Sustainability report 2023



eurostar



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1. Eurostar at a glance







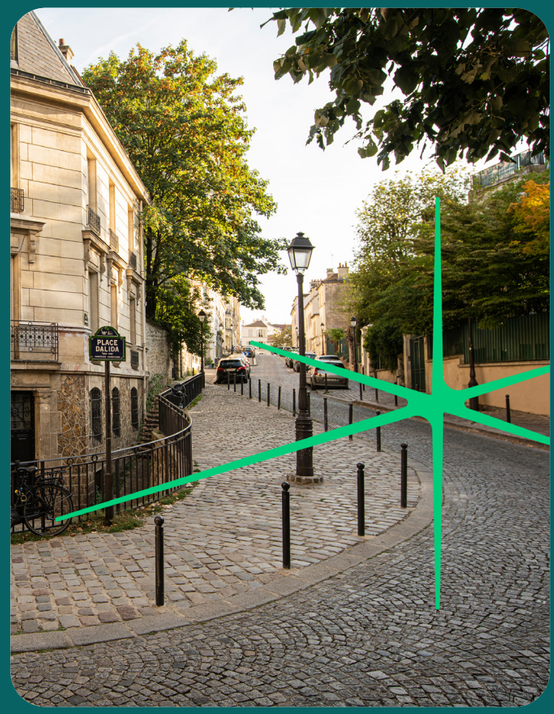












Meet our Chairman and CEO



Creating the new Eurostar group

In March 2022, Eurostar and Thalys legally joined together. And on 1 May 2022, Eurostar Group was created. This kick-started an exciting new era for international train travel. We now have one high-speed rail network linking France, Belgium, the Netherlands, Germany, and the UK on high-speed direct city centre to city centre and connecting routes. And with the launch of the new Eurostar in October 2023, we're looking forward to a bright future for train travel.

In an era where environmental concerns dominate global discussions, Eurostar shines as a beacon of sustainability within the international travel industry.

Central to our sustainability strategy is a commitment to continuously reducing our carbon footprint. Through prioritising energy efficiency, using renewables and improving operational practices, we aim to slash emissions while growing our services, playing a pivotal role in the fight against climate change.

Our vision is not just to increase train travel, but to make it more sustainable. Europe has an ambition to scale up the availability of high-speed rail, seeing it as a key driver of its climate transition. Decades of experience mean we have an indispensable role to play in this objective.

Our endeavors extend beyond environmental efforts to embrace social and economic dimensions. Through partnerships with local communities and charitable organisations, we actively participate in community development projects. Diversity within our workforce is a key priority, and I'm proud of the focus our CEO has put on this topic.

By embracing sustainability as a core principle, we're showcasing that profitability and social responsibility aren't mutually exclusive. We remain steadfast in our commitment to driving positive change, demonstrating that sustainable practices are not just desirable but essential for a brighter future.

Alain Krakovitch, Chairman of Eurostar



Interview with Gwendoline Cazenave, CEO of Eurostar

What role does Eurostar have to play in sustainable travel and why is it so important to the company?

Eurostar and Thalys had raised a new generation of 380 million travellers across five countries, making sustainable travel between London, Amsterdam, Brussels, Cologne, and Paris the norm.

Today, the transport sector accounts for 25% of European greenhouse gas (GHG) emissions, therefore sustainable travel can solve one quarter of the problem. With the new Eurostar we're on our way to becoming the backbone of sustainable travel in Europe, and it's our goal to provide sustainable, low carbon travel for 30 million passengers by 2030.

In 2023, passenger numbers grew +22% vs. 2022, demonstrating the huge appetite of customers to travel sustainably.

What does Eurostar's sustainability strategy look like?

Our strategy consists of three key areas. Firstly, we plan to work closely with our infrastructure managers to reduce GHG emissions through efficiency measures and switching to renewable energy. Secondly, our aim is to engage our suppliers in our sustainable journey by continuing to provide low carbon menus on board, reducing single-use plastics, and producing new uniforms with a socially responsible supply chain. And thirdly, we will encourage passengers to choose us as the lowest emitting form of international travel. It's a win for customers and a win for the planet.

What are your ambitions for the future of Eurostar and sustainable travel?

We want to continue to innovate and make our services more attractive, while reducing our environmental impact. It's not enough for us to be a passenger operator, we must also be a connector. Our cities are not just destinations but also 'open hubs' with connections between our network and other rail networks, creating a new low carbon travel solution by making more cities accessible by train. We want to invest in the customer experience to make it easier for customers to make these connections in Brussels, London, Schiphol or Lille. We also want to position ourselves as an essential complement to long-haul air travel by creating a modal shift for short-haul travel.

Our mission, vision, and values

At Eurostar, we've always been passionate about looking after the planet and people. It's a big part of who we are and, with the climate crisis worsening, it's never been more important. We feel a move towards sustainable travel is vital, and train travel has proven time and again to be a greener option. In fact, taking our trains emits on average 90% less CO_2 than going by car or 95% less than taking a plane.[1]

That's why our mission is be the lowest-emitting form of international travel while growing to carry 30 million travellers a year by 2030, as outlined by our CEO. To achieve this, we'll need to provide a service our customers love and one that's kind to the planet and the people in our value chain. And we believe our colleagues will be at the heart of our success. We're creating an environment of pride and progress, one where we go the extra mile, take the lead, and make European travel more sustainable than ever. It's our values which will guide us on this journey.



Bold

We don't just keep the pace, we set it. We act quickly and make every decision with our passengers in mind. We want to scale up our business plan and we'll set bold but realistic sustainability targets focused on using renewables, the implementation of circularity across our operations and a bigger train offer.



Honest

We're true to ourselves and say it like it is – just simple facts. Transparency about the work we're doing is key, whether we're successful or not. We trust each other and we're trusted by our passengers to do the right thing. When it comes to sustainability, we'll be honest with our stakeholders and we'll communicate widely with all of them (staff, regulators, investors, and clients).



Caring

We're passionate about our people, our passengers, and our planet. That's why we aim to guide more travellers to low-carbon travel. We take customer service and safety to a whole new level. And we're relentless in our mission to be greener. We celebrate our differences and welcome everybody with respect and empathy. Our staff play a crucial role in this, so we're keen to ensure that everybody feels engaged and valued.

Ecosystem and strategic direction

We know the train is a low impact mode of transport by nature. But we can't rely on this alone.

We're directly involving our stakeholders, including our passengers and colleagues, in every change we make, because we know our decisions today will help define what sustainability means tomorrow.

We're leading by example in reviewing all our processes and committing to the highest external standards.

The joining of Thalys and Eurostar is an opportunity to build on our strengths and continue to innovate and reduce our impact. We see this moment as an opportunity to adapt our business and to take on our role as an instigator of change.

By working with our travel partners, including airlines and other train companies, we'll take travellers even further while cutting total carbon emissions. To make this happen, we'll focus both on our own practices and those of our partners. And we'll work with businesses to meet their environmental, social, and governance (ESG) goals while encouraging leisure travellers to go greener.

Gareth Williams

General Secretary & Chief Strategic Partnerships Officer

> One of the most rewarding parts of leading Eurostar's sustainability strategy is seeing the daily commitment from our stakeholders to realise our ambitions. That commitment is there across our workforce, but also from our external stakeholders who will play a crucial role helping us achieve our goals. And ultimately, it is our clients who determine whether we have achieved that standard.



[1]*Calculations taken from an independent study carried out by EcoRes SCRL in July 2023. For full details, see eurostar.com/uk-en/sustainability.*

Our value chain

Upstream

Business partners
- Railway infrastructure companies
- Energy providers

Purchasing of goods and services
- On board catering
- Cleaning
- Maintenance
- IT support
- Equipments & products
- Trainsets

Own activities

Our core activity

Transport people between city centres

- Train lounges
- Maintenance and client services
- Staff

Downstream

Customers
- Business travellers
- Leisure travellers

About us

We're an international train company with daily high-speed services to 28 destinations. Our network connects major cities in France, Belgium, Germany, the Netherlands, and the UK. And we also offer non-daily, seasonal services to the South of France and the French Alps. We have a fleet of 51 trains. 25 travel through the Channel Tunnel to and from London, and 26 travel between destinations on mainland Europe.

Our customers

We carry travellers for leisure or business purposes. Our customer base varies widely – from families and solo travellers to corporate executives and self-employed entrepreneurs.

Client services

To help our customers, we have teams in both our stations and contact centres. Tickets can be booked through our website, via travel agents, in our stations, or through our partners, including SNCF (Société nationale des chemins de fer français), SNCB (Société nationale des chemins de fer belges), NS (Nederlandse Spoorwegen), DB (Deutsche Bahn), and Rail Europe.

