

WOMEN IN RAIL

DECEMBER 2025

2025 CLOSE REPORT

EXECUTIVE SUMMARY

The Women in Rail Cross-Company Mentoring Programme continues to deliver significant, measurable impact across the UK rail sector while expanding its reach year on year.

Since Women in Rail partnered with Moving Ahead on the design and delivery of the programme, seven years ago, more than 2,700 professionals have benefited from the programme, which is shaping careers, accelerating professional growth, and driving progress in diversity, equity, and inclusion. At an industry level it is creating systemic change in an evolving sector.

This year's cohort demonstrated strong engagement, with 541 participants from 28 organisations taking part. The programme achieved an impressive Net Promoter Score of +38, reflecting high levels of satisfaction and loyalty among mentors and mentees.

The 2025 cohort reported substantial gains in confidence, resilience, communication, and career progression. Notably, 43% of mentees have secured promotions, expanded responsibilities, or transitioned into new roles within nine months of programme launch. Mentees highlighted outcomes of enhanced career clarity, access to exceptional networking opportunities, and the pivotal role of their mentoring relationships in securing new roles. Mentors valued the opportunity to give back while gaining fresh perspectives and learning through the process.

PROGRAMME TIMELINE

DEVELOPMENT LAB 01

15TH MAY 2025

Sustainable performance

Dr Kate Goodger

DEVELOPMENT LAB 02

18TH SEPTEMBER 2025

Transformational and inclusive leadership

Holiday Phillips



LAUNCH

18TH MARCH 2025

The power of mentoring

Sandeep Johal and
Barra Fitzgibbon



MIDWAY

26TH JUNE 2025

Maintaining momentum
and leading with courage

Sandeep Johal and Michelle Mills-Porter

CLOSE

20TH NOVEMBER 2025

Celebrating success

Sandeep Johal and industry leaders



IMPACT IN NUMBERS

Participants gave an overall

Net Promoter Score (NPS) of +39.

To give context, a score of 30-50 is considered a **great score** on the NPS scale, **showing strong customer loyalty.**



ENGAGEMENT

43% of mentees have been **promoted, expanded responsibilities, or moved roles** in just nine months from the programme launch



IMPROVING COMMUNICATION AND RESILIENCE

54% of mentees feel **resilient to difficult situations** (vs 31% at baseline)

68% of mentees say they **communicate clearly and explicitly** (vs 48% at baseline)



MENTORING PARTNERS MET 5 TIMES, ON AVERAGE



THE MENTORING EXPERIENCE

67% of mentees say their **mentor has been a guide and support to them**

55% of mentees say their **mentor helped them to see the workplace differently**

49% of mentees say their **mentor boosted their confidence** during the programme

49% of mentors say their **mentee heightened their awareness of barriers for others**





PARTICIPANT REFLECTIONS - MENTEES

The words of mentors and mentees capture the value of the programme best

CONTRIBUTED DIRECTLY TO MENTEES' CAREER ADVANCEMENT AND CLARITY

“As a newbie to the industry, having a space away from work has been invaluable and has directly played a part in securing a new role.”

Mentee

“It was one of my best decisions this year. I had clarity in career.”

Mentee

PROVIDED A NETWORKING PLATFORM

“This experience has given me some incredible networking opportunities. I have really valued the time and effort of those who have supported me.”

Mentee



DEVELOPED MENTEES' CONFIDENCE

“This programme is what you make of it. Having a great mentor will support you, but you also need to be invested and willing to put yourself out there for the opportunities. I have really learned a lot and it has developed my confidence greatly.”

Mentee

“The programme has been a great experience, I have enjoyed seeing how my mentee has grown in confidence and secured a new role. I have appreciated the how my advice, support and challenge has been taken on board which has resulted in a positive outcome for my mentee.”

Mentor



PARTICIPANT REFLECTIONS - MENTORS

A MUTUALLY BENEFICIAL EXPERIENCE

“Feeling of achievement gained when you see others achieving through your mentorship.”

Mentor

A POSITIVE EXPERIENCE

“I’ve loved every minute of the mentor programme and had I understood the benefits earlier would have supported this much earlier than I did.”

Mentor

A SENSE OF GIVING BACK THROUGH MENTORING

“I have been both a mentee and mentor on this scheme and learnt a lot about myself through both schemes. I have especially loved this year having the opportunity to give back to someone and hopefully have given them a really positive experience.”

