



Social Value Report

2020/2021

Helping build the prosperity
of the communities we serve

A note from SWR's Managing Director

South Western Railway connects people and communities across South West London and the South West of England. Serving over 200 Stations every day, our network has historically been one of the busiest in the UK.

We work hard on delivering improvements for our customers every day, but our responsibilities go beyond our customers, to the communities we serve, and helping build the economic and social prosperity of the UK.

As one of the busiest networks in the country, we inevitably have an impact – on society, the environment, and the economy. When it comes to this impact though, our responsibility is to achieve maximum value, taking every opportunity to have positive impacts, while mitigating the potential for disbenefits.

This report is a summary of our social impact in 2020/2021, and we thank the Rail Safety and Standards Board and Larch Consulting for helping us measure and communicate it. As our first report of this kind, we know that it is not perfect, but to know where we are going, we had to know where we were coming from – and so, we are proud to share it.

Whether it's supporting people with non-visible disabilities to gain more confidence when travelling, or mentoring local young women from disadvantaged backgrounds, launching our new online mental health hub for colleagues, or making redundant spaces available for community use, we know that we have had a positive social impact.

I strongly believe that our people are the key to delivering excellent customer journeys and positive impacts on society. I hope you'll agree this report shows just how much our people already do everyday to make life better.

By sharing this report with you – our stakeholders, customers, and communities – please consider it an invitation. Come work or partner with us. So, together, we can ensure that the people of the South West get the most out of life.

Claire Mann

Claire Mann
Managing Director
South Western Railway



About this report

Ten key areas of social impact

In 2018, Rail Safety and Standards Board Research identified 10 key areas of social impact for rail:



Community safety

Accessibility

Employment and skills

Social inclusion

Diversity and inclusion

Health and wellbeing

Employee engagement

Customer satisfaction

Regeneration

Local and sustainable procurement

This is South Western Railway's first Social Value Report. It is a summary of the impact that SWR has on society, the environment, and the economy.



Rail Social Value tool

To provide a common, consistent basis for understanding and measuring social impacts across Great British rail industry organisations, projects, and programmes, RSSB Research established the Common Social Impact Framework (CSIF), soon to be known as the Rail Social Value tool.

This year, SWR commissioned independent experts from Larch Consulting to assess its social impact both quantitatively and qualitatively, using the RSSB Rail Social Value tool.

Larch Consulting

We believe the railways should be valued not only as a mode of transportation of people and freight, but also for the greater social goods that they deliver.

Michelle Papayannakos, Sustainable Rail Programme Lead, Rail Safety and Standards Board (RSSB)



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Executive summary

South Western Railway's social value extends from delivering improvements for its customers every day, to supporting local communities of the South West, and helping build the economic and social prosperity of the UK. **SWR, its colleagues, and partners work hard to ensure that the people of the South West get the most of out of life.**

Community safety is paramount to South Western Railway's number one priority. Preventing incidents, saving people's lives, and researching interventions to save more lives is all a part of SWR's work to keep customers, colleagues, and people safe.

It also includes reducing violence and aggression in the workplace – something which SWR, Network Rail and British Transport Police are working on together.

Safety, however, is just the beginning.

As big believers in rail, SWR is determined to make rail travel more accessible for all. Accessible rail travel means extending products, services, infrastructure to meet the needs of all people.

SWR's work in this area has included supporting customers with hidden disabilities through its Sunflower Lanyard Scheme, as well as investing in small infrastructure enhancements that make a big difference, such as ramps and automatic doors, to the point that [almost 70%] of SWR's stations now have step-free access.

To deliver excellent customer journeys, safety, accessibility, and more, SWR knows its people are the key. Their development is a priority.

From its pioneering apprenticeship programme and partnership with The Prince's Trust, to its new Learning Development System of enhanced training courses and online learning, SWR is committed to developing people to deliver customer service of the highest quality, and their Institute of Customer Service's TrainingMark accreditation is evidence of such.

Rail, however, impacts more than customers and colleagues, but the functioning and growth of local communities, and SWR has an important role to play in improving social inclusion and making a positive contribution to the local communities it serves.

This year alone, charitable fundraising, in-kind donations, and Community Rail Partnerships have seen essentials delivered to mothers of premature babies, otherwise wasted food repurposed for free, refurbished bikes given to those in need, and more.

Social inclusion extends to workplace diversity and inclusion. SWR's approach to diversity and inclusion in the workplace is one of top-down and bottom-up from senior leadership to frontline teams.

Several initiatives are in place to achieve greater diversity and stronger inclusions, from training, network groups, and key events, to improved recruitment processes, mentoring schemes, and beyond. While greater diversity still needs to be achieved, there is a strong feeling of commitment, fairness, and respect, evidenced in colleague surveys.

Health and wellbeing of colleagues is also important, and by extension that of customers and communities.

Both mental and physical health and wellbeing are taken seriously at SWR, and the Investors in People 'We Invest in Wellbeing' accreditation has been achieved.

A number of initiatives have been expanded and introduced, including mental health first aiders, health and wellbeing courses, health 'kiosks', 'coffee roulette', and an online mental health hub. SWR is particularly committed to removing the stigma around mental ill-health, from grassroots to executive levels.

