



◀ EQUALITY & TALENT AT CROSSRAIL ▶



Crossrail is committed to working with Sponsors, community, stakeholders and our supply chain to remove the barriers to equality of opportunity, fairness and respect, and build a new railway that celebrates the diversity and inclusivity of our project.



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*We treat people
the way we would
like to be treated
ourselves..*



Foreword by CEO Andrew Wolstenholme

Every person who starts work on Crossrail receives on day one a pocket size book called 'Together we're Moving London Forward'. On the back in bold letters are the words: 'whatever role we do, wherever we work, whoever we work for, we are all part of the same project, sharing common values and working towards the same goals.' Respect is one of our five core values, which we summarise as 'we treat people as we'd like to be treated.' Our commitment to equality is fundamental and deep rooted.

Crossrail is a diverse organisation that brings people together from many different backgrounds and employers. As Europe's largest infrastructure programme, we have the best opportunity in a generation to move our industry forward in terms of equality of opportunity. We are already making good progress. This document demonstrates our commitment to workforce diversity, both within Crossrail and our supply chain and our achievements to date. Through our Young Crossrail and Community Investment programmes, we are enhancing equality of opportunity and fostering good relations with our stakeholders and within the communities in which we operate. For us, equality is not a specialist responsibility, it is ingrained in how we do business.

Our aim on Crossrail is to create an organisational culture where everyone feels valued and included, where we empower every individual to achieve their full potential and make the biggest possible contribution to the success of the programme. With this new equality strategy, we will build on our strong foundations, while increasing our focus on the role of women in our industry, encouraging young people to consider a career in construction and raising awareness of disability in the workforce. If we are successful, not only will we deliver a world class railway, we will also leave a great legacy for our industry by helping to attract and develop a new diversity of talent.

A handwritten signature in black ink that reads "Andrew Wolstenholme". The signature is written in a cursive style with a horizontal line underlining the name.



Introduction

Crossrail is committed to working with sponsors, stakeholders, communities and our supply chain to promote opportunity, fairness and respect, and build a new railway that celebrates the diversity and inclusivity of our project.

Our approach is not to define people by their social characteristics (e.g. gender or race). Instead, we want to recognise people for who they are and what they achieve. We want to create the conditions where every individual feels a valued part of the Crossrail project no matter what their role.

This strategy sets out a new approach to equality, building on Crossrail's successful achievements to date. Our vision and values are at the heart of this strategy as it is our people who will define its success.

This strategy does not cover equality in relation to transport integration and access, construction or operation of the railway.

What do we mean by equality?

Equality can mean different things to different people. This strategy uses the term equality or equality of opportunity to bring together the following principles:

- The need to eliminate unfair discrimination
- Taking positive action to combat and address historical discrimination and to overcome barriers to equality
- The need to advance opportunities open to people based on merit
- Fostering good relations between different groups within the workforce and in carrying out our activities within the community
- Creating an organisational culture in which every individual feels valued and included
- Celebrating the benefits of a diverse workforce, making the case for diversity at work.

“It’s about being the best project we can be. Attracting unique talent is key to our success and the more diverse we are, the better ideas we can generate.”

Valerie Todd
Talent & Resources Director

Equality legislation

The UK has some of the strongest equality legislation in Europe from the first Race Relations Act in 1965 to the Equality Act 2010. Equality legislation covers a wide range of issues including specific protection for individuals facing discrimination on the grounds of their race, gender, marital status, age, disability (including mental illness), sexual orientation, and religion or belief. In addition legislation for equal pay, flexible working, and paternity and maternity leave provide protection from discrimination while preserving the right to a family life.

Equalities legislation has served to protect people's human rights; however Crossrail believes that it should do more than rely on the legislative framework to achieve and celebrate equality. We want to influence attitudes and behaviours and secure Crossrail's position as a world class project that values each person for their unique contribution to delivering a world class railway.

A final point on legislation: The 'Public Sector Duty' came into force across the UK on 5 April 2011, which requires named public bodies to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees. Transport for London is a named body and, as a subsidiary company of TfL, Crossrail Ltd is required to meet this Duty. This strategy is consistent with the Public Sector Duty, details of which are available at <https://www.gov.uk/equality-act-2010-guidance>.

