

The New Transformers

Creating the 21st century railway



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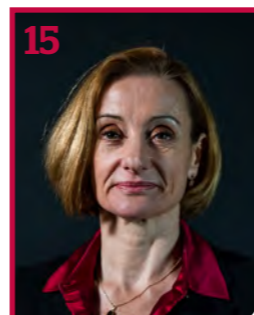
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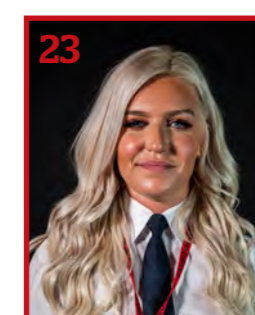
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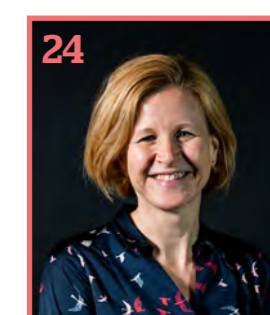
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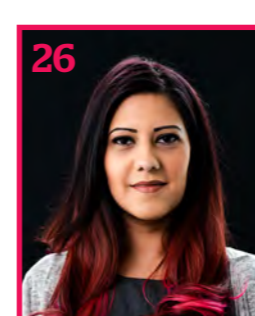
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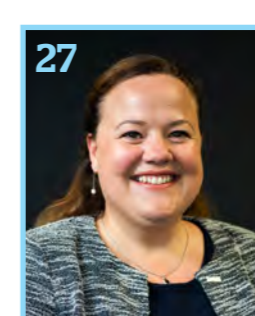
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EDITORIAL
Managing Editor: Nigel Harris
Supplement Editor: Stefanie Foster
Assistant Features Editor: Paul Stephen
Production Editor: Mike Wright
Sub-Editor: Richard Hampson
Art Editor: Charles Wrigley
Managing Director: Tim Lucas
Photographer: Jack Boskett

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Advertising
Account Director: Julie Howard
Commercial Director: Sarah Crown

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Introduction

When we first started talking about this project in the RAIL office, it became clear that we had an opportunity to create something really quite special.

I'm passionate about inspiring as many people as possible to join this industry, and I quickly realised that this was our chance to both raise awareness about the amazing contributions that women are making to the railway and to inspire women and men alike to recognise the breadth of opportunities a career in rail offers them.

The most difficult part (possibly aside from trying to arrange a photoshoot for 18 busy women!), was choosing who to include. We could easily have written a book of inspiring stories, and so narrowing our extensive list down to those in the following pages was incredibly difficult. There were so many more women I would like to have included and couldn't, so maybe we're going to have to do it all again next year!

What we have managed to achieve, though, is a mix of individuals at every stage of their careers - from those who have been in the job just eight months to those clocking up 20-plus years and who started under British Rail. There are those who chose the railway and others for whom the railway chose them. From engineering, law, politics, languages and even performing arts, these women come from totally different backgrounds - some with degrees, some straight from school.

But despite all the things that make them different, there are a great many common aspects. Myself and RAIL Assistant Features Editor Paul Stephen, interviewed all 18 women in the space of a few weeks (I didn't interview myself by the way!), and some very clear themes began to emerge.

Most of these women are problem-solvers - they have sharply analytical minds that thrive on puzzles and complexities. They are also fascinated by people and understanding what makes them tick, of inspiring and educating them. And they all live for the sense of achievement that comes from being a part of something with wide-reaching benefits which are felt beyond their own working environment.

They unanimously have an infectious passion and enthusiasm for the railway and would like to see, in particular, more women recognising

the possibilities it offers.

So what did we learn about attracting women to the industry?

In many cases, those who have reached senior positions and have families to go home to say that they could not have realised their potential in their careers without the flexibility offered to them by the railway. It was a frequent comment that flexible working arrangements with their employers had enabled them to continue working full-time and bring up their families, which is possibly the most important lesson I learned from this project. If we want to increase the number of women who attain senior management positions in this industry (and indeed anywhere else), giving consideration to how they will balance a demanding career and a demanding home life is key.

Related to that is the story told by some of the newer entrants to the railway. They recognise the efforts that organisations such as Network Rail are putting into improving diversity and inclusion in the workplace, and were attracted to the railway because of that.

Put together, I hope that the interviews in the following pages show that the railway really does offer something for everyone, regardless of background, interests or home life. It is an industry where making a difference really is possible - almost unavoidable - and one in which there are plenty of opportunities to find a balance between career and fulfilment at home.

So I hope you enjoy reading about the 'New Transformers', who are designing, building and operating (and, in my case, writing about) the railway of tomorrow.

I've been at RAIL for nearly 11 years and this is one of the projects I feel most proud to have worked on in that time. It has been a great privilege to speak to so many inspiring and committed individuals, all of whom have made me feel even more positive about the future of our great industry. ■

Stefanie Foster
Assistant Editor, RailReview



Supporting partner:

Network Rail has ambitious and exciting plans for the years ahead, and we know they can only be realised by attracting, developing and retaining the best and brightest talent. That is why we are leading the way in moving the rail industry to a more open, diverse and inclusive future.

We published our comprehensive diversity and inclusion strategy in 2014. Since then the number of women employees in Network Rail has increased by 32%; we've established vibrant employee networks for black, Asian and minority ethnic employees, carers, disabled employees, gender equality, LGBT employees and a multi-faith network; and we received external validation for our approach to diversity and inclusion.

This progress is welcome, but we know we can go further. By the end of Control Period 6, in 2024, our target is to increase the number of women in our business by 50%. We also aim to be in the top 25 graduate employers and ensure gender-balanced recruitment of apprentices and graduates into the railway.

Network Rail's gender pay gap is 11%. While this is lower than the UK average of 18.1%, it is still too high. We plan to reduce this through a sustained focus on increasing the number of women in our workforce, investing more in supporting talented women to progress into senior roles, and by having the best possible family-friendly policies and practices.

Not only is this ethically the right thing to do, the business benefits are clear, too. Diverse teams are high-performing teams - they bring together different skills, perspectives and innovative solutions.

Our own research has found that gender-balanced teams perform better - they are more engaged, more collaborative and safer. By diversifying our workforce, we are better equipping ourselves to deliver the improved railway that Britain needs.

Mark Carne
Chief Executive, Network Rail



Headline sponsors:

Siemens has seen first-hand the benefits of having a diverse and inclusive workforce, and values the exceptional contribution women make to its business every day. But while our employees are already seeing first-hand what an exciting place the rail industry is to work, the stark reality is that many women outside the industry continue to view it as a male-dominated environment that they might not belong to.

RAIL magazine's supplement is a fantastic initiative which is helping to change that perception, and Siemens is delighted to be co-sponsoring the 2018 edition. By promoting rail as an attractive career and celebrating the achievements of those already transforming the UK's railways, initiatives such as this supplement can help us to make real progress in not only attracting and retaining more women, but also bringing people from all walks of life into rail.

We are strong believers in raising the profile of trailblazers in the industry to create role models that inspire the next generation. We are proud to be featuring our year 2 apprentice Sarah Hill in the supplement,



a choice which we hope will help to encourage other young people and particularly women to consider a career in rail.

By sponsoring the supplement, Siemens is proud to support and champion the many talented people who are leading the way in the industry, and hope that this year's edition sends a strong and positive message to women both inside and outside the industry about what can be achieved in this dynamic and exciting sector.

Gordon Wakeford
Managing Director, Siemens Mobility UK



As Hitachi Rail grows as a company, with our factory in the North East and depots around the country, we are building a team like no other. Our dynamic and committed employees will be driving change for years to come, and it is essential that this workforce is diverse. With a society that is 50/50 male and female, we have to question why our industry hasn't caught up with this? What are the barriers to women becoming leaders, engineers, designers of the future?

At Hitachi we work with schools, colleges and universities to promote rail as an exciting industry in which to work. This initiative is vital in creating a long-lasting legacy for rail in the UK, and putting a new generation forward to deliver pioneering projects.

Our outreach programme includes bringing more women into the industry who may not have thought that a career in rail would be right for them. I have a personal passion that drives empowerment for women, developing leadership career paths and offering flexible working solutions. This includes job-shares and initiatives tailored for everyone - from the shop floor to our senior leaders, and these reflect our changing society.

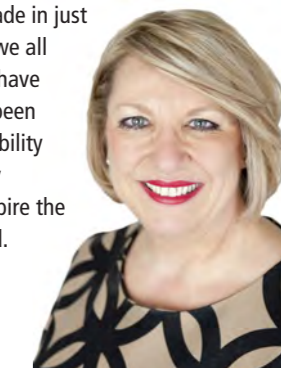
Diversity spurs creativity, innovation and high performance, and I'm



proud to lead the team at Hitachi Rail. Each day I welcome more and more women into the business across all levels and locations.

When I started my career in rail things were very different, and looking back on the changes we have made in just the last 20 years is refreshing. However, we all have a long way to go and we know we have challenges to face - but there has never been a better time for women to take responsibility and drive their careers forward. I hope by collaborating as one industry, we can inspire the next generation of women into our world.

Karen Boswell OBE
CAO (Hitachi Rail) and Managing Director (Hitachi Rail Europe)



Now is an exciting time to join the rail industry.

