

A photograph of two men standing on a construction site at night. The man on the left is wearing a blue hard hat, glasses, and a bright orange high-visibility jacket with reflective strips. He is smiling and looking towards the other man. The man on the right has dreadlocks and is wearing a black hoodie with blue accents and a circular logo on the chest. He is also smiling and gesturing with his hands. In the background, there is a large construction site with cranes, lights, and various pieces of machinery under a dark sky.

HS2

# Equality, Diversity and Inclusion Annual Report

2022 - 2023



# Foreword



Dame Judith Hackitt.

**“As the Board Champion for equality, diversity and inclusion (EDI) at HS2 Ltd I am delighted to be able to introduce the latest annual report on our progress.”**

Front cover image: HS2 partnered with Queens Park Rangers Football Club to give its youth team a unique insight into alternative future career options on HS2 and within the construction and infrastructure industries.

We are the largest infrastructure project in Europe and HS2 has committed to set new standards for equality, diversity and inclusion (EDI) in engineering, construction and infrastructure, creating a culture and environment where everyone feels safe and is able to be their best.

This report shares how HS2 Ltd, as the client organisation, has found new ways to attract and retain its own talented and diverse workforce. The report shares how we support, train and develop people through our apprenticeship, graduate and leadership programmes. The report also describes how we champion inclusive leadership, where diverse people feel supported and can thrive.

I am particularly pleased to see the great progress made this year across our extensive supply chain. This year we have seen even greater workforce diversity in the Tier 1 supply chain. Some 30% of our supply chain workforce are women and 20% are from an ethnic minority background. The case studies shared in this report demonstrate how seriously our supply chain are taking all of their EDI responsibilities, ranging from the inclusivity of our construction sites, through to the design of the new railway and stations to be accessible and inclusive.

As always, we are not complacent and we will continue to strive to do even better. Our aim is to maintain our momentum on EDI which is one of the ways we will ensure HS2 is built in the best way. We will continue to embed inclusivity across the project and the wider supply chain. We will strive for even greater workforce diversity, and for safe and fully inclusive sites. I look forward to supporting everyone to deliver continued progress, and industry leading change, in 2023/24.

**Dame Judith Hackitt, DBE, FEng, FIChemE, FCGI**

Non-Executive Director and Board Champion for EDI

## Contents

Introduction	2
HS2 Ltd: setting the standards for the industry	4
The HS2 supply chain: setting new standards in the industry	27
Inclusive design and operations	37
Communities	43

# Introduction

This report focuses on our commitment to inclusivity, which is a key part of how we'll build the best railway in the best way. At peak construction, we'll need 34,000 people working to design and build HS2. Attracting and retaining diverse and talented people is critical to our success and will enable us to achieve our goals. The diverse and skilled workforce that we create will benefit the construction, infrastructure and rail industries for years to come.

The project continues to gain momentum and 2022 – 2023 has been another significant year. Almost 30,000 people are now working on HS2, with over 2,500 businesses supporting delivery. We have passed major milestones with over 1,000 apprentices joining the project and over 3,000 people who were previously not in employment starting work on HS2. All three phases of the project are now live, and there are over 350 active construction sites between the West Midlands and London. We're delivering enabling works across the Phase 2a route between the West Midlands and Crewe, and through a hybrid Bill, we're seeking the legal powers to build and operate the next phase of the railway between Crewe and Manchester.

This report shares the key EDI achievements of the HS2 project. The first section describes how we set the standard for our supply chain. It outlines our aspirations to significantly exceed industry benchmarks when it comes to workforce diversity. This section also looks at how we lead the way through our inclusive approaches to our recruitment, engagement and talent development. In the second section, we share how our supply chain is changing the industry with diverse and inclusive teams working across the line of route. The report then looks at our commitment to inclusive design and safe and inclusive operations, with case studies to bring this to life. And finally, we describe how we ensure we respect the diverse people and places close to the railway construction sites.



The phases of the HS2 network.

### Key

- HS2 Phase One
- HS2 Phase 2a
- HS2 Phase 2b Crewe – Manchester
- HS2 East
- Stations

The information in this report represents activities delivered between 1 April 2022 and 31 March 2023. All data referring to HS2 Ltd in this report is related to HS2 Ltd employees only, which includes the following staff types: permanent, fixed term contracts, apprentices and graduates. Where specifically indicated, data may refer to core staff which includes the categories above plus agency interim staff, development partner, engineering delivery partner and commercial secondees.

# At a glance: EDI at HS2 in 2022–2023



**38%**

of our HS2 Ltd workforce is female.



**40%**

of the HS2 Ltd Executive Leadership Team (ELT) is female and 31% of the Senior Leadership Team (SLT) members are female.



**24%**

of the HS2 Ltd workforce has an ethnic minority background, exceeding our corporate target of 23%.



**30%**

of our Tier 1 supply chain workforce is female, which is above the industry average.



**20%**

of our Tier 1 supply chain workforce has an ethnic minority background, which is above the industry average.



**8**

Staff Networks, actively supporting the continuous improvement of EDI at HS2 Ltd.



**38%**

of HS2 Ltd staff successfully received reasonable adjustments in the workplace.



Clear Assured Platinum status and a Disability Confident Employer.



# HS2 Ltd: setting the standards for the industry

A supply chain team member at Old Oak Common.

HS2 Ltd EDI Annual Report 2022–2023



# HS2 Ltd: setting the standards for the industry in 2022–2023

**EDI is embedded in everything that HS2 Ltd does. We seek to set new standards for our supply chain by leading the way for the industry.**

**This section explains how we ensure EDI is integral to all we do at HS2 Ltd as the client organisation for the HS2 project, including how we seek to recruit and retain a diverse workforce through inclusive processes and practices, how we monitor staff progression and pay gaps, how we engage our staff and seek their views, and how we support and develop our talent.**

## **Inclusive leadership**

Inclusive leadership is a key part of how we attract and retain the right people to build the best railway in the best way. There are several ways in which we ensure that our leaders are supporting inclusivity across the project. These include:

- a Board Sponsor of EDI, Dame Judith Hackitt;
- an ELT sponsor for all eight of our staff networks, to champion and raise the profile of their priorities, initiatives and events;
- an EDI goal in all staff annual objectives, with a bespoke library of goals for our ELT and our SLT focused on championing inclusivity and challenging bias;
- bespoke and targeted training for our SLT; and
- our reverse mentoring programme that pairs all our SLT members with a mentor to help them better understand issues that are important to our staff and the experience of junior colleagues.



A senior leader at HS2 Ltd.



An HS2 Ltd member of staff.

# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study

### Inclusive leadership case study: reverse mentoring for our senior leaders

Each year we run a structured reverse mentoring programme where we pair all our SLT members with a reverse mentor. The volunteer reverse mentors and SLT members are matched by the Legacy Team. They are given briefings, support and suggested topics to explore, including authenticity of leadership engagement, HS2 Ltd EDI aspirations and workplace wellbeing and safety.\*

The programme provides reverse mentors with exposure to different areas of the HS2 project and helps develop personal and professional skills that can support career progression. Our SLT members are given an opportunity to discuss issues important to staff in a safe space and explore how leaders can learn and improve. Last year, 50% of the reverse mentors were promoted in their roles, demonstrating how valuable the programme is for our people.



Emma Pender.

“**I wanted to broaden my knowledge and experience. The programme and working with Peter absolutely did that for me. I found it insightful to understand how the same issues I was thinking about, for example hybrid working, were also being processed by senior leaders.**”

**Emma Pender**  
Project Manager, HR and 2022 – 2023 reverse mentor



Peter Sollitt.

“**It was really important for me to have someone who was willing and able to offer a perspective on issues affecting HS2 that were not immediately apparent to me. We reached the point of maturity in the mentoring relationship where I actively sought Emma’s thoughts on difficult issues outside of the scheduled mentoring meetings.**”

**Peter Sollitt**  
Phase 2a Delivery Director, SLT and ELT member

\* 50% of the reverse mentors who responded to the end of year evaluation survey in Q4 22/23 were promoted during the period they participated in the programme.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study

### Inclusive leadership case study: training for our senior leaders

In autumn 2022 our Technical Services Delivery Directorate worked with the Legacy Team to develop a bespoke inclusion day that focused on issues they wanted to explore and better understand. The day was championed personally by ELT member, Emma Head, and the desired outcome was for the technical leaders to reach a common agreement on how they lead and support their teams to make the directorate a truly inclusive and great place to work.

The session focused on the EDI aspirations for HS2 Ltd, the workforce diversity of the directorate, and how leaders can personally make a difference. It also included a facilitated session which brought to life why an inclusive culture is essential to the HS2 project.



Emma Head.

**“**Our role as leaders is to create an inclusive environment where everyone can be their best at work. We delivered an inclusive leadership workshop for our top 60 technical leaders. This was a powerful session where everyone made a personal commitment to do something tangible to create a more inclusive workplace.”

**Emma Head**  
Delivery Director – Technical Services



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Workforce diversity: gender

At HS2 Ltd, we aspire to see more women represented in our workforce. To help us achieve this, we maintained our challenging and aspirational corporate target of 40% representation for 2022 – 2023. We reached 38% female representation by the end of 2022 – 2023, a slight increase on the previous year’s 37%. This outcome is significantly higher than current construction and industry standards, which are between 21% and 23%.

We will continue to strive towards our aspiration to increase the number of women in our workforce to 40%, and we have retained a corporate target as a Tier 1 KPI for HS2 Ltd for 2023/24. We will keep our focus on finding new ways to attract talented

women to achieve greater gender diversity across our workforce, across all roles and grades.

In 2023/24 we will continue to focus our recruitment and retention strategies on increasing the female workforce in our delivery directorates, where gender representation remains a challenge. We will also focus on our female talent, ensuring they have the support, training and development they need to progress to the next level. This will help ensure that our future talent pipeline has female representation across all disciplines.

The gender balance across our directorates in 2022 – 2023, and the gender balance across our grades, are set out in the following two tables.\*

Directorates**	Male %	Female %	Change of female representation from 2021/22
<b>CFO</b>	60%	38%	+4%
<b>CCO</b>	53%	45%	+1%
<b>HR</b>	40%	58%	+4%
<b>CSE</b>	52%	47%	-1%
<b>Phase Two</b>	50%	49%	+3%
<b>Civils Delivery</b>	74%	25%	+5%
<b>Technical Services</b>	70%	29%	+1%
<b>Systems and Stations</b>	69%	29%	+5%

\* We have a small number of staff who prefer not to share their gender, and those who ‘prefer not to say’ are excluded from the table. This means not all directorates and grades have 100% gender representation in the figures shown.

