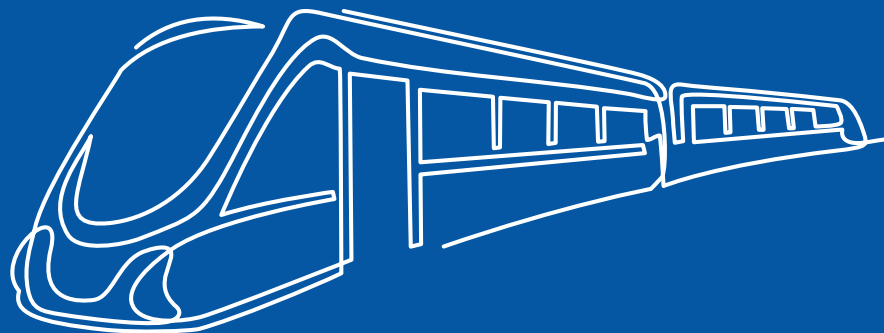


“A pioneering
cross-company
mentoring programme
for the benefit of the
UK railway industry”

WOMEN IN RAIL CROSS-COMPANY MENTORING PROGRAMME

2021 INFORMATION PACK

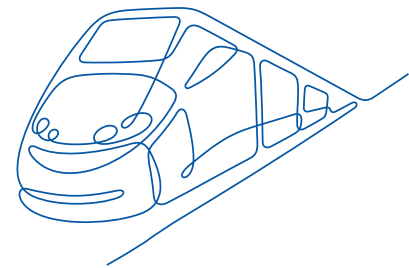


Contents

| | |
|---|----|
| About Women in Rail | 1 |
| About Moving Ahead | 2 |
| Our partnership | 3 |
| The Women in Rail cross-company mentoring programme | 4 |
| The 2020 programme impact by numbers | 6 |
| The Women in Rail cross-company mentoring programme | 8 |
| Programme timeline 2021 | 9 |
| The benefits of mentoring | 10 |
| What others have said about the programme | 11 |
| Getting started | 12 |
| Four factors that make a world-class programme | 13 |
| Fees | 14 |
| FAQs | 15 |



About Women in Rail



A pioneering cross-company mentoring programme within the UK railway industry, designed to further advance equality, diversity and inclusion in the UK rail sector.

“The essence of mentoring is a human connection. In the last 12 months, amid increased stress due to the fears of being let go or furloughed, enhanced feelings of isolation resulting from remote working and risks to health caused by the global pandemic, retaining that human connection through mentoring has been more important than ever. By moving the programme to a virtual platform, we have continued to encourage knowledge sharing between men and women in UK rail and helped them retain the personal and career development benefits that comes from learning from each other. The programme has also helped mentors and mentees continue to feel connected with colleagues within our industry and receive well needed support to tackle anxieties and feelings of loneliness. During the 2020 programme, we were also able to support 12 pro-bono female mentees, which was crucial for us in these challenging times and a core objective of our charitable aims.”

Adeline Ginn, MBE

Founder and Chair, Women in Rail



The Women in Rail mentoring programme has been hugely successful with participation growing year on year. It is a unique initiative where companies, grades, roles, location, skills, personal preferences and gender are taken into account to ensure the matching of mentors and mentees not only supports professional development, personal growth and confidence, but also encourages cross-fertilisation of ideas, a better understanding of gender differences and of the benefits of diversity, and further stimulates inclusion in UK rail.

The programme also includes a pro-bono fund, in line with Women in Rail's charitable aims, which gives women out of work (either because of a career break or redundancy) free mentoring support from a more senior industry professional to enable them to restart or further their career in rail.

The aim of Women in Rail mentoring is to retain and develop diverse women within the sector, supporting them fulfil their career potential and

progress to more senior roles, thus helping shift the dial in the number of women at senior and executive levels across our industry. While this will always remain a core focus for the programme, and because mentoring is an established method for fostering an inclusive workforce, we are moving towards a wider aim of creating a culture of equality and inclusion within rail. It is well understood that women's career development is not only about women, but also about their male allies. Therefore, in 2020 we expanded our criteria to include male as well as female mentees (with male mentees being matched to a female mentor and female mentees continuing to be matched to female mentors, unless they explicitly specified otherwise). Similarly, this year, we are also encouraging participating companies to invite applications from female mentees within their own diversity network, in line with the Equality, Diversity and Inclusion Charter and the promotion of equality, diversity and inclusion throughout all grades and roles within the UK railway industry.

