



# lumo HullTrains

## The Purpose Coalition, Lumo & Hull Trains: Breaking Down Barriers Impact Report











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## Executive Summary

The Purpose Coalition, Lumo & Hull Trains: Breaking Down Barriers Through Open Access Impact Report highlights the transformative work of Lumo and Hull Trains, focusing on how these two open access rail operators are breaking down barriers to opportunity in the UK. Through their innovative approach to rail services, Lumo and Hull Trains are not just improving connectivity across regions but are playing a critical role in fostering economic growth, enhancing social mobility, and advancing environmental sustainability.

Lumo and Hull Trains operate as open access rail companies, which allows them the flexibility to offer customer-focused, affordable, and sustainable travel options outside the traditional rail franchise model. Lumo, with its all-electric fleet, offers environmentally friendly and cost-effective services between London and Edinburgh, while Hull Trains provides essential long-distance connections between Hull and London. Both operators demonstrate a strong commitment to local communities, partnering with regional businesses, investing in training, and supporting social mobility.

Aligned with the Purpose Goals established by the Purpose Coalition, Lumo and Hull Trains have made measurable strides in addressing key social and economic challenges.

These include improving access to education, employment, and healthcare by providing affordable rail services to underserved regions. Their contributions to sustainable transportation also play a key role in reducing the UK's carbon footprint, directly supporting the country's Net-Zero ambitions.



The report benchmarks Lumo and Hull Trains' activities against the Purpose Goals, with particular focus on:

- **Economic and Social Impact:**  
By offering competitive fares and frequent services, Lumo and Hull Trains have reduced the reliance on more expensive and polluting forms of transport, enhancing access to key economic hubs.
- **Social Mobility:**  
Both operators have invested in apprenticeship programmes and career development initiatives, creating pathways into the rail industry for young people and those from disadvantaged backgrounds.
- **Environmental Sustainability:**  
Lumo's all-electric trains and Hull Trains' bi-mode technology exemplify their leadership in sustainable travel, significantly reducing carbon emissions.

Lumo and Hull Trains are deeply embedded in the communities they serve, supporting local initiatives, educational programmes, and cultural events. By forming strong partnerships with local organisations, they have helped to build sustainable communities and promote social mobility in regions with high deprivation levels.

To further scale their social impact, the report recommends:

- Expanding industry partnerships to foster greater collaboration and innovation within the rail sector.
- Prioritising training and development programmes to support career progression and skills development.
- Strengthening internal collaboration to enhance customer experience and operational efficiency.

This report illustrates how Lumo and Hull Trains, through purposeful leadership and innovative rail services, are contributing to a fairer, greener, and more connected Britain.







# Forewords

## 0.1 Rt Hon Justine Greening

Chair of The Purpose Coalition and Former Secretary of State for Transport

Rail travel has long been a cornerstone of connectivity in the UK, not only linking people to places but also to opportunities. As we strive to build a fairer, more inclusive society, we must remember the central role that transport plays in breaking down barriers and improving social mobility. Lumo and Hull Trains, as open access rail operators, represent a modern evolution of this essential service. Their innovative model goes beyond offering additional rail services, it is a commitment to making travel more affordable, accessible, and sustainable. By doing so, they are not just filling gaps in the rail network, they are closing gaps in opportunity across the country.

The Purpose Coalition was founded to address the most significant barriers holding back social mobility, and this report exemplifies the kind of purposeful leadership we need to tackle these challenges. Open access operators like Lumo and Hull Trains are playing a vital role in ensuring that people can access opportunities, whether through connecting commuters to jobs, enabling young people to access training and education, or allowing patients to travel for healthcare. Their services make these critical journeys possible for many who would otherwise face prohibitive costs or inadequate options. This is what breaking down barriers truly looks like in practice.



Lumo and Hull Trains are also driving economic growth in the regions they serve. By improving rail links and offering competitive fares, they have opened up new possibilities for local economies, particularly in areas like Newcastle, Edinburgh, and Hull. Their efforts to build partnerships with local communities, whether through supporting local businesses and suppliers, creating jobs, or investing in apprenticeships, demonstrate their broader commitment to social mobility.

Equally important is the environmental leadership demonstrated by both operators. Lumo's all-electric fleet is a trailblazer in providing a low-carbon alternative to road and air travel. By replacing more polluting forms of transport, they are directly contributing to the UK's Net Zero ambitions, helping customers avoid emitting substantial amounts of CO2 while travelling between key destinations like London and Edinburgh. Hull Trains, with its bi-mode trains, is also reducing harmful emissions by running on electric power where possible, further supporting the transition to greener transport.

The Purpose Goals offer a framework to assess and scale this impact, and it is clear that Lumo and Hull Trains are at the forefront of using business as a force for good. By creating affordable and sustainable travel options, these operators are not only enhancing connectivity but also empowering communities, promoting social mobility, and protecting our environment for future generations. Their leadership demonstrates how transport can be a powerful tool for positive change.

At a time when we must work collectively to build a fairer, greener, more inclusive Britain, I am proud to see organisations like Lumo and Hull Trains leading by example. They understand that the future of UK transport is not just about moving people from A to B, but about empowering communities, creating jobs, and contributing to a sustainable future. Their success shows how businesses that align their strategy with social purpose can drive real, transformative change, ensuring that rail remains at the heart of Britain's journey towards a more equitable society.





## 0.2 Nick Forbes CBE

Chair of the Breaking Down Barriers Commission and Former Member of Keir Starmer's Shadow Cabinet



As a former leader of Newcastle City Council, I know firsthand the transformative power that transport infrastructure can have on a city's economy, its people, and its future. Lumo and Hull Trains are at the forefront of delivering this change in the North.

Lumo's arrival in the city has been nothing short of a game-changer. By providing affordable, frequent, and reliable services, Lumo has opened up new possibilities for local residents and businesses alike. The city now benefits from faster connections to London, and by offering the first train service of the day from London to Newcastle, Lumo has made it easier for businesses to connect, meetings to take place, and opportunities to be seized. This has had a measurable impact on the local economy, supporting tourism, creating jobs, and enhancing Newcastle's position as a growing hub for innovation and investment.

Lumo's commitment to sustainability is equally impressive. As the UK focuses on achieving Net Zero, Lumo's all-electric fleet is setting a new standard in environmentally friendly travel. This not only helps reduce the carbon footprint of those travelling between London and the North, but it also demonstrates the role rail can play in shifting people away from more polluting forms of transport, such as cars and domestic flights. Meanwhile, Hull Trains has invested in bi-mode technology, ensuring that their trains can run on electric power wherever possible, further reducing emissions and environmental impact along their routes. Their use of modern engines and overhead electric lines reduces the time diesel engines are used, significantly cutting harmful emissions.

Lumo's contribution goes beyond transport. The company has established deep partnerships within Newcastle, supporting local businesses, sports teams, and cultural initiatives. Whether it's their collaboration with Newcastle College, their sponsorship of Gateshead FC, or their support of Northern Pride, Lumo is embedding itself into the fabric of the community and helping to build a brighter, more connected future for the North East. Their use of locally sourced food and drinks on their trains is praiseworthy.

As Chair of the Breaking Down Barriers Commission, I'm proud to see how Lumo and Hull Trains are breaking down both physical and social barriers. By creating affordable, sustainable transport options and investing in local communities, they are ensuring that people across the UK, especially those in underserved regions, can access the opportunities they need to thrive. Their efforts remind us that rail is not just a means of travel, it's a critical enabler of social mobility, economic growth, and environmental progress.



### 0.3 Martijn Gilbert

#### Managing Director of Lumo & Hull Trains



At Lumo and Hull Trains, we are not just operating rail services, we are reshaping what rail travel means for communities across the UK. As open access operators, we have the flexibility to innovate, and we see our role as more than just connecting cities. We are breaking down the barriers that prevent people from accessing the vital opportunities that rail travel offers—be it getting to work, accessing education, visiting a healthcare provider, or simply maintaining social ties. Rail has the power to unlock access to education, employment, and essential services, and we are proud to be at the forefront of that movement.

The open access model allows us to run services that respond directly to the needs of the communities we serve, offering affordable and

sustainable alternatives to car and air travel. This not only helps to reduce carbon emissions but also makes long-distance rail travel more accessible to people that in turn drives significant national and regional economic benefits. Whether it's providing direct links between cities like Hull and London or offering electric train services between Edinburgh and Newcastle, we are enabling more people to reach the places they need to go without the burden of excessive travel costs. Fairly priced fares, on average 30% cheaper than the traditional operator, helps us reach a broader demographic of customers, spearheading social mobility by enabling more people to travel by rail that would otherwise be priced out of the market.

