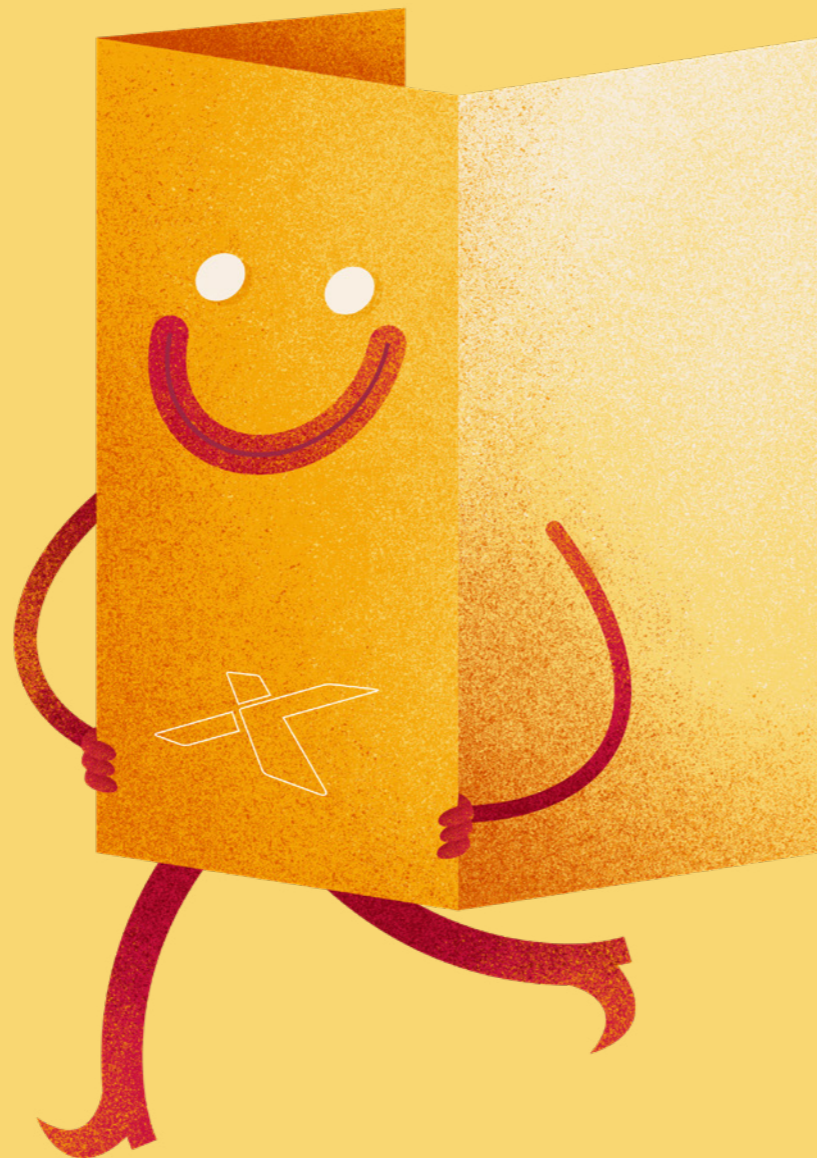


Taking journeys further



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Welcome

to the spring edition
of our Customer Report



Shiona Rolfe
Managing Director

February marked an exciting milestone with the unveiling of our first fully refurbished Voyager, part of our £75 million investment to upgrade our entire fleet and transform passengers' experience of travelling with us.

The refreshed exterior gives the train a distinctive, instantly recognisable look, while inside you'll find a bright, modern and comfortable environment. New seating, carpets, clearer information screens and a lighter, more spacious feel all contribute to a much improved on-board experience. We've also upgraded vestibules and toilets, and added CCTV throughout for extra reassurance.

Whether your journey is for business or leisure, our aim is simple: to make every journey more relaxing, more productive and more enjoyable. The first refurbished Voyager represents our commitment to providing services our passengers and colleagues can be proud of.

