

# Equality, Diversity and Inclusion

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## Annual Report 2021–2022

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**HOUSES OF PARLIAMENT**  
RESTORATION & RENEWAL

September 2022

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# Foreword

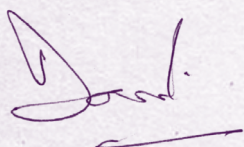
The information in this report consists of activities between 1 April 2021 and 31 March 2022. This is the Restoration and Renewal (R&R) Programme's second Annual Equality, Diversity and Inclusion (EDI) Report and sets out our progress against EDI objectives contained within our [EDI Strategy](#). I am delighted to be able to provide this foreword to demonstrate that this is a topic that is focussed on at the top of our organisation.

During the past year, R&R has seen a number of significant achievements that should be celebrated – such as achieving Silver in the Mind Workplace Wellbeing Index and the positive results of our colleague engagement survey. These results have shown me that the commitment to making R&R an inclusive culture to work in has been a priority for all colleagues on the Programme, regardless of their employer, and that we are acting on what we have committed to do.

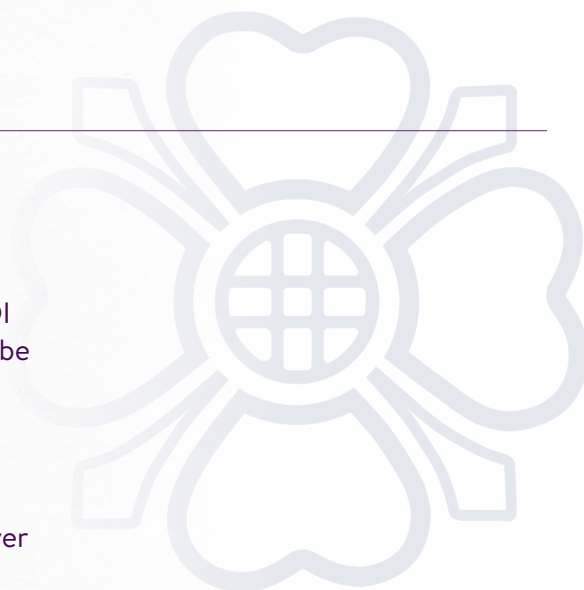
Like all organisations, R&R has had to cope with the ongoing impact of Covid-19 which meant continuing to support our colleagues in a hybrid working environment. This report makes clear the efforts of our colleagues to embrace EDI as they have new ways of working and I have certainly witnessed that through the work of our Executive Sponsors and the collaborative effort for our celebratory events such as National Inclusion Week in September and LGBT History Month in February.

We must be honest and review the challenges identified in last year's report such as the need to increase representation of Black, disabled and LGBT+ people on our Programme. We see the need to review our recruitment processes and in raising diversity at the most senior levels, but we will rise to the challenge and continue to strive for continuous improvement. On behalf of the Boards and the Executive Committees, we recommit to EDI being central to our Programme.

Please contact us if you would like a free copy of this document in a more accessible version such as large print, Braille, audio or easy read.



**David Goldstone CBE**  
Chief Executive, R&R Delivery Authority



***“This report highlights the progress we are making against our new EDI objectives, and where we are going next, to reach our goals. We are committed to making sure that every colleague on R&R works and achieves together to maximise our impact so that change is positive, embedded and sustainable.***

***Our EDI commitment is shaped by everyone's contribution. So, I'd like to take this opportunity to thank all my colleagues who are helping to create an inclusive culture on the R&R Programme.”***



# EDI Objectives

In January 2022, we launched our EDI Strategy which includes our objectives for ensuring that EDI remains central to our Programme. Despite the unique challenges this year, we made good initial progress on many of our EDI priorities, and this should be celebrated. However, there is still much for us to do to meet our equality objectives and maintain a diverse, equitable and inclusive Programme. This report measures our progress against our initial benchmark data.

## 1 Establishing a diverse workforce across the Programme, attracting and retaining the best talent

To establish a diverse workforce, we must continually review our approach at all stages of the employee lifecycle, from attracting talented applicants, to ensuring that we have a compelling pay and reward strategy. In all these stages, we must ensure that EDI is at the forefront of our approach.