All these areas of activity ladder up into strong employee engagement, with SWR's colleague turnover much lower than the national average.

The number of effective colleague-related initiatives is also reflected by the fact that SWR is the only company in the world to be awarded all three Investors in People accreditations: people, wellbeing, and apprentices.

A big part of maintaining strong employee engagement is giving people a voice. SWR works hard to create a culture where every voice is heard, as everyone deserves a say in how its network is run.

SWR is the only company in the world to be awarded all three Investors in People accreditations: people, wellbeing, and apprentices

A strong workforce allows for improved customer satisfaction, and SWR focuses on delivering small and large improvements for its customers every day.

In seeking to provide a quality end-to-end journey, recent work has included improving the station experience and investing in maintenance, including preventative works. As a result, in the SWR customer survey, 76% of customers rated their most recent SWR station experience a four or five on a five-point scale.

With procurement accounting for a large proportion of SWR's business expenditure, it too can be used to improve opportunity. It's with this in mind, SWR has developed its sustainable procurement strategy and undertaken a heatmapping exercise with 50 suppliers, to see that lasting value is delivered, environmental damage is minimised, and local social and economic benefits are leveraged. Already, 7.5% of all SWR's spend is from small and medium-sized businesses.

Regeneration is equally important, the impacts of changes to the built environment on local economies and people.

SWR's Customer and Communities Improvement Fund invested £1,028,790 in 41 local projects in 2020/21, as part of a £5.7m three year scheme to deliver infrastructure, societal, and educational improvements.

Following a review of all buildings across its networks, SWR has also made redundant spaces available for community use. All the buildings are leased for a 'peppercorn rent' i.e. free, with uses ranging from free shop to a potential base for a local cub troop.

This report is a first, the start of something new, and just the beginning. There is much to be achieved, and plenty of opportunity to get involved.

Whether you have a great idea, an exciting new project, or are simply curious, email sustainability@swrailway.com for more.

Key achievements

Supported
215
completed
apprenticeships

7.5%
of all spend procured
from **small** and
medium businesses

Training courses
£10.7
million

£1,028,790
invested in the
**Customer and Communities
Improvement Fund**

Increased the proportion of
step-free access stations to **68%**

Frontline teams
prevented
175
incidents

Five key networks
established to achieve
diversity and inclusion


£259,316
donated to charities

Colleague time dedicated to
health and wellbeing courses
117.5 hours

Colleague
turnover limited to
5.6%

Introduced
**passenger
assistance
satisfaction**
survey

4 or 5 out of 5 rating for
station experience
from **76%** of our
customer survey

Developed an

apprentice network

82 mental health first aiders
appointed and trained

A first for train operating companies

SWR is proud to be the first train operating company to publicly publish the monetised values determined by RSSB's Rail Social Value tool.

Across the social impact areas of social inclusion, health and wellbeing, customer satisfaction, and employment and skills, SWR provided £12.7 million in social value in 2020/2021.

As mentioned on page 3, SWR has chosen to exclude the monetised value of certain areas of impact for sensitivity and commercial reasons and recording of social impact data has not been practised to date in all areas. As such, the monetised value of SWR's total social impact is underrepresented.

Rail Safety and Standards Board is proud to work with South Western Railway as one of the first rail operators to apply the Rail Social Value tool and the first to embrace public social impact reporting.

We hope to continue to collaborate with SWR to develop consistency in reporting across railway organisations, and ultimately champion and document at an industry level the wide social benefits and opportunities Britain's railways bring.

**Michelle Papayannakos, Sustainable Rail Programme Lead,
Rail Safety and Standards Board (RSSB)**

	Social inclusion	Health and wellbeing	Customer satisfaction	Employment and skills
Activity	£14,997 cash collected and donated to charities	£17,350 worth of colleague time invested in delivering courses dedicated to health and wellbeing	£3,132,938 investment in maintenance	£505,895 worth of wellbeing delivered employees as a result of them being apprentices
	£244,319 worth of goods collected and donated to charities	Value of health and wellbeing disbenefit to individuals caused by accidents: -£470,985	Taking into account COVID-19 assistance and an assumption for tenants that are yet to agree COVID-19 assistance (i.e. where debt will be reversed), rental values: -£1,469,783	£204,568 worth of wellbeing delivered to people benefiting from accredited training £10,523,972 worth of wellbeing value delivered to people benefiting from non-accredited training
Indicator disbenefit	-	-£470,985	-£1,469,783	-
Indicator benefit	£259,316	-£453,635	£1,663,155	£11,234,435
Overall total	£12,703,272			



Exclusions from monetised value

As part of the quantitative assessment, RSSB recommends assigning monetised values, wherever possible. To inform these monetised values, Larch Consulting worked closely with SWR to collect data from across the business.

For sensitivity and commercial reasons, SWR has chosen to exclude the monetised value of certain areas of impact from this report. With it being SWR's first Social Value Report, there are also some data recording gaps and areas for improvement.

As such, the monetised value of SWR's total social impact is underrepresented. Still, SWR is proud to be the first train operating company to publicly publish the figure.

Importantly, the data collection process allowed for identification of the areas where recording of social impact data needs to begin or strengthen. SWR expects its next Social Value Report to evidence where data recording improvements are achieved.

