

Embracing Transparency: Demonstrating Impact

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Programme Manager- Diversity and Inclusion



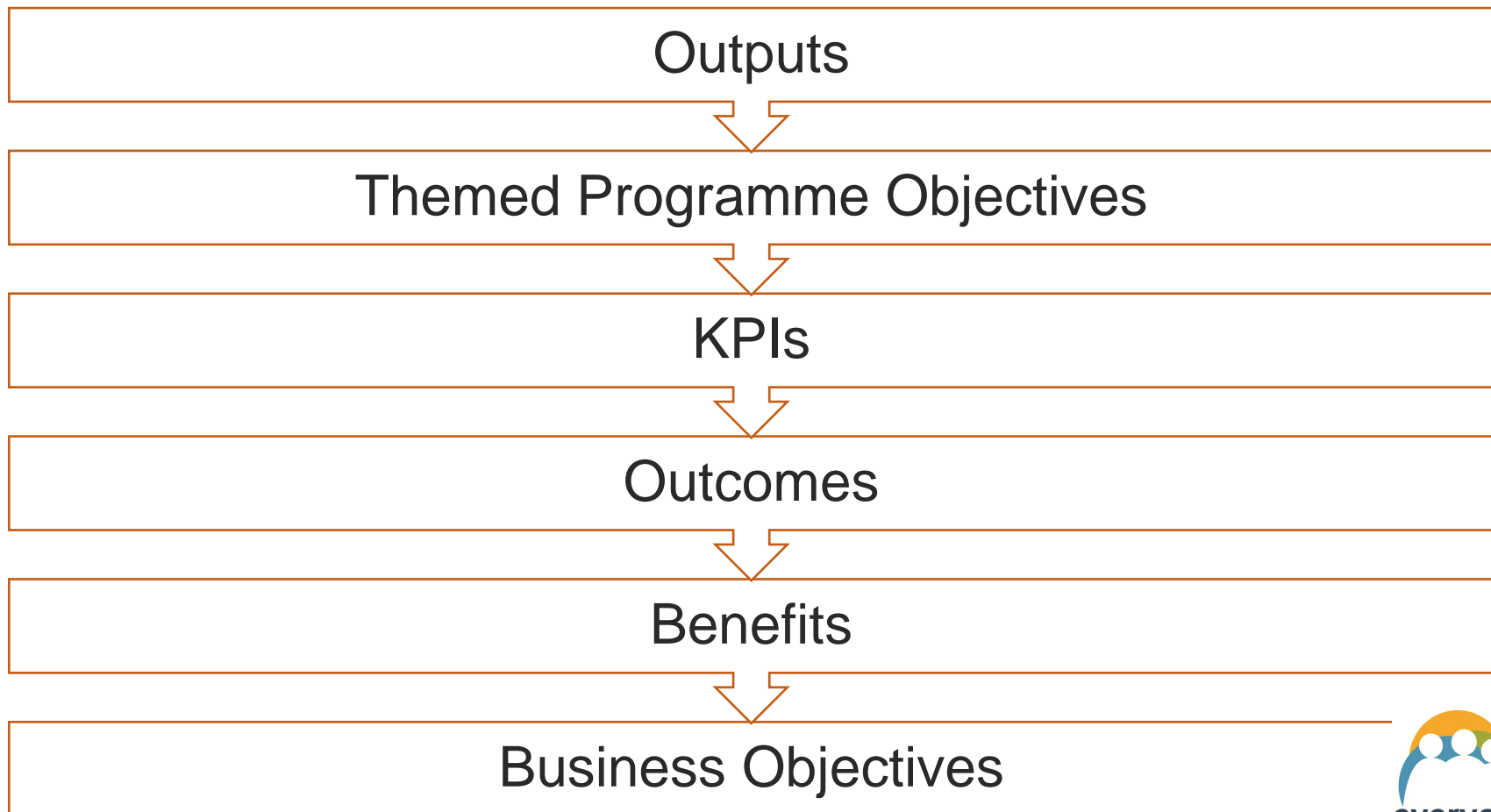
Network Rail

- We run, maintain and develop tracks (not trains)
- 18 of the biggest stations
- 1.3bn journeys
- 37,000 employees
- £32bn budget 2014-2019
- Energy provider
- Telecoms network
- Premises owner





