

Introduction

The data in this report represents information from 1 April 2018 – 31 March 2019. During the last year HS2 Ltd has been preparing for Stage 2 of the Main Works Civils contract and going into the final year of the Enabling Works contract. Getting ready for our main works construction brings challenges in relation to the diversity of established talent pools. Despite this challenge, we are responding positively, with small increases in the overall diversity of our workforce during the past year.

In this report we detail our equality, diversity and inclusion (EDI) work, including the impact of our work across our workforce, supply chain, design and operations, and communities.

In a Programme as complex as HS2, it is inevitable that there will be a number of transition states throughout the various stages of the Programme. This provides challenges, but also provides opportunities to develop a flexible and agile workforce. We will continue to focus, support and work with our staff and contractors to successfully improve EDI practices across the sectors.

HS2 Ltd Workforce Report 2018/19

Gender

Our proportion of female employees is greater than the infrastructure sector average. Women represent 35% of our employees, compared to the sector average of 17%. Although this is consistent with our 2017/18 figures, as an organisation we have increased the size of our delivery directorates, which traditionally have less diverse talent pools.

35% of our employees are women



Gender balance

Women comprise 28% of Phase One staff, 30% of Phase Two staff and 30% of Infrastructure staff. The Phase One directorate has improved its representation of women from 21% to 28% since 2015/16.

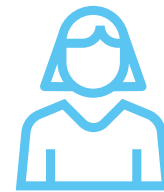
We have increased the overall number of women in Head of Function and Director roles within our organisation, from 13% in 2016 to 24%, at the time of this report.

Women represent 31% of the HS2 Ltd Senior Leadership Team.

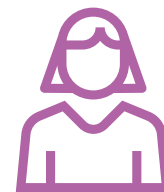
Over the past year, the HS2 Ltd Executive Team has undergone further change with two appointments during this financial year. The Executive Team now comprises 11 roles, of which two are women, giving a representation figure of 18%. This shows a further decline in the gender balance of the Executive Team from 2017/18 figures of 25%. One additional role on the Executive Committee remains open. Due to the small numbers in the Executive Team, gender balance is likely to fluctuate during the lifetime of the Programme.



Women represent:



38%
of Safety & Assurance



48%
of Strategic Stakeholder Engagement



55%
of Human Resources



61%
of Legal & Company Secretariat

HS2 Ltd Workforce Report 2018/19 *continued*

Improving gender balance

We recognise that improving gender balance requires a multi-faceted approach, including recruitment, retention and career progression.

Some of our activities to improve gender balance include:

- expanding the reverse mentoring programme to over 122 participants;
- expanding our 'blind auditioning' recruitment approach;
- embedding EDI requirements into behavioural, technical and leadership competency frameworks;
- supporting the HS2 Ltd Gender Balance Network to deliver a variety of impactful engagement and learning events, accessible to our staff and supply chain partners; and
- completing actions set out in the WISE Ten Steps action plan.

Gender pay gap

We published our gender pay gap data for the period 1 April 2017 to 31 March 2018, as was required for statutory purposes. Similar to many organisations operating within the construction sector, including many who form part of our supply chain, we currently have a weighting of more senior men to women. This manifests in a gender pay gap above the national average, but broadly in line with the construction sector.

During the last year we completed a series of lunch and learn sessions on gender pay gap reporting to help staff understand the process. Additionally, we have completed all actions relating to the 2017/18 Gender Pay Gap Report, including equality analysis of:

- performance related pay;
- salary administration process; and
- out of cycle pay increases.

Following this work, we have implemented a number of actions which we expect to have a positive impact on gender pay gap results over time.

To access the full HS2 Ltd 2018 Gender Pay Gap Report visit:
www.gov.uk/government/publications/hs2-ltd-gender-pay-gap-report-2018



We're embedding EDI requirements into behavioural, technical and leadership competency frameworks."

