



Crossrail

Whatever role we do,
wherever we work,
whoever we work for, we
are all part of the same
project, sharing common
values and working
towards the same goals

www.crossrail.co.uk
MOVING LONDON FORWARD



Version 1



Crossrail

◀ **TOGETHER
WE'RE
MOVING
LONDON
FORWARD** ▶

A guide to the way we
work and what we value.

◀ **TOGETHER
WE'RE
MOVING
LONDON
FORWARD** ▶

SAFETY

Is this really the safest way to work?

What do I need to do to ensure no one is harmed today?

INSPIRATION

Have I solved a problem?

Have I had the best possible impact on those around me?

COLLABORATION

Have I worked well with those around me?

Has my behaviour helped people work with me?

INTEGRITY

Have I done what I said I was going to do?

Have I taken responsibility?

RESPECT

Have I listened to other peoples' views?

Have I treated everyone with dignity and respect?

Dear Colleague

Crossrail is the biggest investment in a generation to meet London's current and future transport needs. From improving journey times to easing congestion and offering better connections, Crossrail will keep London moving for decades to come and at the same time will drive economic growth across the capital and the South East.

Crossrail is also the largest engineering project in Europe today. To deliver it safely, on time and within budget, we all need to give our best.

Together we will create something that is more than a railway. Greener, safer, improving the quality of life in our communities, we're building a legacy for London and our industry that will make us all proud to say,

“I DID THAT”

The team we have assembled represents the best skills and experience in our industry. Our challenge is to bring this team together to deliver the railway London so urgently needs.

In this book, we set out the values to guide our behaviour on this project – what we should all expect from each other.

If you work for Crossrail, these form your core values. If you work for another company they should complement your own corporate values and guide your actions on Crossrail.

Please take the time to read this book and discuss it with your workmates. Keep it handy and refer to it as often as you need to, particularly when you face challenging times ahead.

From 2018 when Crossrail becomes operational, millions of people will benefit from the work you are doing now. Until then we must focus on delivery and always consider the impact of our work on our neighbours and the community.

On behalf of Crossrail, I want to thank you for the work you are doing today and will do in the future. Together we can deliver this remarkable project and by moving our own industry forward, inspire a new generation to follow our lead.

Best wishes

Andrew Wolstenholme

CEO

◀ ONE VISION ▶

MOVING LONDON FORWARD

London is one of the world's busiest cities and accounts for 20% of the UK economy. The 8 million people who live here are joined by an extra million or so people every day. All rely on the transport system for work, leisure and simply getting around.

While recent investment on Thameslink has increased capacity for people crossing London from North to South on existing Network Rail infrastructure and Transport for London's investment in existing underground lines will improve individual journeys, Crossrail is different.

Crossrail adds an extra 10% of transport capacity to London, connecting stations in the West and East through the centre of London. In all, it will bring an extra 1.5 million people within a 45 minute reach of London's key business areas.

New connections, reduced journey times and a better passenger experience will give people access to more jobs and opportunities, all on one ticket at affordable prices.

That's what we mean when we say we're **MOVING LONDON FORWARD.**

◀ **IT'S TIME**
TO LOOK
FORWARD ▶

9

**BRAND NEW
STATIONS**

42km

**OF NEW BORED
TUNNELS**

12

**MINUTES FROM
PADDINGTON TO
WHITECHAPEL**

400

APPRENTICES

33

**MINUTES FROM
THE CITY TO
HEATHROW**

200m

**ANNUAL
PASSENGERS**

37

**NEW
CONNECTIONS**

£42bn

**BENEFIT FOR
BRITAIN**

◀ **OUR** **MISSION** ▶

**TO DELIVER A
WORLD CLASS
RAILWAY THAT
FAST TRACKS
THE PROGRESS
OF LONDON**

WHAT DO WE MEAN BY WORLD CLASS?

PASSENGER EXPERIENCE

A train service that consistently meets or exceeds passenger expectations.

