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## CEO Foreword

We are pleased to publish our diversity and inclusion strategy for the next five years. 'Everyone' describes how attracting talented people, and tapping into the diversity of skills and expertise that all our people bring, will help us to build a Better Railway for a Better Britain. This strategy contributes to delivering a railway where everyone, both our passengers and our staff, gets home safe everyday.

World class businesses are customer driven and take account of the diversity of the communities that they serve. We want to generate outstanding value for taxpayers and users by continually improving the railway. This means being accountable and making sure that the railway is accessible for all. Our role is to develop, maintain and operate the rail infrastructure – we can only do this by working closely with our customers, suppliers and other stakeholders. If we are to deliver safety, performance and value, we need to continually challenge ourselves to ensure that everyone is able to be the best that they can be.





When we achieve this vision, Network Rail will be an inspiring business to work for.

### Our vision is to be an open, diverse and inclusive organisation

This will make us more receptive to new ideas, creativity and innovation, and support our aim to be a more transparent and accessible organisation. When everyone is better engaged and able to fully contribute to our business, we will improve safety, performance and value. We are already working towards this, with better collaboration between functions, teams and individuals, and forming stronger alliances with our Train and Freight Operating Companies.

We have seen how diverse teams made up of different disciplines, expertise and backgrounds can come together to deliver world class projects such as King's Cross, Birmingham New Street, Manchester and Reading. Building on that knowledge, we are making diversity and inclusion part of our business-as-usual approach so that we are consistently safe and high-performing.

When we achieve this vision, Network Rail will be an inspiring business to work for. People will be confident to speak up if they have a concern or if they see something that needs to improve, knowing that they will be heard and managers will respond in an accountable way. People from diverse backgrounds and sectors will be proud to work for Network Rail, because we have a great reputation as a first class business and leader in this field.

Mark Carne CEO

# 1 Our Business Case

Everyone uses or is affected by the railway. We bring people together, to work and to play. We transport goods and impact on the environment. To create a Better Railway for a Better Britain, we need to integrate diversity and inclusion considerations into the way we design our stations and facilities and how we work with our customers.

By increasing our knowledge of our passengers and understanding the potential barriers to access, we can enhance safety and performance. Whether you are a signaller, work in our delivery units, work on our stations, manage major projects, oversee our assets, recruit people or develop plans, this strategy sets out how we can all better promote diversity and inclusion. This strategy is for everyone.

Diversity and inclusion in practice

Group Business Services (GBS) Open Talent Management

Any member of staff in GBS was able to register an interest in joining their Leadership Development Programme. A two-stage selection process was then used to identify those with the highest potential. The selection process included a 360 degree tool and measured candidates against motivational, emotional, learning and intelligence benchmarks. Each successful candidate was also assessed by at least four people. This systematic method aimed to remove, as far as possible, conscious or unconscious bias, prejudice or stereotype from the process. Comprehensive development feedback was made available to all candidates whether successful or not to ensure complete transparency.

### 1.1 What do we mean by diversity and inclusion?

We use 'diversity'¹ to describe our commitment to recognising and respecting the differences between people whilst valuing the contribution everyone can make to our business. 'Inclusion' means creating safe, welcoming workplaces with fair cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better. Diversity is about getting a mix and inclusion is about making sure that the mix works well together.

We will provide the tools and opportunities to promote a safe and fair culture that helps everyone to be the best that they can be. The differences between us are what add depth, strength and creativity to our work, allowing individuals to harness their individual talent and capabilities, complementing each other's strengths and appreciating the important roles everyone plays in our success.

Ultimately, diversity and inclusion is about making Network Rail a better organisation for everyone, delivering a safer and improved service to our customers and passengers. Diversity and inclusion are vital ingredients to enable us to deliver our strategic objectives from 2014 to 2019.

### 1.2 Why this matters

We have bold plans to deliver a safer, more reliable railway for customers and taxpayers. With greater capacity and efficiency, we will create a thriving, sustainable and low-carbon economy with better connections between people and jobs. By investing in our people, we aim to unlock their potential and expertise and attract the best talent in an increasingly competitive market.

We have 10 commitments which are central to building a Better Railway for a Better Britain. Figure 1 illustrates how diversity and inclusion are integral to these commitments and the benefits they bring.

<sup>&</sup>lt;sup>1</sup>There is a glossary at the end of this strategy

#### Figure 1. The benefits of diversity and inclusion for network rail

## 1 Everyone home safe everyday

**Strategic Commitment:** By putting safety at the heart of how we design, manage and maintain our railway we will reduce safety risks for passengers, the public and our workforce, not just in the next five years but also for generations to come.

Benefits: By increasing the diversity of our workforce we will become safer. Having people with a range of expertise, approaches and backgrounds will help to challenge norms that might be unsafe. Managers of maintenance teams at Network Rail who had the lowest engagement levels had on average 18.9 % more accidents. An inclusive and fair culture will help people to speak up and be less tolerant of unsafe working practices.

### 2 Reliable infrastructure

Strategic Commitment: We will go from being world class in taking care of our track to becoming a world leader in the management of all of our assets. We will continue to innovate, expand our knowledge and take smart decisions to address problems at the right time, reducing long-term costs.

Benefits: A more diverse workforce and an inclusive and open culture will produce the new ideas, creative solutions, innovation and better decision making needed to tackle our major operational challenges. Inclusive Design will improve the confidence that disabled people and others who may be excluded have in using our workplaces, our stations, and the railway.

## 3 Reliable timetables

**Strategic Commitment:** We will continue to transform how we timetable and operate the railway, enabling us to deliver a better service for all.

Benefits: Working with Train Operating Companies, the Rail Delivery Group and the Office for Rail Regulation to look at timetabling that genuinely takes account of the variety of people using our railway, for example an increasingly ageing population will impact on the timetables.

## The biggest investment since the Victorian era

Strategic Commitment: We will deliver the biggest capacity increase on the railway for 100 years, benefiting people and businesses across Britain. Building good infrastructure needs investment, but it has an excellent rate of return for UK PLC.

Benefits: Introducing Inclusive Design into our approach to projects is a way of assessing future need and usage. We will have standards that anticipate the number of disabled or older people using our services so that future investment will be easier to adapt, making it more accessible and less costly. Having diversity in the workforce, harnessed through being inclusive will enhance the business' ability to make better investment decisions and reap better returns on these investments.

## 5 Technology enabled future

Strategic Commitment: Investing in technology will transform our knowledge of the railway making us better at targeting when, where and how we improve it. Today we stand on the verge of a quantum leap in the application of technology. We are innovating and leveraging technology from other industries.

Benefits: A more diverse workforce and supply chain will bring new mindsets and experiences to bear on the complex challenges we face. An inclusive and open culture will help the much needed innovation and creativity to flourish. Technology can also help to overcome some of the barriers faced by staff, passengers and stakeholders.

## 6 A customer focused organisation

Strategic Commitment: Structuring our organisation to give clearer accountability to local people, who best understand the needs of our customers, will help us become a more flexible, collaborative company. We will continue to look at how we can improve our business and the way we work with our customers and suppliers.

Benefits: Working for an inclusive business that values diversity will increase employee engagement and satisfaction which, in turn, will help us to serve our customers better. A trained workforce and supply chain, more reflective of our customers, will stand a much better chance of meeting the needs of our increasingly diverse local, national and international customer base.

## Investing in our people

Strategic Commitment: We will create an environment that promotes accountability, opportunity and diversity. This will help us to become an employer of choice. How we trust, value and support our people every day is central to transforming Network Rail into the company it must become to meet the challenges that lie ahead.

Benefits: Accessing more diverse pools of talent will be essential to meeting the future needs of our business. We are committed to recruiting and retaining a diverse and highly skilled workforce. We will continue to invest heavily in them. An inclusive culture will welcome different points of view and diversity of outlook and background, and ensure we listen to our peers, colleagues, partners and customers.

## 8 Opening up

**Strategic Commitment:** We will become an open and accessible organisation that understands, and helps others to understand, the issues shaping the future of the railway.

Benefits: Increasing our transparency and making ourselves more accountable will help us to remove barriers that can inhibit engagement with a more diverse set of stakeholders. By including others we will make better decisions

## A railway fit for the future

Strategic Commitment: By placing sustainability at the heart of everything we do, we will make our business more efficient, protect the value of our assets and deliver a railway fit for future generations. An inclusive and accessible railway will link people to communities, education and jobs – ultimately delivering economic growth.

Benefits: Developing our corporate competence in diversity, especially Inclusive Design, and working with more diverse stakeholders will help us to build an accessible and inclusive railway. A more diverse workforce will also improve the level of innovation and creativity that we can apply, especially in safety and sustainability.

## 10 Reduced public subsidy

Strategic Commitment: We will continue to reduce public subsidy of the railway. World-class infrastructure requires substantial investment. Therefore we need to attract greater private investment into the railway.

