



Foreword

I was delighted to take on the role of Board Champion for Equality, Diversity and Inclusion (EDI) within High Speed Two Ltd (HS2). In the last year, I have learned a great deal and seen for myself the true level of HS2's commitment to being an exemplar of EDI practice. The commitment to creating an inclusive culture throughout HS2 Ltd and its supply chain has been undaunted by the additional challenges of the Covid-19 pandemic and this has been rewarded by the organisation becoming the first ever in the UK to achieve Clear Assured Platinum status for EDI.

This report makes clear how strongly the commitment to EDI is embedded in everything that HS2 does – from its recruitment processes and practices to monitoring staff progressions and pay gaps, not just on the basis of gender but also race and disability and in setting standards and expectations for HS2's supply chain.

I have taken part in some of the activities described in this report and can vouch for their impact on all participants. I was particularly impressed by the Be Yourself at Work programme that I joined. I learned so much about: how important it is to give everyone space, and safety, to be themselves at work; and what those of us who elect to become Allies can do to support that process. It is these embedded practices that ensure we not only recruit diverse talent into the organisation, but we demonstrate that we care about them and encourage them to remain in the sector.

In any sector the performance reported here would be creditable, but to achieve this in construction and infrastructure is truly impressive. We are not there yet. There is still lots to do. HS2 is setting a great example to its supply chain and is demanding in its expectations. The supply chain is responding and making improvements to its own EDI practices.

We know there are challenges ahead, particularly in maintaining diversity as our recruitment levels increase and in raising diversity at the most senior levels, but we will rise to the challenge and continue to lead the way. That is how we will create and leave a legacy of great EDI practices for the whole sector.



Dame Judith Hackitt
DBE, FREng, FICChemE, FCGI

Introduction

The information in this report represents activities delivered between 1 April 2020 – 31 March 2021.

During the past year, HS2 has seen a number of significant milestones achieved – we issued Notice to Proceed to the four Main Works Civils Contract Joint Ventures (MWCC JVs) and moved from scheme design and site preparation to full detailed design and construction of the Phase One route between London and the West Midlands. Our goal to deliver HS2’s national benefits as quickly as possible was boosted by Royal Assent for the Phase 2a hybrid Bill, achieved in February 2021. Activity is now ramping up along the 36-mile (58km) route connecting the West Midlands and Crewe, clearing the path for the railway in readiness for the start of main construction work in 2024.

Like all organisations, HS2 has had to cope with the impact of Covid-19 which meant changes in ways of working, moving to remote working and continuing to progress with our construction work whilst ensuring the highest standards of health, safety and wellbeing are maintained. Other events, such as the Black Lives Matter campaign that garnered global focus on racial equality following the death of George Floyd in America, have also had an impact on our organisation.

Despite the unprecedented events of this year, we have maintained our focus on EDI and have achieved our strategic goal of being an exemplar of EDI practice. This is evidenced by HS2 becoming the first organisation in the UK to have achieved the highest level of accreditation, Platinum status, against the Clear Assured accreditation framework. Despite our continued progress, we are not complacent and are aware of EDI-related challenges ahead as the Project ramps up to full operating capability for delivery of the MWCCs. The challenges of maintaining and improving gender balance across HS2 are clear and will be a consistent challenge in future years.

In this report, we have detailed our EDI work and outcomes across all the themes set out in our EDI strategy: workforce, supply chain, design and operations and communities. We have provided further content to demonstrate how we are embedding EDI practices across HS2 and our supply chain.

Note: All data referring to HS2 Ltd in this report is related to HS2 Ltd employees only which 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.

1. Our Workforce 2020/21

Gender

We set a challenging target of 40% women employees for the 2020/21 financial year, understanding that a majority of our recruitment activity would be in disciplines such as construction and engineering with a traditionally male-dominated talent pool. Conversion rates for applications from women in the HS2 recruitment process remain very positive; however, we have been unable to increase the percentage of women applicants sufficiently for the positive conversion rates to allow us to achieve our gender-balance target. This challenge will remain during the next financial year as a majority of our recruitment activity will be in similar areas of the business.

Gender balance in our directorates in 2020–2021 is set out below.

Directorates	Male %	Female %
Construction	65%	35%
Phase Two	62%	38%
Infrastructure	72%	28%
CEO	43%	57%
CFO	63%	37%
Human Resources	47%	52%
Safety and Assurance	56%	44%
Stakeholder Engagement	51%	49%

Note: For ease of reading we have not included the 'Prefer not to say' data in this table.

Compared with the infrastructure sector average of **21%** women, HS2 has a higher representation of women at **38%**. However, we are keen to improve further with a target of **40%** female representation being set for 2021 – 2022 from our employee population.

Gender balance by level and grade

Level and Grade	Male	Female
Executive director Grades 24–28	71%	29%
Director Grades 22–23	83%	17%
Head of function Grades 20–21	75%	25%
Senior manager Grades 17–19	72%	28%
Manager Grades 15–16	59%	41%
Adviser Grades 12–14	45%	55%
Assistant Grades 9–11	34%	66%

30% of the HS2 Senior Leadership Team are women and **33%** of the HS2 Executive Team are women. There have been increases in the representation of women at head of function level (+1%) and at manager level (+1%) over the last year.

30%

of HS2 Senior Leadership Team are women

33%

of HS2 Executive Team are women

1. Our Workforce 2020/21 continued

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

Some of our activities to improve gender balance include:

- expansion of the reverse mentoring programme from a pilot project to a complete programme with more than 140 participants – see page 18;
- launched an ‘Everyone plays their part’ campaign in relation to EDI and recruitment outcomes – see page 14;
- maintained our ‘blind auditioning’ approach to recruitment across a variety of roles;
- implemented actions to improve diversity in our talent management and succession process including the introduction of ‘managed moves’ and Senior Leadership Team development seats;
- supported 147 internal moves with women being proportionately represented in promotions; and
- supported the HS2 Gender Balance Network to deliver a variety of engagement and learning events accessible to HS2 staff and our supply chain partners.

140

participants on the reverse mentoring programme

147

internal moves with women proportionately represented in promotions

Case study

Gender Balance Network

The **Gender Balance Network** is a staff network that promotes the development of a more inclusive culture at HS2 and provides a platform of support and encouragement for men and women across the organisation. The network has 168 members on our distribution list, 200 members on Yammer. This year’s highlights include:

- five leadership workshops held with more than 50 attendees;
- HS2 panel event held on International Women’s Day with more than 200 attendees;
- successful participation in Women in Rail mentoring programme with 20 HS2 participants; and
- joint Courageous Conversations events held with the BAME Network.



1. Our Workforce 2020/21 continued

Gender, ethnicity and disability pay gap

HS2 published gender pay gap data for the period 1 April 2019 to 31 March 2020, as was required for statutory purposes.

The overall median gender pay gap has continued to reduce from 26% in 2019 to 25% in 2020. The mean has also reduced from 25% in 2019 to 23% in 2020. The favourable movement is due to HS2 employing a higher percentage of female workers in the upper quartile (highest paid) salary bracket when compared with the 2019 figures.

In 2020, the overall median gender pay gap reduced to

25%

In 2020, the overall mean gender pay gap reduced to

23%

The other three quartiles remained broadly static in terms of the proportion of women (compared with men) employed in each of them.

During this reporting period, the bonus gap figure is 0.4%.

Although not yet mandatory, we set ourselves the goal of publishing the ethnicity and disability pay gaps we have achieved. We do this to gain valuable insights into our data to help inform decision-making in how we continually improve our diversity as an employer.

Pay gap information for the characteristics we report against is set out in the table below and represents data from 2019/20 financial year:

	Gender	Ethnicity	Disability	Adjustments
Mean	23%	26%	10%	18%
Median	25%	25%	10%	19%

Note: 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.

We are proud of the actions we are implementing across the organisation to help address the pay gap: we have set enhanced EDI requirements for our executive search firms, senior level recruitment and third party recruitment agencies and as such we have seen some improvement in the representation of women at head of function and director level.

We also continue to undertake equality analysis on succession planning and talent management to reduce any risk of disproportionate impacts for female and other groups who are selected and promoted. We have enhanced our systematic approach to reviewing our 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.

The HS2 Gender Balance, BAME and 2gether networks have worked with the EDI and Reward teams to create 'lunch and learn' sessions to help staff understand the process of pay gap reporting and HS2 data. These events will take place in April and May 2021.

To access the full HS2 gender pay gap report visit: gender-pay-gap.service.gov.uk/Employer/jLZnZFne/2020

1. Our Workforce 2020/21 continued

Ethnicity

In 2019–2020, **19%** of our employees were BAME. We set a challenging target of **21%** for BAME employees for the 2020–2021 financial year, understanding that a majority of our recruitment activity would be in disciplines such as construction and engineering with a traditionally low levels of ethnic diversity. We are pleased to have achieved this target with **21%** of our employees identifying as Black, Asian or Minority Ethnic (BAME), a **2%** increase from last year. A high percentage of BAME applicants and improving conversion rates between application

We achieved our target of

21%

Black, Asian or Minority Ethnic (BAME) employee representation



and hire have allowed us to meet our BAME workforce target.

