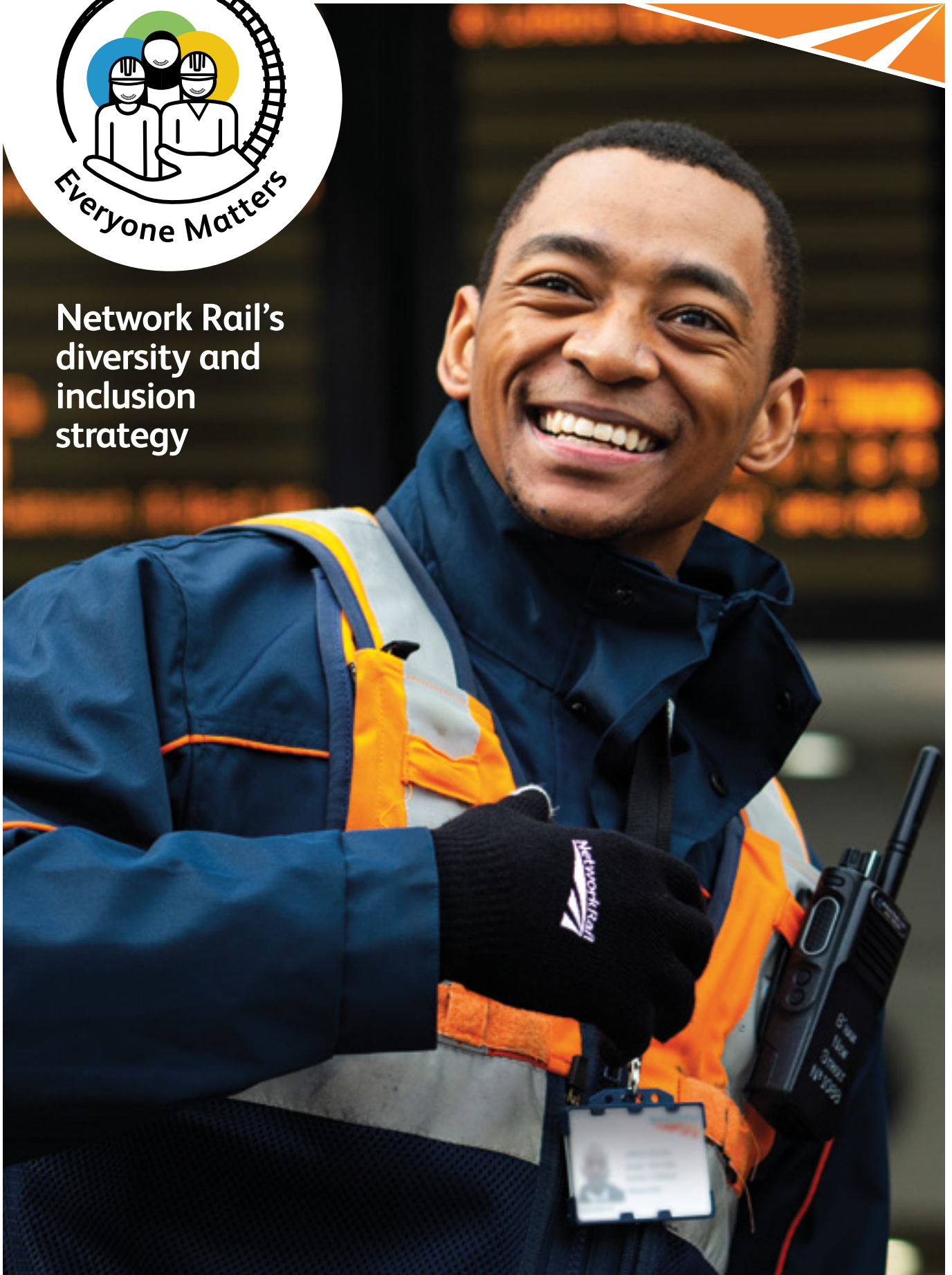




Network Rail's diversity and inclusion strategy



Building a more diverse, open and inclusive organisation



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“Our ambitions for the next five years are clear. We want to be on the side of the passengers and demonstrate our leadership across the rail industry. We will be an organisation that is easy to do business with, and one where our people are proud to work.

To achieve these ambitions, we will work to increase the diversity of our workforce so that we represent the passengers that we serve up and down the country – because everyone matters.”

Andrew Haines
Chief Executive

Thank you

We would like to thank every diversity and inclusion champion; each member of our employee networks; our diversity and inclusion leads and workstream leads and the trade union equality representatives; and the members of the Built Environment Accessibility Panel (BEAP) for contributing to the delivery of our diversity and inclusion strategy – everyone matters.

The Diversity and Inclusion Team

Foreword

We are pleased to publish this, our second diversity and inclusion strategy, Everyone Matters. It builds on the work that we have undertaken over the last five years and builds on the foundations established in creating a more open, diverse and inclusive organisation.

In our first diversity and inclusion strategy, we sought to develop the business' awareness and appreciation of what diversity and inclusion means to us, the wider rail industry and related sectors, engineering, transport and construction.

Our Everyone Strategy was a landmark for us. It set out the definitions of diversity and inclusion; a comprehensive evidence base of early research about why diversity and inclusion matters. We tied diversity and inclusion to the strategic plan to demonstrate the importance and relevance. We provided an explanation about the protected characteristics.

The title of the strategy 'everyone' sought to be inclusive and challenge a perception that diversity and inclusion is only about specific groups. We wanted all our employees to understand that diversity and inclusion is about every person working with the organisation and everyone that we serve.

With a growing confidence to explore difference and discrimination, we introduced targets for gender diversity and for race. In some parts of the business this was interpreted as those groups having priority. In fact, we had taken an integrated approach to address all aspects of diversity and inclusion because 'everyone matters'.

Everyone Matters represents the next phase in our diversity and inclusion maturity where we have extended targets for each aspect of our approach.

Our new strategy seeks to enhance our approach so that we are increasingly addressing “intersectionality¹” where our people with multiple identities may face the most exclusion. For example, the low educational attainment of white working-class boys limits their social mobility; or being a black, disabled, LGBT+ person may result in reduced job opportunities in comparison to the white, heterosexual, non-disabled male population.

“We wanted all our employees to understand that diversity and inclusion is about every person working with the organisation.”

1. This is a theory of interlocking discrimination which defines that those who are the most marginalised in society fall under multiple forms of minority social layers such as age, class, faith, race, gender and sexual orientation – Crenshaw, K. (1991). Mapping the margins: Intersectionality, identity politics, and violence against women of color. Stanford Law Review, 43, 1241–1299.



Building our maturity to recognise how this impacts our people and our passengers will mean we can respond more appropriately and open opportunities to all.

We have made much progress over the last five years. Some 4,864 people attended our Inclusive Leaders programme at Network Rail, which introduced the concept of unconscious bias and the features of being an inclusive leader.

We introduced inclusive design principles and a Built Environment Accessibility Panel (BEAP), which has begun to integrate accessibility into our programmes.

We have established six employee networks with over 3,000 members across the company. We have 1,700 diversity and inclusion champions including our chair and chief executive. We also have a trade union equality working group and a series of guides and toolkits to aid best practice.

Part 1

Introduction

Our Diversity and Inclusion team has worked with independent bodies and organisations to benchmark our work in this area and have achieved recognition and awards for this work.

These achievements mean that we are well on the way to taking Network Rail to the next level, and in the coming five years we will see greater numbers of our people being more inclusive, demonstrating empathy and the capacity to work with a range of people to enable us to keep the passenger at the forefront of everything we do.

Britain's railway is central to the economic success of the country. It connects people to people, to jobs, goods and leisure and to markets, and stimulates economic growth. In recent years, Britain has had the fastest growing and safest railway in Europe, with the number of rail journeys doubling in the last 20 years and passenger numbers expected to increase by 40% by 2040.