Benefits: Smart investors will know that increasing the diversity of our business makes us a more attractive financial proposition, especially given the evidence of better returns on investment from more diverse companies.

We have consulted widely and gathered evidence from a range of sectors. The table below illustrates the findings and experiences of other businesses.

Figure 2. The business case for diversity and inclusion at network rail

- Transformational leadership is an inclusive leadership style that has been proven to enhance safety performance, safety compliance and safety participation.
- McKinsey found that organisations with three or more women in their senior management teams had higher average scores on measures of organisational excellence than teams with no women. Scores increased significantly once critical mass was reached at about one-third women.
- A global survey has found that employees' commitment to their managers is a critical factor in engagement. The most effectively engaged employees have managers who "show strong commitment to diversity."
- A study of 50 leading UK businesses found that a high-performance culture is more likely to exist when there is gender diversity at the most senior level.
- Stonewall research on the productivity of lesbian and gay staff in the workplace found that gay staff who can be 'out' at work in a safe environment are more productive than their gay colleagues who have to hide their sexual orientation and/or work in less inclusive environments.
- A Dutch field study found that teams with an equal mix of men and women outperformed male-dominated teams.

  Performance peaked when a team had about 55% women.
- An analysis of 20 European countries found that ethnic diversity at work had a positive impact on knowledge formation, productivity, the generation of new ideas and innovation.
- The Olympic Delivery Authority's Inclusive Design Strategy and standards established a framework for building accessible venues, which enabled wider participation in the Games.
- A US study found that the collective intelligence of a group was higher than the cognitive abilities of individual members.
- Companies with more female board directors, especially those with three or more, <u>were seen</u> to outperform those with the fewest on return on invested capital by 66 %.

- A 15-year study of 1,500 companies found that more women in top management improved their performance, particularly for those businesses focused on innovation.
- Academic research found that diverse groups of people of average ability tend to outperform homogeneous groups at solving complex tasks, even where the homogeneous groups are more capable.
- A study by London Business School concluded that having 50:50 proportions of men and women produced the most innovative teams.
- A US study found that employees reported higher levels of satisfaction where they perceive that diversity is effectively managed.
- The factors that influence women to remain in, and be committed to, an organisation include feeling genuinely valued and involved and the availability of flexible working options and opportunities for development.

- The CBI found evidence of the benefits of diversity and inclusion in increasing employee satisfaction, which helps attract and retain staff, reduces recruitment costs and can increase productivity. Their report also linked improvements in diversity with improving an organisation's ability to find enough workers to fill skills gaps in areas with tight labour markets, where there are not enough 'obvious candidates' for vacancies.
- A CIPD report concluded that getting better at diversity and inclusion helps businesses to develop a greater understanding of and communication with customers
- A study of 100 companies measured performance across a range of indicators, including community, corporate governance, diversity, employee relations, environment, human rights and product-related social issues. Gender diversity within the board had a clear, significant and positive effect on performance.

# 2 Building the Foundations

A 2011 independent review of our approach to diversity and inclusion in recruitment and promotion has provided a clear steer for our initial and medium-term focus. Since then, we have focused on three themes: The ABCs



- 'Inclusive Leadership at Network Rail' a development programme introduced to train our senior leaders to understand and manage their unconscious bias.
- Setting up staff networks that drive engagement, provide peer support and raise awareness.
- Running workshops on Inclusive Design for our planners, project managers and designers and on Inclusive Service for our customer-facing staff.
- Establishing a diversity and inclusion team, providing a centre of expertise that supports the whole business.
- Advising large built environment projects on Inclusive Design principles.
- Raising awareness around religious and cultural beliefs and providing guidance to managers e.g. on Ramadan and reasonable adjustments.



Presentations to engage our executive and senior leadership group, including on disability through 'dining with a difference' events.

- Sponsorship of specific areas of diversity and inclusion work by executive committee members.
- Undertaking a business-wide diversity monitoring exercise to establish a baseline appreciation of the composition of our workforce, so that we can identify trends in recruitment and promotion and target areas for improvement.
- Recruiting and inducting volunteer diversity champions throughout the business to support our culture change.
- Joining a number of benchmarking and membership diversity organisations to help us understand how we compare with other businesses and sectors and identify how we become leaders in diversity and inclusion in the rail industry.
- Delivering 'Managing Disabled Staff' development sessions for line managers.









- Developing a programme of projects and local activities led by named workstream leads, to embed diversity and inclusion across the business.
- Supporting the Trade Union Equality and Inclusion Working Group and the introduction of Trade Union Equality Representatives.
- Sponsorship of an ENEI (Employers' Network for Equality and Inclusion) conference, Women in Science and Engineering (WISE) awards and the first diversity and inclusion category in the Recruitment Awards and the Rail Business Awards.
- Joining the steering group for Women in Rail: an initiative to promote and increase the numbers and visibility of women in the rail industry.





### Diversity and inclusion in practice

## Reverse Mentoring in Scotland

Reverse mentoring has been piloted in Glasgow by Roger Dickinson, Regional Director, and Lisa Charlwood-Green, Archway, our LGBT network Leadership Team member. The scheme brings our leaders a series of structured one-to-one chats with a lesbian, gay, bisexual or transgender (LGBT) colleague from within their region. Each session is focused on a different topic related to being LGBT at work. It is an opportunity to share stories and experiences. Both mentor and mentee have so far found this process rewarding and useful with much to learn and many opportunities to influence the other's thinking.

All of this activity was informed by updated policies and procedures, including our equality, diversity and inclusion policy which is referenced in our Code of Business Ethics and supported by the Trade Unions.

We have also introduced more consistency in our recruitment, advertising vacancies and ensuring that all adverts promote our commitment to diversity and inclusion. This helped us to recruit locally for our new Milton Keynes office last year, which has created a workforce that reflects the local demographics. We have also integrated diversity and inclusion factors into our new employee engagement survey, 'Your Voice'.

This initial work builds the foundations for excelling in diversity and inclusion and will move us from focusing solely on the traditional 'protected characteristics' e.g. gender, race and age, to a more sophisticated focus on behaviours and cultures that support an inclusive, fair working environment. This will help everyone to give their best to support us in delivering a Better Railway for a Better Britain.



# 3 The Baseline

To deliver the benefits that a more open, diverse and inclusive organisation can bring, we first need to understand the diversity of our existing workforce. We can then identify trends and barriers to inclusion and set the right priorities for action.

Firstly, we monitored most of the characteristics protected by the Equality Act 2010 – age, race, gender, disability, sexual orientation, gender reassignment and religion. We also explored issues related to marriage and civil partnership, pregnancy and maternity. Our next step will be to review recruitment campaigns across different parts of the business because we know that unconscious and conscious biases can affect how we interact or make decisions.

We want all our environments to be inclusive and welcoming to everyone who wishes to work there and to recruit based on merit.

This section explores the diversity of our workforce and the strengths and opportunities in our systems, policies and practices identified through benchmarking by Opportunity Now and Race for Opportunity in 2013. We will sequence our work targeting different groups of staff over the next five years



#### 3.1 Gender

In 2013 our comprehensive diversity monitoring exercise told us that among our 34,000 staff approximately 14% are female. Looking back on the data we have collected since 2006, female representation has increased slightly from 12%.

This means that at the current rate of recruitment, and with our low turnover, it would take almost 65 years for 30% of our workforce to be female, which is seen as the tipping point in terms of benefiting from gender diversity. Gender balance

varies between corporate functions (see figure 3) partly reflecting the wider views within society of what traditional roles should be for men and women.

The representation of women decreases at senior grades (see figure 4) in line with the barriers to progression for women.

Figure 3. Female representation by corporate function

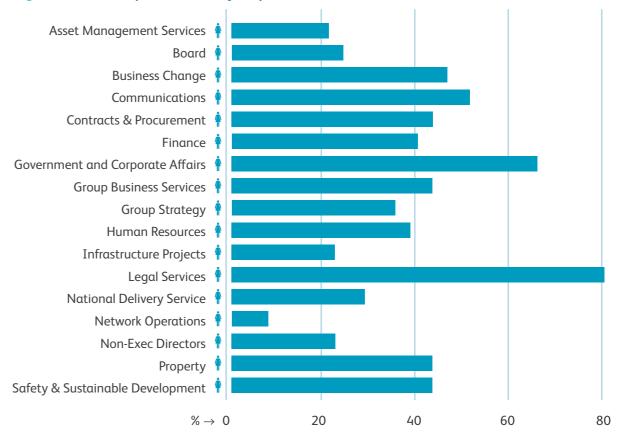
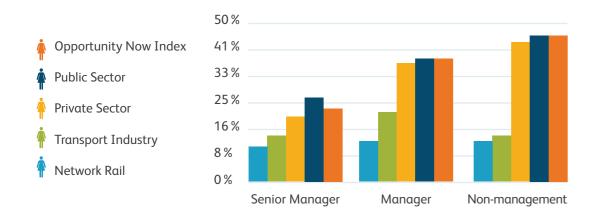




Figure 4. Percentage of women in management and leadership compared with sectors and benchmarking participants

For the purposes of benchmarking, 'Senior Managers' were defined as heads of departments, heads of functions, directors and their deputies. 'Managers' describes those who manage people and projects.



