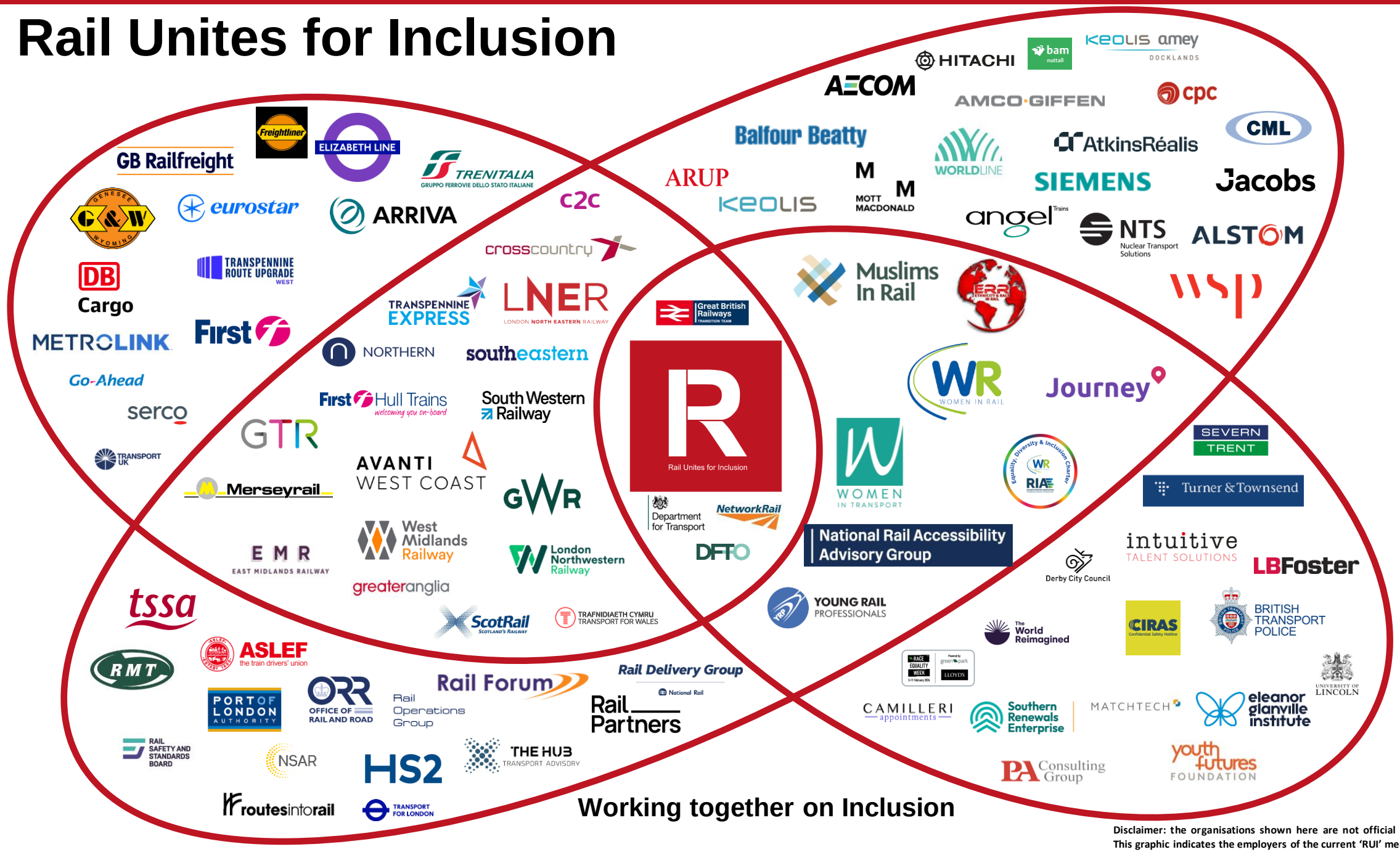
Creating a simpler, better railway for everyone in Britain.