It is an industry, which offers not only prosperity and connectivity at home, but gives British businesses and technologies export opportunities overseas. Our plan for a better railway focuses on us being on **the side of the passenger and freight, an industry leader, a dependable partner and a company people are proud to work for.**

To achieve this, it is essential to continue to build and maintain an increasingly open, diverse and inclusive organisation, harnessing the skills and expertise of all our people.

This strategy is about changing our culture and that of our sector. A key message from Keith Williams during his review of the rail industry is that the culture of the railway needs to change, with a real focus on the railway's passengers, across the sector, including at senior levels. We have already taken steps to do this with the Putting Passengers First programme and we are leading the way forward for the industry.

We know we need to attract people from a range of backgrounds, with fresh perspectives and different experiences if we are to deliver our ambitious plans. The statement that having diverse teams and being inclusive makes for better service delivery is much more widely accepted within our business².

“We need to attract people from a range of backgrounds, with fresh perspectives and different experiences.”

2. McKinsey, Delivering through Diversity, (2017);
Deloitte, Unleashing the Power of inclusion (2017);
Catalyst, Why Diversity Matters (2013);
Royal Academy of Engineering – Creating Cultures where all engineers thrive (2017).

We have seen this in the work of our Built Environment Accessibility Panel (BEAP), which has been the forerunner to us as a company putting passengers first.

We also introduced Diversity Impact Assessments (DIAs) to help us understand the effect of our work on different groups. This process will be made into a standard over the course of this new strategy. This means that people will be required to undertake DIAs and provide us with assurance that we understand how we affect diverse communities and what we are doing to create a positive impact.

We have been on our journey to becoming a more open, diverse and inclusive organisation since 2013. We have seen an increase in the percentage of people from a black, Asian and minority ethnic (BAME) background from 6.46% to 8.51% of the total workforce, (a 31.73% increase). The percentage of women has also increased by over 21% to 17.3%³.

Nevertheless, we know that we are not representative of the communities that we serve. Gaps remain in our data and knowledge about the diversity of our people. For example, the under-representation of disabled people and LGBT+ employees is something that we will continue to address over the next five years.

We have introduced positive action, like targeted recruitment, and mixed interview panels, and will continue to do so as we help the business understand the difference between being proactive with specific activities, as opposed to positive discrimination which is not lawful.

3. Where we have used data and comparative numbers, they were taken from the start of CP5 (1st April 2014) and the 1st January 2019.

What we look like at the start of CP6

Age	3,002 people over 60; and 569 people over 65
Disability	1.28% people shared that they are disabled; 48.34% non-disabled 49.3%; not known and 0.8% prefer not to share.
Gender	Women 17.30% – Men 82.70%
Race	8.51% black, Asian and minority ethnic employees; 13.66% unknown; 2.12% prefer not to share; 76.21% white
Sexual identity	Of those that share their data less than 1% indicated that they were LGBT+. This is in some measure because people do not always feel safe to share this information, or colleagues may not be out in the business.



What it tells us

We have made progress in terms of increasing the diversity of our workforce, and becoming more open about who we are, and being more inclusive. Our challenge over the coming five years remains an ageing workforce and a skills shortage.

We continue to build a more inclusive and diverse organisation and rail industry, and work to spread diversity across our leadership positions. We also need to be more consistent in our approach and have processes that prevent bias.

We want our people to be proud of who they are, able to bring their full selves to work, and to realise their potential.



By 2024:
13%
of leadership roles are filled by BAME (Black, Asian and Minority Ethnic) employees

Our values

Diversity and inclusion is implicit in the four values that have we created, and by living up to them we will be demonstrating that everyone matters:



Always safe

Safety is not negotiable. With clear accountabilities, we must challenge ourselves and our colleagues every time we witness unsafe behaviour.



Care about people

Respect, kindness and empathy are all part of treating others the way we wish to be treated. It is simply about asking ourselves 'how can we better care for the passengers that we serve every day?



Teamwork is key

It's about mutual support, no matter what. We pull together as one rail industry, with the needs of passengers and freight users at the heart of what we do.



Empowered to ACT

We're empowered to do the right thing for those who use the rail network. It is about removing barriers and ensuring that we have what we need to be able to act, when and where it's required.

We want our people to be proud to work for Network Rail, because wherever they go, whoever they are, and whoever our passengers are, everyone is treated with dignity and respect and appreciated for their individuality and the contributions that they bring.

This more mature approach to diversity and inclusion will see us enhancing the culture of our business, and the extent to which we are being inclusive and creating an environment where people can really flourish.

By 2024:
Women are in
30%
of leadership
positions



Part 2

Summary

Everyone Matters is bold in its aspirations and reach. It is for the entire business and speaks to how we will work with others on diversity and inclusion, the Department for Transport (DfT), Transport Scotland, the Office for Rail and Road (ORR), the Rail Delivery Group (RDG) or our collaboration with partner businesses like HS2 or through work with our supply chain.

Everyone Matters is an extension of the initiatives that we have introduced. Our six employee networks collectively have over 3,000 members and each one is increasingly working with other organisations in our sector and other industries.

Our Diversity and Inclusion Champions are local change agents. They are role models, they sign-post people to advice and information, and challenge us to improve.

The Inclusive Leadership at Network Rail programme and Everyone Learning programme, which is about the behaviours we expect, are well respected products that develop our people's understanding of the importance of diversity and inclusion.

We welcome the recent introduction of Route/Region leads for diversity and inclusion which signifies a greater commitment to diversity and inclusion and providing much needed local support.

Everyone Matters builds on current activities and balances a focus on culture change, and increasing representation based on merit. We want leaders at all levels of our organisation to be more confident and explicit in their inclusive leadership skills, building on traits like empathy, listening and recognising individual skills and talents, actively learning from different people and attracting diverse talent.

We will develop the suite of training available to our all employees including face-to-face programmes. We recognise that delivering diversity and inclusion requires both tenacity and time, and the next five years will see further progress not only within Network Rail, but across our sector.

We continue to work towards being a more diverse, open and inclusive organisation, a place where everyone matters. Understanding the composition of our workforce is an important feature. We will work to encourage more people to share their data with us and reinforce its importance and purpose.

“We want leaders at all levels of our organisation to be more confident and explicit in their inclusive leadership skills.”

By 2024:
13%
 of employees
 describe their
 ethnicity as
 BAME (Black,
 Asian and
 Minority
 Ethnic)

Even though the diversity of our organisation is improving, women are still under-represented in our business, and this is even more the case for employees who are from a black, Asian or minority ethnic background, disabled people and people from the LGBT+ community.

We cannot be complacent about these aspects, and increasingly as we grow in our diversity and inclusion methods, we will be developing our capacity to address intersectionality and its affects on people who experience discrimination on multiple levels.

Everyone Matters describes each of the areas that we will focus on and demonstrates how we address our legal obligations under Equality Act 2010 and fulfil our public sector equality duties.

However, the legislation is not the only driver for diversity and inclusion. We aim to be an employer of choice for all members of society. We want to be a more diverse and inclusive organisation that puts people first and delivers a world class service to our passengers.

This is best achieved with a diverse workforce and reducing – if not eliminating – any gaps in pay, and harnessing a culture where people are able to be themselves.

In developing this strategy, we have consulted with our employee networks; our Diversity and Inclusion champions and our Human Resources (HR) leadership team. We have also issued it for comment to the Department for Transport (DfT), the trade unions, Rail Delivery Group (RDG) and the Office of Rail and Road and our Built Environment Accessibility Panel (BEAP).

This strategy reflects what our people and stakeholders want us to do over the next five years, and we know we are up for the exciting challenge ahead.

Summary activities

Diversity and inclusion is integrated into each of the people outcomes in our People strategy for Control Period 6 (CP6, which covers 2019 to 2024). The tables on the following page illustrate this feature by aligning a people outcome to an area of activity for the Everyone Matters strategy.

We are pleased by the depth and breadth of the diversity and inclusion approach, and the people outcomes mean that there are firm interconnections.

The activities are summarised with the specific outcomes to be achieved by 2024, the links to our business priorities, along with the benchmarks or measures to be used.



