



Train Operating Company key statistics

April 2024 to March 2025

21 August 2025

c2c

This publication is an annual summary of key statistics for c2c covering passenger usage, performance, and passenger experience alongside reference data on number of employees and number of stations managed. All the data in this publication is also available on the various [ORR data portal](#) theme pages. [TOC key statistics](#) brings all the information together from the range of topics as a summary for each operator.

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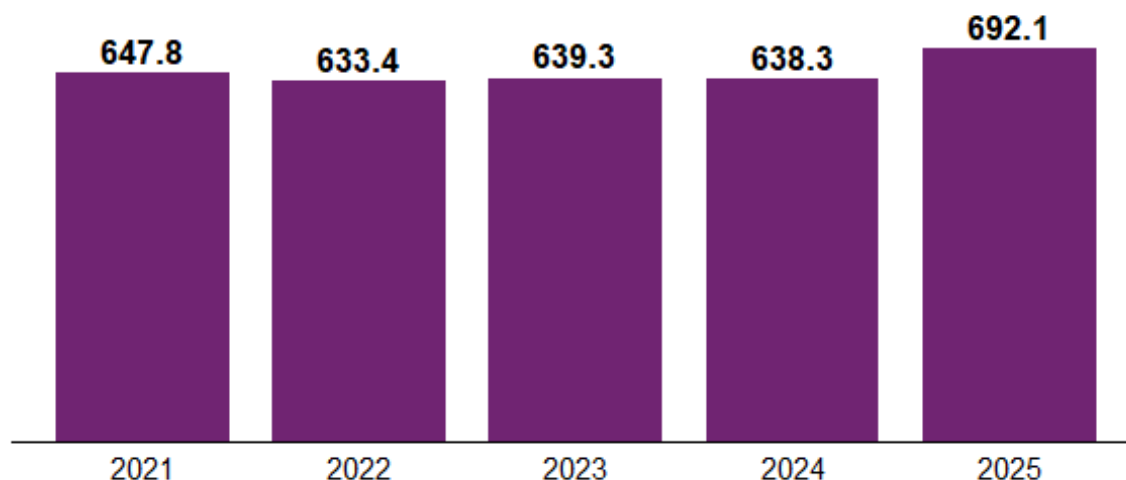
Media enquiries: Tel: 07856 279808

Next publication: July 2026

Key statistics

Number of full-time equivalent (FTE) employees is calculated by comparing an employee's average number of hours worked to the average hours of a full-time worker.

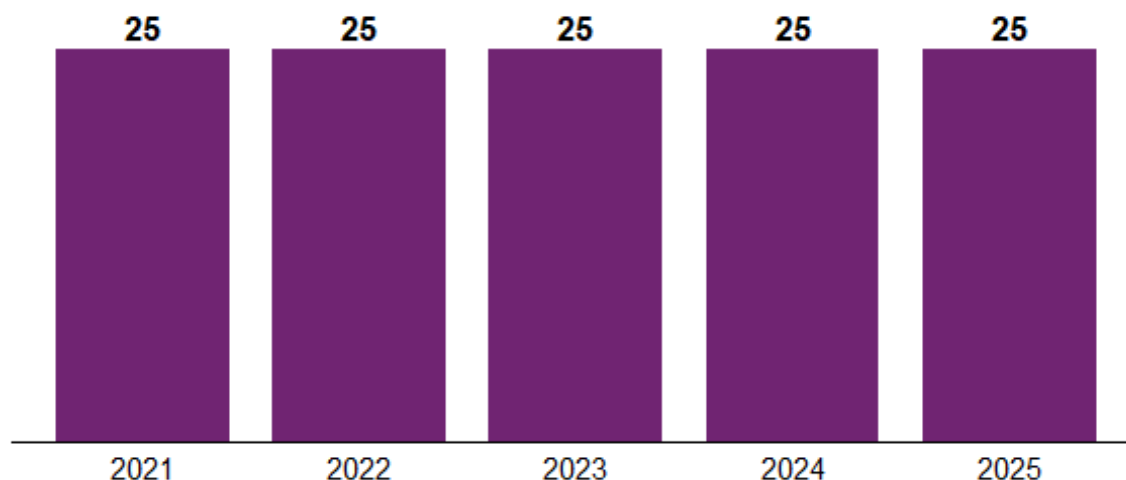
Number of FTE employees, c2c, as of 31 March, 2021 to 2025



c2c's number of FTE employees was 692.1 as of 31 March 2025.