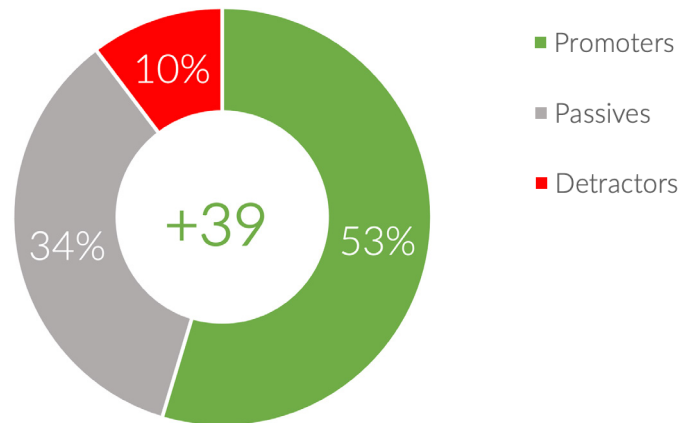
Mentor



MENTEES' NET PROMOTER SCORE +39

Mentees reported an NPS of +39 at the end of the programme.

This rating falls within the 'great' category. Mentees have appreciated the **networking opportunities** that the programme offers and the **quality of their match**.



PROMOTERS

“I was very lucky to have great mentor and have some great advice/guidance from them.”

“I feel I've had a positive experience with a supportive mentor.”

“Great mentoring - good to be paired with someone from another organisation with different communication styles.”



PASSIVES

“It's really good for talking through work , issues and ways to progress and hearing how the mentor has progressed , my only negative is it's really hard to commit fully when on the frontline on a roster.”



DETRACTORS

“It has been a great programme. However, I think it would be beneficial to have more mentee events to network.”

- ▶ The question is “On a scale of 0 to 10, how likely are you to recommend this programme to a friend or a colleague?”
- ▶ Net Promoter Score (NPS) measures the loyalty of customers to a company or product or service. NPS scores are measured with a single question survey and reported with a number from -100 to +100.
- ▶ Scores are grouped as follows:
 - Promoters (scores 9 and 10) - Satisfied and likely to recommend.

- Passives (scores 7 and 8) - Satisfied but less enthusiastic.
- Detractors (scores from 6 to 0) - Unsatisfied and unlikely to recommend.

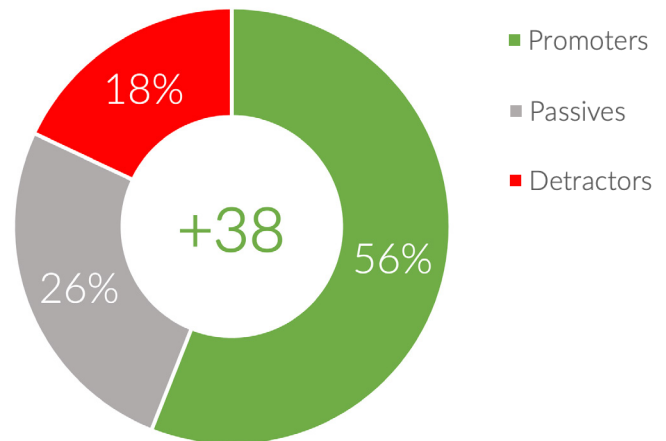
- ▶ Calculating the NPS - The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters.

The formula is: $NPS = \% \text{ Promoters} - \% \text{ Detractors}$

MENTORS' NET PROMOTER SCORE +38

Mentors reported a similar NPS of +38 at the end of the programme.

This rating falls within the 'great' category. Mentors highlighted this being an **opportunity to give back, and offer tangible guidance to their mentee.**



PROMOTERS

“An opportunity to give back but also to learn.”

“As a Mentor, I have seen the Mentee grow in confidence. This programme has significantly changed their outlook on themselves and the pivotal role they play within their organisation. Often the 'day job' becomes overwhelming and we lose sight of the positive influence that we have in the workplace, this programme is a great way of re-establishing that self belief and pushing towards a greater and fulfilling work life.”



PASSIVES

“It has been a great experience overall, very worthwhile. I would say that the time period for the mentoring process is quite compressed.”



DETRACTORS

“Good opportunities through the programme but you have to be able to create the space and know what you want from it.”

Methodology note

Participation rate in the close survey 2025: 35% of Mentees and 24% of Mentors

We compare consistent samples at different points throughout the program to guarantee true impact measure (59 mentees and 39 mentors)

The close survey was sent to participants nine months after the launch date and ran between 17th October – 14th November 2025.

THANK YOU

