

HS2

Equality, Diversity and Inclusion Annual Report

2021-2022





Foreword



Dame Judith Hackitt.

“As our diverse workforce grows, we want everyone to know that they work in a safe, supportive and inclusive environment where they can be themselves and deliver their best.”

It has been my pleasure to hold the role of Board Champion for equality, diversity and inclusion (EDI) at HS2 Ltd for the past few years. I have seen first-hand the commitment to EDI at all levels of the organisation and across our supply chain, and the value that a truly embedded inclusive culture has brought to the project.

As we approach peak construction, it is vital that we continue to push boundaries on EDI. We will soon have 34,000 people working on the project and we will need to continue our efforts to attract and retain diverse talent to hit all of our key milestones over the coming years. As our diverse workforce grows, we want everyone to know that they work in a safe, supportive and inclusive environment where they can be themselves and deliver their best.

This report makes clear all that we are doing to create an inclusive working environment beyond just ourselves and how this extends throughout all organisations and communities we work with. We cover how we recruit a diverse workforce, how our staff networks support and challenge the business, and how we seek to engage and support the diverse communities living close to our construction activity.

We are setting new EDI standards in construction and infrastructure as demonstrated by our Clear Assured Platinum status. But we are not complacent and recognise there is still more we can do. Our aspiration is to achieve even greater gender and ethnicity parity in our workforce and we will continue to address these issues, ensuring that we leave a lasting legacy of equality and inclusivity in our industry.

Dame Judith Hackitt

Non-Executive Director, HS2 Ltd

In this document you will find:

Introduction	2
Our workforce at HS2 Ltd	4
The HS2 supply chain workforce	20
Inclusive design and operations	30
Communities	36
Endnotes	48

Front cover image: Construction worker at Bromford tunnel east.

Introduction

The construction of Britain's high-speed rail network gathered pace in 2021 – 2022 with 25,000 people now working on the programme. More than 2,500 businesses are supporting the project and three phases, stretching from London to Manchester, are now active. There are over 350 sites on Phase One between London and the West Midlands. We have started early works on Phase 2a between the West Midlands and Crewe. In January 2022, the Government introduced the hybrid Bill into Parliament to seek the legal power to build and operate Phase 2b of the railway between Crewe and Manchester.

This report outlines how we will remain committed to EDI as the project progresses. At our peak, we will need 34,000 people to build the railway and we realise that recruiting diverse and talented people is essential to make this happen.

The report describes how we are building a diverse and inclusive culture and workforce, and how our supply chain is changing the industry with diverse teams working across the route. The report also covers our commitment to inclusive design and operations, with case studies that bring this to life. Finally, this report covers how we are ensuring that we respect the diverse people and places that are close to our construction sites.



The phases of the HS2 network.

At a glance: our performance 2021–2022



37%

our HS2 Ltd workforce is female.



34%

of our HS2 Ltd workforce receive an adjustment for a disability.



22%

of our HS2 Ltd workforce is black, Asian and minority ethnic (BAME).



28%

of our supply chain workforce is female, above industry average.



18%

of our supply chain workforce is BAME, above industry average.



8

staff networks at HS2 Ltd.



300+

requests for adjustments completed at HS2 Ltd.



Clear Assured Platinum status, Stonewall Gold Employer Award, Disability Confident Employer.

Our workforce at HS2 Ltd

An HS2 roadshow in Stafford.

HS2 Ltd EDI Annual Report 2021-2022





Our workforce at HS2 Ltd

Introduction

EDI is embedded in everything we do, from our recruitment processes to monitoring staff progression and pay gaps – not just on the basis of gender, but also looking at ethnicity and disability. We aspire to change EDI outcomes across the industry by leading by example and setting high expectations for our supply chain. This section explains how we ensure that EDI is fundamental to our work.

Gender

We set our HS2 Ltd corporate target at 40% female employees for 2021–2022. This was a challenging target as the infrastructure industry traditionally has a representation of about 22% female employees in the workforce.

We fell slightly short of our target, with 37% of our workforce being female. We will therefore retain this 40% target in 2022–2023 and focus on finding new ways to attract women to HS2 Ltd. Our recruitment and retention strategies will focus on increasing the female workforce in our Civils and Technical Services directorates, where representation is a particular challenge.

The gender balance in our directorates in 2021–2022 is set out below:

Directorates*	Male %***	Female %***
Chief Executive Officer (CEO)	20%	80%
Chief Financial Officer (CFO)	64%	34%
Chief Commercial Officer (CCO)	55%	44%
Human Resources	43%	54%
Stakeholder Engagement	52%	47%
Phase Two	53%	46%
Civils	80%	20%
Technical Services	71%	28%
Systems and stations	65%	34%

In 2021–2022 we achieved the following male/female distributions across our roles:

Roles	Male %***	Female %***
Directors	58%	42%**
Senior technical/functional lead	78%	17%
Head of function	75%	24%
Senior manager	70%	29%
Manager	59%	40%
Adviser	47%	50%
Assistant	33%	65%

* Directorates cannot be directly compared this year against 2020/21 as programme transformation has meant that some functions have merged and new ones have been created.

** Increase of + 9% females from last year.

*** People are given the option of 'prefer not to say' and their data is not included in this table.

There have been increases in female representation at head of function level (+1%) and at manager level (+1%) over the last year. Crucially this year, we achieved gender balance on our Executive Leadership Team for the first time, and a 9% increase in female representation across our Directors.

50%

of our Executive Leadership Team are women.

42%

of our Directors are women.

29%

of our Senior Leadership Team are women.

We have delivered inclusive recruitment training to 340 hiring managers and recruiters to help increase the gender balance of our workforce.



Our workforce at HS2 Ltd continued



Demi Korontzi-Deakin, head of Civils Special Projects.

“ I am proud to work on a project where I am encouraged to be myself, grow and develop professionally. This fills me with energy, passion and commitment to deliver the HS2 mission.”

Demi Korontzi-Deakin



Ruth Todd, Chief Commercial Officer.

“ It’s a great place to be a woman and a great place to work: inclusive, challenging, and fun.”

Ruth Todd



Simon Fawkes-Underwood, head of Resourcing and HR Services.

“ HS2 provides so many opportunities but one of the most important is to change the landscape of the industry. Our commitment to growing our female population to 40% is inspirational and something I am personally committed to.”

Simon Fawkes-Underwood

Our workforce at HS2 Ltd continued



Denise Farquharson, corporate engagement and culture development manager.

“
HS2 needs diverse people to come along with ideas. It doesn't matter what sector you're from, given HS2's scale and ambition, we are finding that we need diverse people with a diverse set of skills.”

Denise Farquharson



Meredith Boden, head of Programme Integration.

“
HS2 is a fantastic place to develop your career and there's always something new and exciting.”

Meredith Boden

Using diversity on social media channels to attract candidates

We work with suppliers and stakeholders to ensure diverse job applicants hear about jobs at HS2 Ltd. In 2021–2022, we worked with the following suppliers to increase awareness:

- **Vercida, specialists in diversity and inclusivity** published 54 articles for us with a total of 2,595 views, and two e-mail campaigns, which reached 71,068 people.
- **Evenbreak**, specialists in disability outreach, posted 697 jobs on our project with 27,115 views and 65 clicks to apply. They also supported us with a variety of social media posts and articles.
- **Evenfields**, specialists in ethnic diversity outreach, shared articles, features and social media posts about us that generated almost 5,000 views.



Two construction workers onsite.

Our workforce at HS2 Ltd continued

Case study



Office workers meeting at Cappers Lane, Staffordshire.

TMP Worldwide

We work with TMP Worldwide, which specialises in talent acquisition, to explore potential barriers for women. They help us adapt our recruitment approach as they:

- understand the professional motivation of women working in construction, engineering, IT and procurement, and the drivers and barriers involved in engaging with us as a potential employer; and
- use this insight to advise on our messaging for female professionals and their peers.

By analysing a mixture of information from focus groups, social research, market research and our recruitment data, TMP found that female applicants:

- want to be offered roles because they are the best candidates, not because of their gender;
- want equal treatment, both in terms of the recruitment communications they see, and the recruitment process they experience;
- want potential employers to demonstrate greater transparency for all – e.g. the chance to hear from the existing workforce (including female colleagues); information about maternity and paternity policies upfront;

- feel it is beneficial for us to emphasise that everyone can work on this large-scale innovative project, highlighting how it would add to their CVs; and
- feel it is important for businesses to show agility, empowering employees and improving communications about the range of opportunities in terms of roles and types of work.

As a result, we have:

- launched a new recruitment attraction campaign featuring six of our senior female leaders;
- closely monitored the career progression and promotions of women in all directorates, including through our talent management processes;
- improved our communications and refreshed our external recruitment website;
- supported our Gender Balance Network to deliver a variety of engagement and learning events accessible to our staff and our supply chain partners; and
- continued using skill auditioning in our recruitment, which helps select people based on skills and avoids bias around job applicants' names and gender.

Our workforce at HS2 Ltd continued

Ethnicity

For 2021 – 2022, we set a challenging corporate target of 23% for black, Asian or minority ethnic (BAME) employees. As with gender, this target is considerably above industry standards, which traditionally have low levels of ethnic diversity.

We were close to achieving our target with 22% of our employees identifying as BAME, a 1% increase from last year. The number of BAME job applicants is steady and improving.

BAME representation in our directorates is set out below.**

Directorates*	White %***	BAME %***
CEO	100%	0%
CFO	54%	29%
CCO	59%	27%
Human Resources	62%	25%
Stakeholder Engagement	64%	20%
Phase Two	61%	29%
Civils	61%	18%
Technical Services	68%	14%
Systems and stations	70%	16%

* Directorates cannot be directly compared this year against 2020/21 as programme transformation has meant that some functions have merged and new ones have been created.

As in previous years, BAME representation decreases with seniority and this remains a focus and challenge for us in 2022–2023 and beyond.

The percentage of BAME employees in the Senior Leadership Team (SLT) has decreased from 10% to 8%. This is because the overall number of SLT members was reduced in 2021 – 2022.