\*\* Directorates cannot be directly compared this year against 2021/22, as the programme transformation has meant that some functions have merged, and new ones have been created.



An HS2 Ltd member of staff.

**40%**  
of the HS2 Ltd ELT are women.

**36%**  
of our directors are women.

**31%**  
of the HS2 Ltd SLT are women.

# HS2 Ltd: setting the standards for the industry in 2022–2023

Roles	Male %	Female %	Change of female representation from 2021/22
<b>Directors</b>	64%	36%	+4%
<b>Senior Technical/Functional Lead</b>	74%	23%	+6%
<b>Head of Function</b>	75%	25%	+1%
<b>Senior Manager</b>	70%	29%	0%
<b>Manager</b>	57%	43%	+3%
<b>Advisor</b>	43%	55%	-5%
<b>Assistant</b>	32%	66%	-1%

There have been increases in female representation across several directorates within HS2 Ltd. We have seen a 5% increase in women in both our Systems and Stations and Civils Delivery Directorates, and a 4% increase in women within our HR and CFO Directorates.

Similarly, we have seen an improvement in diverse representation across our roles with 6% increased female representation in our Senior/Technical Functional Lead roles.

We will continue to work with our eight staff networks and with both our Talent and Development and Resourcing teams to support improving gender balance across our workforce.



Females in HS2 Ltd senior and technical functional lead roles.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study



Ailsa Waygood.

### First female project client

In February 2023, Ailsa Waygood was appointed Project Client Director – Interchange Station within the Systems and Stations Directorate. Ailsa, our first female project client, is leading the way in female representation in delivery at this level of seniority.

Before the appointment to her new role, Ailsa was previously a Senior Project Manager at Curzon Street and has been with HS2 Ltd for over six years. She has brought a wealth of experience to her new role with 17 years of experience in working on heavy civils projects within the railway industry and joined HS2 Ltd on the Euston North portfolio in January 2017. Ailsa previously held numerous delivery roles, starting out as a project management graduate for Transport for London, working on the London Underground on the Jubilee, Northern and Piccadilly line stations through to more high-profile projects such as Green Park Station modernisation and step-free access, Victoria Station upgrade, and Tottenham Court Road Station, working on both the client and Tier 1 contractor side. Ailsa is now responsible for leading the HS2 client team that will deliver Interchange Station.

“

**I’m delighted to be appointed to this role. It’s a huge challenge but I’m really excited about the opportunity to lead the Interchange team.”**

**Ailsa Waygood**

Project Client Director, Systems and Stations

# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study



Niki French.

### Female Head of Utilities

In 2022 – 2023 Niki French was appointed to the Head of Utilities role. Niki is accountable for delivering all non-contestable utilities diversions works that interface with the line of route across Phase One, Phase 2a and Phase 2b. Niki leads a team of over 50 people and works in close collaboration with nearly 60 different utilities companies.

Niki joined HS2 Ltd in 2017, leading the Interchange Station and automated people mover project through the Station Design Services Contract, achieving Schedule 17 Planning Consent and the procurement of the Main Works Stations Design and Build Contract. She is proud to have been able to work closely with the design team and influenced the design to become the first station in the world to be awarded BREEAM Outstanding. Prior to joining HS2 Ltd, Niki worked for main contractors across primarily public-facing buildings such as schools, hospitals, shopping centres and stations – most notably Birmingham New Street Station. Niki is also a Fellow of the Institution of Civil Engineers – one of fewer than 300 female Fellows in the world.

“

**I'm really pleased to be able to take up the role of Head of Utilities and lead the team as we work towards closing out Phase One and using that knowledge to shape and improve the delivery of Phase 2a and Phase 2b, for contestable and non-contestable scope. From a development perspective, I recommend taking opportunities to move around the HS2 family. It creates a step change in your learning and benefits HS2 Ltd by creating connections across the business which improves communication and integration.”**

**Niki French**

Head of Utilities, Civils Delivery





# HS2 Ltd: setting the standards for the industry in 2022–2023

## Workforce diversity: ethnicity

We have set a challenging corporate target of 23% for ethnic minority diversity in our workforce at HS2 Ltd. As with gender, this is a target that sets our aspirations considerably above industry standards. In both construction and infrastructure, there have traditionally been low levels of ethnic diversity – less than 15%. Last year we fell slightly short of our ambitious target, achieving 22%.

This year, we have exceeded our target for ethnic minority employees, with 24% of our current staff members identifying as being from ethnic minority backgrounds. This reflects our ongoing focus on achieving better ethnic minority representation,

through our work with our REACH staff network and our promotion of inclusive recruitment, staff progression and retention.

In 2022 – 2023 we implemented a series of proactive measures to enhance the representation of ethnic minority applicants, apprentices, and staff. These steps included:

- working closely with our REACH network to support a comprehensive series of awareness and inclusion events;
- monitoring talent and progression of our ethnic minority staff and working to develop new programmes which we will roll out in 2023/24; and

- delivering training sessions on conscious inclusion and understanding bullying and harassment to help facilitate internal conversation and greater understanding of unconscious bias.

We are seeking to further improve our ethnic minority representation and experience at HS2 Ltd in 2023/24, and this is a key part of our inclusion improvement priorities for the coming year. A particular focus is working with our Talent and Development team to ensure our ethnic minority employees are nurtured and retained.

Ethnic minority representation in our directorates in 2022 – 2023, as well as representation across grades, is set out in the following tables.\*

Directorates	White %	Ethnic minority %	Change from 2021/22
<b>CFO</b>	57%	30%	+1%
<b>CCO</b>	61%	31%	+4%
<b>HR</b>	58%	25%	0%
<b>CSE</b>	65%	23%	+3%
<b>Phase Two</b>	66%	25%	-4%
<b>Civils Delivery</b>	66%	22%	+4%
<b>Technical Services</b>	68%	17%	+3%
<b>Systems and Stations</b>	67%	20%	+4%

# 24%

**of our workforce is from an ethnic minority background, exceeding our corporate target.**

\* We have some staff who prefer not to share their ethnicity, and those who 'prefer not to say' are excluded. This means not all Directorates and grades have 100% ethnicity representation in the figures above.

# HS2 Ltd: setting the standards for the industry in 2022–2023

Seniority level (grades) **	White %	Ethnic minority %	Change from 2021/22
<b>Director (24 – 28)</b>	79%	0%	0%
<b>Senior Technical/Functional Lead (22 – 23)</b>	76%	13%	+4%
<b>Head of Function (20 – 21)</b>	83%	7%	-3%
<b>Senior Manager (17 – 19)</b>	61%	21%	+4%
<b>Manager (15 – 16)</b>	49%	31%	+5%
<b>Advisor (12 – 14)</b>	48%	35%	+4%
<b>Assistant (9 – 11)</b>	52%	35%	+4%

The percentage of ethnic minority background employees in the SLT decreased in 2022 – 2023 from 8% to 7%. We will continue to prioritise addressing under-representation of staff with ethnic minority backgrounds in senior roles. In 2023 – 2024 we will increase our focus on developing talent from this group with bespoke support in place so that we can improve the diversity of our future talent pipeline.



An HS2 Ltd apprentice.

\*\* Graduates and apprentices shown on page 22.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study



Natalie Rose.

### Progressing a career in health and safety

In November 2022, Natalie Rose was promoted to the position of Corporate Health, Safety and Security Manager in the Technical Services Directorate. Natalie is also the co-chair of our award-winning REACH staff network, as well as a health and wellbeing champion and a mental health first aider.

Natalie has worked at HS2 Ltd since 2016, beginning as the Health, Safety and Security Team Coordinator. After discovering her passion for health and safety, Natalie used her transferable skills to undertake her NEBOSH Construction Certification and was appointed to the Corporate Health, Safety and Security Advisor role back in 2019. Natalie's passion for health, safety and wellbeing also manifests itself in her role as co-chair of our award-winning REACH staff network. Natalie leads on initiatives, raising awareness and supporting the business to meet its EDI targets. Prior to working at HS2 Ltd, Natalie had a range of office management roles in the construction industry.

**“Working at HS2 Ltd has completely changed my career path. I am in a job that I love, working with really supportive people who recognised my potential even before I did, encouraging me to enter the profession. I am so pleased that I am able to play my part to ensure that health and safety are at the heart of everything that we do and contribute to the great legacy that this project will leave behind.”**

### Natalie Rose

Corporate Health, Safety and Security Manager,  
Technical Services

# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study



Mohammed Azeem.

### Religious inclusion at HS2 Ltd

Mohammed Azeem shares his personal lived experience at HS2 Ltd as a Commercial Manager.

“From an early age, I was always interested in the buildings around me, from the terraced house I grew up in to my primary school, the local library and then the town hall and council buildings. As I got older and started travelling the world, I witnessed incredible architecture. From the temples at Karnack to the Skyline of Dubai, the ‘wow factor’ of these always had me thinking – how did they build this? Fast forward to the 2008 financial crisis, where a lot of people were affected, I made the choice to move into quantity surveying from being a project manager. I went back to university as a mature

student and did a part-time BSc (Hons) in Quantity Surveying and Commercial Management (RICS Accredited), with a future aim of becoming chartered at some point in my career.

Growing up as a child in the UK, I did not see Muslim representation in the built environment for me to look up to. In the last 15 years or so, the profession has diversified immensely and I see more ethnic and gender diversity. However, I still don’t see enough people who look like me in senior or director-level commercial positions, so there is work still to do. Improving this is part of the legacy HS2 Ltd is working towards.

As a Muslim working as a quantity surveyor in construction, it’s been great. I’ve experienced colleagues being mindful of fasting during Ramadan and my team is always flexible with working hours. I’ve experienced first-hand in many site-based construction offices, space made available for daily prayers, ablution facilities and halal food options.

The office-based support also continues on to sites. I know from speaking to colleagues on our HS2 site-based teams that they allow flexibility on break times for those doing late shifts, evening, or night working, to open their fast, or for them to eat and keep it before dawn.

For me it’s the little things that matter and make a big difference. I find the informal temporary flexible working policies that are available to me, particularly during Ramadan very useful. For example, I currently have the flexibility to break off from meetings and carry out my daily prayer, even when I’m working in the Snow Hill office as there are prayer rooms onsite.

This sense of belonging and support is not just at team level but also comes down from the top where my rail systems commercial director embraces and recognises cultural and religious periods in the year such as Ramadan. Management teams tend to touch base with me and other Muslim colleagues to find out if we need further accommodations like annual leave or just to reach out with messages like ‘Ramadan Mubarak’.”

