


Diversity in the Rail Industry: An Analytical Overview

July 2018

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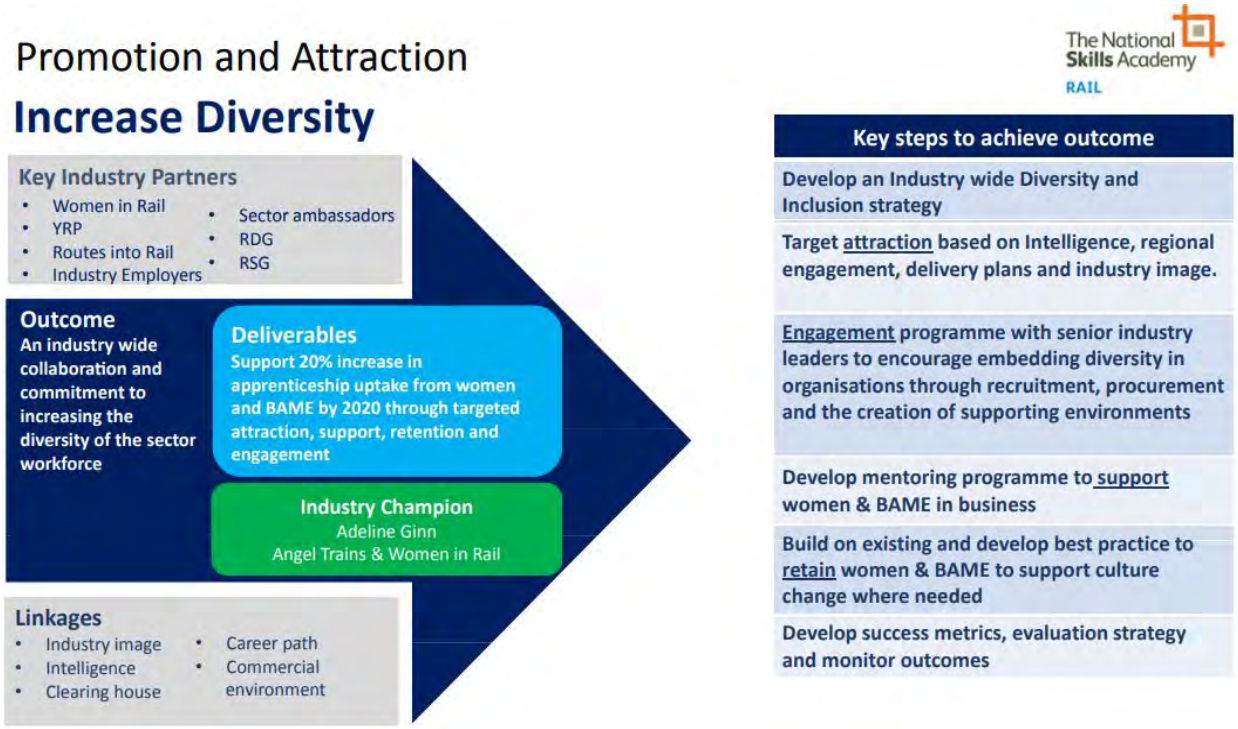
1. Background

With the support of Women in Rail and in conjunction with the Rail Sector Skills Delivery Plan (RSSDP), the National Skills Academy for Rail (NSAR) set out to undertake a sector-wide consultation to gain an understanding of the diversity make-up of the industry. RSSDP was set up in response to government targets outlined by the Transport Infrastructure Skills Strategy (TISS) review, aiming to increase representation amongst new entrants to technical and engineering apprenticeships to be at least 20% female by 2020, increase the number of people from black, Asian and Minority Ethnic (BAME) groups, undertaking apprenticeships by 2020, and achieve parity in gender diversity within the working population by 2030[1]. Through the promotion and attraction stream of the RSSDP, key steps are being taken to achieve these targets, as outlined here[2]:



The first major diversity consultation of its kind for the Rail industry, this consultation spans all regions, disciplines and company types whilst capturing diversity characteristics at a demographic level. In doing this, informed decisions on diversity targets can be made whilst raising awareness of the need for a diverse workforce, and forming a baseline for future reporting.

[1] Transport Infrastructure Skills Strategy: One Year On (2017), Strategic Transport Apprenticeship Taskforce
[2] Resourcing Rail Book: Rail Sector Skills Delivery Plan (2016), the National Skills Academy for Rail

2. Introduction

We want the rail industry to reflect the diverse communities of the UK population at the very least. This will help to plug skills gaps, carry out promotion, attraction and recruitment activities and be more reflective of many of the "protected characteristics". We want to be confident that everyone has an equal opportunity to work in our sector and the industry is leading the way on inclusivity in the workplace.

Currently, the rail industry has a predominately white, middle aged, male workforce. Significant efforts are being taken by many employers to encourage more females to join the industry. However, diversity is wider than gender alone and it is important to understand the make-up of the workforce across the industry. After all, a diverse workforce, is a productive workforce.

In order to try to find out how diverse the workforce of the rail industry is, we put together a short survey aiming to cover most of the characteristics. The questions were devised to target the workforce at a company level. The information collected from the survey is arranged by category and no individual employer is identified by name. All information provided by individual companies will be kept confidential and in line with GDPR compliance.

At the end of September 2017, we received responses from 94 separate employers in the rail industry.

3. Data Sample and Collection

In order to gain an accurate overview of diversity in the Rail sector, a survey was devised containing 12 questions relating to key attributes of a workforce, including size of workforce, gender split, regional breakdown, religion, ethnicity, age, disability, marital status, maternity & paternity, and skill level. All major rail companies were invited to complete the survey.

A total of 94 responses were received from companies spanning all sub-sectors of the industry, including Infrastructure Clients, TOCs/FOCs, Infrastructure Contractors and Professional Advisor, Consultancy and Services.

This equated to a sample size covering 117,130 workers.

Using analytical calculations and methods, the sample could then be examined and scrutinised in accordance with the aforementioned variables to yield the results discussed in this report.

Where appropriate and available, data was cross-referenced with our current workforce numbers, and compared to the national industry data available through the Office of National Statistics (ONS).

The full survey can be found in Appendix 2.

4. Sample Analytics

Based on the individual company responses from the survey, a tabulation of workers was deciphered which enabled an analytical view of where individuals were based, their job roles, skill level, and other demographic criterion and diversity indicators that will be discussed in this report.

Figure 1 depicts the percentage regional proportions of the data sample in comparison to the industry-wide quantities from the ONS. London (LDN) remains dominant in workforce proportion and to an even greater extent than shown in the ONS with 48%. The quantity within the West Midlands (WM) is also prominent, with 23% of the sample compared to just 8.5% from the ONS. As a result of the sample being skewed towards these regions, the other ten regions show signfiicant depletion in workforce numbers compared to the wider industry picture. This is most notable in the South East (SE), East Anglia (EA), Wales (W) and Northern Ireland (NI). This is attributed to the large majority of the sample workforce employed in Infrastructure Client and Train or Freight Operator companies as shown in Figure 2. Collectively, these two areas of the industry account for 90% of the regional survey data.

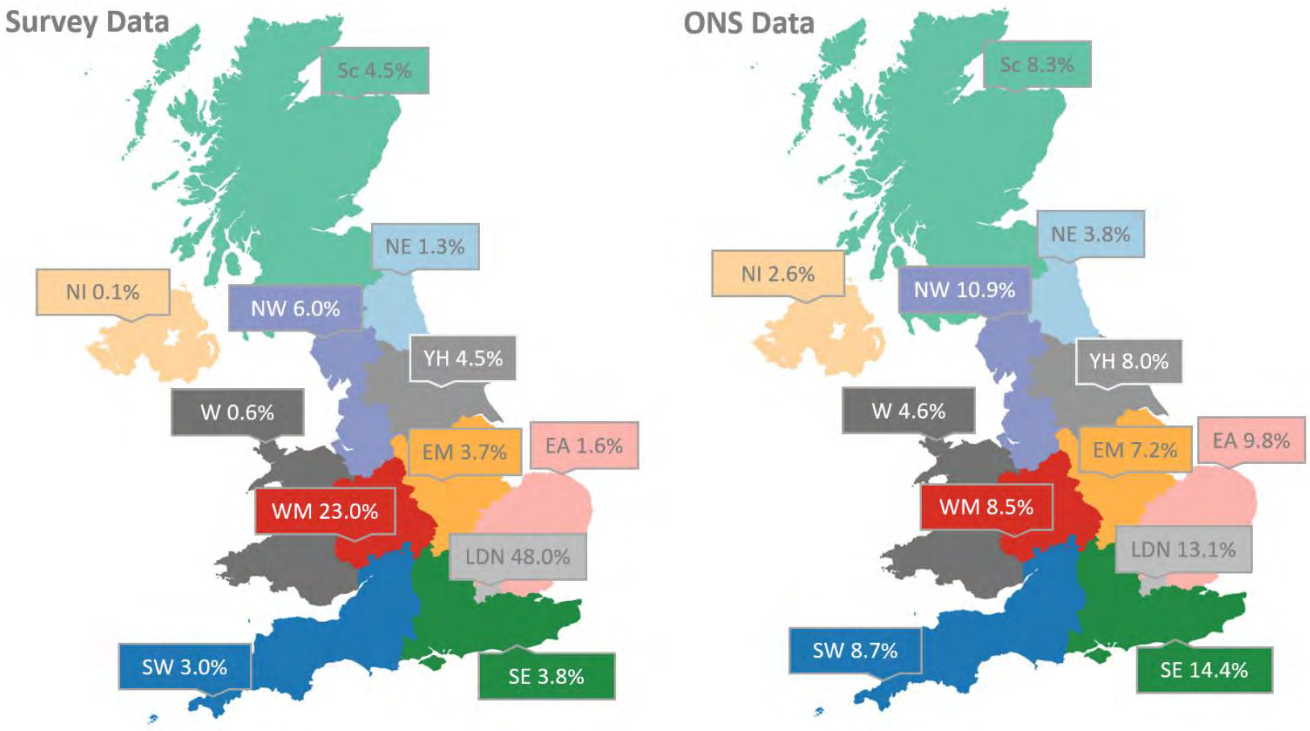


Figure 1 Geographical breakdown of the data sample

When analysing the regional variations of these areas of industry (Figure 3 Regional breakdown of workers per area of industry), the Infrastructure Client workforce is exclusive to two regions: London and West Midlands, thus accounting for the quantities depicted in Figure 1. The cartographical representation displays the four

dominant work types arising from this survey, which collectively account for 96%. A total of the number of workers per area of industry is presented along with the top three regions in terms of their share of the workforce. London appears in the ranking for all four areas, with the West Midlands showing in three.

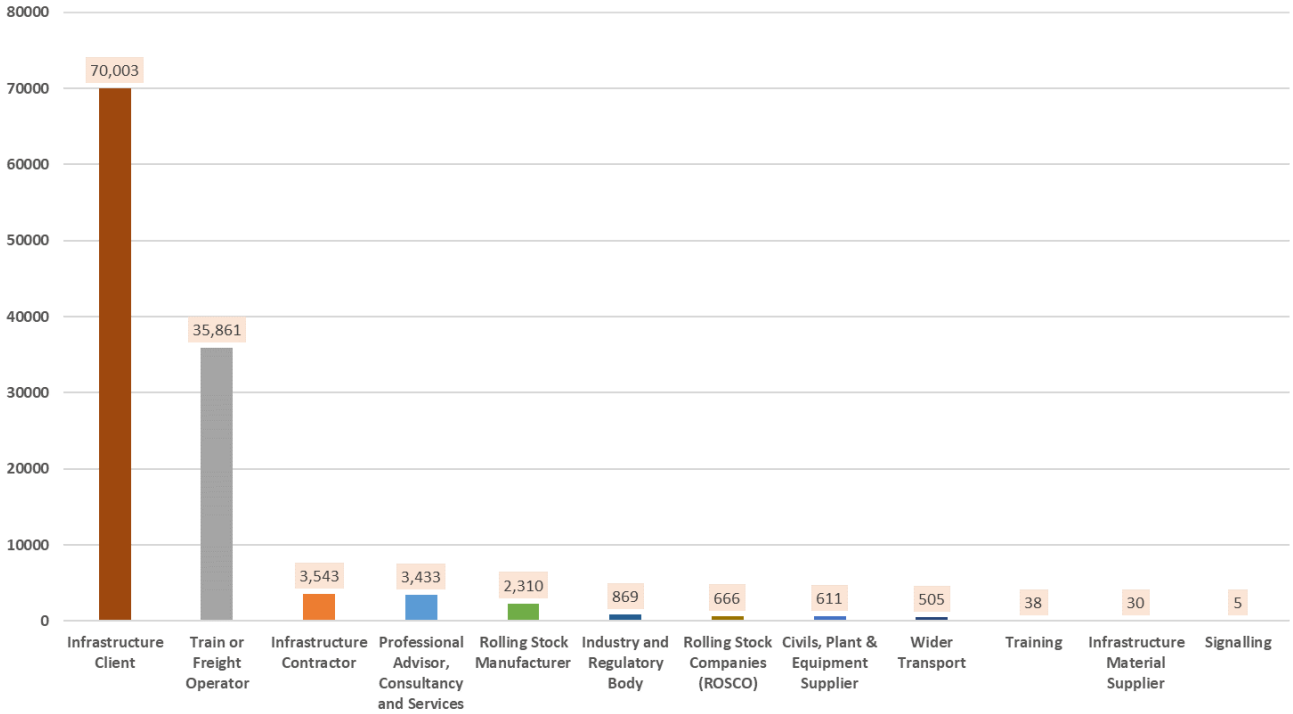


Figure 2 No. of workers per area of industry

A further assessment of the 94 respondent companies reveals 29 companies (31%) within Professional Advisor, Consultancy and Services, with 16 being Infrastructure Contractors (17%) and 13 a piece in Training Providers and Train or Freight Operators (14% each). Figure 4 shows how there is no correlation between the frequency of a type of company and the accumulation of workers within. By way of example, whilst 29 Professional Advisor, Consultancy and Services companies responded, this equates to 3,433 individuals compared to the three Infrastructure Clients attributable to 70,003 workers. Comparing Figure 2 and Figure 4 builds a complete picture of the number and type of companies that responded to the survey, and the respective size of their workforces that this amounts to.

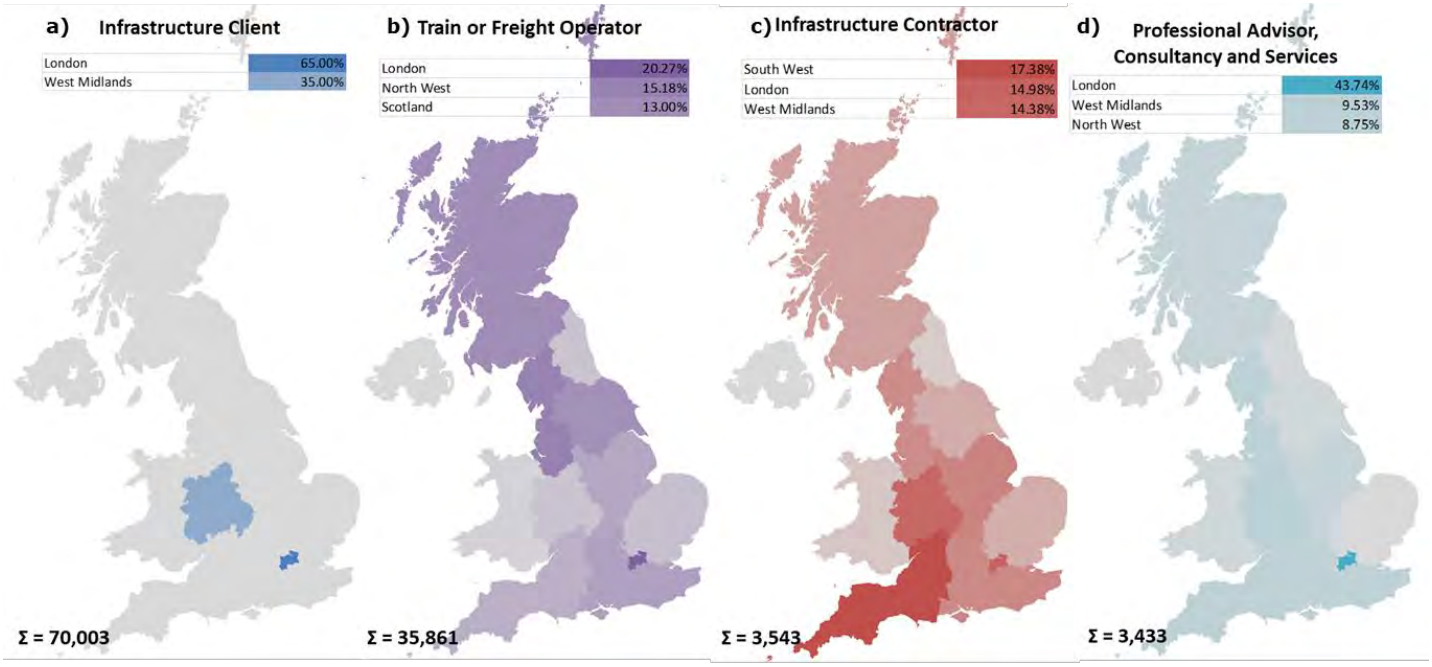


Figure 3 Regional breakdown of workers per area of industry

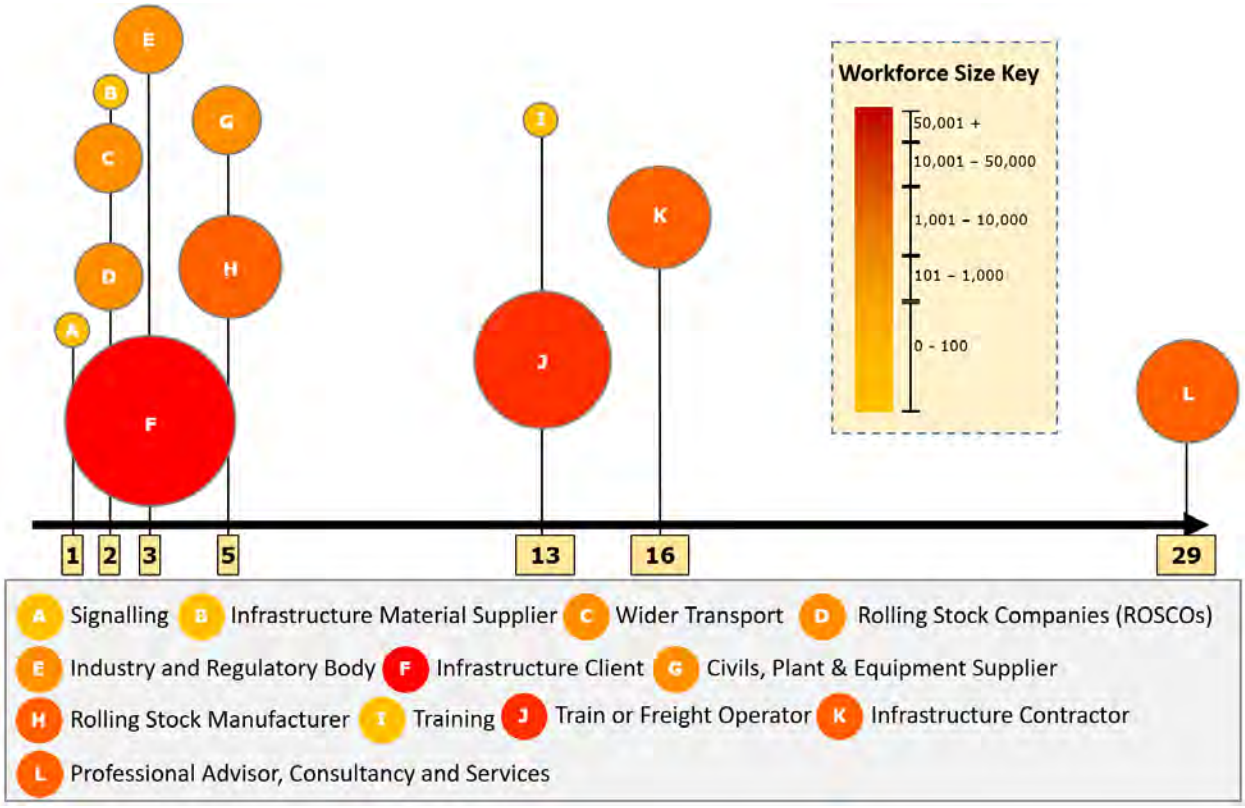


Figure 4 Company type by number of workers

In addition, Figure 5 reveals that almost 40% of responses hailed from larger organisations (greater than 250 employees). This differs to NSAR's rail sector analysis, which reveals 94% of companies to be SMEs, and to an even greater extent from the national industry results. The consensus from this suggests larger companies within Rail are in a more favourable position to easily provide the requested information owing to more resources available to collect and record this data.

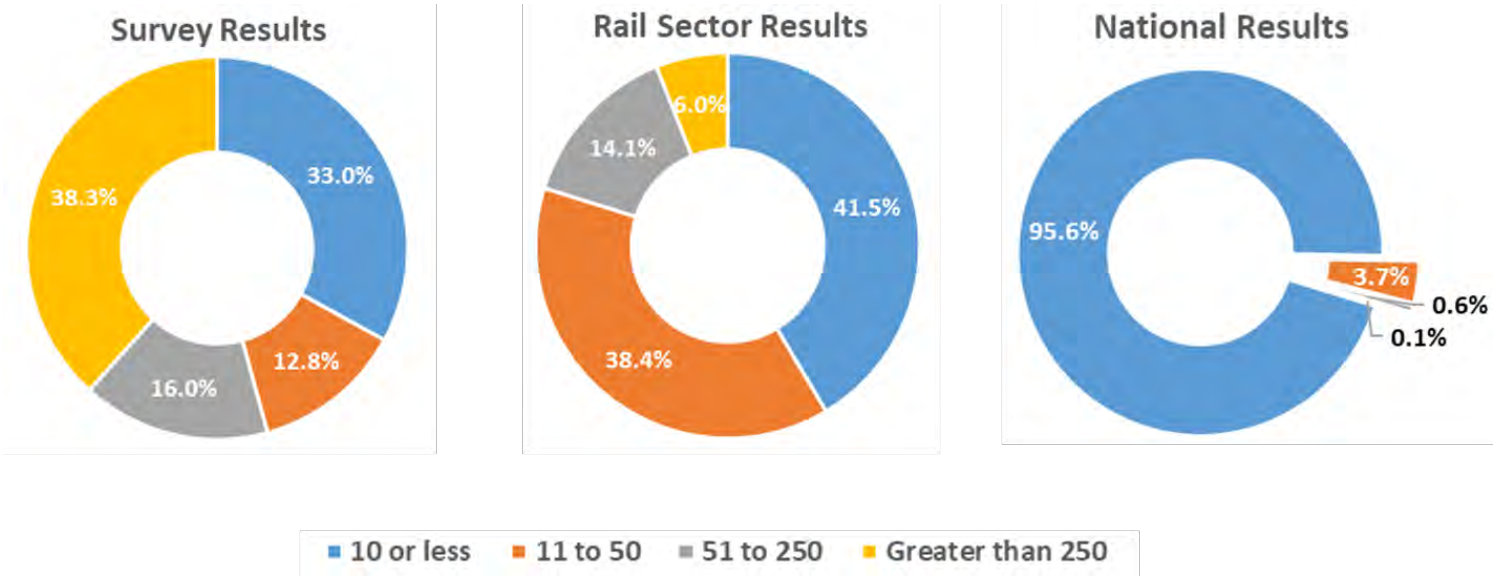


Figure 5 Company size comparison

The nature of the survey results enabled an in depth demographic synopsis that is reflective of the sector as a whole. Figure 6 and Figure 7 present an evaluation of the age profiles for females and males respectively compared with NSAR's rail industry data. The results exacerbate the ageing workforce trend currently being addressed by the industry, and whilst the profiles in Figure 6 and Figure 7 show a more normal distribution for the industry data, computation of the survey results show deviations from the norm. The largest divergences observed in the female cohort are within the 26-30 and 51-55 categories, which both deviate by 10.7% from the industry data, with the former category being less and the latter showing an increase. Furthermore, the 36-40 age band is 8.1% less than the industry yet the 41-45 bracket shows a 6.0% increase. Moreover, just 2.4% of females are between the ages of 21-25 from the survey sample, compared to the comparative sector share of 8.5%.

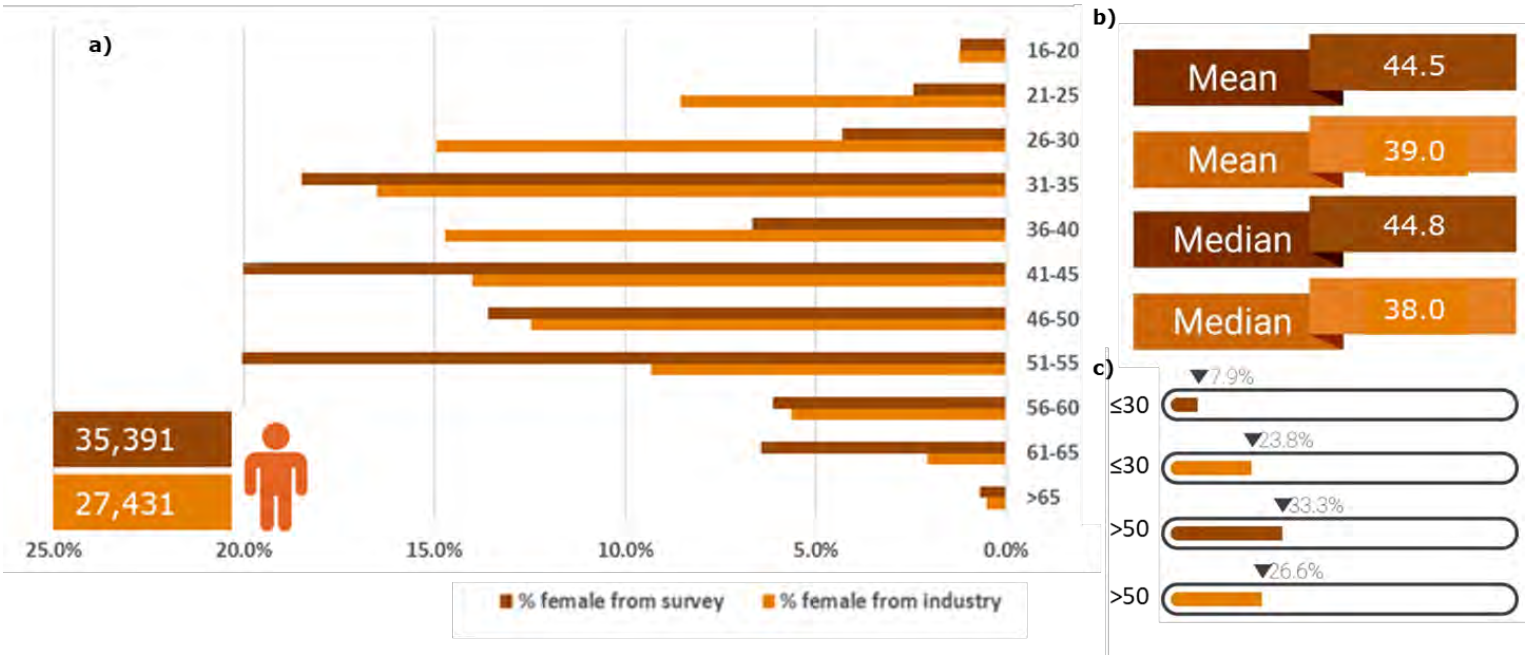


Figure 6 Female Age Profile Analytics showing a comparison between the survey cohort and Rail industry workforce depicting a) Age band proportions, b) Overall mean and median ages, c) % in age brackets ≤30 & >50

Discrepancies in the male cohort are to a lesser extent than the female results. Nonetheless, the largest deviations are observed also in the 26-30 and 51-55 age bands with the former being 6.7% less for the survey group, and the latter 6.1% more. Notable also is the 21-25 category, which is proportionally 5.7% less, and the 41-45 range varying by a 4.7% surplus. The ageing workforce trend is further supported by older mean and median ages in the sample than the wider sector for both males and females, and the fact that there is a larger percentage of over 50s calculated from the survey compared to industry, and a lower percentage for those aged 30 or less.