This report outlines our commitment to creating social and economic impact in the regions we serve. Through our partnerships with local organisations and our investment in training and development, we are not only providing jobs but also generating social mobility in areas that have been historically under-served. By offering flexible and reliable rail services, we give people the freedom to pursue opportunities that might otherwise have been out of reach, whether that's a new job, training programme, or a vital healthcare appointment.

Our commitment to breaking down barriers remains unwavering. Rail is a vital part of the UK's infrastructure, and we believe that it should be accessible to all. By continuing to innovate and expand our services, we aim to make travel easier, greener, and more inclusive, ensuring that everyone has the opportunity to connect with what matters to them most.





# 1. An Introduction to Open Access

Open access rail operators are privately financed companies that aim to offer customer-centric train travel, often focusing on under-served communities.

Unlike traditional rail operators, open access companies run services by filling gaps in existing timetables and take on the full financial risk of their operations. This model enables them to innovate and offer competitive fares without burdening taxpayers.

Open access operators also contribute to the railway infrastructure through track access and station charges. The presence of these operators fosters healthy competition, increases customer choice, and drives overall market growth.

Companies like Lumo and Hull Trains have demonstrated the positive impact of this model through high customer satisfaction rates, reliable service, and the economic benefits they bring to the regions they serve.



## 1.1 An Introduction to Lumo & Hull Trains

Launched in 2021, Lumo operates all electric train service on the East Coast Main Line between London King's Cross and Edinburgh Waverley. Owned by FirstGroup and headquartered in Newcastle upon Tyne, Lumo was founded with the aim of reimagining rail travel by offering affordable ticket options, environmentally friendly travel, and an inclusive customer-focused approach.

Lumo provides an alternative to air travel between London and Edinburgh, improving regional connectivity while emitting 95% less carbon than flying. It is not just focused on travel but also invests in local partnerships and community initiatives, supporting organisations such as Beamish Museum, Gateshead FC, Newcastle Eagles, Donzoko Beer, local food and drink suppliers and the Edinburgh Science Festival. In its first 3 years of operation, Lumo has served over 3m customers with a 96% customer satisfaction rate.



Looking ahead, Lumo plans to expand its services to Glasgow subject to approval by rail's regulator, the Office of Rail and Road (ORR) and has submitted an application to the ORR to connect Rochdale directly to London via Newton-le-Willows and Manchester.

In 2019, Hull Trains introduced its new Paragon fleet, part of a £60 million investment to replace its old trains with state-of-the-art, greener alternatives, increasing capacity by 20%. Since the introduction of the Class 802 fleet, diesel traction is only required for a minority – 20 to 30% – of total vehicle mileage. This closely correlates with the 78.2% decrease in diesel used in 2023/24 compared to 2018/19 across the organisation.

Hull Trains is also deeply rooted in the communities it serves, partnering with organisations such as Hull City FC, Hull KR, The University of Hull, and The Yorkshire Wildlife Trust. Looking to the future, Hull Trains has applied to extend its services to Sheffield, providing the city with the first regular service since 1968 while giving Worksop in Nottinghamshire the first regular direct train to London in decades and halving journey times on some routes.

Both Lumo and Hull Trains are committed to delivering environmental, economic, employment, and social benefits to the regions they serve.

Through investment in local partnerships and employing local colleagues they are strengthening community ties and support social mobility. Their focus on customer satisfaction and service reliability has set a high standard within the rail industry, making a compelling case for the role of open access in the future of UK rail travel.

As the industry anticipates the launch of Great British Railways, Lumo and Hull Trains are set to play a central role in expanding and improving the UK's rail network.

## 1.2 Lumo & Hull Trains' Purpose

Lumo and Hull Trains are not just railway operators; they are purpose-driven organisations committed to making travel more accessible, creating job opportunities, and fostering economic growth in the regions they serve.

Through their innovative approach and focus on customer service, they aim to break down barriers to opportunity, whether that be through sustainable travel, employment, or community engagement.

Lumo positions itself as more than just a train service; it is a green, electric travel option that seeks to reshape how people think about rail journeys. The company business is rooted in Newcastle, where the majority of its 113-strong workforce is based.

Education and training are at the heart of Lumo's purpose. Since its launch in 2021, Lumo has invested £2 million in its Training Academy to help produce a new generation of rail colleagues focused on customer wellbeing, onboard service and care for vulnerable customers.

Lumo prioritises customer experience at every level. It has long held the ambition that all team members, regardless of their specific role, are trained to serve as Customer Experience Ambassadors, ensuring a consistent and enjoyable service for customers. The business believes in building a culture of openness and teamwork, where individual input is celebrated, and colleagues are encouraged to grow through structured development programmes, mentoring, and ongoing training.

This customer-centric approach – combined with Lumo's commitment to eco-friendly travel – provides a new, accessible option for customers while also promoting environmental sustainability. Through offering affordable ticket options and a greener travel alternative, Lumo aims to contribute positively to both individual customers and the wider community.

Hull Trains was founded in 1999 with the clear purpose of filling a gap in the franchising model, providing direct services between Hull and London to drive economic growth in the region.

The company's founders were passionate about creating employment and career opportunities in Hull – a vision that continues to shape Hull Trains' mission today. Over the years, Hull Trains has built a reputation for upholding strong values, treating both colleagues and customers with respect. This values-driven approach has been central to its growth and positive reputation, and is reflected in the organisation being awarded a Great Place to Work in the 2024 National Rail Awards.

Hull Trains takes pride in its customer service, recruiting and training colleagues to maintain high standards and meet customers' needs effectively.

This focus on service has been a key factor in the company's growth since its inception. In line with its commitment to provide the best possible journey experience, Hull Trains is also dedicated to contributing positively to environmental sustainability. Since December 2019, the organisation has invested in a new fleet of hi-tech Hitachi trains, equipped to operate on both diesel and electric traction – wherever this option is available – providing a more efficient and greener travel option for its customers.

Both Lumo and Hull Trains are dedicated to their colleague's development and wellbeing. Their investment into their Training Academies and its policy of enrolling all new team members into apprenticeships reflect its commitment to breaking down barriers to employment and fostering a fresh-thinking workforce.

Through a promotion of eco-friendly travel, creating employment opportunities, and providing accessible and affordable rail options – Lumo and Hull Trains contribute to the economic and social fabric of the communities they serve.



### 1.3. Getting Britain Moving

A growing economy and thriving society rely on resilient infrastructure. Central to this infrastructure is a reliable railway network.

The rail sector plays a crucial role in driving economic growth, social mobility, and leading innovation in the transport industry – particularly as the new government looks to establish Great British Railways.

The rail sector is central to the UK's economy, contributing £43 billion to Gross Value Added. This substantial injection of capital also translates into £14 billion in tax revenue, in turn funding public services and further investments.

Railways are not only vital for the economy, but also for job creation, employing over 710,000 people across various sectors. These jobs provide financial stability and drive customer spending, further boosting economic growth.

What sets the rail industry apart is its significant multiplier effect. For every £1 invested in rail infrastructure and services, £2.50 is generated in income throughout the wider economy. This highlights the sector's capacity to stimulate economic growth far beyond its direct contributions.

Rail transport also has a relatively low environmental impact, accounting for under 1% of the UK's CO2 emissions while contributing 2% to the country's GDP. This makes rail a key player in promoting green growth and sustainable development – a key challenge for Britain.

Open access rail operators like Lumo and Hull Trains bring a new dimension to the UK's rail sector by introducing competition outside of the traditional franchise models. Because they are not bound by the same regulatory constraints, Lumo and Hull Trains can offer more flexible and customer-oriented services, drive innovation, lower ticket prices, and improve service quality.

Lumo, for instance, has made significant strides in making rail travel more affordable and accessible. By focusing on efficiency and customer experience, Lumo has been able to offer competitive fares, making rail a more attractive option for both commuters and leisure travellers. This not only benefits customers but also stimulates demand for rail services, contributing to the overall growth of the sector.

The entry of open access operators into the market has also spurred traditional operators to innovate and improve their services. This competition leads to a more dynamic and responsive rail sector, which is better equipped to meet the evolving needs of customers.