Summary plans

Our diversity and inclusion strategy is broad. Each area of activity of the Everyone Matters strategy is linked to a people outcome and to our business priorities for CP6.

Area	What we will do	Outcome by 2024	People Outcomes	Business priorities	Benchmark or measures
1. Accessibility and inclusion matters	Make our passenger services more accessible and inclusive, especially for disabled people. Use inclusive design standards.	Improved passenger experience. Better collaboration with industry stakeholders. Deliver inclusive design.	Leading the way in making the railway industry more diverse and inclusive.	<ul style="list-style-type: none">· Putting passengers first.· An industry leader.· A dependable partner.	<ul style="list-style-type: none">· BEAP is a Network Rail standard.· DIAs are a Network Rail standard.· RIBA awards for inclusive design.
2. Race matters	More people from a black, Asian and minority ethnic (BAME) background in leadership positions. Increase BAME representation throughout the business. Publish ethnicity pay gap report and activities.	Greater representation of black, Asian and minority ethnic people in Network Rail and in leadership positions. Reduce the ethnic pay gap.	Network Rail attracts, develops and retains dedicated and committed people.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Signatory to the Race at Work Charter for BiTC.· BiTC Diversity Intelligence Standard.· 13% of employees and leaders from a BAME background.· Leadership programme for BAME employees.
3. Disability matters	Train all people managers to deliver reasonable adjustments. Develop appropriate environments for our people, e.g. neuro-diversity, mental health.	100% increase in disabled employees, through recruitment and by more people sharing their diversity monitoring data. Run a disability pay gap analysis.	Network Rail's environment enables everyone to reach their full potential.	<ul style="list-style-type: none">· Putting passengers first.· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Disability confident Leader status retained.· Business Disability Gold Standard.· Inclusive Employers status retained.· Mandatory training on disability awareness 100%.
4. Gender matters	Increase the number of women in leadership positions. Improve recruitment and retention of women.	Better gender diversity with women representing at least 26% of our workforce. More women in leadership positions (30%). Reduce the gender pay gap.	Network Rail is one of Britain's best employers.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Top 50 employers for Women.· BiTC Diversity Intelligence Standard.· 26% by 2024.· Leadership programme for women.

Area	What we will do	Outcome by 2024	People Outcomes	Business priorities	Benchmark or measures
5. LGBT+ matters	Provide LGBT+ awareness/ confidence training for our people managers.	Inclusive employer of LGBT+ employees and more visible LGBT+ leadership and role models.	Network Rail encourages great leadership. It's a place where there's mutual trust and respect between line managers and employees.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Stonewall's Top 100 Workplace Equality index.· Mandatory training for all managers.· 100% higher disclosure rate.· Mentoring programme for LGBT+ employees.
6. Carers matters	Review family-friendly policies to support carers. Make people managers more aware of carers' needs.	An increase in the number of recognised carers.	Network Rail prioritises mental health and employee wellbeing and supports and develops resilience in its people.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· In England and Wales achieve Carer Confident benchmark level 1.· In Scotland achieve a Carer Positive award.
7. Faith and belief matters	Provide briefings for all employees. Develop a directory of faith spaces for our people.	An employer where people of different faiths and beliefs feel they are equally respected and valued.	Network Rail is a place people feel safe, looked after and treated with dignity and respect.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Recognised for supporting faith and belief in the workplace.· Inclusive employer status.· Mandatory training for all employees.
8. Age matters	Develop mentoring between older and younger employees.	Better transfer of skills and experience between generations. More flexible working arrangements.	Network Rail leads the industry in planning for and developing leadership and skills to meet the future needs of the railway.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for.	<ul style="list-style-type: none">· Recognised as an employer for all ages.· BiTC Diversity Intelligence Standard.
9. Social mobility matters	Promote work with ex-offenders and lone parents. Widen participation programme for people from low socio-economic backgrounds. Work with organisations like the Prince's Trust.	A workforce which embraces diversity and where people are proud to work.	Network Rail is a place people are proud to work.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.· A company people are proud to work for	<ul style="list-style-type: none">· External accreditation.· Social Mobility Employers index.

Inclusion matters

The areas that underpin the approach to diversity and inclusion across the whole business.

Area	What we will do	Outcome by 2024	People Outcomes	Business priorities	Benchmark or measures
Leadership	Introduce diversity and inclusion objectives. Integrate inclusive leadership attributes into leadership development at all levels. Develop diversity and inclusion competencies.	All leaders are diversity and inclusion competent.	Network Rail encourages great leadership and is a place where there is mutual trust and respect between line managers and employees.	<ul style="list-style-type: none">· An industry leader.· A company people are proud to work for.	<ul style="list-style-type: none">· 25% of leaders involved in reverse mentoring.· 100% completion rate for all diversity and inclusion training modules.
Bullying and harassment	Formally introduce a campaign of zero-tolerance of bullying and harassment.	All employees aware of and promote a zero-tolerance, no bystanders approach to bullying and harassment of all types.	Network Rail is a place people feel safe, looked after and treated with dignity and respect	<ul style="list-style-type: none">· An industry leader.· A company people are proud to work for.	<ul style="list-style-type: none">· On-line courses to prevent any increase in number of incidents.· Improved engagement scores/commentary.
Monitoring data	Conduct a business-wide, data gathering exercise. Identify a range of opportunities to encourage personal data sharing.	More people sharing personal data.	Network Rail leads the industry in planning for and developing leadership and skills to meet the future needs of the railway.	<ul style="list-style-type: none">· An industry leader.	<ul style="list-style-type: none">· More employees sharing all areas of diversity monitoring data.
Flexible working	Enhance and promote flexible working.	An improved range of flexible working arrangements, accessible to all employees.	Network Rail is one of Britain's best employers.	<ul style="list-style-type: none">· A company people are proud to work for.	<ul style="list-style-type: none">· Top 20 employer for flexible working.· Better range of working arrangements across the business.
Procurement matters	Use our procurement to encourage the supply chain to be more diverse and inclusive.	Supply chain is deploying a more diverse workforce.	Leading the way in making the railway industry more diverse and inclusive.	<ul style="list-style-type: none">· An industry leader.· A dependable partner.	<ul style="list-style-type: none">· Network Rail, or rail sector diversity awards for our supply chain.
Collaboration matters	Work with rail and related sectors to develop industry-wide diversity and inclusion practices. Work with the Trade Unions to promote diversity and inclusion.	Network Rail continues to be recognised as a leader in diversity and inclusion.	Lead the way in making the industry more diverse and inclusive. Support Trade Unions' work on employee networks and diversity and inclusion programmes.	<ul style="list-style-type: none">· On the side of the passenger.· An industry leader.· A dependable partner.	<ul style="list-style-type: none">· Accredited as an Inclusive employer.· Cited as a positive partner for diversity and inclusion.· Encourage supply chain and partners to adopt Disability Confident status.· Encourage supply chain and partners to become Stonewall champions.

Targets to be achieved by 2024
Each area of the diversity and inclusion strategy will be co-ordinated by the diversity and inclusion team. Using a data-based approach, the team will develop appropriate project or programme plans. The targets that we have set are based on a combination of national demographics and data based on the composition of our workforce. Regions, routes and local teams will contribute to targets through their local diversity action plans.

