



EDI Charter Year End Report 2022



**Railway Industry
Association**

The voice of the UK rail supply community



Foreword

It is a pleasure to be writing this foreword for the first annual review of the Women in Rail Railway Industry Association EDI Charter. Charter activity is run completely by volunteers, supported by RIA and Women in Rail and we are privileged to draw on talent and ideas from across our almost 200 signatories.

Earlier this year we refreshed our EDI Working Group and said thank you to friends who had supported the first 18 months. The Group is made up of diverse individuals from across the industry, and they ensure we are inclusive and listening to all the different perspectives and voices in rail as we take this agenda forward. The Working Group is going from strength to strength: over 170 individuals from across the rail sector took part in the first coffee roulette initiative, and they have plans for Pride and menopause events amongst others. We have a new LinkedIn page which you can join: WR/RIA EDI Charter for Rail

As the economy recovers from coronavirus and in the context of rising inflation and skills shortages it is more important than ever that we do everything we can to celebrate the great job opportunities offered by the rail sector, attract the talent we need and draw on the capability, creativity and potential of all our people. By bringing together signatories from across the rail sector and supply chain we also draw on the expertise and ideas of the whole rail sector and beyond – not least through our strong connections with the rail supply chain who range from global companies to micro-SMEs.

At RIA, we have hosted six Trailblazer events over the last 18 months – including on the Vivarail Hydrogen Train at COP26. Trailblazer events bring experienced rail professionals and younger team members together to make friends, share knowledge, and create new networks and friends. We also continue to support Member companies and promote the opportunities presented by rail for economic growth, social mobility, and the green agenda.

Women in Rail has been through a period change of over the past year with our founder, Adeline Ginn stepping down last year and Christine Fernandes becoming the new Chair. We have welcomed new trustees, new regional leads and new steering committee members. On 12 April this year, we reached our 10th year anniversary, and we have a whole host of exciting activities planned over the coming months culminating in a special 10th year anniversary

conference in November. More recently we have held two of our hugely successful flagship events: the Women in Rail Awards in May and the Big Rail Diversity Challenge in June.

All our work is about raising awareness of the need for greater EDI and gender balance across the sector and a more diverse and inclusive workforce; a workforce that reflect the communities we work in. With partner, RIA, the EDI charter is one of our key pieces of work, championing equality, diversity and inclusion in the rail industry and working together to build a more diverse and inclusive workforce to create a railway fit for the future.

We would like to say a particular thank you to Isabella Lawson, RIA Senior Policy Executive and Women in Rail trustees Mohanad Ismail, Abu Siddeeq and Alero Abbey for helping to make all of this happen. Without the collaboration from all parties and our shared passion, we would not have achieved all we have done.

As we move forwards, we are looking to strengthen our partnerships with all the great teams and organisations supporting diversity in rail – from Community Rail to Young Rail Professionals and Muslims in Rail – because by being inclusive and working together we can achieve more and continue to make rail an even better place to work.

If you would like to find out more about signing up for the Charter and getting involved contact the team at: info@edicharter.co.uk.

It is great to see all the fantastic work that is reflected in the contributions to this review. There is always more to do but it is great that we have already made progress and are ready to support the journey to Great British Railways – which Conrad Bailey, Director General Rail Services and Strategy at DfT describes in his contribution to this review.

We look forward to continuing this important journey together,

Kate and Christine

Kate Jennings
RIA Policy Director

Christine Fernandes
Chair, Women in Rail

Equality, Diversity and Inclusion Charter



A pledge for Equality, Diversity and Inclusion (EDI) across the UK railway industry.

Signatories to this Charter aspire to be the best in everything they, and collectively the UK railway sector, do and therefore aim to support the United Nations Sustainable Development Goals.

This Equality, Diversity and Inclusion Charter reflects the commitment of the UK railway sector, and more precisely, the Railway Industry Association, Women in Rail and signatory companies, to champion equality, diversity and inclusion in the rail industry and to work together to build a more balanced and fair and high performing sector.

Signatory companies recognise that an inclusive workforce is good for business. It brings diversity of thought, innovation, and a positive workforce culture as well as improved customer relationships. Diversity and inclusion are also increasingly important to rail clients and investors.

Signatory companies support social mobility and are committed to creating equal opportunities for everyone. They recognise the role our industry can play in creating opportunities and unlocking talent. They understand that embedding an inclusive culture within their own organisations, and collectively within the UK railway industry, is crucial to unlocking the potential a diverse workforce can offer. It will help develop the next generation of leaders in rail, make our sector a more attractive career, foster innovation and play a substantial role in the creation of a best in class railway sector in the UK.

The Charter:

- Commits signatory companies to lead by example and make a difference, publicly reporting on their progress.
- Promotes positive change within the signatory companies and across the railway industry by empowering and educating leaders, making employees feel comfortable to challenge negative or discriminatory behaviours in the workplace, and collaborating to share best practice.

- Commits signatory companies to support the progression of diverse individuals into senior roles, develop the talent pipeline and improve representation at senior and executive level of the railway industry.
- Recognises that each signatory company will have different starting points and available resources and that progress will not look the same for every organisation.

Statement for signatory companies - my organisation pledges to promote equality, diversity and inclusion by:

- Appointing a member of the senior leadership team as an 'EDI Champion'.
- Agreeing an action plan and monitoring progress made, including in RIA's annual reporting to their AGM and Women in Rail's annual report. Also, progress to be demonstrated on RIA, Women in Rail, and signatories' websites.
- Providing opportunities for training and education of employees to help tackle unconscious bias and negative behaviours within workforces.
- Creating a culture that fosters inclusion and encourages "quiet voices", including at industry events and in meetings for instance, through 360 feedback on senior and executive teams and reverse mentoring, thus providing a safe space for all employees to talk openly.
- Making recruitment and progression processes accessible and attractive to all to attract, retain and develop people of all backgrounds, ages, genders and identities.

This Charter is open to all companies in the UK railway sector who wish to play a role in promoting innovation, agility and positive change in our industry. Not all signatory companies will be able to make the same commitments, but all signatory companies will be asked to pledge to collaborate and take actions that promote better equality, diversity and inclusion in UK rail.

A Brief Foreword from the Working Group Chair

The Women in Rail/Railway Industry Association EDI Charter Working Group came into existence in February 2021. Made up of people from across the industry, with varying levels of experience and seniority, the group is primarily concerned with improving the railway not only for staff and colleagues, but for the passengers and customers too.

The Group believes that the rail industry has a duty to reflect the communities it serves, in terms of diversity and representation of marginalised groups. Our role as the Working Group is to assist Charter signatories on this journey, and to champion the importance of fostering an inclusive environment for all.

We have held several workshops so far, on Accessibility, Inclusion in Leadership, and Social Mobility, and we intend to run these again in the future to ensure as many signatories as possible are able to benefit from our research and the discussion it provokes.

One of the huge successes of the EDI Charter Working Group was our informal networking scheme, 'Coffee Roulette'. People from signatory companies were encouraged to sign up, and were paired with another person to discuss equality, diversity and inclusion and to share best practice (pairings were allocated

somewhat randomly, hence the term 'roulette'). We paired senior colleagues with someone more junior, and vice versa, in order to encourage dialogue between people who might not necessarily get the chance to communicate with each other.

The feedback we received from participants was overwhelmingly positive, with people commenting on LinkedIn that they would love to be involved in the next round. Good news – we are planning to run it again soon! Further news on workshops and Coffee Roulette, plus other initiatives we are working on, will be featured in our fantastic (if I do say so myself) quarterly newsletter in summer 2022.

I have been a member of the group since its foundation, and my participation has been encouraged and supported by my employer, Rail Delivery Group. I joined the group because I am passionate about making the industry more inclusive, but from a personal perspective I wanted to ensure the voices of LGBTQ+ people were heard. As someone who is nonbinary, I know that it can be hard to feel like you 'fit in' to large institutions and industries – my aim, as part of the group, is to make sure the railway becomes, and continues to be, a place where people feel free and able to be themselves, and to see themselves represented in positions of power and leadership.

Being a part of the group, and now as its Chair, is a great honour and something I am immensely proud of. Having achieved what we have in such a short time only bodes well for the future, and I hope that the work we are doing is able to create a positive and lasting change. The group has grown and evolved since it was created; I am incredibly grateful to members both past and present for not only their hard work, but their willingness to be open and share their experiences of feeling excluded – we cannot fix the problem if we do not truly understand it.

The 2022-23 Working Group cohort is now in place, and planning is already well underway. I can't wait to announce our plans for the second half of 2022, and continue to deliver this positive work for our signatories. As rail moves towards a time of more and more change, it's ever more important that we come together, to learn and share our expertise to help create a bigger and better industry.

As a final message to our charter signatories: thank you for joining us on this journey towards a more inclusive and diverse industry and for your commitment to creating a positive change. The EDI Charter Working Group is here to support you in this. I hope that you feel able to approach us for guidance or advice if needed – that's what we are here for! Help us to help you – if we are able to better identify the issues across the industry, it will be easier for us to contribute towards making the railway what it should be: equal, diverse, and inclusive.

Please enjoy reading this first Annual Report – we have some great submissions from companies across the signatory community, and it's great to see the incredible work being done.

Rachel Fullard

Chair, EDI Charter Working Group
Data Analyst, Rail Delivery Group



WOMEN IN RAIL | RAILWAY INDUSTRY ASSOCIATION EDI CHARTER WORKING GROUP



TOM FLANNERY
SNC Lavalin



CHARLIE WOODHEAD
LNER



RACHEL FULLARD
Rail Delivery Group



MOHANAD ISMAIL
WSP



TOYIN DAVIES
ISS



MELISSA MARCELLIN
Colas Rail UK



MANDEEP SINGH
DiGauge



KARAN BOSTOCK
BAM Nuttall



AREVIKA STEPANIAN
STM Group (UK)



BILL PEAK
Keltbray



PAUL MCGUNNIGLE-WHITE
c2c



ANITA GRAY
Worldline



MICHELLE RUSSELL
NSAR

EDI Top Tips from the Working Group

Making people feel welcome from Day 1

Karan Bostock, BAM Nuttall

At BAM, we are looking at a digitised onboarding platform, incorporating things like sign language, use of colours, and transcriptions. We are also hoping to include a video of the site, with directions and how to get there on the first day. This will make the onboarding experience more personalised and is available anywhere.



