

Half-year performance report
April-October 2022

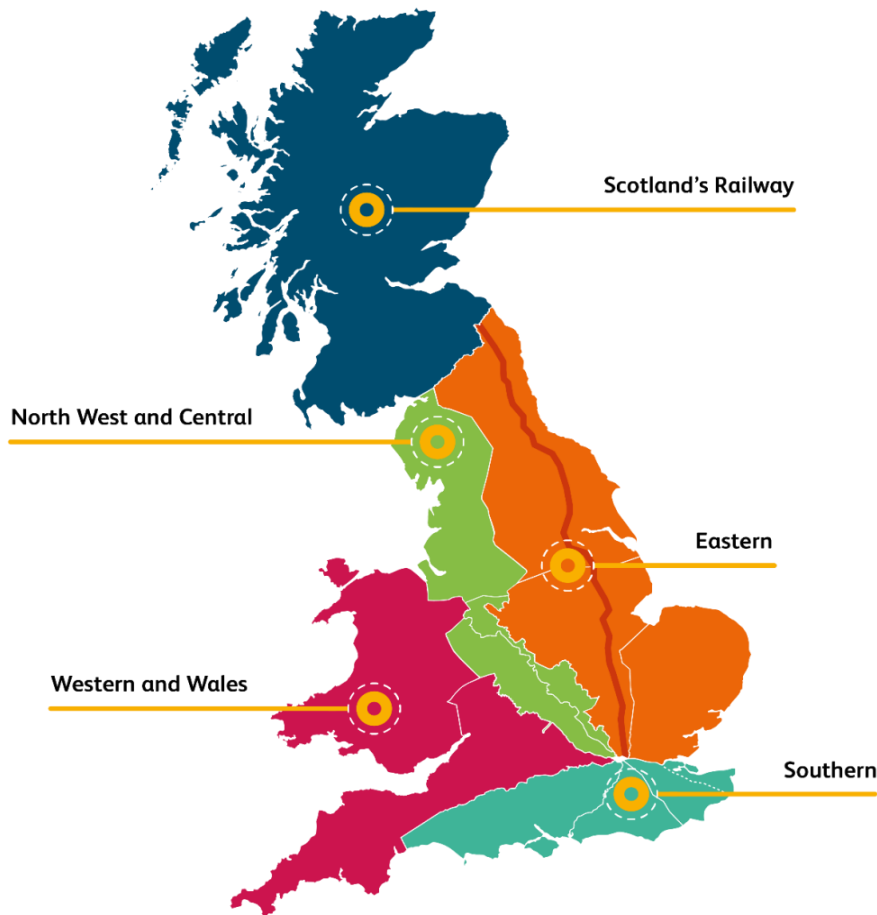
Welcome to our half-year report

This report covers the first half of 2022/23, from April to October 2022 (periods one to seven)

Contents

| | |
|----------------------|---|
| About Us | 1 |
| National performance | 2 |
| Region performance | |
| Eastern | 3 |
| North West & Central | 4 |
| Scotland's Railway | 5 |
| Southern | 6 |
| Wales & Western | 7 |
| Contact us | 8 |

About Us



Our vision – Putting passengers first

We're becoming a company that is on the side of passengers and freight users; that is easy to engage with and is an efficient and dependable partner; a company people are proud to work for; instinctively recognised as an industry leader.

Our purpose

We exist to get people and goods where they need to be and to support our country's economic prosperity.

Our role

Running a safe, reliable and efficient railway, serving customers and communities.

Our routes and regions

We are customer focused. We run the company through devolved route businesses that understand how to meet customer needs. They operate, maintain and renew infrastructure to deliver a safe and reliable railway for passengers and freight customers. Our regions encompass multiple routes and transport hubs to better align operations with passengers' and communities' needs.

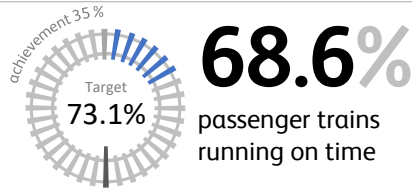
Each route is a large, complex business in its own right, run by a managing director and a senior leadership team who are accountable for effectively and efficiently delivering for customers and key stakeholders. These outcomes are made visible through route and customer scorecards.

Our Performance - National

Whilst we set ourselves very stretching targets at the start of this financial year, performance to date has been largely impacted by industrial action. This has caused widespread disruption across the network from train cancellations to resourcing issues, as well as delays to projects and volume delivery. In addition, the summer heatwave resulted in soil moisture levels being the lowest in fifteen years causing track issues and subsequent speed restrictions, many of which remain and will continue for several periods. We are also about to enter the Autumn and Winter period. This poses further risk to our performance but we're working hard with our industry partners to seek improvements where possible and deliver safe and reliable infrastructure for our users. Our performance against all national scorecard targets is summarised below.



Our passenger and freight users



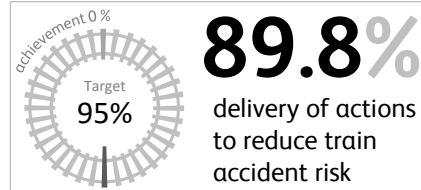
passenger trains running on time

The main contributor to the reduced performance stems from the long hot and dry summer period causing track issues and subsequent related speed restrictions, which are still likely to take several periods to return to normal levels.