Britain's railway, a partnership of the public and private sectors, unveiled ambitious plans in October to attract new talent and to secure more than 100,000 job opportunities across the country in rail and its supply chain. The partnership railway's *In Partnership for Britain's Prosperity* sets out four commitments: to strengthen the economy, improve journeys, boost communities, and provide rewarding careers. The latter will feature rail companies creating more jobs, increasing diversity and providing employees with rewarding careers.

The partnership railway, which has had record investment in recent years, is committed to creating a diverse workforce and increasing the number of women employees by 20% by 2020.

From getting girls from school into science, technology and maths subjects to providing on-the-job training for women returning to work, we aim to boost the number of women in every role from train drivers to board directors.

As part of our ambitious plan to change and improve, we will be investing more than £250m per year in workforce training to improve



employee engagement and customer experience.

This investment - coupled with outstanding on-the-job training, great benefits and family-friendly policies - makes now an ideal time to join the partnership railway.

I would urge women inspired by the case studies in this publication and keen to make a difference in a dynamic, innovative environment not to miss out on great jobs and opportunities in the partnership railway.

Paul Plummer
Chief Executive, Rail Delivery Group



In this photograph, there are lawyers, engineers, CEOs, train drivers, a strategist, a journalist and even an armed police officer. But there are also mothers, rugby players, dancers, petrol heads and runners. You'll have to turn the page to find out who's who...



The 'New Transformers' of the railway on the St Pancras Renaissance Hotel's Grand Staircase.

Top row: **Claire Beranek**, Route Asset Manager (Signalling), Network Rail; **Dyan Crowther**, Chief Executive Officer, HSI Ltd; **Temí Faniyi**, Driving Instructor, London Overground; **Ailie MacAdam**, Senior Vice President and Global Rail Sector Lead, Bechtel; **Natalie Whitehead**, Site Manager, Route Services, Network Rail.

Second row: **Mary Kenny**, Chief Executive Officer, Eversholt Rail; **Sarah Hill**, Apprentice, Siemens; **Tammy Samuel**, Partner, Stephenson Harwood.

Third row: **Shamit Gaiger**, Programme Director, RSSB; **Julie Carrier**, High Speed Rail Programme Director, SYSTRA; **Stefanie Foster**, Assistant Editor, *RailReview*.

Front row: **Beatrice Smith**, Police Officer, British Transport Police; **Adeline Ginn**, General Counsel, Angel Trains and Founder & Chairman, Women in Rail; **Mavish Mehmood**, Graduate, Network Rail; and **Jenny Duff**, Train Driver, Virgin West Coast.

Dyan Crowther

Chief Executive Officer, HS1 Ltd

Dyan Crowther has become one of the most recognisable faces in the UK rail industry, having held some of the most challenging and high-profile operational roles it has to offer.

From joining British Rail as a graduate trainee in 1986, she climbed the ranks at BR and then Railtrack, prior to becoming the UK's first ever female managing director of a train operating company (TOC) in 2002.

For the next two years she led the turnaround of Arriva Trains Northern after it had officially been ranked as the UK's worst performing TOC. She then joined Network Rail, where she became director of operations in 2010 and then route managing director for NR's largest route (London North Western) in 2012.

In June 2014, Dyan was appointed chief operating officer of the UK's largest TOC Govia Thameslink Railway, before commencing her current role in December 2016 as chief executive officer of HS1 Ltd,

"I've got the best job in UK rail... this is not just a railway but very much a part of people's lives"

the company with a 30-year concession to own and operate High Speed 1 and the stations along its route.

Meanwhile, she is also a member of the British Transport Police Authority, a board trustee of the charity Railway Children and is an editorial board member of *RAIL*'s sister title *RailReview*.

She says: "I've got the best job in UK rail. Not only am I accountable for operating what is the UK's only high-speed railway, but it's also a gateway to Europe, an economic driver in East London and Kent, and the enabler of the London Olympics in 2012.

"Without High Speed 1, none of that would have happened, so this is not just a railway but very much a part of people's lives."

Looking back to 1986, Dyan says that BR's graduate scheme was one of many that she applied for after studying geography at Middlesex University. But she soon fell in love with the amount of responsibility and freedom that it afforded her, after she was selected to be station manager at Peckham Rye and nine surrounding stations, at the tender age of 21.

She explains: "I'm a very 'outdoors' type of person. I didn't fancy being stuck behind a desk, which made touring my patch a bonus. And I loved the level of accountability given to me at such an early stage in my career. I remember that some of the callouts were for ticket office break-ins, so my first port of call would be the local police station. But they were different times, and it made me appreciate the basics of how the railway works and how supportive everyone in the industry is of each other."

Having enjoyed more than three decades of uninterrupted service in the rail sector, Dyan says that the industry's many structural changes have been part of its enduring appeal, as is the incredible growth in investment and patronage since privatisation.

She adds: "When I joined BR, sectorisation was happening which was an exciting chapter, and then came privatisation. Since then we've seen much more investment, the doubling of passenger numbers, lots of new rolling stock and the construction of HS1, so it's a fabulous sector to be involved in.

"I've not just worked in operations either, but in personnel and retail management and strategic planning. Why would I have wanted to go anywhere else when there is so much opportunity here?"

Away from the day job, Dyan is an assessor for the Duke of Edinburgh Award scheme and was a non-executive board member for the East and North Hertfordshire NHS Trust from 2011-2015.

She lives in Hertfordshire with her husband and three children and has always used physical activity as a way of blowing off steam, and coping with the demands of senior leadership.

She concludes: "I go running, do martial arts, and I used to play and umpire netball, so I use sport to keep myself sane. I also do what I like to call 'extreme walking' with groups of people to places like Everest Base Camp and to the top of Mount Kilimanjaro, and next year I plan to go to Machu Picchu.

"In places where there are no phones or mobile devices your mind gets a chance to rest, and to appreciate the environment and to form new relationships. We all share the same objectives and there are no airs and graces or seniority." ■

Shamit Gaiger

Programme Director, RSSB... and other things

Shamit was once described by a colleague as 'the one-person think tank of the railways'. Her name is frequently mentioned within the industry, particularly when people talk about who they find inspiring.

Describing the role she plays is difficult because she is involved in so many aspects of the railway. But, in a nutshell, she describes herself as a strategist.

"I'm someone who develops policies and long-term strategies. I have a vision of where I think we need to go and I take the railway towards that vision."

She officially works for three organisations: RSSB, where she is a programme director leading on sustainability and innovation policy; the Department for Transport, where she is deputy director for the Industrial Strategy, leading on negotiations for a rail sector deal on behalf of government, and also a non-executive director for Passenger Services, involved in franchising; and lastly at NSAR (the National Skills Academy for Rail) where, as director of strategy, she leads on skills strategy across the sector.

If that's rather a lot to remember, essentially all her roles are about the same thing - taking the industry to the next level and connecting the dots to influence its future.

How one person came to do quite so many things mainly comes down to the value that Shamit adds to the railway.

"I feel really lucky, I feel very appreciated. It's nice to be trusted by so many people to deliver the right outcomes for the sector. And it's interesting to wear both a government hat and also an industry hat. It's hugely rewarding but, as you might imagine, can be challenging at times."

Shamit never planned on joining the railway but, 15 years on, she's still there. As a child, she hoped to go to performing arts school and was a professional ballet dancer between the ages of eight and 18. But her academic aptitude led her to earn a degree in psychology and criminology, after which she came to London to do a masters in economics and organisational psychology.

"My experiences taught me that it's not only what you do but how you do it. In my work I use the different experiences that shaped who I am today, both personally and professionally. And my work, I hope, will stand the test of time. I hope I've managed to change the landscape of our industry by being both ambitious for its future and pragmatic."

Initially, Shamit was determined to work for a management consultancy when she left university. But landing a job at her dream company proved to be a massive disappointment, so she walked out on her first day and never went back. After a few years working at a bank she eventually ended up back at a management consultancy, but it seemed fated to lead her to the railway.

Through a CEO consultant who was working in rail, Shamit was invited to take part in a project to redefine the application of the Health and Safety at Work Act, specifically public attitude to risk and the value of a life. Inspired by the concept of the project, she agreed. It led her to an experience that she says changed her life.

Shamit and a group of other 'high-flying' individuals spent a week with leading British environmentalist Jonathon Porritt, reconnecting with nature and looking at its place in society.

"I had really struggled with the banking sector. There were no roots for it, no soul. I took what I learned from this week to the rail sector and set up the Sustainable Rail Programme, which is still alive and going strong. For me, the ability to see how my work touches society and touches people's lives without them knowing is why I really enjoy working in rail. You can see the difference I am making.

"The railway is contagious! It's a warning for those considering joining! I've never done anything twice since I joined the railway. It's intellectually challenging every day. It's helped me to develop both intellectually and as a person. I am grateful for having such an interesting and varied career. People who join rail don't want to leave." ■

"The railway has helped me to develop both intellectually and as a person"



Mary Kenny

Chief Executive Officer, Eversholt Rail

Mary Kenny is proof that you never know where you might end up. She planned a career in banking following a degree in Business Studies and has ended up as Chief Executive Officer of rolling stock owner Eversholt Rail.