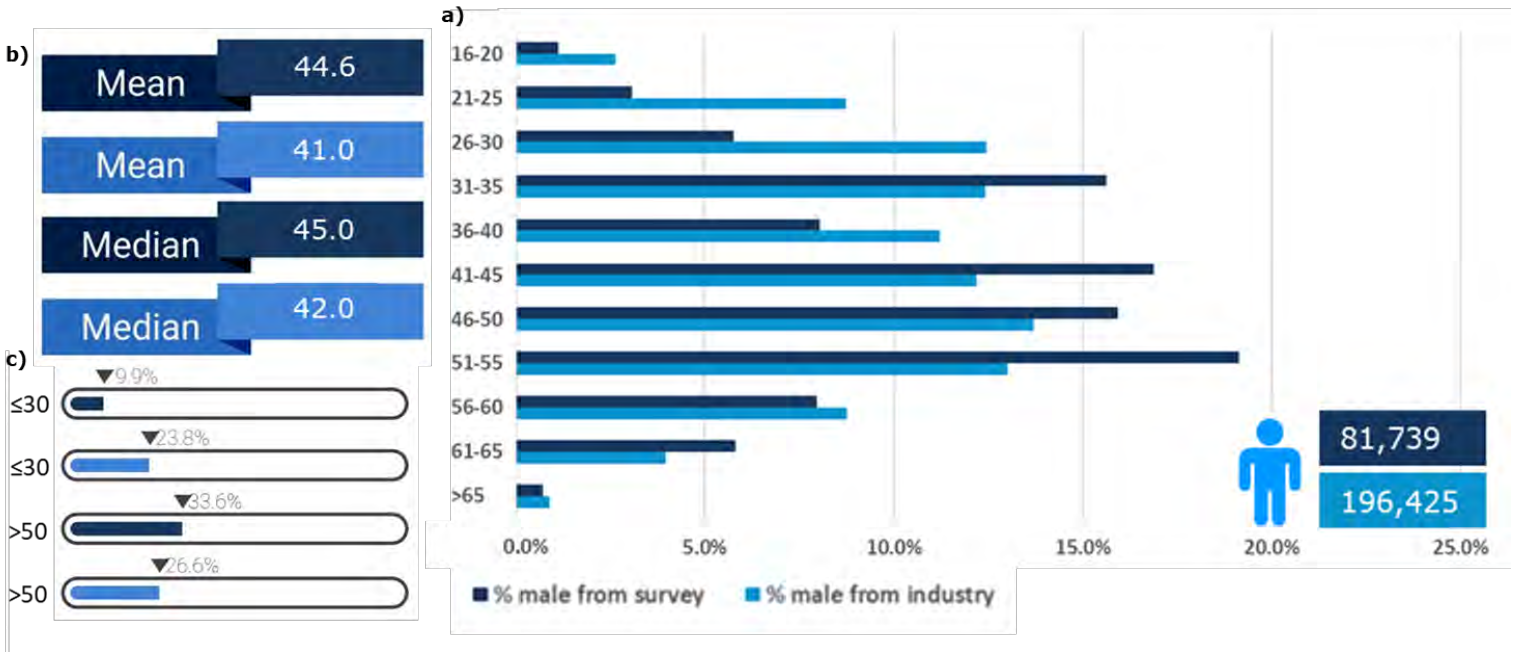


Figure 7 Male Age Profile Analytics showing a comparison between the survey cohort and Rail industry workforce depicting a) Age band proportions, b) Overall mean and median ages, c) % in age brackets ≤30 & >50

The erratic age profile discussed above gains further context when comparing the age profile for the entire survey sample with the UK-wide industry profile as summarized in Figure 8. The regular itemisation of the ONS data is in contrast to the peaks observed in the survey data, in particular for the 31-35, 41-45, and 51-55 age brackets. Key to note from this figure is the overall proportion in the survey aged 30 or less equating to just 9.3% compared to 29.1% for ONS data. Additionally, the proportion over 50 in the survey is 33.5% against 31.1% in the ONS. These factors are, again, implicit of an ageing workforce in Rail.

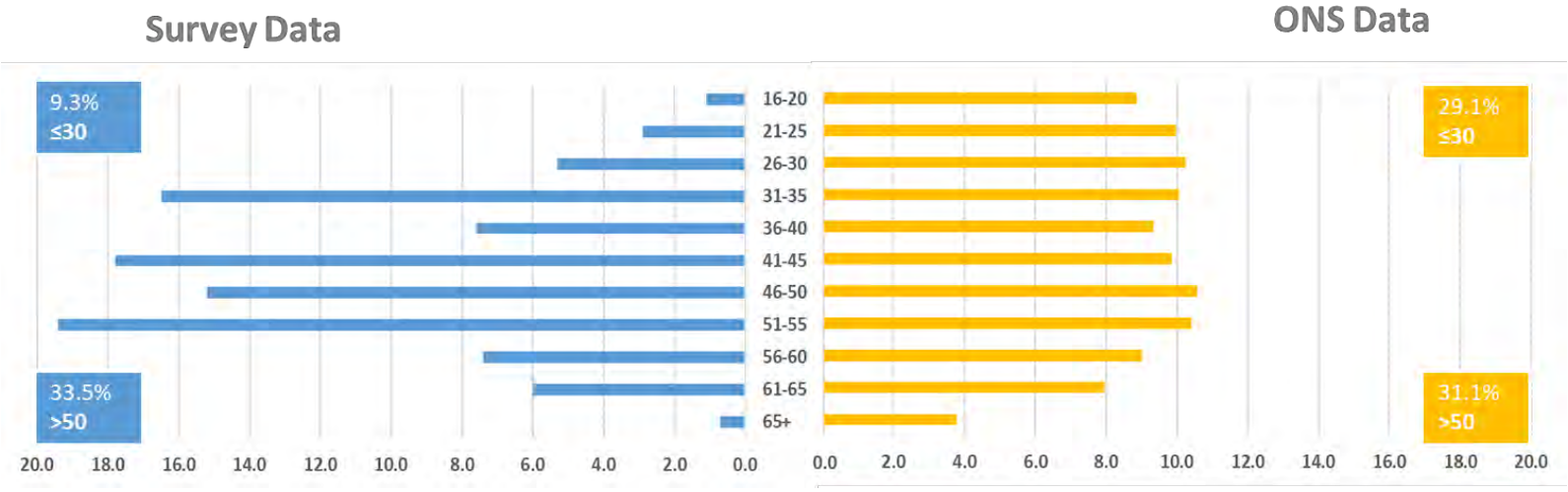
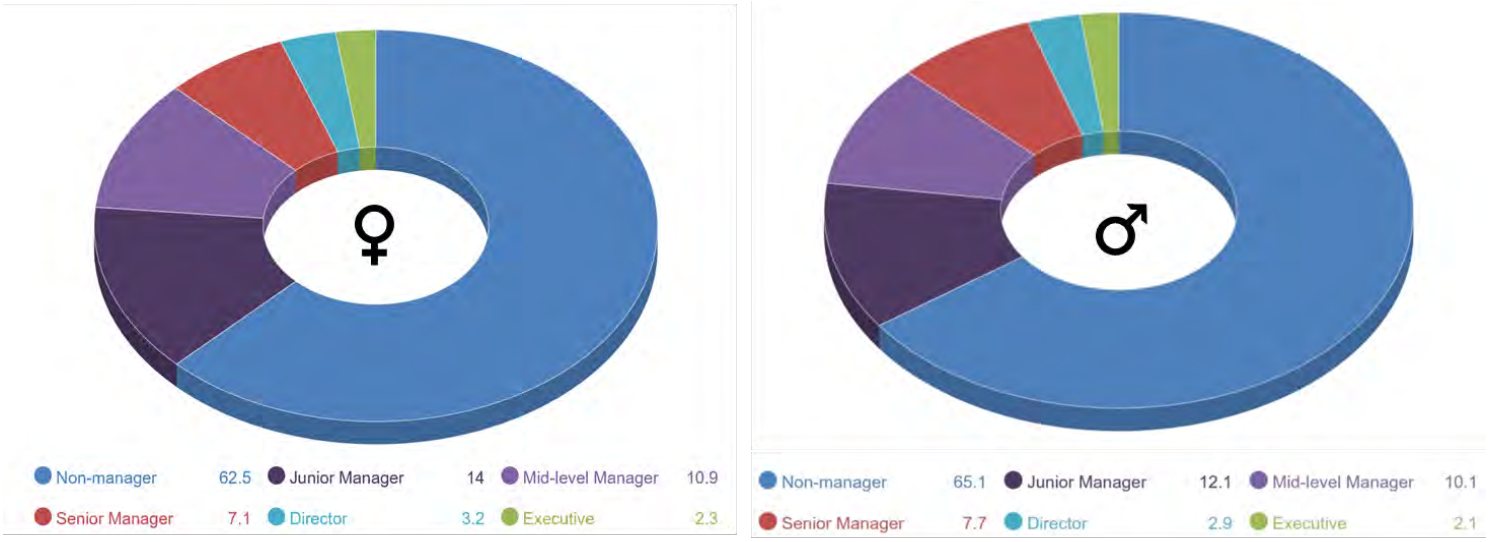


Figure 8 Survey age profile compared to age data from ONS

5. Diversity Assessment

Addressing the gender imbalance within the industry is a key part of the agenda arising from the TISS report and as part of RSSDP. NSAR's analysis has shown the gender ratio of males to females to be 88% to 12%, as depicted through the numerical analysis in Figure 6 and Figure 7. These age profiles also depict a ratio of 70% males to 30% females from this survey, far less of an imbalance than the industry as a whole. Whilst it may be optimistic to assume women occupy a greater proportion of the industry than initially thought, this statistic should be met with a degree of cynicism when considering our sample; it may merely be a reflection of the respondents of this survey. Nonetheless, it does look positive in terms of the proportion of women in the industry beginning to improve.

What is clear from the survey is women are beginning to have a greater presence amongst more-skilled workers as represented in Figure 9. This shows that women are on par, if not exceeding, males in the more senior skill levels, with 12.6% of females in Senior Manager, Director and executive roles compared to 12.7% for males. Furthermore, the total share of women Directors and Executives exceeds the male equivalent by 0.5%. This is a promising assessment when considering Rail's objectives for a more skilled workforce and reducing the gender imbalance.



Note: Values are displayed as percentages

Figure 9 Skill level gender comparison

The survey workforce is further dissected by looking at the segregation of work type proportions by gender as represented in Figure 10 (for females) and Figure 11 (for males). In both graphical representations, Infrastructure Client is the clear dominant work type with a proportion of 69.23% for females and 54.85% for males. Train or Freight Operators follow Infrastructure Client as the second most prevalent work type

for both genders, with 23.31% and 33.73% for females and males respectively. The remaining work types exhibit much lower shares of the workforce and do not deviate significantly between the sexes. These proportions are consistent with the workers per company representation in Figure 4.

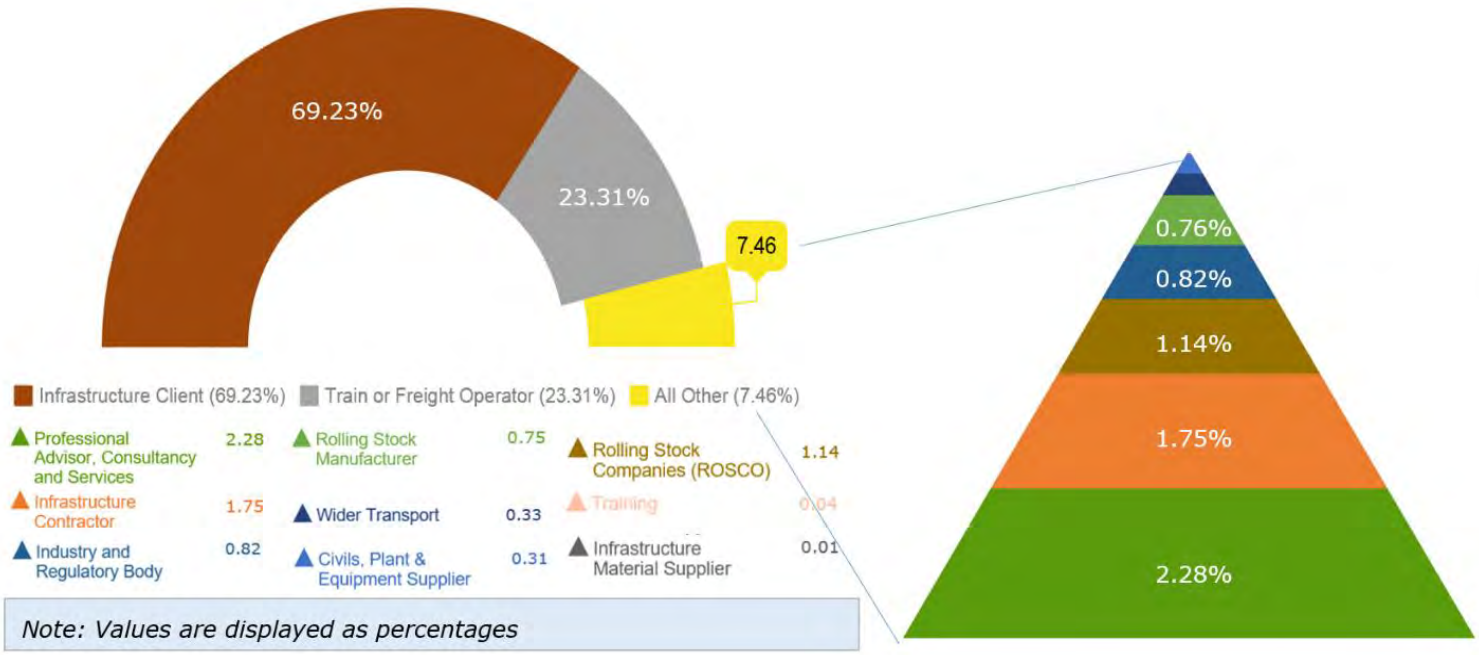


Figure 10 Females and work type

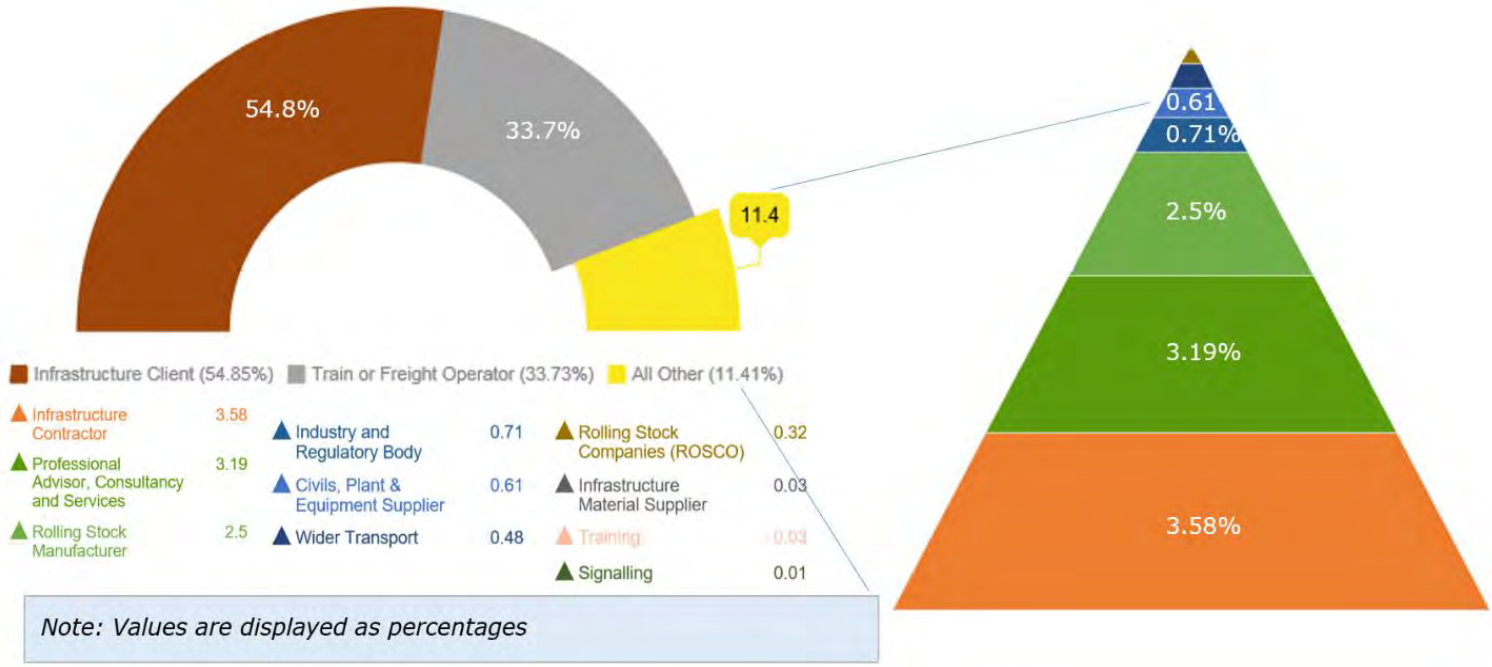


Figure 11 Males and work type

In addition to assessing the work type breakdown of the industry, the survey has enabled a comprehensive analysis of job types by gender and skill level. As Figure 12 Female Job Categories shows, the dominant job type categories are Operational, Engineering, Customer Service and Technical, amalgamating to 65% of the female cohort. Three of these job categories are prevalent for male workers also as shown in Figure 13 Male Job Categories. This graphical representation shows Operational, Engineering, Train Drivers and Technical to account for 68% of the male cohort. There is a higher presence of male Train Drivers with 14.2% of men in this role, compared to 5% of females. Conversely, Customer Service roles are more prevalent in the female sample, with 15.1% of women in this job category, compared to 11.8% of men. These differences represent the challenge facing the industry at present in terms of gender imbalance between jobs previously considered more male- or female-orientated, such as with Train Drivers and Customer Service Roles. Although in the case of the latter, there is still over 10% of men in this role implying that some job categories are already making progress to break the gender stereotypes.

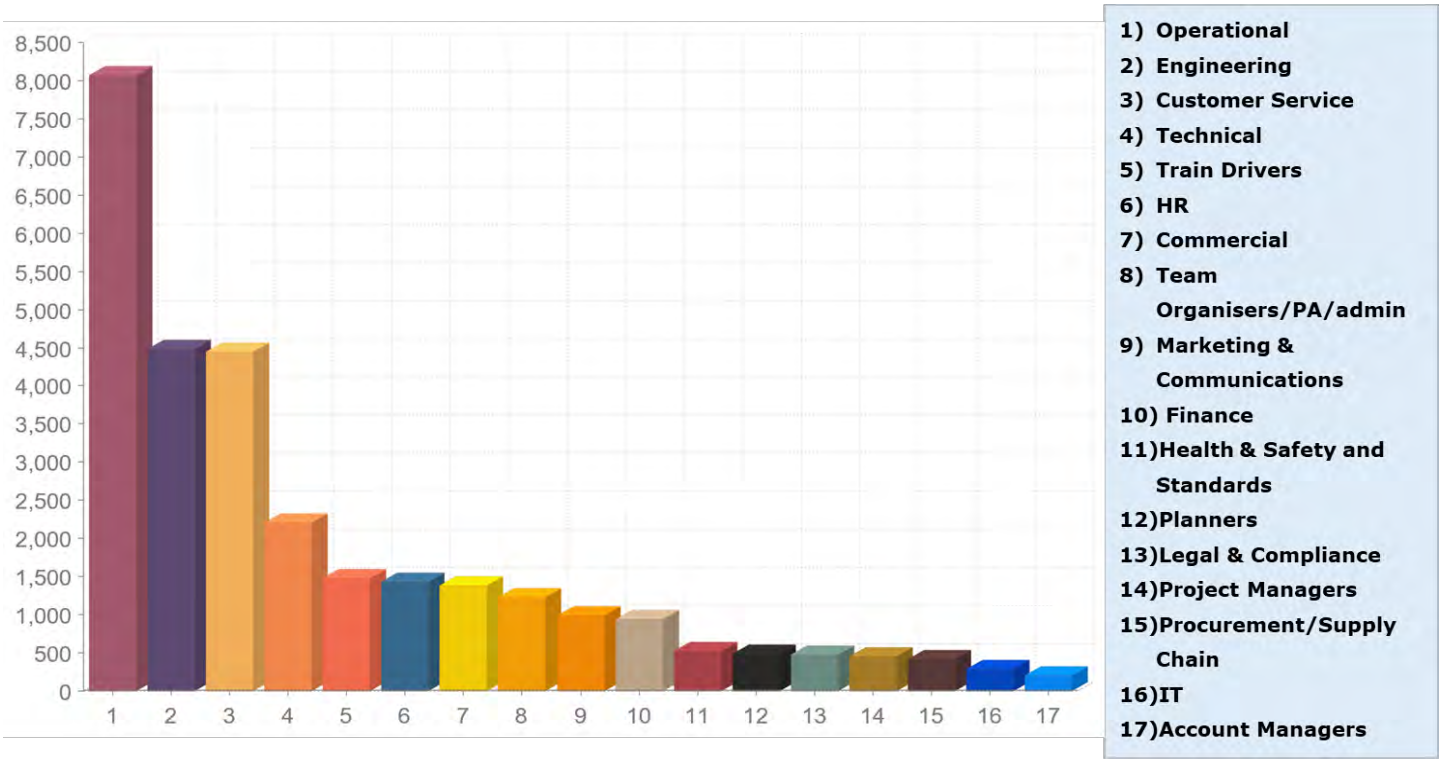


Figure 12 Female Job Categories

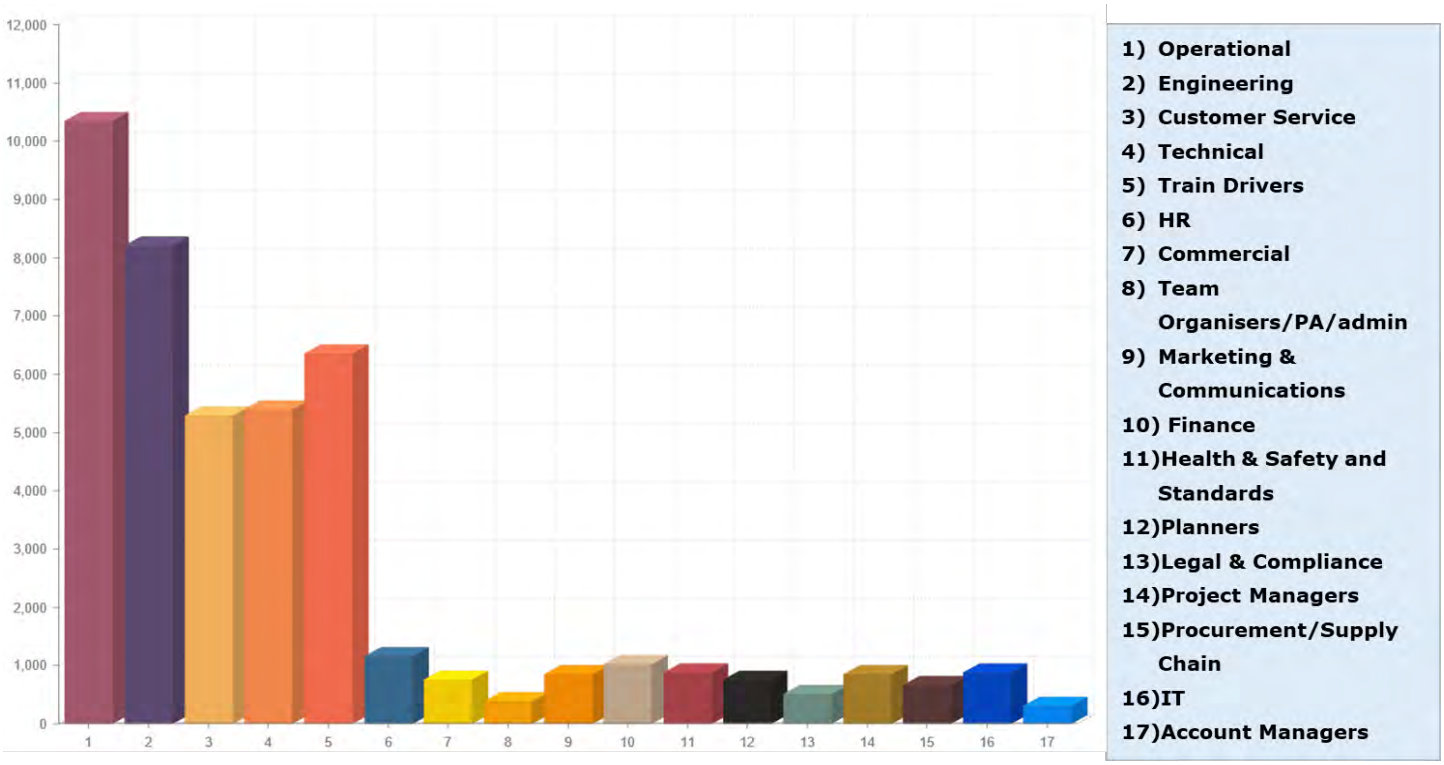


Figure 13 Male Job Categories

For the purpose of continued job category analyses, the top four job types per gender will be assessed further.

Figure 14 presents a skill level dissection of the females within the Operational workforce and the type of work they undergo. There is mostly a negative correlation between skill level and proportion of the female Operational workforce, ranging from the vast majority of 66.2% for non-managers to 2.6% in Director positions. There is then a slight rise in the share with the highest skill level of Executive at 3.4%. In fact, of the four job categories being analysed here at a granular level, the largest proportion of females in Executive roles is found within this category. However, when considering the top three skill levels as a collective, Engineering has the highest skilled female workforce with a 16.5% share of these workers (see Figure 15), compared to 10.9% for Operational.

