

“**Reviewing  
our progress  
so far**”

**WOMEN IN RAIL**  
CROSS-COMPANY MENTORING PROGRAMME

**FEBRUARY – NOVEMBER 2020**



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# Women in Rail and Moving Ahead

## Our partnership

Moving Ahead is proud to partner with Women in Rail in the design and delivery of the Women in Rail mentoring programme. This report outlines the work we have delivered so far, our reflections and learnings since the launch of this programme and suggestions to further amplify this programme in the future.



Thank you for your partnership, collaboration and commitment to us, as your partner, in our collective quest for workplace inclusion and diversity.

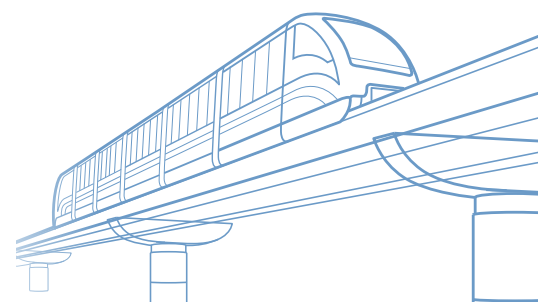
The Women in Rail Mentoring Programme is designed to improve gender balance, diversity and inclusion within the UK Rail industry by facilitating a better understanding of the issues facing women in rail and promote cross-fertilisation of ideas and thoughts. The programme has received endorsements from the DfT, RDG, BEIS and key rail companies.

For the last two years the Women in Rail mentoring programme has been in delivered by Moving Ahead – a social impact organisation established in 2014 dedicated to advancing workplace inclusion and diversity. Moving Ahead also manage the world's largest cross-company mentoring programme on behalf of the 30% Club and host more than 300 (now digital) 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 programme.

The Women in Rail mentoring programme has been going from strength to strength, almost doubling in size since 2019 where we saw 11 organisations participate, providing 170 mentors and mentees for the programme. By 2020 this had grown to 19 organisations providing 340 mentors and mentees for the programme. Our collective aim is to continually develop the consistency, scalability, credibility and impact of this programme.

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 mentoring initiative. Moving Ahead are honoured to be collaborating with Women in Rail and are committed to supporting the charity to create tangible practical changes for individuals, organisations and society at large and to make the Women in Rail mentoring programme a sustainable, scalable and UK wide initiative.

The aim of Women in Rail mentoring to date has been to retain and accelerate women within the profession, through ongoing career advice and development. While this has still been the focus for the programme in 2020, there was an expanded focus to supporting and enabling a culture of inclusion within the profession (through helping to normalise flexible working and supporting those returning to work, for men and women). Gender diversity is constantly evolving, and organisations are coming to understand that women's career development is not only about women, but also about their male allies.



Therefore, the 2020 programme expanded the criteria so that organisations taking part could choose to invite a selection of male mentees onto the programme as well. It is important to note that all male mentees were matched to a female mentor to continue that diversity in thought and learning and allow for the continued building of support through male allies as well. Female mentees continued to be matched to male or female mentors, unless explicitly specifying that they would like a female mentor. In addition to this and as a result of the generosity from participating organisations and additional individual mentors who put themselves forward, we were also able to offer 12 pro-bono places onto the programme to support and to enable women associated with the UK railway industry to take part in the programme as a mentee, free of charge.

**Moving Ahead have continued to lead the day-to-day management and end-to-end delivery of the mentoring scheme and are the main point of contact for all participants, including:**

- ▶ Programme set-up (Programme Partner briefings, materials design and production, matching system set up etc)
- ▶ Programme delivery (e.g. hosting events, programme communications, troubleshooting issues, feedback, reporting and evaluation, filming communications and support).
- ▶ Programme evaluations
- ▶ Following up on leads and connections from Women in Rail to get new organisations to sign up and join the mentoring programme



Thank you also to our  
participating rail organisations:

**SYSTRA**

 **EUROSTAR™**

**E M R**

**THALES**

**Rail Delivery Group**

 **RICARDO**

**HIGH  
SPEED**

**wsp**  
**angel** Trains

 **northern**  
by arriva

 **National Rail**

**RSSB**

 **CPMS**  
simplifying the complex

**LNER**  
LONDON NORTH EASTERN RAILWAY

 **SNC • LAVALIN**

**ATKINS**  
Member of the SNC-Lavalin Group

**mtr** crossrail | 

**NetworkRail**

 **RPMI**

**HS2**

**southeastern**

# Women in Rail cross-company mentoring programme summary

With every year of the Women in Rail cross-company mentoring programme we are continuing the development and support of women in the rail industry.

**Mission of the programme** – to make the Women in Rail mentoring programme a sustainable, scalable and transferable initiative available to all.

**Programme objectives** – to retain and accelerate women within the rail profession, through ongoing career advice and development as well as creating a culture of inclusion within the profession, through also helping to normalise flexible working and supporting those returning to work, male or female.

## 2020 Programme timeline



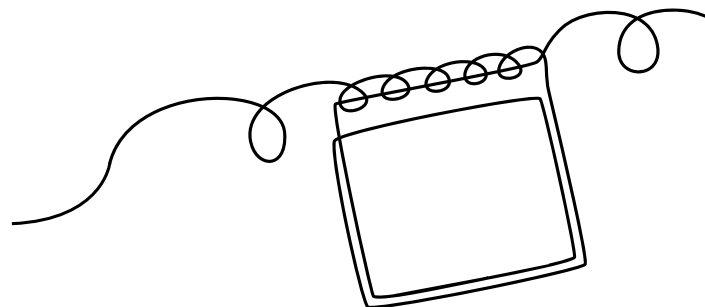
27th February 2020  
**Kick-off event (live)**



4th June 2020  
**Mid-way event (virtual)**



4th November 2020  
**Closing celebration (virtual)**



# Programme success factors

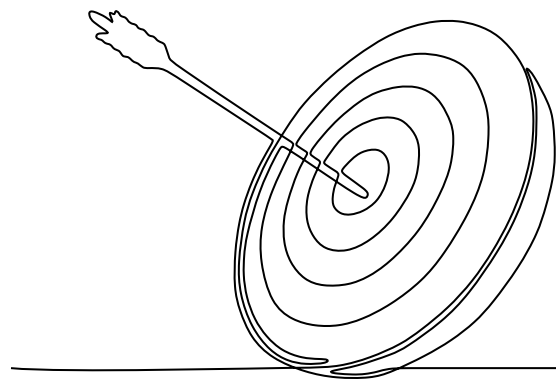
The Women in Rail mentoring programme is designed to improve gender balance, diversity and inclusion within the UK Rail Industry. The programme is a proven, powerful and practical way to impact D&I goals, gender pay gap reporting and gender balance, beyond internal programmes.

