

RAILWAY MISSION

Chaplaincy support to the railway workforce

Evidence report for railway executives
Based on 2025 support interactions
Prepared for industry partners



Railway Mission

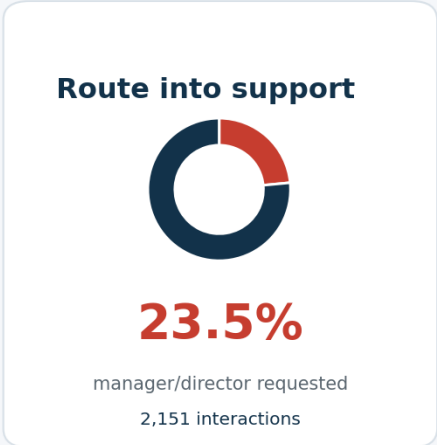
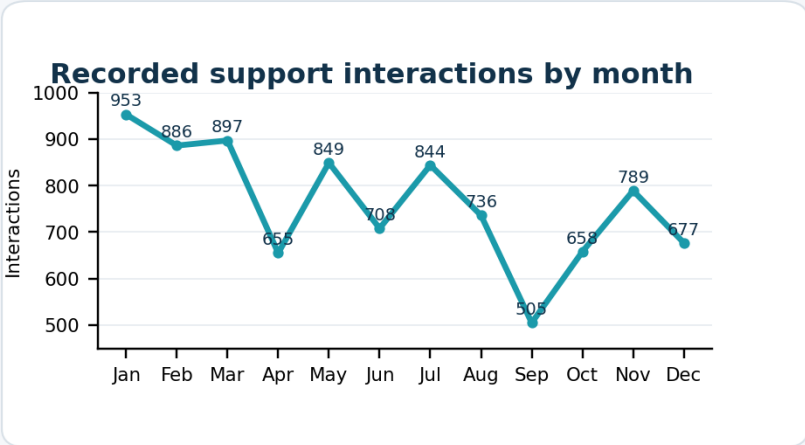
2025 annual total

9,157
support interactions

Chaplaincy Support to Railway Staff

2025 activity, themes and executive implications

- 23.5%** requested by a manager/director
- 4,790** TOC interactions
- 2,666** work-related trauma
- £3.13** social value per £1 invested*



Core message

Railway Mission chaplains recorded 9,157 interactions in 2025. Almost one in four were requested by a manager or director, while direct individual access remained the main route into support. The largest need was work-related trauma.

*Social value figure supplied by Railway Mission from independent work using RSSB's Rail Social Value Tool.

Foreword

Why chaplaincy support matters for the people who keep rail moving

Every day, rail colleagues keep passengers and freight moving safely. When something difficult happens - a fatality, a serious incident, an assault, a sudden death in the team - it is people who carry it home.

Railway Mission chaplains are present across the network. We offer calm, confidential pastoral support in the moment, and we stay alongside staff and managers as they take the next steps. Sometimes that is a quiet conversation at a depot or station. Sometimes it helps a manager hold a team together after devastating news.

In 2025, our chaplains recorded 9,157 support interactions across the industry. 23.5% were requested by a manager or director, a sign that chaplaincy is valued not only for individual care, but also for coordinated, time-critical support after incidents.

Independent social value work using RSSB's Rail Social Value Tool has estimated that for every £1 invested in Railway Mission chaplaincy, around £3.13 of social value is generated. That is why partner support matters. It keeps chaplains present where and when staff need them most.

This report is designed for industry partners. It is concise, evidence-led, and drawn from chaplaincy activity recorded throughout 2025. If you would like a conversation about what the data suggests for your part of the railway, we would welcome it.

Railway Mission is proud to introduce Paideia Coaching Ltd, which provides high-quality, reflective coaching designed to strengthen resilience, leadership, and wellbeing across demanding professional environments. For railway executives navigating complex operational pressures, organisational change, and the human impact of leadership, Paideia Coaching offers a confidential space to gain clarity, improve decision-making, and support sustainable performance. As part of Railway Mission's commitment to care across the rail industry, this coaching support helps leaders invest in themselves, their teams, and the wider culture of the railway.