RAILWAY OPERATIONS

Learning from the best railway operators in the world to set new standards in combining commuter and metro operations into a single service.

DEVELOPMENT

Developing property along the route and creating new public spaces around our stations that uniquely enrich Crossrail's neighbourhoods.

CONSTRUCTION

Challenging the way we work to set new standards to raise the capability of our industry.

LEGACY FOR LONDON

Increased skills, local investment and a railway that Londoners never imagined possible.

◀ YOU

ARE MOVING
LONDON FORWARD ▶

Whatever role we do, wherever we work, whoever we work for, we are all part of the same project, sharing common values and working towards the same goals.

To deliver a world-class railway that moves London forward we must:

Stay focused on achieving the same goals.

Work together, using all our skills.

Be adaptable as the project develops.

Challenge ourselves and those we work with to live these values and achieve our goals.



◀ HOW WE WORK

OUR VALUES ARE KEY TO OUR SUCCESS ▶

We have the plans and the focus to deliver this complex project.

We will achieve this through a shared set of values that are clear to everyone who works here.

Safety is at the top of the list, because nothing is so important that we can't do it safely.



SAFETY

INSPIRATION

COLLABORATION

INTEGRITY

RESPECT

◀ OUR VALUES ▶

VALUE

WHAT IT MEANS

SAFETY

We put safety first

INSPIRATION

It's in our power to change things for the better

COLLABORATION

We're stronger together

INTEGRITY

We keep our promises

RESPECT

We treat people as we'd like to be treated

WHAT YOU CAN EXPECT

You have the right to go home unharmed every day

You get support to share your ideas and receive great leadership

The team works well and you can rely on it

You deliver on commitments with the highest quality work

People treat you with dignity and respect

WHAT WE EXPECT OF YOU

You think about how to prevent harm today

You support people with their ideas and consider how to inspire others

You think about team and project goals, not just your own

You are clear on what you commit to and hold others to account for their commitments

You treat people with dignity and respect

▶ SAFETY

WE PUT
SAFETY
FIRST ▶

Nothing is so important or urgent that we can't do it safely – Target Zero

We all have the right to go home unharmed each day.

We believe that all harm is preventable.

We must all work together to achieve this.



A STATE OF MIND

SAFETY DOES NOT HAPPEN BY ACCIDENT

The Olympic Development Authority (ODA) set out to improve Health and Safety standards while delivering one of the most ambitious construction programmes in recent times. Safety became a part of everyday life, matched by a strong commitment to enhance the well-being of all workers. Everyone took pride in the standards being set and felt empowered to make their own improvements.

As a result, the programme was completed with zero fatalities and 30 periods of one million hours without a reportable injury. The learning is available for our benefit and Crossrail now has a duty to take up the baton from the ODA to make the industry even safer.



◀ SAFETY

PUTTING IT FIRST

Think Target Zero

We don't cut corners or take shortcuts.

We look out for each other, our colleagues and the community.

If you see anything you think is unsafe, speak up and make it safe.

Stay switched on and trust your instincts. Rules and regulations alone are not enough to create a safe environment.

Ask yourself:

Is it safe or should we stop?

Would you let a loved one do it?

How can we make sure that
everyone goes home unharmed
today?

What have we done to improve
Health & Safety today?



A STATE OF MIND

INSPIRATION

IT'S IN OUR
POWER TO
CHANGE
THINGS FOR
THE BETTER ▶

We must be willing to solve problems with new ideas.

We must share new ideas for the benefit of the whole project.

We can inspire those around us with our actions and the way we lead.