22%

of our employees identify as BAME.

Seniority level (grades)	White %***	BAME %***
Director (23–28)	92%	0%
Senior technical/functional lead (22–23)	78%	9%
Head of function (20–21)	81%	10%
Senior manager (17–19)	60%	17%
Manager (15–16)	46%	26%
Adviser (12–14)	46%	31%
Assistant (9–11)	47%	31%

** Graduates and apprentices shown on [page 16](#).

*** People are given the option of 'prefer not to say' and their data is not included in this table.



An HS2 worker at the north portal site in Buckinghamshire.

In 2021 – 2022, we took several positive steps towards increasing the number of ethnic minority applicants, apprentices and staff, including:

- re-launching and re-naming our BAME Network to REACH Network. Over 66 events were delivered, more detail on this appears on [page 17](#) under the staff networks section;
- working with our supply chain to attend ethnic minorities recruitment events to encourage young BAME talent into the infrastructure sectors;
- expanding our 'blind auditioning' recruitment model; and
- working with a variety of specialist job boards and partners such as Evenfields and Black Professionals in Construction (BPiC).

Our workforce at HS2 Ltd continued

Disability

The number of staff with a declared disability, as defined by the Equality Act, remains low, with 3% of employees sharing their disability status – a 1% decrease compared with last year.

Disability and workplace adjustments

During Covid-19 we continued with a hybrid office/homeworking model which required us to make adjustments for employees for disability or long-term health conditions.

To ensure adjustments were managed effectively, we asked our supplier Clear Talents to update the system, ensuring line managers were monitoring requests from team members for support or equipment. The system is able to escalate or close referrals as needed.

We implemented more than 300 requests for adjustments and 34% of our employees received adjustments in relation to disabilities.

To cater for all colleagues with a disability or additional needs in the workplace, we launched a new Accessibility Strategy to accompany our Accessibility Policy in 2021.

Accessibility pledge



Learn about your colleagues in advance of a meeting asking for any accessibility needs.



Captioning might be being used by participants; speak clearly and only one at a time.



Ensure the meeting is chaired, follow meeting etiquette, and mute when you're not speaking.



Raise your hand when you would like to speak and if chairing keep an eye on raised hands.



Opt for a blurred or simple background.



If you record a meeting, have captioning function 'on' to generate a transcript.



Encourage cameras on if possible but respect that not everyone can do this at times.



If applicable, remind people that transcript/recording is on so that we are adhering to workplace guidelines.



Our workforce at HS2 Ltd continued

Case study



Colleagues meeting in the office at Washwood Heath, Birmingham.

Accessibility

Our Accessibility Policy, developed in partnership with our 2Gether Network for Disabled Employees and Allies, was launched on International Disabled People's Day, 3 December 2021. Supported by our CEO, Mark Thurston, and sponsored by our Director of Communications and Stakeholder Management, Aileen Thompson, the policy aims to take into account the ever-changing nature of built and digital environments. It is disabled-led and accepts that accessibility is a continuous journey rather than a fixed destination due to the changing nature of our sector and the needs of our disabled workforce and stakeholders.

The document is a 'living' document, referred to and consistently used by our stakeholders to ensure that the right support is in place. The policy is supported by our:

- **The Digital Accessibility Hub** – provides information and access to advice and resources to all our staff who would like to support accessibility, or who are experiencing barriers in the workplace. It also provides guidance to managers and staff about how to address accessibility requirements.

- **Accessibility Working Group** – a group of stakeholders across the organisation with a direct interest in ensuring accessibility for all, areas of the business represented include IT, ICT Capability Enterprise, Health and Safety, Occupational Health, Facilities, Communications and Engagement teams, Design teams, and our EDI and Employee Relations teams.



Our workforce at HS2 Ltd continued

Gender, ethnicity and disability pay gap

On 30 March 2022, we published data on pay gaps which outlined the difference between the average earnings of our employees across gender, ethnicity and disability groups.

For the third consecutive year, we have reduced the mean* gender pay gap, achieving a 3% reduction since 2019 – 2020. This year's report shows that the mean gender pay gap has reduced from 23% in 2020 to 22% in 2021. The improvement reflects an improved balance in gender recruitment at all grades including lower quartile of pay.

Women occupy 23% of the highest-paid jobs and 56% of the lowest-paid jobs.

In addition, although it is not yet mandatory, we continue to report and publish our pay gaps on ethnicity and disability. We do this to gain valuable insight into our data and improve our diversity as an employer.

The ethnicity and disability pay gaps are outlined in the table below.

To help address the pay gap we have set enhanced equality, diversity and inclusion requirements for our executive search firms, senior-level recruitment and third-party recruitment agencies. As a result, we have seen improvements in the representation of women at head of function and director level.

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

We recognise, however, that there is always more to do, and we will continue to implement measures that will help us to sustain progress.

	Ethnicity***	Declared disability***	Workplace adjustment**
2019 – 2020			
Median	25%	10%	19%
Mean*	26%	10%	18%
2020 – 2021			
Median	25%	9.5%	13.7%
Mean	24.7%	7.9%	13%

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

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

*** People are given the option of 'prefer not to say' and their data is not included in this table.



Our workforce at HS2 Ltd continued

Age

This year, most employees are aged 30 – 39.

Employees age breakdown in 2021 – 2022

Age ranges	Percentage
18 or under	0%
19–29	13%
30–39	29%
40–49	30%
50–59	21%
60–64	5%
65 and over	2%

Religion and belief

Christianity is still the most prevalent religion or faith among our workforce at 37% – a 3% decrease compared to the last financial year. Representation of other religions has gone up by an average of 1% each.

Religion/belief*	Percentage
Christian	37%
Muslim	4%
Sikh	4%
Hindu	3%
Jewish	0.3%
Buddhist	0.4%
Other	2%
Atheist/secular/agnostic	26%

Sexual orientation

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

Sexual orientation in percentages

Sexual orientation*	Percentage
Gay and lesbian	3%
Bi+	1%
Heterosexual	78%

* People are given the option of 'prefer not to say' and their data is not included in this table.

Sexual orientation by directorate

Directorate*	LGBTQ+ %
CEO Office	0%
Phase Two	3%
Communications and Stakeholder Engagement	8%
CFO	3%
Human Resources	6%
Systems and stations	2%
Technical Services	3%
CCO	4%
Civils	2%

LGBTQ+ representation decreases with seniority. However, LGBTQ+ representation has increased by 1% at head of function level. The percentage of LGBTQ+ employees in the Senior Leadership Team (SLT) is 3%.

Sexual orientation by level and grade 2021 – 2022

Level and grade*	LGBTQ+ %
Executive Director (24–28)	0%
Director (22–23)	0%
Senior technical/ function lead (22–23)	4%
Head of function (20–21)	3%
Senior manager (17–19)	3%
Manager (15–16)	4%
Adviser (12–14)	5%
Assistant (9–11)	5%

Our workforce at HS2 Ltd continued

Case study



Staff member at Birmingham Pride.



Members of our community engagement team in the Birmingham Pride parade.

Stonewall Gold Employer Award for commitment to LGBTQ+ inclusion at work

We have moved up 100 places in the latest Stonewall UK Workplace Equality Index, which assesses an organisation's achievements and progress on LGBTQ+ equality, benchmarking our performance against other participating organisations.

Stonewall is the world's second-largest LGBTQ+ charity. For 20 years, the charity has been supporting employers to create welcoming workplaces for lesbian, gay, bi, trans and queer people. According to the charity's research, more than a third of LGBTQIA+ staff (35%) hide who they are at work, while one in five (18%) have been the target of negative comments because they are LGBTQIA+.

We now rank at

144

with a gold award.



This is the third time that we have participated in the index. Our ranking has improved to 144 and we have received a Gold Award as one of the few organisations in construction and engineering that actively work for the inclusion of all our LGBTQIA+ employees and allies. To put this improvement into context:

- 2018 – our ranking was 392. Our position highlighted policies that needed work.
- 2019 – our ranking moved to 312. This led to the launch of our Allies Programme in 2020.
- 2021 – we now rank at 144 with a gold award.

The increased ranking and score is the result of the commitment and hard work of our Onboard network's volunteers and colleagues from across the business. Recent changes that led to the increase in our ranking include the revision of policies and documents, including an updated trans policy, with a focus on diversity and inclusion in our community engagement approach.



Our workforce at HS2 Ltd continued

Career progression, training and staff engagement

We are committed to developing internal talent. Over the last year we have made changes to support internal progression and career development.

- **Managed moves** – six-month development moves to internal roles for development purposes.
- **SLT development seats** – giving top talent the opportunity to be part of the Senior Leadership Team for 12 months to develop their understanding of the HS2 project and develop relationships with senior leaders.
- **Internal secondments** – moves to roles which need to be filled on a temporary basis.
- **Staff network career development sessions** – facilitated by our Learning and Development and Talent teams, these sessions have provided clarity to our staff on the variety of development opportunities and support resources available.
- **Mentoring and reverse mentoring** – giving our staff the opportunity to develop relationships and skills by accessing expertise across the organisation.

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

This table below shows the diversity make-up of all promotions and those given temporary additional responsibility during 2021 – 2022.

Rates of employee populations	Rates of promotions
37% female	56% male 44% female
22% BAME	23% BAME 69% white
4% LGB	5% LGBTQ+
3% disability	4% disability

The rate of promotion is consistent, or higher, than the rate of employment of these populations in our workforce, demonstrating our commitment to develop talent. Our training to reduce bias is starting to deliver results.

We are committed to supporting personal, career and team development through the provision of both internal and external development opportunities, including:

- **Lunch and learn sessions** – facilitated online sessions covering all aspects of personal and career development at HS2 Ltd;
- **Internal apprenticeships** – access to further and higher education opportunities and qualifications through apprenticeships at levels 3, 4, 5, 6 and 7;
- **Coaching** – access to both internal and external coaching provisions where required;
- **Leadership and management development** – structured, blended programmes of development for all levels of management and leadership; and
- **Professional memberships and qualifications** – the opportunity to gain professional qualifications and to access learning and events through membership to professional bodies.