Great British Railways TRANSITION TEAM

Rail forum – HR Leaders

Inclusion and Belonging update

Rail Unites for Inclusion



Disclaimer: the organisations shown here are not official affiliates of 'RUI'. This graphic indicates the employers of the current 'RUI' membership.

Rail Unites for Inclusion

What do we do?

RUI is an industry Equity, Diversity and Inclusion (EDI) forum **created in 2021** that unites people across the rail industry on a common mission: to create a simpler, better and more inclusive railway. Our **Co-Chairs are Apeksha Naik and Odis Palmer**, Industry Inclusion and Belonging Leads at GBRTT. We have **3 Co-Sponsors** – Alex Hynes, Director General, Department for Transport; Karen Lewis, Group HRD, DOHL; Navleen Kalra, Director of People, Transformation and EDI, Network Rail.

How we achieve it?

Through **alliances** with individuals and organisations across and beyond the rail industry who are passionate about making our sector more diverse, equitable and inclusive.

We actively work with the industry to understand our **EDI maturity** and work on what needs to be better. We also deliver programmes that help shift our culture and working practices in the right direction.

Who is involved?

From **TOCs, FOCs, supply chain to DfT and Network Rail** - RUI touches every corner of rail. We have over **330 members** that span over more than **90 organisations** across and outside the sector from all grade groups within the industry and experts external to rail.

Why is RUI important?

We always strive to meet the needs of our **customers, colleagues and communities**. We need an industry that can walk in the shoes of our users and drive change that meets everyone's needs. Our people are really important to us, and we want to continue to collaborate together to make our **culture more inclusive**.



EDI Maturity Model Structure

4 GROUPS			
FOUNDATION *Drive the Strategy*	**INTERNAL** *Attract & Retain People*	**BRIDGING** *Align & Connect*	**EXTERNAL** *Listen to & Serve Society*
15 CATEGORIES WITH CONCRETE ACTIONS			
1. Vision 2. Leadership 3. Structure	4. Recruitment 5. Advancement 6. Compensation 7. Benefits & Flexibility	8. Assessment 9. Communications 10. Learning 11. Sustainability	12. Community 13. Services & Products 14. Marketing & Consumer Service 15. Responsible Sourcing
275 TOTAL BENCHMARKS AT 5 LEVELS Best practice – Progressive – Proactive – Reactive - Inactive			

EDI Maturity Model

Why do we recommend using the EDI maturity model?

Cost-effective	Guidance	Sector-wide support	Consistency	Collective strength
A self-audit is cost-effective, especially if you've already completed other accreditations, as much of the required evidence overlaps.	If you haven't done an accreditation, this process helps shape a more robust strategy using the model's categories to frame new or refreshed strategic objectives.	Greater participation allows for collective progress towards common goals, like attraction, retention and development from diverse communities.	Provides a unified standard to benchmark against and compare with other organisations, fostering industry-wide collaboration and best practice sharing.	Strengthens the collective industry voice on EDI, supporting inclusivity across the sector. With shared responsibility and accountability for all.

EDI Maturity Model

Where are we now?

Cost-effective	Guidance	Sector-wide support	Consistency	Collective strength
The EDI leads at GBRTT conducted an internal audit to start with. Using the maturity model to bench mark each teams' contributions to our EDI maturity. Organisations that can't afford the external auditor, the model is free and can still be used.	The EDI leads at GBRTT, and the Pilot Organisations EDI Leads are happy to support colleagues who wish to use the model for free with support and guidance. Detailed notes from meeting with the global auditor re Responsible sourcing available.	GBRTT and Pilot Organisations audit complete. Working with SMEs on action plans. Inputting into GBR design and COPs. RDG audit currently taking place – few workshops complete, further workshop and an outputs session to take place.	The EDI Leads at GBRTT are running capability workshops using the model. 26 EDI leads have attended insight sessions and provided feedback. Report shared with DISG, RUI, GBR design. Inviting subject matter experts from across sector.	We are promoting the model across the industry. We are happy to have conversations with anyone that would be interested in using the model at no cost!