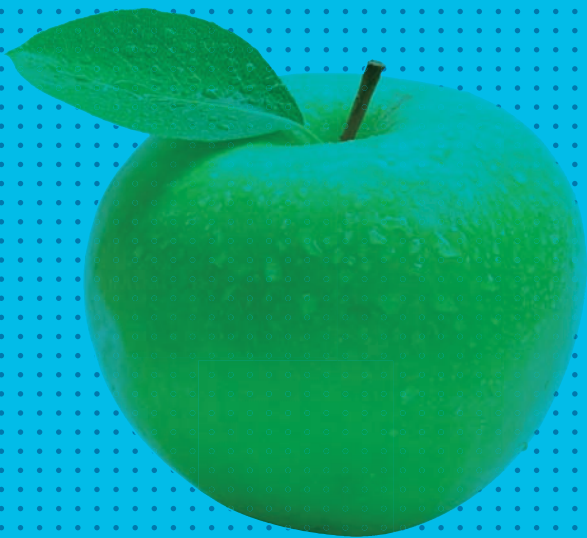
We work hard to exceed the expectations of those we work with and of the communities we affect.

THINK OUTSIDE THE BOX

Do you remember when a phone was just a phone? Apple changed forever what the world expects from their phone, not to mention their music player, laptop or tablet computer.

They achieved this by consistently daring to think differently and by defining needs that their customers didn't know they had.

Their co-founder, the late Steve Jobs, used an ice hockey term to describe this approach: 'skating to where the puck will be'.



CHANGE THINGS FOR THE BETTER

On Crossrail we must always look for new and better ways to do things, no matter how big or small the impact.

Everyone can inspire the people around them. So share your ideas, support those who have ideas and use your influence to make change happen.

When a new idea makes a difference, we should always share and celebrate!

Ask yourself:

Do we encourage each other to innovate?

Do we look for new solutions to persistent problems?

Is our behaviour a good example to others?

Does our behaviour inspire individuals or improvement?

COLLABORATION

WE'RE
STRONGER
TOGETHER ▶

We look at our work in the context of the overall programme.

We communicate clearly and openly to work effectively together.

We work to understand the team's objectives and take responsibility for our part.

We balance the 'how' we deliver with the 'what' we deliver.

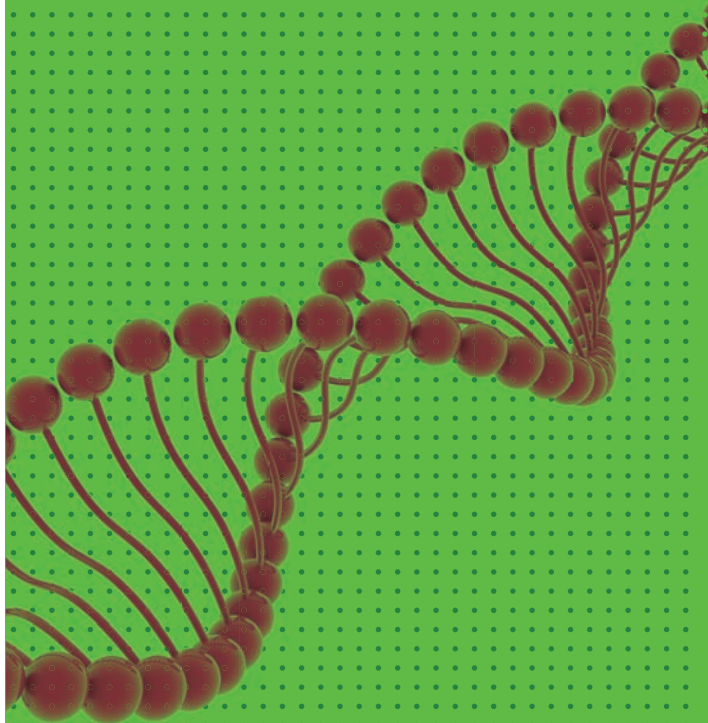
We assume positive intent as part of building mutual trust.

AN EXTRAORDINARY TEAM

Every cell in our body contains genetic code that we inherit from our ancestors. That's why we look like our parents and also why some diseases run in families. In 2003, the Human Genome Project achieved one of the greatest breakthroughs of modern medical science by mapping all 25,000 human genes.

