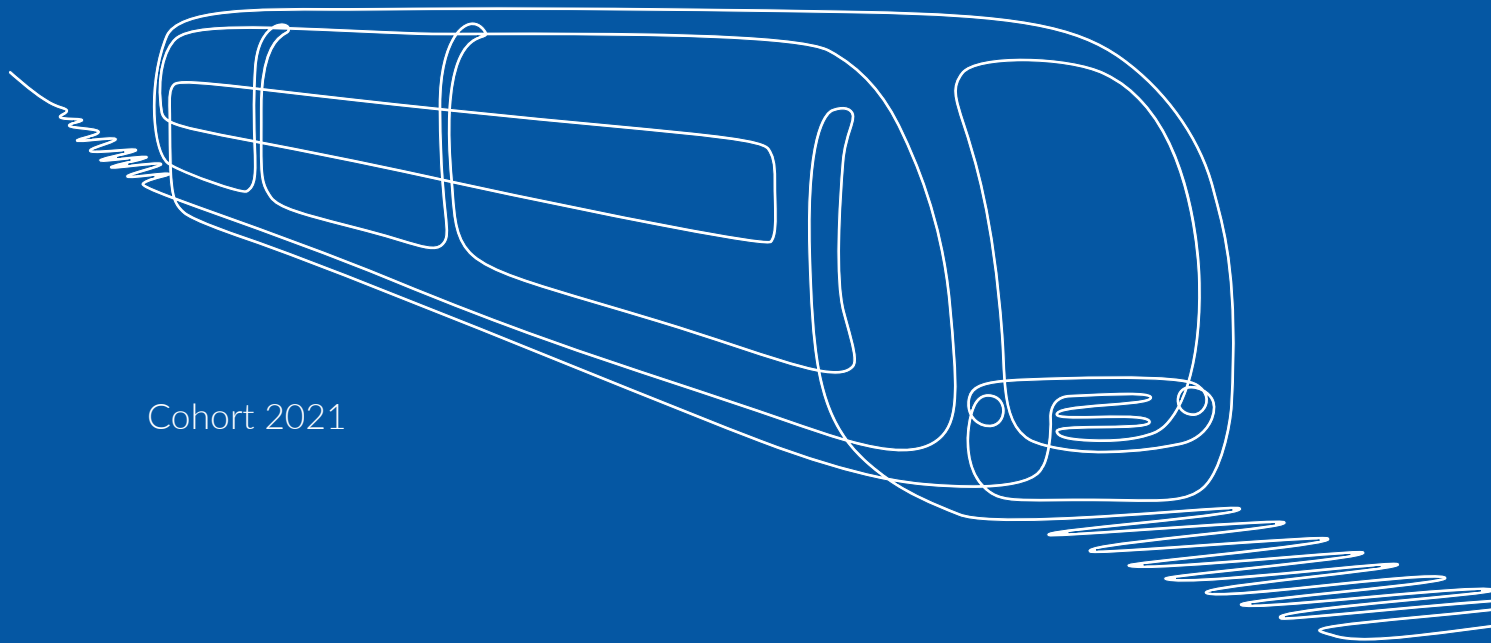




Women in Rail cross-company mentoring programme

UK programme final impact report



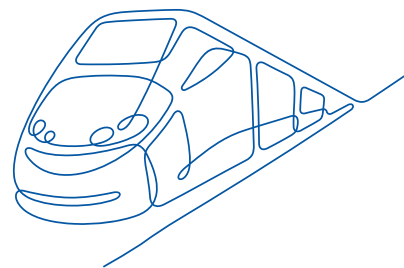
Cohort 2021

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About Women in Rail



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

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

Adeline Ginn, MBE

Founder and Chair, Women in Rail



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

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

The aim of Women in Rail mentoring is to retain and develop diverse women within the sector, supporting them fulfil their career potential and progress to more senior roles, thus helping shift the dial in the number of women at senior and executive levels across our industry. While this will always remain a core focus for the programme, and because mentoring is an established method for fostering an inclusive workforce, we are moving towards a wider aim of creating a culture of equality and inclusion within rail. It is well understood that women's career development is not only about women, but also about their male allies.

Similarly, this year, we are also encouraging participating companies to invite applications from female mentees within their own diversity network, in line with the Equality, Diversity and Inclusion Charter and the promotion of equality, diversity and inclusion throughout all grades and roles within the UK railway industry.

Watch our films:

[WR MENTORING PROGRAMME ▶](#)

[CAREERS IN THE RAILWAY INDUSTRY ▶](#)

Women in Rail and Moving Ahead

Our partnership

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

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

Personal message from Liz Dimmock, Founder and CEO of Moving Ahead



As this programme draws to a close, I wanted to extend my heartfelt thanks to each and every one of you who have made this programme a success.

First, I want to thank our dedicated and committed programme partners. These programmes would be impossible without your support and partnership; together we have had seen a highly effective programme bloom under our care – impacting mentors and mentees in fantastic ways, as I hope you will read in this report.

Second, to Women in Rail, who helped bring this programme to life, and to the fantastic Moving Ahead team who worked tirelessly to make this programme a success.