This year we:

- Used a range of external partnerships to advertise our job vacancies such as Vercida (a specialist in attracting diverse talent) and Career Transition Partnership (supporting leavers of the Armed Forces);
- Aligned our social mobility data monitoring to the Social Mobility Commission guidelines;
- Role modelled career insights across the Programme on our website and social media accounts under ‘Meet the Restorer’;
- Took on five apprentices, six interns and provided ten work experience placements, supporting our Skills and Apprenticeships Strategy;
- Undertook an equal pay audit to ensure our pay and reward strategy underpins this objective.

*“I’m proud to be part of such a prestigious project but also value the respect given to every individual who works on the Programme and the support to achieve and develop.”*



## 2 Creating fair and inclusive environments where everyone's contribution is valued

Inclusion means creating a physically and psychologically safe, welcoming workplace with a fair culture that encourages new ways of thinking and encourages continuous improvement. It is integral to our success, and this is how we will achieve together.

This year we:

- Achieved Silver in the Mind Workplace Wellbeing Index;
- 'Ensuring the Programme promotes inclusivity' was an area of strength identified in our colleague engagement survey;
- Scored 62.5% in our first submission of the Business Disability Forum's Smart Self-Assessment;
- Created and advanced our celebration and awareness raising events such as Black History Month and LGBT History Month.

### Best Practice

#### A focus on Menopause at Work

We held a lunchtime knowledge sharing event with Network Rail about their approach to Menopause at Work.

In addition to menopause being specifically included in our workplace adjustments policy, and further to this session, we held specific drop-in sessions run by our Positive Mental Health Ambassadors and have now set up access to internal resources for all colleagues.



## 3 Working collaboratively with stakeholders and maximising engagement opportunities

We approach working with stakeholders collaboratively in many ways, all with the overarching aim to create a working environment where people can bring their whole selves to work and, in turn, develop the best solution to the challenge of restoring the Palace of Westminster. Our achievements this year were:

- Working closely with our colleagues in the House of Commons and our Accessibility and Inclusion Steering Group to incorporate our Inclusive Design Guidelines into the design of our new office;
- Seeking public views from a diverse range of under-represented groups about accessibility and inclusion;
- Working with our supply chain partners BDP and Jacobs to deliver a series of initiatives for Race Equality Week;
- Joining Stonewall as diversity champions;
- Working in collaboration with our teams to host lunchtime knowledge sessions called ‘A Design For’ series. Topics included gender equality with Part W and the Institute of Human Rights in Business, dementia with the Royal College of Art and autism with Pedder Scrampton Architects.

### Best Practice

## Public Engagement

The Sponsor Body has undertaken a range of engagement activities to seek the views of the UK public in relation to the restoration and renewal of their Parliament building. Ensuring that everybody had the chance to participate, and actively reaching out to those who were less likely to participate, were key principles.

Two activities in particular were designed to ensure we heard from people who, research shows, are less likely to be engaged with politics and the work of Parliament:

— We held 16 in depth Community Conversations across the UK, delivered by partnering with grassroots organisations which work with people from ethnic minority backgrounds, disabled people, women, unskilled workers and/or people in long term unemployment. 300 people participated, and accessible materials such as large text, easy read, and BSL translation, as well as Welsh were provided and offered.

— We invited three groups of disabled people to have a tour of the building and then participate in a facilitated workshop.

Our other engagement activities were as accessible as possible, including captioning video content and making available alternative off-line feedback mechanisms. And our Deliberative Panel of 24 people, which met four times to discuss aspects of the Programme in depth, was carefully selected to ensure it was broadly geographically and demographically representative, including considering age, ethnicity, disability, social mobility and location.

Findings from our public engagement activity have been regularly reported to the Sponsor Board and shared across the Sponsor Body and Delivery Authority to inform strategic objectives and decisions. A full account of what we did, what we heard, and how we used the information is currently being compiled.



# Workforce Diversity

The information contained within this section indicates our workforce diversity data across directly employed colleagues of the Sponsor Body and Delivery Authority. We started the year by moving our reporting to our Employee Self Service HR system with disclosure rates of 35% and ended the year with a 53% average disclosure rate across all areas.

Whilst it is disappointing to have fallen short of our 60% target disclosure rate (disclosure indicating a response of any kind, including prefer not to say), the data we have collated gives us clear indication of where to place our efforts for the year ahead to ensure progress is made and we secure value for money in our efforts.

