



Women in Rail

Business Plan 2025-2027





WE'RE COMMITTED TO
**WOMEN
 IN RAIL**

“

At Network Rail, we're dedicated to removing barriers for women to encourage them to pursue rewarding and diverse careers in rail.

We're committed to creating an inclusive, equitable and safe environment for all – and supporting colleagues in meaningful development and progression at every stage of their journeys.

This ranges from enrolling our people in the Women in Rail mentoring programme and offering flexible working to signing the Pregnancy Loss Pledge to support bereaved colleagues and giving dedicated menopause support. We've also rolled out suitable PPE for women and introduced free period products at our work sites.

With 2,500 members, Inspire – our employee network for gender equality – is our largest. It recently celebrated its 10th anniversary – a perfect time to reflect on the progress we've made and look ahead to the changes the industry needs to make in the coming decades.

”

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Introduction



8,500+

Current membership
exceeding 8,500



15,000

LinkedIn following
from around 4,000 in 2020 to
approximately 15,000 today

Overview of Women in Rail

Women in Rail (WR) is dedicated to addressing the gender imbalance and enhancing equity, diversity and inclusion (EDI) within the UK rail industry. Established in 2012, Women in Rail works to support and advocate for women in rail, fostering an environment where their interests are championed. By offering free membership to ensure inclusivity and access for all, Women in Rail sets itself apart as a unique and welcoming organisation.

Through a blend of advocacy, education, networking, and professional development initiatives, Women in Rail has evolved into a formidable voice for gender equity in the sector. With a current membership exceeding 8,500 and a significant increase in our LinkedIn following—from around 4,000 in 2020 to approximately 15,000 today—Women in Rail's influence continues to grow. Noteworthy programmes, such as SWIFT and an extensive mentoring initiative, have achieved record participation levels in 2023, demonstrating our commitment to empowering women in the industry.

Purpose of the Business Plan

The 2025-2027 Women in Rail Business Plan aims to strategically build on our past achievements while implementing new initiatives to combat gender disparity and promote greater inclusion and opportunities within the rail sector. This plan reflects our dedication to fostering a supportive and equitable environment for women, focusing on continuous improvement in our strategies and outreach.

A key outcome of developing this plan was the identification of a gap in our frontline offering. To address this, we have appointed a trustee from a frontline position, ensuring that our initiatives are inclusive and representative of all roles within the rail industry.

Input from members, corporate sponsors, and stakeholders has been pivotal in shaping this plan, ensuring that we have a clear roadmap for the future that aligns with the needs and aspirations of our community.

Strapline: "Evolution, not Revolution"

The phrase "Evolution, not Revolution" encapsulates the essence of our approach within this business plan. It signifies our commitment to continuous improvement grounded in experience and thoughtful planning rather than abrupt changes. This plan celebrates the vital support of our corporate sponsors and the dedication of our volunteer board members and regional leads, who drive its delivery. By prioritising gradual, sustainable advancements, we are better positioned to meet industry challenges and drive meaningful change for women in rail.

Our Industry

Change has been consistent in the rail industry over the last few years. However, in 2025 with the new passenger bill and creation of GBR, Women in Rail needs to be ready to support industry leaders in decision making on key strategies around culture equity and growing the industry. We will use our business plan and supporting engagement plan to bring issues to life using membership voices. Hear more how you can help us in doing this at our annual conference in 2025.

Key Objectives

- **Understand Recruitment Challenges:**

Identify the key challenges in attracting individuals to roles within the rail sector. Establish specific targets to address these challenges and communicate them to members, sponsors, and key stakeholders.

- **Develop Awareness Plan:**

Create a comprehensive awareness plan targeting members, sponsors, and stakeholders. This plan will focus on understanding the key drivers that attract talent and effectively promote the Women in Rail brand.

- **Showcase Leadership and Inspiration:**

Implement an annual communications plan that demonstrates strong leadership and inspiration, maintaining an "always-on" approach to share best practices in equity, diversity, and inclusion (EDI).

- **Expand Corporate Membership Proposition:**

Drive the growth of the established membership proposition to ensure the sustainability of Women in Rail.