And finally, most importantly, to our mentors and mentees. These programmes are built from the perfectly personal connections you make, and the conversations you have. Mentees, as drivers of the conversation and the focus of the programme, thank you for your commitment to being open-minded and exploring the new perspectives your mentors bring. Mentors, thank you for free sharing of knowledge, time, and expertise – I hope you have found this as rewarding as the many mentoring relationships I have had over the years.

I hope to see all of you in the next year, as programme partners and mentors, and I can't wait for us to meet the new mentees.

Thank you,

Liz Dimmock

If you only read one page...



The purpose of the Women in Rail mentoring programme is to provide a support platform for men and women in UK rail, champion diverse thinking, cross-fertilisation of ideas and networks, and promote diversity in rail. With 23 organisations and 376 participants in its third year, our reach across the sector provides a fantastic platform for us to achieve our goals, together.

This report shows the impact for our 2021 cohort, giving you the information to assist stakeholders, mentors, and mentees to consolidate their learning and have further impact.

- ▶ **18%** of all mentees who began the programme have been promoted since the programme began, and only **3%** have moved organisations (**1%** to secure a promotion).

“ As a mentor I found the programme very useful as it gave me examples from my mentee of things in the workplace that she found very difficult due to the behaviours of others, but these behaviours are so easy to change when you are aware of them and changing these behaviours helps everyone... I feel these discussions have helped me to be more inclusive and get the best out of everyone. ”

–a mentor

Mentoring for connection:

- ▶ **73%** of pairs have met at least five times (**59%** met more than this), and **81%** of participants rate their match as good or better.

Mentoring for inspiration:

- ▶ **78%** of mentees say the programme provided them time and space to think about their own career.
- ▶ **57%** of mentees and **29%** of mentors have had ideas that have helped their organisation because of the programme.

Mentoring for change:

- ▶ Mentoring has changed how **79%** of mentees and **60%** of mentors see their workplaces.
- ▶ **71%** of mentees and **42%** of mentors feel inspired to create change in their careers or organisations.
- ▶ **20%** more of our mentees feel able to network and self-promote to enable their progression, reducing the gap between mentor and mentee perceptions found in the early check-in survey.

“ [The most impactful moment was] My Mentee telling me I've changed his life (for the better) ”

–a mentor

Thank you to all our programme partners for your involvement – this would not be possible without you. Each of you create lasting change for your mentees and mentors, through the conversations you have, and the great initiatives and events you run alongside the programme.

Thank you to the mentors and mentees who provided their feedback for this report.

Participating organisations

ATKINS

Member of the SNC-Lavalin Group

E M R



HS2



mtr Elizabeth line



Rail Delivery Group



SYSTRA



southeastern



Programme timeline 2021

20th January 2021

2021 Women in Rail mentoring programme launch

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

20th April 2021

Mentoring relationship kick-off event

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

22nd July 2021

Midway event

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

8th December 2021

Closing celebration

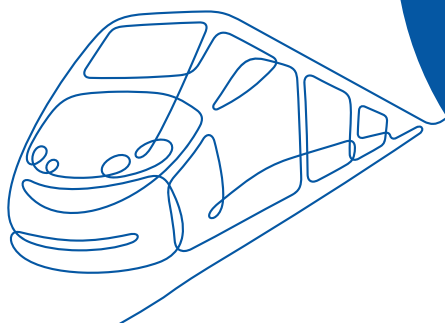
At this final programme event, participants celebrate their progress and the most engaged and committed mentor, mentee, programme partner and organisation is recognised with awards

Ongoing:

Access to FUSE for digital learning and community support is available throughout the programme.

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

Mentee



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

Mentor

Our approach to impact measurement

Across our Moving Ahead mentoring programmes, masterclasses, LEAD and the summit series, we measure for impact using a simple four-step process:

Target the goal

Our collective goal is to provide a support platform for men and women in UK rail, champion diverse thinking, cross-fertilisation of ideas and networks, and promote diversity in rail. We have already reached hundreds of mentors and mentees to build the platform for long-term change.

If you would like to find out more about the broader work of Women in Rail, you can visit the site [here](#).

Measure the mechanism

To achieve our goal, we need to create mentoring relationships that are effective at driving change. This change is born in the perceptions of mentees (and mentors), and in the actions they take to supercharge their careers.

To measure these psychological changes robustly, we compare responses across multiple surveys at a participant level, using seven-point response scales from “Strongly Disagree” to “Strongly Agree”.

We measure these psychological changes across three themes:

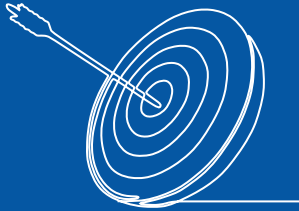
- **Mentoring for connection** – meaningful connections, feelings of value and retention
- **Mentoring for inspiration** – time to think, two-way inspiration, creativity and innovation
- **Mentoring for change** – developing confidence in our mentees and creating empathetic leaders who are aware of their privileges and the perspectives of others.

Track the activity

We also measure operational elements of our programme through post-event surveys, programme partner calls and dedicated questions in our check-in surveys.

Propose a way forward

Measurement is not relevant unless it drives action. Each report that Moving Ahead provides to you will include recommendations for next steps in the programme.