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

Directorates	2020–21
Construction Directorate	21%
Phase Two	29%
Infrastructure	13%
CFO	24%
CEO Office	14%
Human Resources	32%
Safety and Assurance	10%
Stakeholder Engagement	22%

BAME representation decreases with seniority, however BAME representation has improved at manager level by **3%**, at senior manager level by **1%** and by **1%** at head of function level to **10%** from **9%** last year. The percentage of BAME employees in the Senior Leadership Team (SLT) has increased from **5%** to **10%**. This change is largely driven by the introduction of SLT development seats in line with our focus on internal talent development.

Ethnicity by level and grade

Level and Grade	BAME
Executive director Grades 24–28	7%
Director Grades 22–23	6%
Head of function Grades 20–21	10%
Senior manager Grades 17–19	16%
Manager Grades 15–16	26%
Adviser Grades 12–14	34%
Assistant Grades 9–11	33%

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

- re-branding and re-launching our BAME Network;
- 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).

1. Our Workforce 2020/21 continued

Case study

BAME Network – Courageous Conversations

Courageous Conversations is a communication format introduced by the BAME Network. The aim of the sessions is to allow BAME colleagues to share their lived experiences of racism and discrimination in a safe environment, allowing other colleagues to listen and learn about their stories without judgement or repercussions. Since its launch, the network has hosted monthly sessions and is also in the process of collaborating with other networks across HS2 to introduce this format to explore issues around intersectionality. The sessions have been well attended with attendance by members of the Senior Leadership Team, including the CEO, who is also the network's executive sponsor.



Disability

The incidence of declared disability as defined in the Equality Act remains low with **4%** of employees sharing their disability status in our Oracle HR system. This is an increase from **2%** last year.

Disability and workplace adjustments

During the changes to working patterns triggered by Covid-19, HS2 worked closely with its supplier Clear Talents to increase the effectiveness of the adjustments management system which records requests for equipment and support in relation to health and safety, wellbeing, mental wellbeing and disability. We introduced a 'Home' working profile and embedded information in a variety of Covid-19 guidance notes to the business.

As per disabled-led best practice and our status as Disability Confident Leaders, HS2 measures the presence of disabled staff by the number of moderate to substantial adjustments made for employees and not any impairment or long-term illness they might have, as this is sensitive information people might feel uncomfortable sharing. This year the number of people who have received these adjustments has increased from **18% to 35%**.

35% of HS2 employees
received workplace
adjustments

1. Our Workforce 2020/21 continued

Disability and Workplace Adjustments by directorate

Directorate	Disability	Workplace Adjustments
Construction	3%	38%
Phase 2	3%	33%
Infrastructure	4%	29%
CFO	3%	31%
CEO Office	0%	29%
Human Resources	6%	46%
Safety and Assurance	9%	38%
Stakeholder Engagement	4%	38%

Disability and Workplace Adjustments by grade and level

Directorate	Disability	Workplace Adjustments
Executive director		
Grades 24–28	0%	14%
Director		
Grades 22–23	2%	15%
Head of function		
Grades 20–21	3%	27%
Senior manager		
Grades 17–19	3%	28%
Manager		
Grades 15–16	4%	35%
Adviser		
Grades 12–14	3%	43%
Assistant		
Grades 9–11	4%	47%

Case study

2gether Network – raising awareness of disability equality

2gether is HS2’s disability-focused network, providing support to staff with experience of disability, access and inclusion challenges. 2gether has delivered a number of impactful workshops on disability and inclusion, including Deaf Awareness Day and a memorable Disabled Persons’ Day event on 3 December 2020. The event included a presentation on the intersectionality of disability and other protected characteristics, and a bake-off competition for HS2 amateur bakers with accessibility as a theme. Attended by our CEO Mark Thurston and Aileen Thompson, our Director of Communications, the event celebrated the universality of accessibility.



I am really excited by the opportunity to lead the 2gether Network and over the next year build on the fantastic engagement we have had to date around disability equality at HS2.”

Rosamund Seal

Head of Health, Safety and Environment for Stations and 2gether Network Chair



1. Our Workforce 2020/21 continued

HS2 Disability Confident leaders

We have used our status as a Disability Confident Leader to encourage increased disability equality in our organisation and in our supply chain partners. Four additional Tier 1 suppliers attained Disability Confident status: 17 of 18 Tier 1 suppliers are now Disability Confident.

17/18

disability
confident

**Tier 1 suppliers are
Disability Confident**

We also worked with myInterview, an asynchronous video interview platform to introduce accessibility features. These improved accessibility features are now part of their global platform and were introduced as an outcome of working with HS2 and striving to meet our EDI expectations in relation to inclusive recruitment and as a Disability Confident Leader.

As part of our disability inclusion efforts, we are proud to report that the HS2 Recruitment Team won Inclusive Recruitment Team of the Year at the R.I.D.I (Recruitment Industry Disability Initiative) Awards for their commitment to ensure that disabled candidates are attracted and supported into employment. The judging panel evaluated HS2’s performance and gave praise for the team’s commitment to:

- becoming accredited inclusive recruiters;
- developing a brand-new inclusive apprentices recruitment and induction programme;
- introducing accredited e-learning targeted at reducing bias in the assessment processes; and
- testing its careers site for accessibility and continued use of disability-oriented jobs boards.

Age

This year confirms that the largest proportion is aged between **30–39 years**.

Age breakdown	2020/21
18 or Under	<1%
19 – 29	11%
30 – 39	32%
40 – 49	30%
50 – 59	21%
60 – 64	5%
65 and over	2%
Not held	1%

Religion and belief

Christianity is still the most prevalent religion or faith at HS2 among the workforce at **40%**.

Religion/Belief	Percentage
Christian	40%
Muslim	4%
Sikh	3%
Hindu	3%
Jewish	<1%
Buddhist	<1%
Other	2%
Atheist/secular/agnostic	28%

1. Our Workforce 2020/21 continued

Sexual orientation

A total of **4%** of our staff identify as lesbian, gay, bisexual or transgender (LGBT+). This is an increase of **1%** over the last year.

Sexual orientation by directorate

Directorate	LGBT+
Construction	3%
Phase 2	3%
Infrastructure	1%
CFO	4%
CEO Office	0%
Human Resources	8%
Safety and Assurance	7%
Stakeholder Engagement	10%

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

Sexual orientation by level and grade

Level and Grade	LGBT+
Executive director	
Grades 24–28	0%
Director	
Grades 22–23	2%
Head of function	
Grades 20–21	2%
Senior manager	
Grades 17–19	3%
Manager	
Grades 15–16	4%
Adviser	
Grades 12–14	5%
Assistant	
Grades 9–11	7%

Case study

Onboard network – HS2 Allies programme

Last year saw the launch of the HS2 Allies programme Be Yourself at Work and we have so far seen more than 170 employees sign up and pledge their support. Originally conceived by the Onboard Network, the programme is a great example of collaboration. The Allies programme brings together all the HS2 employee networks with a single vision – to make HS2 a truly inclusive place to work for everyone, irrespective of background, race, gender, sexuality, ability, class or religion. Allies sessions have been held throughout the year giving staff across the organisation the opportunity to learn about supporting diverse groups.



The Onboard Network, HS2’s network for LGBT+ people, is really proud of the HS2 Allies programme, launched in October 2020. Led and developed by the Onboard Network, it has been embraced by all the employee networks and enabled us to involve colleagues from all levels of the organisation including our Board. Being an Ally has become part of life at HS2.”

Jon Hudson (he/him)
Stakeholder engagement manager

Juliette Dowling (she/her)
Senior corporate safety and assurance analyst
Co-Chair Onboard Network

1. Our Workforce 2020/21 continued

1a. Future talent: Work experience, apprentices and graduates

Work experience: implementing virtual work experience

HS2 has a long-standing work experience programme, with around 50 joining for a placement at our Birmingham or London office each year.

During this financial year, with schools and workplaces closed, young people were at risk of missing out on work experience opportunities, placing them at a further disadvantage as they enter a challenging labour market. We delivered three virtual experience weeks during 2020/21, working with Speakers for Schools in June 2020 and the Social Mobility Foundation in July 2020 to target young people from diverse and disadvantaged groups and working with the Department for Education in February 2021 to target young people who had been forced to defer a university place due to the impacts of Covid-19 on their education.

A total of **64** students took part in our programme, using the MS Teams platform to work collaboratively on tasks related to engineering, environment and finance.

Research suggests experiences of the workplace are particularly important for young people from disadvantaged backgrounds who don't benefit from equality of opportunity.

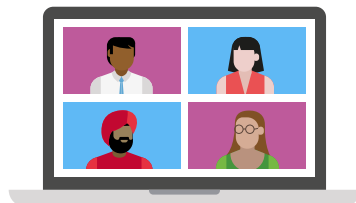
Some **59%** of students on our virtual placements completed our EDI survey, with **63%** identifying as BAME and **47%** as female, well above sector benchmarks. No students disclosed that they were disabled, which we will address by working with the Special educational needs and disability (SEND) lead at the Careers and Enterprise Company hub in Birmingham to develop a specific offer for SEND students in summer 2021.