Watch our films:

[WR MENTORING PROGRAMME ▶](#)

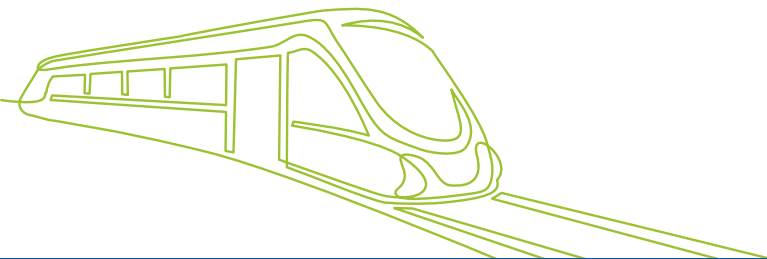
[CAREERS IN THE RAILWAY INDUSTRY ▶](#)

About Moving Ahead

Moving Ahead is a specialist diversity, development and inclusion organisation dedicated to advancing workplace inclusion and diversity.



Mentoring is one of our core levers and specialisms in how we create tangible change. Moving Ahead (then Women Ahead) was established in 2014 with the aim of finding practical, tangible ways to improve inclusion and diversity across sport, industry and wider society. Moving Ahead has since grown rapidly. We manage the world's largest cross-company mentoring programme on behalf of the 30% Club and host more than 300 events each year. To date, more than 30,000 mentors and mentees, from more than 300 organisations and more than 30 sectors, have taken part in a Moving Ahead or Women Ahead programme. Everything we do is underpinned by robust research. Our research programmes include mentoring, networks, and workplace wellbeing and mental health.



“Welcome to the 2020 Women in Rail programme. Moving Ahead is proud to partner with Women in Rail in the design and delivery of this programme which aims to foster connection, inclusion and development in the rail sector. We have seen this programme grow and evolve and it is thanks to you, the participants, for your commitment to each other, the programme, your industry and to advancing inclusion and diversity. Enjoy the programme - and remember the more you put in, the more you gain.”

Liz Dimmock,
Founder and CEO, Moving Ahead



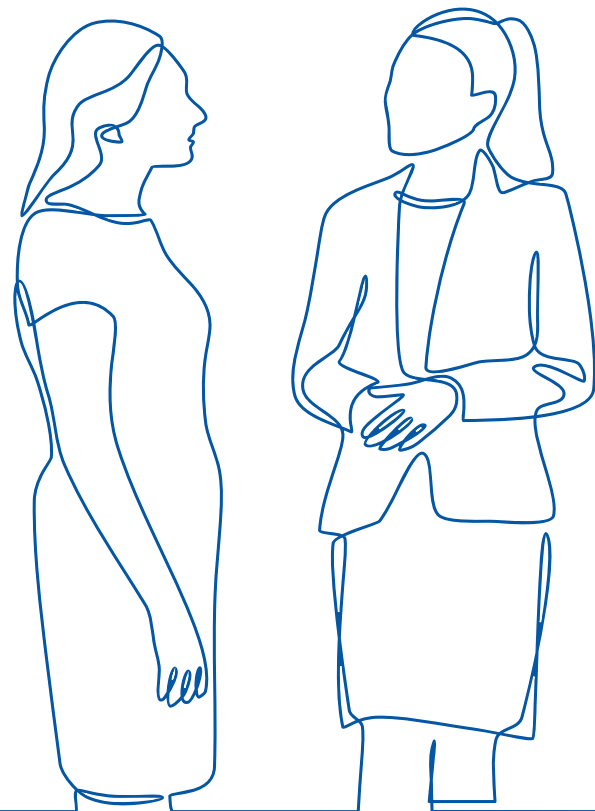
Women in Rail and Moving Ahead

Our partnership

By partnering with Moving Ahead for the last two years, Women in Rail has ensured that its cross-company mentoring programme was sustainable and scalable and therefore able to efficiently support the promotion of equality, diversity and inclusion across the UK railway industry.