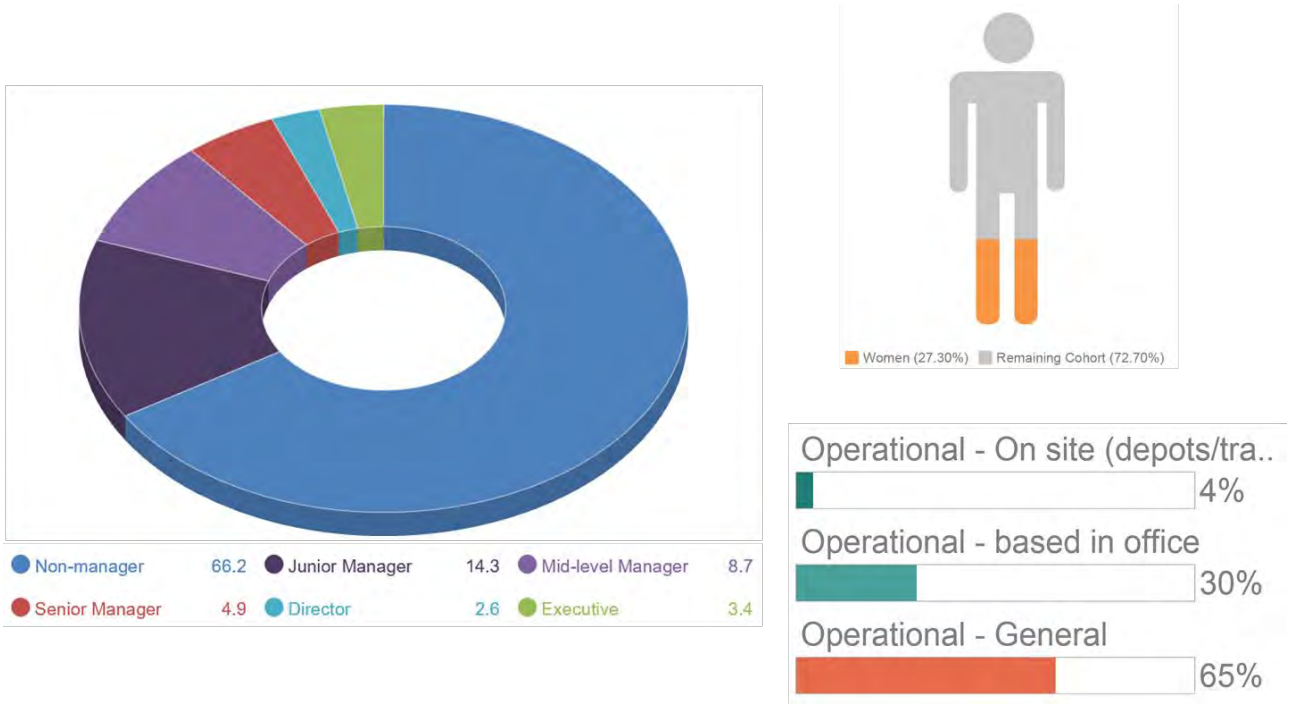


Figure 14 Operational Breakdown Females

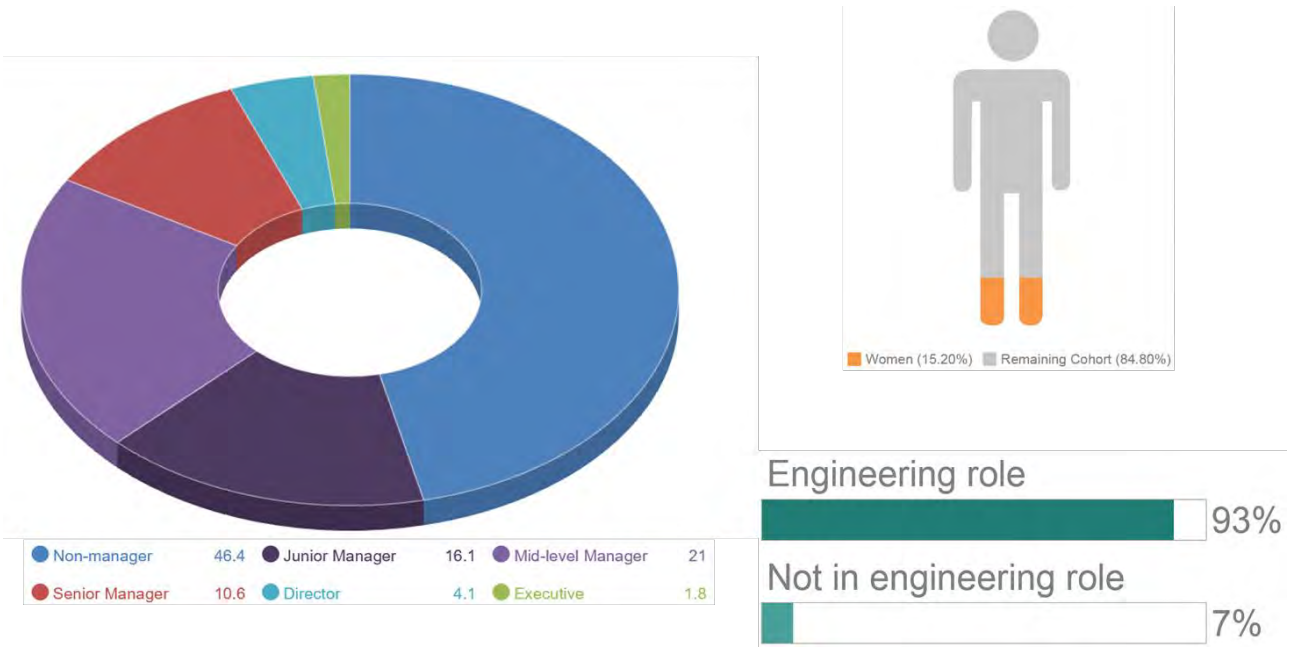


Figure 15 Engineering Breakdown Females

It is interesting to compare these findings with the male Operational skill levels as represented in Figure 16. The proportions within each skill level category are not dissimilar, with the exception of Senior Managers, which occupy a 10.8% quadrant for males, compared to 4.9% for females. Males also have a greater presence in On-site Operational roles, which includes depots, trains and tracks, with 19% compared to 4% for females. Conversely, females have a much greater presence in office-based Operational roles, with 30% compared to the male equivalent of 19%.

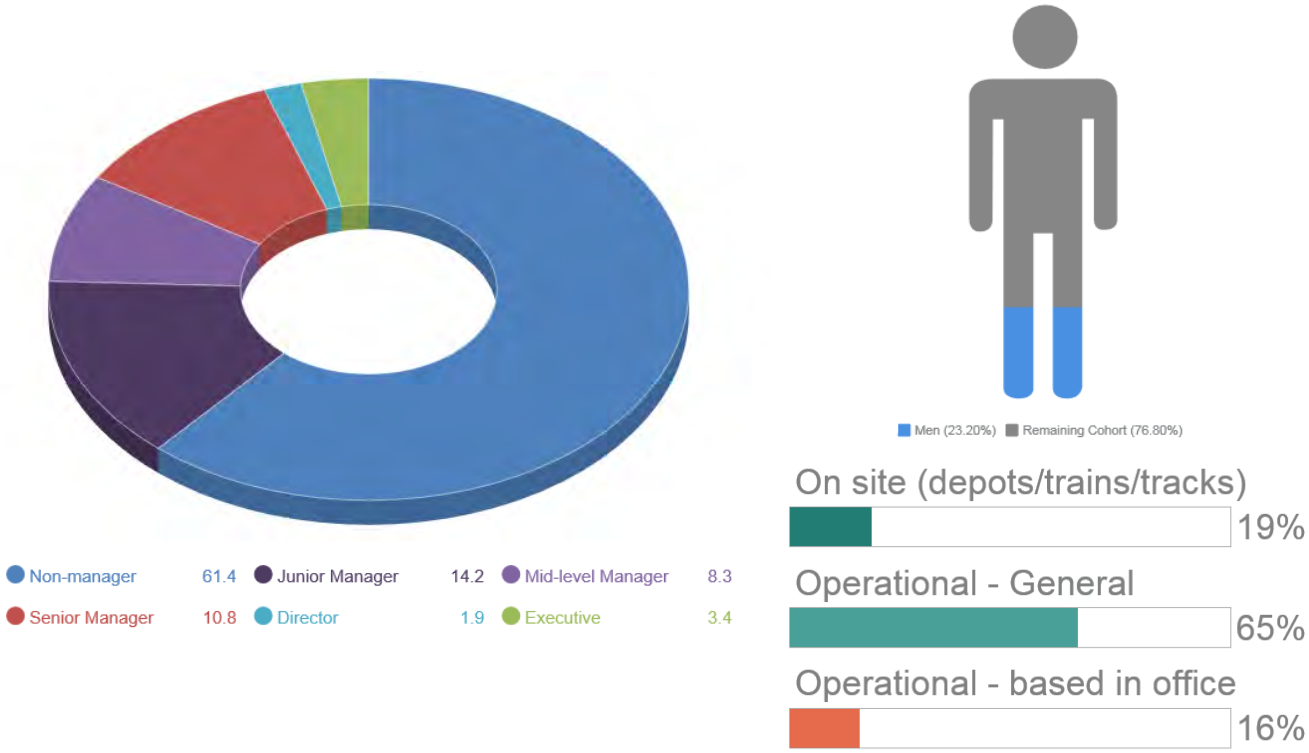


Figure 16 Operational Breakdown Males

In the case of Engineering, an assessment of retention within this profession is deduced in Figure 15. This reveals 93% of women with an Engineering qualification follow this with an Engineering role, compared to 84% of men as shown in Figure 17. This is a positive conclusion to deduce when considering the retention and application of skillsets within sub-sectors of the industry and between genders.

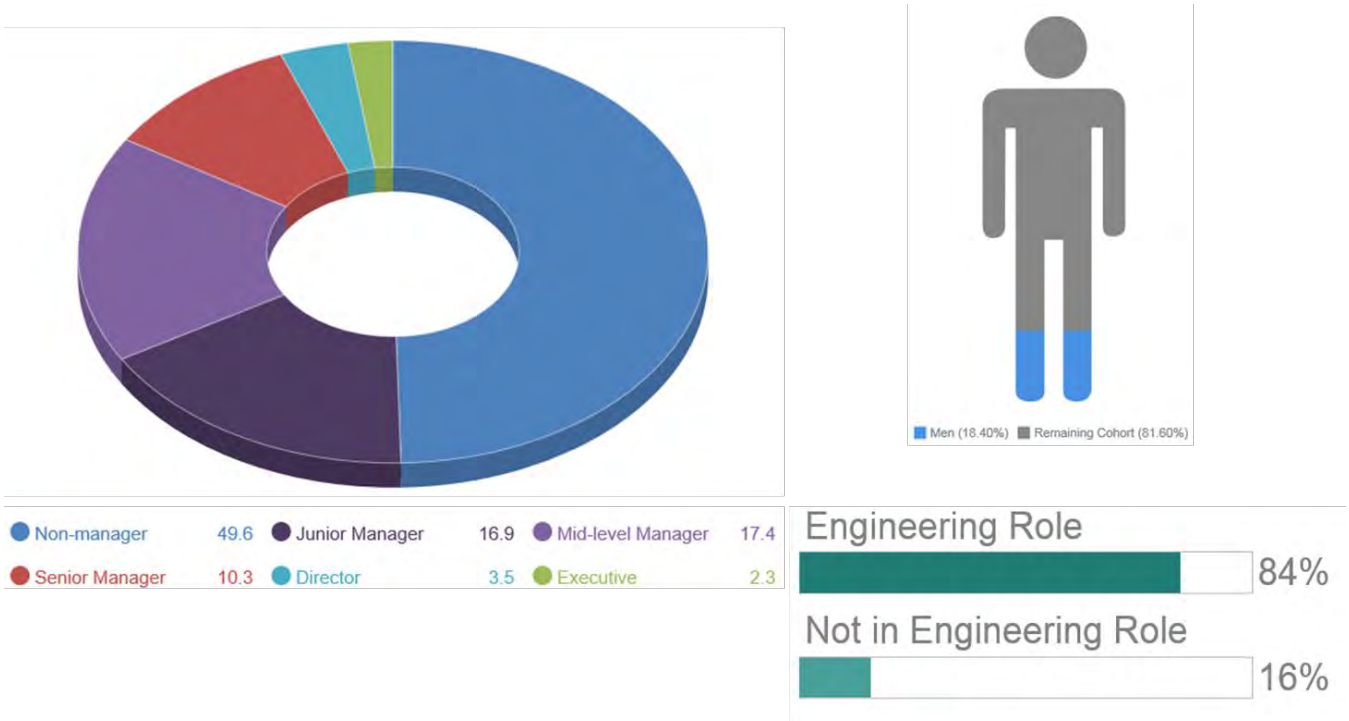


Figure 17 Engineering Breakdown Males

Technical is the third job category that is particularly prevalent for both males and females. This covers any occupation that requires a specific skillset or expertise to carry out a particular task, operate a specialised piece of equipment, or chronologically follow a process to a desired result. As Figure 18 reveals, 10.9% of women have occupations within the three higher tiered skill levels, compared to just 4.2% of males (see Figure 19). Analysis also revealed that, proportionally, there are twice as many women in Technical office-based roles compared to males, with 39% and 21% respectively. Additionally, male Technical workers have a greater presence on-site with 79% within one of these roles versus 61% of female Technical workers.

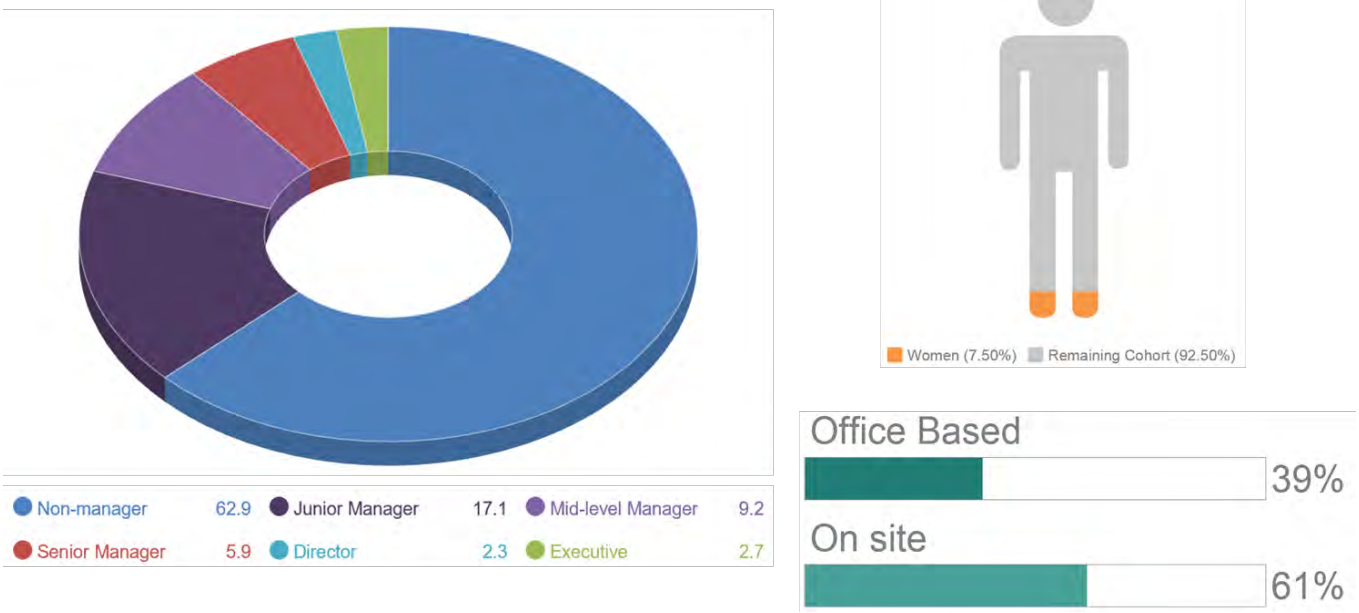


Figure 18 Technical Breakdown Females

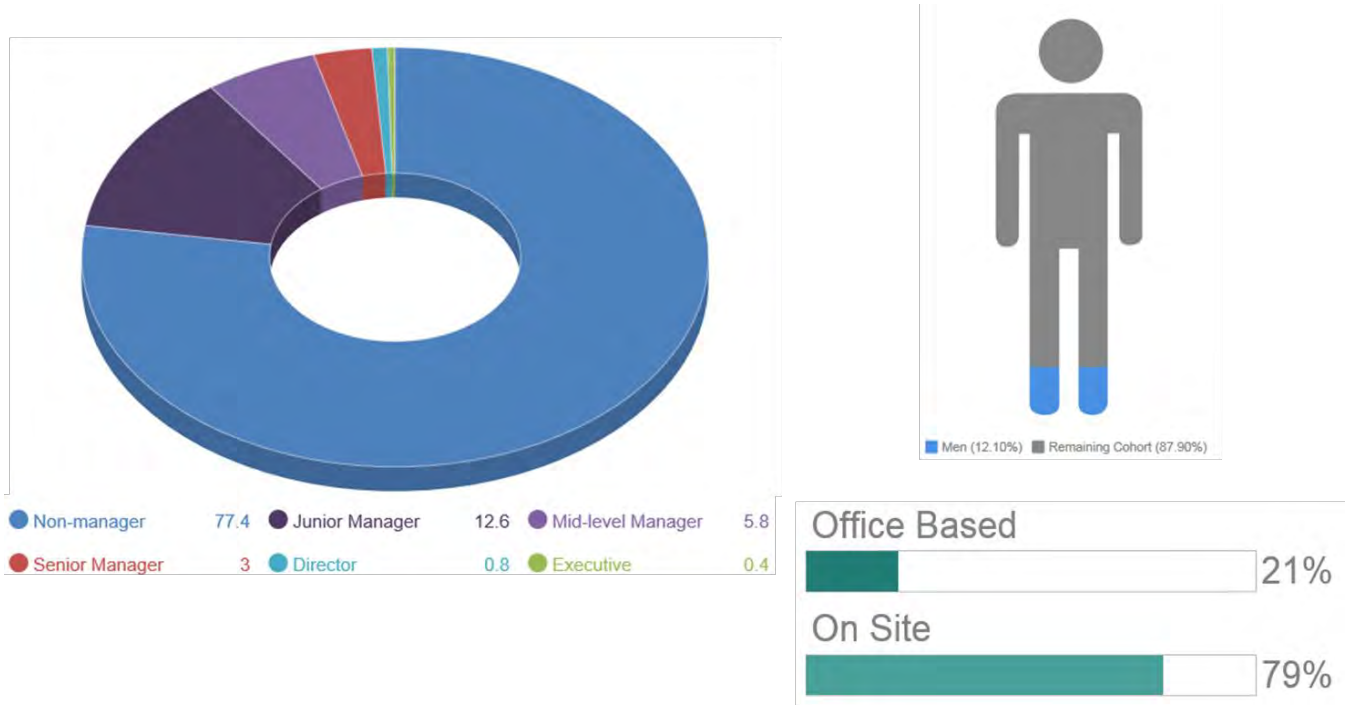


Figure 19 Technical Breakdown Males

As mentioned, Customer Service and Train Drivers were unique to females and males respectively; although it is interesting to note that these job categories were the fifth most prevalent for the other gender. Figure 20 reveals the vast majority of female Customer Service workers are in non-manager roles, with 86.8%. Of this cohort, 11% are within corporate roles, while the rest are attributed to Train Presentation teams. In terms of skill levels, it is a similar picture for male Train Drivers, with 96.6% in non-manager roles (see Figure 21).

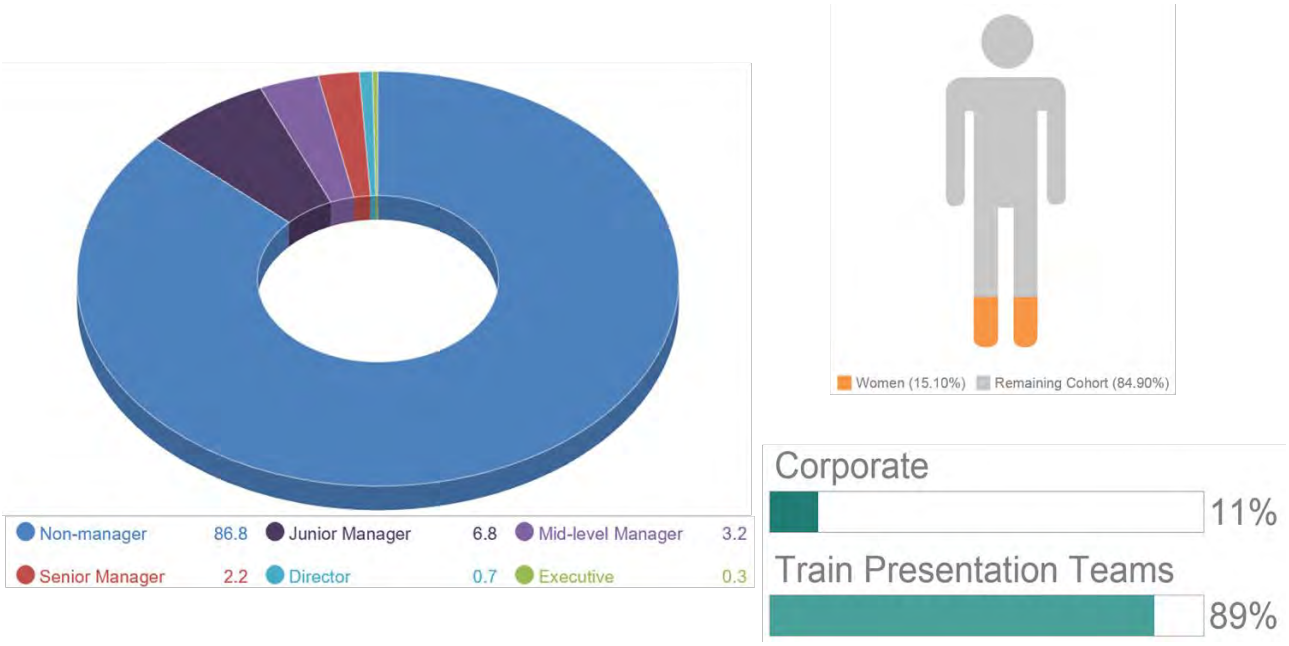


Figure 20 Customer Service Breakdown Females

Figure 21 Train Drivers Males

The results of this survey also enables a dissection of the rail industry workforce by various diversity characteristics. Before assessing these at a regional level, an analysis of the entire sample will be reviewed.

Assessing the religion breakdown of the sector reveals the rail industry to be more diverse than the national picture as seen in Figure 22. Of the respondents that collected and provided religion data, 31% of the workforce are categorised in religions other than Christian and 'No Religion', compared to just 8% from the ONS. Of this sub-cohort, the most prevalent religion was Muslim with 17% for Rail compared to 5% for the ONS. Hindu and Buddhist compiled 5% a piece, with 'Any Other Religion' and Sikh attributing three and two percent respectively.

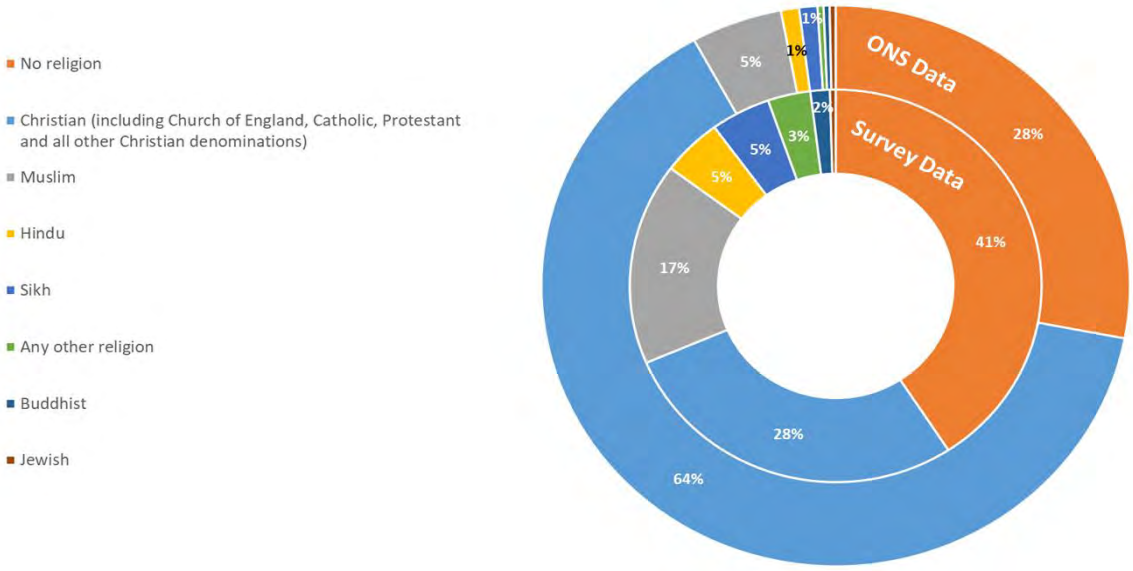


Figure 22 Religion analysis of the rail industry against ONS data

A similar correlation is observed when evaluating the Ethnicity composition of the sample compared with the national picture. As Figure 23 reveals, the ONS reveals a population dominated by the White ethnic group with 85.1%. The survey data reveals a more diverse ethnic make-up with 73.2% classified within this ethnic group, and just over one in five individuals being Asian. This gains more prominence when considering just one in 20 individuals are Asian from the ONS data. In terms of total share of the workforce, Black/Asian/Caribbean/British ethnic groups occupy a quadrant almost twice as large as the equivalent for the ONS. The Mixed/Multiple ethnic groups, and 'Any Other' proportions are not too dissimilar, but overall this reveals a promising conclusion when addressing the diversity challenge in Rail.

In addition, workforce data was requested for health and disability, marital status, and maternity and paternity. Employers do not always record these characteristics, but nonetheless response rates with usable data were 53%, 32% and 30% respectively. The low response rates inhibited further regional granular analysis for the latter two attributes, but a generalised picture of these traits in the workforce has been deciphered.

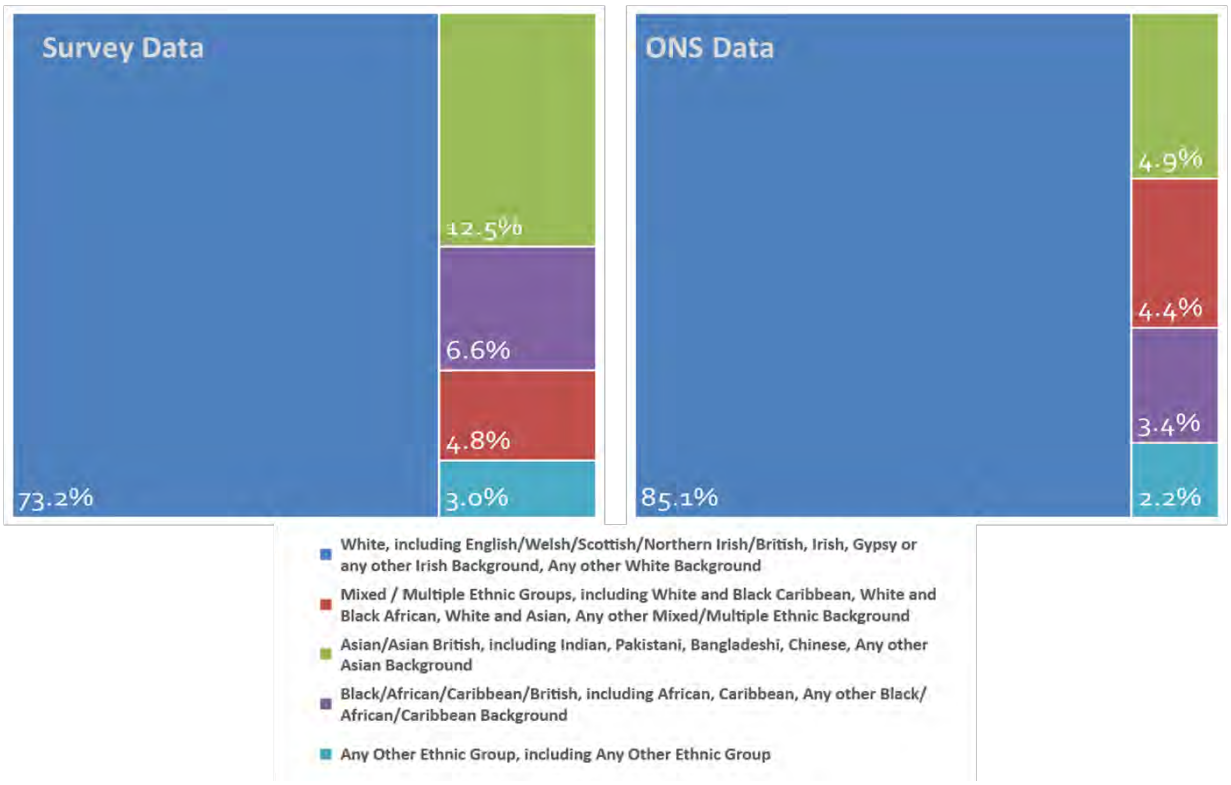


Figure 23 Ethnicity analysis of the rail industry against ONS data

Figure 24 assesses the Health & Disability status of the workforce, showing parity between the survey and ONS data. Workers with no recorded disability account for 81% of the survey data compared to 82.1% from the ONS. The national cohort reveals just under one in ten individuals possessing an illness or disability that limits their day-to-day work a little, with 8.5% being limited a lot. The equivalent percentages for the survey data were 15.7% and 3.3%.