“The student presentations were an inspiring and informative session – noting above all else, the diversity of the participants, their maturity and confidence.”

Aileen Thompson
Director of Communication and Stakeholder Management

64

students took part in our work experience programme



1. Our Workforce 2020/21 continued

Apprentices and graduates

During 2020/21, HS2 welcomed another cohort of graduates and apprentices. We continue to implement inclusive recruitment practices to support us in engaging a diverse cohort of talent. During 2020/21, we recruited **20** apprentices and **17** graduates.

20
apprentices and
17
graduates recruited



Apprentices at HS2

Apprentices	Diversity
Male	62%
Female	38%
BAME	41%
Disability	0%
Adjustments	38%
LGBT+	2%

Graduates at HS2

Apprentices	Diversity
Male	63%
Female	31%
Non-Binary	6%
BAME	25%
Disability	6%
Adjustments	63%
LGBT+	13%

Case study

Apprentice recruitment

Teams across HS2 worked together to ensure applicants were provided with an inclusive and accessible recruitment selection and onboarding process. Due to the Covid-19 pandemic, processes were adapted to support new ways of working in a virtual and remote environment. 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.

“Overall, I would say the selection process was very equitable and unique as I had never done a ‘blind audition’ before; I think this was an effective way of recruiting apprentices and it will be widely used for recruitment in the future.”

Simran Sandhu
Level 3 assistant accountant apprentice

1. Our Workforce 2020/21 continued

Supporting The 5% Club

HS2 is a member of The 5% Club. The Club exists to help its members to achieve 5% of employees involved in ‘earn and learn’ opportunities and further encourage other employers to further increase the number, quality and range of ‘earn and learn’ opportunities across the UK. To meet our commitment to The 5% Club, HS2 reviews and publishes the number of employees who are earning and learning including apprentices, graduates, those in education, accredited courses and those working towards professional memberships. Currently **22%** of HS2 staff are ‘earning and learning’ within the definition provided by The 5% Club. The Future Talent network has supported The 5% Club by hosting events and sharing best practice at other 5% Club events with other member organisations.

22% of HS2 staff are ‘earning and learning’ within the definition provided by The 5% Club

1b. Recruitment, progression and career development

Recruitment

During the 2020/21 financial year, HS2 has undertaken a major programme of recruitment. This presents a challenge to maintaining the diversity of our workforce due to the levels of recruitment in disciplines such as construction and engineering which traditionally have less diverse talent pools.

Case study

Future Talent Network – ‘Future You’ Series

As part of the ‘Future You’ series, the Future Talent Network (FTN) invites presenters from around the business to come and talk to network members about their career, highlighting some of the key milestones they have reached professionally and how they achieved them.

The sessions have featured a range of employees across HS2 and audiences vary depending on the guest line-up. There is generally an equal split of FTN members and wider HS2 staff in attendance, suggesting the sessions have appeal to employees throughout the organisation. Sessions helped our young career starters understand the variety of expertise available to them and highlights opportunities in wider industries open to them as young professionals. Next steps for the network are to develop the series with HS2’s wider supply chain in relation to our mission of exploring career development pathways.

“

From feedback we have received from our members, the Future You sessions have given HS2 apprentices and graduates a platform to connect with some of HS2’s most experienced staff members. As most of them only experienced the virtual side of HS2 since they started last September, the sessions have helped them with their understanding of the industry and culture of HS2.”

Charlotte Chilman and Kieran Witsey
FTN Co-chairs

1. Our Workforce 2020/21 *continued*

🔍 Case study

Everyone Plays Their Part campaign

We identified the opportunity to contribute to the organisational targets around inclusivity and further enhance inclusivity in resourcing practices. We set up a collaborative working group including heads of HR, Resourcing, EDI team and TMP, external media advisers. In addition to the accredited inclusive suite of recruitment products, technology and process, we focused on delivering enhancements in four new areas:

- data: new EDI data structures were designed and rolled out to directorates – monthly data snapshots of EDI makeup of candidates at all stages in the recruitment process;
- internal communications campaign Everyone Plays Their Part – calling on individuals to accept responsibility for growing diversity themselves. This led to the Diverse Panels intervention – engaging members from HS2 networks to participate in interviews as diverse panels;
- inclusive recruitment e-learnings made available to all targeting bias in assessment; and
- engagement sessions rolled out in directorates led by heads of HR.



“

This has been a great partnership with the resourcing team which has worked tirelessly with the networks to get us to this stage. Thank you to all members who have stepped up to volunteer and I am excited about the prospects of the diverse panels initiative and the future benefits of this to the entire organisation.”

Donnett Edwards

Former Chair of the BAME Network

“

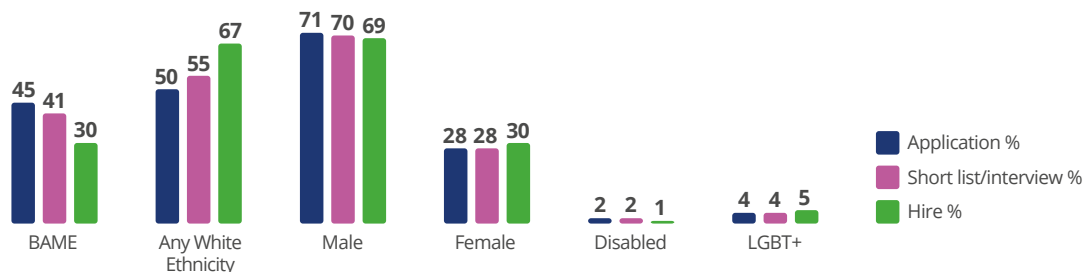
For some time, the Gender Balance Network has been keen to improve the way our recruitment process affects female and ethnic minority applicants – from how we advertise roles to the selection process itself. The Diversity Interview Panels initiative is a real step forward. It’s through actions like this that our organisation will start to look and feel more representative of the world around us.”

Rachel Anthony-Roberts

Co-chair of Gender Balance Network

1. Our Workforce 2020/21 *continued*

Recruitment Activity April 2020 – March 2021



Sessions with our management teams led to better visibility of EDI challenges and led to promotion of local initiatives and interventions, such as:

- engaged and encouraged BAME/female colleagues to create a ‘Day in the life of’ profiles for the website – promoting a diverse brand;
- promoted inclusive recruitment e-learning across all hiring managers – to reduce bias in selection practices; and
- advocated for diverse interview panels – demonstrated commitment to different points of view and opinions, living the values of Respect and Integrity.

EDI data trends arising out of our recruitment activity is set out above.

The data trends in our recruitment activity demonstrate some positive improvements and some areas for continued development.

- Hire rates for BAME groups have improved by over 10% during this year but are not proportionate to the percentage of applicants.
- Conversion rates from application to hire for women remain positive.
- Low levels of applications from women are a continuing trend.
- Low levels of disability disclosure in the recruitment process.
- Conversion rates from application to hire for LGBT+ groups are positive.

Responding to the challenges we have identified during 2020/21, over the next year we will deliver:

- a targeted gender attraction campaign;
- a disability attraction campaign; and
- continue with our ‘Everyone Plays Their Part’ campaign and develop further insights.

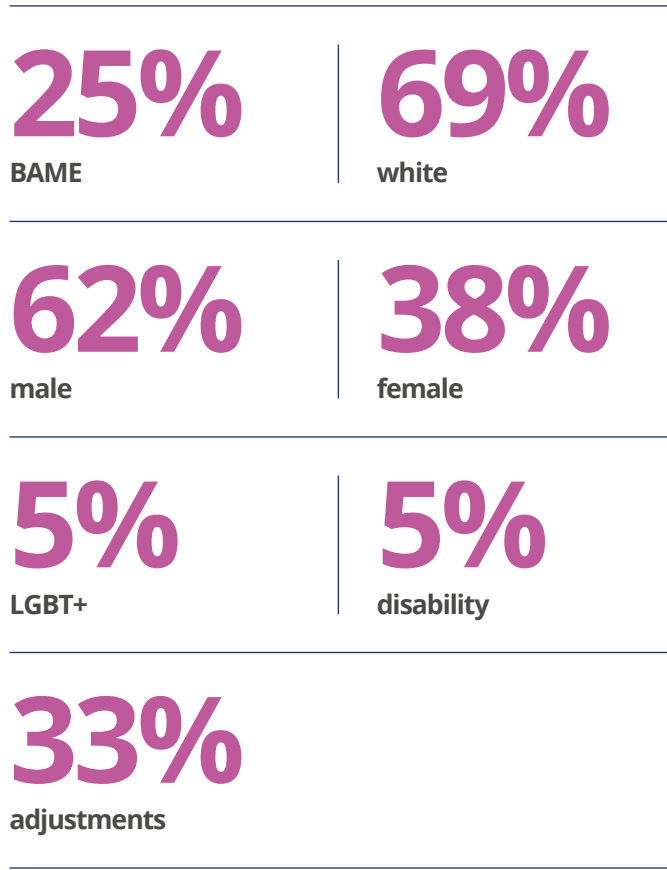
Progression and career development

HS2 is committed to developing our internal talent. Over the last year we have implemented a number of actions to support progression and career development for internal talent.