From Sunday 17 May, we're also introducing some timetable improvements across our network. The most significant is an increase in weekday and Saturday services between Thames Valley, the Midlands and the North East, supporting key long-distance connections for work and leisure.

We're adding more calls at Brockenhurst from Monday to Saturday, strengthening its role as a gateway to the New Forest and improving options for commuters and students. In Wales, an extra stop in each direction at

Chepstow enhances links to Gloucester, Cheltenham Spa and the Midlands.

In Scotland, our key southbound Sunday service will start from Aberdeen rather than Dundee, restoring cross-border connectivity and adding stops at intermediate stations. A new early morning weekday northbound call at Arbroath, Montrose and Stonehaven will also support commuters travelling to Aberdeen.

Additional changes include an evening Manchester service now calling at Crewe, extra Friday capacity on routes between Manchester, Paignton, Birmingham and Reading, and a small number of adjustments in Cornwall and Oxfordshire to improve reliability.

While overall performance has improved, Sundays remain challenging. While we work on a long-term solution with industry partners, we will continue a reduced Sunday service between Cardiff and Birmingham, and between Cambridge and Stansted Airport. Passengers travelling between Reading, the Midlands and the North West should also check journeys carefully due to ongoing Network Rail engineering work most Sundays until December.

Thank you for continuing to choose CrossCountry. I hope that you enjoy reading about the exciting developments taking place across our network and we look forward to welcoming you on-board soon.



How we are performing

During the time period between October 2025 and March 2026, 67.3% of our services arrived within 3 minutes at all station calls, with 92.9% of services arriving within 15 minutes. From a train service reliability perspective, the level of all cancellations, regardless of cause was 7.9%.

Across all three performance measures, a marginal decline in punctuality and cancellations has been seen when compared with the equivalent time period last year, both punctuality measures have seen a reduction of 0.7% and 0.2% respectively, whereas the percentage of all cancellations has increased by 0.6%.

At the end of March, performance against key punctuality measures remained steady. The moving annual average for the Time to 3 measure was 68.1%, while Time to 15 reached 92.9%. Both indicators were comfortably in line with the performance targets agreed within the Joint Performance Strategy that we have with Network Rail, demonstrating sustained delivery against industry expectations over the preceding 12 months.

During the current performance year, punctuality at the three-minute arrival threshold has continued to improve, with 44 stations recording measurable increases in the proportion of services arriving on time. This reflects sustained operational focus and progress in delivering a more reliable day-to-day service for passengers. Performance has also strengthened at the 15-minute threshold, an important indicator of overall service reliability. Year-on-year improvements have been recorded at 20 stations, spanning both long-distance and regional services. These gains demonstrate consistent improvements across different parts of the network and highlight positive momentum in reducing more significant delays.

During the period covered by this report, service disruption arose from a combination of infrastructure-related and external factors. These included signalling faults, incidents of trespass on the railway, and the impact of five named storms that affected large parts of the operating network. The severe weather events brought widespread disruption, with high winds, flooding, and prolonged periods of deep-lying snow. In the most heavily impacted areas, snow depths reached between 30cm and 50cm, significantly affecting access to the railway, infrastructure resilience, and day-to-day train operations.

Despite an overall increase in the headline percentage of cancellations during the period, there have been clear and sustained reductions in full cancellations across a number of long-distance corridors. This improvement reflects the benefits of a more robust and resilient timetable, enhanced planning and deployment of resources, and a continued recovery in overall service reliability – particularly on routes that have historically experienced higher levels of disruption. In parallel with this progress, the volume of part cancellations has continued to decline across several key routes. This trend points to increasingly stable day-to-day operations, improved availability of both train crew and fleet, and more effective real-time operational decision-making. Where part cancellations do still occur, they are being used more selectively and proportionately as a means of protecting the wider network, minimising knock-on delays, and maintaining a reliable service for the majority of customers. Passenger routes that have seen particular benefit from these improvements include Bournemouth to Manchester, Bristol to Manchester, Edinburgh to Penzance, and the Birmingham to Leicester corridor, where more consistent service delivery has helped to improve overall reliability for customers.