Our awards winners – great examples of programme impact

Most Committed Mentee

Jyoti Filby,
Asset engineer at Network Rail



“It has been such a fulfilling experience meeting and getting to know... Mariam Shahbazuddin... I realized there are so many common experiences we share, traversing beyond organization boundaries, even cultural and religious backgrounds. There is so much we have learned from each other.... I am inspired by my mentee's enthusiasm and dedication to learn and grow, regardless of hurdles and outright resistance she encounters... Mariam wants to become a strong leader so she can affect change for others, so that they can get their opportunity to grow and in turn affect change...”

“Within minutes of meeting Jon, I felt I was in a safe and warm space where I could be truly honest, be heard and understood. Jon displays so many great attributes for being an inspirational mentor which include being a great listener, being relatable, expressing great positivity and just generally being a very friendly and personable person ... Based on the topic of conversations and the value I am receiving from this [my female colleagues] are now looking to enrol into the mentoring programme next year. When I have relayed this back to Jon, he has offered to reach out to them and see if there is anything he can support with in the interim period.... I truly hope that Jon signs up as a mentor once again as I believe that he will continue to add great value to someone else in both a professional and personal capacity.”

Most inspirational Mentor

Jon Witt,
Internal Communications &
Engagement Manager at Rail
Delivery Group



Most Dedicated Programme Partner

Kyra Wardle,
Project Manager at WSP



“With the pandemic continuing during 2021, connecting our cohort together in person hasn't been achievable. However, Kyra has managed to create and instil a sense of camaraderie between the group and an environment where everyone feels comfortable to share their mentoring experiences. Kyra recently presented to the WSP Rail Senior Leadership Team, led by WSP's Managing Director (Rail and Israel) Darren Reed who added: "Kyra has been a powerful champion of the programme and worked hard to help WSP get the most out of it. Having experience as a mentee herself, Kyra is passionate, knowledgeable and credible programme partner, always available to support the mentors and mentees.”



Most Dynamic organisation winner

Nicole Michelle Baker,
Senior Commercial Manager at Atkins



SNC • LAVALIN

ATKINS

Member of the SNC-Lavalin Group

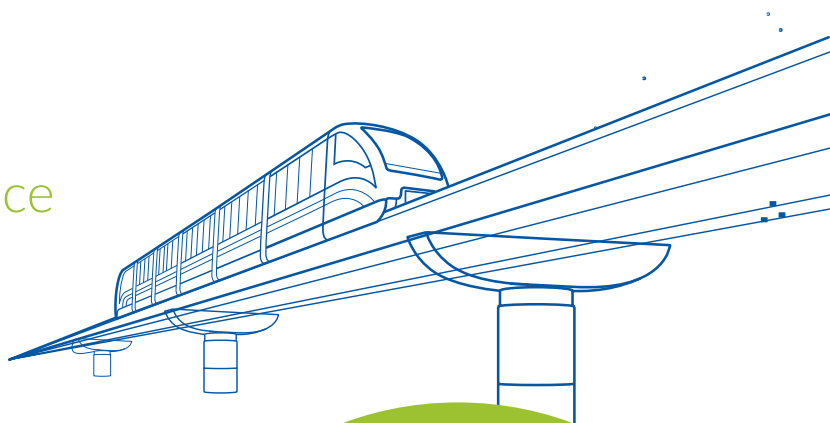
“Atkins has been involved with the Women in Rail's (WR) mentoring scheme for three years, with circa 60 employees participating. WR mentees and mentors are fully supported through regular contact with the Scheme Programme Partner, Nicole Michelle Baker, who provides advice, support materials relating to effective mentoring and assistance to those taking part, as well as collecting and acting on feedback from participants, escalate concerns or issues ... Atkins encourages mentees to 'pay it forward'. At the end of each year, all WR mentoring scheme participants are offered the chance to continue their involvement which has been successful with approx. 15% choosing to remain involved each year, furthering their skills by continuing to participate, for example as a mentor or Programme Partner...”



The mentor/mentee experience

16% of all mentees who began the programme have been promoted during the programme, and only **3%** have moved organisations since the programme began. The promotions came in a variety of forms, from promotions between departments, to more senior versions of current roles, or the transition from contract to permanent roles within their organisations. A third of the small proportion of mentees who moved organisations also moved for promotions.*

93% of mentees and 80% of mentors would recommend the programme to a colleague (with **5%** and **14%** responding neutrally respectively) and **82%** of participants would actively seek out a mentoring relationship again. When thinking about their own goals for the programme, **74%** of mentees said they had achieved these goals "Quite a lot" or "Very much".



“ All of it!!!
Every conversation I have with my mentor is fabulous we discuss work and home life and recently we got to meet in person and that was very emotional! ”
– a mentee

“ My mentee is so impressive, that it initially surprised me that I even had anything to offer her! But I realised that my/a mentor's value add is not about seniority or technical experience, it's my willingness/ability to listen, to make connections, to put the other person first, to play back to them what I've heard, to ask them challenging questions with curiosity, to share resources and to support unconditionally. I also learned that I need to take my own advice! ”

– a mentor

“ Hearing that my mentee was able to secure a promotion after taking actions we discussed during the mentoring. ”
– a mentor

*Promotion data collected through LinkedIn analysis, identifying the career paths over the last nine months for our programme participants

Mentoring for connection

Mentoring for connection is about the relationship between mentors and mentees.