The year 2021 – 2022 also saw an increase in the number of learning requests made through the annual training needs analysis, with more than 53% of the business submitting a request for personal development.

Our workforce at HS2 Ltd continued

Apprentices and graduates

We welcomed another cohort of graduates and apprentices in 2021, 27 apprentices and 17 graduates. We continue to implement inclusive recruitment practices to engage a diverse cohort of talent.

Apprentices: diversity*	Percentage
Male	61%
Female	37%
BAME	28%
Disability	2%
Adjustments	30%
LGBTQ+	4%

Graduates: diversity*	Percentage
Male	53%
Female	37%
Non-binary	3%
BAME	20%
Disability	3%
Adjustments	50%
LGBTQ+	10%

* People are given the option of 'prefer not to say' and their data is not included in this table.

27

apprentices recruited.

17

graduates recruited.

Case study



HS2 apprentice Ayanna St Prix-Perkins.

“**The recruitment process was easy and smooth, there was constant correspondence between HS2 and applicants. We also had a virtual coffee morning prior to joining the business which allowed us to meet our peers and get a feel for the organisation.**”

Ayanna St Prix-Perkins

Level 3 customer service apprentice

Apprentice and graduate recruitment

We ensure our apprentice and graduate recruitment, selection and onboarding is inclusive and accessible. Due to the pandemic, processes were adapted to support new ways of working in a virtual and remote environment. This included the addition of a video interview stage for graduate applicants, which enabled us to use the accessibility features on the platform. We introduced 'Virtual Coffee Mornings' to give applicants the interview waiting room experience. Applicants also received a welcome presentation and an insight into our early careers programmes through the lens of a graduate or apprentice.

Throughout we maintained robust and comprehensive assessments, which were instrumental in recruiting a diverse cohort. Methods of recruitment and selection included: EDI verified job descriptions, inclusive means of sifting and shortlisting including 'Clear Talents', which enables applicants to disclose any required adjustments at each stage of the process and 'blind auditioning' which aims to reduce bias. To support the final stage of the process, all interviewers were trained in inclusive recruitment techniques and on how to recognise and address unconscious bias.



Our workforce at HS2 Ltd continued

Staff networks

We believe that creating a great place to work is one of the best ways to ensure that we look after our employees, and our staff networks are critical in helping us to achieve this. With the addition of the Green Network in 2022, we now have eight staff networks. Our networks are making the business better: supporting strategies, policies and people and working together to coordinate and join forces on common ground.

Gender Balance Network

The Gender Balance Network supports activities encouraging gender balance in our industries, as well as encouraging awareness of inclusive behaviours for all genders.

In 2021 – 2022, the network delivered over 20 events totalling well over 2,000 attendees.

For International Women's Day and Women's History Month, we ran events every week in March including a leadership panel, health-focused sessions and collaborations with other networks.

Other events across the year focused on the gender pay gap; the impacts of gendered language and highlighting how personal safety affects women in the workplace.

This year we ran #IamRemarkable workshops. Designed to help women and underrepresented groups talk about their accomplishments, these engaging, Google-designed sessions have since been rolled out to other networks and teams.



As a husband and father, joining the Gender Balance Network was an opportunity for me to make a difference and effect change."

Andrew Pestana

Innovation lead

REACH Network

The REACH Network supports the inclusion of ethnic minority staff through awareness-raising activities and initiatives.

This year the network celebrated and recognised:

- Stephen Lawrence Day
- Armed Forces Day
- International Day for the Abolition of Slavery
- Black History Month, and
- Diwali.

The network delivered a total of 44 events – 22 in collaboration with other networks or external partners, with 5,360 attendees.

Onboard Network

The Onboard Network increases awareness and promotes the inclusion of LGBTQIA+ people, challenging homophobia, biphobia and transphobia.

During 2021 – 2022, the network delivered 16 events to over 500 participants. Four events were held in collaboration with other networks or external partners.

Featured guest speakers included Jen Yockney, one of the most prominent bi community activists in the UK, G Sabini Roberts, LGBTQ+ trainer, speaker and writer for over 30 years, and Emily Hamilton, one of the directors of Trans in the City, the biggest open collaboration between global organisations, corporates and companies to advance the further awareness of transgender, non-binary and gender diversity in business. The network celebrated or recognised:

- Birmingham Pride
- LGBTQ+ History Month
- Bi-Visibility Day
- National Inclusion Week
- National Coming Out Week
- Trans Awareness Week
- International Pronouns Day
- World Aids Day.

Our workforce at HS2 Ltd continued

2Gether – the Disability and Allies Network

The 2Gether network promotes the inclusion of disabled people and those experiencing barriers in relation to long-term conditions or disability through accessibility and awareness.

The network helped develop the Accessibility Strategy and delivered:

- **Deaf Awareness Day** – 27 attendees
- **Disability Awareness Workshops** – 61 attendees
- **Digital Accessibility Webinar with guidance** – 180 attendees

Our other staff networks are:

- **Future Talent Network** – promotes activities geared towards the inclusion of all our people regardless of age, and support graduates and apprentices through their time with us;
- **Armed Forces Support Network** – supports and provides opportunities for veterans and Forces volunteers working here;
- **Personal Development Network** – dedicated to the continued development for all our staff; and
- **Green Network** – builds internal understanding and confidence around our environmental sustainability vision and action plans, through an integrated campaign of stories and advocacy.

Our EDI team delivered the following workshops:

- Conscious inclusion;
- Dignity @Work (recognising and addressing bullying, harassment and victimisation);
- Unconscious bias and the link to mental wellbeing;
- Inclusion experience; and
- Inclusive job descriptions and recruitment.

765

attendees have now taken part in our EDI workshops.



HS2 Buildforce recruitment event.

Case study

Employee engagement

We closely monitor our staff engagement through regular 'pulse', wellbeing and engagement surveys and we analyse the findings through an EDI lens. The response rate to this survey is 75%.

The survey results show:

- 83% of our people believe our organisation is committed to having a fair and inclusive culture;
- 82% of our employees believe their line manager has the right people skills to manage their teams; and
- 80% of our people feel motivated to do their best work.



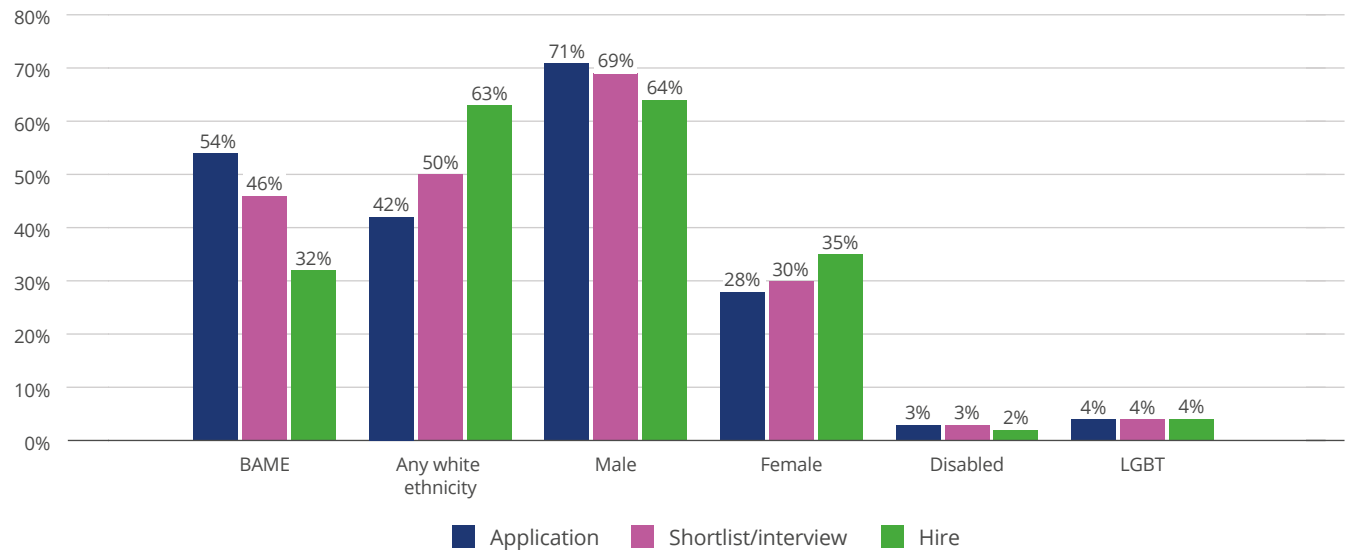
Our workforce at HS2 Ltd continued

Recruitment

The data trends in our recruitment activity show positive improvements and some areas for development. They include the following.

- Applications from BAME groups have increased by almost 10% during this year, with hire rates increasing by 2%.
- Applications from women continue to be low, and have stayed at the same level as in 2020–2021. However, hire rates for women have increased by 5%.
- We continue to see low levels of disability disclosure in the recruitment process.
- Conversion rates from application to hire for LGBTQ+ groups continue to be positive.

EDI trends in our recruitment



The HS2 supply chain workforce

An HS2 apprentice onsite.

HS2 Ltd EDI Annual Report 2021-2022





The HS2 supply chain workforce

Introduction

We aspire to embed EDI principles throughout our complex supply chain, and in so doing change the diversity and culture of the industry. EDI is embedded into every stage of our procurement process, from pre-qualification questionnaires, Invitations to Tender and Contract Mobilisation, and is then a key part of contract management. This section looks at how our supply chain is delivering on their EDI contractual requirements and commitments.

The corporate supply chain

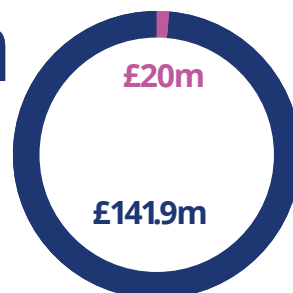
Between April 2021 and March 2022, we engaged with 226 suppliers, companies that have spent more than £10,000 on procured goods and services. Our tendering portal has captured essential information – for example, how much we spent with small and medium-sized enterprises (SMEs), micro-businesses and minority-owned businesses. We define minority-owned businesses as those where women, Black, Asian and Minority Ethnic (BAME), lesbian, gay, bisexual or transgender (LGBTQ+) or disabled people make up more than 50% of the partners or directors in day-to-day control of the business, or where a sole proprietor is from one of these groups.