## Age

Age Category	Sponsor Body	Delivery Authority	BDP	Jacobs	Average R&R 2021-22	R&R Benchmark 2020-21	Change from Benchmark
16-24	2%	7%	4%	0%	3%	4%	↓ 1%
25-34	20%	26%	30%	20%	24%	21%	↑ 3%
35-44	26%	27%	32%	30%	29%	28%	↑ 1%
45-54	14%	20%	18%	35%	22%	25%	↓ 3%
55-64	12%	17%	14%	13%	14%	18%	↓ 4%
65+	4%	2%	3%	0%	2%	2%	No change
Not Disclosed	22%	0%	0%	2%	6%	0%	↑ 6%



## Workforce Diversity (continued)

Last year, we identified that our age demographic could be more inclusive in the age groups of 16–24 and 65+. On average, we have not seen improvement on the 16–24 category but what is reflected in the data for the Delivery Authority in the onboarding of our interns. We are pleased to report that we have increased our representation of 65+ colleagues, particularly in the Sponsor Body. Age inclusion is still very important to us on the Programme and we are in the process of developing an age inclusion action plan as part of our commitments to EDI.

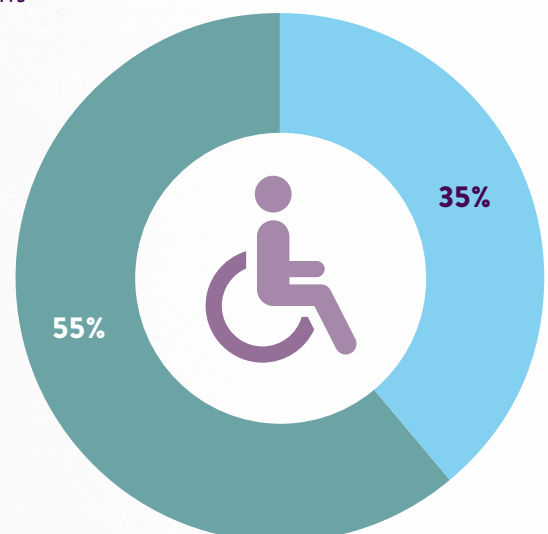
### Disability

Our figures show that declaring a disability has dropped from our eight per cent baseline last year and falls short of the 18% UK-wide figure. When we undertook our analysis on the figures, the Delivery Authority has 7% of colleagues who have declared a disability whilst the Sponsor Body has none. Jacobs have reported 4% of colleagues on the Programme with a disability and we are working with BDP to begin collating this information.

It is clear from this data that we have work to do on supporting colleagues to share their information with us. A part of the actions to drive this increase is training for our leadership community on workplace adjustments which will be rolled out in quarter one of the 2022 financial year. We will also work closely with our new Executive Sponsor for Disability; Martin Bellamy (Chief Information Officer) to develop a disability action plan that addresses this and additional actions arising from the Business Disability Forum's Smart Assessment and our Disability Confident Level 2 Assessment.

#### KEY

- Sponsor Body
- Delivery Authority
- BDP
- Jacobs





## Ethnicity



The data above clearly shows that we have to focus our efforts on ethnic diversity on our Programme, firstly in encouraging the disclosure of data into the system to provide us with more meaningful data for the Sponsor Body and Delivery Authority. Secondly, we recognise the failure to increase the number of Black colleagues working on R&R which was identified in last year's report as a focus area. More on this is covered in our Recruitment data in section 5.