Community safety: We do not feel comfortable placing a financial figure on lives saved or lost.

Accessibility: There is currently no methodology available to evaluate the monetary value of accessibility, but impact has been assessed via surveys and qualitative methods.

Sustainable procurement: The percentage of procurement from small and medium-sized business has been shared, as opposed to the monetary value, because it is a more effective to understand proportionate rather than actual spend.

Colleague engagement: While turnover has been limited to 5.6%, compared to a national average of 12.9%, we have not shared the monetary value for commercial reasons.

Diversity and inclusion: There is currently no methodology available to evaluate the monetary value of diversity and inclusion, but impact has been assessed via surveys and qualitative methods.

Regeneration: Recording of social impact data has not been practised to date in this area.

COVID-19 impact

SWR has a strong record of community volunteering and educational events. The COVID-19 pandemic restricted both these activities though, as it did charitable fundraising at stations.

During the pandemic, SWR has focused on keeping a railway running, key workers moving, and colleagues – key workers themselves – safe. SWR looks forward to the return of community volunteering, educational events, and charitable fundraising at stations soon.



Community safety

Safety is paramount at South Western Railway. From customers to our colleagues and communities, SWR is unequivocal about keeping people safe.

Preventing incidents

Tragically, on occasion, members of the public seek to harm themselves on the railway. In these circumstances, SWR's work to keep people safe extends to saving people's lives.

Importantly, in 2020/2021, SWR frontline teams prevented 175 incidents. RSSB's Rail Social Value tool does allow a monetised value to be placed on lives save and lost, but SWR is not comfortable doing so.



Researching interventions to save more lives

South Western Railway has secured funding from the Department for Transport to deliver research and a subsequent report on behaviourally informed approaches and solutions to reduce the number of lives lost.

Conducted by The Behavioural Insights Team, it will include:

- Researching how fatalities occur on SWR's network.
- Understanding potential behavioural interventions to reduce fatalities.
- Creating ideas for intervention solutions to reduce fatalities.
- Undertaking a trial of some of the solutions identified (if feasible).

We generate and apply behavioural insights to inform policy, improve public services, and deliver results for citizens and society.

The Behavioural Insights Team

Experiencing violence and aggression is NOT part of your job

We, South Western Railway (SWR), Network Rail Wessex route and British Transport Police (BTP), are committed to improving your personal safety at work. Our aim is to reduce workplace violence and aggression. If you are the target of violent or aggressive behaviour whilst doing your job we want you to feel you've received the best support. Together we will strive to prevent violence and aggression in the workplace and be learning and supportive organisations.

This is our pledge to you.

As an employee of South Western Railway or Network Rail Wessex you can expect:	With your support British Transport Police will:
<p>Support to reduce workplace violence and aggression</p> <ul style="list-style-type: none"> • That your personal safety comes first. • Investment in measures to support and protect your personal safety, such as targeted trials of body worn video, CCTV and training where it reduces risk. • That we will aim to identify and tackle the common triggers of workplace violence. • Where appropriate, we will provide training to equip you with knowledge, skills and techniques to help you reduce the risks to your own personal safety. <p>Supporting our people</p> <ul style="list-style-type: none"> • Support you in reporting any incidents and participating in the subsequent investigation, including giving you time in your working day to complete interviews, statements and attend court. • Prioritise your welfare after an incident so that you feel cared for and have access to wellbeing support where this is needed. • Give you the support of either the SWR Crime and Security Team or Network Rail legal team to help guide you and your line manager through any investigation and subsequent request or criminal justice process. • By working with BTP, actively seek to identify the perpetrator and hold them to account and to push for the strongest penalties possible, supporting police efforts to catch perpetrators for persistent or high harm offenders. • Supporting you with attendance at court or inquest. <p>Learn and improve</p> <ul style="list-style-type: none"> • Work with you to identify where further support is required and learn lessons to help us continue to improve. • Proactively work with you to find ways to reduce the likelihood of violence and aggression. 	<ul style="list-style-type: none"> • Prioritise resources to prevent and reduce the risk of violent and aggressive incidents on the railway. • Take all reports of staff assaults seriously, recognising it can take many different forms including verbal abuse, threats, hate crime and sexual harassment. • Allocate an Officer to support you throughout the process and explain our next steps and what you can expect from an investigation. • Prioritise the recovery of forensic evidence to maximise chances of securing successful prosecutions. • Investigate all reasonable lines of enquiry in a timely manner within criminal justice thresholds and seek sanctions in all instances of violence against SWR and Network Rail staff. • Target actions against repeat, high risk offenders who pose the greatest threat to staff by obtaining and enforcing prohibitive court orders to prevent further violence towards staff. • Provide an update on any significant activity connected to the incident within five days or it taking place (e.g. arrest, charge, court attendance, etc). • Ensure you can gain access to a victim support worker, should you want additional support, assess your additional support needs and ensure that you have the opportunity to fully explain the impact of the incident upon you, your personal life and your family through a victim impact statement.

Network Rail South Western Railway

Reducing workplace violence and aggression

In partnership with Network Rail and the British Transport Police (BTP), SWR pledged to its colleagues to reduce workplace violence and aggression.

The pledge includes investment in measures to support and protect colleague safety, such as targeted trials of body worn video cameras, CCTV, and training to reduce risks to personal safety.

