

CLIC

Network Rail



Issue 166 – 27th November 2025



Simpler
Better
Greener

Continuous Learning & Improvement Cascade
Capital Programmes Eastern



Welcome to another issue of CLIC

This week's cover page features the Cambridge South Project (CSIE), a new four-platform station situated adjacent to the Cambridge Biomedical Campus and 2km south of the existing Cambridge mainline station on the West Anglia Main Line. The Project consists of three major Contractors (J Murphy & Sons, SRSA and Alstom) working under an integrated delivery model for the railway systems and station construction.

The major railway systems stage works have been safely delivered in advance of the integrated (C3R/CSIE) Stage 2 Signalling Commissioning planned to be completed in a 11-day blockade during Christmas 2025 (the third Christmas in a row for us!).

At Cambridge South Station, the build has been substantially progressed with internal fit out works well underway. The Station has certainly had its challenges in design and integration of the many station systems being installed that has led to re-work and programme delay. JMS and NR have worked extremely hard to overcome these challenges in the last few periods and to establish a programme that will now take us to the finish line and open the station to the public next summer.

Safety control, workspace separation and activity co-ordination on-site continues to be delivered at a high level, even with the increase in work activities seen in the last few periods. This is a key focus area for the team as we come towards the completion of the physical works in the early part of next year.

The Project is also on course to deliver some high sustainability outputs of 10% Biodiversity Net Gain and Carbon neutrality for the Station with the introduction of the photovoltaic (PV) cells which have been integrated with the roof design.

Stay informed, stay safe.

Kevin Sullivan

Senior Portfolio Manager

*Major Projects and Programmes - South
Eastern Routes Capital Programmes*

In this issue...

A Spotlight On BREEAM

A spotlight on a project that achieved an Excellent rating.

White Ribbon Day

A look into what the day is about and how you can help and support friends and colleagues.

Eye Protection

October was eye protection awareness month, but its message is always important.

Winter PPE

As the weather starts to take a turn, ensure you are wrapping up warm and safely while you work.

Close Calls vs Incidents

Explore the differences between the two and why it's important to report them.

Liverpool Street Station Mock Rescue

London Fire Brigade attended Morgan Sindalls site to conduct a joint exercise.

SHELT

An update from the most recent Safety, Health and Environment Learning Team.

A SPOTLIGHT ON BREEAM



The Buildings Research Establishment Environmental Method known as BREEAM Infrastructure, is a sustainability assessment and rating system specifically designed for civil engineering, infrastructure, and public realm projects. It provides a structured framework to evaluate and improve the environmental, social, and economic performance of infrastructure developments throughout their lifecycle, from planning and design to construction and operation.





The framework focuses on reducing carbon emissions, protecting biodiversity, managing resources efficiently, and enhancing resilience to climate change. It also promotes social value through stakeholder engagement, accessibility, and wellbeing initiatives. Key outputs include a verified sustainability score, certification (ranging from "Pass" to "Outstanding"), and a detailed assessment report that supports continuous improvement. By adopting BREEAM Infrastructure, railway projects demonstrate leadership in sustainable development, future-proofing assets while delivering long-term value for communities and the environment.

How BREEAM Assessments are Carried Out
Projects are registered with BREEAM and the scope and boundaries of the assessment are defined. A licensed BREEAM Assessor is appointed to guide the process. The project team collaborates with the assessor to gather evidence and ensure compliance with criteria. Project teams collate the evidence documentation demonstrating how sustainability measures are implemented. Evidence will include design plans and drawings, material specifications, energy models, and stakeholder engagement models.

The assessments are assessed against 11 categories with different points awarded for different categories.

The assessments are submitted for independent verification and a certification rating is issued: **Pass, Good, Very Good, Excellent, or Outstanding**.

Case Study: Cambridge South Railway Station

Cambridge South Station, located in southern Cambridge, is among a select group of projects to achieve a BREEAM Excellent rating, placing it in the top 10 % of the UK's most sustainable buildings. Delivered by J. Murphy & Sons, the station sets a benchmark for sustainability in infrastructure and demonstrates leadership in adopting best practices for low-carbon, resource-efficient design and construction.

