

MAYOR OF LONDON

Supporting Diversity and Inclusion in the Infrastructure Sector

PRODUCED FOR THE GREATER LONDON AUTHORITY (GLA)

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MAYOR'S FOREWORD

As Mayor of one of the most diverse cities in the world, I want one of London's biggest sectors to reflect the diversity of experience and thought this city has to offer.

London's infrastructure serves millions in their day-to-day lives – meeting their transport, digital, water and energy needs. The infrastructure sector employs a significant proportion of London's workforce to keep the city running smoothly and to enable it to grow. It's important that it represents the Londoners it serves. But some groups remain underrepresented in its workforce.

London's population is growing rapidly. This growth brings a need for new and improved infrastructure, unlocking development opportunities and meeting the needs of new and existing communities. This presents an opportunity for the sector to take renewed positive action to fill any emerging gaps in the workforce with talent from London's diverse communities.

The London Infrastructure Group and I have an opportunity to lead the sector, and the rest of London's industries, in changing mindsets and tackling barriers to employing and retaining talent from across London's population.

This report highlights the progress the sector has made, the challenges it is facing, and the actions organisations can take to increase diversity and improve inclusion in their workplaces.

The report sets out a number of pledges that the London Infrastructure Group is committing to in order to improve data collection on diversity and inclusion, deepen understanding of the barriers certain groups face, share best practice in overcoming these barriers and support underrepresented groups to enter, and progress within, the workforce. These pledges are an important first step towards setting an achievable and progressive standard for the wider sector.

Through ensuring equality of opportunity for Londoners seeking employment and working in the infrastructure sector, we can continue to provide innovative, safe and efficient services for Londoners - at home, at work and on the streets of London.



Sadiq Khan
Mayor of London

EXECUTIVE SUMMARY

Introduction

The Mayor's London Infrastructure Group is committed to uniting and developing London's infrastructure sector. The Group also share innovations that could improve the Greater London Authority's (GLA) policy-making as well as infrastructure investment and delivery decision-making in London. As part of this work, the London Infrastructure Group has identified a need for greater diversity and inclusion in the sector.

This report has involved a review of existing evidence, coupled with exploratory in-depth interviews, to understand how the sector is performing, learn from successful initiatives, and identify pledges for the sector to take forward together, along with the GLA. The Infrastructure Team at the GLA commissioned BritainThinks, an independent insight and strategy consultancy, to conduct this.

Over the course of Autumn 2019, BritainThinks reviewed 16 existing sources and conducted 21 in-depth interviews with senior stakeholders from infrastructure organisations who are members of the London Infrastructure Group – providers, regulators, Government officials and representatives from the built-

environment sector. Each of these stakeholders was responsible for diversity and inclusion initiatives within their organisation.

Alongside these stakeholders and the GLA's Infrastructure Team, BritainThinks has developed a series of insight-led 'pledges' to improve diversity and inclusion that the London Infrastructure Group can take forward – based on the good work currently being undertaken in the sector and the areas for improvement identified during the research. These pledges include better data collection, the establishment of inclusion targets, driving forward the diversity and inclusion agenda across the sector, and greater promotion of and support for the infrastructure sector within schools, colleges, to potential applicants and via mentoring schemes. There is good work already happening within the sector; this report sets out the case studies we heard, and the opportunities for greater diversity and inclusion the London Infrastructure Group can support.

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Key findings from the synthesis of evidence

People from certain groups and backgrounds (including those who are women, LGBTQ+, deaf/disabled, and/or from specific BAME communities) experience systemic barriers to accessing and continuing in education, which negatively impacts their progress throughout their careers.

- Barriers to succeeding in education begin at a young age and have a knock-on impact on their recruitment to and progression within businesses in a range of sectors. For example:
 - Child poverty is more likely to affect those from black Caribbean, Bangladeshi or Pakistani backgrounds.
 - Poor health is more likely to affect those from black African or Bangladeshi backgrounds.
 - Barriers exist for children from low income households, LGBTQ+ and deaf and disabled children, which prevent them reaching their full potential at school.
 - Girls are less likely to pursue STEM subjects at school.

- Careers advice at school is often poor and fails to overcome the prevalence of 'word of mouth' in accessing job opportunities. This favours those who have direct contact with people employed in the infrastructure sector, among some others.
- Black and low-income students are more likely to drop out of university, and the delivery of some courses is not inclusive to under-represented groups.

People from a range of groups and backgrounds are significantly under-represented in the workforce in this sector. They experience more barriers to getting a job, progressing in work, or entering leadership roles.

- There is significant under-representation of groups in the workforce who have particular barriers to employment, particularly: deaf and disabled people; young black men; veterans; carers; care leavers; mothers and single parents; older Londoners; and homeless people
- Barriers to accessing a career experienced at recruitment stage include a lack of transparency about requirements, unstructured interviews and non-diverse panels.

- When in work, some groups face more barriers to progression than others.
 - For example, lack of opportunity for flexible working negatively affects the progression of carers, women, single parents, deaf and disabled people and older people.
- Despite evidence that organisations with diverse teams have better financial returns, women and BAME people face barriers to obtaining leadership roles.

Against a backdrop of a skills crisis in the infrastructure sector, the sector does not perform well on available diversity metrics, and lacks data for some groups.

- There is a lower than average representation of women and BAME people in the infrastructure sector, and a lack of data about the representation of deaf and disabled people.
- At the same time, there is a skills crisis in the infrastructure sector driven by a retiring workforce, difficulty filling vacancies in low to mid skill level jobs, and difficulty filling STEM jobs.

Key findings from the primary research

Stakeholders recognise the importance of diversity and inclusion, and identify a need for the sector as a whole to reach (and retain) a more diverse workforce.

- Reasons for valuing diversity and inclusion vary. Some see it as an important responsibility for an organisation serving the public, while others feel a diverse pool of staff can bring fresh thinking to critical new infrastructure challenges.
- Efforts to improve diversity and inclusion tend to focus on gender, and to a lesser extent, ethnicity and disability.
- Stakeholders are aware of the 'protected characteristics' enshrined under the Equalities Act 2010. However, understanding of diversity is often limited to particular characteristics within these protected characteristics.
 - For example, infrastructure organisations are less likely to be implementing initiatives that support LGBTQ+ people, older/younger groups or people of faith.

- Although gender is a key focus of many diversity and inclusion initiatives, these often focus on recruitment and promotion of women, rather than initiatives focused on inclusion after women have been recruited, such as childcare or company culture. This results in an issue with retention.

Good initiatives exist, but it is difficult to understand what initiatives work, when measurement of diversity is limited to visible characteristics.

- Many organisations are not setting targets for diversity and inclusion outcomes or evaluating outcomes of existing initiatives.
 - Stakeholders say that the ambition to improve diversity and inclusion is largely a recent one, and as such many initiatives are in infant stages, with a lack of coherent strategy.
 - Larger companies can feel more confident in their ability to set targets and measures of success, while smaller organisations can struggle to establish these.

Improving diversity and inclusion in the infrastructure sector is a long-term plan – the pace of change is slow, and results from recent improvements will take time.

- Stakeholders feel that the pace of change is likely to continue to be slow. Long-term challenges include attracting women into operational roles and STEM careers, and progression to senior management via entry-level roles.
- It is recognised that it is important that workforces serving the public are reflective of the public so as to provide a service that works for Londoners, and to lead by example in having a diverse, inclusive and healthy workforce.

The London Infrastructure Group has a role to play to promote the sector, and supplement existing networks that seek to improve diversity and inclusion among infrastructure organisations.

- There is an appetite for partnership between infrastructure organisations to promote the sector to diverse applicants as a dynamic, innovative place to work, with a strong ethos of public service and equal opportunity.
- Stakeholders feel the London Infrastructure Group has a role to play to promote the infrastructure sector and advertise the opportunities that are available to a diverse range of people.

PLEDGES

This is a commitment by the Mayor's London Infrastructure Group (LIG) to work to increase the diversity and improve the inclusivity of the infrastructure workforce in London. Members of the LIG are committing to build on their diversity and inclusion agenda – in their recruitment and retention of talent, and beyond: through data collection, sharing of best practice, and outreach to young Londoners.

These pledges are founded on the belief that that the infrastructure sector is critical to the future of

London, and that attracting and retaining talented people who fully reflect the communities they serve in London provides a better service.

The LIG is composed of a range of organisations of varying sizes and roles. It is expected that the actions outlined in these pledges will be undertaken in a way that is suitable and proportionate to each organisation.

The LIG has committed to the following pledges:

1 Develop and facilitate a network of professionals committed to improving diversity and inclusion in the infrastructure sector to use existing sector-specific expertise in tackling shared issues

- Human resources and organisational development leaders from London Infrastructure Group member organisations contributed significantly to this report, and identified a shared appetite for a group of D&I leads from the LIG to continue to meet and organise their efforts to maximise impact and reach. **The group of professionals behind this report pledge to convene and grow this new 'network', working together to improve D&I across the sector.** They will):

- Share good practice, success stories and case studies and raise awareness about existing initiatives and available resources both within their organisations and across the sector
- Collaborate to identify how to tackle the main barriers that people from underrepresented groups experience in accessing and progressing in infrastructure careers (key milestones requiring intervention identified in the research are: careers advice, recruitment, retention,

progression and leadership)

- Produce a shared heat map detailing where efforts are currently being made in these areas, and identify the gaps that need to be filled
- Where relevant, align with existing commitments and frameworks (e.g. Energy and Utility Skills targets, Royal Academy of Engineering D&I progression framework, etc.) to ensure consistency across the sector
- **The GLA will continue to support this work moving forwards by facilitating the sharing of information and resources** (e.g.

Good Work Standard, Workforce Integration Network Toolkit).

- **The GLA will also promote the Network to the wider sector** (e.g. via membership bodies such as the Institution of Civil Engineers or the Royal Academy of Engineering), so as to multiply benefits and broaden the reach of work being done by the Infrastructure Group
- **This Network will put together a shared business case for diversity in the infrastructure workforce** over the coming year – demonstrating business benefits to greater diversity and improved inclusivity

2 Reach every primary school in London to showcase potential careers in the infrastructure sector - promoting the sector more widely and highlighting pathways into the sector for underrepresented groups from an early age

- **The London Infrastructure Group as a whole commit to reaching every primary school in London in the next three years.** This will be facilitated by the GLA; for example, through the London Enterprise Adviser Network (LEAN) programme.