It also includes supporting colleagues to report incidents and participate in the subsequent investigations during the working day, prioritising their welfare and providing access to support after an incident, and working with BTP to actively seek to identify perpetrators and hold them to account.

Accessibility

Accessibility means the extent to which people with different needs can use rail products, services, and infrastructure. South Western Railway is determined to make travel by rail more accessible for all.

Supporting customers with hidden disabilities

In 2020/2021, SWR introduced the Sunflower Lanyard Scheme – an initiative designed to help adults and children with non-visible disabilities discreetly indicate that they need extra support or a little more time when travelling.

Lanyards with a simple sunflower design were made available for collection for free at SWR's flagship stations.

Those wearing a lanyard do not need to disclose their disability, but they can rest assured knowing that SWR colleagues will be on hand to offer them additional support and assistance if they require it.

“Too many people with disabilities still do not feel comfortable travelling by rail. We are committed to playing our part to changing such.”

The Sunflower Lanyard Scheme not only helps people feel that little bit more comfortable, but also makes it easier for our colleagues to provide the time, support, and assistance that people with non-visible disabilities may require.

**Michael Adlington, Accessibility and Inclusion Manager,
South Western Railway**



Small infrastructure enhancements

In 2020/2021, SWR invested £356,000 in small infrastructure enhancements at stations to improve accessibility for customers.

The enhancements ranged from ramps, automatic doors, signage, and tactiles, to dropped kerbs, double height handrails, and anti-slip treads.

Importantly, 67% of SWR stations now have step-free access and SWR continues to work closely with the community, through its dedicated Accessibility Forum, to make the network even more accessible for all.

Employment and skills

South Western Railway's people are the key to everything it does, and their development is a priority for SWR. Social impact of employment and skills is measured by the access to employment, training, skills development, and education provided by SWR.

Pioneering apprenticeship programme

In 2020/2021, SWR recruited 21 people into apprenticeships, bringing the total number of SWR colleagues completing an apprenticeship to 215. Among the new apprentices are 10 engineering apprentices, all aged between 16 and 26 years.

In addition to being shortlisted in the Personnel Today Awards for 'Apprenticeship Employer of the Year', SWR also became the first rail company to achieve accreditation in the Investors in People 'We Invest in Apprentices' assessment.

According to the RSSB Rail Social Value tool, each apprenticeship delivers £2,353 worth of wellbeing value, totalling £505,895 across SWR.



The level of commitment to their people is outstanding and everyone at South Western Railway should be incredibly proud.

**Paul Devoy,
Chief Executive Officer,
Investors in People**

The Prince's Trust

The Prince's Trust helps young people find the tools and confidence to start careers, and SWR has been one of its partners since 2017.

The partnership, known as the Get Into programme, is specifically focused on helping 18 to 30-year-olds find work. It includes training, employability days, and a two-week placement in an SWR department. Once participants have completed the programme, SWR supports them to find ongoing employment.

It's been brilliant, I've thoroughly enjoyed the whole experience, and it has made my confidence grow a lot. I lost my job during the pandemic, and this has really helped me get back into working and seeing people I don't usually get to meet.

I learnt how to deal with people while being under pressure, with customers that are in a rush, and problem solving. I learnt communication is key on the railway. This experience is a good way to get your foot in the door for the industry and you can use the skills you've been taught everywhere.

I would love a job in rail, and my dream one would be a Guard.

Lewis Wateron, The Prince's Trust programme participant

Enhanced training courses and online learning

In 2020/2021, SWR launched its Learning Development System, providing all managers access to training ranging from people management to resilience and mental health awareness. Within five months of launch, more than 1,200 of SWR's 5,500 colleagues had either completed or partially completed 2,061 training courses.

At the same time, SWR launched 'Skill of the Month' online learning sessions for managers. These bite-sized sessions were participated in more than 1,000 times by managers. Other human resource workshops as well as online and bite-sized learning sessions reached 411 managers.

Disability awareness online learning was also launched for all managers and frontline colleagues. Customer experience training moved online too.

Across 2020/2021, the wellbeing value delivered to people benefiting from non-accredited training delivered by SWR was £10,523,972, according to the RSSB Rail Social Value tool. The value of accredited training was £204,568.



Three years of TrainingMark accreditation

For the third year in a row, SWR achieved the Institute of Customer Service's TrainingMark accreditation for its customer service training.

To achieve TrainingMark accreditation, SWR's bespoke customer service training is independently evaluated by the Institute against a comprehensive list of standards and requirements. While the programmes are bespoke and specifically designed for rail, TrainingMark accreditation means that they meet a level of customer service training that is recognised nationally.

Achieving TrainingMark accreditation demonstrates SWR's commitment to developing people to deliver customer service of the highest quality.

“We are the authority on customer service in the UK and beyond and we take very seriously the need to establish and maintain the very highest standards. We run the national accreditation service with tough conditions and proven effectiveness to ensure that only the very best and most professional organisations can demonstrate their achievements.”

The Institute of Customer Service



Social inclusion

Social inclusion means the impacts of rail on the functioning and growth of communities, and the extent to which people live alongside each other with mutual understanding and respect. South Western Railway works hard to make a positive contribution to the communities it serves, helping people of the South West get the most out of life.