Why equality matters

An organisation's success depends on its ability to embrace diversity and draw on the skills, understanding and experience of all its people. A representative, diverse workforce is not just a 'social good'; it provides significant business benefits by creating the opportunity to bring together knowledge from a diverse range of experiences and apply it through strategic actions.

Research has shown that a more diverse workforce leads to improved financial performance, increased innovation and better team performance. There is also a positive correlation between diversity at senior levels of an organisation and the diversity of the rest of the workforce.

Crossrail is committed to equality. It is at the core of our values whether referring to the range of people that come together to collaborate on the project or using our unique experiences to find new and better ways to do things. Employees who feel valued and respected are more likely to be highly motivated and committed to the organisation. This means they are likely to perform better and make a greater contribution to the project.

We believe our diverse workforce supports solutions to complex engineering problems, to customer and stakeholder relationships, to sustainability and innovation. It is the diverse range of experience that has got the project to where it is now. Through our innovation programme, Innovate18, we are working to

share ideas and best practice from every project and contractor across the whole programme.

We currently report equality monitoring data both within our contractor workforce via Works Information and at head office, as part of our periodic reporting. This means we know whether it is representative of the people we are impacting the most during construction and the principal users of the railway – people from London and the South East. We want to meet stakeholder expectations and continue to help tackle unemployment in under-represented groups.

We have a role to play as the largest infrastructure project in Europe to help the industry become more open and attractive to all in order to meet our future need for talent.

Our achievements and challenges

At Crossrail

Equality is embedded in Crossrail's strategies. "Promoting greater equality of opportunity and social inclusion" is one of the seven themes of our Sustainability Strategy and is supported by a range of Key Sustainability Initiatives around local skills and the employed workforce, transport integration and access and community investment. There is also a clear focus on providing opportunities for local people through the Skills and Employment Strategy which commits to inspiring future talent. This is delivered through the Young Crossrail programme, strategic labour needs and training targets for contractors and the work undertaken by the Jobs Brokerage service in local communities.

In 2011 we embarked on a programme to mainstream equality. This meant that we removed our specialist equality team and made all managers accountable for driving equality in their own area, with support from functions such as Talent and Resources, Finance and External Affairs as required.

This approach has served us well – a campaign to mainstream equality in our policies and procedures has been undertaken and we are engaged with our contractors in this area through the strong links established at the HR/EIR Forum. This continues to be an important source of information and initiative-sharing.

In May 2013, Crossrail Ltd (CRL) reviewed its maternity policy and significantly improved the support we provide for women going on maternity leave, and new fathers are entitled to two weeks fully paid paternity leave. CRL's flexible working policy is open to all our staff, not just parents or carers, and Project Delivery Partner (PDP) has recently implemented its own flexible working policy for all staff working on Crossrail within its organisations.

Since 2010, we have provided online equality and diversity awareness training to our staff and have made this a requirement for all new staff to undertake within their first six months on the project.

This year, Crossrail held its first Diversity Conference to launch the Diversity and Inclusion Group. Over 150 people from across the project joined the event to promote the diversity agenda on Crossrail, share their ideas and get involved. Following the event's success, the Group plans to hold further events to celebrate diversity as soon as we can find a way to resource this properly.

In terms of a diverse workforce, Crossrail's integrated team is in a good place. The proportion of individuals from black, Asian and minority ethnic (BAME) groups has increased since March 2012 and now sits at over 25% while the proportion of women has remained stable at just under 30%. While these are reasonable proportions of the workforce, many hold roles in more junior positions in the organisation, with less diversity seen at senior levels. Our disabled population remains stable but represents only 0.8% of the integrated team.

Our supply chain

The Works Information requires Crossrail's contractors to develop and implement equality and diversity objectives, implement diversity training and optimise supplier diversity. Crossrail Ltd monitors this input from its contractors and their meeting of this requirement is reported. All contractors comply with these requirements but whether this is replicated further down the supply chain is less visible.

Some contractors are going beyond these requirements. Laing O'Rourke is rolling out its equality and diversity training to its entire organisation based on the success of its equality training programme on its Crossrail projects. Several contractors, including Costain Skanska joint venture, have held equality and diversity weeks to raise awareness throughout their workforce. And Vinci won the Investor in Diversity Award in 2012.

