



Customer report

Publication date 14 May 2026

Reporting periods 7 to 13, inclusive of 14 September 2025 to 31 March 2026

Scores throughout are for GTR, a railway operator managing Southern, Thameslink, Great Northern and Gatwick Express.

GTR

Great Northern

GX
GATWICK EXPRESS

SOUTHERN

ThamesLink/

Operational performance

In periods seven to thirteen we delivered an 11.9% reduction year on year in cancellations, with a notable year on year reduction (61.9%) in cancellations caused by Thameslink and Great Northern driver unavailability. However, the network continued to be affected by external events such as disruptive trespass incidents and isolated infrastructure failures. Of note, Thameslink was significantly impacted in Period 9 and 10 with a failure of the train detection system used by the signalling system in the Thameslink core. Punctuality has remained relatively consistent through the year finishing in line with last year.

At the end of the calendar year we introduced the December 2025 timetable, this made several changes to the running order of services on the East Coast Main Line and increased the turnaround time for our London Victoria to Littlehampton service. Among other changes these are now contributing to small improvements in punctuality which we will see continue to improve over the coming year.

Jointly with Network Rail we are focusing on performance improvement. Key initiatives during the reference period include the expansion of qualified Thameslink and Great Northern drivers to 1,134, compared to our July 2024 start point of 1,054. We also continued work to introduce Class 379 trains to the Great Northern network with 23 of the planned 30 in use by the end of the period. For our infrastructure, we delivered a back-up signalling system for part of the Thameslink core, addressing the issues experienced in December 2025 and with a more comprehensive system planned for summer of 2026. We also continue to work closely to improve services during disruption, with focus areas including improving the information available to drivers to relay to customers, as well as working with the British Transport Police to introduce long distance drones to help identify faster that trains can run normally following a trespass incident.

Operational performance scores

Period	Total cancellations	GTR cancellations	Short formations	On time	Time to 3 minutes	Time to 15 minutes	
P7	2024	7.25%	3.66%	0.36%	66.16%	83.33%	97.71%
	2025	5.34%	2.48%	0.64%	66.98%	84.95%	98.17%
P8	2024	5.23%	3.26%	0.45%	66.35%	84.24%	98.30%
	2025	5.18%	1.87%	0.63%	64.43%	83.24%	98.33%
P9	2024	7.58%	4.48%	0.48%	60.19%	79.17%	97.57%
	2025	6.94%	2.33%	0.89%	61.48%	80.64%	97.70%
P10	2024	6.70%	4.25%	0.35%	68.35%	85.26%	98.39%
	2025	5.31%	2.05%	0.54%	67.74%	84.83%	98.14%
P11	2025	4.66%	1.86%	0.75%	67.13%	84.55%	98.21%
	2026	4.60%	1.24%	0.64%	66.61%	84.24%	98.23%
P12	2025	5.23%	2.31%	0.55%	67.54%	85.03%	98.49%
	2026	4.64%	1.62%	0.57%	68.16%	85.47%	98.47%
P13	2025	4.40%	2.46%	0.50%	71.39%	87.74%	98.77%
	2026	3.93%	1.30%	0.62%	71.99%	87.67%	98.57%
P7-P13 2024/2025	5.84%	3.22%	0.54%	66.76%	84.22%	98.21%	
P7-P13 2025/2026	5.11%	1.85%	0.65%	66.85%	84.49%	98.24%	

It remains a key ambition for us to further reduce cancellations and improve punctuality over the coming years. We continue to work closely with Network Rail and colleagues from other train operators to jointly drive performance improvement.

Customer experience

Our Service Quality

As we reach the end of Year 4 of the Service Quality Regime (SQR), we continue to work collaboratively with our suppliers to deliver consistent, high-quality outcomes. SQR provides a comprehensive measure of the environment and customer service across our stations, onboard our trains, and through our information channels, giving us valuable insight into the customer experience. As we move into Year 5, our focus will be on building on this foundation - using performance data and insights to target key areas for improvement, drive greater consistency, and further enhance the overall experience for our customers.

Key aspects of station and train environments, as well as customer service, are assessed through a combination of mystery shopping - including assessments carried out by individuals with additional needs - and inspections conducted by an independent supplier. Where a failure is identified at a station or on a train, a defined timeframe is set for the issue to be resolved before a reinspection takes place. Failure to rectify the issue within this period, or to meet the required standard upon reinspection, results in an impact on overall performance scores.

