

# DIVERSITY AND INCLUSION STRATEGY

2024 - 2027  
April 2024



# Diversity and Inclusion in ORR



ORR's role is to protect the interests of rail and road users, improving the safety, value and performance of railways and roads today and in the future.

To do this effectively we need the right mix of skills, strengths and perspectives. Having a wide range of talent enables ORR to be more innovative and also resilient; and diversity of background brings new experience into the organisation and also allows us to engage better with our stakeholders.

But it's not just about attracting diverse talent, it's about creating the right culture where people want to stay and contribute their best. For us, inclusion means everyone having a sense of belonging as well as being appreciated for the uniqueness of what they bring. We want to create a climate where diversity of thought and ideas is welcomed and valued, and where we use employees' knowledge and expertise to maximum advantage.

We all have an important role to play. I and other members of the Executive and Board are committed to building on our momentum in diversity and inclusion and we will work together across ORR to deliver this strategy.



**John Larkinson**, Chief Executive

# ORR Board



I have seen the benefits that diversity and inclusion can bring to organisations – from better decision-making to greater trust among the customers and communities they serve – and as Board Champion for D&I I am delighted to see this refreshed strategy for ORR.

Setting out a clear path to 2027, it is based solidly on the learning from our first strategy. ORR has worked hard to understand not just where we are as an organisation and how our goals, actions and processes can be improved, but also what has changed in the world of D&I over the last three years. I am pleased to have seen significant engagement with ORR colleagues to build the strategy.

Listening to and learning from our people is essential for continuous improvement and I hope that involvement will help ensure its success.

The ORR Board's People Committee and the Board will continue to take an active interest in the new strategy, not only in its implementation but in what it achieves. I look forward to seeing positive outcomes for both colleagues and the organisation.



**Anne Heal,**  
Non-Executive Director and  
Board Champion for D&I



# Introduction

We have a legal duty under the Equality Act 2010 to eliminate discrimination, harassment or victimisation of people with protected characteristics.

As a public authority, we are also required under the Public Sector Equality Duty to consider the need to promote equality of opportunity and foster good relations between people with a protected characteristic and those without.

But we want to do much more than just focus on our legal duties. We want to take action to ensure that we have the diversity of thought and skills we need in our workforce and that everyone feels comfortable and respected at work.

We demonstrate our commitment to Diversity and Inclusion (D&I) through the values that underpin everything we do: we aim to be **inclusive, professional, ambitious and collaborative**.

At the end of 2020, we published our first Diversity and Inclusion Strategy, which set out our D&I road map for the next three years. The implementation of our strategy was championed by Executive and Board-level sponsors and we have achieved many, but not all, of our objectives. Our progress so far is summarised in the following pages, along with our learnings.

This document presents our refreshed Diversity and Inclusion Strategy for 2024-2027, including our goals, how we will meet them, and how we will ensure delivery.



# Our progress to date



## Diverse representation, equal pay and inclusion

We have increased **representation** across the majority of our target characteristics.

The percentages of ORR colleagues who are female or recording a disability have increased and the proportion who are minority ethnic matches the national average.

	ORR 2023	Civil service 2023	Census E&W 2021
Female	44% ↑ From 40% in 2020	55%	51%
Minority ethnic	19% ↑ From 18% in 2020	15%	18%
Disability	7% ↑ From 5% in 2020	16%	18%
LGBTQ and other	6% ↑ From 5% in 2020	6%	3%

# Our progress to date



## Actions that have made a positive difference

Our increase in representation has, in part, been achieved by improving our recruitment process. We have broadened our criteria in job descriptions, used recruitment channels with wider coverage and improved the diversity of our interview panels.

We set an expectation for everyone to have a D&I objective and provided mandatory and non mandatory D&I training.

We have also refreshed our values, making inclusivity explicit. These are promoted across the organisation, with formal recognition of where individuals demonstrating them have made a difference.