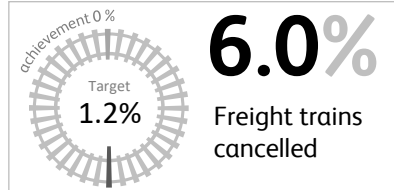
passenger satisfaction score out of 10

The wavelength surveys measure how satisfied our passengers are with their overall journey. The average score is below expectations this year, with declining train performance impacting on journey satisfaction.



delivery of actions to reduce train accident risk

We are on track to deliver the targeted milestones and most of our safety related maintenance activities, but three out of seven key volume measures are currently behind target.

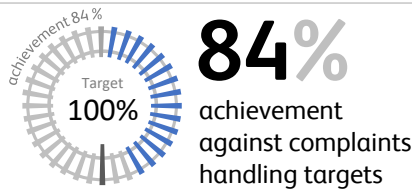


Freight trains cancelled

To date, we've had 6,386 freight cancellations compared to a target of 1,044. Of these, 70% relate to industrial action, with a further 11% due to severe weather, mainly from the summer heatwave.

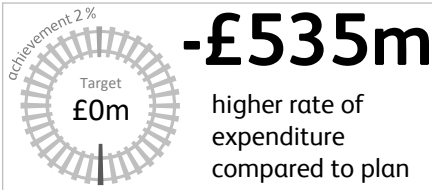


Our stakeholders



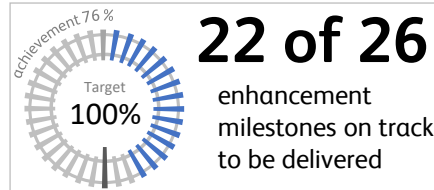
achievement against complaints handling targets

The number of complaints we're receiving is still high and we have seen a growth in the average age of open complaints. But we are improving the quality of our customer service which is reflected in our quality assurance assessments.



higher rate of expenditure compared to plan

We continue to deliver strongly against our gross efficiency targets. But we have experienced extreme hot weather this year, and the ongoing industrial action also means higher compensation to train operators for cancelled services.

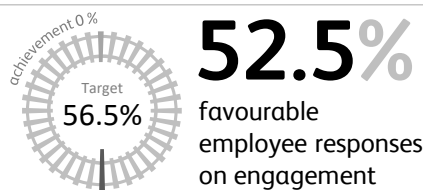


enhancement milestones on track to be delivered

So far this year we've delivered eight scheduled milestones on time. Out of the remaining milestones, four are at risk of being delivered which is reflected in the forecast. We are on target for reducing the speed and cost of enhancement delivery.



Our people



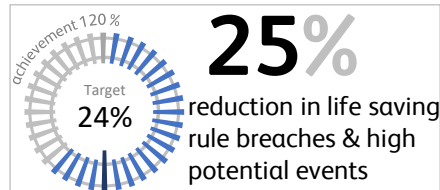
favourable employee responses on engagement

We recognise that future employee pulse survey scores may not improve on last year, given the current industrial action and external economic influences.



workforce fatalities and weighted injuries per million hours worked

So far this year we've made good progress in improving our workforce safety with fewer serious injuries, but we also felt the tragic loss of our colleague in July.

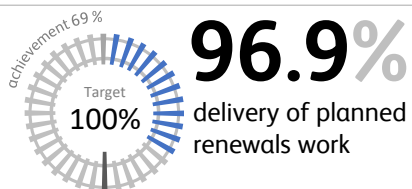


reduction in life saving rule breaches & high potential events

We are reducing the number of life saving rule breaches, but we're well short of our ambitious target. The main reason continues to be speeding offences. The recently launched safety framework is expected to benefit as we move forwards.



Our industry



delivery of planned renewals work

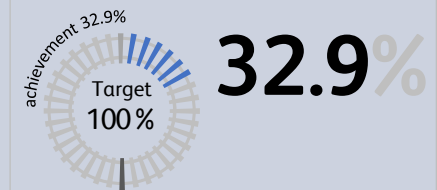
We have experienced some in-year project delays, but have plans to catch up over the rest of the year or replace with other projects. Overall we are slightly behind target with 90% of budget considered the minimum acceptable performance for this measure.



Achievement vs. environmental targets

We are ahead of our target for recycling, cutting carbon emissions and diverting waste from landfill but our forecast remains on target as we are relying on estimates. Work is ongoing with our external stakeholders to improve our energy data.