CATEGORY 15: RESPONSIBLE SOURCING

Action: Practice responsible and ethical sourcing.
Develop and nurture underrepresented suppliers

Responsible and ethical sourcing refers to a commitment to purchase a significant percentage of goods and services from organizations committed to high standards in DEI, sustainability, ethical behaviour, and Fair Trade.

Further, the organization supports its current and potential suppliers in maintaining high standards through education and systems that enable them to compete equitably with other suppliers—the ultimate goal being to create sustainable, successful, and prosperous societies.

CATEGORY 15: RESPONSIBLE SOURCING

LEVEL 5: BEST PRACTICE

15.1 The organization has embedded DEI in its responsible and ethical sourcing as evidenced by its policies, systems, and inclusive practices.

15.2 The organization treats its suppliers with respect and dignity, pays them in a timely manner and collaborates with them to make the supply process work for all.

15.3 The economic benefit of responsible sourcing to the community is measured and reported.

15.4 The organization's suppliers provide evidence that both they and their suppliers achieve their own DEI goals.

LEVEL 4: PROGRESSIVE

15.5 The organization allocates a specific amount of what it spends on essential and non-essential goods and services from under-represented suppliers.

15.6 The organization is proactive in seeking and attracting underrepresented groups by informing both potential and established suppliers about business opportunities.

15.7 DEI criteria are included in the supplier selection process and given weight in decision-making.

15.8 Checks and balances are built into the responsible and ethical sourcing process to counteract the impact of unconscious bias and discrimination.

15.9 Educational support and coaching is provided to underrepresented suppliers to help them be competitive.

15.10 The organization publishes information about its annual expenditures with underrepresented suppliers including progress against goals, and successful contracting rates.

LEVEL 3: PROACTIVE

15.11 All staff responsible for sourcing are pro- vided with DEI education and are held account- able for achieving responsible sourcing goals.

15.12 The organization's supplier database includes information about the diversity of owners and employees that supply goods or services.

15.13 The organization uses the services of organizations globally /nationally/

locally that certify or accredit businesses owned by underrepresented suppliers & that regulate Fair Trade.

15.14 The organization seeks opportunities to engage with and inform underrepresented suppliers that their business is welcomed.

LEVEL 2: REACTIVE

15.15 Engaging in DEI may be a supply proposal criterion, but it is given minimal importance.

15.16 There is some attempt to include a few underrepresented suppliers, but primarily for small, one-time, or low-fee contracts or because it is required by law.

