

SKANSKA

COSTAIN

STRABAG

Working in
partnership with

HS2

Equality, Diversity and Inclusion Strategy

2023 – 2028



Contents

Foreword	3
Katy Dowding , Board Sponsor, Executive Vice President, Skanska	3
James Richardson , SCS Project Managing Director	3
Laura Roche , SCS Equality, Diversity and Inclusion Manager	3
Context	4
What is Equality, Diversity and Inclusion?	4
Our Values	4
Our Vision	4
Development	5
Timeline: June to September 2022	5
Leadership	5
Listening	5
Consultation	5
EDI Strategic Pillars	6
Our framework	6
1. Lead	6
2. Represent	7
3. Belong	7
4. Champion	8
5. Transform	8
Delivery	9
Our Guiding Principles	9
Who will deliver the Strategy?	9
EDI Champions	9
Next Steps for 2023	9

Foreword

Katy Dowding,
Board Sponsor, Executive Vice President, Skanska

Equality, Diversity and Inclusion is a strategic priority, not a nice to have. The business case is clear for why teams who are diverse, treated fairly and work in an inclusive environment, perform, innovate, and collaborate better. Our industry has come a long way, but there is still a significant amount of work needed to reach this vision and this strategy will enable us to continue that journey. I will use my position as EDI Board Sponsor to bolster this message, and ensure resource and commitment is in place to make this cultural change possible. As a member of the Joint Venture Board I am committed to working with the project to give a platform to key issues and ensure EDI has a permanent place on the agenda of our senior leaders.



James Richardson,
SCS Project Managing Director

I am pleased to publish this, our Equality, Diversity and Inclusion Strategy, for the next 5 years of our project. Our vision is clear; an inclusive environment where employees are valued. Diversity should be our strength that enables us to be a high-performing team. This strategy will build on the foundation of work that has taken place since the project began and ensure a safe and inclusive culture, where everyone is respected. Transformation takes time, and this strategy is a commitment to dedicating the appropriate resource and recognition required to making that change a reality on our project.



Laura Roche,
SCS Equality, Diversity and Inclusion Manager

We all have our own unique story that makes us who we are, and we all have a role to play in creating an inclusive workplace where these stories are welcomed and celebrated. Our strategy has been developed by combining the vision for EDI our client HS2 has, with the voices and experiences of people across the project. The strategy provides clarity on what we want to achieve, how we will measure progress and how we can hold ourselves and others to account. We have an opportunity to make a leap forward in how our industry delivers EDI and leave a legacy to be proud of, and it will take every one of us to make it happen.



Context

What is Equality, Diversity and Inclusion?

EDI is about being the best we can be - a high performing organisation that brings together all the different elements defined below:

- **Equality** ensures the fair treatment, access and equality of opportunity and advancement for everyone while also attempting to identify and remove barriers that have prevented some groups from fully participating. Equity promotes justice, fairness and impartiality within the processes, procedures, and distribution of resources.
- **Diversity** is about recognising and valuing difference. It acknowledges the benefit of having a range of perspectives in decision-making, problem solving and innovation.
- **Inclusion** is where people's differences are valued. Inclusion is about creating an environment that ensures every individual, regardless of their characteristics and background, has what they need to thrive personally and professionally. An inclusive workplace culture has fair policies and practices in place and enables a diverse range of people to work together effectively.

Our Values

EDI is not in addition to our project values; it is part of how we live these values every day. Our five values have informed what we aspire to achieve in our strategy, and the action plans that follow will reinforce their importance:

1. Love for Life
2. One Team Spirit
3. Passionate about Excellence
4. Leadership
5. Act with Integrity and Respect

Our Vision

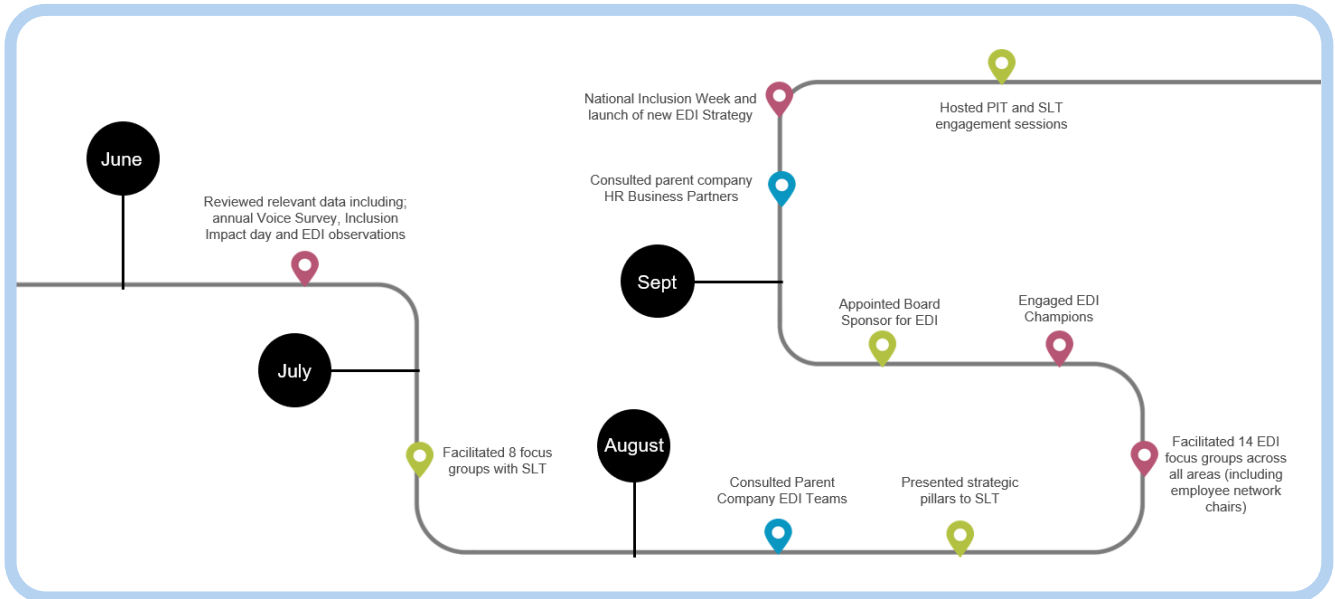
Our EDI Strategy is for every one of us working on London Tunnels. We have five strategic pillars that provide the framework to build our inclusive culture that values diversity in all forms. This enables each of us to reach our full potential as part of a high-performing team.

To meet HS2's aspirations, we need to build a workforce that reflects the demographics of the population we serve, and to build a culture where everyone can bring themselves and all their ideas and experiences with them to the workplace.

Development

Our EDI Strategy and goals have been developed following engagement with our senior leadership team, creating opportunities to listen to every voice on our project, and consulting our key stakeholders.

Timeline: June to September 2022



Leadership

Our SLT have been part of focus groups to contribute to the strategy, and to develop their understanding of inclusion. The EDI strategy has been presented and reviewed in SLT meetings and commitment has been made to ensure EDI will continue to be addressed as a strategic priority.

Listening

We have undergone a significant review of staff experiences and opinions by reviewing the results of our Voice survey, the feedback from Inclusion Impact days and reported observations. EDI focus groups provided an opportunity to listen to the voices of the project and ensure these are addressed in the strategy. There will be ongoing engagement with employees and stakeholders to provide feedback on the strategy and maintain continuous dialogue.

Consultation

Sessions have taken place with key stakeholders, including the parent company EDI representatives, and HR Business Partners to align our EDI strategies and identify opportunities for collaboration and maximise our resource to benefit staff working on the project.

EDI Strategic Pillars

Our framework

To achieve our vision for EDI, the strategy presents five pillars which have been informed through the development process: hearing from our senior leaders, employees, and our key stakeholders.

The pillars, to Lead, Represent, Belong, Champion, and Transform, will inform our priority activities which are in service of achieving these active behaviours and the goals that sit beneath them.

For each pillar there are several goals determined, and a measurement for how to access impact and success. These goals and measures will inform our priorities for the next 5 years.



Support our leaders to role model the right behaviours, hold each other accountable and actively lead on EDI.

Goals

- Define leadership roles and expectations for advancing EDI
- Support and hold our SLT accountable to be visible and active allies, sharing success with the project and building momentum for further progress
- Provide support to enable women and those from ethnic minorities to apply for promotions
- Build line manager confidence and equip them with the skills to effectively support their teams with EDI issues

Measurements

- A strategic commitment to equality, diversity and inclusion throughout the business planning process and resource allocation
- Completion of EDI training, including Inclusive Leadership training for SLT by 2023
- Targets to increase representation of women and ethnic minorities in management positions
- Review voice survey results on questions regarding leadership and managers

“I am committed to holding our Senior Leadership team accountable to addressing EDI as a strategic priority, being receptive to feedback about how we can do things better, and to undergoing continuous learning in this space.” – **James Richardson**



Represent

Attract and hire a broad range of talent to build diverse teams where problem solving, collaboration, and innovation are our strengths.

Goals

- Review recruitment needs and representation across the project areas to set hiring goals to meet HS2 aspirations, including achieving a diverse long list of candidates for all roles
- Lower barriers to entry and widen the recruitment pool to underrepresented candidates
- Improve data monitoring capability and increase diversity data capture of our workforce
- Equip all hiring managers to mitigate bias and subjectivity in the sourcing and hiring process, including reviewing the wording of job adverts to remove gender or ethnicity bias.