As in the integrated team, there is good representation of BAME groups in our contractor workforce at around 24%, and particularly within Tier 2 contractors. In terms of representation of women, only 11% of the contractor workforce is female. There are very few individuals working within our contractor workforce who have stated a disability.

In terms of the strategic labour needs and training (SLNT) outputs which the contractors commit to based on contract value, BAME individuals are well-represented, particularly in relation to work experience. As you might expect, there is a significant number of individuals under 25 in the apprentice and work placement groups. The table on page 9 illustrates the diversity of opportunities provided, particularly for young people.

There are no individuals who have stated a disability and are working in these opportunities. While it is likely that a proportion of these people will have disabilities, there is more we can do to develop an open culture and environment for individuals with disabilities on the project, particularly for our young people who are starting their careers. As such our disabled workforce is a priority in this strategy's objectives.

“We’ve already achieved so much. Crossrail should be proud of its diverse workforce and how it reflects our communities. But there’s more we can do to increase the diversity of the industry.”

Andy Mitchell
Programme Director



Crossrail’s opportunity

Crossrail should celebrate the progress it has made towards achieving greater equality within the project and in the wider community, but we must consider what more we can do. Engineering and construction are key growth sectors at the core of the economy recovery – and with a projected 2.74 million job openings between 2010 and 2020, we must ensure the industry is attractive to young people. As an industry commonly described as ‘traditional’, there is much to do to turn around perceptions of this vital sector.

Currently, only 6% of the engineering workforce is female. Nearly half of all coeducational secondary state schools send no girls to do Physics at A level, so the number of women going on to study engineering at university is likely to remain low. Indeed, engineering has the lowest proportion of women of all university courses.

Engineering has still to become an accessible industry to BAME individuals – only 4% of the engineering workforce is from a BAME group. The unemployment rate for black 16-24 year olds available for work is now double that for their white counterparts, so there is significant scope for the engineering sector to play a part in societal change.

And with only one in two disabled people of working age currently in employment, there is a clear opportunity for us to take a lead by providing opportunities that are genuinely open to all.

Social mobility remains a major factor that affects how young people can gain the experience they need to enter the labour market. Opportunities to access work experience are significantly lower for young people in lower income families than for those in higher income families. And with employers stating that the greatest barrier to taking on a young person is their lack of experience, this is a critical area to address, to ensure all our young people have the opportunity to enjoy a fulfilling career in a sector that must attract the next generation of talent.

Crossrail has a unique opportunity to help address many of these wider social issues. We are halfway through the project which, in itself, is a cause for celebration and reflection. However, with only five years to go before the railway is completed and handed over to TfL, we must be realistic about what we can achieve in a relatively short space of time. This is not a signal to complacency. We need to identify the actions that can make the biggest difference to equality given the time and resources available and capitalise on our areas of strength. For example, through our Young Crossrail and Community Investment programmes, we have inspired young people to consider a future career in construction and railway projects. Great strides have also been made in recruiting young people through our apprenticeship and graduate programmes. We have also given strong support to a thriving Early Career Professionals network within Crossrail.

Building on the feedback received from the Crossrail Diversity Conference in May 2013, the three priority areas where Crossrail could make the greatest impact are a continued focus on young people, promoting and profiling women in construction, and raising awareness on disability in the workforce. These will be our three specific priority themes.

A new approach

The time is right for a new approach to ensure the delivery of our equality vision and principles. Our strategy should mirror our mission to be 'world class' and our vision to move London forward.

Crossrail and its principal contractors with their supply chains will work together to deliver the objectives and actions set out in this strategy from 2014-2018.

OUR NEW APPROACH

CREATE OPPORTUNITIES

EMPOWER CHANGE



BE OPEN AND TRANSPARENT

LEAD AND GOVERN

Embed

EQUALITY

SUPPORT LOCAL ACTION

CELEBRATE DIVERSITY

LEAVE A LEGACY

Objectives, aims and actions

These objectives set out the next step for equality on the Crossrail project. They will be led by the integrated team and we will seek support and engagement from contractors to ensure they are achieved.

