

# Highways England PSED annual report

April 2017- March 2018 – Our road to  
inclusion continues









# Highways England – Our road to inclusion continues...

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## Embedding inclusion into our work



### **Jim O'Sullivan, Chief Executive Highways England**

Everyone has a role to play in creating an inclusive culture in our industry. I am fully committed to this and want to see our efforts achieve year-on-year a more inclusive workforce and more inclusive services and outcomes for our customers and stakeholders.

The Transport Infrastructure Skills Strategy identifies that 55,000 people will be needed in the sector by 2020 to deliver the Government's transport infrastructure investment. We can only achieve this if we and our supply chain partners recruit from the widest and most diverse talent pool possible.

Current research reaffirms that the business benefits of being a diverse and inclusive organisation include safer working environments, improved productivity, greater innovation, better staff engagement and talent attraction. Inclusive teams tend to be more productive because they better understand the diverse needs of the customers and communities we serve. This is why, in addition to our ongoing actions to attract and retain talent and to be inclusive in our actions, we will actively support outreach work connected with the 2018 Year of the Engineer programme, specifically targeting the broader community.

The breadth of activities in this report demonstrates that our commitment is real and that we constantly learn and evolve. This report provides a flavour of what we have achieved, but there is still much more we can and will do. As we continue to embed EDI into our everyday work, diversity and inclusion will become a natural part of what we are and how we operate. Everyone should have an equal opportunity to work in the road sector in England.

# Our objectives

## Our overarching objectives

Highways England will embed the principles of equality, diversity and inclusion into all areas of our business, driving real changes in how we work with our customers and communities, our supply chain and our employees.

Each of our three supporting objectives are led by a director who oversees a working group responsible for delivering specific activities.

Customer and communities objective	Ambition	To put people at the heart of what we do by understanding and considering different needs of customers and communities in delivering services.
Led by Mel Clarke, Director of Operations Customer Service	Objective	This will be achieved by consulting with our customers and neighbouring communities to ensure we understand and consider their diverse needs.
Supply chain objective	Ambition	Lead improvements in how all parts in society view and experience the highways sector.
Led by David Poole, Executive Director, Commercial and Procurement, EDI Lead	Objective	By 2020 all our key suppliers will have improved their StART (Strategic Alignment Review Tool) scores by 15%. (StART is an assessment and alignment tool used by Highways England for certain high-value contracts. It outlines EDI expectations and how performance is measured in relation to decisions impacting on customer and communities and in creating a diverse workforce).
Employment objective	Ambition	To become a high performing organisation with an engaged, modernised and innovative workforce.
Led by San Johal, Executive Director, Human Resources and Organisational Development	Objective	We will create a more diverse workforce that is managed, developed and led in an inclusive manner.

This report provides examples from April 2017 – March 2018 demonstrating how we are working towards achieving our objectives.

# Our progression

## The progression of our inclusion work

Objective	Our focus during 2016/17	Our focus during 2017/18	Our focus for 2018/19
Customer and communities	Develop tools and processes to enable inclusive engagement and gain better insights into what our customers and the communities we serve expect.	Utilise tools and processes to increase interactive customer engagement and to understand communities and their accessibility needs. Assess EDI outcomes through pilots and benchmarking work.	Monitor how identified customer projects and schemes meet the diverse needs of customers and communities. Embed EDI good practice and customer insight into everyday work and across objectives.
Supply chain	Develop assessment tools to gauge supply chain EDI performance, including the Collaborative Performance Framework. Collaborate with the Supplier Diversity Forum (SDF) to gather baseline EDI data.	Increase the capability of staff and our supply chain through training, workshops, events and SDF activity. Measure supply chain progress through contract management and assessment. Recognise good EDI performance via our awards scheme.	Monitor and measure supply chain through the ongoing contract performance. Increase our visible commitment to EDI through ongoing engagement with the supply chain and the activities of the SDF. Collaborate with the supply chain to share good EDI practice.
Employment	Update policies such as the people policy and reasonable adjustments. Support staff networks and launch a 'first aiders' network to promote good mental wellbeing.	Use management information to identify where action is required such as the returners programme and reverse mentoring. Instigate the early talent programme and cultivate staff networks.	Advance activities to drive culture change, which includes measures to attract, retain and develop a diverse workforce and deliver inclusive working practice. This is referred to as our Highways England 2020 plan.