At the time of writing, we are finalising our Joint Performance Strategy with Network Rail, which sets out a clear and ambitious approach to improving service reliability. The strategy represents a fundamental shift away from reactive, incident-by-incident management toward a proactive, system-wide focus on sustained performance improvement. Rather than responding solely to the immediate effects of disruption, it is designed to address the root causes of poor performance and drive long-term resilience across the network.

The Joint Performance Strategy targets long-standing challenges across key areas, including fleet reliability, infrastructure resilience, timetable structure, workforce capacity and resilience, and the impact of external factors such as trespass and severe weather. Through detailed analysis,

three priority service groups have been identified — Bournemouth to Manchester, Stansted to Birmingham, and Newcastle to Reading — as accounting for the highest volume of Time-to-3 punctuality failures.

Performance across these routes is most heavily influenced by a combination of fleet reliability issues, traincrew availability constraints, incidents involving trespass and fatalities, and track-related faults. These factors are now the primary focus for coordinated, cross-industry intervention between ourselves and Network Rail. By aligning priorities, strengthening collaboration, and targeting the areas of greatest impact, the Joint Performance Strategy aims to deliver more resilient operations, reduce the frequency and severity of delay, and provide a more consistent and reliable service for customers over the longer term.

As part of our National Rail Contract with the Department for Transport, we operate against a defined set of performance targets designed to provide assurance on the reliability and delivery of our services. These targets cover key areas of operational performance and enable transparent monitoring of how we are performing for customers over time. A selection of these measures, alongside our most recent performance results, is outlined below.

Our punctuality measures focus on the proportion of services that arrive within 3 minutes and within 15 minutes of their scheduled arrival times at all planned station calls. These metrics are widely recognised across the rail industry as core indicators of service reliability. At the end of rail period 2613, covering the four weeks up to and including Tuesday 31 March 2026, the moving annual average for the Time to 3 measure stood at 68.1%, matching the agreed contractual target. Over the same period, the Time to 15 moving annual average was 92.9%, also in line with target. This reflects sustained performance at both punctuality thresholds over the preceding 12 months.

In addition to punctuality, we monitor the extent to which services operate with the planned number of carriages, as this directly affects capacity and customer experience. Over the last seven accounting periods, we have operated an average of 6,323 train services in each four-week period. Across the full reporting window from October 2025 to March 2026, a total of 44,249 services ran, of which 3.7% operated with fewer carriages than planned. This measure provides important insight into fleet availability and operational resilience and continues to inform our ongoing work to improve consistency and deliver the capacity customers expect.

	2024/25 Periods 7 to 13 (October 2024 to March 2025)	2025/26 Periods 7 to 13 (October 2025 to March 2026)
Average full cancellations per 4-week period (caused by CrossCountry)	218	257
Average part cancellations per 4-week period (caused by CrossCountry)	123	171
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	112	95
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	202	239

Your feedback

Spring 2026

Feedback from our customers is essential to understanding where we are doing well and where we could do better to ultimately improve the overall customer experience when travelling with CrossCountry. To facilitate feedback, we use two key sources of data: the CrossCountry Voice of the Customer (VoC) programme as well as the recently launched industry-wide Rail Customer Experience Survey (RCXS).

The CrossCountry VoC programme is our principal tool for capturing real-time feedback to drive continuous improvement. Our passengers can share their views in two ways, either via a link on the on-board Wi-Fi welcome page or through e-mailed post-journey survey invitations, sent to customers who have booked directly with CrossCountry the day after they travel. During rail periods 7-13 from mid-September to the end of March, we received 5,750 responses to our VoC survey. We are currently in the process of changing suppliers for our VoC survey and

will shortly begin mobilisation with our new supplier. This will allow us to transform our approach to Customer Insight, with an enhanced survey offering greater functionality to deepen our understanding of customer feedback. We'll be able to share more on this in the next edition of the Customer Report.