- The LEAN programme helps young people of various backgrounds to build the skills and experiences they need to lead successful futures. It does this by connecting senior business volunteers such as LIG

members (Enterprise Advisers) with schools and colleges to improve their careers offer. This means that more young Londoners have access to information about careers and opportunities available in London

- Early intervention at this stage will facilitate:
 - **Providing careers information, advice and guidance** to raise the aspirations of young Londoners via outreach to students as well as teachers and career advisors

- **Myth-busting misconceptions** about careers in the sector
- **Telling positive stories** about the work the infrastructure sector does
- As part of this, the LIG will work with different stakeholders (e.g. Black Training and Enterprise Group, Generating Genius, Gendered Intelligence, etc.) and **tap into existing networks** supporting underrepresented groups to enter and progress through the workforce

3 Facilitate reverse mentoring - either internal or cross-company - with a diverse range of employees and senior leaders to increase retention and facilitate a more inclusive culture

- To demonstrate the importance of D&I to those at the most senior level, **every London Infrastructure Group organisation will participate in a reverse mentoring scheme** (either within their organisations or, where possible and appropriate, cross-company). This scheme may involve:
 - A junior employee from an underrepresented group meeting at least twice a year with a Director/Lead of Department or higher-level individual from

- another organisation, to share their experiences in the sector
- The GLA facilitating this exchange between organisations, and working with other existing networks (e.g. Stonewall) to understand best practice
- Engaging organisations in the sector who are not London Infrastructure Group members so as to involve the wider sector in this progressive work

4 Collect consistent, high-quality data across the infrastructure sector

- Organisations in the London Infrastructure Group will **take responsibility for collecting data on workforce diversity, inclusion and wellbeing**, to benchmark within and beyond the infrastructure sector
- This will be achieved via:
 - Knowledge sharing across the sector, so that consistent questions are used for comparability in annual staff surveys and in HR systems where possible
 - Monitoring of applicants to recruitment processes in order to evaluate the efficacy of HR campaigns aimed at underrepresented groups
- Making the case to candidates (going through recruitment processes) and staff for why data is collected, how it is stored, and what it is used for to encourage higher rates of reporting and disclosure around protected characteristics – as a group, the LIG will aim for non-disclosure of protected characteristics to fall over the next three years.

BACKGROUND AND METHODOLOGY

The Mayor of London's Infrastructure Group aims to: bring together the organisations responsible for building and maintaining London's infrastructure, improve the coordination of infrastructure planning, maintenance and construction, and share creative and innovative ideas to improve City Hall policy making.

The London Infrastructure Group has identified a need for greater diversity and improved inclusivity in the sector. As a result, the secretariat of the Infrastructure Group, the Infrastructure Team at the Greater London Authority (GLA), commissioned BritainThinks to conduct research with the following objectives:

- Synthesise existing data on diversity and inclusion (D&I), with a view to building on this with new primary research;
- Understand the current state of diversity and inclusion in the infrastructure sector;
- Learn from the initiatives that organisations in the infrastructure sector are already undertaking to support diversity and inclusion;
- Develop recommendations for the London Infrastructure Group to commit to and implement.

This report incorporates the findings from both the synthesis of evidence and the primary research.

- **Synthesis of evidence:** an overview of the existing data on diversity and inclusion generally, as well as an outline of what is known and gaps in knowledge within the infrastructure sector specifically. Sources were primarily provided by the GLA's Infrastructure Team and supplemented by BritainThinks' own desk research.
- **Primary research:** we conducted 21x forty-five minute qualitative tele-depth interviews with stakeholders at infrastructure organisations involved in the Infrastructure Group. Stakeholders were responsible for diversity and inclusion initiatives within their organisation, and were typically directors of D&I specifically or human resources (HR) more broadly with a D&I remit.

BritainThinks is a leading independent insight and strategy consultancy. For more information: <https://britainthinks.com>. Report produced by: Viki Cooke, Holly Wicks, Clare Palmer, Eleanor Langdale, Chantal Aberdeen.

Breakdown by organisation as follows:

Type		Organisation	
Providers	Construction	Balfour Beatty (on behalf of civil engineering contractors)	
	Energy sector	SSE National Grid Cadent Gas SGN UK Power Networks	
	Housing	Clarion Housing Group (on behalf of G15)	
	Telecommunications	Internet Services Providers' Association (ISPA) (on behalf of digital connectivity providers)	
	Transport	High Speed 2 (HS2)	
		Network Rail	
		Transport for London	
Waste	Veolia		
Water sector	Thames Water		
Regulatory		Ofcom	
		Office of Rail and Road	
		Ofgem	
		Ofwat	
Government		Infrastructure and Projects Authority	
		Southwark Council (on behalf of London local authorities)	
Other		Environment Agency	
		National Infrastructure Commission	

GLOSSARY OF TERMS

Individuals, groups and organisations use different terminology when referring to certain experiences or protected characteristics. We recognise that individuals and groups may prefer to self-define in different ways depending on context, purpose and perspective. We have used certain terms to refer to minoritised groups in line with similar GLA policies, documents and frameworks. Throughout this report, where reference is made to:

- Diversity, this means recognising, respecting and valuing a wide set of differences and understanding that the opportunities people get are impacted by characteristics beyond those protected by legislation.¹
- Inclusion, this means removing barriers and taking steps to create equality, harness diversity, and produce safe, welcoming communities, workplaces and cultures that encourage innovative and fresh ways of thinking and allow people to speak up, especially to suggest where things could be done better.²
- Young Londoners, this means those under the age of 24; older Londoners, this means those over the age of 65.

- Girls/boys, this applies to those under the age of 18; women/men, this applies to those over the age of 18.
- Protected characteristics; this refers to 9 characteristics 'protected' under the Equality Act 2010.

Please note that this report details barriers to employment in the infrastructure sector specific to particular sub-groups of candidates, students, and staff. The way that data is collected in silos on these subgroups means that it is not feasible to analyse the data to show how different identities and experiences may intersect to compound these issues and barriers.

Many Londoners do not identify as men or women. However, data on trans experiences specifically is lacking. This report uses the terms girls/women and boys/men to reflect the data held.

There is also a focus on architecture, and analysis of data across the UK rather than in London specifically – due to the absence of usable data on this issue.

The need for more granular and consistent data collection is addressed as one of the pledges developed through this research.

EXISTING EVIDENCE ON D&I IN THE INFRASTRUCTURE SECTOR

Barriers to a diverse and inclusive workforce

Reports beyond the infrastructure sector identify a range of barriers to a diverse and inclusive workforce, which come into play much earlier than the point at which young people choose a sector in which to begin their career.

Child poverty

Child poverty affects social mobility. Children living in poverty are:

- Less likely to do well at school;
- More likely to have behavioural problems and risky behaviours; and
- More likely to demonstrate later life health problems (e.g. obesity).³

In London, the situation is more challenging; more children live in poverty than the national average (37% vs. 29%).⁴ Whilst unemployment has fallen, the number of children living in households experiencing in-work poverty has more than doubled since 1996/1997 (from roughly 200,000, to 500,000 in 2015/16).⁵ Poverty levels are higher than average in black Caribbean, Bangladeshi and Pakistani families, among migrant households, and in families with non-working mothers.

This indicates that children from these backgrounds are, from the outset, facing more barriers to opportunities than those without – which impacts diversity and inclusion within many different employment sectors.

Health and wellbeing

Young people from a range of backgrounds are more likely to experience ill health and reduced wellbeing. This includes:

- Children in London are more likely to be overweight or obese, particularly those from deprived areas, and children from who are from black African or Bangladeshi backgrounds;
- Children who are deaf and disabled, in care, or who have neuro-diverse conditions are more likely to experience mental health conditions;
- LGBTQ+ young people are likely to experience homophobic bullying, which can contribute to symptoms of depression; and
- Trans young people specifically are likely to experience verbal abuse, threats, or physical assault.⁶



Early years

Parents living in London are affected by the affordability and availability of childcare – this has a disproportionate impact on children from the following backgrounds:

- Children from Pakistani, other Asian and Bangladeshi backgrounds are less likely to receive childcare compared to other ethnic groups;
- Children from low-income households, lone-parent families or non-working households are less likely to take up their entitlement to free part-time early years provision;⁷
- Children of parents who work irregular work patterns (particularly common in the transport sector) need flexible childcare, but the number of childminders has fallen;
- Deaf and disabled children do not have enough childcare places that meet their needs (just 5% of deaf and disabled children in outer London and 9% in inner London have sufficient childcare places for disabled children); and

- Children are segregated at early years stage by ethnicity, disability and deprivation, due to being concentrated in certain types of early years provision.⁸

These factors mean that children from these backgrounds or with these environments are less likely to be accessing or able to access the early years education that they are entitled to and, when they are, they are not mixing with children from different backgrounds or with different environments.