To find out more, visit <https://paideiacoaching.co.uk>

Headline findings

- TOCs, Network Rail and BTP accounted for 8,245 interactions - 90.0% of all recorded support.
- Work-related trauma was the largest single designation: 2,666 interactions (29.1%).
- Trauma, bereavement and group response totalled 4,101 interactions (44.8%).
- Manager/director-requested support was almost one in four interactions: 2,151 interactions.
- 6,348 interactions included face-to-face support (69.3%).
- 609 interactions included signposting or referral to another provider (6.7%).

Data note

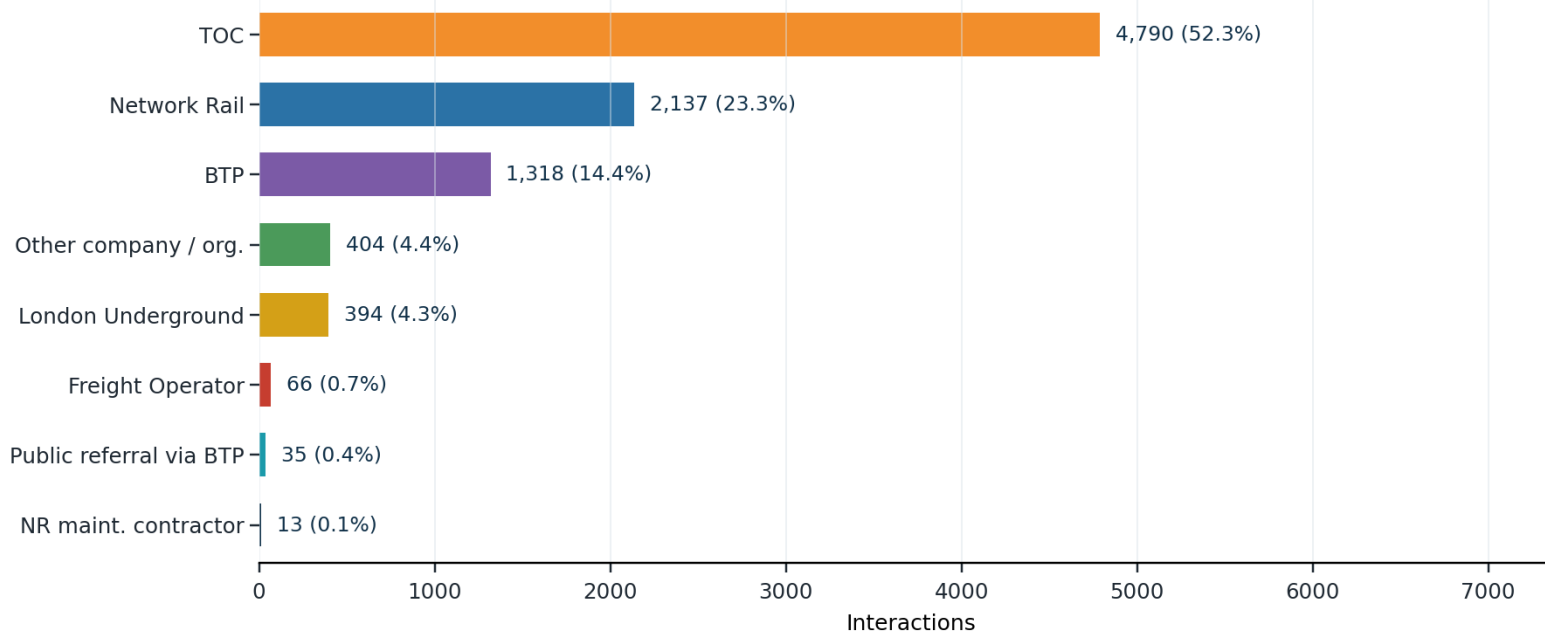
The report uses records with a support date in calendar year 2025. The source file also contains 3,437 dated 2026 records and 588 rows without a support date; these were excluded from the 2025 annual analysis.

Counts represent support interactions, not necessarily unique individuals. Gender and company type are reported as recorded in the form.