Did you Know?

Network Rail Environmental and Social Minimum Requirements Standard NR/L2/ENV/015 includes an Amber clause requirement for:

8.15 For new-build projects, a minimum of 'Excellent' shall be achieved of BREEAM Standard (or equivalent).

For major refurbishments, a minimum of a 'Very Good' shall be achieved of BBREEAM standard (or equivalent)"

Notable Achievements from Cambridge South Station Project:

Green roof with inclusion of green roof for cooling benefits and drainage systems.

The project achieved 10% biodiversity net gain

The operational impact of the Station will be reduced using an extensive solar PV system with 1400 m² of solar panels across the station roof.

Modern LED lighting with high luminous efficacy combined with daylight control complimenting glass surfaces

Efficient heating and cooling systems

Heat recovery systems in the occupied offices and meeting facilities, recovering up to 85% of the heat from extracted air



WHITE RIBBON

End men's violence against women



**WE
SPEAK UP**

25 November was White Ribbon Day,
but it's never too late to raise awareness
about preventing gender-based violence.

WHY IS WHITE RIBBON IMPORTANT?

WE
SPEAK UP

1 in 4 women will be a victim to sexual assault or attempted assault in their lifetimes.

(National Audit Office, 2025)

1.6 million women experienced domestic abuse in the year ending March 2024.

(Office for National Statistics 2024)

3 in 5 women have experienced sexual harassment, bullying or verbal abuse in the workplace. **3 in 5** have experienced **3 or more** incidents of bullying at work.

(National Audit Office, 2025)

We know that not all men commit violence and abuse against women and girls, but if violence against women is to be eliminated, it's essential that men become part of the solution for change.

Violence against women and girls is not a women's issue. However, it's often portrayed as one. This is due to the way women have long been responsible for navigating threats to their own safety. The first step to take is to understand that women and girls live with a fear of violence and a threat of this fear of violence that men do not experience in the same way.

Violence against women and girls can happen anywhere and takes many forms from sexist jokes online to harassing behaviours on the train. Some behaviours may be dismissed as 'small' or 'low-level' acts: sharing sexist 'jokes' at work or in group chats; catcalling women in the street; or harassing women on a night out. These all contribute towards creating a culture of fear and misogyny that encourages violence and abuse against women. In spaces where these behaviours are normalised, it can lead to more extreme cases of violence.

Changing the story is about reversing this narrative as all men can take an active role in stopping violence before it starts by recognising and calling out attitudes and behaviours that are harmful and constitute as violence, and lead to more extreme cases of violence.

All men can make a difference and stop violence against women and girls before it starts by being allies.

Allyship to women and girls means men taking action every day to challenge misogyny and sexism in the attitudes and behaviours that they witness, in systems and the media. Why is your allyship important?

It helps to create a more equal and safer society for all women and girls to live free from the fear of violence.

It helps to break down harmful gender norms and stereotypes, that perpetuate and attempt to legitimise violence against women and girls.

It has a direct impact on boys and men, promoting healthy expressions of masculinity - allowing them to express themselves emotionally and eradicating limiting ideas of what it means to be a man.

We need you to be a part of creating a society where understanding and respect underpin all of our relationships and interactions, so all members of society can thrive.

Although all members of society can play a role in culture change, it's important that men and boys take an active role both in their personal life and in workplaces, to show their allyship and encourage positive change.

How can men be allies? Men can be active allies by learning, listening to and supporting women and girls. Here are a few ways you can show your allyship:

Listen to and learn about the experiences of women and girls in your life and ask how you can offer support

Call out harmful attitudes and behaviours when you see and hear them, one way you can do this

is by using and promoting gender neutral language yourself

Analyse the media that you're consuming. Does it normalise sexism and misogyny? Stop engaging with it if it does

Make the White Ribbon Promise to never use, excuse or remain silent about men's violence against women and girls

Contribute to your workplace, and community spaces being inclusive spaces for everyone

It takes all men to make a difference

If you see or hear something out of order happen while out or at work, or hear a friend make a dodgy comment, do you feel confident to call it out?