The total HS2 corporate supply chain spend this year is £4.5 billion, an increase of £1.5 billion compared with last year. SMEs and micro-businesses have benefited the most with £36.9 million and £6.1 million more spent with them this year compared with last year. In contrast, female- and BAME-owned businesses have seen the spend from last year reduced by £10.5 million and £10 million respectively.

Total spend with SMEs and micro-businesses

£161.9m

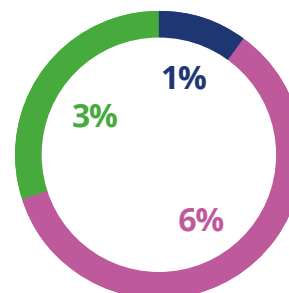
- Total spend with micro-businesses
- Total spend with SMEs



Total representation of diverse-owned suppliers

10%

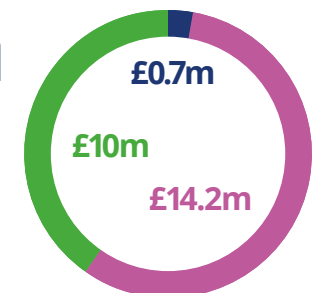
- Disabled
- Women
- BAME



Total spend with diverse-owned suppliers

£24.9m

- Disabled
- Women
- BAME



The HS2 supply chain workforce continued

Over the past five years, female-owned businesses have the highest total spend of all minority-owned businesses. In 2019–2020, we saw the highest total corporate spend for minority businesses. We have continued to fulfil our strategic objective of maximising business growth opportunities in

the UK for our suppliers, including in the sharing of international best practice, making the process as accessible as possible for local businesses and SMEs to bid for contracts.

Minority-owned businesses in our supply chain

	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Women	£4,450,000	£2,880,000	£77,500,000	£24,700,000	£14,200,000	£123,730,000
BAME	£3,160,000	£205,000	£13,800,000	£20,000,000	£10,000,000	£47,165,000
Disabled	£1,850,000	£283,000	£200,000	£2,700,000	£700,000	£5,733,000
Total spent with minority-owned businesses	£9,460,000	£3,368,000	£91,500,000	£47,400,000	£24,900,000	£176,628,000



Delegate speaking at the diverse supply chain event in Birmingham.



Office workers at Cappers Lane, Staffordshire.



Materials technicians working in the laboratory.

The HS2 supply chain workforce continued

HS2 programme

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

There are 25 contracts with EDI requirements that Tier 1 direct suppliers report on a six-monthly basis. At the end of March 2022, the total workforce representation across these contracts is 24,950; 70% of the workforce are in the Tier 2 and 3 sub-contractor population (16,536) and 30% in the direct Tier 1 population (7,060).

One long-term outcome that suppliers are contracted to deliver is to meet or exceed the industry average for workforce diversity. Comparative measures are taken from our direct workforce, the Office for National Statistics' Labour Force Survey 2019 by GMB construction workers, Engineering UK's Women in Engineering – trends in women in the engineering workforce between 2021 report; and the Mayor of London's 2020 report, Supporting diversity and inclusion in the infrastructure sector. In March 2021, the proportion of women within the engineering sector across the UK was 16.5%.

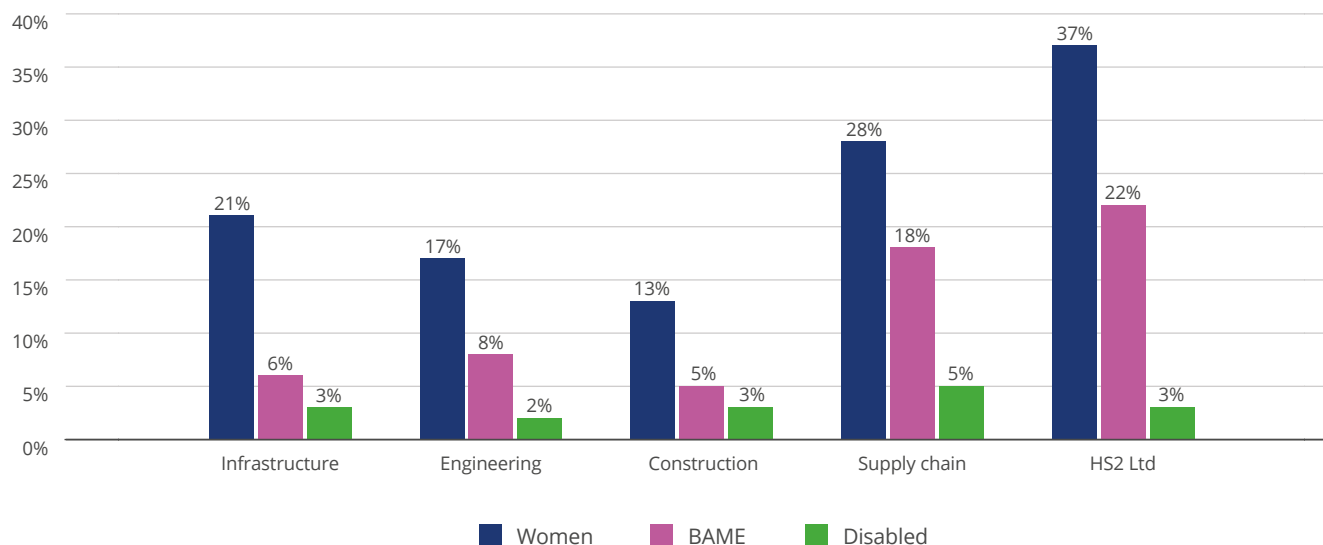
In 2021 – 2022, we have seen a marginal reduction in the proportion of BAME representation, which is currently at 18% compared to 20% the previous year. In contrast the proportion of women has increased from 22% the previous year to 28% this year. Overall, the supply chain workforce diversity across gender, ethnicity and disability remains above the levels for infrastructure, engineering and construction sector averages, though below that of HS2 Ltd with the exception of disability.

Main works civils and stations supply chain: workforce

Over 60% of the main works civils and stations construction contractor workforce are sub-contractors.

Main works civils	Contractor workforce	Subcontractor workforce
Align	498	2204
BBV	604	4167
EKFB	2062	2942
SCS	1256	4334
Station construction	Contractor workforce	Subcontractor workforce
Mace/Dragados	271	3262
BBVS	251	1450

Workforce diversity sector averages





The HS2 supply chain workforce continued

Main works civils joint venture (JV) contracts:

EKFB, Align, BBV and SCS

We have seen changes in our main works civils workforce diversity compared with last year. This is in the context of main works construction gaining pace along Phase One.

SCS

The SCS contractor population has shown an increase in female representation of 5% to 25%, the second highest across main works. The sub-contractor population shows a reduction in female representation to 6%, the lowest figure across main works. The SCS BAME population is the highest across main works civils and is significantly above industry averages.

EKFB

The EKFB female contractor population remains high, and is significantly above industry averages at 28%. The disabled population for EKFB is very high, and the case study on [page 25](#) shares how EKFB have achieved this positive shift. However, the BAME population has remained unchanged and is still one of the lowest across main works civils at 13%. Their sub-contractor population shows significant reductions from last year with a 5% decrease in female representation, 9% for BAME and 1% for disability. This highlights the need to address the challenges in its sub-contractor population.

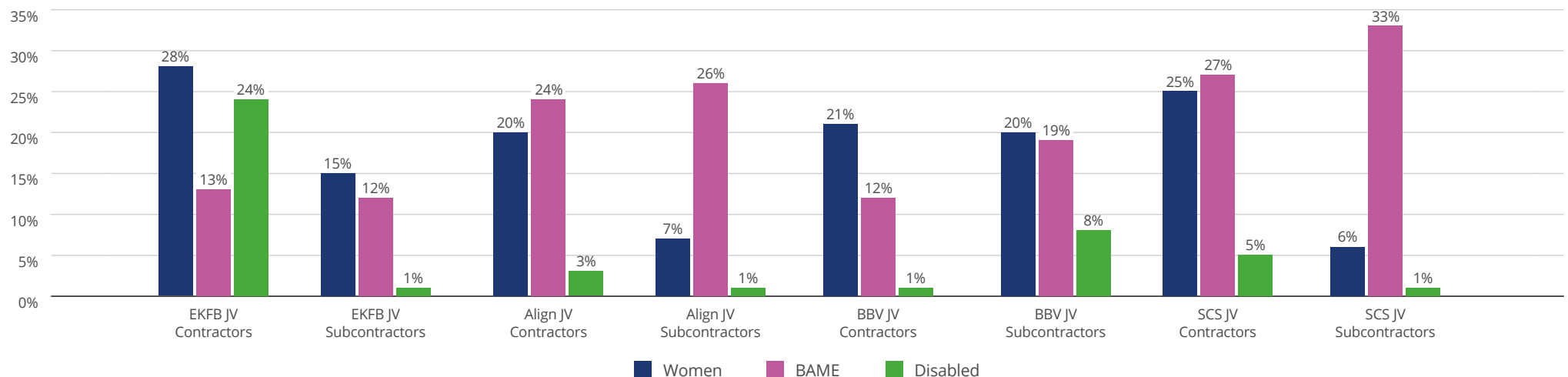
Align

The Align contractor BAME population has increased by 7% on last year to 24%. The Align BAME population is the second highest across main works civils and is significantly above industry averages. Both the disabled and female workforces have remained steady from last year. The sub-contractor BAME population has shown a slight decrease of 4% to 26% this year.

BBV

The BBV contractor population has also remained steady with minimal changes across the three diverse groups. BBV performs well on disability with 8% at subcontractor level.

Main Works Civils





The HS2 supply chain workforce continued

Case study

Increasing disability awareness and representation at EKFB

EKFB has focused on better support for their existing staff with health conditions and disabilities as well as working to ease the pathway into EKFB for new candidates.