The 2024 targets

- 13%

13% of employees describe their ethnicity as BAME (Black, Asian and Minority Ethnic)
- 13%

13% of leadership roles are filled by BAME employees
- 26%

At least 26% of our workforce are women
- 30%

Women are in 30% of leadership positions
- 100%

Increase in the number of employees sharing whether they are disabled or not
- 10%

10% of leadership positions filled by people with a disability
- 100%

Increase in the number of employees sharing whether they are LGBT+ or not
- 10%

10% of leadership positions filled by LGBT+ employees
- 100%

Increase in the number of people sharing whether they are carers or not
- 100%

Increase in the number of people with flexible working arrangements

Part 3

Context matters

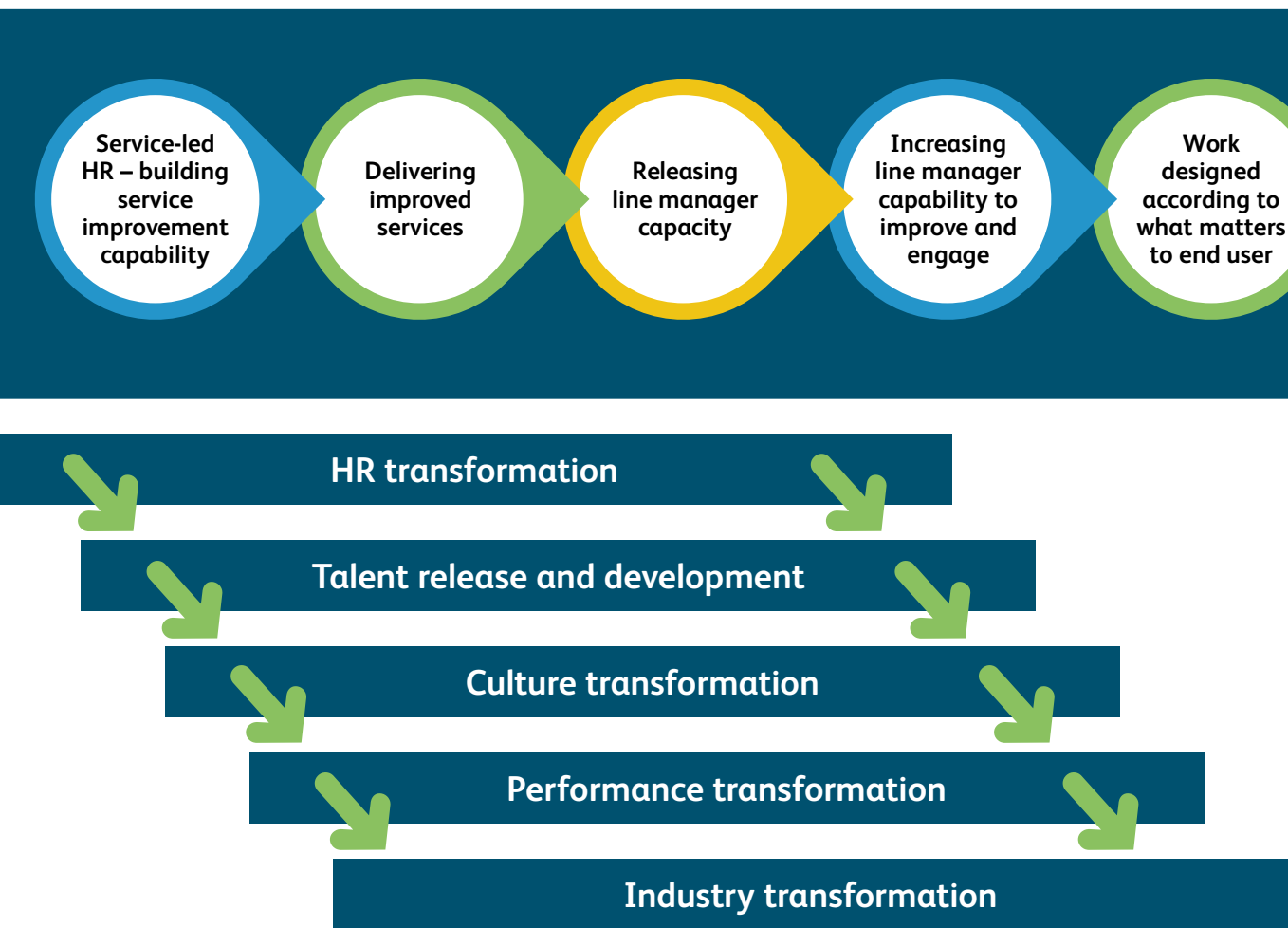
Our People strategy for CP6 describes how our people will be enabled to deliver our [Strategic Business Plan](#) and business priorities.

People Strategy for CP6 putting passengers first

Our People strategy seeks to transform our HR approach and integrate diversity and inclusion into everything that we want to achieve.

Using a systems thinking approach it means that we will be change drivers, devising interventions based on the areas that create challenges for our people.

The diversity and inclusion team will continue to work across the business to develop best practice and establish wider ownership of our people processes.



This transformational approach is a welcomed development and requires us to build the capacity of the business to deliver our people outcomes:



‘We’re making diversity and inclusion a whole business issue – not solely the responsibility of HR.’

Our Diversity and Inclusion team will provide the overarching framework, expertise and guidance to our HR colleagues throughout the company, the Route/Region diversity and inclusion leads and group functions that impact on everything that we do.

This will require us to have the appropriate regional leadership and commitment, the right local structures and action plans to deliver the strategy.

- It also means continuing collaboration with:
- ‘centres of expertise’ like our Rewards and Benefits team who lead on gender pay gap reporting
 - colleagues who oversee the resourcing, talent and leadership development activities; and our Training and Development teams who will be tasked with enhancing our people’s skills
 - our Industrial Relations team for working with trade unions
 - the HR operations who own our people policies.

Our work with the routes directly supports the delivery of accessibility. We will work with our Communications team to promote our progress; and with colleagues in Contracts and Procurement to influence our procurement.

This matrix approach helps to better integrate diversity and inclusion across our people outcomes and serves to make diversity and inclusion a whole business issue, rather than solely the responsibility of HR.

As we work to deliver the People strategy, we are restructuring how we organise our work, to create deeper devolution and bring us closer to our passengers. We have introduced five regions, Eastern, North West and Central, Scotland, Southern, Wales and Western, which encompass 14 routes.

This new structure will impact on the current delivery model that we have for **Everyone Matters** and brings fresh opportunities to strengthen the integration of diversity and inclusion.

Part 4

What we will do

4.1 Access and inclusion matters

Outcome	Measures	Milestones
An improved passenger experience; collaborating with the industry, our funders, and Transport Scotland to deliver Inclusive Design	Diversity Impact Assessments and the BEAP are made Network Rail standards	New Accessible Travel Policy; updated inclusive service training for station employees; new standards for accessibility including changing places facilities in managed stations

Accessibility for our disabled passengers is a significant and complex issue for us. We are working with largely Victorian infrastructure, which was not designed for the volume of use that we have today, nor the diversity of passengers and the variety of their needs. Having facilities which are often listed buildings, presents challenges and opportunities for us to be innovative.

Accessibility is about everyone: disabled passengers, older people, people of different faiths, people who are using our stations for work and for leisure. Creating access is one part, making the environment inclusive is the prize – delivering world class services for our passengers.

CP6 sees us building on the inclusive design strategy published in 2014 ‘Spaces and Places for Everyone’. Our approach to access and inclusion puts passengers at the heart of our service and design considerations. Whether on our stations or on their journey, we are going to be diligent in developing more consistently high-quality passenger experiences.

Passengers first
In July 2017 the DfT published its Inclusive Transport Strategy⁴. The DfT’s approach mirrors that which we introduced in our Inclusive Design Strategy and we are keen to make sure that we play an active leading role in realising the ambitions. This includes improving guidance available to disabled passengers; training our customer service employees and enhancing the information available to our disabled passengers.

‘We are going to be diligent in developing more consistently high-quality passenger experiences.’

4. <https://www.gov.uk/government/publications/inclusive-transport-strategy>

‘We will work to embed access and inclusion training into our customer service approaches, increasing the training of employees by disabled people.’

Working with our Managed Stations Steering Group, we will create a framework and schedule for improving the accessibility of our managed stations, including the live reporting on our assets and facilities, for example reporting on the availability of lifts and escalators.

We will work to embed access and inclusion training into our customer service approaches, increasing the training of employees by disabled people.

Collaborate with industry and funders

Our success in creating more consistently positive passenger experiences of their end-to-end journey relies on us aligning our efforts with the DfT, ORR, RDG, Station Capacity team and the Disabled People's Transport Advisory Committee (DiPTAC).