She became involved with the company in 1997 when it was acquired by HSBC, which was still Midland Bank when she joined.

"I was very much the junior 'bag carrier' on the team back then. The bank asked me to work on helping to integrate finance, which I did for six weeks, with the promise that I could then go back to the bank."

Mary was convinced to stay when she was offered a role as commercial manager, but she ended up returning to the bank until she was persuaded, in 2007, to use her knowledge of the Eversholt Rail business and its people to prepare it for a potential sale. It was meant to be a short-term arrangement, but Mary was offered the role of CEO and felt compelled to stay...

"I left originally because I was frustrated with the culture. I came

"I left because I was frustrated with the culture. I came back because I had an opportunity to change it"

back because I had an opportunity to change it.

"I was given the chance to run a business that I'd worked in and that was a fantastic opportunity because I could then change everything that ever frustrated me - there could be no more excuses. It was a really exciting time for the business and I was asking a lot of its people, so when we found new owners, and while I had the opportunity to stay with the bank, this had become my baby - and my family. I felt I had a responsibility to the team."

While she doesn't believe the job of optimising a company's culture is ever complete, Mary's approach to the people in her business is what has enabled Eversholt Rail to attract talent from some of the biggest banks and law firms

in London, all seeking something that bit different.

"I'm very lucky because, for the size of this balance sheet, which gives me the intellectual challenge, I've only got 110 people, so I can look them all in the eye. This is like a family sweet shop, where you expect everyone to roll up their sleeves and muck in, but it has the discipline of a big bank."

She describes that 'sweet shop' image as "flexibility and friendliness", which is a big part of the culture change she was looking for.

"It's about being able to go and support your family if you need to. If you have a crisis at home I would rather you come in and share that with me and your colleagues, otherwise I have a stressed individual, and stress brings risk into an organisation."

One of the ways in which Mary feels she has managed to attract talented individuals to Eversholt Rail is the springboard that the railway provides for their careers.

"In a world where it's hard to find a 'job for life', you can very easily find that scenario in the rail industry. It might not be a job at Eversholt Rail, but look at the big projects happening in rail, where gaining some skills and understanding makes the people involved very employable for the rest of their lives. And it's not just about engineers and train drivers. All sorts of roles are needed in the industry."

"What I like about working in the railway is that it's tangible. Everyone understands what a train is, from your 18-month-old nephew to your granddad. Most people have a fondness for trains or some sort of affiliation with them."

Mary's sociable personality is perhaps surprising for a CEO. She comes from an extended Irish family and has 52 cousins, some of whom she describes as being more like brothers and sisters, so she has grown up as a very social animal who is happiest on a Friday night, with her clutch bag in her hand, and ready to go out.

But it's that sociable attitude that makes Mary an inspiring leader in the industry and has led the company to succeed.

"I don't stand on ceremony. I'm likely to be seen running up the office with my sleeves rolled up - I'm in there, I'm part of it. My personality is that I will always be approachable - I'm never going to be the grey-haired person in the corner with my office door closed. That isn't who I am. I look at the person behind the role, so engage with me and form a bond with me as a person because I form my best business relationships using my gut instincts." ■

Sarah Hill

Apprentice, Siemens

"I'm quite a girly girl. I still like doing my hair and makeup! Working on the railway has definitely toughened me up, working on grubby trains, getting dirty all the time. But I really quite enjoy that aspect of it!"

Sarah Hill is 18 months into a three-year apprenticeship with Siemens. When she was in secondary school she went on a two-week engineering course at a university and enjoyed it so much that she realised she wanted a job in engineering.

"After I left school I wasn't quite sure what my opportunities were. I was going to do A-Levels but my school closed down before I could start them, so I was only given a couple of days to choose another course. I went on to do Business and Law as a last-minute thing for a couple of years. After that I was stuck between university and an apprenticeship. I'd already done eight years of school and I wanted to get out and have a hands-on job."

For Sarah, this is the great thing about an apprenticeship - she gets to learn on the job, rather than sitting in a classroom. She knew a couple of people who worked at Siemens and seized an opportunity to join a thriving business in a growing industry.

Currently Sarah works at Siemens' depot in Hornsey (North London) performing maintenance on Thameslink's new Class 700 trains.

"I really love it. I mainly shadow a technician, fault-finding on the trains. When they come into the depot we check them over and basically give them a service. We look for faults and do whatever's necessary to get them fixed. I particularly enjoy working on the roof of the trains, doing maintenance work on the pantographs."

There are about 1,000 different jobs that need to be done, so there is always something new to learn and no two days are the same. While Sarah is always shadowing a qualified technician, being an apprentice is still very hands-on. Sarah will continue working on the Class 700s for a few months before she moves on to a temporary placement in a different depot, working on another class of train.

When she first started her apprenticeship, Sarah's friends were a bit confused about her choice.

"All my friends are also quite girly girls, they're into hair and nails and stuff. When I told them what I was going to be doing they didn't think it suited me. But once they understood it more, they were really impressed and are quite interested in it now."

"I moved out of my parents' house about a year ago and I rent a flat with my friends, which is great fun. Their jobs are different to mine. I work night shifts and they do nine-to-five jobs, but they understand my shift patterns so they're careful not to wake me, because they know I've just finished a 12-hour shift!"

Sarah likes her working schedule because it gives her a lot of time off. She does a pattern of five day shifts, followed by five days off, then four night shifts, followed by another five days off. It's quite a culture shock from working student hours!

The rail industry has a reputation for being male-dominated, and probably nowhere more so than in maintenance depots, but Sarah doesn't mind this at all, even though there is only one other female apprentice at Hornsey.

"I've definitely found my career here, and I certainly want to stay on the railway"

"The people I work with are great. Women shouldn't be hesitant about coming into the industry."

"Fair enough, there is a massive difference between the number of men and women that work on the railway, but it shouldn't be a barrier to women joining. I'm not treated any differently."

"Everyone's the same, we all have the same job, we all do the same thing. Women are just as capable as men. I've definitely found my career here, and I certainly want to stay on the railway." ■



Claire Beranek

Route Asset Manager (Signalling), Network Rail

“If you like finding solutions to problems, there is lots of fun on the railway!”

Claire Beranek is a professional problem solver. Based in Manchester, she is responsible for all of the signalling assets on the northern part of Network Rail's London North Western Route, which runs from Crewe to Gretna, taking in the beautiful Settle-Carlisle and Cumbrian Coast lines.

“I'm responsible for making sure the signalling works on a day-to-day basis, and having long-term plans in place for renewing it.”

Almost unbelievably, Claire has plans for the next 60 years for her patch. She has a small team that looks after five-year strategic planning for the signalling and another team that provides expertise and support to the staff that maintain the equipment.

“This is the job I dreamed of when I joined the railway”

Claire has been in this job for about five years, but she's been on the railway all her working life.

“I was 18 when I joined the railway in 1990. It was British Rail then and I chose it because they offered me a sponsorship for an electrical engineering degree, which was what I wanted to do.

“It was similar to a graduate scheme now. It was a two-year scheme where you do work placements in lots of different areas. So I went out on the track, I spent time with the supervisors and engineers, and in finance. I saw the railway from many different viewpoints and then I got to choose what I enjoyed the most.”

From there, Claire became part of the technical support team and eventually became an engineer in a maintenance team, where she worked her way up to her current role as a route asset manager. She learnt very quickly what a difference it makes having a decent handover period when you take on a new job.

“You usually go into a job and get thrown in at the deep end, but I was led into this by my manager and there was a good period of handover time. I saw the importance of succession planning and helping people when they're new to a job.

“I love it. This is the job I dreamed of when I joined the railway.”

With responsibility for a large stretch of railway assets, Claire does have a pretty hectic life though. Living in Preston, she does a lot of travelling, not just to Manchester, but also to Birmingham, London and delivery units along her route.

A mother of two, she manages this thanks to a combination of flexible working and a stay-at-home husband, who has primary responsibility for looking after the house and their children.

“He's in charge of everything in the home and I'm in charge of bringing the money in. It's becoming a lot more common than it was 20 or 30 years ago. I have two or three friends where the woman is the main breadwinner and it works for them. It depends on whether that suits both of you.”

Claire manages to get home for 1700 most days by leaving the office at 1515, meaning she avoids rush-hour on the trains and can find a seat, allowing her to use her commuting time to work. She then carries on working for a few hours after the kids have gone to bed, allowing her to balance both aspects of her life.

“People talk about having it all but I don't think that's possible. However, you can have enough and it's down to you to decide how you're going to do it.

“I'm a Christian, so that is the basis for everything I do in my life. I'm a Sunday school teacher and a bell ringer, which I started doing so that I could ring in the New Year in the year 2000!”

Claire feels that the railway has changed significantly in the years she's worked on it, and it's become a much more family-friendly place, making it more accessible to women who want to balance the needs of childcare with the needs of their careers.

“Network Rail is doing a lot to encourage more women in the workplace. When I took maternity leave for my two kids, for both of them I took 14 months off work and I was paid very well for a good portion of that time. That gave me the freedom and flexibility I needed to do this job and have a family. And there's lots of flexible working. These policies really help you to get your work-life balance right.” ■



Adeline Ginn

General Counsel, Angel Trains and Founder & Chairman, Women in Rail

Some people were born to work in transport, as though it was in their blood. Adeline Ginn is one of those people. She has been interested in the industry from an early age, coming from a family of sailors.