Studies suggest that stereotypes learned at an early age have an impact on career choices, which are then hard to shift. Children's career ambitions have been shown to be gendered, potentially influenced by socio-economic background, and shaped by their primary caregivers and close family members.⁹

School

A child's education has a significant impact on the careers they know about and pursue in later life.¹⁰ Despite London schools overall performing better than the national average, some children are less likely than others to be accessing outstanding education:

- Children in care, children with special educational needs (SEN) and children from low-income white and black ethnic groups are less likely to do well at school. Black children and children with SEN are also more likely to be excluded; and
- LGBTQ+ and deaf/disabled children are more likely to experience bullying at school.¹¹

The *Supporting Diversity Handbook* acknowledges that poor careers advice presents a barrier to children from minority groups progressing in the built environment sector, and notes that an absence of good careers advice disproportionately affects ethnic minority students. Poor careers guidance and a dearth of skills are specific challenges in the built environment sector:

- Architecture has an image dominated by white men (reinforced by inadequate career guidance and insufficient exposure to the sector at school);
- Schools and careers services are often not aware of the career opportunities in the built environment sector;
- Word of mouth/personal networks play a dominant role in raising awareness of the sector among young people, meaning there is "early stage inequality of opportunity"; and

- A decline in arts education funding and uptake means that some students have inadequate opportunities to develop the required skills for architecture.¹²

Recommendations for improving access to careers in the built environment include:

- Outreach and mentoring initiatives to provide positive role models in schools;
- Broad and targeted advertisements of work placement opportunities;
- Meaningful work experience where young people have the chance to develop a variety of relevant skills; and
- Special projects created to provide opportunities for schools to be involved.¹³

Higher Education and training

Even where those from diverse groups perform well at school – specifically girls and Muslim students – progression into Higher Education (HE) can be patchy:

- Despite girls outperforming boys of all ethnic groups at school, and girls being more likely to attend HE, within a specific range of GCSE grade attainment (or equivalent secondary level qualification), they are less likely to attend Russell Group universities (an association of 24 universities in the UK, all with strong research focus);
- Post-16, students with similar GCSE results, and from similar deprived neighbourhoods (often both from disadvantaged socio-economic groups and from certain ethnic groups make different decisions compared to those from privileged socio-economic groups and ethnic groups;

- Girls are less likely than boys to study STEM subjects; and

- The 'social mobility promise' has been broken for Asian Muslims, particularly women, whose school attainment does not lead to or meaningfully correlate with eventual improved career outcomes.¹⁴

Despite high numbers of students starting HE courses, London has the worst retention rates in England for students completing their degree. Black students and students from low income backgrounds are particularly likely to drop out, and those from disadvantaged socio-economic groups are less likely to graduate with either a first or a 2:1 degree.¹⁵

Disparities in access and achievement exist in training. Levels of apprenticeship participation are low in London, particularly among disabled people.¹⁶

In the built environment sector, barriers prevent individuals from certain groups, in particular BAME and those from economically disadvantaged backgrounds, from applying for or progressing with an architecture degree:

- Absence of time and money required to complete an architecture degree (which particularly applies to BAME students);
- Low earning expectations and poor career prospects mean architecture is not seen as a viable career prospect (this is especially true for those from economically disadvantaged backgrounds, or who have family obligations);
- BAME students are particularly affected by the barrier of poor pay and prospects.
- Challenges to take on part-time work lead to students falling behind on coursework (which presents a particular barrier to those from economically disadvantaged backgrounds, coupled with the high cost of studying architecture);
- A lack of BAME and women role models in architecture education prevents BAME and women students from feeling a sense of belonging and successfully navigating a

professional education.

Beyond these practical barriers to applying for or progressing within architecture education, there are a number of challenges to architecture degrees being diverse and inclusive in the way that they are run:

- The 'crit' format (where students present their work to a panel and receive feedback in front of their peers) presents particular challenges to BAME and women students. Discrimination against them constitutes a barrier that disadvantages these groups – which is amplified by a face-to-face crit format;
- Deaf and disabled students find that the inaccessibility of the studio environment has an adverse impact on their mental health, and find presenting their work a physical challenge;
- The culture of 'crit' feedback and studio-based teaching is noted to result in these students feeling a lack of agency in their learning environment;
- Euro- or Anglo-centric curricula means that students who do not produce work of this dominant aesthetic culture are excluded by the curriculum. Students from migrant (particularly non-European)

backgrounds can therefore attain lower grades; and

- BAME and women students do not receive sufficient pastoral care and careers support.
- This is particularly challenging when coupled with the insufficient support given to BAME students school, as they can be less likely to approach a white tutor for help based on past experiences of discrimination, or for fear of being ignored.
- This can lead to feelings of stress and isolation, which means BAME students require mental resilience that white students are not required to have, on the same course.¹⁷

Recommendations for supporting more students to complete an architecture degree include empowering the workforce to:

- Employ diverse academic staff, with varied skills and expertise;
- Expose students to a broad network of contacts and role models;
- Invite a balanced and diverse network of assessment and critic panels;
- Make funding and flexible working available to staff in practice; and
- Promote and practice mental health and wellbeing support in universities.¹⁸

Lifelong learning

More than half of Londoners are educated to at least degree level, but there are skill challenges in the capital. Mid-skill level roles are in decline, high-skill roles are competing with an international market, and there is evidence of skills shortages which have an impact on productivity. However, individuals from diverse groups in the city's population are more likely to lack required skills and qualifications, including:

- Those who are most likely not to have any qualifications include deaf and disabled adults, older women aged 65+, white Irish adults, and those from Bangladeshi, Gypsy or Traveller backgrounds;
- Older Londoners and deaf and disabled adults are less likely to have basic digital skills (such as managing information, communicating, transacting, creating and problem solving), which is often a result of low confidence or affordability.

Women and people from low income households are more likely to be digitally excluded (having no access to the internet); and

- 'High skill' levels vary by ethnicity. Whilst London's Chinese and Indian communities have the highest percentage of residents with a Level 4 or above qualification, black African/Caribbean/black British Londoners are less likely to have reached this (unless they are over the age of 50).¹⁹

Employment

Despite an overall increase in employment rates, disparities exist between specific groups of Londoners. There is significant under-representation in the workforce of:

- deaf and disabled people;
- young black men;
- veterans;
- carers;
- care leavers;
- mothers and single parents;
- older Londoners; and
- homeless people.

Many of these groups face specific barriers to employment:

- Deaf and disabled people experience discrimination/negative attitudes, inaccessible transport, insufficient

availability of flexible working, and poor employer awareness – resulting in inaccessible working environments.

- Young black men are twice as likely to be unemployed as young white men, and black university graduates are twice as likely to be unemployed as white university graduates.
- Gypsies and Travellers, and Bangladeshi and Pakistani Londoners have high rates of unemployment, with Gypsies and Travellers having the highest proportion of people with long-term illnesses or disabled people of all ethnic groups.
- Veterans can find it challenging to find employment as a result of physical, sensory or mental health conditions, a dearth of digital skills, negative stereotypes about recruiting ex-armed forces personnel, and insufficient awareness regarding their transferrable skills.
- Care-leavers are the most likely not to be in education, employment or training (NEET) at the age of 19 compared to other groups. They experience barriers to employment including social stigma of having been in care, low levels of educational attainment, low participation rates in education beyond school, homelessness, mental health conditions and

- depression, drug and alcohol misuse, and high rates of youth custody.
- Mothers living in London face lower levels of employment than anywhere else in the UK (65% employed in London, vs. 74% UK-wide). For 40% of mothers, childcare is the main barrier to employment. Low maternal employment is linked to increased child poverty.
 - Other than black Caribbean women, women are less likely to be employed across all ethnicities. Factors that may affect employment across some ethnicities include language barriers, family structures, cultural influences, caring responsibilities, and poor health.
 - Barriers to employment for homeless people are as a result of the absence of basic numeracy and literacy skills, educational qualifications and work experience. Practical barriers to employment include digital exclusion, having appropriate clothing for interviews or work, transport costs and having no fixed address. Employers may have negative perceptions about employing a homeless person and may assume they do not have any work experience.
 - Older Londoners face barriers to employment including poor digital skills/digital exclusion, low confidence that their skills are relevant, and careers advice and guidance being focussed on young people.²⁰
 - Beyond this, employer attitudes to ex-offenders result in barriers to employment – with reasons for exclusion of ex-offenders cited by employers as concerns about reliability, capability and trustworthiness – as well as concerns about the impact to their business image.
 - Young people are almost three times as likely as other age groups to be out of work, as a result of low attainment, poor educational experiences, financial pressures, having no permanent address, little work experience and a competitive labour market.²¹
- When in work, certain groups are more likely to experience barriers to progression in roles, than others. Specifically:
- Low pay remains an issue, especially for part-time workers and within particular sectors (e.g. hospitality and retail). Part-time workers face additional challenges such as insufficient training and fewer opportunities to progress.

- Women and people with caring responsibilities are more likely to work part-time, and Pakistani and Bangladeshi employees in semi-routine roles earn less than the Living Wage compared to white employees (60%, 73% vs. 49%, respectively). Deaf and disabled people are more likely to work in low-paid jobs, and young people are over-represented in low-wage sectors.
 - Pay gaps are experienced disproportionately by women, BAME men (especially immigrants) and disabled people.
 - Like-for-like comparison shows that women are either paid less for equivalent jobs or are working in lower-paid roles, with women managers earning £12,000 a year less than their male counterparts (a gap of 26.8%).
 - The gap in median hourly earnings between deaf and disabled workers and other workers is widening (in 2015/16, this was a difference of £1.56 per hour).
 - Inadequate opportunities for flexible working are a barrier to progression for women, carers, disabled people, and older people.
 - Three quarters of single parents in the UK work part-time, and also experience the absence of flexible working as a challenge. Many women are forced to leave their jobs because of harassment and discrimination during pregnancy, maternity leave, and on their return to work. Issues experienced include being turned down for flexible working, missing out on promotions, and being put under pressure to resign.
- Under-representation among certain groups also exists, in specific areas:
- Women, BAME people and those from lower socio-economic backgrounds are under-represented in STEM and creative professions.
 - Girls are less likely to study STEM subjects, and women are less likely to have STEM careers. Just 5% of Londoners employed in the creative sector are from less-advantaged socio-economic backgrounds, 23.4% are from BAME, groups, and 37% are women compared with 45% across the wider London economy.²²
 - This disparity begins at a young age, with primary-age boys more than four times more likely than primary-age girls to say they want to become an engineer when they grow up.²³

Within the built environment sector, a range of barriers to accessing careers have been found within the architecture sector that align with issues faced in the infrastructure sector:

- Inadequate transparency in recruitment processes restricts recruitment of people from diverse groups.
- Unconscious biases drive hiring decisions. The shortage of clear expectations and criteria for successful applications, as well as criteria overly weighted to experience rather than demonstrated skills, can all be barriers to employment and accessing careers.
- Unstructured interview panels with 'people like me' allow interviewees to establish rapport with interviewers, which is particularly difficult if panels are not diverse. The lack of diverse panels reinforces barriers to employment to those from backgrounds or groups currently underrepresented in the built environment sector.
- How, and by whom, recruitment is conducted impacts who gets hired.
- Non-diverse panels can restrict diverse hires, and women and BAME graduates particularly report poor experiences at interview (either due to mostly male interview panels for women candidates, or for not being a good 'cultural fit' for BAME candidates at white-dominated workplaces).
- 'Building site mythology' and the sector's pervading identity dominated by male values manifests itself in "*powerfully masculine imagery and language*", often developed by an employee who fits this profile, and echoed throughout the organisation with employees 'mirroring' those who hired them, which compounds existing barriers to diversity.
- A 'whom you know' not 'what you know' culture creates particular barriers to accessing careers for BAME jobseekers, or those from lower socio-economic backgrounds.
- Formal and informal networks continue to play a dominant role in recruitment. Low awareness of architecture as a career, coupled with word of mouth recruitment via peer networks, undermines official paths to support fairer recruitment practices.
- Unpaid internships are prevalent, which exacerbates recruitment barriers because they are limited to those who can afford to undertake them.