Additionally, the industry-wide Rail Customer Experience Survey launched last year, and its first results have now been published. This survey provides us with a valuable additional source of data to help us understand our customers' satisfaction, as well as how we compare to the wider industry and to other train companies.

The tables on the following page present customer satisfaction data across key customer touchpoints taken from the Rail Customer Experience Survey and have also been published by Transport Focus in their quarterly scorecard.



In addition to our VoC programme, we continue to consult members of the XChange Views Customer Panel to further our understanding of our customers' views and needs. Our panel members regularly provide feedback to us on a variety of subject areas and are essential in identifying areas of improvement. The most recent studies have focused on expectations when travelling for business and customers' experience around provision of information, especially during periods of disruption. The latter provided particularly valuable insight, highlighting that the majority of customers rated our on-board colleagues as helpful during disruption, with many praising their reassurance and clarity.

Over the past six months, we have diligently tracked and responded to customer-reported faults through our channels. If a customer reports a specific fault on one of our services, we take immediate action to review and follow up with the relevant teams, ensuring swift action is taken. Our records demonstrate a strong commitment to addressing these issues promptly and within the designated timeframe. As an operator, we prioritise the efficiency and effectiveness of our fault resolution process to ensure a seamless experience for all our customers, and we continue to work with our suppliers to ensure our trains are efficient and can serve our customers without fault.

Number of faults reported by customers:



Number of faults reported by customers	
	106

Trains and Customer Service

Category	Metric	P5-P7 Published Score	P8-P10 Published Score
Journey Overall	Overall Satisfaction	82%	78%
	Value for Money	46%	53%
	Punctuality	77%	71%
Station	Station Overall	87%	87%
Train	Train Overall	83%	77%
	Crowding	76%	65%
	Personal Safety	84%	86%
	Cleanliness	69%	73%

	Number of complaints received	Average number of days to respond
P7	1244	7
P8	1240	6
P9	1317	8
P10	1397	11
P11	1852	11
P12	1888	11
P13	1518	5

Service Quality Regime (SQR)

Our Service Quality Regime (SQR) performance is measured by an independent third party who carry out thousands of inspections on our trains, information platforms and contact channels each year. The criteria for these inspections are defined by the Department for Transport (DfT). However, due to differences in these criteria between Train Operating Companies, our pass rates are not directly comparable to other operators.

The big news from the last few months was the introduction of the first of our refurbished Voyagers. The age and condition of our Voyager fleet has been a long-term drag factor for our Train Service Regime performance, so as this programme of works progresses, we expect to see noticeable uplifts in performance, particularly for Ambience & Assets and Cleanliness. The refurbishment of our Turbostar fleet is also ongoing and the refreshed train environments speak for themselves in terms of improvements for our customers.

However, we are still seeking opportunities to improve things on the trains that have yet to be refreshed. Notably, we have been working with our maintenance partners to reduce light bulb failures, replace toilet wall graphics that have been vandalised, increase the regularity of deep cleans of carpets and replacing worn out seat covers. We have also completed the rollout of replacement Voyager exterior information screens across our entire fleet.

Alongside the continued progress of the refurbishment programmes, over the next few months we will be taking steps to improve the standards of our on-train announcements, putting a focus on cleaning window blinds and exterior windows, and improve when we clean trains during the day ensuring that services that travel long distances are cleaned regularly.

Our high levels of performance under this regime have continued throughout the year. A particularly notable success was the launch of our new website and app in October 2025 and improved consistency in rail replacement road vehicle operations.