Be proactive—not reactive

Charlie Woodhead, LNER

Be prepared for a disabled person to be in your audience without them having to tell you. When presenting, use subtitles, use clear large sentence case fonts, don't rely on colour as a unique identifier, and avoid statements like 'I won't read this out as you can all see it' – as that may not be true!



A holistic approach to wellbeing

Mohanad Ismail, WSP

WSP has Wellbeing Advisors that discuss how personal well-being and work well-being are essentially one and the same thing, and how WSP supports its people in everything from sleeping better to lifestyle choices, to improving the small things that happen in their life every day.



Improving ethnic diversity in your workforce

Mandeep Singh, D/Gauge

Build a more diverse workforce within your organisation by setting up an apprentice or graduate scheme and promoting applications from ethnic minorities and other underrepresented groups. Work to appeal to those who may not have had the same access to networks, connections, and contacts as others.



Create community spaces for courageous conversations

Anita Gray, Worldline

Drop in sessions on health topics such as strokes, dementia or sessions on navigating menopause and peri menopause. Sharing of lived experiences in a confidential environment builds community and fosters compassion and kindness between colleagues. There is so much more to each of us than meets the eye!



Promote flexible working

Tom Flannery, SNC Lavalin

Promoting and normalising flexible working patterns helps everyone achieve a better work-life balance and is particularly supportive for those with caring responsibilities (typically women and/or those from lower socioeconomic backgrounds). This empowers everyone and enables all to reach their potential. It could include part time or shared roles, flexible hours, or hybrid working.





How can I get started with Equality, Diversity and Inclusion for my business?

SELECTIVE

Joanne Hall, Managing Director, Selective Resourcing

For many, ED&I seems like a big task but there are quick wins and initial small steps that you can take to get started.

“A recent study conducted in 2022 by Tribepad and The Firm found that 95% of companies have ED&I as a core focus but almost half (46%) don't set KPIs around ED&I for anyone. This suggests that companies are keen on improving ED&I but perhaps don't really know how to go about making improvements”.

For many ED&I is something they want to do; however what businesses are actually doing currently is wide ranging. This may be because of their size, scale, if they have a HR Team, a dedicated recruiter or a dedicated resource in their organisation.

So how do you get started with ED&I?

Here is a list of practical things you might want to consider to get started.

1. Appoint an ED&I champion within your business or get some outside help.

You may think that people will say they have so much to do that no-one will take up this mantle. You might be surprised at how passionate ED&I champions are in our industry. A big benefit for them is it's great for their development, profile and progress.

2. Understand the diversity profile of your organisation and what you want to achieve. This is data you will already probably hold and a small project you could allocate to your ED&I Champion.
3. Review your recruitment practices and how you can reduce bias in the recruitment process. From trialling blind applications to bringing in someone to deliver bias training there are lots of good examples of how organisations have been successful in the past to increase the number of diverse applications.
4. Actively partner with organisations to help you diversify your candidate attraction strategy. Did you know the most common concerns that candidates have when applying for jobs is; their age (too old), their personal appearance, disability or learning needs, gender or gender identity, race or ethnicity, weight, age (too young), accent, mental health and being a parent.

It makes for pretty sober reading doesn't it?

There are proactive things you can do to reach diverse groups such as contacting organisations already providing support to diverse groups as well as using ED&I specific job boards.

I hope that this small insight has been useful. It really is all about taking positive action. Starting small is fine too. It is all about having a plan in place.

*Source Tribepad – Stop the bias report

Removing Barriers

by Supporting an Inclusive Agenda

Conrad Bailey, Director General Rail Services and Strategy, DfT



I will never be qualified to talk about women's experience in the rail industry or the challenges women face in the workplace. But I hope by listening and acting, together we can help shape an industry where we work towards gender equality. Where we create change and opportunities for everyone to excel no matter what their background is.

The UK rail industry is at a challenging point in its history. We need to rebuild from COVID and reduce the reliance on the taxpayer who have committed £16bn to supporting the railways during this time. We need to deliver the reforms set out in the Williams-Shapps plan for rail. And we need to maximise the opportunities we have – from the opening of the Elizabeth Line to HS2, more environmentally friendly rolling stock and more customer friendly retail options. To succeed on this agenda, we need to both attract and retain the best talent. We will fail in this if the rail workforce remains largely like me, white, middle-aged, and male, with poor gender diversity particularly in engineering and train driver roles. Today more than 86% of rail workers are male and only 13.4% female, a huge disparity. We must tackle this – making ourselves a more inclusive railway that is representative and reflective of the communities it serves, a railway that can attract and inspire a diverse workforce.

Within the Department for Transport we are committed to this agenda across the transport network which is why in February this year we launched a Transport Labour Market and Skills Call for Views and Ideas, which asked for views on what more could be done to target and reduce the barriers to improving diversity, inclusion and social mobility.

A year ago, we also published the Williams-Shapps Plan for Rail which set out the Government's plans for the railway, including a commitment to establish a new guiding mind, Great British Railways. Once established a key element of its role will be to work with industry to develop a new sector-wide workforce plan with a joined-up training and skills offer for both track and train staff. This will support us to ensure a diverse array of people to join the rail sector and find fulfilling and challenging roles.

Already the Great British Railways Transition Team is setting the right tone with progress on both gender and ethnic diversity. In its recent recruitment rounds 54% of offers were to female candidates, with 29% to those from an ethnic minority background.

Within DfT our contracts with Train Operators already have incentives to encourage building and developing a more diverse workforce and we will build on this as we take the new Passenger Service Contracts to the market. We expect companies to make real, measurable progress against clear targets to increase the recruitment of under-represented groups. The opportunity to recruit a new generation of rail workers is an opportunity to develop new and more diverse pools of talent that reflect the passengers we serve. To do this, we need to promote our sector as an attractive inclusive career choice; through outreach events at schools, colleges and universities and quality apprenticeships.

As well as focusing on the culture of and opportunities within our sector, we must focus on the safety of women on our railway. Following the dreadful murders of Sarah Everard and Sabina Nessa, we have been working with many organisations - from the British Transport Police to Operators - to improve the safety of women on transport, both passengers and those who work on the railway.

Research commissioned by Laura Shoaf, CEO of West-Midlands Combined Authority and Anne Shaw (Interim Executive Director Transport for West-Midlands) into the experiences of women and girls on transport, by Transport Focus, were a stark reminder of the continued challenges women face, with 85% respondents "strongly or slightly agreed" that they think about their personal safety when planning and making a journey; 66% plan their journeys around times of day when they think it's safer to travel, and 65% avoid travelling alone when it's dark.

We are very grateful to Laura and Anne for leading this work and their useful and practical recommendations which have now been published. We are working within rail to implement them through targeted communications campaigns, better and more effective training across the industry to help manage incidents involving violence against women and girls, standardising DBS checks for all front-facing staff across the transport industry, embracing the use of innovative technologies where they can help, and contributing to the creation of a national intelligence database which captures incident reporting from all transport modes and areas.

We have a long way to go but I am grateful for the steps we are taking to make the industry more representative of the passengers and regions it serves.



The Rail Industry
Equality, Diversity &
Inclusion Charter
represents our industry's
commitment to openly
support the EDI agenda.

The Charter is open to all companies, clients and organisations working in the UK railway industry who wish to play a role in promoting positive change in the rail industry. It seeks to recognise and build upon the progress which has already taken place, providing the basis to encourage further collaboration and action across the sector.

For more information on how your organisation can be involved, please visit the Women in Rail or Railway Industry Association websites or email: **info@edicharter.co.uk**



**Railway Industry
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The voice of the UK rail supply community

The Rail Industry Equality, Diversity & Inclusion Charter
is a joint initiative by Women in Rail and the Railway Industry Association



EDI Allies

ATKINS

Member of the SNC-Lavalin Group

Improving our culture with Different Makes a Difference

We're not all the same, and that's our greatest strength. That's why in 2021, Atkins launched a three-year strategy named 'Different Makes a Difference'. The strategy is built around three key themes; weave EDI into everything we do, remove barriers every step of the way, and become a leading voice for change. These themes are broken down into lower-level solutions which aim to deliver meaningful, sustainable, and impactful change. In turn, different views and opinions enhance our ability to provide value-added performance and better services.

Supporting the industry with our Career Deflection study

Atkins recognised the gap in the representation of certain groups, particularly in leadership positions, across the engineering industry. We commissioned and published an independent study exploring the diversity, progression and retention of engineering staff and have shared these recommendations for improvement:

1. Collect better monitoring data
2. Undertake further research
3. Promote alternative working patterns
4. Ensure equal access to development opportunities
5. Provide a range of employee support
6. Tackle discrimination
7. Tackle macho culture

It is our hope that, using these simple recommendations, everyone in the industry can work towards positive change. The full Career Deflection Report can be found online.

Delivering fairer recruitment processes

As part of constant improvement Atkins is developing its recruitment practices to promote inclusion and remove biases across the hiring process.

We are simplifying job adverts to the core requirements enabling a wider range of people to apply. We are also making sure to promote the positive things we do, such as flexible working, and removing any language which could accidentally put people off.

Our training and structured interview process with consistent questions, answer keys and independent scoring are all designed to reduce the effect of unconscious bias on the selection of individuals.

Our next steps are to look at the way we advertise our positions to make sure candidates from all backgrounds have the opportunity to apply and grow our increasingly diverse workforce.