## Key objectives:

- ▶ Attract and retain female employees within the rail industry through ongoing career advice and support, with the support of employers of rail organisations
- ▶ Support males in being allies to the career development of females in the rail sector
- ▶ Improve diversity at senior levels of the rail industry
- ▶ Enable one-to-one learning and development through structured mentoring

## For mentees:

- ▶ The programme develops skills, knowledge and confidence through transferable skills, human relationships, with built-in accountability
- ▶ The programme supports mentees in taking control of their careers and gives them inspiration, support and challenge to move forward
- ▶ The programme exposes mentees to a global community of like-minded individuals, expanding their network while also developing networking skills



## For mentors:

- ▶ The programme makes gender diversity issues tangible for mentors, turning them into advocates and facilitators of wider culture change
- ▶ The programme helps leaders connect to meaning in their own careers and inspires them to stretch further
- ▶ The programme gives mentors a vital insight into other rail organisations, builds and develops transferable skills and expands their network further

## For organisations:

- ▶ Allow organisations to access a global best practice programme; to retain and accelerate talent; to build men and women as allies; to develop the transferable mentoring and inclusion skills of colleagues
- ▶ Giving organisations the opportunity to support individuals (through pro bono) that might not be able to access such initiatives, therefore supporting the sector more broadly.

## Programme snapshot



Series of  
**three**  
learning and networking events  
throughout the programme

**Comprehensive  
learning materials  
and guidance**

provided by mentoring experts at  
Moving Ahead, and shared via the  
“FUSE” platform

Mentoring pairs have  
met at least  
**four**  
times since the start of the programme  
(some were able to fit in a face-to-face meeting before  
lockdown restrictions were introduced)

Feedback requested  
during the programme at  
**three intervals**  
Early check-in – completed April/May 2020  
Midway check-in - completed July 2020  
Closing survey – Scheduled for October 2020

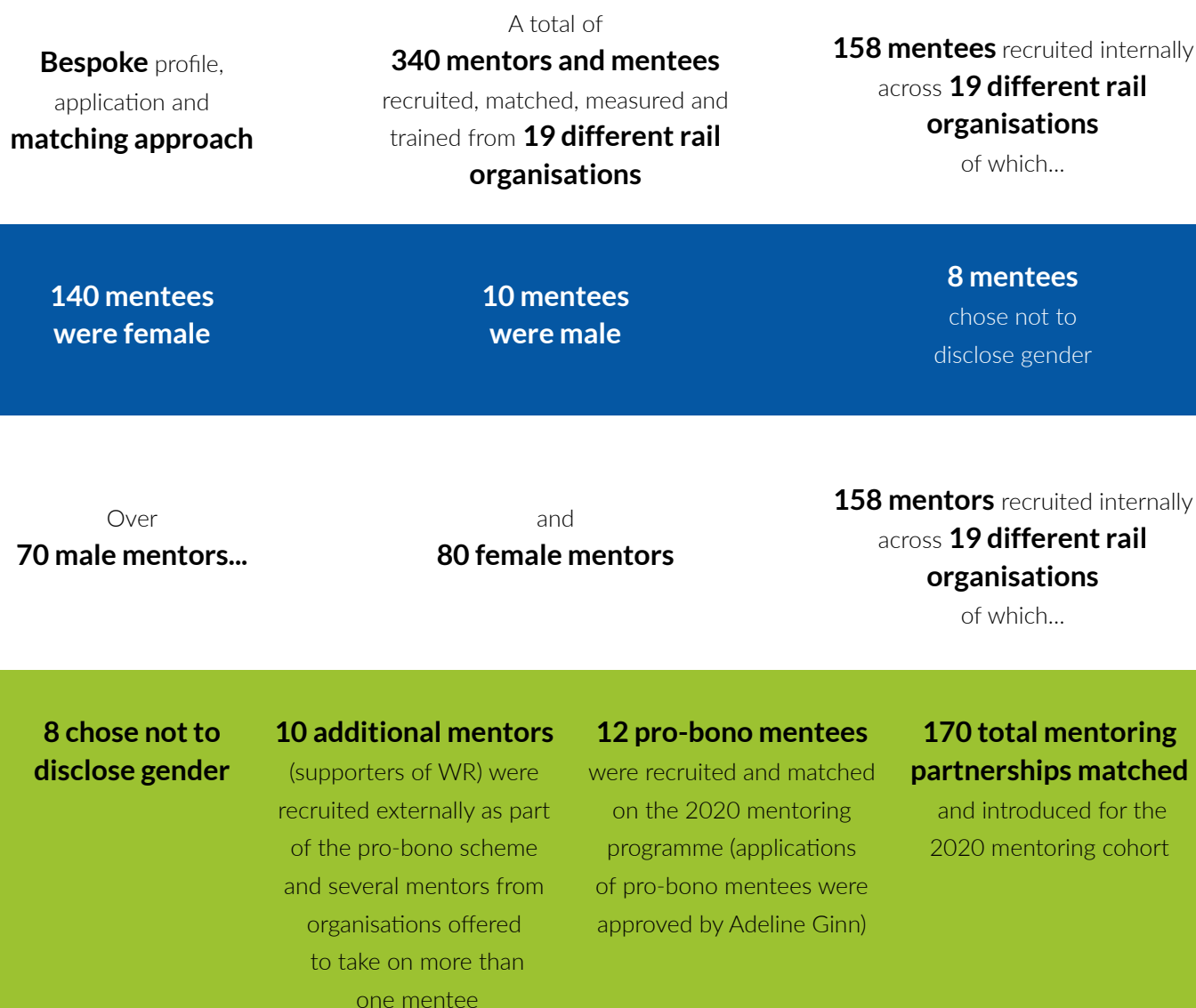


# What has been delivered to date...

## Cohort overview and insights

Rail organisations were invited to take part in the 2020 WR mentoring programme by registering and putting forward an equal number of mentors and mentees. In the Rail industry, as with many others, gender diversity has been evolving and organisations are coming to understand that women's career development is not only about women, but also about their male allies. Which is why this year, for the first time in the programme's history, we opened up mentee participation to male mentees as well, with the promise that they would be matched to a female mentor.