Efficient railways connect people and places, generating around £1.4 billion in time-saving benefits every year for commuters in the UK's largest cities due to reduced road congestion. And by offering a viable alternative to car travel, carbon emissions are further reduced, supporting the UK's broader environmental goals.

They also improve social mobility, connecting people with opportunities, healthcare, and social activities; particularly in areas where car ownership is low. Twenty-two per cent of UK households do not have access to a car, and this figure rises to nearly two thirds among the most disadvantaged households.

The rail sector is integral to the UK's economic and social resilience. It drives economic growth, supports job creation, and promotes sustainable development. Open access rail operators like Lumo play a vital role in this ecosystem by fostering competition, driving innovation, and making rail travel more affordable and accessible.

As the UK moves forward, prioritising investment in the rail sector, including support for open access operators, will be key to building a more connected and sustainable future where everyone can benefit from access to opportunity.

## 2. Breaking Down Britain's Barriers



The Purpose Coalition measures organisations against a set of sector-relevant social impact criteria. The Purpose Goals outline 15 interconnected impact barriers to opportunity. By drawing on expertise provided by academia and business, the Goals are designed to specifically address some of the unique challenges facing the UK.

The Coalition's cross-party work brings together the UK's most innovative leaders, parliamentarians and businesses to improve, share best practice, and develop solutions for improving the role that organisations can play for their customers, colleagues and communities by breaking down barriers to opportunity.

The Purpose Coalition is chaired by Rt Hon Justine Greening, the UK's former Secretary of State for Education, Transport and International Development; and led by Nick Forbes CBE, who recently served in Sir Keir Starmer's Shadow Cabinet, who leads the Purpose Coalition's work with the Labour Party; Rt Hon Anne Milton, former Minister for Apprenticeships and a Minister in the Department for Health and Social Care; and Lord Walney, former No 10 Advisor to Gordon Brown and Labour Member of Parliament for Barrow and Furness.

The Goals were designed following Justine Greening's experience - as Secretary of State for International Development - leading the UK's delegation to the convention of the United Nations (UN) that established the 2015 UN Sustainable Development Goals (SDGs). The Purpose Goals apply the SDGs in a UK context.

The SDGs as interlinked goals emphasised the interdependent environmental, social, and economic aspects of development and centralised the role of sustainability. At the time, Justine recognised how transformative a common set of accessible but ambitious goals could be in galvanising action to effect change. After leaving Government in 2019, Justine established the Purpose Coalition and Social Mobility Pledge with the intention of galvanising UK economic and social actors to improve social mobility in the UK.

The Purpose Goals focus on key life stages and highlight the main issues that need to be resolved to break down barriers to opportunity in the UK. The Goals are intended to guide ambition, provoke action, and measure progress.

Lumo and Hull Trains is active across all 15 Purpose Goals but is specifically focused on showcasing best practice and upscaling its social impact in key areas of strategic expertise as identified in this Impact Report.



# 3. Benchmarking Lumo & Hull Trains' Activity Against the Purpose Goals



## 3.1. Goal 3 – Positive Destinations Post 16+

### 3.1.1. Apprenticeship Programme and Recruitment Offering

Lumo and Hull Trains place a strong emphasis on investing in future talent, recognising the importance of building a skilled and knowledgeable workforce to drive the rail industry forward.

Over the past two years, they have recruited 18 apprentices, offering a structured and comprehensive pathway into the rail sector. This apprenticeship programme, which is backed by a dedicated training provider, ensures that apprentices receive the necessary training and support to succeed.

The apprenticeship process is thorough, typically taking around nine to ten months for apprentices to become fully qualified. Throughout this period, apprentices receive consistent support through frequent assessments and one-to-one sessions, helping them to develop their skills, build confidence, and make progress in their careers. This hands-on guidance ensures that each apprentice is well-prepared for the challenges of their role.

Lumo and Hull Trains have made their recruitment process for apprenticeships open and accessible, advertising nationally through the FirstGroup

careers page. This approach attracts a broad pool of candidates, bringing fresh perspectives and new ideas into the industry. While the apprenticeship programme is competitive, it provides successful candidates with a valuable opportunity to develop their skills and embark on a fulfilling career in rail.

Reflecting their commitment to fair career progression, Lumo and Hull Trains offer a comprehensive training programme that includes a seven-week classroom training phase followed by a three-week mentorship with experienced colleagues

This combination of theoretical learning and practical experience equips apprentices with the skills they need to excel in their roles. Beyond this foundational training, the companies encourage apprentices to gain experience in various departments, fostering a deeper understanding of the company business as a whole. This holistic approach not only enhances their skill set but also provides valuable insights into the different aspects of the rail industry.

Lumo and Hull Trains also offer further development opportunities. Apprentices can participate in additional courses such as conflict management and diversity training, often conducted in partnership with external experts. This diverse range of training ensures that colleagues are well-rounded, adaptable, and ready for future growth within the organisation.

This dedication to nurturing new talent helps drive the companies forward, ensuring a strong future for both the industry and their workforce.

### 3.1.2. Comprehensive Driver Management



## Framework

Lumo and Hull Trains have established a comprehensive driver management framework that prioritises both the professional development and the well-being of their drivers.

With a focus on HR responsibilities, welfare checks, and risk assessments, their driver management practices reflect a commitment to supporting drivers at every stage of their career. Driver managers play a key role in this process, conducting regular one-to-one meetings and assessments to provide the necessary guidance and support for drivers' continuous growth and skill development.

One of the standout features of Lumo and Hull Trains' approach is their focus on internal career progression. Recent initiatives have seen four drivers transition into instructor roles, showcasing the companies' commitment to fostering internal talent and creating career pathways within the organisation. By empowering drivers to take on new responsibilities, Lumo and Hull Trains demonstrate their dedication to nurturing a culture of learning and professional advancement.

Recognising the demanding nature of driving roles, Lumo and Hull Trains are proactive in supporting the mental health and wellbeing of their drivers. As with any role, when a driver experiences mental health challenges, an initial interview is conducted to assess their situation and provide the necessary support. Flexible measures, including temporary restrictions from driving, are implemented to ensure that drivers receive the help they need without compromising safety.

On top of internal support, Lumo and Hull Trains offer various external support systems. These include medical referrals, health assurance schemes, and access to external bodies like the railway chaplain. This support framework outlines their commitment to their colleagues' wellbeing and long-term success, creating an environment where drivers feel valued and cared for.

With plans for potential expansion, including new services to Sheffield, Glasgow and Rochdale, Lumo and Hull Trains are preparing for the recruitment of additional drivers. Depending on access approvals, the applications could require over 10 new drivers. As they look to the future, updating the competence criteria framework is a priority to ensure it aligns with modern driving techniques and current industry standards. Lumo and Hull Trains strive to be industry leaders





Through this dedication to internal progression and role development, Lumo and Hull Trains create an environment where employees are supported in their career ambitions.

in driver training and policy development, challenging the status quo and encouraging innovation. Both operators are committed to pioneering modern and progressive training, a principle that has been spearheaded since the launch of Lumo.

### 3.1.3. Career Advancement and Role Development

Lumo and Hull Trains place a strong emphasis on career advancement and role development, creating an environment where colleagues are encouraged to grow and take on new challenges within the company. This focus on internal progression is a core element of their approach to colleagues development, allowing team members to build a long-term career in the rail industry.

Lumo actively promotes internal progression, recognising the potential of their team members to evolve within the company.

In roles like train planning, colleagues are entrusted with both technical and interpersonal responsibilities. The job involves managing the entire process from initial planning to the execution of services, with a key focus on meeting on-time performance targets. Success in this role requires a collaborative approach within the train planning community, as well as a continuous evaluation of performance metrics, including train arrival times and public performance measures. This ongoing focus on improvement aligns with Lumo's commitment to delivering high-quality service to customers emphasising the importance of colleague development and achieving operational excellence.



For those looking to expand their roles and take on more responsibilities, Lumo provides further opportunities through positions such as team “champions,” performance representatives, and mentors. These roles not only offer avenues for personal and professional growth but also allow colleagues to contribute to the company's mission of providing exceptional customer service.

Lumo also holds a high priority on customer experience as part of its overall growth strategy, and this focus is integrated into their approach to colleague development.

The Customer Experience Managers play a central role in overseeing a team of 48 customer experience ambassadors and managers, ensuring smooth daily operations. This includes managing onboard investigations, handling cleaning contracts, overseeing catering services, and building strong relationships at various stations. By involving their colleagues in these various aspects of the customer journey, Lumo highlights its commitment to providing a seamless travel experience while simultaneously developing the skills and expertise of their colleagues.