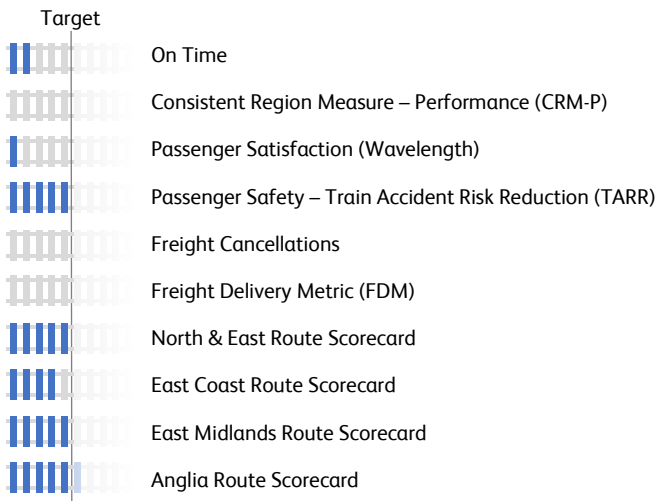
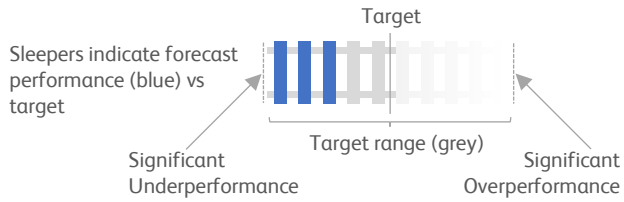
Overall national scorecard



Our Performance – Eastern

On the Side of Passengers and Freight Users

How to read the performance infographic:



The half-year scorecard result for Eastern has been affected by the impact of both industrial action and hot weather, particularly on our measures for network performance and passenger satisfaction. We faced unprecedented hot weather during July and August where the temperature reached > 40°C in three of the four routes in our region, leading to the closure of key lines (e.g. East Coast Mainline) and speed restrictions across the regional network. This weather has had a longer term affect as the track condition has been subjected to soil moisture deficit.

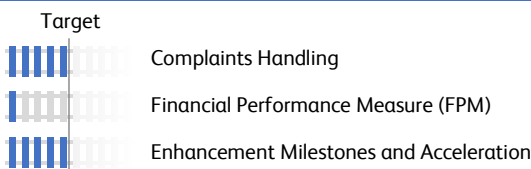
The national rail industry strikes had a significant adverse impact on our freight metrics, where services were cancelled late in the planning cycle for freight operators. Consistent with other regions, we are forecasting to miss our Freight Cancellation and Freight Delivery Metric this year. We are proactively reviewing all significant freight cancellations with operators to understand what mitigations could have been implemented, to minimise disruption on freight flows for any future action.

Our On Time performance is not where we would like it to be, and performance to date and full year forecast is primarily driven by the effect of rising external factors namely; industrial action, hot weather, and numerous high profile external trespass (suicide) and crime incidents (cable theft). However our underlying asset performance has also had a role here, most noticeably with overhead line resilience and wider track defects from the prolonged hot weather leading to disruption and speed restrictions. We are focused on targeted renewals, risk based maintenance and performance initiatives to improve service delivery going forward.

There is a strong correlation between passenger satisfaction levels and punctuality, therefore recovery to target for our Wavelength measure looks challenging, particularly with disruption to services owing to prolonged and ongoing industrial action and the loss of passenger confidence this generates.

However, our Passenger Satisfaction at Managed Stations is performing strongly, with Kings Cross and Liverpool Street ranking among the top 10 performing stations nationally. Recovery of our headline passenger numbers has continued to rise in 2022, and at the half year mark we are recording approximately 89% of journey numbers and an average of 79% footfall at our managed stations in comparison to the pre-pandemic 2019 figures.

Easy to engage with, an efficient and dependable partner

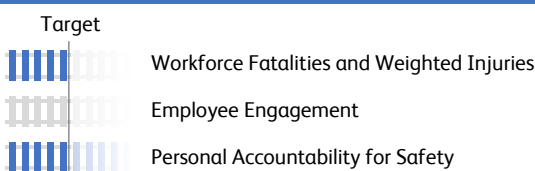


We are currently on target on our complaints handling metric. There is potential to improve this metric further primarily around the age of requests in East Midlands route, therefore we are confident in achieving a score above target by year end.

The effect of industrial action, hot weather, and underlying asset performance is having a significant impact on our Financial Performance Measure leading to greater quantities of compensation, which is currently underperforming against target by £104m, with any future industrial action likely to deteriorate this further.

Our Enhancement Milestones measure is ahead of target year to date because we have delivered some earlier than planned. Two of our completed milestones to date for Crossrail and Northumberland Line are on the Network Rail national scorecard. Our investment portfolio continues to ramp up in line with our plans and we are on plan to deliver >£1.3bn of network enhancements this year.

Proud to work for Network Rail

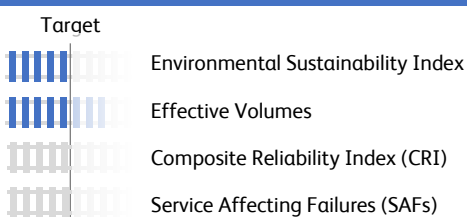


Steady progress has been made in the year on our safety plans and if our current year performance continues, we anticipate being on target for this measure by the end of the year. Although accident numbers are decreasing, we still encounter too many high potential events which is an ongoing area of focus.

Given the sensitive industrial relations climate we expect engagement results to be low. Eastern leadership teams are proactively engaging with our colleagues through this period and continue to progress with functional engagement and development plans to improve employee engagement post-industrial action and beyond.

Personal Accountability for Safety is favourable to target, due to an encouraging reduction in 'life saving rule' breaches. The benefits of vehicle telematic systems on our fleet vehicles is actively supporting our drivers to improve their driving safety and keep within the speed limit.