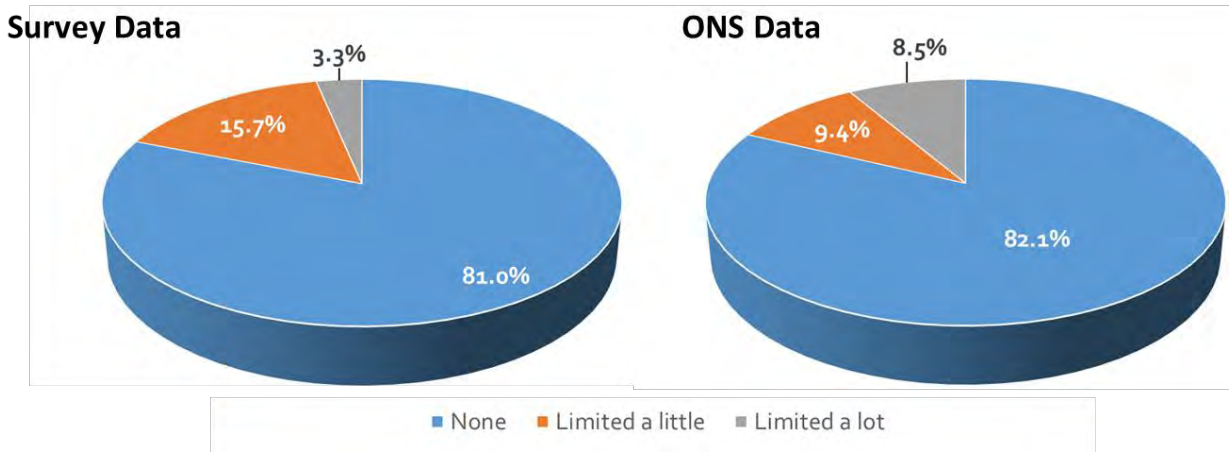


Figure 24 Health & Disability in the Workforce

Health and Disability has been analysed by region in Figure 25. Here, a detailed assessment of disability status per region is presented with the share of workers with no recorded disability continuing to hold a majority in most regions, in line with Figure 24. Notable, however, are the survey results from East Midlands, North East, Wales, and Yorkshire and the Humber which all have a majority of workers with a disability that limits their day-to-day work 'a little'. This is as high as 95% in Yorkshire and the Humber. Furthermore, in the South East, the majority of the workforce have a recorded disability that limits their work 'a lot'. It is assumed that this is a reflection on how the respondents answered this particular question by only responding if their company records particular disabilities. However, these anomalous results do not affect the parallels presented between the two datasets as discussed in Figure 24.

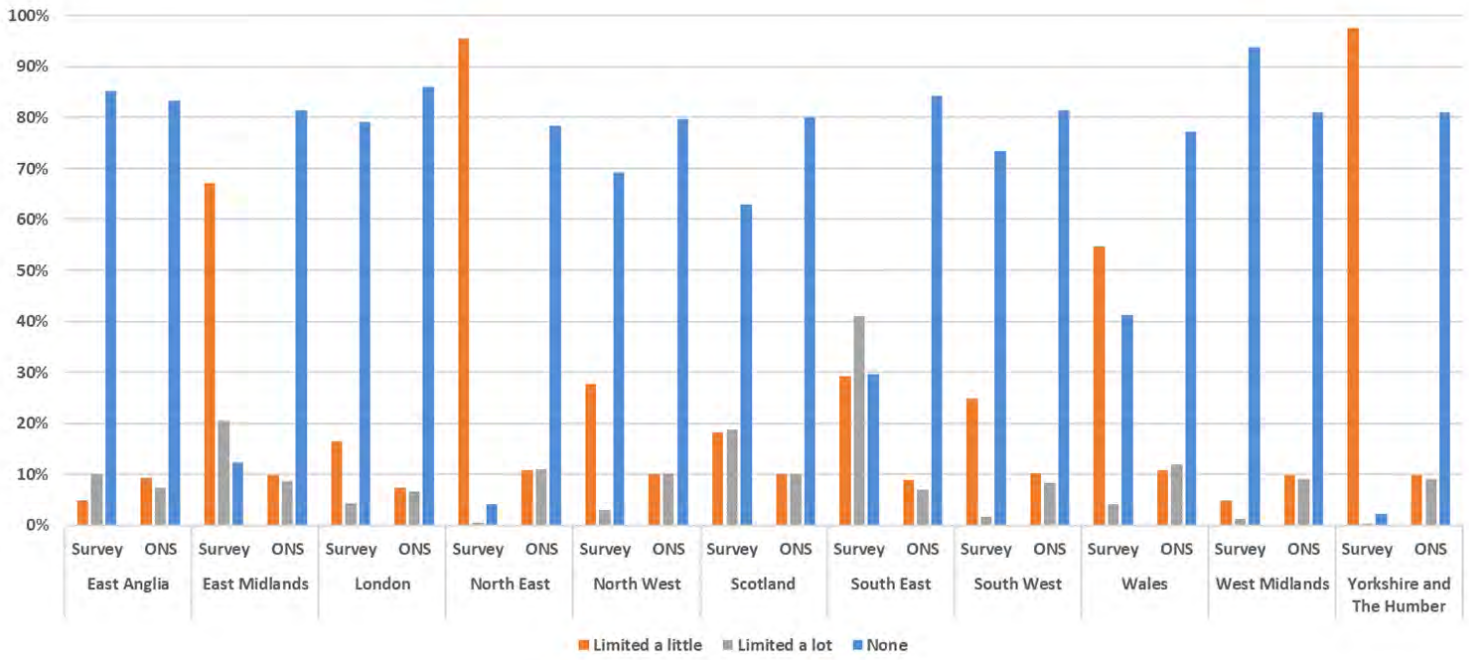


Figure 25 Health & Disability in the Workforce – Regional Breakdown

For the final part of the Health & Disability analysis, the recorded data for those individuals with a disability – be it 'limited a little' or 'limited a lot' was assessed to determine if age correlates with the proportion of those with disabilities. The findings from this analysis are shown in Figure 26. Up until the age of 50, a slight positive correlation between age and disability is observed as the share of those affected continues to rise reaching a peak within the 46-50 age bracket at 21.5%. The results for the 31-35 age bracket break this trend, rising from less than 5% of 26-30 year olds having a disability, to 13% of 31-35 year olds, before reducing to 9% for those aged 41-45. Following the apex at the 46-50 age bracket, the quantities decrease as age increases to 65+. Although this breaks the positive correlation, it is more likely to be a reflection on the overall age profile of the sample, as observed in Figure 8.

Another observation from this is the proportions of males and females within these disability fields. Females comprise a 27.7% share of the affected contingent, and males 72.3%. Although it would be a bold assumption to presume this ratio is due to the increased resilience of females, it is more feasible to be a reflection of the overall gender imbalance of the sample, as depicted in Figure 6 and Figure 7.

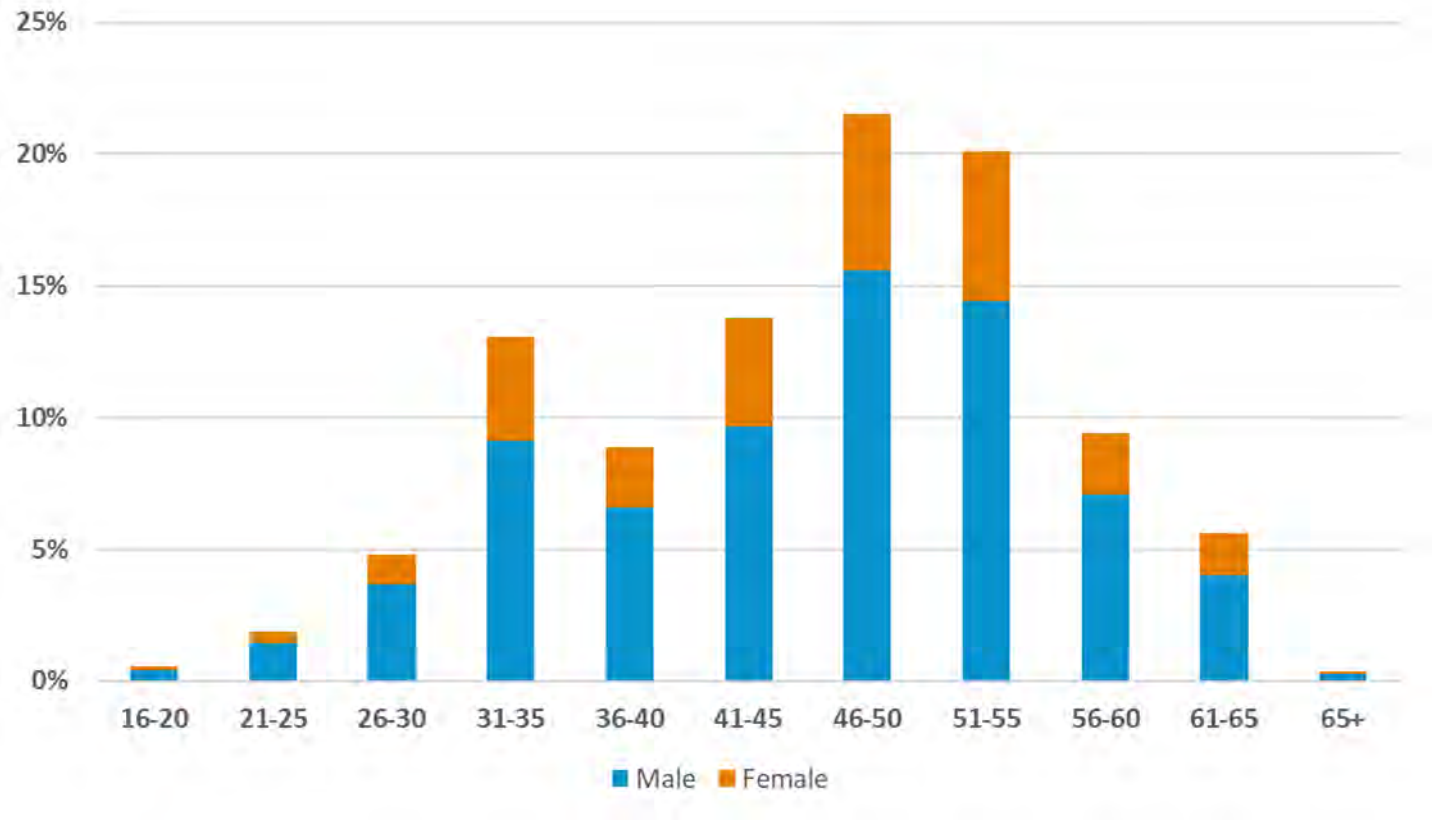


Figure 26 Health and disability by age

In contrast, marital status reveals some slight differences between the survey and ONS data, as evaluated in Figure 27. Most notably, just over 70% of workers are married within the sector compared to 50% for the general population. Conversely, one in five workers have never married, whilst the national equivalent is one in three.

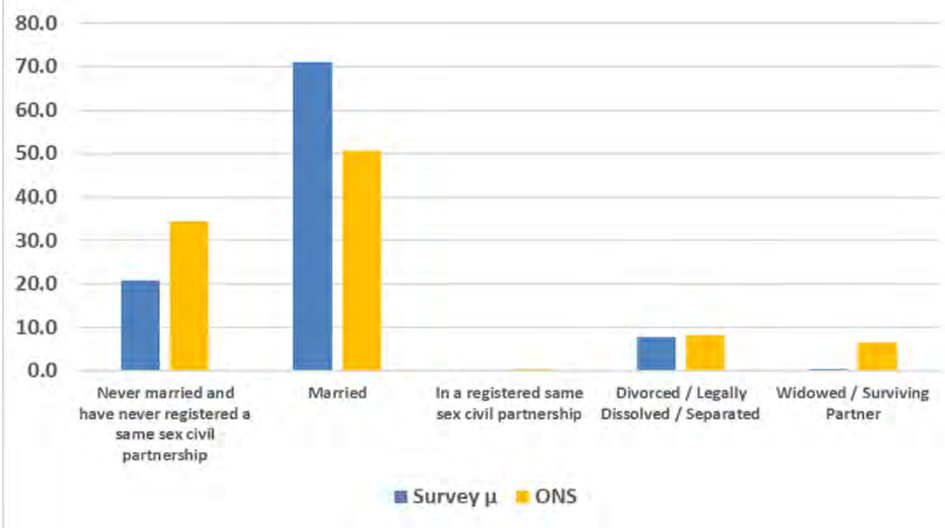


Figure 27 Marital status in the workforce

Finally, although the maternity and paternity data was limited, an overview of this is analysed in Figure 28. This graphical representation reflects the gender imbalance within the industry, with 91.4% not on leave or pregnant, and of the 8.6% minority, just over 5% are on paternity leave.

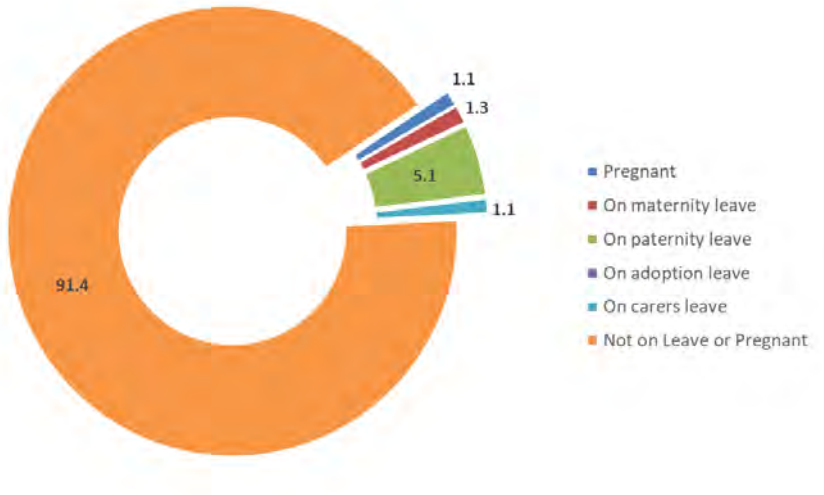


Figure 28 Maternity and paternity in the workforce

6. Regional Perspective

This consultation enabled an assessment of regional variations and granular anomalies in diversity analysis. The remainder of the analytical discussion in this report will focus on regional diversity differences observed in the sample when comparing to ONS and Rail industry data accordingly. Should a particular diversity characteristic not be discussed, it can be assumed that conclusions drawn from this study for that part of the UK show parity to either the comparable ONS or Rail industry figures.

London

The information acquired for the London data accounted for 48% of the total sample, equating to 56,614 workers. As Figure 29 reveals, the age profile from the survey produced a mean age 2.2 years older than the comparable industry mean. This is mainly due to over 40% of the London survey group being between the ages of 46-55, compared to just 28% for the industry. Furthermore, the proportion aged 40 or less is 31% for the sample and 44% for the industry. These factors skew the age profile towards an older correlation. In addition, the female proportion of the London cohort is second only to the West Midlands as the highest ratio with 31.1%. This differs significantly from the Rail industry proportion of women workers at 17.6%.

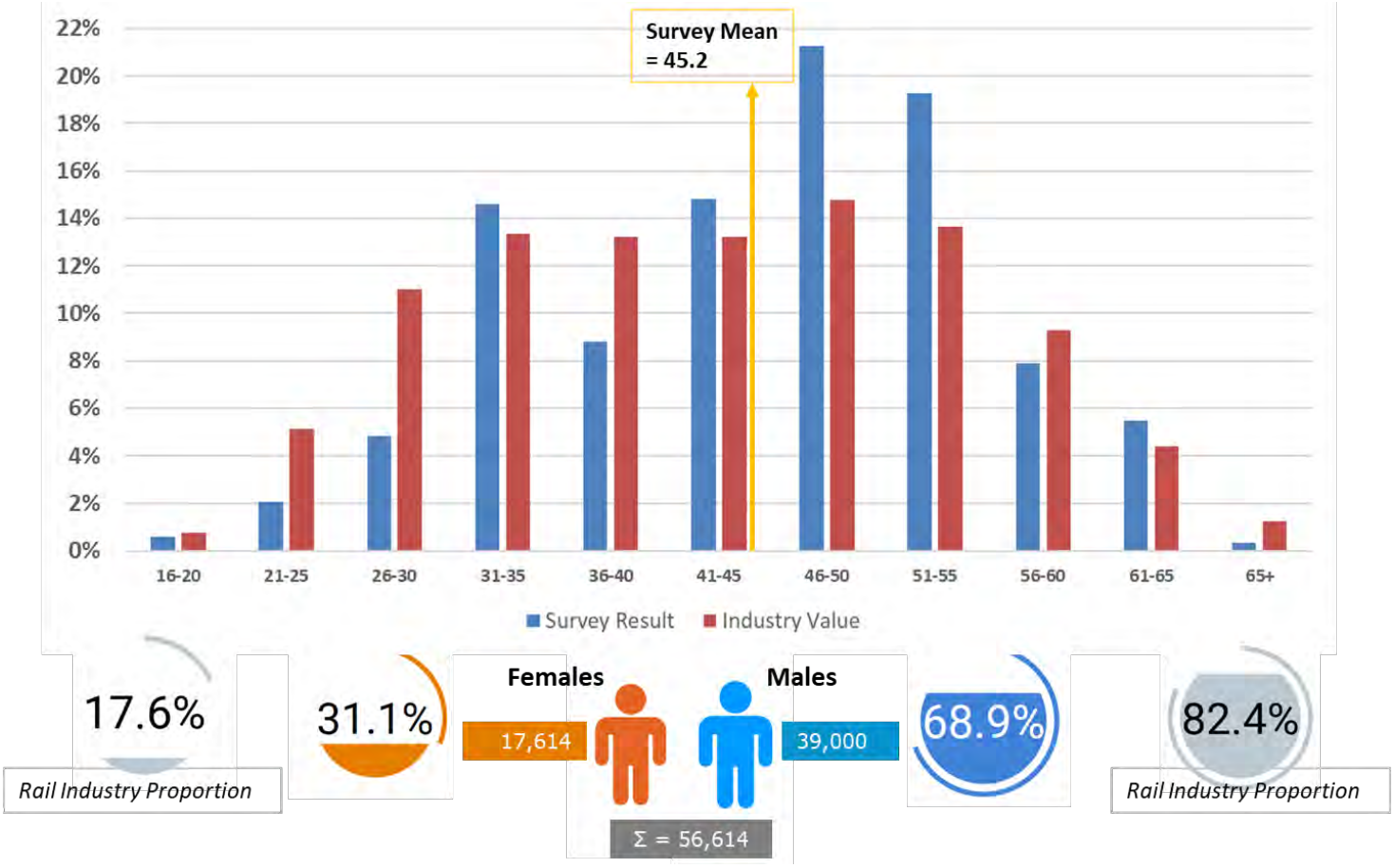


Figure 29 Demographic analysis of the London Sample

The gender split in the London workforce is broken down by work type as shown in Figure 30. As would be expected, the proportion of male workers exceeds female for all work types, other than Training where there is an equal share. The quadrants for Industry and Regulatory Body, Infrastructure Client and Rolling Stock Companies are more gender equal compared to other work types with female workers occupying

shares of 35%, 33% and 40% respectively. Finally, the Rolling Stock Manufacturer work type exhibits the lowest share of females with 12%

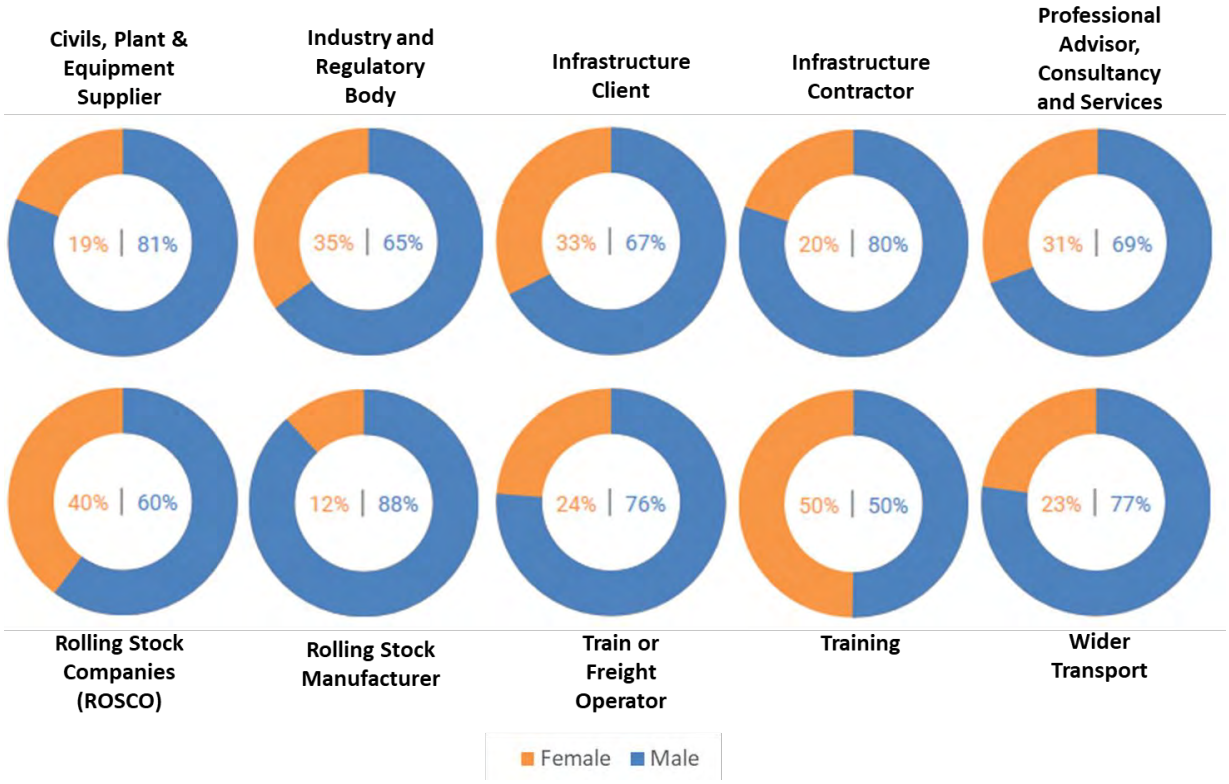
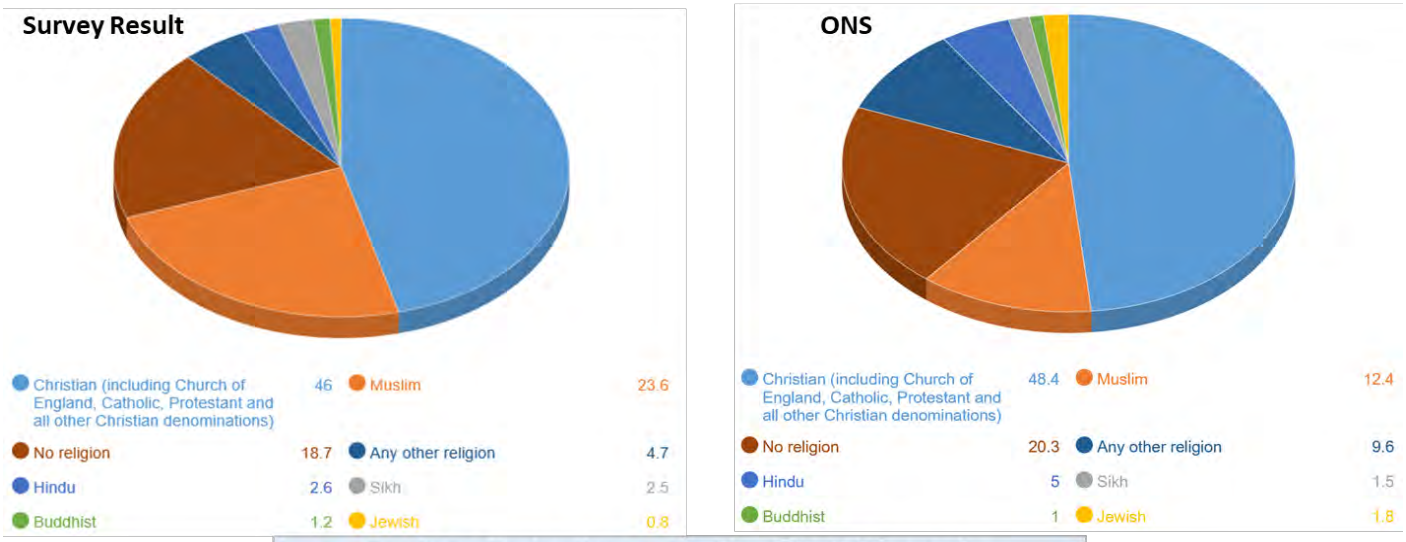


Figure 30 Gender ratios & work type in the London workforce

The breakdown of religion types in London reveals differences to ONS results, as seen in Figure 31. The contingent that corresponds to those religion categories other than Christian, No Religion and Any Other Religion makes up 30.7% of the survey result, compared to 21.7% for the ONS indicating London is more religiously diverse than the UK as a whole. Exploring this further, the proportion of Muslims from the survey is almost double that of the ONS. Conversely, the Jewish and Hindu shares are approximately half that calculated from the ONS.



Results are displayed as a percentage of the total proportion

Figure 31 Religion Breakdown of the London workforce

South East

The information acquired for the South East data accounted for 3.8% of the total sample, equating to 4,457 workers. As depicted in Figure 1, this region has been underrepresented within this survey, but nonetheless, conclusions are drawn from the data received. Figure 32 reveals a mean age 2.1 years older than the comparable industry mean. This older age profile is attributed to 59% of individuals being age 41 and over, with the comparable percentage for the industry being 12% lower. The older age profile depicted for this region gains further prominence when considering almost one in three individuals from the South East sample are between the ages of 46-55 compared to less than one in four from industry information. Furthermore, there are parallels between the gender splits for the two data sets. Whilst the survey reveals the proportion of female workers to be 17.4% in the South East, this is more similar to the industry ratio.

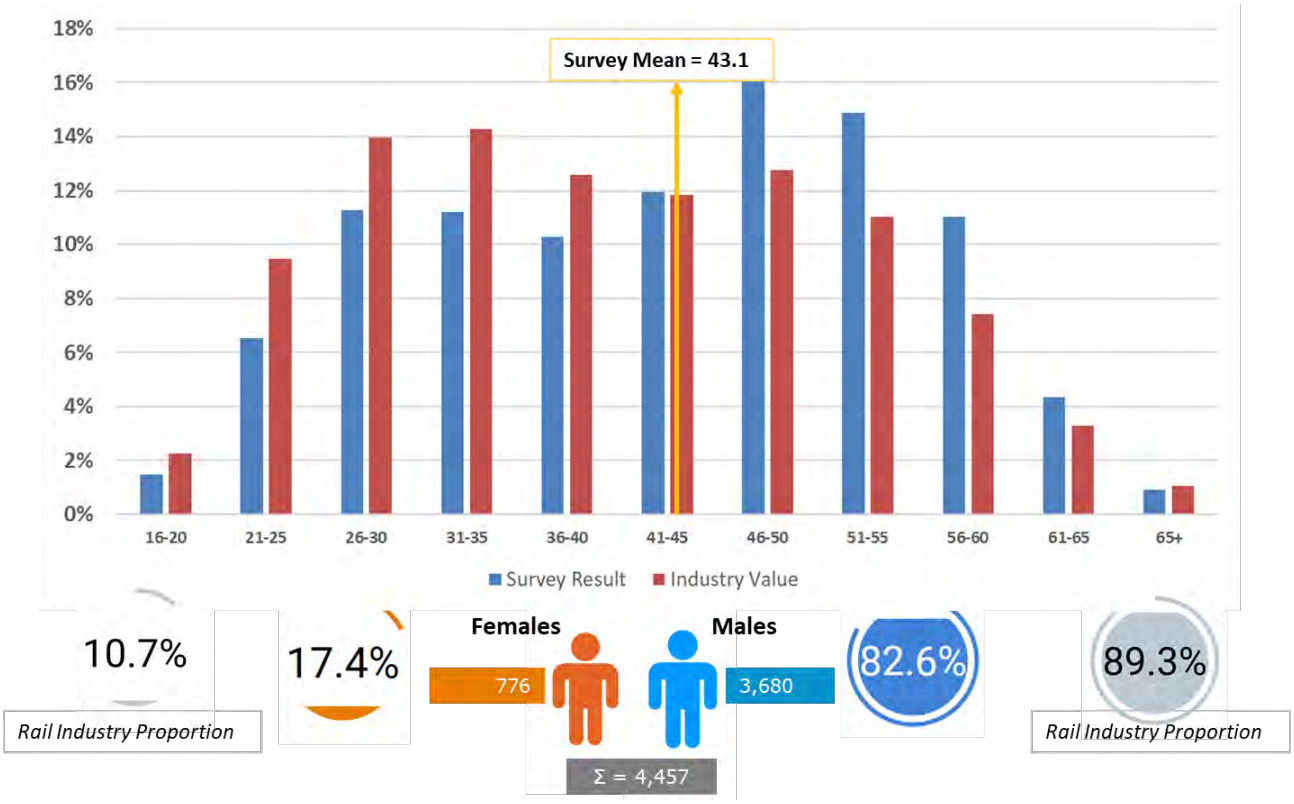


Figure 32 Demographic analysis of the South East Sample

The significance of the gender imbalance in the South East is made more apparent in Figure 33. Of the seven work types prevalent in the South East, all are dominated by male workers ranging from a 76% share in Industry and Regulatory Bodies, to 100% in Wider Transport roles (bearing in mind Wider Transport accounted for <1% of the total South East sample).