Shaping tomorrow with our Governors for Schools initiative

It is forecast that by 2026 the railway industry will be deficient by 16,000 people – a combination of career deflection, retirement, and the skills gap – so safeguarding our industry, nurturing the passions of young people, and realising the benefits of major infrastructure programmes like HS2 and the Transpennine Route Upgrade, is front and centre of our strategic rail plan to create a talent pipeline for the future.

We're being a leading voice for change, and working with the education charity, Governors for Schools, to find committed volunteers to join school boards across England and Wales. This is the first pilot of its type in the engineering sector and to ensure it's as impactful as possible we're focusing on three key, but under-represented, pillars: primary school governors, special educational needs (SEN) school governors, and schools in deprived areas.

By bringing together people from across Atkins to uplift the curriculum in these areas, we will create a network of school governors dedicated to raising awareness regarding STEM subjects, whilst also creating a line of sight back into the rail industry for work experience and apprenticeship opportunities and ultimately, furnishing our industry with great minds.



Meet Fi Westcough, Consultant – Strategic Rail (Transportation)

I vividly remember my first day at university. Having attended a school for girls, the male dominated nature of an Engineering Degree was a shock, as less than 1 in 10 on my course were women. Since then, I have strived to support change, not only for women in engineering, but those from underrepresented groups across our industry. As Chair of the Young Rail Professionals (YRP), I am a visible ambassador for early careers and women within the industry, running events and initiatives, as well as supporting campaigns to raise awareness of opportunities available in rail.

In recent years, I have also become more aware of my own privileges. Through supporting Atkins' EDI networks and events, I listen to others' stories, and understand how I can be more inclusive, and play my part in breaking down barriers and becoming a voice for change.



Meet Tom Flannery, Practice Manager – Rolling Stock Technical Services

I've always been aware of my privilege but two years ago had the revelation that being passively inclusive is not enough to affect change. Since then I have strived to become a super ally by being active in my promotion of EDI.

I have joined two of the many EDI networks within Atkins and have had the opportunity to be a member on panel events, host workshops and carry the positive flag for EDI in the rail industry. I am proudest of being involved in the working group behind the Women in Rail RIA EDI Charter and seeing the positive change it is having.

It's inspiring to see how quickly we are transforming things and I am gratified to be fully supported and encouraged by my leadership team with the aim to create an even safer environment to allow everyone to bring their true self to work.

Improving Ethnic Diversity on Public Company Boards

Iain Brockbank, Partner, Warren Partners

warrenpartners
SEARCH | UNLOCK | SUSTAIN

Warren Partners is a signatory and passionate supporter of the WiR/RIA EDI Charter. We are committed to playing our part increasing diversity in the rail industry and across all our chosen sectors. As rail industry headhunters, we have a responsibility to directly impact change by delivering diverse shortlists and placing women, ethnically diverse candidates, and those from other under-represented groups in leadership roles. This is so important as truly diverse organisations build and nurture a culture that allows diversity to flourish, and this is shaped by those at the top. However, we wanted to go beyond our 'day job' and after many discussions with boards across industries, we devised and launched the Board Fellowship Programme.

Female representation on FTSE 250 boards has improved, primarily as a result of political and investor/shareholder pressure, the Davies Report, then the Hampton Alexander Review. However, ethnic diversity still lags behind, due to a great extent to the stipulation on many headhunter briefs that NED candidates must have listed business board/C-Suite experience. This is a real barrier to progress given the lack of ethnic diversity on listed business boards; you could say a Catch-22 situation.

The Board Fellowship Programme is our attempt to widen the pool. The idea is that a main market listed business takes on an ethnically diverse Fellow for 12 months. The Fellow gains listed business exposure/experience, is mentored by the Chair and experienced FTSE NEDs, and gains access to a valuable network. In return, the host board benefits from the active and passionate contribution of a diverse yet credible individual (we describe it as a 'voice but not a vote') and perhaps specific experience/insight (this could include hot topics such as ESG or digital/technology). At the end of the 12 months the Fellow could be taken on as a NED by the host business, but if not they now have the network and experience to open opportunities on other boards. The

Fellow is not remunerated (just expenses covered) and there is no fee payable to Warren Partners (unless the Fellow is taken on as a NED at the end of or during the 1 year tenure).

To support this initiative, we have actively grown a pool of high calibre, highly credible, board experienced candidates who come from backgrounds currently 'untapped' by those seeking FTSE 250 NEDs. This includes public or third sector, SMEs, entrepreneurial, even AIM listed.

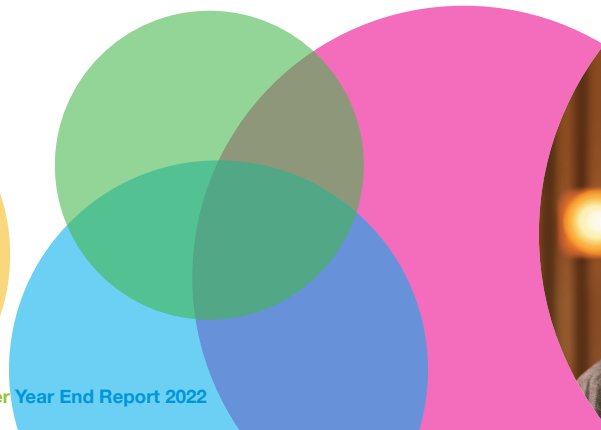
We launched the programme earlier this year in collaboration with the CBI and KPMG. Already several boards have expressed an interest and we are delighted to have placed our first Fellow on the board of a FTSE 250 (to be announced imminently).

This is not, of course, the sole solution to a complex, multi-faceted issue. Progress must be made on multiple fronts and in all types of businesses. This crucially has to include a greater appreciation of inclusion. Again, this is about culture change with business leaders making it a priority to gain a deep understanding of the day-to-day experience of their diverse employees and taking action accordingly.

This is a critical time of change for the rail industry and the WiR/RIA EDI Charter is about shifting the dial on diversity and inclusion as a central element of that change. The industry will reap huge benefits as a result. If you are interested in discussing this issue, including our experience and insight from across sectors, please get in touch. I'd be delighted to have a chat.

Iain Brockbank is a Partner at Warren Partners. He leads the Industrial Practice with a particular interest and experience recruiting Chairs/NEDs and senior executives in the rail industry.

ibrockbank@warrenpartners.co.uk



Reverse Mentoring at Keltbray



When working in a fast paced industry, it can often be challenging keeping on top of the progression of each individual employee across the workforce. With that being said, it's far from impossible, and there are many ways to continuously develop staff which are both valuable to the employee and benefit the overall success of the company.

One of the main methods of ensuring continuous development is to have an effective mentoring programme, allowing our people to learn more about the business and to build their confidence and their skill set in the process.

It's easy to reel off the long list of benefits of mentoring, but what if the shoe was on the other foot? Having new starters or perhaps less experienced employees mentoring senior management – how would that work and what are the benefits?

Reverse mentoring challenges the idea of mentoring being elitist, as it's not about a senior person taking someone under their wing, but rather a mutually beneficial relationship for the purpose of skill sharing and professional development.

Committing to creating a more diverse and inclusive workforce is the first step, and in order to make a meaningful difference the business needs to know its

people – reverse mentoring is a great way of doing just that and strengthening our community.

In September 2021, Keltbray was able to pilot its first ever reverse mentoring programme with a select number of employees and frontline apprentices, who were given the opportunity to mentor senior management. Everyone on board the pilot scheme volunteered to do so and committed to giving the process 100%.

For the mentors it was a great opportunity to highlight the things they notice within the company. These employees were empowered to freely express their views and opinions, and suggest areas that could improve to help us become more efficient and productive, allowing us to move forward as a collective.

The senior leaders on board accepted the role of mentee, and embraced seeing the viewpoint of the more junior employees. Now that we have successfully completed the pilot and are about to embark on the next round of mentoring, we can already see that there has been a closing of generational gaps, development of self-confidence and self-awareness, and most importantly, everyone involved has shown their full support for inclusivity.



A Culture of Trust and Equal Opportunity



At Worldline, we foster a culture of trust and belonging where everybody has equal opportunity and support to flourish and is respected and valued for embracing what makes them unique.

We are proud of the best practice we have put in place since Anita Gray, Head of Diversity and Inclusion was appointed into a newly created role in December 2019. Anita has put in place a strong and successful Equity, Diversity and Inclusion strategy with support and accountability from senior leaders who act as EDI Champions. Our bespoke programme comprises 3 pillars: engaging systemic change, embracing societal change, empowering cultural change.

Anita set out data requirements working with HR to collect and analyse intersectional data, sharing key observations with the Executive Team. We look at gender/ethnicity/age across business areas ensuring actions put in place have meaningful impact. KPI's are monitored and we are progressing against action plans.

Our initiatives provide numerous opportunities for training and education of employees helping to tackle unconscious bias and negative behaviours.

- Networks Gender/Disability/Race/LBGT+ with Leads/Executive Sponsors, budgets. Working collaboratively co-creating events, 2021 38 dates commemorated/celebrated.
- Race Equality Code Quality Mark accredited. FIRST private company taking part as Early Adopters. CEO with 3 senior leaders completed a 10+ hour robust Race Equality Code Assessment with Dr. Karl George MBE. Output: report of Must/Should/Could actions, monitored monthly.
- Charters/signatories of: Race at Work Charter, Employer with Heart Charter, Rail Industry Association EDI Charter, Disability Confident progression: level 1 Committed to level 2 Employer.
- RNIB partnership via Disability Network Executive Sponsor.
- Listening Ear network setup: volunteers providing mental health support.

- Menopause Matters/WISE Women monthly sessions. "I now feel I could approach my manager if I was experiencing extreme symptoms".
- Speak Up, Be Valued workshop, Susan Heaton-Wright: managing microaggressions/interruptions.
- Disability drop ins, topics including arthritis/caring for others/IBS.
- Black-History-Month: race and mental health, artist Evewright.
- Working Carers: Engaging Dads/equal parenting/ men's panel with Elliott Rae.
- LGBT+: Pride month quiz/external logo changed.