# Customer and communities ambition



## **Mel Clarke (Chair of the customer and communities working group) – reflections on the year**

“For Highways England everything starts and ends with our customer. Listening to what our customers and communities tell us remains key to delivering services that create a better journey experience for all. In the past year we’ve continued to make a concerted effort to increase our customer engagement and develop a greater understanding of the needs of the diverse communities we work alongside. We have developed tools for our people to help them to identify and understand the diverse needs of our customers and communities, from planning our activities through to delivering our services.

“We have made good progress so far, and our commitments in the coming year will make sure that we act on the feedback we’ve received from the road users and communities we serve.”

**Our customer and communities ambition** is to put people at the centre of what we do by understanding and considering the different needs of customers and communities when we deliver our services. This will be achieved by consulting with our customers and neighbouring communities to ensure we understand and consider their diverse needs. This year’s endeavour has focussed on;

- Increasing customer engagement
- Understanding community and accessibility needs
- Measuring performance against a community benchmark



# Increasing customer engagement

## Gaining and using customer insight

Our business priorities are clearly defined in our licence and through the Road Investment Strategy, but we also need to understand the expectations of our customers. Therefore Highways England's Customer Panel is used to test concepts and ideas. It has 2,000 members that are representative of users of our network and services (it has an equal mix of male and females as well as people of different ethnic origins).

We also have our own customer insight platform with a sample size of over 21,000. It is made up of 90% drivers and 10% passengers with an equal gender split. Specific insight projects have included:

- Establishing what customers with different protected characteristics feel is the most effective way for us to communicate with them and to establish what extra support they may

require when being consulted and informed of our different products and services.

- Testing the terminology and language we use in relation to disability when consulting with our customers, which has resulted in specific updates to our Traffic Officer Service manual.

All of our insight products; the customer panel, surveys, behavioural research and social media analysis enable us to share customer insight with our different business areas.

The insight team recently won the Market Research Society award for social policy for the work undertaken on increasing speed limits through roadworks. This involved innovative techniques such as dashcams and heart rate monitors used with a cross section of our road users. The research has helped to change policy to increase the speed through roadworks from 50mph to 60mph where it is considered safe to do so.







### Customer engagement trial (The 'Chatty Van')

The 'chatty van' is a mobile communication resource that can be taken to any location and used as a 'pop-up' event to engage face-to-face with a diverse group of customers e.g. at public exhibitions for schemes. The trial of the van ran from June 2017 to the end of August 2017 with 29 deployments achieved during this period and a total of 1,479 visitors.

One of the reasons for using the van was to make customer engagement easier for all by going out to our customers. We went to a number of different locations including shopping areas, retail parks, town centres, small villages and even an indoor play area.

The van was well received by the media, attracting several news features, including front page coverage and various radio broadcasts. The initiative was welcomed by local authorities and other key stakeholders who were very supportive in helping to arrange potential locations for us to visit.

The customer counter received over 567 responses with an 89% overall positive result. Following on from this, we used the opportunity to develop our stakeholder lists by capturing visitor contact details. This has also provided further opportunities to gather feedback on the customer

experience and understanding of the service we provide through the use of a survey monkey.

### Understanding community and accessibility needs

#### Disability awareness in construction

The disability awareness in the construction working group continued to enhance our capability in relation to major project schemes in the north. A follow-up workshop was held with internal project managers, supply chain partners and accessibility specialists, during which EDI project material was identified to support consultation and engagement with disabled people. The findings from the day inspired the development of a toolkit of measures to capture best practice and help us better understand and communicate accessibility requirements. This pilot is now concluding and the toolkit will be made accessible to those involved in scheme engagement. It includes a new document produced by our supply chain partners to spread best practice among their supply chain.

Project Manager Claire Minett said:

"The toolkit has been piloted by Major Projects in the north. The feedback from this process will be used to finalise the toolkit so that it can be rolled out for use nationally."

## **The impact of Highways England's Accessibility Strategy**

Our Accessibility Strategy (published in May 2016) continues to influence policy and process changes. It drives our designated funding programme for cycling, safety and integration, scheme feasibility work, future work programmes and improvement projects. This includes the provision of segregated walking and cycling routes and new and improved crossing facilities. By increasing the number of new and upgraded crossings over our network, we have enhanced the safe facilities provided for pedestrians, cyclists and other vulnerable users, improving overall accessibility. This year, we've completed 20 new crossings and upgraded 7 existing crossings across our network.