We advise pairs aim for five meetings by the end of the programme:

97%

of mentors and mentees have met
at least once

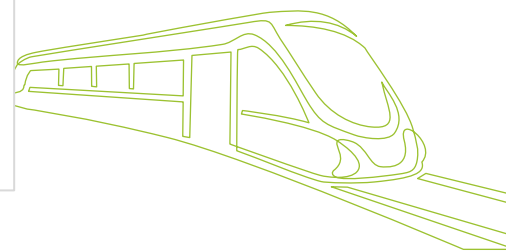
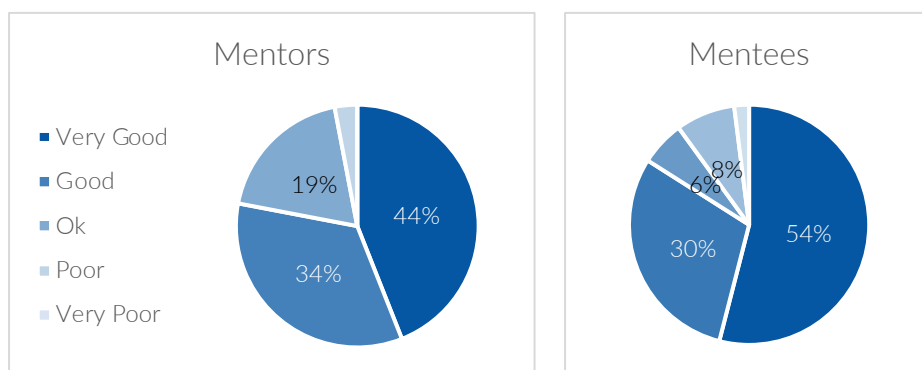
73%

have met five or more times

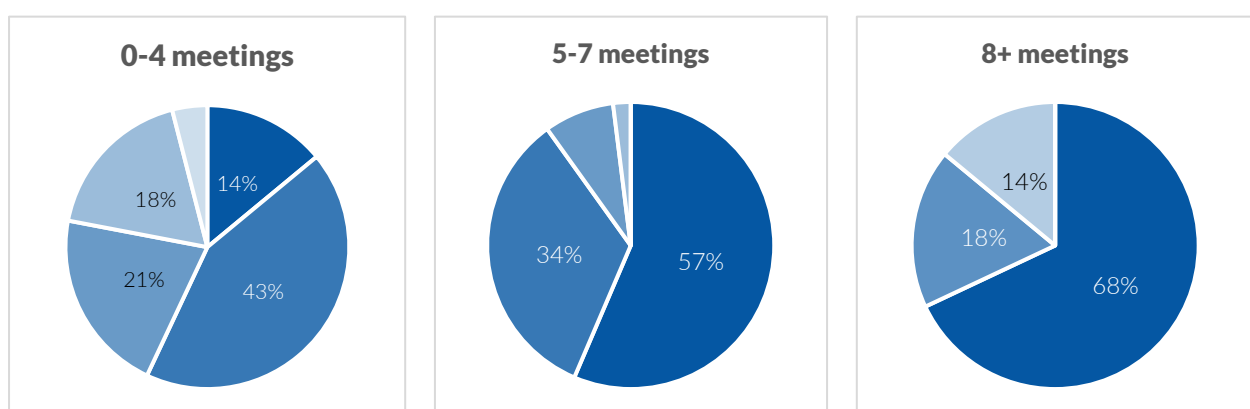
41%

of pairs have met 7 or more times,
with 11% having met at least 9 times!

This rate is only slightly lower than some of our other programmes, which on average see one more meeting per pair across the programme – however **78%** of mentors and **84%** of mentees still rate their relationship as “Good” or “Very Good”, similar results to those other programmes.



From other programmes, we know the number of meetings is a strong predictor of impact across most indicators. For example, here is relationship quality, split by the number of meetings had:

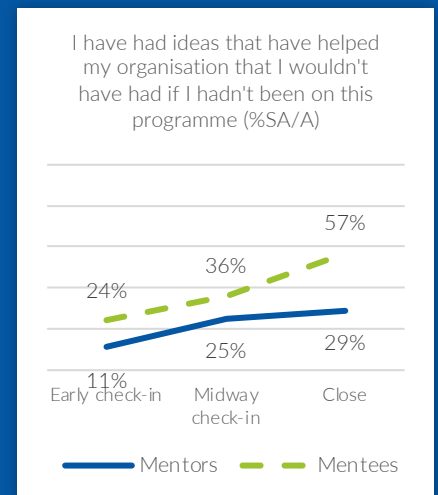
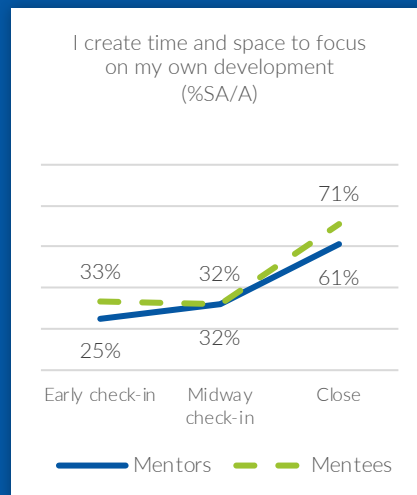
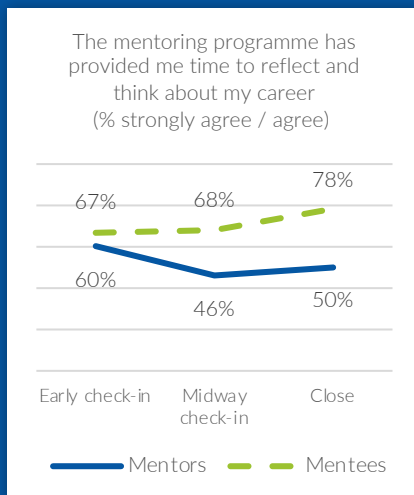
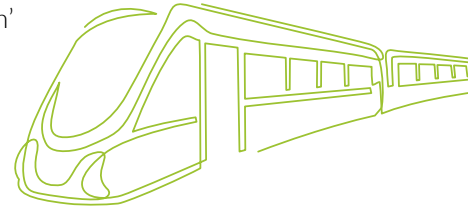