Understanding that Line Managers are crucial in fostering a diverse, psychologically safe culture, we support managers by operating a partnership with Changing Minds, provider of comprehensive psychological services. Manager's performance rating and remuneration is linked to progress against EDI ambitions, personal/team involvement in EDI activity.

To build our pipeline Anita and Susan O'Connor initiated a pilot of women's leadership/empowerment coaching. 12-week 1-1 coaching: 5 women/2 promoted/1 moved sideways. *"I have never felt more empowered or confident as a woman in a male dominated environment since I participated in One of Many coaching".*

We are delighted that Anita was selected to join the Women in Rail/EDI Charter Working Group in April to play her part in building a collaborative community driving change.

In May we celebrated Anita receiving a Special Commendation at the Women in Rail Awards for the work she is leading and also Worldline being listed on the Times Top 50 Employers for Women for the first time ever - on our first time applying! We are inspired and determined to be Faster, Braver, Bolder in building on our progress.



Best practice on building and growing successful Employee Networks

Anita Gray, Head of Diversity and Inclusion, MTS UK Worldline

Whether you are initiating new Networks or looking to refresh and build momentum with existing Networks the 8 points below outline the key elements of a successful network.

Business case and positioning. Start with the why. What are you trying to achieve? For example: contribute to creating an inclusive organisational culture. Offer an open and honest platform for raising issues and sharing ideas. Help the organisation understand the challenges facing specific groups. Inform strategy, policy and service development.

Aims and purpose. Write down one or more SMART objectives for your network. Having a clear aim and purpose represent your network's passion and *raison d'être*. What are your top 3 issues and what is your plan to address them?

Structure and governance. Use a formal process to appoint the Chair and other Network roles. Recruit a senior Sponsor or Champion, with objectives and role description. Define Terms of Reference. Who is doing what/playing to strengths. Set up an executive committee or steering group to run the Network. Consider having co-Chairs or rotating the Chair's role so responsibilities and duties are shared. Develop formal guidelines and a regular meetings schedule. Address succession planning.

Capacity and capability. Focus on the most impactful activities and initiatives. Add network involvement to the employee's appraisal structure. Allow paid time for volunteers to lead and contribute to agreed work streams linked to overall business goals. Recognise and reward volunteer committee member contributions (e.g. in performance appraisals or specific awards). Line managers need to agree volunteer's commitment and ideally support. Improve capacity by getting senior buy in and through regular communications from the Executive sponsor to the relevant line managers.

Typical workstreams and activities. For network members and peers: peer support, acting as role models. Diversity calendar events. Conferences and social events. Allies and the 'majority community'. Professional development and career progression. Organisation and whole workforce: diversity education and dialogue. Support diverse recruitment and career progression. External profile and organisational reputation. Supporting a charity, dovetailing with the CSR agenda. Internal policy development and core business activity – being an internal resource/sounding board.

Brand and identity. Is your network name inclusive? Is it suitable to communicate what the network is about to two main audiences – members & peers and the workforce at large? Is your brand visible enough?

Engagement and Communication. Consider stakeholders and who you need to engage with, for example HR, Line Managers, Senior Leadership Team, Community Leaders. Consider why, what, how, who. **Why:** to promote, raise awareness, keep stakeholders up to date, achieve continuous engagement. **What:** your business case, upcoming events and causes, what's happening in the organisation, the network's actions and progress, research and articles. **Who:** Work with internal/external communications, reach out to new employees, update senior stakeholders.

Measuring impact. Think about your outputs. Are you tracking...network membership, events and attendance, programmes or initiatives (e.g. development or recruitment), communication, progress against targets, attitudes, experiences and satisfaction of members and allies, promotion and recruitment rates of your in-group.



Building an Inclusive and Diverse Workforce

Jo Binstead, Head of Education and Skills & Claire Newby, Head of Diversity and Inclusion, Siemens Mobility Limited

SIEMENS

As a signatory to the EDI Charter, Siemens Mobility's journey to becoming a wholly inclusive organisation is well underway, having launched our full Equality, Diversity and Inclusion (EDI) strategy five years ago. The strategy enabled us to build a framework for our EDI approach and has provided a springboard for a wide range of initiatives and policies.

Our EDI Strategy Board is led by our Head of Diversity and Inclusion and sponsored by our CEO and CFO, both of whom are huge supporters of this important work and help shape and drive the culture across our business.

Our approach to EDI is data-driven, enabling us to monitor and measure the impact of each initiative as it is rolled out, and then drive improvements based on solid foundations. At the heart of this are bi-annual, business-wide EDI Surveys, the first of which ran in 2019 and covered subjects such as bullying, harassment and accessibility. The surveys not only shape our future strategy, but also create benchmarks, to measure progress.

EDI is vitally important for us as a business, but also for the wider industry. If we are to continue to attract entry-level talent with the best skills, we must collectively promote the rail sector's credentials as a great place to work. One that is forward thinking, offering equality of opportunity, an enormous range of career options and the potential to be part of an exciting, vibrant and rewarding future. In short, we want people to have a strong sense of belonging.

But recruitment is only half the picture. Once we have recruited the best talent, we also need to retain them, and give people an opportunity to build their skills and career. To do this we must ensure our businesses are open, inclusive and accepting and that we create an environment in which people feel they belong; they are seen, heard, valued and rewarded and so want to build a career in the rail industry.

To achieve this, we must demonstrate that EDI is central to our industry's and our individual businesses' culture and values. While there is always more to do, the business case for EDI has been clearly demonstrated and it now needs to be delivered, continuing to break down the cycle of a lack of diversity across the industry.

To attract the best people, we need to start by winning hearts and minds, changing perceptions and generating interest, starting with children in primary education and working right through to career professionals, with a clear emphasis on inclusion and diversity.

Recognising that only 16% of the industry's current workforce is female, our strategies and programmes need to aggressively compete with other industries: not only to attract people with the best skills, but once they are part of the industry, we want to keep them. We need to work together and collaborate to promote what matters to the future workforce, reinforcing our industry credentials by showing that we can provide a better and more sustainable future, make a positive economic and environmental impact and be socially responsible. And once people have joined our businesses, we need to live by these words, proving that the industry is changing and is a great place to work for all.

At Siemens Mobility, we have a range of programmes and activities to engage young people as early as possible. Our STEM (science, technology, engineering and maths) programme is one of the cornerstones of our attraction and retention strategy, enabling us to develop a pipeline of future talent for our apprenticeship programmes. We have developed a full programme of STEM activities, with ambassadors across the business provided with a full set of materials and supporting resources to become actively involved in work with local



schools and colleges. To encourage all our employees to be involved in their community, everyone is allocated two days every year to take part in voluntary work and so we have a committed and engaged volunteer network, which in turn has helped create a geographic community.

Through this work, we also aim to demonstrate our broader EDI activities, for example highlighting that at Siemens Mobility, we have established four different internal community networks to build all types of inclusivity and diversity. These have been very successful in bringing people together to discuss new approaches and we firmly believe they will not only help attract people to the industry, but also ensure they receive appropriate support as their career progresses. The networks we have established are SPARK (LGBTQ+); EmbRACE (BAME); Women at Siemens Mobility; and Disability. Even though people may not be a member of a particular network, we encourage everyone to actively support their colleagues and make the effort to understand any difficulties they face.

To underpin our retention and build loyalty and enthusiasm, we see everyone, particularly early-career people, as learners and have created a Foundation Programme aimed at anyone seeking to develop their career. The programme supports people in making the next steps into management roles, whether they be graduates or people who have been in the role for a number of years, but who are seeking a stepping-stone and a sense of purpose and direction within their career.

Although these are largely internal programmes within Siemens Mobility, we are equally keen to engage with the broader rail community, collaborating with partners and stakeholders across the industry. One example is the Digital Innovation and Collaboration in Engineering (DICE) Programme, a Network Rail initiative that allows new entrants (graduates) to team up and work on proposals to drive change across Network Rail and the wider industry. Offering graduates the opportunity to develop professionally and build contacts across the industry, we are pleased to be involved in the initiative, with four of our graduates currently participating in the programme.

However, collaboration is also a key element of the National Training Academy for Rail (NTAR) which is helping the industry as a whole to develop the next generation of rail professionals. Opened in October 2015, NTAR is a collaboration between the National Skills Academy for Rail (NSAR), the Department of Business Energy & Industrial Strategy (BEIS), the Department for Transport (DfT) and Siemens Mobility Limited.

The academy's core mission was to develop and enhance traction and rolling stock skills, and it is now recognised as a Centre of Excellence for training & apprenticeships in these core areas. It has however, expanded to include electrification, telecoms and signalling and provides both upskilling and apprenticeships to the industry as a whole.



NTAR delivers from its state-of-the-art facilities in Northampton and is part of a network of specialist railway colleges and academies delivering technical training for competence and education. The organisation works closely with partners such as IMechE and IET, and the University Network (UKRRIN) to deliver its programme of courses. Delivering market-leading standards and qualifications, NTAR is helping to share best practice industry-wide, by sharing knowledge, capability, content, methodologies and facilities.

NTAR though is not only about skills, but also plays a key EDI role. By targeting early careers, we are ensuring that we build a diverse workforce for the future and so helping to break the cycle. Given the make-up of the embedded workforce (for example with just 16% women) to address this we must tackle early careers and capture people with the best skills at the start of their career. Laying the foundations for the future composition of the industry.

Together with these initiatives that positively address the issues that matter to future generations, we must also reinforce and be proud to talk about our environmental credentials, in particular the strategies and solutions we are developing to combat climate change and improve our environmental footprint - with initiatives including energy-efficient rolling-stock driven by renewable energy sources, cloud-based signalling and demand responsive transport.

