



# Diversity and Inclusion Strategy: 2024 to 2027

## 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