Source: Opportunity Now Benchmarking Index

We will make our pay structure more transparent, fair and equality-based.

45%

of the working population in 2011/12 are women



women hold only 12% of the labour market in the science, engineering and technology sectors



only 1 in 7 of those studying engineering are women

3% of our apprentices and 10% of our graduate trainees are women. We will review the gender pay gap in Network Rail as we know that our pay structure needs to be more transparent to support a fair, consistent and equality-based approach to managing pay. This project is being led by our Rewards and Benefit team.

The wider labour market is becoming more diverse and women make up 45% of the working population in 2011/12. Of those working in the transport and logistics sector women make up just 18%.

The science, engineering and technology sectors remain even lower, with women holding just 12% of positions.

- Only 1 in 7 of those studying engineering are women.
- Women accounted for less than 4% of apprenticeship starts in the engineering and driving vehicles sectors, and 2% in construction, electro-technical and vehicle maintenance apprenticeships in 2011-2012.

#### From our benchmarking we also know that:

- Women's rates of promotion, being identified as high potential and participation on leadership programmes were all higher than male rates
- There is low representation of women at senior roles compared with other businesses
- A higher percentage of women than men work part-time at Network Rail

- We have high rates of maternity returners, but lower retention than similar organisations<sup>1</sup>
- Women are under-represented in top pay bands but overrepresented in top bonus payments compared with the sector
- The level of female representation is maintained from job application to appointment.

 $<sup>^1</sup>$  Of 458 women who took maternity leave in 2012 and 2013, 410 returned (89 %). 335 are still employed (73 %)

Our monitoring and benchmarking suggests we need a joined-up, long-term, industry-wide approach to promoting the rail industry to young people. Working with skills, education, training and employer organisations will address the barriers to recruiting and retaining women in non-traditional occupations.

We have been granted University Technical College status, which will help this approach, giving the rail industry an opportunity to attract students from more diverse backgrounds and support the future pipeline of applicants.

We also need to find out more about how potential female job applicants see us, so that we can really sell the range of opportunities and benefits we offer. More flexible working options, equal access to promotion and progression opportunities, as well as fair and transparent pay structures, will help us to attract more women while benefiting all our employees.

Over 25,000 people took part in Opportunity Now's <u>Project 28-40</u> research, including a number of Network Rail employees. The research found that many women returning from maternity leave felt their employers are not doing enough to help them balance their responsibilities at work and home – they want to work hard, but be measured based on output, not hours worked. In 2013, 181 women took maternity leave from Network Rail, and 107 of them left the business within 6 months.

<u>Project 28-40</u> also found that "When we asked women and men to rank employee support programmes that have had an impact on their career progression, both women and men valued home-based working and flexible working within their top seven employee support programmes." They also found that "flexible working is essential to women in balancing their commitments, yet the stigma attached can be an obstacle to progression. If companies get this right, employee engagement and productivity can be enhanced for everyone."

To retain and harness the talents of the women we employ we need to tackle the barriers to progression. These include:

- Lack of female role models
- Allocation of less challenging projects
- Fewer opportunities for flexible working at a senior level
- Marginalisation due to part-time working
- Gender-biased perceptions of what makes a good leader
- Lack of access to networks and sponsors
- Impact of unconscious bias.

Inspire, our network for women, is pivotal in supporting this area of our work.

To retain and harness the talents of the women we employ we need to tackle the barriers to progression.

### 3.2 Ethnicity

Our latest monitoring data tells us that 6% of our workforce are from black, Asian and minority ethnic (BAME) backgrounds. This has risen slightly from 4% in 2006. 2% of our apprentices and 11% of our graduate trainees are BAME.

These percentages vary greatly across functions (figure 5) and representation reduces at senior grades (figure 6). Figures also vary by geography, reflecting to some degree, differences in the UK population (see figure 7). For example, only 4% of the population of Scotland is from a BAME background.

Figure 5. Black, Asian and minority ethnic representation by corporate function



Figure 6. Percentage of black, Asian and minority ethnic group in management and leadership compared with sectors and benchmarking participants

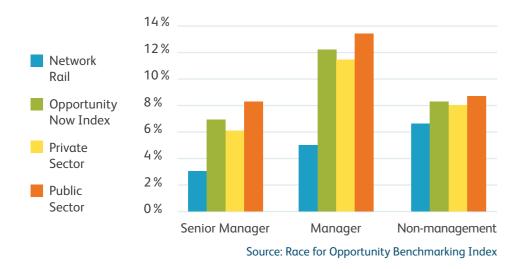
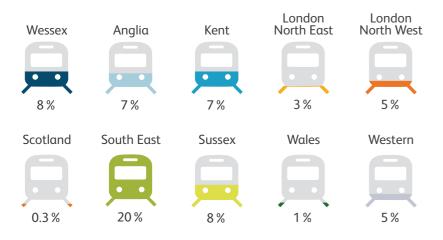


Figure 7. Black, Asian and minority ethnic group representation by route



The 6% ethnic diversity within our business compares with 16% of the workforce in the private sector who are from a BAME background. Asian people make up just 4% of the apprenticeship population, despite making up 8% of the UK population and black and Asian people make up 3% of apprenticeships in engineering, 3% in construction and 4% in electro-technical in 2011/12.

# We have also learnt from the benchmarking by Race for Opportunity that:

- We have very low representation of BAME employees at all levels, particularly BAME women compared with the private sector
- We are ahead of other businesses in our sector in ethnicity monitoring, hence there are no industry comparisons for this data
- We also have high rates of disclosure for our ethnicity monitoring.
- A high percentage of our BAME employees fall in the second to bottom quintile for bonus payments

- We attract low numbers of applications from BAME groups, particularly from women, and have very low conversion rates for BAME applicants through the recruitment and selection process, particularly for men
- Once employed, BAME staff experience equal promotion rates and performance ratings to the rest of the workforce.

### Attracting and retaining talent

Over the next decade we will have to do more to remove the real and perceived barriers to attracting and retaining BAME employees within our industry. These barriers include:

- Unconscious bias and negative stereotyping
- Fewer networks and less positive relationships with line managers
- Lack of access to training and mentors
- Employers and agencies reliance on existing networks for recruitment
- Socio-economic disadvantages related to location
- The absence of visible senior role models.

<sup>1</sup> In 2012, a report by the Royal Academy of Engineering stated that 100,000 Science, Technology, Engineering and Maths (STEM) graduates were needed each year just to maintain the status quo and it estimated 830,000 graduate-level STEM experts and 450,000 technicians will be needed by 2020.



Much of the work already described to tackle gender related barriers, such as promoting the industry and our business to young people and finding out more about how we are perceived, will help us to attract and retain staff from BAME backgrounds.

We will work with our BAME staff network, Cultural Fusion to better understand the barriers that cause low conversion rates from application to appointment. This includes assessing our recruitment and selection processes to make sure everyone is fairly appraised. This will help us design positive action initiatives, such as preemployment open days, structured work experience, mentoring and coaching.



### 3.3 Accessibility and Inclusive Design

'Accessibility' has traditionally been about following rules and meeting minimum standards. This is unlikely to deliver a railway or station that is fit for the future. Inclusive Design is about removing barriers that create undue effort, separation or special treatment, and lets everyone participate equally, confidently and independently in mainstream activities with choice and dignity. It is a process that aims to deliver a physical environment where everyone can access and benefit from the full range of opportunities available.

Meeting the access needs of our staff, passengers and other stakeholders has to be an integral part of what we do. We want to be at the leading edge of design and inclusion. It might require a degree of creativity and lateral thinking to find innovative solutions designed for real people. Inclusive Design extends from inception, through the planning process, detailed design, construction, occupation, management and operation.

It is essential that Network Rail, where practical, exceeds minimum standards and recognises that standards by their very nature cannot cover every eventuality nor can they deliver inclusion. We are developing Inclusive Design guidance notes to help us identify barriers and find new innovative solutions.

Demographic change is a major challenge to the design profession and the business community, including Network Rail. There are already 130 million people over the age of 50 in the European Union. By 2020, one in every two European adults will be over that age.

Rapidly ageing populations and growing numbers of economically active disabled people are having a profound effect on the need for Inclusive Design.



Disabled people in the UK have a spending power of at least £80 billion per annum.