By changing perceptions, generating interest and meeting the expectations of people early in their careers, we will not only attract the talent we need, but just as importantly we will create an environment in which people feel they belong and want to stay. We are committed to being an inclusive, collaborative industry, providing best-in-class careers programmes and long-term engagement, and recognising the benefits to be gained from promoting the sustainable nature of the industry. We all have positive stories to tell, we just need to not be shy in shouting about them!



Embedding I&D into Cultural Identity



Abi Frost, Diversity & Inclusion Manager, WSP

Creating inclusive workplaces is about more than attracting, developing and retaining the best talent; it's about making a positive impact on the society we live in.

Since 2018, I have been following that credo to help drive I&D through the HS2 contracts WSP is involved in. I have seen the impact we can make when we work together to create a cultural identity that nurtures diversity, celebrates difference and enables people to bring their true selves to work without fear of discrimination or harassment.

When I started, our focus was gender parity; we recognised that the historical over-representation of men in rail had produced a greater concentration of men at the executive level. Now, with the average proportion of women working on HS2 contracts at 29% (vs. 17% in the infrastructure sector) and encouraging levels of female representation among WSP's apprentice (36%) and graduate (33%) intake for 2021, we can see we are heading in the right direction.

Similarly, we are leading industry towards greater ethnic and racial diversity (BLM helping to sharpen society's focus in general). For each of WSP's HS2 contracts, the proportion of WSP colleagues from ethnic minority backgrounds is above the infrastructure and engineering sector averages. And on WSP's Rail Systems Support, Old Oak Common and Euston contracts, over 20% of our colleagues are Black, Asian and minority ethnic. Again, WSP's apprentice and graduate cohort for 2021 provides reasons for further optimism, with representation at 33%.

These above-industry levels of diversity don't just happen. So, what can organisations do to improve their inclusion?

It certainly helps to sign up to initiatives like Women in Rail's mentoring programme. Then there are the growing number of ethnicity, LGBTQ+, disability and women-focussed job boards available.

External accreditation is another powerful lever. Knowing this, HS2 asks all its suppliers to gain external

I&D accreditation – this WSP does through the National Equality Standard (a government-backed UK accreditation standard for EDI). While we attained one of the highest scores in our sector (top 5% overall), we cannot afford to be complacent, which is why, as signatories of the Business in the Community's Race at Work Charter, we now publish our ethnicity pay gap (a commitment I hope to see made by more in the industry). We are also a Disability Confident Leader (Level 3).

Ultimately, the most powerful change comes from within. Through WSP's I&D strategy, the executive sponsor of which is our CEO, we aim to create an environment where everyone not only feels they belong, but that there are no barriers to joining us and developing a career in which everyone is able to thrive.

Influential organisations who are proactively making inclusivity part of their cultural identity will reap the benefits of greater innovation, happier workforces and greater revenues. They also have an incredible opportunity to build a more inclusive society for everybody.

Advice on Inclusive Recruitment

WSP continually reviews new ways and routes to support and improve the under-representation of students and graduates of ethnic and minority backgrounds with transitioning from school and university into their professional engineering careers. This is done through partnerships with STEM@WSP, the Royal Academy of Engineering's Graduate Engagement and Employment Programme (GEEP) and This is Engineering campaigns, and the Association for Black and Minority Ethnic Engineers (AfBE-UK).

Nike Folayan MBE: Levelling the playing field

Nike Folayan is a technical director and technical discipline leader within WSP's Transport and Infrastructure division. During her career she has provided pioneering telecommunications solutions for major railway schemes in the UK, including projects on London Underground stations, HS2 and Crossrail.



From a young age Nike has been passionate about engineering but was initially encouraged to pursue “more feminine” careers. To challenge these biases Nike acts as a representative of BME women in STEM by educating those around her on the benefits of a workforce that reflects the diverse communities they design and build for. Her efforts are needed because only 30% of graduate engineers are from a BME background, and only 9% end up with a career in engineering.

“The best way to inspire more BME women in STEM is by being a visible role model and supporting others.”

Nike uses her platform to champion gender equality and diversity. She is co-founder and chairperson of the Association for Black and Minority Ethnic Engineers (AFBE-UK), which has supported and mentored over 20,000 individuals in engineering careers. AFBE-UK hold events where BME young professionals and aspiring students can meet with those from similar backgrounds currently working in engineering. The events provide insight, interview training, and inspiration to those seeking to pursue a career in engineering.

Nike also finds time to act as trustee for two organisations dedicated to increasing the diversity of tomorrow’s engineers — StemettesFutures and EngineeringUK. These organisations look to level the playing field for those who, like her, have a real passion for engineering and want to create a future where everyone can pursue their engineering dreams without systemic limitations.

A strategic approach to making a difference

WSP published its new Inclusion & Diversity strategy for 2021-24, seeking to build a culture where differences of all kinds are celebrated and valued. The four-year strategy sets out a journey and a commitment to embed diversity and inclusion in everything WSP does. Led personally by Chief Executive Mark Naysmith, the new WSP strategy builds on work already underway to foster a culture at WSP where differences of all kinds are celebrated and valued, whether that’s gender, disability, ethnicity, sexual orientation or age.

WSP has set progressive workforce diversity targets through consultation with several external sources,

which will be tracked and reported on between 2021-24 to ensure they’re delivering on what they said they would. Their targets have been developed through recommendations put forward by EY in its National Equality Standard accreditation in 2019 and through consultation with partners including the Association for Black and Ethnic Minority Engineers (AfBE UK), ensuring best practice and leadership within their sector. Examples of best practice implemented by WSP include:

- Reviewing leadership training and selection process with a I&D lens to ensure a balance of opportunities.
- Reviewing parental leave policies and process, including the potential for a returners programme to better support those returning to the workplace.
- Reviewing recruitment policy and process to make sure WSP reaches, attracts and recruits a diverse candidate base.
- Reviewing disability policies and processes to ensure colleagues have the tools and environment in which to work equitably.
- Partnering with Pearn Kandola (the leading I&D Consultants) to provide both knowledge and context in I&D.
- Reshaping Personal Development Reviews and promotion process with a I&D lens to provide equality of opportunity and improved transparency for development.
- Making sure colleagues understand what I&D means to everyone at WSP.
- Identifying routes for increasing our inclusive STEM and community engagement and promote opportunities.
- Engaging with clients, supply chain and external partners to employ and promote best practice in I&D.

“Our new strategy sits at the very heart of ensuring WSP is a place where all of our people feel respected, valued and accepted. It is only through this understanding that we achieve our full potential and bring our true self to work”, said **Mark Naysmith, UK & MEIA Regional Chief Executive Officer.**

“The WSP strategy demonstrates a commitment to diversity and inclusion. It gives underrepresented groups the confidence to explore opportunities and experience professional development in the same way as their non-BAME counterparts. We are committed to supporting WSP in the implementation of this strategy to deliver the outcomes to ensure all have a sense of belonging at WSP”, said **Mara-Tafadzwa Makoni, Corporate Partnerships Lead at Association for Black and Minority Ethnic Engineers.**

Please visit [WSP.com](https://www.wsp.com) to find out more and download our I&D strategy.





Inclusion and Diversity for British Transport Police

It's a Long-Term Commitment, Not Transient Emotion

**Karen Weisenecker, Head of Strategic Inclusion and Diversity,
British Transport Police**



Our goal is for our communities and our people to feel protected, heard and valued.

At BTP we are committed to taking real action, working towards tangible benefits and seeing progressive results.

Our way of working is to commit long term, consistent and sustainable resources and support those with durable plans that have an evidence base for strategic direction and are supported by senior leaders.

The intention is for Inclusion and Diversity performance management to be embedded into organisational business processes and managed by robust governance and structures.

The Inclusion and Diversity Team partners the organisation to ensure our colleagues, managers and leaders have access to the right advice and guidance to help them operate with an inclusion and diversity lens. Equality impact assessing decisions, operations and policies ensures we identify disadvantage and disproportionality with risk management and mitigation.

External and internal legitimacy is a policing risk in light of many high-profile cases that have left our communities and our people telling us, quite rightly, to do better.

I can personally testify to BTP being a warm and welcoming place to work. I had been a police officer for 30 years and joined BTP as the Head of Strategic

Inclusion and Diversity in February this year. As a mixed race woman who joined the police aged 21 I have experienced discrimination by colleagues and members of the public but in BTP I have witnessed a genuine desire to improve, to learn and to change culture to be more inclusive, equitable and diverse.

BTP is unique. We are very similar to our 43 Home Office forces with the ways that we operate but with distinguishing features such as our national geography and guardianship of the railway networks. This provides our people with distinct opportunities to support our communities on the transport network making sure we protect people from harm.

So, how we're doing this. Firstly, we are understanding the benefits we want to realise and the future we want to see and feel in BTP. What success looks like and how we track and measure progress is key. Avoiding ad hoc but well-intentioned activities that are difficult to measure, don't provide organisational learning and prevent us identifying waste and failure is a must.

Inclusion and Diversity is not a project. It is not short lived with definitive timescales and an end date. Inclusion and Diversity must be part of what we do and not an 'add on' or something separate to our business. It is critical, integral and a priority that cannot be ignored, dismissed or fall off the priority list when we run short of time, money or energy. Neither can it be tick box, tokenistic or words without substance and action.

Creating an Accessible Railway

Steve Dering, Operations Director, Direct Access



Rail services are arguably one of the most crucial services to modern living. Accessibility has gradually risen on the agenda in recent years for rail operators seeking to create innovative, accessible transportation experiences. Accessibility for disabled people benefits other rail users from parents with young children to expecting mothers, elderly and temporarily injured from clear wayfinding to step free access.

It has been a year since the Williams-Shapps plan was launched in 2021 which requires Great British Railways to build on the accessibility work of rail operating companies.