Number of stations managed only includes stations called at by a mainline train service as of 31 March. Any stations where all services have been suspended temporarily are included, whereas stations closed permanently or where all services have been suspended indefinitely are not.

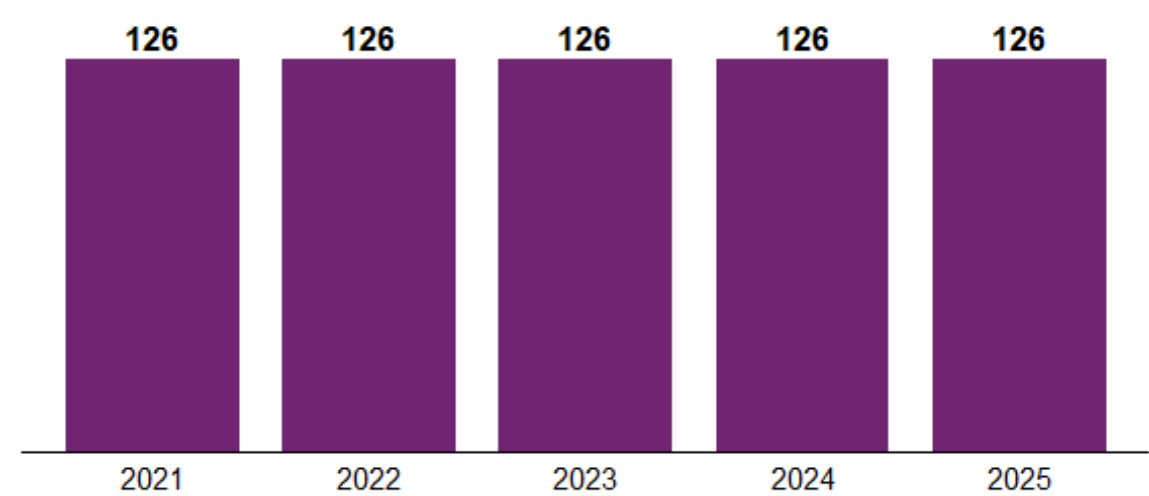
Number of stations managed, c2c, as of 31 March, 2021 to 2025



c2c managed 25 stations as of 31 March 2025.

Route kilometres operated includes the total extent of route available to operate on as of 31 March. It does not take into account multiple track routes (i.e. double tracks are only counted as one route kilometre but would be two track kilometres).

Route kilometres operated, c2c, as of 31 March, 2021 to 2025

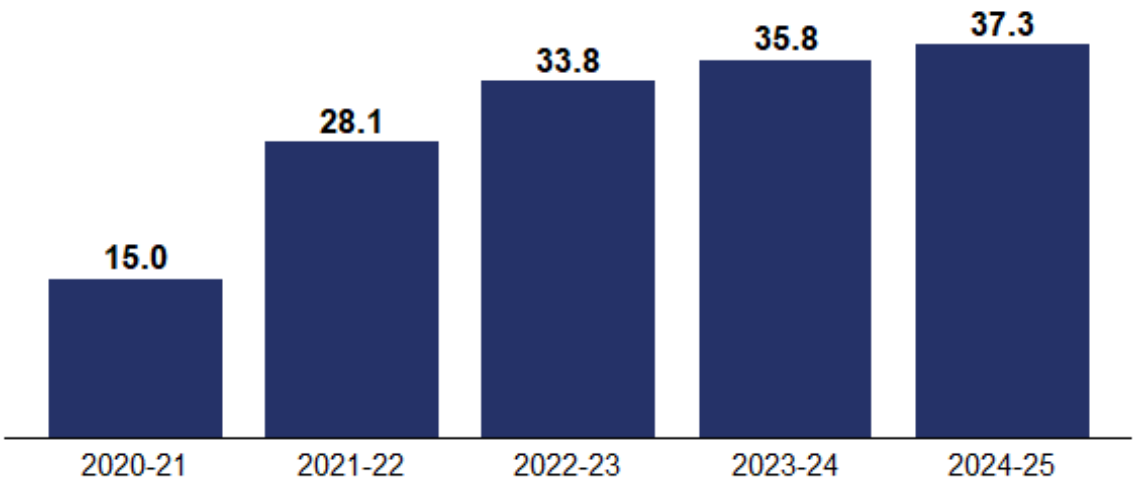


c2c operated on 126 kilometres of route as of 31 March 2025.