Rapidly ageing populations and growing numbers of economically active disabled people are having a profound effect on the need for Inclusive Design. A more socially inclusive approach to designing has risen up both the business and governmental agenda. Design development, which includes the needs of marginalised groups of people, is regarded as delivering social benefits and offering real commercial opportunity. Disabled people in the UK have a spending power of at least £80 billion per annum and this taken with the spending power of others who benefit from Inclusive Design, make it increasingly important that the rail industry delivers a service for everyone.

### **Benefits of Inclusive Design:**

- When our stations are more accessible and we meet more people's needs we attract a broader range of passengers, including disabled people
- When our offices are more accessible we can attract disabled people to apply to work in them
- Passengers are less likely to choose other transport modes when our services meet their needs more effectively
- Positive user experiences build loyalty and a good reputation for the rail industry and Network Rail as a business and brand

- It leads to more innovation helping to ensure Network Rail is an industry leader
- It can save Network Rail time and money by testing designs with endusers when it is still cost effective to make changes.

## 3.4 Disability

16%

of the workforce took part in the monitoring exercise

80%

did not answer the question about disability

4%

of those who did answer declared a disability While 16% of the workforce took part in the monitoring exercise, 80% did not answer the question about disability. Of those who did answer, 4% declared a disability compared with 19% of the national working-age population who are disabled. The rates of disability within our workforce increase with age as they do in the general population. Only one of our apprentices/graduates declared a disability.

We know that in most organisations declaration rates for disability are much lower than the actual prevalence of disability. This can be for a number of reasons, for example a lack of awareness that the legal definition of disability covers a range of mental and physical impairments often invisible to others, or concerns about stigma and prejudice, particularly around mental health. The highest rates of declaration in Network Rail came from the Human Resources function, perhaps reflecting the impact of recent training on disability awareness.

The low declaration rate and the fact that most impairments are invisible (92 %) shows that we do not have a full picture on disability, making it more challenging to measure our progress towards offering inclusive employment opportunities for disabled staff.

Reasonable adjustments remove barriers to inclusion, to make sure that disabled employees have the same opportunities to fulfil their potential.

As well as increasing declaration rates, we want to be confident that we have fair and open recruitment, selection and promotion processes that select on merit, and make reasonable adjustments for disabled applicants and employees. Our culture must ensure employees feel able to talk to their managers about any disability or health concerns. We need to train and build the confidence of our managers to make suitable, effective and often reasonable adjustments that remove barriers to inclusion, ensuring that disabled employees have the same opportunities to fulfil their potential.

We need to help all our staff to avoid both unconscious and conscious bias towards disabled people, which while perhaps well-intentioned, can be disempowering. This is particularly important where a condition degenerates or a disability is acquired while in work or as our workforce ages.

#### Diversity and inclusion in practice

## **Building Disability Competence**

Group Business Services commissioned Simon Minty, a disabled consultant, to design a bespoke workshop to raise awareness and educate their management team about disability. This was particularly targeted at building staff competence to manage everyone consistently and fairly and, in particular, approaching recruitment in an objective and unbiased way.

The workshop included a keynote session from Simon, followed by a comedy event during the evening and a structured training session the following morning. All trainers, including the comedians, were disabled.

The workshop provided valuable insights, guidance and support on managing disabled staff so that they are able to perform well. The learning was then cascaded through all teams.

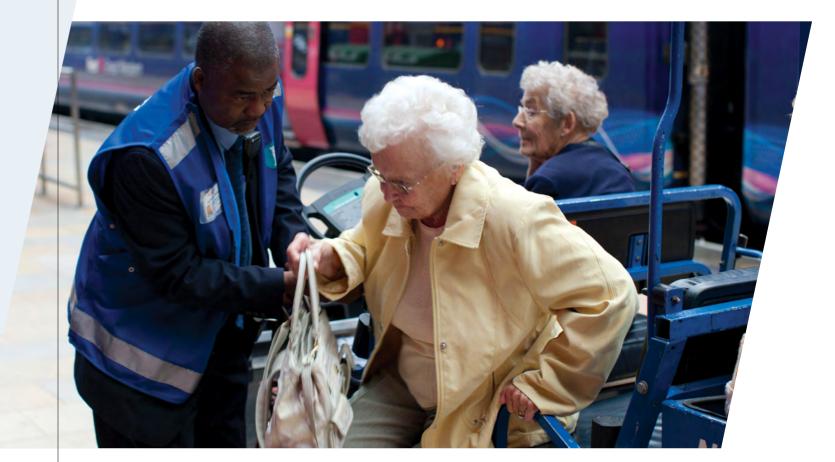
Around one in four people will experience a mental health problem of some kind in the course of a year.

Structured and well managed work-placements can increase disabled applicants rates of future success, through recruitment and help to overcome the biases recruiting managers may have towards disabled people. Training on disability equality and our duty to provide reasonable adjustments is crucial to changing attitudinal barriers to recruitment, selection, retention and promotion. And we also need to work closely with our recruitment agencies to ensure that they are reaching out to potential disabled applicants.

Our disabled staff network, Can Do, will give us valuable insights into our performance as an employer, whilst bringing their expertise to bear on how we design and develop our rail infrastructure and facilities.

### **Mental Wellbeing**

An estimated 154 million people worldwide experience depression. Around one in four people will experience a mental health problem of some kind in the course of a year. We know that this is an issue affecting many of our staff. One of the first areas of focus within Network Rail's Health and Wellbeing strategy is better mental wellbeing, reducing the occurrence of preventable mental health conditions, whilst also becoming a more inclusive and supportive organisation for those people who have, or have had, mental health problems.

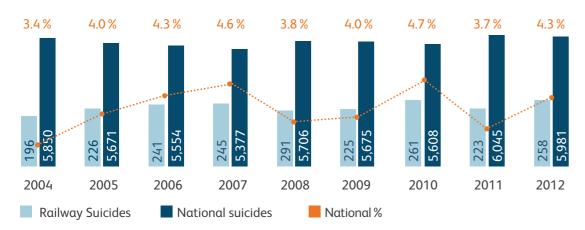


#### 3.5 Suicide Prevention

On average between 2004 and 2012 there were 232 suicides on the network per annum. This equates to approximately 4% of all suicides.

Figure 8. Rail Related Suicides

A comparison of rail related suicides against data supplied by the Office of National Statistics (ONS) and for national suicides.







Communications campaigns at railway stations designed to offer vulnerable people an alternative to suicide.



men are four times more likely to take their lives than women

80%

are between the ages of 30 and 55

**78**%

of those taking their lives on the railway, have a mental health problem Experts agree that suicides in the UK are generally on the increase, due in part to global economic decline, high rates of unemployment, particularly in the male dominated industries, increasing levels of debt and homeless, and a decline in the provision of mental health care.

Men are three times more likely to take their own lives than women. On the railway that ratio increases to 4:1. Of those,  $80\,\%$  are between the ages of 30 and 55. This general age range is reflected in the national population too with the most susceptible group of men being between the ages of 40 and 44. Of all those taking their lives on the railway, around  $78\,\%$  have a mental health problem.

Since January 2010 Network Rail has worked with train operators and industry stakeholders and entered into unique contractual relationships with the British Transport Police (BTP) and Samaritans to address the issue of suicides on the rail network.

The industry's suicide prevention programme works with the Samaritans to target white males between the ages of 30 and 55.

The prevention programme is supported by all train operators and rail-related trade unions in the UK as well as the Department for Transport, the Office of Rail Regulation and the Department of Health. This work aims to prevent individuals taking their lives on the railway. However, it is not our intention to displace that activity to other locations in the community. We work with appropriate agencies to address the issue as a whole and play our part in the wider societal issues around mental health, social isolation and suicide. We will be working closely with local authorities, clinical commissioning groups and Public Health England.

#### Our attention will now be focused on:

- Working across the rail industry and with the public to identify vulnerable people on our infrastructure and help them to a place of safety
- Extending the work across the country with British Transport Police dedicated Mental Health and Suicide Prevention Unit
- Taking our data to employ new techniques such as geo-spatial mapping to help us identify new solutions
- Bespoke research to help answer the question "why do individuals choose to end their lives on the rail network?"
- Working with the Royal College of Psychiatrists to understand how social isolation drives some people to take their lives and how the ambience of railway stations could help reduce this
- Identifying and deploying new and emerging mitigation measures at high risk locations which provide alternative physical or psychological deterrents to those that already exist
- Sharing our knowledge and learning globally
- Working with others to de-stigmatise mental health.



## Trauma Incident Management

The Central Health and Wellbeing team and Mark Budden, Head of Route Safety, Health and Environment in South-East route, are working together to trial Trauma Incident Management (TRiM) training. TRiM is used to assess the risk of people suffering Post Traumatic Stress Disorder after potentially distressing events. Already widely used in the military and emergency services, TRiM has proven overwhelmingly effective and should demonstrate similar benefits for our employees who may be involved in potentially traumatic events.