- Work experience placements can be difficult for BAME students to access, particularly for those who do not know anyone in the industry, or for whom university-level education is not the norm within their family.
- Inadequate equal opportunities policies in architecture organisations, coupled with insufficient data gathering and review, is a barrier to the sector becoming more diverse.
- Not advertising equal opportunities policies enforces actual and perceived barriers to recruiting under-represented groups.
- Not collecting or reviewing data on equality or diversity impacts an organisation's ability to act on these issues and can lead to employees having a misconception of discrimination in the workplace, resulting in less motivation to act on, enforce, or improve equality and diversity.²⁴

Recommendations for improving equality and diversity employment practices include:

- Using representative recruitment panels;
- Using clear, accessible language in job descriptions;
- Considering unconscious bias, and taking steps to mitigate this;
- Tracking recruitment shortlists and decisions to assess areas for improvement;²⁵
- Blind recruitment processes; and
- Monitoring applications and applicants to recruitment processes.

Leadership

For specific demographic groups, barriers to leadership roles remain prevalent:

- Women and BAME groups are under-represented at senior levels in the workplace.
- Just 1.5% of directors in FTSE 100 companies are from BAME groups, and 60% of black employees feel their career development falls short of their expectations (vs. 30% of white peers). In addition, BAME employees across the UK are more likely to report that their workplace is hostile, less likely to apply for (or be given) promotions, and more likely to be disciplined or judged harshly by their employer.

- Though one in eight of the working age population are BAME, only one in 13 at management level (in both the private and public sectors) are from a BAME background.²⁶
- Although white women perform better than men in education, they are under-represented in senior management roles (e.g. women hold just 26% of director positions in the FTSE 100).²⁷

Diversity and inclusion can present opportunities for businesses:

- BAME-led businesses aid productivity. Businesses in the capital that have at least 50% owners from BAME groups are more likely to introduce new projects and services, work in new ways and bring in more than 10% additional revenue, compared to those who don't.
- BAME-led businesses are more likely to be able to enter international markets using existing networks and language skills.
- Organisations with more diverse teams have 35% better financial returns.²⁸

There is an appetite among some groups for mentorship and sponsorship:

- BAME people are more likely to want mentors and value them more than other ethnic groups.²⁹

However, BAME, women or disabled business leaders can also experience barriers to success, particularly around access to finance. This includes collateral shortages, poor credit worthiness, insufficient savings, a poor financial track record, and language barriers.

- People from black African, black Caribbean, Bangladeshi and Pakistani backgrounds are more likely to have their loan applications rejected than white or Indian business owners.
- Women-led businesses start with less capital and are more likely to use external finances.
- One study found investors were more than twice as likely to back a business if they thought a man led it, even when the information given was identical.

- Deaf and disabled entrepreneurs have been found to have difficulties accessing finance because of their limited funds, poor credit ratings, and banks not providing accessibility-friendly information. The 'benefits trap' is a very real challenge for disabled people seeking to become self-employed, because of the unpredictability of income.

- Deaf and disabled people can also have low confidence, particularly if they also experience mental health conditions, and poor disability awareness among business advisors can affect the quality of support they receive.³⁰

Within the architecture sector, the following challenges to supporting diversity in progression and leadership have been identified:

- The absence of a shared culture (including shared understanding of career progression values) can mean that the support does not help to develop a more diverse workforce.
- Women in architecture practices think employers provide better opportunities to men, and find their professional status is questioned by male colleagues (particularly with regards to technical expertise, or in terms of their authority on-site).
- BAME architects, and in particular those who are black, identify their background as a barrier to progression.

- They also do not see BAME role models at more senior levels in architecture practices.
- LGBTQ+ architects report that their gender identity and/or sexual orientation to be a barrier to career progression, with limited role models.
- A 'glass ceiling' exists in architecture, with BAME and women architects reporting they have to work harder to become respected.
- Architecture is not considered to be a profession that supports non-conventional career paths or working arrangements, due to long working hours and insufficient flexible working (particularly for those with family responsibilities, or men seeking to take shared parental responsibility).

- Having a family is reported to have a detrimental impact on progression (e.g. through being given fewer opportunities on return to work, and challenges in catching up with new technologies).
- Architects from under-represented groups can be restricted to certain tasks (e.g. women working on domestic architecture projects, or interiors), which can limit their skills development.³¹

Recommendations for improving progression and leadership include:

- Offering mentoring opportunities to staff;
- Providing flexible working opportunities, and having clear policies on return to work for parents;
- Implementing procedures for reporting grievances, beyond line management structures;
- Transparent pay and progression;³²
- Promoting a specific EDI policy in the workplace;
- Role model schemes;
- Pay gap reports;
- Unconscious bias policy;
- Blind recruitment and progressive recruitment processes; and
- A Disability Confident scheme – including a guaranteed interview scheme.

How the infrastructure sector currently performs

Gender

A lower than average number of women are employed in the infrastructure sector, compared to all other sectors (Figure 1).

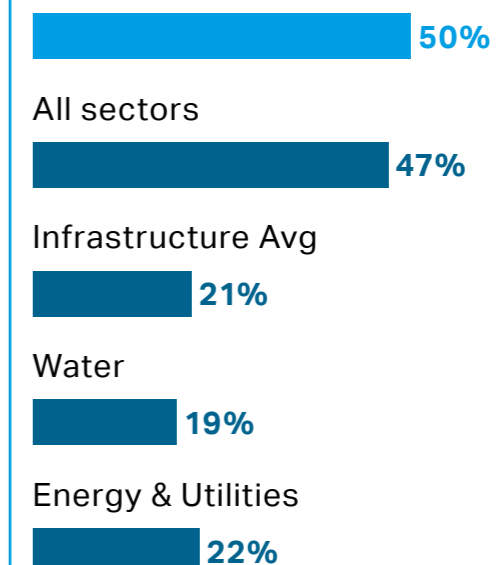
However, there are signs of improvement in workforce gender balance within the infrastructure sector:

- In the water industry, there are strong signs of progress on gender equality at the executive level, with women CEOs at Northumbrian Water, Severn Trent, NI Water and Affinity Water. In 2018, The Pipeline (a gender diversity business) praised Thames Water on making a “huge leap” forward on representation of women, with one third of its executive committee being women compared to less than a fifth of other FTSE 350 companies.³³

- The Women’s Engineering Society has reported an increase in the proportion of women in engineering roles from 9% in 2015 to 11% in 2017.³⁴
- There has been an increase in women taking up technical and engineering apprenticeships in the transport sector, with women representing over 15% of the intake in 2019.³⁵
- The ONS reports promising gender pay gap results, of just 6.5% for the grouping of water supply, sewerage, waste management, and remediation activities, compared to the median for other sectors (6.9%).³⁶
- However, in the energy and utilities sector, managerial and lower-level roles are still predominantly staffed by men:
 - 77% of managers, directors and senior officials are men vs. 65% for all sectors; and
 - 95% of process, plant and machine operatives are men vs. 88% for all sectors.

Figure 1: Proportion of the UK workforce who are women

Women as % of London population



Source: Data for women as % of London population from London's diverse population dataset, from GLA Data for all sectors, water, energy & utilities from Bridging the Gap: Tackling diversity in the water sector, reporting from ONS 2017 Business Register and Employment Survey, and Labour Force Survey 2017/16.

Figure 2: Proportion of the UK workforce who are BAME

BAME as % of London population



All sectors



Infrastructure Avg



Water



Energy & Utilities



Transport & Communications



Source: Data for BAME as % of London population from London's diverse population dataset, from GLA
Data for all sectors, water from Bridging the Gap: Tackling diversity in the water sector
Data for energy & utilities from Energy Utilities Industry: workforce and skills profile
Data for transport & communications from ONS: Employment by sector and ethnicity 2017

Current initiatives

- **British Water – Women in Water Campaign:** running events in 2018 and 2019 to 'support women in the industry with their career and personal development by presenting them with tools, tips, advice and case studies all underpinned by a message of empowerment and progression'.³⁷ topic for the 2019 event is *Empowering Empowered Women*.

Ethnicity

There is lower than average BAME representation in infrastructure sectors compared to the average across all sectors (Figure 2).

- Whilst the proportion of the total population in the UK who work in energy and water is 1.7%, Pakistani/Bangladeshi (0.6%) and black (0.9%) people are particularly poorly represented in these sectors.
- Compared to the proportion of the total population in the UK who work in transport and communications (9.0%), Indian (15.7%) and Pakistani/Bangladeshi (17.9%) people are overrepresented in these sectors.

- However, there is growth in BAME representation in the transport sector (21.8% in 2019 compared to 14% in 2016).

Age

The infrastructure sector average for employing people aged over 55 is lower than the average of all sectors. While data is limited concerning the proportion under the age of 24, the water sector performs poorly in comparison to the average for all sectors (Figure 3).

Current initiatives

- **Young Water Dragons:** a competition run in schools for 11-16 year olds to develop water-based projects and bring forward new ideas which challenge current thinking. The goal is to encourage young people to become excited by the prospect of a career in the water sector.