The lower number of meetings are attributed to several causes in the free text comments:

- ▶ A small number of mentees were not committed to the programme, either “ghosting” their mentors, or stating they did not want to meet due to life or work commitments.
- ▶ Line managers of some mentees could not make time for mentees to be involved.
- ▶ Virtual meetings have been mentioned more than on other programmes as a barrier to meeting. (This is something we hope will be mitigated in the 2022 cohort)

Mentoring for inspiration

Mentoring can allow mentees to think about careers in new ways and can give 'permission' to take time out to focus on career development. **78%** of mentees (**50%** of mentors) say the programme has provided them time to reflect on their career (improving throughout the programme). In addition, more mentees are taking time and space for their own development compared to the beginning of the programme.



NOTE: All of the graphs in this document that show changes over time track the population of "close" respondents back through our other surveys, showing how the same population changed their views over the programme.

In addition to career inspiration, diversity of thought and innovation are created in the sharing of experiences between mentors and mentees – **29%** of mentors and **57%** of mentees have had ideas that have helped their organisation because of the programme. A consistent theme in our mentor population was the creation of new ideas around diversity, personal development and talent management. Below are a few quotes from leaders describing the changes that occurred due to the programme:

“ Having given an advice to think strategically about their career to my mentee, I have done so myself and started implementing some actions to advance my own career further. ”

“ My perspective on what women actually face in our industry has been significantly challenged. I thought we had come a lot further than we have. ”

“ This has inspired me to question why the mentoring scheme within my own company has fallen by the wayside with the advent of a change of senior management. This is now being resurrected in the company and I have already been allocated a mentee. ”

“ Strangely having focused time with my mentee has actually forced me to create a little more reflection time within my diary. It has also opened other pathways for opportunity, as well as my own levels of understanding of the industry, allowing me to be more inquisitive. Not least validating my perceptions vs. reality of what really happens in other parts of the industry. ”

“ I have been a lot more focused on areas that I would like to improve... I am also much more conscious and confident in calling out things that I think are unreasonable... in my industry... ”

“ [I'm] more aware of social bias to gender, and calling [it] out in meetings and day to day work. ”

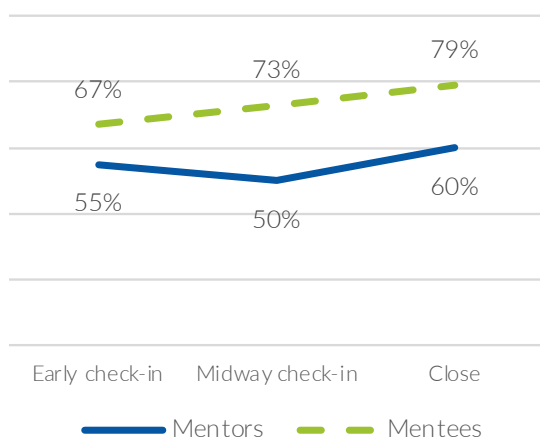
Mentoring for change – systemic change

Networking is a vehicle for change through “hearts and minds”, changing how mentees see themselves and their careers and how mentors see their organisations. Whilst systemic change is hard to bring about, we have evidence that mentoring is laying the foundations for this change in our mentors’ minds.

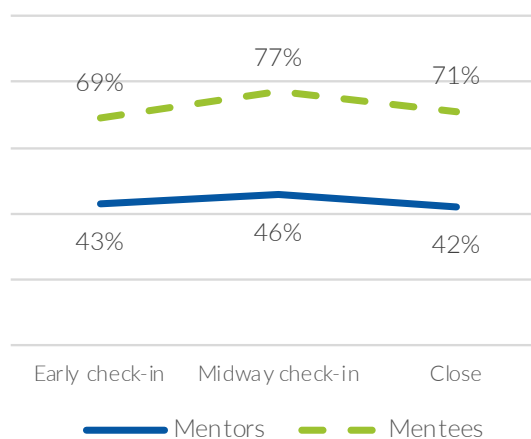
“ [The most impactful thing was] I have met someone new and widened my network and understanding of women in rail’s real issues that still exist. ”

– a mentor

My mentor/mentee has helped me to see the workplace differently. (%SA/A)



I feel inspired to create change in my career or organisation. (%SA/A)



“ Sharing our views on what is most important to us and how to use PDRs and discussions within our organisations to actually make change. ”

– a mentor

As the graphs show, both mentors and mentees see the workplace differently due to their relationships, and feel inspired to create changes to their careers and/or organisations. This is in addition to the changes seen in our previous section, where mentors are having new ideas and bringing new perspectives to how they lead and challenge bias in their organisations.