Charitable fundraising and in-kind donations

The COVID-19 pandemic restricted charitable fundraising at stations. That said, SWR still made £14,997 worth of cash donations and £244,319 worth of in-kind donations to a wide range of charities and initiatives.

- £2,500 was donated to Surrey Search and Rescue to sponsor their new first response vehicle which carries specialist medical equipment for missing person searches.
- £2,500 was donated to Daisy Chains on the Isle of Wight to provide 55 mothers and premature babies with a gift box filled with

essentials such as nappies, clothes, and blankets for the first few weeks of life.

- A partnership with Action for Children was established, enabling customers to donate their Delay Repay funds to the charity which provides practical and emotional care and support to children and young people.
- More than 60 bikes abandoned at SWR stations were collected and donated to Pedal Back Cycling and upCYCLE which both offered professionally refurbished bikes to those in need.



Community Rail Partnerships

In 2020/2021, SWR invested £300,000 in eleven Community Rail Partnerships (CRPs) – not-for-profit organisations that help SWR make a positive contribution to the communities it serves.

CRPs work on a wide range of projects across SWR's network, aiming to promote sustainable and healthy travel, bring communities together, and support social and economic development.

- East Hants CRP set up a free shop at Petersfield Station, redistributing food which would have otherwise been wasted, including to local charities during lockdowns.
- Three Rivers CRP followed in East Hants' footsteps and set up a free shop at Swaythling Station.
- Isle of Wight and Lymington-Brockenhurst CRP delivered more than 20,000 meals to families in need through its Food on the Move initiative.

There are also 61 'Station Adopters' across SWR's network, up from 30 in 2019. Station adopters make SWR stations more welcoming by adding planters, creating art displays, setting up book swaps, and more.



“ There are over 70 community rail partnerships around Britain, working along railway routes to connect communities with the railway, train operator and other partners.

They deliver a range of activities to engage and benefit local people and support the development of the railway.

Community Rail Network

Diversity and inclusion

South Western Railway adopts a top-down and bottom-up approach to diversity and inclusion. There is strong engagement from the senior leadership team to the frontline teams.

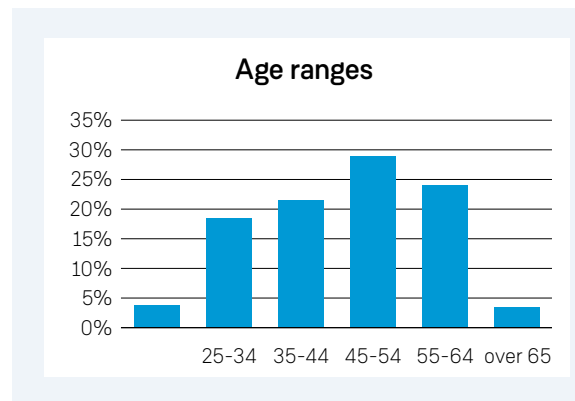
Gender and age balance

There is still a gender imbalance at South Western Railway, with data showing 81% of colleagues are male, 18% female, and 1% prefer not to say.

When it comes to age ranges among colleagues at SWR, there is more balance. With the exception of 16-24-year-olds and over 65-year-olds, all age ranges are represented between 19% and 29%.

Work is being done to address the gender imbalance, and to achieve greater diversity and stronger inclusion in general.

- A new Diversity and Inclusion Manager was appointed.
- Diversity and inclusion training for all managers was introduced.
- Five key network groups were established.
- Bias from all recruitment literature and advertisements was eliminated.
- Recruitment advertising expanded to websites, such as Mumsnet.
- Unconscious bias training was introduced for all hiring managers.
- A partnership with the Spark! CONNECT mentoring scheme, which sees SWR female colleagues mentor local young women from disadvantaged backgrounds, was established.



- A new leadership development programme for BAME colleagues was introduced.
- The partnership with The Prince's Trust, which provides employment pathways for young people from disadvantaged backgrounds, was maintained.
- Key events, such as Black History Month, International Women in Engineering Day, and Pride Month, were supported and celebrated.

While greater diversity still needs to be achieved, 71% of colleagues feel that there was a commitment to diversity, up 16% on the previous year, and 78% agree that their manager treats them fairly and with respect, 13% higher than the sector norm.



Mentoring local young women

Through the Spark! CONNECT mentoring scheme, SWR female colleagues are mentoring local young women.