Successful projects have included rail operators and Direct Access working together to:

- Create the first-ever quiet space, called the Calm Corner, for neurodiverse travellers on the UK rail network at Crewe managed by Avanti West Coast;
- Installed Changing Places (specialist accessible toilet) facilities at Birmingham International, Carlisle and other key interchange stations with Avanti West Coast;
- Create the new station facilities at Coventry in partnership with Network Rail and Coventry City Council;
- Undertake accessibility reviews of the nineteen TransPennine Express stations over the 21/22 winter period, with action plans developed from audits delivering improvement plans for the next 3-4 years;

The most important area of accessibility is providing information. Disabled people need to understand what is accessible and what is not. Giving people the confidence to know how and where to access services, particularly with transportation, will empower people to make decisions. It does not matter how accessible you are if people do not know about it.

It is not just UK rail operators that are working to improve accessibility – in the past year, Direct Access has worked with Keolis in France to explore opportunities to enhance passenger journeys. To drive the change rail users demand, Direct Access has built a further understanding of disabled peoples' lived experience of transport, highlighted systemic issues, and continues to identify opportunities to better serve the inclusive transport market. This presents an opportunity to transform the lives of disabled people, closing the transport accessibility gap and unlocking significant socio-economic value for rail operators, while bettering the transport sector's accessibility for people who depend on it.

Direct Access is proud to be a national leader in the support of disabled people's rights across the spectrum. Whether those needs are based on mobility issues, sensory issues, or are mental health-related, our team's lived experience as disabled people (86% of our team have some form of disability), has provided us with intuition and empathy which sets us apart.



Implementing Best Practice

Holding Ourselves to Account



Since we signed the WIR/RIA EDI Charter, D2 Rail has been on a **positive EDI journey**, always striving to play our part in creating a more balanced, fair and high performing sector.

We began by establishing a **diverse and committed EDI Working Group**, from a cross-section of the business, ensuring maximum representation and providing a platform for all – including ‘quiet voices’ - to be heard. To guarantee Management engagement and ‘buy-in’, we appointed a member of the Senior Leadership team as our ‘EDI Champion’ – someone who would lead by example and ensure that equality, diversity and inclusion, and all the benefits it can yield, are primary considerations at the most strategic business discussions at D2 Rail.

Our next step was to take a baseline of our current EDI position via our **first dedicated EDI company-wide survey**. We used the results of the survey to implement strategic change to hopefully return positive results. We have since committed to issue bi-annual surveys, assess and monitor any change from the baseline and to **publicly report our progress**.

We have underpinned our ongoing commitment to EDI at D2 Rail by producing an **EDI strategy document** that includes **key measurable short and long term targets** with a clear action plan detailing how we intend to achieve them. These targets formed part of our overall business plan, which demonstrates their importance to the business as we continue to progress in embedding an inclusive culture within our organisation.

Our EDI success story over the last 12-18 months **wouldn't have been possible without the EDI Charter document**. It has served as an excellent reference and guide as we embarked, and progressed, through our journey and we sincerely hope we will benefit from the WR/RIA Charter support for years to come!

Recent Success Case Study - Providing Training Opportunities

One of our key EDI targets is to provide our employees with training opportunities, to tackle unconscious bias and negative behaviours within the workplace. Earlier this year, we made the positive step of holding our **first dedicated EDI training session** centred around **identifying, and tackling, our biases**.

The training was delivered as a facilitated discussion workshop in groups of between 6-8. Following the discussion, the trainer delivered a targeted technical

review to bring together the findings from the session and provide practical advice on how to address our biases in the future.

The training received an overwhelmingly positive reception from the D2 Rail team. Sarah Barnes, D2 Rail Collaboration Lead and ED&I Champion said *“The Unconscious Bias workshop really helped our teams to be open and have honest conversations around bias, and how unconscious bias affects everyone across various aspects of their daily lives, raising awareness of the mental shortcuts that lead to some of the snap judgments we make every day. The team really enjoyed the workshop and continued to have conversations around their discussions in the days that followed. We look forward to planning future workshops and sharing this knowledge with our colleagues in the industry.”*





Being an Agent of Change for EDI

intuitive
TALENT SOLUTIONS

A boutique talent consultancy serving the transportation sector, Intuitive Talent Solutions provides Executive Search and Interim Management recruitment services. Intuitive have an impressive retention record, with 80% of candidates remaining in their role for 12 months or longer.

Intuitive has built an international network of experienced candidates with dynamic skills and diverse backgrounds to meet the demands of leading transportation positions. Ensuring a talent pool which includes the widest mix of people and skills for Intuitive's clients to work with and choose from.

With an immersive understanding of transportation and individual client organisations, Intuitive knows exactly what a high performing team needs from its leaders and works authentically and tirelessly to find a match.

Committed to EDI and gender diversity, of Intuitive's senior level placements, 35% are women, significantly higher than the 16.4% women currently employed in rail. Nearly 40% of Intuitive placements are brand new to rail.

Caroline Wilson, Head of Engagement, is Intuitive's EDI champion. Caroline is a specialist in talent management and employee engagement. Caroline has an enviable network of industry experts at all levels and was a founding Board member of Women in Rail, and former Chair of Women in Northern.

In 2022, Caroline is involved in Women in Transport, and has recently joined the WIT Yorkshire Leadership Team.

Passionate about EDI and the sector, Caroline champions rail as an exciting place to work where people from all walks of life can thrive. From her time at Northern Rail and East Coast (now LNER) at the heart of her 31-year career has been people and communities.

From a young age Caroline has always wanted to help

people, it just comes naturally to her. Specifically giving a voice to underrepresented people and communities. For example, in her work life, Caroline has lead community initiatives in the sector including introducing two key schemes at East Coast, Community Ambassadors and Pop Up Shops which supported local businesses on the route. As well as her "day job" Caroline has raised over £35k for local and national charities, including being Project Manager for the first Railway Children Charity Christmas Train which raised £22k. More recently, Caroline raised £1k for British Red Cross Ukraine Appeal hosting her innovative "Bingo on Rails" on Twitter which brought over 50 people from her network together for an interactive fundraiser. Intuitive kindly matched the £1k raised.

In 2018 Caroline became a volunteer for Age UK, as a Community Friend which is a national scheme to help combat loneliness. Caroline was matched with Barbara, aged 89. They developed a deep friendship built on sharing stories, having fun and listening to music. Caroline helped bring joy to Barbara's life before she sadly passed away in 2020.

A proud cheerleader for rail, as Head of Engagement at Intuitive, Caroline thrives on the opportunity to bring new leaders into the sector and showcase rail as an exciting and innovative place to work.

Colette Casey, formerly from the Automotive sector and now Customer Director at CrossCountry hadn't previously considered a career in rail. Colette says "From the moment I spoke with Caroline it was clear that she was passionate and committed to carrying out the right due diligence to match the perfect candidates with the right client roles. Caroline was always on-hand providing guidance and offering valuable insight to ensure that the whole selection process was seamless. You can be assured that Intuitive will provide an excellent level of service."

www.intuitiverecruitment.com

Attracting and Retaining Service Leavers

An interview with Lee Paine and Lewis Matthews

Leaving the military can be a daunting time for service leavers, and it can be hard to determine which direction to go in when looking for a new career. However, veterans can be extremely valuable additions to any team, and bring with them a whole host of skills.

Lee Paine and Lewis Matthews, who both work outside of their day jobs to help service leavers find new careers within rail, have answered some questions around job descriptions, how companies can support and retain service leavers, and some of the barriers in place.

Through their networks they try to reach service leavers that are struggling, and help to point them in the direction of a career. Often, service leavers don't have time to put a substantial plan in place after resettlement, and then can struggle to get started.

Lewis left the Royal Engineers in 2020, after 13 years in service, and took up a role within Network Rail as a Workforce Health, Safety and Environment Advisor. Having had no prior experience, support and training from his employer has been crucial. Since leaving the forces nearly two years ago, Lewis has seen his career go from strength to strength.

Lee left the Infantry in 2018 after six years of service, and had a different route into rail. Without a role to move directly into, word of mouth led to him exploring rail as a career. Lee initially found a role as an Assistant Service Engineer, and since then he has moved to Network Rail as a contractor, managing

signalling test and commissioning projects in the Southern and Western regions.

How can job descriptions be made more attractive to service leavers?

A focus on 'must have' skills like certification and software knowledge can become a barrier to veterans, who are unlikely to have such specific skills already. Instead, they will bring a multitude of soft skills to the table, such as management, relationship building, and commitment. 'It can be a better return on investment to invest in the right people and retain them, than to hire someone for right now.'

'Leavers don't want to be handed things on a plate, but simple steps like a guaranteed interview or looking past the lack of a qualification, can make the world of difference.' Having a veteran sit on your diverse interview panel is another good way to bring the best out of potential candidates.

What can a company do to help retain leavers?

'Train people so they can leave, but treat them so they don't.' Making sure people can see continuous development and a career journey is a key part of retention – as is fostering an open culture, where people feel like they're heard.

Ensuring things like people's physical and mental health are supported – whether through health insurance, training mental health first aiders, or making sure workers don't suffer from fatigue.





Like with many people, helping service leavers find a mentor internally or externally can be a massive help in getting them through tougher parts of the career journey.

'Within the army and during resettlement you are constantly being educated, trained, and improved – if a company doesn't have a similar approach then people will likely look elsewhere for that development. If you treat people right, then you earn their loyalty.'

What can be the challenges for service leavers starting employment?

'There can be a level of uncertainty going into a corporate role after the security of the army career.' Service leavers often find there is an aspect of culture shock, and can take some time to adjust. Making sure that they are given the time to settle in, and have access to a support network, can help to mitigate these challenges.

What's something a company or co-worker has done to support you?

Lewis: 'I joined the industry with zero experience in health and safety. I worked alongside Kenny Stewart, who took me under his wing and nurtured me throughout my learning. He provided so much support, and built the scaffolding to support me whilst I built my identity and confidence. Driven, positive people that can demystify the industry for you are so important

when you're finding your feet in a new place. Network Rail have also recently funded my Level 6 Diploma.' Lee: 'When I first started looking at a career in rail, I really focused on building up my LinkedIn profile. After one post, Steve White (then GTR Deputy Chief Executive) reached out and we ended up having a chat about career progression. Steve then secured me career progression training through the business, which then set the trajectory for my future career. Other people, like Nina Lockwood, have also been a huge support in getting to know the industry and expanding my network.'