Creating opportunities for all

Making diversity happen by improving what we do

Action 1: Review attraction, recruitment and promotion to see whether there are any barriers to greater equality and diversity

Action 2: Monitor performance management outcomes to guard against bias or unintended discrimination

Action 3: Every two years, conduct equal pay audits across the integrated team and publish findings

Action 4: Conduct exit interviews with everyone who leaves Crossrail. Capture and report any issues annually

Empowering change

Enhance the capacity of individuals and teams to make choices that will transform into equality actions and outcomes

Action 1: Provide awareness training for the integrated team and encourage the same through the supply chain

Action 2: Empower line managers through coaching and mentoring to lead in a way that promotes greater inclusion and team cohesion

Transparency and openness

Share information and ensure there is openness in how we do things and what we achieve

Action 1: Improve monitoring and reporting in relation to race, gender, disability, age and organisation tiers (i.e. grade as applicable).

Action 2: Use data to make recommendations for change and raise awareness

Action 3: Use data to celebrate good practice where this is identified



Embedding equality

Leading by example, embedding equality in everything we do and making it an integral part of our policies and programmes.

Action 1: Review policy to ensure equality is part of everything we do. This extends beyond HR policies and will include health and safety policies

Action 2: Ensure employee engagement surveys are designed to maximise feedback from all groups and that responses can be analysed effectively

Leadership and governance

Make equality a formal part of the governance structure at the highest levels, owned by the leadership team, with a prominent profile in our sustainability strategy.

Action 1: Formalise the role of the Diversity and Inclusion Group as a recognised 'working group' of the Sustainability Committee

Action 2: Provide specialist resources to support the team to deliver the equality strategy

Action 3: Review Terms of Reference and membership of this group

Action 4: Promote volunteering opportunities in the Diversity and Inclusion Group

Supporting local action

Give teams the freedom to work separately or together to innovate and find solutions to improving equality

Action 1: Require each team to produce their own equality plan to address any specific issues in their team

Action 2: Support Crossrail's diversity week (2nd week in May every year) across the project with each project team or corporate department pursuing activities and initiatives that celebrate the diversity of their teams

Celebrating diversity

To inspire and encourage others we need to promote and profile our achievements

Action 1: Hold an annual diversity conference

Action 2: 'Crossrail's got Talent' – An externally-facing publication that profiles the role models on the project and encourages people from under-represented groups to consider working in rail infrastructure or construction

Action 3: Use media opportunities to profile what Crossrail is doing to promote equality of opportunity and celebrate diversity

Action 4: Use imagery and language in our publications that challenge stereotypes and promote equality and diversity

Legacy

As part of our learning legacy share the knowledge and the lessons learned from our diversity strategy with future project and industry

Action 1: Build on the approach taken by the Olympic Development Authority, produce a website to promote talented people as they leave the project that works like a 'Crossrail LinkedIn' where individuals volunteer to post their CVs on a subset of the Crossrail website aimed at prospective employers

Action 2: Produce a lesson learned equality report for future projects



Priority themes

This strategy will focus particularly on promoting women in construction and raising the profile of engineering and construction to young people. As such, our priority objectives and actions are:

Raise the profile of construction to women

- **Action 1:** Submit case studies to relevant awards to celebrate women on the project
- **Action 2:** Run a media campaign to profile successful women on the project
- **Action 3:** Release targeted press related to equality and diversity events and activities on the project

Inspire future talent

- **Action 1:** Revise the Crossrail commitment on apprentices
- **Action 2:** Support the achievement of the Young Crossrail strategy
- **Action 3:** Deliver more work experience and placement opportunities

Raise awareness of disability and the workforce

- **Action 1:** Review equality awareness training to ensure disability is covered effectively
- **Action 2:** Work with H&S to raise awareness of disability through health campaigns
- **Action 3:** Review our recruitment process to ensure vacancies are attractive to those with disabilities

Assuring delivery

A strategy without resources to underpin its delivery will fail. Crossrail puts great store in its ability to deliver and will ensure this strategy is adequately resourced. To begin with, we will appoint a dedicated specialist to help organisations deliver equality outcomes. This role will support the Talent and Resources Director and the Diversity and Inclusion Group (DIG) to further develop and execute this strategy.