## Programme headlines



# Events

One live mentoring event hosted – the programme kick-off was on Thursday 27th February in the auditorium at Linklaters in London. Moving Ahead facilitator, Patrick McMaster delivered an inspirational event to the cohort of c300 mentors and mentees from a total of 19 participating organisations (an increase from 11 organisations in 2019). Moving Ahead's key-note speaker at launch was Melissa Doman M.A. who delivered a powerful session on practical and achievable stress management, to help equip, guide and support the cohort on the programme and beyond.

“The thing that stands out to me about the community of participants – mentors and mentees - in the WR programme 2020 is the ENERGY.

At Linklaters in London, for the launch, we had so much energy in the session itself and in the networking afterwards it was electric. Then, when we went to Zoom and virtual breakout rooms due to Covid the energy was still there – Amazing!

Energy is an underrated leadership trait and is more important than time in my opinion. Go WR cohort of 2020! ”

**Patrick McMaster**

Moving Ahead, Lead facilitator  
on the WR programme

- ▶ In March, Moving Ahead's event policy changed to all events being delivered digitally due to the global COVID-19 pandemic. Moving Ahead reviewed how the change from live to virtual event delivery would impact the learning journey of programme participants. Moving Ahead amended the delivery plan to make it more appropriate for digital delivery, using new technology platforms. The successful delivery of the progress session helped to mitigate any concerns and saw continued participation and engagement from the cohort, allowing for learning to continue and giving participant the confidence to continue with their mentoring session virtually
- ▶ The progress even was hosted through Zoom and received a strong attendance (c160 attendees) and participants were split up during activities in over 30 breakout rooms, where they had smaller, more intimate conversations with one another as a group. In a closing poll, we asked participants to rate the progress event overall, using a scale of 1-10, where 91% of participants rated the event '8/10' or above – this demonstrated the success of our first digital event for Women in Rail.
- ▶ Two event recordings from the kick-off and the progress event curated and uploaded onto FUSE, for mentors and mentees to view if they were not able to join the session or if they simply wish to refer back to the content.
- ▶ 14 short, dynamic learning films uploaded to the "FUSE" to support the WR cohort during the challenging times around covid-19
- ▶ One-to-one programme introduction and planning meetings for all programme partners to provide an overview of the programme and answer questions.



## What we have experienced from hosting digital events:

- ▶ Increased participant attendance vs live events
- ▶ Decreased drop-out rate from original RSVPs
- ▶ Increased attendee interaction
- ▶ More in-event learning, in particular breakout rooms and smaller group conversation to allow for diversity in conversation,

## Benefits of virtual event



Attendees more confident to participate



Easier to attend



More convenient



Learning and networking opportunities, just as significant and effective as in live events

### Overall, how would you rate the progress event?

Duration	Pace	Time of day	Knowledge of speakers	Delivery of speakers	Opportunities for networking and interaction	Materials (Slides, handouts etc.)	Overall
89%	88%	82%	86%	86%	72%	77%	85%

# Programme impact

Early check-in: what were people saying at the start of the programme

The below results are taken from the early check-in survey

93%

said they had the knowledge and information require for their role as a mentor/mentee

62%

feel the programme is helping retain and attract talented and high potential individuals

4.3/5

the average rating that participants gave to their match

76%

participants had met or scheduled their first meeting with their mentoring pair (at the time of this first check in survey)

93%

of participants were making the time to participate fully as a mentor/mentee

82%

believe the programme is helping to expand their network

62%

say that they are seeing more cross team and/or departmental collaboration

92%

feel the WR mentoring programme gives them energy and inspiration

95%

say the programme is providing them with a fresh and different perspective

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

70%

believe the experience is helping grow and transfer business critical knowledge

91%

said that they feel supported to participate in the programme

72%

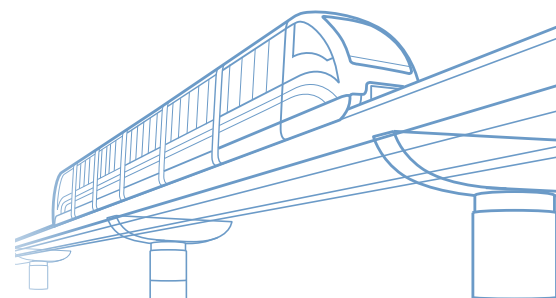
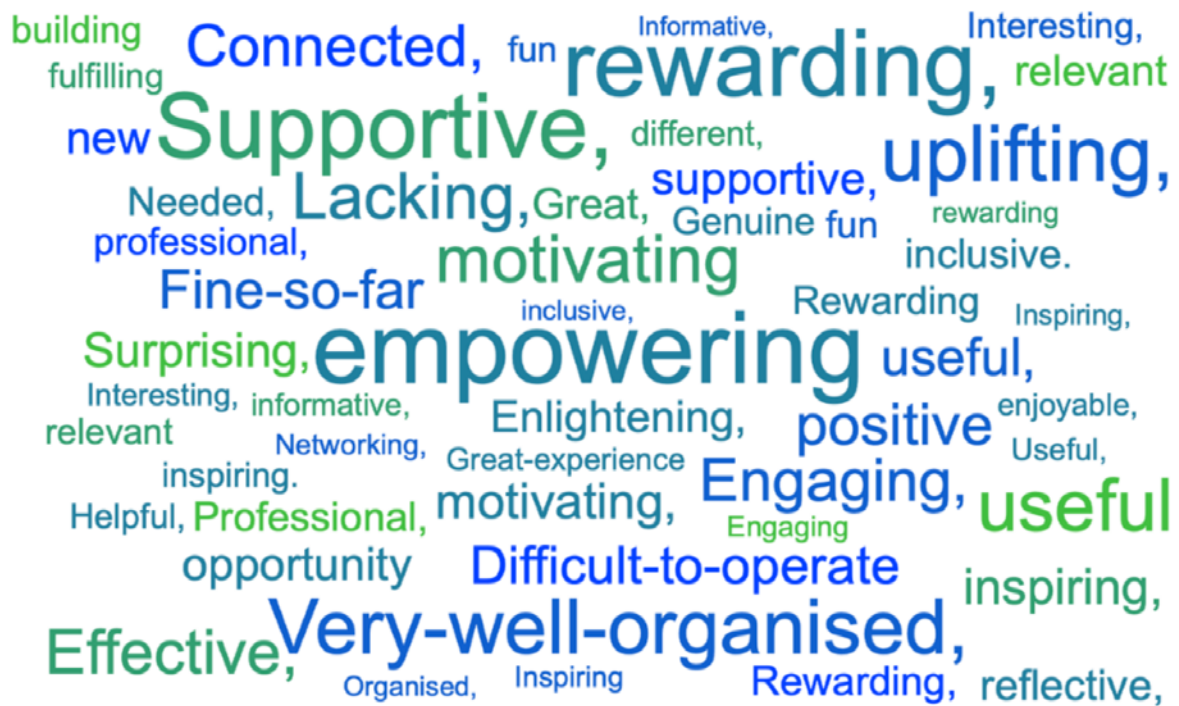
believe they are seeing increasing levels of employee engagement as well as improvements in diversity, inclusion and gender parity