Staff

Our colleagues work across five countries. Many are based in our main offices in Brussels, London, Ashford, Lille or , Paris, but they can also be found in our depots, stations, contact centres, and on board our trains.

Train maintenance

Our trains are maintained by our team at the Temple Mills International depot in Leyton. We also use the Forest TGV depot in Brussels, the Le Landy Technicentre in Paris, and the Hellemmes Technicentre in Lille. In these locations, a third party maintains our rolling stock.

Our partners

Railway infrastructure

Our trains use infrastructure operated by SNCF Réseau (France), Infrabel (Belgium), High Speed 1 (UK), Getlink (Channel Tunnel UK/France), Prorail (the Netherlands), and DB Netz (Germany). In the Netherlands and Germany, the relationship with our infrastructure providers is managed by local partners. This includes NS in the Netherlands and SVDE (SNCF Voyages Deutschland GmbH) in Germany.

Energy

We purchase electricity to power our trains in several different ways. It varies by country and supplier, with an increasing share of renewables depending on the market.

Other goods and services

We partner with companies who provide our catering, clean our trains, offer IT support, and maintain some of our rolling stock. We're very careful to select suppliers who align with our ESG goals.

Reward

As a result of our efforts and actions throughout our value chain, we've been recognised by EcoVadis for our low environmental impact, our procurement practices, and our high human rights standards and ethics.

We received a gold medal for our work on our routes between France, Belgium, the Netherlands, and Germany in 2021 and a silver medal on our routes to and from London on our first year of assessment in 2023.





Key facts and figures

25 cross-Channel

51 Trains

26 continental

17 **e320s** (894 seats) came into service from 2015

8 **e300s** (750 seats) refurbished between 2012 and 2019

9 **PBA** came into service 95/96 (371 seats + 2 PMR)

17 **PBKA** came into service 96/97 (389 seats + 2 PMR)

4 **Lounges in Paris, Brussels and London**
2 Business Premier lounges and 2 Premium lounges

2,400 **Eurostar colleagues**
working towards the best experience for you every day

37 **nationalities**

Eurostar carried
18.6 million
passengers in 2023
Objective: 30 million passengers in 2030.

Eurostar carries over
50,000
passengers a day
on average (excluding seasonal destinations) on its network.

17,524 **Eurostar customers** use Paris Gare du Nord every day

15,710 **Eurostar customers** use London St Pancras Int'l every day

8,500 **Eurostar customers** use Brussels-Midi/Zuid every day

3,400 **Eurostar customers** use Amsterdam Centraal every day

Source : Armand Depré – Date : Nov 23

28 destinations in 5 countries



On average, the carbon footprint of travelling on our trains is
95% less than flying.

Travelling with Eurostar emits on average only
5.5g of CO_2 per passenger per kilometre.

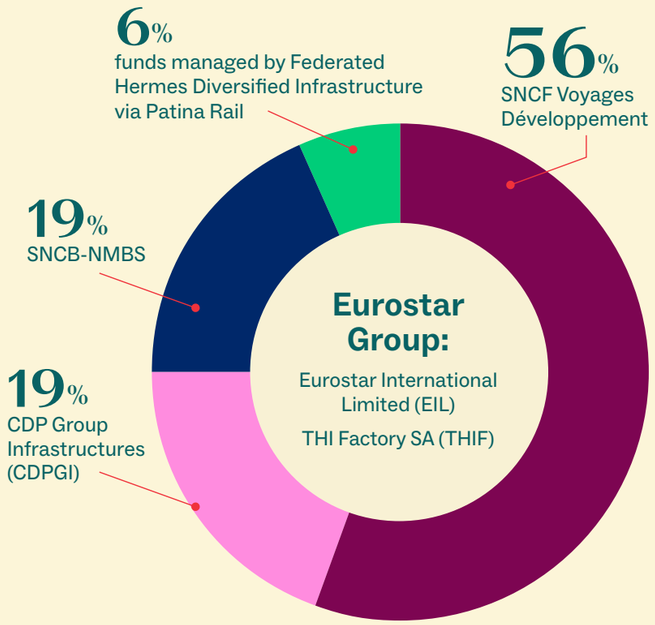
Carbon Info Source : Calculations taken from an independent study carried out by EcoRes SCRL in July 2023

Governance



Ownership

Our holding company, Eurostar Group, is headquartered in Brussels. It holds every share in Eurostar International Limited (EIL) and THI Factory SA (THIF). Our group is owned by:



Our approach

Our sustainability approach starts at the highest strategic level and filters down to our day-to-day operations. It's also embedded in our different business processes, including risk management and procurement.

Who's who

To make sure we're successful, several teams, committees, and individuals drive our sustainability strategy and implementation.

The Eurostar Group board is made up of 13 members, with Alain Krakovitch as the board chair. It has final accountability for our sustainability strategy.

The audit committee is made up of four board members. It owns our risk register which identifies our key ESG risks. The risk register helps drive our sustainability strategy and is updated every year.

The sustainability steering committee is led by non-executive shareholder representatives, members of the executive committee and includes our head of sustainability. It has a full view of our strategy, risks, and initiatives. They advise the board on relevant risks and opportunities. They're also in charge of our environmental and energy management system (EEMS) and set out our energy and environmental policy.

The general secretary and chief strategic partnership officer is the executive committee member with responsibility for sustainability. Our executive committee is made up of 11 members led by Gwendoline Cazenave, CEO.

The sustainability team oversees, monitors, and reports on our sustainability initiatives. They also make sure our strategy is applied across our business. Our head of sustainability leads the team and reports directly to the general secretary and chief strategic partnership officer.

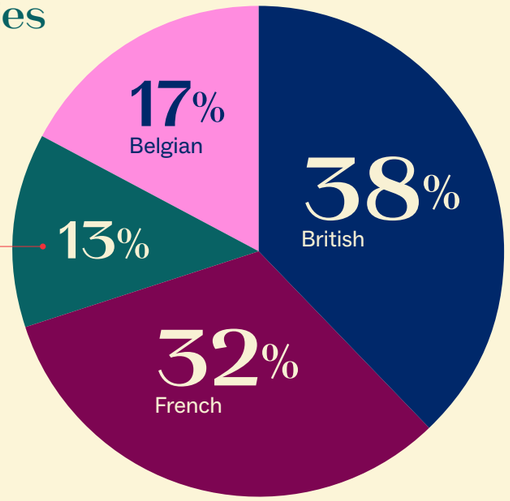
Employees

We have over
2,400 staff
in five countries.

They're located in our offices, depots, stations, contact centres, and can be found on board our trains.

43%	30%	17%	10%
Stations, trains	Offices	Depot	Client service centres

Our employees' nationalities



• Italian • Dutch • Polish • Spanish • Australian • Ivory Coast • South African • Algerian • Mexican • American • Mauritian • Indian • Greek • Canadian • Bulgarian • Danish • Colombian • Japanese • Jamaican • Swedish • Norwegian • Brazilian • Ethiopian • Nigerian and many other nationalities.



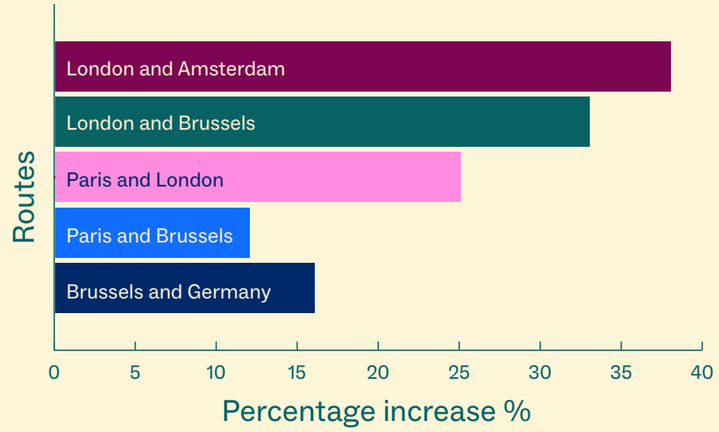
Our customers

In 2023, we carried approximately

18.6 million travellers

We also had strong demand on several routes.

Traffic was up by:



This clearly demonstrates a strong appetite and a growing demand for sustainable travel across our markets.