Instinctive Industry Leader



We are currently forecasting to achieve our Environmental Sustainability Index measure, meaning we will have reduced our energy consumption by the end of this year compared to last year.

We are on track to deliver more renewals volumes across most of our assets by the end of the year, with our full year forecast at 110%.

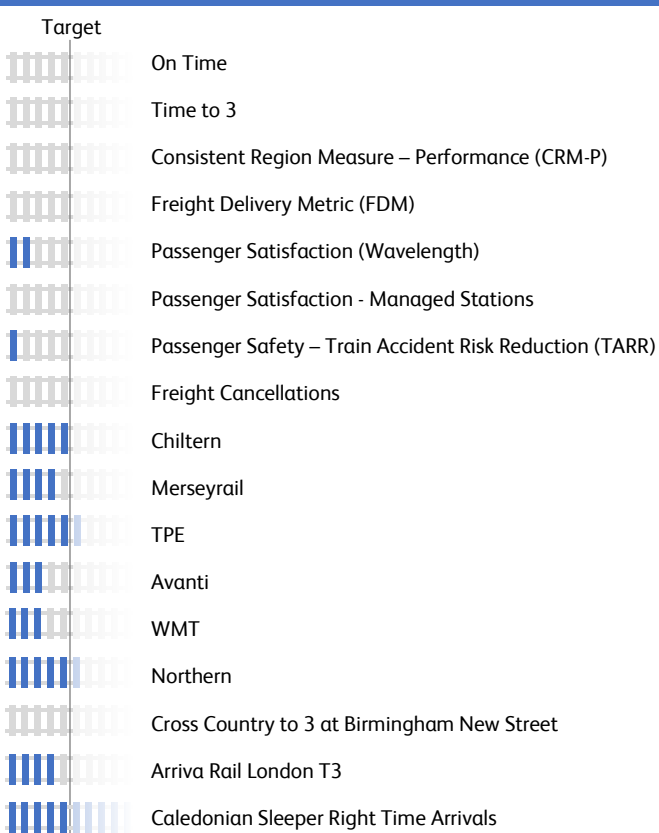
Composite Reliability Index and Service Affecting Failures underperformance is primarily due to the number of track incidents and consequential speed restrictions, following the impact of the hot summer on our soil moisture levels. We anticipate the level of track incidents improving by the end of the year.

Overall Scorecard



Our Performance – North West & Central Region

On the Side of Passengers and Freight Users



This year, we challenged ourselves to sustain the high levels of train performance achieved in 2021/22.

Our hot weather preparedness and resilience plans worked well and we delivered on our approach to keep the network open, keep trains moving and keep people safe throughout the periods of extreme heat this summer. Our preparations for the Commonwealth Games delivered a really positive passenger experience at our stations and a reliable train service. However, train performance in the year to date has not been good enough and has fallen well below our ambitious targets.

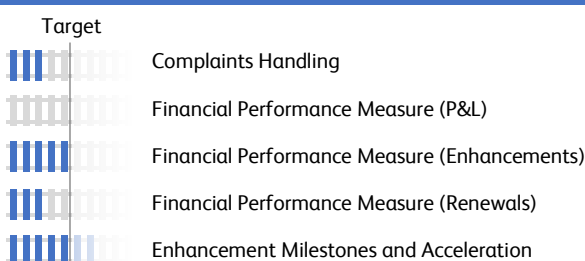
Industrial action, hot weather, train crew, fatalities and trespass have been the biggest contributors to below target performance. In addition, the reliability of our track asset has deteriorated driving an increase in the number of failures that impact the service we provide to our passengers and freight users. The effects of the decline in performance are reflected in below target Passenger Satisfaction which has fallen in the first half of the year at a similar rate.

To address these issues, we have several key performance improvement initiatives in place to improve each element of performance. These include joint industry autumn preparations, delivery of a passenger-focused December 2022 timetable, and the recovery of the train crew and fleet position through a whole industry working group. In addition, we have established a joint recovery task force with Avanti West Coast to address the current challenges.

Recognising the particular asset condition challenges on our Central Route that are contributing to poor performance, we have launched Project Greenlight to identify and prioritise performance improvement opportunities. Our improvement plans are tracked at our Regional Performance Board.

Freight performance is lower than the same time last year. Industrial action, combined with a number of serious external events such as a burst water main and cable theft, had a significant impact on performance and cancellations.

Easy to engage with, an efficient and dependable partner

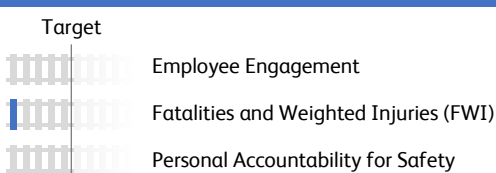


We are committed to improving our customer experience. This year, resourcing issues have resulted in missed targets for both the number of complaints and the average age of complaints. As a result of recruitment and training plans in place, we expect to deliver improvements through the second half of the year.