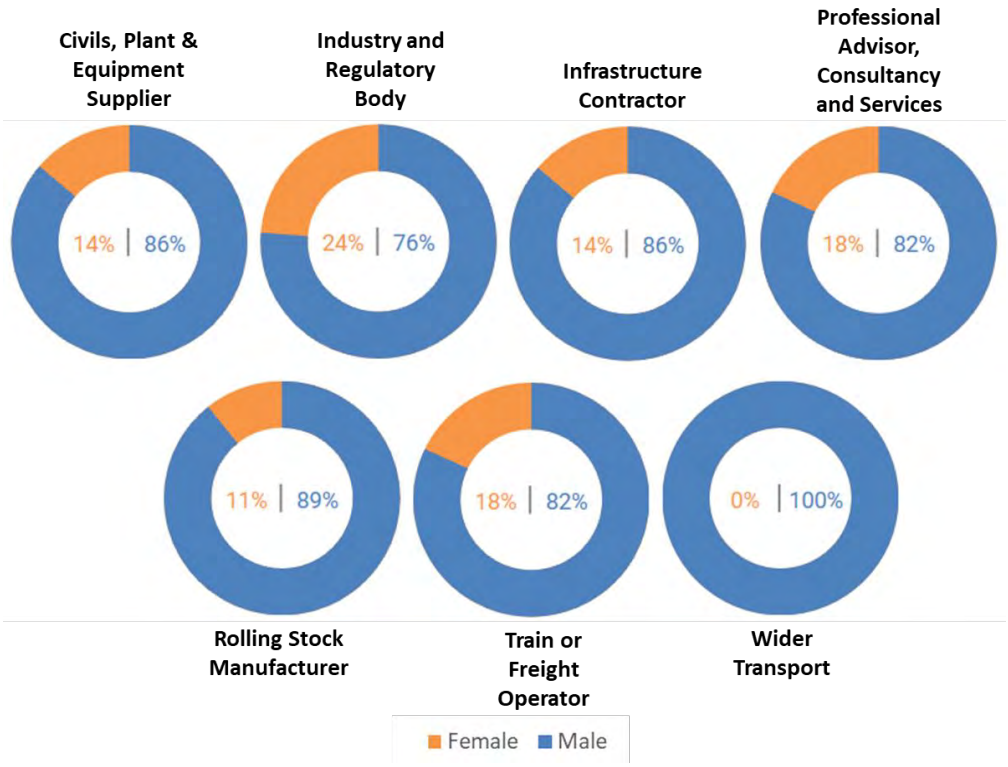


Figure 33 Gender Ratios & Work Type in the South East workforce

Figure 34 shows the South East to be slightly less ethnically diverse than the general population owing to a share of white individuals 1.5% greater than the ONS when comparing survey data to ONS data. Nonetheless, the minority share of non-White workers reveals a 6% quadrant corresponding to Black individuals, with the equivalent ONS value showing as 1.9%. Conversely, the Asian group from the survey occupy a share 1.3% less than the 5% depicted from the ONS.

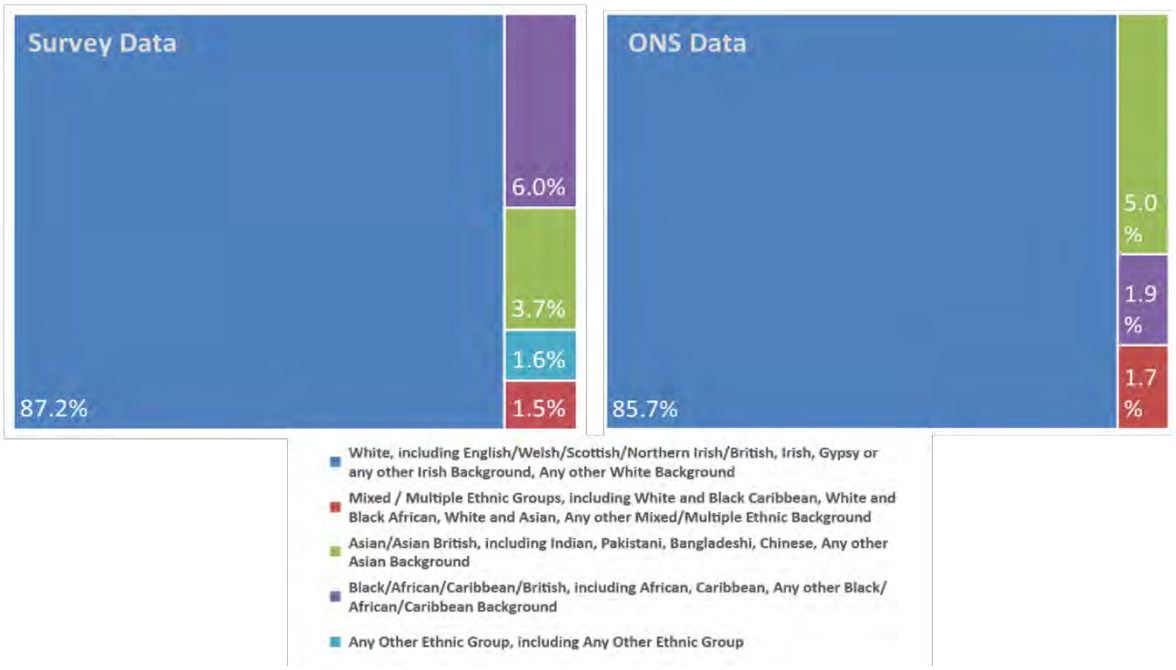


Figure 34 Ethnicity analysis of the South East rail industry against ONS data

Religion analytics for the South East show parallels with ONS data in terms of the hierarchy of the dominant religion types, although differences between the categories are observed in Figure 35. Whilst it could be argued that the South East is more religiously diverse than the general population owing to the 53.1% share representing Christians compared to almost 60% for the ONS data, the proportion for 'No Religion' is 25% higher from the survey. The remaining religion groups are more similar with the exception of the 8.4% and 5.7% in 'Any Other Religion' for ONS data versus survey results.

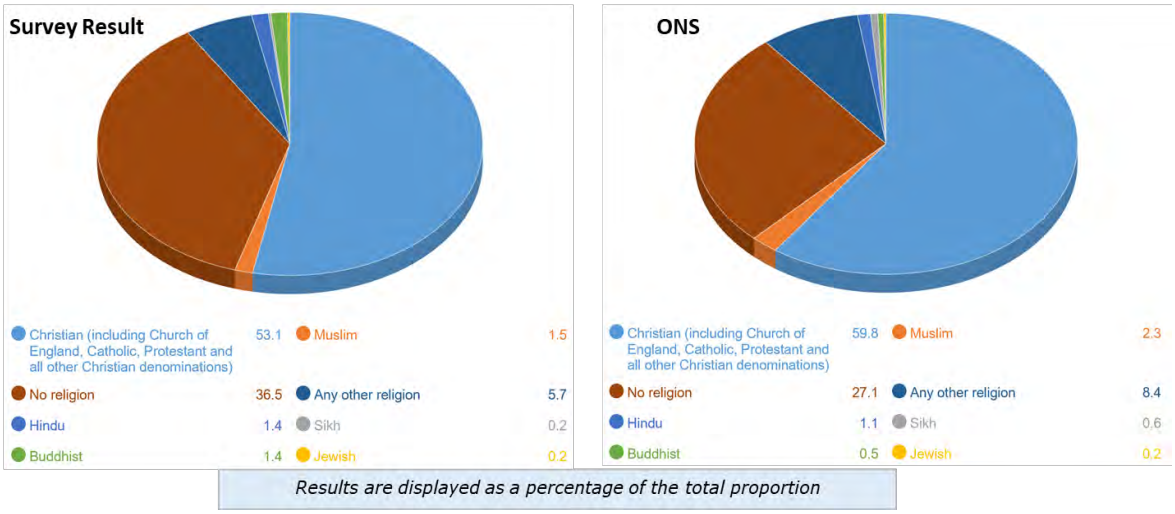


Figure 35 Religion Breakdown of the South East workforce

West Midlands

The information acquired for the West Midlands data accounted for 23% of the total sample, equating to 26,917 workers. As shown in Figure 1, the sample acquired for this region represents a share almost three times greater than that in the national picture. Considering the over-representation of this region compared to the under-representation of regions such as East Anglia, South East and Wales suggests a need to ensure a more representative regional engagement when reviewing this study in the future. Nonetheless, the West Midlands accounting for the second highest population in this survey means conclusions are outlined below with confidence.

Figure 36 reveals a mean age 1.7 years older than the comparable industry mean. The older mean age is attributed to two peaks in the data, the first being in the 41-45 age category which represented almost one in three individuals with a comparative proportion of just 13% from rail industry data. The second apex arises in the 51-55 category, within which 23% of the West Midlands survey sample fell compared to just over 13% from the rail industry. There is a third peak for the 31-35 age category showing a share of 28% of the sample, but the weighting of the higher age categories skews the data to an older age trend. The three peaks discussed account for 82% of the survey sample, meaning the proportions within the other age categories do not exceed much more than 2%, with the exception of the 61-65 range. Overall, the age profile from the survey is one of extremes, compared to the more normally distributed spread from the Rail sector.

Furthermore, gender analysis of the sample workforce implies almost 40% of workers to be female, the highest ratio of female workers in any region assessed in this survey. This is antithetical to the Rail industry proportions that imply for every ten workers, only one will be female.

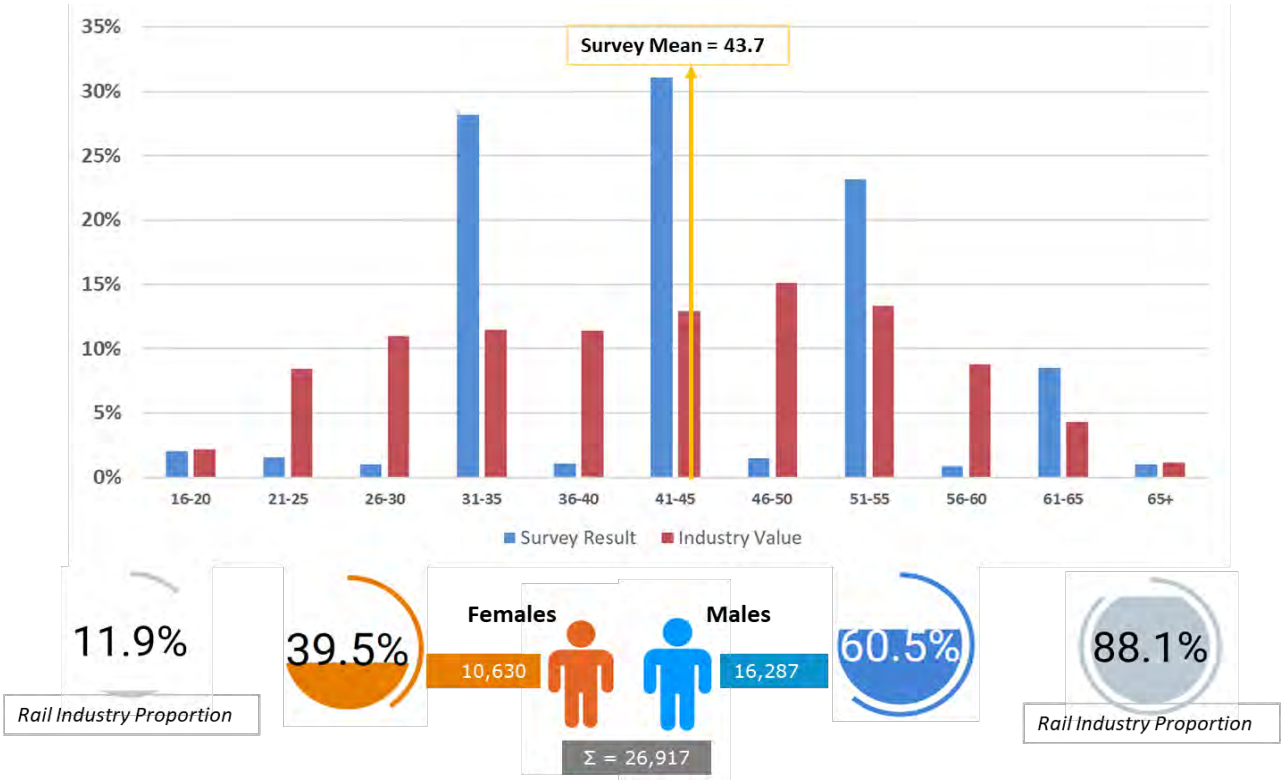


Figure 36 Demographic analysis of the West Midlands Sample

The gender ratio is reflected in some of the work types for this region as revealed in Figure 37. Female workers are more abundant within the Infrastructure Client, Train or Freight Operator, Industry and Regulatory Body work types, with the gender ratios being in parallel to the regional sample as a whole, whilst 47% of Trainers in the West Midlands are female. Conversely, male workers dominate the Rolling Stock Manufacturer and Infrastructure Contractor work types with 88% and 84% respectively, as well as Civils, Plant & Equipment Supplier and Professional Advisor, Consultancy and Services, each with 80%.

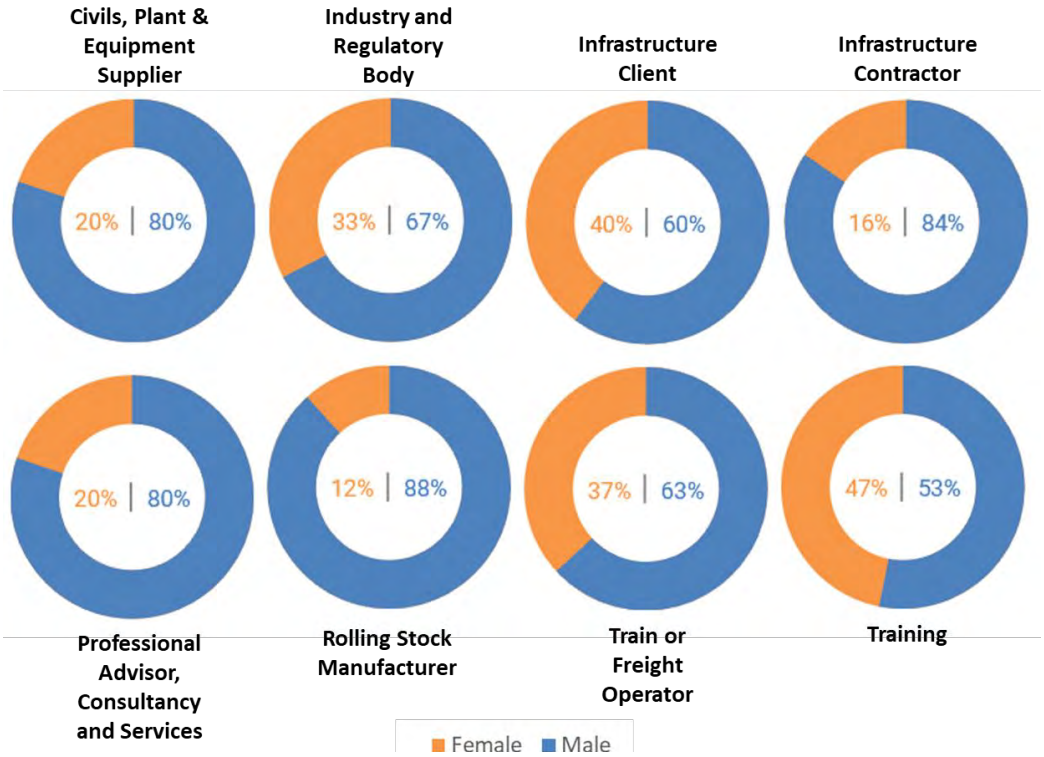


Figure 37 Gender Ratios & Work Type in the West Midlands workforce

An assessment of the West Midlands workforce by Ethnicity categories reveals similarities in the proportions of Asian and Mixed individuals compared to ONS data, with a deviation of 1.7% for the former and 0.9% for the latter (Figure 38). Similarly, the vast majority representing White individuals differs by 2.5%. The greatest differences arise in the share of Black individuals − the survey data has a corresponding quadrant almost twice the size of the equivalent ONS portion fort his ethnicity group. The survey has revealed this region to be slightly more diverse than the ONS regional picture, although there is still a dominance of White workers.

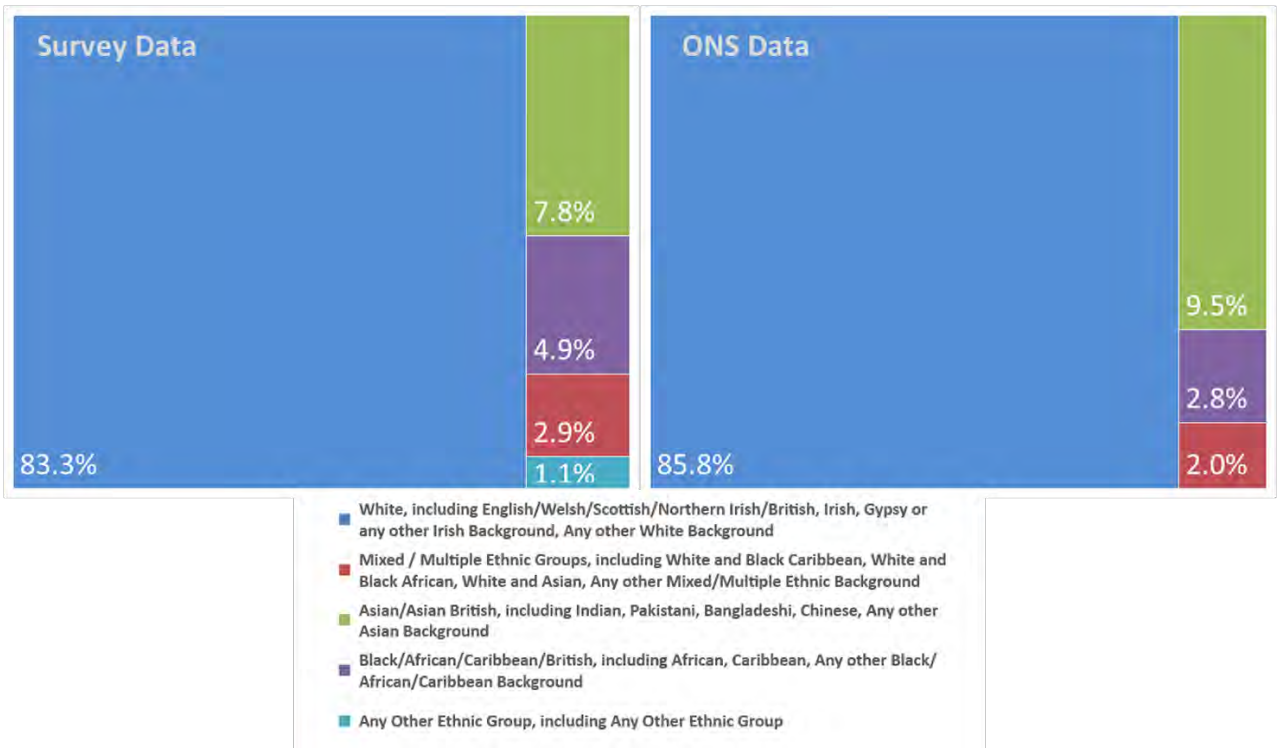


Figure 38 Ethnicity analysis of the West Midlands rail industry against ONS data

North West

The information acquired for the North West data accounted for 6.0% of the total sample, equating to 7,117 workers. This share is 4.9% less than the national picture. Nonetheless, this region represents the third largest proportion of the sample behind only London and the North West.

Figure 39 reveals a mean age 3.3 years older than the comparable industry mean. The older average age is linked to the fact that 51% of this cohort were aged 46 or over, 11% higher than the industry age profile. Furthermore, just 16% of individuals captured in the survey are aged 30 or less, whilst the industry workforce has almost one in four of the workers in this age bracket.

Furthermore, the gender ratio arising from this demographic study suggests almost 25% of workers in the North West to be women, an improvement on the recognised 10% industry value.

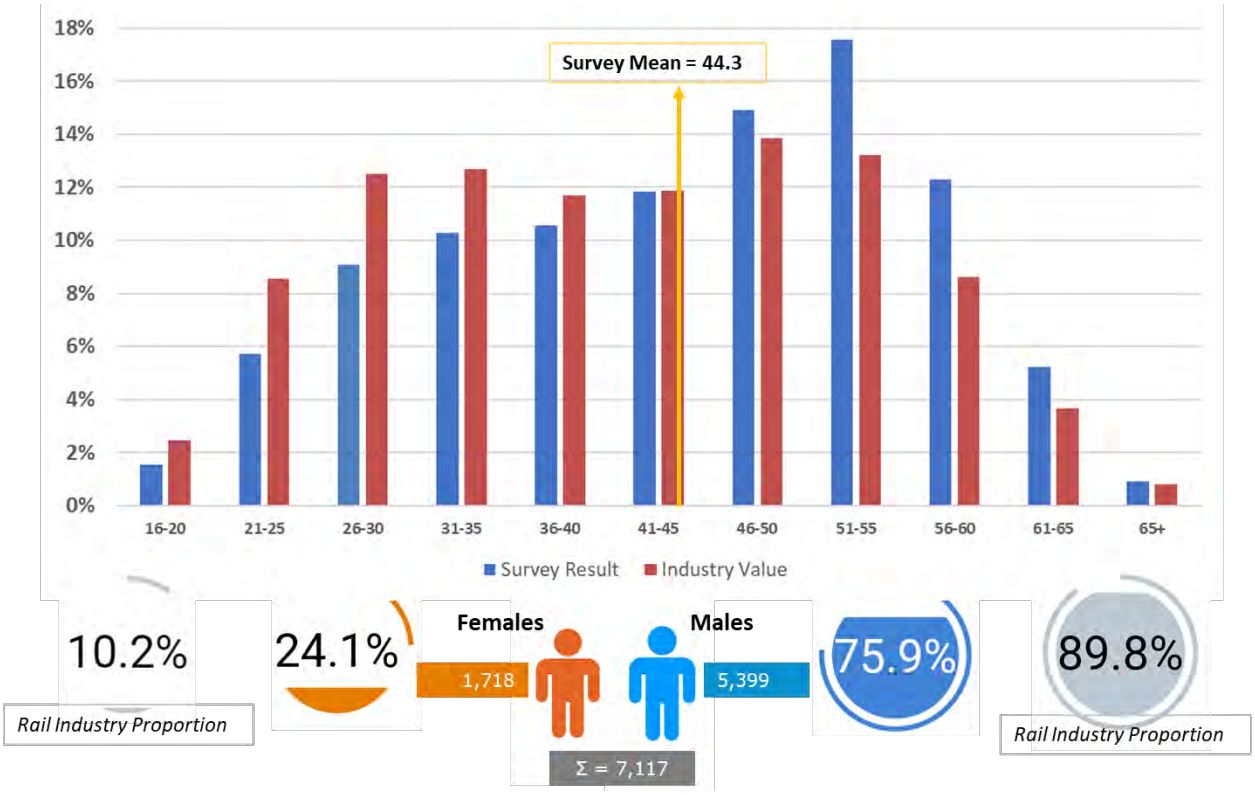


Figure 39 Demographic analysis of the North West Sample

Analysing the gender split by work type reveals several differences between the numerous disciplines of the workforce. Rolling Stock Manufacturers and Infrastructure Contractors have gender ratios more in line with the overall regional ratio with 11% and 14% respectively. Conversely, Training has an even split, whilst ROSCOs have a 68% majority of female workers. The range of different gender ratios is presented in Figure 40.

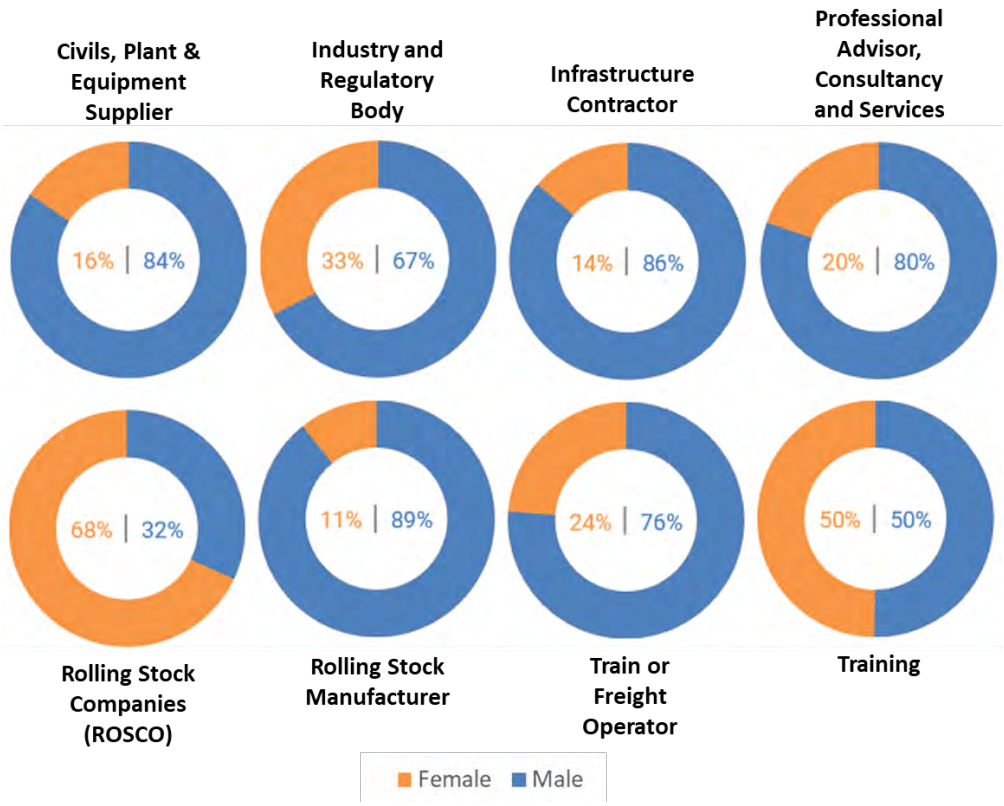


Figure 40 Gender Ratios & Work Type in the North West workforce

It is clear from the ONS data portrayed in Figure 41 that this region is one of the least ethnically diverse owing to 91.9% of the workforce comprising White individuals. The prominence of this assessment is heightened from the survey results showing 94.2% of the respondents to occupy the majority White share. The dominance of this ethnicity group depletes the Asian quadrant by 3.6% when comparing the survey data with that of the ONS. The remaining ethnicity group do not differ substantially.