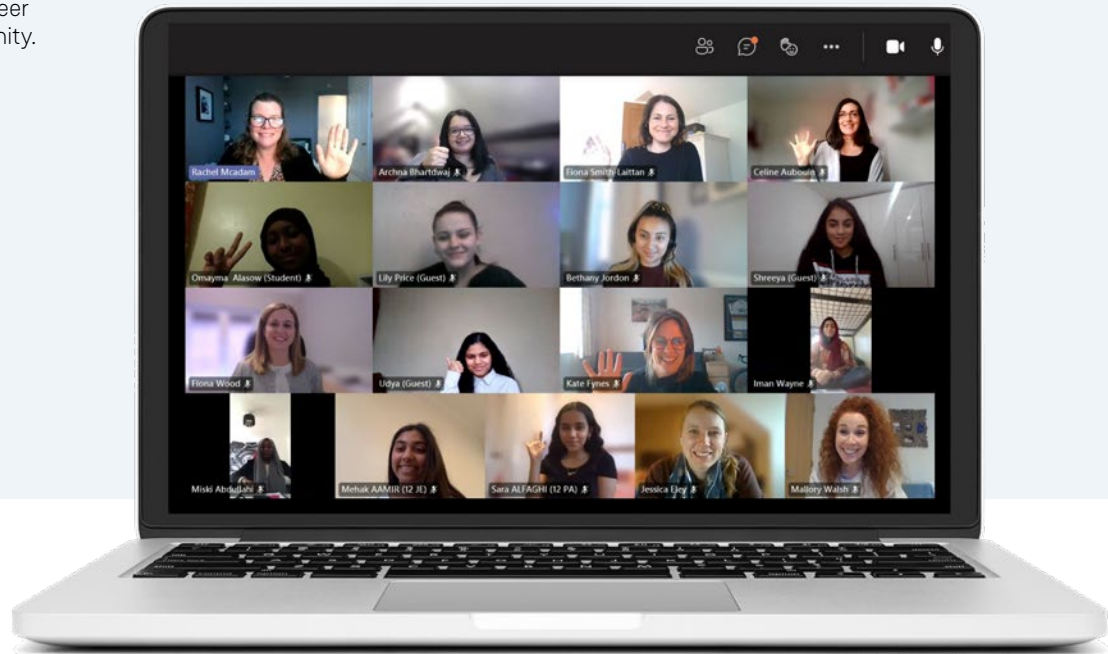
SWR has committed £19,750 to the scheme that also supports social inclusion, as it is offered to sixth form girls from disadvantaged backgrounds to raise their aspirations and help them set goals beyond school.

The scheme, which is oversubscribed, works closely with local schools. It consists of an initial three-hour training session, followed by six 90-minute one-to-one sessions, with ongoing support provided to all participants.

In addition to raising aspirations and helping set goals, SWR female colleagues provide the young women with insight into career pathways available within the community.

“We were delighted to receive funding from SWR, allowing us to work with 60 girls from West London schools and 60 mentors. This programme makes a huge difference to the girls involved, and also to the mentors.

Rachel McAdam, Head of Partnerships, Spark!



Network groups

To achieve greater diversity and stronger inclusion, five key network groups were established at SWR in 2020/2021.

- The ABLE network is committed to raising awareness and support for people with visible and non-visible disabilities.
- The INSPIRE network promotes gender equality.
- The MIND network is focused on promoting the support available for people who suffer from poor mental health, and on raising awareness of its impacts.
- The PRIDE network is all about promoting inclusivity in the area of sexual orientation and gender identity.
- The REACH network is about recognising and celebrating the diversity of our organisation in terms of people’s religious, ethnic, and cultural backgrounds and ensuring any barriers to inclusivity are challenged and removed.

Each group has an executive sponsor and a chair, and is made up of colleagues from all levels of the business who hold regular meetings and carry out activity and initiatives designed to achieve the common goal of greater diversity and stronger inclusion at SWR.



Health and wellbeing

The health and wellbeing of colleagues and customers, as well as that of the people from South West communities, is important. South Western Railway takes both mental and physical health and wellbeing seriously.







Investors in People Wellbeing Accreditation

In 2020/2021, SWR achieved accreditation in the Investors in People 'We Invest in Wellbeing' assessment. The accreditation is evidence of the number of initiatives which SWR has introduced or expanded, focusing on both mental and physical health and wellbeing.

- The health and wellbeing team expanded to 11 experts including technicians, doctors, nurses, and physiotherapists.
- 82 mental health first aiders were appointed and trained, including the Director of Human Resources.
- 117.5 hours of colleague time, worth £17,350, according to the RSSB Rail Social Value tool, was dedicated to the delivery of health and wellbeing courses.
- Health 'kiosks' continued to pop up, offering colleagues onsite health MOTs and advice.
- An online mental health hub launched, complete with short videos and useful articles, discussion points, tips, and resources.
- Mindfulness, meditation, and yoga sessions were offered weekly online.
- The MIND network launched, focused on promoting the support available for people who suffer from poor mental health, and on raising awareness of its impacts.

- 'Coffee roulette' launched, where randomly selected colleagues would have virtual coffees and chats, encouraging networking, collaboration, and connection.
- A reporting app was developed to transform the way in which sickness and absences are reported, understood, and managed.
- A reconditioning programme with a team of physiotherapists was offered to those who had been out of work for long periods, due to COVID-19 or otherwise.

Over the course of the year, 35 injuries were sustained though, and the disbenefit value of these injuries totals £479,985, according to the RSSB's Rail Social Value tool.

	South Western Railway			Wellbeing People UK Average 2019		
	Red	Amber	Green	Red	Amber	Green
 Pulse	8%	0%	92%	8%	0%	92%
 Sleep	7%	65%	28%	8%	63%	29%
 Relaxation	5%	53%	42%	9%	61%	29%
 Work life	1%	45%	54%	7%	47%	46%
 Stress	3%	50%	47%	5%	57%	38%
 Alcohol	10%	62%	28%	12%	59%	30%



Removing the stigma around mental ill-health

In 2020/2021, SWR introduced the MHFAider initiative to encourage removal of the stigma around disclosure of mental ill-health. To achieve such, one in ten colleagues are being trained in mental health.