- **Create Individual Membership Proposition:**

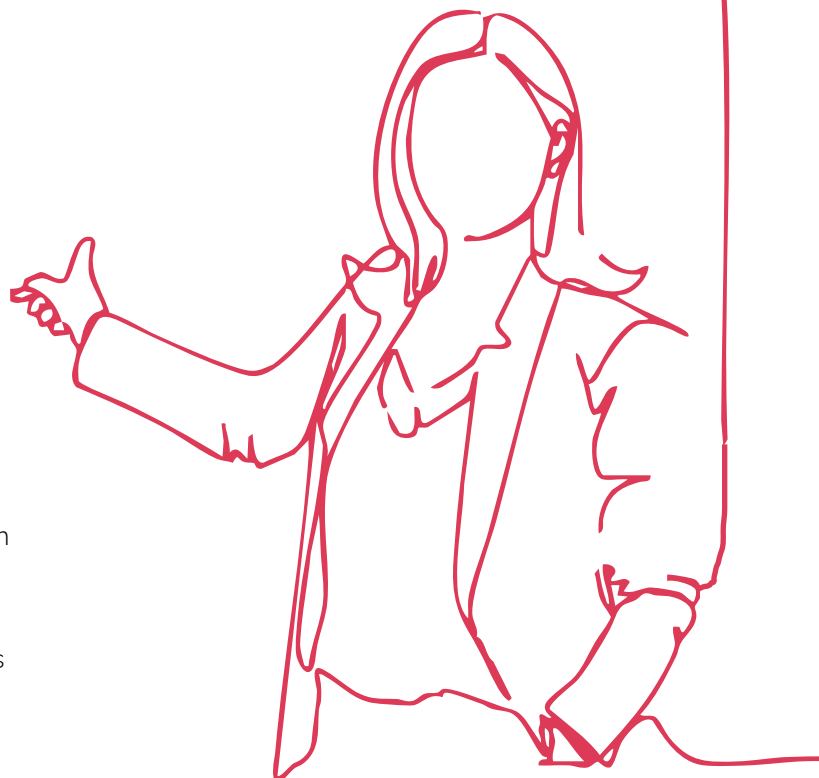
Design an individual membership proposition with a goal of increasing membership by 50% over the plan period. This initiative will enhance community engagement and support for women in the rail industry. Creating a Customer relationship management system (CRM) to better understand and support our membership.

Assessing Our Future Structure

As Women in Rail grows, we are committed to refining our operations to meet the evolving needs of our members and stakeholders.

In 2025, we will review our operating model, exploring a shift from a fully volunteer-led organisation to one with permanent employees. This evaluation, in consultation with members, will ensure any changes align with their expectations and support the long-term sustainability of Women in Rail.

We will also assess how these changes may enhance our membership proposition, maintaining core benefits while adding value. Our aim is to make informed, inclusive decisions that strengthen our mission.



Purpose, Vision, and Mission

Purpose

“To ensure industry leaders know what they need to do to create environments that attract, engage, support, and promote women day-in, day-out through all stages of their career journey.”

To achieve this purpose, Women in Rail focuses on several key areas:

- Improve Gender Balance
- Provide Strong Industry Representation
- Raise Equity, Diversity & Inclusion Awareness
- Drive an Improvement in Diversity
- Nurture Ambition
- Embed Best Practice