- **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 as a whole 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.

1. Our Workforce 2020/21 continued

The work in this area has delivered progression and career development opportunities which are proportionate to the diversity of the HS2 staff population. The data below shows the diversity make-up of all promotions during 2020/21.



1c. Equality, Diversity and Inclusion training and staff engagement

During 2020/21, HS2 rolled out new mandatory EDI e-learning for all HS2 core staff. This module launched in December 2020. We set a target of **90%** completion between December and March 2021 and are pleased to have exceeded this with **96%** of all core staff having completed the e-learning at the point of this report. Given a significant number of new starters each month it is particularly pleasing that completion rates have remained above 90%.

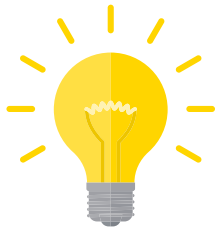
There have been a number of EDI engagement activities throughout 2020/21 including:

- Network webinars, on-line panels and events;
- inclusive recruitment for managers;
- unconscious bias;
- inclusive communications;
- disability and deaf equality workshops;
- dignity@work webinars; and
- the inclusion experience workshops.

A total of **2,494** attendees have been engaged in network activities, EDI workshops and activities during 2020/21 demonstrating an increase in EDI engagement of over **300%**.

Our staff networks have made a major contribution to the increased engagement across the business and have delivered a number of high-quality, accessible, online events. Digital engagement has proved an effective method for engaging more people on a variety of EDI topics.

2,494
attendees have been engaged in network activities, EDI workshops and activities during 2020/21



1. Our Workforce 2020/21 continued

Supporting and engaging staff throughout Covid-19

During 2020/21, staff engagement at HS2 has increased. Response rates increased by **4%**, from **78%** to **82%**. The engagement score has increased by **19%**, from **57%** in 2018 to **76%** in 2020.



Wellbeing support

Since the start of April 2020, HS2 Ltd ran five wellbeing surveys and one in-depth baseline engagement survey, with the purpose of gaining an insight into how our employees are feeling in relation to the four pillars of wellbeing (mental, physical, social and financial) due to social restrictions linked to the Covid-19 pandemic. These surveys allowed management to listen and act on staff feedback, enabling the organisation to support staff effectively during the pandemic.

Surveys showed that employees felt supported by their line manager/colleagues and were clear on what was expected from them. Areas to prioritise included how to cope with workload, taking sufficient breaks and agreeing adjustments to suit personal circumstances. Staff also indicated it was important to create greater engagement with mental and physical wellbeing and a need for improved understanding of how to access health and wellbeing services.

As a result, the resources listed below were made available and promoted across the organisation.

- Coronavirus updates and FAQs – with constant news updates on managing working from home and an eventual return to the workplace, including how to order equipment to work from home.
- Health and wellbeing resources, including support tools, tips, webinars and useful guides for supporting physical and mental wellbeing.
- Weekly wellbeing webinars including topics on financial wellbeing and physical health.
- Domestic abuse guidance with an awareness bi-monthly workshop and an additional disclosure training workshop.
- Launching Clear Talents Home Working environment assessment.
- Guidance on how to purchase and claim for IT equipment and accessories.
- IT guides to enable staff to work from home remotely.

“Two out of three staff feel HS2 has acted on feedback from the wellbeing pulses. As a result, response rates continued to rise.”

Staff Engagement Team

HS2

Engagement survey

The full engagement survey revealed a number of themes which are important for diverse groups across the organisation with career development being a consistent theme. The staff survey also revealed 8% of respondents perceived they had witnessed or experienced bullying and harassment at work in the last 12 months. HS2 is rolling out a programme of Dignity at Work webinars to address the findings.

1. Our Workforce 2020/21 continued

Despite some feedback indicating areas for improvement, when asked to describe the company culture in three words, ‘inclusive’ was the word used most often. During a year of unprecedented circumstances, this remains a major achievement.

Overwhelmingly our staff described the HS2 Company Culture as

‘inclusive’

Responding to Black Lives Matter

The events of the summer had a significant impact on perceptions of race relations globally. The killing of George Floyd in America brought this movement to global attention and had an impact on our staff and our organisation. HS2 chose not to respond with public, corporate statements of intent but instead reaffirmed our commitment to exemplar EDI practice and took the opportunity to rebrand and relaunch our BAME Network.

Our response included:

- internal articles related to BLM and our commitment to being an exemplar of EDI practice;
- CEO listening session with a variety of staff from various BAME backgrounds;
- signing the BiTC Race at Work Charter and committing to publishing Ethnicity Pay Gap information;
- relaunch of the BAME Network; and
- BAME Network Book-club and Courageous Conversation sessions.

Reverse mentoring programme

HS2’s reverse mentoring programme was set up to facilitate improvements to inclusive culture, awareness of diverse talent and engagement across business directorates.

Our programme launch was delayed from March to September to allow the organisation to respond to the changing work patterns required by the Covid-19 pandemic. Reverse mentoring was transformed to an online programme. Despite the change in delivery the programme has remained popular with HS2 leaders and employees alike. There were 74 SLT leaders who took part as mentees, who were paired up with as many junior mentors from diverse characteristics, backgrounds, working in various areas of the business.

Case study

BAME Network Bookclub

The killing of George Floyd in the USA put a spotlight on race equality in many parts of the world. Picking up on a company Interchange article which encouraged people to read ‘Why I’m no longer talking to white people about race’, Anasa Chisholm, a project management coordinator at HS2, ran a bookclub with her team to explore concepts in the book, fulfilling her EDI objective. The session was successful, and with the support of the CEO’s office, EDI team and the BAME Network, this pilot was turned into a company-wide bookclub which staff could choose to participate in. Sessions were facilitated, supported and hosted by Anasa and the BAME Network. More than **173** people from HS2 attended the book club including the HS2 Executive and Senior Leadership Teams.



1. Our Workforce 2020/21 continued

1d. Achieving accreditations and becoming an exemplar of EDI practice

Clear Assured

HS2 has achieved Platinum standard in all four categories of the Clear Assured best practice benchmark, the only organisation in the UK to have ever achieved it out of more than 450 participating organisations

HS2 has achieved
Platinum standard in all

four

categories of the Clear Assured
best practice benchmark



HS2 received the award in recognition of its commitment to embedding inclusive best practice into all elements of its work, including the design and delivery of Britain’s new railway.

In less than 10 months we have enhanced our Clear Assured rating from Gold to Platinum. Through evidence-based assessment, we demonstrated we have moved beyond ensuring our policies and procedures underpin the diversity and inclusion strategy, to demonstrating that our ideology is based on diverse talent being included in every aspect of operational performance.

The Platinum assessment included:

- four deep-dive case studies covering: Organisational Design, Reverse Mentoring, Community and Stakeholder Engagement and Inclusive Design (Curzon Street);
- stakeholder interviews including the Board Diversity Champion, CEO, Human Resources Director, and a range of subject matter expert interviews;

- focus groups: with our workplace forum (employee representative body) and our reverse mentors and mentees; and
- staff survey EDI data.

During a year of unprecedented challenges, we are proud to have achieved one of our strategic goals to be an exemplar of EDI practice. Despite our Platinum accredited status, we are not complacent and acknowledge there is much more that we can do as an organisation and for the sector through our supply chain.

Armed Forces Covenant

HS2 has retained the Armed Forces Covenant Defence Employer Recognition scheme GOLD status. HS2 is also a founder member of the Military is Good for Rail network which helps the community find opportunities across the whole industry.

Disability Confident Leaders

HS2 has been re-accredited as a Disability Confident Leader. The highest level of accreditation on the Disability Confident Scheme.

Case study

Being re-accredited as a Disability Confident Leader

HS2 submitted evidence of using inclusive communications, promoting vacancies to disabled people, implementing adjustments in the workplace, and fostering a disability-inclusive culture. Since 2020, the new leadership criteria requires additional evidence of taking employees’ mental wellbeing issues seriously, outlining all steps taken to address them. We were successful in meeting the new accreditation standards due to the collaborative work undertaken by our HR engagement team, EDI team, 2gether staff network and occupational health teams.

2. Design and operations

Equality, Diversity and Inclusion – Operations is an area of our work which ensures we improve the health, safety and wellbeing for our worksite staff by embedding inclusive approaches into our Health and Safety practices in collaboration with our Health and Safety teams.

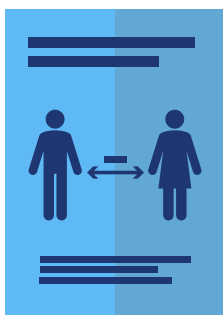
2a. Inclusive Health and Safety

In 2020/21, we started the year embedding best practice learned from enabling works to our main works stations improvement plans. With the spread of Covid-19, a global pandemic highlighted the need for an inclusive approach to health, safety and wellbeing.