Passenger rail usage

Passenger journeys are estimated based on travel from an origin station to a destination station. Where travel includes one or more changes of train, each train used is counted as one journey.

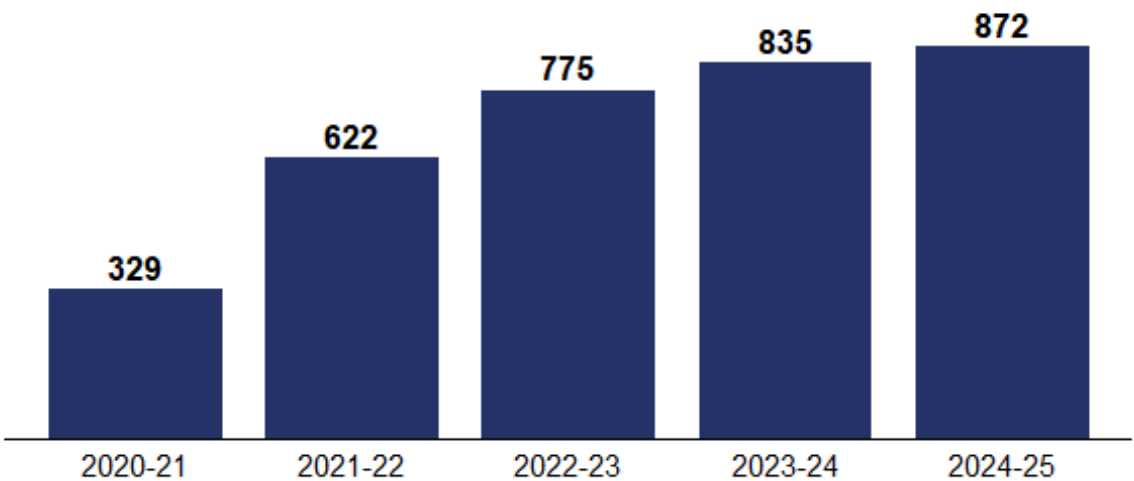
Passenger journeys (millions), c2c, annual data, April 2020 to March 2025



Between April 2024 and March 2025, there were 37.3 million passenger journeys.

Passenger kilometres are calculated by multiplying the number of passenger journeys on a particular flow by the number of corresponding track kilometres between stations.

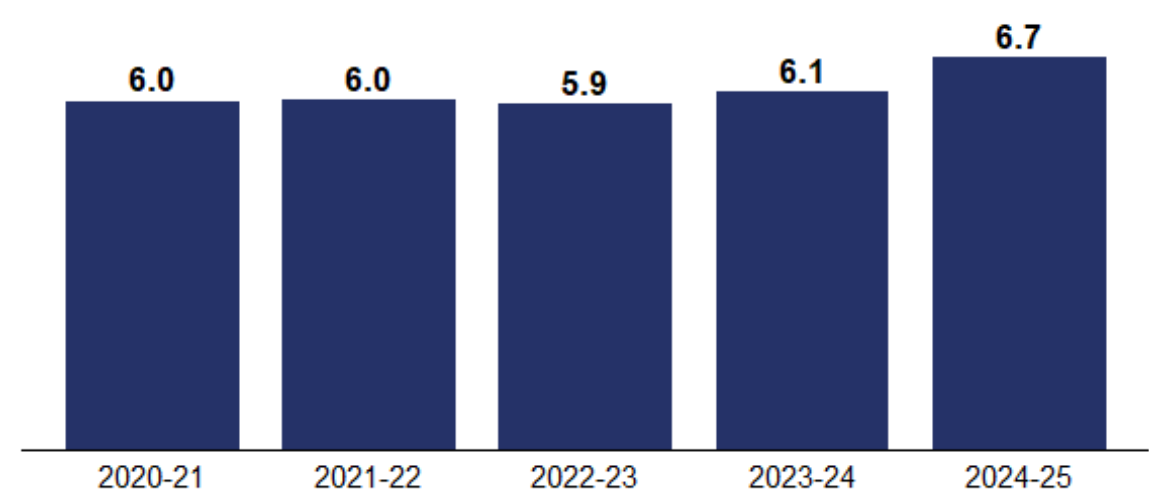
Passenger kilometres (millions), c2c, annual data, April 2020 to March 2025



Between April 2024 and March 2025, there were 872 million passenger kilometres travelled.