The Women in Rail mentoring programme has been going from strength to strength since its inception in 2014, growing from 12 pairs to 270 pairs in 2018. It was relaunched in 2019, in partnership with Moving Ahead, and for the last two years the programme has almost doubled in size, increasing from 11 to 19 participating organisations and from 170 to 340 mentors and mentees.

To ensure the continued success of the programme, Women in Rail and Moving Ahead endeavour to grow, develop and evolve this cutting-edge cross-company initiative. They continue their partnership for another year, both committed to creating tangible changes for individuals, organisations and society at large and to make the Women in Rail mentoring programme a sustainable, scalable and global initiative, instrumental in the promotion of better equality, diversity and inclusion in rail.



Thank you also to our 2020 participating rail organisations:



The Women in Rail cross-company mentoring programme

This programme is delivered by Women in Rail in partnership with Moving Ahead, a specialist diversity, development and inclusion organisation dedicated to advancing workplace inclusion.

Women in Rail recognises that in order to promote further equality, diversity and inclusion in UK rail, the whole of the industry must work together. Therefore, whilst the programme celebrates and supports female development and progression in the sector, it recognises the importance of joining forces with our male allies and to foster diversity in thought, learning and cross-fertilisation of ideas.

2020 has been a difficult year for many and a year of challenging conversations on important diversity issues. The support of the UK rail industry to creating a fairer industry was demonstrated by the success of the Equality, Diversity and Inclusion Charter launched in November by Women in Rail and the Railway Industry Association.

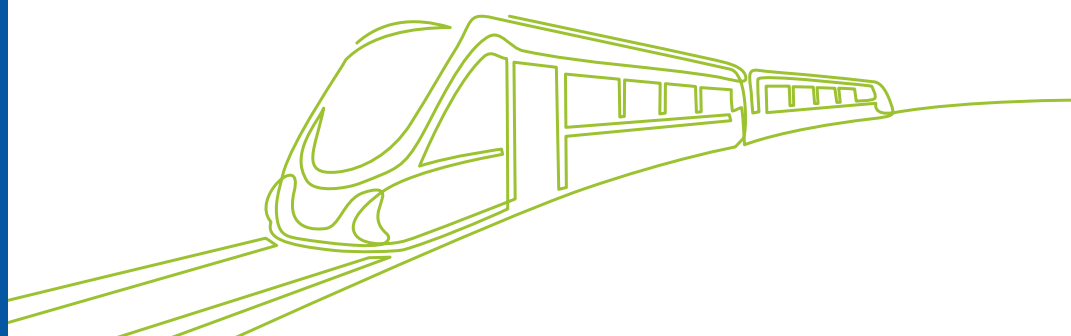
In 2020, the programme welcomed male mentees and ensured they were matched with a female mentor. In 2021, Women in Rail encourages organisations, through their selection of mentors and mentees, to address and support all levels of diversity across all protected characteristics within their workforce, as well as broader diversity* strands, such as socio-economic background, thinking styles and their intersectionalities.

*At Moving Ahead and Women in Rail, we define diversity as understanding, respecting and appreciating what makes us different. This spans the nine protected characteristics – including age, gender, ethnicity, religion, disability, and sexual orientation – but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience.

“The purpose of the programme is to provide a support platform for men and women in UK rail, champion diverse thinking, cross-fertilisation of ideas and networks and promote diversity in rail, starting with gender diversity as the core focus, but embracing broader diversity over time. Inviting male mentees to join the programme and, to the greatest extent possible, matching them with female mentees, will promote a better understanding of gender differences and, in time, help promote gender diversity and inclusion in UK rail and transport.”

Adeline Ginn, MBE

Founder and Chair, Women in Rail



The Women in Rail cross-company mentoring programme is

Designed to improve gender balance, diversity and inclusion within the UK Rail Industry

Endorsed by key stakeholders in the UK rail industry

A nine-month programme where females mentees will continue to be given priority in their matching choice and male mentees will be matched with a female mentor to the greatest extent possible

Participating organisations are encouraged to consider the diversity* of their mentors and mentees when making their selections and, to the extent possible, put forward at least two mentors and two mentees from their diversity networks, taking into account the nine protected characteristics.