In addition to our work through the Cycling Designated Fund investment programme, improvements to our cycling and walking facilities are being provided as part of our major highways construction projects. An example of this is the improvement schemes on the M1/M6/A14 Catthorpe Interchange and the A45/A46 Tollbar End which provide enhanced facilities for all types of pedestrians, equestrians and cyclists.

Initial work on our new 'Place Making' guidance has been completed and, following testing, it will be embedded into our normal work and monitored by the accessibility team. The guidance also amalgamates research into the barriers that can exist in relation to accessibility and travel choices. 'Place making' is a process through which communities and policy makers' work together

to shape public spaces and build communities where people want to live, work, and socialise. It is a holistic design process which considers interconnected elements of function, use, experience, and appearance. Good place making helps to ensure that sustainable communities are created. Putting these principles at the heart of urban design and development can yield more sustainable communities which can help to secure cultural, economic, social and ecological progress for years to come.

## **Measuring performance against a community benchmark**

### **Benchmarking community engagement**

We developed a set of benchmarks to enable us to assess how well our community engagement activities are being delivered. The categories considered included:

- Influence – how well communities can contribute and make a difference
- Inclusivity – the degree to which participation is encouraged and valued
- Communication – ensuring we communicate effectively with communities
- Capacity – how well community engagement is resourced

Four schemes were involved in this pilot – the M5 Oldbury viaduct, the A63 Castle Street, the A19/Coast Road and the A1 Northumberland scheme. Once the outcomes are fully evaluated the recommendations will be taken forward throughout 2018 to further enhance two-way community engagement.



# Putting inclusion at the centre of what we do



## **David Poole (Chair of the Supply Chain working group) – reflections on the year**

“Our business is growing as planned and EDI is central to these plans and how we operate as a business. We continue to have real ambition to be part of the drive to achieve sectoral change and have made good progress over the last 12 months by increasing our visible commitment to EDI by engagement with our supply chain, developing the EDI capability of our own staff and supply chain through events, workshops and training, measuring our supply chains progress on EDI through our assessments and contract management, and rewarding and recognising good EDI practice and activity through our awards scheme.

“However, we still face many of the same challenges and have much more to do to achieve our objective of embedding the principles of EDI into all areas of our business, driving real change in how we work with our customers and communities, our supply chain and our employees.”

**Our supply chain ambition** is to lead improvements in how all parts of society view and experience the highways sector. We're developing and proactively changing so that EDI is a driving theme that runs through all parts of our business including our supply chain. This year's endeavour has focussed on:

- Increasing our commitment through the activities of the supplier diversity forum
- Developing capability in relation to inclusive recruitment practices
- Measuring EDI progress throughout our contract processes

## **Increasing our commitment through the Supplier Diversity Forum**

### **A fresh direction for the Supplier Diversity Forum**

The Supplier Diversity Forum (SDF) was formed in 2010. In April 2017 it was restructured to focus on delivering an extensive programme of activity to accelerate the pace of change. It has a steering group that consists of industry leaders whose purpose is to determine strategic priorities and governance. The associated working party, which meets quarterly, is driving sector change across 4 distinct work streams that include:

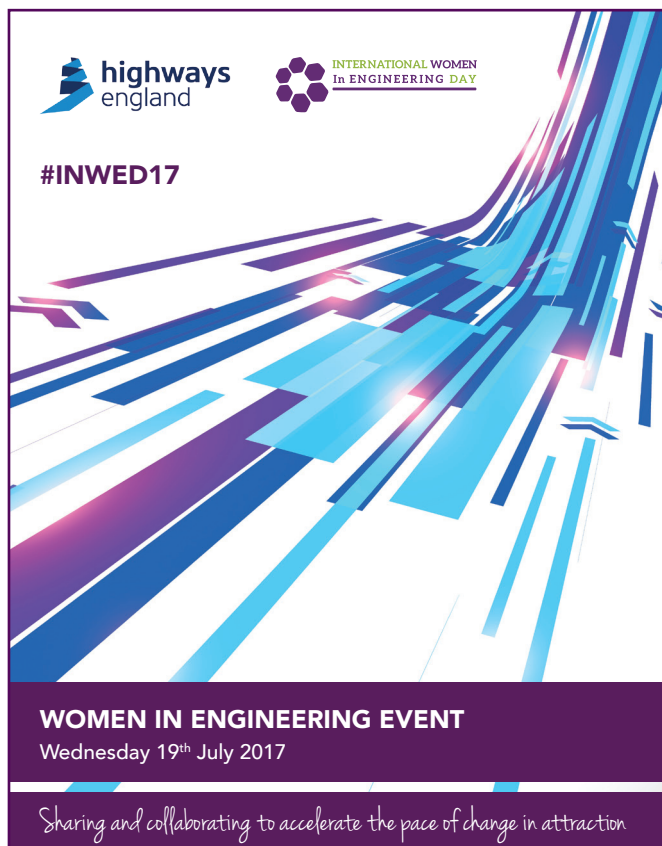
- Funding a research project to examine why people are not attracted and retained by the construction sector. This involves sharing quality data and insight to enable partners to use the information to attract and retain a diverse workforce.