**“My experience at HS2 Ltd is of an employer that really demonstrates religious inclusion. They are always open to hearing about how they can best support you.”**

**Mohammed Azeem**  
Commercial Manager, CCO



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Workforce diversity: disability

The number of staff at HS2 Ltd with a declared disability as defined in the Equality Act remains low with 4% of employees sharing their disability status in our HR system, a 1% increase compared to last year.

We continue to work with our supplier Clear Talents to ensure that all requests for reasonable workplace adjustments are logged, tracked and managed effectively. This system was enhanced in 2022–2023 and now creates personal staff profiles focused on:

- ensuring display screen and equipment adjustments are implemented both in the office and in the home; and
- developing an inclusion profile which monitors requests not only in relation to disability but any protected characteristic that requires adjustments, such as caring and parental responsibilities or religious and belief related needs.

The enhanced system has improved tracking, which helps ensure line managers are aware of and are actively monitoring requests from team members for support or equipment.

Some 38% of our employees received adjustments in relation to their inclusion profile, an increase of 4% in the number of adjustments compared to last year.

## Improving accessibility at HS2 Ltd

We continue to strive to ensure that our workplace is fully accessible for all our staff and visitors.

Our internal accessibility working group has continued to support and drive improvements in accessibility including:

- conducting a full independent audit of the built environment of our offices in the context of our ongoing hybrid working;
- commissioning a digital accessibility audit of all our websites, leading to improvements being made to achieve full AA Web Accessibility Compliance;
- hosting our podcast to focus on accessibility as part of our digital enterprise architecture; and
- developing and launching a new digital design system that helps ensure consistency and efficiency in the design and development of all our digital products that ensure our digital products and experiences are accessible.



Maria Grazia Zedda.

## Case study

### Top 100 disability influencer

Maria Grazia Zedda, our EDI Senior Manager was recognised by the Shaw Trust in 2023 for her work supporting people with disabilities. Maria, who is severely deaf, was named in the UK's top 100 most influential people living with an impairment or disability in October 2022.

Maria has worked at HS2 Ltd for five years and plays a lead role in ensuring that we meet our corporate EDI commitments and targets – this includes attracting more underrepresented groups into employment on the project. Maria's achievements over 2022, which were pivotal to her award success, include the development and launch of our accessibility policy and digital accessibility hub and her leadership of the cross-directorate accessibility working group.

**“My ultimate goal is seeing the day in which accessibility becomes business as usual and not a special request.”**

**Maria Grazia Zedda**  
EDI Senior Manager, HR



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Gender, ethnicity and disability pay gaps

In March 2023, HS2 Ltd published data on pay gaps which outline the difference between the average earnings of our employees across gender, ethnicity and disability groups. This year we also included data relating to sexual orientation which was a request from our staff networks. While not yet obligatory for all protected characteristics, we maintain the practice of reporting and publicly disclosing our pay gaps because it helps our organisation identify and address disparities.

For the fourth consecutive year, we have reduced the mean\* gender pay gap, achieving almost a 5% reduction since 2019. This year the mean gender pay gap has reduced from 21.5% in 2021, to 19.7% in 2022. Our pay gaps at HS2 Ltd are largely driven by diversity in the upper quartile of salary earnings, meaning it is a reflection of the diversity make up in our senior grades, as described earlier in this section.

The ethnicity, disability and sexual orientation gaps are listed below.

To help address the pay gaps we have set enhanced equality, diversity and inclusion requirements for our executive search firms, senior level recruitment, and third-party recruitment agencies. This has helped drive the improvement this year in the representation of women at head of function and director level.

We continue to undertake equality analysis on succession planning and talent mapping, as well as in performance management process and pay reviews, to reduce any risk of disproportionate impact on female and other groups who are selected and promoted. We have enhanced our approach to reviewing job descriptions to remove gender bias and non-essential criteria and have placed a greater focus on encouraging internal promotions. We are also continuing with our successful reverse

mentoring programme. However, we recognise that there is always more to do, and we continue to implement measures that will help us to sustain this gender pay gap downward trend.

**“ We have made good progress addressing pay gaps and we know there is no quick fix as this is primarily about representation. We remain committed to driving further improvements and representation at every level of the company and across the industry.”**

**Shira Johnson**  
HR Director

2022 – 2023	Ethnicity	Declared disability	Workplace adjustment**	Sexual orientation
<b>Median</b>	24.8%	8.1%	11.8%	17.1%
<b>Mean</b>	23.8%	7.0%	11.4%	14.5%

\* The mean pay gap is the difference between the average hourly earnings. The median pay gap is the difference between the midpoints in the ranges of hourly earnings. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

\*\* A workplace adjustment is recorded when an employee has a moderate or substantive change to their working environment or equipment. Such adjustments may qualify under the Equality Act definition of disability and so give a larger base on which we can better understand our workforce.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Age

### Employees age breakdown in 2022/23

Age ranges*	Percentage
<b>18 or under</b>	0.1%
<b>19 – 29</b>	13%
<b>30 – 39</b>	29%
<b>40 – 49</b>	30%
<b>50 – 59</b>	22%
<b>60 – 64</b>	5%
<b>65 and over</b>	2%

## Religion and belief

At HS2 Ltd the most prevalent religion or faith among our employees is Christianity at 39% – a 2% increase compared to the last financial year. We have also seen a growth in the number of Muslim employees within our workforce.

### Employees religion and belief breakdown in 2022/23

Religion/belief*	Percentage
<b>Christian</b>	39%
<b>Muslim</b>	5%
<b>Sikh</b>	3%
<b>Hindu</b>	3%
<b>Jewish</b>	0.1%
<b>Buddhist</b>	0.5%
<b>Other</b>	3.1%
<b>Atheist/secular/agnostic</b>	27%

## Sexual orientation

A total of 4% of our staff identify as lesbian, gay, bisexual or transgender (LGBTQ+). This is the same as in the previous year.

### Sexual orientation in percentages

Sexual orientation*	Percentage
<b>LGBTQ+</b>	4%
<b>Heterosexual</b>	85%

### Sexual orientation by directorate

Directorate**	LGBTQ+ %
<b>CFO</b>	3%
<b>CCO</b>	4%
<b>HR</b>	6%
<b>CSE</b>	8%
<b>Phase Two</b>	8%
<b>Civils Delivery</b>	2%
<b>Technical Services</b>	4%
<b>Systems and Stations</b>	2%

### Sexual orientation by level and grade

Level and grade*	LGBTQ+ %
<b>Executive Director (24 – 28)</b>	0%
<b>Senior Technical/ Functional Lead (22 – 23)</b>	4%
<b>Head of Function (20 – 21)</b>	3%
<b>Senior Manager (17 – 19)</b>	3%
<b>Manager (15 – 16)</b>	4%
<b>Adviser (12 – 14)</b>	5%
<b>Assistant (9 – 11)</b>	7%

\* We have some staff who prefer not to share their age, religion/belief, or sexual orientation, and those who 'prefer not to say' are excluded from this data.

\*\* LGBTQ+ representation decreases with seniority.





# HS2 Ltd: setting the standards for the industry in 2022 – 2023

## Career progression, development and talent management

HS2 Ltd is committed to developing our internal talent and over the last year we have continued to support progression and career development for staff including:

- **managed moves:** six-month development moves to internal roles for development purposes;
- **SLT development seats:** giving top talent the opportunity to be part of the HS2 Ltd SLT for 12 months to develop their understanding of the HS2 project as a whole and develop relationships with senior leaders;
- **internal secondments:** moves to roles which need to be filled on a temporary basis;
- **staff network career development sessions:** facilitated by our Talent and Development team, these sessions have provided clarity to our staff on the variety of development opportunities and support resources available;
- **lunch and learn sessions:** facilitated online sessions covering all aspects of personal and career development at HS2 Ltd;
- **internal apprenticeships:** access to both further and higher education opportunities and qualifications through apprenticeships at levels 3 – 7;

- **coaching:** access to both internal and external coaching provisions where required;
- **leadership and management development:** structured, blended programmes of development for all levels of management and leadership; and
- **professional memberships and qualifications:** the opportunity to gain professional qualifications and to access learning and events through membership of professional bodies.

The work in this area has delivered progression and career development opportunities which are proportionate to the diversity of our staff population.

The following table shows the diversity make-up of all promotions and those given temporary additional responsibility during 2022 – 2023.

### Workforce diversity

2022 – 2023

	Workforce promotions	Workforce diversity
<b>Ethnic minorities</b>	22%	24%
<b>Female</b>	44%	38%
<b>LGBTQ+</b>	5%	4%
<b>Disability (Oracle)</b>	5%	4%

With the exception of the ethnic minority population, the data in the table shows that the rate of promotions at HS2 Ltd is consistent or higher with the rate of employment of the relevant populations in our workforce. This indicates that leaders and line managers are promoting and progressing employees in their teams fairly, aided by inclusive policies, training, calibration processes and data monitoring.

In 2023/24 one of our key inclusion improvement priorities is to ensure we are supporting and developing our internal talent with ethnic minority backgrounds to drive improved outcomes from this group.

# 44%

of all promoted staff in 2022 – 2023 were female.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Recruitment

We continually strive to remove potential bias from all stages of our recruitment process, from the initial point of application and CV sifting, to interview management and hire outcomes. Our processes include:

- working with external partners such as Vercida, Evenbreak, TMP and Evenfields to reach and attract candidates from under-represented groups;
- trialling a new blind CV sifting tool, to redact protected characteristics from the sift stage;
- encouraging diverse interview panels; and
- using competency based interviews.