Our financial performance has been negatively impacted by reduced levels of train performance and industrial action resulting in higher compensation payments due to delay and disruption to operators. Expenditure on delivery of renewals is below our planned target following slow mobilisation in the first half of this year. Deliverability reviews are underway to support successful delivery over the remainder of the year, with key schemes including a blockade on the West Coast Mainline scheduled for the final quarter of the year.

To date we have completed five regional enhancements milestones and two national enhancement milestones at Bushey and a key East West Rail Phase 2 milestone. We are meeting our cost and time targets for project delivery. Challenges due to a supplier going into administration, and in support of delivering a good commonwealth games for passengers, have resulted in the milestone for University Station being moved to 2023/24.

Proud to work for Network Rail

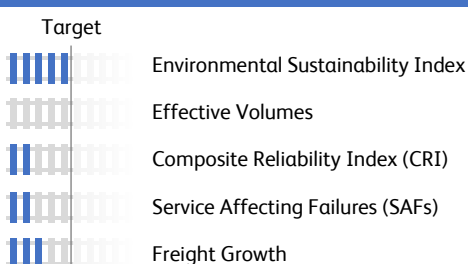


We are currently in the middle of a significant period of change as an organisation, that we anticipate will impact levels of employee engagement when surveys are carried out in Spring 2023.

We measure the safety of our workforce through two key measures, Fatalities and Weighted Injuries, and Personal Accountability for Safety. While our Track Worker Safety programme has reduced the risk to our workforce, with fewer people working using unassisted lookouts, our workforce safety measures are below target in the first half of the year due to road traffic accidents. Continued implementation of our programme will support an improvement in workforce safety.

Underperformance of our personal accountability for safety measure is primarily driven by vehicle speeding. Our plans focus on occupational road risk to address and reduce the severity and number of accidents. This will be supported by implementation of our In Cab Safety System which will give better insights into interventions required to improve safety.

Instinctive Industry Leader



Environmental sustainability schemes this year have reduced energy consumption at Birmingham New Street through improved lighting and we are assessing further opportunities across our region. Waste management performance has declined due to large infrastructure project waste going to landfill rather than reuse. This will reduce as we have identified opportunities to improve waste management at depots.

The reliability of our assets and the number of failures has been worse than our stretching targets. The hot dry weather meant that low soil moisture levels led to shrinkage and failures in our track assets that has impacted train performance for passengers. Industrial action has also impacted our ability to respond to incidents in a timely manner, meaning more temporary speed restrictions have been deployed – reducing the reliability of our assets. We are implementing targeted asset reliability interventions and our routes are deploying continuous improvement learning techniques to support increased reliability.

Freight Growth has seen lower than expected driven by lower than anticipated growth in transportation of construction material.

Overall Scorecard



Our Performance – Scotland’s Railway

On the Side of Passengers and Freight Users

| Target | |
|--------|---|
| | Consistent Region Measure – Performance (CRM-P) |
| | Freight Delivery Metric (FDM) |
| | Passenger Satisfaction |
| | Passenger Safety – Train Accident Risk Reduction (TARR) |
| | Freight Cancellations (NR responsibility) |
| | ScotRail Journey Times |
| | Average Speed of Freight Services, % Improvement |
| | ScotRail PPM |
| | PPM by Sector - Intercity |
| | PPM by Sector - Express (E&G) |
| | PPM by Sector - Rural |
| | PPM by Sector - Suburban East |
| | PPM by Sector - Suburban West |
| | Caledonian Sleeper Right Time Arrivals |
| | Cross Country BPI Northbound (T-3) |
| | Cross Country BPI Southbound (T-3) |
| | Transpennine Express BPI Northbound (T-3) |
| | Transpennine Express BPI Southbound (T-3) |
| | LNER BPI Northbound (T-3) |
| | LNER BPI Southbound (T-3) |
| | Avanti BPI Northbound (T-3) |
| | Avanti West Coast BPI Southbound (T-3) |
| | Lumo BPI Northbound |
| | Lumo BPI Southbound |
| | PPM failures as a result of extreme weather incidents |

We are currently forecasting ScotRail PPM to exit the year on 90.0%, which is slightly below the target of 90.6%, and as such we’re working hard with our train operating colleagues to deliver on plans to improve performance. Our cross-border operators’ performance, measured by the Border Punctuality Index, has been generally very strong. ScotRail PPM % is standing at 89.4% against a year-to-date target of 89.6%. Driver shortages understandably had the greatest impact on performance in the first half of the year, leading the industry in Scotland to introduce an amended timetable. The reduced service numbers did help counteract widespread staff shortages, although overall performance recovery will continue to be pressured by staff availability.

‘External delays’ (events beyond the direct control of Network Rail) is the poorest performing Network Rail responsibility category relative to target. Trespass events accounted for 48% of such delays, with the remaining 52% split quite evenly across a diverse group of causal factors. We have several innovative solutions in place to reduce trespass incidents, with new deterrent technology successfully trialled at Priesthill & Darnley station and Bodsbury Level Crossing which have reduced incidents by around 50%. As well as this we’ve seen an overall 10% reduction in trespass events on Scotland’s Railway over the last 13 periods. Infrastructure reliability has also been good this year, and we’ve seen a 7% improvement in 2022/23 when compared with 2021/22, as measured by Service Affecting Failures.