2. Our sustainability journey



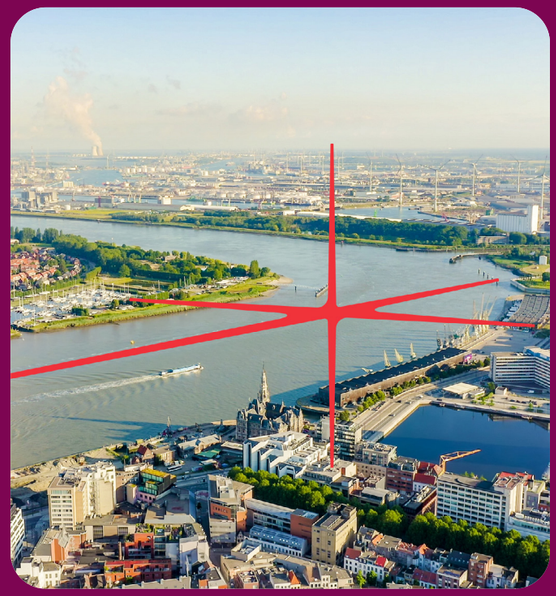














Ethical business conduct policies

At Eurostar, it's one of our top priorities to make sure that we go about our business in a way that's as responsible, ethical, and sustainable as we can make it. To help us achieve this, we set extensive policy commitments which are approved by our Executive Committee. We then use them as a framework to check that we're upholding the social, environmental, and regulatory standards that are expected of us.

Our policies on sustainable business conduct are available to everyone in the business, informed by the views of our colleagues, and we regularly communicate about them to our people at every level of the company. All members of staff are given introductory training when they join the company. We aim to provide these eLearning courses to all members of staff as soon as possible. We also provide specialist training for colleagues in higher risk roles as and when needed.
Our policies focus on three key areas:

1. Our internal code of conduct and ethics policy
2. Our whistleblowing policy
3. And our charter for working ethically with our suppliers (annexed to all our standard contracts (that represents +/- 800 contracts in 2023)

Our internal code of conduct and ethics policy

It's so important to us that everybody who works at Eurostar acts with honesty and integrity. And our code of conduct helps our colleagues understand how we expect them to behave. It focuses on:

- Taking responsibility for our own safety and that of our colleagues
- Our drug and alcohol policy
- The protection of the personal data of our customers and colleagues, and company information and restricted materials
- Our colleagues' behaviour on social media
- Conflicts of interest
- Speaking out in cases of fraud or malpractice

Our whistleblowing policy

The aim of this policy is to provide an internal, independent and anonymous forum for reporting, investigating and putting right any wrongdoing in the workplace. Every case we receive is analysed and, if necessary, investigated by the compliance team. This process guarantees that any fraud, or misconduct by employees, agency workers, consultants, contractors or anyone else working with us is properly and immediately dealt with.

The types of wrongdoing covered by the policy includes:

- Failure to comply with legal obligations
- Creating a risk to health and safety
- Causing damage to the environment
- Any act of bribery or corruption (in breach of the Bribery Act 2010)
- Any act of slavery or human trafficking (in breach of the Modern Slavery Act 2015)
- A breach of competition law or anticompetitive behaviour
- Harassment, discrimination or breach of the Equalities Act 2010
- Financial fraud
- A breach of our internal policies and procedures including Eurostar's code of conduct and ethics policies
- Conduct likely to damage our reputation
- And unauthorised disclosures of confidential information



Gaëtan Goossens

Head of Compliance & Data Protection

> Ethical compliance is crucial for every company. In recent years, we have been developing a robust compliance program in answer to further developing legal requirements but also as the underlying values are important for us. Having an honest, fair and just approach to our business is necessary for our colleagues and for our clients. It is through this attitude that we try to have a positive impact on our society.

Our charter for working ethically with our suppliers

As we're committed to working ethically and sustainably, we expect the same of the partners we work with. We have a zero-tolerance approach to unethical or illegal business practices which allows our customers, suppliers and partners to have complete trust in us.

We ask our suppliers and partners to recognise fundamental rights, especially those outlined in the Universal Declaration of Human Rights and any other social legislation. This is to ensure the wellbeing, health and safety of our customers, colleagues, partners, suppliers and their employees. As part of this request, all suppliers, service providers and consultants must sign an appendix agreeing to our ethical standards. This appendix applies to permanent, occasional, or potential Eurostar business partners.

Compliance

To demonstrate our commitment to responsible business practices, we have a dedicated in-house team whose job it is to check that we're complying with our legal and internal ethics policies. We believe that monitoring our compliance is crucial in creating a sustainable and ethical business environment .

This robust system of follow-up is essential to monitor, evaluate, and adapt to evolving standards , legal requirements and societal expectations.

This continuous oversight not only mitigates risks associated with non-compliance but also demonstrates a commitment to responsible practices.

We regularly review, audit and assess our practices to make sure we're meeting ethical standards, legal requirements and the expectations our customers and partners place on us. The result of this is an annual assurance plan, which is approved by our audit committee and ensures that any key risks to compliance are identified and reported to senior management. Our review includes recommendations for actions which might mitigate risks and we always follow up to ensure that any actions taken have been effective.

Stakeholders

Institutional stakeholders

We work with a range of local, national and international organisations, including:

- Governments and public organisations
- Elected officials
- Regulators
- Passenger groups
- Sustainable travel groups
- And business networks

We do this to ensure we're fully up-to-date with the latest laws, regulations and the business environment in which we're operating. It's also an opportunity to discuss our recent activities and future ambitions and receive feedback on them.

We identify the stakeholders and institutions we work with through our existing networks and by carrying out other activities such as stakeholder mapping and media monitoring. We're a member of business networks and trade associations in the countries we serve and at a wider European and international level. For example, these networks include:

- The Franco-British Chamber
- The French Chamber of Commerce
- CER (Community of European Railway and Infrastructure Companies)
- And the UIC (International Union of Railways).

Local communities

At the heart of our sustainability programme is a commitment to support local communities in the cities we connect. We provide support through funding, volunteering, offering work experience, and by giving free or discounted tickets to local charities that work to help young people or minimise damage to the environment

Supporting Urban Partners

We've partnered with Urban Partners, a voluntary business organisation which enables local companies in King's Cross to maximise the potential of the area and creates opportunities for local residents.

In 2023, a female student from Maria Fidelis School in Camden shadowed our CEO, Gwendoline Cazenave, during visits to St Pancras International and our Temple Mills depot as part of our 'Spend the day with Eurostar Group women leaders' initiative. The student also spent time with other teams and departments.

Partnering with Secours populaire français

We're also proud to have a long-standing partnership with Secours populaire français, a charity which helps vulnerable children and families. Each summer, we give free train tickets to children to go to the Netherlands and allow them to have a holiday. And at Christmas, our colleagues donate gifts to families that need support.

Our monthly ticket draw

We also give free tickets to charities and charitable events through our monthly ticket draws.



Our material impacts

We're well aware that our work has or could have a variety of impacts on the environment, governance, internal and external stakeholders, and wider society.

We base our analysis of our potential impacts using the Eurostar Departmental Risk Registers, a benchmark study within the railway sector, and input from external experts.

The Departmental Risk Registers are updated each year, with the last version finalised in Q4 2023. The purpose is to identify key risks which might affect our and/or our stakeholders negatively. The registers consider two factors:

- The likelihood that our work will have an impact
- And the potential severity of that impact

The most significant risks are then recorded on the Corporate Risk Register by our internal audit team.

This internal process ensures the management and mitigation of climate-related risks and will help us to be prepared.

The main risks to sustainability resulting from this analysis are related to transparency and disclosure, climate change, sustainable procurement/ partnerships and circular economy.

We identified the following sustainability-related impacts as most relevant to Eurostar Group. This list of impacts has been approved by our Sustainability Steering Committee:

Environment

Climate change

Although we're a vital part of Europe's climate transition, our activities still emit a significant amount of GHG. The main contributors to this are the electricity used to power our trains, as well as scope 3 emissions caused by value chain activities including the carbon footprint associated with the products and goods we buy or lease.

Our services could also be impacted by the consequences of climate change such as extreme heat, floods and storms.

Circularity

Many activities across our value chain (such as catering, cleaning, and maintenance) which are carried out by us or our suppliers and partners also create waste and have an impact on resources.

Social

Safety

The safety of our colleagues, contractors, passengers, and local communities is important to us. If we're unable to guarantee their safety, we risk having our licence to operate withdrawn.

Wellbeing and engagement

Following our merger, we're still in the process of aligning our company cultures and processes and we're doing this alongside our sustainability work and the challenges in our markets. This adds to our day-to-day workload and could have an impact on the wellbeing of our teams.

Diversity and inclusion

Having a diverse team is critical to our business as it not only reflects the profile of our travelers but also ensures that we benefit from a wide range of perspectives, ideas, and experiences.

Accessibility

It's important that our passengers have access to our services and feel welcome at our stations and on our trains.



Governance

Sustainable supply chain

Our impact (current or future) on the environment and people extends throughout the entire value chain, including suppliers, business partners and customers.

Data security

We manage an important amount of data related to our business, our colleagues and customers. It's critical to our business and the trust our customers have in us that we secure this data to protect their confidentiality.

Based on analysis of these material topics, we plan to focus on the following three pillars to realise our ambition of becoming the backbone of sustainable travel in Europe.