Our priority is to prevent SQR failures through proactively identifying issues and areas for improvement before they impact our customers' experience. We're also working across the business, with our industry partners (including Network Rail & British Transport Police) and with key suppliers to maintain and drive targeted SQR performance improvements.



SQR performance is reported each railway period (four weeks) against benchmarks set by the Department for Transport. It forms one of several key data sources used to build a comprehensive understanding of performance, helping to identify trends, risks, and priority areas. Through ongoing analysis, near live reporting and targeted deep dives, we use this insight to drive focused improvements in the areas that matter most to our customers.

We continue to prioritise SQR by identifying opportunities to maintain and improve performance across key areas, with a strong emphasis on proactive and preventative approaches. This has included the rollout of the Check It, Fault It app, enabling teams to report and resolve issues more quickly and consistently, supporting a more responsive station environment. Alongside this, continued investment in Customer Service training has strengthened staff capability and contributed to positive performance in customer interactions. We are also actively working towards a longer-term solution to address interior graffiti on the Class 700 fleet, recognising the ongoing challenges posed by criminal damage. Together, these initiatives reflect a targeted and practical approach to improving both station and onboard environments for our customers.

Service Quality Regime scores

Service quality area	P7	P8	P9	P10	P11	P12	P13	Benchmark
 Stations: ambience and assets	71.04%	76.95%	74.43%	79.09%	76.19%	77.51%	81.88%	77%
Stations: cleanliness and graffiti	66.29%	69.76%	66.93%	70.08%	67.65%	63.75%	72.92%	69.31%*
Stations: information	69.18%	80.33%	81.67%	79.96%	75.70%	73.88%	76.42%	78%
Stations: ticketing and staffing	91.04%	92.24%	94.64%	93.05%	93.29%	94.21%	96.27%	90%
 Trains: ambience and assets	90.89%	92.65%	91.67%	91.38%	91.81%	91.27%	90.76%	92%
Trains: cleanliness and graffiti	87.81%	89.17%	87.93%	89%	88.33%	87.65%	86.83%	91%
Trains: information	82.43%	85.93%	92.25%	91.32%	81.03%	80.80%	77.02%	93%
 Customer service: staff helpfulness	94%	90%	88%	88%	94%	91%	85%	86%
Customer service: online information	95.83%	97.92%	100%	100%	100%	100%	100%	96%

*(P1-3 67%; P4-13 70%; Annual 69.31%)