In 2020/21, we implemented a number of inclusive practices on site:

- common language reporting facilities introduced into our HORACE incident reporting tool;
- inclusive signage – including multi-lingual and easy-read approaches to Covid-19 related safety standards;
- introducing Modern Slavery monitoring and action plans;
- EDI training for our site staff and managers;
- wellbeing check-ins for operatives vulnerable to Covid-19; and
- flexible working for site staff as an approach to fatigue.

Multi-lingual
and easy-read approaches to Covid-19 related safety standards



Case study

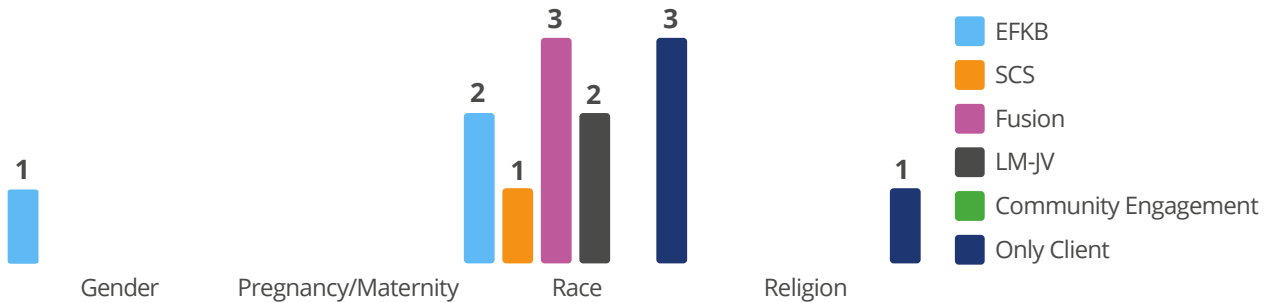
Flexible working to better health, safety and wellbeing

Main works joint venture SCS has created an initiative ‘Flex SucCecS’ which is a way for people to focus from hours worked to outputs achieved. Employees design their schedule to suit them, in consultation with their line manager and team. Schedules can change: 88% of staff choose to work flexibly, 70% have taken flexi days off and 100% of managers were trained on managing flexible working teams. The main impact has been on productivity: 41% of staff identified improved productivity as the biggest change. And a study group showed that only 65% of weekly objectives were met before flexible working compared to 82% during. Some 94% said flexible working has contributed positively to personal wellbeing. The number of people that indicated they had a good work/life balance increased from 27% to 58% after they started flexible working.



2. Design and operations continued

Incidents with EDI implications by team/contractor April 2020 – March 2021



In 2020/21, the EDI team in collaboration with the Health and Safety team started measuring incidents with EDI implications in their HSPI scoring. Measuring EDI in health and safety gives us an understanding of how diversity can factor in people’s health, safety and wellbeing.

The graphic above is an example of the first year in which we measured the EDI incidents across enabling works contractors.

The graph shows Health and Safety reported incidents with elements of EDI from April 2020 to March 2021. Over the year, the most common incidents reported were related to race. We have seen an increase of incidents between members of the public and protesters demonstrating antisocial behaviours towards workers. These incidents have been raised on HORACE and actioned by the site, H&S and EDI teams.

Actions taken on site include immediately speaking with the worker, reporting it on HORACE and follow up with the individual. In some cases criminal charges have been filed. In addition, HS2 has rolled out:

- HORACE relaunch: communicated that HORACE is now available in multiple languages and ability to report EDI categories;
- Respect toolkit roll out which can be found on HS2 interchange and IMS (Information Management System). The toolkit is an in-depth guidance tool on actions to take if there is an incident in the office, on site or at a community engagement event;
- Frontline leadership training: health and safety training which actively demonstrates how to have safety conversations for incidents on site. This includes incidents of racial abuse and how site workers would interject or handle these situations; and
- Regular inclusive health and safety reporting: in 2021/22, regular EDI incident reporting will align with the quarterly H&S reporting to highlight any incidents on site.

We continue to mature our approach to inclusive health and safety and will deliver a learning legacy during 2021/22 outlining best practice approaches to this topic for major infrastructure programmes in the future to learn from.

2. Design and operations continued

2b. Managing Modern Slavery

HS2 Ltd identified and appointed a supplier who can provide passport scanning software with facial recognition technology to mitigate the risk of modern slavery.

Balfour Beatty Vinci SYSTRA have been trialling the system at the Old Oak Common station site since December 2020. As part of the verification process, all workers are requested to bring their identity documents on their first day at site. They must pass the passport verification process to be allowed on site. Additionally, workers are asked to download the 'Unseen' app which details the signs of modern slavery.



Through our Modern Slavery and Human Trafficking Statement we are sending a clear message that we will not tolerate any exploitation of vulnerable workers on our project. At HS2, we're committed to building the railway in a responsible, ethical manner, and expect our supply chain to uphold the same high standard of behaviours."

Mark Thurston
CEO at HS2 Ltd

Further Information which includes the modern slavery statement: [hs2.org.uk/modern-slavery-and-human-trafficking-statement/](https://www.hs2.org.uk/modern-slavery-and-human-trafficking-statement/)

2c. HS2 and Inclusive Design

During 2019/20, the Inclusive Design Team have updated HS2's Inclusive Design Strategy. The document has been updated to support revised Inclusive Design Technical standard. The revised standard maintains our focus on delivering 'street-to-seat' accessibility on the core HS2 network. It identified the role of Network Rail Built Environment Accessibility Panel (BEAP) as a consultative stakeholder in supporting our inclusive design delivery and the use of Equality Impact Assessments for major assets, such as the Phase One stations.

Since the last publication of the EDI Annual Report, we have completed our Equality Impact Assessments for RIBA 3 (Developed Design) stages for Old Oak Common, Curzon Street and Interchange stations. The overall findings show that we are meeting HS2's Inclusive Design Commitments.

From these findings in the Equality Impact Assessment, the next steps will be:

- consultation with the Built Environment Access Panel (BEAP) on the proposed customer assistance and wayshowing strategies;
- agree specification/design of customer information hubs;
- Station Common Design Elements (lifts, toilets, etc.) to be developed by IPTs and Stations Design Service Contract; and
- Further Design Considerations such as public realm elements, specifications of lifts and public address systems and finishes in stations.

2. Design and operations continued

In 2021/22, the Inclusive Design Team will be:

- progressing with the engagement of the BEAP over the elements such as the rolling stock design and build;
- applying to the Construction Industry Council (CIC) Inclusive Environments Recognition Scheme at organisational level; and
- progressing with our Station Common Design Elements Wayshowing Strategy and ensuring inclusive design is an integral element of all elements.

The inclusive design approach for staff facilities will be critical. For example, HS2 trains will be maintained at Washwood Heath, which will operate 24 hours a day, 365 days a year with up to 500 staff working in shifts including jobs within the depot, maintenance, support staff, and train drivers who will start and finish their day at Washwood Heath Depot. This will be an area of additional focus in 2021/22.

Case study

Accessible toilets and adult changing places facilities

The design of stations and rolling stock will be based on the people using them, and developing a better understanding of users and their needs is key to defining the best solutions and informing the development of new standards and best practice. Bridging this gap will improve toilets on station platforms, both for wheelchair users and for people requiring specific features for a range of needs. These are additional provision which exceed best practice.

There is an opportunity to improve platform toilets to enable easier and wider use of this facility, including people who aren't wheelchair users but require easily accessed toilets in which a range of features can be found for their needs.



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
CEO at HS2 Ltd

Inclusive design document can be found here: assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/960672/D6_Inclusive_Design_Policy_v1.2.pdf



3. Consultation and Community Engagement

We aspire to deliver the Project the right way, respecting communities so we maintain a social licence to operate.

3a. The hybrid Bill process

To secure the powers required to construct and operate the railway, HS2 uses the hybrid Bill process. It is a fundamental part of our work. The hybrid Bill Delivery Directorate is responsible for the passage of hybrid Bills through the Parliamentary process.

Phase One of HS2 was authorised by the High Speed Rail (London – West Midlands) Act 2017; and Phase 2a of HS2 was authorised by the High Speed Rail (West Midlands – Crewe) Act 2021, which received Royal Assent in February this year. We plan to deposit a hybrid Bill for the western leg of Phase 2b (Crewe to Manchester) in early 2022, or sooner if possible.

Engagement and consultation with our diverse communities along the route during the development and passage of the hybrid Bill is an essential element of the process.

Case study

Community Interest Company

A working farm on the Phase 2a route is also home to a Community Interest Company (CIC) providing care services to groups who share protected characteristics. The farm's suitability to offer therapeutic activities relies on its tranquil, rural setting. The likely loss of land and noise and visual effects due to the construction and operation of Phase 2a may affect these services. This could have adverse effects on health, wellbeing and equality for users of the farm. During the hybrid Bill stage, HS2 worked in partnership with the CIC to understand the site and its use. We sought the advice of specialists in autism and EDI and undertook further noise surveys to inform a detailed report to look at practical solutions.