Freight services have inevitably been affected by industrial action, although there are more freight facilities opening later in the year which could help improve overall performance.

While there’s been an increasing number of passengers returning to the railway, industrial action is taking its toll on passenger satisfaction. We are working closely with industry colleagues to increase the sample size so that we can improve and better understand the different stages of the customer journey to help restore confidence.

Our Train Accident Risk Reduction (TARR) measure has achieved 79% against our target of 95% year-to-date. While targets for scour sites, vegetation and drainage were reached, those for fencing maintenance volumes and risk reduction at high-risk road vehicle incursions (RVI) sites were not. The fencing maintenance target is challenging, with our Glasgow Delivery Unit falling particularly short, a failing which is now under review to try and improve performance. We are confident that the position with RVIs will be recovered after recent meetings held with one Local Authority; they confirmed plans to complete a number of these sites by January 2023. One of our TARR milestones in relation to signal overrun assessments is at risk of non-delivery due to a combination of resourcing and training difficulties which we are working to address.

Easy to engage with, an efficient and dependable partner

| Target | |
|--------|---|
| | Complaints - % Closure within 29 Calendar Days |
| | Financial Performance Measure – Gross Profit & Loss |
| | Financial Performance Measure – Gross Enhancements |
| | Financial Performance Measure – Gross Renewals |
| | Funding Compliance (versus 10% Annual Rollover Allowance) |
| | Net Cost of Operating Scotland’s Railway |
| | Sustainability Strategy - % of milestones delivered |

The number of complaints received is higher than in previous years, and these are primarily centred around speed restrictions on trains as a result of the major renewals work at Carstairs Junction. The community relations team have had several resourcing challenges due to sickness, coupled with more complex incoming cases requiring investigations that take longer than the 29-day target. The team is looking to implement some changes to help improve performance in this area.

The key factor negatively affecting our financial performance is the impact of current industrial action on our track access income – this is not received from train operators during strikes. In addition, adverse weather as a result of significant rainfall during the summer months which required speed restrictions has also reduced income.

Delivery of our sustainability strategy is progressing strongly. This includes extensive work to calculate our full carbon footprint and set out our net zero strategy, including detailed plans to transition Scotland’s road fleet to zero emission vehicles. We’re also training our teams on issues such as biodiversity and putting practical support in place to help our people manage the railway without excessive biodiversity loss.

Our capital programme, in particular renewals, is behind budget due to some projects being rephased into 2023/24. Net cost of operating Scotland’s Railway is a metric currently under development in conjunction with ScotRail Trains Limited.

Proud to work for Network Rail

| Target | |
|--------|---|
| | Employee Engagement |
| | Workforce Fatalities and Weighted Injuries |
| | Top 10 Milestones to Reduce Level Crossing Risk |
| | Personal Accountability for Safety |

Scotland is the most engaged part of Network Rail. In the most recent employee engagement results which were carried out last year, 65% of our employees are positively engaged at work, and only around 1 in 10 feel disengaged. However, with the industrial action throughout 2022 and associated impact, we anticipate that engagement trends may decrease this year. To understand our actual engagement figures, our ‘hot topics’ and what issues are impacting our workforce, we anticipate carrying out further surveys in December 2022 and spring 2023. This information will shape the work of the new organisational development and culture team to address employee engagement as a whole.

Our reactive health and safety key performance indicators are performing well, and we expect this to continue for the remainder of the year. We are actively targeting persistent causes of injury like slips, trips and falls. The introduction of our in-car safety systems is helping reduce road risk to colleagues; however, this has the potential to increase our reporting of driving infringements against our ‘personal accountability for safety’ measure.

Instinctive Industry Leader

| Target | |
|--------|---|
| | Environmental Sustainability Indicator |
| | Effective Volumes |
| | Composite Reliability Index (CRI) |
| | Service Affecting Failures (SAFs) |
| | Enhancement Milestones |
| | Non-Traction Energy Usage, % Reduction |
| | Scottish Freight Growth on Baseline |
| | ScotRail Passenger Numbers (million passenger journeys) |

Our continued delivery of sustainability improvements will ultimately benefit performance against the environmental sustainability indicator as well as reduce non-traction energy use. Performance in this area remains high so far this year.

Delivery of effective volumes is behind target and not expected to recover by year end. Signalling has a significant shortfall which is primarily a result of the Edinburgh control system renewal commissioning being delayed due to signaller training which has been in turn severely impacted by the pandemic and industrial action.

Asset performance, measured in terms of CRI and SAFs, is broadly on target year-to-date. For SAFs, all categories are ahead of target, except for track faults and signalling failures. The points failures category has been performing well and has the largest positive variance to target. The rate of track faults has increased over the early part of autumn, which is in line with a national trend. For CRI, all disciplines achieved target except for track, signalling, buildings and structures.