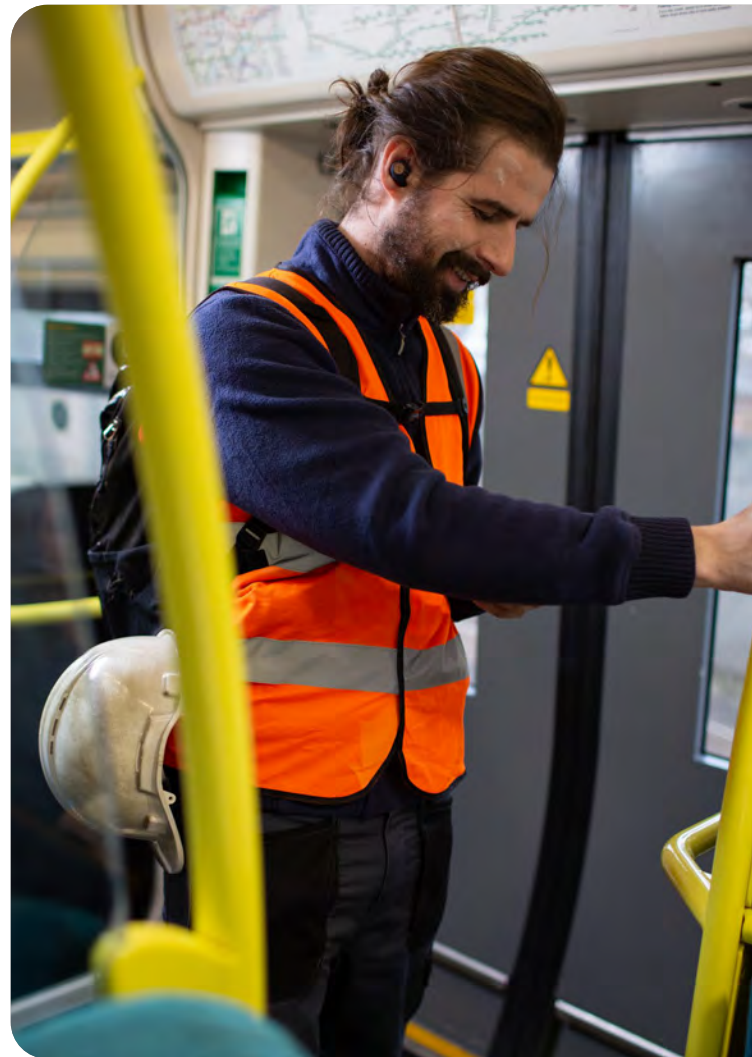
Customer satisfaction

The Rail Customer Experience Survey (RCXS) is a new, industry-wide measure of customers' experiences. It has been developed collaboratively by the Rail Delivery Group (RDG), Department for Transport, Transport Focus, Network Rail and the Customer and Revenue Growth Team (formerly part of GBRTT). The survey is designed to provide regular, robust and consistent insight across the rail industry, combining the strongest elements of previous approaches into a single, authoritative source of customer data.

GTR also draws on a wide range of industry insights while proactively seeking customers' views. This includes targeted customer experience surveys, regular input from the Access Advisory Panel, and engagement with the Passenger Panel. These insights are assessed alongside feedback received through customer contacts, complaints, praise and social media, helping to identify emerging issues and priorities.

Station opening hours

Opening hours data is collated weekly to track compliance with ticket office opening hours under the RDG Ticket Settling Agreement. GTR as a good and efficient operator will always strive to achieve 100% compliance. The data below shows compliance across our Ticket Offices against our scheduled operating hours on each brand and GTR as a whole.



Percentage of compliance with scheduled operating hours

Train company	P7	P8	P9	P10	P11	P12	P13
Great Northern	92.61%	94.19%	94.46%	90.73%	97.01%	97.16%	97.60%
Gatwick Express	100%	100%	100%	99.11%	99.70%	100%	99.11%
Southern	91.86%	92.22%	91.42%	92.94%	94.78%	93.43%	92.95%
Thameslink	93.82%	93.09%	94.01%	89.59%	96.67%	95.60%	96.01%
GTR	94.57%	94.88%	94.97%	93.09%	97.04%	96.55%	96.44%

GTR has delivered year-on-year improvements in coverage across all brands, driven by the continued implementation of a targeted recruitment strategy.

Overall performance has demonstrated a positive upward trend from P7 to P13, reflecting increasing operational stability.

P10 presented challenges across all routes, largely attributable to the Christmas and New Year period; however, performance recovered strongly from P11 onwards.

Throughout P7 to P13, GTR successfully released all frontline staff for one day of face-to-face customer service training, while still achieving year-on-year improvements in coverage.

Passenger assist

At GTR, we are committed to providing an accessible and inclusive railway service for all our passengers. We want to ensure that our rail service is accessible across all stages of the customer journey, so our stations and our trains can be used by everyone, including those with visible and non-visible disabilities. Predominantly, as a commuter operator, we are extremely proud that majority of disabled people and others who require assistance during their journey, choose to travel without booking assistance in advance (with 'turn up and go' making up 70% of our total assistance requests during periods P7 to P13 (September 25 to March 26), highlighting the confidence in our assistance provision for spontaneous travel. During the final six periods of this year (P7 to P13 2025/26), we have continued to see an increase in the number of recorded assistance requests. This continues to be supported by improvements in the recording of our 'turn up and go' assistance through the industries Passenger Assist staff app. The total number of recorded assistance requests in 2025/26, including those booked in advance, now stands at 202,843. This represents an average increase of 23% compared with the same periods in 2024/25.

To support all our customer-facing teams in maintaining excellent customer service standards when providing assistance and general customer interactions, GTR launched the in person 'Leading Great Journeys' and 'Great Journey Maker' inclusive customer service training in September 2025, which supports some of the elements covered within the disability awareness training all customer-facing colleagues complete on a biennial basis. In addition, we continue to develop and deliver targeted accessibility training solution with input from our Access Advisory Panel, e.g., training videos for ramp assistance and providing a positive customer experience.