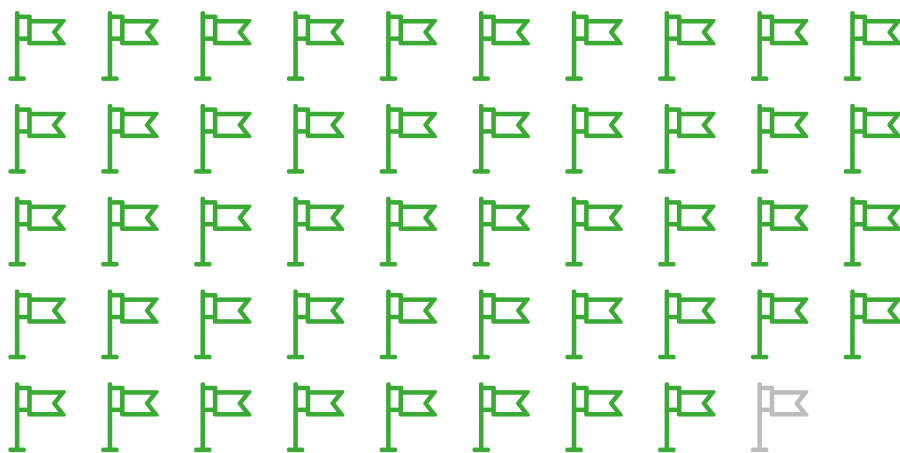


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WISE Ten Steps

We have previously reported on our progress against the WISE Ten Steps framework, which aims to assist organisations to improve gender balance.

In 2017/18 we completed 34 out of the 49 actions against the WISE Ten Steps framework. During this year we have completed a further 14 actions, meaning 48 of 49 actions against the WISE Ten Steps framework have been completed.



48 of 49 actions completed

During this financial year we will roll out our 'Leadership Discovery' programme for all line managers, which will complete our final action against the WISE Ten Steps framework.

Outcomes from the action plan include:

- a monthly newsletter to keep in touch with employees on career breaks and maternity returners;
- promotion rates for women and men, including those working flexibly, have been reviewed;
- female talent returners courses are now available;
- equality analysis has been undertaken for succession planning; and
- annual gender pay gap and equal pay gap action plan commitments have been completed and published.



HS2 Ltd Workforce Report 2018/19 *continued*

Ethnicity

Across HS2 Ltd, 19% of our staff identify as Black, Asian or Minority Ethnic (BAME), which compares favourably with many similar organisations.

In eight of our nine directorates, BAME groups are represented at higher proportional levels than the UK working age BAME population of 12%.

19% of our staff identify as BAME



The UK average is **12%**



In eight of our nine directorates, BAME groups are represented at higher proportional levels than the UK working age BAME population of 12%."

Case study

Breaking barriers – Black History Month

To celebrate Black History Month we ran an event entitled 'Breaking Barriers; Past, Present and Future', alongside our supply chain partners Costain Skanska Joint Venture (CSJV). The event was an overwhelming success, with over 75 employees and partners from our supply chain attending. The event launched the HS2 Ltd Multi-Cultural Network.



We started to identify and touch on some points and issues people hold inside a lot and don't acknowledge, which is encouraging, as if we continue to talk like this it can only be a good thing."

Senior Manager, CSJV

Bame by directorate

BAME representation is highest in Human Resources, at 36% of employees and lowest in Safety & Assurance at 10%.

Human Resources Directorate	36%
Chief Financial Officer Directorate	22%
Chief Operating Officer Directorate	20%
Legal & Company Secretariat Directorate	17%
Safety & Assurance Directorate	10%
Infrastructure Directorate	14%
Strategic Stakeholder Engagement Directorate	17%
Phase One Directorate	17%
Phase Two Directorate	19%

Note: 12% of working age population identify as BAME.

Representation of BAME groups decreases with seniority. BAME groups comprise 7% at Head of Function level and 0% at Director level.

BAME groups represent 5% of the HS2 Ltd Senior Leadership Team.

This year we have already taken a number of positive steps towards increasing the number of BAME applicants and staff, including:

- launching the HS2 Ltd Multi-Cultural Network;
- working with our supply chain to attend BAME recruitment events to encourage young BAME talent into the infrastructure sector;
- expanding our 'blind auditioning' recruitment model; and
- working with diversity job boards such as VERCIDA to make our commitment to EDI more visible to under-represented groups.

Age

The largest proportion of our workforce are aged between 30 and 39 years old, down 1% from the previous year. Please see below for a full breakdown of our staff ages.

18 or under	0%
19 – 29	12%
30 – 39	30%
40 – 49	28%
50 – 59	19%
60 – 64	4%
65 and over	1%
Not held	5%



This year we have already taken a number of positive steps towards increasing the number of BAME applicants and staff.”

HS2 Ltd Workforce Report 2018/19 *continued*

Disability and workplace adjustments

During 2017/18 we adopted a new approach to managing disability effectively in the workplace. Previous evidence indicates that there is a crucial factor perception gap between the Equality Act definition of disability and staff choosing to define themselves as disabled.