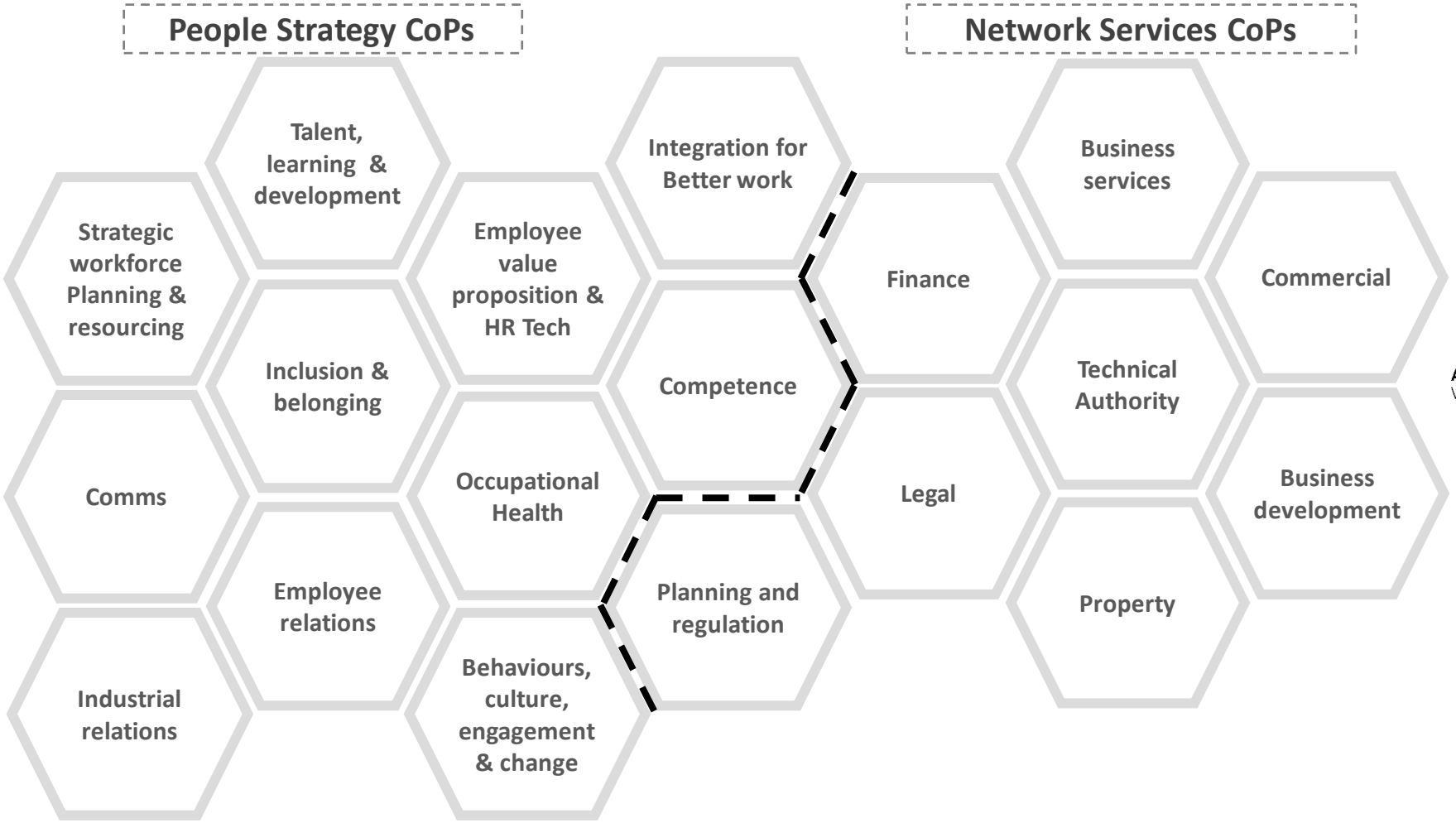
LEVEL 1: INACTIVE

15.17 No consideration is given to DEI when determining suppliers.

15.18 There is no recognition of the value that underrepresented suppliers could bring to the organization.

Current CoP – interlinked & interdependent

The figure below shows the current CoPs, which are expected to expand as the design process progresses.



Dialogue Session

Open dialogue for Diversity of Thought

In July 2024 Youth Futures Foundation funded research by the thinktank Workwhile about what 'Good Work' means to young people seeking employment through interviews and qualitative research.

We would invite you to consider the question "what does 'Good Work' (a good working environment/experience) mean to you?"