Commitments were given on the provision of alternative classrooms in a different location to avoid disruption from operational noise and on the establishment of a steering group with the farm. The group oversaw discussions, seeking ways to accommodate the farm's educational needs, so that the community can continue to enjoy and use the farm.

We also provided additional operational noise mitigation by amending the scheme to extend a noise barrier fence.

Regular users of the CIC's site include local schools who support children with neurodiversity conditions and adult learning disability groups. Any significant reduction in the range and quality of services available at the farm could adversely affect the health and wellbeing of service users, such as those with mental health problems, multiple learning difficulties, autism spectrum disorder and emotional difficulties, by limiting opportunities for therapeutic activities.



3. Consultation and Community Engagement continued

3b. HS2 Land and Property Ministerial Review 2020 – easy read materials

We have been acquiring property since 2011. About £3.6 billion has been spent and approximately 1,250 properties have been acquired to date.

£3.6 billion

spent on property acquisition

1,250

properties acquired



The Land and Property Review was conducted by the Department for Transport during May and June 2020. The review produced 36 proposals which are intended to transform the way in which people and businesses affected by HS2 are treated.

The fifth proposal of this report recommend the following:

‘HS2 Ltd should also ensure all its communications on land and property matters are clear and easy to read and are supported by ‘easy read’ guidance and fact sheet material.’ [gov.uk/government/publications/hs2-land-and-property-review-2020/hs2-land-and-property-review-findings-and-proposals](https://www.gov.uk/government/publications/hs2-land-and-property-review-2020/hs2-land-and-property-review-findings-and-proposals)

Colleagues across Land and Property assessed how easy read was being used. It became clear that while our use of the Plain English Campaign to gain Crystal Mark accreditation was extensive, we had not fully embraced materials for those who needed a more straightforward approach. We worked with Community and Stakeholder Engagement and vulnerable people provider POHWER to review easy read materials and suggest ways we could improve our offer.

The review included holding several workshops and testing our proposed outputs in advance of agreeing a way forward.

It was decided that initially we will offer easy read materials for all property assistance schemes and ensure that easy read documents are included in all engagement plans to assess the suitability for each topic. We will continue to review easy read annually to ensure our offer meets our users’ needs and is as accessible as possible.

By working with POHWER, we have ensured the materials produced by Land and Property now consider all groups from the first stage of delivery.

3c. Community Engagement at HS2

The HS2 community engagement strategy, published in autumn 2017, describes how we seek to deliver the Project the right way. Our strategy is focused on 10 community commitments which describe how we will behave and what we will deliver. We publish our progress against our Community Engagement Strategy and 10 commitments every six months. A collection of all our reports to date can be found on the link below.

These reports describe how we are being a good neighbour and living up to our promises through key statistics and case studies. [hs2.org.uk/documents/collections/community-engagement-progress-reports/](https://www.hs2.org.uk/documents/collections/community-engagement-progress-reports/)

3. Consultation and Community Engagement continued

We are committed to learning and improving, and changing our approach to meet different needs, at different times. As we have built our insight programme, we have regularly adapted our engagement approaches and run programmes of targeted campaigns, as we have learnt from feedback and listened to communities – this includes an ongoing aim to reach more diverse audiences. This involved adapting our approach and finding new ways of engaging during 2020/21 to ensure we continued to reach a wide range of audiences despite the restrictions of Covid-19 and lockdown.

Since the start of the pandemic we have kept our Helpdesk fully operational all day, every day, with no reduction in service. The Helpdesk continued to be the first port of call for all questions and concerns about the Project.

We also kept communities informed through our HS2 community websites and regular alerts to our subscribers, issued newsletters and maildrops, and continued engagement with local community groups through new and improved virtual formats.

These enhanced engagement tools and digital channels helped us continue conversations with communities and stakeholders as well as extend our reach. We also introduced webinar programmes on local business opportunities and archaeology findings.

What communities said

Need to reach new and more diverse audiences

What we did

Introduced a range of digital and virtual channels, which helped us reach wider and more diverse audiences in 2020 and 2021. This has included virtual exhibition rooms, a wide range of webinars and virtual one-to-one meetings with community members.

We now capture demographic information so we can measure the diversity of the audiences we reach.

What communities said

Need to reach younger audiences

What we did

We now use targeted Facebook adverts and social media to promote key events around stations and key design elements, and we also design events, targeted to attract younger people. We have worked with schools to develop new initiatives such as a competition to name a tunnel boring machine.

Case study

Talking HS2 with LGBT+ communities

HS2's LGBT+ employee network Onboard hosted a webinar on HS2 in Birmingham for LGBT+ professionals and their Allies in May 2020. The event was delivered in partnership with the Midlands Alliance Network, with more than 100 people joining to learn about the Project, including the benefits for the Midlands, the plans for Curzon Street station, and our heritage and archaeology finds. The webinar took place during the week where we marked International Day Against Homophobia, Transphobia and Biphobia and is part of HS2's commitment to engage with diverse audiences.

HS2 | Onboard Network



3. Consultation and Community Engagement continued

3d. Supporting our communities: Advocacy Support Service

We commissioned an independent advocacy and support service to help people who may be disproportionately affected by our work due to a long-term medical condition or disability which could worsen during construction activity. Our new service went live in autumn 2019 and continues to be available to members of the community along the route. The service provides independent support to people whose personal circumstances, disability, or long-term medical condition impact their ability to self-advocate. It provides advice to help people understand HS2 documents and complete paperwork.

Our Community Engagement and Land and Property teams have all been trained in the purpose of the service, how to access it and how to refer vulnerable members of the public to the service for direct support. Support to the public can be provided over the telephone, or face-to-face – whatever is most appropriate for the individual. So far, almost 50 people have been supported, many with complex issues. The majority live on the Phase One route, with the highest concentration in Camden.

almost

50

people supported through the Advocacy Support Service



3e. Bringing opportunities to communities: HS2 Job Brokerage

Our new Jobs Brokerage showcases vacancies on the Project and helps people from under-represented and disadvantaged groups to access job opportunities on HS2.

In the context of the Covid-19 pandemic, it is even more important that we demonstrate how we are supporting the economic recovery of the UK – the Job Brokerage service does this. With increased unemployment particularly in under-represented groups such as young people, those from the BAME community and disabled people, it is important to ensure that we are targeting job opportunities and making them as accessible as possible.

The HS2 Job Brokerage service launched in January 2021. It involves us working with Job Brokerage Partners (JBPs) to provide employment support to help people into work, particularly people from disadvantaged and under-represented groups.

JBPs identify candidates for roles posted on the HS2 Jobs Board and support individuals in applying for the vacancies, boosting economic recovery in local areas.

3. Consultation and Community Engagement continued

JBPs also bring together smaller, niche organisations to help people into work. They work with a network of referral organisations that have expertise in supporting specific groups, some with protected characteristics. Examples include organisations working with refugees, tenants in social housing, people with disabilities and young people.

The HS2 Jobs Board brings together vacancies across our supply chain. It is a searchable jobs board hosted on the HS2 Ltd website, accessible to JBPs and jobseekers. The HS2 Jobs Board can be found here: hs2.org.uk/careers/careers-with-our-supply-chain/jobs

An Equality Impact Assessment (EqIA) was produced as part of developing the Job Brokerage model. The EqIA took account of quantitative data to highlight how people from the nine protected characteristics, as per the Equality Act 2010, interact with the labour market and the ways in which employment support can be tailored to meet their needs. In addition, the Employers Network for Equalities and Inclusion ran several focus groups to draw in qualitative information from jobseekers, in relation to their labour market experiences, and HS2's Tier 1 contractors.

3f. Environment and town planning (CEF/BLEF)

The £40 million Community and Environment Fund (CEF) and Business and Local Economy Fund (BLEF) provides funding to local communities and businesses that are demonstrably disrupted by the construction of the high-speed railway between London and the West Midlands.

The independent administration of these funds is managed for us by the charity Groundwork who ensure both funds remain available for applications throughout the construction of Phase One. Follow this link for the Groundwork: hs2funds.org.uk/2019/03/29/hs2-community-business-funds-annual-review-2018-2019

£40 million

worth of funding for local communities and businesses through the HS2 Community and Environment Fund and Business and Local Economy Fund



3. Consultation and Community Engagement continued

🔍 Case study

Drummond Street

Drummond Street in Camden, London – famed for its South Asian cuisine – has secured £650,888 for a revitalisation programme after Camden Borough Council, in partnership with Euston Town BID, was successful in its application to the HS2 Business and Local Economy Fund (BLEF).

The Drummond Street Neighbourhood Revival project will transform Drummond Street and add to its attraction as a food destination hub. The project features public realm improvements to Drummond Street and the surrounding area, upgrades to the visual aspects of the buildings and support to businesses.

The area is of cultural significance as the restaurants originated in the 1960s and 70s reflecting the arrival of migrants from South India and Bangladesh.