Figure 3: Proportion of the UK workforce who are aged under 24 / over 55

Age as % of London population



All sectors



Infrastructure Avg

N/A



Water



Energy & Utilities

N/A



Under 24 Over 55

Source: Data for age as % of London population from ONS population estimates 2018
Data for all sectors, water from Bridging the Gap: Tackling diversity in the water sector
Data for energy & utilities from Energy Utilities Industry: workforce and skills profile

Skills

The infrastructure sector is facing a skills crisis, with an estimated 221,000 vacancies which will need to be filled in the energy and utilities sector alone over the next decade. Reasons for this include:

- The existing workforce retiring or moving to other sectors.³⁸ The water sector will need to replace an estimated 63,000 vacancies by 2027, more than its current workforce (60,000);^{39 40}
- The energy and utilities sectors predominantly employing its workforce in low- to mid-skill level jobs. Currently, 35% of hard to fill vacancies in the energy and utilities sector are due to a shortage of people available with the required skills. While this is already higher than in any other sector, ongoing innovation in the sector will require a different mix of skills in the future, exacerbating the problem;⁴¹ and
- Other sectors are competing for the same or similar talent, often at higher rates of remuneration.⁴²

Interest and performance in STEM are not currently translating to employment in STEM occupations, which impacts the infrastructure sector:

- Despite 75,000 people graduating with STEM degrees in 2016, only 24% went on to work in a STEM occupation within six months.⁴³
- 89% of STEM businesses struggle to recruit the workers they need, with a shortfall of 173,000 skilled workers costing £1.5 billion per year.⁴⁴
- Despite girls performing better in STEM subjects at school than boys, the proportion of women working in engineering in the UK (12%) is the lowest in Europe, trailing behind Latvia, Cyprus and Bulgaria (30%), Sweden (26%) and Italy (20%).⁴⁵

Current initiatives

• Energy and Utilities Skills

Partnership: comprises more than 30 organisations within the energy and utilities sector who are 'working with central and devolved government as well as regulators and other key stakeholders, calling for explicit recognition of skills and workforce renewal in regulatory and policy documents to ensure that we have a sustainable workforce for the future'.⁴⁶

- **Talent Source Network:** a web portal bringing together over 25 employers in the infrastructure space, offering job opportunities covering experienced and entry-level roles, Apprenticeships, Graduate Schemes and Professional roles⁴⁷. More than 3 million people have been contacted via the Network, and it is currently running in excess of 50% women. It uses clear language and describes the outcomes of each advertised role, rather than the inputs, in order to appeal to industry-outsiders.⁴⁸

- **Apprenticeships:** despite an initial 60% drop in the number of apprenticeships offered in the six months following the introduction of the Government's Apprenticeship Levy in April 2017, utilities employers have been praised by the House of Lords as "one of the most trailblazing

of all those involved with developing new apprenticeships".⁴⁹

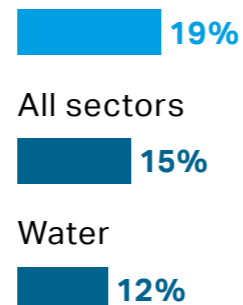
- **Future Water Association's Corporate Knowledge Retention Group:** to help retain the knowledge, experience and understanding of older workers in the industry.
- **The Social Mobility Working Group, part of the Strategic Transport Apprenticeship Taskforce (STAT):** set up to address the issue of social mobility in the transport sector, and to ensure that opportunities to work in the sector are available to those in all communities it serves equally.
- **Heathrow Employment and Skills Academy:** offering pre-employment training, including two airport-specific courses, to serve the airport's surrounding communities and support local economic growth. Heathrow has also proposed to offer 10,000 work experience days and up to 1,200 work placement days to local T-level students in construction and design from September 2020 throughout their proposed expansion.
- **Construction Skills Fund:** employment opportunities in the construction and built environment in London, funded by the Department of Education and Transport for London.

Disability

There is limited data available in the reports to indicate how infrastructure sectors perform in employing those who identify as deaf and disabled (Figure 4), beyond the water sector – which performs marginally below all sectors.

Figure 4: Proportion of the UK workforce who identify as disabled

Disabled as % of London population



Source: Data for disabled as % of London population from London's diverse population dataset, from GLA
Data for all sectors, water, energy & utilities from Bridging the Gap: Tackling diversity in the water sector

Current initiatives

- **Transport for London Steps into Work programme:** offers young people aged 16 and over with mild-moderate learning disabilities and those on the autistic spectrum the opportunity to gain work experience. Individuals participate in work placements and complete a BTEC Level 1 work skills certification, resulting in 79% of participants in the last three years gaining paid employment within 12 months of completing the programme (vs. 6% employment for this demographic on average nationally).⁵⁰
- **Experience Skanska:** a work placement programme for those with a disability, as well as those who are NEET, ex-offenders, ex-military, or returning to work from a career break of two years or more. The programme has created 'diversification of the talent pool [that] has allowed Skanska to harness the creative and innovative energy that it might otherwise not have received, whilst offering those from disadvantaged backgrounds opportunities to thrive'.⁵¹

FINDINGS FROM PRIMARY RESEARCH

Stakeholders in the London infrastructure sector

Understanding of diversity and inclusion

Diversity is viewed by the sector as a question of meeting hiring targets, whereas a meaningfully inclusive workplace not only attracts but retains staff from diverse backgrounds.

- There is a perception that *inclusion* (and therefore, retention) is critical to the success of diversity initiatives.
- Stakeholders' references to diversity are narrow and predominantly limited to gender and ethnicity.
- Acknowledgement of diversity beyond protected characteristics, such as socio-economic background, is extremely limited.
- Whilst the infrastructure sector has traditionally been dominated by white men, recent initiatives have improved gender balance specifically in entry or trainee level roles – although this means more senior jobs are still predominantly held by white men.
- Diversity of protected characteristics in the sector (beyond gender) is perceived to be poor, and progress to improve this has historically been slow.

Diversity

Stakeholders across different sectors within the infrastructure sector broadly share the same understanding of what diversity means: as having a workforce that is **reflective of the wider population** as well as the **communities that they serve**.

Stakeholders tended to feel that for an organisation to be diverse, it is important for it to be **diverse at all levels of seniority** within the organisation, and **across different departments**.

Diversity is about the range, breadth and mix of people you can have. From a legal point of view, it's around making sure that the protected characteristics of people are treated positively, and they don't experience any discrimination.

[Provider]

However, most often, **stakeholders' references to diversity are narrow**; many examples of diversity are limited to gender and ethnicity, with fewer mentions of visible or hidden disabilities, or LGBTQ+ people. Further, references to BAME were often generalised about a wide number of ethnic minorities, with limited specificity towards particular groups.

Whilst some stakeholders reference the 'protected characteristics' enshrined in the 2010 Equalities Act, their references tend to be limited to age, gender, and ethnicity. They are less likely to mention age, religion, gender reassignment, sex, pregnancy and maternity, and marriage and civil partnership. Mentions of diversity beyond this are even fewer, for example socio-economic background, ex-offenders or ex-armed forces.

Stakeholders are concerned about 'singling people out' and drawing what is perceived to be unwanted attention to characteristics that are indicative of diversity. They rarely, if ever, mention intersectionality (i.e. compounded barriers for those who are both black and women - on account of having more than one protected characteristic), which results in narrow strategies that often do not have scope to affect real change. There are also commonly-held preconceptions about correlations between certain minority groups which mean that multiple minority groups are excluded through the exclusion of one. For example, the exclusion of BAME people often correlates with the exclusion of people of faith – or that the exclusion of women often correlates with the exclusion of LGBTQ+ people.

It's a high ethnic population within the ex-offender population, and if you're looking at disability there's ranges in ages... [by contrast] it's really hard to focus solely on females or ethnicity... [because] it means you have to be so exclusive in order to be inclusive.

[Provider]

Inclusion

Inclusion is viewed as fostering an environment in which employees **feel that they can be themselves** at work and have **equal opportunities to progress** within the company, regardless of their background. Some stakeholders feel that an inclusive environment is **necessary to retain staff** who are female, BAME, deaf and disabled, or LGBTQ+.

Ensuring that those with protected characteristics or those from diverse socio-economic backgrounds feel included in the workplace is essential in breaking down structural inequalities. A small number of stakeholders said that when thinking about inclusion, it's helpful to move beyond just thinking about protected characteristics, to thinking about all the ways that different types of people – such as those with introverted or extroverted characters – can be helped to contribute at work, in the way that best suits them.

Inclusion is making the numbers matter – it's making the numbers count. Because you can have a very diverse organisation, but you don't get the benefits of that if it's not an inclusive workplace.

[Provider]

As a result, some have a strongly held view that **diversity is not possible without inclusion**. For example, if there is a gender balance at recruitment stage but the company isn't inclusive for women, they may be less likely to stay at the company or have the opportunity or support to progress to senior levels. These stakeholders say that inclusion **therefore has to be at the heart of diversity initiatives**.

I would actually like to get rid of the term 'diversity' completely. I would like to use inclusion... Diversity can mean everybody being different rather than talking about everybody being included. I think it [inclusion] is a more positive approach.

[Provider]

They have the same opportunity in theory, but we are starting to track now what happens when people apply for promotions. My entire team are going on a diversity and inclusion specialist course.

[Provider]

Current state of D&I in the infrastructure sector

Stakeholders acknowledge that the **pace of change in infrastructure organisations has been slow in the past**. Despite some acceleration in recent times, there is still a long way to go to improve D&I in the sector, and there are substantial challenges in some areas:

- Stakeholders feel that the sector is **predominantly white and male**, and that this hasn't changed in the long term.
- For example, one stakeholder left the gas industry 25 years ago, feeling that as a woman the environment was not inclusive; returning to the sector recently she felt that little had changed.
- Most stakeholders say that historically, **D&I initiatives have been solely an HR remit** and the ambition has only recently expanded to become embedded in senior teams.
- Stakeholders who work in organisations where the senior team does not understand the inherent value of improving D&I, find it challenging to get momentum behind initiatives and make improvements.

That has been a massive shift over the past 2 years. We started in HR and a lot of people didn't understand how this could help. Now board members are engaged... they messaged me to say that we have to work on inclusion in the new values we are writing!