Equality objectives will be aligned with our organisational objectives and ensure that the business planning review process takes account of current and future equality priorities. The new approach does not remove responsibility for equality from managers and their teams.

Delivery of this strategy will be supported by the Social Sustainability Team. To engage with contractors, equality and this strategy will form a standing item on HR/EIR Forum meetings. This will provide the opportunity to share best practice across the project and support the project's Diversity Week in May.





“Crossrail is determined to demonstrate to industry the value of a diverse workforce and inspire a new generation of engineers. This strategy sets out the steps we can take to build on our progress and impact the future of the industry.”

Terry Morgan
Chairman

Appendix A: List of Relevant Crossrail Policies and Strategies

Equality Policies

Equality and Dignity Policy
Inclusivity Policy

Strategies, procedures and policies which cover diversity

Sustainability Strategy
Skills and Employment Strategy
Community Relations Procedure
Accessible Communications Policy





Appendix B: **Works Information – Equality and Diversity**

15.1.1.1 Equality and Diversity

The Contractor shall develop and implement Equality and Diversity objectives for this contract. The objectives shall form part of the Contractor’s Responsible Procurement Plan over the duration of the contract.

The Contractor shall reflect in their objectives the steps that they shall take to encourage that subcontractors and suppliers of any tier employed for the works implement equality and diversity policies similar to those of the Contractor. The objectives shall include the methods by which the Contractor proposes to monitor and report on the implementation of the policy and its effectiveness.

The Contractor’s Equality and Diversity objectives shall propose as a minimum:

- active engagement and securing of long term relationships with the Employer’s jobs and skills brokerage service;
- publicity for vacancies that encourages applicants from priority equality groups and recruitment processes that ensure that all potential barriers to recruitment, particularly with regards to priority equality groups, have been removed;
- the Contractor shall encourage each of its subcontractors and suppliers of any tier to adopt and implement an equality and diversity policy which is at least as extensive in scope as the Equality and Diversity Strategic Plan.

15.1.1.2 Diversity Training

The Contractor shall develop and implement Diversity Training objectives to include the Contractor's strategies for ensuring that employees and Subcontractors are trained in, and understand, the equality and diversity issues which may arise in the workplace and, in particular, when delivering the works.

The objectives shall identify those employees who will receive Equality and Diversity training and the proposed timeframes for providing the training. The objectives should also identify those persons or organisations that will provide the Equality and Diversity training, the proposed content and the duration of the proposed training programmes.

Employees in managerial roles throughout the Contractor's supply chain will be required to receive training and managing diversity competence training. New employees for this contract will be required to receive Equality and Diversity training as part of their induction and be made aware of equality goals that have been set by the organisation.

The Diversity Training objectives, together with a training programme, shall provide clear guidance on anti-discriminatory practices within recruitment, training and appraisal provided to all senior managers. The objectives shall also indicate the types and levels of training to be undertaken, evaluation processes to be employed and procedures for monitoring effectiveness.

15.1.1.3 The Diversity Works for London (DWFL) 'Gold Standard Diversity System'

The Contractor shall register on the Gold Standard Diversity System and shall use reasonable endeavours to work towards attaining the gold standard accreditation.

15.1.2 Encouraging a Diverse Base of Suppliers

15.1.2.1 Supplier Diversity

Supplier Diversity shall form part of the Contractor's Responsible Procurement Plan and shall state the means by which the Contractor shall optimise supplier diversity and the participation of Diverse Suppliers in the supply chain for the contract through the use of SMART Objectives.

The Contractor's Supplier Diversity objectives shall demonstrate as a minimum:

- awareness of Diverse Suppliers available to undertake work required within the contract and the Contractor's strategies to ensure that barriers preventing supplier opportunities are removed;
- the means by which subcontractors and suppliers of any tier will provide supplier diversity data to the Contractor;
- how baseline evaluation will be undertaken;
- how individual members of the workforce will be monitored every quarter;
- the processes that will ensure that Diverse Supplier involvement is optimised within the contract and will outline procedures for monitoring progress.