16% of HS2 Ltd employees have requested 'moderate or substantive' levels of adjustments. This is a sizable increase on the 6% recorded in 2017/18 and demonstrates our Disability Confident Leader status.

We are proud of our Disability Confident Leaders status and utilise this status to encourage our supply chain and other organisations that work with us to improve their practices.



As a result of our efforts, we were the 2019 winners of the Recruitment Industry Disability Inclusion (RIDI) award in the Disability Confident Category."

Case study

HS2 Ltd: Disability Confident Leader

As Disability Confident Leaders, HS2 Ltd has great potential to influence and lead in Disability inclusion. Our key achievements so far include:

- devising a mental health awareness campaign and delivering monthly Mind Apples workshops, encouraging our staff to talk about and look after their mental health;
- training 60 Mental Health First Aiders who are based within our offices;
- increasing the number of adjustments we make for staff year on year; and

- challenging our Tier 1 contractors to work towards achieving Disability Confidence Level 2 status by April 2019, with 10 of our Tier 1 contractors having achieved this status, responding positively to the challenge we set.

As a result of our efforts, we were the 2019 winners of the Recruitment Industry Disability Inclusion (RIDI) award in the Disability Confident Category.

Religion and belief

Christian	42%
Sikh	3%
Hindu	3%
Muslim	4%
Agnostic, atheist or secular	29%

Sexual orientation

3% of our staff identify as lesbian, gay, bisexual or transgender (LGBT). This is below Stonewall’s estimate of a 6% LGBT population in the UK as a whole.

As an organisation we continue to progress our reputation as an LGBT+ inclusive employer. During 2018/19 we have:

- developed the HS2 Ltd Onboard LGBT + Allies Network;
- participated in the Stonewall Workplace Equality Index (WEI); and
- ran our first event with our external partners to celebrate LGBT.

3%

as lesbian, gay, bisexual or transgender (LGBT)



Case study

Participating in Pride

In 2018 the HS2 Ltd Onboard LGBT + Allies Network, organised for employees, their families, their friends and our supply chain partners to join Pride parades in Birmingham and London, for the second successive year. We want everyone to feel comfortable and open with their colleagues, be at their most effective and bring the best of themselves to work.

“

I had a fantastic time marching at Pride and was proud to do so with my family as my wife works here too. I had never thought about attending Pride before, but I really enjoyed the march and celebrating our diversity so I will be encouraging members of my team to attend next year.”

Resourcing Consultant, HS2 Ltd

HS2 Ltd Workforce Report 2018/19 continued

Veterans

HS2 Ltd currently has 19 reservists and ex-service employees.

Armed Forces Covenant

HS2 Ltd has achieved the Armed Forces Covenant Defence Employer Recognition Scheme silver award. During 2018/19 we have undertaken the following activities to support our application for gold award:

- celebrated Armed Forces Day and Reservist Day;
- provided 10 additional days of fully paid leave for reservist employees to attend training;
- implemented a human resources policy for staff serving in the reserves;
- joined the 'Military is Good for Rail' working group, facilitated by the Officers' Association, working towards targets set by the Department for Transport to increase the number of ex-military and reservists entering the rail industry by 10% each year; and
- developed the HS2 Ltd Armed Forces Support Network for staff that has collaborated with Costain Group PLC to assist them in achieving their Armed Forces Covenant Defence Employer Recognition Scheme silver status.

Future talent

During 2018/19 HS2 Ltd did not undertake external recruitment of apprentices or graduates. A further four apprentices have been recruited internally this year.

At the time of this report a recruitment process is in-flight for the 2019/20 apprentice programme.

We're proud to report that Jemma Gillman, Apprentice at HS2 Ltd, won the female apprentice of the year award at the Women in Rail Awards 2019.

We have supported our future talent in a number of ways, including:

- offering CV and interview master classes for apprentices and graduates;
- continuing our reverse mentoring programme;
- supporting the HS2 Ltd Future Talent Network; and
- joining the 5% Club.



HS2 Ltd has been offering support to the BuildForce programme over the last year, guiding our candidates and providing valuable expert advice about the industry and opportunities within HS2."

Caroline Logan,
BuildForce

The 5% Club

We have signed up to the 5% Club. The Club exists to help its members to achieve 5% of employees involved in 'earn and learn' opportunities and encourage other employers to increase the number, quality and range of earn and learn opportunities across the UK.