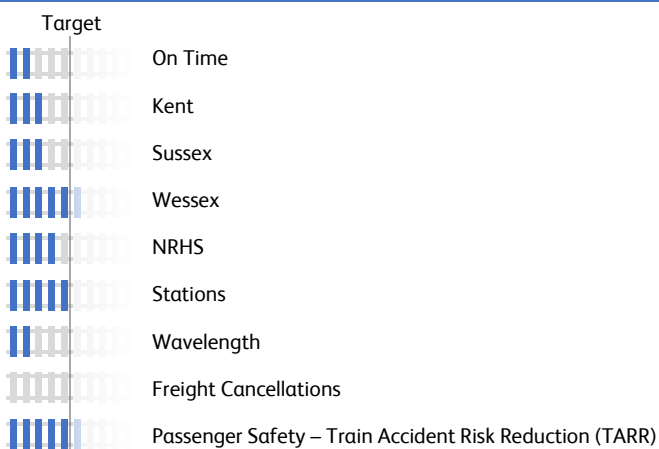
Finally in terms of passengers, they have been returning to the network and our initial numbers have been higher than our target; however, the impact of industrial action is affecting patronage. The forecast for the year is now expected to be slightly under the target set of 65.5 million per year.

Overall Scorecard

| Target | |
|--------|------------------------------------|
| | 69.6% versus Target of 100% |

Our Performance – Southern

On the Side of Passengers and Freight Users



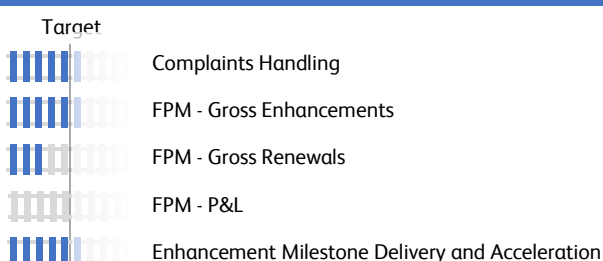
The number of trains arriving On Time is behind target. The main underlying causes are driver non-availability, an increase in trespass, and an increase in track geometry issues with resultant speed restrictions as the clay formation of many of our track beds shrunk. Our performance plans continue to focus on resilience against these types of incidents.

Route performance was mixed but Wessex and Stations have performed well and are forecasting to exceed local targets agreed with their operators.

Passenger satisfaction (Wavelength) is behind target driven mainly by the industrial action we have suffered and declining train performance.

Train Accident Risk Reduction (TARR) which measures achievement of the key milestones and metrics to reduce train accident risk has much improved since last year and is currently ahead of target. Freight cancellations performance is currently worse than target. However, our performance would have met target had it not been for the cancellations arising from industrial action and the extreme heat event in the summer. Plans to ensure we deliver for our freight customers are governed by the Southern Region Freight Strategy Group.

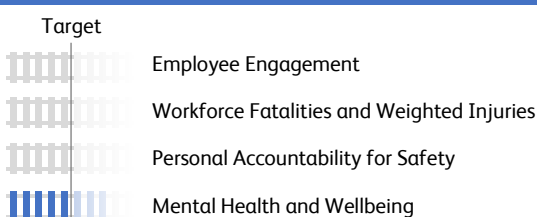
Easy to engage with, an efficient and dependable partner



Following a change to the complaints handling metric for this year, it now provides a more holistic assessment of our progress in this area. In addition to the average age and volume of complaints, it now includes quality assurance and a customer survey. We are forecasting to exceed our target this year in this area.

This year has been challenging from an FPM perspective. Regional financial P&L performance year to date is below target, driven by train performance and ongoing Industrial Action. Renewals FPM has been impacted by industrial action and the Queen's funeral when we have had to defer work. There have also been challenges with several tunnel projects.

Proud to work for Network Rail



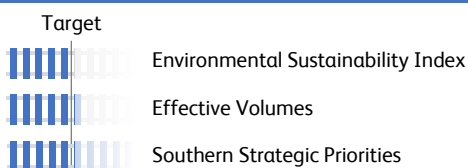
The Employee Engagement survey has not yet been conducted this year and our full year forecast has been adjusted down in line with the national position. Engagement is difficult because of the Industrial Action arising from the challenges we face in agreeing pay and around our proposals to change the way we maintain the railway.

A tragic contractor death on the Gatwick Station project has meant the region is adverse to its FWI target and we will not now meet our full year scorecard target. Our focus remains on delivering our 'Thumbs Up' safety plan and, excluding the Gatwick fatality, underlying workforce safety performance is good.

Whilst there has been an improvement on 21/22, our year to date and full year position for Personal Accountability for Safety are both below target. Speeding offences dominate this performance but the installation of a vehicle telematic systems into our fleet is a major opportunity to improve road fleet safety. We have also begun the roll out of BeTa training, an immersive course focused on personal accountability and speaking up.

We are proud that we have scored above target for Mental health and Wellbeing which continues to be a priority. The successful delivery of pilots such as Night Club, an event focused on sleep, fatigue and mental health, and our diabetes programme Roczen have all been expanded across the region.

Instinctive Industry Leader



The Environmental Sustainability Index (ESI) measures our waste, energy, and carbon reduction against target. We are continuing to validate errors in our energy data but expect to achieve the full year target.

Southern Strategic Priorities is a new metric this year which we are forecasting to be ahead of target. Performance is recorded against the completion of 8 milestones, categorised against our regional change priorities ('CP7', 'Modernisation', 'Culture' and 'Southern Thumbs Up'). We are currently forecasting to complete all of the milestones by the end of the year.