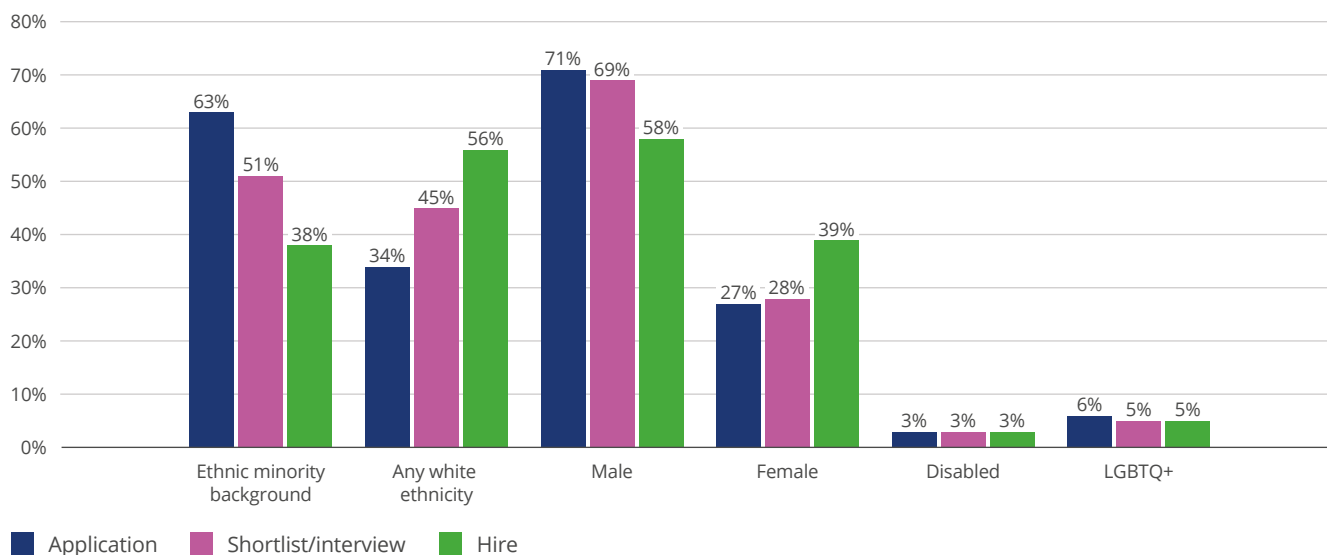
In 2022 – 2023 we noted the following trends:

- an increase in the number of applications from candidates with ethnic minority backgrounds. In 2021 – 2022, 54% of all applicants had an ethnic minority background. This increased by almost 10% over 2022 – 2023, with 63% of all applicants having an ethnic minority background over the past 12 months;
- despite the high number of applicants with an ethnic minority background, only 38% of all hires came from this group;
- we continue to attract low numbers of women, with only 27% of all applicants being female in 2022 – 2023;

- although there are low levels of female applicants, women perform well through the recruitment process, with 39% of all hires being female in 2022 – 2023; and
- disabled and LGBTQ+ candidates apply in proportionate levels to current workforce diversity at HS2 Ltd.

In 2023 – 2024 our inclusion improvement priorities include a maintained focus on ensuring fairness and transparency throughout our end-to-end recruitment processes.

## EDI trends in our recruitment



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Case study

### Removing bias from our recruitment process

We continually strive to find new ways to remove potential bias from our recruitment process, and in 2023 we have introduced a CV-redaction solution, with our partner MeVitae.

This tool helps remove biases during the shortlisting process by removing key identifying features from CVs, such as ethnicity and gender-related information. The aim is that CVs will be assessed by hiring managers on the applicant's competency to do the job, without any potential subconscious bias playing a part. Only at the interview stage is the full unredacted CV made available. This approach will help ensure we are making evidence and competency-based hiring decisions, meaning that candidates are evaluated based on their skills and qualifications rather than subjective factors such as gender, race or socioeconomic status.



An HS2 Ltd member of staff.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Graduates and apprentices

HS2 Ltd welcomed another cohort of graduates and apprentices this year. We continue to implement inclusive recruitment practices to support us in engaging a diverse cohort of talent. During 2022 – 2023, HS2 Ltd recruited 20 apprentices and 12 graduates.

We ensure our early careers programme recruitment, selection and onboarding are both inclusive and accessible. As we settled into hybrid working, we maintained robust and comprehensive assessments, which were instrumental in recruiting a diverse cohort. We ran virtual interviews for our graduate and apprenticeship programme candidates, enabling us to use the accessibility features on the chosen platform.



Eleanor Bowditch.

Methods of recruitment and selection included EDI-verified job descriptions, as well as inclusive means of sifting and shortlisting, enabling applicants to disclose any required adjustments at each stage of the process and blind auditioning to reduce bias. To support the final stage of the process, all interviewers were trained in inclusive recruitment techniques and on how to recognise and address unconscious bias.

Both our graduates and apprentices continue to be a diverse group, broadly in line with the overall workforce diversity at HS2 Ltd.

### Graduate and apprentice diversity

Graduates: diversity	Percentage
<b>Male</b>	42%
<b>Female</b>	58%
<b>Ethnic minority</b>	25%
<b>Disability</b>	8%
<b>Adjustments</b>	35%
<b>LGBTQ+</b>	5%

Apprentices: diversity	Percentage
<b>Male</b>	70%
<b>Female</b>	30%
<b>Ethnic minority</b>	30%
<b>Disability</b>	5%
<b>Adjustments</b>	35%
<b>LGBTQ+</b>	5%

“

**HS2 Ltd was very responsive during the recruitment process. There was a good flow of communication between the company and applicants. They held a face-to-face welcome event prior to joining, which enabled us to meet fellow apprentices and ease our nerves about joining the company in September. They also held a meet the CEO event which enabled us to meet Mark and understand what his perspective was of the business.”**

**Eleanor Bowditch**

Apprentice Project Manager, Systems and Stations

# HS2 Ltd: setting the standards for the industry in 2022–2023

## Staff networks at HS2 Ltd

Fostering an inclusive work environment is fundamental to making HS2 Ltd a great place to work, and our staff networks play a pivotal role in helping us achieve this. We currently have eight staff networks that support a range of protected characteristics and staff interests and are instrumental in helping ensure that HS2 Ltd continues to push boundaries.

In 2022–2023 we focused on improving the support for our staff network chairs, as well as the alignment of common goals and priorities through a joint staff networks plan.



### REACH Network

The award-winning REACH (Race, Ethnicity and Cultural Heritage) Network supports the inclusion of ethnic minority staff and has continued to grow its membership at pace since 2020 and now has nearly 300 members. Our CEO, Mark Thurston, is the REACH Network’s executive sponsor. The REACH Network aims to:

- **support the EDI team** to meet its ethnic diversity targets;
- **develop and champion initiatives** that support career progression and development for ethnic minority staff within the organisation; and
- **improve staff and management engagement** in relation to EDI issues.

It ensures awareness of key cultural dates, events and issues including:

- **Race Equality Week**
- **National Day of Staff Networks**
- **National Inclusion Week**
- **South Asian Heritage Month**
- **Ramadan**
- **Stephen Lawrence Day**
- **Black History Month**
- **Diwali**

The REACH Network provides a safe space for ethnically diverse colleagues to share their lived experiences through their ‘Courageous Conversations’ series. This is a monthly, company-wide call which is open to all, allowing all staff to have a safe space to listen, learn and contribute. In 2022–2023 the REACH network held 41 events, 19 of which were in collaboration with internal or external networks. These attracted nearly 6,000 attendees.



### Onboard Network

The Onboard Network is at the forefront of raising awareness and promoting inclusivity for LGBTQ+ individuals. The ELT sponsor for the Onboard Network is our HR Director, Shira Johnson. This year, special attention has been given to international days celebrating minority groups within the LGBTQ+ umbrella. The network has created information sheets, as well as having written articles and organised mail-outs around these dates including:

- **International Transgender Day of Visibility** – 31 March
- **International Asexuality Day** – 6 April
- **International Day Against Homophobia, Biphobia and Transphobia** – 17 May
- **Pride Day** – 28 June
- **International Non-Binary People’s Day** – 14 July
- **International Drag Day** – 16 July
- **Bi-Visibility Week** – 23 September
- **Ace Awareness Week** – 23 – 29 October
- **Trans Awareness Week** – 13 – 19 November

The Onboard Network was consulted on proposed amendments to our Trans Policy and Paternity Policy to ensure the policies are fully inclusive. It was also involved in the development of the new Pregnancy and Child Loss Policy ensuring that it catered to LGBTQ+ members of staff. The Onboard Network instigated a successful review of how we record and report sexuality, gender, and gender identity. Events organised in 2022–2023 included:

- **LGBTQ+ awareness training** delivered during Pride month in June 2022 by The Queerbox, a leading gender, sexuality and relationship diversity training and consultancy company. The event had a record attendance of 68 people and was so successful the network organised another training delivered by the Queerbox during LGBTQ+ History Month in February 2023.
- **Courageous Conversation** collaborated with REACH Network and co-hosted an event on intersectionality at one of the REACH Network’s Courageous Conversations sessions.



## HS2 Ltd: setting the standards for the industry in 2022–2023

- **Bi-visibility Day** hosted by Jen Yockney MBE, one of the most prominent bi community activists in the UK, having worked on giving bisexual communities support and a voice for the past 20 plus years. It was a successful event with over 60 in attendance and with excellent feedback for the session and the guest speaker.
- **Trans Awareness Week** event delivered on 17 November 2022. The network invited Stonewall collaborator Mia Weston to speak about the experience as a trans professional working as an EDI consultant across the world. With over 60 in attendance overall and excellent feedback, one attendee remarked “Really interesting to see the world from someone else’s perspective.”
- **supporting the LGBTQ+ Young Generation**, a topic that was highlighted by members and allies of the Onboard Network in the feedback form of the LGBTQ+ Awareness Training. Delivered by Queerbox during LGBTQ+ History Month 2023.



### Gender Balance Network

The Gender Balance Network advocates for gender equity in both our workforce and supply chain. The network promotes inclusive behaviours for all genders and the Executive Sponsor for the Gender Balance Network is our Chief Commercial Officer, Ruth Todd.

During 2022 – 2023, the Gender Balance Network has organised a large number of events and initiatives including:

- **Collaborative Courageous conversation session with the REACH Network** on ‘Why men need to talk’ which saw the highest-ever number of male attendees.
- **200 people attended a joint Gender Balance Network and Balfour Beatty Vinci panel event** for International Women’s Day celebrating the women involved in the world’s longest bridge slide.
- **expert-led training for line managers** on how parenthood impacts careers and how to attract, retain and develop those returning from parental leave.
- **celebrated Women’s History Month** with five events over the month.
- **active bystander training** providing staff with the tools and techniques to challenge unacceptable behaviours.
- **supported 20 people to participate** in the annual Women in Rail mentoring programme.

# Over 1,000

people have attended 13 Gender Balance Network events during the year.



### 2Gether Network

The 2Gether Network champions inclusion for disabled individuals and those facing barriers due to long-term conditions or disabilities. The ELT sponsor for the 2Gether Network is our Strategic Director of Communications and Stakeholder Management, Aileen Thompson.

During the year the 2Gether network delivered a number of events, that included the celebration and recognition of the following:

- **World Autism Acceptance Week**
- **Mental Health Awareness Week:** delivered an event in collaboration with our occupational health provider PAM
- **supporting people with long-term health conditions event**
- **World Diabetes Day**
- **International Day of Disabled Persons**
- **inclusive communications**

A particular area of focus in 2022 – 2023 was invisible disabilities, in line with the 2022 theme for the International Day of Persons with Disabilities: “not all disabilities are visible”.