We do need to take care that when we respond to harmful behaviours it is safe for everyone involved. Here are some ideas if you find yourself in that situation:

Don't feel pressured to laugh along to sexist conversations

Change the subject

Find an opportunity to talk about it with the person away from other people

Walk away, don't engage with the inappropriate comments or conversation

Get used to saying "that's not okay" when you hear sexist jokes from friends, family and colleagues

Ask curious questions: What do you mean by that? What makes you think that?

EASTERN SUSTAINABILITY FORUM



Network Rail hosted the first in-person Eastern Sustainability Forum earlier in November. The day was a great opportunity for the supply chain, Network Rail capital and regional teams to come together and share ideas for change.

The day started with updates from Network Rail, including progress towards transition to Great British Railways (GBR) as well as the upcoming updates to Network Rail standards.

The remainder of the day was dedicated to workshopping Network Rail targets in the Greener Railway Strategy, encouraging delegates from each supplier to share ideas.

The topic areas on the day were:

- How can Network Rail Achieve its Social Value Targets?
- How can Network Rail streamline the delivery of Biodiversity Net Gain?
- Data systems Best Practise

We would like to take this opportunity to thank our suppliers for your enthusiasm and participation on the day. The discussions round the tables were inspiring and have helped us immensely with putting next steps together.

What's next?

All input from the day has been used to inform our strategy and the tools we will be using to achieve them.

Network Rail will be aiming to host another in-person sustainability forum in 2026 building on the progress to date. Upcoming sustainability forums will be co-hosted with the NorthWest and Central region as an efficiency going forwards, and to enable greater collaboration on SHELT working groups.

Every within Network Rail and our supply chain plays a part in building a greener railway. Whether it's reducing waste on site, saving energy in offices, or designing infrastructure that supports wildlife. These small actions add up to big change. Collaborating at events such as this we are working towards a cleaner railway for generations to come.



"If you want to be an intelligent client then you need to learn from your intelligent supply chain. I really enjoyed learning about what others are doing on reducing the carbon embedded in infrastructure, how they are building tools to capture better data and using it to drive low carbon decisions. I also took away their concerns over how we apply our policies around biodiversity net gain and committed to working with them"

Russell Knight, Head of Environment & Sustainability, Eastern Region

To Read Network Rail Greener Railway's Strategy scan the QR



PROTECTING VISION



October marked Eye Injury Prevention Month, a crucial time to spotlight the importance of eye safety across high-risk industries. Hazards are a part of daily operations on our sites, so this campaign is a timely reminder to reinforce protective practices and reduce preventable injuries.

Construction & Railway workers face daily exposure to:

- Flying debris from grinding, drilling, and demolition
- Trackside debris and ballast dust
- Chemical exposure during maintenance and cleaning, and splashes from paints, solvents, and adhesives
- Sharp fragments of metal, wood, or glass
- Bright light and glare from welding or signal systems, and UV and infrared radiation from prolonged sun exposure
- Impact risks from tools, machinery, or moving vehicles

These risks are amplified when workers neglect to wear EN 166-compliant safety eyewear which Network Rail enforce.

Eye protection regulations

Legal duty for employers: The Personal Protective Equipment (PPE) at Work Regulations 2002 place a legal obligation on employers to provide suitable PPE, including eye protection, wherever a risk to eyes exists. This follows a mandatory risk assessment conducted under the Management of Health and Safety at Work Regulations 1999.

Suitability of equipment: All eye protection must be "suitable" for the risk, the work environment, and the wearer.

Eye Injuries

In 2022–2023, UK employers reported 709 workplace eye injuries to the Health and Safety Executive (HSE), with 616 resulting in more than seven days off work. The consequences of eye trauma—ranging from temporary vision loss to permanent blindness—can be life-altering.

According to Manchester Royal Eye Hospital, 90% of eye injuries are preventable with proper protection.

In the last 13 rolling periods we have experienced 2 minor eye injuries on Eastern Routes Capital Programmes, from a chemical splash and a fall, both whilst wearing their safety glasses.