Adeline was born in southwest France and chose to study French law when she left school. But an exchange programme in the UK sparked her interest in English law.

Keen to indulge her interest in transport, she went on to study for a Masters degree in Aerospace and Maritime law in Montreal (Canada), with a healthy dose of rail and road law thrown in.

After a stint working at the English Bar and then in private practice, a job came up at rolling stock owner Angel Trains in 1999 and she has never looked back.

“I started as a junior lawyer, then I led the international legal side of the business and then, when I came back from maternity leave, I was made General Counsel.

“I'm leading a team of lawyers and the business is our client. Part of our role is very much understanding the commercial and political dynamics in our industry which means that, while we are lawyers, it's not strictly a legal job. I love the industry because I love the people. They're really passionate, kind and caring.”

People are what has kept Adeline at Angel Trains for nearly 20 years and counting. She thrives on working with an engaged team of people. Over the years it has allowed her to better understand the needs of others in the industry, leading her to what she is probably best known for on the railway - founding networking group Women in Rail.

While on a business trip with Angel's CEO Malcolm Brown back in 2011, she described to him her frustration at the amazing female talent that was leaving the industry through the lack of a supportive network.

“Malcolm said to me: 'It's all well to point this out, but what are you going to do about it?'. I said I would like to create Women in Rail and he said he would support me. And we've been on an incredible journey ever since.”

Adeline set up a LinkedIn group for the organisation in 2012 and launched the network to the rest of the industry a year later. It took on charitable status in June last year and has just celebrated its fifth anniversary with the first Women in Rail Awards in April.

“I didn't really have a goal at the beginning, I just wanted to create a network for women that was supportive. It has expanded into so much more.”

This year her goal is to re-launch the already very successful Women in Rail a cross-industry, cross-company mentoring programme and make it into a transferrable, sustainable and scalable professional setup for the industry, believing that mentoring is key to enabling fresh talent to succeed.

With a team of more than 100 volunteers across the country, everything Women in Rail achieves, from staging networking events to holding development workshops and a mentoring programme, is run on a voluntary basis by people who also have a day job.

“My aim is to set the charity up as a financially independent organisation, to move forward in a more structured way. The last few years have made me realise how much difference we can make and that our work is key to the success of our industry.”

“I meet the most amazing and inspiring people”

Between a full-on day job and running Women in Rail on the weekends, Adeline is also balancing being a mother and a wife.

“I've always been a keen runner. At the weekend I take an hour for myself to go for a run. That's the only 'me' time I can afford so my children and my husband both respect it. I get all my frustrations out and take time to reflect and think! I also take the time to play with my children. If I let my hair down, I can be a bit of a clown with them!”

But busy though she may be, she wouldn't change her life.

“I wouldn't dream of leaving the industry or slowing down with Women in Rail. It gives me a sense of purpose and enables me to give something back to an industry I am passionate about. I meet the most amazing and inspiring people and feel truly privileged. Very few people in the rail industry want to leave it. Most of the women I speak to have fallen into rail by accident but stay by passion.” ■



Stefanie Foster

Assistant Editor, *RailReview*

"Iknew nothing about railways beyond the very basics and would never have thought about joining the industry. In fact, I'd say it was a complete accident."

Despite having no prior affinity for railways, Stefanie is already approaching veteran status on the *RAIL* team, having been integral to it for nearly 11 years.

Having grown increasingly disillusioned during her short stint in customer service after leaving school, Stefanie saw an opportunity in an advert for an editorial assistant with *RAIL*'s then publisher, EMAP.

Now the assistant editor of *RAIL*'s business publication *RailReview*, there are few aspects of publishing she hasn't been involved in along the way, having been a production assistant, production manager, PA, assistant awards director and news and features writer for *RAIL*, before assuming her current position at the time of *RailReview*'s launch in 2014.

This wealth of experience has also made Stefanie a self-confessed 'office problem solver', which means that in addition to her day job creating content and relationship building for *RAIL*,

RailReview and its events business, she does an awful lot of things that are beyond her job description in support of her colleagues.

"I love that my job gives me the opportunity to dip into anything on the railway. It's great that I can step back and look at the bigger picture and how all the component parts of the railway fit together.

"It is an industry full of complexity, which at times can be frustrating, but it makes for some fascinating and intellectually challenging projects, such as this supplement!"

"I had no idea before I became involved in railways that there would be so many highlights, such as travelling to Chicago to see freight trains being built [thanks to GB Railfreight], or getting private tours of abandoned London Underground stations. I've had so many incredible experiences in this industry and I know I'm not alone in that."

In order to successfully manage her work/life balance, Stefanie can count on an unhealthy appetite for compiling detailed lists and spreadsheets, plus the unwavering support of her husband Richard, editor of *Model Rail* magazine.

Not only does this make Richard naturally sympathetic to the frequent need to work long hours in order to meet strict press deadlines, but makes him more than happy to indulge her passion for the railway.

Having got married last year, the inevitable result has been that their home in rural Lincolnshire is now bursting to the seams with railway books and paraphernalia. Meanwhile Stefanie also admits to owning a sizeable Lego collection that "any child would envy", and a "somewhat obsessive" interest in neuroscience.

To help unwind from the frenetic pace of publishing and the railway industry, Stefanie likes to keep a journal, and volunteers at a local owl and wildlife centre.

She explains: "Volunteering is a big commitment, but it's my escape. Being outside and interacting with birds of prey is completely different from my day job. It's definitely taught me the value of patience, because birds never really become tame. They're sensitive to body language, so you need to carefully regulate your behaviour.

"I've also tried to follow in the footsteps of my grandfather, who kept journals and wrote short stories for much of his life. It can be hard to keep up the habit but it's worth it when I do. It can be very therapeutic to reflect on situations you wrote about last week, last month or even several years ago, and it's a great way to see how much you have - or perhaps haven't - changed."

To people considering joining the industry, her message is simple: if you want a challenging, exciting and fulfilling job, then rail is the industry to do it in.

"I feel as though I get to make a difference every day. The railway is not just about getting people from A to B - it helps drive jobs, housing and the economy. We are desperately poor at selling this industry, but I've found that when someone joins, they rarely leave. It sounds like a cliché, but joining the railway is like joining one enormous family." ■

"I feel as though I get to make a difference every day"



Julie Carrier

High Speed Rail Programme Director, SYSTRA

Julie has worked in the rail industry ever since she joined British Rail as a fresh-faced graduate engineer in 1993.

Having served her time there during the final years of BR, her CV subsequently shows an impressive roll call of senior leadership positions at a wide range of supply chain companies and organisations, including Corus, Colas Rail, Amey, WSP and Transport for the North.

Her current role is at SYSTRA, where she has led the global engineering and consultancy group's high-speed product line in the UK since September 2016.

With 25 years under her belt working exclusively in the sector, Julie could almost certainly now qualify for the distinguished (although glaringly ironic) title of 'Career Railwayman'.

This level of dedication perhaps makes it all the more surprising then that a very different career path could just as easily have beckoned.

She explains: "I don't really know why I joined the industry. I didn't grow up playing with trains or anything like that - I just sort of fell into it. I applied for more than 50 jobs in my last year at university, and at the time BR was regarded as the best graduate scheme for civil engineers.

"It really grabbed me after that and I've never looked back. My evolution has taken me from conventional rail through to high-speed rail, which I'm really getting into. We are the new age pioneers who will leave a legacy and change the way people think about rail."

Julie says that there aren't many downsides to the working in the industry, but one gripe she has is that things are too often made overly complicated for the end user.

She points to the UK's notoriously intricate fares structure, which has often been a cause for complaint by bewildered passengers.

We could all perhaps take a leaf out of Julie's book when it comes to communicating in more plain English terms.

It is a personal trait in which she takes much pride, and can perhaps be best demonstrated by the cunningly simple way she has devised to explain her job role to other people.

"I simplify it if I'm with schoolkids, friends or family because they're not engineers," she says. "But most people seem to understand how railways work, so I just say that I design infrastructure that enables trains to run really fast.

"We have a habit of overcomplicating things and we don't always want to see things through the eyes of the customer. Things like signalling and ticketing are really complex, but that shouldn't be of concern to passengers - they just want to get from A to B.

"It frustrates me because as a sector of

technology-driven people we don't always know how to deal with the need for improved communication."

One of the things Julie most likes about working in rail is the close affinity she has with colleagues and peers from all parts of the industry that stems from playing a small but essential part in a much wider system.

She says it was this sense of kinship and joint endeavour that helped smooth out her own experience of joining a male-dominated industry in the early 1990s, and which continues to apply to men and women in equal measure.

"It was a bit like joining a boys' club back then, but I never felt excluded. You had to be committed and earn your stripes, but if you worked hard and did your bit for the railway then you would always be looked after by your team - and that is something that definitely hasn't changed." ■

"We are the new age pioneers who will leave a legacy and change the way people think about rail"



Beatrice Smith

Police Officer, British Transport Police

Beatrice has worked for the British Transport Police since 2012, when she spotted a recruitment poster for PCSOs (police community support officers).

After spending two years in the role she then made the switch to police officer in 2014, before passing a rigorous selection process to join the BTP's specialist firearms unit in 2016.