To meet our commitment to the 5% Club, HS2 Ltd reviews and publishes the number of employees who are 'earning and learning' including apprentices, graduates, those in education, accredited courses and those working towards professional memberships.



Case study

Reverse mentoring

Reverse mentoring was introduced in 2016 and was available to our Executive Team, who were matched with more junior staff from diverse backgrounds as reverse mentors. Reverse mentoring helps to broaden perspectives and understanding of EDI issues, business challenges and potential solutions across our directorates.

Following the successful pilot programme, reverse mentoring was extended to all our Senior Leadership Team as part of annual performance objectives, providing reverse mentors to all 66 senior leaders.

“

I have really enjoyed reverse mentoring, it has been a chance to openly express my opinions and ask for further support for myself and my peers.”

Rubi Sarang, Graduate Project Manager,
Infrastructure Directorate, HS2 Ltd

“

I am continually surprised and impressed by the talented people we have here at HS2. Reverse mentoring is a great way of removing hierarchy and providing direct access to our talent and helping them to release their potential.”

Emma Head,
Safety & Assurance Director, HS2 Ltd

HS2 Ltd Workforce Report 2018/19 **continued**

EDI data disclosure

During 2018/19 we implemented a new Enterprise Resource Planning (ERP) system. Implementing the new system resulted in a decline of EDI data held from 81% to 51%. To close this gap, a communications campaign was launched.

The campaign included:

- deploying an animated EDI monitoring video for HS2 employees;
- messages from the Head of EDI and HR Director in our Manager's Monthly Communications;
- a Senior Leadership Team league table for EDI data completion;
- Skype webinars for staff to demonstrate how to complete data in the system; and
- training videos, which provided a step-by-step guide to completing the data.

The campaign was effective and increased the percentage of EDI data held to 89%, this was higher than the previous ERP system.

EDI training

During 2018/19 we have developed new mandatory EDI e-learning for all HS2 Ltd core staff. This module launched in June and we'll report on EDI e-learning completion in our 2019/20 EDI Annual Report. E-learning is one of many methods of EDI training available to HS2 Ltd staff.

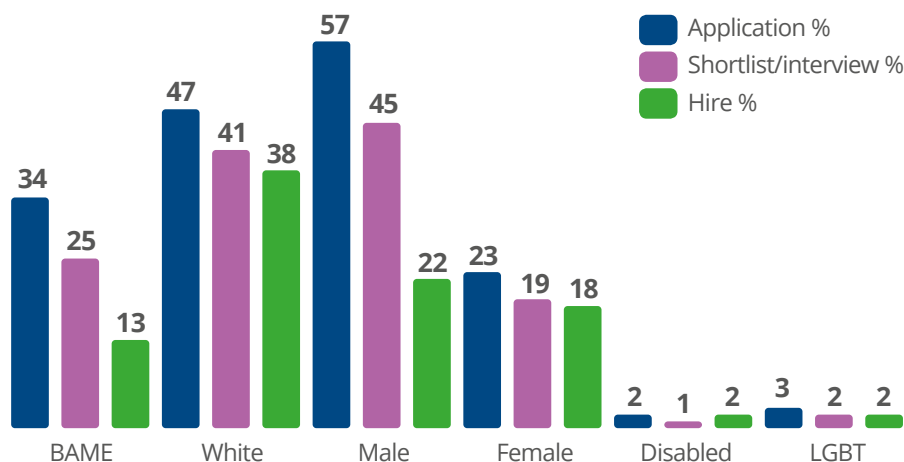
There have been a number of EDI engagement activities throughout 2018/19, including:

- Big Rail Diversity Challenge;
- Autism Awareness;
- Mental Health First Aid;
- Unconscious Bias;
- Disability Equality;
- Inclusive Health and Safety; and
- the Inclusion Experience.

400+

**staff have attended
EDI engagement activities
during 2018/19**

Recruitment and diversity trends



During this reporting period, we have seen improvements in the recruitment proportions for BAME, women and disabled candidates.

In October (halfway through this reporting period), following the implementation of our ERP system, the diversity disclosure process for external applicants has changed from an opt-in to an opt-out process. In 2018/19 over 50% of diverse groups within the recruitment process had unknown data. We're already seeing improvements in disclosure rates and we hope to further reduce the percentage of unknown data in our recruitment process over the next 12 months.