Measuring Impact



Objectives (and themes)



1. Safe, inclusive and fair culture

2. Inclusive & accessible service

3. Early engagement and wider recruitment

4. Open merit-based recruitment and promotion

5. Manage our people and projects fairly

6. Innovation to enhance our safety and performance



7. Supplier diversity and inclusive procurement

8. Collaboration with community-based groups

9. Influence UK and EU transport policy and practice

10. Influence rail and transport sector



Developing Key Performance Indicators (KPIs)

- Open procurement process
- Deloitte appointed
- Collaborative development
- Private assurance
- Public assurance

KPI Development Process

- Identified factors most important to our stakeholders
- Global benchmarking against orgs and standards
- Creation of a long list of a possible 125 indicators
- Review - feasible, appropriate, aligned and valuable
- Internal stakeholder consultation

	KPI	Matures
1	% of local leadership through Inclusive Leadership Programme	
1	Score for Diversity and Inclusion Index	
1	No. of Champions & Union Equality Reps	Time spent
2	No. of projects reviewed by the Built Environment Accessibility Panel (BEAP)	No of action plans completed
2	No of built environment DIAs completed	
2	% of engineers completing inclusive design training	
2	% of station staff completing inclusive service training	
3	Gender and race diversity of new recruits	disability & LGBT
3	Gender and race diversity of apprentices	disability & LGBT
3	Gender and race diversity of graduates	disability & LGBT

	KPI	Matures
4	% of women and Black, Asian, Minority Ethnic (BAME) staff in leadership	disability & LGBT
4	Completion rates for disability and sexual orientation monitoring questions	
5	Base salary pay comparative	
5	No. of staff requesting and getting reasonable adjustments	
5	% of employees applying for flexible working	
5	% of employees reporting stress	
5	% of employees completing the Everyone e-learning	

KPI 4: Increased Numbers of Projects reviewed by the BEAP

Supports strategic objective	2. To deliver a more inclusive and accessible service, increasing our ability to serve existing and potential customers.
Can be tracked at a local level	TBC
Can be tracked by protected characteristic	No
Data provided via	Diversity and Inclusion Team every quarter
Definitions	The Built Environment Accessibility Panel is an independent review group made up of access experts the majority of whom are disabled passengers.
Maturity	Number of action plans implemented post-BEAP review and number of Diversity Impact Assessments (DIA) completed prior to GRIP 3
Suggested levers to influence this KPI	<ul style="list-style-type: none">• Promotion of BEAP via DIA training• Promotion of BEAP by those who have benefitted