Motivating and engaging our staff	Reducing our carbon footprint	Being the backbone of sustainable travel in Europe	
By focusing on **wellbeing, diversity and inclusion.**	By focusing on our **energy use and GHG emissions**, and that of our business partners and value chain.	By focusing on **accessibility**, meaning access to information, transparent communication, responsible market practices, non-discrimination and access for PRM.	By focusing on **circularity** including waste management, responsible use and consumption, and a **sustainable supply chain**.
By focusing on the **health and safety** of our staff.	By focusing on our **preparedness** for the consequences of **climate change**.	By focusing on **data security** and protection.	By focusing on **safety on board** including safe operation assets and passenger safety.

In the next section we'll look into these impacts in more detail, focusing on the measures we've taken, the policies we've put in place and how we plan to go further. In this report we will focus on 2022-2023.

3. Eurostar as the backbone of sustainable travel in Europe



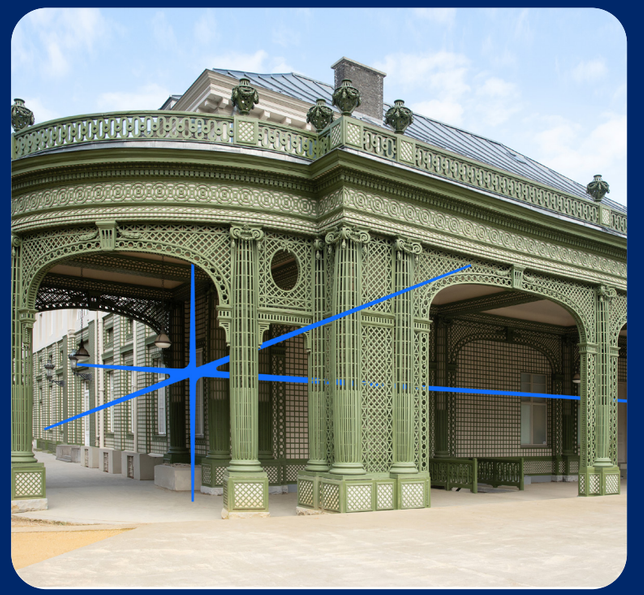














Motivating and engaging our staff

With a need to maintain high performance in terms of our services and the need to shift towards a more sustainable business model, the significance of employee engagement and wellbeing has become even more important since Eurostar and Thalys joined forces. We believe it's the foundation of a successful, sustainable and people-centric organisation.

Creating a new Eurostar

The joining of the two companies (formerly THIF and EIL) has been a fantastic journey. Big cultural and operational changes have created new opportunities and challenges but have at times proved stressful for our teams. The wellbeing and engagement of our colleagues have been and still are a top priority.

We put in place dedicated initiatives to create a working environment which is conducive to operating as one team. This has been a crucial part of our integration.

We set up an Integration Management Office, a dedicated team whose purpose is to enable and encourage integration between colleagues from each of our markets and to ensure everyone is kept well informed and prepared for the launch of our new-look company. An Employee Readiness Group was also created to provide internal stakeholders with a common communication and mobilisation plan. This was a helpful experience for our colleagues, but also enabled us to maintain our usual levels of service for our customers.

As soon as the integration project began in May 2022, a comprehensive communication programme was launched to keep colleagues informed. We remain committed to effective employee engagement through:

- Regular online and in-person briefing sessions with members of our Executive Committee
- Our weekly internal newsletter, Up to Speed
- Monthly breakout sessions on specific integration topics
- Regular Pulse surveys which monitor employee engagement allowing us to celebrate success and take action where necessary

We also enrolled a group of Cultural Connectors from across the business. Their role involved sharing information with their teams, planning and delivering information events and activities, and sharing feedback with the Integration Management Office. The Cultural Connectors continue to play an important role as our new look company takes shape, by providing support to their teams and acting as cultural ambassadors.

The group's initiatives have included:

- Information hubs at stations to inform and prepare customer-facing staff
- Helping frontline teams at stations and contact centres in the first 3 weeks following the launch of our new website, reward programme and brand
- Producing dedicated materials for frontline staff including pocket guides with useful information to pass on to customers



Nele De Brabandere

Chief People Officer



"We believe we are stronger together. So whilst we are still implementing our new organisation, it is essential for our colleagues to be engaged and committed - we cannot do it without them. An engaged team will not only ensure we achieve our ambitious goal and deliver our customer promise but also that we create the best working environment for everyone to thrive.

Along the way, it is important we stay connected and get genuine feedback from our people across the group. We also want to go further for our colleagues to enhance their employee experience and well-being.

How we collectively prepared for the launch

2,000
visited the info Hubs at least once for information & preparation for the integration

4,600
pocket guides for customer-facing staff & helpers

1,000
customer-facing staff were trained on the integration topics

200
office-based helpers for customer-facing staff & helpers

Diversity and Inclusion (D&I)

Our ambition

We work across five countries and employ more than 37 nationalities from many different backgrounds, beliefs, and walks of life.

We connect countries and cultures, which means diversity and inclusion is naturally part of our DNA.

Our workforce reflects our diverse customer mix and ensures we benefit from a wide range of perspectives, ideas and experiences. We believe all our colleagues should be valued and respected equally and that employees who are able to be themselves at work are happier and perform better. However, the new Eurostar aims to go even further – to break down barriers, do away with stereotypes, and tackle discrimination.

By championing diversity and inclusion within the workplace, we aim to improve colleague wellbeing and engagement, creating an environment where everyone feels supported in their career development and ambitions.

On gender parity, we recently improved gender diversity in our Executive Committee by appointing two women executives – Zelda Crambert as Chief Rolling Stock Officer and Heather Campbell as Chief Communications and Diversity & Inclusion Officer. This brings the total split to 4 of 11.

At a strategic leader level, 41% of colleagues are women and the overall percentage of women working for us stands at 36%, up 2% from early 2023.

D&I audit

In 2023, an external consultant carried out a holistic D&I audit to benchmark our company against the 35 competencies in the Global Equality Standard framework. The audit considered over 70 of our policies and procedures, included in-depth interviews with senior leaders across the business and held focus groups with a range of employees across France, Belgium, and the UK with sessions in three languages.

We're proud that all competencies were met to some extent, with no ratings of 'not met' across the 35 competencies.

Six competencies were rated as 'met': Learning and Development; Flexible Working; External Relationships and CSR; Customer Insight; Industry Insight and Regulation; Modern Slavery and Human Rights.

Twenty-nine competencies were rated as 'partially met', demonstrating that some progress had been made but there's more work to be done. These were grouped into four bigger themes: strategy, culture, leadership, and talent.

Our commitment to becoming a model company for D&I and to be a sustainable employer will continue in 2024, using the audit outcomes as a basis for further improvement and change.



Heather Campbell

Chief Communication and Diversity & Inclusion Officer

"The approach and understanding of D&I is unique in each of our countries but also between individuals. This is on top of the cultural change Eurostar is experiencing following the integration of two companies which brings an added dynamic of difference. We have a large challenge, but we are bold about our long-term vision.





Wellbeing and engagement

The wellbeing and engagement of our colleagues is always a top priority. We have a range of initiatives in place to ensure that our workplace is an environment in which individuals can thrive and feel fulfilled.

Joie de Vivre is our UK-wide wellbeing programme. The programme is designed to inspire everyday healthy living through assessing health data, wellbeing awareness events, training, webinars and putting a range of wellbeing benefits in place.

Swing is our Franco-Belgian equivalent. The programme runs a series of dedicated workshops focused on wellbeing and the work environment, training, internal events and much more.

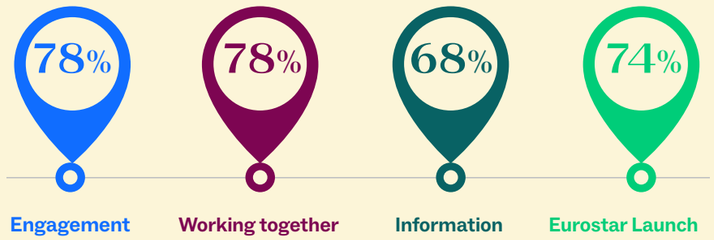
JOIE DE VIVRE

Swing THALYS

In 2023, *Joie de Vivre* and *Swing* ran a joint psychosocial risk survey. The aim of the survey was to identify and better understand factors leading to stress and impacting the resilience of our colleagues. The results enabled both wellbeing teams to draw up an action plan to reduce workplace stress and improve employee wellbeing.

Short polls were also sent to all colleagues to measure their level of engagement and happiness. This helps evaluate the impact of any actions we're taking and ensures our initiatives are aligned with our teams' needs.

The figures represent the result of the polls (40% of our colleagues answered).