To further support customers as part of our commitment to continuous improvements, and building on initiatives such as Convo, a British Sign Language interpretation app supporting deaf and hard of hearing customers, and Aira, which provides visual interpretation of environments for blind and partially sighted people, we have launched a pilot of new, innovative accessible audio at one of our principal stations. This solution uses Bluetooth transmission to deliver public address announcements directly to customers compatible devices such as phones, headphones and hearing aids. We will continue to monitor this over the coming year to assess its benefits and overall proof of concept.

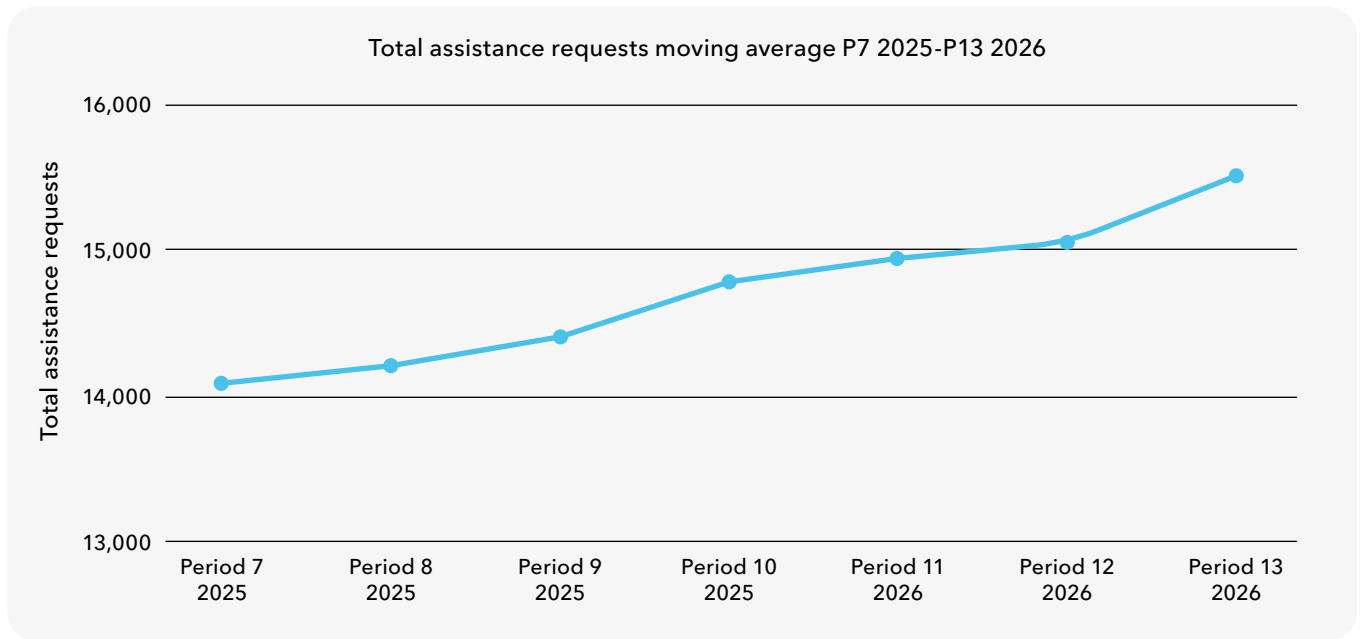
Alongside this, we are also trialling an online virtual tour at one of our stations to better support customers in planning their journeys, as part of our model station design approach.

These initiatives build on the wider improvements already in place, all aimed at strengthening passenger confidence when travelling by rail. They are being delivered through ongoing collaboration with other operators, external partners, and key stakeholders, including people with lived experience, ensuring we focus on and implement meaningful improvements that matter most to our customers.

Passenger assistance numbers

Period	P7	P8	P9	P10	P11	P12	P13
Total assistance requests	16,609	16,421	15,236	15,018	12,392	14,449	16,369
Booked	5,356	5,064	4,592	5,144	3,540	4,013	5,217
Recorded unbooked	11,253	11,357	10,644	9,874	8,852	10,436	11,152
Total assistance journeys year over year	17%	22%	22%	28%	23%	22%	19%

Total assistance moving average P7 2025-P13 2026



Performance against environmental impact targets

Embedding sustainability

We have now released our Sustainability Strategy 'Blueprint for a Sustainable Future'. Our blueprint brings together 11 sustainability topics across three core themes of Emissions, Natural Environment and Social Sustainability. It is fully aligned with the UN Sustainable Development Goals, the rail industry's Sustainable Rail Blueprint and Network Rail's Greener Railway Strategy. The Blueprint has been developed collaboratively across multiple GTR business units, designed to ensure full business ownership, with each topic underpinned by core actions that catalyse a cultural shift in how we operate.