Achieving an externally verified EDI standard: Clear Assured accreditation

We have achieved a number of EDI accredited standards, including Disability Confident Leader status. However, to support our goal to have the most diverse workforce and leadership in the infrastructure sector, we have embarked on the Clear Assured accreditation, which thoroughly examines all human resources processes and practices.

Since quarter three last year, we have made progress in all four areas of the accreditation, including Finding Talent; Policies and Procedures; Retaining Talent; and Assessing Talent.

We've now achieved two Bronze and two Silver levels, delivering an average of over 30 process and/or policy improvements for each area. We aim to achieve Silver level across all areas of the accreditation by April 2020.

HS2 Ltd Workforce Report 2018/19 *continued*

Design and operations: our approach to inclusive health and safety

We're leading on an innovative approach to embedding EDI into our health and safety programme. The approach is to ensure everyone's health, safety and wellbeing is considered, no matter our protected characteristics, languages and cultures.

Our innovative approach becomes increasingly important as the number of people employed within our supply chain grows.



Our approach to Inclusive Health and Safety has been shortlisted for the ENEI Awards 2019 Impact Through Innovation category."

Case study

Understanding safety messages on site

During 2018/19, we worked with our Phase One contractors to ensure safety messages were understood by our entire diverse workforce, including those who don't speak English as their first language. Non-English speakers have a higher risk of accident frequency rates, due to the misunderstanding of safety messages.

We have piloted ways to ensure that all site based staff understand messages by translating safety materials, this includes changing written information into videos and documents in

locally common languages. For example, CSJV translated their briefing sheets into Ethiopian for 15 operatives.

Under-reporting is common within the non-English speaking workforce. The HS2 Ltd EDI team have worked with the HS2 Ltd Safety & Assurance team to include Polish, Romanian, Lithuanian, Spanish and Punjabi into the Health and Safety reporting application, HORACE. Multiple language reporting options will be available from Summer 2019.

Community and stakeholder engagement

One of the guiding principles in the HS2 Ltd Community Engagement Strategy is to be a good neighbour and respect the communities we are working with and the environment in which they live. We have made good progress in mainstreaming EDI into our community and stakeholder engagement practices.

We're aware that our construction activity will have an impact on communities. We're seeking to actively mitigate, reduce and manage the effects of HS2 construction on communities.

During 2019/20, our focus will be to continue to develop tools and guidance to ensure EDI is embedded within our work.



We can't shy away from the impact we will have, but we can find ways to be actively involved with communities along the route to minimise these impacts, and maximise what the Project will bring."

Mark Thurston,
Chief Executive Officer, HS2 Ltd

Case study

Reasonable adjustment for a school

It was identified that a school for children with autism spectrum disorder (ASD) and associated complex needs could experience a number of construction impacts as a result of Phase One construction proposals.

During the Bill stage, we worked with the school to identify potential issues relating to noise and vibration, air quality and visual disturbance, as well as the provision of consistent road access routes for the children.

In partnership with the school and our autism specialist, we undertook a robust review including technical work, on-site noise surveys and visual assessments. Following on from the review we agreed to relocate the school, thereby mitigating potential negative equality impacts for the school children and further demonstrating our commitment to EDI.

HS2 Ltd Workforce Report 2018/19 *continued*

Our supply chain

We continue to monitor the representation and spend with small and medium-sized enterprises (SMEs) and diverse suppliers within our corporate procurement process to demonstrate that corporate spend is benefitting organisations from diverse communities across the UK.

Note: the following data set represents suppliers with which we have spent more than £10,000 during the financial year.

We use the following definition of diverse suppliers:

“Businesses where women, BAME (Black, Asian and minority ethnic), LGBT (lesbian, gay, bisexual or transgender), 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.”

Total spend with diverse suppliers

Disabled	£282,823
BAME	£205,628
Women	£2,773,131
Total	£2,918,191

Total SME spend

£119,597,135

Total micro-organisations spend

£11,844,577

Progressing toward becoming an exemplar of EDI practice

Over the past year we have continued to make positive steps to implement impactful progress towards the HS2 Ltd EDI policy.

To summarise, during 2018/19 we have:

- improved our ranking to number one on the Top 10 Gender Diversity Employers on the VERCIDA platform;
- seen innovations (such as blind auditioning pilot and reverse mentoring) make a significant impact for our organisation, supply chain and the wider sector; and
- leveraged the influence and impact of our award-winning inclusive procurement model with other transport sector clients, by co-developing a programme which has aligned EDI data collection across the sector with Transport for London, Highways England and Network Rail.