“ The light bulb moment where I realised that my initial hesitation over taking part in Women in Rail because I was unsure if I would be part of the group (being a male mentor in the Women in Rail programme) is how my mentee often felt as a woman in a role surrounded by predominantly males... ”

– a mentor

Mentoring for change – confidence and progression

Our research has found that overwhelmingly and consistently mentoring increases the confidence of mentees and mentors. As stated earlier, **18%** of our mentees have already been promoted and only a **1%** had to move organisations to secure that career progression. Changing perceptions of the self, and of the realities of organisations played a big part in this change:

Mentee changes to views of the self

The importance of focusing on yourself

“ Self-reflection, to stop focusing on what I couldn't do (at the beginning of this journey) and to realise what I had achieved. This helped me understand just how far I had come in my role. ”

“ We had a very reflective session which was hard emotionally but kicked started some changes that have made a big difference. ”

“ My mentor encouraged me to think about the things I said I wanted to change or improve about myself and how these qualities affected me negatively and positively. This gave me some new insight into myself as a person and professional. ”

Mentee changes to views of the self

Confidence, Speaking up and setting boundaries

“ Learning to speak up more and get comfortable with pushing back on things. ”

“ Learning that I can be more assertive with conversations around progression. ”

“ Advice with a difficult conversation I had to have with my line manager. ”

Mentee changes to views of the organisation

Broader thinking about career paths

“ You should have a clear vision. In order to reach your goal you don't necessarily need to go through all the stepping stones, create opportunities for yourself that allow you to be where you want to. ”

“ Explaining to my mentee that one doesn't need to satisfy all of criteria on an internal job description to be considered for interview. ”

“ When I found out I was pregnant in the middle of my apprenticeship my mentor encouraged me to keep producing and making plans for my career. ”

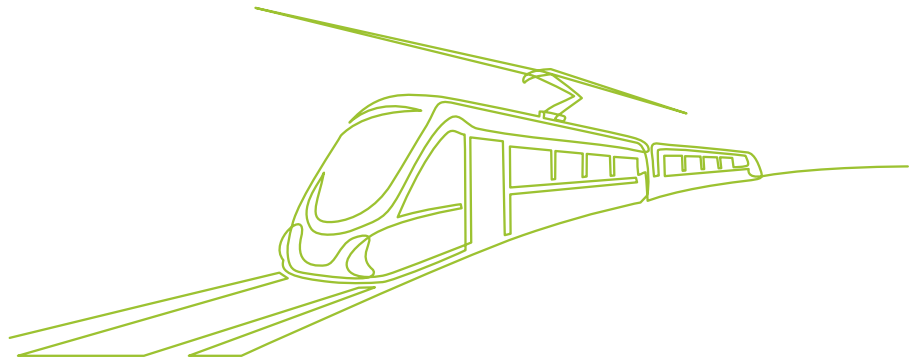
Mentee changes to views of the organisation