80%

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



How would you describe the programme so far:



# Feedback quotes from your programme

## Mentees

### What motivated you to take part in this programme?



"To create a network"

**pro-bono mentee**

"I needed support in identifying my strengths and how to use them to further my career."

**pro-bono mentee**

"The programme is very well run and did a good job of matching mentees to mentors."

**pro-bono mentee**

"Never had a mentor and didn't know how to go about it. Heard the success of this programme in 2019 and wanted to be part of it"

**mentee**

"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 such brilliant advice has really guided me along the way as I navigate through the early part of this career stage"

**mentee**

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

**mentee**

"Improve network, working on confidence and gain different perspectives as I have been in the same organisation for a number of years"

**mentee**

"It's a great opportunity to represent your company but also dedicate time to your own personal development that is often at the bottom of the to-do list!"

**mentee**

"To embrace the opportunity to increase my confidence and learn from others in the industry"

**mentee**

"I wanted to get a mentor for a while now to get some impartial direction for my career"

**mentee**

"Address gender parity issues within parent company. Aim to achieve more within the business with renewed confidence and break down barriers"

**mentee**

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

**mentee**



## Mentors

### Thoughts and comments about the programme:

“

“The programme is a very good initiative that has opened up my horizons”

**mentee**

“Very well-structured programme and very good matching of mentor and mentee. 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**

“This programme has been particularly helpful to me during the COVID19 crisis. My work levels have gone up considerably and due to the unprecedented nature of lock down, 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**

“Excellent although difficult during the COVID-19 situation”

**mentee**

“My mentor has been extremely helpful and supportive”

**mentee**

“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**

”

## Mentors

### What motivated you to take part in this programme?



"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"

**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"

**mentee**

### Thoughts and comments about the programme:

"Virtual meetings have worked well, I would be inclined to use this as an option in the future and mix with traditional face to face"

**mentor**

"The pairing has been worked out excellently thank you"

**mentor**

"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**

"Good transition to e-version of programme"

**mentor**

"It's been difficult this year as I have been unable to meet my mentee face to face. We have spoken and emailed of quite a few occasions and we have had our 1st session via Skype which means we can make progress and talk through any issues or concerns. My mentee is enthusiastic and is making progress and this has just been by talking and allowing her to talk and air her thoughts in a very confidential area. She is being honest and true and I am sure the next few months are going to be very encouraging"

**mentor**

"Despite COVID-19 myself and my mentee have been able to still have our sessions together over Teams. It was good to see each other and connect through these very difficult and challenging times!"

**mentor**





## Midway check-in: what are people saying

The below results are taken from the midway check-in survey

Participants have met on average of **4.1** times during the programme so far, some have met as many as 8 times already

**4.6/5**  
the average rating that participants gave to their match

**81%**  
of participants reflected that even though they are now working from home, they feel confident that they can continue their mentoring relationship virtually

**91%**  
are clear about what is expected of them as a mentor/mentee and 92% said they have the knowledge and information they require to continue on the programme

**88%**  
said they felt supported to participate in the programme and 86% had the confidence to can make time to participate fully in the mentoring scheme

**80%**  
said that the programme enabled them to better share their thoughts and ideas

**64%**  
identified that participation in the programme was helping to expand their network while 89% said it provided them with a fresh and different perspective

**74%**  
felt an increase in their confidence as well as feeling more empowered

**77%**  
believe the programme is supporting them to develop new skills and behaviours

**58%**  
identified that they felt invested in, valued and engaged at work

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

**72%**  
are benefiting from assistance with career development planning

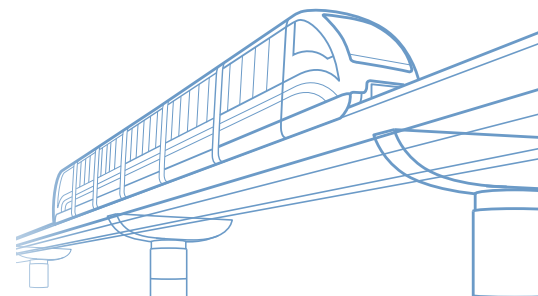
**57%**  
believe the scheme helps to retain talented and high potential individuals, while

**74%**  
feel it is also helping to foster an inclusive culture and diversity of thought, with a further

**88%**  
seeing encouraging a culture of learning and personal development as a result of the programme

**73%**  
have identified seeing increasing levels of employee engagement

A minimalist line drawing of a person with long hair, wearing a hooded sweatshirt, leaning forward with their head down and arms resting on their knees. The drawing is composed of simple black outlines on a white background, capturing a contemplative or somber mood.