🔍 Case study

Anawim Women Working Together

Anawim Women Working Together has been awarded £73,115 for the project 'Out of the Shadows' from the Community and Environment Fund (CEF). Anawim Women Working Together is a registered charity based in Balsall Heath in Birmingham. They were founded in 1986 as part of a Catholic mission to befriend and support women involved in prostitution.

Focusing on Washwood Heath in Birmingham and using over 30 years of expertise in supporting women, the charity will create a safe drop-in space where women can get help and advice on issues including: housing and homelessness; domestic violence; sexual violence and exploitation; monetary and benefit problems; mental health problems; alcohol and substance abuse; and unemployment.

This project will support the women to take advantage of the opportunities provided by HS2 such as new employment.

The charity hopes that the data collected and the experience they will gain as part of this project will enable them to have a stronger basis for applying for further funding to combat the social issues in Washwood Heath. The project is set to benefit about 275 people. ipwm.org.uk/Anawim-Women-Working-Together/Pathway-Services/

4. Corporate supply chain

To demonstrate our corporate spend benefits organisations from diverse communities across the UK, we monitor engagement and spend with small and medium-size enterprises (SMEs) and with minority-owned suppliers.

Note: The following data set represents information gathered at the point when companies have registered on the HS2 tendering portal. It accounts for those suppliers with which we have spent more than £10,000 between April 2020 to March 2021.

We use the following definition of diverse suppliers:

“**Businesses where women, BAME (Black, Asian and Minority Ethnic), LGBT+ (lesbian, gay, bisexual or transgender) or disabled people make up more than 50% of the partners or directors in day-to-day control of the business, or where a sole proprietor is from one of these groups.**”

The total HS2 corporate supply chain spend has increased by £1193.9m compared with the previous year. Over this period HS2 have engaged 53 more businesses and increased the spend by **£6.2m** with BAME-owned businesses, and by **£2.5m** with business owned by disabled people. There has been a decrease in spend with women-owned businesses of **£52.8m** compared with last year. LGBT+ remains unchanged from last year with zero spend.

£6.2m increase in spend with BAME-owned businesses

£2.5m increase in spend with businesses owned by disabled people

The proportion of women and ethnic minority-owned businesses that supply to HS2 has reduced marginally over the past year.

Total spend with SMEs and micro-organisations

Total spend with SME businesses this year	£105.9m
Total spend with micro-organisations this year	£13.9m

Representation of diverse-owned suppliers	Percentage
BAME	2%
Women	8%
Disabled	1%
Total	11%

Diverse-owned suppliers	Total Spend
BAME	£20,000,000
Women	£24,700,000
Disabled	£2,700,000
LGBT+	£0
Total	£47,400,000

5. HS2: Supply Chain EDI Report

Our supply chain consists of both Tier 1 direct HS2 suppliers and indirect Tier 2 and Tier 3 subcontractors. Tier 1 suppliers are tasked with delivering outcomes that meet or exceed the industry diversity averages. To measure this, we use comparative measures from HS2 Ltd workforce, construction, engineering and infrastructure sectors. This provides us with the sector averages figures sourced from the Mayor of London’s 2020 report ‘Supporting diversity and inclusion in the infrastructure sector’; the Royal Academy of Engineering’s 2018 ‘Closing the engineering gender pay gap’ report; and Office for National Statistics’ Labour Force Survey 2019 by GMB, the construction workers’ union.

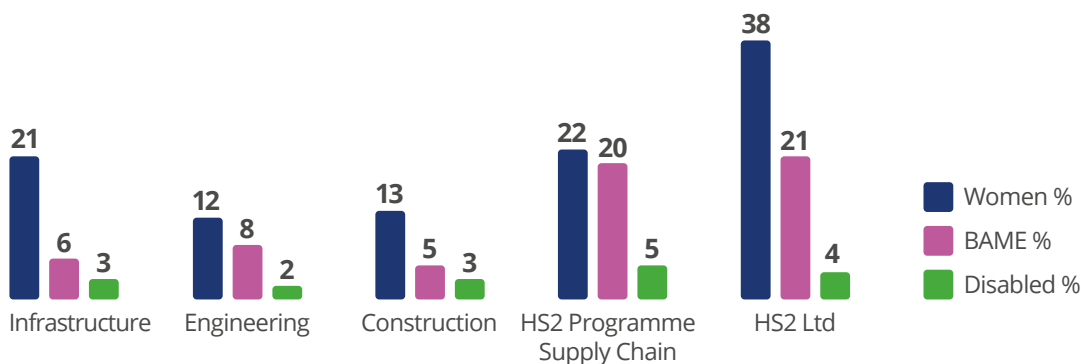
Tier 1 main suppliers and HS2 Ltd employees demonstrate that workforce diversity across gender, ethnicity and disability remain, is for the most part, above the levels for infrastructure, engineering and construction sectors.

During the past year, our Tier 1 suppliers have been tasked with delivering challenging contractual requirements in addition to addressing areas for performance improvement. We are encouraged by their collective efforts which have led to the outcomes in this report.

The bi-annual Performance Management Update submitted by the Tier 1 suppliers during September 2020 and March 2021 provides insight on how well they are doing across a range of EDI requirements:

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

Workforce diversity sector averages versus HS2 Ltd and HS2 Programme Supply Chain



Note: HS2 Programme supply chain and HS2 Ltd. are exceeding industry averages for diverse workforces. HS2 Ltd workforce diversity shows that a proportion of those that identify as disabled is lower than those that have requested and been provided with moderate to substantial adjustments which currently stands at 35%.

5. HS2: Supply Chain EDI Report continued

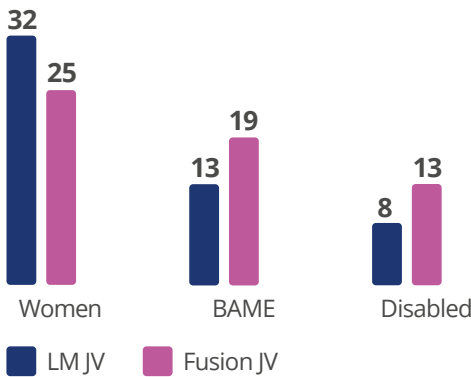
Enabling works JV contracts March 2021 – LM JV and FUSION

Joint Ventures	Size of workforce
Laing O'Rourke and J Murphy & Sons Ltd (LM) Joint Venture	143
Fusion Joint Venture (Morgan Sindall Infrastructure, BAM Nuttall and Ferrovial Agroman)	183

During the past year, only two remaining joint ventures LM and FUSION have 'live' contracts. There has been a reduction in the overall workforce population as a result of staff leaving the Project and those returning to their parent companies.

Compared with last year, workforce diversity across the three diverse groups have generally remained steady with LM JV showing an increase by **6%** to **32%** for women. FUSION showed a **3%** increase to **13%** for disabled employees.

Enabling works – LM JV and FUSION JV



+6%

increase in women in the LM JV workforce

+3%

increase in disabled staff in the FUSION JV workforce

5. HS2: Supply Chain EDI Report continued

Main works JV contracts March 2021 – ALIGN, SCS, BBV and EKFB

Contractor	No. of Contractor workforce	No. of Subcontractor workforce
ALIGN	128	2106
SCS	580	1986
BBV	620	1577
EKFB	501	2035

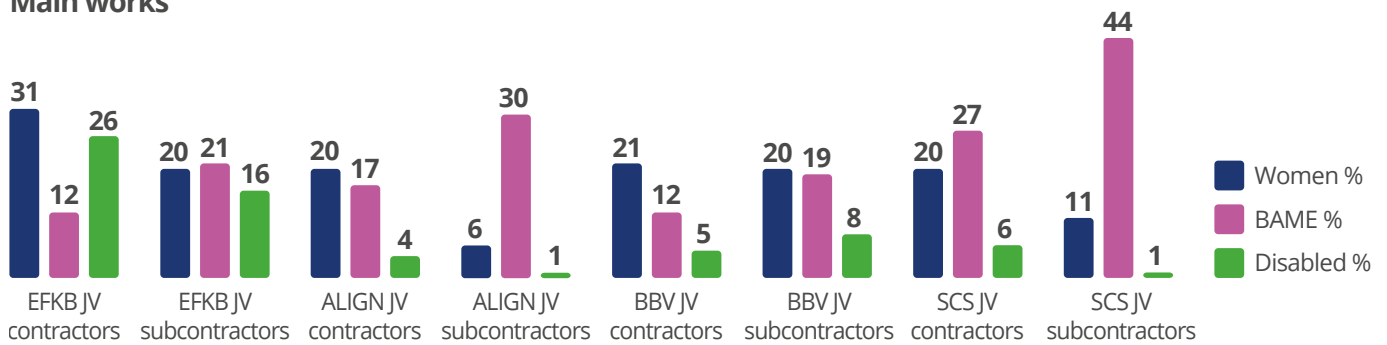
+24%

increase in proportion of disabled staff in the EKFB JV workforce

30%

of subcontractor workforce is BAME population in ALIGN JV

Main works



The past year has seen an increase in direct recruitment activities across the JVs with the doubling of workforce numbers in some instances. This was inevitable during the move to Stage Two of the Main Works Civils Contracts.