The need for self-advocacy and the importance of relationships

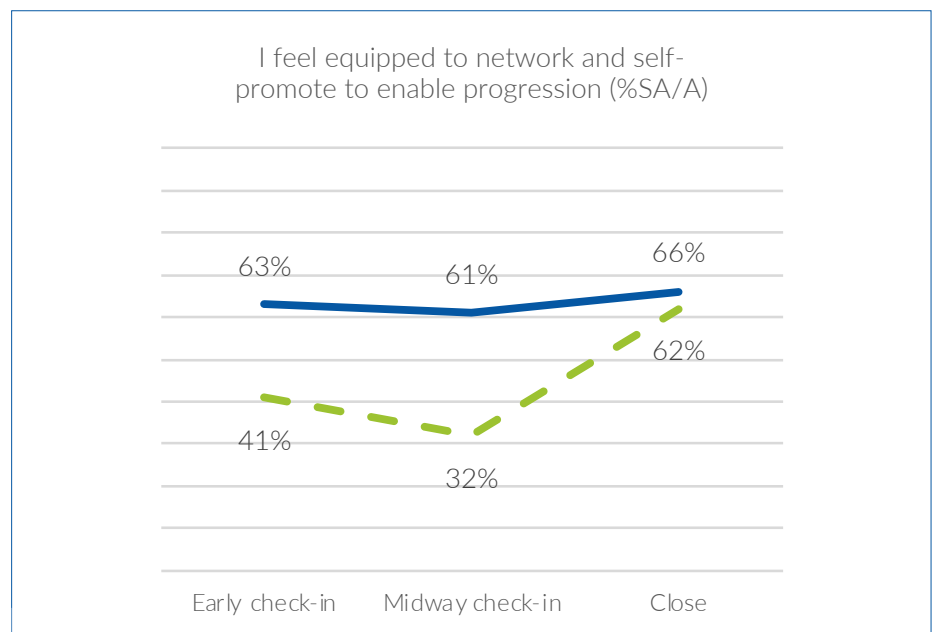
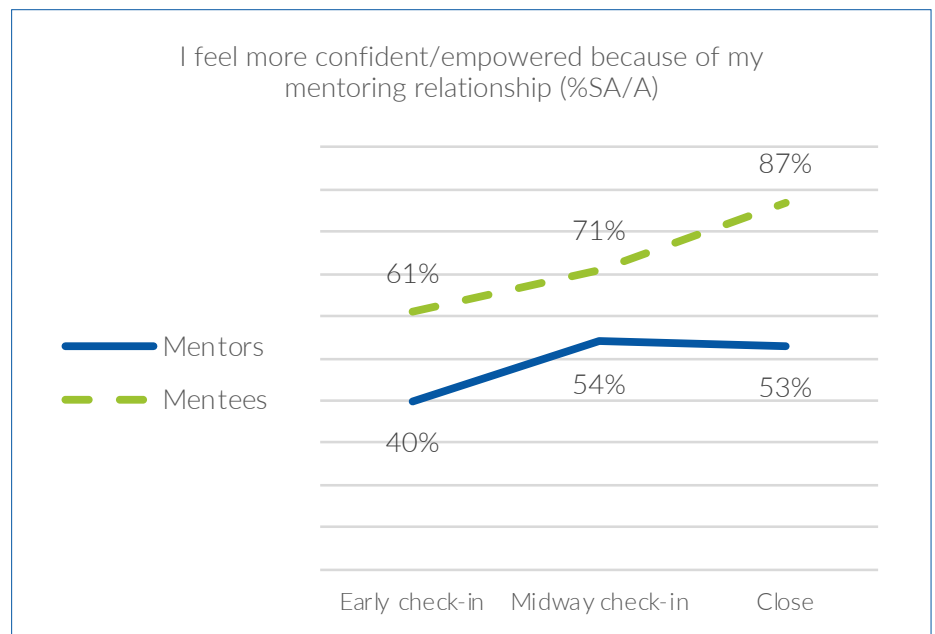
“ My mentor sent me a book about negotiating skills which was amazingly good! And we had quite a few session around this. ”

“ Learning that I can be more assertive with conversations around progression. ”

“ Advice with a difficult conversation I had to have with my line manager. ”



87% of mentees and **53%** of mentors report they feel more confident or empowered because of their relationship so far. This empowerment is displayed prominently in mentees feeling equipped to network and self-promote, with **20%** more of our mentees saying they feel equipped than at the early check-in, a huge reduction in the gap between mentor and mentee perceptions on this topic.



Special focus – CMI Membership

Participants were also surveyed about the impact of CMI resources within the programme.

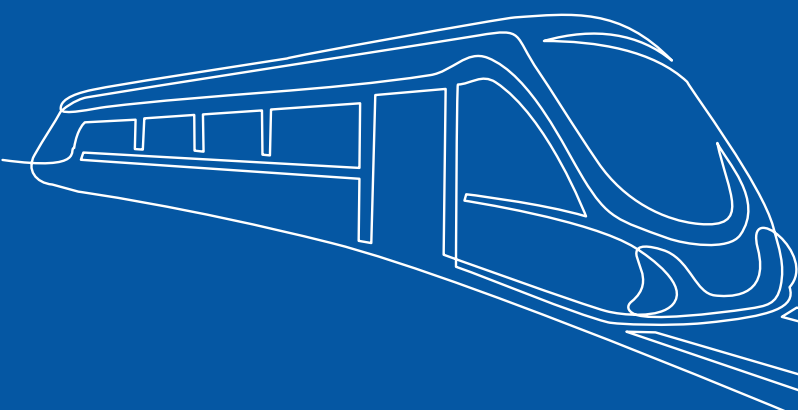
Prior to the programme, **44%** of mentors and **23%** of mentees were aware of the CMI or chartered management status.

In the midway check-in survey, we asked which of our cohort had made use of the CMI resources available:

- **4%** of mentors and **11%** of mentees had logged in to the CMI ManagementDirect portal at least fortnightly, with an additional **6%** and **14%** respectively logging in once a month.
- **13%** of mentors and **18%** of mentees had accessed the resource portal.
- **10%** of mentor and **7%** of mentees had attended CMI events.
- **21%** of mentors and **11%** of mentees had read the CMI newsletters.
- **2%** of mentors and **2%** of mentees had accessed the wellbeing service, Kooth.
- **54%** of mentees and **37%** of mentors responded a minimum of **7/10** when asked whether they were likely to recommend CMI membership to colleagues. **31%** of mentors and **26%** of mentees are interested in becoming chartered managers (with **70%** of mentors and mentees saying they are interested in additional management and leadership development).

In the closing survey, the following results were found:

- **33%** of respondents said membership of the Chartered Management Institute and access to the resources enhanced their experience as a mentor/mentee.
- **42%** of respondents want to continue their membership after the programme closes and **38%** are interested in becoming chartered managers.
- **79%** said they were interested in further leadership/management development.
- Participants on average were “somewhat” likely to continue their membership due to their eligibility for chartered management status, and slightly less likely to apply for chartered status.
- **21%** said CMI membership added to their overall experience, with **43%** responding “not sure”.