Higher than normal levels of disruption on our network in late 2025 resulted in a big backlog of enquiries for our Customer Relations team to work through in the early part of 2026. In order to resolve as many customer queries as quickly as possible, resource was temporarily diverted away

from answering phone calls which has meant that it has been taking longer than normal for us to answer calls recently. However, the SQR data shows that we are getting back to normal response times now.

Over the next few months, we will be continuing to improve consistency of our First Class catering service and following launch of our new website and app, we will continue to evolve our digital customer offering.

Despite only having been up and running for a year so far, this regime has provided us with invaluable insight into the parts of customer journeys where we can offer more and improve consistency in delivery. Since the last report, we have introduced braille and large print menus onto our Voyager trains and have continued to make improvements to accessibility-related information on our website. We have also had a particular focus on accessibility of rail replacement road vehicles, with an emphasis on assistance

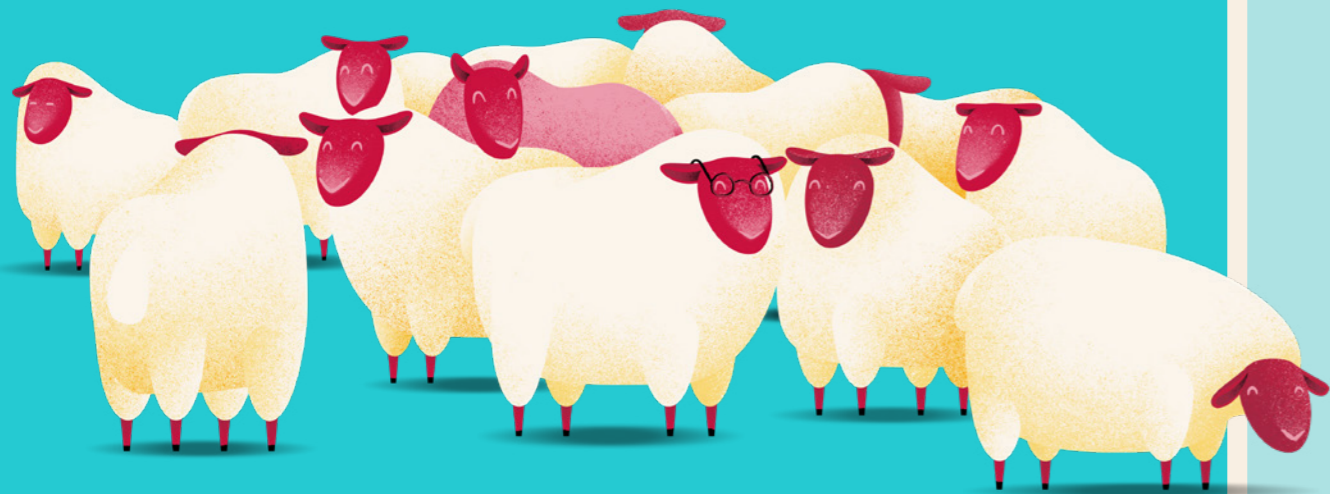
provided to customers boarding and alighting these vehicles.

The launch of our new website in October 2025 brought with it improved support for customers using assistive technology (and we have had no problems reported by mystery shoppers since). The first of our refurbished Voyagers also signified the start of the rollout of improved signage around wheelchair spaces reminding customers not to block the spaces with luggage or other items.

Our focuses for the next few months are to continue improving the availability of our at-seat catering offering, continuing to work with our station-operating partners to ensure assistance with boarding and alighting trains is delivered every time, and to continue gathering data on problems linked to disrupted journeys to try and identify any themes that we can respond to in the future.