As the railway's national police force, Beatrice and her colleagues are charged with keeping the millions of passengers using the network each day safe and secure.

This has included armed patrols of stations by the BTP since 2012, when the UK's official threat level for terrorist attacks was increased to 'severe'.

Following the recent and horrific terror attacks at Manchester Arena and London Bridge in May and June 2017, at which BTP officers were among the first responders, Beatrice's team remain in a state of high alert.

"This job definitely isn't for everyone, but I wouldn't want to be

doing anything else," she says. "My previous jobs included prison officer, security guard and dog groomer, however, so you could say that I'm not a fan of office jobs.

"I've always put a lot of pressure on myself to succeed, so I liked the fact that the training was so hard."

Being put to the test is just the beginning.

Officers have to carry equipment weighing four stones, regardless of what gender they are.

Beatrice says the best part of her job is the constant training which, although physically demanding, perfectly complements her lifelong passion for keeping fit and active.

As a former footballer for both Fulham and

Chelsea's under-19 ladies' teams, she can often be found in the gym on her days off, and counts completing the Brighton marathon in a time of four hours and 34 minutes among her greatest personal achievements.

She adds: "I like being pushed to the limits, and who else can say that they are getting paid to run around in training firing live ammunition at targets and taking part in simulated terrorist incidents? Some people would say I'm brave doing what I do, but I don't feel brave. I just like helping people, whether that means helping them across the road or being prepared to act in a live terrorist incident."

Based in London, Beatrice says she does not always enjoy the amount of travel required for her job. Another frustration for her is the lack of compatibility between her work pattern and that of her partner, who works as a professional magician.

He is often out in the evening performing his act at clubs and pubs, whereas she must rotate between being on either early or late shifts that last from eight to ten hours.

She can also be rostered to work nights and to do mandatory overtime, but that is entirely dependent on the BTP's operational needs and the status of the UK's terror threat level.

Beatrice takes all this in her stride, however, and accepts it graciously as an occupational hazard of doing a job she loves.

"As you can imagine, armed police can be called in at short notice to respond to incidents just about anywhere. We can be asked to travel to places as far away as Birmingham, Manchester, Cardiff and everywhere in between, which is good and bad as I get to see a lot of the country.

"This is the most sporadic shift pattern that I've ever worked and it sometimes feels like my partner and I are like ships passing in the night. But nothing will ever stop me from being a police officer and it makes the time we have together even more special. We'll be getting married in October.

"I enjoy the working environment and the opportunity the BTP offers for fast progression, as I was able to move into firearms after only two years as a police officer. Because we are trained to a national standard, there is also the potential to transfer to any other part of the police force all over the country.

"I want to do this forever, and progress in the field of firearms. I'll stay here for as long as they'll have me." ■

"Some people would say I'm brave, but I don't feel brave. I just like helping people"

"I always tell people that I'm not really at work because I just love travelling so much"



Temi Faniyi

Driving Instructor, London Overground

When Temi responded to an advert for trainee drivers on London Overground in 2008, she thought that she might do it for a couple of years as a stopgap before pursuing her chosen career in the finance sector.

Having just finished studying for an MBA (Master of Business Administration), it was just one of many applications she had made to get on the job ladder, but it was nowhere near the top of her wishlist.

A decade later and not only is she still plying her trade in the driver's cab, but for the last two years she has also been an instructor to the next cohort of driving trainees.

She explains: "Getting this job was an accident really. I finished my MBA and had lots of interviews for jobs that I really wanted, but this was the one I got. I didn't think I'd like it and I'd miss the office environment that I was used to, but it didn't take long before I fell in love with it.

"I don't want to do an office job ever again as I used to end up taking my work home with me, but now I finish as soon as I get out of the cab."

Temi, who was the first female driver ever to work on LO's East London Line, has a six-year-old daughter. She says she loves the job partly because she can balance her work and family life quite easily, and because she feels like she's well paid. She also enjoys travelling around the Overground network, and seeing the ever-changing sights of suburban London.

Outside of work Temi is learning to swim for the first time and likes to travel abroad with her family. She says her favourite way to travel is by Eurostar and her favourite country is Spain, while it is her ambition to visit Morocco.

"The company is really supportive of parents with young children," she adds. "You're given a year-long schedule so you know exactly what you'll be doing and you can plan around that, which really works for me and for other mums too.

"I work four days a week and at the end of every fourth week I get seven days off, which means I never work more than 16 days a month. The shift pattern of being on either 'earlies' or 'lates' also means that every day I get to either pick up or drop off my daughter from school.

"With this job, you get the best of both worlds as it's very fulfilling, it pays well and you have lots of time for family. I always tell people that I'm not really at work because I just love travelling so much."

She says that she chose to become a driving instructor because she wanted to be a role model to other trainee drivers, just as her instructors had been to her.

She is also keen to encourage greater numbers of female applicants, and hopes that her example will help persuade others to follow in her footsteps.

"I still do a lot of driving as it keeps me on my

toes, but I like challenges and becoming an instructor seemed like a step towards progressing my career, and I wanted to do for others what my instructors did for me.

"Yes, it's a male-dominated industry, but there's no reason why more women shouldn't do it. Some people look surprised when

they see a woman driving the train, but I've also had lots of women come to me and ask how they can get such a job, which has to be a good thing.

"I would definitely recommend this job to other people and tell them to join the rail industry." ■



Ailie MacAdam

Senior Vice President and Global Rail Sector Lead, Bechtel

Ailie is one of the UK's most high-profile female engineers, which was recognised in September when she won RAIL's prestigious National Rail Award for Outstanding Personal Contribution (Senior Management).

The judges made the award based on her remarkable 30-year rise from joining Bechtel as a graduate chemical engineer in 1985, through to leading the international engineering, construction and project management company's entire global rail sector (with a staff of more than 2,000 people).

They also praised her strong commitment to creating a more balanced gender mix in the UK rail sector, and the powerful example she sets to young women considering following in her footsteps.

Meanwhile, she is also heavily involved in a number of organisations including WISE (Women in Science and Engineering) and the Women's Engineering Society, and is a STEM (Science, Technology, Engineering and Mathematics) ambassador.

"Rail is something that makes a real difference to people's lives"

Having commenced her career with Bechtel as part of its gas and oil infrastructure division, her husband's work then led her to Boston, USA, in 1995, where the company happened to be building the city's Central Artery highway.

After gaining a taste for transportation projects in Massachusetts, her experience of large-scale rail engineering began in 2003 when she was transferred back to the UK to oversee the construction of the Channel Tunnel Rail Link (now HS1).

She led the critically acclaimed £800 million refurbishment of St Pancras International and brought Eurostar into operational service in her role as project

director, before switching to Crossrail where she was the Central Section Delivery Director between 2009-14.

She was appointed as Bechtel's Managing Director, Global Rail upon her departure from Crossrail, before becoming Bechtel Infrastructure's MD in Europe and Africa in 2015, and then finally its Global Rail Sector Lead in September 2016.

Since 2014, she has been responsible for delivering a range of foreign projects, including a rail extension in Rio de Janeiro ahead of the 2016 Olympic Games, and is currently based in Sydney, where Bechtel is the official delivery partner for the Tunnels and Excavation package of Stage 2 of the Sydney Metro project.

She says: "Having joined Bechtel's gas and oil sector, I got bitten by the infrastructure bug and fell in love with the tangible difference it could make. I was always very interested in urban transport projects and then I got a big opportunity to manage St Pancras International and the testing and commissioning of Eurostar, before moving on to Crossrail.

"They were both fantastic projects to be involved in. They weren't just transport projects - they had lots of other interesting facets like urban regeneration, and setting the benchmark for other stations and similar projects around the world."

Ailie was brought up in a household which encouraged her to pursue a career in engineering as her father was a mechanical engineer and her godfather was a chemical engineer.

In order to encourage the next generation to consider following the same career path, she now employs the simple tactic of letting the impressive scale and impact of civil engineering speak for themselves.

She explains: "I try and pick a couple of stories to tell like how many football pitches we can line up inside a station box, or I might show 'then and now' pictures from when a tunnel is dug. It helps people see how much of a difference they can make to the urban landscape and to people's lives.

"Rail is something that makes a real difference to people's lives, whether that means getting to work or connecting communities, and as engineers you get to see the tangible fruits of your labour."

Away from work, Ailie's hobbies include playing hockey and dinghy sailing, and she has two grown-up children who live in the UK.

On managing her work/life balance she says: "What I tell people who I mentor, or who ask for my advice, is that it's like juggling three balls. One is family, one is friends and one is work, and when I juggle them I make sure I never drop the family one." ■

Natalie Whitehead

Site Manager, Route Services, Network Rail

People take some surprising routes to a railway career, but perhaps one of the more unusual is that of Natalie Whitehead. She did a degree in performing arts with the intention of becoming a professional dancer. Now she manages Whitemoor Yard in March, Cambridgeshire, at Network Rail's national recycling plant, which processes the equivalent of 13 Eiffel Towers of scrap metal a year.

"I live in March, which is very much a railway town. I saw a job for a part-time production assistant at Whitemoor when I left university. It was local and Network Rail enjoys a good reputation in the area, so I went for it."