Since attending the TRiM practitioner course, Community Safety Manager Nicola Dooris has already used her new skills. Nicola said: "I was able to carry out three TRiM assessments last week after two fatalities we had in Sussex. The Mobile Operations Managers found it very helpful and long term I think it will make a real difference to staff."



#### 3.6 Sexual orientation

As with disability, the majority (83%) of our workforce did not answer the question about sexual orientation. 1% of those who did answer told us that they are lesbian, gay, bisexual or transgender (LGBT). We therefore have less data on this issue at the moment although we will work with our staff networks, especially Archway, our LGBT network, to increase the levels of completion of our monitoring forms.

Estimates vary greatly as to what percentage of the UK population is LGBT, from 2 % according to the Office for National Statistics, 6 % according to the Treasury, to 5-7 % according to the charity Stonewall. Whilst we know there is under-reporting, we still have some way to go to attract more LGBT staff. We need to work harder to create an environment in which all staff feel confident when answering questions about their sexual orientation or gender identity.

82%

of our workforce did not answer the monitoring question about sexual orientation

5-7%

of the UK population is LGBT, according to charity Stonewall



Lesbians, gay men and bisexuals are more than twice as likely to be bullied and discriminated against.

# A <u>recent study</u> by Manchester Business School highlighted that:

As a group, lesbians, gay men and bisexuals are more than twice as likely to be bullied and discriminated against compared to heterosexual employees

Lesbians and bisexual women are even more likely to be bullied, discriminated against and to be exposed to negative and destructive behaviours at work than gay and bisexual men

Lesbians, gay men and bisexuals are nearly three times more likely to be exposed to intrusive and sexualised behaviour than heterosexual employees and also more likely to be exposed to social exclusion

Lesbians, gay men and bisexuals' physical health is substantially worse than the health of heterosexuals. Lesbians and bisexual women report the worst psychological and physical health

Whilst the majority of lesbians, gay men and bisexuals are open about their sexuality at work, one in five remains closeted. Having the desire to be more open about sexuality showed significant associations with negative outcomes. Respondents who indicated that they would like to be more open about their sexual orientation reported higher levels of bullying, were more likely to be discriminated against and reported higher levels of poor health

A supportive line manager who can encourage openness about sexuality might buffer the effects of bullying and reduce its occurrence while an unsupportive line manager or a workplace where diversity and inclusion are not taken seriously can exacerbate bullying at work.

<u>Stonewall research</u> found that nearly one in five lesbian and gay people, have experienced bullying from their colleagues because of their sexual orientation. Almost four million people have witnessed verbal homophobic bullying in the workplace and over one million people have witnessed physical homophobic bullying at work.

Research also shows that many LGBT individuals will actively assess a potential employer during the recruitment process as to how inclusive a working environment they have. The best organisations have clear, fair and inclusive appointment criteria where being openly gay, lesbian or bisexual in the workplace is supported and participants feel confident of reaching their full potential through career development and progression.

We need to ensure that our potential and existing LGBT staff can be themselves at work. If staff don't feel able to be open about their sexual orientation and gender identity, this will impact on their confidence, motivation and performance, and therefore their ability to build collaborative relationships with colleagues and clients.



## **Inclusive Pensions**

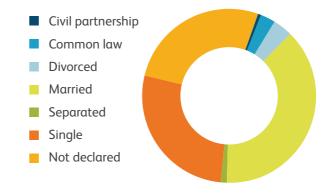
Archway, our LGBT staff network, recently worked with the Network Rail Pensions team to clarify how we administer occupational pension schemes to ensure that all employees will be treated the same regardless of whether they have same or different sex spouses, or were in a civil partnership.

The pension team was pleased to confirm that all our pension schemes treat civil partners identically to opposite sex married partners in terms of their provision and the period of pensionable service that is recognised when determining dependants' pensions. In light of the new Equal Marriage Act, Network Rail is currently in the process of confirming its agreement to support the extension of equal terms to married same sex spouses.



As well as establishing a zero tolerance for bullying and harassment, we need to change cultures and behaviours including banter and unconscious bias that can make our workplace less inclusive for LGBT staff. Through Archway, our diversity champions, trade union equality reps and the diversity and inclusion team, we can provide guidance and support to individuals and change systems and cultures that might be barriers to inclusion. For example systems that are not inclusive of civil partnerships and same sex married spouses. Figure 9 provides the data we have on this issue.

Figure 9. Marital/Civil Partner status of our workforce



### 3.7 Religion and Belief

When asked about their religion and beliefs, 57.4% of our workforce did not wish to answer. Figure 10 shows the religions for the remaining 42.6 %. These have been divided into workforce data for England and Wales and data for Scotland (Figure 11) in line with comparative information available from the Office for National Statistics (ONS) and the Scottish Government.

Figure 10. Religion and belief within our workforce compared with the population of England, Wales and Scotland

Religion		% of population England & Wales (ONS)	% of workforce England & Wales	% of population Scotland (Scottish govt)	% of workforce Scotland
	Agnostic	1	1	2	1.3
	Atheist	-	2.6	-	3.1
	Buddhist	0.4	0.2	0.2	-
	Church of Scotland	59	33.4	59	27.2
Christian	Roman Catholic			15.9	
	Other Christian			5.5	
	Hindu	1.5	0.7	0.3	0.04
	Humanist	-	0.08	-	0.2
	Jewish	0.5	0.07	0.1	-
	Muslim	5	0.8	1.4	0.09
	Other	-	1.7	-	2.2
	Pagan	-	0.1	-	0.04
	Rastafarian	-	0.02	-	-
	Sikh	0.8	0.4	0.2	0.04
	Spiritualist	-	0.08	-	0.09
	No Religion/Belief	25	1.5	36.7	1.2
	Not Declared	7.2	51.7	7	59.3
	Not Specified	-	5.7	-	5.3

 $<sup>^2</sup>$ All other categories totalled 4% when added together – separate figures not provided

Barriers to inclusion could include lack of access to prayer facilities and managers' lack of awareness, for example of employees' right to request time off for religious observance.



We will work closely with our multi-faith network and its sponsor to better understand whether differences between our workforce and the population reflect under-reporting or under-representation. Barriers to inclusion could include lack of access to prayer facilities and managers' lack of awareness, for example of employees' right to request time off for religious observance.

We will review the provision of faith facilities for our staff, including prayer rooms and catering provision. We will promote flexible working including for those who need time off for religious observance. We already provide guidance for managers and continue to raise awareness about religious and cultural issues within our business.

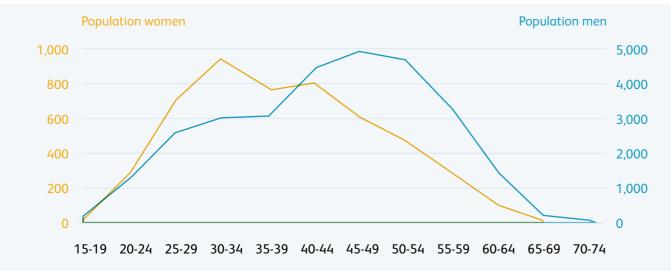
As part of their diversity and inclusion plan, our Scotland route has been working with Nil by Mouth, a registered charity supporting organisations by providing anti-sectarianism awareness.

<sup>&</sup>lt;sup>2</sup> All other categories totalled 0.3 % when added together – separate figures not provided

### 3.8 Age

The age profile of our business generally reflects the UK population – see figures 12 and 13. We need to plan ahead for the skills gaps that an ageing population will produce, especially in engineering and design.

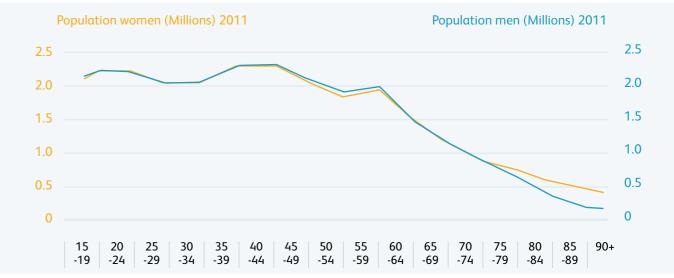
Figure 12. The age profile of our workforce



Many of our older staff will also become carers for other members of their families. There are 6.5 million carers in the UK today, one in eight adults. 45% of carers have given up work to care. Our Carers Network Myriad will provide support and guidance to carers across our business. TUC research into the 2012 Labour Force Survey found that two in five women over the age of 50 want to work fewer hours. Embracing flexible and agile working can help us to retain our older carers.

This increased prevalence of disability is also affecting our older employees, particularly those whose work involves more physical activities. We need to equip our managers with guidance and support on managing disability so that we can take a pragmatic approach to making reasonable adjustments for disabled individuals with safety critical roles. We also need to find new ways to retain the knowledge and skills of those we employ.