# HS2 Ltd: setting the standards for the industry in 2022–2023

## Our other staff networks are:



### Early Careers Network

The Early Careers Network provides support for people at the beginning of their career path and supports the progression and career development of HS2 Ltd professionals of the future. The Early Careers Network aims to improve industry knowledge, diversify skillsets and encourage progression. The SLT sponsors of the network are Benjamin Rule, Infrastructure Management Director, and Mike O'Hare, Commercial Delivery Director Euston.

This year, the Early Careers Network rebranded and relaunched, widening their participation across the business. The network has held over 10 events throughout the year with over 150 attendees. Some examples are:

- **Managing Public Money** – a collaboration with the DfT;
- **Lunch and Learn** – hybrid Bill Powers;
- **Major Projects Association Networking**; and
- **site visits** to Old Oak Common.



### Armed Forces Support Network

The Armed Forces Support Network has recently relaunched and is rebuilding its brand.

The SLT sponsor is Mike Hickson OBE, Land and Property Director.

The Armed Forces Support Network successfully led an Armistice Service covering our offices in Birmingham and London. This service was attended by nearly 500 members of staff, both virtually and in person.

The network is now using the momentum from the Armistice event to plan for future events focused on Armed Forces Week in June. The network is also recommencing a weekly Navy, Army, Air Force, Industry (NAAFI) break in each office to build relations across HS2 Ltd. A NAAFI is a heritage name for the shop/café within military camps.



### Professional Development Network

The Professional Development Network helps staff build their network and develop their knowledge and skills. The ELT Sponsor for the Professional Development Network is our Delivery Director – Technical Services, Emma Head.

In 2022 – 2023, the network delivered events covering diverse topics ranging from emotional intelligence to cyber security. The 'development journey' series also continued in the year and provides a forum for senior leaders to speak about their own professional pathways which have led them to their current roles. These sessions include practical examples which attendees could use for their own personal development.

The Professional Development Network also hosted talks on apprenticeships, innovation, cycling, public speaking and hybrid Bills, focusing on aspects of work being undertaken by many different departments here at HS2 Ltd. Additional talks on climate change and the survey grid were created due to requests from colleagues. 2022 – 2023 was a successful programme for the network with a high rate of attendees. The average attendance for each talk was 60, with some talks attracting more than 100 people.



# HS2 Ltd: setting the standards for the industry in 2022–2023



## Green Network

The Green Network educates and inspires colleagues on our environmental ambitions, helping drive advocacy and behaviour change across HS2 Ltd. The sponsors of the Green Network are the HR Director Shira Johnson, and the Environment Director, Tim Robins.

Since launching in March 2022, the Green Network has become our fastest-growing employee network with over 650 members. The Green Network priorities include:

- **strengthening our environmental activities and resilience** through greater employee understanding;
- **increasing wider carbon learning** and volunteering participation;
- **encouraging people to make positive personal changes** at home; and
- **building pride and green advocacy** through celebrating our progress.

Each month the network delivers a campaign of events, engagement and dialogue. Sessions have featured members of the ELT, including Mark Thurston, Shira Johnson and Aileen Thompson, alongside high-profile external speakers like Professor Anusha Shah and High Speed Rail California.

To drive conversations, the Green Network has built an active community that regularly discusses sustainability, innovation and personal green stories to share ideas.

## Staff engagement at HS2 Ltd

We closely monitor our staff engagement through regular 'pulse', wellbeing and engagement surveys and we analyse their findings through an EDI lens.

The response rate to this survey is 83% of our staff and the latest results show:

- 83% are proud to work for HS2 Ltd;
- 80% are satisfied with the approach HS2 Ltd takes on EDI;
- 77% are motivated to do their best work; and
- 75% of our employees believe that their line manager has the right people skills to manage their teams.

# The HS2 supply chain: setting new standards in the industry

Members of the supply chain.

HS2 Ltd EDI Annual Report 2022-2023







# The HS2 supply chain: setting new standards in the industry

**By embedding EDI throughout our complex supply chain, HS2 Ltd is starting to change both the diversity and culture of the broader industry.**

**This section explains how EDI is incorporated into every stage of the HS2 procurement process, from pre-qualification questionnaires and invitations to tender, to contract mobilisation and management. It also explores HS2 Ltd's spend with diverse-owned businesses and small and medium enterprises (SMEs).**

## The corporate supply chain

We aspire to build a diverse supply chain representative of the communities who live and work along the route of the railway.

We define minority-owned businesses as those where women, ethnic minorities, LGBTQ+ or disabled people make up more than 50% of the partners or directors in day-to-day control of the business, or where a sole proprietor is from one of these groups. We also monitor our spend with SMEs and micro-businesses.

Between April 2022 and March 2023, we engaged with 205 suppliers through our procurement portal. These are suppliers seeking to become part of the HS2 supply chain.

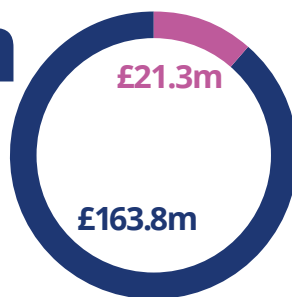
The total HS2 corporate supply chain spend in 2022 – 2023 was £6.2 billion, an increase of £1.7 billion compared to the previous year. Large businesses account for 97% of the overall spend.

Total spend with SMEs has seen an increase of £21.9 million this year, totalling £163.8 million. Total spend with micro-businesses was £21.3 million, £1.3 million more than the previous year.

Total spend with SMEs and micro-businesses

**£163.8m**

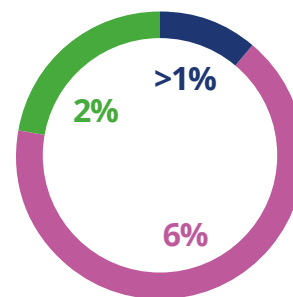
- Total spend with micro-businesses
- Total spend with SMEs



Representation of diverse-owned suppliers

**9%**

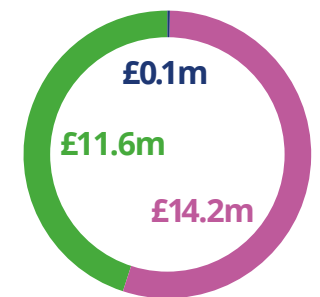
- Disabled
- Women
- Ethnic minorities



Total spend with diverse-owned suppliers

**£25.9m**

- Disabled
- Women
- Ethnic minorities



# The HS2 supply chain: setting new standards in the industry

Over the past six years, the highest total spend by HS2 Ltd across all its minority-owned businesses is with those owned by women. Ethnic minority businesses have the second highest total spend of all minority-owned businesses.

Historically HS2 Ltd has the lowest corporate spend with disabled-owned businesses. This year shows a

nominal £100k as the overall spend. The challenges faced by minority suppliers in working with HS2 Ltd have been noted and we have made it a priority action for improvement.

Also, a priority for 2023/24 is a focus on Phase Two of HS2, and improving levels of engagement with local and minority businesses, using lessons

learnt from Phase One of the programme. The new approach includes joint working across commercial, communications, community engagement and diversity colleagues by improving the ways we communicate with local and minority-owned businesses, utilising existing support for SMEs through local business support network providers.

## Minority-owned businesses in our supply chain

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
<b>Women</b>	£4,450,000	£2,880,000	£77,500,000	£24,700,000	£14,200,000	<b>£14, 200,000</b>	£123,730,000
<b>Ethnic minority background</b>	£3,160,000	£205,000	£13,800,000	£20,000,000	£10,000,000	<b>£11,600,000</b>	£48,765,000
<b>Disabled</b>	£1,850,000	£283,000	£200,000	£2,700,000	£700,000	<b>£100,000</b>	£5,133,000
<b>Total spend</b>	£7,000,000	£3,368,000	£91,500,000	£47,400,000	£24,900,000	<b>£25,900,000</b>	£177,628,000



All three pictures show people from our supply chain.



# The HS2 supply chain: setting new standards in the industry

## HS2 overall supply chain delivery on workforce diversity

Across the HS2 programme we have set contractual performance measures that cover policies and procedures, recruitment, workforce monitoring and reporting, supplier diversity, training, and a requirement to obtain an externally verified EDI standard. As part of our governance and assurance process we hold our Tier 1 suppliers to account for their performance and they, in turn, do the same for their subcontractors.

Across the supply chain, we continue to see evidence of high performance across EDI requirements.

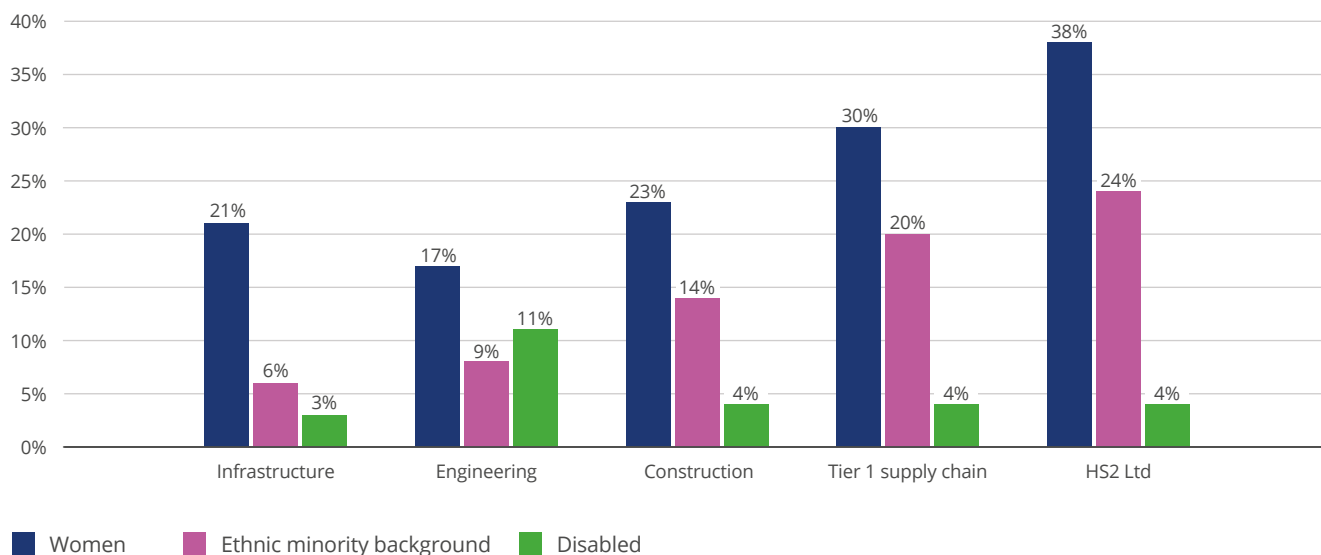
A particular focus in this section is workforce diversity at subcontractor level, which accounts for 76% of the workforce population with 24% in the Tier 1 population.