Natalie joined Network Rail in 2013 and has made swift progress in the past five years. Her enthusiasm for the job meant that when her line manager said he was thinking of leaving, she asked him to teach her about his role. His mentoring enabled her to rise to site manager in July last year.

"I accept all of the redundant assets that are no longer used or wanted in the railway. They come to me and my team then dismantle and grade them. Obviously Network Rail has standards it has to adhere to, so we grade the assets into either serviceable sleepers or rails, or unusable items.

"If it's serviceable we sell it back into the railway, so we're recycling a lot of materials. With the unusable stuff we send it out to be used for cattle walkways or to garden centres for wooden sleepers for gardens - that kind of thing. We also send the wood off, if it's in a really bad state, to be incinerated, where it gets turned into energy. So we try and landfill only general waste, which is brilliant when you consider the amount of materials that we accept every year."

Whitemoor recycled 79,000 tonnes of scrap metal in 2016/17, equating to £7.5 million in savings for the railway.

"I get a lot of pride from knowing that if we didn't do what we do it would all just be waste scattered around the country. Network Rail is publicly funded and we all pay taxes, so knowing how much money we're saving as a company makes me proud."

The site occupied by Whitemoor Yard was previously wasteland, so there were already plenty of established wildlife habitats before Network Rail came along.

"We do a lot with wildlife. We have put up bird boxes, for example. We have a responsibility to look after the environment and not destroy the habitats. That's one of the things we closely monitor. Being adjacent to a town, we also have a lot of neighbours, so we're restricted, planning-wise, for noise. So I have to actively monitor that on a daily basis to make sure we're keeping everyone happy."

This is one of the reasons that Whitemoor only operates from 0700-1600 weekdays; carrying out its activities on weekends or bank holidays would make it quite unpopular with its neighbours. But this is also one of the perks of the job for Natalie because it means she has a great work-life balance and can get home while the sun is still shining in the summer. It also gives

her the time to indulge her passion for dancing; she still performs with a local dance group, giving her an opportunity to invite her colleagues along to watch her.

"This wasn't necessarily the career I was planning on but, now I'm in it, I can't see me ever coming out of it."

"I've never had a degree in a related subject. I know it's a desirable thing to have but you don't always need it. I learnt from the bottom up and I had so much support from my manager. He taught me everything I know. You can't learn that experience from a book.

"So many people rely on the railway, so to know that I'm part of that movement is great. There is so much to learn. It's not just about trains running on tracks, it's so in-depth and, just when you think you have all the knowledge, you'll find that there's still be so much more to learn. The possibilities in the railway are endless." ■



Mavish Mehmood

Graduate, Network Rail

“I’ve only been here eight months, but it’s really good!” Having only started on Network Rail’s General Management Scheme for graduates in September 2017, Mavish Mehmood is real newbie to the railway but, even in that short time, her tenacious personality is already making an impact on the network.

“At entry level you think you’re only going to be doing small tasks, but I’ve been given the opportunity to go out on track, see what the issues are, where we can save money and actually do something that will make a difference, and then getting the recognition for it as well. It’s great how Network Rail realises that even at entry level, young people are capable. You worry that you might not be taken seriously but I’ve not had that experience. It’s been the complete opposite.”

“The best thing is knowing that you’re making a difference on a larger scale”

Mavish graduated with a degree in Business Management and never planned for a career on the railway. She originally joined a graduate scheme with a car rental firm for a year, but she found the sales-based, target-driven environment didn’t suit her and wanted to join an industry where she felt she was contributing to something important.

“I was looking at other graduate schemes and I came across Network Rail. I knew I wanted to go into projects and that Network Rail was involved in some really big infrastructure projects in the UK that actually mean something to the economy and give something back to society. I thought it would be a great

opportunity to get involved.”

The scheme Mavish is on gives her the flexibility to pick her own placements across the business to learn about the specific areas that interest her. Network Rail considers applicants with a degree in any subject and then gives successful candidates the opportunity to develop their knowledge of any aspect of the railway, from safety and station management to performance, finance and operations.

“With a graduate placement, shifts vary depending on what you choose. So if I wanted to go and do station management, I would be on a shift pattern. Mainly because of what I’ve chosen, I’m on normal office hours, but next week I’m going out with a mobile operations manager [otherwise known as MOM] and they work shifts, so I’ll be doing an 0500 to 1400 shift with him and I’ll be out on the track all day. It was my choice to take that opportunity though.”

Mavish has already been involved in an efficiency project to improve the management of strategic spares for switches and crossings equipment, which will help the company to save money.

“The best thing about it is knowing that what you’re doing is actually making a difference on a larger scale, so you might be doing something really small in the office, but if you’ve done it well, maybe someone else in a different area might adopt it and it will help save money, which can then be invested in different areas of the railway. I like the idea of having a strategic view of things and working on a long-term solution.

“My dream job on the railway would still be something involved in infrastructure projects. I love helping to take a concept and making it a reality. When I come off the graduate scheme I’d like to go into projects, be involved in their early stages, and then see them being delivered and making a difference to millions of people - that’s my dream.”

Even after only a short time in the industry, Mavish is keen to encourage others to start a career in rail and has been extolling the benefits of its dynamic environment to her friends, one of whom has just secured a place on a graduate scheme with FirstGroup.

“I told her about the culture in the industry. Network Rail promotes a balance between personal life and work, mental health and wellbeing, and driving diversity and inclusion. Obviously it’s quite a male-dominated environment but they are working hard to encourage more women into the business and they’re doing a lot to drive that change. It’s just a great place to be.” ■

Jenny Duff

Train Driver, Virgin West Coast

“My office desk is the driving cab of a 125mph train. The views are constantly changing so I definitely wouldn’t want to do anything else.” Jenny is one of 63 Virgin West Coast drivers

based at Liverpool Lime Street. Trained to drive the operator’s fleet of Class 390 Pendolinos or Class 221 SuperVoyagers, she can be found at the controls of services between London Euston and Merseyside or the North Wales coast.

Having graduated in geography from Edge Hill University, she joined the rail industry in 2011 as a guard with Merseyrail. It was there that she became a driver, before being recruited by VWC in September 2017.

“I can safely say that when I was growing up it was never my dream to become a train driver. After I’d finished university I worked in a cinema, but I had a friend who was a train guard and she persuaded me to join Merseyrail.

“I was a guard for a year and a half before I became a driver, and then an operational training manager for other drivers.

“I don’t think you need a degree to become a train driver, but I do think it taught me how to be focused and disciplined, so it probably did open some doors for me.”

Jenny says there are many benefits to being a driver, not least the remuneration package she receives, discounted travel on the national network and a generous holiday allowance.

She is never required to work on Christmas Day or Boxing Day, and her shift pattern means that she is given ten rest days off every fifth working week.

She says that the only negative is that she is not a morning person, which makes her 0230 wake-up calls sometimes difficult when she is on early shifts.

“It takes a certain type of person to do this job. You have to be focused and you have to concentrate for long periods of time, but I would tell people to go for it if they have a desire to drive trains for a living.

“There are lots of benefits, like having a decent pension and being quite well paid, but shift work can sometimes go for or against you. The alarm going off stupidly early is never a good thing and it can be frustrating when you miss out on bank holidays, or doing things in the evening with your friends or family so, like many things, it can be good and bad.

“As it’s a safety-critical role we always have a minimum of 12 hours between shifts and a long rest every fifth week, which is pretty good.”

What about people with families?

“We can swap our leave if people ever need half-term off to be with their kids. Having children and doing this job can be a challenge but it’s definitely not impossible, as we’re always helping each other out.”

It’s just as well that Jenny gets a generous holiday allowance and lots of rest days as her passion is to travel the world. She is also a bit

of a petrolhead, and has been known to race Porsches at racetracks in the UK and abroad. Last year she fulfilled a dream to drive a Ford Mustang on the USA’s Interstate Highway system, and she plans to take her Porsche Boxster S to Germany this summer to drive on the autobahns and the Nürburgring.

“I love cars, holidays and travelling, so if you can combine them all then that’s all to the good, and this job lets me do just that.” ■

“It takes a certain type of person to do this job. You have to be focused”



Tammy Samuel

Partner, Stephenson Harwood

“I like being able to point at things that I’ve been involved in, such as trains that I helped to buy or sell. I’m involved in a big project on Crossrail and I can’t wait for the service to start so I can say I did my little bit to help.”

Tammy Samuel has been a lawyer for more than 20 years and worked on her first rail project within just a few months of starting.

At the time, there was no such thing as a rail specialism in law; legal issues were dealt with by corporate or commercial lawyers, which was precisely what Tammy had planned for her career. But one railway project led to another and she gradually became more specialised, helping to set up the railway division at her previous law firm. Joining Stephenson Harwood five years ago, she set up its commercial railway practice and now works exclusively for railway clients.

“The breadth of careers in rail is enormous. It’s not just about getting your hands dirty”

“I got bitten by the bug! I see myself as a commercial adviser as well as a lawyer. If I say to people I’m a railway lawyer, they don’t really understand what that means, so I explain that I specialise in advising railway companies on anything that they do.”

Her clients include train operators and builders, maintenance companies, contractors and authorities. It’s a surprisingly broad specialism. Tammy deals with everything from £3 billion rolling stock contracts down to passenger claims for delayed trains.