Who is it for?

“It is difficult to keep track of progress during this difficult pandemic, however having that extra mentor to check in and offer advice/guidance is really nice. It makes you realise that your team isn't just your project team, but the whole rail network.”

Mentee

Mentees

High potential women from all levels of the career pyramid as well as colleagues who consider themselves from an under-represented group, who are committed to their personal growth and development and who would like to share their diversity* story to help others walk in their shoes. As a guide, organisations can aim to have at least two mentees from one of their diversity networks. The 2021 programme will also continue to be open to male mentees.

Mentor

Leaders from middle management up to board level, who are committed to developing their skills and muscles around being an inclusive leader and promoting equality, diversity and inclusion within their own organisation and in UK rail, by “walking in the shoes of others”.

*At Moving Ahead and Women in Rail, we define diversity as understanding, respecting and appreciating what makes us different. This spans the nine protected characteristics – including age, gender, ethnicity, religion, disability, and sexual orientation – but also broader behavioural and background diversity, such as thinking and personality types, socio-economic background and life experience.

“ Over the 15 years that I have been in the industry, I have known several people who could have risen high within their organisations, but who felt that they could not get promoted. Some left the industry whilst others stayed in roles which were orders of magnitude below what they could have done. If we can help talented individuals to achieve their goals, then we should for the benefit of all. ”

Mentor

The 2020 programme impact by numbers

Mentors

Total of
170 mentors
were recruited from across
19 different rail organisations
as well as some independently
participating mentors that wanted
to offer their support

70 male
and
80 female

Six
mentors
offered to take
on **more than**
on mentee

Ten
mentors were
independent from
an organisation

Mentees

Total of
170 mentees
recruited for the
programme from across
19 different rail
organisations.

There we
12 pro-bono
mentees that were not attached
to an organisation, but the
Women in Rail programme supports
these women and makes sure they
have the guidance that they need to
enter into/progress in the
rail industry

There were
10 male
mentees
on the programme (and
they all had a female
mentor)

“ This programme has been particularly helpful to me during the Covid-19 crisis. My work levels have gone up considerably and due to the unprecedented nature of lockdown, there are many pressures, stresses and changes in behaviours. I have continued to meet virtually with my mentor, and it has been great to have an independent mentor to bounce thoughts and perspectives off. ”

Mentee

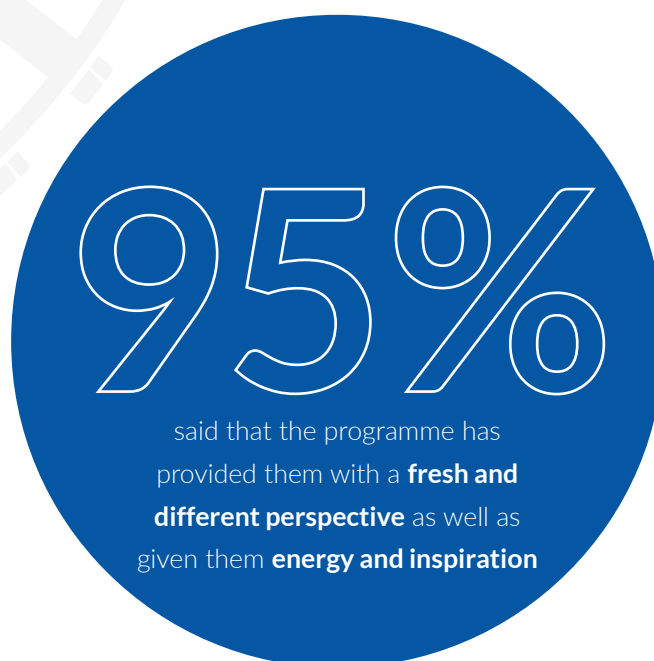
Statistics taken for the early and midway survey of the 2020 programme:

Participants have met
on average of
4.1 times
by the mid-point of the
programme, some had met as
many as 8 times