“ [The most impactful moment was] my mentee thanking me for instilling them with confidence that they can do their role and progress in the rail industry ”
– a mentor

“ The main thing I have enjoyed is being able to help someone else grow in their future career direction, as someone did that for me a few years back so it has been great to pay it forward. It gives me a lot of pleasure to give someone else the same boost and to see them grow in confidence and ability. Very rewarding! ”
– a mentor

Propose a way forward – Our recommendations and commitments

At Moving Ahead we aim to continually improve and develop our programs. Whilst the responses from mentors and mentees were overwhelmingly positive, we can propose improvement areas based on some consistent improvement ideas that consistently came forward. The two main improvement areas are outlined below, along with our commitments or advice on how to mitigate these challenges:

- ▶ **Motivation:** A small number of mentors noted their mentees felt their relationships were not able to continue due to changing circumstances and waning motivation in their mentees.
 - Our recommendation is to forge even stronger connections with our programme partners and equip them with further tools and confidence to manage and motivate their own mentors and mentees throughout the whole programme and maintain that commitment throughout.
- ▶ **Line management buy-in:** Some mentors and mentees have felt challenges with the line managers of mentees not enabling the programme to be a success, for example not allowing time to participate.
 - We will aim to mitigate this challenge by involving line-manages from the start of the process... the Moving ahead team will work with the Programme Partners to make sure that during the selection process for both mentors and mentees their line manages are fully aware of the programme and the intentions for this to further motivate and improve their direct employees and wider team.

“ I have recently applied for a new role moving from people management to project management with the support of my mentor and I am now waiting for my start day following a successful interview ”
– a mentee



Furthermore, the Moving Ahead team will:

- ▶ Work closely with Programme Partners and with mentors and mentees to ensure they have everything they need to get the most out of their relationships and encouraging them to take the time to reconnect with their mentoring partner.
- ▶ Continue to bring forward powerful and engaging speakers to the cohort through our impactful and interactive programme sessions.
- ▶ Add more learning sessions as part of the mentoring programme, as well as the launch/midway/close events, we will be implementing two additional masterclasses, to explore difficult and challenging topics/conversations within the realm of ED&I.
- ▶ We could also include additional (virtual) networking session as a point of connection for mentors and mentees. Where networking can occur organically as part of future live event this would be a bonus.
- ▶ Face to face events will be considered where possible, while maintaining the virtual joining option open to all.
- ▶ Swap out the FUSE platform, which has not seen the engagement, which was intended, for a password protected web portal, where all the material and the video content of the programme will be stored. Further encourage networking for the cohort through additional mentor/mentee networking events or during some of our future live sessions.

As these results have shown, the Women in Rail mentoring programme has built strong connections, inspired new ideas, and laid some of the foundations for more wholesale workplace change. Deeper work should be considered to tackle the challenges of those from different ethnicities, the sentiment of mentors and mentees is very positive.

There is also still scope and opportunity for more rail organisation to join the programme and further increase the diversity and connection across the industry, perhaps even extending participation to global partnerships.

Going forward, this mentoring programme has the potential to continue building support within the rail industry, by creating connections that would not otherwise have materialised and helping mentors and mentees immerse themselves in someone else's perspective, by walking in the shoes of others.

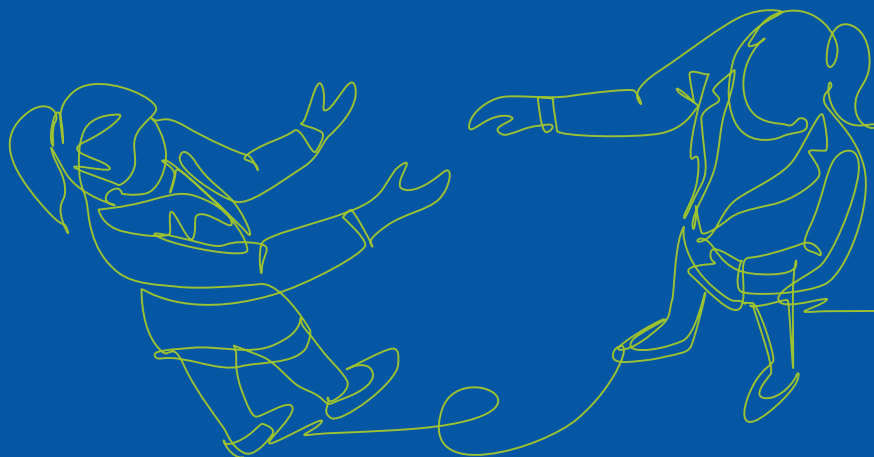
Whilst we are committed to improving our programme year-on-year, it is important to celebrate the powerful impact this programme has had on a majority of our mentors and mentees.



Thank you again for supporting us to gather feedback from your colleagues, there were many findings and descriptions that couldn't make it into this report for brevity, so please get in touch with any questions you may have.

Jordan Saxby

Insight & Reporting Lead for Moving Ahead



Thank you



MOVING AHEAD