“In some senses law in the railway is similar to other areas. For example, if I was a project lawyer building a road, it’s not massively different to building a railway. Where the railway differs is that I get to understand how the rail industry deals with particular issues in a highly regulated environment, so I understand the stakeholders and where the politics lie. That enables me to advise not just on the purely legal issues but also more broadly, and to put the legal advice in context. That’s what I really enjoy - it is a unique environment.”

“I’m a bit of a problem solver, and there always seem to be lots of problems and change in the rail industry, and that appeals to me. It’s not static, you’re not doing the same thing again and again. There’s always something slightly different that needs to be dealt with and you have to think your way around that.”

The same thing Tammy finds enjoyable is the thing that she confesses can be “slightly irritating”. The industry has its fair share of people with quite entrenched views, and getting them to think in different ways can be challenging. But Tammy admits that this is exactly why the industry needs people like her, to offer fresh perspectives, and it gives her the chance to make a real difference.

You wouldn’t guess from Tammy’s calm, focused exterior that she has a hectic life behind the scenes.

“I have four children, two of which are almost grown up. My eldest daughter is at university studying to be a doctor and my second is about to start a law degree - I’ve not managed to put her off!”

Perhaps more surprising is that she somehow fits in coaching an under-18s girls rugby team, having played rugby for Saracens and England herself when she was younger.

“As if I’m not busy enough! But I really enjoy it. It’s the kind of thing I can do and not think about anything else.”

Managing such a busy life is a matter of balance for Tammy, prioritising work and home when each demands it most. But the ‘organised chaos’ adds to the variety she loves about the industry.

“The breadth of careers in rail is enormous. It’s not just about getting your hands dirty under trains or building track. Heavy engineering is such a small part of what you can do.

“The industry is becoming very technical. Gone are the days when you maintained a train by getting your hands greasy in a boiler suit, it’s all computerised - such as analytics and testing things.

“We should be attracting the next generation of computer scientists, of people who can develop apps and smart ticketing technology.” ■

Lucy Prior

Membership Development and International Trade Director, Rail Alliance

Lucy Prior is one of the railway’s unsung heroes. She’s played a vital role in the success of many companies in the industry, but works very much behind the scenes.

Unlike many people who work on the railway, Lucy is not an engineer, and hasn’t studied maths and physics for work, but appreciates the sciences while also being an art lover. This combined appreciation of the sciences and arts has served her surprisingly well in her career in rail.

Lucy did a degree in languages and is fluent in French and Spanish. Having worked in sales for a number of years, she reached a point in her career where she wanted a new challenge and contacted a recruitment agency with two requirements - a job in sales in which she could use her language skills.

“A few weeks later I was working for Mechan - a company that manufactures rail depot equipment in Sheffield. Within my first week I was on their stand at a big international rail event in Berlin [Innotrans], using my languages and working in sales.

“So, I got into rail by accident, but I don’t think I’ll ever leave it.” She’s now been in the industry for almost 12 years.

“I’m really proud to work in the railway, but I didn’t set out to get a railway job. Having said that, I’m constantly recommending the sector to people because of the massive opportunities it offers.”

Lucy now works for Rail Alliance as membership development and international trade director, which is a long title for what she says is essentially just talking to people!

“I join the dots. I’ve been so lucky because I’ve progressed from pure sales and following opportunities, to business development where you’re finding and nurturing new relationships, to where I am now, helping others to do that.

“I absolutely love the job I’m in now because I come across such a diverse range of people.”

Lucy describes a day that really encapsulates the best aspects of her job. In the morning she had met with the head of innovation at a “really snazzy” train operating company to look at more interesting ways to use passenger waiting rooms outside of peak hours. Within six weeks, that meeting had turned into an invite-only First Class waiting room launch event. The afternoon of that first meeting, she was visiting a Sheffield steel working company, learning about trepanning and metrology.

“I speak to any and all manner of companies within the rail sector and join the dots between all those different players and help introduce people to one another.

“I get to meet so many amazing people doing so many amazing things. Someone will come to me with a problem; they need to find a product or service, or sometimes they’re the ones with a product they want help selling. It’s just so cool to be able to put people in touch with one another and make the connections that can save them years.”

Because Lucy’s job is to meet people, she travels all over the country, which is challenging to manage for a parent of two young children and what she describes as a “gaggle of pets”. But she says her children love that she always has a story to tell when she comes home and that “mum has been to a different town every day”.

“The bosses of my company are remarkable in their attitude to

flexible working. They trust me to do my hours, which I do, and then some. I also have an amazing support network at home. Having access to childcare both official and unofficial is a complete lifesaver, as is a partner that supports me and shares childcare duties as much as possible.”

It’s Lucy’s arts background that really keeps her sane and that, she firmly believes, is just as important to the railway and society as a whole.

“I’m not an engineer, but I work in an engineering environment and I sometimes fear that we over-focus on STEM [Science,

Technology, Engineering & Mathematics] subjects and miss that the arts are so important to us. I’d really like to get involved in Fun Palaces, which promote arts and culture at the heart of communities. Check out www.funpalaces.co.uk if you haven’t heard of them, and if you’d like to support a rail-themed Fun Palace, just let me know!” ■



Kendra Ayling

Group Head of Brand and Marketing, Hitachi Rail

“I fell in love with trains by accident.” Kendra Ayling was a fashionista. She didn’t even like trains, let alone love them. After leaving school, she went on to do a degree and a Masters at the London College of Fashion. Her dream had come true - she worked in marketing for Alexander McQueen, Prada and Juicy Couture and she loved it. But she quickly realised that the fashion industry wasn’t right for her, and that the people could be a real challenge to work with - think *The Devil Wears Prada*.

She was offered a contract with Panasonic for a year, to launch their 3D televisions into the UK, and found that she really enjoyed working for a Japanese company. When her contract finished, a six-week temporary contract came up for Agility Trains.

“When I began I was asked if I knew anything about trains - I said ‘I never use trains!’” Her six-week contract with the Hitachi-owned firm took place in 2011. Kendra is now Group Head of Brand and Marketing for Hitachi Rail at the age of 31.

“Anything that’s due to leave Hitachi bearing our corporate

“The railway affects people every single day. You’re not going to get that with a handbag”

logo crosses my desk. That covers everything from events and exhibitions, brochures, social media; anything we do where we’re engaging with our customers, suppliers or members of the public. My job is to make sure that it supports the sales team and the wider business in terms of selling new trains.”

Kendra was promoted to her current role in December, leading on marketing across the global business, having been promoted to head of marketing for Hitachi Rail Europe a few years ago.

“One of the joys of being at Hitachi is that it’s so fast moving all the time. When I joined the company six years ago there were 200 people in the whole business. Now we’re up to about 2,600. It has grown really quickly, which has brought amazing opportunities that have allowed me to grow with the business.”

Unlike many Japanese companies, Hitachi’s head office is in London, where Kendra is based. But it hasn’t stopped her being able to travel to Japan frequently for work. And that’s why she couldn’t appear in the group photographs - she was in Japan planning Hitachi’s presence at a big exhibition later in the year.

Planning exhibitions and events is one of Kendra’s favourite roles.

“You get a real sense of family in the rail industry. One of the things I’ve realised is that the industry you work in doesn’t matter, it’s the people that you’re working with that makes the difference and the railway has some of the best people that I’ve ever worked with. If we put on an event or a party, it’s like throwing a party for your friends. Some of the things I do, people talk about for a long time - things like the Hitachi-branded Lego and Monopoly sets we did. People remember us for things like that and they come to us for innovative ideas, which is really rewarding.”

Working in a Japanese company does come with its challenges though - like the nine-hour time difference, restricting the window in which she can talk with Japan-based colleagues to between 2300 and 0100. Kendra’s take on this is that having a work/life balance is not about working 9 to 5 and then going home. She’s quick to mention that it’s her three pugs and Tottenham Hotspur that are her grounding in such a busy life!

In her own words, Kendra is “full of energy”, which is what makes coming from a different industry beneficial to her - she can bring a fresh perspective to the railway.

“If somebody had suggested working in rail, it just wouldn’t have appealed to me at all. I went back to my old school recently to give a talk - it’s an all-girls school in East London.

“When I said I worked in fashion they all went ‘wow!’ When I said I worked in rail they all looked really disappointed. I asked them how many of them owned a Prada handbag. One or two people raised their hands. Then ‘how many people own a 3D television?’. Maybe ten or 20 people raised their hands. Then I asked them how many of them had been on a train in the last week and every single person in the room put their hand up. I felt that sense of achievement where you know you’ve touched every single one of their lives somehow - the railway affects people every single day. You’re not going to get that with a handbag. That’s what has made me stay in rail for so long.” ■

Laura Wright

Head of International Policy, Rail Delivery Group

Laura is “fourth generation railway”. Her father, grandfather and great-grandfather all worked in rail, so it’s fair to say it’s in her blood. But how she ended up working in the industry was still a bit of an accident, because her first passion was politics...

“I was studying law and intended to be a barrister, but then I became distracted by politics at university. I started working in Westminster during the day and was a Lib Dem councillor in the evening. I thought I needed to get some real-world experience that wasn’t in politics. My dad suggested I apply for a graduate scheme somewhere, and so I applied for one at Network Rail. I thought: ‘I’ll stay for a year, get some training and go back to politics.’”