- Investigating how leading infrastructure organisations are driving excellent EDI performance from within and through their supply chain. The group are using this insight to create a transport sector threshold that starts with the business case. This will identify approaches that achieve genuine business buy-in, embed the message and lead to a better level of consistency.
- Improving the quality and quantity of workforce diversity data that is collected and used as a benchmark to advance EDI performance. This year's activity has seen 44 suppliers take part in the data collection exercise with the sample size increasing to 58,000. This year we added extra categories to capture different ethnicities, sexual orientation, religion and belief.
- Increasing the membership of the wider SDF to support collaboration and drive the pace of change. This has included the development of a communications and engagement plan, a calendar of events and the creation of an SDF LinkedIn group. The SDF now has a membership of 220 supplier representatives who receive regular updates and invitations from the forum.



## International Women in Engineering Day (INWED) July 2017

Highways England and 57 of its suppliers used this event to understand the challenges and unintentional barriers that discourage talented, diverse candidates from joining our sector. It provided practical advice, tools and solutions for tackling these issues.



During the event, Women in Science and Engineering (WISE) launched their 'People Like Me' pack for the construction sector. This is now part of outreach work with schools to attract a greater diversity of talent into the sector.

The Clear Company (an inclusive talent management consultancy company) also provided feedback on the research project looking at sector attraction and retention. This focussed on how to increase the size of the pool

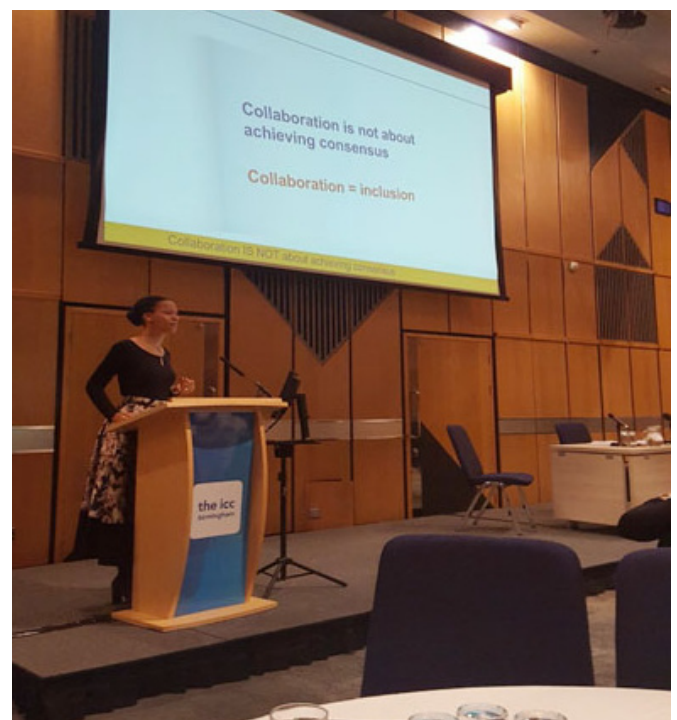
of diverse candidates and removing potential obstacles in the selection processes.

84% of attendees rated the event as excellent or very good, and requested similar future events.

### supplier diversity forum

#### The inaugural SDF event - September 2017

The theme of this event was 'Making a Difference in Leadership' and enabled 90 leaders; participants from across our supply chain to think about why authenticity in leadership matters as well as taking personal responsibility for inclusion. Skanska and Equal Approach (inclusive talent specialists) shared insights on creating winning teams and EDI authenticity. The SDF working group that are developing an EDI threshold, used the event as an opportunity to run a workshop to gain additional insights from participating organisations.