Figure 13. The age profile of the UK



#### Diversity and inclusion in practice

## Redeploying Talent

One of our works programme managers in the North of England realised that a number of key operatives with safety critical roles and a great deal of experience were facing challenges performing in their current roles or returning to work after injury or ill health, especially where their roles involved heavy manual labour, and as a result their medicals had placed them on restricted duties.

He identified the skills and experiences they had and looked for ways that this could still be used in the business. As a result, one member of staff has completely overhauled the way that stores, plant and tools are managed, helping others in his team to be more efficient and productive. Another member of staff has reorganized the works depot, greatly increasing the tidiness and safety of the area. Some staff have then been able to return to their previous roles and others have found a louder voice, taking a great deal of pride in their new positions and infecting others with their positivity.

# 4 Inclusive Behaviours and Culture

By improving our recognition of,all kinds of differences we will be better placed to deliver safety, performance and value.

Engaged employees, with the freedom to innovate and the confidence to challenge where we need to improve or do things differently, especially around safety, will encourage inclusion. Taking forward the actions arising from the Your Voice staff survey will help us to achieve a more inclusive culture.

As we implement this strategy we will increase our understanding of the relationship between engagement, inclusion and safety and collaborate to create the kind of culture that serves our needs best. We will align our work on diversity and inclusion with our safety culture, transparency, ethics and health and wellbeing objectives. We know that an open and accessible culture will support the frank and honest conversations with our stakeholders that are needed to build trust and respect.



We will align our work on diversity and inclusion with our safety culture, transparency, ethics and health and wellbeing objectives.

## Diversity and inclusion in practice

## **Inclusive Workplaces**

At one of our depots some employees were demonstrating behaviours that were exclusive and small groups of staff were segregated from each other. As a result performance needed to improve. For example, there was reluctance on the part of some to collaboratively share access to recreational, washing and dining spaces or use the same vehicles. We used planned accommodation improvements to change the use of floor space, including the brightening up of a larger mess room. All staff were consulted about this and the changes were positive.

#### In addition:

The diversity and inclusion team met with local management to agree a course of action that would support behavioural and culture change.

The management team attended our Inclusive Leadership Programme.

Regular monthly meetings are now in place with staff and managers, which is starting to generate good debate and actions.

Local diversity champions have been identified to promote diversity and inclusion and provide support/guidance to people.

Around 90 staff attended a briefing about the importance of diversity and inclusion and behaviours to our business.

Trade Union Equality
Representatives have been appointed.

These activities have led to a substantial improvement in the unit's performance, a more collaborative, safer-feeling environment and greater awareness of issues, such as the part that unconscious bias plays in relationships.

Central to the creation of a fair and inclusive culture are our behaviours which have diversity and inclusion at their core:

- We can be more customer driven if our workforce reflects the diversity of the population we serve. We use that diversity to better understand the needs of our passengers, stakeholders and partners
- We can be more collaborative within an inclusive culture where the differences between us are seen as a strength and where we build on the diversity of experience and expertise
- We can be more accountable when we engage with a wider range of people who are able to help us to make better decisions
- We can challenge each other to do better where we have the confidence to speak up and share ideas.

An important activity to deliver this fair culture will be building further inclusive behaviours into our standard training and development and rolling out specialist training, such as our flagship Inclusive Leadership at Network Rail Programme.

Figure 14. Examples of inclusive behaviours and culture in our business



## Access and Inclusion

Area: Anglia Route	Activity: A Deaf member of the team has provided Deaf Awareness Training to colleagues in the route and the diversity and inclusion team.
Area: Asset Management	Activity: Worked with Can Do, our disabled staff network to identify access issues on the railway.
Area: Group Business Services	Activity: Developed and delivered the Could IT be You competition for young women designed to increase the number of women in information technology and promote Network Rail as a place for women to work. Piloted our diversity champions.
Area: Infrastructure Projects	Activity: Held a diversity week and have given a significant commitment to diversity by senior managers attending the Inclusive Leadership at Network Rail Programme.
Area: Professional Development and Training	Activity: Produced pop-up stands promoting diversity and inclusion in each training centre; integrate diversity behaviours into training.
Area: Communications	Activity: Published a series of articles promoting diversity and inclusion on Connect and have integrated accessibility considerations in the design of the new staff magazine.



B Behaviours and Benchmarks					
Area: Contracting and Procurement	Activity: Introduced diversity and inclusion considerations as a part of the procurement of suppliers.				
Area: Executive Committee	Activity: Sponsored staff networks, Inclusive Design, inclusive facilities, and diversity and inclusion campaigns.				
Area: HR Shared Services	Activity: Developed diversity monitoring reporting compatible with our electronic and paper based systems.				
Area: London North East and East Midland Route	Activity: Introduced 'diversity conversations' to build fair and inclusive culture. Held 'Walk-out Wednesdays' with senior management engaging with staff on track once a week.				
Area: Wales Route	Activity: Produced DVD on diversity and inclusion in the route, and used the Welsh language.				



Area: Scotland Route	Activity: Led on work with the British Transport Police and other train operating companies to support diversity.			
Area: Trade union working group	Activity: Provided diversity training for Trade Union Equality Representatives.			
Area: Western Route	Activity: Leadership team devised action plan to promote diversity and inclusion in their route, following participation in the Inclusive Leadership at Network Rail programme.			

### Diversity and inclusion in practice

## Inclusive Behaviours in Infrastructure Projects (IP)

The IP diversity and inclusion workstream lead worked with the diversity and inclusion team to develop a workshop on inclusive behaviours. The interactive sessions used video clips supported by guidance to help staff understand what inclusion looks like in practice. The sessions were designed to follow on from the attendance of the department's leaders on the Network Rail Inclusive Leadership Programme.

Many teams have taken part in the workshops, and have made personal and team commitments to be more inclusive in the way they work individually and together. Examples of some of these commitments include...

"We will get to know each other better, to help build a more supportive & collaborative environment" – IP Central

"I commit to treat others in the same way that I expect to be treated; with respect, openness and honesty" – IP Southern

"I commit to challenging inappropriate behaviour or acts which could be perceived as offensive" – IP Thameslink

# 5 Our Objectives, Themes and Priorities

By 2019, we aim to have become a more open, diverse and inclusive organisation with safety at its core. To do this we have prioritised three themes – the ABCs:



Each theme has a series of diversity and inclusion objectives with priorities which are based on the latest research, good practice and the priority areas described earlier in our strategy. A full corporate programme of projects and actions has been developed with timelines and named leads.









## Access and Inclusion

Which covers activities that create a more open and safer working environment from the way we design our stations and facilities to the support for potential applicants and new members of staff.



## Behaviours and Benchmarks

Which includes those activities that support an inclusive and fair culture and enhance our interactions so that our safety and performance improve.



## C Collaboration

Which encompasses those activities that promote working with others across our business and the rail industry.

Figure 15. Our Diversity and Inclusion Objectives, Programme Themes and Priorities



## A Access and Inclusion



## Diversity and inclusion objectives:

To develop a safe, inclusive and fair culture where people feel respected, engaged, able to speak out and to be themselves

#### Programme themes and priorities:

- Inclusive Leadership and Management development programmes, practical guidance and coaching
- Flexible Working new policies, guidance, monitoring and sharing good practice
- Employee Engagement –full analysis of the Your Voice data to understand barriers to inclusion
- Induction Training new standard modules and specific diversity and inclusion e-learning programme
- Mental Health support, awareness raising and training
- Collaborative research on the relationship between engagement, inclusion and safety.



## Diversity and inclusion objectives:

To deliver a more inclusive and accessible service, increasing our ability to serve existing and potential customers

#### Programme themes and priorities :

- Inclusive Design Competence training and guidance with industry collaboration
- Inclusive Design Guidance developed and implemented with industry collaboration
- Best Practice collaboration to deliver inclusive environments that benefit everyone
- Inclusive Service training, support and guidance for customer service staff
- Inclusive Premises and Facilities including toilet facilities for women.





## Diversity and inclusion objectives:

To positively influence the career choices of the next generation and those who don't traditionally apply so that we attract applications from a wider range of potential employees.

#### Programme themes and priorities:

- Early Engagement outreach activities, site visits and work experience that reaches younger people from under-represented groups and encourages them to consider a career in our industry
- Work with skills, education, training and employer organisations to address the barriers to recruiting and retaining women into nontraditional occupations
- Inclusive Attraction and Recruitment improving our communication to potential recruits with our recruitment partners and ensuring our processes are accessible and inclusive
- Recruitment Agencies reinforcing our commitment to diversity and inclusion through regular reviews, evaluation of their credentials and performance, and bringing in specialist partners where needed
- Employer Branding and Employee Value Proposition ensuring how and what we offer recruits attracts the widest range of talent e.g. preemployment open days and structured work experience.