Overall Scorecard



Our Performance – Wales and Western

On the Side of Passengers and Freight Users

| Target | |
|--------|---|
| | On Time |
| | Consistent Region Measure – Performance (CRM-P) |
| | Freight Delivery Metric (FDM) |
| | Passenger Satisfaction (Wavelength) |
| | Passenger Satisfaction (Managed Stations) |
| | Passenger Safety – Train Accident Risk Reduction (TARR) |
| | Freight Cancellations |
| | Transport for Wales - Customer Scorecard |
| | Great Western Railway - Customer Scorecard |
| | Heathrow Express - Customer Scorecard |
| | Cross Country On Time to 3 passing Awre from Cardiff |
| | MTR - PPM |

Delivering a great reliable train service every day remains very challenging and we will not deliver our scorecard performance targets in 2022-23. Train services have been severely impacted by trespass incidents, fatalities, and faults with our track infrastructure.

We are on the Office of Rail and Road (ORR) regulatory escalator for train service delivery. We've developed and are delivering a train service improvement plan in partnership with our train operating companies. A key priority is the high frequency train service in the Thames Valley area. We continue to share the progress of these plans with the ORR.

We've signed an agreement with Amey and Transport for Wales (TFW) to work together, providing a great service to passengers and freight users. We're already seeing improvements, with Wales and Borders route delivering its train service delivery targets in period 6 and 7.

Work we undertake to reduce train accident risk is behind target. Vegetation removal is a key activity and delivery in Wales and Borders route has been impacted by the increasing presence of dormice on site, reducing and often stopping work. We're implementing plans to recover this position by the end of the year.

We've seen positive results for our passenger satisfaction measure at our managed stations. This is the result of our investment in station and customer service facilities. Our overall passenger satisfaction measuring the entire journey is below target, impacted by disruption from industrial action.

Our train service delivery challenges have impacted some of our customer scorecards. However, completion of weather resilience work in Wales and Borders route is supporting a significant improvement in the service we provide Cross Country passengers.

Easy to engage with, an efficient and dependable partner

| Target | |
|--------|---|
| | Complaints Handling |
| | Financial Performance Measure (FPM) |
| | Enhancement Milestones and Acceleration |

We've increased our proactive communications with lineside neighbours. This approach has seen a reduction in the number of complaints we receive, beating the targets we set ourselves.

Challenges to delivering a reliable railway, industrial action and inflation pressures have incurred additional costs of £44m which were not in our original plan. However, we remain on course to deliver our control period six (CP6) efficiency plan this year (£171m) with £80m already achieved. We're developing further efficiency ideas to help reduce the impact of any further financial pressures particularly from inflation and industrial action.

Seven out of ten key enhancement projects have been delivered already, six early and one on time.

Proud to work for Network Rail

| Target | |
|--------|--|
| | Employee Engagement |
| | Workforce Fatalities and Weighted Injuries |
| | Personal Accountability for Safety |

Despite making improvements last year, we recognise our engagement levels have dropped due to the ongoing pressure teams face with industrial action and train service delivery. Although we've implemented improvements off the back of last year's survey, we don't expect to improve our engagement scores this year. Despite this, we've launched an employee recognition scheme, mental health drop-in sessions, and insight tools to understand where to focus improvement activities.

The number of accidents remains at a record low, 24% less than this time last year. We're also seeing reductions in the number of speeding offences, supported by the installation of speed warning systems in our vehicles. However, we've experienced more severe accidents this year which has resulted in some colleagues needing time off work to recover.

Instinctive Industry Leader

| Target | |
|--------|------------------------------------|
| | Environmental Sustainability Index |
| | Effective Volumes |
| | Composite Reliability Index (CRI) |
| | Service Affecting Failures (SAFs) |

We continue to increase the amount of waste we reuse or recycle, reduce our carbon emissions, and reduce the amount of energy we use.

Making our assets more reliable is essential to improving performance. We are exceeding our renewal volumes this year due to an extra £80m of renewals being delivered. This extra money was provided to the region following an excellent start to the year where delivery was ahead of our plan.

We've experienced an increase in track related faults which has impacted our asset performance and delivery of the train service. We're now implementing our track improvement plan, targeting our worse performing areas first. This is part of our train service improvement plans.

Overall Scorecard

| Target | |
|--------|------------------------------------|
| | 64.8% versus Target of 100% |

Contact us

Network Rail owns, operates and develops the railway infrastructure in Britain and manages 20 of the largest stations. Other stations are managed by Train Operating Companies, which sell tickets to passengers and operate passenger services. Freight Operating Companies operate freight services.

To contact us about a safety concern, general queries or to make a complaint about one of our managed stations, please visit our website or call our 24 hour national helpline: 03457 11 41 41. Our website provides guidance on activating Type Talk facilities and live chat.

More information about Network Rail is available on www.networkrail.co.uk

We also publish information on the [transparency](#) page of our website and we are subject to the [Freedom of Information Act 2000 and the Environmental Information Regulations 2004](#).

Network Rail Infrastructure Limited
1 Eversholt Street
London NW1 2DN

Tel 020 7557 8000

networkrail.co.uk

Company number: 4402220
Registered in England and Wales