On average participants
rated their match
4.6/5

82%
felt that they were developing
transferable skills and behaviours
and that the programme is helping
to expand their network

78%
have identified **increased levels
of confidence** and said that the
programme is making them feel
more empowered and invested
in, valued, and engaged at work



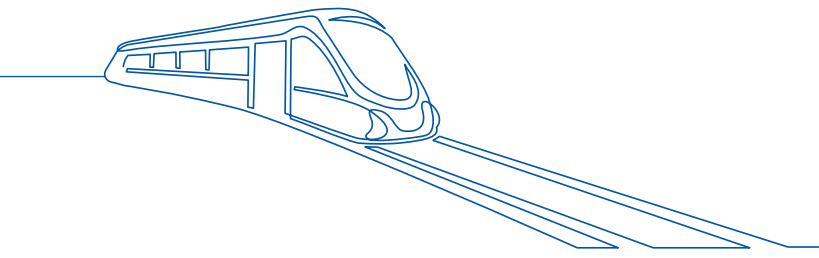
73%
believe they are seeing
**increasing levels of
employee engagement**
as well as improvements
in **diversity, inclusion and
gender parity**

80%
confirmed that they feel
the mentoring programme
is assisting with **career
development planning**

4.6/5
participants would
recommend the programme
to a colleague

62%
feel the programme is helping **retain and attract talented
and high potential** individuals, while **74%** feel it is also helping
to **foster an inclusive culture** and diversity of thought, with
a further **88%** seeing a **culture of learning** and personal
development as a result of the programme

80%
said they felt the programme
was making them a **better
manager/leader/colleague**



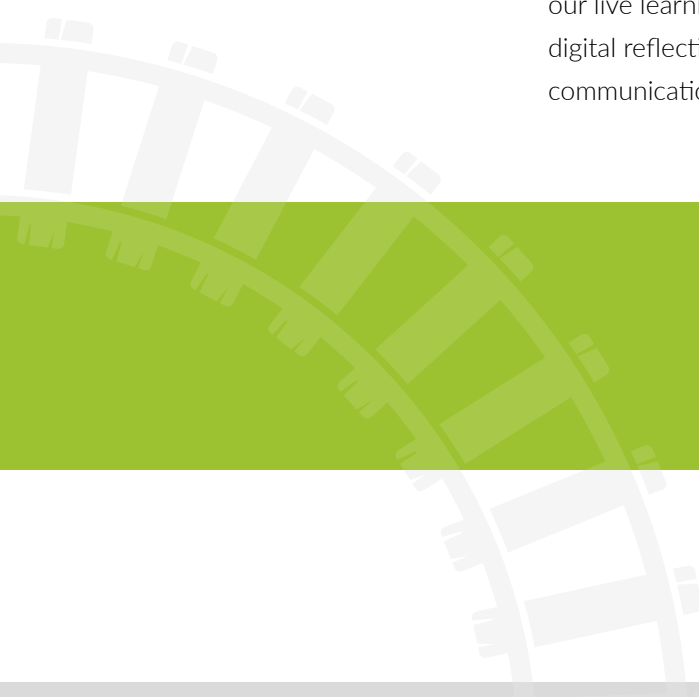
The 2021 Women in Rail cross-company mentoring programme

The Women in Rail mentoring programme is a pillar of individual change through one-to-one mentoring partnerships, focused on advancing diversity at its broadest.

At Moving Ahead we believe in the power of bringing two individuals together to share stories, perspectives and connections. We know that with effective training, structure and support, these relationships enable diversity of thought, strengthen participants' ability to understand differences and, ultimately, foster equality, diversity and inclusion.

Each partnership is matched cross-company and is designed to pair participants with different experiences so they learn from diverse perspectives. We know this safe, supportive space enables respectful curiosity, storytelling and guidance. We also know that this can advance the awareness and skills of leaders to become more inclusive in their onward conversations and actions with colleagues and individuals in their life.

Mentoring pairs will be supported and equipped for their partnership through our live learning events and extensive online materials, including videos and digital reflection exercises all hosted on FUSE, our digital learning and communication platform.