# Diversity and inclusion objectives:

To use open, transparent and merit-based processes to appoint, promote and retain the best people who bring a diverse range of opinions, ideas and experiences

#### Programme themes and priorities:

- Implementing the Two Ticks system to show we are positive about employing disabled people, making reasonable adjustments where needed and offering inclusive workplaces
- Integrated talent management focused on ensuring that the diverse talent we recruit is given the challenging opportunities necessary to build our career paths
- Specialised training for our managers on inclusive leadership and management, building diversity and inclusion into recruitment, line management and performance management.
- Inclusive training mainstreaming inclusion into all training allocation, venues, formats and styles
- Inclusive and accessible internal and external communications.



## Diversity and inclusion objectives:

To manage individuals and teams fairly in a way that is customer driven, collaborative, accountable and challenging

#### Programme themes and priorities:

- Behavioural Change collaboration with change experts on their guidance
- Your Voice diversity champions and HR supporting the delivery of managers' action plans
- Bullying and Harassment collaborating with the trade equality union working group, union equality reps, diversity champions and the Speak Out line to tackle this
- Transparent Pay advise project, support implementation and monitor impact on pay gap
- Rewards and Benefits ensuring our package is accessible and inclusive
- Diversity Impact Assessments for new projects/policies making diversity and inclusion considerations part of business as usual
- Staff Networks analyse data, increase monitoring levels and design new initiatives
- Guidance for managers e.g. managing reasonable adjustments, supporting transgender staff and supporting staff with mental health issues.



## Diversity and inclusion objectives:

To encourage innovation, positive interactions and new collaborations that enhance our performance, decisionmaking and preparedness for the future

#### Programme themes and priorities:

- Inclusive Leadership and Management putting training into practice track impact and share learning
- Knowledge Sharing case studies, good practice, capture learning and raise awareness across business
- Mentoring and Coaching target those groups who are underrepresented in leadership
- Project Teams evaluate benefits of more diverse and inclusive teams
- Leadership Development support then value at appraisal leaders that build diverse inclusive teams.





## Diversity and inclusion objectives:

To work with our suppliers and commercial partners to promote our commitment to diversity and inclusion

#### Programme themes and priorities:

- Specifications reviewing how well diversity and inclusion is built in when we commission goods and services
- Evaluation building our competence to evaluate bids and suppliers diversity and inclusion credentials
- Quality Assurance getting expert advice for suppliers managing projects with significant diversity and inclusion elements
- Good Practice engaged with our suppliers on promoting diversity, inclusion and Inclusive Design
- Inclusive Procurement making our procurement processes increasingly open and accessible
- Scope creating opportunities to widen the diversity of our supply chain (ownership and/or workforce)
- Suppliers' workforce driving up welfare facilities and safety for all those working on the railway.



## Diversity and inclusion objectives:

To build more collaborative relationships with community-based groups and stakeholders so we are better able to meet their current and future needs

#### Programme themes and priorities:

- Support the recently established Network Rail Built Environment Accessibility Panel (BEAP) where we will recruit, train, independent disabled experts in both transport and design to inform our Inclusive Design approach and standards
- Work with the National Mentoring Consortium that supports undergraduates who are disabled and/or from a black, Asian and minority background
- Working with schools and academic institutions
- Working with charities and volunteering schemes
- Working with Passenger Focus.



## Diversity and inclusion objectives:

To work with UK and EU government departments to influence policy

#### Programme themes and priorities:

- Office for Rail Regulation Project Steering Group on Ramps and Wheelchair Access
- Office for Rail Regulation Project Steering Group on Scooter Access to Trains
- Department for Transport
- Build effective relationships with partners, academic bodies and government departments
- Membership of the Association of Train Operating Companies National Rail Accessibility Forum
- Working with the Rail Safety and Standards Board.



## Diversity and inclusion objectives:

To influence the rail industry and the wider transport sector to be more inclusive

#### Programme themes and priorities:

- Promote an increased focus and adoption of diversity and inclusion to the wider industry through, for example the Rail Delivery Group
- Research with Queen Mary University, the TSSA and TOCs on equality in Rail
- Support of Women in Rail, Rail Business Awards and Women in Science and Engineering Awards. Sponsorship and judging of RAD Recruitment Awards
- Contributing to Think Act Report, which monitors the progress of gender diversity UK wide.
- Membership of the Association of Train Operating Companies National Rail Accessibility Forum
- Engage with Royal Academy for Engineering's diversity & inclusion project, working together with other engineering sector companies and bodies to share good practice and devise common approaches
- Support for the Your Life Campaign a government initiative to encourage more young people and in particular young women into Science Technology Engineering and Maths.

### Diversity and inclusion in practice

## Through the Supply Chain

The National Supply Chain holds an annual safety conference for senior managers and suppliers. The event provides an opportunity for NSC and its suppliers to build relationships, share best practice and work together to improve safety and health. The theme for 2014 was mental health and wellbeing. The event saw nearly 200 senior managers from across the supply chain discuss how to promote the importance of managing health and wellbeing in the workplace effectively. They also explored how to remove barriers preventing people from discussing mental health issues at work. Guest speakers from National Grid, a former Deloitte partner and an ex-HSE Inspector presented alongside Network Rail's Head of Health & Wellness Strategy, Chris Jones. Feedback from this event was positive, including comments like 'Best supplier safety day we've had" and "Really useful; ideas to take back to the boardroom and drive through to the organisation".

# 6 Our Approach

#### 6.1 The diversity and inclusion team – a centre of expertise

Our diversity and inclusion team is a centre of expertise that will facilitate the changes that this strategy requires. It will set standards based on extensive knowledge and expertise, supplemented by professional advice from specialist organisations. It will promote and share good practice across routes and functions and monitor our performance against the local plans we make. The team will also coordinate our efforts to influence our stakeholders, partners and policy-making forums as we strive to be a leader in our industry.

The team is customer-driven. It creates light-touch processes that enable the integration of diversity and inclusion and sustainable changes. Regular reports on progress and challenges will highlight gaps in performance and encourage us to celebrate our successes. It will also hold the business to account, focusing us on creating a customer-driven business, with a consistently fair and inclusive culture and improving the diversity of our workforce.



Our approach to becoming more open, diverse and inclusive needs to be tailored to local need, demographics and priorities.

#### 6.2 Tailored and structured

Our approach to becoming more open, diverse and inclusive needs to be tailored to local need, demographics and priorities. The most effective results will be achieved by coordinating our activities within a structured framework, basing our activities on evidence and good practice.

Sustainable progress in diversity and inclusion that we can measure requires us to apply the same formal programme, change management processes and key performance indicators that we would do to any of our business priorities.

Key performance indicators to track our performance are being developed by an external auditing consultancy and will be rolled out over the next 12 months. Progress against these will be reviewed across all teams within their wider performance dashboards.

The diversity and inclusion team will also review a broader set of indicators and the benchmarking milestones.

#### Financial Year:

#### Milestones of progress:

#### 2014-2015

- Retain Bronze standard of Business in the Community's (BITC) gender and race equality benchmark
- Bronze standard of the Business Disability Forum's (BDF) benchmark

#### 2015-2016

- Silver standard for BITC's benchmarks
- Top 100 in the Stonewall Workplace Equality Index

#### 2016-2017

- Retention of BITC's silver standard
- Top 75 the Stonewall Workplace Equality Index
- Silver standard of BDF's benchmark

#### 2017-2018

- Gold standard of BITC's benchmarks
- Top 50 in the Stonewall Workplace Equality Index

#### 2018-2019

- Platinum standard of BITC's benchmarks
- Retention of top 50 in the Workplace Equality Index
- Gold standard of BDF's benchmark



#### 6.3 Collaborative

We will coordinate the work on diversity and inclusion with the approaches of linked strategic priorities, including safety, sustainability, health and wellbeing, transparency and business ethics. Through collaboration across the rail industry and transport sector, we aim to learn faster and progress further in our joint efforts to deliver a Better Railway for a Better Britain.

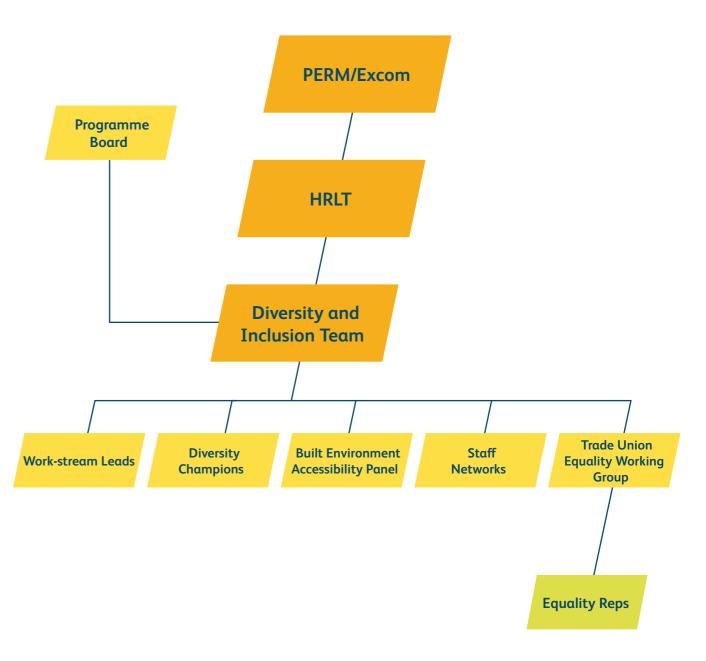
The successful delivery of this comprehensive and challenging strategy depends on the involvement of, and collaboration with, a wide range of individuals and teams from Infrastructure Projects to our new Regional Operating Centres, from the Delivery Units to the Trade Unions.