1. Industry footprint

Company type analysis enlarged so all labels remain inside the chart panels

Support interactions by company type



Executive reading

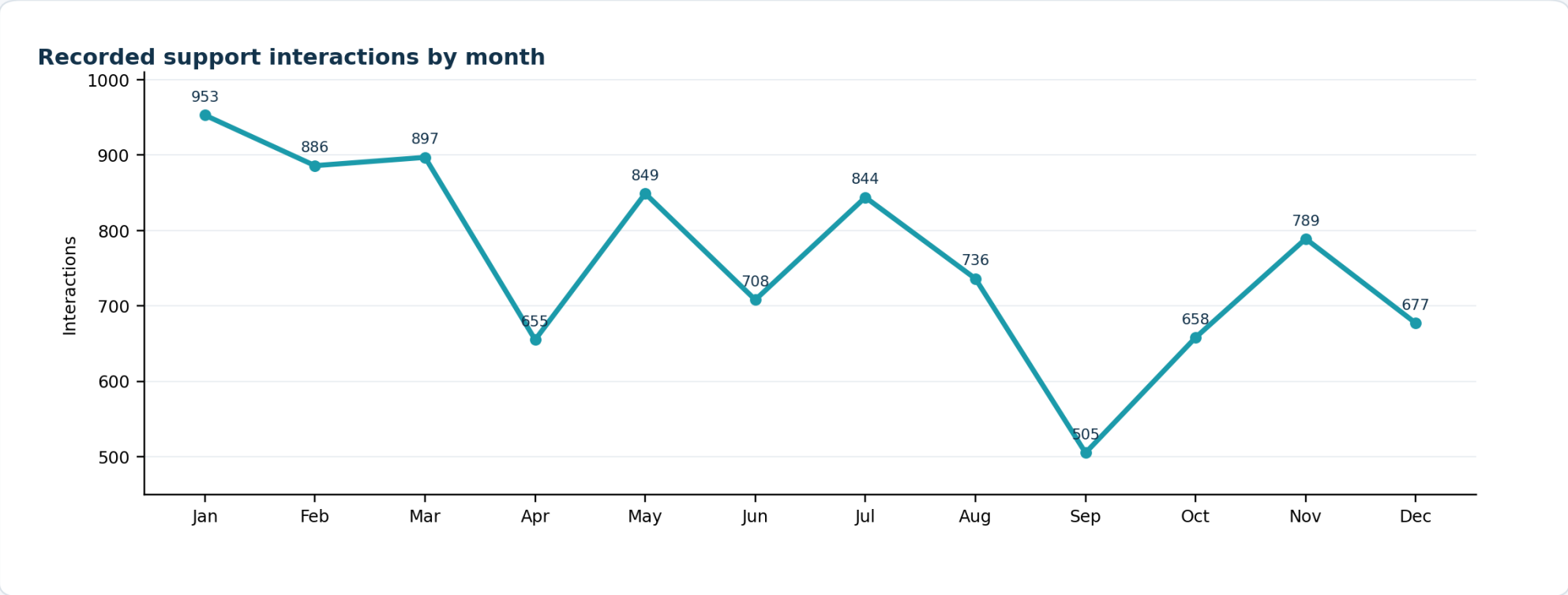
The three largest environments - TOCs, Network Rail and BTP - accounted for 90.0% of recorded interactions. This supports maintaining chaplaincy presence in visible, operational locations.

Company type summary

Company type	Interactions	Share	Mgr/director
TOC	4,790	52.3%	21.6%
Network Rail	2,137	23.3%	27.8%
BTP	1,318	14.4%	22.9%
Other company / org.	404	4.4%	9.9%
London Underground	394	4.3%	30.7%
Freight Operator	66	0.7%	50.0%
Public referral via BTP	35	0.4%	62.9%
NR maint. contractor	13	0.1%	15.4%