Top Employer certification

We began working towards Top Employer certification in 2022 and first achieved it in Belgium in 2023. It's given us the opportunity to continuously reassess and improve our HR policies, ways of working, and wellbeing and engagement plans. We want to create the best possible working environment by constantly evolving to keep up with industry best practice.

How we're going further

Our dedication to creating an inclusive company culture will continue throughout 2024 as we aspire to be seen as a leading sustainable employer. We are continuing our work towards one governance and strategy for all colleagues across our territories. And as one of the first results, we're proud to announce that we've been certified a Top Employer again in 2024 in Belgium and for the first time in France. The D&I audit will also help us create a detailed action plan moving forward to achieve our ambition to become a model company for D&I.

The safety of our staff and contractors

Updated in July 2023, our Safety Management System (SMS) is designed to ensure everybody is kept safe through compliance with national and European laws, industry standards, and the effective identification and control of risks. Our SMS helps us constantly improve by monitoring performance, investigating incidents and accidents, and self-auditing its own effectiveness. It sets out a clear management structure, gives clear responsibilities and defines training needs and competencies for colleagues involved in safety-related work.

Because we keep a close eye on our safety performance, follow up actions and areas of weakness, mitigating actions and resources are decided upon and allocated at an appropriate management level. A quarterly Executive Safety Management Group (ESMG) and a monthly Safety Management Group (SMG) meeting oversees our safety processes.

Our *Think safer* policy was signed by our CEO and highlights safety as a key pillar of business performance. It focuses on continuous improvement based on a fair, proactive safety culture in which everyone takes responsibility for safety across Eurostar.

The policy aligns safety considerations across the business and focuses on managing occupational and operational risks across the next 3 to 5 years. It features 6 safety pillars:

1. **Managing system safety** – ensuring safe operations in close collaboration with other stakeholders within the wider railway world.
2. **Learning from experience** – encouraging reporting, reviewing and sharing of incidents, accidents, and hazardous situations to continuously learn and improve safety performance.
3. **Assessing and managing risks** – we do this pro-actively to prevent, mitigate and control risks.
4. **Human and organisational factors** – raising awareness of the impact of human behaviour on safety, incidents and accidents.
5. **A fair and proactive safety culture** – focusing on managing and addressing risks proactively and creating a safe working environment. Safety issues are reported and analysed openly with the aim of identifying root causes.
6. **Simple and clear safety management systems** – tools and rules ensuring a single integrated approach to safety.

These 6 pillars shape our annual group-wide and local action plans. A safety leadership training programme was created for all senior managers and several actions were taken to align Eurostar and Thalys practices, tools and systems with the aim of operating under a single safety certificate on the continent.

Our 2023 action plan focused on the risk of assault using conflict resilience training, improved access control to trains, post-traumatic event support and testing the wearing of bodycams. In 2023, 44 out of 71 accidents that occurred were assault related. Other accidents were mainly caused by manual handling, becoming distracted or unfamiliar with work surroundings and coming into contact with an item of work equipment. All these events were minor and had temporary limited consequences for those involved. Each accident was submitted to a root cause analysis leading to extra preventive and/or mitigating measures. The vast majority of Eurostar staff (based on a survey) feel supported when verbally or physically attacked.



Safety and results 2023 targets

Key performance indicator	Result 2022	Target 2023	Result 2023
Employee safety			
Employee lost time accident frequency rate*	25,20	17,33	19,85

*Number of accidents per million working hours

Our 2023 target was not met mainly due to a major knife assault incident in January in the vicinity of our continental platforms at Paris Gare du Nord. Ten colleagues were directly involved (witnessing the incident or trying to help) and were unable to work for a period.



How we're going further

Our efforts to create a safe working environment for our staff and contractors based on a fair and proactive safety culture will continue throughout 2024. Our priorities are open communication, transparency and accountability, making sure that all colleagues are actively involved in working towards safety excellence. Our focus remains on constant improvement and we foster a mindset of prevention rather than reaction. Safety's not just a culture but a core value that's a part of every aspect of our operations, resulting in a workplace where everyone feels supported, respected and committed to safety.



Climate change

Climate mitigation

Our commitment

As a high-speed train operator, we're conscious of the impact our services can have on the environment. We're committed to becoming the lowest-emitting form of international travel and always trying to improve our energy performance.

To do this, we'll identify potential areas of impact on the environment and define how we'll mitigate them. Our commitment to improving our environmental credentials is demonstrated by our UK operations being certified ISO14001:2015 and ISO5001:2018 compliant since 2017.



Scope 1:
2,619 tCO_2e - >2.1%

Scope 2 Market-based:
61,081 tCO_2e– 47.6%
Scope 2 Location-based:
44,750 tCO_2e

Scope 3:
64,533 tCO_2e – 50.3%

Total (incl market-based): 128,200 tCO_2e

*Our footprint is subject to change as our data and processes improve

Our carbon footprint

We recently completed our first group-level greenhouse gas (GHG) inventory covering scopes 1, 2 and 3 of the Greenhouse Gas Protocol (GHG Protocol). This initial footprint covered the 2022 calendar year to align with the creation of the Eurostar Group and now forms our new carbon footprint baseline. Work on our 2023 footprint using the same methodology is now underway. Because we're committed to being transparent, we'll continue to revisit and refine our carbon footprint moving forward to maximise its accuracy and will adjust our climate roadmap as necessary.

- **Scope 1** emissions result from direct emissions from assets owned or controlled by Eurostar Group. For example, combustion of fuels at sites we own or control (such as our UK depot).

- **Scope 2** emissions are indirect emissions from the generation of the energy we buy. For us, this refers only to the electricity we buy, especially that used to power our trains**.**

  We buy the electricity we use through local partners or infrastructure managers in our different markets. This includes HS1 in the UK, SNCF Energie in France, Infrabel in Belgium, NS in the Netherlands, and SVDE in Germany.

As required by GHG Protocol, we report both market and location-based emissions figures related to our electricity use. Market-based emissions reflect electricity contracts purposefully chosen by Eurostar and its partners, while location-based emissions reflect national-level grid averages. Our market-based emissions are likely to drop as we continue to increase our use of renewable energy.

- **Scope 3** emissions includes all other indirect emissions (not included in Scope 1 or 2) that are created by our value chain (upstream or downstream). This includes emissions from train maintenance and activities in the depot or onboard catering services, for example. Based on this carbon inventory, we will define an action plan to manage our emissions and set clear targets.