## Developing capability in relation to our recruitment processes

### Research on attraction and retention

Highways England carried out indepth research into how the sector attracts and recruits talent. The research findings were published in a report 'Recruiting for Success' and shared at the INWED event in July 2017.

Over 100 companies joined Highways England in sharing details of their recruitment practices with The Clear Company. This unprecedented level of engagement has provided robust insights under the following themes:

- Making the case for change
- Setting the foundations for Inclusive Recruitment
- Candidate experience
- Capability

The report provided tangible examples on how to improve recruitment policy and practice and there is evidence emerging on how this is driving change in businesses. Although there is a diverse range of activities taking place, much still needs to be done to create a truly inclusive sector. We have used the feedback to strengthen our own recruitment practice and have set a new capability requirement in the contracts we let. To highlight this addition and ensure that all our potential suppliers are aware of the requirement, we included a specific briefing as part of our pre-qualification event attended by over 200 suppliers.

### Measuring progress through our processes

StART (Strategic Alignment Review Tool) is an assessment tool used by Highways England for certain high-value contracts. It outlines EDI expectations and how performance is measured in relation to decisions impacting on customer and communities and in creating a diverse workforce.

The assessment is designed not only to act as a differentiator in selection, but also as a supplier development tool. Our aim is to ensure that suppliers can demonstrate commitment to and achievement of, effective performance at organisational and operational levels.

This year, 36 suppliers have undertaken StART assessments, with each being given a score and a report identifying their strengths, weaknesses and areas for improvement. More than 50% of suppliers received a score of 15 or more (out of a possible 30). 11 new assessments were completed with the remainder having participated in previous rounds. Of those who had participated previously over 50% had improved their scores. The assessments have helped us identify suppliers who are leading the field in embedding EDI. We are now working with them to develop masterclasses so that more suppliers are able to benefit from this learning and good practice.

### Collaborative Performance Framework (CPF)

This framework is the primary tool for monitoring the effectiveness of service levels across contracts. It assesses how well suppliers are meeting our requirements. The framework is made up of both quantitative and qualitative measures.

The inclusion metric checks what the projects and schemes are doing to:

- Create an inclusive working culture that leverages the performance advantage that diversity can bring
- Attract a greater diversity of talent into the sector at all levels
- Understand the diverse needs of our customers and communities and ensure appropriate action is taken to be 'a good neighbour' throughout the life of Highways England contracts.



Training sessions were held with our performance teams to develop their capability and understanding when reviewing inclusion submissions. In addition, workshops were delivered to 14 eligible schemes and projects to clarify our requirements on data collection, analysis of results and actions identified to generate improvement. This resulted in further community engagement and amendments to some routes and scheme designs.

This collaborative approach has led to bi-annual supplier sessions where good practice across projects and schemes are shared and discussed. Our supply chain partners have reported that these regular reviews of performance have supported them to drive change within their individual businesses.

### **Rewarding performance - Supplier Recognition Awards 2017**

Each year Highways England recognises the vital contribution made by their suppliers who help us modernise, maintain and operate England's strategic network of motorways and major A roads.

This year we noted the increase in submissions for the inclusion category. We were particularly impressed by the breadth of activities being undertaken by our suppliers (either individually, or with their partners) to learn from the activities they

have introduced to become more inclusive and to value diversity.

The winner of the inclusion award went to Jacobs in recognition of their approach to create a positive workplace culture which responds to the needs of their employees. This involved listening and learning from employee engagement. Mott MacDonald received the 'highly commended' award for undertaking numerous activities to support their longer-term vision for EDI to be 'business as usual' by 2020.



Brendon Batson OBE, a retired professional footballer was the guest speaker at the event. He shared his experiences of discrimination on the football pitch and reflected upon the cultural journey football has taken over the years. Brendon encouraged the audience to take responsibility in leading the change in our sector.