EKFB achieved Disability Confident Leader status in 2020. This has supported them to make their internal and external processes, such as attraction, recruitment, training, and promotion, more inclusive and accessible.

They launched a campaign in 2021 to educate their people and raise awareness of the definition of disability, how this applies irrespective of reasonable adjustments, medication, apparatus.

Combining these awareness raising sessions, EKFB launched the 'Ability Affinity Network' which focuses on disabilities and health conditions, celebrating differences and educating as well as focusing on the detail of conditions, for example, diabetes, cancer and HIV.

EKFB has a well established and effective wellbeing team that support and provide guidance on diet, mental, and physical health. The central wellbeing team travel across EKFB's geographic area with a mobile visitor centre to encourage their people to utilise health kiosks which has proven hugely popular. EKFB's Wellbeing Champion Network holds regular 'Wellbeing Wednesdays' events to encourage people to learn and discuss issues about health and wellbeing.

All of these factors have contributed towards high disability disclosure rates, demonstrating that EKFB's work culture has become a supportive and safe space where people feel confident, able, and empowered to share their stories.



The HS2 supply chain workforce continued

Station contracts:

BBVS and Mace Dragados

BBVS

Female representation in the BBVS workforce has slightly increased by 2% this year, and for BAME by 9%. However, there has been reduction of 14% for those with a disability. The sub-contractor population shows a significant increase of 13% in the BAME population to 29%, which is significantly above industry average.

Mace Dragados

The Mace Dragados female workforce is above industry average, but falls to 10% across the sub-contractor population. The sub-contractor population is 29% BAME population, which is significantly above industry average.

Professional services contracts

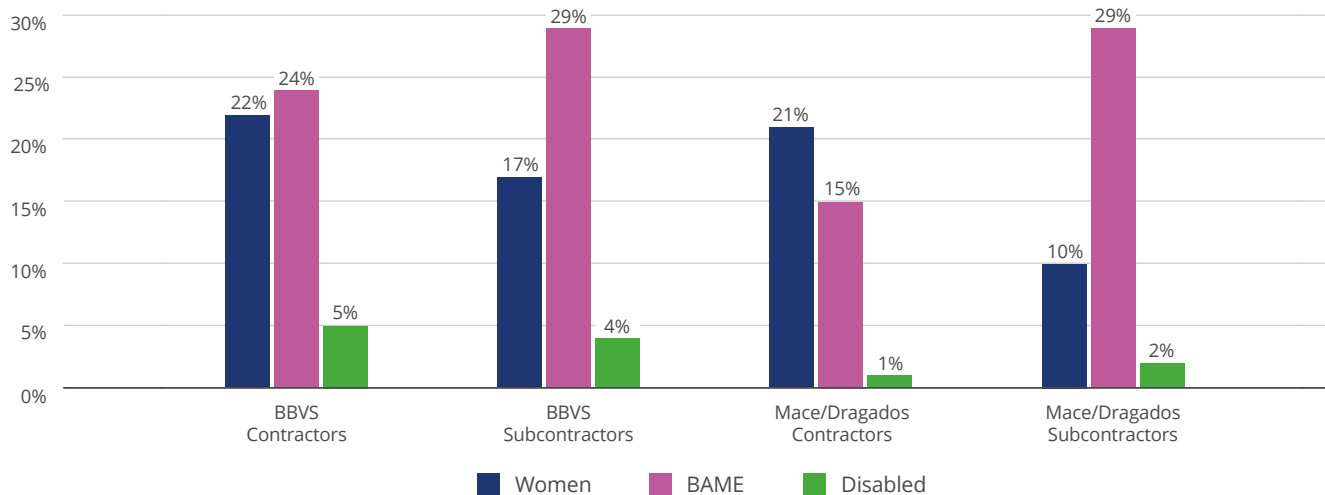
There are 18 professional services contracts (PSCs) reporting on EDI with a workforce population of 2,038.

The female workforce at Jacobs and Bechtel comprises 27% and 26% respectively, which are above industry average.

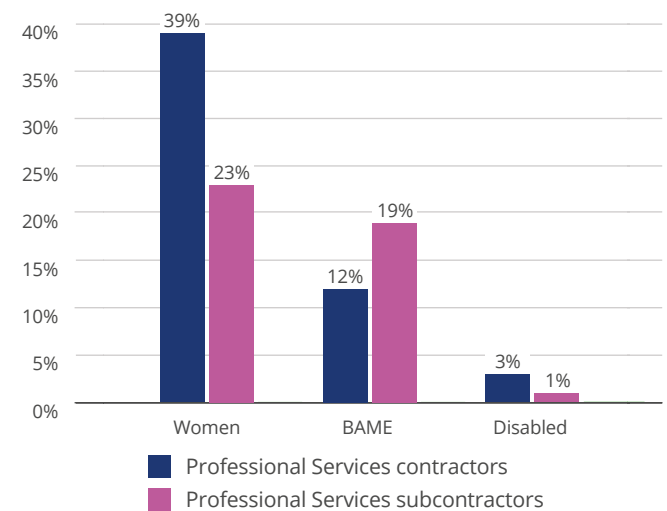
In terms of ethnicity, Bechtel is at 33% in the contractor population and 29% in the sub-contractor population, which are above industry average. It should be noted that PSCs are much smaller than the construction JV contracts – Jacob’s total population is 177 and Bechtel’s 42.

New suppliers Atkins and Gleeds, the suppliers for Lot 1 and 2 of Commercial Delivery and Controls (CDC), have placed EDI at the centre of their work. They have shown impressive workforce representation with 18% female representation at Gleeds and 20% at Atkins. There is more focus in the coming year to improve BAME representation as well as disability.

Station Construction Partners



Workforce diversity



The HS2 supply chain workforce continued

🔍 Case study

SCS Railway gender matrix

In 2021, SCS collaborated with Women into Construction to roll out a gender diversity project with key supply chain partners. The aim of this project was to create a 'gender diversity matrix tool' for participating companies to use and measure themselves against key modules.

SCS delivered six workshops to assist the companies to complete the matrix tool and to develop their own EDI action plans. Three supply chain companies (Keller, Littlewoods Fencing and Sunbelt Rentals) committed to the programme and attended all the workshops. All three companies produced and presented a SMART EDI action plan at the end of the programme and have committed to regular catch ups with the SCS team to monitor progress.

This programme provided opportunities for collaboration and knowledge sharing between suppliers. The pilot was a positive example of the possibilities for supply chain collaboration and development and there may be an opportunity to roll it out to more suppliers in 2022, following a review with Women into Construction.



Engineers checking reinforced steelwork at Washwood Heath, Birmingham.

The HS2 supply chain workforce continued

Case study



Delegates taking notes at the diverse business launch.

86%

agree the company 'truly values' the diversity and inclusion of its employees.

82%

feel they are given opportunities to grow whatever their background.

Atkins EDI strategy success

Atkins' ambitious three-year EDI strategy

#Differentmakesadifference has three key themes:

- weaving EDI into everything the company does;
- removing barriers every step of the way; and
- becoming a leading voice for change.

The Clear Company recognised the impact of the strategy, awarding it the Clear Assured Gold Standard at the end of 2021. Atkins was the first engineering company to achieve this.

The strategy impacts across the business and has also influenced clients and the wider industry. These influences include:

- **Raising awareness:** employee networks cover all protected characteristics, and now include specific networks on neurodiversity and menopause.
- **Training:** unconscious bias and inclusive leadership training. Courses designed to overcome barriers for specific groups including women and ethnic minorities. In 2022 the focus will be on allyship within our business.
- **Becoming a leading voice for change:** the career deflection report looks at how working across the industry can overcome some barriers that currently stop women and ethnic minorities from entering careers in engineering.

- **Mentoring:** group mentoring, two-way mentoring, reverse mentoring, LBTQ+ mentoring schemes.
- **Inclusive approach** to early careers selection including broadening entry requirements and targeting a behaviour-based approach to assessment.

Atkins' latest EDI survey found that:

- 86% agree the company 'truly values' the diversity and inclusion of its employees;
- 82% feel they are given opportunities to grow whatever their background;
- the average hourly gender pay gap has decreased by 3% and bonus gender pay gap by 12%; and
- the proportion of women in mid and senior roles across the company has also increased.

The HS2 supply chain workforce continued

Case study

Cultural development programme at Align

The Align cultural development programme (CDP) has been designed to support teams and individuals in their ongoing progression and concentrates on key development areas that employees will be able to apply to their day-to-day role.

The CDP is delivered to all employees across the project and at all levels, including the supply chain and sub-contractors. It uses a blended approach to learning and caters to all learning needs by using classroom-based training, digital technology (LMS), Toolbox Talks briefings, team meetings, coaching, cross functional support, engagement surveys, management development and employee development.

Annual action plans are generated from the feedback received from teams on the CDP, which means leaders are listening to employees and tailoring the programme to fit the needs of the integrated project team (IPT). These plans are communicated to all, demonstrating who is accountable and who individuals can contact, building trust and maintaining integrity.

Cultural Champions have been identified in all areas of the project. They provide extra support to their teams and collaborate with each other to share best practice, giving their departments a voice to make change and develop the IPT culture.