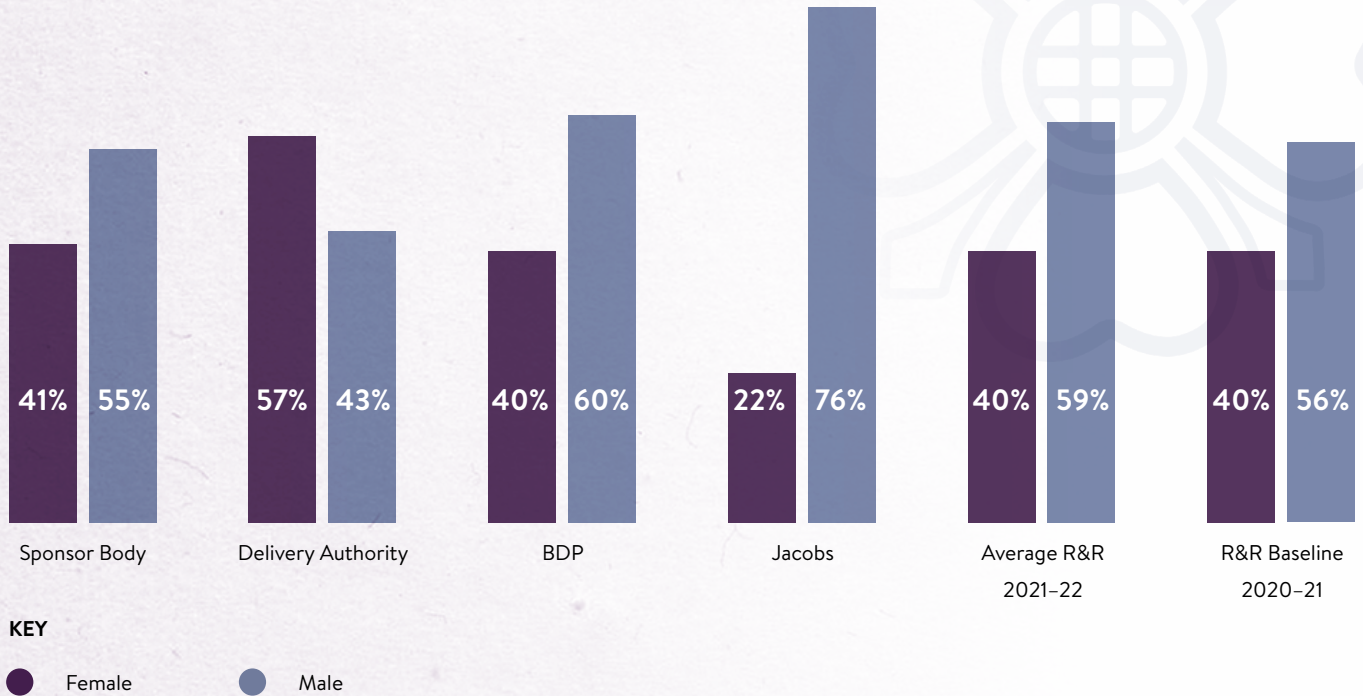
We have moved to the Government recommendation of 'All other ethnic groups' to help us to understand at a more general level the trends and patterns occurring. However, we want to fully recognise the variance of lived experiences within this term. Whilst we understand there are still groupings of very different cultures and heritages in the terms we have used above, we cannot fully disaggregate our data without identifying individuals. We commit to engaging with colleagues and being led by them in the best language to use in our publications moving forward.

## R&R Disaggregation

Asian	8%	↓ 3%
Black	2%	No change
Mixed	3%	↑ 1%



## Gender Identity\*



This graph shows comparatively how the organisations on R&R have progressed since our benchmark data provided in last year's report. We identified that we have a more progressive gender balance than the infrastructure sector on average. Last year, we committed to working on developing our metrics and providing visibility which has given us much richer data to draw upon and informed our annual action plans as well as keep key stakeholders informed and in a position to challenge where needed and to continually improve.