1a. Monthly demand

Recorded support interactions across the 2025 calendar year



Highest month

Jan

953 interactions

Lowest month

Sep

505 interactions

Annual total

9,157

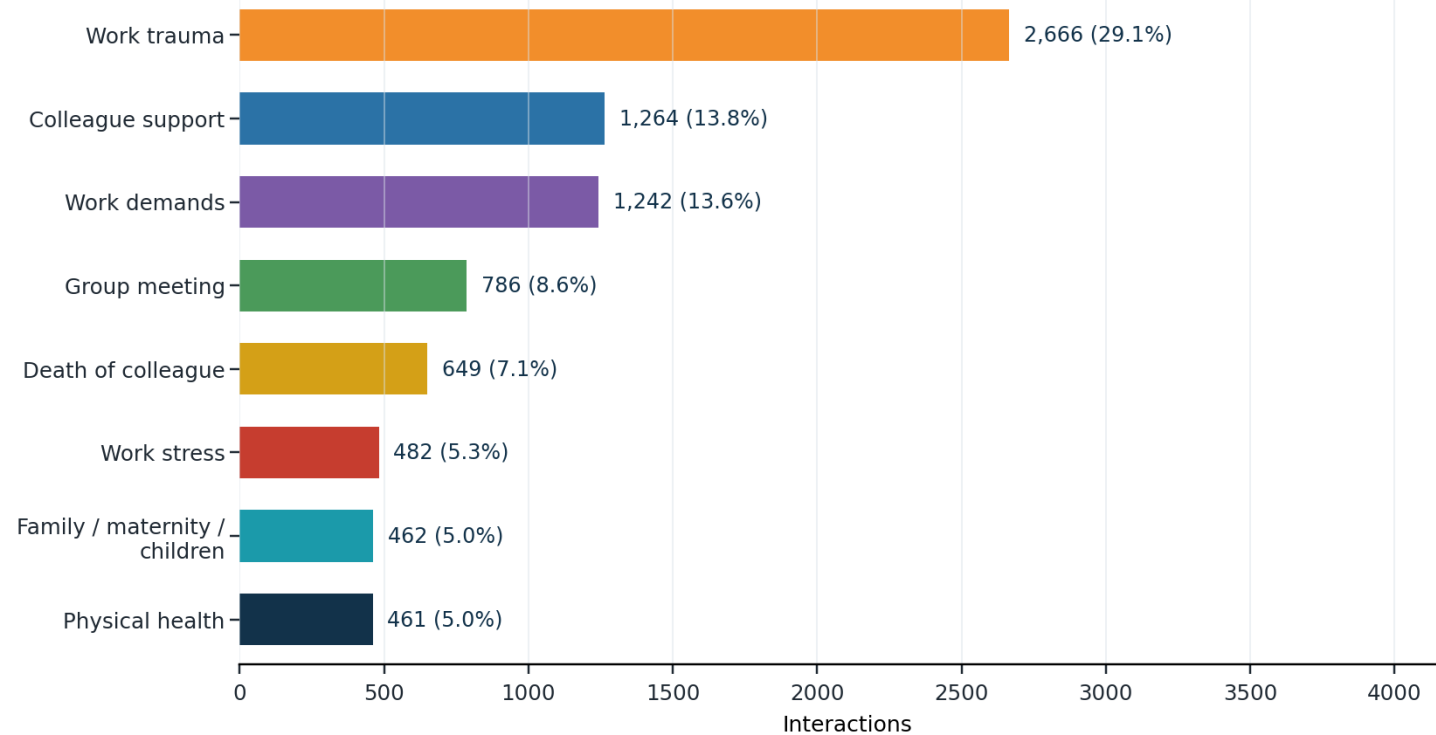
support interactions

Source: Railway Mission Support Interaction Form (SIF), records dated 1 Jan-31 Dec 2025