Passenger train kilometres refers to the number of train kilometres travelled by revenue earning passenger trains.

Passenger train kilometres (millions), c2c, annual data, April 2020 to March 2025



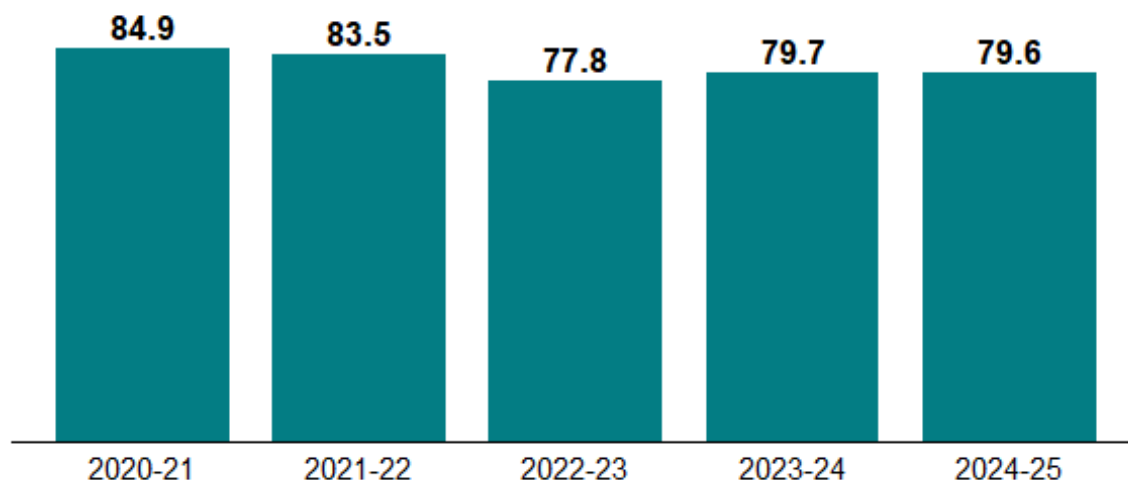
Between April 2024 and March 2025, there were 6.7 million passenger train kilometres.

More information on passenger journeys, kilometres and revenue as well as passenger train and vehicle kilometres can be found on the [Passenger rail usage](#) page on the data portal.

Passenger rail performance

On Time is the percentage of recorded station stops that were early or less than one minute after the scheduled arrival time.

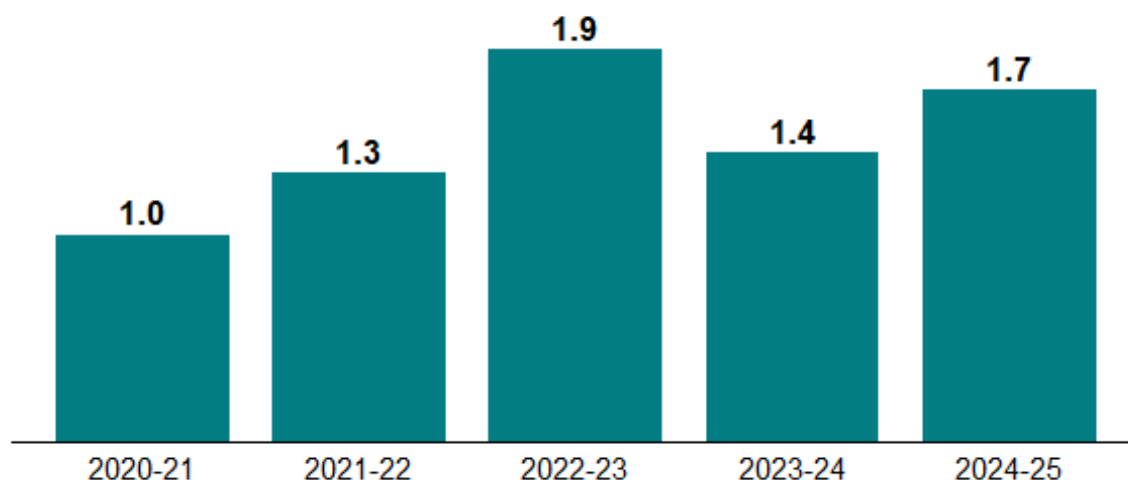
On Time (%), c2c, annual data, April 2020 to March 2025



The percentage of trains On Time between April 2024 and March 2025 was 79.6% compared with 79.7% in the previous year.