As an organisation, we have been recognised through:

- winning two ENEI awards;
- winning the MSDUK Global Inclusive Procurement Award;
- receiving two awards from the REACH Society for Inspiring BAME groups; and
- two Recruitment Industry Disability Initiative awards for Supply Chain Management and Disability Confident Leader categories.

Despite our successes, we are not complacent and we recognise there is more for us to do.

As we move into year four of our EDI Strategy Development model, we will focus on measuring our progress towards being an exemplar employer in all aspects of EDI.



The data that we have shared in this report represents a positive progression for us to facilitate ongoing improvements towards our ambition to be an exemplar in EDI practice.”

HS2 Programme Supply Chain EDI Report

This year we are pleased to be able to include the performance of our supply chain within this EDI data report. We set stretching EDI requirements for our Tier 1 contractors to achieve, including:

- policies and procedures;
- recruitment;
- workforce monitoring and reporting;
- supplier diversity;
- training; and
- achieving an externally verified EDI standard.

The above requirements, with the exception of policies and procedures, make up our EDI performance measures which our Tier 1 contractors are required to submit as part of their bi-annual reporting.



Our HS2 Inclusive Procurement Model can be explained here:
www.youtube.com/watch?v=8TyAlAx_s24&t=6s

Our supply chain has been targeted with exceeding industry averages for diverse groups and improving participation by under-represented groups. Over the next section of this report, we will set out the performance of the HS2 Programme in relation to EDI.

The report includes data from the following strategic contracts:

- Enabling Works Contract (EWC);
- Main Works Civils Contracts (MWCC);
- Engineering Deliver Partner (EDP);
- Development Partner (DP);
- Professional Service Contracts (PSC); and
- Civils Design and Environmental Services (CDES).

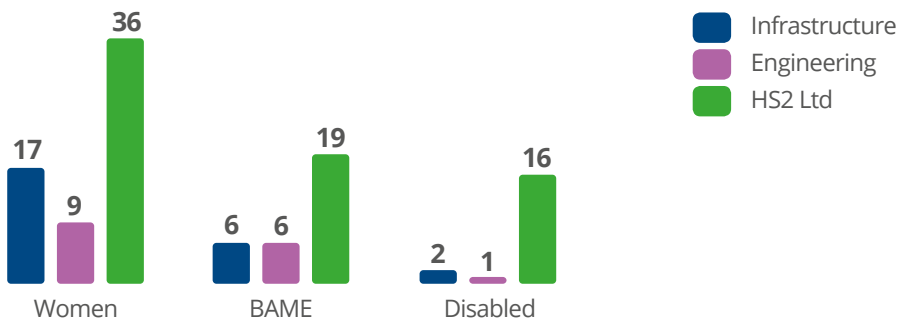


Our supply chain has been targeted with exceeding industry averages for diverse groups and improving participation by under-represented groups."

Monitoring and Reporting – Tier 1 diverse workforce

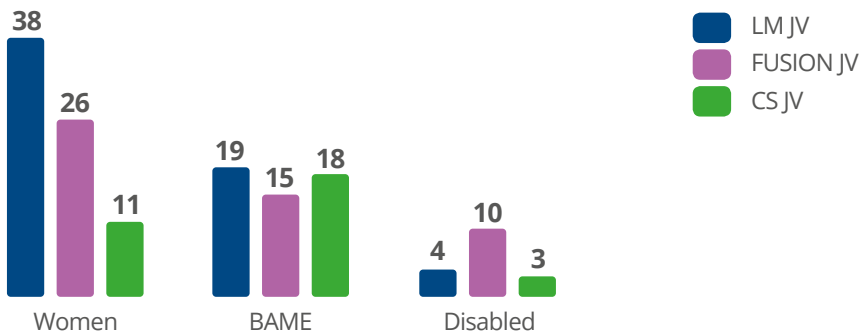
The HS2 Ltd workforce EDI data is used alongside the industry EDI data to set the benchmark performance levels. As can be seen below, in several areas our performance is above the industry benchmark levels.