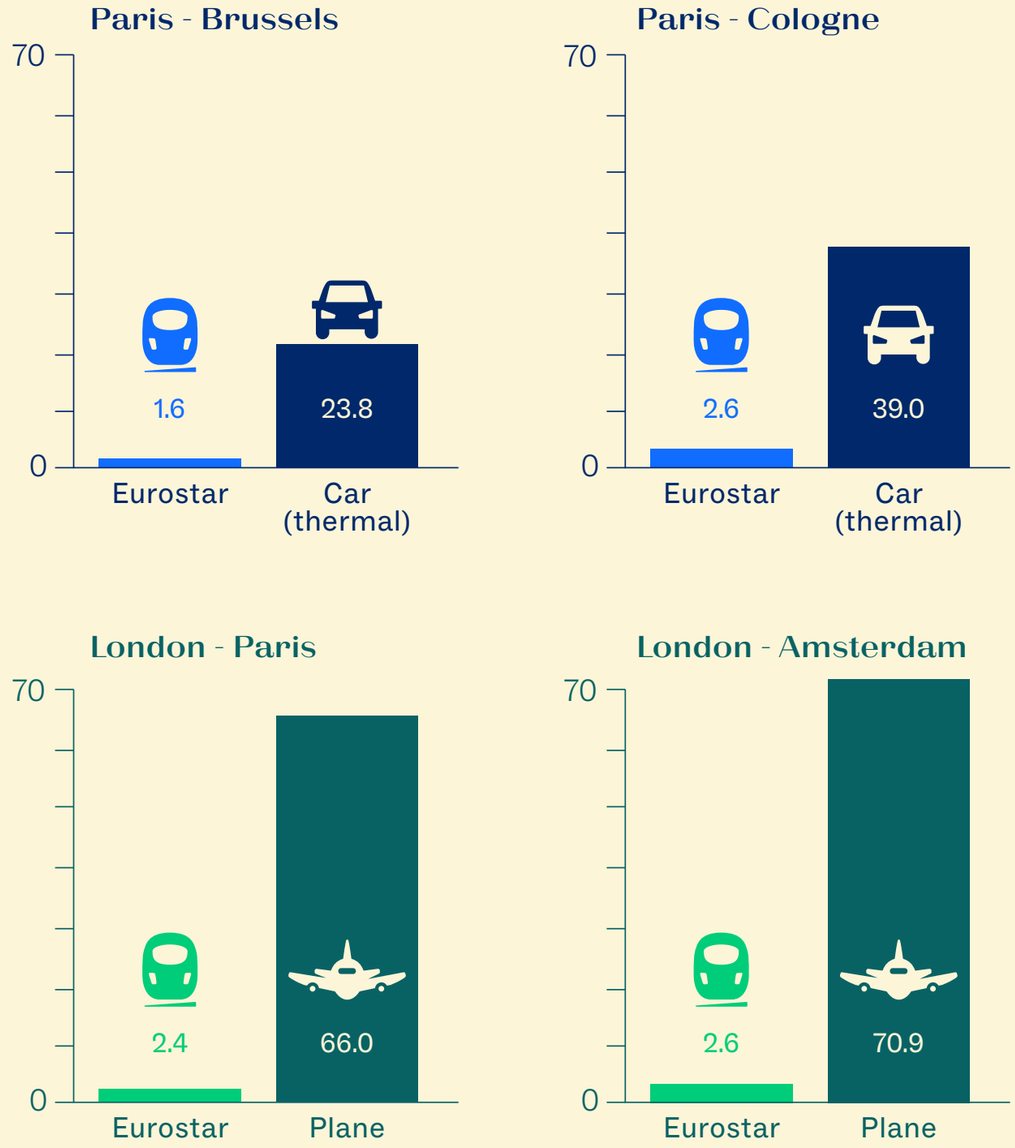
Modal comparison

Transparent information on greenhouse gas emissions is crucial when it comes to comparing different travel options to allow customers to choose the most sustainable one. We ordered a robust and consistent monitoring study in each of our markets to highlight the environmental benefits of taking the train. This study compared our carbon emissions with other modes of transport on equivalent journeys completed by car, plane, or bus.

The results show that our trains emit an average of 5,5g of CO2 per passenger per kilometre, which is on average 90% less CO2 than travelling by car and 95% less than going by plane.*

Results for our key routes

Emissions in $kgCO_2$ per passenger for specific journeys



[1]Calculations taken from an independent study carried out by EcoRes SCRL in July 2023. For full details, see eurostar.com/uk-en/sustainability.

Policies, targets and actions

Although it's already relatively eco-friendly to travel by train, we're constantly striving to reduce our carbon footprint and encourage our partners to do the same. This ambition is outlined in our Energy and Environmental Policy Statement, which is signed by our CEO. You can read the full statement **here**.

We already have several actions in place to reduce our carbon footprint. These include measures to improve energy efficiency and increase our use of renewable energy.

Energy efficiency

Our efforts to improve energy efficiency have focused on traction energy. We are in the process of rolling out an Energy Measurement System (EMS) to most of our fleet, which will allow us to better track energy use and the impact of different efficiency actions.

Our main efficiency action is the installation of a new Driver Advisory System (DAS) on all our trains. This real-time system advises our drivers of the best approach to meeting the timetable in an energy efficient way. Based on a 2023 pilot, we believe this could reduce average energy consumption on each journey by around 5%.

Energy sourcing traction

We've set ourselves a target to power our trains using 100% renewable energy by 2030. This is a deliberately ambitious target, but we want to use our brand power and commitment to try and accelerate change across the sector. This will require close collaboration with partners in each of our markets, to ensure regulatory support for the rapid deployment of new renewable projects. To facilitate this work, we recently joined the RE100 alliance of companies committed to sourcing 100% renewable energy and are proud to be the first rail company to join.

However, we've already made a strong start to achieving this target:

- Our trains already run on 100% wind power in the Netherlands through Power Purchase Agreements (PPAs) facilitated by the Dutch grid operator (ProRail).
- Renewable energy is gradually being introduced through PPAs in the UK. The first PPA was activated in 2022, securing one fifth of the traction energy using wind power for the next ten years. A further fifth was activated in 2023 and additional solar assets are planned by 2025. That means our trains will run on 80% renewable energy in the UK by 2025.
- In Belgium, a Memorandum of Understanding (MOU) was signed with Infrabel in February 2024 to explore the installation of new-to-earth solar projects to power our trains.

Measure Temple Mills Depot

Our Temple Mills depot is the only depot under our full control. So it's an important focus in our efforts to reduce our impact on the environment.

We've upgraded our lighting to SMART energy efficient LED lights (605 lamps were replaced) which are 80% more energy efficient. EV charging points were installed in 2022 and 2023, and during this same period, our minibus service connecting depot workers to nearby public transport links switched from diesel to electric power.

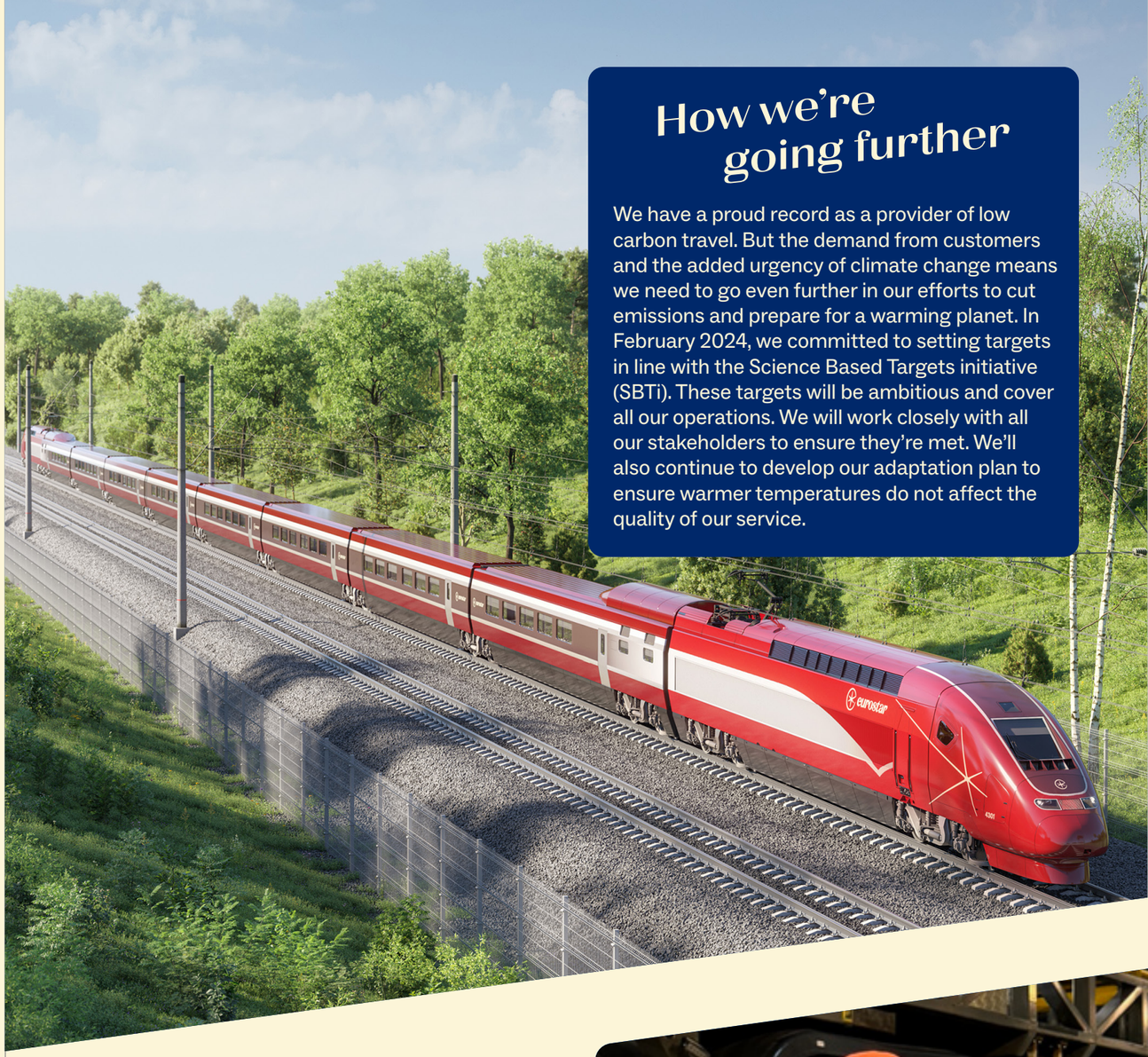
Climate adaptation

Extreme weather events caused by climate change could have a negative impact on the reliability of our services, the customer experience, and our annual revenue.

In 2023, we carried out our first climate risk assessment. We used scenarios developed by the International Panel on Climate Change to carry out this assessment and held a series of workshops with colleagues with direct experience of climate risk. We ranked risks from low to high and measured them against the impact they could have. We looked at short (before 2030), medium (2030 to 2040) and long term (2040 to 2050) risks across our business.