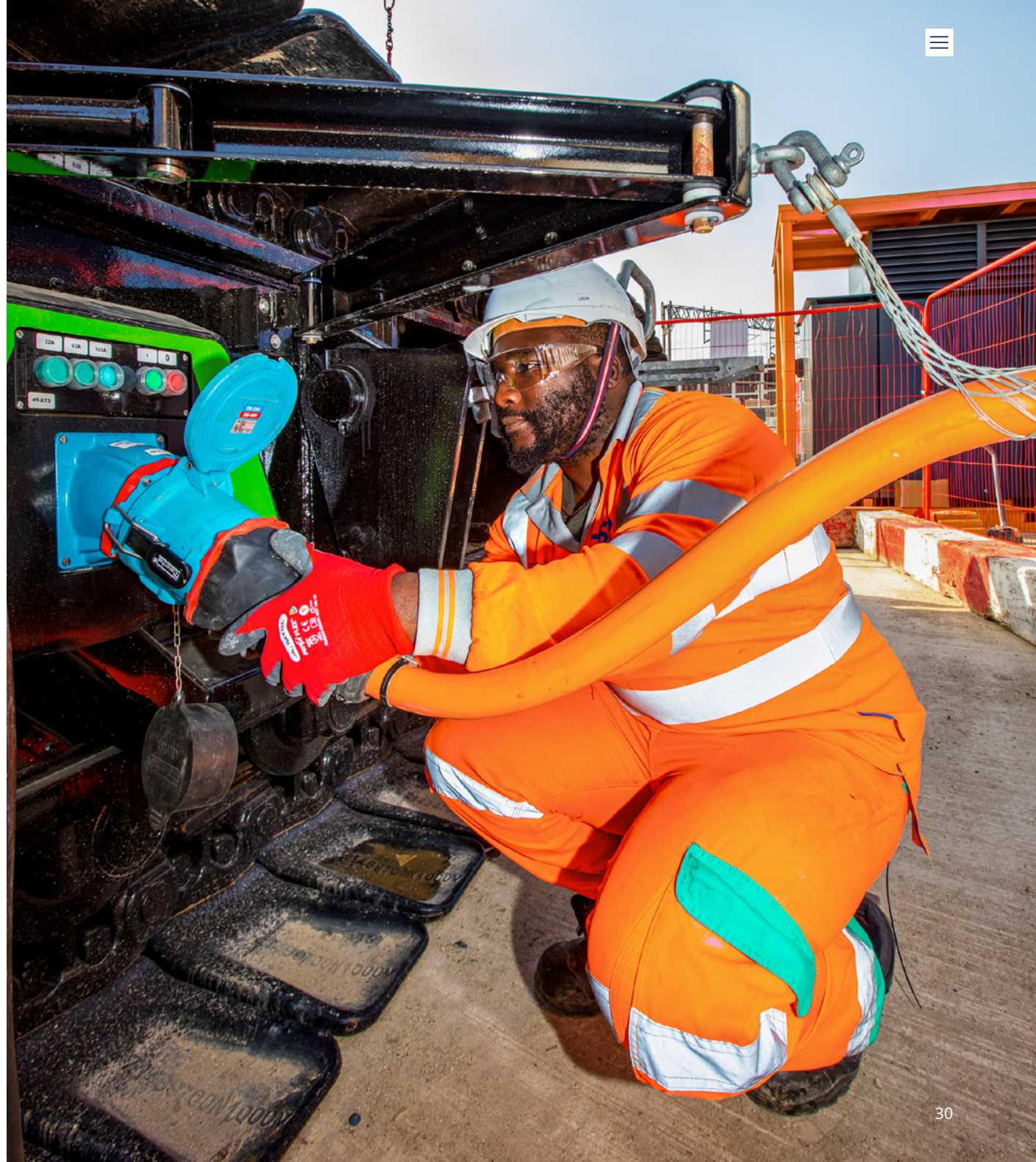


An Align construction worker at the Colne Valley viaduct precast factory.

Inclusive design and operations

An electric crane at an HS2 site in London.

HS2 Ltd EDI Annual Report 2021-2022





Inclusive design and operations

Introduction

Operations is a critical area of our work which ensures we improve the health, safety and wellbeing of our worksite staff by embedding inclusive approaches into our health and safety practices in collaboration with our health and safety teams. Inclusive design is important for the future inclusivity of our operation. It is essential that HS2 stations and trains are inclusive and accessible to all. This section explains how we embed EDI in our approach to health and safety, and how we ensure our design is inclusive.

Embedding lessons learned and best practice

We started 2021 with a focus on embedding best practice and lessons learned from enabling works to our main works civils and stations improvement plans. With the spread and effects of Covid-19 still felt across the project this emphasised the need for an inclusive approach to health, safety and wellbeing.

In 2021 – 2022, we saw the implementation of several inclusive practices on site:

- inclusive signage;
- continuation of modern slavery monitoring and action plans;
- flexible working for site staff as an approach to fatigue;
- EDI training for our site staff and managers including LGBTQ+ training; and

- wellbeing check-ins for operatives vulnerable to Covid-19.

Incidents and EDI

In 2021 – 2022, the EDI team, in collaboration with the health and safety team, continued measuring incidents with EDI implications through our HORACE scoring and reporting system. Measuring EDI in health and safety gives us an understanding of how diversity can affect people's health, safety and wellbeing.

The figure below is an example of the measurement of EDI related incidents across contractors.

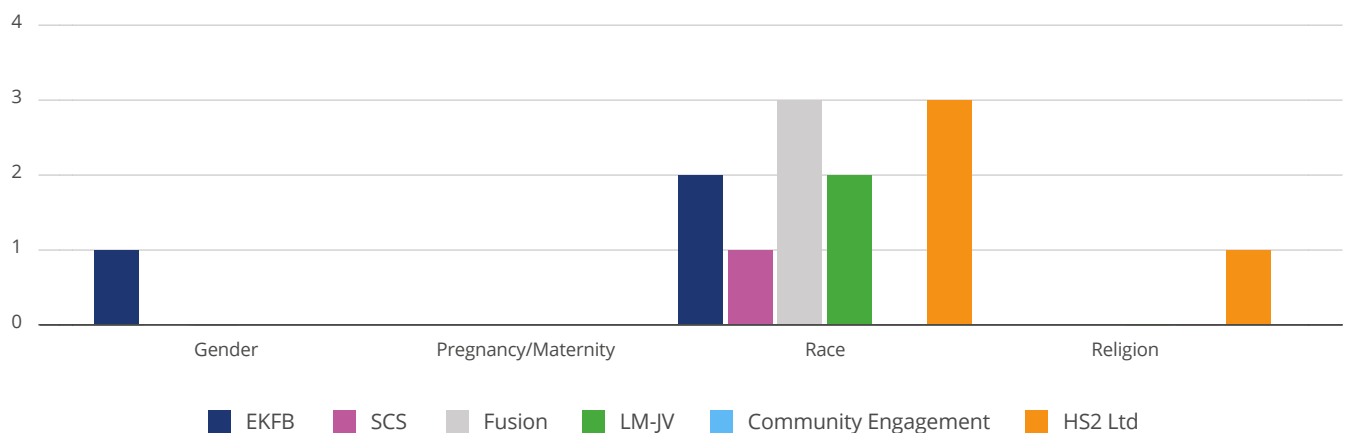
Over the year, the most common incidents reported continue to be race-related.

In 2021 – 2022, we also saw an increase in incidents between members of the public and protesters demonstrating antisocial behaviours towards operatives. These incidents have been raised on HORACE and actioned by the site, health and safety and EDI teams.

Actions taken on site to address incidents include immediately speaking with the operative, reporting it on HORACE and following up with the person. In some cases, criminal charges have been filed.

We continue to mature our approach to inclusive health and safety and we will deliver ongoing learning legacy outlining best practice approaches to this topic for major infrastructure programmes.

Incidents with EDI elements by team/contractor April 2021 – March 2022



Inclusive design and operations continued



EKFB workers at Wendover Dean viaduct, Buckinghamshire.

Case study

Communication at EKFB

EKFB is made up of four joint ventures with four primary languages: French, Dutch, Spanish and English. EKFB provides French and Spanish classes to enable multilingual communication. EKFB has also gained approval to run British Sign Language (BSL) courses with the intention of operating a route-wide project, offering classes to all staff and their supply chain. They have also launched a BSL 'word of the day' with a site-based theme, which offers the benefit of providing a practical tool for workers to communicate, even in the noisiest environments. In addition, EKFB is creating a more inclusive workplace for those with hearing impairments.

EKFB has also carried out informal language assessments during the recruitment and onboarding process to ensure all safety messages are understood. Together with its internal Cultural Affinity Network, EKFB is running an initiative to capture data from its workforce and supply chain about language and culture. As well as using this data to identify and celebrate specific backgrounds, cultures and languages, it will ensure content and safety messages are available in the top 20 most widely-spoken languages via a QR code.

Inclusive design and operations continued

Case study

EDI Toolbox Talks at SCS

Staff across SCS are engaged through monthly Toolbox Talks focused on diverse and inclusive topics. These are delivered as a combination of webinars and onsite morning briefings to deliver messages within the daily working environment.

In the first two months of 2022 alone, a Toolbox Talk reached more than 1,500 people. Topics covered include Black Lives Matter, returners, disability in the workplace, modern slavery and being yourself at work.

The talks help normalise issues and give employees a greater sense of inclusion. They make it easy for managers to learn about different subjects and have conversations with their teams. Through the Toolbox Talks programme, SCS has been able to identify allies who are leaders in their field. For example, senior works superintendents pass on information and then encourage and incentivise their teams of front-line supervisors to deliver the talks on site. Diversifying the topics has helped cover as many people's experiences as possible – instead of just looking at isolated categories such as gender or disability. Talks such as 'Why our Words Matter', and 'The Power of Being an Ally', demonstrate a commitment to widening people's knowledge of inclusion and how it has an impact on everyone.



Engineer at the Westgate vent shaft in Ealing.



Inclusive design and operations continued

Case study

Supporting those affected by domestic violence at SCS

A domestic abuse initiative is embedded in SCS's EDI strategy and since May 2020, the JV has been raising awareness, supporting employees and working to offer roles to those affected by domestic abuse.

SCS has partnered with the Employers Domestic Abuse Covenant (EDAC) to provide recruitment pathways to survivors of domestic abuse through jobs and work placements.

This was initially prompted by the increasing rates of violence reported during Covid-19 and is now a national priority for employers, with the London Councils Grants Committee identifying victims and survivors of domestic abuse as a priority group.

HS2 and inclusive design

Since last year's EDI Annual Report we have released new designs for Euston station and public green space around HS2's new Old Oak Common station. The public realm has been designed to make access as easy as possible for everyone.

In addition, Mace Dragados was appointed our construction partner for Curzon Street station in Birmingham in May 2021 and is finalising the design ahead of construction. Inclusive design is being given top priority in the design development of all the station and public realm spaces.