[Provider]

- While the overall balance of protected characteristics within infrastructure organisations is said to be poor, some stakeholders say **at least gender balance is vastly improving at entry or trainee level**, and is approaching 50/50 balance in some organisations, in applications and intake.
- While this is a good start, **it will take time for gender equality to be reflected in the makeup of senior teams**, and **there is still significant scope to improve diversity characteristics** beyond gender.

Examples of best practice

Awareness of examples of best practice in other organisations is limited.

- Examples cited from beyond the infrastructure sector include universal parental pay, equality outcomes, gender equality on boards, and a multicultural workforce policy.
- Within the sector, stakeholders mention cross-sector support networks for women, initiatives to improve applicant diversity, an LGBTQ+ network, and paid work experience.

Stakeholders are generally **not aware of examples of best practice** in other organisations, whether within or beyond the infrastructure sector. Many stakeholders are more likely to look to external recruitment specialists or consultants than to look to other similar organisations to share ideas and learnings.

However, some stakeholders named examples of best practice beyond the infrastructure sector, including:

- **Diageo**, who had recently introduced a policy of **universal parental pay**,

where both men and women who are having a child can take 26 paid weeks off. The stakeholder had seen the board members talking about it at a conference and was impressed by their fluency on the topic of inclusivity, and felt they set an inspiring example.

- **The NHS**, who set **equality outcomes**, meaning that their work towards diversity and inclusion is focused on the end-goal and there are clear markers of success.
- Commercial-sector organisations like **Amazon, Google** and **eBay** who appear to take diversity seriously, for example by **setting targets for a 50:50 gender split** in executive teams and boards.
- Multinational organisations like **Unilever**, who, because they work in markets all over the world, have a **multicultural workforce** who will understand those markets, rather than just "Anglo-Saxon-type" individuals.

Stakeholders also mentioned examples of best practice in other infrastructure organisations:

- Cross-sector networks to support women, such as **Women in Construction** and **Women in Engineering**. These are felt to be leading the way in supporting women,

building their confidence and helping them to raise and realise their ambitions.⁵² Cross-company networks are felt to be successful in creating a huge pool of engineers, providing the network with greater resource and opportunity.

- **The Energy & Utility Skills careers website** is felt to be a good step forward for encouraging gender balance.
- **Sky**, which has run a campaign to encourage diversity in technical infrastructure. Which is noted as being impressive for **advertising the different types of roles** that are available and encouraging a more **diverse pool of applicants**.
- A staff member at **Network Rail** had included in their email signature that he was the organiser of the **LGBT+ diversity network**. The stakeholder who mentioned this felt that highlighting this was good in itself and helped show perceptions of rail as 'small c conservative' may be outdated.
- One stakeholder said two construction companies he had worked with are actively seeking out women who have taken career breaks or maternity leave, bringing them back for **paid work experience** so as to help them back into the workplace.

D&I challenges that infrastructure organisations face

Infrastructure organisations face institutional challenges to attracting diverse candidates and fostering an inclusive culture.

- These include low awareness of the sector, and the sector having an image problem.
- These challenges are particularly acute for organisations with field and operations teams.
- Across the sector, low staff turnover, an older workforce and long terms of service mean that workplace culture is deeply ingrained, and organisations will have to work hard to shift it.
- To improve diversity and inclusion across the sector will require senior leaders to take responsibility to deliver top-down and bottom-up approaches, and to widen their current narrow view of diversity.

Stakeholders acknowledge the need for diversity in the infrastructure sector, and that taking responsibility to establish a culture of inclusion is essential to ensure that this drive for diversity is successful.

- The infrastructure sector is facing a **period of change and adaptation** as environmental concerns come to the fore and technological advances change what is possible.
- Most stakeholders note that diversity is **critical for achieving the innovative thinking that is required** to move the sector forwards.

The need for different people there at the table to help with that creative thinking is really required. That underpins our drive for diversity. If you want to be part of something that's doing good, want to clean up the world, then come into our industry.

[Provider]

Stakeholders also acknowledge the **need for their workforce to reflect the make-up of the community that they operate in and serve**, in order to best cater for their customers.

We really need to understand the different kinds of customer that exist and their needs, and therefore we need lots of different people in our organisation to do that.

[Provider]

However, despite this, the infrastructure sector still faces a number of substantial challenges in terms of both **attracting diverse candidates** and **fostering an inclusive culture** within organisations. Senior teams need to be accountable for the **institutionalised challenges** within their organisations that threaten the success of their D&I initiatives. This involves tackling entrenched and systemic biases and attitudes from the most senior level.

Attracting diverse candidates

There are a number of **cross-cutting challenges** that organisations need to address in attracting diverse candidates. These are particularly acute for infrastructure providers with field and operations teams as these are traditionally male dominated roles. It is typical in the sector for employees to work their way up to management roles from an operational starting point – therefore the **diversity at lower levels of an organisation often impacts the diversity of senior employees in years to come**.

The infrastructure sector has an **awareness and an image problem**. Not knowing what jobs are available, or the misconception that the jobs available are not for 'people like me' is a real barrier to attracting diverse candidates.

This starts within education; aligned with the synthesis of evidence, stakeholders say that the infrastructure sector is impacted by low uptake of STEM subjects amongst girls.

We can set a target around women on boards, but it needs to be realistic with regards to the industry because... we've got this issue going back to the primary four class, when girls start to think they can't do Maths.

[Provider]

Beyond this, lack of awareness prevents candidates from already underrepresented groups considering a career in the infrastructure sector:

- Parents, educators and school-based careers advisors **are typically unaware** of the opportunities a career in the infrastructure sector can bring. This **limits consideration** of the sector amongst those **without an existing connection to infrastructure**, such as a parent (likely a white British man) working in the sector.

They didn't understand the range, it blew science teachers' minds away that we have a full laboratory, and they didn't realise the types of jobs that existed. They think it's a kind of one track type of job, the fact the amount of technology and digitisation we use in this industry... students didn't even think that was a thing.

[Provider]

If they come from a more disadvantaged background, maybe their parents don't even work in that type of environment, how would they even know that's an option? Those whose parents went to university and already work in the sector... they already know – they will already have those opportunities.

[Provider]

People from diverse backgrounds don't really know what we do or want to apply for our jobs.

[Regulator]

- Furthermore, careers in the infrastructure sector are seen as less prestigious than some traditional vocational roles, such as being a doctor or lawyer. This makes them less appealing, particularly for those from BAME communities.⁵³

If we are talking about BAME candidates, a lot of the time people will want to make sure their family respect the career paths they want to go down. Being a doctor or a lawyer is very structured, and it's obvious you're successful.

[Provider]

Even when awareness of the sector is higher, misconceptions about what type of person works in the sector and what the nature of the work is can prevent diverse people from applying:

- The sector is perceived to be **dominated by white British men**. This is compounded by images in marketing materials, and by technicians visible at work in the community. This implicitly excludes BAME candidates and women – as well as neglecting to represent the BAME staff and women who do currently work in the sector. The result is that many potential candidates, such as women or BAME candidates, do not see infrastructure as a career option 'for people like me'.

If you think about a job advert for a technician you might see on our website, it's usually a white male in a hard hat.

[Provider]

- Additionally, another common misconception (held by applicants as well as existing staff/interviewers) is that these roles are more suited to men given **stereotypes about the roles being 'physically demanding'/'being 'dirty work'**. Changing this image will require a cultural change within and outside these organisations via awareness raising about the diversity of roles and skills required in the sector. There is low awareness of technological advances which have changed the skills required to fill these roles and made them accessible for a wider range of potential employees (such as women, or deaf and disabled people). Stakeholders feel strongly that the sector needs to make the case for how it has innovated, in order to appeal to more diverse applicants.

From a disability perspective, they may be thinking 'can I even get on site?'

[Provider]

It has a reputation for being perhaps a bit grubby, long hours, outdoors and very 'trades' based. What is less well understood is the amount of tech and innovation that also takes place in this sector... there is work to do in those areas to improve understanding around those roles.

[Provider]

Despite positive work in the sector, many stakeholders also note that **unconscious bias** in hiring still remains a barrier to diversity and inclusivity. Whilst most organisations are working to address the diversity balance, **hiring and management teams remain dominated by white British men**. This presents a challenge to a truly diverse and inclusive culture that employers must address.

A lot of people sitting round those tables [hiring panels] are white men. There's an affinity in that which can give you comfort.

[Regulator]

We found that women were not making it past the shortlist stage – there is a natural bias among those who are selecting, who are nearly all male at the minute.

[Provider]

Fostering an inclusive culture

There is widespread acknowledgement amongst stakeholders that a real increase in diversity is contingent on **fostering a culture of inclusion**, such that all employees feel they can **'bring their whole self to work'**.

This is about behaviour... we could go out and hire all women graduates next year, but they're all going to leave within a year. We need to make sure that they're not ignored in meetings, that they are also going to get the opportunity to be invited to exciting projects.

[Provider]

However, **low staff turnover** in the sector, coupled with an **older workforce** with long terms of service often results in a **deeply ingrained culture that infrastructure organisations need to work hard to shift**.

People have long careers in this industry, and makes it hard to change [the culture].

[Provider]

If you've got lots of people of a similar background at a very senior level of the organisation... [then] there is not a sufficient challenge to think about the diversity and inclusion issues.

[Government]

Beyond this, specific challenges to fostering an inclusive culture in the sector remain. These include lack of diverse role models, barriers to progression, and lack of flexibility:

- Female and BAME employees are reported to be less confident and less likely to apply for senior roles because there **are few others 'like them'** at senior levels.⁵⁴ There is a common belief that unconscious bias – noted as a problem in attracting diverse candidates – pervades when it comes to progressing diverse hires in the sector.

If you're not white and male and pretty much British then you do stand out. It's quite a lonely place to be.

[Provider]

I think a big one is senior management, we have done a lot where we have tried to engage with CEOs, political leaders, It's disproportionately male and almost universally white at that level.

[Regulator]

- Related to this, women could be better supported to feel that they can **put themselves forward for promotion**, as well as in **removing criteria for success that screen them out before or during the early stages of recruitment**.