Risks such as extreme heat and flooding were identified as high risk. The implications of extreme heat for example, included the potential failure of air conditioning units on our trains, and damage to rail infrastructure which could cause disruption and damage our fleet.

We included these risks in our departmental and corporate risk registers and are already taking action to address them. For example, we launched a 'summerisation programme' in 2023 to make sure our trains are better equipped to deal with extreme heat. And it's vital that we work with all partners in our value chain to ensure the resilience of our services.



How we're going further

We have a proud record as a provider of low carbon travel. But the demand from customers and the added urgency of climate change means we need to go even further in our efforts to cut emissions and prepare for a warming planet. In February 2024, we committed to setting targets in line with the Science Based Targets initiative (SBTi). These targets will be ambitious and cover all our operations. We will work closely with all our stakeholders to ensure they're met. We'll also continue to develop our adaptation plan to ensure warmer temperatures do not affect the quality of our service.

Darryl Clossick

Infrastructure Services, Facilities and Stores Manager

"Our ongoing commitment at our London depot involves a comprehensive journey towards sustainability, encompassing energy saving initiatives, the reduction of our carbon footprint, optimised waste control, and local environmental awareness. Through these concerted efforts, we aim to leave a positive impact on our society, cultivating a working environment that instils pride in all of us.





A sustainable and safe journey

Accessibility

Accessibility covers a wide range of topics including access to transparent unbiased communication, information on connectivity and travel options, non-discrimination and access for passengers with reduced mobility and hidden disabilities.

Communication

We communicate with our customers through a wide range of different channels.

Our new website launched in October 2023 and was visited 12.7 million times by mid-March 2024.

The new site was designed with a focus on accessibility. Once it was built, an external company ran an audit to score its user-friendliness. We also tested the site with visually impaired users, using a screen reader and screen magnification, as well as motor impaired users who navigated the site using voice activation or keyboard-only operations.

The feedback we received will be used to further improve the website's accessibility and we're currently in the process of resolving any issues which were uncovered. A cultural shift in our digital ethos has seen accessibility become a key consideration at all stages of creating our website, from initial concept (UX) to design, copywriting, development and testing.

We also communicate with passengers on social media channels including Facebook, X (formerly Twitter), LinkedIn and Instagram.

Our customer contact centres in the UK, Belgium, and France are open 7 days a week with colleagues on hand to answer customer questions. Our centre in Belgium has been awarded the ISO 9001 certificate for complaint handling.

We have staff on hand to answer queries and provide help in person at our stations at dedicated staff desks and in our departure lounges. We provide regular information updates on departure boards and through station and onboard announcements.

We paid particularly close attention to our communications during the merger of Eurostar and Thalys as we believed it was important to give customers regular updates. We did this through media campaigns, emails, PR events and our launch campaign in October 2023 which included new TV and radio adverts.

Passengers with reduced mobility

It's one of our goals to provide transport that is inclusive and caters to the needs of everybody. As part of this goal, it's important that our trains are designed for customers with reduced mobility in mind.

We work hard to provide a welcoming and easy travel experience for disabled or elderly customers at every stage of the journey. We're continuously learning and developing our services to make them more accessible to all customers including wheelchair users, those with non-visible disabilities, the elderly, and pregnant passengers. The accessibility challenge is not just to deliver our best service but to do it consistently.

A range of provisions and services are in place to provide a good experience for all passengers. There are some differences in facilities between our destination countries as we work with a range of partners at some of our stations.

Here are a few examples of the provisions in place before and during travel:

- Four wheelchair spaces in total in Business Premier and Standard Premier and two in Premium. They're located near accessible toilets and available at our lowest-priced Standard fare.
- Special fares for passengers accompanying wheelchair users and for those with other disabilities.
- Guide and assistance dogs and cats are allowed on board.
- A dedicated assistance team at London St Pancras International.
- Assistance (including mobility ramps and luggage assistance) available at all other stations.
- Access to our lounges in London, Paris and Brussels, as well as the NS International lounges in the Netherlands.

You can find our ***Accessible travel policy*** for our London routes on our website. We plan to create a similar document for our routes between France, Belgium, the Netherlands and Germany in 2024.



Marie Louise Nsingi

Train Manager

> Making sure that train travel is easy to access for all is at the heart of everything we do. Everybody should be able to enjoy the opportunity to take the train and travel regardless of disability. Every day I get to see how committed to the cause of offering accessible travel without discrimination Eurostar is.

Our offer

Our commercial offer seeks to combine high-quality service with our ambitious target of 30 million passengers by 2030. We focus on investing in our service, particularly through expanding our connections offer, to draw more travellers to our low-carbon service. Our challenge is to put people and the planet alongside our financial performance.

Travel options and connectivity

Our network sits at the heart of international train travel in Europe. And with a shift towards sustainable travel and more customers willing to go from city to city by train, we're looking to grow our connections network to make it easier for passengers to reach even more destinations.

Therefore, our strategy involves:

- Spreading awareness of connections through increased visibility and communication.
- Offering connections to more destinations, making tickets more flexible and easier to book, and giving more transparency to customers and visibility to our partner rail carriers.
- Improving the customer experience by creating an 'open hubs experience'. This includes providing wayfinding information and real-time travel updates on connecting trains, and joining the AJC (Agreement on Journey Continuation) to give customers more guarantees and support to continue their journey when there's disruption.

Here are some more specific examples of the initiatives we've been putting in place:

- From December 2023 to February 2024, we ran connecting trains to the French Alps, taking more than 4,000 passengers to some of Europe's most popular ski destinations.
- During the last quarter of 2023, we invested in products which would allow us to expand our network on mainland Europe. Since early 2024, customers have been able to buy more connecting tickets for SNCB and SNCF trains at eurostar.com.
- 100,000 seats are blocked each year for KLM passengers travelling between Belgium and the Netherlands.

How we're going further

To improve accessibility

- We will continue investing in easily accessible and transparent communication on our offers, services, travel options and real time travel information for our customers.
- We have a variety of approaches to improving the travel experience for customers with reduced mobility. For example, we want to enable them to book tickets for more than one companion. And we're committed to improving the quality of assistance services at our stations and on board our trains in addition to conducting our own research using our newly recruited customer accessibility panel. Central to this is providing better training and awareness programmes for station teams and train managers. We also aim to partner with non-profit organisations to broaden our services.
- Our ambition is to develop open hubs and more connections to destinations in Germany, Belgium and France. We also aim to invest in our partnership with KLM to grow the number of passengers taking a train not a plane between Brussels Airport and Amsterdam Schiphol Airport.
- Our new customer offer launched in April 2024 and sets new standards by providing greater flexibility to customers across all travel classes, allowing them to enjoy more choices in a simple way.



Data and information protection

We hold and process confidential and personal information on customers, colleagues, partners and suppliers, as well as information relating to our own operations. We have two policies outlining how we protect this data – our Data protection policy and our Information security policy.

Data protection policy

Our Data protection policy sets out how we handle the personal data of past and present employees, consultants, contractors, clients and users of our website. Compliance with this policy is mandatory and any breach is treated as a serious disciplinary offence.

Managing this data properly ensures that we're trusted as a business and will help us operate successfully. We have a Data Protection Officer whose role is to oversee this policy and related processes.

We also adhere to the policies set out in the GDPR (General Data Protection Regulation). These principles allow the lawful, fair and transparent processing of personal data. This includes rules around consent, what we can use data for, time limits for storing data, how we protect it and how we report any data breaches. When processing personal data, 'privacy by design' is applied on technical and organisational measures, including pseudonymisation, to ensure compliance with data privacy principles.
Our staff are trained so that they comply with these policies and our systems are regularly tested and audited to ensure compliance.

Information security policy

Our Information security policy sets out a framework and best practices to protect our Information Assets and data relating to our colleagues and customers from deliberate or accidental threats from within or outside the company. It also ensures information is processed, stored and transmitted securely. Information is only accessible to authorised individuals, or systems which only authorised users can access.

We manage cybersecurity risks in a professional way. We have ISO27001 certification and base our cybersecurity operations on the NIST (National Institute of Standards and Technology) cybersecurity framework.

Our approach covers people, process and technology and manages security for mail, cloud-based data, and the networks and apps we use. Regular controls are in place and if we detect any vulnerability, we put extra measures in place to safeguard our systems.

We provide all colleagues with regular information security awareness, education and training. Our information security policies are available on our intranet site or through line management.

Safety

Our success rests upon the fact that our passengers, colleagues, and subcontractors can travel with the confidence that they will arrive at their destination safely.

Continuous safety performance improvement

Our Safety Management System is designed to allow us to continuously improve our rail traffic safety performance. It's set up to be compliant with the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), Directive (EU) 789/2016 on railway safety, Regulation (EU) 762/2018 establishing common practice on safety management systems, and all national and international requirements of the countries we operate in. Our system allows us to maintain our safety certificates from the European Union Agency of Railways (ERA) and the Office of Rail and Road (ORR) which are necessary for us to run our trains.