Through this dedication to internal progression and role development, Lumo and Hull Trains create an environment where colleagues are supported in their career ambitions.



### 3.1.4. Case Study: Recruitment and Colleague Engagement at Hull Trains

Hull Trains takes a values-driven approach to recruitment and colleague engagement, focusing on finding individuals whose attitudes align with the company's purpose.

When hiring, Hull Trains prioritises attitude over experience, believing that the right mindset is more important than a pre-existing skill set. This strategy has allowed the company to build a team that embodies its values and works cohesively towards shared goals. Hull Trains commits to training its colleagues thoroughly, ensuring that every colleague is well-equipped for their role and contributes positively to the company culture.

Recently, Hull Trains renewed its company values, placing a strong emphasis on "doing the right thing" across all aspects of the company business. This extends to how it treats its colleagues prioritising safety, fairness, and respect. Through focusing on these principles, Hull Trains fosters a work environment where colleagues feel valued and supported, creating a strong foundation for colleague engagement.

To monitor colleague satisfaction and engagement, Hull Trains conducts an annual survey known as "Your Voice." This survey provides insights into colleagues attitudes and helps the company understand how colleagues feel about their work environment. In the latest survey, Hull Trains achieved an impressive 84% engagement score, reflecting a high level of colleague involvement and satisfaction. The results did show some variation across departments, with drivers reporting slightly lower engagement levels, while catering colleagues emerged as the most content group. These insights are invaluable to Hull Trains, guiding their efforts to continually improve working conditions and address any areas of concern.

Focusing on attitude in recruitment and actively seeking colleague feedback through engagement surveys, Hull Trains demonstrates its commitment to building a motivated and happy workforce. This approach not only aligns with its core values but also contributes to a positive working environment that benefits both colleagues and customers



### 3.1.5. Case Study:

#### The Driver Pathway at Lumo

Lumo demonstrates its commitment to social impact through a comprehensive and dynamic approach to driver management, training, and development. The company places a strong emphasis on ensuring that its drivers are not only highly skilled and competent but also well-supported throughout their careers.

The management team at Lumo, responsible for overseeing customer drivers, implements a rigorous two-year competency cycle. This cycle involves regular assessments of each driver's day-to-day duties, including unannounced monitoring to ensure that standards of performance and safety are consistently met. These evaluations are designed to maintain a high level of operational excellence and customer safety, reflecting Lumo's dedication to quality service.

Lumo's training process for new drivers is thorough and structured, starting with a series of initial interviews, psychometric tests, and medical checks. Following this, drivers undertake an extensive practical training programme. A key component of this training is the requirement for each driver to complete a minimum of 175 hours of practical driving experience under the supervision of a mentor. This hands-on training ensures that drivers are well-prepared to handle the responsibilities of their role safely and effectively.

Once drivers are fully qualified, they enter a post-qualifying assessment cycle. In the first year, they undergo more frequent evaluations to monitor their progress and performance. These evaluations gradually taper off in the second year, but the ongoing assessment cycle continues to ensure that all drivers



maintain the high standards set by Lumo. This continual evaluation process underlines Lumo's commitment to operational excellence and its proactive approach to driver development.

Lumo also prioritises the well-being of its drivers, offering significant support for those dealing with mental or physical health issues. This support includes regular welfare calls, access to the Employee Assistance Programme, and healthcare support. A striking example of Lumo's supportive approach is their response to a driver who was diagnosed with a life-changing condition. The company provided an alternative office role for the individual, allowing them to stay engaged and receive mental welfare support. This compassionate response highlights Lumo's holistic dedication to its colleagues wellbeing, showing that the company values its drivers not just as professionals, but as individuals.

Through its robust training programmes, ongoing assessments, and commitment to colleague welfare, Lumo creates a driver pathway that prioritises safety, skill development, and personal support, reinforcing its focus on social values and operational excellence.



## 3.2. Goal 8 – Good Health and Wellbeing

### 3.2.1. Case Study: Prioritising Feedback to Boost Wellbeing at Lumo

Lumo has developed a comprehensive approach to feedback that prioritises the health, wellbeing, and continuous improvement of both its employees and its services. At the heart of this approach is a robust system for handling issues raised by colleagues.

Safety concerns are reported through a formal process and are investigated by a dedicated safety team to ensure timely resolution. Any concerns are discussed within the company, fostering an environment of transparency and open communication.

In addition to the formal reporting process, Lumo maintains an open line of communication through a centralised pool email address, enabling managers to promptly address any issues raised by colleagues. To empower employees, each team appoints “champions” responsible for gathering feedback and concerns from their colleagues. These champions play a crucial role in representing the team’s voice, with their feedback reviewed in monthly meetings. This system ensures that employees feel heard and valued, contributing to a culture of continuous improvement and proactive problem-solving.





Reinforce Lumo’s dedication to social responsibility within its workforce, emphasising the company’s holistic approach to employee health.

Lumo’s commitment to employee wellbeing extends to its focus on diversity and inclusion, recognising the importance of creating a positive impact for both passengers and colleagues.

It has introduced initiatives such as “Workwell Wednesdays,” offering a range of well-being activities aimed at promoting a healthy work environment. These programmes not only address employee welfare but also reinforce Lumo’s dedication to social responsibility within its workforce, emphasising the company’s holistic approach to employee health.

Customer feedback is another underpinning of Lumo’s strategy for service improvement. Lumo actively collects feedback through various channels, including customer comments and social media, and shares this input with the team on a weekly basis. This transparent sharing of feedback, both positive and constructive, helps to boost team morale by recognising achievements and addressing areas for improvement.

Through these comprehensive feedback mechanisms, Lumo ensures a strong focus on both employee well-being and customer service excellence.



### 3.2.2. Case Study: Health and Wellbeing at Hull Trains

Hull Trains prioritises health and wellbeing throughout the organisation, recognising that a supportive work environment is key to colleague satisfaction and overall performance.

A central component of its wellbeing strategy is the training of 11 Mental Health First Aiders, who are volunteers from within the organisation. These individuals provide confidential support and a compassionate ear to colleagues in need, offering a vital resource for those facing mental health challenges.

In addition to this ongoing support, Hull Trains actively participates in Mental Health Awareness Week, using it as an opportunity to highlight mental health initiatives and encourage open discussions around wellbeing. Through creating a space for dialogue, the company helps to break down stigmas and promote a culture of understanding and inclusivity. This focus on mental health has been instrumental in building a strong internal culture and enhancing colleague satisfaction.

Hull Trains also prioritises open communication and positive recognition as part of its approach to colleague wellbeing. The organisation introduced the Excellence Awards, which are based on its core values, to acknowledge and celebrate colleagues' contributions. These awards play a crucial role in fostering a sense of pride and belonging, while also reinforcing the importance of a supportive and collaborative work environment.



To further enhance engagement and communication, Hull Trains has implemented the internal communication platform, Blink. This platform allows colleagues to share updates, provide feedback, and stay connected, enhancing the sense of community within the company. Alongside Blink, Hull Trains holds monthly 'Pulse' business update sessions in the breakout area, creating a relaxed and inclusive space for colleagues to share their thoughts and successes. These sessions encourage open dialogue and ensure that every team member has the opportunity to voice their ideas and concerns.

Through these initiatives, Hull Trains actively promotes health and wellbeing, building a culture where support, recognition, and open communication are at the forefront. This comprehensive approach not only benefits colleagues but also strengthens the company's internal culture, contributing to a positive and engaged workforce.





### 3.3.3. Case Study: Supporting Mental Health in the Community

Hull Trains demonstrates its commitment to supporting mental health in the community by partnering with The Big Communi-tea, a charity based in Selby that provides support to individuals facing mental health challenges.

As part of this partnership, Hull Trains facilitated a special trip for 12 members of the charity to travel from Selby to London, to meet with their local MP Keir Mather, as well as the Minister for Health. The meeting provided a unique platform to discuss mental health issues and raise awareness for their cause and challenges faced by those in their community.

For many, the trip held particular significance, as it was the first time visiting the capital city as well as the Houses of Parliament. To go the extra mile in making their visit memorable, Hull Trains organised a special afternoon tea onboard the train for the group, creating a warm and relaxing journey.

By offering a supportive hand on free travel, Hull Trains were able to take the charity's exposure to new heights in Westminster, and is testament to the operator supporting the communities it serves, while raising mental health awareness.