## Success stories from your programme....

### Mentees

"It feels too short! Can't believe we're already at the halfway point, but have so far found it so invaluable, and am really happy with my mentoring match"

**mentee**

"Via my mentoring match I have been inspired and encouraged to have conversations I would never have felt equipped to have. Specifically, regarding the BLM movement and our involvement as an organisation for our colleagues and customers"

**mentee**

"My mentor's input and guidance was instrumental in helping me secure a new role (promotion) almost at the very beginning of the mentoring partnership"

**mentee**

"The programme is going very well, my mentor has helped me with ideas on how to tackle certain situations and guided me on how to improve the way to approach situations. This has helped to build on my confidence"

**mentee**



"Really enjoying my time with my mentor, look forward to it every month. Have been through some big changes and challenges and the support I've had from my mentor is invaluable"

**mentee**

"I have learned that even the mentee can share experiences or become a sound board for the mentor. And that working throughout a pandemic also allows us to relate to each other's working environments"

**mentee**

"I am very pleased with how well my mentor was matched to me, I almost could not believe how well suited we were. So far, every advice he has suggested to me, I have taken and seen huge improvements!"

**mentee**

"My mentor has been great at sharing resources which she feels may be suited to my role and my personality. She has challenged me to think about how I come across to other people, and how that might have an impact on any future managerial roles I may have"

**mentee**

### Pro-bono mentee

"My mentor has been great. He has made it clear that he is available over email, phone or video call 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**

"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**



“

## Mentors

“Delighted that my mentee applied for and was successful in gaining a new role”

**mentor**

“Helping to reconnect both myself and mentee to our authentic selves and explore what career moves would help us realise our true potential”

**mentor**

“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**

“Receiving positive feedback on how mentees have taken our conversations into the workplace have been great”

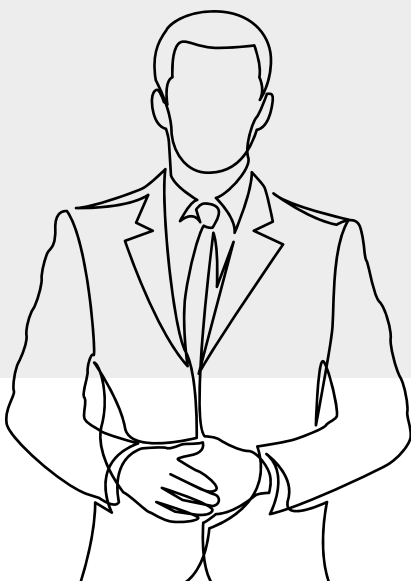
**mentor**

“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**

“Getting my mentee to realise the value of investment and mutual benefit that’s a result of being part of the programme is a personal success”

**mentor**



## Pro-bono Mentor

“Just watching a young man completely not sure of what mentoring was or how he would benefit - at a tough time in his career, come alive in front of me – magical”

**pro-bono mentor**

”



## FUSE

As part of innovating the 2020 Women in Rail mentoring programme, Moving Ahead developed an innovative digital learning and community space for the cohort. FUSE was created to give participant access to the latest learning content, view curated film collections specific to the programme and beyond, as well as allowing access to the programme timeline of events, materials and content. In addition, the platform allows for mentors and mentees to connect with each other, to learn, collaborate and grow in their partnerships.

Participants on FUSE have been encouraged to share their own ideas with their cohort community, posing questions to start a discussion, sharing links to relevant and thought-provoking content, and uploading files of interest to the programme.

### **The top three benefits of FUSE for programme participants have included:**

- ▶ Keeping up to date with the latest content and information provided by our team of subject-matter experts and faculty speakers
- ▶ Gaining instant access ideas and conversations tailored to your programmatic goals
- ▶ Growing participants network by collaborating online with other members of the Women in Rail community



# Challenges and learnings

We look forward to continuing to build a sustainable mentoring programme, which is scalable over time as well as continuing to grow and expand to an even broader and more inclusive audiences.

We constantly look at our learnings and challenges faced, so we can find improvements and ways to enhance the programme. Below are some challenges experienced during the programme so far and our recommendations going forwards.



## **Mentoring amidst COVID-19**

There was an initial risk that some participants were not being able to create the time needed for their mentoring relationships during the pandemic. Despite this initial belief, 81% of participants reflected that even though they are now working from home, they feel confident that they can continue their mentoring relationship virtually. Alongside this, participants have indicated that on average (at the time of the survey in July) mentees and mentors had met four or more times, with some having had as many as eight meetings already, which is hugely encouraging and also reflected in many of the positive verbatims we have seen from participants. We have been continuing to check-in and offer support to those struggling to get in touch with their mentee/mentor and will continue to monitor feedback. Although the value of face-to-face mentoring is strong, the last few months have shown that virtual mentoring can be just as, if not more effective. Allowing people to connect remotely and more frequently has facilitated conversations, discussion and support within mentoring partnerships which has been invaluable during these challenging times.

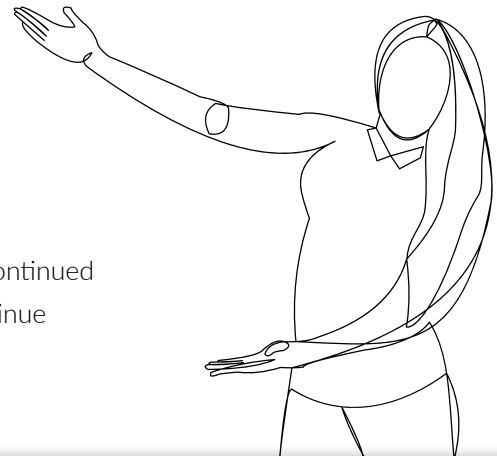
## **Navigating the FUSE community**

Initial feedback around platform usage suggests that programme materials and content on the FUSE platform could be utilised more fully by the cohort. Moving Ahead hosted a virtual demo on Zoom in May for participants to encourage them to use the platform. Given that FUSE was launched part way through the programme it is still really encouraging to see that 25% of users are engaged (or have been) with the community since the launch (meaning they engage with content such as liking, sharing, commenting and viewing). We believe that the platform will receive much higher engagement and interaction for the following cohort (2021) when it is launched and explained at the start with the rest of the programme at the point in which we have captured and captivated the attentions of our audience most strongly.