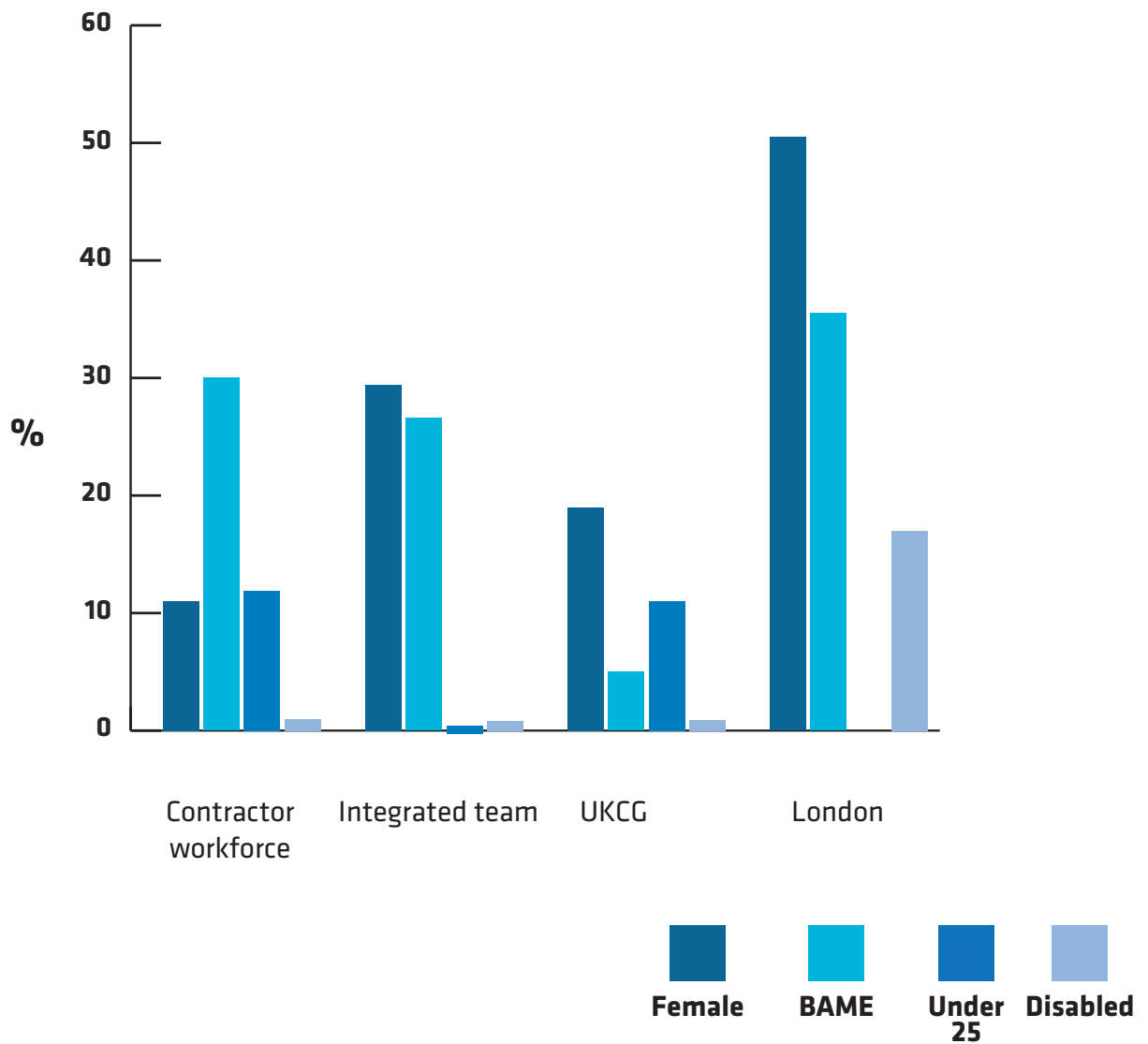
We must all work together to uphold our values, promoting equality and diversity