If you have an opportunity, there is loads of research to say that the male will go for the role regardless of whether they tick all the boxes. But the female will see that they tick three quarters and won't apply.

[Provider]

- **Antisocial hours** in operational roles can be **prohibitive to parents and carers**, especially mothers and single parents. While technological advances should help to tackle this challenge, employers need to embrace a **corresponding culture shift** towards accepting flexible working styles.

Another issue is that a lot of the areas of work tend not to offer the work on a more flexible basis, which certainly in my experience means it can primarily be a barrier for women to enter those workplaces.

[Government]

Institutionalised challenges

In addition to the challenges of attracting diverse candidates and fostering an inclusive culture, there are also institutional hurdles that infrastructure organisations must tackle. Stakeholders hold a **narrow view of diversity**, and are limited in expanding this due to **being confined to visible diversity and inclusion**, and because they **lack a top-down and bottom-up approach**:

- Whilst some stakeholders reference a breadth of protected characteristics in the context of diversity and inclusion, practical approaches have been limited to gender and ethnicity, and wider diversity beyond protected characteristics is largely ignored altogether. **A narrow view of diversity limits the sector from being as diverse as it could be.**

LGBT is hard to say – we wanted to do a diversity survey, but we don't know [what to do].

[Regulator]

- In part, organisations' diversity and inclusivity **measurements are based on that which can be 'seen'**. As a result, it is difficult to 'measure' how well they are doing, and what they need to improve.

- Linked to this, **data on protected characteristics is often lacking** due to it being provided by employees on a voluntary basis or not asked at all.

It requires you to divulge information about yourself sometimes that is quite private... I think that it's quite a big step.

[Regulator]

A lot of that is around taking a 'share not declare' approach... we know that our statistics show that we're underrepresented in terms of disabled members of staff but actually we believe those figures are much higher.

[Regulator]

- Diversity and inclusion will only be improved by a **joined-up top-down and bottom-up approach**. Senior teams have a responsibility to prioritise D&I initiatives, as their buy-in to the business case for diversity and inclusion is critical in supporting their internal D&I teams and facilitating long-term change.

- Including diversity and inclusion in organisations' mission statements and values is an important first step, but it does not go far enough. Senior support is required to understand what initiatives and investment will have the most impact and execute them internally.

[Improving diversity and inclusion] has to be led from the top and people have to find a degree of comfort and really understand why this matters to them.

[Provider]

There is no silver bullet solution, education and skills gets it from the start when people are making choices about [a] career.

[Provider]

Stakeholders also note the **pace of change and progression routes** in the sector mean that changes are likely to be bottom-up. As a result, it will be some time before a diverse cohort of entry-level candidates work their way up through operational roles to senior managerial positions.

Addressing challenges and taking good initiatives further

There is a role for the Infrastructure Group to play in helping the sector take current initiatives further.

- Many infrastructure organisations have signed up to pledges and commitments, as well as implementing internal initiatives to help understand the current state of D&I in their organisation and set goals for improvement.
- Whilst these will go so far to improving diversity and inclusion, there is still a way to go before D&I is embedded into infrastructure organisations. There is a role for the Infrastructure Group to play in helping to drive this agenda forwards, namely by providing support as a facilitator, sharing information with the sector, and in promoting the sector externally.

Current diversity and inclusion initiatives

Infrastructure organisations have made a start in addressing the lack of diversity and inclusion in their organisations with a range of

initiatives. Though organisations are often reluctant to say what has been successful before they have seen the long-term impact of their initiatives, there is **some consensus around what initiatives are likely to have impact**. In particular, there is consensus around **the importance of collecting and monitoring D&I data; setting goals for improvement; attracting diverse candidates; supporting employees with diversity characteristics while in the workforce; training the wider workforce** in diversity and inclusion; and **improving internal communications and messaging** to reach and support a wider range of staff. Some organisations were implementing these as part of a wider D&I strategy, while others were attempting them as standalone pieces.

Understanding current D&I, and setting goals for improvement

- **Data collection is felt to be vital in order to ascertain a clear picture** of the current state of D&I, so as to understand **where they are lacking in diversity, and what they need to most urgently address**. This also reflects a proactive approach rather than responding in a reactive matter to staff issues. Having diversity distilled to numerical metrics is felt to be very useful in communicating D&I challenges to senior teams, who are often 'numbers people' and take

figures particularly seriously.

- However, while data collection is recognised as being important, stakeholders find it difficult to implement. For some, understanding how to make the most of data collected to aid their D&I work will help to elevate data collection above a 'box-ticking' exercise.

One of the things I did at the leadership conference was a diversity score card – for people that like numbers – I think they were quite shocked.

[Provider]

- **Setting goals for improvement formally addresses D&I** through company policies. Examples include:
 - Having policies for trans and non-binary employees to provide clear guidelines and ensure the ambition for D&I is embedded in the organisation;
 - Setting targets (not quotas), such as 50:50 gender balance to work towards, to ensure initiatives have the desired impact.

The people that we work with [from infrastructure organisations] are mostly doing policy rather than building on the ground. Awareness of the issue among policy type people is relatively high.

[Regulator]

- **Pledges and partnerships improve D&I in their organisation, and the sector more widely.** In particular, the Energy & Utility Skills Partnership had permeated through the sector and was commonly being worked towards. Within organisations and across the sector, EDI champions can educate and support staff to refine their work around diversity and inclusion.

There's already a number of sector things that have kicked off in the last few years. All to do with I&D [...] forums [which have] pieced together sector commitment, and done quite a bit on what we think the activities are to be done.

[Provider]

- **Having senior buy-in to improving D&I is essential to embed the goal within organisations.** Many organisations have a dedicated D&I team and/or staff with specific D&I responsibilities as part of their remit. This provision demonstrates senior buy-in and means that initiatives are being driven forward by the

senior executive rather than just HR departments. This is felt to be critical to improving their chances of success.

- Further, some had engaged specialist recruitment or diversity consultants to advise on how to shape and effectively embed their D&I strategies.

We got in touch with an organisation around 2017 [...] they're diversity consultants. [...] the insight it gives you in what would really help turn the dial.

[Provider]

So joining those networks up. That's where Women in Engineering works very well because they've got such a massive pool of [women engineers]. So I think joining up across sectors, so if there was like a network that went across all organisations, I think that would be really helpful.

[Regulator]

I think for us I feel really fortunate in that we have a CEO driving this agenda... He wanted to get this right and he's also aware that he doesn't know how to do it. That makes a massive difference because that's an open door then to bring ideas.

[Provider]

One of the keys is to have the CEO right behind it and ours is, but he only joined the company a couple of months ago. If you don't have that then you really struggle... as a result of him making it a strategic priority, it will filter down.

[Provider]

Attracting diverse candidates

- **Positioning the company to potential hires** is felt to be vital to **reaching a more diverse pool of applicants.** Initiatives include changing the imagery in advertising, communications materials and job adverts to demonstrate diversity; changing the language used in job adverts to be more inclusive; and advertising job vacancies across a wider variety of portals in order to increase their reach amongst potential candidates. This can be achieved using the support of external stakeholders and partners such as Stonewall or Black Training and Enterprise Group.
 - In addition, some organisations are employing recruitment specialists to assist with this, for example proofing job specifications, or who might organise interviews at training centres, so that interview panels are diverse if it's not possible to draw a diverse interview panel from within the organisation.

Now we're seeking to shape our recruitment and get the language of our recruitment so that we actually draw people from all sectors and parts of our society so that our business actually reflects what our business has.

[Provider]

Supporting employees

- Some infrastructure providers are challenging managers to **move away from engrained norms with respect to working hours and flexibility**, particularly for those overseeing employees working in operations roles. This is felt to be important to **retaining and attracting a more diverse workforce**, including women and those with caring responsibilities.

Encouraging working differently. That's being cited as one of the things that could reduce the gender pay gap within about ten years [...] Sometimes it's not about part time, it's about working in a slightly different way that suits your life.

[Provider]

- Stakeholders say **better internal support** has the capability to **provide employees from diverse backgrounds with the skills they need to progress in the sector**, as well as ensuring that the team more widely are not discriminating against people from diverse backgrounds. Effective policies for diverse employees include:
 - Networking groups tailored to women, particularly BAME communities, and LGBTQ+ people within the organisation;
 - Training and coaching on softer skills, including confidence, to support progression to senior positions.
 - Facilities such as a crèche or funding support for ongoing mental health support and advice.

Training the workforce

- To **improve buy-in and understanding of D&I** challenges, many organisations are implementing initiatives to **train the wider workforce**. Policies considered to be effective include:
 - Unconscious bias training;

- Training and coaching on softer skills to ensure that those with protected characteristics are managed in an inclusive way; and
- Reverse mentoring schemes, which give younger/junior employees with a particular 'diversity characteristic' the opportunity to mentor a member of the senior executive on their experiences in the organisation.

We have quite an active network of groups that cover everything from the women's network to the dyslexia / dyspraxia network to the BAME network to the menopause network.

[Regulator]

In terms of actual progression, we've been having conversations with our members of staff networks, like the BAME network and the women's network and so on, about perceptions and we did a lot of work to support them in things like interview skills, training and so on. It's quite simple things that we can do to help give people more confidence.

[Regulator]

Areas for further support

Infrastructure organisations still have a way to go in embedding D&I. To date, they often have yet to see real improvement as a result of their initiatives. As such, they are looking for support to develop and implement longer-term, sector-wide initiatives to address the D&I challenges which are harder to tackle alone.

- While the initiatives outlined in the previous section are felt to be proving successful, they are not addressing the underlying causes of low diversity in their sector.

There is a strong receptiveness to the Infrastructure Group taking a role in providing this support, namely as a **facilitator of information sharing** between organisations within the infrastructure sector as well as in **promoting the infrastructure sector** more broadly.

If the infrastructure sector, alongside the government, joined up and said, 'do you know what, if we actually stopped half of these partnerships and just did two or three things as a sector – we'd have a massive impact.

[Provider]

I think people just need to be more open with sharing their stuff... we've just got to get over ourselves and be fully transparent. We're all in this sector together... we've all got this problem.