Industry benchmark levels (% of workforce)



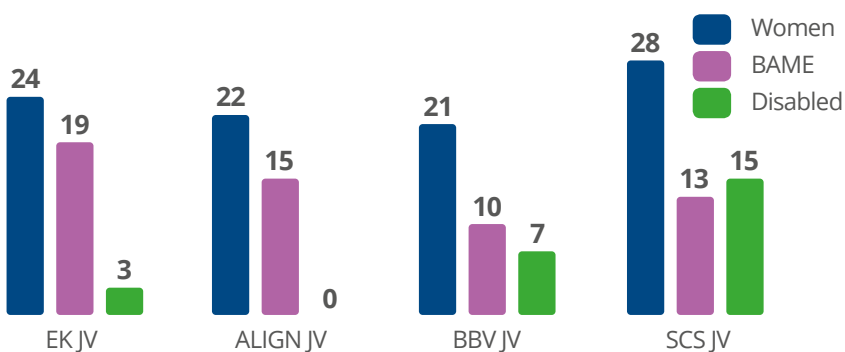
Enabling Works Contracts (% of workforce)

Shows workforce representation of Tier 1 contractors.



Main Works Civils Contracts (% of workforce)

Shows workforce representation of Tier 1 contractors.

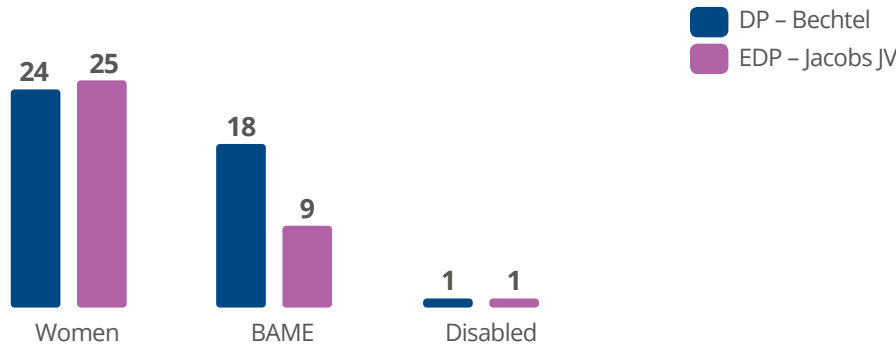


HS2 Programme Supply Chain EDI Report

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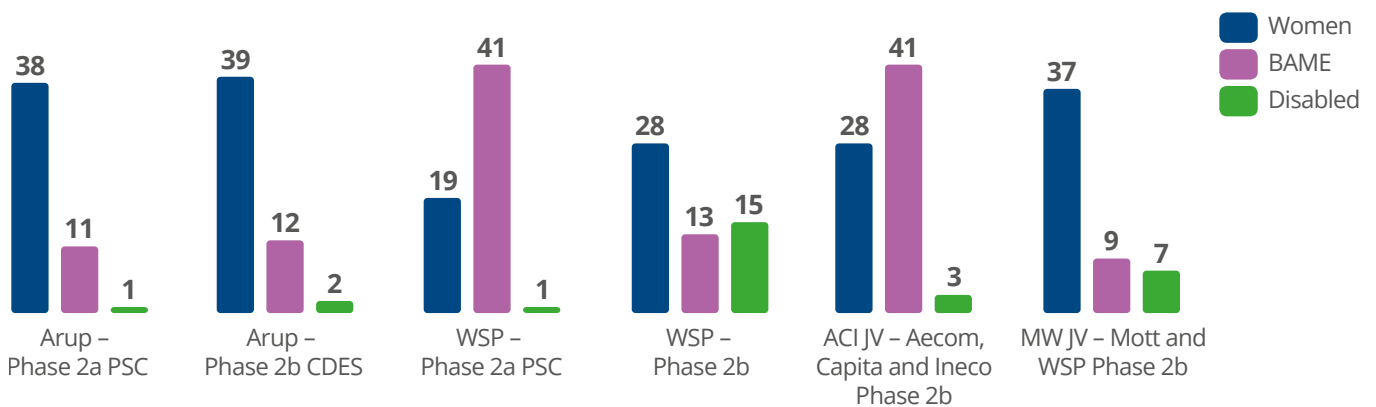
Engineering Delivery Partner and Development Partner (% of workforce)

Shows workforce representation of Tier 1 contractors.



Civils Design and Environmental Services and Professional Service Contracts (% of workforce)

Shows workforce representation of Tier 1 contractors.



Maintaining diverse representation becomes more challenging as the scale of the programme increases. Our Tableau tool uses a dashboard that allows us to identify best EDI performers in our supply chain; and to communicate this more efficiently with our supply chain partners and colleagues across our organisation.