Target =
Better
Every
Day

The Benefits - Our Business Case

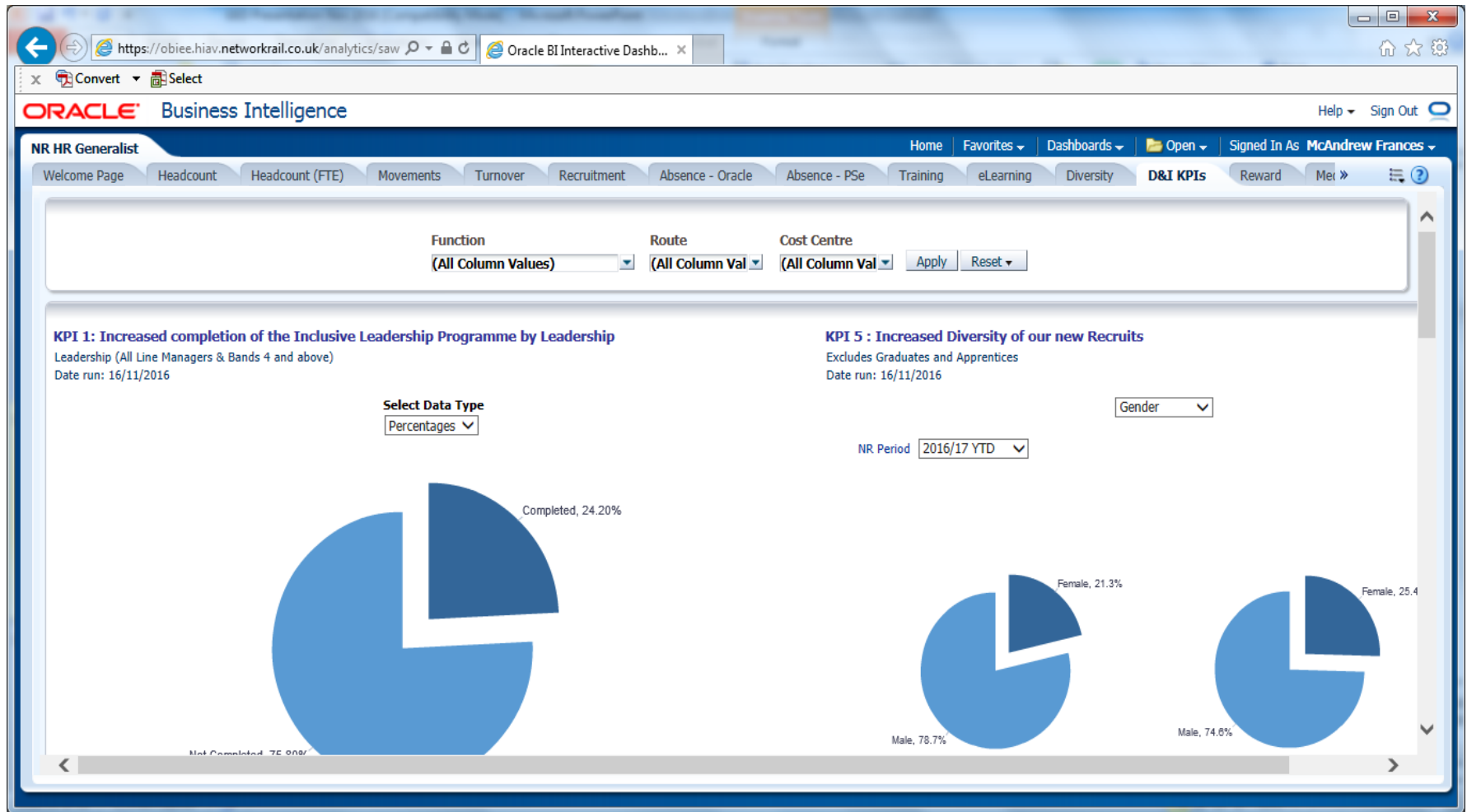
- Increases safety and performance
- Reduces groupthink
- More innovation and creativity
- Increases staff engagement
- Improves customer satisfaction
- Collective IQ of diverse teams higher
- Increases retention



Devolved & Transparent Reporting

- Centre of Expertise - sets strategy, standards, good practice, performance, assurance
- Local workstream leads complete self-assessment and develop local action plans
- Regular reporting to programme board
- Chaired by executive sponsor
- Use KPI dashboard and narrative to populate scorecard
- Private assurance of KPIs – April 2017
- Public assurance of KPIs – April 2018