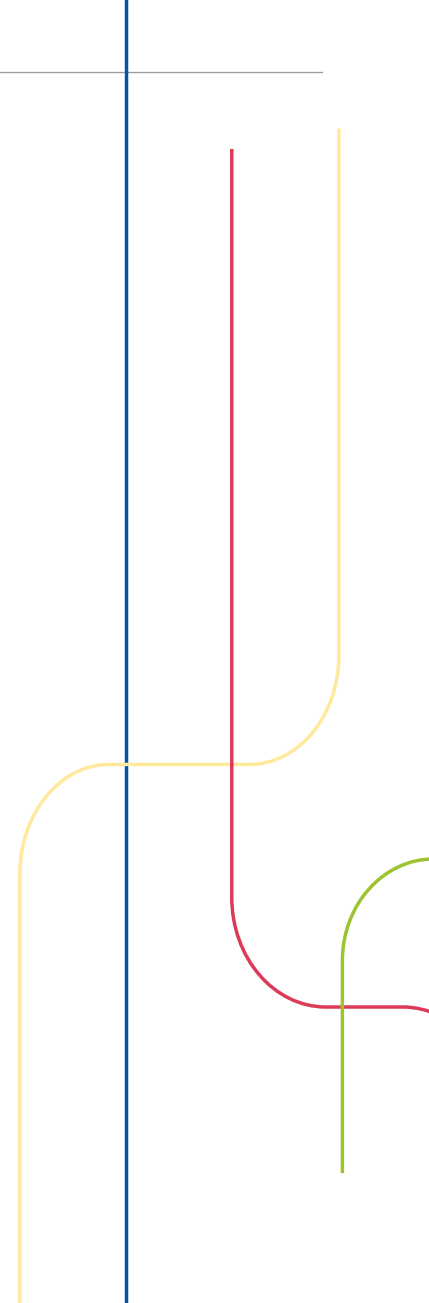
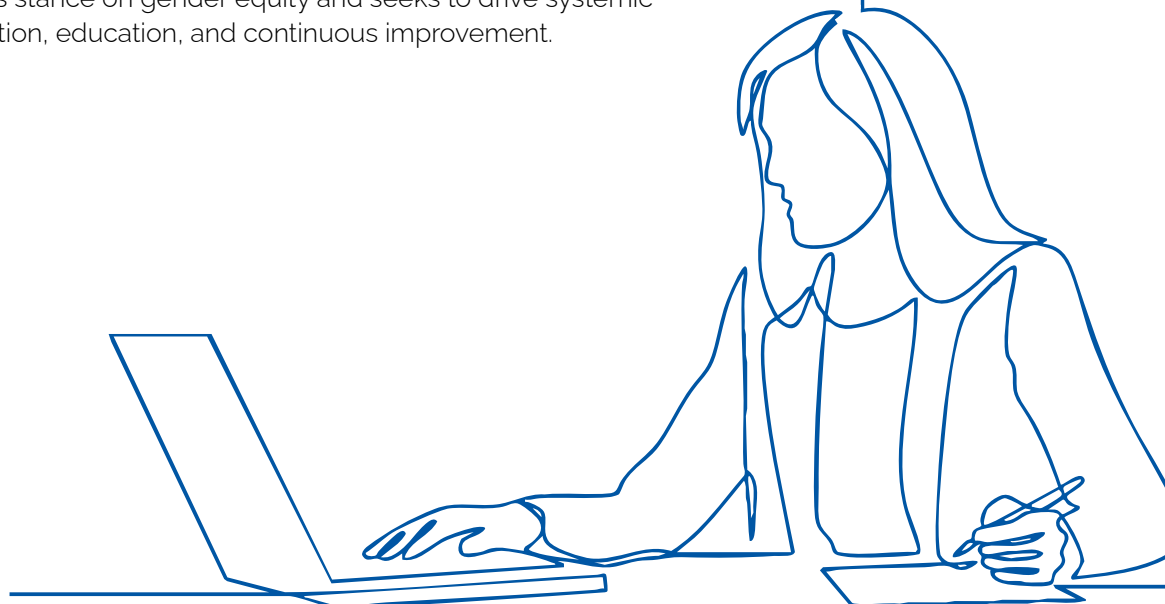
Vision

“Be the collective voice of women in our industry to drive change to ensure women thrive at all levels and in every part of our industry.”

Mission

“Be unapologetic in our pursuit of gender equity in the rail industry.”

Women in Rail's mission is to lead the way in promoting gender equity, diversity and inclusion in the UK rail industry. This mission is carried out through advocacy, awareness-building, professional development, networking, and offering practical tools and resources to women and their allies within the sector. Women in Rail is unapologetic in its stance on gender equity and seeks to drive systemic change through collaboration, education, and continuous improvement.



Strategic Pillars

"Together We Can Do More..."

With an overarching strategy to accelerate support and encourage industry partners to adopt best practice policies and solutions that help women in all industry roles, making rail an attractive career choice, Women in Rail's strategic objectives for 2025 - 2027 are grouped

into four core pillars: Attract, Engage, Support, and Promote. Each of these pillars is underpinned by specific action plans designed to drive tangible change within the rail industry.