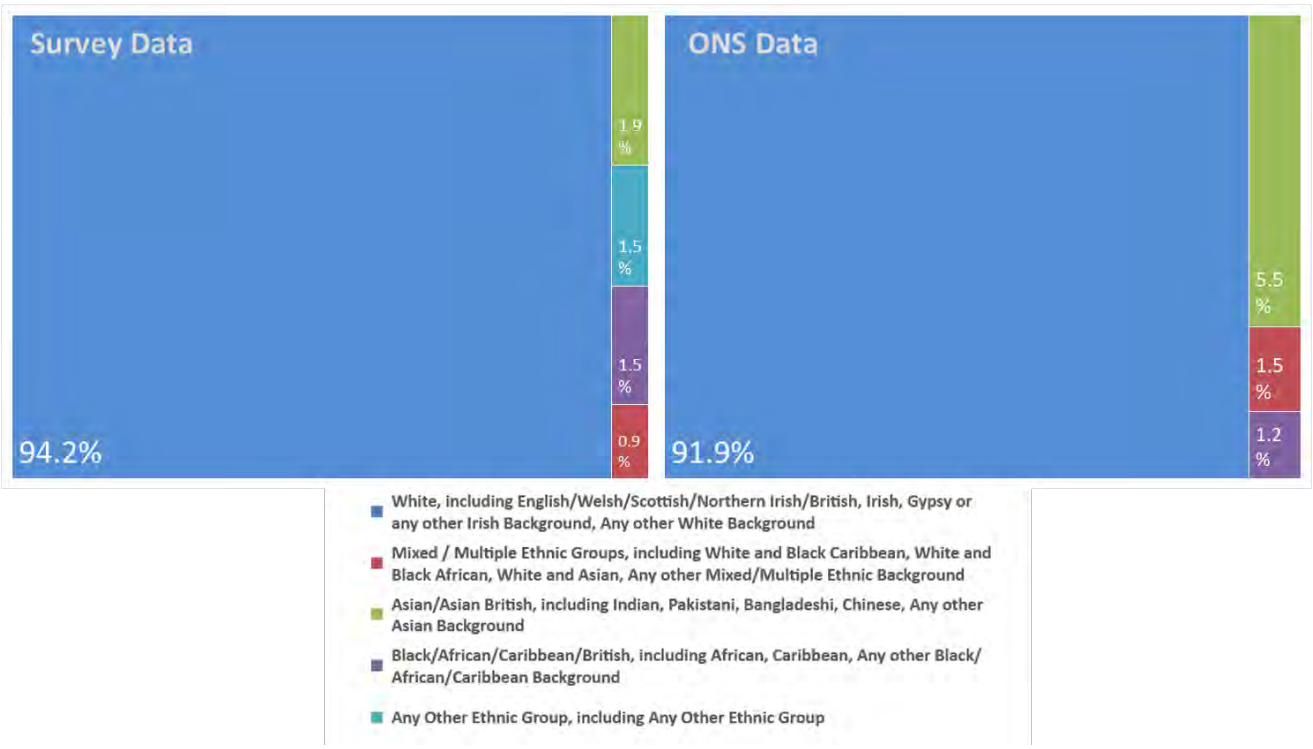
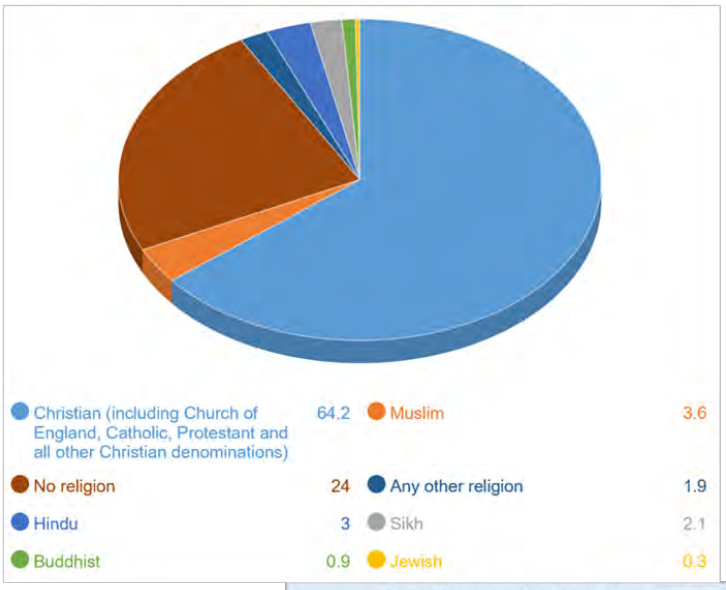


Figure 41 Ethnicity analysis of the North West rail industry against ONS data

Observations from religion analysis on the North West workforce are analysed in Figure 42. The most notable dissimilarity is the proportion of workers within the 'Any Other Religion' category with almost 7% from the ONS compared to approximately 2% from the survey. In addition, the proportion of Hindus within the sample is six times greater than the regional equivalent. Conversely, the share of Christians, whilst holding a clear majority in both data sets, is 3.1% less in the survey cohort than ONS. In addition, the quadrant depicting Muslims in the survey occupies a portion 1.5% less than ONS, whilst Sikhs have a 2% surplus on the latter dataset.

Survey Result



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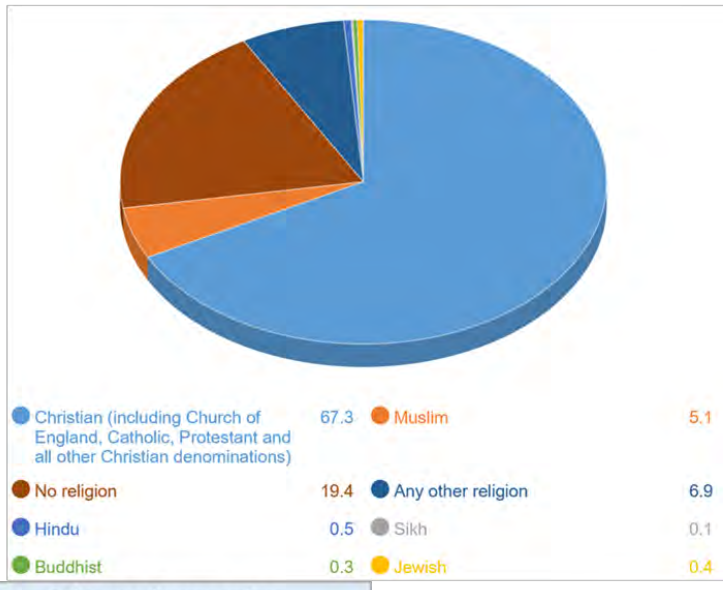


Results are displayed as a percentage of the total proportion

Figure 42 Religion Breakdown of the North West workforce

East Midlands

The information acquired for the East Midlands data accounts for 3.7% of the total sample, equating to 4,304 workers. As shown in Figure 1, this is almost half that shown in the national picture. Figure 43 presents the age profile for this region, which shows the mean age to be 44.9, almost four years higher than the comparable industry mean. This is attributable to the fact that 64% of individuals from the survey are above the age of 40, compared to 53% from the comparable Rail sector figure. Couple this with the fact that just 15% of the East Midlands survey cohort are aged 16-30, 9% less than the Industry share of 16-30 year olds for this region.

As has been the case with previously discussed regions, the gender ratio from the survey reveals a more positive picture than the accepted Rail industry ratio for the East Midlands. The survey suggests that for every five workers in the East Midlands, at least one will be female, compared to the Rail industry quotient of one female per ten workers.

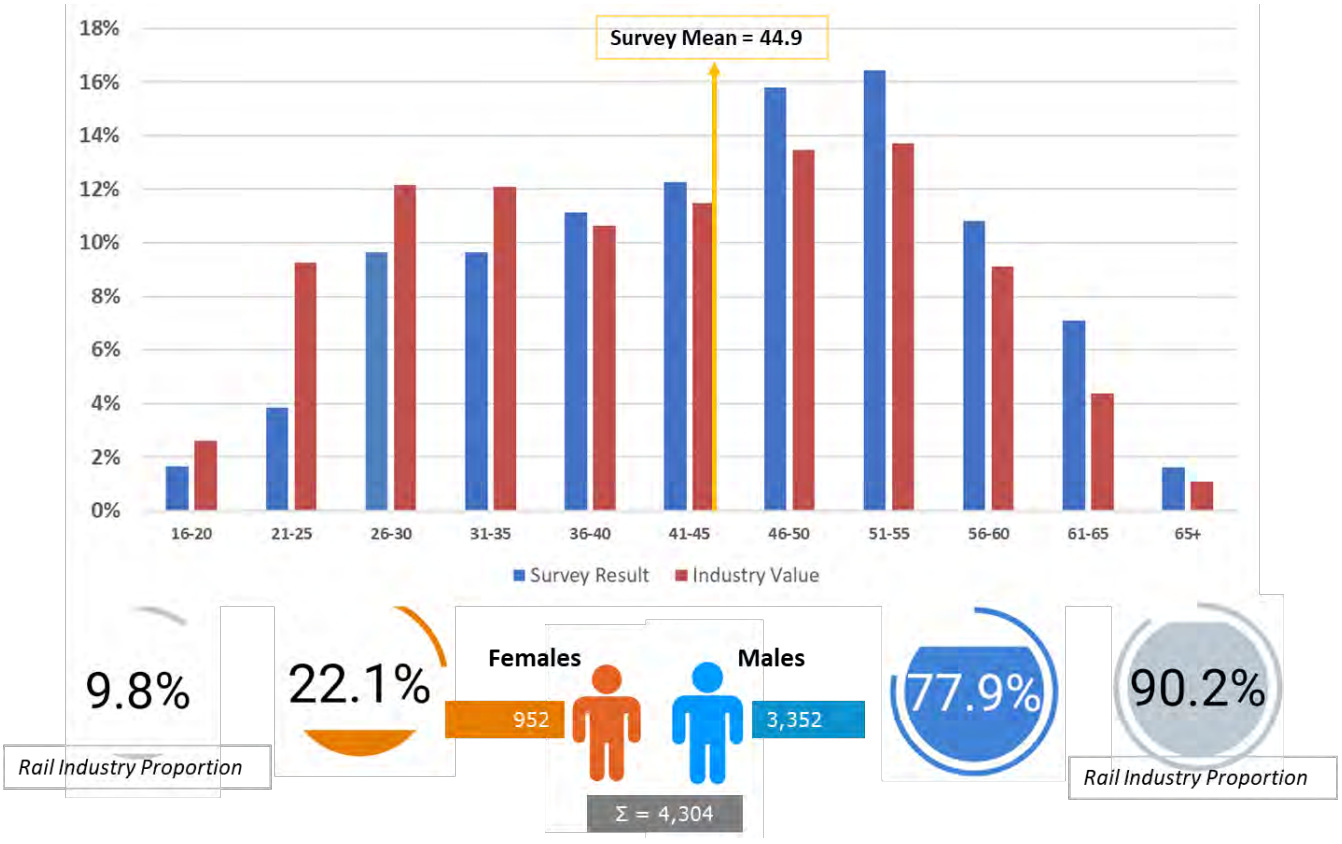


Figure 43 Demographic analysis of the East Midlands Sample

Exploring the gender split further, an analysis by work type, as shown in Figure 44, reveals a polarising set of corresponding gender ratios. The most positive result in terms of the share of female workers is seen in the Training workforce, comprised of

34% women, followed by the ROSCO workforce with 32%. Train or Freight Operators, and Professional Advisor, Consultancy and Services follow with 24% and 21% respectively. On the other end of the scale, a disappointing picture for gender balance is seen within Industry and Regulatory Body and Signalling work type, which show an exclusively male workforce from this particular sample. Realistically, it is unlikely that there are no female workers in these work types in the East Midlands, but the lower ratios reflect a bleak conclusion that should be addressed for increasing the number of female workers within these work types in the East Midlands.

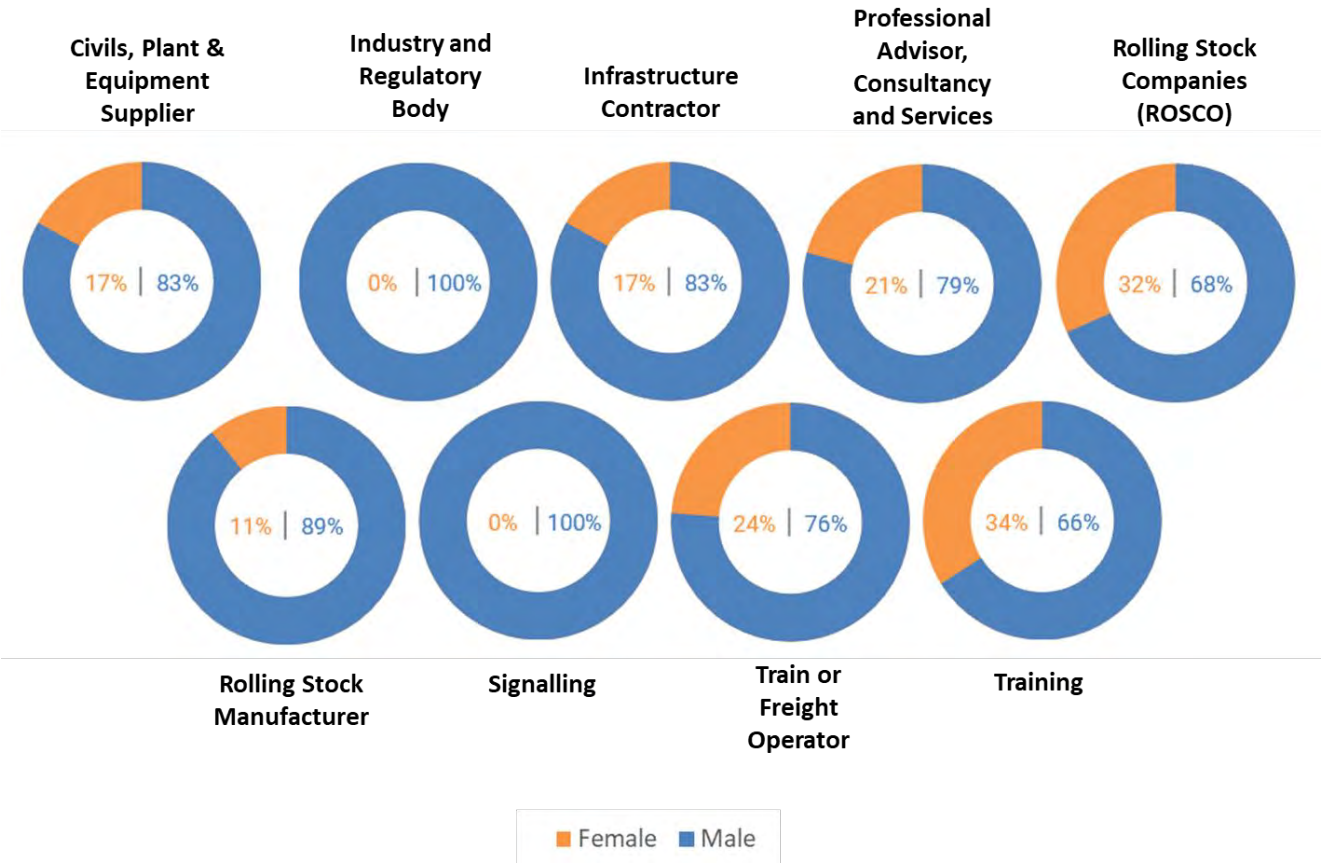


Figure 44 Gender Ratios & Work Type in the East Midlands workforce

Having analysed this regional cohort by ethnicity, as summarised in Figure 45, some minor variations are observed. Whilst the proportion of White individuals is the clear majority in both data sets, the minority shares differ between Ethnicity groups. The most prominent differences are seen in the proportion of Asian individuals with 3.5% for the survey compared to 6.3% from ONS. Both 'Mixed' ethnicities and Black individuals deviate by 0.6%, but their hierarchical arrangement between the data sets change; the Black ethnicity group being the third most prominent from the survey and the Mixed ethnicities occupying the smallest chare. Compare this to the

equivalent ONS data, which show Mixed ethnicities to be the third largest group, and Black people the least prominent of all the ethnicity groups.

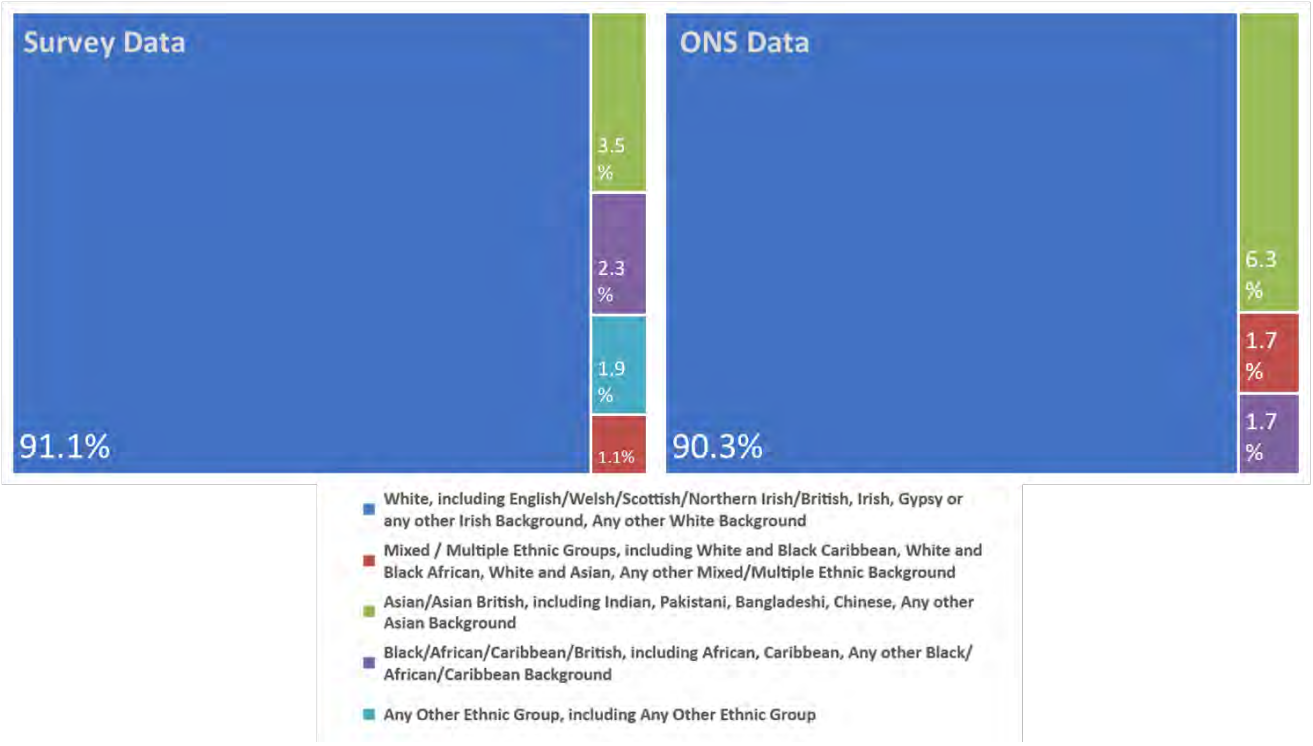
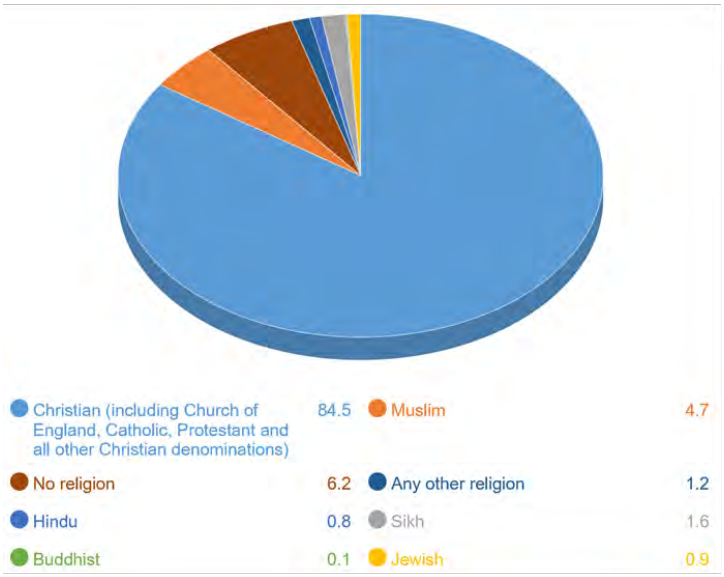


Figure 45 Ethnicity analysis of the East Midlands rail industry against ONS data

Furthermore, assessing any disparities when comparing the East Midlands workforces by religion yielded the results displayed in Figure 46. The most notable difference is seen within the Christian religion group, which holds a 58.8% share of the ONS sample compared to 84.5% from the survey. However, 27.1% for the ONS sample are listed as having no religion, with the comparable figure from the sample cohort being far less than this at 6.2%. This implies that of those Rail employers in the East Midlands recording religion data, they are more likely to detail this information if an individual fits into a defined religion category. This is seen also in the difference between the shares for 'Any Other Religion', which stand at 7.6% for the ONS data, and just 1.2% from this survey. Other than those religion groups already states, the remaining categories do not show statistical deviations, although our sample analysis showed a 1.6% increase in the Muslim contingent.

Survey Result



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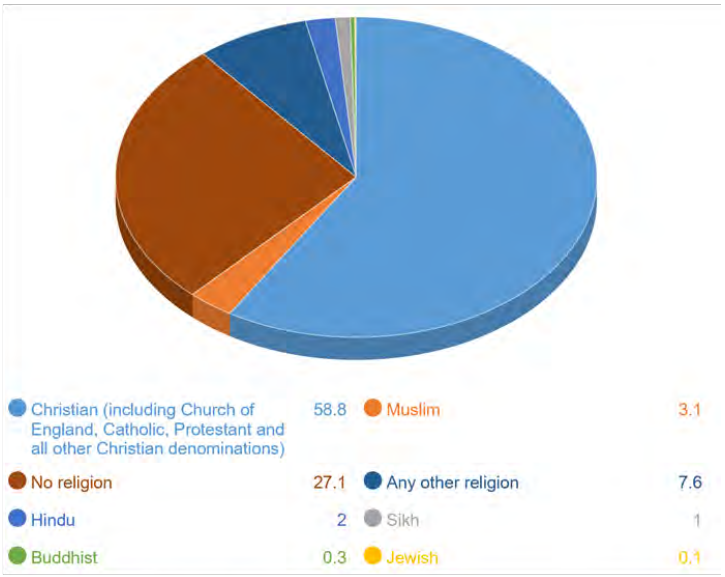


Results are displayed as a percentage of the total proportion

Figure 46 Religion Breakdown of the East Midlands workforce

Yorkshire & the Humber

The data collected for the Yorkshire & the Humber region corresponds to 4.5% of the total sample, equating to 5,264 workers. As per Figure 1, this is almost half that shown in the national picture. Figure 47 displays the age profile for this region showing the mean age to be 3.6 years older than that recognised from the equivalent industry mean. This is a reflection of the large proportion of the cohort between the 46-60 age boundaries – 46% to be exact. The comparable amount for the industry is 10% lower than this. In addition to this, just 15% of the sample were aged 30 or less, which gains significance when considering almost a quarter of the industry workforce for this region are of this age.

A more positive picture is presented when analysing the gender ratio from the collected sample as this suggests that female workers represent just over one in five workers compared to the industry ratio of a fraction over one in ten.

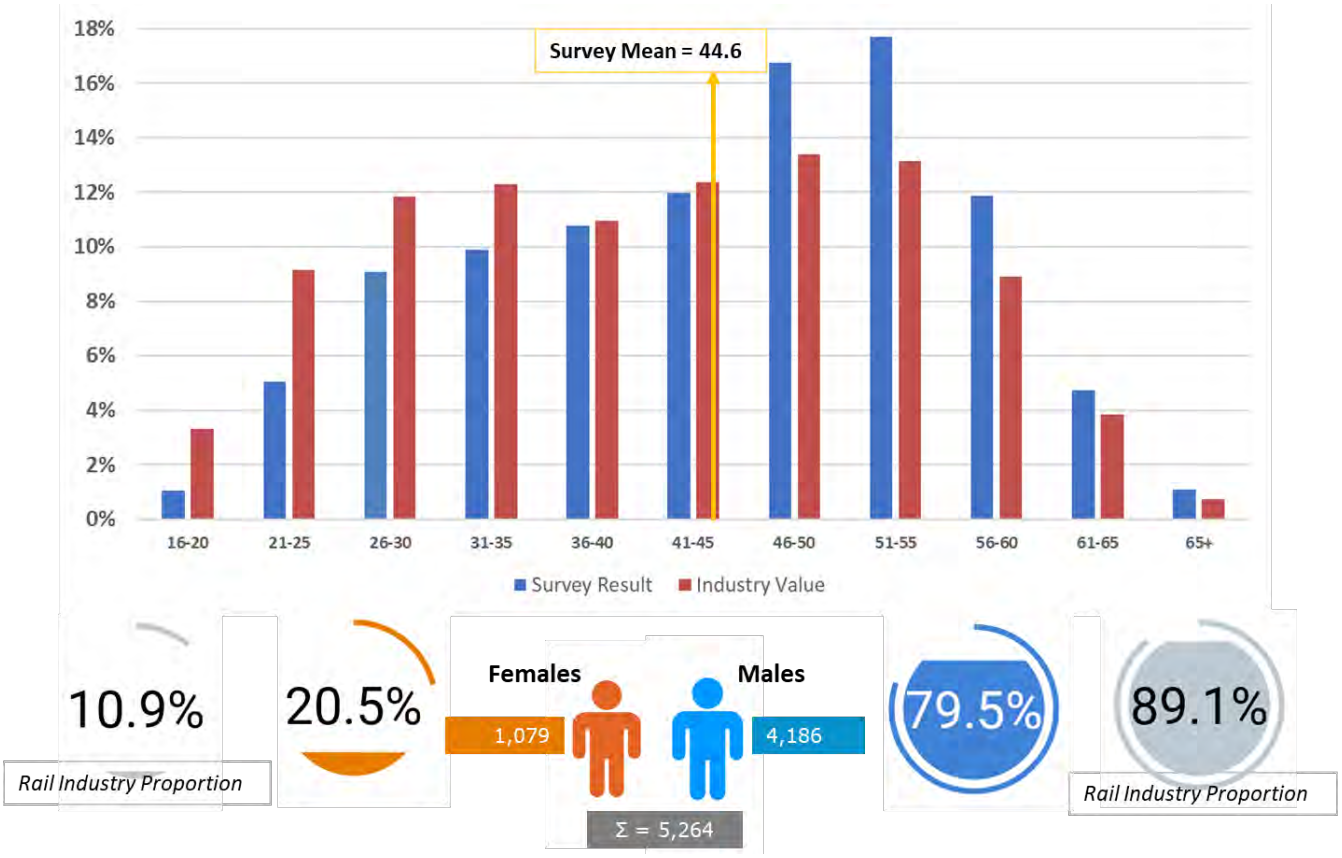


Figure 47 Demographic analysis of the Yorkshire & the Humber Sample

Of the eight work types present in this region, five have uniform female workforce percentages of 14-15% accordingly as presented in Figure 48. Three work types have higher female workforce proportions than these: Industry and Regulatory Body with

27%, Training with 43%, and most notably, ROSCOs within which female workers outweigh males by over two to one.

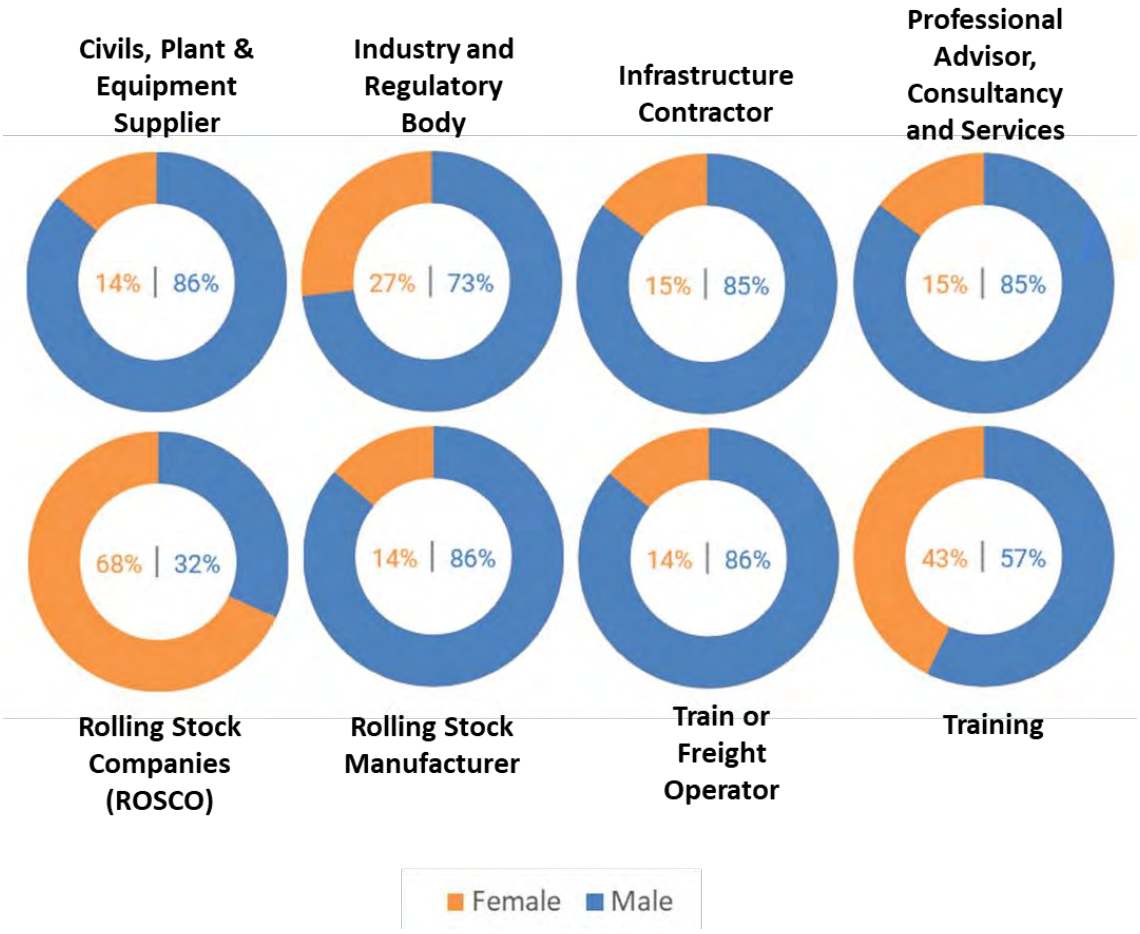


Figure 48 Gender Ratios & Work Type in the Yorkshire & the Humber workforce

An interesting conclusion from analysing this regional data is the differences between genders in terms of ethnicity, a trend unique to this region and Scotland only (see also Figure 58). As is seen in Figure 49, the male portion of the workforce holds a share of white workers 3.4% greater than females, although both genders still maintain a clear majority for this ethnicity type. Whilst the quadrants relating to Asian workers and Mixed ethnicities do not differ significantly between genders, 'Any Other Ethnic Group' and Black individuals deviate by 2.2% and 0.7% respectively, with females holding the greater proportion within these ethnicity types.