Homes for nature

In Partnership with the Bee Friendly Trust, station and community partners and internal colleagues, we have in the last year completed our commitment to 200 Homes for Nature across the estate. These have been installed across all brands in GTR and include bird boxes, bee hotels, and hibernacula as well as other habitat transformation and planting. We look forward to adding further Homes for Nature in the future and embedding the project into other programmes across GTR.

Weather resilience and climate change adaptation

GTR have now developed our first Weather Resilience and Climate Change Adaptation (WRCCA) Strategy, in line with guidance provided by the DfT and Network Rail. The strategy examines the broad scope of impacts extreme weather increasingly has on GTR's operations, passengers, and staff, and sets out our key adaptation actions. This will allow us to build greater resilience into our network and ensure that visiting and working at our stations and wider assets remains a positive experience. We intend this to be a collaborative and evolving approach, focusing on those measures that are both feasible and likely to have the greatest impact.

Management systems

We have now recertified to ISO 14001:2015 and ISO 50001:2018. Our externally recognised integrated Environment and Energy Management System provides GTR with a clear framework to manage environmental impacts and optimise energy use, supporting compliance and sustainability goals. Together they drive cost savings and environmental improvement through resource and energy efficiency, reduced carbon emissions, and strengthened resilience against regulatory and climate risks.



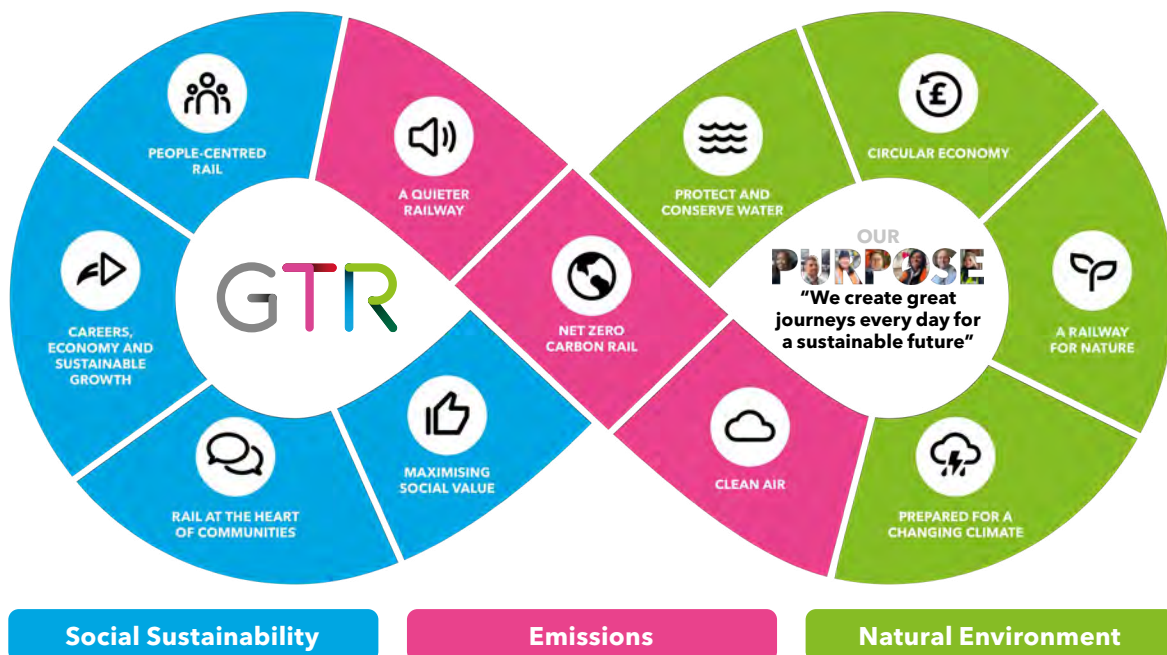
Culture for Sustainability



Prepared for a Changing Climate



A Railway for Nature





Customer complaints and fault reporting

Our commitment is to use all customer feedback as a launchpad for improvement. We value the feedback we receive as it allows us to identify areas where positive changes can be made to the service we offer across our multiple functions. We know it's important that customers can give feedback easily and that we respond appropriately. Where we've got it wrong, we accept responsibility and say we're sorry.