How to get started

Lewis and Lee continue to help service leavers with both their personal and professional development, and work to assist them find work – often in the railway industry. They also head up the Young Rail Professionals (YRP) ex-forces activity. Companies looking to recruit more service leavers and veterans can contact them via their respective LinkedIns, or via their YRP email address: military@youngrailpro.com.

Another good resource for companies is the Armed Forces Covenant, which gives advice on being a forces friendly employer. More information can be found at www.armedforcescovenant.gov.uk/support-and-advice/businesses.

Loving Variety

Equality, Diversity and Inclusion are essential to achieving success



At Nichols, our vision is 'Creativity to inspire and change the world', and for over 47 years we have advised and delivered on large, iconic programmes, complex projects and major business change initiatives in a wide range of industries. This holistic approach to project and programme management, coupled with workforces that reflect the communities that they serve, is the only way to deliver truly successful and sustainable transformational change.

Led by sisters, Kathryn Nichols and Frances Nichols, we aim to raise business consciousness and strive for a more inclusive business landscape, promoting openness, communication, and the sharing of ideas for the empowerment of all. In 2016 Nichols launched Loving Variety – Valuing All Regardless of Identity, Experience, Title or Years, our dedicated equality and diversity programme. This core element of our work ensures that the diversity of nature is reflected in business and integrated within everything we do.

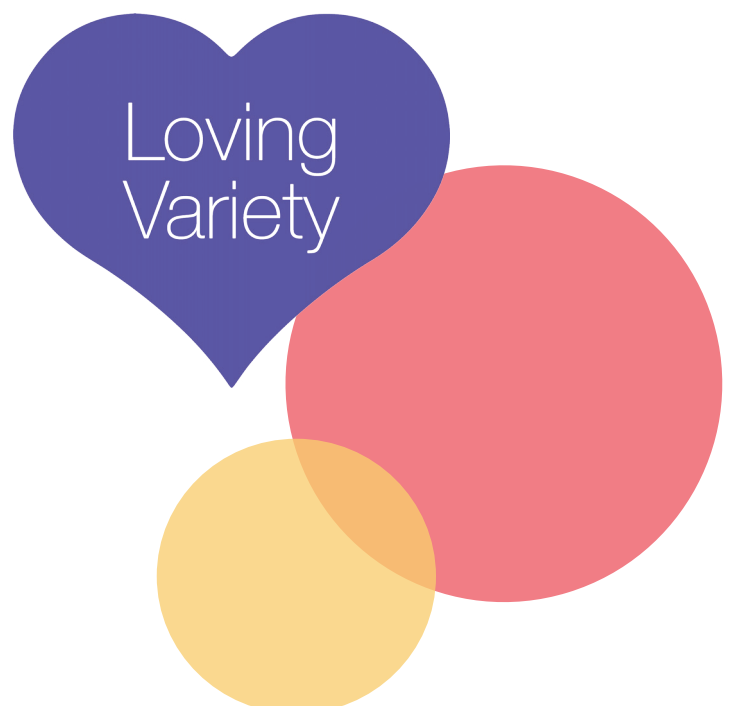
Designed to educate, champion and encourage employees regarding all aspects of equality and diversity, and to embed a fully inclusive culture in our organisation, the Loving Variety programme ranges from written guidance to social media campaigns, using creative mediums such as film and poetry. Serving both internal and external audiences, the Loving Variety programme fosters inclusion and a safe place for our people to talk openly; it also helps to educate the industry more broadly on the criticality of diversity to business success. We make it our mission to challenge scenarios where we do not feel equality and diversity has been appropriately considered and offer advice to resolve such issues. For example, challenging traditional panel representation at industry events, to create access to diversity of experience and opinion, raise awareness and ultimately, to bring about change.

Recruitment methods and ways of working make a difference when it comes to attracting, retaining and developing people from a variety of backgrounds and identities. Our recruitment policy is built to reflect the variety in the world around us. We encourage difference and celebrate the unique offerings that different people bring to make our business successful. At Nichols we operate in a non-hierarchical business structure, where our business is based on the fulfilment of roles within and between teams, instead of linear positions. This

approach removes traditional barriers of communication and ensures that anyone in the company feels empowered to contribute and collaborate, with equal support and encouragement from peers. Nichols has operated a virtual working approach for over ten years and applied flexible working for even longer. By enabling these ways of working, we ensure that we have access to the best and most diverse range of people with expertise and skills, for whom traditional office environments or working hours may not be appropriate.

Being a signatory of the RIA and Women in Rail's Equality, Diversity and Inclusion Charter sees us maintaining our commitments and continuing to plan, monitor and report on how we drive balance. It's about embodying the commitments, using them as a springboard for change, and pushing ourselves to be more ambitious. We must use the Charter to challenge the status quo, question homogenous teams and leadership, and learn from past mistakes to make a real difference. Our experience shows that where equality, diversity and inclusion are embedded into business as usual, better outcomes are delivered.

In this second year as a signatory of the Charter, we have appointed Loraine Martins OBE as our Director leading Equality, Diversity and Inclusion. We continue to develop our plans and look forward to building our approach to supporting our employees, clients, and the industry, long into the future.





Inclusion Impact Day

We have signed up to the Women in Rail's EDI Charter, which pledges us to promote equality, diversity and inclusion through a series of targeted actions. Sue Kershaw is the Costain Executive for EDI, as well as an RIA Board Member, Sue said; *"We are working hard to improve inclusion and consider ED&I in our day-to-day work, and our Inclusion Impact days are a great way to help raise awareness, remove barriers and lead by example."*

Inclusion Impact Day - April 2022

Our 3,500 people, site teams, clients and suppliers stood down to have a conversation about **inclusion**. **Everyone got involved, sharing experiences about active allyship and psychological safety.** The Impact Day proved a huge success and received extremely positive feedback from our clients, one of whom mentioned that the day was totally different to anything they had seen across their projects.

As part of the Impact Day, our employee networks produced a physical and digital version of **"Our Little Book of Respect"**, a booklet outlining the different characteristics represented by our employee networks, their challenges, and small actions that people can take to be an ally to these communities. These books were delivered to every Costain office and site and are available to download from our intranet.

Chief Digital Officer, Matthew Higham recently joined the Costain family, explains why inclusion is so important to him, as we kick off our activities and conversations. Matt is committed to developing an open and conversive culture where people feel encouraged to share their stories in a safe environment. "Being inclusive for me, is the foundation to being a good leader".

To watch Matthew's video, search **Matthew Higham #ImprovingPeoplesLives** on LinkedIn

Have you ever asked yourself why networks, work? **Era Shah CEng MICE**, planning engineer offers her insight on the value of building strong employee networks in organisations. The benefits these groups bring can be the game-changer in shifting workplace culture from not bad to great! "Having a strong EDI presence on a project and joining the Women's Network over the years has empowered me to find my voice."

To watch Era's video, search **Era Shah #ImprovingPeoplesLives** on LinkedIn

Opening the Elizabeth line

Vicky Morley, Strategic Communications Lead at Transport for London



The opening of the Elizabeth line was a historic day, not just for London but for the rail industry and indeed the country. It is the largest increase in London's rail capacity in a generation and will ultimately see a £42bn boost to the economy. The Elizabeth line will transform the way people travel in, around and across London and beyond. I was incredibly proud to play a part in telling the story of the Elizabeth line by leading on Transport for London's communications for the new railway.

Momentous occasions like this don't come together overnight. It has been a long time in planning and a huge team effort, not just at TfL but across a wide range of organisations; MTR Elizabeth line, Crossrail Limited, Network Rail, City Hall, the DfT and others including, local councils, the British Transport Police and London's business groups.

This range of organisations was vital in delivering the railway but did create some communications risks. As Strategic Comms Lead, my role was bringing together the different organisations and ensuring there was a consistent message. Explaining the complex nature of the railway was by no means easy and beset with challenges not least speculation of opening dates and further delays.

Leading a team with differing agendas was sometimes challenging, particularly when dealing with the more 'traditional' railway colleagues who didn't always see the value of engagement with communications. Bringing many of the operational teams around to the idea of giving stakeholders and media behind the scenes previews ahead of opening saw some hesitation, but once won around everyone could see the wider value particularly in the positive sentiment it generated. Access was made even more complicated by the numerous organisations who were delivering the railway and their understandable focus on ensuring work was complete to open the Elizabeth line at the earliest opportunity. Balancing all these needs while highlighting the wider benefits of the railway showed the need for a strong communications team.

Before we could set our sights on plans for a large-scale launch, the early part of 2022 saw one of the biggest phases of operational readiness with Trial Operations across the line. During a matter of months more than 120 scenarios were tested along the Elizabeth line. Some of the larger scale exercises involved thousands of volunteers and potentially visible trials, so the communications team worked closely with the operations team to ensure it all went smoothly.

One of the best things the communications team got to focus on was some of the fantastic diverse team of people behind the railway. There were thousands of people who played a part, it would be impossible to focus on them all but wherever possible we would highlight the hidden contributors who were fundamental to the railway. There were opportunities to profile those who weren't your traditional railway staff, like the female engineering graduate who had initially trained as a jewellery designer, to the office worker who had retrained as an incident response manager and the bus driver who had become a train driver.

As an opening date grew closer, our regular communications meetings increased, with the Transport Commissioner and his senior team as well as the CEO of Crossrail to ensure our plans were joined up. Once a decision had been made on when we could operationally open the railway an announcement was quickly made. From then, it was full steam ahead to launch plans, which included a royal visit, not only from HRH the Earl of Wessex but also Her Majesty the Queen – who visited Paddington station to officially open the railway named in her honour.