# Employment

## San Johal (Chair of the employment working group) – reflections on the year



“During this past year we have built on the success of positioning EDI as a core part of our people approach by trying and putting in place new initiatives that contribute towards our employment ambition. This includes programmes targeted at particular groups where our own management information has informed us that we are not as strong as we need to be. For example, the female coaching programme aimed at high performing individuals at a specific grade is designed to enable progression through our grades but also inform us of the lived experience of women at that level and what they feel and experience with regards to career aspirations and development within the company. I am proud of these sorts of initiatives, as they all contribute to our ambition in their own way. However, we are not resting on our laurels and understand that more targeted, evidence-based action is needed.

“As the business continues to transform, we have an opportunity to build inclusivity into our organisational DNA in a way that we have not had before. The Highways England’s 2020 plan sets out our culture change ambition to be high performing, we firmly believe that inclusivity enables high performance and I look forward to another year of moving us towards this ambition.”

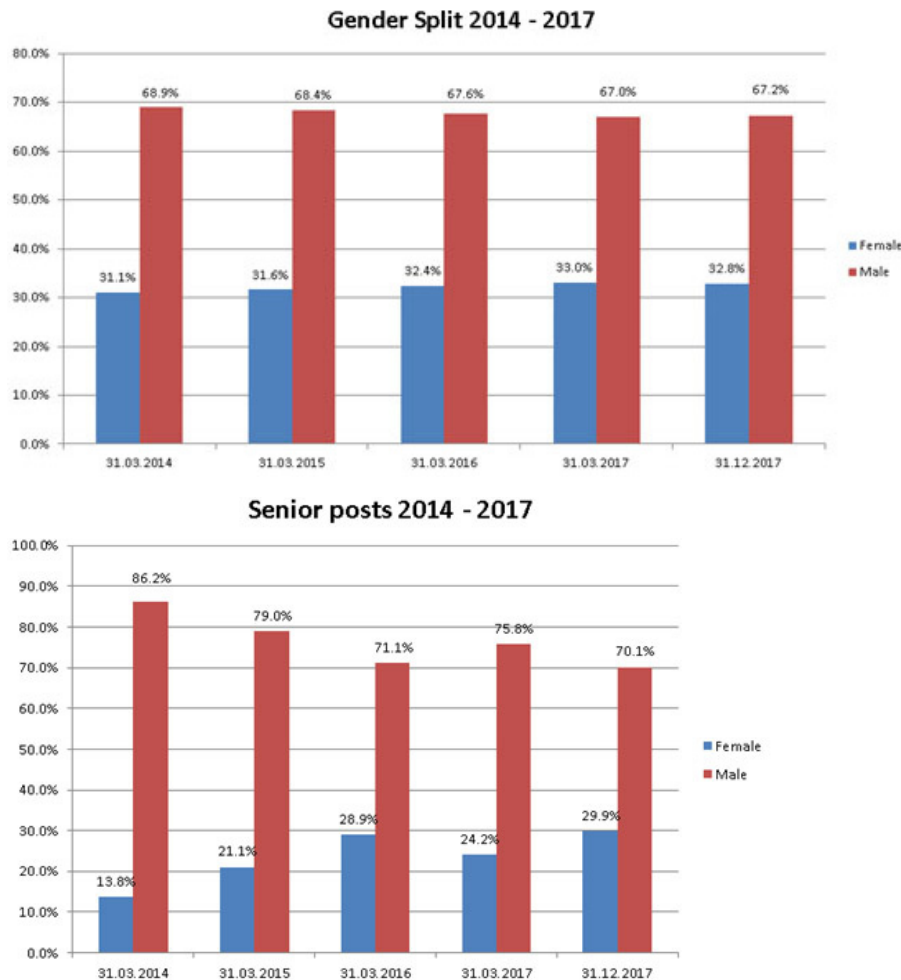
The employment ambition is to become a high performing organisation with an engaged, modernised and innovative workforce. We will create a more diverse workforce that is managed, developed and led in an inclusive manner. This year’s endeavour has focussed on:

- Attracting and retaining diverse talent
- Cultivating staff networks
- Developing inclusive leaders



## Attracting and retaining diverse talent

### Women returners programme



Women are currently under represented in our middle and senior roles. To help address this issue, we've worked with Women Returners Ltd to develop our first women returners programme. When the programme was launched in June 2017, it attracted over 80 applications. 2 assessment days were held with 20 individuals, from whom 14 individuals were selected.