## Continuous improvement

We have developed this refreshed strategy learning lessons from the last three years. For example, we have:

- made the D&I themes simpler and more engaging, to increase buy-in
- ensured responsibilities for delivery are clear, with no gaps and overlaps
- reflected the pace that D&I policy is developing and factored in learning on topics such as intersectionality

This strategy was also informed by the rich and varied set of responses and suggestions we received from engaging with colleagues and our D&I network.



# Our progress to date



## Gender pay gap



In our 2023 annual people survey we scored

**81%**

for **inclusion and fair treatment**

### Median pay gap Hourly rate

2023	<b>2.9%</b>
2020	<b>17.4%</b>

### Median pay gap Bonus payments

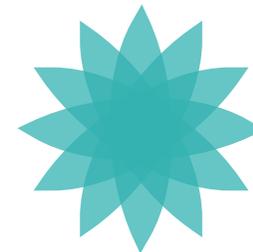
2023	<b>16.7%</b>
2020	<b>25.0%</b>

### Mean pay gap Hourly rate

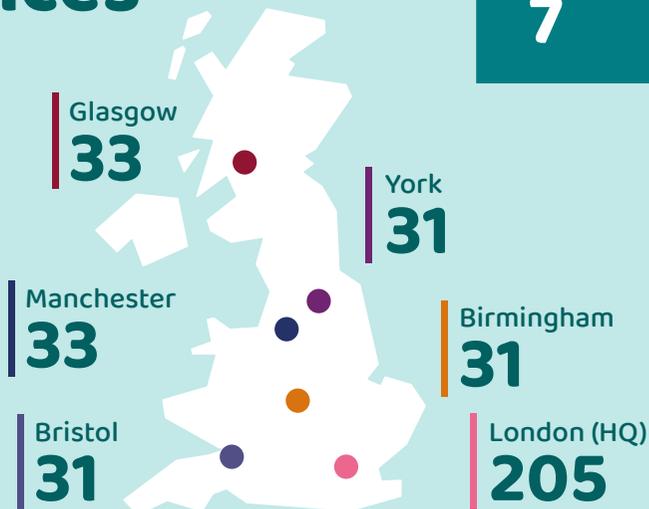
2023	<b>7.1%</b>
2020	<b>17.9%</b>

### Mean pay gap Bonus payments

2023	<b>16%</b>
2020	<b>7.2%</b>



We are located in **6 offices**



No Permanent Office base  
**7**

**159** people in regional offices

**205** people in London HQ

Our gender pay gap report is published at [Diversity and inclusion | Office of Rail and Road \(orr.gov.uk\)](https://www.orr.gov.uk/diversity-and-inclusion)

# Our themes, goals and enablers



Our new three-year D&I Strategy has four themes, with everyone playing a role in their delivery:

**Representation**

**Ownership**

**Leadership**

**Engagement**

Each theme has **goals**, which can be short-term (i.e. within this strategy timeframe), longer-term or ongoing, with progress tracked year on year and **enablers**, which are areas of focus to aid achieving the goal. We have a separate annual action plan which lists the specific actions through which we will achieve these goals and enablers, along with their owners and delivery dates.

# Our themes, goals and enablers



## Representation

### Goals:

- **A workforce that is representative of the UK population (long-term goal)**

We recognise that we won't achieve an exact match to the UK population, but we will ensure our recruitment process is accessible, attractive and promoted to a diverse range of applicants, and use a variety of mechanisms to introduce people from different backgrounds to what we do. While this is primarily focussed on protected characteristics, we also have actions around social mobility, which will benefit those with multiple characteristics (intersectionality).

- **Consistent representation at all levels and all directorates in the organisation (long-term)**

We will explore ways we can obtain the skills and experience we need from a more diverse pool (for example through appropriately targeted campaigns or building talent through different channels such as apprenticeships). We will ensure the whole organisation is committed to our recruitment goals.