Pillar 1: Attract

To increase the number of women entering the UK rail industry by raising awareness of career opportunities, improving the industry's appeal, and providing clear pathways for career development.

Objectives:

- Understand Challenges and Set Targets:**
 Conduct a comprehensive analysis of challenges up to 2027 and establish clear, measurable targets. These targets will be communicated to members, sponsors, and key stakeholders to ensure alignment and collective efforts towards gender equity in the rail industry.
- Develop an Awareness Plan:**
 Design an awareness strategy for members, sponsors, and stakeholders, focusing on the key drivers of talent attraction. This plan will help position Women in Rail as a leader in promoting equity, diversity and inclusion (EDI) and create momentum for wider engagement.
- Demonstrate Leadership and Inspiration:**
 Implement an annual communications plan that positions Women in Rail as a thought leader in EDI. This plan will maintain an "always-on" presence, continuously promoting best practices and providing valuable insights to the rail industry and beyond.
- Grow the Corporate Membership Proposition:**
 Enhance the existing corporate membership offering to increase annual sponsorships. This growth will continue to provide value to sponsors by aligning with their corporate responsibility goals and promoting their commitment to gender equity.
- Increase Individual Membership by 50%:**
 Launch an individual membership proposition with the goal of increasing membership by 50% over the next three years. This initiative will focus on building a stronger community of women in rail through networking, professional development, and mentorship opportunities.

Actions:

- Enable Self-Service for Regional Leads:**
 Address the current challenges regional leads face in self-service by providing the necessary tools, resources, and support to enable them to operate independently and efficiently.
- Create a SharePoint for Best Practices:**
 Develop a centralised SharePoint platform where corporate members can share and access best practices, fostering a collaborative environment and accelerating the adoption of effective EDI strategies across the rail sector.
- Develop a 101 Guide for Recruitment:**
 Create a 101 Guide for regional leads that ensures a consistent and transparent recruitment and selection process. This guide will provide new volunteers with the confidence and knowledge needed to succeed in their roles.
- Introduce Brand Guidelines:**
 Implement comprehensive brand guidelines to protect and standardise the Women in Rail brand across all communications and regions, ensuring that the brand's integrity and message are upheld consistently.

Pillar 2: Engage

To strengthen engagement with members, volunteers, sponsors, and key stakeholders, with a focus on representation, frontline colleagues, and industry partnerships, while enhancing Women in Rail's digital presence and volunteer support.

Objectives:

- Develop Regional Groups and Unite Initiatives:**
 Facilitate the growth and development of Regional Groups by coordinating initiatives and event planning. Ensure that regional efforts are united to create maximum impact and visibility for Women in Rail's mission across the UK.
- Create a Comprehensive Engagement Plan:**
 Design a structured engagement plan to attract and retain members, volunteers, sponsors, and key stakeholders. This plan will outline clear steps for ongoing interaction and collaboration, ensuring that all stakeholders remain committed to Women in Rail's goals.
- Form Alliances to Share Best Practices:**
 Engage with industry partners and form alliances e.g. Women in Transport and Women in Bus and Coach, to facilitate the sharing of best practice policies and processes. These partnerships will support Women in Rail's goal of promoting gender equity and empowering women in the rail industry.
- Support Early Career Engagement Plans:**
 Collaborate with industry partners to develop and promote Early Career Engagement Plans and participate in industry roadshows, ensuring that women at the start of their careers are well-supported and aware of opportunities within the rail sector.
- Develop Career Paths for Women:**
 Work with industry partners to create and promote both specialist and general career paths for women, ensuring that there are clear opportunities for progression and development at all levels within the rail industry.