Scientists are now using this information to improve how we treat the thousands of genetic diseases that afflict mankind. The programme was completed in 13 years, thanks to extraordinary collaboration amongst scientists in Universities and research centres in the US, UK, Japan, France, Germany and Spain.

Only by working together and sharing knowledge was this remarkable achievement possible.



BEING STRONGER TOGETHER

We're stronger when the team works well together.

The Crossrail team includes thousands of people from many different companies and backgrounds. Every one of us needs to focus on being part of a great team.

It requires individual responsibility for completing work, open communication and being prepared to challenge constructively those we work with and the way we work.

Ask yourself:

Are we pulling in the same direction?

Do we understand how we fit into the bigger picture?

Are we taking responsibility for work we have committed to do?

Does everyone have the right information and understanding to deliver?

Are we building effective relationships with colleagues and partners?

INTEGRITY

WE KEEP
OUR
PROMISES ▶

We take responsibility for delivering on our commitment and hold others to account for their responsibilities.

Everything we do is safe, legal, ethical and will reflect well on Crossrail.

We build trusting relationships with those around us.

Others can depend on us and the quality of our work.

REACHING FOR THE PEAK

Imagine the load on the London Olympics communication network when Usain Bolt performed his trademark victory celebration. Every TV picture, photograph, sports report, phone call, email and text message transmitted from the Olympic arena depended on BT communication services.

With the eyes of the world on the fastest man on the planet – and in high definition – failure was unthinkable. If you didn't hear about any major glitches, it's because there were none. BT delivered on its promise to deliver a communication infrastructure that could cope with the peak demands.



KEEPING OUR PROMISES

Crossrail requires a significant investment of public money and impacts on people's lives during its construction. It is our responsibility to act with integrity at all times.

The public should be able to depend on us to deliver work of the highest quality, get it right first time and do what we say we will do.

Ask yourself:

Do we act with integrity?

Are we accountable for our actions?

When things go wrong do we take action to put things right or try to make excuses and blame others?

Does everything we do reflect well on our teams and on Crossrail?

Is our work of the highest possible quality?

RESPECT

WE TREAT
PEOPLE
AS WE'D
LIKE TO BE
TREATED ▶

We are open, honest and respectful in dealing with our colleagues and the community.

We are valued by what we contribute not by our position.

We are aware of the impact of our behaviour.

VALUES CAN CHANGE HISTORY

When Nelson Mandela came to power in South Africa and ended the system of apartheid, many people predicted that the country would collapse into chaos. Instead, Mandela championed reconciliation and a new era of respect and understanding.

Now South Africa belongs to all who live there. In 1995 when South Africa hosted the Rugby World Cup, Mandela encouraged black South Africans to get behind the previously hated Springboks, who defeated New Zealand in an epic final to win the tournament.



TREATING PEOPLE WELL

Crossrail brings together people from different backgrounds, working for many different contractors. To deliver our commitments we will have to challenge each other, have difficult conversations and make tough decisions. No matter how challenging the situation, everyone involved with Crossrail has the right to be treated with dignity and respect.

Similarly, our neighbours and the wider community need our respect and consideration. They should know that we are doing all we can to minimise inconvenience and disruption to their lives.

Ask yourself:

Do we treat everyone around us with respect?

Do we try to understand other's points of view?

Do we appreciate the skills, knowledge and cultures of others and ensure that is put to best use?

Do we consider the impacts of our words and actions on others?

◀ **TIME TO**
SHARE ▶

Many of you have worked in a lot of places on a lot of projects. You know that delivering great work requires the right mind-set. These values set out how we go about our work every day, how we treat each other and how we make decisions.

To make these values real, we need to think about them, talk about them and expect others to do the same.

We need to support, challenge and inspire each other to live up to them.

If you come across great examples of people living our values please share them.

Crossrail has an awards process that celebrates and shares these examples across the project.

We will be finding people to act as Values Champions across the project so you can share your examples with them.

You can also e-mail
crossrailawards@crossrail.co.uk



◀ DAILY
CHECK-UP ▶