We've designed our Complaints Handling Procedure (CHP) to ensure we investigate complaints and give them fair and careful consideration. Our CHP was revised following a review arranged by the Office of Rail and Road. We provide data in relation to our passenger-facing activities, including the complaints we've received and performance, to demonstrate we're complying with our obligations to our customers.

This information can be viewed here [orr.gov.uk/monitoring-regulation/rail/passengers/complaints-compensation/core-complaints-data](https://www.orr.gov.uk/monitoring-regulation/rail/passengers/complaints-compensation/core-complaints-data). Over the last six periods we responded to 96.8% of our customers' complaints within 20 working days across some difficult periods with sporadic incoming volumes driven by a number of disruptive incidents.

Complaints - summary

	P7	P8	P9	P10	P11	P12	P13
Complaints responded to	2,771	2,468	2,303	2,173	2,221	2,356	2,553
Responded to within 20 working days	93.73%	95.83%	96.83%	98.25%	96.89%	98.09%	97.96%
Complaints per 100,000 journeys	11.00	8.79	8.96	10.67	9.60	9.64	9.21

We continue to make it low effort for our customers to report faults about our trains or stations by using our easy 'Report a fault' link on the Contact us page available on all four websites - or by phone or email. Faults that are safety-related are routed to a priority lane and reviewed at speed while faults that are not as high priority may take a little longer to resolve.

We commit to responding to all customer feedback and where possible, provide a progress update. Customer enquiries and complaints about faults help us focus on specific issues supported by a framework of GTR-led processes used to identify where faults exist that need resolving. This overview includes using data received through our Service Quality Regime.

We also use the observations of our frontline teams while carrying out their routine station and on-board inspections to provide a complete picture. All of these data points are collated and reviewed to help prioritise schedules of work.

Some of the works we have carried out to make improvements in other areas include highlighting changes to industry rules across all of our channels and delivering improvements to our refund processes. The following table shows an overview of the number of faults reported by customers during the reporting periods.



Faults - summary

2025/2026 Periods 7 to 13	Great Northern	Gatwick Express	Southern	Thameslink	Grand total
Quality on train	87	9	178	147	421
Facilities on board	25	1	22	44	92
Toilet facilities	21	2	61	48	132
Upkeep and repair of the train	41	6	95	55	197
Safety and security	86	9	377	266	738
Your personal security on board	36	7	166	137	346
Your personal security while using station	50	2	211	129	392
Station quality	61	2	254	133	450
Cleanliness	3		17	7	27
Facilities for car parking	18		37	33	88
Availability of seating			6	1	7
Facilities and services	29	1	134	70	234
Provision of shelter facilities	1		13	7	21
Upkeep of station buildings/platforms	10	1	47	15	73
Grand total	234	20	809	546	1,609



Our commitments

As we look back on four years of operation under the National Rail Contract, we are delighted to have delivered a wide range of improvements as part of our Commitments. This has included:

- **Working with the British Transport Police and our own security teams to achieve 'Secure Station' and 'Safeguarding in Rail' accreditations**
- **Rolling out Body Worn Cameras to our customer facing staff**
- **Delivering over £6million of improvements made to stations under the Station Improvement and Minor Works programmes**
- **Providing £1.2million of funding to local projects in the communities we serve via the 'Your Station, Your Community' fund**
- **Continuing work to improve inclusion and diversity within our workforce, including through bespoke apprenticeship, recruitment, and sector-based workplace training strategies designed to increase the number of veterans, ethnic minorities, women, and other underrepresented groups within our organisation**
- **Securing accreditations and recognition under the Disability Confident employer scheme, National Equality Standard, and Defence Employer Recognition scheme**

We look forward to delivering a new suite of commitments once we begin operating under public ownership guidance of the of DfT Operator Ltd. Public ownership of the railways aims to deliver an improved experience for passengers by bringing together train operators and the management of the railway's infrastructure to improve performance, reduce subsidy, promote innovation and improve satisfaction, keeping the railway working for customers and taxpayers.



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Further details regarding GTR
Operational Performance can be
accessed via our website at
gtrailway.com/what-we-do