2. What colleagues needed support for

Largest key designations shown as a full-size chart for readability

Support interactions by key designation - largest categories



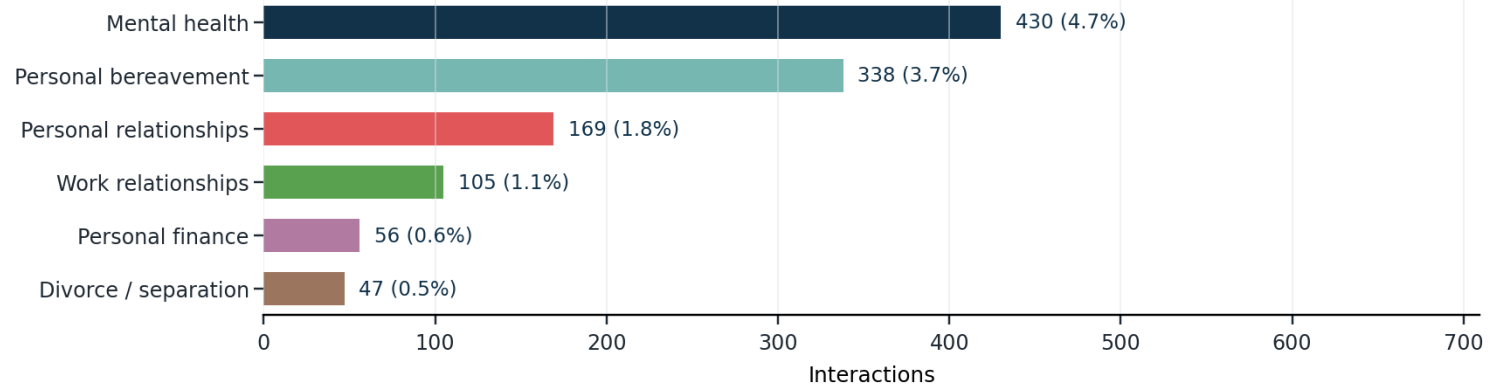
Executive reading

Work-related trauma was the largest single designation: 2,666 interactions (29.1%). The next largest categories were colleague support and work-related demands, showing the continuing importance of pastoral support around operational pressure, trauma exposure and team resilience.

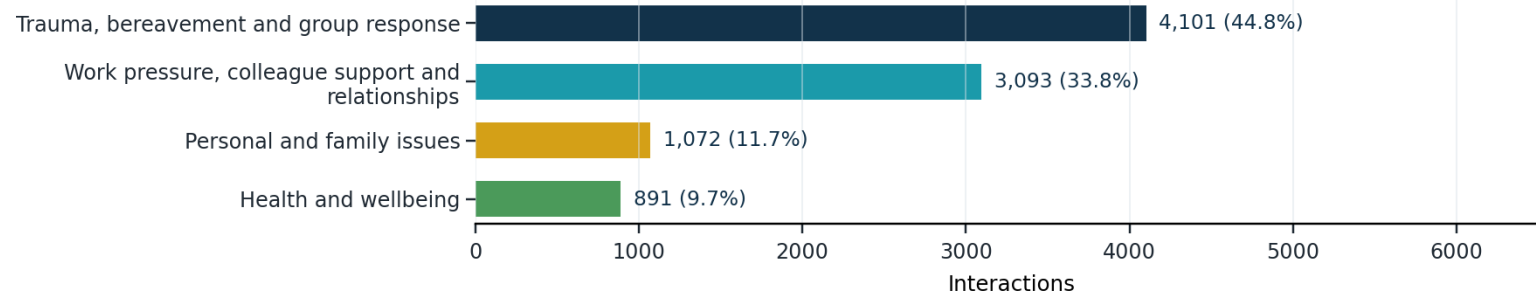
2a. Additional support designations and themes