Eye Protection - Best Practices

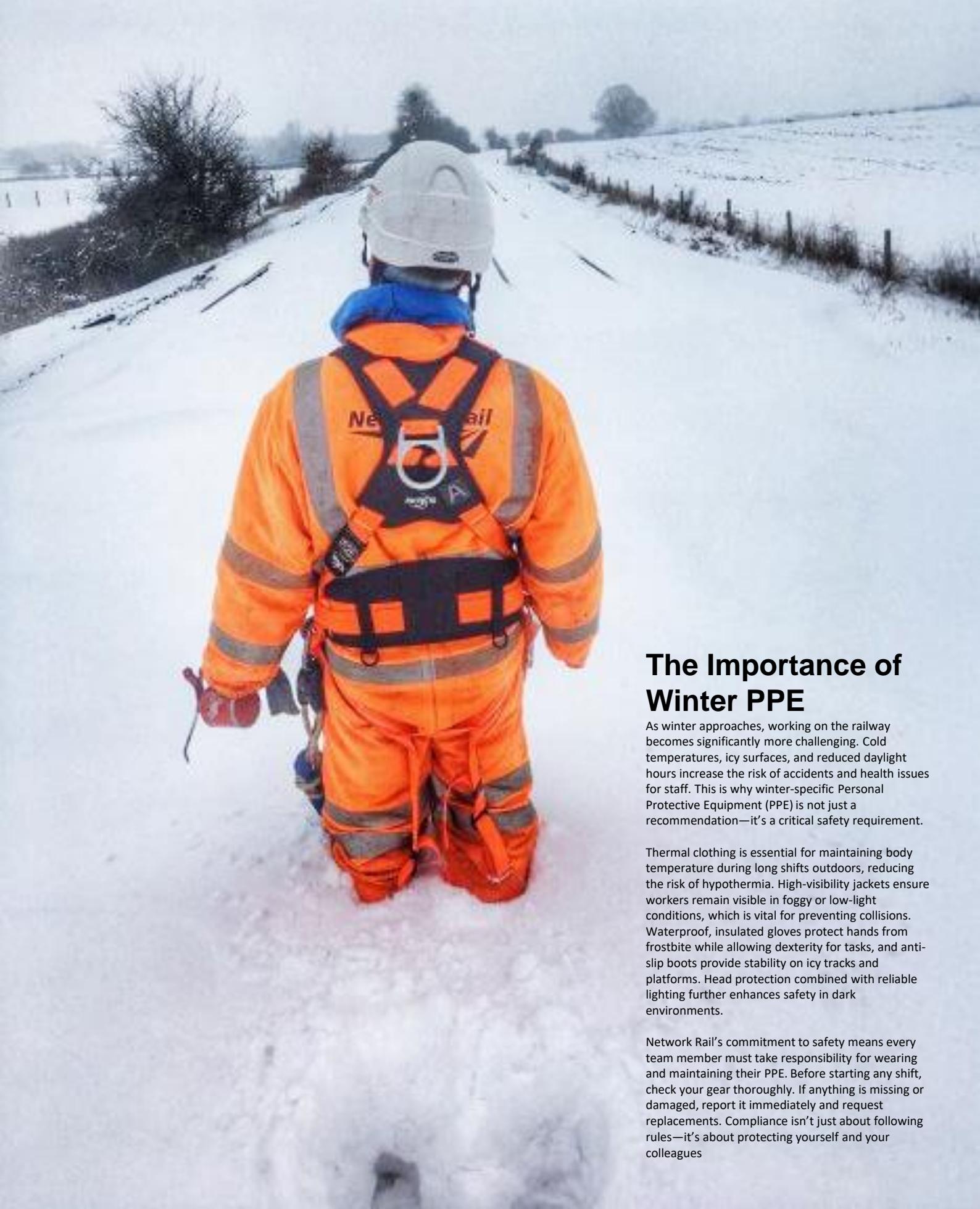
What we can all do to keep ourselves safe and prevent any eye injuries:

- Ensure PPE is inspected, maintained, stored, and replaced as needed
- Conduct risk assessments to determine the appropriate correct eye protection for the task and the specific hazards
- Clean the lenses on safety glasses regularly to maintain visibility, and replace scratched or expired eyewear
- Regular prescription glasses, sunglasses, and contact lenses do not offer adequate protection from injuries so do not rely on these alone
- Implement control measures such as setting up barriers to contain debris, and administrative controls such as limiting exposure time.
- Provide and attend training on safety procedures, proper use of PPE, and first-aid protocols in case of an eye injury.