[Provider]

- **The Infrastructure Group as a promotor of the infrastructure sector:**

- There is an important role to play in terms of showcasing the innovation and dynamism that makes the infrastructure sector an exciting place to work, as well as emphasising that work in this sector addresses some of the most important environmental challenges of the day.
- In particular, there is an opportunity for the Infrastructure Group to provide resources and coordinate opportunities to engage young people (early high school years) with a potential career in the infrastructure sector.
- There is a need for sector-wide awareness raising about the barriers to greater diversity and inclusion, and what can be done, as well as what is currently being undertaken.

Actually, the only way you're going to change the pipeline and perception is to work together... we've not maybe thought about attracting people into our roles or thought creatively about how we can promote [the sector].

[Regulator]

There is a huge opportunity here, and you have that community sense as well because you are doing a service to the country, if we don't get this right then essential services and people's lives are really effected.

[Provider]

There's a real lack of a joined-up employer plan...there are huge opportunities for people to work within the London infrastructure sector...but what you tend to see is individuals in organisations doing their own individual advertising.

[Regulator]

Ensuring that organisations are working together to build on existing knowledge about D&I, as well as having the support they need to promote what they do to a more diverse cohort, underpinned more specific suggestions for support, including:

Attracting diverse candidates

- Few stakeholders felt confident in gaining the internal support to coordinate awareness raising of the infrastructure sector at school-age, as it is difficult to predict what a return on investment will look like for their organisation. However, they have a **range of ideas for engaging children and young people:**

- **Careers and networking events:** there were positive reactions to this concept, and stakeholders expected that 'career cafés', workshops, and TED talks would be well received amongst sixth formers and those in tertiary education; other suggestions included talks, organisations hosting 'open house' events, and utilising social media.

- **Establishing awareness at a young age:** it was felt that careers and networking events would only be successful in increasing the diversity of potential candidates if they complemented broader awareness programmes in the early high school years (as above).

- **Resources for teachers and careers advisors:** providing materials for teachers and careers advisors to increase their own awareness of the opportunities afforded by the infrastructure sector, allowing them to help students consider careers in the sector themselves when selecting subjects.

Why don't we do it [career cafés] at Year 7 or Year 8? If they've already decided what subjects they're doing, if they've already decided what universities they're going to, then it's too late.

[Provider]

Opening up the doors of business and inviting people in to see, because children just have no idea.

[Provider]

- Extending this, the Infrastructure Group could provide **support and resources for organisations to participate in existing mentoring schemes** such as the Department for Work and Pensions and Movement to Work.
- There is also a need for improved data collection to identify priority groups and measure progress – meaning that the question of pitting minority groups against one another does not arise.

I mean, I know mentoring makes an enormous difference. The only thing is that it's very resource intensive, you need to choose a particular diverse group... and the problem I have with that is, which category trumps another?

[Regulator]

Fostering an inclusive culture

- Stakeholders are aware of the need to set diversity targets such as 50:50 gender split and BAME make-up that reflects the communities in which organisations are operating. However, there is **limited implementation of inclusion targets**. The Infrastructure Group could provide support by **helping organisations to understand what to aim for** and how to measure the impact, in order to know whether or not they are making tangible progress.

We should all have targets that we publicly commit to and publicly report on.

[Provider]

We need to get comfortable with having targets for diversity and inclusion, but we're not quite there yet.

[Provider]

Institutionalised challenges

- The Infrastructure Group is in a position to **provide credibility and resources to help organisations fulfil their existing obligations to pledges or partnerships** to improve D&I.
- **Greater organisational prioritisation of D&I** could help stakeholders **build the case for investment in and focus on D&I within their organisations**. This is a key way in which senior executive teams can come on board and 'buy in' to the goal of improving D&I. The Infrastructure Group has the **credibility** to be able to **drive this agenda forwards** and ensure that organisations across the sector are aligned and working towards a common goal.
- Further to this, the London Infrastructure Group can provide support collecting diversity data by helping organisations understand how best to approach this both for those requesting and providing information. This would help organisations to understand where they stand as well as benchmark themselves against their peers.

The debate about the business value of diversity, would it be useful to get people from different infrastructure companies to talk about it? It would be powerful for organisations to know that they are all in the same boat.

[Provider]

External benchmarks reassure both externally and internally.

[Provider]



CASE STUDIES

Network Rail – 20by20

- **Objective:** to increase gender diversity

The '20by20' project is Network Rail's approach to increasing gender diversity by achieving 20% women employees by the end of 2020. Whilst there is a specific target, the main focus is on the culture. Activities in the project include examining and addressing barriers to attracting, recruiting promoting and keeping women in the business. This has meant reviewing job descriptions, adverts and the language and images used; focusing on increasing the number of women graduates and apprentices both of which are opportunities for large volume recruitment; establishing a returners programme, a menopause project and making sure that the organisation removes any policies, practices and processes with the potential to discriminate against women.

This approach has resulted in an increase in the percentage of women from 16% in 2016 to 18%. 20by20 is bringing about a change in culture, encouraging greater diversity and inclusion, and helping Network Rail to become more appealing to a wider range of potential applicants considering joining the railway.



National Grid – ‘Reverse mentoring’ scheme

- **Objective:** to encourage awareness of overall diversity within the organisation
-

A ‘reverse mentoring’ scheme was introduced at National Grid to increase awareness of diversity and inclusion issues among senior members of the organisation. Senior members of the Group Finance Director’s team were involved in the year-long initiative, in which they indicated areas of diversity they wanted to learn more about (such as gender or disability) and were then paired with a junior colleague who had agreed to become their ‘diversity mentor’.

This experience provided the mentors the opportunity to raise awareness of their experiences and gain visibility and build relationship across the leadership team. During the feedback session, the mentors and mentees both shared details of some of the very personal experiences they had discussed, how they had found themselves really opening up and how they had helped one another understand more about the subject and how to change things for the better. This initiative has raised the profile of diversity across the Finance organisation and has had a lasting impact on those that took part. The scheme is now being expanded further in the Finance department and across other functions.



SSE – Gradual return to work for new parents

- **Objective:** initiative to support maternity and adoption leave returners

Since April 2017 SSE have been supporting new parents returning from maternity and adoption leave by offering increased flexibility. New parents are offered the opportunity to work 80% of their contracted hours for 100% of their contracted salary during their first six months back at work. The initiative has been successful in driving an increase in the proportion of new mothers deciding to return to work following maternity leave, from 84% in 2016 to 100% since the changes were introduced. Of those who accessed this benefit within the first year of its introduction, 98% rated it as good or excellent and 93% said it significantly improved the return to work experience (compared to previous periods of leave with other employers).

Ofwat – Values and Strategy

- **Objective:** to support employee health and wellbeing

Ofwat works to uphold a series of values within their organisation, represented by the acronym 'SAILOR', which includes 'Respect', 'Support' and 'Integrity'. Alongside roles such as Dignity at Work Advisors and Mental Health first aiders, these values are focused on creating a workplace where employee health and wellbeing is central. This is being supported through an Organisational Design and Development strategy. With current and new strategies being implemented, health and wellbeing support for employees is facilitated and an inclusive workplace encouraged.

APPENDIX

Source list

GLA Group Diversity and Inclusion Action Standard, Greater London Authority

GLA dataset: London's diverse population

ONS population estimates 2018 (<https://www.nomisweb.co.uk/datasets/pestnew>)

Inclusive London: The Mayor's Equality, Diversity and Inclusion Strategy, Greater London Authority

Supporting Diversity Handbook, Good Growth by Design

Bridging the gap: Tackling diversity in the water sector, Water & Wastewater Treatment Online

Transport Infrastructure Skills Strategy: Three years of progress, the Strategic Transport Apprenticeship Taskforce

Energy and Utilities industry: workforce and skills profile, Energy & Utility Skills

British Water, 'Women in Water' (<https://www.britishwater.co.uk/events/women-in-water-467.aspx>)

Rullion, 'The time is now: tackling the Utilities skills shortage' (<https://www.rullion.co.uk/employers/knowledge-hub/blog/recruitment-industry-and-trends/the-time-is-now-tackling-the-utilities-skills-shortage/>)

Future Water Association, 'Young Water Dragons' (<https://www.futurewaterassociation.com/water-dragons/young-water-dragons/>)

Gender Disparity in Engineering, Engineering UK

Energy & Utility Skills, 'The Energy & Utilities Skills Partnership' (<https://www.euskills.co.uk/about/energy-utilities-skills-partnership/>)

Talent Source Network, 'Our Story' (<http://www.talentsourcenetwork.co.uk/our-story>)

Driving Social Mobility in Transport, Social Mobility Working Groups for the Strategic Transport Apprenticeship Taskforce (STAT)

Childcare and early years survey of parents 2014 to 2015, Department for Education



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4. Inclusive London, p. 50
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7. Childcare and early years survey of parents 2014 to 2015, DfE, p. 17
8. Inclusive London, p. 60-61
9. Drawing the Future, p. 71; p. 78
10. Supporting Diversity Handbook, Good Growth by Design, p. 29-30
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16. Inclusive London, p. 73
17. Supporting Diversity Handbook, p. 39-41
18. Supporting Diversity Handbook, p. 43
19. Inclusive London, p. 73-74
20. Inclusive London, p. 82-83
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22. Inclusive London, p. 87-89
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24. Supporting Diversity Handbook, p. 49-51
25. Supporting Diversity Handbook, p. 53
26. <https://www.bitc.org.uk/race/> - from Race at Work Report 2015
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28. <https://www.bitc.org.uk/race/> - from Race at Work Report 2015
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32. Supporting Diversity Handbook, p. 63
33. Bridging the gap: Tackling diversity in the water sector, Water & Wastewater Treatment Online
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48. Bridging the gap: Tackling diversity in the water sector
49. Bridging the gap: Tackling diversity in the water sector
50. Driving Social Mobility in Transport, p. 4
51. Driving Social Mobility in Transport, p. 6
52. Please note that spontaneous examples were dominated by gender-specific cross-sector networks
53. Stakeholders did not specify which communities they thought were most affected
54. Stakeholders do not specify whether this impacts some ethnic minority groups more than others