Knowing that disabled passengers can encounter barriers to the railway from the point of deciding to travel through to their destination, drives us to improve these experiences. We have worked with industry partners on the Railway for Everyone study, a project based on our commitment to making rail as accessible as possible for all our passengers. The study has been designed to provide a range of options that when agreed will provide a safer and more accessible railway over a generation.

Collaborating with industry partners through stakeholder meetings, implementing and leading change enables us to challenge and influence the sector, raise the bar in passenger experience and better integrate inclusive design, going beyond minimum requirements.

We will be actively involved in programmes designed to enhance the passenger journey, for example trialling a Passenger Assistance mobile application in our managed stations and working with our train operating partners.

Inclusive Design

We will further embed Inclusive Design into our business. Key design principles, the Network Rail Design Panel and improved design assurance, co-sponsored by our chief executive and chair, mean that we are better equipped to drive compliance to Inclusive Design practice.

This means that we will improve the Diversity Impact Assessment (DIA) process, which is a way of gauging the effect of our designs, plans and activities on our passengers and people who use our stations and infrastructure, like footbridges. This means that the DIA e-learning will be rolled out in the Routes as they take on more responsibility for capital build programmes.

We will work with Network Rail Assurance Panel (NRAP) which signs-off our projects like footbridges, or new station designs. This is critical, as we want to ensure that our facilities are accessible and inclusive, to improve the likelihood of building new facilities which are future proofed for all our passengers.

Our DIA e-learning will give far more confidence to the process and outcomes and we will develop the DIA Super Users through training people, who will in turn promote best practice.

Our Built Environment Accessibility Panel (BEAP) will become a formalised standard and we will dovetail this approach with that of the NRAP who oversee investments and designs. This will be an important feature of our approach in CP6 as we seek to provide accessibility on a much wider basis, minimising new builds which are not accessible.



Cultural Fusion, our employee network for black, Asian and minority ethnic employees

468 members

4.2 Race matters

Outcome	Measures	Milestones
Increased representation of black, Asian and minority ethnic people in Network Rail. Increase of black, Asian and minority ethnic employees in leadership positions	13% of Network Rail employees and leadership (executive to band 4 grades) are from black, Asian and minority ethnic background; a reduction in the ethnicity pay gap	Signatory to the Race at Work Charter, BiTC Diversity Intelligence Standard

We have seen an increase in the number of people from black, Asian and minority ethnic (BAME) backgrounds working for us. During Control Period 5 (CP5, which covers 2014 to 2019) we appointed our first ever managing director from a BAME background. With his retirement we see a reduction in the levels of seniority of people from these backgrounds. This is our challenge. Because the numbers are so low any movement will have a significant impact. The stereotyping of black people not being managers persists as our unconscious bias kicks in and we see a disproportionate number of black, Asian and minority ethnic people in junior and non-management grades.

CP6 will see us taking positive action to redress this imbalance⁵. We will produce an ethnicity pay gap report, and much like the work we do on gender diversity, we will introduce approaches to support both the attraction and promotion of people from BAME backgrounds.

Initially, we will find out about the experiences of our BAME employees, and their thoughts about what and where we can improve. Cultural Fusion, our employee network for black, Asian and minority ethnic employees, has 468 members and will be crucial in holding us to account for increasing the number of BAME employees in leadership positions and improving our appointment rates.

5. [Race at Work report](#)

4.3 Disability Matters

Outcome	Measures	Milestones
An inclusive employer for disabled people, and an increase in leaders who are disabled	Increase in disabled people through recruitment and improved sharing of personal diversity data on disability by 100%	Disability Confident Leader status retained, Business Disability Gold Standard, Inclusive employers status retained

Just 1.28% of our employees have shared that they are disabled which equates to 510 people. Yet in 2018, following the introduction of assistive technology Read and Write which supports people with dyspraxia and dyslexia, 918 people have downloaded the technology. This tells us that employees continue not to share their disability with us.

We are intent on removing the physical, environmental and attitudinal barriers that inhibit people sharing information because they believe that it is unsafe, or that they will experience a detriment, or that we will not provide the appropriate support.

Since 2018, we have been a Disability Confident Leader, and we were named the number one inclusive employer for disabled employees by Vercida⁶.

CanDo, our disabled employees network, has 508 members and provides an important lens through which we understand what we are doing well and where there are areas for improvement. Whilst we have good policies, such as reasonable adjustments, during CP6 we want to see improved and much more consistent application and greater confidence within our people managers so that they can provide the right support to disabled colleagues at the right time.

Inclusive employers
The built environment for our workforce environment: We know disabled people are more likely to be unemployed⁷. Yet the evidence indicates that disabled people have less sickness, more loyalty and productivity if we, as employers, provide the right environment.

“We will provide mandatory disability awareness training for our line managers.”

6. Vercida – a inclusive recruitment service No 1 for disabled people and No 4 for LGBT+ employees December 2018
7. [Scope Charity \(disability facts and figures\)](#)

By 2024:
At least
26%
of our
workforce
are women



As we pay greater attention to the passenger experience at our stations, so too must we in our People Strategy, and pay attention to the built environment for our people. This means making sure that there are accessible facilities for all; quiet spaces for our neuro-diverse employees and well-informed people managers who can anticipate needs and remove barriers.

We will provide mandatory disability awareness training for our line managers so that they provide better support for our people.

We will co-ordinate our workplace and facilities management functions better to improve the built environment for our employees, so that if disabled people change jobs within Network Rail, we have a more streamlined approach to applying existing or adapting arrangements which work. For example, reasonable adjustments, whilst regularly reviewed, ought to transfer easily between departments when people change roles throughout their careers.

Attracting, recruiting, retaining and progressing disabled talent is a crucial aspect of our strategy over the next five years. In the same way that we want to increase gender diversity, we will work to make sure that along with attracting disabled people, we are identifying, developing and retaining our disabled talent.

We know that as an ageing workforce we are more likely to encounter disability. Therefore, being more creative about how we support our people and identify new opportunities for colleagues whose life circumstances have changed is an important feature of being a great place to work.

Our Disability Confident Leader status was well earned in 2017. It is based on us providing substantial evidence of our policies and processes that provide support to disabled candidates. This has meant that our resourcing teams have had to change the way they work, and we would like to see an even more consistent approach as we deepen devolution.

a. Mental health and wellbeing is addressed in our [Back to Basics strategy](#).

We will work with our colleagues in Occupational Health, to provide a positive framework for people, with the team focusing on supporting the culture while the Chief Medical Officer works on supporting conditions.

b. Neurodiversity: we have made some small progress in this area. We will work with our trade union colleagues to share approaches to neurodiversity.

“At the core of the project has been a focus on how we attract, recruit, retain and progress women.”

By 2024:
The number
of employees
happy to share
the fact
that they are
LGBT+ or not
to rise by
100%

4.4 Gender Matters

Outcome	Measures	Milestones
Increased gender diversity and a reduced gender pay gap	Women represent at least 26% of our workforce by 2024	Entry into the Top Fifty Employers for Women, and achieved the BiTC Diversity Intelligence for gender equality

We created our 20by20 project to concentrate on how we could bring more women into our business. For the first time, in 2017 we set a target of 20% to be achieved by the end of 2020.

At the core of the project has been a focus on how we attract, recruit, retain and progress women, exploring how our underlying culture, including our facilities, might put women off. We're pleased with the creativity and energy that the project has stimulated across the business, with different routes identify opportunities to increase the representation of women in their area.

Similarly, colleagues in our Integrated Talent Solutions team have introduced gender neutral job-descriptions and adverts, and more targeted efforts to attract and develop women into leadership positions, by providing targeted leadership programmes.

The project continues to make incremental progress towards the target and by the end of CP6 we want women to be at least a quarter of our workforce. This remains an ambitious stretch for us, one which we must continue to address. The approaches utilised here will become 'business as usual' as we task all people managers to recruit from as wide a pool of talent as possible.

We began working on our gender diversity before the formal requirement for businesses to produce a gender pay gap. We are taking the learning from this project to apply it to our work on race equality, and other future initiatives.