Actions:

- Review Programme and Industry Representation:**
 Conduct a thorough review of Women in Rail's current programme and service offering, focusing on how well it represents the diversity of the rail industry. Special attention will be given to addressing differences and ensuring inclusivity.
- Enhance Engagement for Frontline Colleagues:**
 Develop an engagement strategy tailored to frontline colleagues, ensuring that their unique needs and perspectives are represented and addressed within Women in Rail's wider strategy.
- Expand Social Media Presence:**
 Grow Women in Rail's social media presence by identifying and addressing gaps in engagement across different generations. Focus on expanding reach and engagement across all platforms to connect with a broader audience.
- Maximise LinkedIn with Thought Leadership:**
 Leverage LinkedIn to showcase Women in Rail's thought leadership in gender equity, diversity, and inclusion within the rail industry. Regularly post insights, case studies, and expert commentary to position Women in Rail as a leading voice in the sector.
- Develop a Volunteer Support Programme:**
 Create a structured volunteer support programme that provides ongoing guidance, resources, and recognition for volunteers. This will ensure consistent volunteer engagement and enhance their contribution to Women in Rail's mission.



Pillar 3: Support

To provide women in the rail industry with the support they need to thrive by offering access to mentoring, training, career development resources, and independent counselling services.

We are launching the Gender Equity Ticklist (GET Initiative). This initiative offers organisations a clear, actionable framework to evaluate their progress on gender equity and identify areas for improvement. The GET Initiative will be integrated into our mentoring and coaching programmes, guiding organisations in implementing gender-inclusive practices and tracking meaningful change over time.

Objectives:

- Improve EDI Across the Industry:**
 Advocate for improved Equity, Diversity, and Inclusion (EDI) in the rail sector by increasing the representation of women in various roles. Women in Rail will influence industry standards to create a more inclusive and equitable workplace.
- Coordinate Vacancies and Monitor Gender Applications:**
 Facilitate the coordination of all available vacancies in the industry and establish a system to monitor the number of female versus male applicants through our systems. This data will help drive initiatives to increase female representation.
- Promote and Expand Mentoring, Coaching, and Training Programmes:**
 Review and update existing mentoring, coaching, and training programmes to ensure they are relevant and effective in supporting women's education and promotional opportunities. These programmes will empower women with the skills and knowledge needed to advance their careers.
- Support Career Development and Management:**
 Assist women with career management and development through resources such as salary benchmarking, personal development planning, and the sharing of real-life experiences like "Day in the Life of" stories. These initiatives will help women navigate career pathways and achieve their professional goals.
- Empower Stakeholders through GET Initiative:**
 Equip members, sponsors, and stakeholders with tools and insights from the GET Initiative to drive lasting gender equity across the rail sector.

Actions:

- Drive EDI Improvements:**
 Take active steps to influence and improve EDI within the rail industry by engaging stakeholders and advocating for policies that promote gender equity.
- Coordinate Job Vacancies and Monitor Applications:**
 Work with industry partners to centralise job vacancies and track female versus male applications through our system.
- Update Mentoring and Training Programmes:**
 Continuously review and refine mentoring, coaching, and training programmes to ensure they are aligned with current industry needs and effectively support women in advancing their careers.
- Provide Counselling Services for Women:**
 Establish an independent counselling service that offers support for women across the industry, addressing both personal and professional concerns to ensure their well-being.
- Implement the GET Initiative:**
 Launch the GET Initiative, providing training and resources to organisations on gender-inclusive practices and tracking their progress in achieving gender equity.

Pillar 4: Promote

To actively advocate for gender balance, diversity, and inclusion within the rail sector by enhancing visibility and engagement through strategic events and an effective media presence.

Objectives:

- **Champion Gender Balance and Inclusion:**
Position Women in Rail as the leading organisation for promoting gender balance, diversity, and inclusion across the rail industry, ensuring our message resonates throughout the sector.
- **Enhance Event Quality and Impact:**
Continuously assess and improve the quality of our events, including the Annual Conference and Women in Rail Awards, to ensure they are impactful and relevant to our audience.
- **Engage and Inform Through Insight:**
Maintain ongoing insights into gender balance and equity, leveraging survey data to support our promotional efforts and enhance awareness of gender diversity.
- **Amplify Our Voice in the Industry:**
Serve as the primary voice advocating for gender diversity and inclusion in the rail sector, driving awareness and facilitating positive change.
- **Strengthen Media and Social Presence:**
Develop a comprehensive media and social platform strategy to amplify the Women in Rail brand, increasing our influence and reach across various channels.