EKFB JV has shown increases across its contractor population with the proportion of disabled staff employed increasing from last year by **24%**. There has also been an increase in the proportion of women within the contractor population by **11%** compared with last year. There has been a **15%** decrease in the proportion of BAME staff since 2019/20. Despite the decrease since 2019/20, the proportion of BAME staff is still well above industry benchmarks.

ALIGN JV contractor population across the three diverse groups has remained steady from last year with minimal changes. The subcontractor BAME population has shown slight decrease by **4%** to **30%** this year, but it must be noted this is still above the industry diversity averages and **9%** more than HS2 Ltd population.

BBV JV contractor population has also remained steady with minimal changes across the three diverse groups, with the women’s population the second highest across main works. The subcontractor population shows that BAME groups are the third highest proportion at **19%** above sector average.

SCS JV contractor population shows a decrease in the proportion of women by **9%** compared with last year. The biggest decrease by **15%** is the proportion of those with disability from **21%** last year to **6%** this year. There is an increase in BAME representation of **13%** compared with the previous year.

+19%

above sector average BAME proportion in BBV JV workforce

+13%

increase in the proportion of BAME staff in the SCS JV workforce

5. HS2: Supply Chain EDI Report continued

South station construction partners – BBVS JV and Mace/Dragados JV March 2021

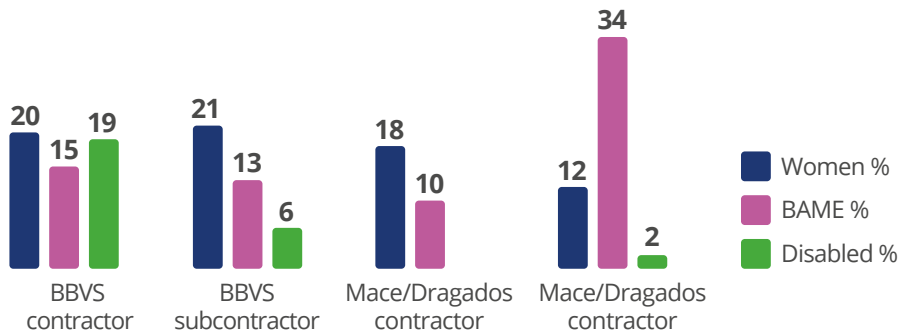
	Number of contractor workforce	Number of subcontractor workforce
BBVS	176	731
Mace/Dragados	238	1040

19%
of BBVS JV contractor workforce population have a disability

34%
BAME population for Mace/Dragados JV Subcontractor

This year we have for the first time provided the data for both South station construction JVs. They have performed well as the workforce diversity for BBVS JV show 19% of its contractor workforce population has a disability; with Mace/Dragados JV Subcontractor BAME population at 34%. Both are above the industry diversity averages.

South station construction partners



5. HS2: Supply Chain EDI Report continued

Delivery partners – Jacobs, Atkins, Sener JV (EDP) and Bechtel (DP)

	No. of Contractor workforce	No. of Subcontractor workforce
Bechtel	46	28
Jacobs JV	193	0

The HS2 delivery partners have a combined workforce of 239 that has increased from last year. However Jacobs JV has seen an increase by **3%** for BAME workforce to **15%** and a **2%** increase in the proportion of women in the workforce to **27%**. Bechtel has taken measures to improve its inclusive recruitment approach with competency-based interview questions and selecting more diverse interview panels to reduce bias. The additional activity by Bechtel has not yet resulted in an increase in the proportion of women, BAME or disabled staff.

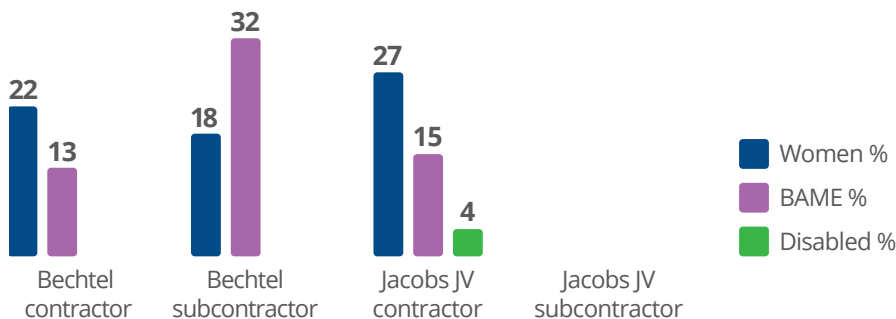
+3%

increase in the proportion of BAME staff in the Jacobs JV workforce

+2%

increase in the proportion of women in Jacobs JV workforce

DP and EDP partners



5. HS2: Supply Chain EDI Report continued

Supply chain LGBT+ data

This is the first time we report LGBT+ supply chain workforce data. Although the publication of this data is an industry first across a major project supply chain, there remains more to do. The supply chain LGBT+ workforce remains low at 2%, made up of lesbian women and gay men. No data for bisexual or transgender supply chain staff has been disclosed. An area of focus for 2021/22 will be in supporting our supply chain to encourage and improve data capture across all LGBT+ categories.

5a. Accreditation and areas of improvement

At the time of this report **15** out of **18** of the Tier 1 suppliers have attained a verification standard that includes National Equality Standard, Web Accessibility double AA standard, Disability Confident Leader, Investors in Diversity, Leaders in Diversity and Clear Assured. This is an increase from **12** of **18** Tier 1 suppliers that have now attained an externally verified EDI standard in the 2019/20 report.

15/18

of the Tier 1 suppliers have attained a verification standard



Increases in attaining EDI accreditation in the supply chain have benefited from closer monitoring and scrutiny through our Strategic Relationship Management (SRM) team. Two of the suppliers, EKFB JV and SCS JV, have attained Disability Confident Leadership Status; with a further two suppliers, Aecom JV and Atkins, gaining Disability Confident Employer status (Level 2), taking the total to **17** out of **18** suppliers who are Disability Confident.

17/18

suppliers are now Disability Confident



Supply chain: EDI training

The completion rates for EDI-related training covering fair recruitment, anti-discrimination in recruitment, training and appraisals, accessible communication on average is **85%** across enabling works and main works suppliers. More focus over the next year must be given to increase the uptake for other EDI-related training on bullying and harassment and disability confidence.

85%

completion rate for EDI-related training



5. HS2: Supply Chain EDI Report continued

Case study

Improving EDI learning across the sector

During 2020/21, we have extended our collaboration to improve opportunities to access learning for organisations in the sector. HS2 Ltd, Highways England, Network Rail and Transport for London have joined forces in encouraging small and medium-sized businesses to register for free training courses, designed to improve their prospects of meeting Equality, Diversity and Inclusion (EDI) supply chain requirements and to help them secure future contract opportunities. Working in partnership with the Supply Chain Sustainability School, the four transport bodies want to make it easier for companies to demonstrate their commitment to EDI. The Fairness, Inclusion and Respect (FIR) Programme has been developed for the construction industry to provide an industry context to the EDI agenda.



“

The opportunity to collaborate with Highways England, HS2 and TfL to support our respective and often shared supply chains, so that we are building diversity and inclusion confidence and practices within our sector, was too important to miss. We're pleased to be able to support the Supply Chain Sustainability School in this way and to further our shared ambition to have a more diverse and inclusive working environment.”

Loraine Martins OBE

Director of Diversity and Inclusion at Network Rail

“

We are delighted to be working closely with HS2, Network Rail and TfL and the Supply Chain Sustainability School to grow our supply chains' EDI capability and resilience. We are committed to this agenda and are looking to bring positive and lasting change by delivering meaningful social impact and value through this work.”

Malcolm Dare

Executive Director of Commercial and Procurement at Highways England

Summary

We have responded well to the unprecedented challenges that have emerged during 2020/21 and we continue to develop, implement and support best practice approaches to equality, diversity and inclusion. We continue to raise standards of EDI practice across HS2 Ltd and the wider industry by working in collaboration with our supply chain and other infrastructure client organisations.

Our approach to EDI remains award-winning having been recognised this year by achieving:

- RIDI Inclusive Recruitment Team of the Year;
- Clear Assured Platinum Award; and
- Disability Confident Leader Re-accreditation.

We are particularly proud of achieving Clear Assured Platinum Accreditation and setting a standard for others in our sector and across the UK to aspire to.

We are also aware of the challenges ahead.

As the main works contracts ramp up to full operating capacity, requiring significant resources in disciplines with traditionally less diverse talent pools, maintaining and/or improving the gender balance both for HS2 Ltd and our supply chain will become increasingly challenging.

During 2021/22, areas of focus for our EDI work will include:

- improving the gender balance of the HS2 workforce to 40% women;
- further reducing the gender, ethnicity and disability pay gaps by 1%;
- improving BAME representation to 23%;
- supporting our Tier 1 contractors to achieve EDI accredited standards;
- supporting our contractors to embed exemplar approaches to modern slavery; and
- being recognised against the Construction Industry Council (CIC) Inclusive Environments Recognition Scheme at an organisational level.

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