## **Structured networking**

A key part of cross-company mentoring programmes are the connections that programme participants create with one another. This often takes place before and after the core programmatic events. As live events have been paused indefinitely, programme participants have been less able to network in-person. Moving Ahead have been working hard to facilitate connections during WR digital events, to encourage connections and networking of the cohort. We are delighted to report that 64% of mentees/mentors have stated that the programme is still helping them to expand their network.

# Ideas to amplify the mentoring programme impact in 2021



Looking forward to 2021 the WR programme has vast scope for and continued support for women in the rail industry. Our recommendation is to continue growing the impact and footprint of the programme through:

- ▶ Focusing on predominantly supporting women mentees (and providing them with a female mentor where explicitly requested)
- ▶ Continuing to engage our male allies within the rail industry and matching our male mentees with a female mentor
- ▶ Growing the diversity of the mentee/mentor cohort to include people who have experience challenges and/or exclusion in their lives, to bring them together so they can share their stories and allow for an additional level of learning and understanding to grow and evolve through the programme.
- ▶ By adding a diversity target to the mentee (and mentor) selection criteria we hope to encourage even more high potential diverse\* colleagues to take part in the mentoring programme. Specifically, individuals 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. Organisations will be able to select from every layer of the career pyramid and may wish to target mentees from under-represented\* groups.
- ▶ Most importantly, continue to support the pro-bono initiative as part of the WR mentoring the programme, which is an absolute asset within the industry and something that can really help strengthen the relationships with the industry

\*At Moving Ahead 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.

- ▶ Moving Ahead will also re-energise the mentoring programme by bringing in our new and improved mentoring content and materials. Over the last year the Learning and Development team at Moving Ahead have upgraded and redesigned the learning and mentoring content, to provide a holistic experience in the form of the 5Cs – Cultivating connection, Building courage, Consciously championing, Embracing Challenge and Releasing creativity. Moving Ahead will work with the WR partners to identify which three of the five Cs will be most appropriate for the key programme events and build out the mentoring session based on those chosen topics. This will provide a new and energised dimension to the programme and will also allow for those participants who are returning for another year on the programme as mentors or mentees who are now joining as mentors, to still experience a fresh and new learning journey that will continue to benefit and evolve their experience on the programme.



## The 5 C's:



**Cultivate Connection**



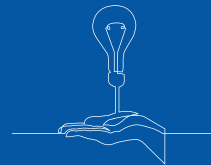
**Build Courage**



**Consciously Champion**



**Embrace Challenge**



**Release Creativity**

- ▶ The 2020 programme also saw the set-up and management of a "Women in Rail Mailbox" offering one-to-one support to all the programme partners and mentors/mentees on the WR mentoring programme. This will continue into the next cohort of the 2021 programme
- ▶ FUSE – our innovative digital learning space for the 2020 WR programme created by Moving Ahead. By implementing this platform and its capabilities at the very start of the programme in 2021, will bring together this vibrant community of mentors, mentees and programme partners to access online programme updates, calendars, events, learning and connect with their cohort, allowing them to share knowledge, learning and conversations throughout the programme and grow as a community as well. To keep engagement high and maintain momentum with using the platform Moving Ahead will collaborate with programme partners to provide content which we believe will be most beneficial to the participant, as well as aiming to start one discussion thread a month to build and maintain engagement.



# Additional recommendations

Moving Ahead would recommend that the programme evolves, in line with our other cross-company programmes, to develop change and impact beyond the individuals mentoring pairs – so that organisations can create wider change at an individual, team and organisation-wide level.

This approach provides change through three pillars. Pillar one, is the foundation pillar of the one-to-one mentoring (change at an individual level), with pillar two and three creating change at a group and team wide level, and organisation-wide level respectively.

**We therefore propose pillar two and three as offerings to extend the impact of the programme at a group/ team level pillar two and organisation wide level (pillar three).**

## Pillar two: Momentum and listening circles

### Momentum

Team-level change through organisation-wide access to Moving Ahead's digital toolkit, equipping line managers of actuaries to have more inclusive everyday conversations.

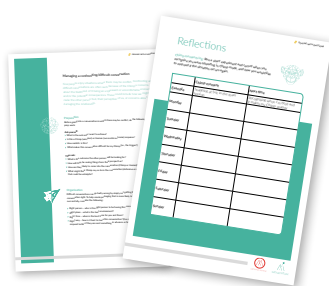
Research and practice tells us that the role of the line manager is critical to retaining and accelerating diverse talent in addition to creating inclusion. Many organisations strive to ensure that change goes beyond the individual mentors and mentees. Momentum does this through empowering line managers and colleagues to have transformative conversations around topics that are key levers to inclusion.

Momentum is a suite of digital learning companions comprising of short films and supporting workbooks on more than 35 topics. The content has been specially curated to complement existing leadership development programmes and feed into your overarching inclusion strategy and culture change. It's delivered by our subject-matter experts, including creativity and innovation expert, Kirk Vallis, and Olympic performance psychologist and mental health expert Dr Kate Goodger.

As a digital offering, Momentum provides tangible learning, skills development and support for leaders, line managers and colleagues globally. This can be hosted on an organisation's intranet site or learning portal.

**Fee:** We would propose an additional fee of £3,000 + VAT

**NB** this is a reduced fee for our WR partner organisations.  
The standard fee for Momentum is £12,000 + VAT



### Companions in the Momentum series include:

- ▶ **The Connected Manager Companion**, which covers topics such as building trust and rapport, managing change and creating inclusive environments.
- ▶ **The Workplace Wellbeing Companion**, which raises awareness of topics such as grief, chronic illness and menopause.
- ▶ **The Working Families Companion**, which covers topics such as children's mental health, adoption and caring responsibilities.