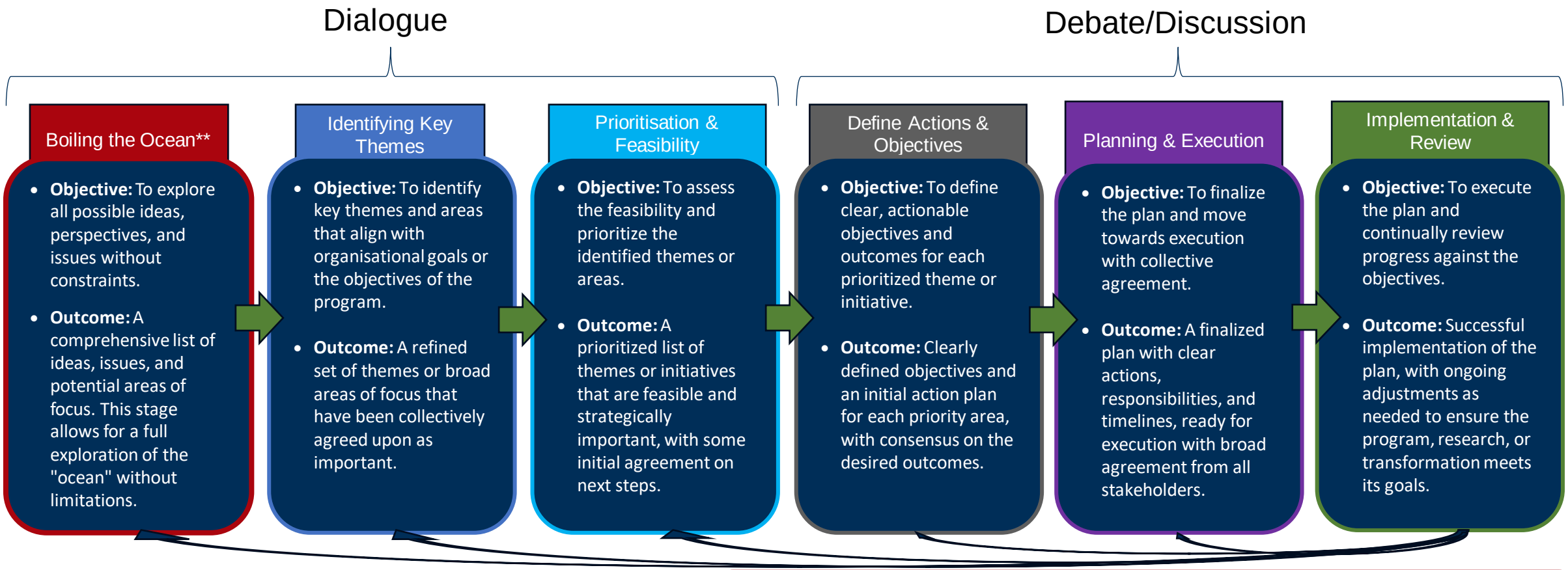
Dialogue –

- I wonder…
- What if…
- What does xxx mean to you?
- That's interesting and…

Discussion –

- I think
- In my opinion
- We need to
- The trouble is
- I hear what you're saying but
- Listen/Look

Stages of Narrowing Focus:* From Boiling the Ocean** to Operational Discussions



Things to consider: Be sure at each stage that you are ready to progress to the next one, ensure there's consensus that it is the right time to move into debate from discussion and back again. Remember at each stage there should be the ability to return to a previous stage if further clarity is needed or when themes or the language seems out of alignment.

*For further detail on the approach for each stage refer to the detailed guidance document

**The idiom 'boiling the ocean' is often used to imply a tighter focus is needed, particularly if the subject has the potential to become too broad. However, within the context of diversity of thought, innovation, and progressive thinking there should at least be the opportunity to remove the 'safety rails' to better understand each person's perspective and appetite for potential change before moving into the more focused conversations.

"Good work means feeling valued, fulfilled and supported. It means being respected and treated fairly in a workplace that is diverse and inclusive, where there is open and honest communication and decent pay. Everyone should have a voice. Good work is done to a high standard and gives you a sense of achievement. It happens in a place where you can make change happen. Good work protects your health and wellbeing. You're excited to tell your friends and family about good work, not because they ask but because you're proud of it."

Good Work workshop attendees, aged 18-25, July 20