**PROTECT YOUR VISION
PREVENTION STARTS
WITH YOU**

WINTER PPE



The Importance of Winter PPE

As winter approaches, working on the railway becomes significantly more challenging. Cold temperatures, icy surfaces, and reduced daylight hours increase the risk of accidents and health issues for staff. This is why winter-specific Personal Protective Equipment (PPE) is not just a recommendation—it's a critical safety requirement.

Thermal clothing is essential for maintaining body temperature during long shifts outdoors, reducing the risk of hypothermia. High-visibility jackets ensure workers remain visible in foggy or low-light conditions, which is vital for preventing collisions. Waterproof, insulated gloves protect hands from frostbite while allowing dexterity for tasks, and anti-slip boots provide stability on icy tracks and platforms. Head protection combined with reliable lighting further enhances safety in dark environments.

Network Rail's commitment to safety means every team member must take responsibility for wearing and maintaining their PPE. Before starting any shift, check your gear thoroughly. If anything is missing or damaged, report it immediately and request replacements. Compliance isn't just about following rules—it's about protecting yourself and your colleagues.

CLOSE CALLS VS INCIDENTS



In health and safety, a close call is an unplanned event that did not cause harm or damage but had the potential to do so. The purpose of reporting and investigating close calls is to identify and address underlying hazards before a serious accident occurs.

The difference between a close call and an incident

Close Call: A potential event that is reported proactively. No one is injured, and no property is damaged. For example, spotting a loose handrail on a staircase.

Incident: An event that has already occurred, resulting in harm to a person or damage to property. For example, someone falling down the stairs because of the loose handrail.

The importance of reporting close calls

Proactive Hazard Identification: Reporting close calls helps to identify potential hazards and weak points in safety procedures that might otherwise be overlooked.

Preventative Action: By investigating the root cause of a close call, organizations can implement corrective actions to prevent the incident from happening again, thereby avoiding a more serious accident.

Boosts Safety Culture: Encouraging the reporting of close calls without fear of blame fosters a positive safety culture where employees feel valued and take an active role in safety.



**everyone
home safe
every day**

ENHANCING SITE SAFETY





Emergency 'Mock' Rescue with London Fire Brigade - Enhancing Site Safety Through Real-Time Practice

An emergency response exercise was conducted this month at Liverpool Street with the London Fire Brigade in conjunction with the site team Morgan Sindall and their sub-contractor Palmers Scaffolding UK, reinforcing the ongoing commitment to safety and preparedness for emergency situations on site in such a complex environment.

The exercise was conducted following a recent collaboration meeting held with Octavius at

Waterloo and Network Rail on incident response, and owing to Morgan Sindall's Protecting People' commitments:

"Learn from each other and Improve"

"Always the Right People, Environment and Equipment"

The drill simulated an emergency on the roof of the location of the newly installed Georgian Wire Glass section, involving a contractor who had collapsed on the roof area where a rescue hoist was needed to retrieve them to a position of safety. The exercise allowed the site team to assess the effectiveness of our emergency procedures, communication protocols, and first aid response times.

The scenario was carefully chosen to reflect the real risks faced daily on the project. Site-specific

fatal risks were integrated into the simulation, including Traffic Management in and around the compound, where effective coordination is critical. The test highlighted the importance of designated routes and the control of both vehicle and pedestrian movements during an incident to allow the London Fire Brigade full and immediate accessibility.

The emergency rescue exercise was a valuable exercise in building resilience, assessing real-world capability, and fostering a proactive safety culture as well as strengthening our collective ability to respond effectively in the face of any emergency.