Disability workforce monitoring and reporting remains a challenge for our suppliers and for the sector as a whole. During 2018/19 we set an EDI improvement plan for our Tier 1 contractors, with a goal to reach Disability Confident Level 2 by April 2019.

At the time of this report, 10 of our strategic contractors have successfully achieved Disability Confident Level 2 status. We will further support our supply chain to become Disability Confident Employers over the next year, with a series of capacity building workshops and training.

Supplier diversity

We define diverse suppliers as organisations who are 51% owned or who are operated by protected groups, namely BAME, women, LGBT or disabled.

At this stage of the HS2 Programme, our Tier 1 contractors are actively engaging with SMEs, micro-organisations and diverse suppliers. By doing this, the longer benefits of the HS2 investment will be distributed throughout the diverse communities within the UK.

Currently the representation of SMEs and diverse suppliers in the HS2 supply chain is as follows:

- 62% of supply chain spend is with SME suppliers; and
- 6% of SME businesses with HS2 contracts are diverse suppliers.

Case study

Alignment of EDI requirements sector-wide

Our inclusive procurement requirements are acting as a catalyst to improve EDI standards across the sector. Working in partnership Transport for London, Highways England and Network Rail have started to align their EDI data collection requirements to our approach. We are considered exemplar amongst our transport sector partners in inclusive procurement, leading to client organisations developing a benchmark standard from this alignment.

Currently, the first tranche of sector-wide aligned EDI data collection is in progress.

“

I believe by working towards a unified strategic approach to equality, diversity and inclusion, client organisations can accelerate improvements to EDI across the infrastructure sectors.”

Mark Lomas,
Head of Equality, Diversity and Inclusion, HS2 Ltd

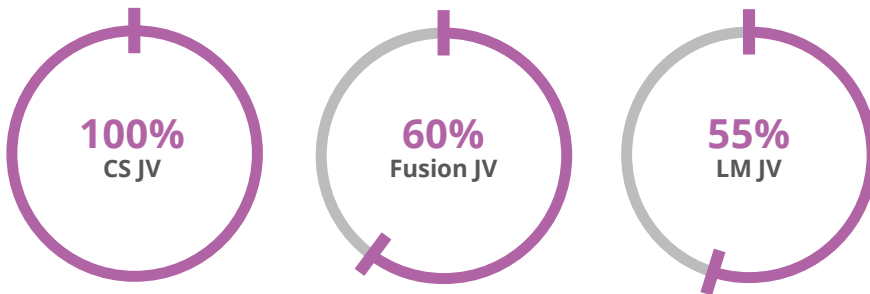
HS2 Programme Supply Chain EDI Report

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EDI training

The majority of training is compliant with the Equality Act 2010 or in line with fair recruitment and selection practices and working with diverse communities. Different contracts are at varying stages of maturity and therefore training completion rates vary widely.

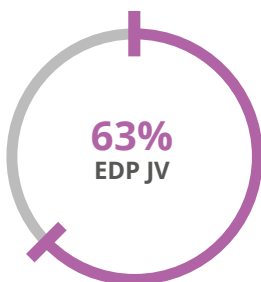
EDI training completion by contractor – EWC



EDI training completion by contractor – MWCC



EDI training completion by contractor – EDP



Achieving an externally verified EDI standard

We are pleased to see the positive influence our award-winning inclusive procurement model has had on the supply chain and across the sector as a whole.

It is important to recognise that the EDI requirements we set were stretching for the sector and, at this stage in the HS2 Programme, our performance is improving.

We continue to support our supply chain to improve EDI practice by supporting their achievements in attaining a verification standard.

Two of our three EWC



and three of our four MWCC



contractors have achieved an externally verified standard

Note: there are three contractors for whom attainment is pending.

We're working with the remaining nine current contractors, and those recently awarded contracts with HS2 Ltd, to support them in attaining externally verified standards during over the 2019/20 financial year.

Over the next year we will be working with, and supporting, our supply chain to improve performance in a number of key areas, including:

- inclusive health and safety practice on construction sites;
- embedding identified best practice approaches during construction stages;
- ensuring that all strategic contractors have achieved an externally verified EDI accreditation; and
- developing capacity of recently awarded strategic contractors.

HS2

www.hs2.org.uk

High Speed Two (HS2) Limited

Two Snowhill

Snow Hill Queensway

Birmingham B4 6GA

Freephone: 08081 434 434

Email: HS2enquiries@hs2.org.uk