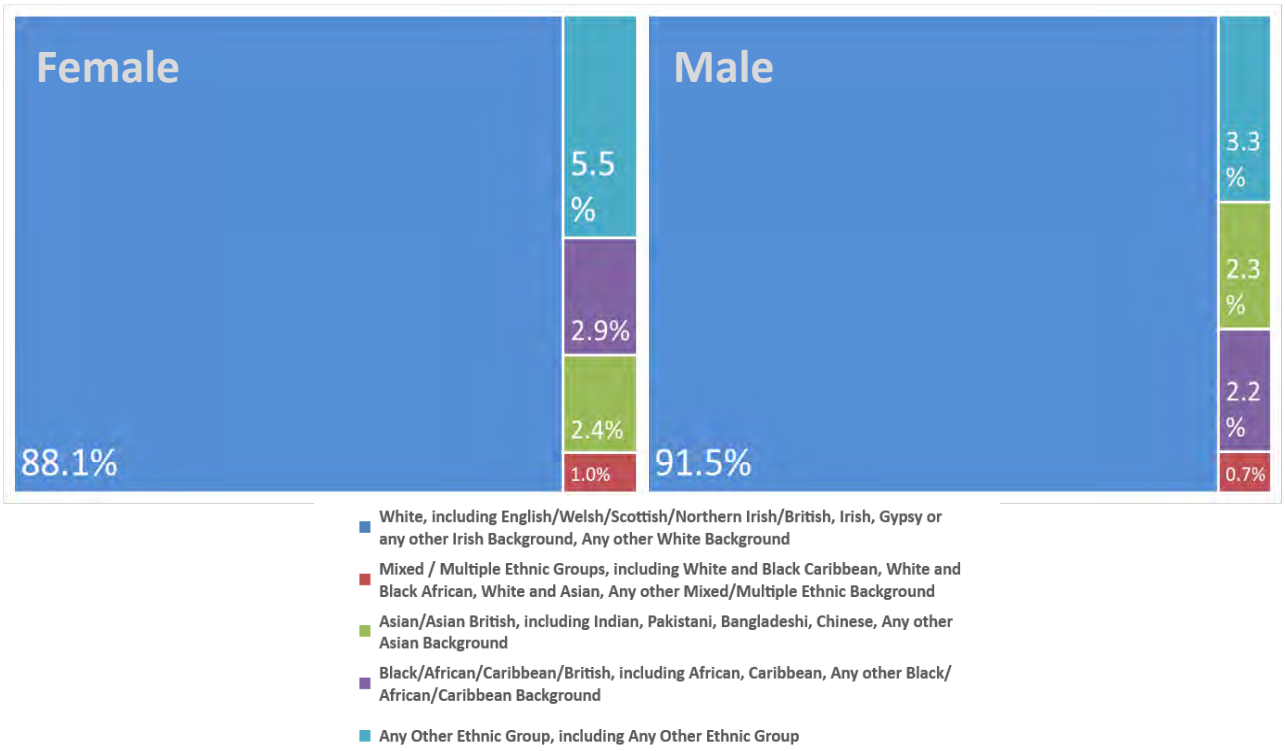


Figure 49 Ethnicity analysis between genders in the Yorkshire & the Humber workforce

However, when examining the ethnicity breakdown of the Yorkshire & the Humber sample data as a whole compared to ONS data, the fraction of White workers between data sets is almost identical, showing just a 0.6% difference (see Figure 50). Scrutinising the remaining ethnicity groups reveals significant differences between the data sets, most notably for the Asian share of the workforce, which holds a 6.9% share for the ONS data versus 2.3% from the survey. Additionally, those within mixed ethnicity groups comprise a 1.5% sample of the ONS data, compared to 0.8% from this survey. Finally, Black workers make up 2.4% of the survey data, a proportion 0.9% higher than that stated in the ONS.

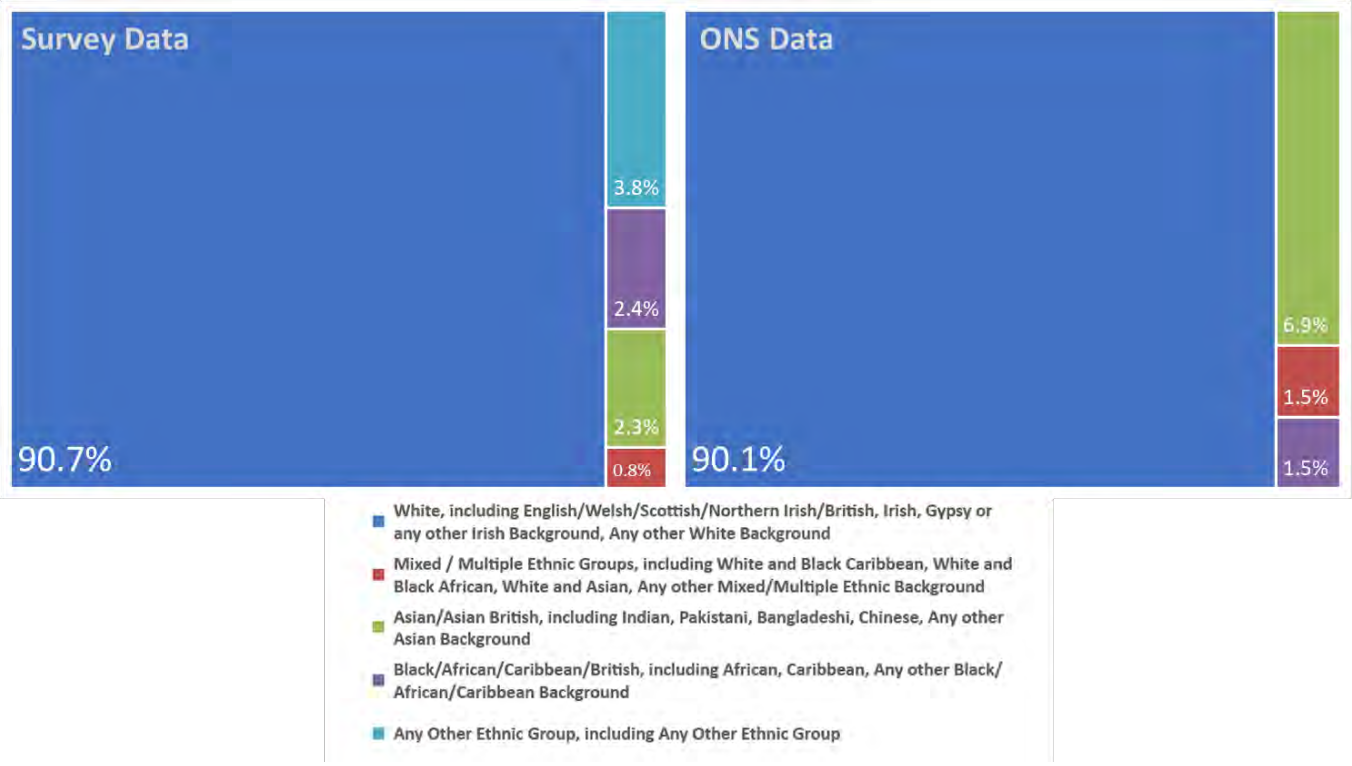
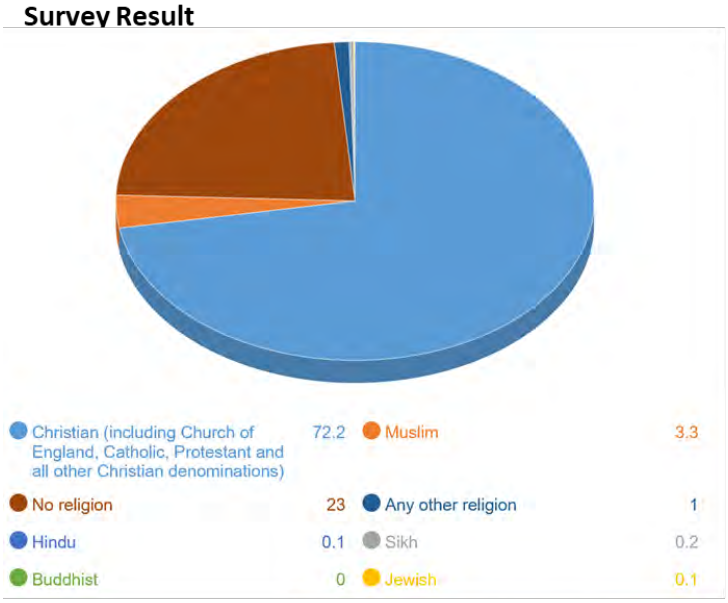


Figure 50 Ethnicity analysis of the Yorkshire & the Humber rail industry against ONS data

Deviations between the survey data for Yorkshire & the Humber and that of the ONS are deciphered when analysing the Religion breakdown of the workforce, shown in Figure 51. Whilst the proportions of workers that are defined as Hindu, Buddhist, Sikh and Jewish do not differ significantly between the data sets, Christians and Muslims do how changes. The former has a survey share 12.7% higher than ONS with 72.2%, with the latter having a proportion almost half that of ONS. In addition, the quadrant relating to 'Any other religion' is 7.5 times larger for the ONS than the survey. The share of Buddhist workers from the sample did not yield a value that was statistically significant for this assessment.

Survey Result



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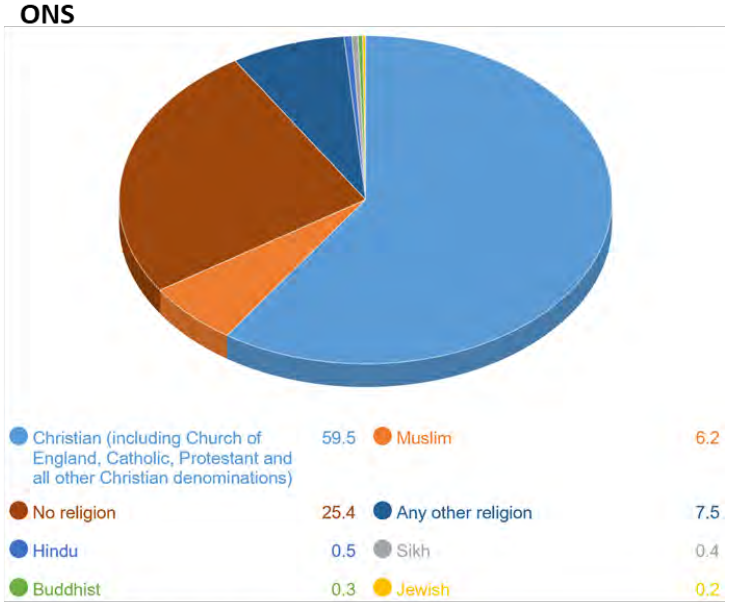


Results are displayed as a percentage of the total proportion

Figure 51 Religion Breakdown of the Yorkshire & the Humber workforce

South West

The data collected for the South West region accounted for 3% of the total sample, equating to 3,550 workers. As per Figure 1, this is approximately a third that shown in the national picture. Figure 52 displays the age profile for this region showing the mean to be 2.6 years older than that of the equivalent industry mean. This is a reflection of the 45% share of the workforce found to be between the 46-60 age boundaries. This is almost 7% higher than the comparative share within the same age boundary for the industry. To gain more prominence of the higher mean value, analysing the proportion within the three lowest age boundaries reveals a share of just below 15% from the survey, compared to one in five individuals age 30 or less in the Industry data.

Figure 52 also presents an assessment of the gender make-up of the South West workforce. The ratio of 15.7% females to 84.3% males is in line with the recognised Industry values. In fact, the gender analysis for this region from the survey shows the most similar result to the Industry equivalent over any other region. The proportion of females yields a share lower than the comparative Rail Industry percentage, making the South West the only region from this study to have a lower percentage of female workers compared to the Industry value, albeit only by 0.3%.

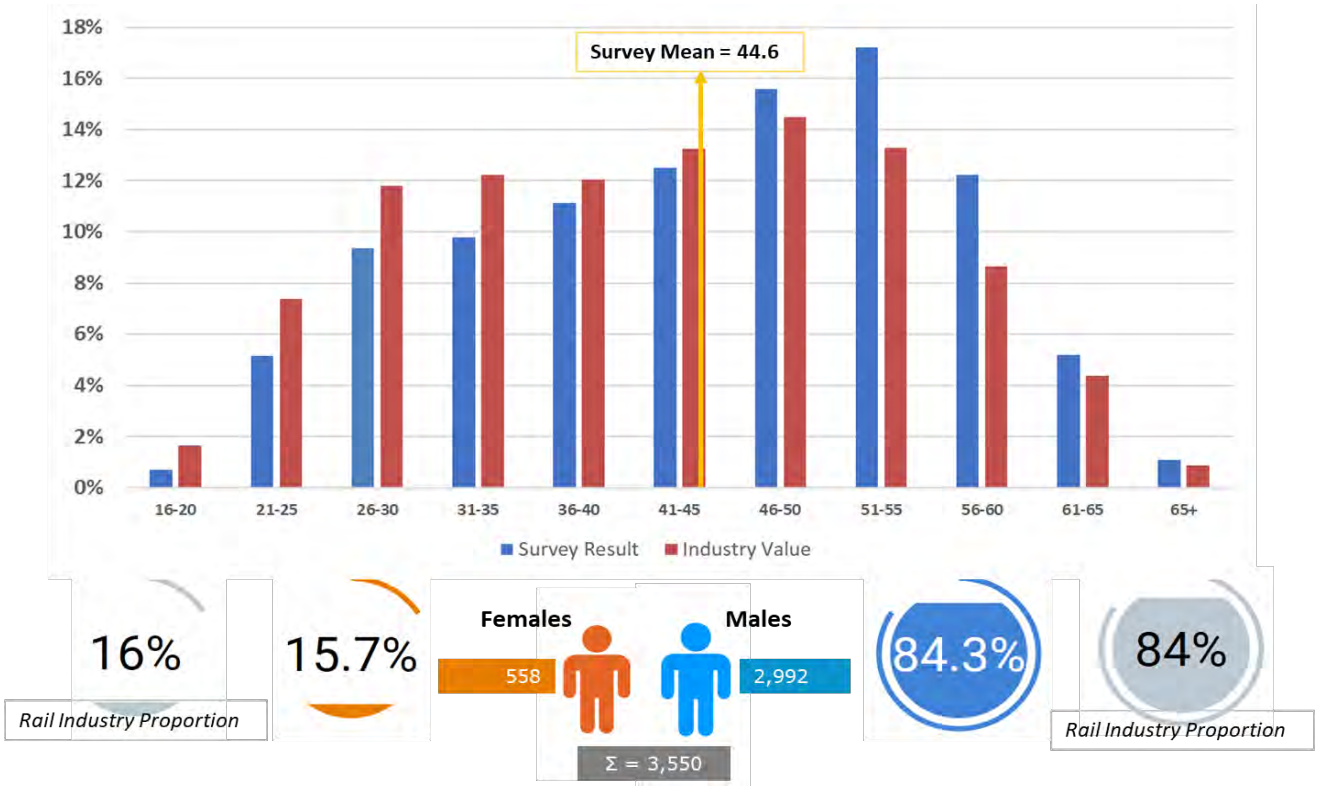


Figure 52 Demographic analysis of the South West sample

Evaluating the gender split by work type in Figure 53 shows the share of females in the majority of work types to fall between 13-19%, a reflection of the gender ratio deduced from Figure 52. The three work types exempt from this range are Rolling Stock Manufacturer, Industry and Regulatory Body, and Training. Of these three exceptions, Rolling Stock Manufacturer has just one woman for every 20 workers, whilst one in four Industry and Regulatory Body employees in this region are women. The most prevalent female workforce is found in Training with a 4:6 ratio of women to men.

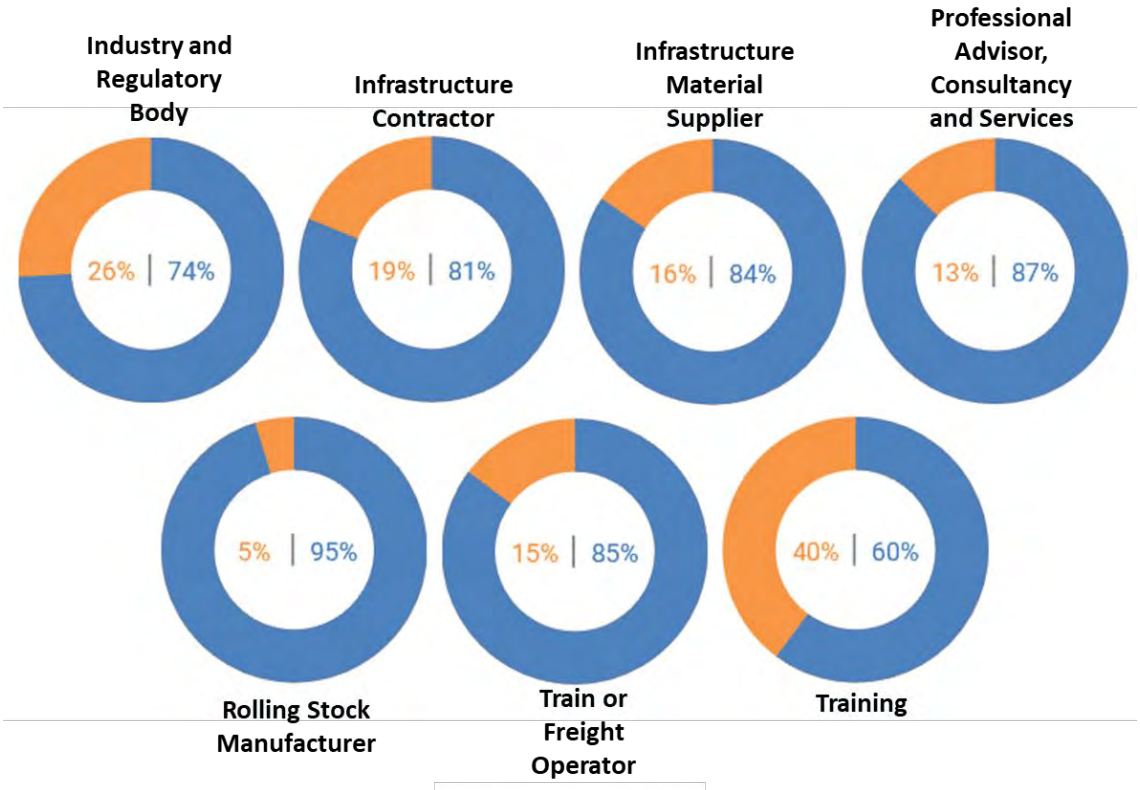


Figure 53 Gender Ratios & Work Type in the South West workforce

When comparing the overall ethnicity data for this region against the ONS, White individuals occupied a clear majority for both data sets, although the proportion from the survey is over 12% less that of the ONS as represented in Figure 54. As a result of this, the minority ethnicity groups have a larger quadrant for the survey than the ONS, with the exception of the Mixed group, which comprises less than 1% of the survey data compared to 1.4% from the ONS. The proportion of Black workers came out as 8% greater from the survey, whilst the Asian percentage was 1.5% more.

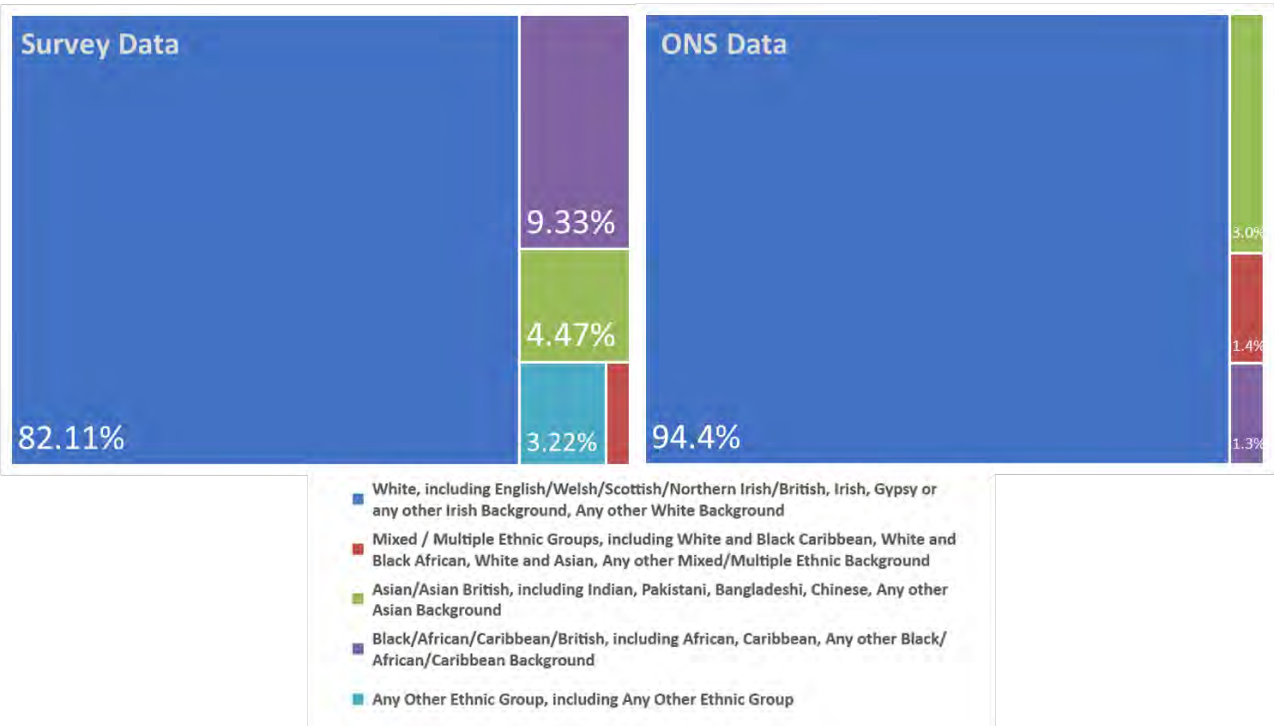
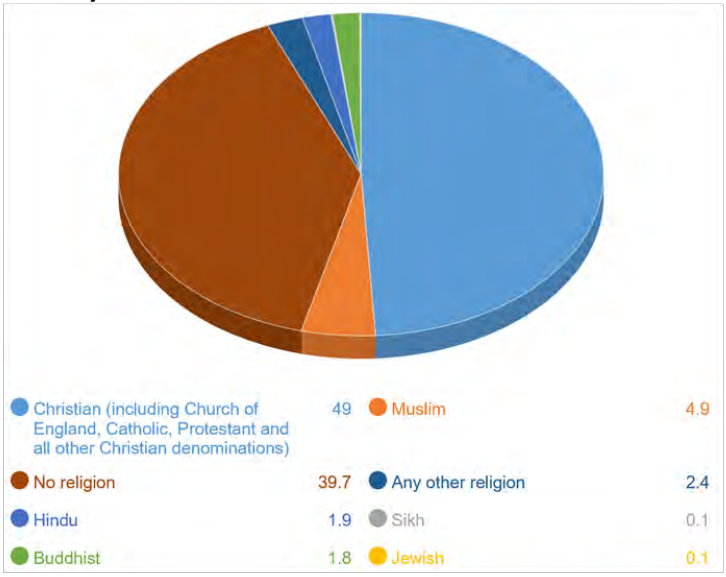


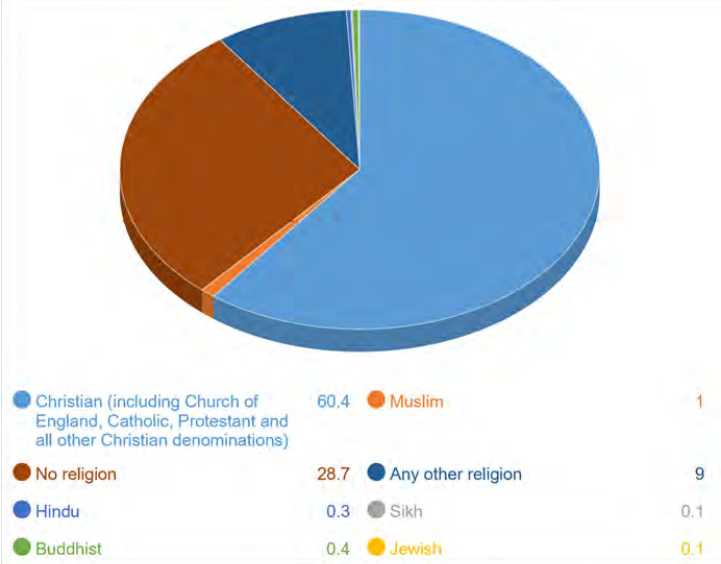
Figure 54 Ethnicity analysis of the South West rail industry against ONS data

The ethnicity results for the South West are reflected when comparing the different religion groups from the survey sample, as shown in Figure 55. The Christian share of the survey sample is just over 11% less that from the ONS, which influences the percentages from the other religion groups. The proportions of Muslims, Hindus and Buddhists are all greater from the survey sample by approximately five-fold for each. Conversely, the number of workers in 'Any other religion' equates to 2.4% from the survey versus 9% in the ONS.

Survey Result



ONS



Results are displayed as a percentage of the total proportion

Figure 55 Religion Breakdown of the South West workforce

Scotland

The data collected for Scotland accounted for 4.5% of the total sample, equating to 5,336 workers. As per Figure 1, this is almost half that shown in the national picture. Figure 56 shows the age profile of Scotland, with a mean of 44.2, 3.2 years older than that of the equivalent industry mean. This is mostly attributable to large peaks between the 41-60 age ranges, accounting for 59% of the sample, with the equivalent percentage being just 47% for the Industry age profile. In addition, the share of workers from the Industry is higher than the survey sample for all of the youngest four age boundaries equating to 37% of 16-35 year old in Industry against 26% from the survey. In terms of gender analysis, the survey suggests women account for just over one in four workers in Scotland, much higher than the one in ten recognised from Industry analysis.

Figure 56 Demographic analysis of the Scotland Sample

Exploring the gender ratio in Scotland further in the context of work types yields some interesting findings summarised in Figure 57. Female workers seem more likely to occupy jobs in Infrastructure Client positions, as well as Industry and Regulatory Body roles and ROSCOs. In the case of Infrastructure Clients, females occupied the entire relevant sample, and whilst this is unlikely to be the case for the Scotland workforce as a whole, it is a positive reflection on addressing gender imbalance. On

the other hand, male workers occupy 100% of Training roles which, again, may not be fully reflective of the Scotland workforce as a whole, and this also breaks the trend observed throughout this report of the highest proportion of female workers being within the Training work type in most regions. The percentage of female workers in the other work types ranges from just 7% in Rolling Stock Manufacturers to 28% in Train or Freight Operators.