PROTECTING PEOPLE

Together, we protect each other

Together, we protect the health, safety and wellbeing of everyone connected with our business.

- We create a culture of care and respect
- All colleagues feel safe to speak
- Always the right people, environment and equipment
- We learn from each other and improve
- We celebrate great performance

Protecting People is one of Morgan Sindall's total commitments where, together, they protect the health, safety and wellbeing of everyone connected to their business. The team support, encourage and nurture behaviours that make everyone ambassadors for each other's health, safety and wellbeing.

MORGAN SINDALL

SHELT UPDATE



The Safety, Health, Environment and Learning Team (SHELT) is a collaborative forum that brings together industry partners to share best practice, tackle common challenges, and drive continuous improvement in safety and sustainability across major rail projects. Its mission is to embed proactive risk management and foster a culture of learning.

Working Groups Overview

SHELT operates through dedicated working groups; each focused on a critical area of safety and operational excellence:

- Plant Safety
- Supervision & Culture
- Supplier Management
- Occupational Road Risk
- Carbon
- Service Avoidance
- Biodiversity

Updates from The Summit

Occupational Road Risk

The group outlined initiatives to reduce driving-related incidents through:

- Improved driver behaviour and compliance.
- Adoption of telematics for monitoring performance.
- Enhanced route planning principles. Safety was emphasised as a dynamic process requiring active engagement and continuous learning.

Service Avoidance

Key progress included:

- Strengthening pre-construction checks and stakeholder engagement.
- Introducing advanced mapping and detection

technologies.

- Driving consistency in training and competency standards.

Supplier Management

The Supplier Management Working Group (SMWG), part of the wider SHELT initiative, has made significant strides throughout 2025 in tackling the complex challenges around supplier engagement, supervision, and accountability. Led by Mike Torrington, the group has evolved from initial scoping to active collaboration with industry partners and internal stakeholders.

Where We Are Now

The SMWG has progressed through a structured engagement process, including:

- Individual meetings with sub-group leads and members to define action plans.
- Cross-industry communication, including discussions with other tier's within the wider Supply Chain.
- Consolidated SMWG meetings in August and September to review findings and refine direction.
- Revised Terms of Reference (ToR) drafted to better reflect the group's evolving goals and problem statements.

Key Focus Areas and Sub-Groups

The working group is structured around several targeted sub-groups, each addressing a critical aspect of supplier management:

1. **Output from Other Working Groups - Lead: Ian Young.**
Ensuring alignment and integration with other SHELT initiatives.
2. **Rating and Effective Use / Procurement of Supply Chain - Lead: Mike Halliday**
Investigating supplier performance metrics and procurement systems. RISQS has been engaged to explore a contractor dashboard, though real-time updates remain a challenge due to audit cycles.

3. Connectivity / Understanding the Supply Chain - Lead: St Maur Miles

A new problem statement has emerged around the disconnect between Principal Contractors and Supplier supervisors. A questionnaire is being stress-tested to gather anonymous feedback from the supply chain, to be distributed via Tier 1 contractors.

4. Accountability of Supply Chain - Lead: Dan Smithson

Although now closed, this sub-group addressed concerns around Sentinel reporting and feedback. Recommendations have been passed to Network Rail, with potential for quick wins through improved communication and reporting protocols.



Lessons Learnt

Case studies from London Liverpool Street showcased safe delivery approaches and stakeholder collaboration during complex station works focusing on scaffolding safety. These have previously been shared via CLIC.

Next Steps

SHELT will continue to:

- Drive engagement through national forums and site visits.
- Share knowledge openly to embed improvements.
- Maintain momentum on quick wins while planning for long-term cultural change

HAVE YOUR SAY

Tell us what you thought about this edition of the CLIC



Do you have something to share that others could learn from? Whether it's related to Health, Safety, Environment, or Social Value, we're always looking for stories, initiatives, and insights to feature in future issues. If you'd like to contribute—or if you'd like access to past editions of the CLIC—please get in touch by emailing: clic@networkrail.co.uk.