Inspire, our gender diversity employee network with 1,000 members, will continue to support the improvements that we are making. These include: targeted development programmes for women; maternity buddying and our returners programme, alongside increasing the engagement of men as allies to support gender equality.

4.5 LGBT+ matters

Outcome	Measures	Milestones
Inclusive employer of LGBT+ employees and increase visibility of LGBT+ leadership	Increase in the people sharing their sexual identity by 100%; a pilot development programme for LGBT+ leaders for tomorrow, and inspiring leaders	Year on year improvement in position in Stonewall's Workplace Equality Index

We see that 0.71% have shared that they are LGBT+ and the proportion using the data from the annual population survey by the ONS is 2%⁸.

We have made significant progress for our LGBT+ colleagues. We sponsor participation in PRIDE across Britain annually. The small percentage of sharing data about sexual identity, means that we need to focus on improving how we get the messages across, about being open, diverse and inclusive.

We host the Transgender Day of Remembrance at our corporate headquarters in Milton Keynes every year and Sparkle for our Trans colleagues, and we have also developed guides for working with Trans colleagues. We also have senior people who are 'out' in the business who serve as role-models.

We do need to increase the visibility of our LGBT+ community and in particular where colleagues may be isolated. We want to be confident that our people are safe wherever they are and whoever they are.

We will continue to introduce language which recognises the breadth of sexual identity and gender descriptions, and this means working with our IT systems to make sure that categories reflect the diversity of options, and people can make individualised changes as they wish.

Archway, our award-winning employee network, is crucial to driving this visibility and with its 600 members, will continue to go from strength to strength. In fact, more people have joined Archway than have shared their sexual identity.

We are just inside the top 200 of the Workplace Equality Index, a position that we want to improve substantially by the end of 2024.

8. Annual Population Survey ONS <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2017>.

Myriad, our employee network for carers has **210** members

4.6 Carers matters

Outcome	Measures	Milestones
An increase in the number of recognised carers	People managers increase awareness of support available for carers	In England and Wales achieve the Carer Confident benchmark; ⁹ achieve a Carer Positive award ¹⁰

We have 210 carers who are members of Myriad, our employee network. We anticipate that this number will grow as we are an ageing workforce, which has the dual responsibility of caring for parents and children, alongside partners and close friends as 1 in 7 people are juggling work and care.

Carers indicated that the most helpful things that employers can do to support carers is to be a supportive employer/line manager and offer flexible working and additional paid care leave¹¹.

Myriad has been important in revising our policies and we anticipate continuing to support carers through augmenting our family friendly policies and working with other organisations.

We will review our family-friendly suite of policies to make sure that we are providing the right support to carers, including improving line managers' appreciation of carers' needs. We will continue to work with Carers UK and Employers for Carers who help us make sure we are adhering to best practice and obtain the relevant accreditation.

9. www.employersforcarers.org/carers-confident
10. www.carerpositives.org/carers-positive-awards
11. Juggling work and unpaid Care – Carers UK supported by Centrica 2019

4.7 Faith and belief matters

Outcome	Measures	Milestones
An employer where people of different faiths and beliefs feel they are equally respected and values	Increase in positive participation in the Multi-faith employee network	Recognised for supporting faith and belief in the workplace and Inclusive employer status

Hate Crimes in the UK have risen by 40%, from 5,949 in 2016-17 to 8,336 in 2017-18¹². At a time where there is an increase in Anti-Semitism and Islamophobia and religious hate crime, it is important that we create an environment in which our employees feel safe to practice their faith or belief.

We have a number of large offices that are now introducing prayer rooms and quiet spaces for contemplation. We will review the availability of these spaces, make sure that they are appropriate and produce a directory of facilities for each route and publicise their availability.

Our Multi-faith employee network has 200 members and has been pivotal in delivering a 'Just Ask' campaign in which they encourage colleagues to have a conversation about different religious or not beliefs.

These discussions may be sparked by seeing different religious symbols, or attending different religious ceremonies like Easter, Eid, Hanukah and Ramadan. We appreciate that faith can be a deeply personal feature and we are keen to make sure that people of different faiths and people with no religious beliefs are treated with respect and dignity and able to practice freely.

12. [Home Office Report](#)

“With an increasingly ageing workforce and no retirement age, we have an opportunity to create fresh ways of exchanging experiences.”

4.8 Age matters

Outcome	Measures	Milestones
Better transfer of skills and experience between generations	Increase in balance of age distribution across the business	Recognised as an employer for all ages; BiTC Diversity Intelligence Standards

We have 3,002 people over the age of 60 and 569 people over the age of 65 in Network Rail. 60 is the age that the final salary pension scheme matures and 65 is the former mandatory retirement age.

For younger employees, we can explore the extent to which we need ‘length of experience’ as a qualification, as this can exclude people unnecessarily. This will require us working with our trades unions.

With an increasingly ageing workforce and no retirement age, we have an opportunity to create fresh ways of exchanging experiences between older and younger employees. This will be a new area for us, and we will pilot one initiative of inter-generational mentoring between older and younger colleagues.

4.9 Social mobility matters

Outcome	Measures	Milestones
Inclusive employer for people from disadvantaged backgrounds	Easier to appoint ex-offenders; greater understanding of the social mobility of our employees	Positioning on the social mobility employers index; working with organisations like the Princes Trust

This is a development area for us as we seek to provide opportunities to people from disadvantaged backgrounds, and understand what barriers exist to gaining employment in our sector. This approach may include work placements, or work experience, schemes to develop skills and access to entry level accreditation.





Part 5

Inclusion matters – the enabling work

Outcome	Measures	Milestones
All leaders/employees are diversity and inclusion competent	25% of leaders undertaken reverse mentoring; increase in the range of working arrangements across the business	Top ten employer flexible working; increase in the range of working arrangements across the business

Inclusive leadership: During CP6 we want to “encourage great leadership and be a place where there is mutual trust and respect between line managers and employees”, while balancing the demands of delivering world class railway performance.

We are seeking to release people’s time so that they are focusing on the right things. This means reducing red-tape and having systems that add value. To be a great leader means being an inclusive leader at all levels, where people are adept at drawing on the full range of skills and expertise within their teams and across different functions.

Inclusive leadership attributes, listening, empathy and collaboration, will be a more prominent feature as they support our commitment to our People strategy and putting passengers first and these are qualities that we will encourage and develop.

We will introduce a **diversity and inclusion competencies framework for people managers**. This means that all managers will be able to demonstrate their skills at leading and managing people from diverse backgrounds, including making reasonable adjustments, encouraging flexible working arrangements, supporting people under-going life-changing circumstances, and being conscious of the protected characteristics.

This will begin with the introduction of diversity and inclusion objectives and we will explore the capacity to reward those managers/leaders who are best at delivering inclusion.

“We want to encourage great leadership and be a place where there is mutual trust and respect between line managers and employees.”

We are keen to address issues like bullying and harassment so that we are working in a zero-tolerance environment in much the same way that we put the passenger first, or we treat safety.



“As we grow in our diversity, flexible working will become an expectation.”

Monitoring data – Understanding the composition of our workforce is the basis for our initiatives¹³. Over the past five years we have been addressing the areas of under-representation, using data to understand whether there are any adverse trends in treatment or outcomes for people from minority groups in the workplace. We have released an animated film to explain the importance of the data, and why we need it to be kept up-to-date.

From 2019 we will change our language around diversity monitoring data and move from ‘disclosure’ to ‘sharing’. Disclosure has tones of secrecy and ‘grand gestures’ of ‘coming out’, whereas sharing is simply communicating in an ‘every day way’. We want more people to feel safe and willing to share their data to support our efforts to be more open.

Flexible working – As we grow in our diversity, flexible working will become an expectation. Our employees want more varied working arrangements. Younger people are interested in more flexible working¹⁴.

One of the most important areas of support for carers is the capacity to work flexibly. We have made slight in-roads and the next five years sees us being more deliberate and positive about a range of flexible working available – this will include for example, job-sharing, part-time working, and term-time working and we look forward to discussions with our trade unions about making progress in this area.