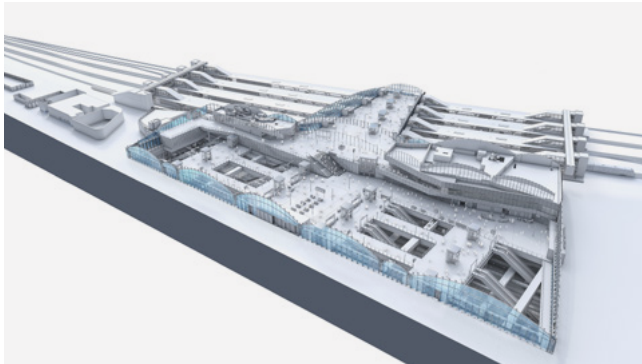
Our Learning Legacy, which aims to capture and disseminate good practice, innovation and lessons learned from HS2, was formally launched in October 2021. The case study 'Rethinking fire emergency means of escape design for disabled people' was showcased at the event, demonstrating our commitment to promoting new thinking in inclusive design to the wider industry.

In 2022–2023, the inclusive design team will be:

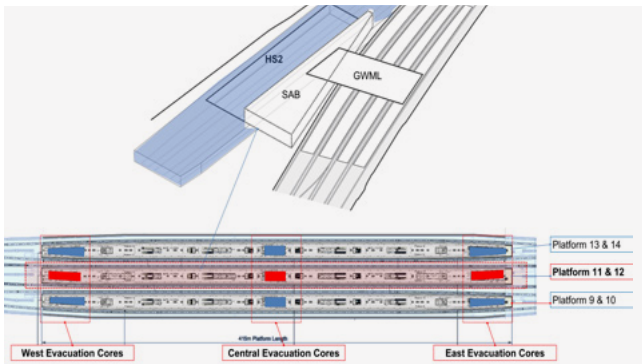
- continuing to champion our inclusive design technical standards and design approach and delivery of inclusive design solutions;
- supporting our engagement with the Built Environment Accessibility Panel and consulting on elements such as our inclusive design standard, signage design and the developing rolling stock design;
- reviewing the new design guidance for design for the mind and identifying opportunities to incorporate new design thinking on neurodiversity within our design; and
- supporting the Euston Station Accessibility Advisory Group (ESAAG), which will be assisting The Euston Partnership, which includes Network Rail, Euston station and the IPT for HS2 Euston, to deliver an inclusive and accessible rail and built environment.

Inclusive design and operations continued

Case study



Old Oak Common station illustrating sub-surface high-speed platforms and surface conventional platforms.



Old Oak Common high-speed platforms with evacuation routes.

Rethinking fire emergency means of escape design for disabled people

We have set strategic goals to achieve new standards in customer experience, placing people at the heart of design and ensuring HS2 is accessible to all passengers. In response to these objectives and in developing the Old Oak Common station design, we identified a need to better understand how to enable the safe evacuation of wheelchair users and people with disabilities during a fire emergency, so everyone can be evacuated at the same speed.

In response to this, the design team developed a bespoke rapid assessment model which allows the evacuation process to be quickly understood and illustrated. This modelling tool has been used to show how long it takes wheelchair users and people with disabilities to reach places of relative and ultimate safety, allowing the design to be improved and the operational concept developed.

learninglegacy.hs2.org.uk/document/rethinking-fire-emergency-means-of-escape-design-for-disabled-people-at-hs2-stations-using-a-bespoke-rapid-modelling-tool/

“

We're building a railway for future generations that will help connect many of the major towns and cities of our country, so it's imperative that the diversity of the communities it will serve is reflected in our approach to the development, design, construction and operation of the railway.”

Mark Thurston

Chief Executive, HS2 Ltd

Communities



Public engagement is a key focus as we build HS2.

Communities

Introduction

Our aspiration is to respect the diverse people and communities that we impact as we build the new railway. We know that planning and building the railway disrupts the lives of local people. We will always try to do the right thing and reduce disruption as much as we can. This section explains how we reach and work with diverse communities along the HS2 route.

Respecting people, respecting places

In 2021, we refreshed the HS2 community engagement strategy. **'Respecting people, respecting places'** reflects the impact our work is having on people's lives as construction increases along Phase One.

The refreshed strategy updates our 10 community commitments to reflect the issues most important to the people whose lives we are affecting.

We have also introduced a number of community engagement developments and improvements over the last 12 months. They include the following.

- A unified single management system for community engagement and complaints handling across the project and the supply chain, so there is a single consistent record for all organisations operating in a single location.
- Additional proactive local communications to provide notice and raise awareness of HS2 Ltd's activity in affected communities, as well as refreshing our local community websites, which now have almost 15,000 subscribers. We have also introduced a new **interactive online map** that shows the public in detail what is happening in their area.
- From 2021, we have shortened our helpdesk response times so that live construction issues can be picked up, assessed and mitigated quickly. 94% of these urgent cases were responded to within two working days over 2021 – 2022.
- We have new area-based delivery unit managers with geographical responsibility for joining up construction contractors and communities to prevent and tackle local issues.
- New briefing materials have been produced to alert MPs and councillors of the agreed single points of contact along the Phase One and 2a routes so issues can be escalated if they are not resolved in the first instance.



Nasrine Djemai, Camden Council's HS2 community liaison assistant presenting at the launch of the 'Respecting people, respecting places' event.



Nassar Ali from Camden Council at the 'Respecting people, respecting places' event.

Communities continued

Case study



Presenters at the diverse business launch.

Engaging diverse local businesses

Across a three-week period in October and November 2021 we delivered an outreach programme to diverse local businesses in the Birmingham area.

Partnering with a local provider, the programme identified a cohort of 25 diverse local businesses which could benefit from our opportunities. The businesses were taken through a series of information sessions which helped them learn more about us, how they could get involved, and how they could potentially grow by keeping public sector procurement in mind. The topics covered included the basics of our procurement, how to write successful tenders and how to access funding and support.

Partnering with a local community organisation allowed us to speak to a broader range of businesses than would normally be involved in the project and also raised awareness and knowledge within this diverse group. Those who attended the programme learned about how public sector procurement works and were able to learn valuable skills applicable to their business.

For some it was an eye-opening experience, allowing them to explore new sectors and opportunities that they had previously not considered. For others, it provided a clear picture of the types of requirements associated with public sector procurement.

Additionally, the wider promotion of opportunities as a by-product of the programme helped raise awareness of us and potential benefits within a hard-to-reach community.

“I attended all three workshops, and it has really helped me to understand what we need to do as a business to win work on HS2. If major projects like HS2 want to secure more diverse supply chains, then programmes like this are really important.”

Taran Singh, director
Project attendee, Taran 3D

“We were delighted to partner with HS2 and the Legacy Centre of Excellence to deliver a programme that reached out to businesses within the community. A project like HS2 has the potential to have a huge positive impact on people from many different backgrounds, but unless we reach out... those benefits may not be realised.”

Nathan Dennis

Senior consultant from Legacy Consultants
(community partner)



Nathan Dennis presenting at the 'Respecting people, respecting places' event.

Communities continued

Case study



HS2 showcased at a public event in Birmingham.



Meeting the public at an HS2 King's Cross roadshow.

Engaging diverse communities through the summer roadshow

In summer 2021, we held summer roadshows in communities along Phase One and Phase Two. These gave us the opportunity to meet a diverse audience, face-to-face, as pandemic restrictions were being lifted.

We held 13 events, reaching almost 3,500 local people. The most frequently asked questions were about HS2 job opportunities, information about our route and the impact of construction. The roadshows attracted a wider age group than our usual engagement activity, where approximately 85% of our audience is over 45 years old. The roadshows saw a good spread of visitors from all age groups, with the highest numbers aged 18 to 29.

3,500

local people were reached at 13 events.

“

Everyone I talked to in Birmingham saw the project as an opportunity for jobs and economic growth and I enjoyed seeing their positive attitudes. The day made me proud to work on HS2 and the future of HS2 in Birmingham is a promising one.”

Chloe Bess Lester

Assistant site engineer, BBV

“

Good to see such a strong HS2 team out on the streets of Leamington Spa answering questions from shoppers and local workers. It was a great exercise in active public engagement.”

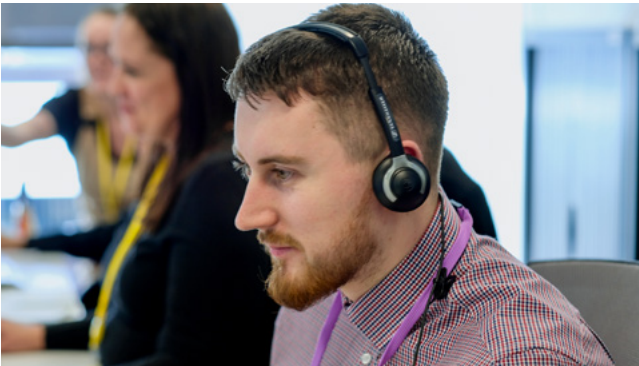
Sir Mark Worthington

Construction Commissioner



Communities continued

Case study



Teams are trained to refer people to the service.

Advocacy Support Service

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

We recognise some residents need additional support to understand what can be complex issues. Some people also need support to articulate the impact the project is having on them and their health.

We commissioned an independent advocacy and support service, which went live in late 2019 and continues to be available to people along the route. The service provides independent support for people with challenging personal circumstances, disabilities and medical conditions. The service provides advice and assistance understanding HS2 documents and completing paperwork.

Our teams are trained in the purpose of the service, how to access it to seek advice and how to refer vulnerable people for support. This can be provided over the telephone, or face-to-face – whatever is most appropriate for the individual. So far, 54 people have received support from the advocacy service over the past three years. They have been supported with 98 separate issues.

People contact the service for general communication needs, support through the special cases process and support in making a complaint. The majority of those supported so far live on the Phase One route.