Cancellations is the percentage of trains planned that were cancelled, whereby full cancellations are counted as one and part cancellations as half.

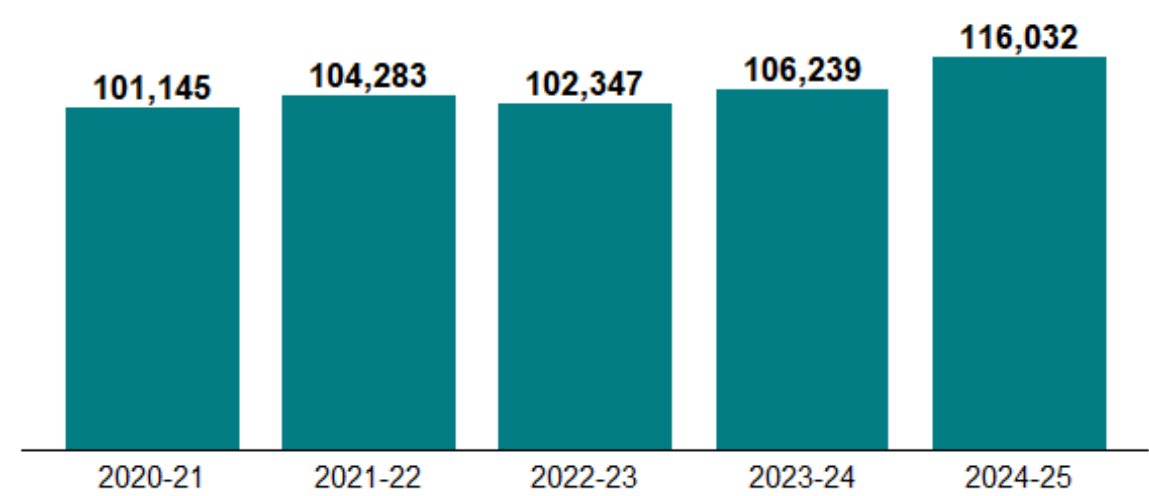
Cancellations (%), c2c, annual data, April 2020 to March 2025



Cancellations between April 2024 and March 2025 was 1.7% compared with 1.4% in the previous year.

The number of **trains planned** is based on the daily schedule as agreed between the train operator and Network Rail at 22:00 on the previous evening.

Trains planned, c2c, annual data, April 2020 to March 2025



There were 116,032 trains planned between April 2024 and March 2025.

Delay minutes are defined as the time lost between consecutive timing points on the rail network. Delay incidents producing three or more minutes of delay on Britain’s railways are attributed to either Network Rail or a train operator.

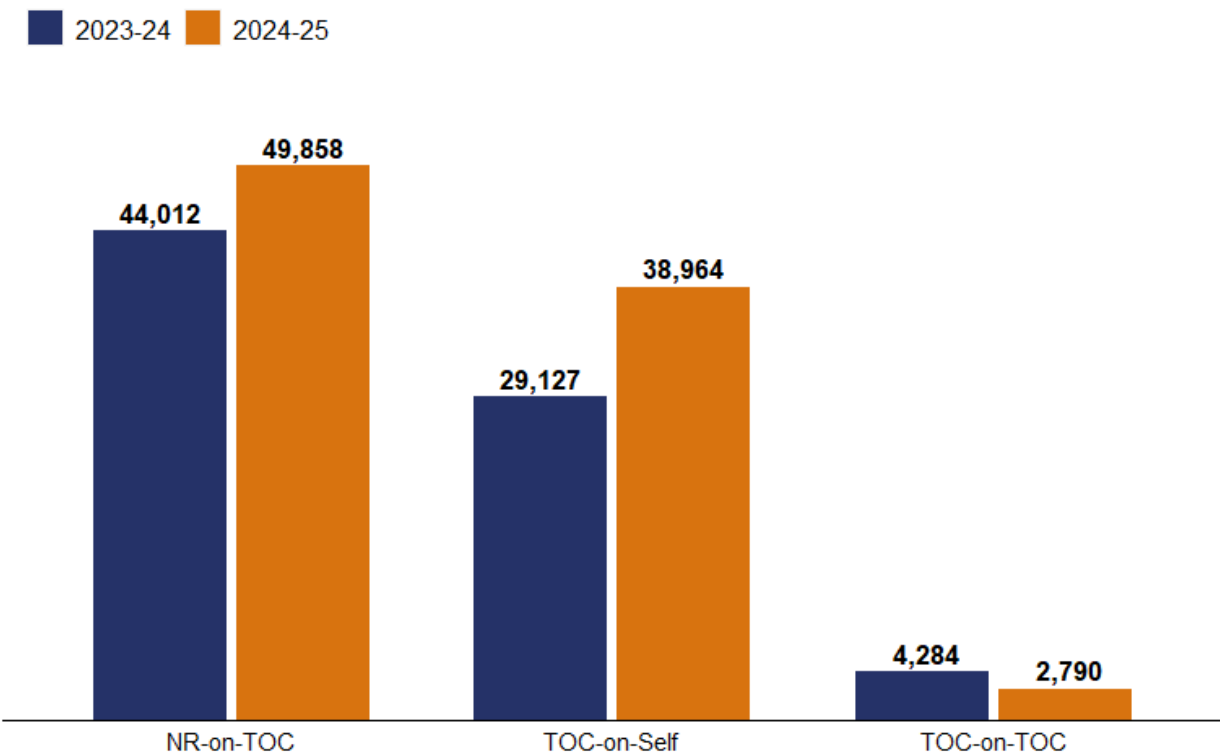
There are three types of responsibility category:

NR-on-TOC are delays attributed to Network Rail affecting train operating companies (e.g. Track, Network management, etc.).

TOC-on-Self are delays attributed to train operating companies affecting their own train operating company (e.g. their own fleet, train crew, etc.).

TOC-on-TOC are delays attributed to train operating companies affecting other train operating companies (e.g. another operator’s fleet, train crew, etc.).

Delay minutes on the rail network by responsibility, c2c, annual data, April 2023 to March 2025



Delay minutes by responsibility, c2c, annual data, April 2020 to March 2025

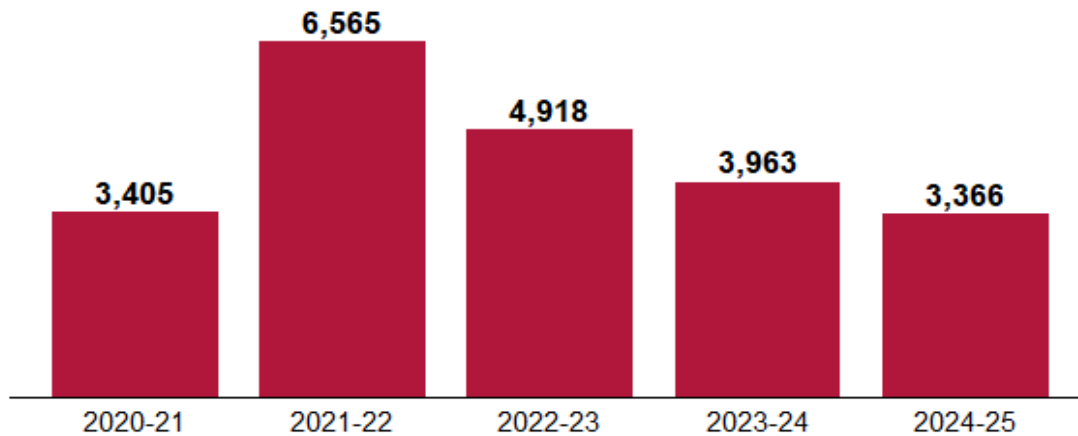
Delay type	Apr 2020 to Mar 2021	Apr 2021 to Mar 2022	Apr 2022 to Mar 2023	Apr 2023 to Mar 2024	Apr 2024 to Mar 2025
NR-on-TOC	45,028	39,438	61,043	44,012	49,858
TOC-on-Self	15,274	14,230	22,653	29,127	38,964
TOC-on-TOC	1,514	3,184	3,160	4,284	2,790

More information on punctuality, reliability and causes of delay for passenger trains can be found on the [Passenger rail performance](#) page on the data portal.

Passenger experience

Complaints are defined as ‘any expression of dissatisfaction by a customer or potential customer about service delivery or about company or industry policy’.