Service Quality Area	Train Service Regime			Customer Service Regime			Accessible Customer Service Regime			
	Ambience & Assets	Cleanliness	Information	Planning the Journey	The Train Journey	Planned and Unplanned Disruption	Planning the Journey	Boarding and Alighting the Train	The Journey	Customer Service During Disruption
Target	68%	75%	83%	89%	89%	83%	83%	83%	83%	78%
Period 7 14/09/2025 to 11/10/2025	59.91%	75.12%	90.64%	98.71%	93.81%	83.25%	84.07%	92.31%	90.49%	95.00%
Period 8 12/10/2025 to 08/11/2025	60.74%	73.24%	86.76%	94.10%	94.66%	87.50%	93.76%	95.54%	92.35%	86.71%
Period 9 09/11/2025 to 06/12/2025	60.09%	76.55%	89.97%	94.42%	95.17%	97.92%	91.67%	78.75%	80.79%	68.86%
Period 10 07/12/2025 to 03/01/2026	59.15%	75.67%	87.64%	91.15%	95.65%	86.79%	98.40%	80.98%	90.00%	44.44%
Period 11 04/01/2025 to 31/01/2026	57.94%	74.38%	91.02%	92.86%	99.63%	96.16%	99.00%	89.12%	89.31%	75.83%
Period 12 01/02/2025 to 28/02/2026	58.12%	71.96%	88.70%	95.11%	96.95%	89.42%	91.77%	90.87%	92.70%	92.88%
Period 13 01/03/2025 to 31/03/2026	58.43%	71.88%	87.07%	95.78%	96.31%	89.85%	93.59%	88.53%	91.27%	98.21%

West Midlands and North West & West and Wales



You may have seen over the last few months that some of our trains have had a makeover. Our refurbishment programme on both types of train we run, Turbostars and Voyagers, are well underway now and improving customer journeys. We welcomed the first of our newly refurbished long-distance Voyager trains onto our network in February with its first passenger service starting at Birmingham New Street. You'll increasingly see more out and about when travelling, so keep an eye out.



Bethan Jelfs
Regional Director,
West Midlands and North West
& West and Wales

We've made a few tweaks to our May timetable which will see all our trains between the Midlands and South Coast now calling at Brockenhurst, in Hampshire. As the gateway to the New Forest, visitors will have more opportunities to enjoy the local history and nature on offer. We have also reinstated more services between Reading and Newcastle, meaning increased frequency between Thames Valley, the Midlands and the North East.

Working in collaboration with partners is an important part of what we do. In December, we celebrated 175 years of Cardiff Central station alongside Transport for Wales and Great Western Railway. The largest and busiest railway station in Wales, it has a rich history and Art Deco elegance as well as today being a modern transport facility. The celebrations ran alongside the announcement of an enhancement programme to make sure it's conserved and enhanced for many years to come. We've also seen work to improve the lifts at both Bristol Parkway and Exeter St Davids, delivering more robust and more accessible support for customers who need it.

The communities we serve are eclectic and we support numerous projects from sprucing up the station environment, encouraging travel by train, and supporting sectors of the community who need it. We've worked with Worcestershire Community Rail Partnership and the University of Worcester to launch their Wellbeing Walks which link rail, nature and mental health. The project sees students leading guided walks designed to improve mental wellbeing, reduce loneliness and encourage sustainable travel. This has tied in with the partnership's Rail Trails which have been successful and expanded over the last couple of years. All the walks start and finish at a local railway station demonstrating how rail travel can act as a gateway to green spaces, physical activity, and improved wellbeing.

