England and Wales with registered company number 15345549, whose registered office is at: First Floor, Chancery House, 53-64 Chancery Lane, London, WC2A 1QS and its subsidiaries, and whose principal subsidiaries, for the purposes of this report as at the date of its publication, comprise Eversholt Finance Holdings Limited, Eversholt Funding plc, Eversholt Rail Leasing Limited, Eversholt Depot Finance Limited and Eversholt Rail Limited.