Programme timeline 2021

20th January 2021

2021 Women in Rail mentoring programme launch

This event will bring to life the 2021 Women in Rail cross-industry mentoring programme: a virtual showcase for organisations will explain how the programme will run, the roles and responsibilities for those taking part, and information on how organisations can register

24th March 2021

Mentoring relationship kick-off event

The nine-month programme starts with a virtual launch event led by an inspirational keynote speaker and our Moving Ahead programme facilitator – Tanya Gordon

14th July 2021

Midway event

Specially designed to maintain momentum, participants come together at this mid-way point to hear from an inspirational keynote speaker and deepen their mentoring skills

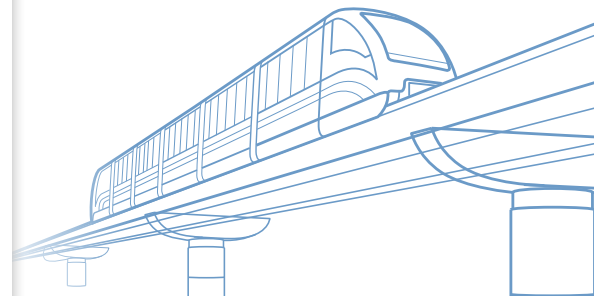
24th November 2021

Closing celebration

At this final programme event, participants celebrate their progress and the most engaged and committed mentor, mentee, programme partner and organisation is recognised with awards

“ I believed that having support from a more experienced women in the business will help develop my confidence. ”

Mentee



“ As a female in the rail industry it's been very unusual for me to come across other females in similar roles so to have the opportunity to meet many like-minded women and have a peer group I can connect with is an opportunity I could not miss. ”

Mentor

The benefits of mentoring:

Mentoring will benefit you by:

- ▶ Offering you dedicated time, space and support to think, reflect, learn and grow
- ▶ Inspiring you to think differently about your career decisions, everyday behaviours and workplace relationships
- ▶ Fostering meaningful connections, building your network and opening doors to new opportunities
- ▶ Empowering you to be courageous in your thinking and bold in your actions
- ▶ Enabling you to enhance your strengths and learn new skills in a truly personalised way
- ▶ Providing you with different perspectives on aspects of your career and barriers in the workplace
- ▶ Helping you to develop personal leadership skills, including active listening, powerful questioning and strong relationship building



“ I'm at a stage in my career where a mentor could really help me with some challenges in the next stage of my development. I've moved into a more senior role with greater responsibility, influence and leadership. Having a mentor who has provided me with brilliant advice has really guided me along the way as I navigate through the early part of this career stage.”

Mentee



Mentoring will benefit your organisation by:

- ▶ Demonstrating your commitment to supporting the objectives of the Women in Rail and RIA Equality, Diversity and Inclusion Charter
- ▶ Helping colleagues to feel valued, supported and invested in, benefiting retention, career progression and inclusion
- ▶ Accelerating culture change by breaking down barriers and starting meaningful conversations
- ▶ Creating more empathetic managers and leaders, with a greater understanding of their teams
- ▶ Developing core transferable skills in active listening, mentoring and sponsorship for your colleagues to activate beyond their mentoring relationships
- ▶ Building a truly inclusive mindset, which individuals can take back to the wider organisation to foster relationship building and collaboration

“ It was a valuable experience which I wanted to develop myself personally and professionally ”

Mentee

“ I am enjoying the conversations in a way I did not think I would. Working with my mentee has led to challenging questions equally applicable to both of us which is great. ”

Mentor



What people have said about the programme:



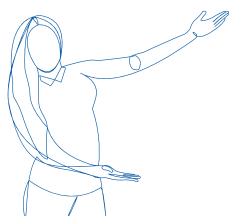
“ Very well-structured programme and very good matching of mentors and mentees. I feel I can really connect with my mentor and we are on the same page with a lot of things. Ongoing support from the programme in terms of access to additional webinars is also great. ”

Mentee

Getting started

Programme partner selection

We have found that for programmes to be at their best, they need an internal programme partner from each participating organisation. This is an important role, acting as an internal contact for your programme participants and working closely with a Moving Ahead client partner. We provide guidance on how to select a programme partner, information about their role, and ongoing support. Programme partners are invited to a dedicated event to share best practice and learnings, and become part of a dedicated community. Becoming a programme partner is a great way to build connections, develop learning and increase your internal and external profile.