The training dispels common myths, provides guidance on how to spot the early signs of mental distress, and provides practical tools to enable supportive conversations. So far, 82 colleagues have participated in the training and been appointed as mental health first aiders.

From grassroots to executive levels, SWR hopes to lay the foundations for a healthier workplace culture, one of both trust and empathy.

Employee engagement

Employee engagement measure how South Western Railway interacts with its people. SWR focuses on nurturing its people, as people are the key to everything SWR does.

Lower turnover than the national average

In 2020/2021, turnover of colleagues at SWR was limited to 5.56%, compared to the national average of 12.9%.

The lower-than-average turnover is the result of a wide range of colleague-related initiatives, reflected by the fact that SWR is the first and only company in the world to be awarded all three Investors in People accreditations.

We Invest in People

We Invest in Wellbeing

We Invest in Apprentices

“We are impressed by the dedication, professionalism, and commitment shown by the whole workforce.

Staff are proud to work at South Western Railway and of the positive impact they have with customers.

Investors in People

INVESTORS IN PEOPLE®
We invest in apprentices Silver

Giving people a voice

SWR continued to work hard in 2020/2021 to create a culture where every voice – from the mess room to the board room – is heard. SWR wants everyone to have a say in how its network is run.

- The results of the annual employee engagement survey continued to be shared and analysed by multiple filters, such as location and theme.
- Weekly, company-wide, senior leader updates were introduced. Chaired by the Managing Director, people could anonymously ask questions, submit ideas, or challenge the senior leaders.
- A ‘time with your manager’ initiative was revised, allowing every colleague one-to-one time with their manager twice a year, above and beyond performance reviews and work-related meetings.
- A team of 14 employee champions from across all locations, roles, and grades was created to cascade information to other colleagues, as well as to gather and share feedback on issues ranging from uniforms to training.
- An employee engagement steering group, comprising human resource senior leaders and frontline heads of functions (i.e. drivers, guards, stations, and engineering), continued to address survey results and colleague feedback.

Harnessing these initiatives, and others, local engagement action plans are developed and reviewed by managers every three months. As a result, trust in leadership grew 17% in the 18 months to November 2020, while awareness of SWR’s bigger picture, performance, and ambitions increased 12%.



Customer satisfaction

Customer satisfaction is driven by providing customers with a quality end-to-end journey. South Western Railway focuses on delivering small and large improvements for its customers every day.

Improving station experience

SWR teamed up with strategic design consultancy David Kester & Associates to identify ways to improve customer experience at stations.

Three key initiatives were identified and have since been rolled out:

- Trial of 'welcome hosts' and concierge desks at stations.
- Review of all station signage to improve 'wayfinding'.
- Activity to increase awareness of cleaning efforts.

Each of the initiatives were designed to focus on improving customer experience at SWR stations.

As a result, in the SWR customer survey, 76% of customers rated their most recent SWR station experience a four or five on a five-point scale.

Again though, more can be done, with 561 'level two station quality' complaints received in 2020/2021.



Investing in maintenance

In 2020/2021, SWR invested £3,132,938 in maintenance across 187 stations, including in preventative maintenance.

Preventative maintenance is considered a high priority, as it ensures the safe and operational condition of equipment, such as gas, water supply, and air conditioning at stations.

Across the network, vegetation clearance and pest control is also an important part of maintenance – for visibility, safety, and health reasons.

Local and sustainable procurement

Sustainable procurement considers the environmental, social, and economic impacts of purchasing, supplying, or manufacturing goods and services. Procurement accounts for a large proportion of South Western Railway's business expenditure, and it can be used to manage both risk and opportunity.



Sustainable procurement strategy

In 2020/2021, SWR developed its sustainable procurement strategy. As part of this strategy, it is working to align with the International Organisation for Standardisation's 20400 sustainable procurement standard.

Sustainable procurement means:

- Getting lasting value for money.
- Avoiding or reducing environmental damage.
- Delivering social and economic benefits locally.

ISO 20400 provides guidelines for integrating sustainability into an organization's procurement processes. It covers how to align procurement with an organization's goals and objectives and create a culture of sustainability.

International Organisation for Standardisation

Sustainability heatmapping

To better understand the sustainability risks and opportunities across its supply chain, SWR undertook a heatmapping exercise with 50 suppliers. The knowledge gained from the exercise are being applied to SWR's procurement processes, with the opportunities being maximised and the risks minimised.

The exercise was well received by suppliers who considered it an opportunity for knowledge sharing. For taking part, they were invited to SWR's Institute for Environmental Management and Assessment accredited sustainability training, and many are now looking to embed the International Organisation for Standardisation's 20400 sustainable procurement standard in their own procurement processes.



Supporting small and medium-sized businesses

In 2020/2021, SWR procured 7.5% of all spend from small and medium-sized businesses.

To further support small businesses during the COVID-19 pandemic, SWR invited South West locals to nominate their favourite local business and give them the chance to win £1,000 and £20,000 worth of advertising across the SWR network.

More than 2,200 nominations were made in the set two-week period, with ultimately two winners and three runners up chosen.