Actions:

- **Promote Gender Diversity and Inclusion:**
Actively advocate for and promote initiatives that foster gender balance, diversity, and inclusion within the rail industry through campaigns and collaborative efforts with stakeholders.
- **Enhance Event Offerings:**
Regularly review and refine our events, including core networking sessions and workshops, to match the high standards set by initiatives like SWIFT, ensuring they effectively meet the needs of our members.
- **Leverage Data Insights:**
Conduct regular surveys to gather insights on gender balance and related equity, diversity, and inclusion (EDI) metrics, using this data to inform our promotional strategies and initiatives.
- **Develop a Media Strategy:**
Design and implement a robust media and social media platform strategy to strengthen our influence and visibility, ensuring the Women in Rail brand is effectively promoted to a wider audience.





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Together, supporting Women in Rail



At GWR, we are committed to encouraging and supporting our female colleagues to create a more inclusive, dynamic and diverse workforce



Governance

To establish a robust governance framework that supports regional initiatives while ensuring accountability and effective risk management.

Key Initiatives:

- Develop a Governance Framework:**
 Create a comprehensive governance framework that provides clear direction, structure, and support for regional teams. This framework will also allow for regional autonomy and outline the necessary meetings and reporting requirements to ensure accountability.
- Review Roles and Accountabilities of the Board of Trustees:**
 Conduct a thorough review to define and agree upon the roles and responsibilities of the Board of Trustees. This will clarify expectations and enhance the effectiveness of the Board in guiding Women in Rail's strategic direction.
- Introduce Enterprise Risk Management:**
 Implement an enterprise risk management process that is integrated into governance reviews. This initiative will identify potential risks and establish strategies to mitigate them, ensuring the organisation can navigate challenges effectively.

Collaborative Working

To enhance collaboration with industry partners and diversity groups to foster sustainability and growth for Women in Rail.

Key Initiatives:

- Formalise Commercial Arrangements:**
 Review and update partnership supplier contracts to establish fit-for-purpose commercial arrangements. This will ensure that collaborations support sustainability and the growth of Women in Rail.
- Create a Stakeholder Register and Engagement Plan:**
 Develop a comprehensive stakeholder register alongside a stakeholder engagement plan. This will facilitate effective collaboration with industry partners and ensure alignment with common goals.
- Identify New Partnerships with Diversity Groups:**
 Actively seek new partnerships with other diversity-focused organisations, such as Women in Transport and Women in Bus and Coach. By collaborating with these groups, Women in Rail can achieve optimal outcomes for women across the transport sector.

Financial Sustainability

To ensure the financial stability and independence of Women in Rail by optimising financial systems and diversifying income sources.

Key Initiatives:

- **Review Financial Systems and Processes:**

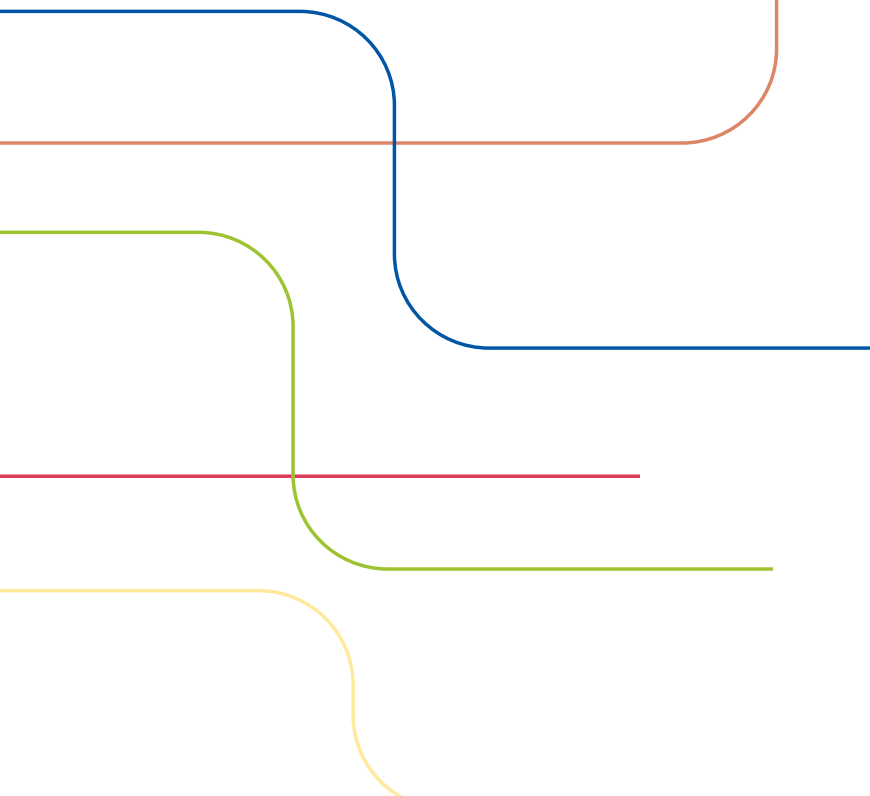
Conduct a thorough review of current financial systems and processes, updating them as necessary to meet the future needs of Women in Rail. This will enhance efficiency and adaptability to changing circumstances.