Across the 25 HS2 contracts that report on EDI performance workforce, diversity profiles continue to exceed industry sector averages.

These comparative measures are taken from:

- HS2 Ltd direct workforce data;
- Supply Chain Sustainability School;
- FIR Programme survey 2022 on the construction sector;
- Engineering UK's 'Women in Engineering – trends in women in the engineering workforce between 2021' report; and
- the Mayor of London's 2020 report 'Supporting diversity and inclusion in the infrastructure sector'.

## Workforce diversity sector averages



Overall, our Tier 1 supply chain workforce diversity remains above the levels for infrastructure, engineering and construction sectors' averages.

Ethnic minority representation in the Tier 1 supply chain is now 20%. An increase of 2% when compared to 2021/22.

Female representation in the Tier 1 supply chain is now at 30%. This is also an increase of 2% when compared to 2021/22.

One of our key priorities for the coming year is to improve collaboration with the Supply Chain Sustainability School and build on sharing good practices across the supply chain and wider industry.





# The HS2 supply chain: setting new standards in the industry

## Main Works Civils delivery on workforce diversity

Main Works Civils has continued to deliver higher workforce diversity than sector averages.

EKFB JV has reported its highest female workforce across its contractors at 35%, a 6% increase from last year. BBV JV's female subcontractor number is among the highest in this group.

Align JV's subcontractors have the highest proportion of ethnic minorities at 32%. This is higher than the industry sector averages, supply chain average and also higher than HS2 Ltd.

EKFB JV has the lowest ethnic minority population amongst its contractors, though it has higher representation amongst its subcontractors at 23%.

Align JV is the only contractor that has a disabled workforce above industry average.

### Collaboration across the sector

National Highways, Transport for London, National Rail and HS2 Ltd collaborate through a cross-sector supply chain workforce diversity benchmarking group. The HS2 exemplar supplier diversity programme has inspired transport sector partners to take a similar approach with their suppliers and gather and analyse diversity workforce data.

This has led to an annual event that started in December 2019 called 'Playback' where the diverse and inclusive sector workforce data and best practice is shared.

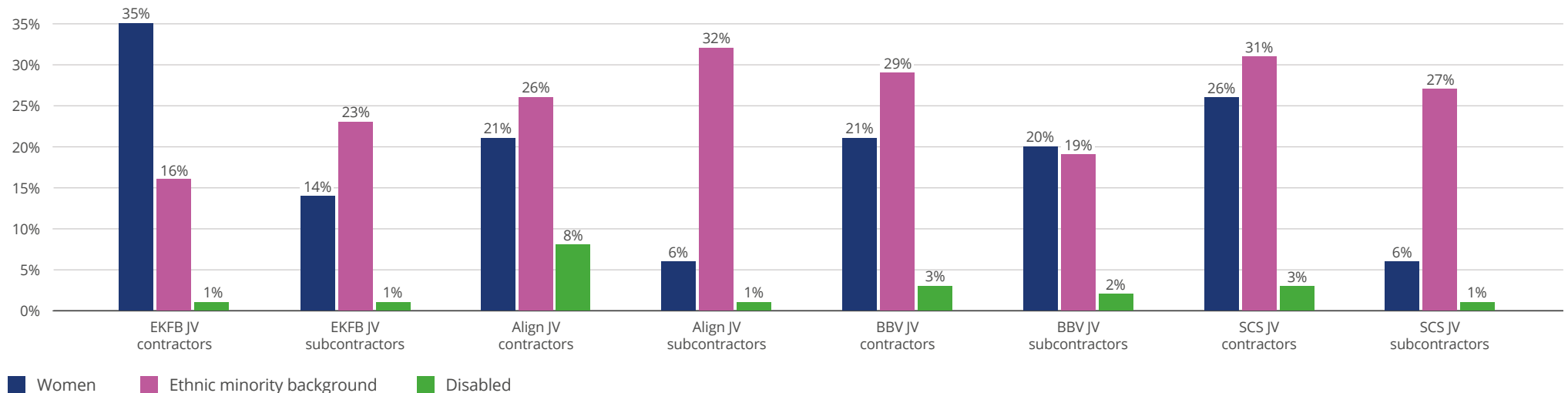
# 270

companies took part from across the four client groups.

# 67%

of these were from SME suppliers, with data shared from 339,000 employees.

## Main Works Civils



# The HS2 supply chain: setting new standards in the industry

## Common themes:

- High levels of candidates from ethnic minority backgrounds, with job applicants at a rate of 40%. The rate of ethnic minority applicants is even higher at HS2 Ltd with 63% applicants across all contractors reporting up to March 2023. The conversion rates of ethnic minority applicants to those that are hired is the lowest proportion of all groups of applicants across the sector at 50:1.
- The rate of disabled applicants is the lowest across the industry at 4%, though the ratio of hiring at 22:1 is better than those of ethnic minorities. However, there are significantly fewer disabled applicants across the sector with 14,000 of these compared to the much higher number of male, female and ethnic minorities applicants of between 100,000 to 325,000. There is a need to improve the data collected and workplace policies on adjustments, accessibility and inclusive recruitment and retention policies from our subcontracts.

## Bringing EDI outcomes to life

The remainder of this section shares case studies from across the supply chain. This is a snapshot of some of the innovative and industry-changing practice being delivered by the HS2 supply chain.

## Case study

### Gleeds partnership working with Muslims in Rail

Gleeds provides a range of professional consultancy services across major and minor works at HS2 Ltd. As the lead partner in collaboration with Currie & Brown, Arcadis, Grant Thornton, WSP and Gardiner & Theobald they form the 'power of six', with a common approach to EDI strategy and practice. Gleeds also has an EDI council that offers a voice and transparency to its plan and activities by involving HS2 Ltd as a client at its monthly meetings.

A key priority to broaden the attraction to the rail industry is vital to the sector. We need to attract people from diverse backgrounds to ensure we have a rail industry fit for the future, representative of our country's demographic and ensuring fair opportunities for all. The market is incredibly challenging, with a genuine skills shortage, yet just 8% of the rail industry sector are from minority groups; 18% of the UK population belongs to a BAME group.

As a 'power of six', Gleeds partnered with Muslims in Rail, a not-for-profit social enterprise, to deliver two career events. These were held at Green Lane Mosque, Birmingham, in October 2021 and East London Mosque in October 2022. The events saw



Muslims in Rail event.

good attendance and the 'power of six' collaborated to ensure strong promotion of the events both in local schools and via Muslims in Rail's website and social media.

The events attracted people from all ages, demographics, and backgrounds, both within and outside of the Muslim community. Individuals fed back that they had not previously considered a career in the rail industry. However, many individuals then applied for roles after attending the events, particularly in early careers. Gleeds aim to continue delivering similar initiatives to benefit young people, often from under-privileged backgrounds, throughout the UK.

# The HS2 supply chain: setting new standards in the industry

## Case study

### **Carter Jonas, partnership working with Scope**

Carter Jonas provides HS2 Ltd with a range of land and property surveying, acquisition, and advisory services. The length and scope of the relationship that Carter Jonas has with HS2 Ltd via corporate, supply chain and communities have led to increased focus on its performance on EDI since 2017.

In their People and EDI strategy, Carter Jonas is committed to helping and supporting those looking to find employment by establishing a relationship with the charity, Scope.

Carter Jonas has a dedicated careers site to advertise roles and help those with disabilities to find employment. They are committed to offering opportunities for individuals who are disabled through:

- the Disability Confident Award;
- advertisement of roles with disability charities; and
- KPIs to increase our hiring of talent who identify as having a disability.

The recruitment team reached out to Scope to offer their support in upskilling their customers. After meaningful conversations, Carter Jonas and Scope were able to identify that our support could be used with their Starting Line Service Programme. This focused on a broad range of their customers with disabilities requiring support with interviews to help gain employment.



Carter Jonas working with Scope.



# The HS2 supply chain: setting new standards in the industry

## Case study

### **Balfour Beatty and neurodiversity**

Balfour Beatty is a strategic supplier to HS2 Ltd and has a strong focus on neurodiversity inclusion.

Neurodiversity is a common EDI challenge. Neurodiversity employment is often unsupported in the construction industry which can create barriers in the workplace. Employees risk having their workflow interrupted by working environments in which they feel uncomfortable or unsafe. Those employed can provide new, innovative ways of thinking, meaning retaining neurodiverse employees at high productivity and engagement levels is beneficial for business success.

Neurodiversity inclusion is essential to:

- attract, recruit and retain a diverse talent pool;
- establish inclusive and productive working cultures; and
- improve employee wellbeing.

Key areas of focus and improvement for Balfour Beatty have included:

- changes to offices, sites, cultures and recruitment processes to include workplace adjustments for neurodiverse employees;
- the Neurodiversity Affinity Network created a series of initiatives to enable open conversations;
- working with suppliers to create neurodiverse-friendly and accessible IT equipment, site facilities and working environments;
- developing a neurodiversity action plan which includes the delivery of awareness workshops for line managers, HR and facilities teams;
- marketing and communications teams regularly consult with the Neurodiversity Group on how accessible graphics and reports are; and
- in National Inclusion Week the Neurodiversity Affinity Network ran discovery sessions to raise awareness and provide colleague, family and carer support.

# The HS2 supply chain: setting new standards in the industry

## Case study

### GLA programme and Jacobs' mission to recruit black talent

Engineering delivery partner (EDP) Jacobs delivered the GLA (Greater London Authority) WIN Design Lab Action Plan to further strengthen their position and commitment to EDI.

#### Recruitment drive

- Delivered a popular event with over 30 young black men in attendance, many of whom were highly engaged and gave positive feedback.
- People from across both businesses (Jacobs and HS2 Ltd) from graduates to senior leaders were joined by 11 panellists and speakers.
- Introduced candidates to Jacobs and HS2 showcasing opportunities and early career options as well as recruitment processes and graduate success stories.
- There was a high demand for opportunities with eight candidates undertaking the Jacobs' recruitment process.
- Jacobs was recognised in the media for participating in the programme and it encouraged positive brand awareness.

### Outcomes

- Three candidates were offered roles funded by EDP.
- Two assistant project managers and one graduate engineer were employed as workless job starts.
- Candidates worked in EDP business and resource management functions.
- Two candidates in full-time roles were seconded to the HS2 programme.
- All staff are now permanent employees of Jacobs.