- **Minimal pay gaps between people with and without protected characteristics (long-term)**

This goal is closely linked to the first because improving representation should reduce pay gaps. We will also ensure that there are no structural issues that cause people with different characteristics doing the same job to earn different amounts.

### Enablers:

#### We will:

- ensure our people follow our recruitment processes based on the Civil Service recruitment principles and enable the open attraction of diverse candidates to be recruited fairly and on merit
- continue to collect the diversity data of our workforce and recruitment decisions to ensure inequalities and bias are identified and targeted
- be transparent about our diversity data, holding ourselves accountable to promoting fairness and addressing inequality



# Our themes, goals and enablers



## Ownership



### Goals:

- **We all own our D&I responsibilities (ongoing)**

We will ensure everyone recognises this, and commits to and promotes the D&I strategy as well as contributing to its achievement. All of us will personally demonstrate and be responsible for our inclusive behaviours.

- **Continue to consider if, and how, our regulatory decisions impact on people with protected characteristics (ongoing)**

The Public Sector Equality Duty requires us to consider the need to promote equality of opportunity and foster good relations between people with a protected characteristic and those without and we need to ensure all our colleagues fully understand and implement this in their day-to-day work.

### Enablers:

#### We will ensure:

- 100% of colleagues have a D&I objective (currently 81%); that the objective is meaningful and that progress is discussed in performance reviews
- everyone understands when and how to create equality impact assessments as part of our regulatory decision-making

# Our themes, goals and enablers



## Leadership

### Goals:

- **Our leaders champion D&I and role model expected behaviours (short-term)**

In addition to our individual ownership goal, our leaders will lead by example and ensure their teams are owning and implementing the strategy.

- **Our leaders lead teams that operate in an open and inclusive way (short-term)**

Our leadership will help to create a positive workplace where individuals are respected.

### Enablers:

#### We will:

- ensure each of our leaders has a specific D&I leadership objective
- train our leaders and line managers to lead and manage inclusively
- assess leaders against both goals in their performance reviews



# Our themes, goals and enablers



## Engagement

### Goals:

- **Everyone in ORR recognises that D&I is their responsibility and embodies good practice (long-term)**

This links to the ownership goal – for ORR to have an inclusive culture we need everyone to be proactive in understanding the role they play and living it day-to-day.

- **Everyone recognises ORR as an inclusive working environment that enables them to thrive and be their best selves at work (long-term)**

This is the flip side to the previous goal – we want everyone to feel the benefit and have an inclusive and respectful experience at work.