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Thanks for nominating the businesses you can't wait to go back to, Channel View Guest House is one of the winners of our restart package

Full Terms and Conditions apply

Winner

Suttons in Weymouth

an independent, family-owned store established in 1878, which has been serving coffee to locals and visitors since 1969

Runner up

The Cross Keys in Sherborne

a historic, heritage-listed inn which pivoted during the COVID-19 pandemic to produce takeaway meals and snacks, as well as free meals for the community

Runner up

Channel View in Weymouth

a go-to Georgian guesthouse with views over Weymouth Bay and the Jurassic Coast

Winner

The French Horn in Alton

a child and dog friendly gastropub, with a long history and great beer garden

Runner up

The Swan Inn in Bedhampton

with its large family garden and traditional home cooked meals including famous Sunday roast

Regeneration

Regeneration value is determined by the impacts of changes to the built environment on local economies and people. South Western Railway is committed to helping build the economic and social prosperity of the country and the communities we serve.

The Customer and Communities Improvement Fund

SWR's Customer and Communities Improvement Fund invested more than £1m in 41 local projects in 2020/21, as part of a £5.7m three year scheme to deliver infrastructure, societal, and educational improvements.

With category objectives of connecting people, purpose and doing good, and enhancement and improvement, these projects are being implemented by a wide variety of stakeholders from local authorities to small community groups, many of them complementary.

- SWR is supporting a programme which sees young people in Portsmouth and Southampton who face disadvantages mentored by Olympian and Paralympians.
- SWR supported the installation of a replacement children's playground at Ropley Station, suitable for children with limited mobility.

- SWR is transforming Beverley Brook Cycleway from a mud track to a key, vehicle free cycle and pedestrian route across Wimbledon Common.

All South West communities are eligible to apply for funding from the Customer and Communities Improvement Fund. Successful bids come from a wide range of organisations and cover a wide range of activities, from diversity and outreach projects, to full scale building refurbishment projects.

To better measure impact of regeneration, SWR is improving the recording of its data in this area. Commercial and leisure space changes, tourism and visitor number and spending variations, and even design changes, for example, that enhance walkability, all have an impact on local economies and people.



We're so pleased to be partnering with SWR to help them return disused station spaces to community use and bring stations into the heart of communities.

This type of work is especially important as we help communities to recover and build back better from COVID-19.

**Jools Townsend, Chief Executive,
Community Rail Network**

Use of redundant spaces for community purposes

Following a review of all buildings across its network, SWR is in the process of making redundant spaces available for community use, with two already having come online.

- A building at Swaythling Station has been turned into a free shop, collecting food that would have otherwise been thrown away, and redistributing it to people who can make use of it.

- At Netley Station, an additional toilet has been made available to a local community group, while plans are being drawn up to reopen an old waiting room there.

All the buildings are leased for a 'peppercorn rent' – in other words, for free. SWR hopes to hand the keys to more redundant spaces over to other community groups soon.

Looking ahead

This report is South Western Railway's first Social Value Report. It serves as a benchmark from which SWR can build this year, and every year.

Priority areas for social impact

SWR's new National Rail Contract recognises the essential role that it plays in building the economic and social prosperity of the country and the communities it serves.

For this year, SWR has identified the following social impact areas of priority.

- **Community safety:** Work to safeguard children and vulnerable people on the SWR network by raising awareness in regard to signs to spot among those who might be taken advantage and collaboratively with British Transport Police to target gangs.
- **Accessibility:** Make further accessibility improvements at stations, such as induction loops on platforms as well as tactile, assisted boarding points.
- **Employment and skills:** Work with The Prince's Trust to provide more employment pathways for young people from disadvantaged backgrounds.
- **Employment and skills:** Promote greater diversity in the recruitment process.
- **Social inclusion:** Continue to engage local communities to help build the confidence of people from disadvantaged backgrounds through initiatives such as 'Try the Train'.

- **Health and wellbeing:** Develop and deliver a wellbeing strategy for colleagues.
- **Health and wellbeing:** Develop an air quality strategy.
- **Customer satisfaction:** Develop a station social and commercial development plan to help improve stations for customers and local communities.
- **Local and sustainable procurement:** Work towards alignment with International Organisation for Standardisation's 20400 sustainable procurement standard.

SWR will also revitalise areas impacted by the COVID-19 pandemic, including community volunteering, educational events, and charitable fundraising at stations.

At the same time, SWR will discuss the potential for greater, more collective social impact with other key South West businesses, community organisations, and authorities.

Improved record and measurement

SWR is proud to be the first train operating company to publicly publish the monetised values determined by Rail Safety and Standards Board's Rail Social Value tool.

This year, SWR will focus on improving the practice of recording of social impact data in all areas, while continuing to work with the RSSB to improve measurement of social impact.

SWR plans to publish a social value report every year.



Get involved

This report is the start of something new. Stakeholders, customers, and communities are invited to get more involved.

Over the next year, South Western Railway will be approaching individuals and organisations across the rail industry and more broadly across its network to understand how it can further collaborate to see that the people of the South West get the most out of life.

If you would like to get involved, please contact the Sustainability Team via sustainability@swrailway.com

Whether you have a great idea, an exciting new project, or simply just want to find out more, SWR would love to hear from you.