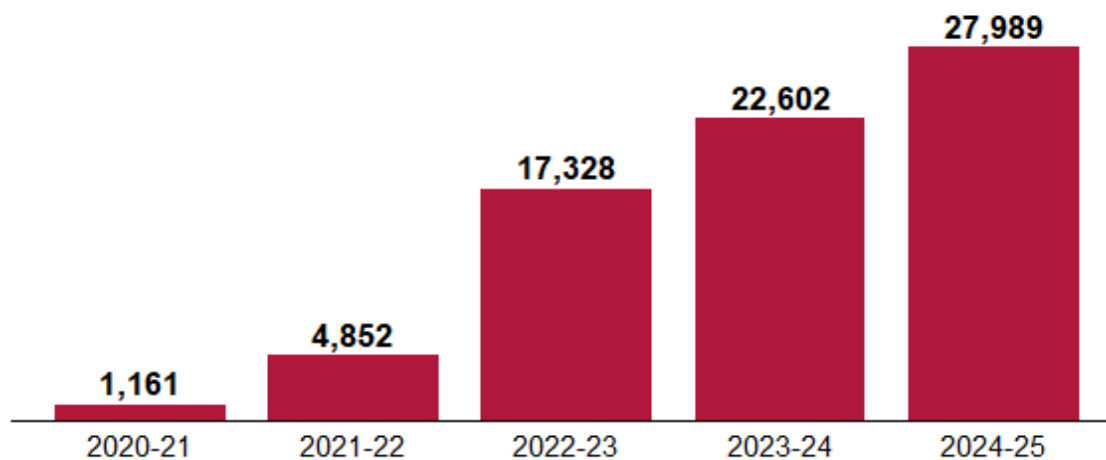
Complaints closed, c2c, annual data, April 2020 to March 2025



The number of complaints closed between April 2024 and March 2025 was 3,366.

Delay compensation claims closed refers to the volume of claims closed when the train operator issues payment for a successful claim or when the passenger was informed that their claim was rejected.

Delay compensation claims closed, c2c, annual data, April 2020 to March 2025



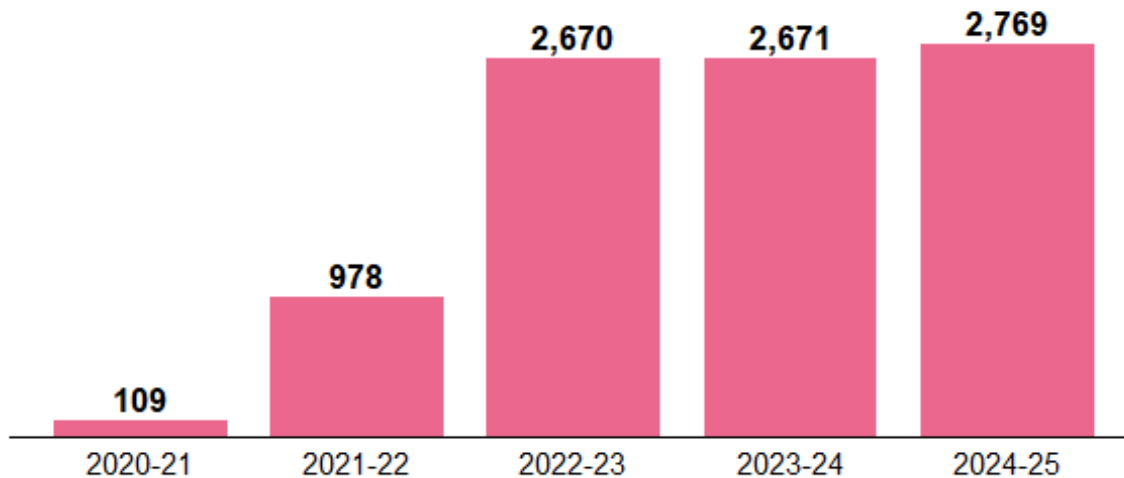
27,989 delay compensation claims were closed between April 2024 and March 2025, compared with 22,602 in the previous year.

More information on [complaints](#), [delay compensation claims](#) and [passenger assistance](#) can be found on their respective pages on the data portal.

Passenger accessibility

Pre-booked **passenger assists** data show the number of assists that have been requested by passengers through the National Passenger Assistance Booking System. Unbooked assistance such as 'Turn up and go' assists are now recorded in [Table 4223 – Recorded passenger assists \(turn up and go\) and requests by station operator](#).

Number of pre-booked passenger assists, c2c, annual data, April 2020 to March 2025



There were 2,769 pre-booked passenger assists booked between April 2024 and March 2025 compared with 2,671 in the previous year.

There are series breaks between April 2020 and April 2022. For more details on the series breaks, please see [Table 4213: Passenger assists by station operator](#).



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