[READ THE INFORMATION PACK ▶](#)

[WATCH A SHORT FILM ABOUT MOMENTUM ▶](#)

## Listening circle basics

Listening circles are a dynamic, engaging way to build and foster inclusive awareness, skills and behaviours. Our tried and tested format is built on proven principles and Moving Ahead's expertise in:

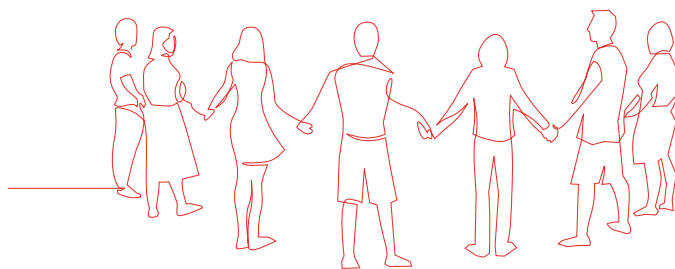
- ▶ **Mentoring:** fostering support and challenge by sharing experiences and perspectives
- ▶ **Reverse mentoring:** hearing the stories of someone with a different perspective
- ▶ **Storytelling:** using the power of stories and role models to create change and learning
- ▶ **Structured facilitation:** opening up new conversations and connections, ensuring psychological safety and giving everyone a voice
- ▶ **Video keynotes:** each session opens with a video keynote from one of our subject-matter experts.

Organisations that opt into this pillar will have two listening circle sessions. These can be attended by mentors and mentees taking part in pillar one and/or other colleagues within the organisation, as well as HR programme partners. Sessions are led by a Moving Ahead facilitator and a subject-matter expert.

### For example, Pavita Cooper could be the facilitator:

Pavita is the Chair of CMI Race and sits on the CMI Board of Companions, as well as being a Steering Committee member for the 30% Club. Pavita has more than 25 years' experience as an executive talent leader across a range of multi-sector global blue-chip organisations, including Shell, Barclays and Lloyds Banking Group. She has also advised several CEOs, executive teams and business leaders. Pavita is a passionate advocate of greater diversity across the C-Suite and is committed to accelerating the progression of 'hidden' talent: women, ethnic minorities and leaders from less traditional backgrounds. In September 2017, Pavita was awarded Woman of the Year at the Asian Business Awards.

Once permitted, our request is that these are held in a suitably sized room at your location, with tables of four to six participants. They can also be held virtually and utilise breakout rooms.



## Listening circle structure

Each session opens with a video keynote from one of our subject-matter experts. Example topics include how to talk about race and the importance of allyship.

The Moving Ahead facilitator shares the vision and process for the session. This equips participants with the confidence and skills to share their questions, perspectives, experiences, and stories. The facilitator will also set 'ground rules' so participants engage in active listening and all voices are heard.

The circles spend 60–90 minutes in facilitated discussion, sharing perspectives, stories, challenges and successes relating to the topic.

When the circle ends, the facilitator will collate and share back to the organisation the key themes and recommendations from the group, respecting confidentiality at all times.

Fees starting at £1,500 - £2,000 per session - (to be confirmed following discussions with Moving Ahead).

# Pillar three:

## 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 WR partner organisations. The standard fee for the Summit Series is £5,000 + VAT



[READ THE INFORMATION PACK ▶](#)

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

[SEE THE SPEAKER LINE UP FOR THE INCLUSION & DIVERSITY SUMMIT 2020 ▶](#)

[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**

## Next steps for the mentoring programme

The 2020 WR mentoring programme will be drawing to a close on the 4th November with an exciting virtual event. Patrick McMaster will lead the cohort into the closing celebration (as the consistent facilitator present with the cohort throughout the whole nine months of the programme).



**Patrick McMaster**

Flexible working specialist; Moving Ahead facilitator

[WATCH PATRICK'S SHOWREEL ▶](#)

Participants will also hear from the wonderful Dr Cath Bishop talking about resilience and courage and how to use what mentors and mentees have learned on the programme so far, to hold on to that courage and resilience, following on from what has been a very challenging year for everyone and also move forward with whatever progress looks like for them.



**Dr Cath Bishop**

Olympian, former diplomat, leadership development specialist; Moving Ahead facilitator and speaker

[WATCH DR CATH'S SHOWREEL ▶](#)

The closing celebration will also play host to the annual #Inspiredbymentoringawards which will highlight some of the wonderful success stories we have seen over the course of the programme.



# Appendix

# Additional feedback from the programme so far: Mentees

## What motivated mentees to take part in this programme?



"I am really enjoying the programme. I am not sure that I am getting enough out of my mentor but that is I feel a bit lost, but we have had some good inspiring conversations."

"The programme could have encouraged participants to utilise zoom/online chat options a lot earlier, i.e. at the start of the covid restrictions."

"I was helped by good leaders, I wanted to do the same"

"(1) To improve my transferable skills at work and enjoy work more

(2) To be closer to a better version of myself and be ready to stretch when a future opportunity comes"

"Needed a wider knowledge of the rail industry and I came from a military aviation background"

"I was volunteered and I thought I could only benefit"

"To expand my network and understand the industry"

"I needed some more help within the railway sector and where to start"

"I participated as part of my PDR objective and was very unsure about the programme"

"I was motivated to take part in the programme as I wanted to develop my leadership and influencing skills"

"I was initially nominated by a senior manager. After discussing it with him and other members of the team I decided to proceed"

"Being able to interact with people from different areas of the railway to increase my knowledge and being able to make connections and relationships with other people"

"Career Development / Wished to build upon woman relationships in work"

"Having someone external to my company and with a different role who could provide a different view of the industry"

"I was keen to network and have support with my career development and planning"

"To develop my confidence and leadership skills, and take some much-needed time to give some thought and focus to focus on my own personal development and career goals"

"To learn from individuals that I would not generally be exposed to"

"I was encouraged to do so from my line manager. Having attended one of the events, I found it very interesting and wanted to take part in order to better myself and to ring something more to the business"

"The need to get a structured direction for my career"

"I wanted to meet people from outside of my organization and learn from their experience and see different perspectives"

"I was encouraged to take part by another colleague who had participated previously"

"I wanted to improve myself by speaking to someone that has experience within the industry. I wanted to be guided"

"To network with other rail personnel"

"Career progression / exposure and insight to other businesses"

"I didn't know what to do next in my career and was looking for some guidance to help steer me in the next steps"

"I'd like to be an influencer in the business and build team capabilities, hence wishing to be a mentee myself in the first instance to encourage others"

"I was always interested in having a mentor. I think the programme supports coaching and learning for people who are keen to develop themselves"

"I wanted to grow and develop and gain an insight into current ways of thinking, behaving and operating that may be hindering my growth, progress and development"



# Thoughts and comments about the programme: Mentees



"I think my mentor is a good match. He works in a similar industry as me with higher roles. He provides a different perspective. Every session, we start with a recap and reflection from last session and what I have done to test the ideas. I find it a very good way of applying these transferable skills. My mentor is very practical, to the point and relate a lot to his own experiences. It's been a really good mentoring experience!"