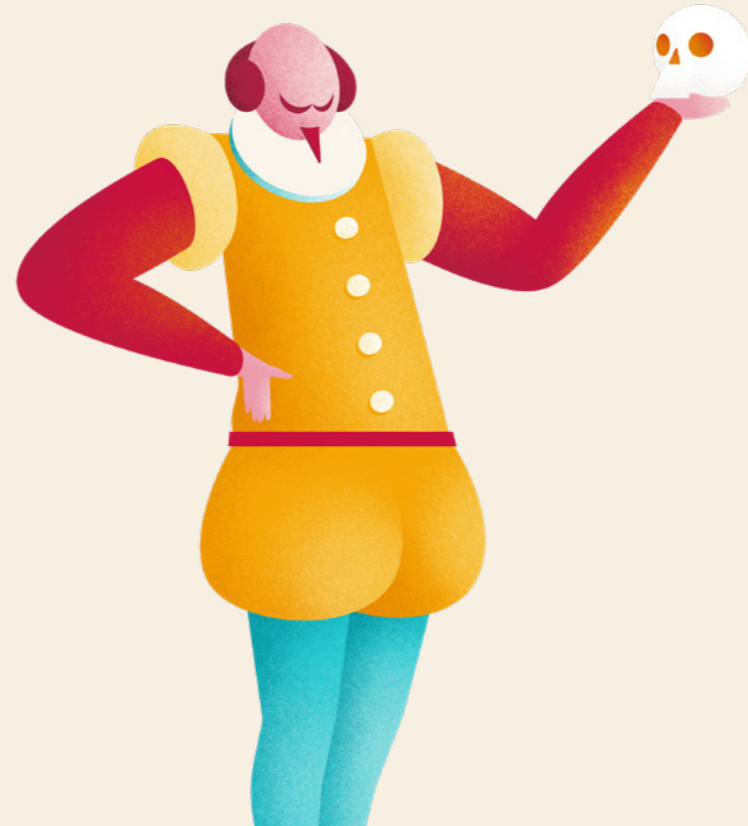
If you're in Manchester, a short hop to the south of the city, you'll see the grand murals under the bridge at Mauldeth Road station. The artwork celebrates local wildlife including flora and fauna from the parks in Ladybarn and was the idea of the local friends of the station community group. Funded by CrossCountry and executed by local artist Caroline Coates, the large pieces are an extension to the work done by volunteers around the station including planting and making the station environment more attractive for rail-users and the local community.

There's also ongoing work at Newquay station, where we are working with Devon & Cornwall Rail Partnership. You'll see artwork and planters which focus around being a better and more sustainable bee friendly environment.





West Midlands and North West & West and Wales performance



	2024/25 Periods 7 to 13 (October 2024 to March 2025)	2025/26 Periods 7 to 13 (October 2025 to March 2026)
Average full cancellations per 4-week period (caused by CrossCountry)	56	69
Average part cancellations per 4-week period (caused by CrossCountry)	62	80
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	50	37
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	108	134

Take us on your Journey

Illuminated Journeys

In January, we launched a bold new Out of Home brand campaign in Birmingham, before taking it city by city across Manchester, Newcastle, Edinburgh, Leeds and Sheffield before concluding in Southampton.

And we did it in a way that was impossible to ignore! We took over buildings in the cities with bold, guerrilla-style projections. Each location featured large-scale scenes designed to interact with one another, telling a fuller, more playful story when seen together.

It was part of our call to 'Go Big This Year', celebrating connection, spontaneity and the everyday moments we help to make possible, and over 99,000 of you saw them.

Did you manage to see our projections? If not, head over to our Instagram page to see them for yourself.



Refurbished Voyager Launch

In February, we proudly launched our first refurbished Voyager train. Furnished with a bold new livery, brand new seats and tables, brighter interiors, clearer wayfinding and convenient 3-pin, USB-A and USB-C charging, the new-look Voyager has been carefully upgraded to create a more comfortable on-board experience.

The train launch was promoted through a high-impact integrated campaign, with activity including a launch event in collaboration with Alstom and Beacon Rail at Derby Litchurch Lane Works on 10 February, Press and PR activity, online banner advertising, e-mails, social media and a collaboration with Content Creator, Tim Dunn. Our social media content generated over 1 million views alone!

This major investment will transform journeys for passengers across the entire CrossCountry network – together with the continued refurbishment of our Turbostar fleet.

Over a quarter of our Turbostar fleet has now been transformed, since the first upgraded Turbostar entered service in February last year. Every refurbishment represents continued investment in comfort, reliability and customer experience across our network.