We will use Diversity Impact
Assessments to make diversity and
inclusion considerations part of
business as usual, particularly as new
areas of work arise and changes
to our policies, projects and
investment decisions are made.

#### 6.4 Governance

Figure 16 sets out the structure that supports and scrutinises this strategy.

Figure 16. Strategy and Programme Governance Structure



### 6.4.1 The People Executive Review Meeting (PERM) and Executive Committee (ExCOM)

Our Executive Committee (ExCom) is made up of our most senior leaders and each member is sponsoring a specific area of our diversity and inclusion strategy.

The People Executive Review Meeting (PERM) is a sub-committee of ExCom and oversees our approach to diversity and inclusion. The Director of Diversity and Inclusion is accountable to this group for the progress of the diversity and inclusion programme.

### 6.4.2 The Human Resources Leadership Team (HRLT)

The Human Resources Leadership Team is made up of Heads of HR and Centres of Expertise, who have responsibility for the delivery and alignment of all of our HR programmes, including diversity and inclusion.

### 6.4.3 The Programme Board

The Diversity and Inclusion Programme Board is responsible for driving the programme forward and delivering the programme. Members of the Programme Board including work stream leads and representatives of the staff networks are individually accountable for their areas of responsibility and delivery within the programme. This board will include external members.

#### 6.4.4 Work-Stream Leads

Work-stream leads are responsible for distinct projects and activities within the programme. Work-stream leads are located in each business function and route. Based on a self-assessment process they set the scope and content of activity, work with local senior staff, colleagues and other stakeholders to progress identified actions within agreed timescales, manage issues and risks, and meet reporting requirements.

### 6.4.5 Diversity Champions

Our volunteer Diversity Champions, act as role models and promote diversity and inclusion, taking actions when appropriate and challenging behaviours where necessary. They ask questions to check that diversity and inclusion is being recognised, understood and considered as integral to our business. On a personal level, diversity champions ensure that their own behaviours and decisions always adhere to the company's published values and commitments.

Our volunteer Diversity Champions, act as role models for diversity and inclusion, taking actions when appropriate and challenging behaviours where necessary.



#### 6.4.6 Staff Networks

Each network has a sponsor from the excom. They provide an effective way of helping us to reflect and understand the communities we serve. They:

- Help to improve our diversity and inclusion performance in line with our agreed objectives by giving us feedback on the effectiveness of our Programme
- Raise awareness about diversity and inclusion issues to the wider workforce
- Provide a means of consultation about proposed changes to policy and practice through the provision of expert advice and input
- Support their membership by representing their concerns or views.

### We have 6 networks, these are for everyone. They are:

- Archway our LGBT network
- Cultural Fusion our BAME network
- Inspire our women's network
- Can Do for disabled staff
- Myriad our Carers network
- The Multi-Faith Forum

# 6.4.7 The Trade Union Equality and Diversity Working Group

This working group consists of trade union representatives and employee relations and diversity and inclusion teams. The group meets three times a year to progress the consistent delivery of diversity and inclusion at an operational level. The Trade Union membership of the group provides Network Rail with valuable feedback from frontline staff about our workplace culture and policy implementation.

### 6.4.8 Trade Union Equality Reps

The role of Trade Union Equality Reps is to help make the workplace fairer and to ensure our people are more aware of the concept of diversity and inclusion in both policy and practice. Diversity and inclusion can often be complex and reps are required to keep up to date with legislation and best practice.

# 6.4.9 The Network Rail Built Environment Accessibility Panel

This panel was introduced to help Network Rail make sure that major projects, building works and station designs are accessible and inclusive. Membership is made up of external volunteers with expertise in the built environment and Inclusive Design.



#### Diversity and inclusion in practice

## Learn IT

As Network Rail becomes more reliant on technology to carry out day-to-day tasks, it is essential that our staff are supported to increase their skills levels in IT, English and Maths.

Learn:IT is an industry relevant, interactive programme, developed for the business in collaboration with the trade unions. This has helped to make sure that trainees relate their newly acquired skills to both their work and their personal lives.

The programme is targeted at those in maintenance and operational roles who have fed back that they:

- Feel invested in
- Have a better understanding on how to use technology at work and at home
- Have better skills so they are more positive about the future
- More confidence in communicating verbally and via technology
- Have recognition for the training they have undertaken.

Many areas are now looking to rollout Learn:IT as part of a 'route-wide' initiative and as such, interest in the programme has increased considerably from Board level to local depots.

## Glossary

Bisexual: A bisexual person is someone who is sexually and/or emotionally attracted to people of all genders.

Close Call: Anything that had the potential to cause injury or damage but didn't this time. A close call can be an unsafe act or an unsafe condition which could cause harm or damage in the future.

Disability: Refers to a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. 'Long-term' means has lasted, or is expected to last, for 12 months. This includes the following:

- Physical impairments, including asthma, diabetes, epilepsy etc.
- Sensory impairments such as a hearing impairment or a visual impairment
- Severe facial disfigurement
- Progressive conditions such as cancer, multiple sclerosis or HIV infection
- People who have had an impairment in the past, but have since recovered, such as cancer, mental health issues.

Organisations of disabled people make a distinction between the medical condition, which is usually referred to as an impairment, and being disabled by physical/sensory and attitudinal barriers which result in discrimination. This is called the social model of disability.

Gay/Lesbian: Emotionally and sexually attracted to people of the same sex. The term 'gay' is most commonly applied to men. The term usually applied to women who are sexually and emotionally attracted to other women is lesbian.

Gender Reassignment: A person who is proposing to undergo, is undergoing or has undergone a process to change their sex.

Harassment: Means unwanted behaviour related to disability, gender reassignment, race or gender that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment.

Homosexual: A more 'official' term for people who are sexually and emotionally attracted to members of the same sex. It is not so commonly used by lesbian or gay people to describe themselves.

Inclusive Design: A process that delivers an environment where everyone can access and benefit from the full range of opportunities available. It aims to remove barriers that create undue effort, separation or special treatment, and enables everyone to participate equally, confidently and independently in mainstream activities with choice and dignity.

LGBT: The terms Lesbian, Gay, Bisexual, and Transgender (LGBT) are often categorised together. However, they represent two distinct categories of people. The terms 'Lesbian, Gay, and Bisexual' represent peoples' sexual orientation. The term 'Transgender' refers to gender identity.

Mainstreaming; The seamless integration of diversity issues into the policy making and service delivery process – planning, development, implementation and evaluation.

Mental Health: An individual's emotional and psychological well-being.

Monitoring: Gathering data about everyone's 'protected characteristics' to check if groups of people are fairly represented and being treated equally. For example, monitoring the representation of women, or disabled people, in the workforce or at senior levels within organisations to identify trends in recruitment or promotion.

Positive action: A range of lawful actions that seek to overcome or minimise disadvantages, for instance in employment opportunities, that people who share a protected characteristic have experienced, or to meet their different needs.

Positive discrimination: Treating someone's protected characteristic more favourably to counteract the effects of past discrimination. It is generally not lawful, although the duty to make reasonable adjustments is an exception where treating a disabled person more favourably may be required by law.

Protected characteristics: These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Race: Refers to the protected characteristic of race, and to a group of people defined by their race, colour, nationality, including citizenship or their ethnic or national origins.

Reasonable Adjustment: Where a disabled person is at a substantial disadvantage in comparison with people

who are not disabled, there is a duty to take reasonable steps to remove that disadvantage by (i) changing provisions, criteria or practices, (ii) altering, removing or providing a reasonable alternative means of avoiding physical features and (iii) providing auxiliary aids.

Religion or Belief: Individuals are protected if they follow a certain religion or have no religion at all. Additionally, a religion must have a clear structure and belief system. Belief means any religious or philosophical belief or a lack of such belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour.

Sexual Orientation: Describes whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

Stereotyping: Making broad assumptions about an individual or group based on a particular attribute.

Transgender: A person who has the protected characteristic of gender reassignment. This may be a woman who has transitioned or is transitioning to be a man, or a man who has transitioned or is transitioning to be a woman. The law does not require a person to undergo a medical procedure to be recognised as a transgender.



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