GLA WIN Design Lab Action Plan.

# The HS2 supply chain: setting new standards in the industry

## Case study

### SCS JV EDI champions

The EDI champions at SCS JV are a key part of ensuring they deliver on their EDI strategy. SCS JV has five pillars in the strategy, and one of these pillars is to 'belong' – to build an inclusive culture, where every person is accepted, supported and can perform to the best of their ability. The champions play an essential role by fostering good relations and positively contributing to an inclusive and supportive environment. By talking and listening to staff they ensure SCS JV can understand the issues that need attention and improvement.

In December 2022, SCS JV ran a campaign to ask project employees to apply to become EDI champions. Over 50 applications were received. In February 2022, the team ran two training sessions covering topics such as inclusive behaviour, active listening and active bystander. In total, SCS JV trained 31 new champions. Following the training, they created a range of communication channels including a Teams chat, monthly forums both in person and virtual and regular SLT engagement.

This impacted diverse groups in the following ways:

- **one third of champions in the first cohort are male.** This is important as SCS JV want to ensure that EDI is for everyone on this project and that they are able to hear about male experiences and to increase the number of male allies on the project who can help ensure SCS JV is an inclusive place to work;
- **over 50% of the champions in the first cohort are managers.** SCS JV was aware that middle managers need additional training to understand how EDI is embedded in how they recruit, manage and develop the people in their teams. The high take up from managers demonstrates an appetite to learn more about EDI on the project;
- **20% of the champions in the first cohort have been an EDI champion in a previous role.** Bringing on board people who supported EDI in previous roles and organisations means SCS JV can share ideas and learn about how the programme was run in their previous experience; and
- **there is representation from all of the project areas across the first cohort of our EDI champions.** This shows that people across our project are looking for ways to get involved in EDI and contribute to the culture in their working area.



SCS JV EDI champions.



# Inclusive design and operations

Customer research taking place at New Street station.

HS2 Ltd EDI Annual Report 2022-2023



# Inclusive design and operations

**Operations play a critical role in improving the health, safety and wellbeing of our worksite staff. By integrating inclusive approaches into our health, safety, and wellbeing practices in collaboration with our dedicated teams, we can achieve a higher standard for our staff. Inclusive design is also vitally important to all future HS2 operations, and it is essential that our stations and trains are inclusive and accessible to all.**

**This section explains how we embed EDI in our approach to health, safety and wellbeing and how we ensure both the design and operation of the new railway are inclusive.**

## Embedding lessons learned and best practice

We commenced 2022 with a focus on embedding industry best practice and lessons learned from Main Works Civils and stations improvement plans. This year continued with key onsite improvements which included:

- best practice in tackling modern slavery, including training, awareness sessions, toolbox talks and lunch and learn sessions;
- inclusive design considered for diverse workforces across the work sites;
- LGBTQ+ training for operatives;
- health and safety reporting for EDI incidents on-site; and
- mental health and wellbeing champions which represented multiple languages for site-based operatives.



A mental health first aider.



A 'make it stick' mental health advocate.

# Inclusive design and operations

## Case study

### **Katrina's story**

On 31 March 2023, as part of Transgender Day of Visibility, Katrina shared her story with HS2 Ltd staff and our supply chain. A mobile crane operator, Katrina left Ainscough Crane Hire, part of the BBV supply chain, before she transitioned for fear of not being accepted and the possible negative responses from her colleagues.

In early 2022, Katrina contacted her previous line manager at Ainscough Crane Hire and explained she would like to come back. Upon her return, she was welcomed back onsite by her colleagues and made to feel as though she could be her authentic self. Katrina emphasises that she is able to work in an environment where she feels safe and respected, and is able to contribute to the delivery of the HS2 project.



Katrina, a mobile crane operator.

## Case study

### **Supporting those affected by domestic violence at SCS JV**

SCS JV has prioritised raising awareness and supporting their employees regarding domestic abuse. This work was initially prompted by the increasing rates of violence reported during COVID-19 and the Government instruction to work from home. As part of its legacy work, SCS JV understands that this is a unique area where it can create long lasting and positive change for staff and local communities. Domestic abuse is covered in SCS JV's five-year EDI strategy, ensuring the company holds itself accountable and continues to make significant progress.

The actions have included:

- visually demonstrating support as a project and as individuals, including challenging associated stigmas with the topic;
- training 30 domestic abuse champions on the project to signpost support services;
- empowering managers and domestic abuse champions to respond to any disclosures following the referral process;
- providing a discreet pathway to specialist domestic abuse support services which does not appear in internet browsing history;
- increasing the number of opportunities for staff to safely access support and information and raising awareness of the tool; and
- reaching staff through a virtual toolbox talk, personal stories and a domestic abuse resource page.



# Inclusive design and operations

## HS2 and inclusive design

Ensuring our stations, depots and trains are designed around the people who will be using them is a key focus at HS2 Ltd. Our approach acknowledges and recognises diversity and differences between individual users creating a design which offers an inclusive experience. This is set out in our overarching Inclusive Design Policy, which identifies that inclusive design is an integral part of the process at all stages of the project and is embedded throughout the HS2 programme.

Since our last EDI Annual Report, HS2 Ltd has been granted Schedule 17 approval by Birmingham City Council for Washwood Heath Depot and the Network Integrated Control Centre (NICC), the operational heart of the high-speed network. All the buildings have been designed to celebrate engineering and provide working and outdoor amenity spaces for staff based on our inclusive design standards. The Schedule 17 design and access statement describes the design approach, which promotes an inclusive workplace for all.



An artist's impression of the Washwood Heath depot.

Engagement with the Built Environment Accessibility Panel (BEAP) has been ongoing throughout the year. The panel has:

- reviewed the designs of Washwood Heath Depot and NICC (the first time a depot had been presented to BEAP);
- worked with us to develop Phase One stations and public realm designs; and
- contributed to updates to HS2 Ltd's inclusive design standards including reviewing way showing, customer information signs and the design of the new high-speed trains.

BEAP members have also been involved in user testing for the customer information and signs, as well as the physical mock-ups of rolling stock carriages user tests. In addition to BEAP involvement, the HS2 Ltd Design team has supported in-depth inclusive design audits of the mock-ups of the developing carriage design.

# Inclusive design and operations

## Case study



Inclusive design VR testers.

### Customer information and signs (CIS) – virtual reality user testing

The objective of the wayshowing strategy is to provide an excellent inclusive customer experience that reduces anxiety. The strategy is aimed at supporting people through all stages of their journey, from home to their final destination.

To test the HS2 journey route-wide, volunteers took part in virtual reality user testing. A representative sample of the general public were engaged, including those with lived experience of disability and associated accessibility requirements.

The test placed volunteers in a scenario of a typical, busy train station. Volunteers were presented with various distractions, such as retail shop fronts, advertising signage, crowds and typical train station audio. The aim was to assess the effectiveness of the wayshowing signs within a busy environment. The signs were based on the HS2 CIS manual.

The use of immersive virtual reality was positively received by BEAP members and results informed the further design development of the CIS.

The user testing also highlighted that wayshowing cannot be truly effective as a standalone tool. For a safe, inclusive, informed and enjoyable experience, passengers prefer a holistic approach. Many participants noted the need for staff presence and information desks as a secondary reassurance to wayshowing. Appropriate staff awareness training surrounding deafness and disability was highlighted. One participant with dissociative amnesia noted:

**“It is always helpful if there is somebody there. I think that for me and my needs, it is really important that there is someone who is patient with me... Sometimes I might even forget my name and, in that instance, I get a bit panicked... In that moment all I need is for someone to take me seriously.”**

VR user testing participant.



# Inclusive design and operations

## Case study

### Accessible site design at Old Oak Common station

From the beginning of the Old Oak Common station project, there was an interest in creating an inclusive design that went above and beyond the legal and contractual requirements.

The aim was to ensure Old Oak House was a fully accessible office and site space which accommodated a diverse workforce such as

returning mothers, different faiths, disabled people, neurodivergent and trans individuals.

The Old Oak Common team also understood the importance of building worksite offices which would attract and retain a diverse and inclusive workforce by providing a working environment which caters for all. There was also a need to integrate this at the design phase to reduce or eliminate costly or disruptive post completion refits.



An artist's impression of Old Oak Common station.

4.15	<b>Changing Room</b>	
4.15	The changing rooms will need to be suitable for all of the workforce. The provision should include <ul style="list-style-type: none"> <li>• Male changing and shower</li> <li>• Female changing and shower</li> <li>• Unisex changing and shower (5%)</li> <li>• Accessible changing and shower</li> </ul>	M

Figure 1: Example of consultant review of BBVS draft Scope of Works ('M' refers to MoSCoW method).

37	One of these toilets will need to be an ambulant toilet.	M	
38	Both of the accessible toilets on this floor are right-hand transfer. Where there is more than one accessible toilet there should be a choice of right and left-hand transfer sides.	M	

Figure 2: Example of consultant review of draft Gas.

Under the direction of the BBVS Project Manager, prioritisation of design amendments was assigned via the MoSCoW method:

- 'M' = must have.
- 'S' = should have.
- 'C' = could have.
- 'W' = won't have.



# Communities

An HS2 stand at the Simmer Down Festival in Birmingham.

HS2 Ltd EDI Annual Report 2022-2023





# Communities

**We aspire to respect the diverse people and communities we impact as we build the new railway. We know that planning and building the railway disrupts the lives of local people and we always try to reduce disruption as much as possible. This section explains how we engage with diverse communities along the line of route and shares the opportunities the project brings, from education programmes, to jobs, skills and apprenticeships.**

Our community engagement strategy, Respecting People Respecting Places, acknowledges the very real impacts that the project has on people's lives as construction increases along Phase One. The refreshed strategy includes an update to our 10 community commitments to reflect the issues most important to the people whose lives we are affecting.

You can visit the strategy here: [hs2.org.uk/about-us/our-documents/community-engagement-strategy](https://hs2.org.uk/about-us/our-documents/community-engagement-strategy)

## Case study

### Advocacy support service

We are aware that building the new railway affects the communities that live and work near to the line of route. We are serious about our responsibilities, and we do our best to design and build HS2 in ways that reduce the impact of our construction work.

However, we recognise that some residents require additional support to understand complex issues. Some people also need support to articulate the impact the project is having on them and their health.

To help provide this additional support we continue to offer an independent advocacy service. The service provides independent support to people whose personal circumstances, disability, or long-term medical conditions impact on their ability to self-advocate. The service provides advice, signposting and additional assistance in understanding our documentation and completing paperwork.