- **Update Financial Model for Regional Teams:**

Revise the financial model to provide greater financial autonomy for regional teams. This initiative will empower regions to manage their resources effectively while aligning with the overall organisational strategy.

- **Identify Potential Funding Streams:**

Focus on maintaining sustainable income levels by identifying and pursuing various funding sources, including sponsorships, events, memberships, and fundraising initiatives. This approach aims to secure a regular income stream to support ongoing activities and growth.



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Milestones

The following milestones represent critical stages in the progression of this plan, helping us assess our progress and stay aligned with its overall objectives.

What

Attract

Enable Self-Service for Regional Leads: Provide tools and resources to support independent operation.

Create a SharePoint for Best Practices: Centralise best practices to foster collaboration and EDI adoption.

Develop a 101 Guide for Recruitment: Ensure a consistent recruitment process to empower new volunteers.

Introduce Brand Guidelines: Standardise Women in Rail's brand across communications and regions.

Communicate National Skills Academy for Rail (NSAR) Survey Results: Share insights from the survey to address challenges and opportunities.

Engage

Review Programme and Industry Representation: Ensure inclusivity in Women in Rail's programmes and service offering.

Enhance Engagement for Frontline Colleagues: Address the unique needs of frontline colleagues.

Expand Social Media Presence: Bridge generational gaps to grow reach and engagement.

Maximise LinkedIn with Thought Leadership: Post insights to showcase Women in Rail's leadership in gender equity and EDI.

Develop a Volunteer Support Programme: Offer ongoing guidance and recognition for Women in Rail volunteers.

Support

Drive EDI Improvements: Advocate for policies to enhance equity within the rail industry.

Coordinate Job Vacancies and Monitor Applications: Track gender data to identify trends and address gaps.

Update Mentoring and Training Programmes: Align programmes with current industry needs for career advancement.

Provide Counselling Services for Women: Establish an independent counselling service for personal and professional support.

Implement the GET Initiative: Provide training and track progress in achieving gender equity.

Promote

Promote Gender Diversity and Inclusion: Advocate for gender balance through campaigns and stakeholder collaboration.

Enhance Event Offerings: Refine events like networking sessions and workshops to meet member needs.

Leverage Data Insights: Conduct surveys to inform promotional strategies and EDI initiatives.

Develop a Media Strategy: Strengthen Women in Rail's influence and visibility through robust media strategies.

Measuring Success

To track progress and measure the effectiveness of the initiatives outlined in this Business Plan, Women in Rail will establish the following Key Performance Indicators:

a. Annual NSAR/WR Survey:

- Run our National Skills Academy for Rail and Women in Rail survey each year, incorporating questions that track progress against specific milestones outlined in the business plan. This will provide measurable data on our initiatives' impact.

b. Engagement from Frontline Programmes:

- Assess the success of our frontline programmes by monitoring engagement levels and support from Trade Unions. Greater participation from this sector will indicate our initiatives resonate and effectively reach industry personnel.

c. Customer Relationship Management System Implementation:

- With the launch of our new website and Customer Relationship Management system, we will gather insights on member voices and needs. This understanding will enable us to turn feedback into actionable changes within the industry, enhancing member satisfaction and engagement.

