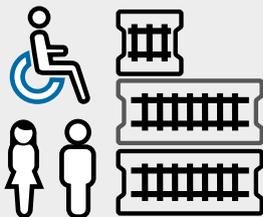

Infrastructure Projects

Infrastructure Projects (IP) is the national infrastructure delivery arm of Network Rail which helps our clients, the route businesses and System Operator, to deliver their commitments.

On behalf of these clients we safely and efficiently deliver large and complex works to either increase the capacity of the network or replace life-expired infrastructure with modern equivalents. Using highly skilled engineers, surveyors, project managers and other professionals, we deliver infrastructure safely and efficiently for our clients. We use a risk-based approach to manage and deliver projects and programmes, working closely with over 200 suppliers.

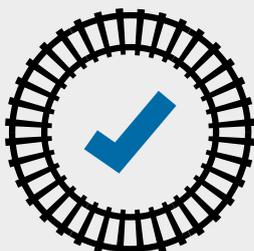
We have an ambitious plan to support our customers in CP6. This plan is constantly evolving as the work bank requirements become clearer and the impact of route devolution is fully understood.

Our CP6 priorities



Improving the passenger/freight customer experience

- Everyone home safe every day, whether passengers or workforce.
- Deliver works within possession, utilising the Delivering Work Within Possessions framework.
- Continue to reduce post-implementation asset failures.



Delivering for our customers

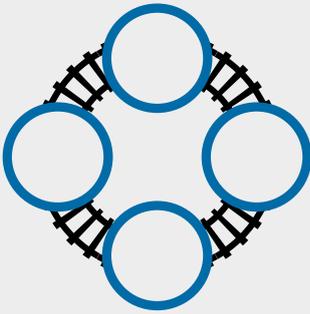
- Support our clients, the routes and system operator, to deliver their commitments.
- Deliver large and complex works to reduce the risk to the operational business.
- Implement improvements in planning and controls as part of the Enhancement Improvement Plan and manage the risk relating to on time/budget delivery.
- Embrace 3rd party competition and use it to improve our service.

Increasing stakeholder satisfaction



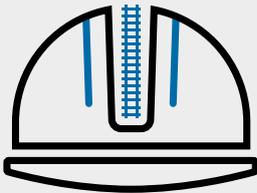
- Increase satisfaction amongst our route clients, as measured in key account management (KAM).
- Extend KAM to include STE and the System Operator.
- Improve supplier satisfaction by increasing engagement.
- Encourage contractors to appoint small and medium-sized enterprises (SMEs) into local supply chain activities.
- Strengthen relationships with other external stakeholders including alliance partners, government bodies, transport companies, industry groups, local business groups and passengers.
- Embed learnings from the collapse of Carillion Plc.

Becoming an agile business



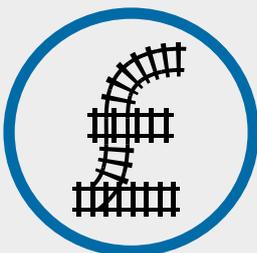
- Take a project-based organisation approach to managing our people, with appropriate T&Cs and support to flex role locations.
- Right-size our teams for £24 billion of renewals and known enhancements in CP6.
- Continue transition programme to retain skills in Network Rail from de-mobilising programmes.
- Use strategic workforce planning and profession-based tools to manage skills, competencies and succession planning.

Safe & sustainable development



- Improve safety performance throughout our supply chain. CP6 workforce safety focus is vehicle driving safety, fatigue management and wellbeing.
- Sustainability improvements to deliver better value for money, such as reducing waste and capital carbon.
- Embed sustainability into the existing supplier balanced scorecard.

Providing value for money



- Focus on the efficient and cost effective delivery of capital projects for our route clients, providing value for money and promoting cost conscious behaviours across Infrastructure Projects.
- Work with the supply chain to increase value - 95 pence of every pound IP spends is with the supply chain.
- Reinforce and improve internal financial controls and standardise through One Vision One Way, a programme which aims to achieve a single, consistent approach to processes and best practice.