Participant selection

Organisations approach participant selection in different ways. Some invite network leaders and members to join the programme, while others ensure senior leaders take part. We support you in finding the best approach for your organisation across invitation, application and nomination stages. If numbers are limited, for example, to ten mentors and ten mentees, we can manage a nomination and selection process. This is a great way to ensure inclusive participation.



Selecting mentors and mentees:

Your organisation must nominate equal numbers of mentors and mentees, up to 10 pairs. Mentors and mentees can be any level from three-to-five years in the role, to CEO and board level. The minimum commitment for mentors and mentees is at least five mentoring meetings across the nine month programme, in addition to attending live events. We encourage you to put forward at least two mentors and two mentees from your diversity networks, taking into account the nine protected characteristics, to the extent possible.



“I've developed a superb friendship with my mentee and we look forward to our catch-ups. This is a mutually beneficial relationship, where we both are gaining from each other's experience, especially in the current pandemic.”

Mentor



Four factors that make a world-class programme

Our mentor mentee matching

Our bespoke matching algorithm and process creates unbiased mentoring matches at scale, while our mentoring experts oversee everything manually. We've learned that contrast is a powerful factor in successful mentoring, so our process is designed to connect two people who would be unlikely to meet, but who can build rapport around shared values and interests. This approach broadens not only their networks, but their perspectives

Our mentoring learning and education provision

We equip every mentor and mentee with the tools and information to become an outstanding mentoring partner. Resources include a pre programme guide and digital mentoring toolkit, which contains more than 20 short films on topics including, 'How to have great mentoring conversations', and insights from our experts, mentors and mentees. Every programme event includes a mentoring skills session.

Our digital platform

Our digital learning platform FUSE, is built on our belief in the power of mentoring to form connections and deliver learnings. Dynamic, intuitive and can be accessed through web and a smartphone app, it enhances the experience of mentors, mentees and programme partners in several ways.

Our learning events

Creating an engaged community and giving participants unrivalled networking opportunities is absolutely key to the success of the programme.

The nine-month programme is structured around launch, midway and graduation events, featuring world-class learning experts and faculty from Moving Ahead to equip and develop the skills of mentors and mentees.

“The match with my mentor is perfect and I couldn't have asked for a better person. I was surprised with the various talents of mentors in the programme.”

Pro-bono mentee

“Having tried to help build confidence during a period of unemployment, I am now helping my mentee to settle into a new role with Network Rail - all virtually of course. Challenging for everyone, but I can see how the mentor relationship is helping my mentee feel positive and engaged.”

Mentor





Fees

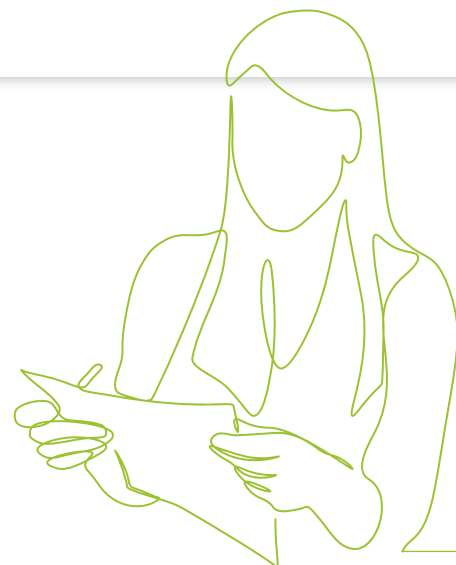
Individual change through one-to-one mentoring

Organisational participation for Women in Rail is

- ▶ £3,000 + VAT for 6 mentoring pairs/12 participants or
- ▶ £5,000 + VAT for 10 mentoring pairs/20 participants
- ▶ £10,000 + VAT for 20 mentoring pairs/40 participants

“My mentor has been great. He has made it clear that he is available over email, phone or videocall if needed. He has also shown understanding and consideration to the current situation with children being off school. We are also a good match in terms of career history which makes conversations easier.”