We have two sets of safety certificates:

- One single safety certificate for operations on the continent renewed in 2023 after Eurostar and Thalys joined forces.
- Safety certificates for operations in the Channel Tunnel and the UK.

The above national safety authorities run regular checks, inspections and audits to ensure we're compliant with safety regulations.

Passengers' safety in 2023

18.6 million passengers

173 total passenger accidents

170 minor accidents

3 major accidents

Our three major accidents saw passengers sustain injuries including a fractured hip, a broken shoulder and a knife wound. The last injury relates to an incident involving a knife which also saw several members of staff affected too. A psychological unit was set up to provide them with immediate support.

In general, most accidents occur when:

- Passengers are getting on and off the train on the platform
- Passengers are using travellators or escalators at the station

We take every accident seriously and are continuously improving safety on and around our trains.

We initiated the following work streams in 2023 focussing on travellator and escalator accidents/ overcrowding concerns:

- Reviewed our escalator/travellator safety announcements
- Gave ownership to station teams of platform train interface risk assessments and actions
- Created an arrivals working group at St Pancras International focusing on escalator and travellator safety during multiple arrivals

How we're going further

Safety is and remains our first priority. We will further build on the continuous improvement process laid down in our Safety Management System by addressing risks in a pro-active way via risk analyses, audits and inspections. We support our staff in identifying hazardous situations and taking appropriate action through training and system design.

Jean-Jacques Lequeux

Train Driver

> As soon as I entered the railway industry, I immediately realised the importance of safety. Travelling at up to 320 km/h in five countries each with its own operating rules and languages, requires that this aspect is an absolute priority in the daily life of a train driver.

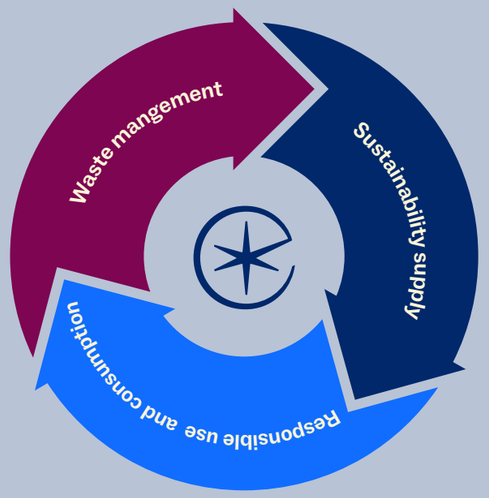




Circularity

Circularity is a concept that aims to rethink and reorganise production and consumption systems to minimise waste and maximise the responsible use of resources.

It involves a shift from a linear 'take, make, waste' model to a circular one which encourages the design of sustainable products, the repair/reuse of existing products, and the recovery of products at the end of their life.



Our circular approach is based on three pillars:

1. Sustainable supply chain

Our approach begins at the procurement stage, allowing us to take action at the beginning of the value chain by:

- Selecting sustainable products and suppliers
- Including sustainability criteria in contracts and invitations to tender
- Preserving resources by sourcing recycled/ recyclable materials or reducing chemical products for example

2. Responsible use and consumption

We manage our resources responsibly by:

- Extending the use and lifetime of products and equipment through reuse and repair
- Working to offer onboard catering that's as sustainable and ethical as possible, from production to consumption and end of life

3. Waste management

We are reviewing our waste management systems to reduce waste and turn waste into a new resource through composting, valorisation and donation.

Our waste streams

We plan to improve our waste management processes by monitoring the amount of waste we produce and coming up with a clear action plan. We carried out our first inventory in 2023 based on 2022 data to give us an initial view of the amount of waste.

The data collected comes from :

- Our Temple Mills depot: we completed waste mapping of our London depot, the only one under our control.
- Offices: we completed waste mapping for our offices. (data for our French offices is incomplete).
- Stations: We collected data for St Pancras International. It should be noted that this data offers little granularity in terms of flows.
- Trains: we only have complete data for waste unloaded from Standard Premier, Business Premier and Premium. We're working with our partners to improve monitoring from the rest of our trains.

The two main waste flows in each area were as follows:

Temple Mills	Offices
General waste	DMR (plastic, paper, cardboard)
Recyclable waste (wood, metal)	General waste
Stations	**Trains**
General waste	Food
Recyclable waste	General waste

In total, that's around 2,284 tonnes of waste with 59% of it identified as recyclable.

As well as giving us a picture of the amount of waste generated, this initial exercise identified several key areas on which we need to focus to improve our waste management performance.

On board

Our catering and on-board services are just as important to us as sustainability, and we recognise the environmental and social impact they have. Our menus are designed to delight our passengers, but also to minimise our impact on the environment. Every dish is thoughtfully curated by our chefs with sustainable sourcing and environmentally-friendly options in mind.

Our work has led to us being awarded a 3* rating from the Sustainable Restaurant Association. The rating is based on 3 pillars:

- **Sourcing:** our approach to sourcing sustainable ingredients and our relationships with producers
- **Society:** the way we engage with our internal and external communities
- **Environment:** the policies in place to reduce our environmental impact

Some of the many environmentally-friendly initiatives we've introduced include:

- Replacing 3,500kg of plastic cutlery with biodegradable alternatives.
- Using plant-based sandwich packaging instead of plastic.
- Using fairtrade and Bcorp partners to supply sugar, hot chocolate and chocolate bars
- Turning onboard food waste from our menus into compost by working with our partners at Les Alchimistes in France.
- Donating unsold food from Eurostar Café to waste-reduction company Olio who redistributes it to local communities in London.



Uniforms

As part of our merger, we were tasked with creating a common new uniform and accessories for all customer-facing teams. As well as presenting the united face of our new company, we also wanted to incorporate our sustainability vision by applying strict criteria when choosing a supplier. The process was made up of three stages:

1. All bidders were screened on a set of pass or fail CSR (Corporate Social Responsibility) criteria such as ESG-related credentials and certification, ESG strategy, ethical policy, supply chain traceability and the requirement that uniforms would be manufactured in the UK, Europe, and/or Mediterranean countries.
2. We looked at each supplier's production capacity from an eco-conception dimension, supply chain capacity, quality and ethics perspective.
3. The proposed uniforms were screened at design stage in terms of samples, functionality, and fabric quality. We wanted our teams to feel engaged in the process, so we organised consultations across our network to get their opinion.

The process began in April 2023 and tender was awarded in April 2024. It demonstrates how by systematically assessing the sustainability risks/ impact of particular business activities and investments, we can use procurement at key moments to further improve our performance.

We use different methods of recycling and upcycling for uniform that can't be reused by our customer-facing teams (due to wear and tear, it being a discontinued item, brand change etc.). We donate unbranded generic items to charities, and any remaining stock of old brand ties and neckerchiefs to fashion schools to help students create new items of clothing.

How we're going further

We will continue our efforts to realise our ambitious circular approach. Related actions and initiatives will be rolled out over the next few years including our onboard services and a review of the procurement process.

A new sustainable sourcing policy for onboard services considering environmental, social and ethical elements will be elaborated and rolled out. Our focus will be on food quality and sustainability, valorisation of food waste, local sourcing, recycling of tableware, materials and packaging used and the reduction of plastic use.

A specific purchasing policy will complement the actual procurement policy and will incorporate requirements and criteria on environment, social and ethical aspects. And gradually, life cycle analyses and carbon impact criteria will be included in projects. In addition, new suppliers will be required to sign the Supplier Ethics Charter, and CSR performance evaluation measures will be introduced for all suppliers.





Statement of use	Eurostar Group has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2023 with reference to the GRI Standards. Contact person for questions about the report and reported information: Armelle Weber
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Eurostar page
GRI 2: General Disclosures 2021	2-1 Organisational details	10, 12, 16
	2-2 Entities included in the organisation's sustainability reporting	14
	2-3 Reporting period, frequency and contact point	52
	2-4 Restatements of information	Not applicable
	2-6 Activities, value chain and other business relationships	10, 11, 12, 13
	2-7 Employees	12, 16
	2-9 Governance structure and composition	14, 15
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	2-12 Role of the highest governance body in overseeing the management of impacts	15
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	2-24 Embedding policy commitments	22
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This is the first sustainability report for the new Eurostar Group. It describes a business which is evolving its activities, systems and credentials but, at the same time, setting ambitious future targets built on actions happening now.

More of Europe, further into Europe

By boosting greater European connections, bringing more people and cultures together, and carrying more passengers across a wider network.

Sustainability at the heart of our strategy

By engaging actions across our value chain involving our stakeholders to realise this major transformation to sustainable international travel.

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