On the opening morning, I was at Paddington for 05:30 with the Mayor and Transport Commissioner, but hundreds of others had ventured out far earlier to queue up and be among the first onboard. There was a huge sense of celebration and excitement. From the people at the top who have led the teams to get to opening to all of those involved, the engineers, drivers, station staff, construction workers, the one thing you see across the board and many organisations is the sense of pride in delivering a truly fantastic railway. This has been a once in a lifetime experience to deliver a railway that will serve many generations to come.





A Journey to Inclusion and Belonging

Karen Wallace, Equality, Diversity, and Inclusion Manager, ScotRail



Since joining ScotRail during lockdown in March 2020, Karen has been the driving force on ScotRail's journey to embed a culture of equality, inclusion and belonging. From little awareness of EDI within ScotRail, to achieving Leaders in Diversity, Disability Confident Employer status and winning 6 awards for diversity and inclusion across the business, Karen has made significant strides in creating a culture of belonging.

Working with the Executive Team, D&I steering group and other stakeholders Karen created the Inclusion for All, Diversity and Inclusion Strategy which underpins and sets out how ScotRail plans to achieve ambitious goals to improve diversity and inclusion across the business for people, passengers, and communities.

To understand the employee demographics, ensuring ScotRail develop inclusive policies and processes, Karen launched an annual employee minoring campaign #ThisIsMe, creating a booklet (which was shared as an example of best practice by BITC), posters and video explaining the benefits to sharing personal data. This resulted in a year-on-year increase in employee data sharing.

Working with colleagues in the Recruit for Success Project Group, there was a root and branch review of recruitment and selection processes within the organisation. With Karen's influence on the importance of diversity and inclusion, the careers website was refreshed with diverse images and information about varied job roles and benefits. It is now mandatory for hiring managers to complete inclusive recruitment training before taking part in any recruitment activity.

Following feedback from the National Centre for Diversity audit, Karen developed an anti-bullying and

harassment campaign entitled 'Stop it in its tracks', to support managers and colleagues spot, stop and report unacceptable behaviours, reinforcing the zero-tolerance policy of all forms of bullying and harassment. Building on this campaign ScotRail launched Inclusive Language Guides and webinars and is developing interactive workshops on microaggressions to support ongoing awareness raising.

Karen has a real passion for breaking what some call the last taboo in rail, and has started a menopause revolution! During International Menopause Day Karen and her colleague Allison Sutherland from Network Rail developed a programme of events with external speakers. Karen and Allison also facilitated a session where they bravely shared their personal experiences of menopause. Together, they co-facilitate a monthly Menopause Café where people experiencing symptoms of menopause meet up monthly to discuss supports and share information. A monthly menopause newsletter is shared and ScotRail are now a "Committed to Menopause Friendly" organisation. This promotes internally and to future employees that ScotRail supports people experiencing menopause and their managers to help colleagues thrive in work. Some quotes from colleagues include:

'Menopause session - Just keep up the great work. These "Empower Hours", as I am now calling them, that tackle a wide variety of issues, are brilliant and are truly making a personal difference to me and how I view/approach things. '

'My manager is open to conversation about the menopause because of the activity around this topic'

Building Rail's Future



Creating an inclusive environment across a multi-company partnership

Creating a diverse and inclusive culture in rail projects and programmes

Equality diversity and inclusion are essential both to attract and unlock individual potential and to support a first class rail industry. The right culture attracts talent and unlocks innovation – including by drawing on the strengths and diversity of the full spectrum of people, companies and organisations working in the rail sector. Evidence suggests that collaborative leaders who build inclusive teams achieve better results.

With this in mind we are pleased to highlight two examples of new approaches to programme and project delivery in rail which are seeking to bring this culture to life:

The East Coast Digital Programme

The East Coast Digital Programme (ECDP) will introduce in-cab radio based signalling - known as digital signalling - on the East Coast Main Line, one of the UK's major railway lines linking London to Edinburgh. Working in partnership with operators, the Government and the supply chain, the programme will upgrade the train control systems to create a greener, more reliable and flexible railway.

ECDP is different from other railway programmes – it has been established as a partnership model.

Project SPEED and ACE

Project SPEED is changing the NR approach to capital delivery – one project at a time. Seeking collaboration across the Department for Transport Network Rail and suppliers to agree how projects can be delivered in a faster more cost-effective way. Agile Client Eastern (ACE) is a new thin clientign model - changing the way Network Rail manages projects – building trust, and playing to Network Rail and supply chain respective strengths with the aim of delivering project benefits safely, on time and at reduced cost. NR is taking a progressive risk based approach to assurance – trusting suppliers to take responsibility where they have the expertise and capacity to do so.

The ECDP, Project SPEED, and ACE are all multi-company environments. This poses both a challenge and an opportunity when it comes to creating an inclusive working environment for everyone involved. From the inception of ECDP, a firm understanding was established that such a complex enterprise that touches every aspect of how we run the railway would require a deep multi organisation partnership to make it happen. This was by necessity of its reach and because it was changing how tens of organisations operated. However, it was also the biggest opportunity that such a complex and pioneering enterprise had because it would enable the programme to create an open boundary multi-organisational inclusive environment that would enable it to innovate.

Inclusion is fundamental when innovating and pioneering new ways because this enables the widest possible range of ideas and experience to be brought together, creating a marriage of parts of the industry that don't naturally interact. Inclusion is one of the three founding values of the programme, alongside pioneering and tenacious, because that's what it takes to be innovative and to lead innovation. It means people bring their best self's to the mission and through that the work becomes more fulfilling and we are able to create a new and achieve great things.

Through this the programme has mobilised a first of its kind bottom up industry plan in record time and is now delivering this with operators and suppliers in the driving seat, something not achieved before in the industry. The programme team is made of tens of organisations each putting their best people forward working in an open environment and being trusted to leads across industry workstreams. The nature of diversity is that it creates divergence by bringing together broader perspectives and experiences, many time it is sought without understanding that the challenge is in creating a culture that truly enables inclusion and that requires an open boundary environment that is safe. Without that safe culture to diverge, try, evolve from failure then it is not possible to innovate.



Change is not easy and the teams working on both the ECDP and the ACE approach to rail projects and programmes are not complacent:

“ECDP is truly integrating the industry like never before. In embracing a highly collaborative partnership approach, we are overcoming decades of legacy ways of working across the railway.

We are living up to the values we have set for the programme – Pioneering, Inclusive and Tenacious. I am overwhelmingly proud of how we have come together across over 30 partner organisations and how we continue to nurture an environment where we can all thrive, investing in our people and engaging the right people at the right time, on the right topics, to deliver at pace. We respect our collective diversity and support and challenge each other so that we can all be successful in delivering our next generation railway. We are committed to learning from others, achieving the best from collective knowledge and in realising our ambition to leave a blueprint for the future, a positive legacy of shared learning and upskilled capability across the industry. “

Caroline Crewther, ECDP Industry Change Lead, Railway Systems Integration Partner, Atkins



ACE has empowered our teams to apply the SPEED principles and behaviours to do the right thing for our passengers.

We're embracing a one-team approach in driving our continuous improvement agenda, teams have more flexibility and are encouraged to think differently, challenge and innovation. We're seeing a reduction in duplication and we're getting the right people best for the job. This is meant that as an agile organisation we're able to focus on being more responsive, delivering maximum value for money and ultimately becoming a client organisation that's easy to do business with.

I'm seeing this shift as part our digital transformation journey. On the Midland Mainline Electrification programme, we're embracing new technological solutions to leverage knowledge across the programme with online, integrated and intuitive collaboration tools that embraces our one-team approach.

Tina Cleland, Programme Manager (Building Information Modelling) Eastern Region Network Rail

Network Rail: Building Rail's Future

Our engagement with schools, and the work our STEM (Science, Technology, Engineering & Maths) ambassadors do, is vital. Inspiring young people to pursue STEM subjects beyond their compulsory education and to join our industry is key, to ensure we have the skills we will need in the rail industry in the future.

To tackle this, STEM education plays a key role, 'You can't be what you can't see', children don't see enough positive STEM role models, especially women, which is why our engagement with schools starts with children as young as five, to teach them about what we do in rail, why we do it, and how they can fit in.

Our work in STEM engagement will not only help us build skills for the future, but will increase the diversity of applicants. We are recruiting more diverse role models interacting with young people who will inform and inspire them so that they feel confident to choose STEM, and to see and relate to enough of our people to eventually choose rail as their career. Over the last 24 months, we have worked hard to continue engaging with young people despite the challenges of Covid-19. In the last academic year, we delivered 10 national STEM programmes, delivered more than 25 virtual events reaching 632,000 young people, and engaged directly with 39,000 students. All our programmes have a D&I target – for example, getting participation from 50% of girls or attending a school with a higher percentage of black, Asian and minority ethnic students”.

Women in Rail and Railway Industry Association

Equality, Diversity and Inclusion Charter Signatories





mercurygroup

Mercury3 Consult
People driven project solutions

Merseyrail

minerva
engagement
Applied Neuroscience for High Performance & Wellbeing

MORGAN
SINDALL
INFRASTRUCTURE

morson
group

Motion

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MOTT
MACDONALD

mpi
recruitment redefined

mtr Elizabeth line

The National
Skills Academy
RAIL

NTAR
NATIONAL TRAINING
ACADEMY FOR RAIL

Network for Skills

NetworkRail

nichols

nimble
media

NORTHERN

onSite
Rail Services

ORR
OFFICE OF
RAIL AND ROAD

OLE
Limited

PA

PANDROL

porterbrook

PULSAR
High Performance Apparel

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QTS
TRAINING

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RAILPEOPLESOLUTIONS

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TRANSFORMING GLASS

Railway Industry
Association
The voice of the UK rail supply community

RICARDO

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RSSB
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Railway

RTM

S and L Utilities (Railway) Limited

ScotRail
SCOTLAND'S RAILWAY

See Change
international

SELECTIVE

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