Our Community Engagement team has been trained in the purpose of the service, how to access it to seek advice, and how to refer vulnerable members of the public to the service for more direct support. Support and advice to the public can be provided over the telephone or face to face – whatever is most appropriate for the individual. So far, 75 people have received support from the advocacy service.

We also continue to consider and provide tailored mitigations to individual members of the public who may have specific needs and where the range of support we already have in place does not provide them with adequate protection from our construction works. We have set up a panel to oversee and manage the way these cases are assessed. The panel considers the individual circumstances of the case, and, where appropriate, seeks to find alternative solutions and implement reasonable adjustments. To date, we have supported 216 households with additional and bespoke mitigations.

# Communities

## Case study

### Safeguarding improvements

Safeguarding is used to define actions taken to protect vulnerable groups, including children and vulnerable adults from harm. Safeguarding children is about protecting all those under 18 from harm. A vulnerable adult is defined as a person who, for any reason, may be unable to take care of themselves or protect themselves against significant harm or exploitation.

We commissioned an expert review in the summer of 2022 which identified areas needing improvements, including:

- updating our current Safeguarding Policy to amplify its scope and expand its approach;
- updating accountabilities and responsibilities;
- refreshing our communication and training; and
- clarifying processes and reporting.

Our new Safeguarding Policy covers both children and vulnerable adults, and includes:

- new roles and responsibilities for individuals across HS2 with strategic and designated responsibility; and
- clarifying detailed processes for reporting safeguarding concerns and allegations against staff.

## Case study

### Supporting people into employment

At peak construction, the high-speed railway will support over 34,000 jobs, but the benefits for the labour market and for training the next generation of workforce are being realised today. We are attracting people who might never have considered careers in construction or transport, including people from ethnic minority backgrounds, women and people with disabilities.

More than 3,000 people who were previously not in employment have now started work on HS2 and have stayed in employment for 26 weeks or more.

Our specialist training academies and fast-track job training programmes, delivered in partnership with further education colleges, local councils, and employment support organisations, all play a part in the drive to get unemployed people into work. They enable candidates to access free training and progress onto paid work trials so they can see if the jobs on offer suit their personal career aspirations.



**Creating new routes into employment for those groups of people who find it harder to get jobs, for example those from ethnic minority backgrounds, women and people with disabilities, not only makes our workforce more diverse and representative of the communities we serve, the impact for someone who was previously out of work, getting a job or apprenticeship on the programme cannot be underestimated. Our supply chain's innovative delivery is playing a major role in changing people's lives."**

**Rebecca Young**

Senior Skills and Employment Strategy Manager, HR

# Communities

## Case study

### 1,000+ apprentices across HS2

During the lifecycle of the project, HS2 Ltd and its supply chain will create at least 2,000 apprenticeship opportunities across a wide range of disciplines and specialisms. Apprenticeship roles on HS2 provide individuals with the opportunity to learn from the very best in the industry, whilst gaining hands on experience and working towards recognised qualifications.

In 2022 – 2023, we passed the 1,000 apprenticeships milestone and there have now been over 1,200 apprentices join the HS2 project. In summer 2022 we also celebrated our apprentices of the year at the first HS2 Inspiration Awards for our supply chain. The 2022 apprentices of the year were Sam Arrowsmith and Divine Makondele.



Sam Arrowsmith with his Apprentice of the Year award.

## Case study

### Partnership working with SEND schools

It is estimated that there are approximately 11 million people in the UK with a hearing loss, which makes it the second most common disability. However, the lack of visible signs that a person might need additional support when at a station or onboard a train can add to the challenges Deaf communities face.

When the new high-speed railway enters service at the end of the decade, it will welcome millions of passengers with multiple and diverse needs. The innovative partnership with Braidwood School is just one of the ways that we’re listening and learning from disabled people to drive positive change.

Through a shared learning partnership established in 2020, HS2 Ltd hosted lessons and field trips for the pupils in partnership with Network Rail and Avanti West Coast over summer 2022. The students travelled on trains and visited stations, allowing them to demonstrate the multiple challenges and barriers they face. From audio announcements confirming platform changes, to the lack of visible information in toilets, Braidwood’s learners captured the many improvements they’d like to see.

Their findings were shared through a series of workshops led by our Legacy team, which saw pupils create models and pitch their ideas for change to our Innovation team.

**“HS2 will serve Britain for at least 120 years, so it’s vital that we understand and act upon the day-to-day barriers Deaf communities face when using public transport. We’ve been inspired by the passion and enthusiasm the pupils have shown. They are incredible role models acting on behalf of the wider deaf and hearing impaired community to drive positive change and really make a difference to the future of train travel in our country.”**

**Howard Mitchell**

Head of Innovation, Technical Services

# Communities

## Case study

### Engaging diverse local businesses in Manchester

In October 2022 we delivered a programme of outreach to diverse local businesses in the Manchester area.

Delivered jointly in partnership with the Black United Representation Network, HS2 Ltd put on a session on public sector procurement to a room of over 30 local SMEs from diverse backgrounds. The programme introduced HS2 as a concept to an audience currently unfamiliar with the project, and to use it as an example of how diverse SMEs and local business can use public sector contracts to potentially grow their businesses.

The session was very well received. As there is a lead in time to any potential construction in Manchester, it was clear these businesses could genuinely play a positive role in the future construction of the project, and potentially on Phase One now.

The session was opened by Dr Marilyn Comrie OBE, who has a prominent role within the Local Enterprise Partnership and is a key part of the city region's new economic vision, which sets out a blueprint for remodelling Greater Manchester's economy beyond the pandemic. The vision includes a range of long-term initiatives to promote sustainability, rebalance inequalities and encourage diversity, while also helping businesses innovate more effectively and become more productive.

Speakers were also in attendance from a bid writing support group, who gave delegates an insight into how they can successfully bid for public sector contracts.



Both images are HS2 Ltd meeting with members from the Black United Representation Network (BURN) business community in Manchester.



# Communities

## Case study

### Engaging diverse communities through the summer roadshow

In the summer, we attended the Simmer Down Festival in Handsworth, Birmingham, as part of a wider programme of summer engagement events. This was the second year in a row that we have attended the reggae and arts festival to promote jobs and skills and business and community funding opportunities.

Over 170 attendees came to speak to us at our new event dome where we provided information and activities along with the live job board, careers quizzes, and craft activities for children.

The local community of Handsworth – who are not directly impacted by the project, but are close to the city centre – along with those who had travelled to this event, gave the team a warm welcome and were very interested in the jobs and skills opportunities on offer.

As well as volunteers from across HS2 Ltd, the team was also joined by our construction partner BBV JV, which had many live job opportunities to tell attendees about, as well as information about its training programmes.



HS2 Ltd staff member talking to people attending the Simmer Down Festival.



Both images are HS2 Ltd at the Simmer Down Festival.

**“**We know from our research activity that local people want to hear more about our immediate benefits, so summer 2022 was an ideal time for us to get out there and showcase the project. Simmer Down Festival was a perfect way to kick off the series of events.”

**Iain Andrews**  
Head of Campaigns, Creative, Projects and Events.

# Communities

## Community environment and business and local economy funding

The £40 million HS2 Community Environment Fund (CEF) and Business and Local Economy Fund (BLEF) opened in 2017. This funding is available to local communities and businesses that are demonstrably disrupted by the construction of Britain’s new high-speed railway between the West Midlands and London.

The independent administration of these funds is managed on behalf of HS2 Ltd by the charity Groundwork which ensures both funds remain available for applications throughout the construction of Phase One.

To date,

# £13.42m

has been awarded to 236 projects across Phase One and Phase 2a.

## Case study



Therapy being provided by Growing Hope.

### Growing Hope, King’s Cross (CEF)

Growing Hope, King’s Cross, is a registered charity in Camden, London. They received a CEF award of £52,412 to support the delivery of a range of free therapy services to support children and young people with additional needs. The therapists will provide individualised support to help individuals in their day-to-day lives. The project will also support siblings and parents to improve mental health and wellbeing, reduce carer stress and increase confidence.

[growinghope.org.uk](http://growinghope.org.uk)

# £52,412

## Case study

### Ruislip Northwood Old Folks Association (CEF)

Ruislip Northwood Old Folks Association is a registered charity in Hillingdon. They received a CEF award of £41,964 to provide lunch and social clubs for residents of Hillingdon aged over 60 years old. The clubs are based at Elm Park Club in Ruislip and the Tudor Club in Eastcote. They are open from 10:30am every weekday for people to have tea or coffee and chat with fellow members, staff and volunteers. A three-course nutritional meal is served every day at 12:30pm, and activities such as quizzes, bingo and arts and crafts are offered on two afternoons per week.

[rnofa.org.uk](http://rnofa.org.uk)

# £41,964

# Communities

## Case study

### Bengali Workers' Association (CEF)

Bengali Workers' Association is a registered charity and company limited by guarantee based in Camden, London. The charity received a CEF award of £67,952 to engage adults over the age of 50 from the Regent's Park and St Pancras and Somers Town Wards of Camden. The organisation offers a weekly programme of activities to improve health and wellbeing, reduce isolation, loneliness and exclusion, and develop skills.

[bwa-surma.org](http://bwa-surma.org)

# £67,952

## Case study



Frames being made in The Camden Town Shed.

### The Camden Town Shed (CEF)

The Camden Town Shed is a registered charity in the London Borough of Camden that provides facilities for woodworking and clay-work activities run by volunteers. The charity received a CEF award of £28,800. The money will help fund a special needs programme supervisor who will manage The Camden Town Shed's activity sessions for adults with additional needs, which range from any condition requiring close supervision to mental health conditions.

[camdentownshed.org](http://camdentownshed.org)

# £28,000

## Case study

### Little Chalfont Charitable Trust (CEF)

Little Chalfont Charitable Trust is a company limited by guarantee in Little Chalfont, Buckinghamshire. A CEF award of £32,000 will help the charity install an entrance way and Disability Discrimination Act compliant paths in Little Chalfont Nature Park to make the park more accessible to wheelchairs, bicycles and pushchairs. The paths will also allow visitors to enjoy the park in all seasons. This will encourage members of the community to enjoy the park and provide opportunities for rest and relaxation.

[naturepark.littlechalfont.org.uk](http://naturepark.littlechalfont.org.uk)

# £32,000

# HS2

**High Speed Two (HS2) Limited**

Two Snowhill

Snow Hill Queensway

Birmingham B4 6GA

HS2 Helpdesk: 08081 434 434

Email: [HS2enquiries@hs2.org.uk](mailto:HS2enquiries@hs2.org.uk)

[www.hs2.org.uk](http://www.hs2.org.uk)