Dashboard



Measuring Impact Example

Outputs – consultation, training, DIAs



Objectives – improve accessibility of the railway



KPIs – DIAs, BEAP visits, IS training, ID training



Outcomes – inclusive service to passengers

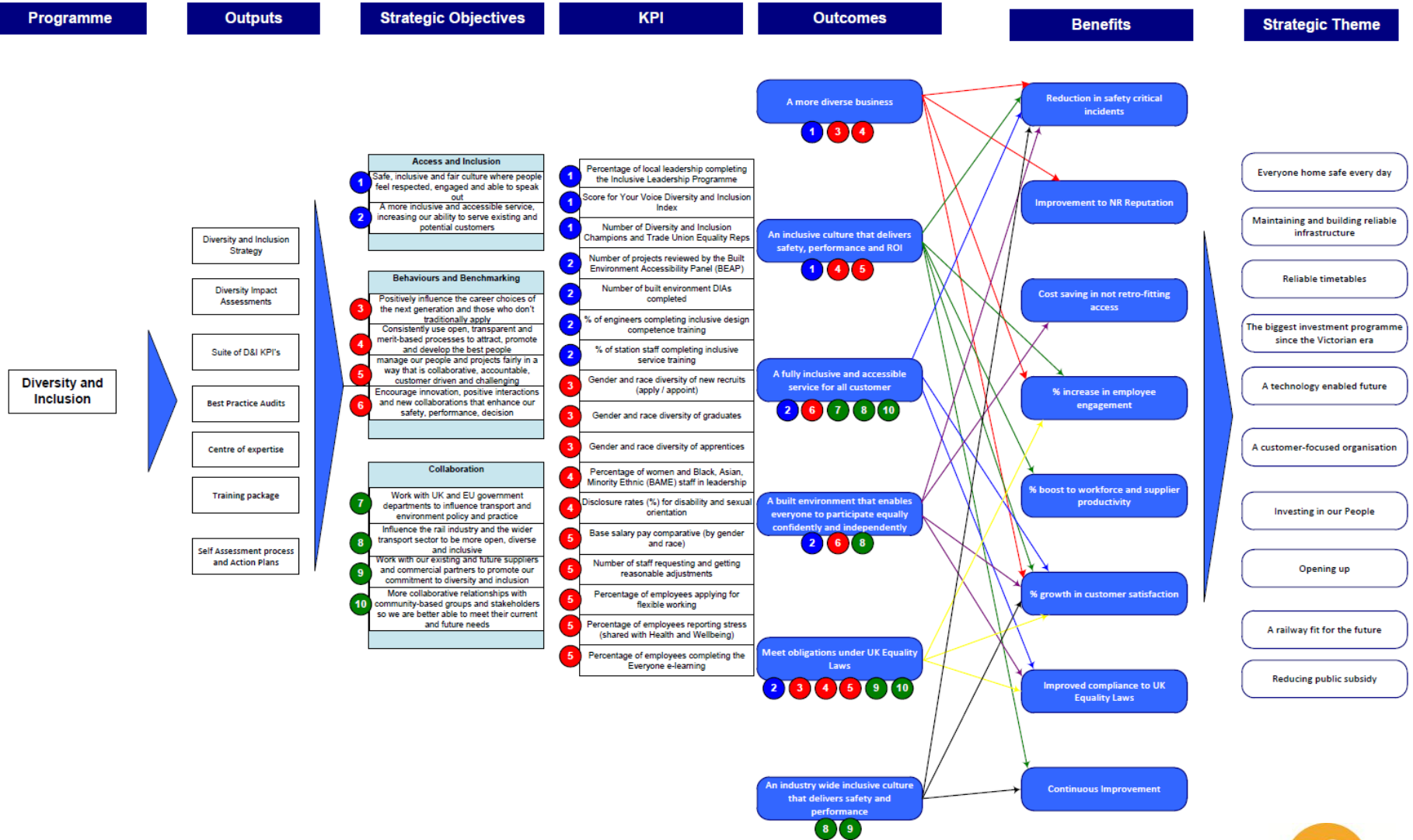


Benefits – safety, passenger satisfaction, reputation



Business Objectives – Everyone home safe everyday

Diversity & Inclusion Benefits Map



Impact

KPI

- 4000+ leaders through the Inclusive Leadership Programme
- 5500+ people have completed the Everyone Learning in 5 months
- 400+ diversity champions and 57 union equality reps
- 32 major projects and 27 Diversity Impact Assessments at BEAP
- 200+ Diversity Impact Assessments of projects quality assured

Non KPI

- 300 people have downloaded Read and Write Gold in 1month week
- 1500+ members of 6 employee networks - each with an Executive sponsor
- 500+ staff trained in Diversity Impact Assessment process
- 9000+ people on new Transparent Pay Structure

Benchmarking

- Silver benchmarks from BITC on race and gender
- Highly commended Employee Network Award.
- Innovations such as ibeacons and Signly and Easy Read