Communities continued

🔍 Case study

Minimising the impact of disruption and making reasonable adjustments

While we are committed to doing all that we can to minimise the impacts of noise and vibration, we recognise that in some instances residents may not be adequately protected by our policies and these special cases need to be considered individually. Examples of the types of special cases we consider include:

- people with a medical condition who are seriously affected by our construction activity;
- those living in homes where noise insulation does not work, for example, houseboats and mobile homes; and
- night workers and those who need to rest during the day.

We have set up a panel to oversee and manage the way special cases are assessed. People affected by our construction activity, for whom available mitigations are not sufficient, can contact our Helpdesk or community engagement teams. The panel considers the individual circumstances of each case, and where appropriate, seeks to find alternative solutions and implement reasonable adjustments.



HS2 staff at a roadshow in Staffordshire.

Communities continued

Case study



Workers fixing steel reinforcement for a propping beam.

2,500

work opportunities were offered by our construction partners in 2021–2022.

Bringing opportunities to diverse communities through HS2 job brokerage

At peak construction, HS2 will support over 34,000 jobs but the benefits for the labour market – and for training the infrastructure sector’s next-generation workforce – are being realised today. We are attracting people who might never have considered careers in construction or transport, including people from BAME backgrounds, women and people with disabilities.

We have embedded our job brokerage model, which showcases vacancies and makes it easier for those from under-represented and disadvantaged groups to access job opportunities that we provide.

In its first year, our new online jobs board posted around 2,500 work opportunities offered by construction partners on the Phase One route between the West Midlands and London. The online platform, launched in early 2021, allows people to search for vacancies by region or specialism.

The HS2 Jobs Board can be found here: hs2.org.uk/careers/careers-with-our-supply-chain/jobs

Our brokerage partnership approach brings together local authorities, enterprise partnerships, charities and employment services to support people living along the route, including those from disadvantaged and under-represented groups, to help them find jobs on HS2.

An Equality Impact Assessment (EqIA) was produced when we developed the job brokerage model. The EqIA takes into account quantitative data highlighting how people from the nine protected characteristics, as specified by the Equality Act 2010, interact with the labour market and the ways in which employment support can be tailored to meet their needs.

Communities continued

Case study



Three apprentices at the Chalfont St Peter vent shaft site.

4%

of Align's workforce are apprentices.

Bringing opportunities to young people in Buckinghamshire and Hertfordshire

In early 2022, main works construction partner Align pledged to provide Kickstart placements as part of its commitment to supporting young people into work.

Kickstart is a Government-funded initiative aimed at creating job placements for 16- to 24-year-olds who are on Universal Credit and are at risk of long-term unemployment. It forms part of the Government's 'Plan for Jobs' campaign and is designed to support those who have been adversely affected by the pandemic. Placements are for six months and participants are paid a salary equivalent to the National Minimum Wage or the National Living Wage.

The six-month programme provides candidates with a combination of practical and theoretical learning. Placements are based in a range of different departments including health and safety and community and stakeholder engagement, allowing candidates to choose opportunities that match their career aspirations and interests.

In line with our targets, which are designed to create thousands of jobs and opportunities for local people along the route of the railway, Align has committed to ensure that 4% of its workforce is made up of apprentices. By signing up to the Government's Kickstart programme, it aims to take its commitment to boosting young people's career prospects a step further.

“

We are delighted to be supporting the Kickstart scheme as a way to enable young people to get involved and contribute to the delivery of the Central 1 section of HS2 Phase One, which Align is delivering.”

Siobhan Nevin

Align HR manager

Communities continued

Case study



Face-to-face work experience resumed in 2022.

Widening work experience opportunities

We worked with schools for children with special educational needs and disabilities (SEND) and identified work experience as an area where they needed support. We developed a pilot work experience programme delivered virtually due to Covid-19 restrictions, part of a longer-term aim to increase the representation of those with disabilities across the industry.

With guidance from local SEND experts, we developed an extended work experience programme in which the students worked with us for half a day a week over six weeks during June and July 2021. Sessions were conducted via Teams video with support from teaching staff at the schools. The students were asked to survey other students

at their school about their experience travelling by train, and then come up with innovative ideas to make HS2 trains and stations more accessible, which was then presented to HS2 Ltd. Some shorter sessions were also scheduled covering employment themes such as wellbeing at work, reasonable adjustments and apprenticeships.

The programme was supported by around 20 of our volunteers, who gave presentations explaining the activities the students needed to work on, and how these related to their jobs. Some of the volunteers had a disability or had a relative with a disability and shared their personal experiences. Lesson plans were linked to the Skills Builder Essential Skills framework, with presentations and a workbook, using 'easy read' images from the photo symbols library which features models with disabilities.

Three schools took part in the pilot. It involved 26 students aged 14 to 25, who all had a special educational need or disability. The students were given opportunities to develop their skills and learn about jobs in the sector. They were reassured that companies like HS2 Ltd offer support for the health and wellbeing of their staff. The students were also told about their right to ask for support at the job application stage and when they start work.

“

HS2 provided a superb virtual work experience package that was linked with Skills Builder, the perfect level for our students. The HS2 programme is going to be a massive part of their lives and raising their awareness of it and the opportunities it will bring for employment is so important. HS2 genuinely cares and has put so much effort into creating a programme that really is so useful, relevant and totally worthwhile.”

Phil Bailey

Deputy head and careers lead at
Braidwood Trust School for the Deaf, Birmingham



Communities continued

Case study

Phase 2a mental health and wellbeing study

Considering potential health effects has been an integral part of the planning and design of the HS2 route. Health assessments were carried out as part of the environmental impact assessments – the results are set out in or alongside Environmental Statements for all phases of HS2. Adverse effects on factors that affect health and wellbeing have been reduced where possible through mitigation measures adopted in our design of HS2 and during construction and we will continue to mitigate and manage the effects of HS2 works on communities.

Following a recommendation from the House of Commons Select Committee which considered petitions against the Phase 2a Bill, we also agreed to scope and commission a long term epidemiological health study of the impact of the planning and construction of HS2 on mental health and wellbeing.

Working with the National Institute for Health Research Public Health Research Board, RAND Europe was appointed in 2021 to deliver the study. The Wellbeing Impact Study of HS2 (WISH2) will continue for 10 years. It involves recruiting people who live both near and 'off' route and will compare their mental health and wellbeing. It will also involve conducting group meetings and interviews with people from these groups and other local stakeholders to discuss issues around mental health and wellbeing in more detail; and it will analyse anonymous information that GP practices already provide about the health and wellbeing of their patients.

Learning from this study will inform future infrastructure projects and later phases of HS2 where possible.

Supporting communities through HS2 funds

HS2's Phase One community funds have awarded more than £11 million to 193 projects since we opened applications in March 2017. The Community and Environment Fund (CEF) and the Business and Local Economy Fund (BLEF) continue to provide benefits in addition to our work reducing the impact of HS2 on local people and our statutory compensation payments.

The CEF and BLEF schemes, which together total £45 million for Phase One and Phase 2a, benefit communities disrupted by our construction and are helping to support local businesses, environmental improvements and boost people's health and wellbeing.

£11.3m

has been awarded to 193 projects across Phase One and Phase 2a.

Communities continued

Case study

National Paralympic Heritage Trust, Buckinghamshire

The National Paralympic Heritage Trust is a registered charity in Stoke Mandeville, Aylesbury, that has received £250,000 from CEF funding. The National Paralympic Heritage Centre opened in 2019 and this project is the start of their outreach work. Drawing on the Paralympic values of determination, inspiration, courage and equality, the project will develop a range of tailored events and activities with supporting resources, which will take place at the Heritage Centre/National Spinal Injuries Centre and locations along the route. The project will build knowledge about the Paralympics as well as reflect the stories of local people from the workshops and events that take place. These will remain as a permanent record on their website.

The project will challenge attitudes to disability alongside reaching out to and tailoring work with local communities to encourage community cohesion, connectivity and wellbeing through a wide range of activities, facilities and volunteering opportunities. Local Paralympic history will be recorded, made accessible and shared locally, nationally and internationally. People will have learnt about and contributed to their local heritage and young, old, disabled and non-disabled people will have opportunities to volunteer, gain new skills and build confidence.

paralymphicheritage.org.uk



Paralympian Robert Surgeoner visits Radstone Primary School, Buckinghamshire.



Communities continued

Case study

Entrust Care Partnership, Warwickshire

Entrust Care Partnership is a community interest company in Leamington Spa, Warwickshire, that has received £74,962 of CEF funding.

The aim of the project is to provide a local family support service through a dedicated family support worker whose role will be to help families caring for a child or young person with a disability in Offchurch and Cubbington, Ladbroke and Southam, and Stoneleigh and Kenilworth.

entrustcarepartnership.org.uk

£74,962

Case study

Holborn Community Association, Camden

Holborn Community Association is a registered charity with over 25 years' experience of supporting residents in Camden. It has received £75,000 of CEF funding to make its facilities more accessible and sustainable.

The project aims to make improvements to the Bedford House Community Centre and enhance the accessibility and sustainability of the centre. This has provided a gymnasium and performance space, changing rooms, disabled toilet and shower, separate storage areas and a kitchen that can be used by the community.

holborncommunity.co.uk

£75,000

Case study

Wybunbury Anglers Association, Cheshire

Wybunbury Anglers Association is a community group in Cheshire that has received £25,000 of CEF funding.

The aim of the project is to restore the damaged banking and platforms of the angling site and make the area safe for all users. This project will make use of spent railway ballast and railway sleepers to restore this damage and will include suitable provision to enable disabled access and junior coaching.

wybunangers.chessck.co.uk

£25,000



Endnotes

Introduction

- 1 The information in this report represents activities delivered between 1 April 2021 – 31 March 2022. All data referring to HS2 Ltd in this report is related to HS2 Ltd. The term 'employees' includes the following staff types: permanent, fixed term contracts, apprentices and graduates. Where specifically indicated data may refer to core staff which includes the categories above plus agency interim staff, development partner, engineering delivery partner and commercial secondees.

Note:

We have not included 'prefer not to say' data in tables on **pages 5, 9, 12, 13** and **16**.

Individuals may be represented more than once in the figures shown in the tables on **page 16**.

HS2

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