Smaller categories and broader groupings

Additional key designations



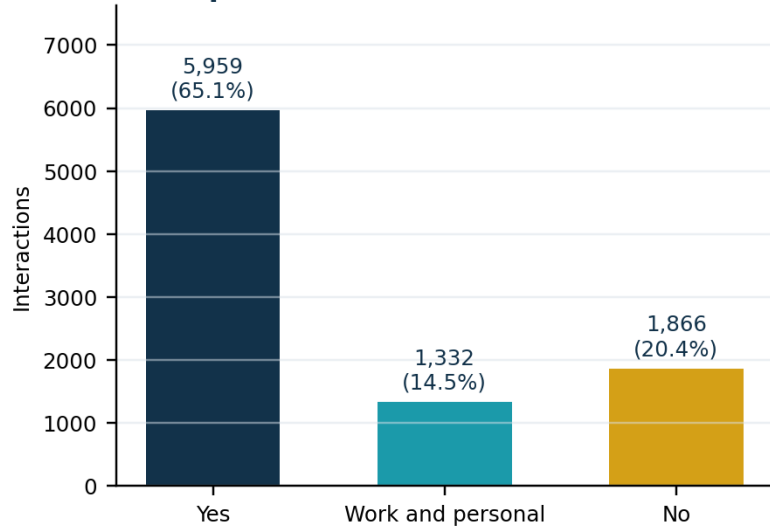
Executive view: four support themes



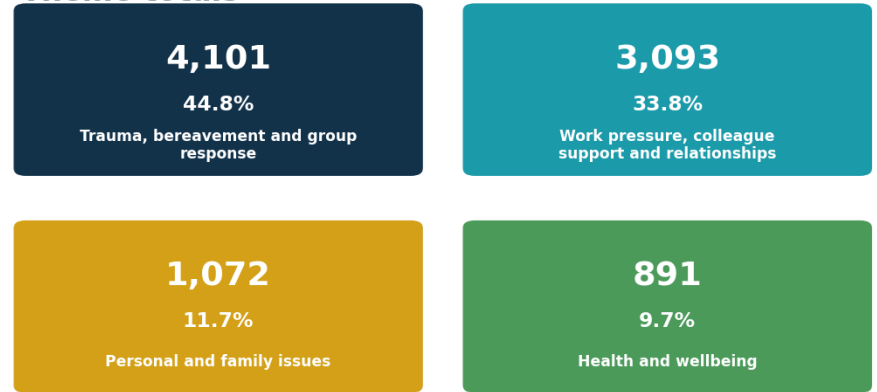
2b. Work-related profile

How support was recorded against work-related and personal contexts

Work-related profile



Theme totals



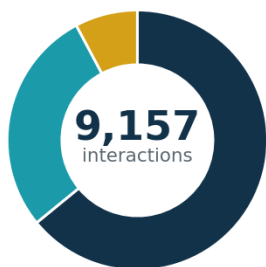
Executive reading

Trauma, bereavement and group response was the largest broader theme, while work pressure and colleague support together accounted for a further third of recorded interactions. This shows the value of chaplaincy both after acute events and during continuing operational pressure.

3. People profile and routes into support

Gender as recorded, manager/director requests and delivery channels

Gender as recorded



Male: 5,868 (64.1%) Female: 2,577 (28.1%) Other: 712 (7.8%)

Route into support



23.5%

manager/director requested

2,151 interactions

What this suggests

- The gender field is interaction-level data. It should not be read as unique headcount or workforce demographics.
- Chaplains are being used both as direct confidential support for individuals and as an organised route for managers after difficult events.
- Partnership support should protect both routes into chaplaincy.