The programme provides individuals who have had a career break of 2 or more years with the opportunity to return into the workplace to rebuild their career. As well as support from their line manager, participants receive internal mentoring and coaching from Women Returners

Ltd. 'Touchpoint Days' are provided where all participants are brought together to engage with speakers from different business areas to gain wider strategic perspectives. The programme lasts for 6 months with the potential for further employment at the end of the period.

Diane Foster-Jones joined our programme in September 2017 and said "The Returners Programme has given me the chance to engage with aspects of my corporate/professional self that had been under-utilised during my career break. I've returned to work in a challenging role without having to either apologise for or attempt to disguise my time at home."

## A coaching programme for women

Highways England worked with Equal Talent (a specialist coaching consultancy) to pilot a female coaching and career development programme. The programme was open to women in middle manager roles with career aspirations to progress within our organisation. High performing individuals were invited to join and 6 successful candidates were selected.

The staff involved were encouraged to support and challenge each other to think about their careers, their next career move and the skills and behaviours that need to be developed to make this a reality. They then formed a self-sustaining group who continue to support and challenge each other 'back in the business'. The programme consisted of 6 coaching sessions which commenced in July 2017 and finished in March 2018.

## Early talent

We continue to recruit into our graduate and apprentice schemes to provide us with a strong

early talent pipeline. To help us attract from a more diverse talent pool we implemented the following actions:

- We developed new apprenticeship and graduate leaflets which aim to appeal to a wider group of people
- We attended over 25 different careers events in schools and universities in both disadvantaged areas and areas with higher levels of ethnic minority communities.
- We implemented an adverse impact analysis process for graduate recruitment which identifies the impact on gender and diversity of different pass marks which has enabled us to alter pass marks in some cases to ensure a wider group of applicants got through to the next stage.

These actions resulted in a greater diversity of appointments in 2016/17 with 36% female and 31% Black Asian and Minority Ethnic (BAME) compared to 26% female and 18% BAME in 2014/15.



The graduate and apprentice forum



### Armed forces covenant

Highways England signed the Armed Forces Covenant on 12 June 2017. The covenant is a promise to treat veterans, service men, women and their families fairly.

By signing the covenant, we agree to uphold the following principles:

- No member of the armed forces community should face disadvantage in the provision of public and commercial services compared to any other citizen
- In some circumstances, special treatment may be appropriate especially for the injured or bereaved.

In addition to agreeing to follow the principles of the covenant, we are also committed to:

- Promote our business as an armed forces-friendly organisation

- Support the employment of veterans - young and old and work with the Career Transition Partnership (CTP), to establish a tailored employment pathway for service leavers
- Support the employment of service spouses and partners
- Endeavour to offer a degree of flexibility in granting leave for service spouses and partners before, during and after a partner's deployment
- Seek to support, where possible, colleagues who are also reservists, including, by accommodating training and deployment
- Offer support to our local cadet units, either in our local community or in local schools, where possible
- Actively participate in Armed Forces Day



The covenant was signed by HR and Organisational Development Executive Director, San Johal and Colonel Richard Mayberry, Deputy Commander of 11th Signal and West Midlands Brigade: Network Strategy Manager Robert Jaffier, who is a reservist, was thrilled to also be invited to the signing. He said: "I'm pleased that we have signed the covenant and are recognising the value that I and other reservists contribute to our organisation."



## Cultivating staff networks

### Developing existing networks

Staff networks are a great way of enabling us to learn from the EDI experiences of our staff and also empower them to shape policy. We already have the “Leading Women’s Network” which provides a forum where women can network, share knowledge and support each other with business challenges and inspire each other to bring about change. There is also a well-established “Access for All” group which is a staff disability network where people can work together to address issues and share experiences.

### Our new LGBT+ Network



In May 2017, an initial meeting was held to discuss the development of a network for our LGBT staff. Individuals who had expressed an interest and

had provided internal articles to support LGBT History Month were invited to attend.

One of the first things the group agreed was the LGBT+ name for the network. It now has dual chairpersons, a logo, and a Yammer account, an action plan and is attracting regional representatives. The network held workshops in November 2017 and January 2018 to share experiences and to discuss how to raise awareness of the LGBT+ community both internally and externally.

It has also communicated with representatives from existing LGBT groups based at Balfour Beatty and the Environment Agency to share best practice.

