



# Introduction

The information in this report represents activities delivered between 1 April 2019 and 31 March 2020. This report follows a significant milestone for High Speed Two (HS2). In April 2020, Phase One of the Project received Notice to Proceed – which places HS2 as one of the cornerstones to the UK's economic recovery, creating jobs and opportunities all over the country. We have been laying the groundwork for this phase of the railway, between Birmingham and London, since receiving Parliamentary approval in 2017. Now construction can begin. HS2 is off the drawing board and becoming a reality.

The year leading up to this announcement has been one of preparation and evaluation. Allan Cook, Chairman of High Speed Two Limited (HS2 Ltd), produced a detailed stocktake analysis for the Government, including a new, reliable cost and schedule estimate and restating of the benefits case. This provided a robust and transparent platform for the review of the Project under Doug Oakervee in the second half of the year.

The Oakervee Review was published in early 2020 and made the overwhelming conclusion that HS2 remains the right strategic choice for the country, alongside a series of recommendations for the Programme and company. Throughout the review we saw significant support for HS2 from regional stakeholders across the country, noting that HS2 is vital to underpin their economic growth strategies. Many regions have already seen significant investments made over recent years predicated on HS2's arrival and the regeneration opportunity around station sites. The review and subsequent green signal from the Prime Minister in February 2020 were significant moments for the Project and it is vitally important we reflect on and learn from our experiences of the past year to help us go forward.

We have also undergone an organisational change programme to prepare for Notice to Proceed. This included restructuring our Phase One Directorate and redeveloping how we manage our Main Works Construction contracts. Against this backdrop of organisational change and external scrutiny, we have maintained our focus on becoming an exemplar of Equality, Diversity and Inclusion (EDI) practice.

HS2 will be a world-class feat in British engineering and we're applying that same standard of excellence in our approach to EDI and the way we recruit our workforce and support their career progression. Bringing in people from different backgrounds, with different histories and different ways of doing things gives us a wider range of ideas and a greater insight into what is needed to deliver HS2. Crucially, with a skills shortage in our sector, doing this will also help establish a greater and more sustainable talent pipeline into, and beyond, the next decade.

In this report, we detail our EDI work and outcomes across the themes set out in our EDI Strategy:

- workforce;
- design and operations;
- community engagement; and
- supply chain.

We also supplement the headline figures with case studies showing how we are embedding EDI practices across the company, the Project and our supply chain.

# Our workforce

## Staff

HS2 Ltd's workforce consists of 1,609 core staff and 1,274 employees. Figures in this report are about core staff unless stated otherwise. Core staff include HS2 Ltd employees (full time and fixed-term contracts, graduates and apprentices) and other workers with a workforce plan role number, such as interim, agency workers, delivery partner, engineering delivery partner and secondees. HS2 Ltd employees are full time, fixed-term contract workers, apprentices and graduates only.

## Gender

Our gender balance is mostly unchanged since last year, with women representing 36% of core staff.

**36% of our core staff are women**



**21% is the infrastructure sector average**



Directorate	Female %	Male %
Phase One	30%	69%
Phase Two	31%	68%
Infrastructure	27%	71%
Chief Executive Office	61%	39%
Chief Financial Office	36%	64%
Human Resources	61%	38%
Safety and Assurance	47%	51%
Strategic Stakeholder Engagement	50%	49%

1% of records for gender are 'prefer not to say' or 'not provided'. For ease of reading, we have not included these responses in this table. This means percentages will not add up to 100%.

Compared to the infrastructure sector average of 21%, we employ a higher proportion of women. The gender balance is more equal among employees than among core staff; 39% of HS2 Ltd employees are women. We have set a target to increase this to 40% in 2020/21.

Among our senior leadership, gender balance is unchanged from last year. Women still represent 31% of the Senior Leadership Team and 33% of the Executive Team. This year, we have doubled the percentage of women in Director roles from 14% to 29%. The percentage of women in Head of Function roles has also gone up from 23% to 24%.

## Women represent



**31%**  
of the Senior Leadership Team;



**33%**  
of the Executive Team;



**29%**  
of Director roles; and



**24%**  
of Head of Function roles.

# Our workforce continued

To improve gender balance, we need a comprehensive approach that covers recruitment, retention and career progression.

Our activities to improve gender balance include:

- expanding our reverse mentoring programme from a pilot with 40 participants to a complete programme with 122 participants (see case study on page 12);
- featuring a variety of case studies on our public-facing careers page, where potential applicants can find out more about what it's like to work at HS2 Ltd from real employees;
- implementing actions arising from an equality analysis of our performance, talent management and succession planning processes; and
- helping the HS2 Ltd Gender Balance Network to deliver a variety of events accessible to our staff and supply chain partners.

## Gender pay gap

In line with our statutory duty, we have published gender pay gap data for the period 1 April 2018 to 31 March 2019. Like many construction sector organisations, including those in our supply chain, we currently have more senior men than women. This results in a gender pay gap that is above the national average but broadly in line with the construction sector.

The HS2 Ltd Gender Balance Network worked with the Equality, Diversity and Inclusion team to compile the gender pay gap data. The network also delivered lunch-and-learn sessions throughout the company to help people understand the gender pay gap reporting process and the latest data.

We have completed a number of actions aimed at understanding and reducing our gender pay gap including:

- enhanced EDI requirements for executive search firms;
- equality analysis of our talent management process; and
- equality analysis of our succession planning process.

This work is reflected in a small decrease in our gender pay gap this year. The median pay gap has decreased from 28% to 26%, while the mean pay gap remains the same at 25%.

We have now implemented a number of actions for 2020/21. These include setting directorate-level EDI targets modelled on vacancy numbers, and taking new EDI-verified approaches to talent management and succession planning. We expect these actions to have a positive effect on our gender pay gap over time.

To access the full HS2 Ltd 2019 gender pay gap report, please visit [www.gov.uk/government/publications/hs2-ltd-gender-pay-gap-report-2019](http://www.gov.uk/government/publications/hs2-ltd-gender-pay-gap-report-2019)

# Our workforce continued

## 🔍 Case study

### Gender Balance Network supporting the Women in Rail Mentoring Programme

The Women in Rail Mentoring Programme is a cross-industry effort, endorsed by the Department for Transport, to improve gender balance, diversity and women's career progression. Led by our Gender Balance Network, HS2 Ltd received more than 40 applications for both mentors and mentees, and selected 20 pairs of mentors and mentees.

Industry speakers appeared at a launch ceremony in February, and various self-development and networking events are ongoing until October 2020, when the programme concludes.

#### We received

**40**

applications; and

**20**

pairs of mentors and mentees.

## 🔍 Case study

### Skills, Employment and Education team supporting Women into Construction

Our Skills, Employment and Education team worked with a number of partners to provide 16 women with fantastic work experience opportunities within HS2 Ltd and our supply chain. The partners included Women into Construction, West Midlands Combined Authority, South & City College Birmingham and Birmingham City Council.

The work experience programme included an awareness event, two weeks of employability training, a four-week work placement in a variety of disciplines, and a celebration recognising participants who achieved certificates like the CSCS card.

The participants' ages ranged from 17 to 54, with 56% from Black, Asian or Minority Ethnic backgrounds and 38% with a declared disability. Half of the participants received offers of employment, 75% of which came from HS2 Ltd contractors.

**56%**

of participants from BAME backgrounds; and

**38%**

with a declared disability.

# Our workforce continued

## Ethnicity

Nearly one in five (19%) of our staff identify as Black, Asian or Minority Ethnic (BAME), the same as last year.

**19% of our core staff identify as BAME**



**12.1% of the UK working-age population is BAME**



In the UK as a whole, 12.1% of the working-age population is BAME. BAME representation at HS2 Ltd is higher than this national average both overall and in seven of our eight individual directorates.

Directorate	BAME %
Phase One	17%
Phase Two	22%
Infrastructure	13%
Chief Executive Office	11%
Chief Financial Office	20%
Human Resources	30%
Safety and Assurance	21%
Strategic Stakeholder Engagement	17%

17% of records for ethnicity are 'prefer not to say' or 'not provided'. For ease of reading, we have not included these responses in this table. This means percentages will not add up to 100%.

BAME representation decreases with seniority, but has improved this year at Director and Head of Function level. At Director level, 7% of core staff are BAME, compared to 0% last year; at Head of Function level, the percentage has increased from 6% to 9%.

**1 in 5 of our staff identify as Black, Asian or Minority Ethnic (BAME).**



We have taken a range of steps towards increasing the number of BAME applicants, apprentices and staff this year, including:

- working with our supply chain to attend recruitment events targeted at ethnic minorities, to encourage young talent into the infrastructure sector;
- sending members of the Equality, Diversity and Inclusion, and Skills, Education and Employment teams to attend two half-day sharing skills events with members of our supply chain (the Costain Skanska Joint Venture, the Align Joint Venture, Mace Dragados, Balfour Beatty Vinci and Systra);
- 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.

During 2020/21, we will carry out and publish an ethnicity pay gap analysis and create an action plan based on it.

# Our workforce continued

## Disability

One in 50 (2%) our of core staff meet the Equality Act's definition of declared disability. This is essentially unchanged since last year.

7% of records for disability are 'prefer not to say' or 'not provided'.

### Disability and workplace adjustments

As well as declared disability status, we measure the presence of disabled staff by the number of moderate to substantial adjustments made for our core staff. This year, the number of people receiving these adjustments has increased by 1% to 18%.

This additional measurement is in line with disabled-led best practice, and accounts for the fact that people might be uncomfortable sharing specific information about impairments or long-term illnesses they might have.

We have worked closely with Clear Talents, one of our suppliers, to improve our adjustments management system. This system records requests for equipment and support related to health and safety, wellbeing, mental wellbeing and disability.

Since implementing these improvements, we have fulfilled 680 adjustment requests. The system has about 1,860 active users.

# 2%

**of our core staff meet the Equality Act's definition of declared disability.**

## Case study

### 2Gether supporting the workplace adjustments

2Gether is a network that supports disability inclusion at HS2 Ltd. 2Gether has participated in a task force with Equality, Diversity and Inclusion, IT and Occupational Health teams to investigate barriers and address difficulties implementing adjustments for disabled employees.

Members of the network shared their experiences with the task force. This led to a streamlined IT process for implementing technical solutions and equipment, and a new inclusive technology catalogue which makes it easier for employees to access what is available.

# Our workforce continued

## Awards and recognition

As a result of our efforts, we are proud to have received a number of accolades for disability inclusion.

As an organisation, we won Disability Confident awards at both the Employers Network for Equality and Inclusion (ENEI) awards and the Recruitment Industry Disability Initiative (RID) awards.

Maria Grazia Zedda, one of our EDI managers, was named among the UK's Top 100 disabled influencers of 2019 at the House of Commons.

In 2020/21, we will carry out and publish a disability pay gap analysis and create an action plan based on it.



**We won two Disability Confident awards this year.**



## Case study

### Disability Confident Leader

We have used our status as a Disability Confident Leader to act as an official assessor on behalf of the Department for Work and Pensions. As a result, we were able to support one of our suppliers, the Skanska Costain Strabag (SCS) Joint Venture, to attain Disability Confident Leader status as well.

We examined the actions our supplier had already taken to address disability-related barriers and helped them submit evidence. We are very proud to report that the SCS Joint Venture has been successful and is now a Disability Confident Leader too.

Continuing our commitment as a Disability Confident Leader, we have expanded the range of initiatives to improve disability inclusion for all. Initiatives included:

- making our new careers pages accessible to the Web Accessibility Initiative's AA standard, with case studies dedicated to disabled employees, examples of adjustments in the workplace, CV and interview advice;
- updating the disability access audits of our premises; and
- developing new disability equality and D/deafness awareness training workshops, which were well attended and generated further interest in 2Gether.

# Our workforce continued

## Age

Most of our core staff are between 30 and 39 years old. This segment of our workforce has increased by 1% since last year, while the number of staff under 30 decreased from 12% to 8%.

Age range	Workforce
18 or under	0%
19 – 29	8%
30 – 39	31%
40 – 49	28%
50 – 59	20%
60 – 64	4%
65 and over	1%

7% of records for age are 'prefer not to say' or 'not provided'. For ease of reading, we have not included these responses in this table. This means percentages will not add up to 100%.

## Religion and belief

Christianity is the most prevalent religion among our staff, though at 37%, the number of staff identifying as Christian has decreased by 7% since last year.

Religious belief	Workforce
Christian	37%
Non-Christian	16%
Atheist/Secular/Agnostic	27%
Muslim	4%
Sikh	3%
Hindu	3%
Jewish	>1%
Buddhist	>1%
Other	2%

17% of records for religion or belief are 'prefer not to say' or 'not provided'. For ease of reading, we have not included these responses in this table. This means percentages will not add up to 100%.

## Sexual orientation

The percentage of our staff who identify as lesbian, gay, bisexual or transgender (LGBT+) is 3% overall, 1% at Head of Function level and 5% at Director level.

21% of records for sexual orientation are 'prefer not to say' or 'not provided'.

# 3%

of our staff identify as lesbian, gay, bisexual or transgender (LGBT+).



### Case study

#### Onboard supporting the Stonewall Workplace Equality Index

Our LGBT+ Network, Onboard, has helped to update policies and documents to make HS2 Ltd more inclusive. Changes we have made as a result include a more comprehensive trans inclusion policy and gender-neutral toilets.

These changes have been accompanied by a rise in the Stonewall Workplace Equality Index, which assesses the impact of organisational practices on LGBT+ inclusion in the workplace. Since 2018, we have risen from 392nd to 312th place out of 500+ organisations, reflecting our commitment to the LGBT+ community.

# Our workforce continued

## Future talent

### Apprenticeships

We have recruited 23 apprentices to our apprenticeship programme.

Human Resources teams worked together to make the recruitment process for the apprenticeship programme as inclusive as possible. Their initiatives included:

- attraction approaches that used a diverse range of platforms;
- externally EDI-verified selection materials;
- inclusive methods for sifting and short-listing;
- assessors trained to recognise unconscious bias;
- our Clear Talents in Recruitment tool, which lets us disclose adjustments at each point in the selection process; and
- an equality analysis of the programme.

This approach has delivered a diverse cohort of apprentices, who are:

**44%**

BAME;

**50%**

female;

**91%**

20-29 years old;

**9%**

30-39 years old; and

**39%**

receiving moderate and substantial adjustments.

## Case study

### Future Talent Network supporting the 5% Club

HS2 Ltd is a member of the 5% Club, which exists to help its members get 5% of their employees involved in 'earn and learn' opportunities.

As a member of the 5% Club, we review and publish how many of our employees are earning and learning. These include apprentices, graduates, those in education and accredited courses, and those working towards professional memberships.

Currently, 27% of our employees are earning and learning – a 3% increase since last year. Our Future Talent Network supports the 5% Club by hosting events and sharing best practice with other member organisations.

**27%**

of our employees are earning and learning,

**3%**

increase since last year.

# Our workforce continued

## Work experience

We support the Social Mobility Foundation's Aspiring Professionals Programme, which helps students from disadvantaged backgrounds to develop the skills and networks need to access top professions. We are involved throughout the nine-month programme, from online mentoring and office visits during the school term to work experience placements in the summer.



**The supervisors were very easy to talk to and to ask for help."**

### Architecture and Land and Property placement student

Students were matched to teams across the business, including project management, environment, finance and even the Chief Executive Office.

Feedback from the students was excellent, with more than 90% reporting that their placement met or exceeded their expectations and helped them to better understand their options for a professional career.

In 2019, we welcomed

**41**

students for placements,

**72%**

of whom identified as BAME.

## Case study

### School STEM workshops

We deliver workshops in primary and secondary schools to promote interest in STEM subjects and careers. We prioritise schools that score highly on measures of diversity and disadvantage, so that we can engage with young people in groups that are currently under-represented in the transport infrastructure sector.

By talking to our volunteer Education Ambassadors, watching video case studies and reading stories embedded in the resources, young people discover the diversity of roles and people who work on HS2.

In 2018/19, we visited 76 schools and reached more than 4,000 students.



**I just wanted to say thank you for the HS2 workshop that you helped organise for our students. The day went well, and the students really enjoyed the mix of practical activities it was great to have some insight into what it is like to work on the HS2 Project."**

**Jenny Daykin**

Careers Adviser, St Mary Magdalene Academy, London

# Our workforce continued

## EDI training and engagement

In 2018/19, we started developing an EDI e-learning module for our staff. This training launched in May 2020 and we will report how many people complete it in next year's report.

Apart from e-learning, we have run a number of EDI engagement activities throughout 2019/20, including:

- the Big Rail Diversity Challenge;
- our reverse mentoring programme;
- unconscious bias training;
- disability and D/deafness equality workshops;
- inclusive health and safety training; and
- the inclusion experience workshops.

Altogether, 825 staff have taken part in EDI workshops, training and activities in 2019/20.

## EDI accreditations

### Clear Assured

We are the only UK organisation ever to have achieved Gold standard in all four categories of the Clear Assured best practice benchmark.

Clear Assured helps organisations identify and remove elements of recruitment and talent management policies, processes and practices which have the potential to exclude under-represented groups including women, disabled people, ethnic minorities and LGBT+ candidates.

An important part of the Clear Assured journey is to embed diversity and inclusion at all levels in the organisation. This ensures that it has a direct impact on every aspect of the employee life cycle – from applying for a role with HS2 Ltd to thriving and progressing within the business.

The four categories we were assessed on were:

- Policies and Practice (Platinum);
- Finding Talent (Gold);
- Assessing Talent (Gold); and
- Retaining Talent (Gold).

Next year we'll strive to achieve Platinum in all four categories.



### Case study

#### The inclusion experience

Delivered by our EDI team, this 90-minute workshop is a thought-provoking way for teams to learn to collaborate better and be more inclusive of one another. This year, 630 people have taken part in the inclusion experience.



**The session was brilliant... For me, the true value of this session lies on us all reflecting on our own and others' behaviours and discuss/ action at a local level."**

**Demi Korontzi-Deakin**  
Project Manager, Route Wide Systems, HS2 Ltd

# Our workforce continued

## Case study

### Our reverse mentoring programme

We set up the reverse mentoring programme that involves junior members of staff mentoring members of the Senior Leadership Team. The programme was successfully piloted in 2018/19 and relaunched in September 2019. There were 66 Senior Leadership Team mentees paired up with the same number of mentors with diverse characteristics and backgrounds, working in various areas of the business. When the programme ended in September 2019, 97% of mentors and 86% of mentees agreed or strongly agreed that it achieved its main aim: facilitating an exchange of diverse perspectives across the business. We celebrated a successful year with an event for all participants, led by our CEO, who has championed the programme.



**Reverse mentoring is an important part of our award-winning approach to EDI. It's part of the expectation on our Senior Leadership Team."**

**Mark Thurston**  
Chief Executive Officer, HS2 Ltd



**Great to work with the CEO and have him take on challenges and issues that meant a lot to me and my peers."**

**Emily Scott**  
Procurement and Supply Chain Apprentice, HS2 Ltd

## Case study

### Supporting the Armed Forces Covenant

Our Veterans Network was instrumental in HS2 Ltd achieving Gold status. The network championed and consulted on the creation of the HS2 Ltd Reservists in the Armed Forces policy, which gives reservists more flexibility to attend training or related commitments, with extra leave days and the options of flexible working or unpaid leave. The Veterans Network also led our advocacy with the supply chain, which was another important contributor to our Gold status.

### Armed Forces Covenant

The Defence Minister, Ben Wallace, recognised our outstanding support for the Armed Forces community by awarding us Gold status in the Armed Forces Covenant Employer Recognition Scheme. Gold status is the highest badge of honour available to organisations that employ and support people who serve, veterans, and their families. HS2 Ltd is also a founder member of the Military is Good for Rail network, which helps the military community find opportunities in the rail industry.



**We were awarded Gold status in the Armed Forces Covenant Employer Recognition Scheme.**



**ARMED FORCES COVENANT**

# Design and operations

To improve health, safety and wellbeing for staff on our worksites, the Equality, Diversity and Inclusion team works with our Health and Safety team to embed inclusive approaches into our health and safety practices.

We use an inclusive maturity matrix to measure and monitor our progress towards inclusive health and safety on-site. The matrix is a best practice standard which measures health, safety and wellbeing in areas of ethnicity, gender, language ability, disability, sexual orientation and migration status. It is embedded by the EDI and Construction Managers for our early works contractors, who work against yearly targets.

In 2019/20 we saw various improvements at site level, including:

- fatigue management through flexible working on-site;
- making EDI toolbox talks (see case study), works packages, briefings and our health and safety reporting app available in multiple languages; and
- embedding EDI incidents into the reporting app, so workers can raise incidents on-site.

On-site, we take a proactive approach to recognising risks and solutions for embedding EDI into a health and safety framework.

## Case study

### Toolbox talks

A common challenge for any EDI programme is to gain engagement and buy-in from staff. Staff can resent having their workflow interrupted by training, making ad hoc training most likely to be attended by those that are already passionate and knowledgeable about EDI issues, rather than the audience that would gain the most value from it.

One of our contractors, the Costain Skanska Joint Venture (CSJV), devised an innovative solution to this conundrum: toolbox talks.

Every month, the Equality, Diversity and Inclusion team produces a five-minute toolbox talk. These interactive talks cover inclusive health, safety and wellbeing topics, such as how to call out exclusive behaviours on-site. The talks use an accessible level of English, and translations are available.

Because toolbox talks take place monthly and are embedded into existing briefings, they have surpassed the inertia and lack of engagement that EDI training is faced with. As a result, the CSJV is the only Tier 1 HS2 supplier to have delivered EDI training to 100% of staff.

# 100%

of staff of CSJV staff  
EDI trained.

# Design and operations **continued**

## Inclusive design

HS2 Ltd is committed to delivering an inclusive service. This means producing a design that eliminates barriers to participation for all users – passengers, staff, and visitors alike – that people feel safe using and can use with ease, independence and dignity. This will ensure that the Project delivers the greatest possible value for all. We set this out in more detail in our inclusive design policy.

To deliver an inclusive design successfully, the principles need to be embedded in the Project process as early as possible. This reduces the need for later amendments, minimising costs; and encourages early management and consideration of interfaces, which leads to good design.

An important tool we use to embed these principles is our technical standard for inclusive design. This standard has been through a comprehensive review to make sure that it aligns with current best practice and supports HS2 Ltd's commitment to a people-focused design, as set out in our design vision.

Since the technical standard was first published in 2016, good practice has evolved significantly, especially in relation to the wider considerations of inclusive design, such as faith and neurodiversity. By applying the standard, we have also learned what information is required to make it more robust.

The revised standard makes it clear that inclusive design applies not just to station environments, but to the whole infrastructure Programme, including line wide infrastructure, technical areas and workplace settings. It also provides more comprehensive design guidance on:

- way showing;
- workplace settings; and
- emergency evacuation considerations, in line with the emerging Emergency Egress Technical Standard – including identifying that evacuation strategies for disabled people need to cover not only people unable to use stairs, but also people who have sensory impairments or are neurodivergent.

## 🔍 Case study

### Curzon Street planning application

Our inclusive design policy ensures that the experience of people with a wide range of ages, abilities and preferences is central to the design of both the station and its related public realm. The Birmingham Curzon Street scheme also complements this by recognising the importance of the station's context within a major multicultural centre.

The public realm design is sensitive to the different ways open space is used by groups from a range of cultural backgrounds, and includes a series of flexible spaces, including:

- restful seating areas;
- intimate spaces;
- social areas with seating to encourage interaction;
- lawns suited to family gatherings, play and picnics;
- flexible event spaces suited to hosting different cultural events; and
- spaces with the potential to be developed in the future for active sports and youth recreation.

# Community and stakeholder engagement

At HS2, we aspire to be a good neighbour every single day, respecting the people and communities we come into contact with to maintain our social licence to operate.

The HS2 Ltd Community Engagement Strategy, published in Autumn 2017, describes how HS2 seeks to be a good neighbour. Our overarching aim is split into 10 community commitments, which describe how we will behave and what we will deliver.

We publish our progress against our Community Engagement Strategy and 10 commitments every six months. These reports describe how HS2 is living up to our promise to be a good neighbour using statistics and case studies. To find our latest progress report, please visit [www.hs2.org.uk/documents/community-engagement-progress-report-july-to-december-2019/](http://www.hs2.org.uk/documents/community-engagement-progress-report-july-to-december-2019/)

**What communities said**

Need to reach new and more diverse audiences.

**What we did**

Delivered a programme of roadshows to reach new audiences, engaging with more diverse communities and generating more insight from these attendees as a result.

We are committed to learning and improving, including by changing our approach to meet different needs at different times. As we have built our insight programme, we have learned from feedback, listened to our communities, and regularly adapted how we engage, including by running targeted campaigns. One of our aims in 2019/20 was to reach more diverse audiences.

**What communities said**

Need to reach younger audiences.

**What we did**

Used targeted Facebook ads and social media to promote key events around stations and key design elements, and designed events to attract a younger demographic.

**Case study**

**Engaging with young people about HS2**

In Camden, London, we hosted work experience students who hope to become engineers of the future. They visited Drummond Street and the Regent’s Park Estate.

In September, we held a hands-on workshop with Year 4 and 5 students at Annesley Primary School in Nottinghamshire, focusing on STEAM subjects: Science, Technology, Engineering, Arts and Maths. In the future, HS2 will need enthusiastic people with the right skills to help operate and maintain the railway. These young people will be in their mid-20s when the new railway opens in their area.



**This visit provided a real eye opener for me on how engineering can transform society.”**

**Student**  
Annesley Primary School



**Technology is the way it’s going. We are not sure what the careers of the future might be but obviously, this is going to help them learn the skills that they need.”**

**Lucy Wraith**  
Assistant Headteacher, Annesley Primary School

# Community and stakeholder engagement continued

## 🔍 Case study

### Playing It Safe

One of our commitments is that we will make health and safety a priority for communities and our workforce. Our programme of Playing It Safe workshops is one example of how we are doing this.

Delivered by Arc Theatre, the programme commenced in January 2018. The workshops teach children at schools near the route about the dangers of playing near construction sites.

Workshops have taken place at 71 schools, engaging more than 5,650 students, 98% of whom rated the workshop as good or excellent. After the workshop, 98% of children said they understood more about why construction sites could be dangerous places.

**71**

**schools took part;**

**5,650**

**students; and**

**98%**

**of children said they understood more about why construction sites could be dangerous places.**

## 🔍 Case study

### Building positive relationships by visiting diverse communities

In May and June 2019, our new mobile events programme engaged with more than 3,000 visitors at 14 busy locations.

These events, first launched at Birmingham PRIDE, were an opportunity for us to travel our route and talk to people who may not have had the opportunity to engage with us before. The events also allowed us to showcase the benefits of HS2, including jobs, training programmes, and community and business funding. We pointed people to further information and let them know how to stay in touch with us.

Feedback from the events was particularly positive, with more than 90% of attendees saying that the quality of information they received was good.

**3,000**

**visitors at**

**14**

**busy locations.**

# Community and stakeholder engagement continued

## 🔍 Case study

### Advocacy and support service

HS2's new independent advocacy and support service went live in Autumn 2019. The service provides independent support for members of the public whose personal circumstances, long-term medical conditions or disabilities could be exacerbated during construction activity, making them vulnerable and less able to advocate for themselves. The support includes advice, signposting and help to understand HS2 documentation and completing paperwork.

HS2 Ltd's Community Engagement and Land and Property teams have 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. The public can get support and advice over the phone or face-to-face – whatever is most appropriate for each person.

# Live

Autumn 2019.

## 🔍 Case study

### Providing tailored support for everyone

The mental health and counselling specialists, who support our area teams, have trained the HS2 staff engagement team to identify, communicate with, and support vulnerable people more effectively.

In late 2019, we started sharing our training with our construction partners. Feedback has been very positive, with 90% of participants saying they would highly recommend the course to other staff and 100% saying they had received new knowledge that they would use when engaging with the community. We will keep working with our partners to make sure everyone receives the same level of support from anyone working on the Project. This is part of our commitment to make sure our services are accessible to all members of the community.

# 90%

highly recommended the course; and

# 100%

said they received new knowledge that they would use when engaging with the community.

# Our supply chain

To demonstrate that the money we spend is helping organisations from diverse communities across the UK, we specifically monitor how much we spend with small and medium-sized enterprises (SMEs), micro-organisation and diverse suppliers.

We define diverse suppliers as businesses where women, BAME, LGBT+ 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.

The data in this section was gathered at the point when companies have registered on the HS2 tendering portal. It accounts for suppliers we spent more than £10,000 with this financial year.

## Total spend with SMEs and micro-organisations

Type of supplier	Total spend in 2019/20
SMEs	£80,700,000
Micro-organisations	£10,900,000

## Representation of diverse suppliers

Diverse suppliers controlled by	Percentage of HS2 suppliers
BAME people	3%
Women	9%
Disabled people	1%
LGBT+	0%
Total	13%

## Total spend with diverse suppliers

Diverse suppliers controlled by	Total spend in 2019/20
BAME people	£13,800,000
Women	£77,500,000
Disabled people	£200,000
LGBT+	£0
Total	£91,500,000

## EDI measurement

We have set some challenging EDI-related contractual requirements for our Tier 1 supply chain to achieve while they deliver their contracts. These include requirements related to:

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

To watch a video explaining more about these requirements, please visit [https://youtu.be/8TyAlAx\\_s24](https://youtu.be/8TyAlAx_s24)

Our EDI performance measures for Tier 1 Contractors are based on these requirements (with the exception of policies and procedures). Tier 1 Contractors report their performance against these measures in March and September each year.

We challenge our supply chain to exceed the industry averages for diverse groups. To judge their success, we compare averages for the whole HS2 workforce to those in infrastructure and our supply chain.

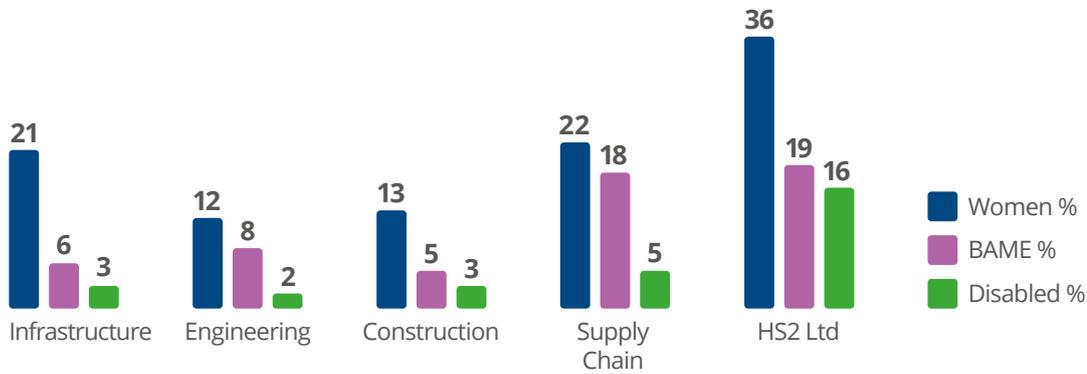
This report includes data from the following Tier 1 strategic contracts:

- Enabling Works Contracts;
- Main Works Civils Contracts; and
- Professional Services Contracts.

# Our supply chain continued

## Monitoring and reporting

### Workforce diversity – sector averages



The HS2 Ltd disability representation figure is based on the percentage of employees that have requested and been provided with a moderate or substantial workplace adjustment. See the relevant section in our Workforce Report for more information.

To find the infrastructure sector averages for workforce diversity, we use data from:

- the Mayor of London’s 2020 report ‘Supporting diversity and inclusion in the infrastructure sector’;
- the Royal Academy of Engineering’s 2018 report ‘Closing the engineering gender pay gap’; and
- analysis of the Office for National Statistics’ Labour Force Survey 2019 by GMB, the Construction Workers’ Union.

The level of workforce diversity in our supply chain and within HS2 Ltd is above average for the infrastructure, engineering and construction sectors.

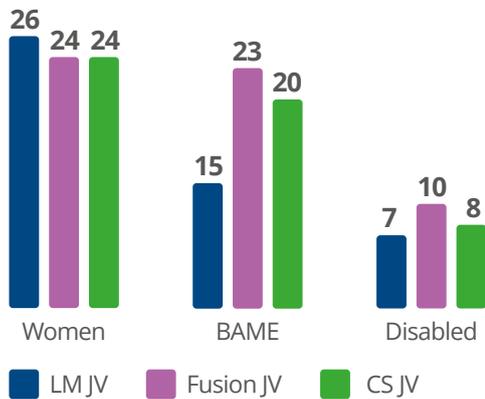
We compare these with the averages for HS2 Ltd and for our Tier 1 supply chain, where these organisations provided workforce diversity data. As of March 2020, these organisations included WSP, Aecom, Arup, Bechtel, the Jacobs, Atkins & Sener Joint Venture, three Enabling Works Joint Ventures and four Main Works Joint Ventures.

As the diversity of our workforce continues to improve, HS2 Ltd aims to become the industry benchmark for those in our supply chain, and for the rest of the infrastructure, construction and engineering sectors. We are currently sharing best practice with Network Rail, Highways England, Transport for London and other transport sector partners, so they can adopt the standard we have set.

# Our supply chain continued

## Enabling Works contractors

### Enabling Works Contracts as of March 2020



Enabling Works contractors	Size of workforce
Laing O'Rourke and J. Murphy & Sons Ltd (LM) Joint Venture	171
Fusion Joint Venture (Morgan Sindall Infrastructure, BAM Nuttall and Ferrovial Agroman)	345
Costain Skanska (CS) Joint Venture	31
<b>Total</b>	<b>547</b>

The LM, Fusion and CS Joint Venture contracts were originally scheduled to end in 2020, but have been extended by a minimum of one year. As a result, recruitment, deployment and training activities have been scaled back across all the Joint Venture delivery partners. Despite this, the CS Joint Venture reported a 13% increase in the representation of women on its workforce compared to last year.

The representation of BAME people in the Fusion and CS Joint Ventures has increased by 8% and 2% respectively, compared to last year.

The representation of disabled people on the Fusion Joint Venture's workforce remained unchanged since last year. However, representation in this area has noticeably increased for the LM Joint Venture (by 7%) and the CS Joint Venture (by 5%).

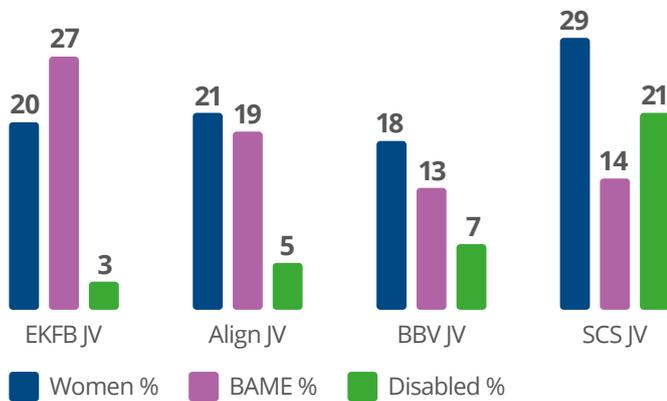
# 13%

**increase in the representation of women in the CS Joint Venture workforce.**

# Our supply chain continued

## Main Works contractors

Main Works Contracts as of March 2020



This year our Main Works suppliers have been preparing for Notice to Proceed, and the subsequent transition from designing to constructing the Phase One route, so recruitment has slowed down or stopped. In this context, the fact that representation has still increased in some areas of the workforce is significant.

Now that Phase One has received Notice to Proceed, we will keep working with our suppliers as they recruit, train and deploy a workforce with the new skill sets they will need for the construction stage. We will collaborate with our Main Works suppliers to make sure we do not lose the representation they have worked hard to increase for BAME and disabled people over the past year. We are looking for ways to contribute more to improvements in this area.

# +5%

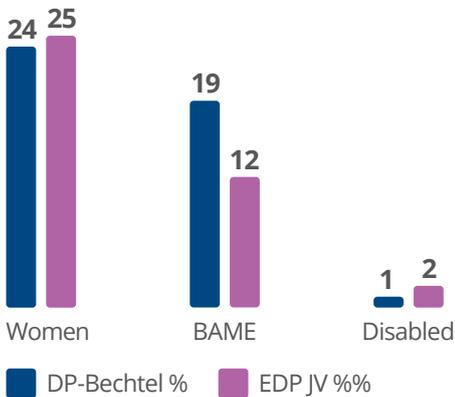
representation of disabled people in the Align Joint Venture.

Main Works contractors	Size of workforce
EKFB Joint Venture (Eiffage, Kier, Ferrovial Agroman and BAM Nuttall)	129
ALIGN Joint Venture (Bouygues Travaux Publics, VolkerFitzpatrick and Sir Robert McAlpine)	155
Balfour Beatty VINCI (BBV) Joint Venture	360
Skanska Costain Strabag (SCS) Joint Venture	242
<b>Total</b>	<b>886</b>

Main Works contractors	Change in workforce representation compared to last year		
	Women	BAME	Disabled
EKFB Joint Venture	-4%	+8%	+1%
ALIGN Joint Venture	-1%	+4%	+5%
BBV Joint Venture	-3%	+3%	No change
SCS Joint Venture	+1%	+1%	+6%

# Our supply chain continued

## Engineering Delivery Partners and Delivery Partners



Our Engineering Delivery Partners – a Joint Venture between Jacobs, Atkins and Sener – and our Delivery Partners, Bechtel, are integrated partners of HS2 Ltd, tasked with providing professional services contracts. There is a total of 212 people in this workforce as of March 2020. The proportion of women, BAME and disabled people in the workforce has remained largely unchanged since last year, except for a 3% increase in BAME representation.

# +3%

representation of BAME people in our Engineering Delivery and Delivery workforce.

## Achieving an externally verified EDI standard

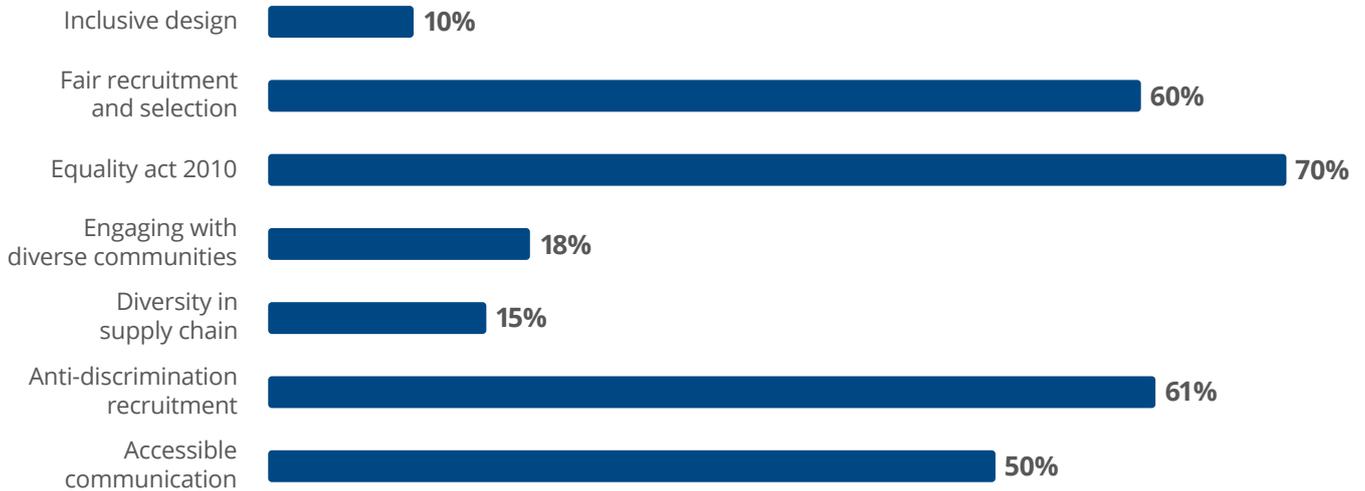
Eight of our 18 Tier 1 suppliers have attained one or more verified EDI standard. These include the National Equality Standard, the Web Accessibility Initiative’s AA standard, Disability Confident Leader status, Investors in Diversity and Leaders in Diversity. This year, the remaining suppliers are required to ensure they have a plan or will attain a verified standard by the end of 2020/21.

The improvement plan for our Tier 1 Contractors included a goal to reach Disability Confident Level 2 by April 2019. Fifteen of our 18 Tier 1 suppliers have reached this level. The goal for this year is to ensure that all our existing and newly awarded Tier 1 suppliers to have attained at least Disability Confident Level 2 by April 2021.

# Our supply chain continued

## EDI training and engagement

### EDI related training



This chart shows the percentage of employees in our Tier 1 supply chain who completed relevant EDI training this year. The figures include:

- three Enabling Works suppliers;
- four Main Works suppliers;
- two Professional Services suppliers (Bechtel and the Engineering Delivery Partners);
- two Station Design suppliers (Arup and WSP); and
- one Rail Systems supplier (WSP).

The majority of EDI training took place during the induction process. The highest completion rates were for EDI compliance-based training, such as training on the Equality Act 2010. This is followed by training where HR policies exist, such as training on anti-discrimination practices in recruitment.

The suppliers on the Enabling Works and Main Works contracts achieved the highest completion rates. As well as having the highest number of training courses completed, these suppliers have also completed a more comprehensive range of EDI training, going beyond simple compliance.

The challenge for the year ahead is for the Main Works Contractors to demonstrate that they can develop and deliver targeted training to address inclusive design, engaging with diverse communities, and disability awareness.

# Summary

This year we have continued to make positive progress towards the goals set out in our EDI Strategy and Skilled For Success People Strategy. The data in this report represents positive progress towards improving our EDI credentials.

Our approach to EDI remains award-winning, having been recognised with:

- a RIDI Supply Chain Management Award;
- a RIDI Disability Confident Award;
- an ENEI Disability Confident Award;
- an ENEI Gold Talent Inclusion & Diversity Evaluation Award;
- the Inclusive Companies Head of EDI of the Year 2019 Award; and
- the Women into Construction Award for Most Engaged Employer (West Midlands).

Our progress towards becoming an exemplar of EDI practice is also evident in our outstanding new Clear Assured status. HS2 Ltd is the only organisation in the UK to have achieved Gold in all categories.

Our approach to EDI continues to raise standards across the Project and the wider industry. This has been a year of significant successes, but change and challenges lie ahead, as construction activity increases, and the railway makes the jump from design to construction.

We will not be complacent as the Project enters this new chapter. We recognise areas where we must and will strive to raise standards even further.

In 2020/21, our areas of focus will include:

- improving the gender balance of the HS2 workforce to 40% female;
- further reducing the gender pay gap;
- improving BAME representation to 21%;
- carrying out BAME and disability pay gap analyses;
- achieving Platinum status in all four Clear Assured categories;
- improving the number of Tier 1 Contractors that have achieved externally verified EDI standards; and
- supporting our contractors to embed inclusive health and safety practices on-site.

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# HS2

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