12 Building homes & sustainable communities



### 3.3. Goal 12 – Building Sustainable Communities

#### 3.3.1. Supporting Local Communities

Hull Trains and Lumo are deeply committed to supporting the communities in which they operate.

Hull Trains aims to be a positive force in Hull, not just as an employer but also as a community contributor. In May, Hull Trains opened their Learning and Development Academy, complete with a state-of-the-art driver simulator, to support new driver training and community outreach.

The Academy is proving a popular hub for learning, engaging local schools and community groups, promoting the railway industry as a viable career choice, particularly with children from deprived areas.

In partnership with organisations like Hull and East Yorkshire Children’s University, Hull Trains provides opportunities such as discount tickets and work experience to encourage future careers in the rail industry.





Lumo is equally active in supporting local communities, demonstrated by its recent initiatives. The organisation became the headline partner for the 2025 Community Rail Awards, an event celebrating grassroots community-based initiatives around local railways. Through this partnership, Lumo aims to highlight the efforts of volunteers and organisations working to connect communities with their local rail services.

Lumo has also shown support for local businesses in Gateshead by commissioning a video to promote the town's hidden gems ahead of its first Pride event. It has been involved in sponsoring the Pride on Tyne concert and promoting awareness of rail safety through their takeover of Metrocentre's mini express train. Hull Trains has also been actively supporting diverse communities across its network, sponsoring Doncaster Pride.

Lumo extends its community support through charity work, choosing The Charlie & Carter Foundation as its charity partner for 2024/25. The foundation supports parents of children with life-limiting illnesses, and Lumo has already raised over £1000 for the cause. Lumo provided complimentary transport for the cast of "I Ran With The Gang," raising funds for the foundation through onboard performances.

Focusing on championing mental health, Lumo supported a fundraising event for the 'If U Care Share Foundation', a suicide prevention charity in the North East, showcasing their commitment to supporting mental health initiatives in the region.

Through these diverse social contributions, both Hull Trains and Lumo demonstrate a commitment to creating positive social impact, fostering local partnerships, promoting rail safety, and supporting the wellbeing of those in the communities they serve.

### 3.3.2. Case Study: Lumo's Proactive Partnership with Newcastle College

Lumo actively engages in community outreach, promoting career pathways in the railway industry. By providing hands-on experiences through their partnership with Newcastle College, they help students gain valuable insights into railway operations, including simulated train driving. This practical approach encourages students to consider future opportunities within the industry.

Lumo's proactive partnership with Newcastle College focuses on recruitment, training, and development, highlighting their commitment to colleague growth and fair career progression. Through this collaboration, Lumo provides students with practical skills, safety protocols, and a deep understanding of the company's core values, including punctuality, professionalism, and safety.

This partnership goes beyond traditional training, offering comprehensive development that covers various roles within the company business, such as catering, revenue management, and customer service.

Lumo's apprenticeship programme, which began with 16 apprentices – three of whom had prior railway experience – currently has 13 further apprentices actively progressing. This reflects Lumo's dedication to nurturing new talent. Additionally, the company prioritises internal promotions, offering career pathways for ambassadors to become customer drivers in addition to recruiting experienced drivers from within the sector. This approach reflects an environment where career progression is both supported and valued.



### 3.3.3. Train Planning and Coordination

Lumo and Hull Trains demonstrate their commitment to building sustainable communities through meticulous train planning and coordination.

This process requires close collaboration with Network Rail, involving detailed arrangements for engineering access and regular timetable adjustments every December and May. The train planning teams at both companies engage in a complex series of bids and offers for engineering works, proactively managing short-term planning up to 16 weeks in advance to adapt the base timetable. Careful coordination ensures customers reach their destinations on time, reflecting their commitment to operational excellence and social impact.

On top of timetable management, train planning involves creating diagrams for train crews to optimise resource allocation. By balancing infrastructure constraints with service requirements, Lumo and Hull Trains work towards maintaining an on-time railway, providing a reliable travel experience for customers.

Despite challenges like infrastructure limitations and projects such as the East Coast Digital Programme, Lumo's efforts were recognised in 2023 with the Golden Whistle award for outstanding performance in reducing delays.

The agility of Lumo as a smaller operator allows for swift responses to customer needs, including providing additional services for special events like the FA Trophy final and England football matches.

This flexibility not only benefits customers but also reinforces their role in supporting community activities and events. Importantly, Lumo's use of all-electric trains showcases their dedication to reducing environmental impact, even when running additional services, aligning with broader sustainability goals and contributing positively to the communities they serve.

Through addressing these challenges and emphasising sustainability, Lumo and Hull Trains continue to balance customer needs with operational and environmental considerations, reflecting their strategic focus on social responsibility and community support.





### 3.3.4. Case Study:

#### Local Partnership with Big River Bakery

In February 2024, Lumo partnered with Big River Bakery, a social enterprise located in Shieldfield, as part of both Lumo and Hull Trains' wider commitment to making a positive impact in the communities they serve.

This partnership – which began during National Stottie Cake Week – saw the introduction of the beloved North East delicacy – the stottie, onboard Lumo's intercity services.

The initial trial offered customers a selection of stotties filled with popular options like chicken and bacon, tuna, cheese savoury, and smashed avocado on services between Newcastle, Edinburgh, and London. Due to high demand, stotties are now a regular feature on all of Lumo's weekday departures from Newcastle, with seasonal offerings such as a Christmas-themed stottie planned for the autumn and winter months.

The partnership has delivered substantial benefits not only to Lumo customers but also to the local community.

Big River Bakery, founded in 2019 by Andy Haddon and Gail Lawler, is known for its commitment to social enterprise. The bakery provides daily breakfast bags to local schools, hosts free community baking sessions, and offers pay-as-you-can-afford days, ensuring food is accessible to those in need. As a direct result of the collaboration with Lumo, Big River Bakery has been able to expand its workforce, hiring two additional team members, further enhancing its contribution to the community.

The partnership has exceeded expectations, with stottie sales continuing to grow. A portion of the profits from the onboard stottie sales is donated to Lumo's official charity partner, The Charlie and Carter Foundation, which provides financial support to parents of children with life-limiting illnesses.

Co-founder Gail Lawler praised the partnership, highlighting how working with Lumo allows Big River Bakery to further its social mission by offering more employment and opportunities to the local community while advancing further charitable causes.

## 13 Harness the energy transition & Net Zero



### 3.4. Goal 13 – Harnessing the Energy Transition and Net zero

#### 3.4.1. Emphasising the Three Pillars of Sustainability

At Lumo and Hull Trains, sustainability is central to business operations, focusing on the three critical pillars: net profit, people, and the planet. This approach ensures a balance between financial viability, social responsibility, and environmental care. Their efforts towards this

balance illustrate a holistic strategy, addressing challenges from waste management to community engagement.

Tracking sustainability, especially in areas such as social impact and environmental metrics, has proven challenging for the businesses – like many across all industries. Nonetheless, their ongoing dedication reflects an understanding that profitability must coexist with a commitment to societal welfare and ecological preservation. For example, they recently recruited 16 apprentice drivers, demonstrating investment in their workforce and a future of skilled professionals. Additionally, switching to plastic-free trolley items on their trains exemplifies their dedication to reducing environmental impact and single-use plastics.







### 3.4.2. Challenges and Opportunities in the Sustainability Journey

Sustainability has become increasingly complex, especially with new reporting standards and the need for detailed integration of social and environmental metrics. Lumo and Hull Trains have faced these challenges head-on.

One key challenge has been managing sustainability with limited formal training and resources, especially when it comes to measuring social elements like volunteering schemes.

Raising awareness about sustainability, particularly in smaller businesses where safety and operational efficiency are often prioritised, remains a priority. Engaging colleagues more effectively to foster a culture of sustainability is essential to drive change and ensure every team member understands their role in the journey toward greener operations.

### 3.4.3. Engagement with the Local Community

Lumo and Hull Trains have also identified community engagement as a cornerstone of their sustainability strategy.

By participating in initiatives like green jobs and STEM-related roles, they aim to build stronger connections with local communities and promote environmental stewardship. Partnerships, such as

the one with the Yorkshire Wildlife Trust, showcases the company's dedication to conservation efforts.

The focus on integrating sustainability activities that are both educational and enjoyable for the community also reinforces their belief that sustainability should not just be an obligation but a shared, positive experience.

### 3.4.4. Improving Waste Management and Resource Efficiency

Effective waste management is a critical component of Lumo and Hull Trains' sustainability plan.