Measurements

- Diversity data monitoring through stages of the recruitment process, including application, shortlist, interview, hire, promotions, and leavers
- Increase data captured across key diversity characteristics – gender, age, ethnicity, disability, religion, and sexual orientation
- Monitor a combination of qualitative and quantitative data, including retention rates, employee feedback in the voice survey and exit interview data to understand trends.

“It is important to me that SCS is committed to EDI and to see the work that has gone into listening to different voices and experiences on the project. Representation of diverse experiences and stories is so important.” – Fiona O’Riordan, Trainee civil engineer, Area Central



Belong

Build an inclusive culture, where every person is accepted, supported, and can perform to the best of their ability.

Goals

- Signpost clear routes for reporting EDI issues and feedback
- Continuous EDI awareness and education opportunities
- Provide safe spaces and channels to share experiences and connect
- Support mechanisms and campaigns which promote dignity and respect and enable unacceptable behaviours to be reported and tackled.

Measurements

- Implementation and adoption of policies and process to support EDI
- Employee engagement through voice survey metrics, EDI Champions, and networks
- Monitor and review employee feedback through key reporting mechanisms including observations, whistleblowing, HR business partners and EDI champions.

“Our commitment to Belong means that I am part of the team and I feel included in every way possible. I come to work each day and know that I am part of the jigsaw that makes this great team work.” - Sarah Duffin, Office Manager, Area East



Champion

Be active allies, supporting one another by listening, continuous education and being a visible advocate for EDI.

Goals

- EDI Champions program to embed EDI across the project and achieve an inclusive culture
- Actively support underrepresented groups and educate the wider workforce about EDI
- Support our staff and employee networks to create a culture where equality, diversity and inclusion topics can be discussed in safe spaces and promote continual learning.

Measurements

- EDI Champions in each area, with the support and skills to contribute to cultural change
- Maintain our commitments as a Disability Confident Leader
- Partner with external organisations and parent company networks to champion diversity
- Increase network engagement and mechanisms to hear employee experiences

“We are all responsible for EDI and not just those who are challenged the most by it. Being a champion means addressing microaggressions or unacceptable behaviour and language, giving support and space for those who need it.” – **Peter Tosland, Commercial Director, Area West**



Transform

Be ambitious to do things differently, expand the pipeline of skills within our industry and leave an impactful legacy.

Goals

- Address topics and issues that have not been on the ‘EDI agenda’ previously, for the benefit of our employees and the future of our industry
- Research and learn from best practice in other industries to act ambitiously and lead the way
- Influence and support our client, local communities, and supply chain to adopt best practice and work collaboratively to generate a step change in the industry.

Measurements

- Be known as an industry leading employer for our approach to EDI, attracting new talent through ‘role model’ campaigns and creating best practice case studies as part of our legacy
- External recognition for leading EDI performance and challenging the norm in our industry
- Measure the implementation and maturity of initiatives adopted at supply chain level and generate mechanisms to recognise and reward this.

“People can be deterred from engaging in EDI out of fear that they will offend others or that there is no place for them in these conversations. Transformation would be where we listen to one another and are continually educated because of EDI engagement.” - **Tolu Joshua, Social Sustainability Apprentice, EDI Team**

Delivery



Our Guiding Principles

To achieve our vision, we commit to four guiding principles: Listening, Learning, Language and Living. These set the standard for how we will work to successfully deliver our EDI Strategy.

Who will deliver the Strategy?

It will take all of us, with all our differences, to achieve our vision. EDI is embedded into everyone’s role, with the responsibility to promote EDI and always act respectfully.

The EDI team are responsible for providing expertise, championing the strategy, and ensuring commitment from Senior Leadership. Our PIT and SLT will ensure EDI is core to the business and planning, and that resource and support is provided to implement the strategy.

We are also committed to holding our supply chain partners accountable to working towards the same goals.

EDI Champions

The role of an EDI Champion is to enhance and embed EDI across the project to achieve an inclusive culture. EDI Champions actively promote, celebrate, and raise awareness of EDI issues and will be supported and given training to take on this role in their working environment.

If you are interested in becoming an EDI champion, contact your EDI Team on EDI@scsrailways.co.uk



Next Steps for 2023

- Communicate our strategy to all our employees
- Develop a detailed EDI action plan for each area
- Embed EDI in our operational plans, departmental plans, and budget
- Invest in the resources needed to implement this strategy, including an ongoing EDI Senior Sponsor, and supporting our EDI Champions
- Develop an EDI monitoring and evaluation framework
- Create opportunities for employees to provide feedback to evolve the strategy.