Explore the [refurbished Voyager](#) to see all the new enhancements.



AdConnections

This Valentine's, we wanted to spread a little extra love, with an Out of Home campaign across Birmingham, Manchester, Leeds, Edinburgh, and Oxford.

At the heart of the creative was a playful, feel-good story: an eager young boy spots his moment when the rain starts to fall, stepping in to share his umbrella with his teenage crush. It's a simple, sweet gesture, but one that says so much.

The campaign received over 6 million impressions and celebrated those small, spontaneous moments that can bring people closer together, reminding us all that even the simplest acts can spark meaningful connections.





How we're helping you

Volume of Bookings	Type of Booking
41,420	New Assistance Bookings
6,918	Incomplete – Cancelled
2,156	Incomplete – Customer Not Seen
8,132	Total Wheelchair Space Bookings

Voyager

- First Class – Coach A
- Bike storage – Coach D and Coach F on Voyager with on-board shop
- Large luggage storage – Coach D on Voyager with no on-board shop
- Wheelchair space (First Class) – Coach A
- Wheelchair space (Standard) – Coach F
- Toilets – Coaches A, C, F and B (on five-coach trains only)
- Wi-Fi – Free
- Unreserved Coach – Coach B (on five-coach trains only, see seating plans for four-coach trains)
- Catering – information on Voyager services with catering on-board



Turbostar

- Bike storage
- Wheelchair space
- Toilets incl. accessible toilet
- Wi-Fi – Free





How we're looking after the environment

Our Three Pillars

CrossCountry's Sustainability Strategy is built around three core pillars: People, Places and Planet. These pillars represent the areas where we have the greatest opportunity and responsibility to create positive, lasting impact.

Our Sustainability Pillars

People	Places	Planet
We are a positive force for our employees, and wider society	We support sustainable community growth across our regions	We reduce the environmental footprint of our operation
Our focus areas		
We create an inclusive and diverse workforce, offering lifelong learning	We empower communities with lasting Social Value	We are reducing the emissions from our operations
We open social mobility and access to opportunities	We create connected journeys with a strong sense of place	We apply the waste hierarchy to conserve resources
We promote holistic health and wellbeing	We protect the natural environment and build resilience	We embed circular and sustainable operations

This structure is the result of careful thought and collaboration. We designed our strategy not just to meet environmental goals, but to deliver meaningful benefits for everyone connected to our railway – from our colleagues and customers to the communities we serve and the environment we all rely on.

Within each of our three Sustainability Pillars, we have identified specific modules that help us focus our efforts and resources where they matter most. These modules break down complex sustainability challenges into targeted areas of action, allowing us to track current progress, detail our short-term plan, and outline our long-term ambition. By working through each module, we ensure that our strategy is

both practical and focused, addressing the issues most material to our business and to the communities we serve.

Importantly, our three pillars are guided by the topics set out in the RSSB Sustainable Rail Blueprint, ensuring that our approach remains aligned with industry best practice and national rail sustainability objectives.

Together, these pillars form a clear, practical and ambitious plan – one that puts people at the heart of progress, ensures our operations support local communities, and secures the long-term health of the environment we all share.

Metric	2025/26 Periods 7 to 13	Units
Non-traction Energy (September –March)	470,884	kWh
Traction Energy	38,896,442.57	Litres
Colleague Waste Recycled	61.26%	Recycling Rate
Waste diverted from Landfill	100%	Diversion Rate





Summary

Thank you for taking the time to read this Customer Report. We hope that you are as excited as we are about the future of CrossCountry. We welcome feedback from customers on the Customer Report, plus we're always eager to listen to suggestions and ideas for improving our services.

There is an option to provide feedback via X or Facebook:

X: @CrossCountryUK

Facebook: CrossCountryTrains

We're looking forward to welcoming you on-board soon.



Contact us

We welcome your comments or suggestions regarding any aspect of this Customer Report or your journey with CrossCountry.

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