Lumo and Hull Trains acknowledge the difficulty of tracking waste at stations and are committed to improving data collection and analysis in this area. Efforts are already underway to reduce waste on trains, including a switch to plastic-free items available to purchase from the trolley, which aligns with their broader goal of eliminating single-use plastics.

Energy efficiency improvements have also been part of their strategy. They have adopted an energy management system which is accredited to ISO 50001, significantly enhancing energy efficiency across their operations. Tracking emissions, particularly scope one and scope two, is another area of focus, as they seek to monitor and reduce their carbon footprint consistently.

### 3.4.5. Case Study: Partnering to Reduce Carbon Footprint

As part of Lumo and Hull Trains' commitment to achieving net-zero, Lumo partnered with North East entrepreneur Callum Mather from Everdurance to eliminate single-use plastic water bottles onboard their services.

Coinciding with Earth Day on 22nd April 2024, Lumo introduced 100% recyclable cartons of water, replacing the thousands of plastic bottles previously consumed each week. This pioneering initiative – believed to be the first of its kind among long-distance travel providers – is a testament to Lumo's innovative approach to reducing its environmental impact.

This latest action forms part of a broader effort by Lumo and Hull Trains to establish themselves as the most sustainable way to travel along the East Coast route.

Earlier in April, Lumo made further strides in sustainability by replacing plastic bottles of wine and fruit juice with eco-friendly alternatives in its popular 'LumoEats' onboard service. These included Flawsome juices, made from 'wonky' fruits that might otherwise go to waste, and packaged in sustainable cartons, reducing both product and packaging waste.

Customers can now purchase water in recyclable cartons onboard, as Lumo continues its efforts to promote sustainability in every aspect of its operations. The train operator has also joined Transform Scotland, a coalition advocating for sustainable, accessible, and affordable transport across the country.

### 3.4.6. Building a Comprehensive Sustainability Plan

Recognising the challenges and complexities of sustainability reporting, Lumo and Hull Trains have enlisted the help of a consultant to assist in populating the rail social value tool. This tool will enable them to track sustainability metrics effectively and develop a more comprehensive sustainability plan across different departments. As they move forward, better communication and engagement with colleagues are vital to building a culture of sustainability within the company business.

The first iteration of data has been produced from the rail social value tool, with Lumo and Hull Trains contributing a total of over £42.7m of social value in 2023/24 across a number of Social, Environmental, and Economic value metrics.

Looking ahead, Lumo and Hull Trains aspire to enhance their local community engagement and make their sustainability efforts more visible. They believe in the importance of aligning sustainability goals across their businesses, potentially through joint sustainability reports, to demonstrate a unified and committed approach to environmental stewardship. Improving internal communication is a key focus to support sustainability initiatives and inspire a greater sense of shared responsibility among colleagues.

This ongoing commitment to sustainability will require continued collaboration, support, and the active participation of every team member. With a clear plan and engagement strategies, Lumo and Hull Trains are working toward a future where the principles of net profit, people, and the planet are fully integrated into their operations.





### 3.5. Goal 14 – Achieve Equity through Diversity and Inclusion

#### 3.5.1. Embedding Diversity and Inclusion

Diversity and inclusion are central to Lumo and Hull Trains' vision for the future.

The organisations are actively aiming to increase female representation within the rail industry. They have already achieved a significant milestone, with 49% of the workforce being female including 27% female drivers, 5x higher than the industry average. This diversity reflects their efforts in creating a more inclusive workplace. Lumo and Hull Trains recognise the unique strengths women bring to the role, including their cooperative nature and willingness to seek assistance when needed.

The company continues to strive for further inclusivity, seeking to recruit more women and people from diverse ethnic backgrounds. Through promoting diversity within their workforce, Lumo and Hull Trains contribute to a more representative and progressive industry.



With 49% of the workforce being female including 27% female driver, 5x higher than the industry average. This diversity reflects their efforts in creating a more inclusive workplace.

#### 3.5.2. Case Study: Diversity and Progression Initiatives at Hull Trains

Hull Trains prioritises diversity and inclusion across its workforce.

Currently, 49% of the 120-person workforce is female, and 7% of colleagues are from ethnically diverse backgrounds – figures that exceed national statistics provided by the Office for National Statistics (ONS).

The organisation's headcount has increased significantly, which has accelerated their progress toward meeting ethnicity targets. The culture at Hull Trains prioritises exceptional customer service and a supportive work environment, where colleagues are encouraged to grow and progress internally. In the last nine years, most of the people managers have been promoted from within, highlighting the company's focus on nurturing talent and providing career progression.

Hull Trains has received significant recognition for its commitment to diversity and inclusion.

The company won the Women in Rail Top Employer of the Year award and was highly commended for their HR team's dedication to fostering an inclusive workplace. These accolades reflect Hull Trains' "natural approach" to diversity, which emphasises modernity and inclusivity.

The company has taken proactive steps, such as increasing flexible working contracts and creating internal progression opportunities, to ensure that diversity is not just an aspiration but a reality within the organisation.

## 4. Analysis

The analysis section of this report aims to evaluate the impact of Lumo and Hull Trains' activities across several dimensions, including economic growth, social mobility, environmental sustainability, and community engagement. By benchmarking these operators' initiatives against several of the Purpose Goals, this report highlights the measurable changes that Lumo and Hull Trains have made in breaking down barriers to opportunity in the UK.

### 4.1 Economic Impact and Accessibility

Lumo and Hull Trains have significantly contributed to the economic growth of the regions they serve. By offering affordable and reliable rail services, these operators have increased accessibility to key economic hubs, enabling individuals to pursue employment, education, and healthcare opportunities that were previously out of reach. The introduction of competitive pricing and frequent services has reduced the reliance on more expensive travel modes, such as cars and domestic flights, fostering regional economic growth and improving social mobility.

The open-access model has allowed both operators to act flexibly and innovatively, introducing services that are closely aligned with the needs of local communities. For instance, Lumo's low-cost fares and electric fleet have made long-distance travel between London and Edinburgh more accessible, while Hull Trains' focus on Hull's connectivity with London has supported local businesses and employment opportunities in the region.

### 4.2 Social Mobility and Employment Opportunities

One of the core pillars of Lumo and Hull Trains' business model is their commitment to improving social mobility through employment and training opportunities. Both operators have invested in apprenticeship programmes and career development initiatives, providing pathways into the rail industry for young people and those from disadvantaged backgrounds. By offering structured training and development programmes, they are fostering a more diverse and skilled workforce, which not only benefits the individuals involved but also strengthens the local economies they operate within.

The focus on internal career progression and the recruitment of local talent further enhances their social impact. Both operators have been recognised for their inclusive recruitment practices and colleague engagement strategies, creating work environments where diversity and growth are prioritised.

### 4.3 Environmental Leadership

Lumo's all-electric fleet and Hull Trains' bi-mode trains are examples of the operators' commitment to reducing carbon emissions and supporting the UK's Net Zero ambitions. Since 2019/20, Lumo and Hull Trains have reduced their equivalent GHG Emission Tonnes (tCO<sub>2</sub>e) by 61%. These initiatives have positioned Lumo and Hull Trains as leaders in sustainable travel, offering customers greener alternatives to road and air travel. The reduction of CO<sub>2</sub> emissions as a result of these services contributes to the UK's environmental goals and supports a shift towards more sustainable modes of transport.

The analysis of these environmental efforts demonstrates a strong alignment with Purpose Goal 13 – Harnessing the Energy Transition and Net Zero. By continuing to innovate and expand their eco-friendly services, Lumo and Hull Trains are not only contributing to a more sustainable future but also setting an example for other transport operators to follow.



#### 4.4 Community Engagement and Support

Lumo and Hull Trains have made substantial contributions to the communities they serve by engaging in local partnerships and supporting grassroots initiatives. From investing in local charities to sponsoring community events, both operators have demonstrated a clear commitment to building stronger, more inclusive communities. Their active involvement in promoting education and career opportunities, particularly through partnerships with local schools and colleges, aligns closely with Purpose Goal 3 – Positive Destinations Post 16+ related to education, skills, and community-building.

As detailed within this report, these initiatives are having a tangible impact, particularly in economically deprived areas. By supporting local businesses, offering employment opportunities, and creating pathways into the rail industry, Lumo and Hull Trains are helping to address some of the most significant barriers to social mobility.



