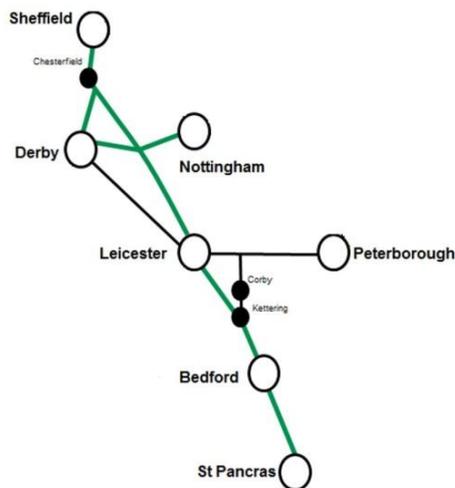


## Collaborative working to establish a diversity baseline Midland Mainline programme framework contractors

### BACKGROUND

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The Midland Mainline Programme (MMP) is an extensive programme of upgrades, renewals and electrification of the railway line between London St Pancras and Sheffield. The client, Network Rail and the main [framework] contractors working on this project are: Carillion plc, Carillion Powerlines (CPL), Murphy, AMCO and Galliford Try.



*Midland Mainline  
Programme (MMP)  
route*

Carillion plc and Network Rail worked with the other MMP contractors to form a Sustainability Forum. This has been active since early 2015. The Forum has produced a Sustainability Strategy and related strategies (e.g. an Employment, Skills and Training Strategy) which have all been endorsed by the MMP Board and are now being implemented.

### WHY BASELINE DIVERSITY?

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Led by Carillion, the MMP contractors have jointly developed an Employment, Skills and Training (EST) Strategy. This includes the objective **“we will develop a culture of diversity and inclusion”** and a defined set of implementation actions, including:

- Establishing internal processes to collect workplace diversity data, in compliance with Data Protection Act
- Annual reporting regarding the diversity of workforce delivering the IPEM contract

These actions were identified as being necessary because at the time when the strategy was being prepared, there wasn't any data available on the diversity of the project workforce<sup>1</sup>. The success of other diversity and inclusion actions could not be effectively monitored if the overall diversity of the workforce was not known and tracked.

Some diversity monitoring does take place. Network Rail and Carillion plc, for example, collect data on the overall diversity of their employees, but this cannot currently be produced for specific projects or workplaces.

### IMPACT & BENEFIT REALISED

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<sup>1</sup> The FIR project has found that this situation is very common in construction.

- ✓ Survey responses indicate a good level of worker engagement:
  - Over 200 questionnaires returned
  - Levels of disclosed disability were 10 times industry average<sup>2</sup>
  - Respondents disclosed themselves as being more slightly diverse than industry average in relation to gender in construction and above average in relation to ethnicity and gender in rail
  - Responses in relation to sexual orientation indicate diversity, below estimated levels in general population – but more people chose not to respond to this question than to other questions
  - Responses to gender (transgender):
    - provide a very useful baseline where there is none for the general population
    - Are particularly encouraging as an indication of effective staff engagement
- ✓ Findings also indicate issues that might usefully be addressed to increase diversity on site, particularly in relation to gender:
  - Only around 3% of respondents work part time
  - Nobody works as a job share
- ✓ Project team are now more confident in working to progress their diversity and inclusion objective

### WHAT MMP CONTRACTORS HAVE ACHIEVED

On 28<sup>th</sup> January 2016 the MMP Sustainability Forum organised a Fairness, Inclusion and Respect (FIR) workshop, in Derby, for all MMP contractors, supply chain partners and the client, Network Rail. This was attended by around 90 people and jointly chaired by the Network Rail Programme Director and Carillion Operations Director. The high level of turnout at the event, and the considered nature of discussion, encouraged the organisers to press ahead with activity to progress their diversity and inclusion objective “***we will develop a culture of diversity and inclusion***”.

A priority first step was to understand the current diversity of the workforce. The Carillion Community Relations Advisor was tasked with addressing this. She has extensive, previous experience in financial services company, where diversity and diversity monitoring is embedded into its daily ethos, and so was experienced enough about diversity issues to move the strategy forward with confidence.

A diversity questionnaire was drafted, using questions already used by Carillion plc. It was made available in two formats, on paper and as an on-line survey via the Survey Monkey system.

MMP delivery partners Carillion, Carillion Powerlines, Murphy, AMCO and Galliford Try sent an email out to all their project workers and also to their supply chain partners explaining the information that the survey was seeking, why and how it would be used, and asking people to complete it. The email included a link to the Survey Monkey questionnaire.

The paper version was made available on site, for those people who did not have access to a computer. The survey was briefed out to operatives and other on-site workers and they were asked to complete and return it. Workers returned paper forms by handing them to their supervisor, line manager or the Community Relations Advisor.