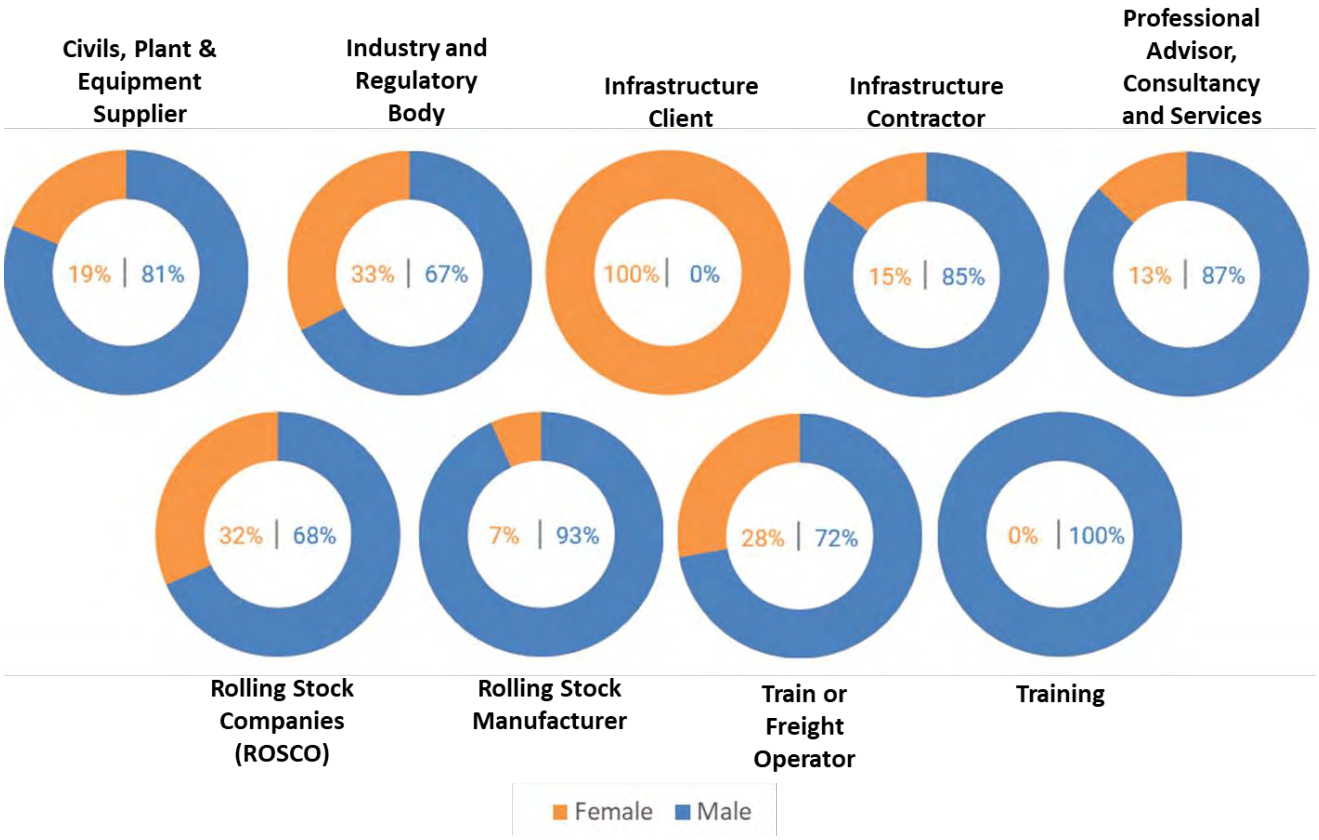


Figure 57 Gender Ratios & Work Type in the Scotland workforce

An assessment of ethnicity differences between genders yields slight differences between the sexes in a similar trend to that discussed in the context of Yorkshire & the Humber (See Figure 49). As Figure 58 shows, the proportion of White males exceeds females by 3.4%. The share of Asian and Mixed individuals does not differ substantially, which cannot be said for 'Any Other' ethnic group and Black individuals, both of which have higher proportions within the female cohort by 2.6% and 0.8% respectively.

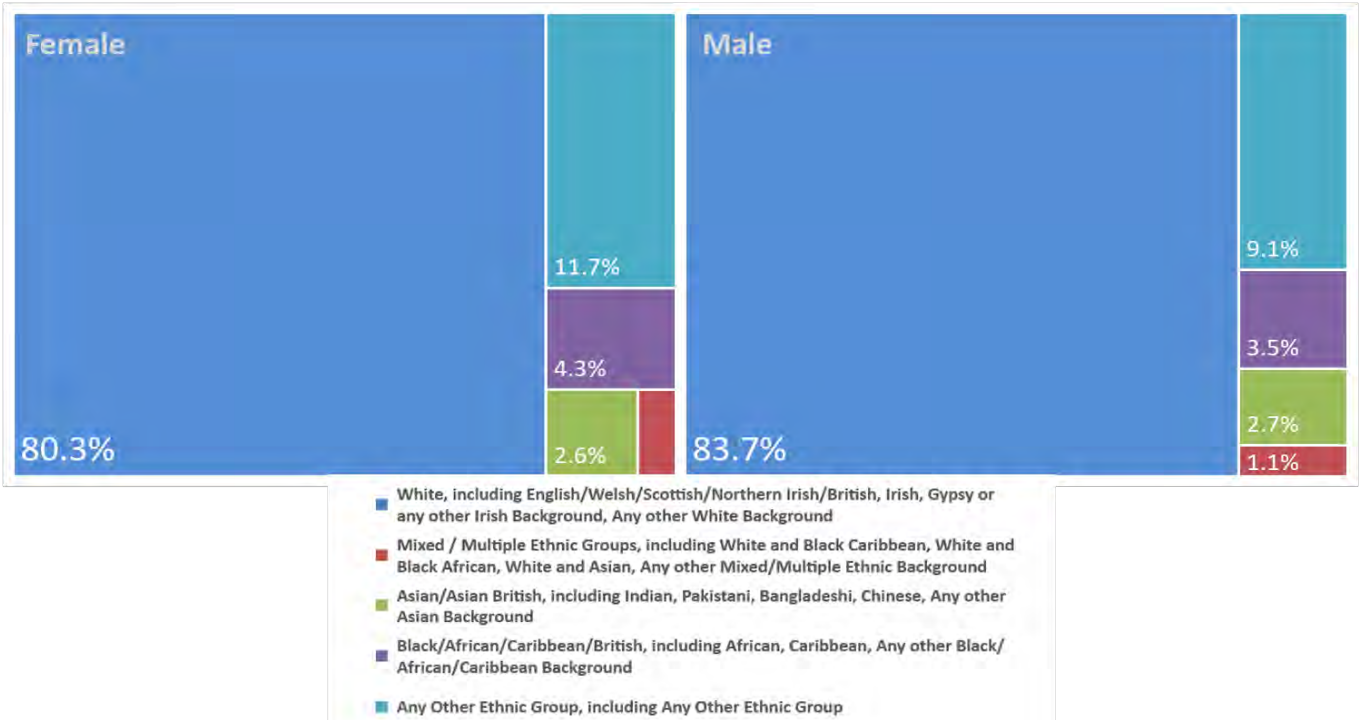


Figure 58 Ethnicity analysis between genders in the Scotland workforce

When comparing the Scotland sample data as a collective with the corresponding ONS data (see Figure 59), the variances between the data sets exceed that between genders discussed in the previous figure. The ONS data suggests a vast majority of 96% are White individuals compared to 82.8% from this survey. Consequently, the remaining ethnicity groups are significantly higher than the ONS, in particular 'Any Other' ethnic group, Black individuals and Asian people with 9.7%, 3.7%, and 2.7% each.

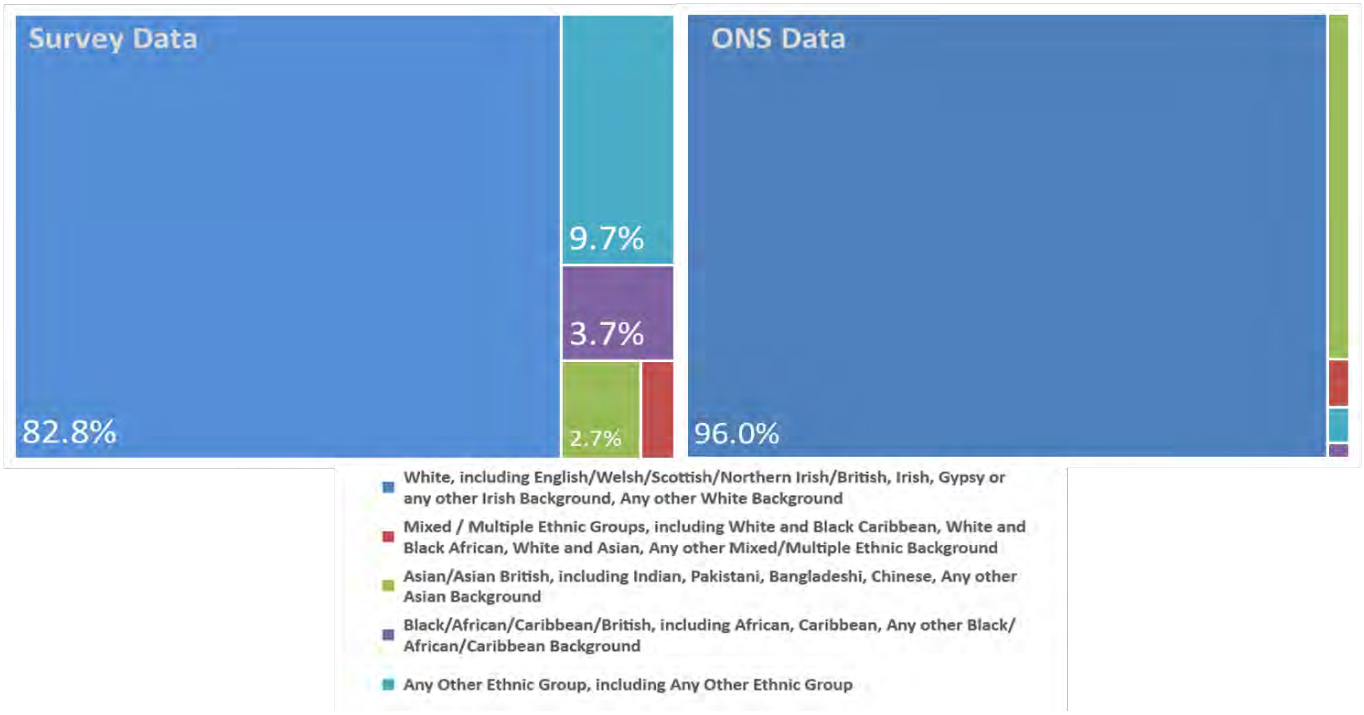
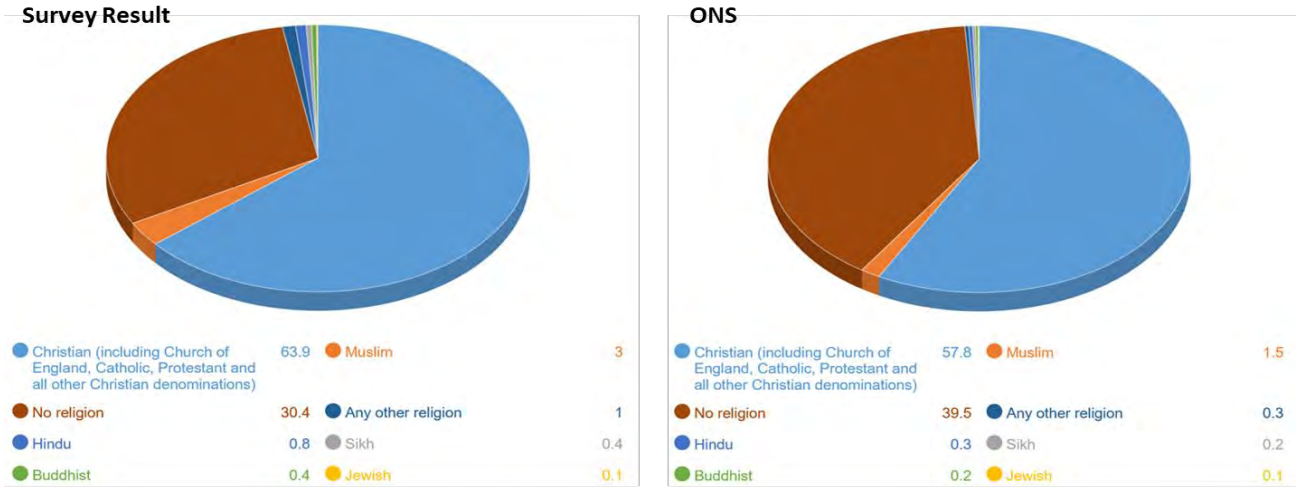


Figure 59 Ethnicity analysis of the Scotland rail industry against ONS data

The final diversity characteristic to be assessed in the Scotland data is religion, with the results displayed in Figure 60. The proportion of Christians from the survey exceed that from the ONS with 63.9% versus 57.8%. The share of workers within the Hindu, Buddhist, Muslim and Sikh religions increased slightly on the ONS data, with the Muslim contingent showing the greatest rise from 1.5% to 3%. This is a direct effect of the 'No Religion' survey quadrant equating to 30.4% in the survey, 9.1% less than the equivalent ONS figure.



Results are displayed as a percentage of the total proportion

Figure 60 Religion Breakdown of the Scotland workforce

Additional Regional Data

The remaining regions to be discussed are the North East, East Anglia and Wales. Collectively, these regions accounted for just 3.5% of the total sample data compared to a proportion that should have been closer to 18% (see Figure 1). Whilst unfortunately the low data return is not significant to produce an assessment of diversity characteristics that is truly reflective of the industry as a whole, a demographic analysis of these regions has been undertaken with key findings outlined here.

Despite equating to smaller sample sizes, the mean ages arising for this survey are almost exact matches with the recognised average ages from the industry as displayed in Figure 61. This is applicable for East Anglia and North East, the former of which is 0.4 years higher with the latter just 0.1 years lower. Wales is the exception to this assessment with a calculated mean age over four years older than the industry mean.

Region	Mean age from survey	Mean age from industry	% of survey sample
East Anglia	43.4	43	1.6%
North East	43.9	44	1.3%
Wales	44.4	41	0.6%

Figure 61 Average age comparison of additional regions

Comparing the gender ratios arising from the survey with that from the Rail industry shows a lack of parity with the ratios as depicted in Figure 62. The gender ratio for Wales shows the most similarity to the rail industry proportion with a deviation of 3.3%. The North East share of female workers from the survey presents the most promising percentage for women at 23.4%, an improvement on the industry value of 10.2%. The data for East Anglia displays the largest disparity from the sector information by almost 16%. Overall, the North East had the fifth highest female proportion from all the regions, East Anglia seventh, and Wales eleventh.

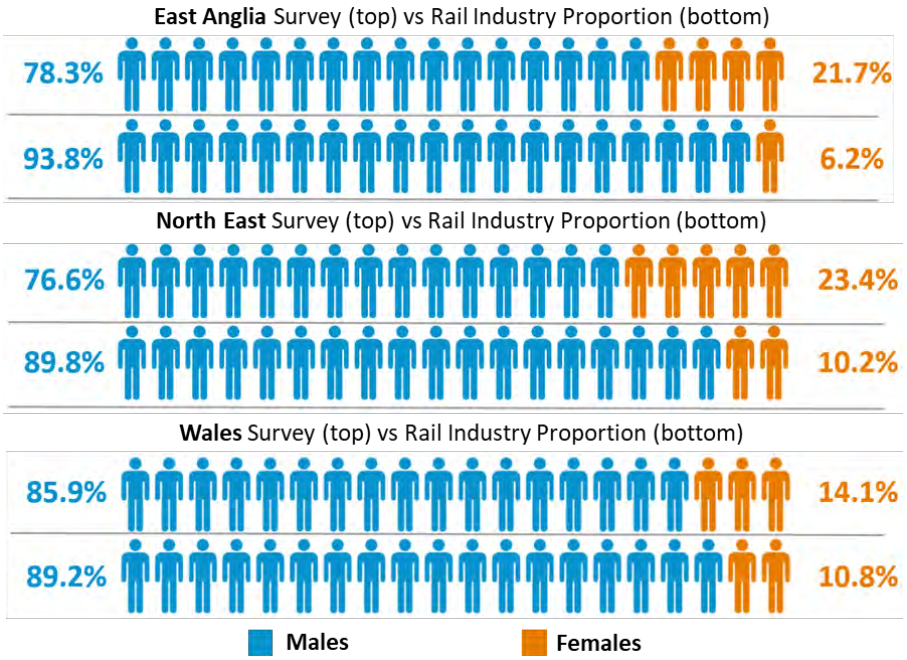


Figure 62 Gender ratios for the additional regions

Figure 63 displays the work types from East Anglia, North East and Wales that had the largest proportion of female workers when comparing to the other work types in their corresponding regions. For each of these regions, the top three are displayed. Notable here is the presence of Infrastructure Contractor in all regions, with the largest quadrant shown within East Anglia with 29%. Infrastructure client workers in the North East have emerged as exclusively female. As mentioned previously in this report, a unanimous result of this kind is more than likely to be a reflection on the size of the sample collective as opposed to the region as a whole, but is still promising from a work type perspective when trying to reach parity between genders. In addition, female workers have obtained a majority in the Professional Advisor, Consultancy and Services work type in East Anglia with 55%.

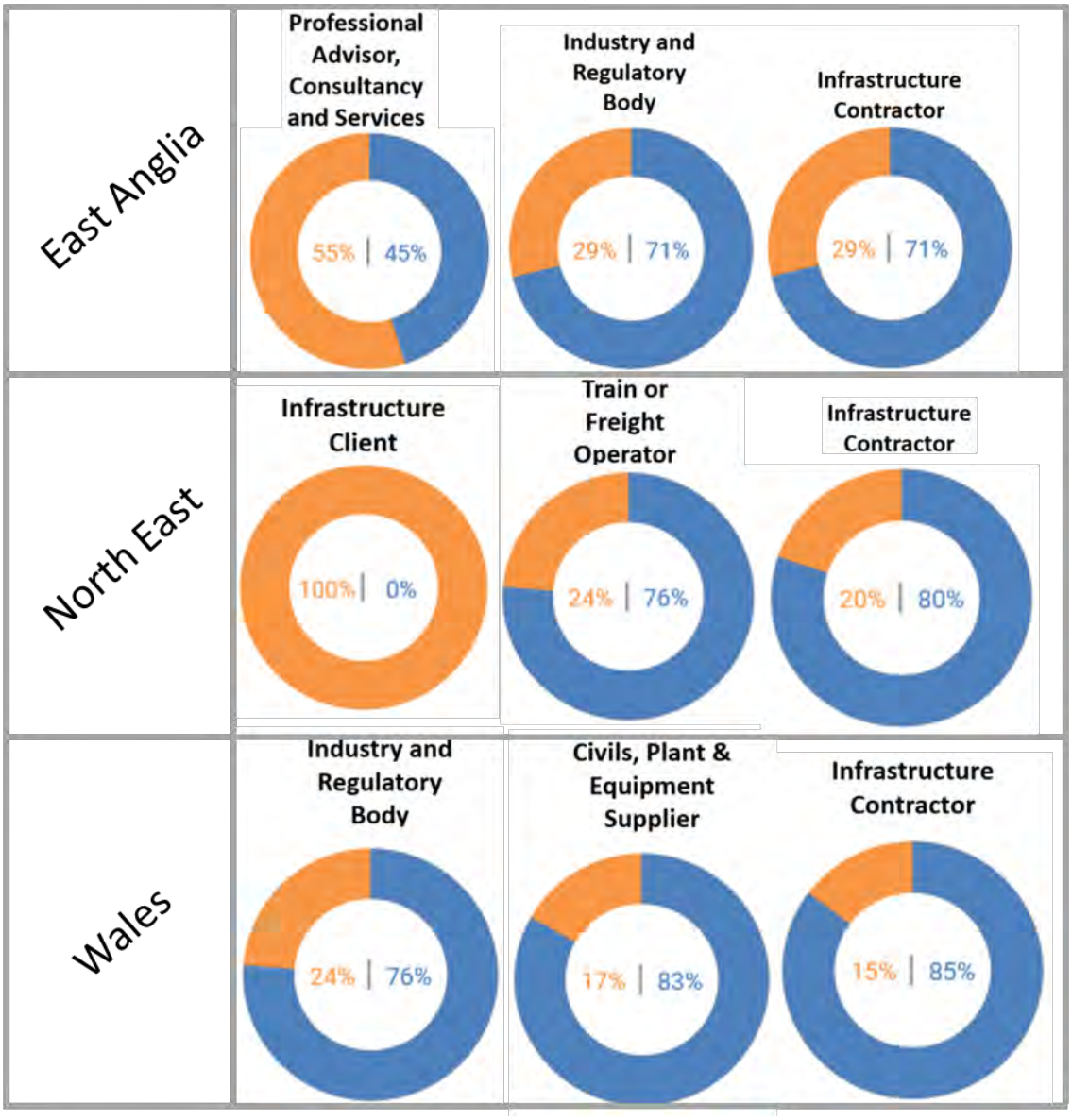


Figure 63 Work Type gender ratios from the additional regions by largest female shares

7. Key Findings

The Rail industry has an older average age than industry in general – 33.5% of the workforce over 50 compared to 31.1% in industry

Gender ratio from the survey was 69.8% males to 30.2% females. This is higher than previously used values and would indicate things are improving.

From our survey respondents, females are on par with males for senior and managerial positions with 37.5% of females in one of these positions, compared to 34.9% males.

65% of the female workforce work in Operations, Engineering, Customer Service and Technical roles. The most prevalent male occupations, with 68%, are Operations, Engineering, Train Drivers and Technical.

93% of females with an Engineering qualification followed this with an Engineering occupation compared to 84% of males.

With Technical job roles, 61% of females had 'on-site' technical occupations compared to 79% of males.

The Rail sector is more diverse than the UK-wide people in employment in terms of religion. 31% of those in Rail are of religions other than Christian and 'no religion', compared with just 8% in UK-wide employment.

The Rail sector is more diverse than the UK-wide employment in terms of ethnicity. 26.8% of those in Rail are of ethnicities other than White, compared with just 14.9% in UK-wide employment.

London is the most ethnically diverse region with 38.9% of the workforce being of alternative ethnicities other than white.

The female workforce is collectively 6% more diverse than males in terms of religion and ethnicity.

8. Next Steps

In conjunction with the RSSDP, it would be beneficial to appoint regional coordinators to drive the promotion, attraction and engagement of BAME candidates and women into the rail industry.

Some regions have been unintentionally under- or over-represented. It would certainly be worthwhile to refresh the data at least annually as the demographic of the industry changes.

The Rail sector should use the findings from this report as a baseline to establish progress towards meeting the diversity targets outlined by the TISS.

NSAR will continue to work with Women in Rail and the steering group on the diversity agenda.

Appendix 1 Table of Figures

Appendix 2 The Survey

* 1. What is the approximate number of employees in your workforce (Please tick only one box)?

- ◯ 10 or less
- ◯ 11 to 50
- ◯ 51 to 100
- ◯ 101 to 250
- ◯ 251 to 500
- ◯ Greater than 500

* 2. What area of the industry does your business operate in? (Please tick the principal one for your business)

- ◯ Civils, Plant & Equipment Supplier
- ◯ Industry and Regulatory Body
- ◯ Infrastructure Client
- ◯ Infrastructure Material Supplier
- ◯ Professional Advisor, Consultancy and Services
- ◯ Rolling Stock Maintainer, Parts and Systems
- ◯ Rolling Stock Manufacturer
- ◯ Infrastructure Contractor
- ◯ Train or Freight Operator
- ◯ Rolling Stock Companies (ROSCO)
- ◯ Movement Contractor
- ◯ Engineering Design Consultant
- ◯ Other (please specify)

* 3. Where in the UK is your business conducted? (Please give an approximate percentage of your workforce)

East Anglia	
East Midlands	
London	
North East	
North West	
Northern Ireland	
Scotland	
South East	
South West	
Wales	
West Midlands	
Yorkshire and The Humber	

* 4. What is the gender proportion of your workforce? (Please give an approximate percentage)

Female	
Male	
Transgender	
Don't Know	

* 5. What is the approximate percentage of your workforce who are the following?

Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	
Buddhist	
Hindu	
Jewisn	
Muslim	
Sikh	
Any other religion	
No religion	
Don't know	
Do not collect this information	

* 6. What is the ethnic mix of your workforce? (Please give a percentage)

White, including English/Welsh/Scottish/Northern Irish/British, Irish, Gypsy or any other Irish Background, Any other White Background	
Mixed / Multiple Ethnic Groups, including White and Black Caribbean, White and Black African, White and Asian, Any other Mixed/Multiple Ethnic Background	
Asian/Asian British, including Indian, Pakistani, Bangladeshi, Chinese, Any other Asian Background	
Black/African/Caribbean/British, including African, Caribbean, Any other Black/African/Caribbean Background	
Any Other Ethnic Group, including Any Other Ethnic Group	
Do not collect this information	

* 7. What are the approximate proportions of your workforce by age group? (Please give a percentage)

16-20	
21-25	
26-30	
31-35	
36-40	
41-45	
46-50	
51-55	
56-60	
61-65	
65+	

* 8. What percentage of your workforce has employees who have day-to-day activities limited because of a health problem or disability that has lasted, or is expected to last, at least 12 months?

Limited a lot	
Limited a little	
None	
Do not collect this information	

9. THE FOLLOWING QUESTION IS OPTIONAL: What is the percentage of your workforce who are:

Never married and have never registered a same sex civil partnership	
Married	
In a registered same sex civil partnership	
Separated, but still legally married	
Separated, but still legally in a same sex civil partnership	
Divorced	
Formerly in a same sex civil partnership which is now legally dissolved	
Widowed	
Surviving partner from a same sex civil partnership	
Do not collect this information	

10. THE FOLLOWING QUESTION IS OPTIONAL: In the last 12 months, what percentage of your workforce has been:

Pregnant	
On maternity leave	
On paternity leave	
On adoption leave	
On carers leave	
Do not collect this information	

* 11. Please give the number of females in each role within your business. (Please ensure that at least one row is completed in full)

	Executive	Director	Senior Manager	Mid-Level Manager	Junior Manager	Non-manager
Engineering (qualified engineers acting in engineering role) e.g. fleet managers						
Engineering (qualified engineers not acting in engineering role)						
Technical (including apprentices) based in office						
Technical (including apprentices) on site (depot, manufacturing, testing e.g. maintainers, machine operators, fitters, testers)						
Operational						
Operational – based in office						
Commercial (including bid managers and sales)						
Customer Service Functions (corporate – not individual - customer management)						
Planners						
Account Managers						
Project Managers						
Procurement/Supply Chain (including buyer and category manager)						
Health & Safety and Standards						
Operational - on site (depots/trains/tracks)						
Customer service (Train guards, trains managers, catering staff, signallers, stations, retail, call centres)						
Train Drivers						
Finance (including Tax)						
Marketing and Communications						
HR (including recruitment, learning and development and training)						
IT						
Legal and compliance						
Team Organisers/PA/admin (including reception)						

* 12. Please give the number of males in each role within your business. (Please ensure that at least one row is completed in full)

	Executive	Director	Senior Manager	Mid-Level Manager	Junior Manager	Non-manager
Engineering (qualified engineers acting in engineering role) e.g. fleet managers						
Engineering (qualified engineers not acting in engineering role)						
Technical (including apprentices) based in office						
Technical (including apprentices) on site (depot, manufacturing, testing e.g. maintainers, machine operators, fitters, testers)						
Operational						
Operational – based in office						
Commercial (including bid managers and sales)						
Customer Service Functions (corporate – not individual - customer management)						
Planners						
Account Managers						
Project Managers						
Procurement/Supply Chain (including buyer and category manager)						
Health & Safety and Standards						
Operational - on site (depots/trains/tracks)						
Customer service (Train guards, trains managers, catering staff, signallers, stations, retail, call centres)						
Train Drivers						
Finance (including Tax)						
Marketing and Communications						
HR (including recruitment, learning and development and training)						
IT						
Legal and compliance						
Team Organisers/PA/admin (including reception)						