#### 4.5 Challenges and Areas for Improvement

While Lumo and Hull Trains have made commendable progress in breaking down barriers to opportunity, challenges remain. The ongoing expansion of services presents operational and logistical challenges, including the need for additional infrastructure investment and the recruitment of more skilled colleagues as both companies expand, maintaining their strong focus on customer experience and community engagement will be crucial.

In terms of environmental sustainability, both operators will continue to innovate in areas such as waste management and energy efficiency. Further investment in sustainable practices, such as reducing single-use plastics and improving energy management systems, will be key to maintaining their leadership in this area.

Lumo and Hull Trains' activities demonstrate that both operators are making a substantial and measurable impact in breaking down barriers to opportunity across the UK. Their commitment to economic growth, social mobility, environmental sustainability, and community engagement is evident in the initiatives they have implemented, and their alignment with the Purpose Goals underscores the importance of their work. Moving forward, continued innovation, collaboration, and investment will be essential to sustaining and scaling these impacts.





## 5. Key Community Opportunity Barriers

Lumo and Hull Trains, as leading members of the Purpose Coalition and the Breaking Down Barriers Commission, are committed to redefining the role of business as responsible stewards of society – tasked with the objective of breaking down barriers to opportunity for all.

Both the Purpose Coalition and the Breaking Down Barriers Commission represent a collaborative effort to shape a future where businesses not only prioritise profitability, but also actively contribute to the advancement of their customers, colleagues and the communities they serve.

Through this report and its ongoing partnership with the Purpose Coalition, Lumo and Hull Trains will prioritise fostering inclusive practices and championing initiatives that promote equality of opportunity – underpinned by the aim to create a more equitable and prosperous society.

Moving forward, Lumo and Hull Trains aim to go even further in their proactive support for local communities, taking advantage of their roles as anchor institutions in the communities they operate in to break down the barriers to opportunity that exist across both networks.

Using the Indices of Multiple Deprivation, the Purpose Coalition and Lumo and Hull Trains have partnered to identify a number of communities of acute need across the regions they operate in.

Both Lumo and Hull Trains, as illustrated throughout this report, already have comprehensive links to these areas and are supporting a wide range of individuals into employment and support opportunities.

Through this data analysis, Lumo and Hull Trains can apply the recommendation outlined in Section 6.1 to the communities most in need.

Critically, Lumo and Hull Trains and the Purpose Coalition have identified the specific barriers most important to each of these communities – supporting the organisations in targeting its work and collaborating with key partners in areas of strategic need.

In the below tables, a lower number is worse. Being in Decile 1 means the LSOA is amongst the 10% most deprived areas. Having a Rank of 1 means the LSOA is the most deprived LSOA in the country. Conversely, being in Decile 10 means the LSOA is amongst the 10% least deprived areas and having a Rank of 32,844 would mean it is the least deprived LSOA in the country.



## 5.1. Hull, Southcoates East

Council Name: Kingston upon Hull, City of  
 LA District Code: E06000010

LSOA Name: Kingston upon Hull 017E  
 LSOA Code: E01012897



| Kingston upon Hull 017E  | Decile | Rank (out of 32,844) |
|--|--------|----------------------|
| <b>Overall</b> , which combines information from the seven 'domains' below to produce an overall relative measure of deprivation                                     | 1      | 21                   |
| <b>Income</b> , which measures the proportion of the population experiencing deprivation relating to low income  | 1      | 43                   |
| <b>Employment</b> , which measures the proportion of the working age population in an area involuntarily excluded from the labour market                             | 1      | 96                   |
| <b>Education, Skills &amp; Training</b> , which measures the lack of attainment and skills in the local population   | 1      | 146                  |
| <b>Health Deprivation &amp; Disability</b> , which measures the risk of premature death and the impairment of quality of life through poor physical or mental health | 1      | 149                  |
| <b>Crime</b> , which measures the risk of personal and material victimisation at local level   | 1      | 83                   |
| <b>Barriers to Housing &amp; Services</b> , which measures the physical and financial accessibility of housing and local services                                    | 4      | 10,993               |
| <b>Living Environment</b> , which measures the quality of both the 'indoor' and 'outdoor' local environment  | 4      | 10,857               |

## 5.2. Hull, City Centre West

Council Name: Kingston upon Hull, City of  
 LA District Code: E0600010

LSOA Name: Kingston upon Hull 029D  
 LSOA Code: E01012855



| Kingston upon Hull 029D  | Decile | Rank (out of 32,844) |
|--|--------|----------------------|
| <b>Overall</b> , which combines information from the seven 'domains' below to produce an overall relative measure of deprivation                                     | 1      | 40                   |
| <b>Income</b> , which measures the proportion of the population experiencing deprivation relating to low income  | 1      | 105                  |
| <b>Employment</b> , which measures the proportion of the working age population in an area involuntarily excluded from the labour market                             | 1      | 53                   |
| <b>Education, Skills &amp; Training</b> , which measures the lack of attainment and skills in the local population   | 1      | 1,533                |
| <b>Health Deprivation &amp; Disability</b> , which measures the risk of premature death and the impairment of quality of life through poor physical or mental health | 1      | 167                  |
| <b>Crime</b> , which measures the risk of personal and material victimisation at local level   | 1      | 233                  |
| <b>Barriers to Housing &amp; Services</b> , which measures the physical and financial accessibility of housing and local services                                    | 3      | 9,431                |
| <b>Living Environment</b> , which measures the quality of both the 'indoor' and 'outdoor' local environment  | 3      | 8,452                |



### 5.3. Newcastle, Walker South.

Council Name: Newcastle upon Tyne  
 LA District Code: E0800021

LSOA Name: Newcastle upon Tyne 030C  
 LSOA Code: E01008427



| Newcastle upon Tyne 030C   | Decile | Rank (out of 32,844) |
|--|--------|----------------------|
| <b>Overall</b> , which combines information from the seven 'domains' below to produce an overall relative measure of deprivation                                     | 1      | 32                   |
| <b>Income</b> , which measures the proportion of the population experiencing deprivation relating to low income  | 1      | 47                   |
| <b>Employment</b> , which measures the proportion of the working age population in an area involuntarily excluded from the labour market                             | 1      | 31                   |
| <b>Education, Skills &amp; Training</b> , which measures the lack of attainment and skills in the local population   | 1      | 431                  |
| <b>Health Deprivation &amp; Disability</b> , which measures the risk of premature death and the impairment of quality of life through poor physical or mental health | 1      | 116                  |
| <b>Crime</b> , which measures the risk of personal and material victimisation at local level   | 1      | 483                  |
| <b>Barriers to Housing &amp; Services</b> , which measures the physical and financial accessibility of housing and local services                                    | 4      | 12,030               |
| <b>Living Environment</b> , which measures the quality of both the 'indoor' and 'outdoor' local environment  | 6      | 17,995               |

## 5.4. Newcastle, Byker

Council Name:  
Newcastle upon Tyne

LA District Code:  
E08000021

LSOA Name:  
Newcastle upon Tyne 026C

LSOA Code:  
E01008304



| Newcastle upon Tyne 026C   | Decile | Rank (out of 32,844) |
|--|--------|----------------------|
| <b>Overall</b> , which combines information from the seven 'domains' below to produce an overall relative measure of deprivation                                     | 1      | 76                   |
| <b>Income</b> , which measures the proportion of the population experiencing deprivation relating to low income  | 1      | 130                  |
| <b>Employment</b> , which measures the proportion of the working age population in an area involuntarily excluded from the labour market                             | 1      | 68                   |
| <b>Education, Skills &amp; Training</b> , which measures the lack of attainment and skills in the local population   | 1      | 1,105                |
| <b>Health Deprivation &amp; Disability</b> , which measures the risk of premature death and the impairment of quality of life through poor physical or mental health | 1      | 107                  |
| <b>Crime</b> , which measures the risk of personal and material victimisation at local level   | 1      | 396                  |
| <b>Barriers to Housing &amp; Services</b> , which measures the physical and financial accessibility of housing and local services                                    | 5      | 13,982               |
| <b>Living Environment</b> , which measures the quality of both the 'indoor' and 'outdoor' local environment  | 7      | 21,050               |



## 5.5. Edinburgh, Muirhouse

Council Name:  
City of Edinburgh

LA District Code:  
S01008929



| City of Edinburgh, Muirhouse   | Decile | Rank (out of 32,844) |
|--|--------|----------------------|
| <b>Overall</b> , which combines information from the seven 'domains' below to produce an overall relative measure of deprivation                                     | 1      | 29                   |
| <b>Income</b> , which measures the proportion of the population experiencing deprivation relating to low income  | 1      | 37                   |
| <b>Employment</b> , which measures the proportion of the working age population in an area involuntarily excluded from the labour market                             | 1      | 16                   |
| <b>Education, Skills &amp; Training</b> , which measures the lack of attainment and skills in the local population   | 1      | 49                   |
| <b>Health Deprivation &amp; Disability</b> , which measures the risk of premature death and the impairment of quality of life through poor physical or mental health | 1      | 281                  |
| <b>Crime</b> , which measures the risk of personal and material victimisation at local level   | 1      | 612                  |
| <b>Barriers to Housing &amp; Services</b> , which measures the physical and financial accessibility of housing and local services                                    | 9      | 5,942                |
| <b>Living Environment</b> , which measures the quality of both the 'indoor' and 'outdoor' local environment  | 1      | 244                  |

# 6. Recommendations

## 6.1. Strategically Targeting Social Impact Efforts

Lumo and Hull Trains have an opportunity to deepen their social impact by strategically targeting their outreach and engagement efforts to communities most in need across their networks.