Support delivery channels and follow-on support indicators

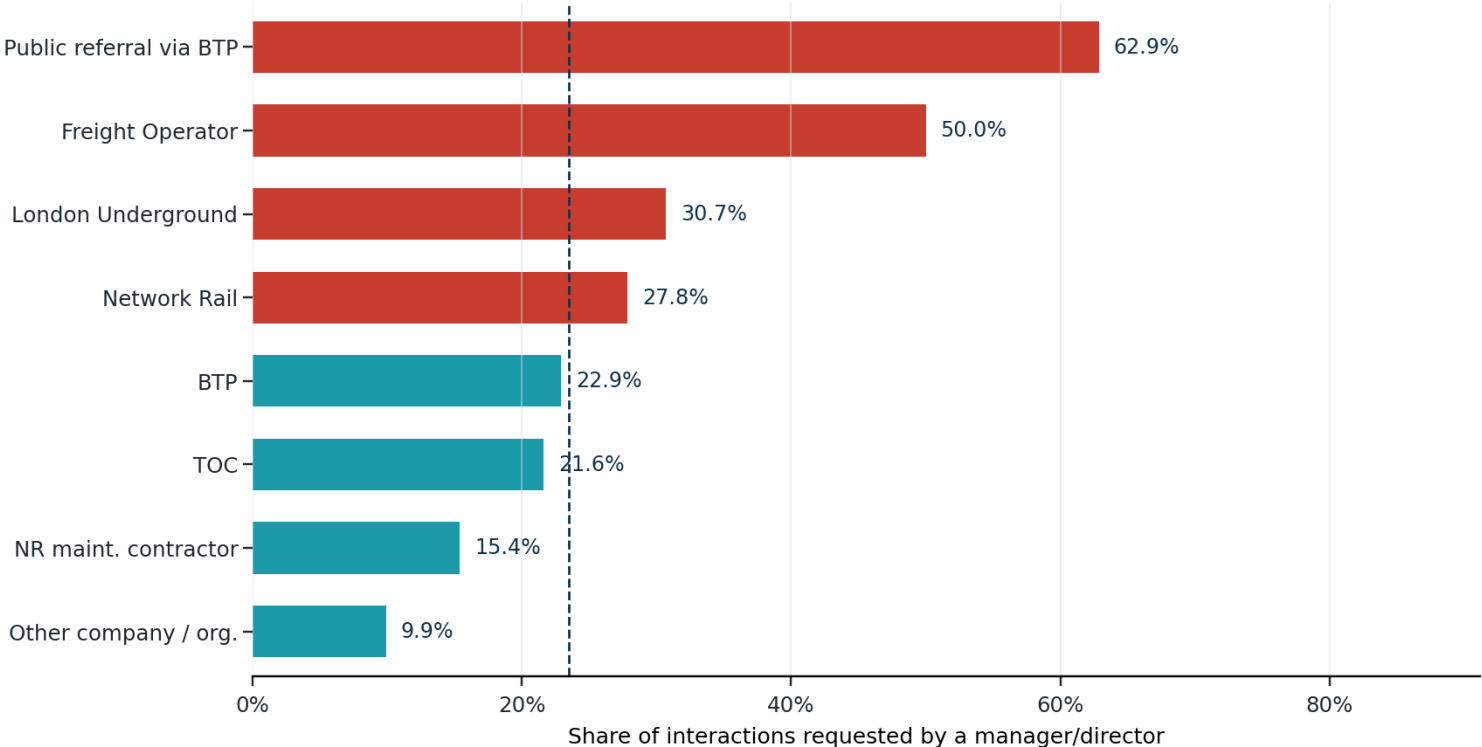
Indicator	Count	Share of interactions
Face-to-face included	6,348	69.3%
Telephone/text included	1,782	19.5%
Email included	1,067	11.7%
Repeat support recorded	875	9.6%
External signposting	609	6.7%

Note: delivery channels are multi-select; one interaction can include more than one method.