Impact

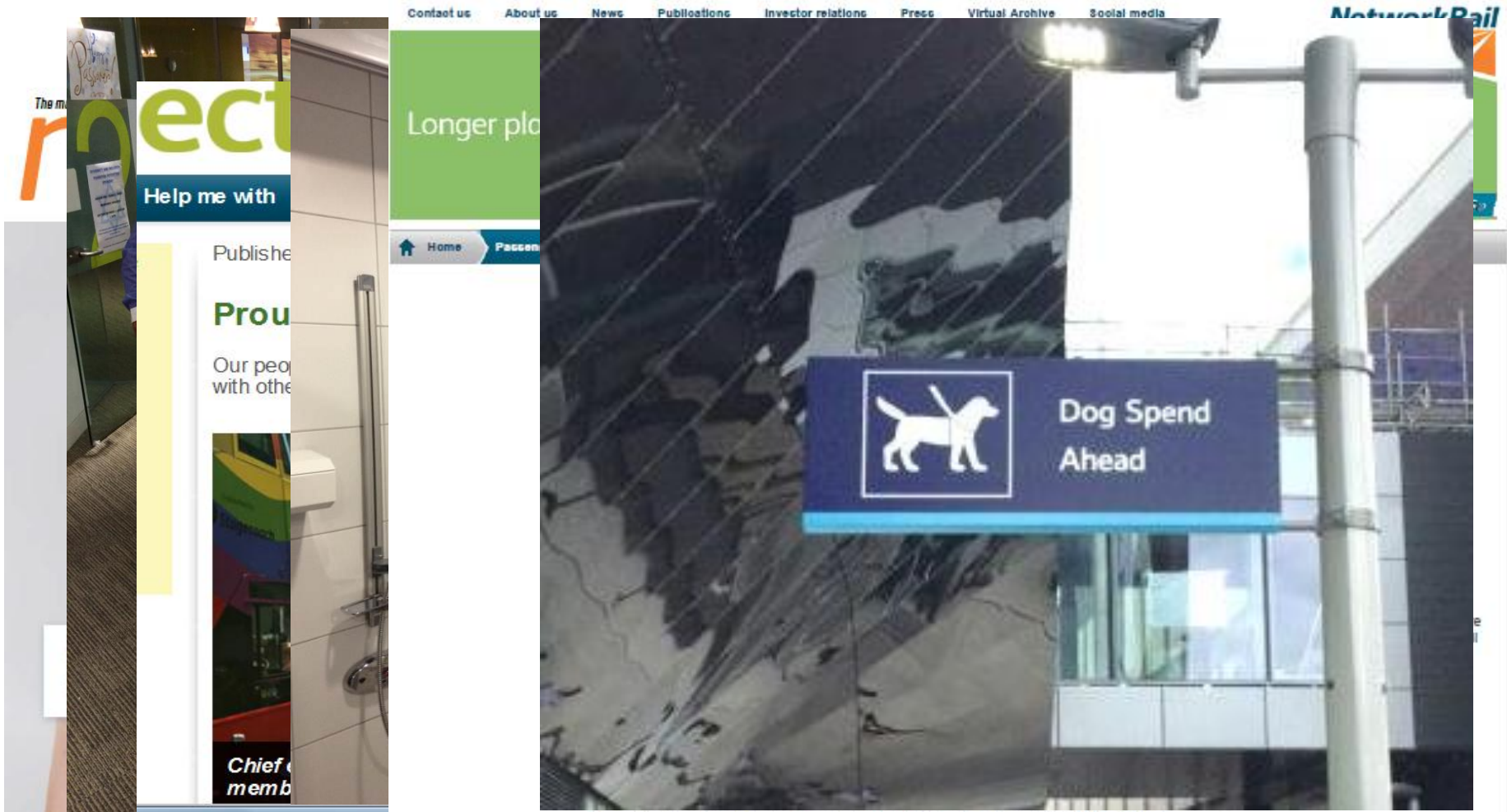
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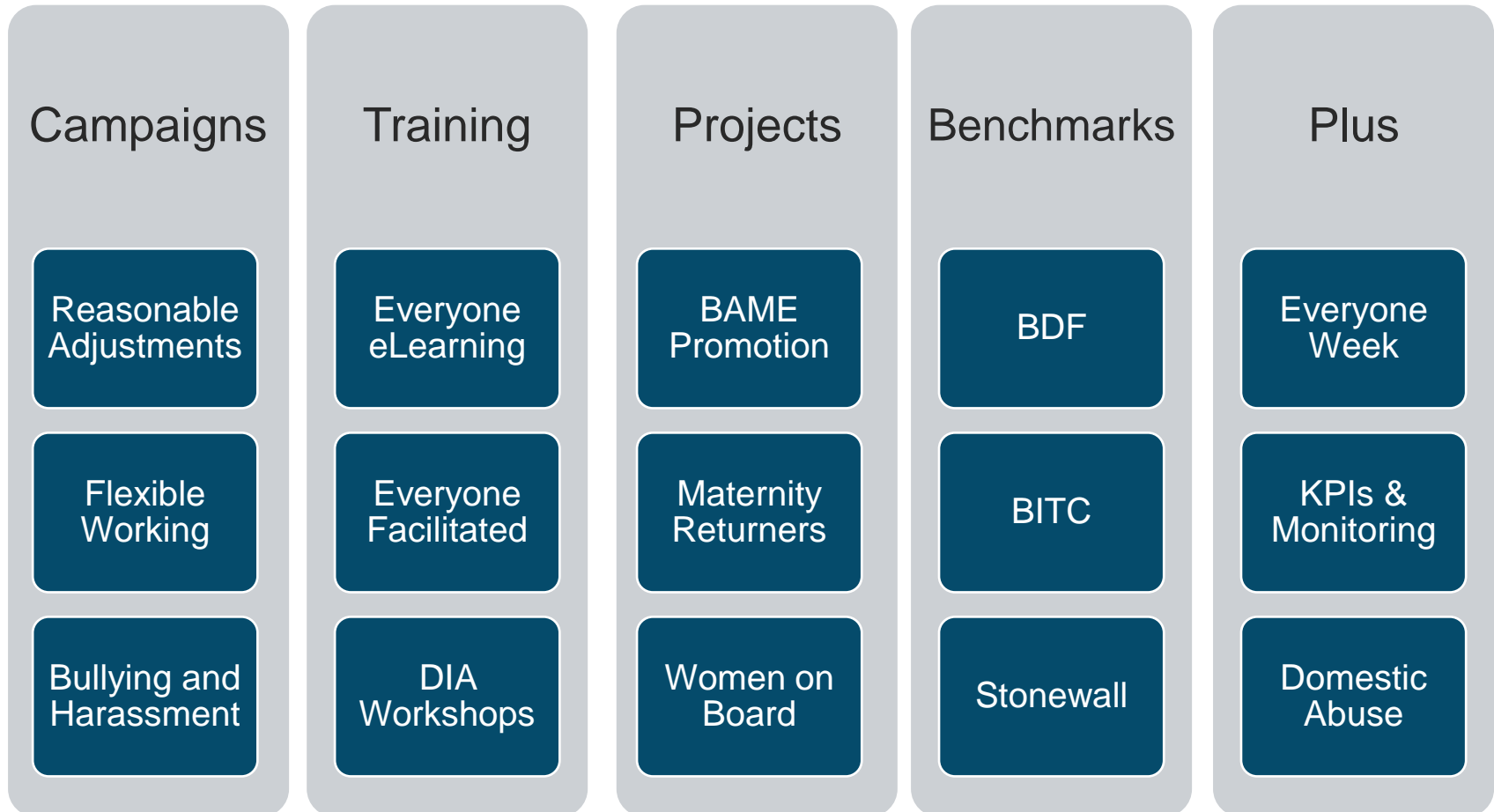
Measuring Progress



Any Questions



Diversity and Inclusion Priorities 2016-17



Governance

- Executive Sponsors
- Programme Sponsor
- Local Sponsors
- Programme Board
- Trade Union Equality Working Group
- Local workstream leads
- Strategic workstream leads
- Champions
- Trade Union Equality Reps
- Employee Networks
- Built Environment Access Panel

Are we more diverse?

2014 women

% of workforce	13.9
% of graduates	24
% of engineering graduates	6
% of senior leaders	18
% of apprentices	3

2016 women

% of workforce	15.4
% of graduates	29
% of engineering graduates	12
% of senior leaders	21
% of apprentices	5