Pro-bono mentee



FAQs

What are the key headlines about the programme to help me get internal buy-in?

- ▶ Delivered by diversity mentoring experts at Moving Ahead who have now worked with more than 145 organisations and 4,500 mentoring partnerships.
- ▶ A tangible, high impact talent and/or diversity strategy deliverable (we are happy to talk to you about how other organisations have integrated this).
- ▶ Mentees: this year - high potential males and females from within and across all levels of the organisation.
- ▶ Mentors: male or female leaders.
- ▶ Timing: runs for nine months from January 2021.
- ▶ Numbers: your organisation would nominate equal numbers of mentors and mentees.
- ▶ Fee: a contribution of £3,000 per organisation for up to six pairs, £5,000 per organisation for up to ten pairs and £10,000 per organisation for up to 20 pairs.
- ▶ Events: three core events with excellent opportunities to network and high profile key note speakers e.g. Kirk Vallis, Chief Disruption and Innovation Officer at Google, Sarah Winckless MBE, business coach and Olympian.

01. Is there a risk of poaching?

Confidentiality and ethics is a key part of the initial training and materials that will be shared with mentors and mentees. Ultimately, mentors and mentees are responsible for managing their own boundaries and building a one-to-one relationship. Of the 300 organisations we have worked with, this has never been reported as an issue.

02. What are the benefits for the mentors?

Mentoring is a collaborative experience, and the benefits are not one-sided. In the experience of Moving Ahead, mentors often report that their mentoring relationship is two-way and that they have learnt from the committed and talented people they are mentoring. They say that their mentees are driving them to improve their own performance. They also describe how they return from mentoring sessions with a deeper understanding of the workplace as it is experienced by people with other backgrounds, and how this will change their own management practices for the better.



03. What are the benefits of a cross-company scheme?

Moving Ahead and Women in Rail firmly believe that we can all learn by escaping from our silos and through connecting to people with differences to ourselves. This is a key differentiator of the programme and aims to provide participants with access to broader perspectives and fresh insights, as well as helping to open up new networks. We believe that there is a huge amount to be learnt and gained from working with someone who has an “outsider’s” perspective and that this often allows for more creative thinking and more open and honest conversations.

04. Who is the target audience for mentees?

We ask that each participating organisation defines the pivot point at which it sees a divergence between career paths of men and women, and invites key men and women in this ‘danger zone’ into the mentoring scheme.

Appendix



The Summit Series

Organisation-wide change through access to live event streaming and TED-type films for International Women's Day, International Men's Day, and National Inclusion Week.

Stories can inspire, create awareness and learning, and be a powerful lever for organisational inclusion. Moving Ahead shares stories on a global scale at three points in the year:

- ▶ National Inclusion Week: October 2021
- ▶ International Men's Day: 19th November 2020
- ▶ International Women's Day: 8th March 2021



These world-class events (digital only until the end of 2020) are streamed live and also offered as individual TED-type films to be watched anytime, anywhere.

Previous speakers have included Booker Prize shortlisted author Elif Shafak; the UK's most successful female Olympian, Dame Katherine Grainger; social inclusion activist and former gang member, Karl Lokko; disability campaigner Caroline Casey; mental health campaigner and comedian Ruby Wax OBE; entrepreneur and autism activist Dame Stephanie Shirley CH, and transgender activists Jake and Hannah Graf MBE.

Fee: £3,000 + VAT for participation in all three summits.

NB this is a reduced fee for our Women in Rail partner organisations.

The standard fee for the Summit Series is £5,000 + VAT.



[READ THE INFORMATION PACK ▶](#)

[WATCH A FILM ABOUT THE SUMMIT SERIES ▶](#)

[READ THE PROGRAMME FOR THE INCLUSION & DIVERSITY SUMMIT 2020 ▶](#)



IN CELEBRATION OF
**NATIONAL
INCLUSION WEEK**



IN CELEBRATION OF
**INTERNATIONAL
MENS DAY
November 19**



IN CELEBRATION OF
**International
Women's Day**



For more information, please contact WRMentoringTeam@moving-ahead.org