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<sup>2</sup> Where industry average is taken from Glenigan 2015 data



This survey is being undertaken by the Midland Mainline programme (MMLP) delivery partners, Carillion, Murphy, AMCO and Galliford Try, in line with the MMLP employment, skills and training (ES1) strategy. The strategy sets out a commitment to develop a culture of diversity and inclusion in the workplace that is representative of the communities in which we work.

The purpose of the survey is to understand the diversity of our current workforce and how we are making our workplace more inclusive.

**THE SURVEY IS ANONYMOUS AND WILL BE TREATED CONFIDENTIALLY. THE DATA WILL BE ANALYSED BY THE MMLP SU SUSTAINABILITY FORUM AND THE REPORT MADE AVAILABLE TO EMPLOYEES.**

PERSONAL DETAILS				
Employed by	Carillion	AMCO	Galliford Try	
	Murphy	Subcontractor	Other	
Working hours	Full time	Job Share/flexible	Part time	
Contract type	Permanent	Temporary		
Position	Director	Manager	Supervisor	
	Operative			
Marital status	Married	Civil partnership	Single	
	Separated	Divorced	Widowed	
	Cohabiting			
Age	16-17	18-24	25-34	
	35-44	45-54	55-64	
	65+			
Gender identity	Male	Female	Please indicate if you consider yourself to be transgender. For the purposes of this survey the term transgender is used to include: hemaphrodite/intesex transgender, transsexual, transvestite	Yes
				No
Sexual orientation	Bisexual	Heterosexual	Homosexual	
	Lesbian	Prefer not to say		
Religion and Belief	Buddhist	Christian	Hindu	
	Islam	Jewish	Sikh	
	No religion	Other please state		





ETHNICITY		
Major categories description	Sub-groups description	Please tick
Asian or Asian British	Bangladeshi	
	Indian	
	Pakistani	
	Any other Asian background	
Black or Black British	African	
	Caribbean	
	Any other Black background	
Chinese	Chinese	
	Any other ethnic group	
Mixed	White and Asian	
	White and Black African	
	White and Black Caribbean	
	Any other Mixed background	
White	British	
	Irish	
	Any other White background	
Not Stated		



DISABILITY/IMPAIRMENT	
Please indicate if you consider yourself to have a disability within the meaning of the Disability Discrimination Act 1995.  Note: the Act defines disability as a physical or mental impairment, which has a substantial and long-term adverse effect on that person's ability to carry out normal day to day activities.  Should you prefer not to say, <b>this will not</b> be interpreted as being indicative of a disability.	Yes No Prefer not to say

By ticking this box, I confirm that I have fully understood this form.	<input type="checkbox"/>
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Date	<input type="text"/>						
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The survey was open between 24th March 2016 and 22nd April 2016. This allowed for any absences during the Easter break.

The 80 members of the Carillion team and an unknown number of workers from other MMP partners were invited to complete and return the form. Just over 200 were received back. 84% of respondents completed the survey online and 16% completed the paper survey.

Of the Carillion people invited to return the form, 80% completed this successfully.

People were able to skip particular questions, if they wished. These were counted as “skipped questions”. They were also given the option to tick “prefer not to say” in relation to two questions.

The Carillion Community Relations Advisor collated the responses.

In just a very small number of questionnaires, the respondents had ticked every single box. These responses were judged to be ‘void’ and discounted. In all the other questionnaires, the number of skipped questions was relatively low:

Question	# of respondents that skipped question (out of over 200)	% of respondents who ticked “prefer not to say”
Employed by	0	
Working hours and contract type	7	
Position in company	5	
Marital status	2	
Age	2	
Gender identity – male / female	0	
Gender identity – transgender	16	
Sexual orientation	10	7.8%
Religion and belief	2	
Ethnicity – major categories	1	
Ethnicity – sub-groups	25	
Disability / impairment	0	1.5%
Confirmation	0	

The Community Relations Advisor prepared a report on survey findings. This was shared with:

- The programme’s Senior Management team
- The MMP Contractors Sustainability Forum

A summary of findings was prepared and shared with all MMP workers via:

- The weekly newsletter, which is issued every Friday (and which regularly includes diversity-related content)
- The project’s Yammer group

Communications included details of the percentage of female workers, workers of different ages and some other statistics. But it did not provide data on any protected characteristics which might have led to workplace speculation about who might have declared what (e.g. in relation to sexual orientation).

Some people expressed their surprise at the results. For example many workers said that the percentage of workers under 25 years old (10.9%) was significantly less than they perceived it to be. An office with a relatively high number of female workers was surprised that the overall percentage of women on the project (15.2%) is much lower than in their day-to-day environment. As a result, workers have a much better understanding now, of why the project is involved in diversity initiatives such as STEM projects with schools and are more supportive of them.