Martin Sherlock, co chair, says “I can’t believe that less than 12 months ago the LGBT+ community was simply an idea in the minds of those pulling together Portal articles for Highways England, to acknowledge LGBT History Month for the first time. Now we have a growing mailing list and Yammer community of LGBT+ staff and allies, and a forward plan of activity for 2018. I’m really proud of the passion and integrity colleagues have brought to this activity; working collaboratively on LGBT issues alongside their day jobs to grow wider awareness and visibility.”

## Developing inclusive leaders

### Partners in Inclusion – reverse mentoring with executive members

In June 2017, we launched our 'Partners in Inclusion' programme. This paired 5 executives from Highways England with colleagues from different backgrounds and experiences to engage in 6 months 'reverse mentoring'. Reverse mentoring requires the senior leaders to become mentees, effectively reversing the traditional mentoring approach.

The Executive Directors participating in the pilot were: David Poole, Elliot Shaw, Tim Reardon, San Johal and Vanessa Howlison.



Ian Rose and Vanessa Howlison were one of our mentoring pairs

Ian has worked as a Control Room Traffic Officer for the East Region at South Mimms for 3 years and Vanessa has been Chief Financial Officer since June 2016. Here are their perspectives about the programme:

Ian said: "When I entered the programme I really wasn't sure what to expect, but I tried to go into the scheme with an open mind. I hoped that I would learn something new about the company and new skills that could help me in my role.

This scheme has taught me a great deal that I would not have otherwise experienced. The most valuable thing Vanessa gave to me was her time."

Vanessa said: "When I heard about the reverse mentoring programme, I was really keen to take part. As my reverse mentor, Ian's job is to tell me how it is: How I come across? How I deal with things? If I make sense? And to generally tell me some stuff I don't know about myself. Ian and I are very different people on paper, but we are scarily similar in lots of ways."

The Pilot ended in January 2018 but all the partnerships are keen to stay connected informally. The executive mentees found the insights to be an invaluable way to help them expand their knowledge and think about their approach in daily work. Whilst mentors found the additional skills development days and personal interface useful.

### Management development programme

Our values and behaviours set out very clearly the expectation upon our people managers to manage and lead in an inclusive way. We have continued the roll out of our Management Development Programme (MDP) which provides managers with the practical training to support the values and drive for high performance in an inclusive respectful and engaging way.

We have 207 MDP ambassadors who are individuals who have attended the programme and volunteer to help us embed the learning from the MDP in their local areas ensuring we build on the momentum to develop the conviction to create a high performing and values-based culture across the organisation.

## Cross business work

### Developing new equality impact assessment training material

Having updated our internal equality impact assessment guidance we have secured a new e-learning package. This is currently being developed and will be available for use in late spring 2018. It includes tailored material relevant for each business area and a stand-alone presentation to accompany the e-learning course. This approach will ensure there are options available to suit different learning preferences.

### 2018 is the Year of Engineering and it presents exciting opportunities

By 2025, the UK will need some 1.8 million trained engineers to close the skills gap. Without more young people, the country could struggle to attract and retain the talent it needs to build and plan roads, railways and more. Our work to develop a strong and diverse talent pipeline across our specialisms is advancing through our work with graduates and apprentices as mentioned in this report.

That's why we and many in our supply chain are backing the Government's 2018 Year of Engineering campaign to tackle skills gaps and increase the number of young people joining the engineering sector. Highways England and many of our supply chain partners are supporting the campaign through activities aimed at highlighting the excitement of a career in engineering.

We want to reach the parents and families of young people who are starting to think about their future, as well as their teachers and other influencers. We are encouraging all our staff to actively support the campaign.



Mike Wilson, Chief Highways Engineer and director of Safety, Engineering and Standards says:

“We've all got a part to play in delivering future roads investment and we need to inspire future generations to join us. The Year of Engineering is about celebrating the profession and showing young people how they can make a difference to the world we live in.

“Highways England offers technical careers that are varied, creative and innovative. There are lots of different vocational and academic routes into our sector. As technology and the world around us develop ever faster, there's never a better time to consider engineering, which is a challenging and rewarding profession.

“Hundreds of companies and organisations are offering opportunities to come face-to-face with their employees as role models. We'll be doing things throughout the year to encourage young people, parents and teachers to take a closer look.

“We are inviting each and every colleague to support the 2018 Year of Engineering through Highways England's own volunteering programme, which has been developed by our Early Talent team.”

To find out more about what we do, have a look at our website which also provides access to our video, information, jobs and opportunities.





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