4. Manager/director-requested support

Company type view enlarged for label readability

Manager/director-requested support by company type



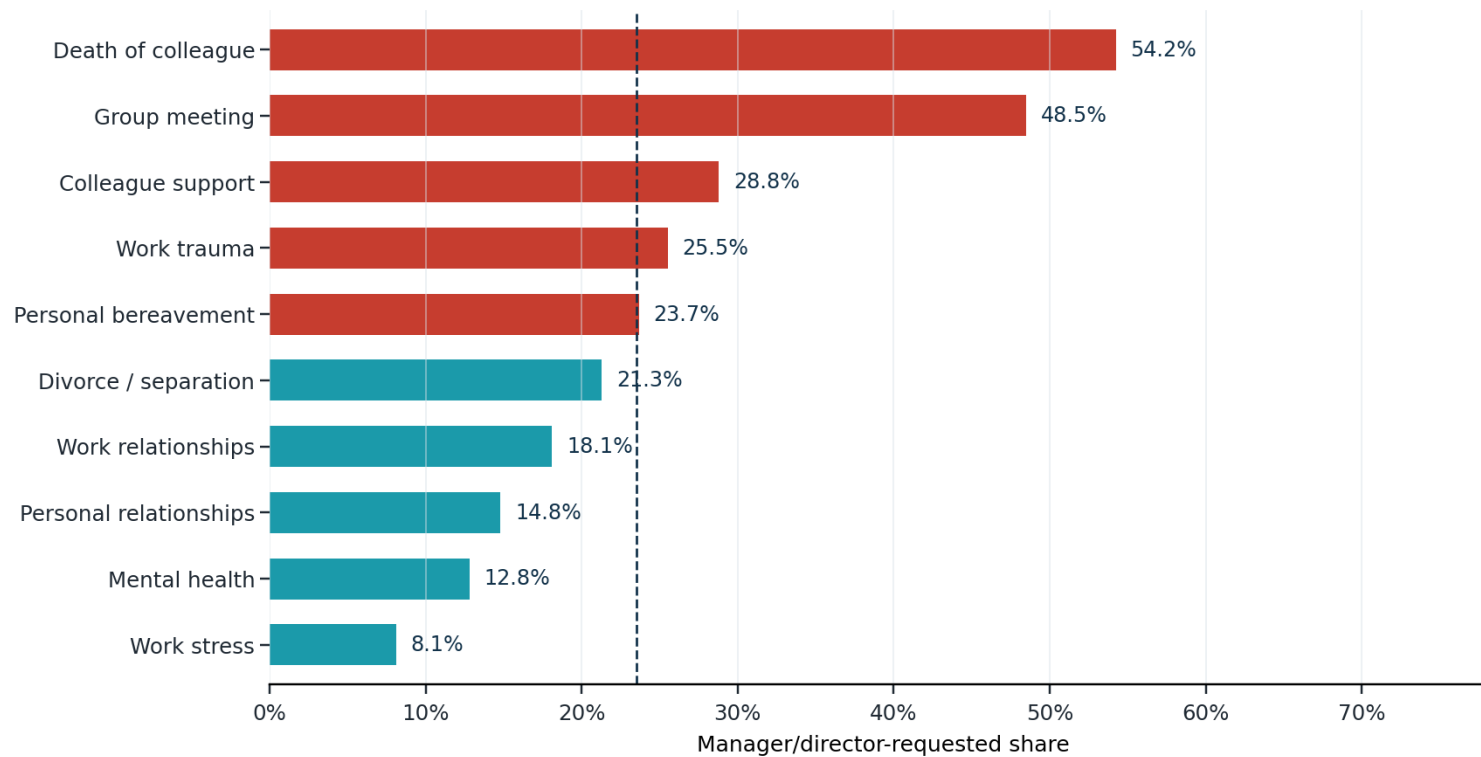
Reading the chart

The dashed line marks the industry-wide manager/director-requested rate of 23.5%. Smaller categories can show higher percentages because the total number of interactions is lower, so the figures should be read alongside volume.

4a. Manager/director-requested support

Designation view enlarged for label readability

Where manager/director requests are most prominent by designation



Executive reading

Manager/director requests are most prominent around death-of-colleague, group-meeting and colleague-support designations, where leaders often need coordinated support for teams rather than only one-to-one support.

5. Executive implications and methodology

How to use the findings across the industry

Executive interpretation

- Manager/director requests are highest in death-of-colleague and group-meeting designations, where leaders often need coordinated support for teams.
- Work-related trauma generates the largest absolute volume of manager/director-requested support because it is the largest overall category.
- Partnership arrangements should protect both routes: confidential individual access and rapid manager activation after difficult events.

Recommended partner actions

- Keep chaplaincy visible and embedded in operational locations.
- Make manager activation simple after fatalities, serious incidents and team bereavements.
- Protect confidential direct access for staff who may not approach a manager first.
- Use local conversations with Railway Mission to compare your own part of the network with these industry-wide patterns.

Company type by major key designation

Company type	Trauma	Colleague support	Work demands	Group meeting	Death of colleague	Other
TOC	1,079	524	782	390	469	1,546
Network Rail	673	290	225	239	142	568
BTP	611	202	166	102	12	225
London Underground	246	64	23	13	5	43
Other / smaller categories	57	184	46	42	21	168

Smaller company categories are grouped for readability. This is interaction-level data, not unique headcount.

Methodology note

Annual scope: records with support dates in 2025. Included: 9,157 interactions. Excluded: 588 rows without a support date. Counts are interactions, not unique people. Gender labels are as recorded. Social value figure supplied by Railway Mission from independent work using RSSB's Rail Social Value Tool.