Overall, the survey results reinforced the view of MMP partners that they need to do more to attract a more diverse workforce, meet the recruitment and retention crisis the industry is facing, and to be representative of the communities in which the project is working in.

Amongst the actions that the MMP Sustainability Forum has undertaken since the survey are:

- On 19 May 2016, an event was organised to launch Carillion’s SNOWE (Support network For Operational Women in Engineering) network into its rail business, at Derby. This included a personal perspective from the [male] Operations Director on why gender diversity has to be addressed and improved, and the Chair of Network Rail’s affinity network for women on why diversity is an issue being progressed by clients
- Encouraging the use of the FIR Toolkit for Construction<sup>3</sup> amongst all staff
- One member, Rachael Riley, has joined the FIR Ambassadors Network<sup>4</sup> on behalf of MMP contractors and is hosting a second FIR workshop – to engage people on the project as FIR Ambassadors – on 26 October 2016.



Within Carillion, specifically:

- Female, Carillion employees on the programme, working in entry or middle management positions, have been invited to join the group’s “Spring Forward” women’s development programme. This is 3 days of training across two months, providing targeted support to inspire more women to pursue senior management roles.
- “Think Difference” unconscious bias training that has been launched across the business and is mandatory for all line managers.

The data collection exercise will be repeated in 2017 and annually thereafter.

## LEADERSHIP

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<sup>3</sup> <http://www.supplychainschool.co.uk/fir/fir-toolkit.aspx>

<sup>4</sup> <http://www.supplychainschool.co.uk/fir/ambassadors.aspx>

The survey – and wider work around diversity and inclusion – is supported by Carillion Rail’s Operations Director, Dave Diskin and other MMP contractor leaders.

Dave has shown visible leadership by chairing and participating in events, at which he has also reflected on his own journey and learning.

## INVESTMENT

This work was undertaken by permanent team members, within their normal working hours, led by Sarah L Page, Carillion rail East Midlands Community Relations Advisor.

No additional input of resource was required.

## GREATEST CHALLENGES & OVERCOMING THEM

Challenge	How it was overcome
Figuring out the best questions to ask and exactly how to phrase them, so that the maximum levels of disclosure would be achieved	Used questions already successfully utilised by Carillion plc for workforce monitoring
Some stakeholders were very uncomfortable about questions being asked around sexual orientation	Give people the opportunity not to respond to the question at all, or to tick a box saying “prefer not to say”
People work in different sites and offices and don’t always have access to email	Responses could be provided electronically or on paper
The risk of people not taking the survey seriously and not responding or providing ‘fake’ responses	Operations Director David Diskin was (and is) clear and unequivocal in his support for the survey and asked that all his teams and people took it equally seriously
Workers did not understand all of the terminology on the form (e.g. the difference between ‘civil partnership’ and ‘cohabiting’)	The Community Relations Advisor and members of the MMP Sustainability Forum answered some queries. When the survey is conducted in 2017, some explanatory notes will be added to address issues identified in 2016

## TIPS

- ✓ Diversity data is ideally collected on an on-going basis at time of site induction, but one-off surveys are a great way to establish a benchmark (starting point)
- ✓ Explain to people why the monitoring is being undertaken and what the data will be used for – it makes it more likely they will disclose. Emphasise that your company is committed to being fair and inclusive of everyone on site
- ✓ Ask questions about all aspects of diversity together – don’t ‘pick out’ any particular ‘protected characteristics’ – so that the survey is about *everybody*
- ✓ Separate out the question about transgender issues from both- male/ female and lesbian/ gay/ bisexual. As needs and issues are different
- ✓ Align questions (e.g. around the different categories of race and of religion and belief) from those that good practice clients and peers are using, so that people become increasingly comfortable to answer them
- ✓ Ensure anonymity of responses – invite people to take forms away with them, if they wish, and post them in the site suggestion box later if they don’t want to complete them and hand them straight back
- ✓ Keep all data safe

- ✓ If using a hard-copy form, make sure that the print/ copy quality is good so that it looks “official”. People are less likely to take a form seriously if it looks scruffy or is hard to read
- ✓ People are more likely to disclose on forms if they feel comfortable to be themselves on site. Promote and inclusive culture and use images and posters around the site that reflect the demographics of the local population
- ✓ As an industry, we might usefully find a way to ask more nuanced questions about disability and impairment, because disclosure of dyslexia, epilepsy, diabetes and similar appear particularly low at the moment. We should also provide names site contacts who respondents can talk to about any disability or impairment at the end of question.

Part funded by:



This project has been delivered with support from the CITB Growth Fund, which aims to ensure that the construction industry has the right people, with the right skills, in the right place, at the right time and is equipped to meet the future skills demands of the industry.