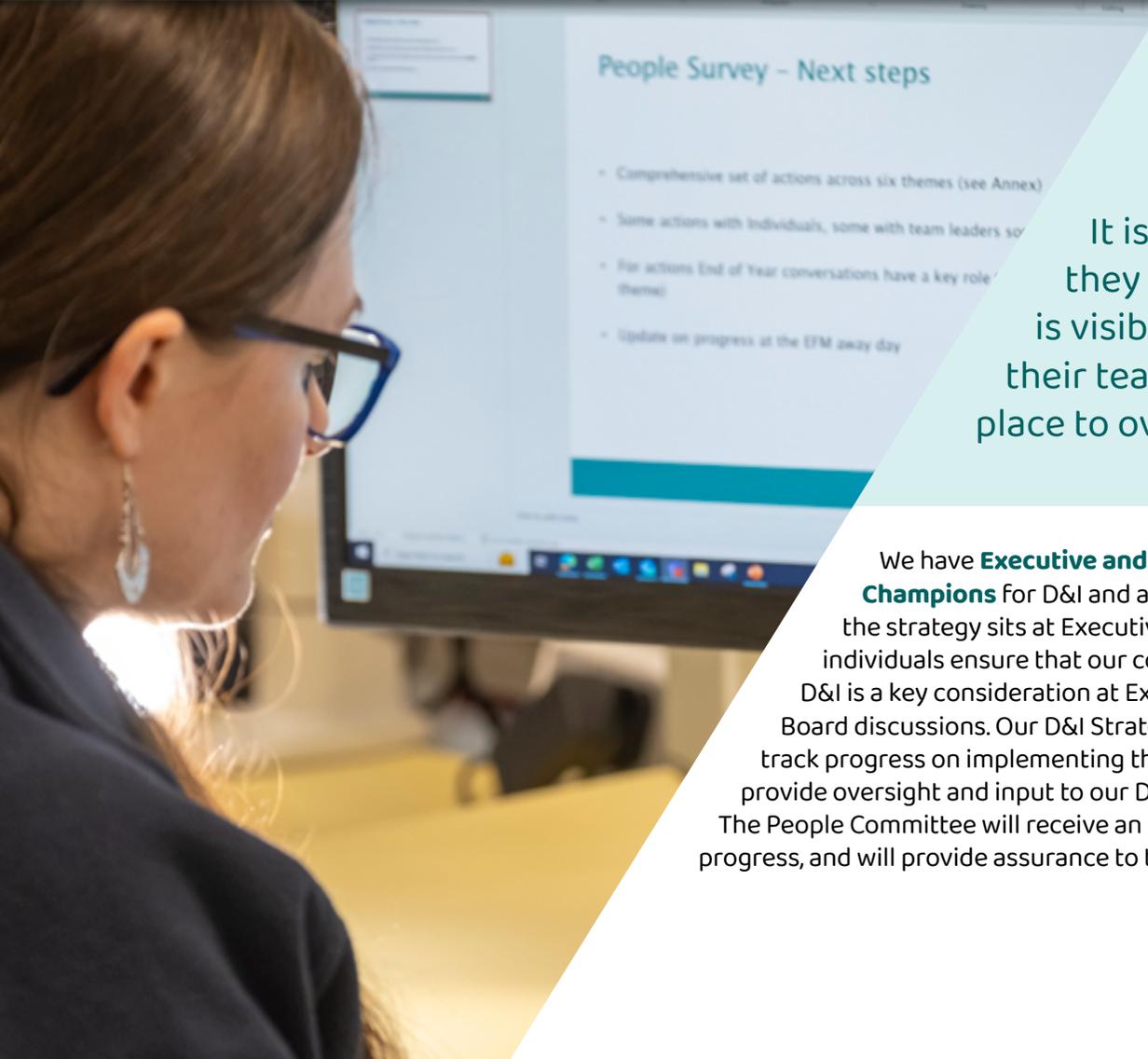
### Enablers:

#### We will:

- measure our workplace culture and experiences through surveys and other feedback channels
- continue to increase D&I awareness through our employee networks, activities, events and learning resources
- promote our resolution policy, and how our fair treatment ambassadors support it, to address grievances, bullying and harassment and ensure everyone is treated with dignity and respect



# How we will make this happen



## Governance and oversight

It is vital that everyone at ORR recognises the part they play in implementing our new D&I strategy. There is visible commitment from our leaders who will ensure their teams are fully involved, and structures are now in place to oversee progress.

We have **Executive and Board Champions** for D&I and accountability for the strategy sits at Executive level. These individuals ensure that our commitment to D&I is a key consideration at Executive and Board discussions. Our D&I Strategy Board will track progress on implementing the strategy and provide oversight and input to our D&I initiatives. The People Committee will receive an annual report on progress, and will provide assurance to the ORR Board.

We have a **D&I Network** where colleagues with an interest can discuss issues, learn and share experiences as well as hosting guest speakers and linking with other organisations. The network helps to promote and advocate for our D&I commitments.

Importantly, a separate **annual action plan** sits alongside this strategy with specific actions, owners and delivery dates that will enable us to achieve the goals. We will regularly report progress against the actions to the D&I Strategy Board, and refresh the plan annually.



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