d. Research on Systemic Issues:

- Commission research focused on the systemic root causes that act as barriers to gender equity. This research will support our advocacy efforts at a political level, influencing policy changes that promote gender equity in the rail sector.

e. Collaboration with Key Partners:

- Foster greater collaboration with key partners such as Rail Unites for Inclusion, Women in Transport, and Women in Bus and Coach to maximise our collective efforts. Track joint initiatives and outcomes to measure the effectiveness of these partnerships.

f. Diversity in Governance:

- Enhance diversity among Women in Rail trustees and regional leads through targeted recruitment campaigns. Monitor the demographics of new recruits to ensure our leadership reflects the diversity we aim to promote within the industry.

g. Gender Equity Ticklist (GET Initiative):

- Position the GET Initiative as a benchmark for change across all businesses in the industry. Track the number of organisations applying for the GET Initiative and the outcomes of their applications to gauge the impact of our standards.

Conclusion

The Women in Rail 2025-2027 Business Plan lays out a comprehensive strategy to enhance gender equity, diversity, and inclusion within the rail industry. By focusing on attracting, engaging, supporting, and promoting women in rail, this plan sets a clear direction for Women in Rail's activities over the next three years. Through collaborative efforts, strategic initiatives, and measurable outcomes, Women in Rail aims to create a more inclusive and equitable rail industry where women can thrive.



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Advancing gender equity in the rail industry.



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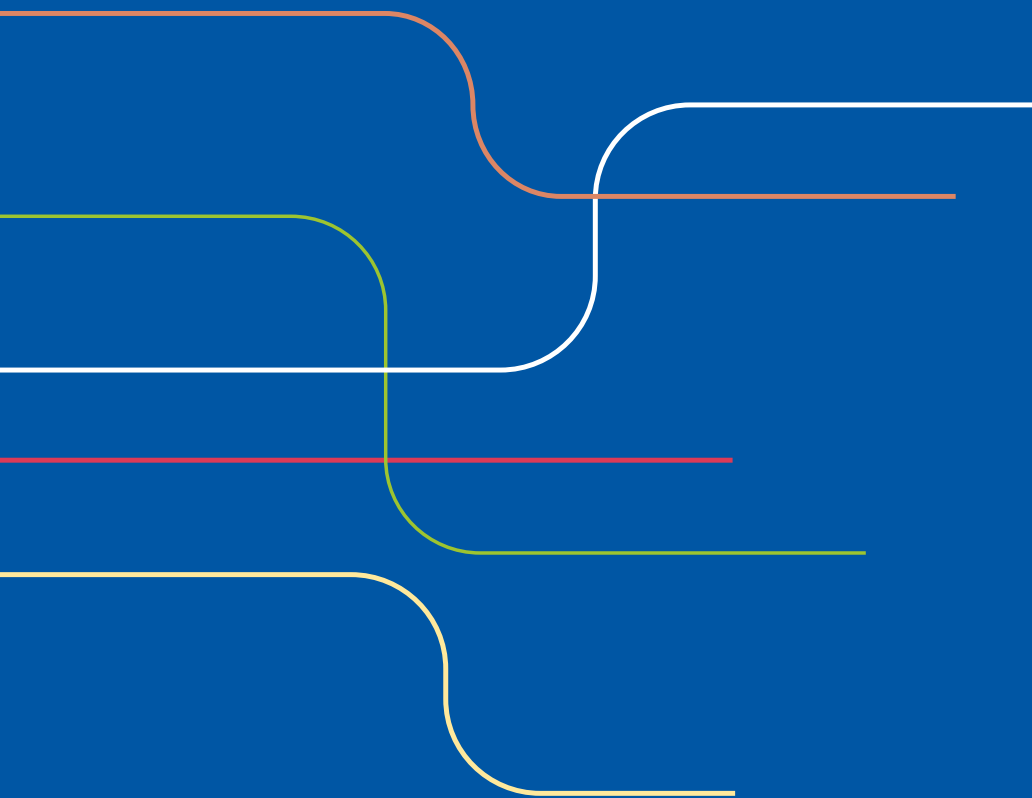


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