Procurement – CP6 will see us improving our early collaboration with Highways England, Transport for London, HS2 and the DfT to use our procurement powers to better influence our supply chain. The rail transport sector wants to be more diverse and one of the important levers that we can utilise much better is how we purchase and who we purchase from.

CP6 will see us enhancing diversity and inclusion requirements of our suppliers. For example, in our employment charters¹⁵, we will continue to work with our colleagues in contracting and procurement to make sure that we are using our spending power to influence our supply chain and its various tiers.

¹³. Diversity and inclusion in engineering measurement – Royal Academy of Engineering (October 2018)

¹⁴. The Future of Work: Jobs and Skills in 2030 UK Commission's UK Employer Skills (2014)

¹⁵. [Public Projects and Procurement Report from RAENG](#)

By 2024:
10%
 of leadership
 positions filled
 by LGBT+
 employees

Benchmarking and accreditation – We have benefitted from independent assessments of our approach to diversity and inclusion, exemplified by achieving silver standard for both gender and race equality, as assessed by Business in the Community (BiTC) through to our achieving bronze level of the Business Disability Standard; being the number one inclusive employer for disabled employees, and the fourth best inclusive employer for LGBT+ employees¹⁶. This will continue to be an important aspect of our approach.

During CP6 we will be identify different assessments or accreditation, from Inclusive Companies to Investing in Ethnicity to the Clear Company. We want to be confident that we are continually learning from others and leading our sector.

Collaboration – A strong area of our approach over the last five years is how we work together across the rail industry and with related sectors. We recognised early on that introducing diversity and inclusion practice into Network Rail, would be diminished if we worked on this area alone. Internally, our trade union equality working group is helpful in understanding the experiences of their members and sharing different approaches.

Keith Williams highlighted the importance of improving diversity across the rail network so that it reflects the communities that it serves. We share that vision and will adapt our strategy to reflect recommendations from the Williams review.

Our diversity and inclusion champions work together and share learning along with the workstream leads. Our Built Environment Accessibility Panel (BEAP) is essential to us creating a more accessible and inclusive infrastructure and its members bring their expertise as access consultants and experiences as disabled passengers to support our efforts in future-proofing our railways and putting passengers first.

A great example of collaboration is reflected in the Department for Transport's own diversity and inclusion strategy. This built on their learning from our approach as they adopted a similar way of sharing their strategy by distributing pocket-size summaries.

¹⁶. Vercida – a inclusive recruitment service No 1 for disabled people and No 4 for LGBT+ employees December 2018

We have worked with a wide range of organisations including:

- Women in Rail
- Women in Science and Engineering (WISE)
- Reach Society to support black, Asian and minority ethnic graduates
- National Mentoring Consortium (NMC) providing mentors to black, Asian and minority ethnic graduates
- Royal Academy of Engineering as part of their Diversity and Inclusion Leadership Group (DILG) through which we contribute to their report on inclusive cultures
- Fairness Inclusion and Respect group (FIR), where we promote their resources to our employees and our supply chain.

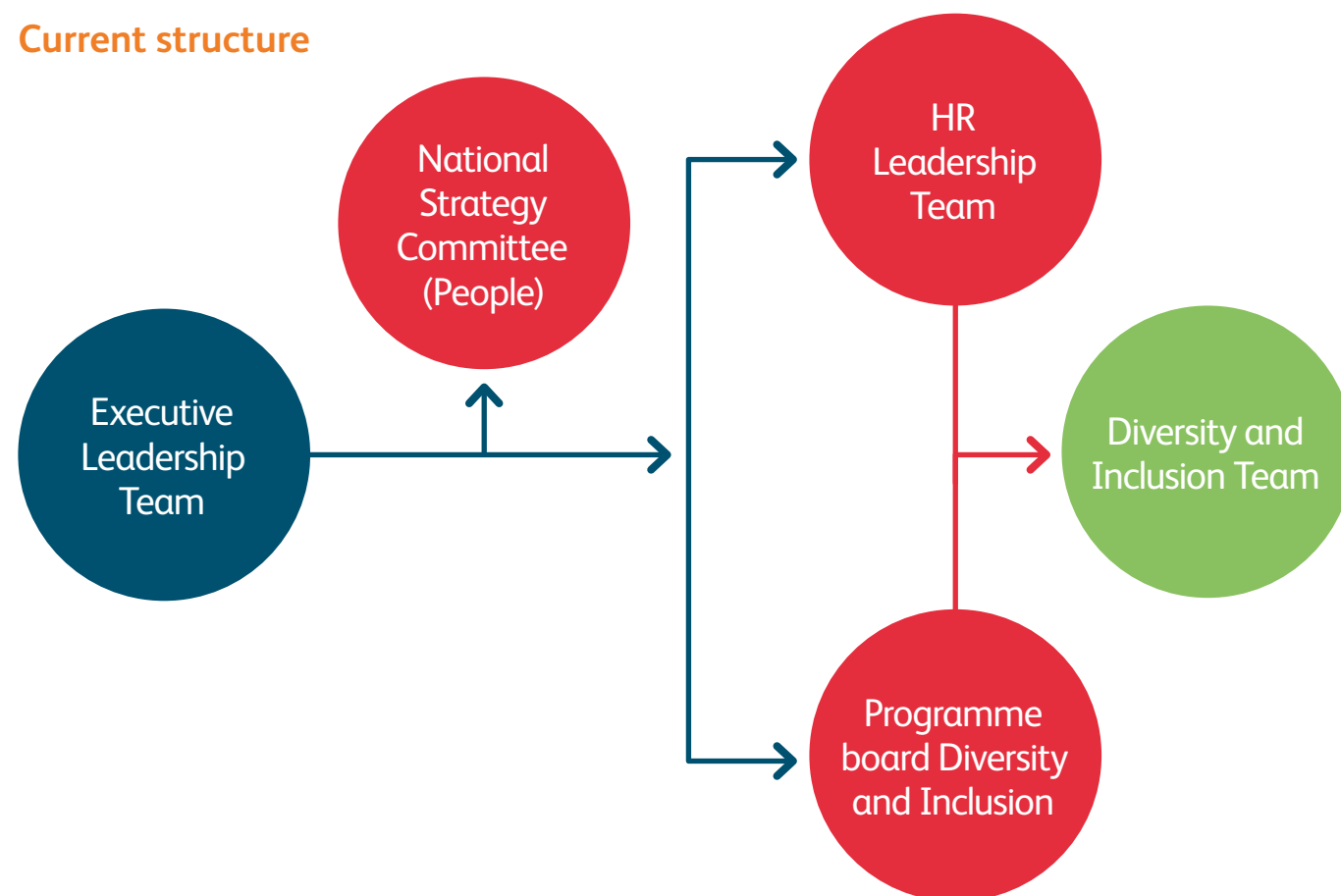
We chair the RDG Diversity and Inclusion group which works with train operating companies. We also work with the ORR to improve accessibility. Collaboration will remain a core feature of our approach. This work serves to build our own expertise and to influence our sector.