As outlined in Section 5, Lumo and Hull Trains serve some of the most deprived communities in the country. Through strategic targeting and leveraging their roles as anchor institutions, the organisations can identify areas where support and resources will have the most significant impact.

A strategic approach is critical in not only identifying where communities have the highest barriers to opportunity, but what type of barriers these are. This will allow Lumo and Hull Trains to channel and tailor their community initiatives effectively – addressing key social, economic and educational gaps.

## 6.2. Capturing Intersectional Diversity

Lumo and Hull Trains, based in Newcastle and Hull respectively, have taken vital strides in recruiting, training, and developing individuals from local communities to have long-standing and fulfilling careers across both businesses.

A high proportion of these colleagues are from wide-ranging backgrounds and have overcome barriers to flourish within Lumo and Hull Trains.

To better evidence this, and to track where both operators could go even further, Lumo and Hull Trains should consider implementing socioeconomic background tracking for all colleagues. This will improve its current commitment to diversity and inclusion, allowing the creation of tailored development and support mechanisms as well as better illustrating the intersectional make-up of both workforces.

To achieve this, Lumo and Hull Trains should explore its partnerships across the Purpose Coalition and the Breaking Down Barriers Commission.

Its role in the Purpose Coalition's Leadership Advisory Council, focused on formalising much of the work organisations are undertaking across industries on social impact through the exchange of ideas, the sharing of successful approaches and the development of comprehensive strategies – all aimed at breaking down the barriers to opportunity.

An underpinning focus of the Council will be on socioeconomic background tracking for colleagues; however, it will go much further in its activity through the Three Scopes Model.

The Three Scopes Model offers a standardised and systematic approach for organisations to evaluate and communicate their social impact. By dividing social impact into three distinct spheres – Colleagues, Supply Chain, and Customers and Community – the model provides clarity and focus, mirroring the effectiveness of the carbon emission scope model in addressing climate change within the 'E of ESG.'

One of the key strengths of the Three Scopes Model is its holistic approach, which encourages organisations to consider their entire operation rather than focusing solely on individual projects or external initiatives.

Active involvement in the Purpose Coalition's Leadership Advisory Council by Martijn Gilbert, Managing Director of Lumo and Hull Trains, will provide valuable guidance and expertise in creating initiatives that effectively address challenges related to colleagues' and wider stakeholders' background.

Through collaboration, Lumo and Hull Trains can identify areas of opportunity, and develop tailored programmes and interventions that align with its broader diversity and inclusion objectives, and the socioeconomic make-up of its workforce.





### 6.3. Industry Partnerships

To further enhance their social impact, Lumo and Hull Trains should focus on increasing their involvement in industry groups, to improve collaboration within the railway sector.

Seeking out and fostering stronger cooperation between different operators could lead to improvements for customers, especially in times of unforeseen service disruption. Working together, these companies can address common operational challenges and improve overall customer experience.

One practical step would be for Lumo and Hull Trains to actively participate in cross-industry forums and working groups, where they can share best practices and advocate for collaborative solutions to infrastructure and operational issues. Engaging with other operators – through the Purpose Coalition for example – Network Rail, and

local authorities in these settings can help drive greater benefits for customers and communities alike.

Lumo and Hull Trains should leverage their partnerships to strengthen its presence. In highlighting their unique model of comprehensive training and family-like culture, they can showcase how their approach to colleague development and customer service sets them apart within the industry. Collaborative marketing campaigns or joint community initiatives with other rail operators could further emphasise their commitment to social impact and reinforce their brand values.

By prioritising these collaborative efforts, Lumo and Hull Trains can amplify their positive contributions to the communities they serve, positioning themselves as leaders in driving social impact within the railway industry.



#### 6.4. Training and Development

Lumo and Hull Trains are already making strides in increasing their social impact by prioritising training and development, breaking down barriers to opportunity. To amplify this impact, there's an opportunity to scale up their initiatives and share best practice across the industry.

By modernising outdated competence criteria and aligning them with current driving techniques, Lumo and Hull Trains are setting a new benchmark for skill development in the railway sector. This forward-thinking approach not only improves operational efficiency but also enhances the relevance and comprehensiveness of driver training. Sharing their updated competency assessment framework across the industry will ensure that more drivers are equipped to meet today's operational demands, contributing to the wider transformation of skills and standards in the sector.

Through collaboration and knowledge-sharing, they can lead by example and help raise industry-wide standards, creating a ripple effect that benefits both the workforce and the passengers they serve.

Alongside this, Lumo and Hull Trains plan to recruit more qualified drivers, particularly in anticipation of potential service expansion to Sheffield, Glasgow and Rochdale. By expanding their pool of skilled drivers through a more tailored and up-to-date training programme, they can continue to improve service reliability and offer more opportunities for career growth within the industry.

Lumo and Hull Trains have already demonstrated the benefits of close collaboration within their own organisations, setting a strong example of how to streamline operations, improve safety standards, and share best practices in training and development. Now, there's an opportunity to extend this impact by sharing their approach with the wider industry.

By showcasing how they've broken down silos and fostered a cohesive work environment, Lumo and Hull Trains can help other companies learn from their success. Their commitment to updating technical competencies, combined with their focus on diversity and inclusion, positions them as industry leaders in both operational efficiency and workforce development.

By scaling up their influence, Lumo and Hull Trains can help drive systemic change in how the industry approaches safety, training, and inclusion.





This approach demonstrates a commitment to flexibility and adaptability, recognising the unique needs of each colleague.

Leadership training is another critical area where Lumo is focusing on moving forward. The company plans to introduce more structured training programmes that will help colleagues develop the skills necessary to handle the complexities of train planning and performance management. Formalising leadership training will not only support individual growth but also improve company-wide performance, creating a pathway for internal career progression and nurturing the next generation of industry leaders.

Actionable steps include developing comprehensive training materials to improve knowledge sharing across the company, ensuring that all colleagues are well-informed and capable. Scheduling formal leadership training and maintaining open communication through regular follow-up discussions with relevant team members will also be critical.

## 6.5. Increased Internal Collaboration

As Lumo and Hull Trains continue to grow, both operators have a unique opportunity to strengthen internal collaboration to further support growth and enhance the customer experience across both companies.

Through focusing on cross-functional collaboration, particularly between the commercial and on-train teams, Lumo can more effectively meet customer expectations and continue delivering on its social impact goals.

Despite the challenges that come with swift growth, such as infrastructure constraints and changes in leadership, Lumo has demonstrated a strong commitment to innovation and customer satisfaction. The company's consideration of future improvements, like introducing longer trains to increase capacity, showcases its proactive approach to addressing customer needs and enhancing the overall travel experience.

To build on this momentum, Lumo and Hull Trains can prioritise creating a culture of open communication and teamwork across all departments. Encouraging regular meetings, cross-departmental projects, and knowledge-sharing initiatives will help align various teams with the company's overarching objectives. Improved collaboration between the commercial team and the on-train team, for example, can lead to more informed decision-making that directly benefits customers such as tailored services and improved operational efficiency.

By fostering a positive, collaborative work environment, Lumo and Hull Trains can ensure that all departments are working in harmony to support its expansion and the evolving needs of its customers. This focus on internal teamwork will not only enable both organisations to navigate the challenges of growth more smoothly but also position the companies as an innovative leader in the rail industry, committed to both operational excellence and social impact.





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