That was 12 years ago. Laura completed NR’s general management graduate scheme, based at a maintenance delivery unit in Tottenham, which she says was a bit of a shock after working in the Palace of Westminster!

“I got to go on-track on a night shift and really gained an appreciation of how the railway works. Then, for the second part of the scheme, I was on a programme helping to make cost savings.”

Just over two and a half years ago Laura joined the Rail Delivery Group in the impressively titled role of Head of International Policy. Broadly speaking, her role covers three areas: influencing European Union regulations on rail transport; helping to sell the British rail industry abroad and increase exports; and building relationships with other railways so that we can learn and improve our railway based on the experiences of others, while also working together on issues such as Brexit.

With an international role, Laura travels abroad at least three or four times a month. In fact, a four-day conference in Amsterdam is the reason Laura could not appear in the group photographs for this publication.

“I’ve been nagging my husband for a dachshund for a long time but I’ve been told ‘no’ because I travel too much! But one of the things I love about the RDG is that it’s quite a flexible environment. If I’ve spent five nights in a row working away from home, I can take a cheeky half day, or work from home. I find it quite easy to balance my life because I’m in such a supportive environment.”

European politics and Brexit take Laura to Brussels frequently, where she says she feels as though she has another team, aside from the one she left back at RDG.

“I have 30 counterparts who work for all the different railways and I see them at the various events. Working with the international team, with all their different cultures and perspectives, is really interesting. When I joined the rail industry, if someone had said to me ‘you’re going to travel to the US and Canada, you’re going to get to go to Russia and jet off to all these amazing places’, I’d have just laughed at them, but it’s really amazing.”

Laura’s job really does seem to be perfect for

her, since she has always enjoyed travelling. In one case, this has given her a slightly unusual talent...

“I know how to say ‘thank you, I’ve had enough rice and lentils’ in Nepalese. I taught English in the Himalayas when I was younger, near Darjeeling, and we were served three meals a day of the same thing. I very quickly learned to say ‘thank you, I’ve had enough!’”

The challenge is what Laura really loves about the railway, and the variety of roles available means she knows her next job in rail could be completely different to the one she has now.

She definitely sees herself staying on the railway, while still indulging her passion for politics. Slightly embarrassed, she admits that her dream role would be on the Transport Select Committee.

“The rail industry is a really great place to work and I can’t recommend it highly enough. I really love it.” ■

“The rail industry is a really great place to work and I can’t recommend it highly enough”



It took a lot of careful positioning and lighting to achieve the right effect on the staircase. We had a small panic to begin with trying to find power sockets for the lighting, and became the source of much interest for guests and visitors to the hotel. NIGEL HARRIS.

The cover photograph in all its glory, with the cover ladies quite literally beside themselves! Thanks to Jack Boskett's photographic skills and RAIL's Art Editor Charles Wrigley's Photoshop genius.

Shooting the shoot...

The inspiration for this entire project came from lots of different sources, but RAIL's Managing Editor Nigel Harris and I knew from the beginning that great photography was at the heart of it. We wanted to bring together a diverse range of women from the industry and in one photograph capture the breadth of opportunity the railway offers.

So we set about arranging a photoshoot to bring our 18 women together... which was not an easy task! We wanted the location to be somewhere that was important in railway history, and felt that the St Pancras Renaissance Hotel was the perfect location.

When the hotel opened as the Midland Grand Hotel in 1876, it was described as innovative, and ahead of its time. Having undergone a transformative restoration that was completed in 2011, it is an iconic example of innovation and transformation on the railway, just like our 'New Transformers'.

We chose the high-Victorian Gothic Grand Staircase at the hotel as the location for our group photographs and I'm sure we don't need to explain why! But arranging a date for 18 women, some of whom frequently work overseas, some with complex shift patterns and many

not based in London, was challenging. You will notice that three of our women were not able to be at the photoshoot (Kendra Ayling, Laura Wright and Lucy Prior), all of whom were busy with their international day-jobs at the time.

The other 15 were photographed in their work gear and then in what we described as 'something that makes you feel like you', to show the person behind the role and to express their individuality.

We also set up a photograph that required some Photoshop wizardry by RAIL's Art Editor Charles Wrigley afterwards. If you open the covers of your supplement out and lay it flat, you will notice that the same individuals appear on both sides of the staircase, just in different outfits (see photograph, top right).

Regular RAIL photographer Jack Boskett took all of the amazing photographs in this supplement, with just a few exceptions... 'shooting the shoot' behind the scenes was Nigel, who captured some of the more candid moments that afternoon, which we thought you might like to share in as part of this project's story... ■

Stefanie Foster
Assistant Editor, RailReview



One of the most rewarding things about the photoshoot was the instant camaraderie that developed between a group of women most of whom had never met before. NIGEL HARRIS.



Nigel was determined to catch BTP Officer Beatrice Smith smiling - we just wish we could remember who made her laugh! NIGEL HARRIS.



Once all the photographs had been taken for the supplement, Network Rail Graduate Mavish Mehmood asked if she could have her photo taken on the staircase... and she started a bit of a trend, that was followed by...



London Overground's Temi Faniyi...



Network Rail's Natalie Whitehead...



Eversholt Rail CEO Mary Kenny...



And me, with photographer Jack Boskett (his assistant took the photograph) and Nigel Harris.

If you've been inspired...

The whole idea behind this project is to inspire people. So, if we've achieved that and you want to find out more about joining the rail industry, moving your career forward in rail, finding a mentor, or helping to inspire others, here is some information to help you along the way.

For general advice on joining the rail industry or developing your career...

The National Skills Academy for Rail

NSAR is an organisation established to enable the rail sector to deliver a modern and efficient, world-class railway through the development of a highly skilled and productive workforce.

NSAR provides information for employers and current employees of the rail sector about training schemes, apprenticeships and more. It also has a growing number of resources for those looking to start a career in rail.

Its website offers links and contact information for careers and training advice across the industry: www.nsar.co.uk



For job opportunities, apprenticeships and graduate training schemes...

Network Rail

A number of different apprenticeships, graduate training schemes and jobs can be found on Network Rail's website: www.networkrail.co.uk/careers

If you are interested in the path taken by Mavish Mehmood, who was interviewed in this supplement, she is currently on the General Management Scheme, which is suitable for a wide range of people. This is what NR says about the type of person who should apply:
 "You're a people person with a creative flair for solving problems. With excellent analytical skills, you're adept at understanding and interpreting data and presenting it in a clear, informative way. You'll demonstrate the leadership skills, drive and determination of a future senior manager. You're flexible and prepared to move around the organisation, grasping every opportunity to develop yourself and your career."



For mentoring, support and networking opportunities...

Women in Rail

Women in Rail is a networking organisation supporting women in the railway, although it offers its services to men as well. It holds a number of events throughout the year and has a very successful mentoring programme.

Visit www.womeninrail.org for more information.

"For a bigger and better future, the railway industry needs to reach a place where its workforce is diverse. To meet this objective, it is vital to promote rail as a career of choice, to redress the gender balance and fill our ever-growing pipeline with diverse and outstanding talent. Women in Rail, a charity launched in 2013, comprises men and women from the UK railway sector, working alongside major stakeholders in the industry to redress this imbalance."

Adeline Ginn, Founder & Chairman, Women in Rail



For support and guidance as a new entrant to the railway...

Young Rail Professionals

YRP is a membership organisation run by its members, for its members. It brings people together from across the industry to help them enhance their careers, make new friends and network with colleagues on the railway. YRP runs a number of events across the country to provide networking opportunities, mentoring and education to young people in the industry, and to anyone who is new to a career in rail, whatever their age. Membership is free and there are plenty of benefits to joining. Visit www.youngrailpro.com for more information.



All of the organisations mentioned in this supplement have their own training and recruitment opportunities, as well as the vast range of companies we weren't able to include. So there really is no end to the possibilities offered by the railway!



Women in Rail

In the UK, SYSTRA Ltd provides rail and urban transport engineering services and transport planning consultancy. SYSTRA is a global leader in public transport infrastructure. Our 6,100 employees specialise in engineering and consulting. We have three distinct, sustainable product lines; high speed rail, conventional rail and metro/light rail.

SYSTRA is an Equal Opportunity Employer, offering employees fulfilling opportunities to work on some of the most iconic and important transportation projects in the world. From disruptive technologies such as Hyperloop to clever thinking about how to extend the life of ageing assets; from local schemes encouraging walking and cycling to high speed rail lines connecting major cities, our people create a legacy for future generations.

Women are an integral part of the team across all levels of our organisation. Gender equality and embracing diversity is a key business priority, fundamental to our success.



Our business vision is clear; growth of a successful UK engineering organisation with a reputation for excellence. We define excellence as the delivery of safe, innovative, technically assured solutions for our clients. We achieve cost efficient, on-time excellence by working collaboratively with our clients, our industry partners and our supply chain. Our people are inspired to achieve their best, with opportunities open to everyone. SYSTRA's Women in Rail are leading the most exciting projects in the UK with the best talent from around the world.

For more information please contact:
 Julie Carrier: jcarrier@systra.com



www.systra.co.uk



Supporting partner:

