



# Introduction

The data in this report represents information from 1 April 2017 – 31 March 2018. During the past two years High Speed Two (HS2) Limited has grown rapidly. As we move into different phases of the project we are constantly facing evolving requirements.

This report sets out our organisation's equality, diversity and inclusion (EDI) data. HS2 Ltd has made a commitment to EDI and we are undertaking a number of activities to improve our practices. As we prepare for the next phase of the project, there will be changes and challenges our organisation will have to face. We will continue to focus, support and work internally and with our contractors to successfully improve industry EDI practices throughout the HS2 supply chain.

We recognise that whilst we're on track and have achieved a lot in a short lifespan, overall within the rail, engineering and construction sectors there is a lot more work to be done on improving EDI. Therefore, within this report we will also reflect on the EDI performance of our major contracts, demonstrating the impact of our award-winning inclusive procurement model.

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# HS2 Ltd Workforce Report 2017/18

## Gender

Our proportion of female employees is greater than the infrastructure sector average. 35% of our employees are women compared to the sector average of 17%. Although this is down nearly 2% on our 2016 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

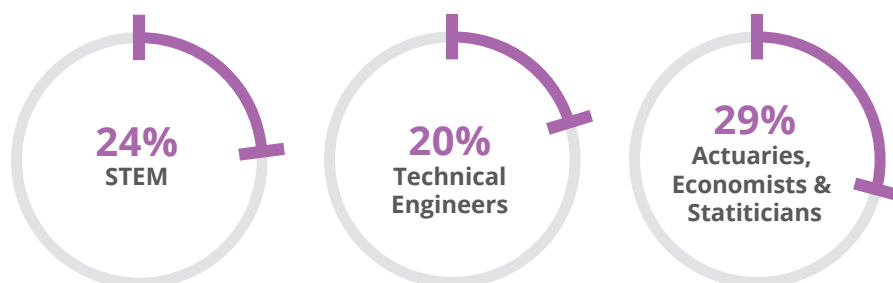


Women represent 40% or more of the total staff in Stakeholder Engagement (55%) Health, Safety, Security & Environment (40%), Legal & Company Secretariat (55%) and Human Resources (54%).

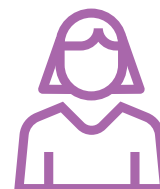
Women comprise 27% of Phase One staff, 31% of staff in Phase Two and 28% of staff in Operations and Infrastructure Management directorates.

The Phase One Directorate has improved its representation of women from 21% to 27% since 2015/16.

Women represent 24% of our STEM classified roles where we currently employ 440 people. 20% of engineering technicians are female, comparing favourably to an industry benchmark of 9% women engineers. 29% of HS2 actuaries, economists and statisticians are women.



Women represent 40% or more of the total staff in:



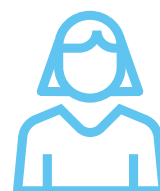
**55%**  
Stakeholder Engagement



**40%**  
Health, Safety, Security & Environment



**55%**  
Legal & Company Secretariat



**54%**  
Human resources

# HS2 Ltd Workforce Report 2017/18

We have increased the overall number of women in senior positions within our organisation, from 13% in 2016 to 21% at the time of this report.

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

Over the past year, the HS2 Executive Committee has undergone a restructure. As of year-end, two of eight Executive Committee members are women, 25% of the committee. This represents a backwards step for HS2 Ltd from the figure of 45% presented in the last Annual Data Report.

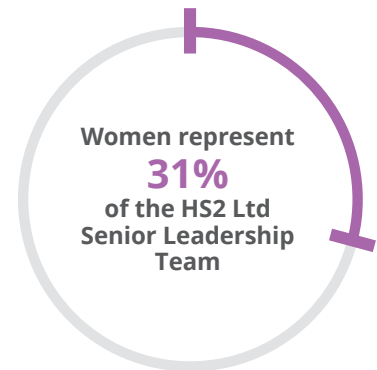
Factors for the reduction in female representation include:

- fluctuating figures due to the small number of Executive Committee roles within our organisation; and
- there are currently two roles that are being recruited, this figure is likely fluctuate again over the next year.

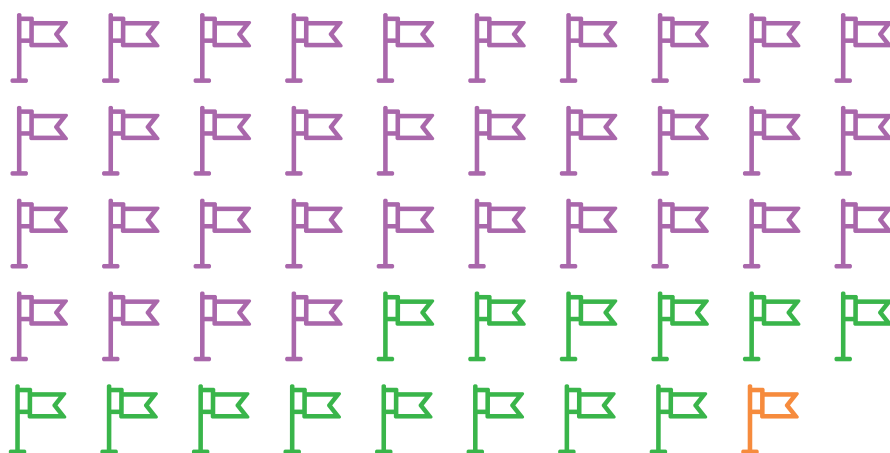
As an organisation we remain committed to exceeding industry standards and delivering on our goal to have the most diverse workforce and leadership in the sector.

We have undertaken a number of positive activities to assist us in our goal. Some of these activities include:

- equality impact assessments of executive search firm performance;
- delivering unconscious bias training;
- successful pilots of a new recruitment method called 'Blind Auditioning';
- delivering a successful reverse mentoring programme;
- completing research with Mumsnet to identify barriers for returns; and
- the rollout of the HS2 Ltd Gender Balance Network.



**As we increase the size of our delivery directorates, we will continue to face challenges in maintaining and improving our gender balance."**



Actions  
**34**  
 completed

**14**  
 in progress

**1**  
 to be started

In the last Annual Data Report we presented that we have committed to the WISE 10 Steps programme and that we had developed an action plan. Within 2017/18 we have completed 34 out of 49 actions, with 14 in progress and one action to be started in 2018/19.

Outcomes from the action plan include:

- improved returner support; and
- completing gender pay gap and equal pay gap analysis.

### Gender pay gap

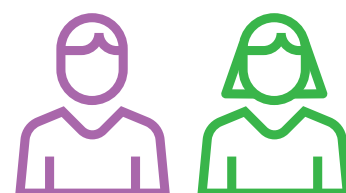
The gender pay gap data represents information from 1 April 2016 to 31 March 2017, as was required by the initial statutory reporting period.

Similar to many organisations operating within the engineering sector, we currently have a weighting of more senior men to women. This manifests in a gender pay gap that is above the national average, the gap is broadly in line with the sector.

Following these results we commissioned an equal pay audit to be conducted by independent, external experts. Our results showed there is no systematic discrimination between men and women doing work of equal value.

HS2 Ltd recognise that there is more for our organisation, and the industry we work in, to do. We are committed to improving gender balance within our organisation; this will be discussed by the Executive on a quarterly basis.

To access the full HS2 gender pay gap report visit:  
<https://www.gov.uk/government/publications/hs2-ltd-gender-pay-gap-report-2017>



HS2 gender pay gap is  
**25.2%** mean  
**21.5%** median

# HS2 Ltd Workforce Report 2017/18

## Ethnicity

Across HS2 Ltd, 16% of our staff identify as Black, Asian or Minority Ethnic (BAME), which compares favourably with many similar organisations.

BAME representation is highest in the Human Resources Directorate, at 33% of employees.

Representation of BAME groups decreases with seniority. BAME groups comprise 4% at Head of Function level and 2% at Director level. 5% of the HS2 Senior Leadership Team are BAME. Currently, no members of the HS2 Executive Committee are BAME.

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

- introducing a job description controls process that removes sector based experience requirements where not specifically required for the job;
- introducing 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.

## Disability and workplace adjustments

During 2017/18 we adopted a new approach to managing disability effectively in the workplace. Disclosure rates via HR systems remain low. Previous evidences indicates that there is a crucial factor perception gap between the Equality Act definition of disability and staff choosing to define themselves disabled.

Over the past year we have put an emphasis on managing adjustments. We successfully rolled out our organisation's Clear Talents system which helps us identify and manage reasonable adjustments. Since then, over 174 adjustments at moderate or substantive levels have been put in place.

We developed the inclusive culture of our organisation by also deploying Clear Talents within our recruitment process. Within the last year over 500 adjustments have been requested.

Additionally, our work in all areas of disability has seen us be accredited with the externally verified Disability Confident Leader status. We have undertaken innovative disability related work, achieving one of our strategic EDI goals in the process.



**In eight of our nine directorates, BAME groups are represented at higher proportional levels than the UK working age BAME population of 12.1%."**



## Case study:

# Built Environment Accessibility Panel (BEAP) platform train interface rig testing

HS2 Ltd is the largest infrastructure organisation in Europe. We believe that everyone, whatever their mobility, should be able to board our trains with ease.

We want to maximise the opportunity for all our customers to enjoy independent, safe and dignified travel and so we're researching our platform train interfaces (PTI, the threshold you need to cross when you go from the platform onto the train). This will give us a greater understanding of how we can improve passenger experience. We know that boarding and disembarking trains is the greatest barrier to travel for many disabled people and we want to reduce this obstacle as much as possible.

We set up a full scale test rig with independent features that we could move around, including a platform, doorway and passage area of a train. The tests were completed at over 1000 tests events and experiences with the following influential groups:

- Research Institute for Consumer Affairs (Rica) – who conduct consumer research for older and disabled people;
- Network Rail's Built Environment Access Panel (BEAP) – who are a diverse group with a wide range of impairments and considerable knowledge of the transport sector; and
- Disabled Persons Transport Advisory Committee (DPTAC), Passenger Focus Accessibility Forum and the HS2 Passenger Panel.

We found that the gap between the train and platform can be problematic for buggies and pushchairs as well as those with wheeled mobility aids. The height and gap of a step creates different problems for each individual but the overall experience could be grouped into broad categories such as powered wheelchair and scooter users; manual wheelchair users; people with walking mobility difficulties and people with visual impairments, including assistance dogs.

Finding a solution for everyone is extremely challenging. For example, manual wheeled devices are free to swivel and cannot be controlled, the success of boarding a train is dependent upon the individuals' strength and agility. Unfortunately, improvements for wheeled devices lead to a detrimental effect for those who don't use a wheeled mobility aid.

We're working to ensure that HS2 trains can be accessed independently.

We have found a step-gap combination that is both technically feasible and meets a wide range of our user needs. We are continuing to improve upon it so that we remain confident we will set a new standard for inclusive rail travel.

# HS2 Ltd Workforce Report 2017/18

## Age

A large proportion of our workforce are aged between 30 and 39 years of age, with 31% of employees lying in this age bracket. 17% of staff are in the 19-29 age bracket and just 4% are in the 60-64 age bracket.

## Religion and belief

Christianity represents the largest religious grouping within our workforce, with 40% of staff identifying their beliefs as Christian. Muslim, Sikh and Hindu staff represent 3% of our workforce each or 9% combined. 26% of the HS2 workforce identify as agnostic, atheist or secular.

## 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.

3% of the HS2 Senior Leadership Team identify as LGBT.

As an organisation we continue to progress our reputation as an LGBT+ inclusive employer. During 2017/18 we have:

- launched our Onboard LGBT + Allies network;
- attended Birmingham PRIDE; and
- reviewed where we advertise job opportunities for the LGBT+ community.

## The age of our workforce

**31%**

are aged between 30 and 39 years of age

**17%**

are aged between 19 and 29 years of age

**4%**

are aged between 60 and 64 years of age

**3% of our staff identify as lesbian, gay, bisexual or transgender (LGBT)**





## Prefer not to say and not provided

Non-disclosure levels are still high; 19% of staff have not disclosed their sexual orientation, 20% of staff have not disclosed their ethnicity and 22% have not disclosed their Religion/Belief.

We have developed a short video on monitoring diversity data which we hope will encourage better disclosure rates by explaining the importance of this information, what we use it for and how the data is stored. We will reach our target audience by:

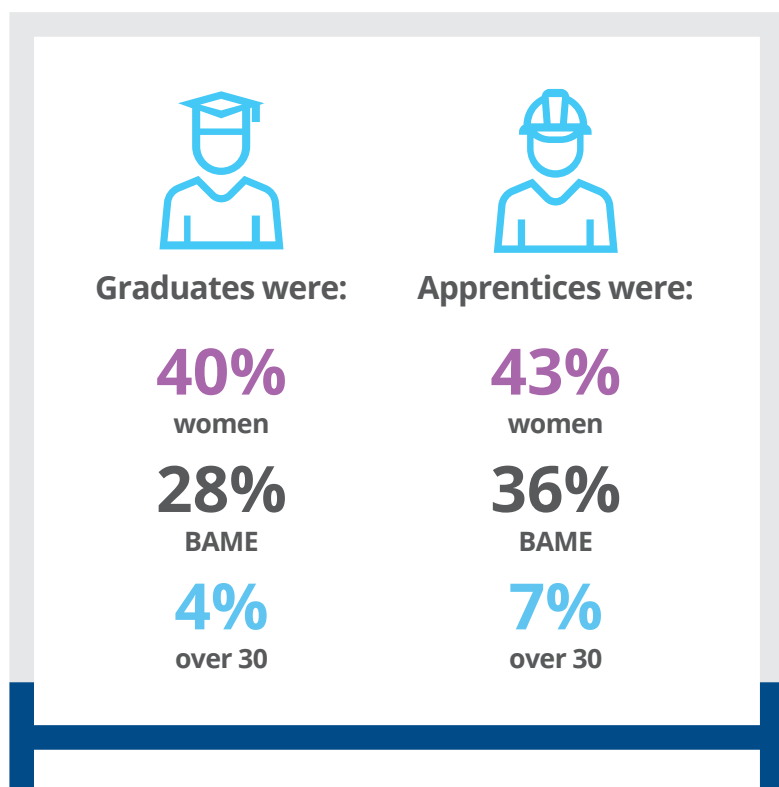
- deploying the video for HS2 Ltd employees;
- showing the video on the HS2 Ltd careers site during 2018/19;
- making the video available to our recruitment suppliers; and
- sharing the video with our supply chain to encourage the disclosure of diversity data by HS2 Ltd contractors.

## Future Talent

We have built on our experience of using bias-free selection methods. We have developed a recruitment model for future talent which removed CVs and application forms and introduced situational judgement tests, online intellect and values assessments. Our recruitment methodology delivered a diverse cohort.



**We have a responsibility to broaden the talent pool within the rail, engineering and construction sectors. During 2017/18 we launched the HS2 Ltd apprenticeship and graduate programme."**



# HS2 Ltd Workforce Report 2017/18

## Equality, Diversity and Inclusion Training

Out of the 751 members of HS2 Ltd staff that were required to complete EDI training, 692 completed, giving a completion rate of 92%. So far, 59 staff members have yet to complete the training giving a non-completion rate of 8%.

Over 400 members of staff participated in EDI engagement activities such as:

- lunch and learns, for example: Unconscious Bias, Disability Equality, Inclusive Health and Safety and a variety of other EDI related topics; and
- EDI celebration activities, for example: quiz competitions, international lunches and fun competitions such as The Big Rail Diversity Challenge and Parallel London.

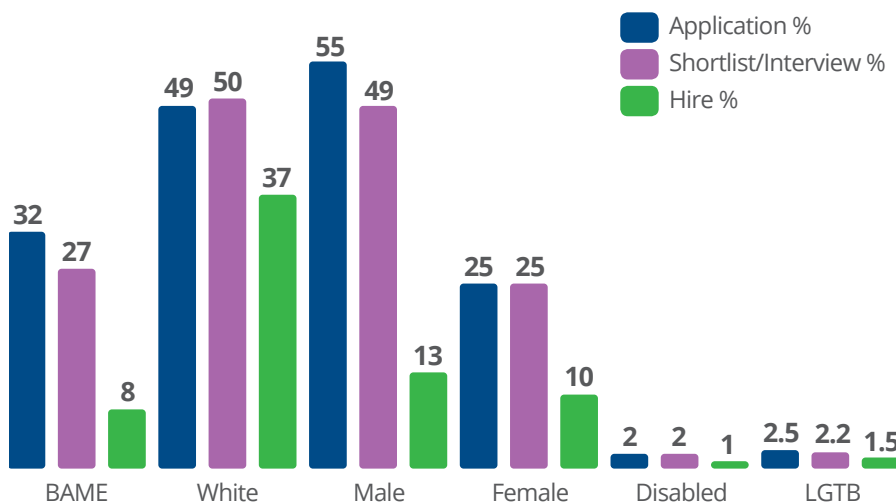


>400

members of staff participated in EDI engagement activities in 2017/18

## Recruitment & Diversity Trends

HS2 Ltd's recruitment and data trends are affected by the number of our records which do not contain EDI information. Our data shows that although we are attracting a diverse pool of applicants compared to the infrastructure sector, women and disabled people are under-represented compared to working age populations. Analysis of trends at each stage of the recruitment process is currently hindered by data not held due to a system issue:



76%

of hires had 'not held' as a gender & religious status

55%

of hires had 'not held' as an ethnicity status

54%

of hires had 'not held' as a disability status

The above data demonstrates disproportionate trends at the shortlist/interview stage for BAME groups. All other groups demonstrate proportionate results at the shortlisting/interview stage.

The percentage of 'not held' data for ethnicity at the shortlist/hire stage is 20% and for gender is 25%.

## Case study:

# Addressing disproportionate impacts

During 2017/18 we worked with our external partners to pilot blind auditioning to remove CV-based selection preference where sector experience is not essential for the role.

Blind auditioning removes CVs and application forms from the application process and aims to mitigate unconscious bias at the shortlisting stage. The hiring manager is required to create a technical challenge which directly tests the key skills required for the role. All applicants complete the challenge, the highest scoring applicants are invited to interview and those that do not pass the technical challenge are rejected.

We have piloted blind auditions for five different types of roles, some with multiple vacancies. When using blind auditions as a shortlisting method the shortlisting and selection for women increased by 53% and BAME increased by 64% compared to baseline HS2 recruitment data.

Although blind auditioning is not a solution for removing interview stage bias, the results at the hire stage for diversity are demonstrable. During 2018/19 we are using blind auditioning to recruit for over 20 types of roles.

Shortlisting and selection  
by blind auditions for women  
increased by

# 53%

Shortlisting and selection  
by blind auditions for  
BAME increased by

# 64%

# “

**Blind auditioning removes CVs and aims to mitigate unconscious bias at the shortlisting stage.”**

# HS2 Ltd Workforce Report 2017/18

## Corporate supply chain EDI report 2018

We continue to monitor the representation and spend with SMEs and diverse suppliers within our corporate procurement process to demonstrate that corporate spend is benefitting organisations from diverse communities across the UK. The following data set represents suppliers with which we have spent more than £10,000 during the financial year.

Over the past year, we have improved the analysis of supplier diversity reporting to achieve greater clarity. We are now able to identify where a diverse supplier might be captured in two categories, for example a disabled-led and a women-led organisation.

We continue to encourage the disclosure of EDI business ownership data and monitor the success of our approaches to engaging with diverse suppliers.

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 SMEs & Micro-organisations



Total SME spend:  
**£82,507,282**

Total Micro-organisations spend:  
**£8,424,678**

Representation of diverse suppliers  
**Total: 1%**

## Summary: an award winning year

Over the past year we have made positive steps to understand our current EDI position and have developed and implemented impactful progress. The data that we have shared in this report represents a positive progression for HS2 Ltd to facilitate ongoing improvements in our EDI credentials.

To summarise, during 2017/18 we have:

- achieved Disability Confident Leader status;
- benchmarked well against infrastructure sector in relation to the WISE 10 Steps programme;
- placed in the Top 10 Gender Diversity Employers on the VERCIDA platform; and
- seen our innovations such as our inclusive procurement model, blind auditioning pilot and our Tableau EDI Dashboard tool make significant impact for our organisation, supply chain and the wider sector.

As an organisation we have been recognised through:

- winning three ENEI (Employers Network for Equality & Inclusion) awards; in categories including; Inclusive Procurement, Innovation with Impact & Overall Public Sector winners;
- winning the Apollo project Award for Best Supplier Diversity Initiative;
- receiving two awards from the REACH Society for Inspiring BAME groups; and
- being awarded the Silver Award by the Armed Forces Covenant.

As we move into Year 3 of our EDI Strategy Development model we will focus on embedding our innovations and measuring our progress towards being an exemplar employer in all aspects of EDI.

You can find out about our EDI work during 2017/18 in the equality, diversity and inclusion section of our [Annual Report](#)



**Despite our successes, we are not complacent; we recognise that there is more for us to do.”**

# 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. As an organisation, we set stretching EDI requirements for our Tier 1 contractors to achieve, including:

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

The above requirements make up the EDI strategy that Tier 1 contractors are required to submit during the mobilisation period.

Our HS2 Inclusive Procurement Model can be explained here:

[https://www.youtube.com/watch?v=8TyAlAx\\_s24&t=6s](https://www.youtube.com/watch?v=8TyAlAx_s24&t=6s)

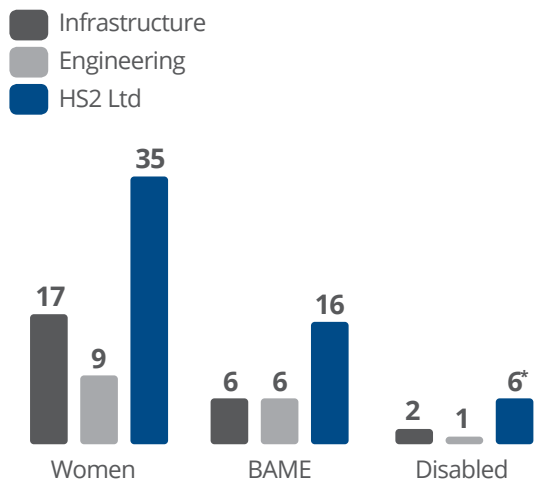
Our supply chain has been targeted with exceeding industry averages for diverse groups and improving participation by under-represented groups. Over the next section of this report we will set out the performance of the HS2 Programme in relation to EDI, it includes data from the following strategic contracts:

- Enabling Works Contract (EWC);
- Main Works Civils Contracts (MWCC);
- Engineering Delivery Partner (EDP);
- Development Partner (DP); and
- Professional Service Contracts (PSC).

## Monitoring and Reporting

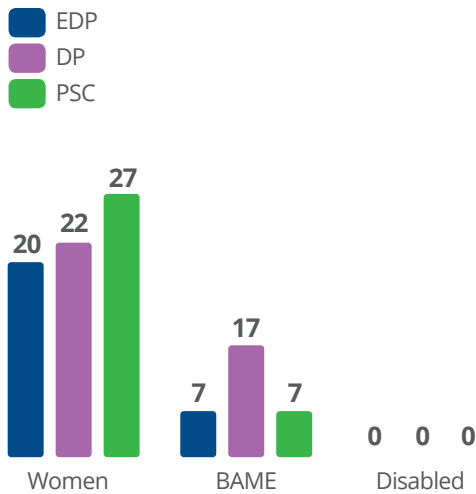
Our EDI data is used with industry EDI data to set the benchmark performance levels. As can be seen below, in several areas our performance is above the industry benchmark levels.

### Monitoring and Reporting %

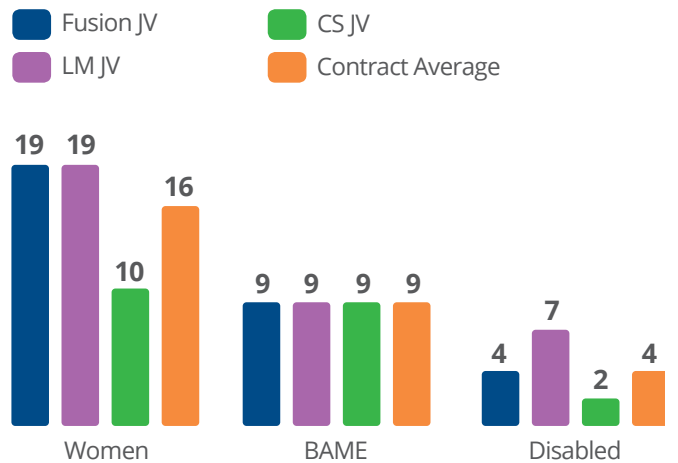


\*Based on the number of HS2 Ltd staff that have requested adjustments at a moderate or substantive level.

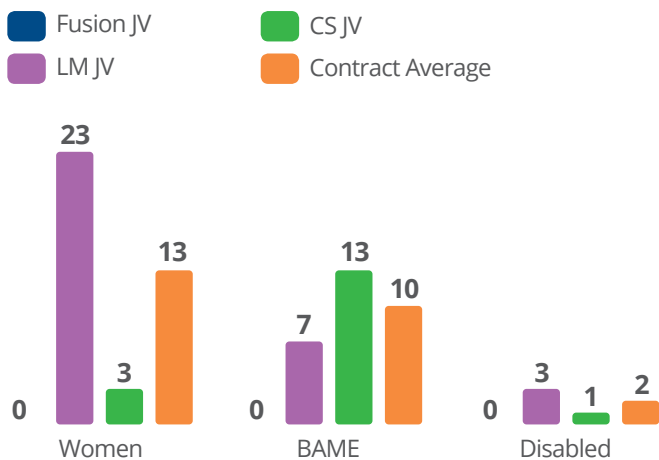
### EDP, DP & PSC EDI Performance %



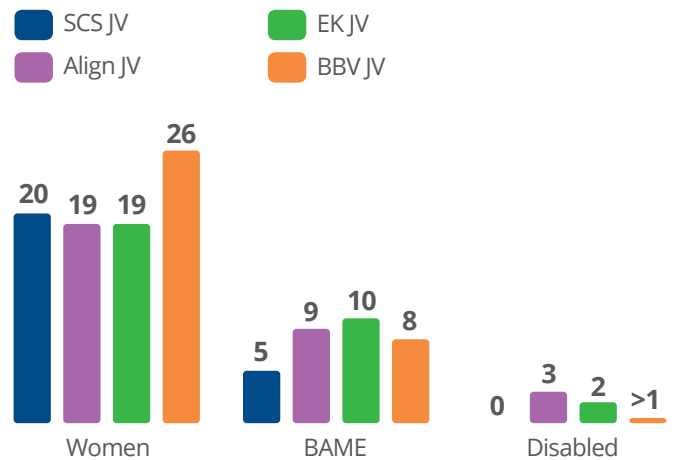
### EWC (Enabling Works Contract) EDI Performance by Tier 1 contractor (rounded to nearest whole number)



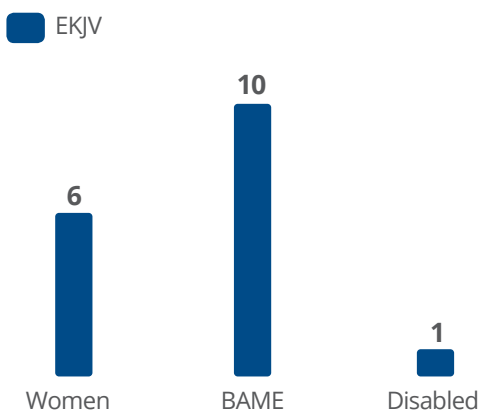
### EWC Subcontractor workforce diversity (rounded to the nearest whole number)



### MWCC (Main Works Civil Contracts) EDI Performance by Tier 1 contractor



### MWCC Sub-contractor workforce diversity (rounded to the nearest whole number)



Disability remains a challenge for our contractors. Over the next year we will engage our supply chain around approaches to increase the employment of disabled people. We will also address our contractors who are performing below the industry average.

# HS2 Programme Supply Chain EDI Report

## Supplier Diversity

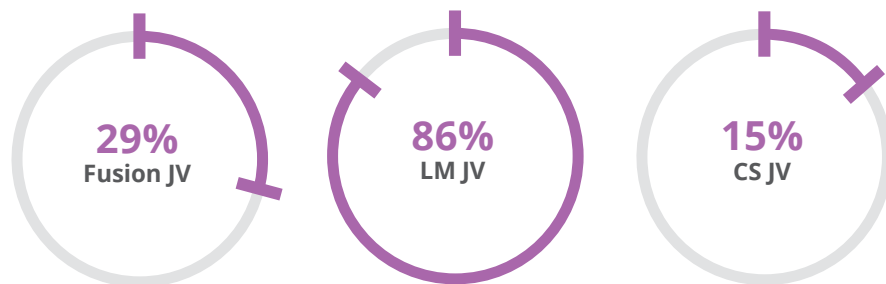
We define diverse suppliers as organisations who are 51% owned or who are operated by protected groups.

Although we are still in the early stages of the HS2 programme, our supply chain is actively engaging SMEs, micro-organisations and diverse suppliers. By doing this, the benefits of HS2 investment are distributed throughout the diverse communities within the UK.

## Equality, Diversity and Inclusion Training

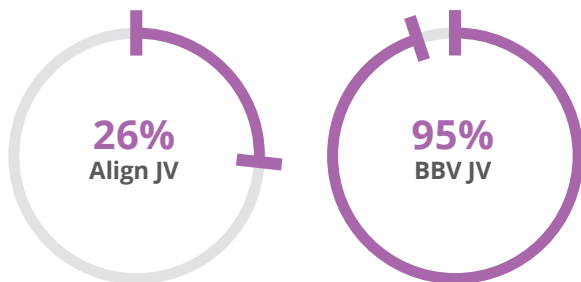
529 people in our supply chain for EWC and MWCC have completed EDI training.

### EDI training completion by contractor – EWC and MWCC



The number of completed training varies and we recognise that there is still a lot to be done to ensure that all contractor staff are completing EDI training.

### MWCC (Main Works Civil Contracts) EDI Performance by Tier 1 contractor



The number of completed training varies and we recognise that there is still a lot to be done to ensure that all contractor staff are completing EDI training.

MWCC contracts are at varying stages of Stage 1 and therefore for some contractors EDI training activity has not commenced.

Note: Training data for PSC's, DP and EDP are not available at this point due to the contracts being in various early stages of EDI Implementation.

Total spend with diverse suppliers:

**£16,240,358.60**



**529**  
people in our supply chain for EWC and MWCC have completed EDI training



## Achieving an externally verified EDI standard

We are pleased to see the positive influence our award-winning inclusive procurement model has had in the supply chain. Some of our Tier 1 contractors have achieved externally verified EDI standards such as:

- Arup, who are the first engineering company in the UK to achieve an externally verified EDI standard, have achieved the National Equality Standard (NES);
- Costain Skanska (CSJV), who have achieved an externally verified EDI standard; and
- LMJV, who have achieved Web Accessibility accreditation to AA standard.

Alongside this, many of our other Tier 1 contractors are actively working towards achieving the required externally verified standard. As the HS2 programme progresses we expect to see attainment rates increase.

# HS2 Programme Supply Chain EDI Report

## EDI Programme Supply Chain Summary

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

The data demonstrates to us that there are areas of good performance and areas where we need to assist our supply chain to focus more. This financial year we have supported our contractors by providing EDI toolkits made up of:

- databases of diverse community groups;
- demographic tools;
- job description templates;
- access to videos;
- case studies; and
- the implementation of an EDI and SEE (Skills, Employment and Education) Supplier Community which assists contractors to share good practice.

Our inclusive procurement requirements are acting as a catalyst to improve EDI standards across the sector. This can be evidenced by the attainment of externally verified standards and changes to practices that organisations within our supply chain have implemented to reach the EDI requirements set by HS2 Ltd.

It is not just large organisations that are benefiting from our inclusive approach to procurement. A case study demonstrating how SME suppliers are benefitting from our inclusive procurement model can be found here: [https://www.youtube.com/watch?v=ICOs\\_z8gbGA&t=101s](https://www.youtube.com/watch?v=ICOs_z8gbGA&t=101s)

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

- recruitment models;
- disability confidence; and
- training.



# HS2

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