Appendix C: Statistics

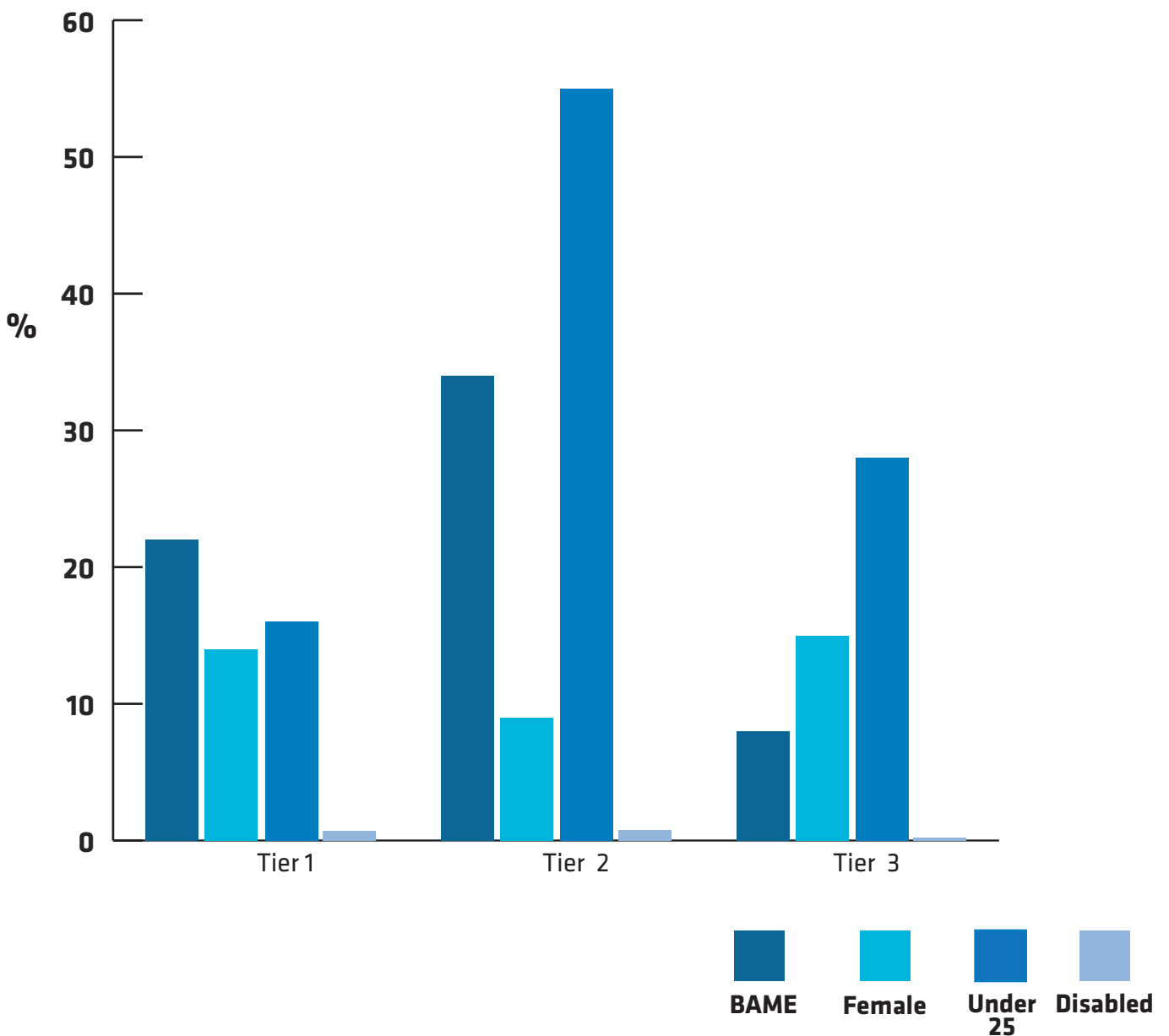
Diversity through the integrated team (tier 1, 2 and 3 packages)

	Contractors' workforce	Integrated Team	UKCG	London
Female	11%	29%	19%	51%
BAME	30%	27%	5%	36%
Under 25	12%	0.4%	11%	-
Disabled	0.3%	0.8%	1%	17%