Part 6

Support matters

Current structure



The Diversity and Inclusion team

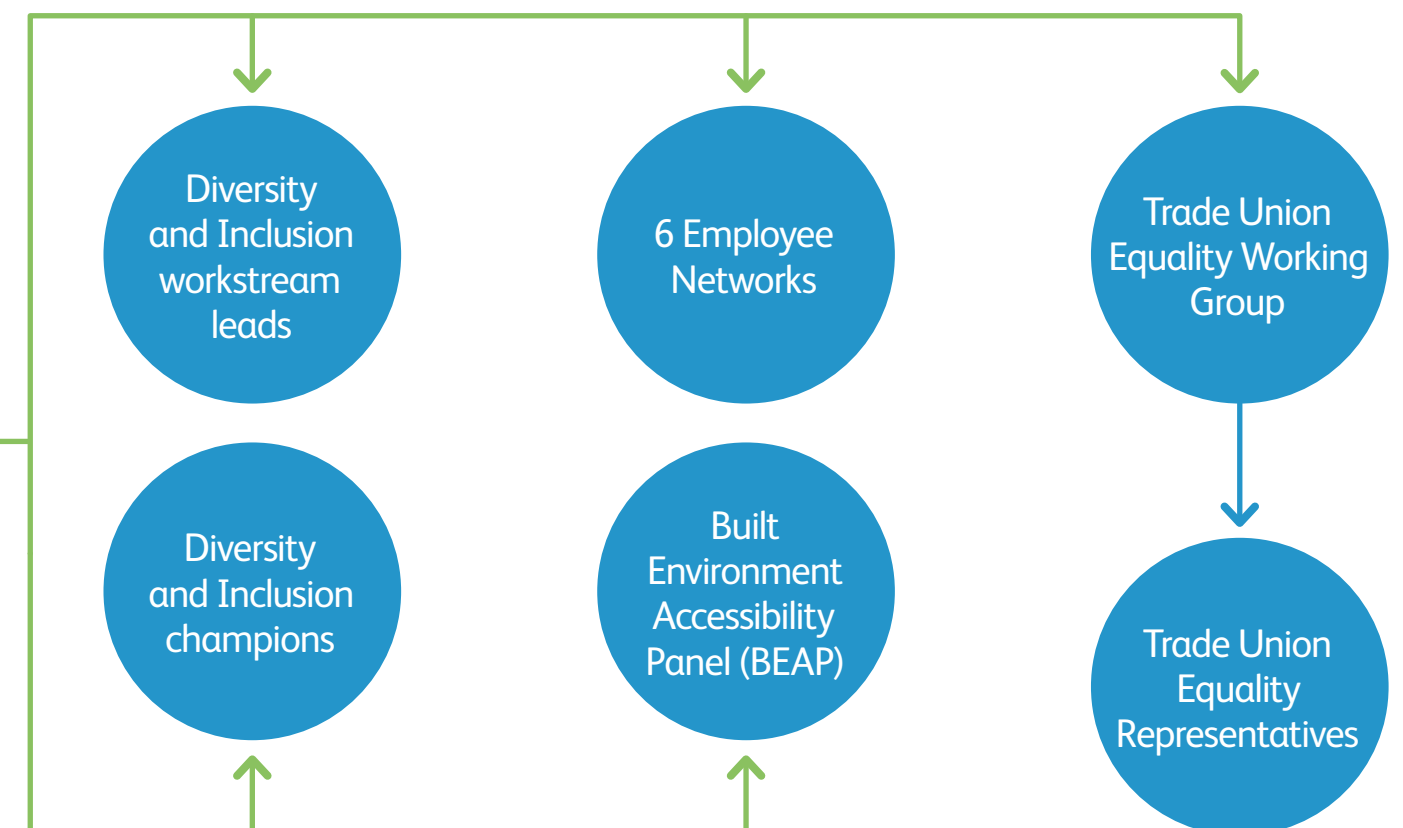
A centre of expertise, within the HR function. The team sets the framework for diversity and inclusion, and provides guidance and assurance to the business. The team oversees the strategic diversity and inclusion programme by working with the regional and local diversity and inclusion leads, the diversity and inclusion champions, the employee networks, the trade union equality representatives and the Built Environment Accessibility Panel.

Diversity and Inclusion workstream leads

Our colleagues in regions and functions who take responsibility for the shaping and delivery of local diversity action plans which contribute to the business-wide strategy.

Diversity and Inclusion Champions

Our colleagues across the business who are role-models, sign-post colleagues to help and the right resources. They challenge us to do better, where our behaviours can improve, and challenge us to be more ambitious.



Employee Networks

These help us create a more open and inclusive organisation. The networks provide support to their members, help with consultation on policies and practices. Each network has an executive sponsor. We have six networks:

- **Archway** – Lesbian, Gay, Bi-Sexual and Trans colleagues
- **CanDo** – disabled employees
- **Cultural Fusion** – Black, Asian and minority ethnic employees
- **Inspire** – gender diversity
- **Multi-faith Network** – for colleagues with or without faith
- **Myriad** – employees who are Carers

Built Environment Accessibility Panel (BEAP)

This is a panel of disabled people, some of whom are access consultants who have been appointed to review our programmes and plans to improve accessibility. The panel meets every month, for a full interactive day. Our colleagues present their proposals, the BEAP members provide feedback and suggestions, and colleagues can return at a later date to share developments.

Trade Union Equality Working Group and Trade Union Equality Representatives

This group meets three or four times a year and reviews progress on our strategy and discusses any issue related to trade union members. The representatives on this group are elected locally, and receive training from their trade union.

Part 7

Success matters

Delivering diversity and inclusion in an organisation like ours is complex.

We're a devolved business with regions and routes that span the country. We have business-wide diversity and inclusion targets and we accommodate local priorities and indicators. We have national engagement surveys which give us feedback about our culture across different areas. We have employee networks, diversity and inclusion champions and trade union equality representatives and yet there are parts of the business that have no access to this support.

We want to work with others, some of whom have experience and expertise in diversity and inclusion and some who don't. We know there are inconsistencies in approaches to diversity and inclusion. All this means that success will look different in different parts of our business and the industry.

For our passengers, success in diversity and inclusion will mean more consistently accessible journeys and inclusive experiences, in stations and facilities that are easier to navigate.

For our people it will mean working in more diverse teams. Colleagues will feel more included and valued through systems thinking approaches, because our values of always being safe, caring, teamwork and being empowered to act will be genuine lived experiences for everyone regardless of background or identity.

Colleagues from under-represented groups will see themselves better reflected throughout our organisation and in the railway sector. They will have more confidence that there is equal access to jobs, promotion, training and development opportunities.

Our managers will be recognised for role-modelling inclusive leadership behaviours. They will encourage and lead more diverse teams. They will understand whether there are any barriers to diversity and inclusion and remove them.

Our industry partners will enjoy greater sharing of practices between organisations, and better collaboration in driving diversity and inclusion together. Success for the diversity and inclusion team will be supporting the business to own and deliver this ambitious strategy.

We will continue to challenge ourselves to do better and we will celebrate the progress that the business makes because success matters.

“Colleagues from under-represented groups, will see themselves better reflected throughout our organisation.”



“We want our talent to have real opportunities to do their best work, and our leaders to empower their people.

By creating good work for people to do, by removing the hassles that frustrate and distract, we create the environment for people from diverse backgrounds to thrive and the space for others to help them.

By being more inclusive and recognising that everyone matters, we will be better placed to put our passengers first.”

Pauline Holroyd
Group HR Director

Part 8

Appendix

Terminology matters

Black, Asian Minority Ethnic (BAME): describes a grouping and is a commonly used phrase to cover a wide range of ethnicities.

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

Carer: A carer is anyone who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, mental health problem, or addiction and cannot cope without their support. The care they give is unpaid.

Cisgender: refers to a person whose gender identity matches the sex that they have been ascribed at birth. For example, a woman that identifies as female, and was assigned as a female when they were born. This is opposite to transgender.

Disabled/Disabled person: refers to a someone 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 at least 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 or mental health issues.

Disability: 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.

Faith Religion or Belief: includes all religions and lack of religion, in other words 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.

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 Neutral: is a way of describing everyone without ascribing a particular gender – using pronouns like they, or 'ze'.

Gender Reassignment: a person who is proposing to undergo, is undergoing or has undergone a process to change their sex. To qualify for protection from discrimination a transgender person no longer has to show that they are under medical supervision.

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, describing sexual identity. It is not so commonly used by lesbian or gay people to describe themselves.

Intersectionality: People for whom the overlap of various social identities (or protected characteristics), such as race, gender, sexuality, and class, contributes to increased inter-connected discrimination and therefore experience the greatest exclusion and disadvantage. For example, a disabled, black Lesbian may experience combined disablism, racism, sexism and homophobia.

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

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

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

Non-binary gender: describes any gender that does not fit into the gender binary male or female. People may identify as being on a spectrum between male and female, or they may identify as having no gender.

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, this is called a reasonable adjustment.

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

Stereotyping: making 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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