"The programme is a very good initiative that has opened up my horizons"

"Very well-structured programme and very good matching of mentor and mentee. 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"

"Excellent although difficult during the COVID-19 situation"

"My mentor has been extremely helpful and supportive"

"I have been very impressed with the programme so far, I enjoyed most of the first event although struggled to mingle with people beyond who I knew and didn't enjoy one of the presentations. I met my mentor briefly but we said it would be best to talk properly on a one to one basis at a later stage. I am thrilled as to how well my mentor matches up to me. I am getting some great advice so far but as the mentee trying to drive it, I am struggling to work out how to get the most from it"



"This programme has been particularly helpful to me during the COVID19 crisis. My work levels have gone up considerably and due to the unprecedented nature of lock down, 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"

"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"

"Despite the current situation, the programme is progressing well and the online events are really helpful"

"This programme is really helpful. Keep up the good work!"

"My mentor is brilliant and I am learning a lot about him. I feel disappointed that we are currently going through Covid-19 which has meant that I am currently trying to balance work load with home schooling and therefore now is not really the time for me to think about career progression or planning. That said, I'm sure some of my mentor's advice will be useful for the future"

"Good match, impressed that through a survey/quiz, you manage to find such a good match!"

"It seems to be Covid proof, so well done"

"I'm loving it!!"



# Additional feedback from the programme so far: Mentors

## What motivated mentors to take part in this programme?



"I enjoy working with people and seeing others grow and be successful"

"I was encouraged from last year as a mentee to be able this year to give something back as I was supported and encouraged to allow me to bring out my own skills and confidence"

"I gain a lot of satisfaction from mentoring and coaching others and helping individuals realise their potential and I could see that this programme offered that to me"

"To be able to nurture, support and inspire future talent"

"I enjoy sharing experiences with others and helping others learn and develop"

"Motivation to help others"

"I was asked by my business to be a mentor but when I was told about it, the challenge was new to me and exciting. Something different to the day job"

"I have mentored a few people through to CEng status and my recent mentee finished 2 years ago. Since then I have not had someone to mentor and it's something I really enjoy"

"Providing support for those who haven't had same opportunities"

"I want to encourage more women to be ambitious and fulfil their potential"

"To help support other women and to share my experiences"

"Have been doing mentoring for a social mobility charity for some time and supporting young people as they develop. This programme provides the opportunity to support those further along in their journey. I have always had a mentor and truly valued this relationship and wanted to give something back in this regard"

"I have received a lot of support and investment in my personal development to get me to the position I am in now. I would like to give something back as a result and help others get the chances I had"

"To help other women in the rail industry achieve their potential"

"I was similarly supported many years ago and I am now at a stage of my career where I feel I have the skills to positively influence and help"

"I am keen to engage with different people across the industry and beyond to broaden my horizon & knowledge, adding value to my organisation, that of the mentee and the wider industry"

"Wanted to give back"

"Keen to understand a different perspective and providing coaching guidance to someone else"

"Mentoring is an important leadership skill and being able to support a colleague from elsewhere in the industry and drive the diversity agenda is a personal and professional priority. As a mentor you can also learn from your mentee from elsewhere within the industry"

"I wanted others to benefit from my experience"

"Give something back and help someone in a similar position as I was"

"Recently completed Railway Industry Leadership Programme and felt inspired and engaged to take that experience into a working environment but out with my current team"

"Commitment to development of people"

"I genuinely enjoy mentoring giving something back and learning about new people"





## Additional feedback from the programme so far: Mentors

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This is a very rare opportunity for external mentoring. Also contributes to increase diversity which I am passionate about”

“I always believe in give back to the society as I have learnt so much from others. Therefore, it is my duty to return it back. Also, I believe that by sharing experience and knowledge, you always learn more”

“I enjoy mentoring and helping others and at these challenging times it is definitely required,

I am always keen to help/support others if I can”

“To grow my network within the Rail industry by meeting new people but from diverse backgrounds and professions”

“I took part in the programme as a mentee a number of years ago and found it incredibly beneficial, therefore I wanted to give something back now that I have progressed further in my career”

“I wanted to share my experience and as a mentor being able to help my mentee achieve her own goals and help her gain confidence in today's troubled world”

“I just want to help and develop people, especially women in rail”

”



## Thoughts and comments about the programme: Mentors

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“Virtual meetings have worked well, I would be inclined to use this as an option in the future and mix with traditional face to face”

“It's been difficult this year as I have been unable to meet my mentee face to face. We have spoken and emailed of quite a few occasions and we have had our 1st session via skype which means we can make progress and talk through any issues or concerns. My mentee is enthusiastic and is making progress and this has just been by talking and allowing her to talk and air her thoughts in a very confidential area. She is being honest and true and I am sure the next few months are going to be very encouraging”

“Despite COVID-19 myself and my mentee have been able to still have our sessions together over Teams. It was good to see each other and connect through these very difficult and challenging times!”

“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”

“It has been difficult due to the COVID-19 restrictions, but we are making time for fortnightly calls and I feel I have skills and knowledge that can help my mentee”

“Good transition to e-version of programme”

“Obviously been adversely affected by COVID restrictions which has limited my contact with my mentee, however I feel that the programme has adapted well to retain the thrust and support it intended originally”

“The pairing has been worked out excellently thank you”

”

## The programme team



**Liz Dimmock**

Founder and CEO, Moving Ahead



**Rebecca Davies**

Head of Programmes



**Martina Petkov**

Client and Programme Team Lead



**Patrick McMaster**

Flexible working specialist;  
Moving Ahead facilitator



**Lucy Parsons**

Marketing and  
Communications Manager



**Rachel Childs**

Head of Client Learning and Development

## Speakers on the programme



**Melissa Doman M.A.**

Organisational and counselling psychologist;  
Moving Ahead speaker



**Dr Kate Goodger**

Olympic performance psychologist;  
Moving Ahead speaker



**Dr Cath Bishop**

Olympian, former diplomat, leadership  
development specialist;  
Moving Ahead facilitator and speaker



Thank you