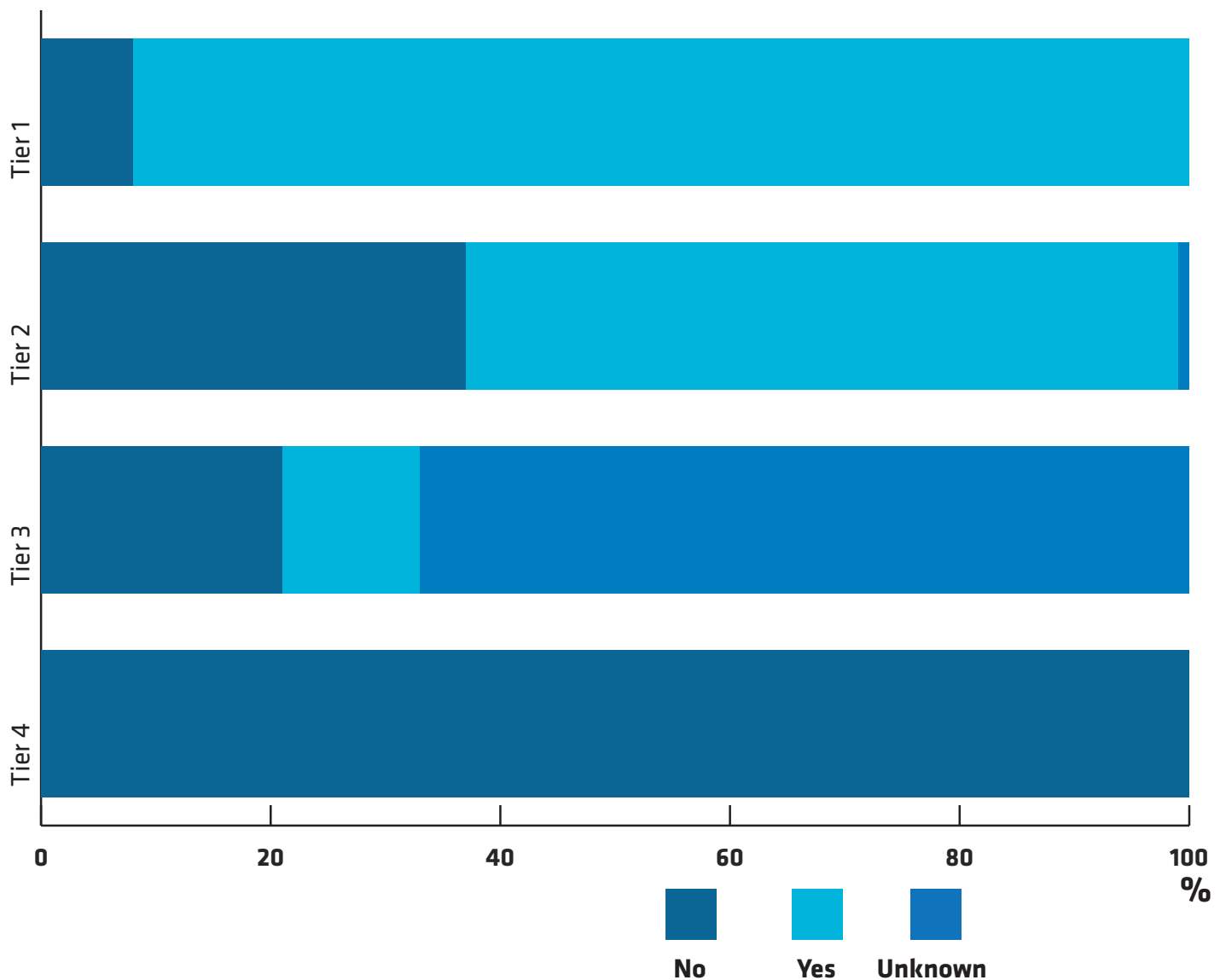
Supply Chain Diversity by Tier

	Tier 1	Tier 2	Tier 3
BAME	22%	34%	8%
Female	14%	9%	15%
Under 25	16%	55%	28%
Disabled	0.7%	0.8%	0.2%



Proportion of suppliers who declare that they have an Equality & Diversity policy

	No	Yes	Unknown	Total
Tier 1	8%	92%	0%	100%
Tier 2	37%	62%	1%	100%
Tier 3	21%	12%	67%	100%
Tier 4	100%	0%	0%	100%
Average	35%	59%	6%	100%





We want to recognise people for who they are and what they achieve. We want to create the conditions where every individual feels a valued part of the Crossrail project no matter what their role



MOVING EQUALITY FORWARD