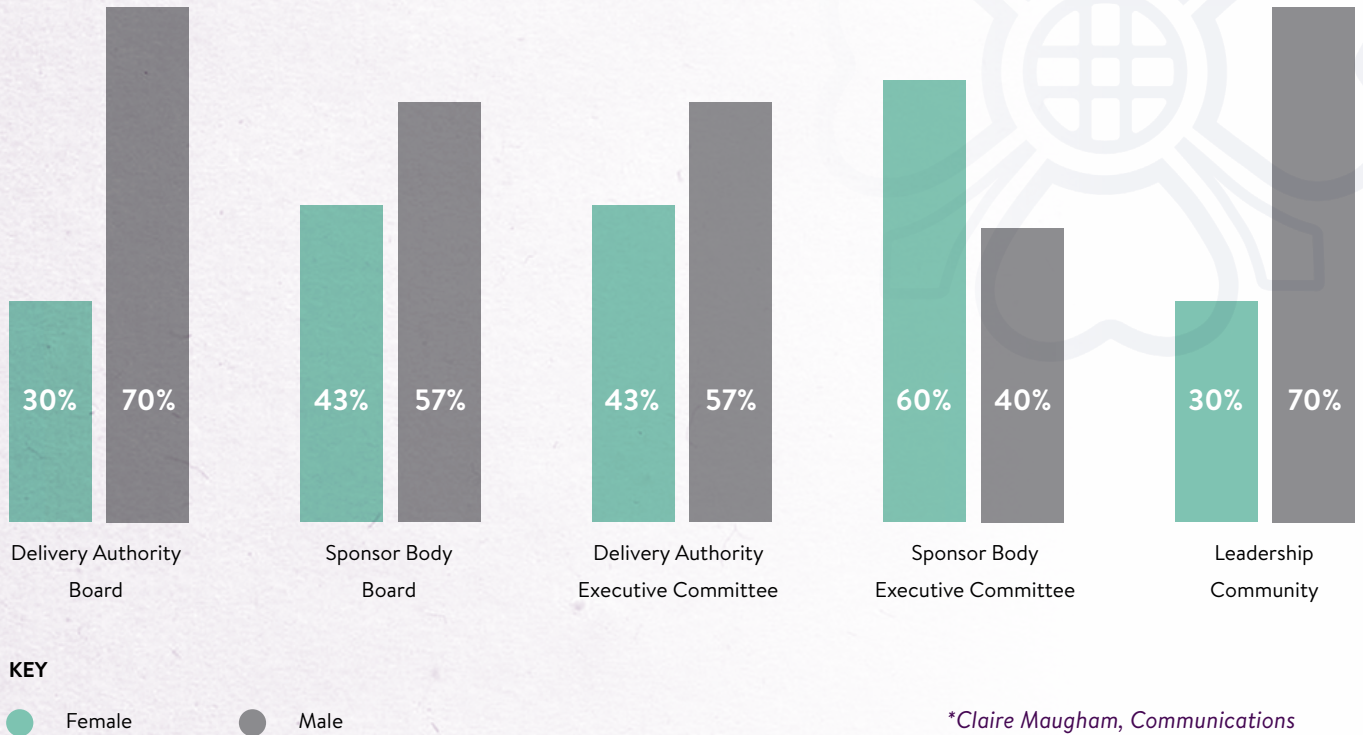
The graph below shows our gender representation throughout leadership positions on the Programme. Our leadership community has been determined as those who are the Head of a Department or manage at least five people. This community also includes those who work for colleagues from our supply chain partners who are in core Programme roles and meet the above criteria.

We know that when we look deeper into these numbers across our internal grading system, we have more work to do to improve representation of women at senior levels of the organisation, representation of men in more junior roles and working with our supply chain partners to achieve our gender equality ambitions.

*\*Colleagues who preferred to self-describe were discounted from this graph to align with Data Protection Act requirements.*



## Gender seniority\*



*\*Claire Maugham, Communications Director is a member of both the SB and DA Executive Committees.*



## Religion and Belief

Generally, in the UK, we are seeing a decline in the number of people declaring on census information that they have a religion or belief. Last year, forty-six per cent of colleagues shared with us that they had a faith or belief. This year, our disclosure rate has dropped significantly. We have work to do to get a more detailed understanding of the various faiths our colleagues have but also those who do not have any religious beliefs. We are excited about the opportunities for us this year as we return to the office in how we might explore the richness of our London location in understanding more about religion and belief.

Religion or Belief	Sponsor Body	Delivery Authority	Jacobs	Average R&R 2021–22	Average R&R 2020–21	Change from benchmark
Agnostic	2%	1%	0%	1%	0%	↑ 1%
Buddhist	0%	1%	0%	0%	1%	↓ 1%
Christian	12%	23%	46%	20%	33%	↓ 13%
Hindu	0%	3%	4%	2%	3%	↓ 1%
Jewish	0%	0%	0%	0%	1%	↓ 1%
Muslim	0%	3%	2%	1%	4%	↓ 3%
No religion	27%	25%	37%	22%	49%	↓ 27%
Other	0%	1%	2%	1%	2%	↓ 1%
Not Disclosed	57%	41%	9%	52%	5%	↑ 47%
Sikh	2%	2%	0%	1%	2%	↓ 1%

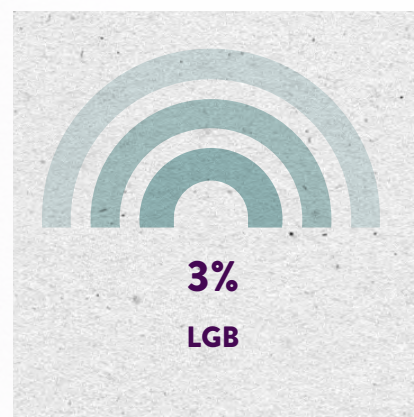




## Sexual Orientation

An average of three per cent of colleagues identified as being lesbian, gay or bi-sexual which is a one per cent drop since last year. Two per cent of colleagues preferred not to answer this question. Undertaking our analysis, we can see that the highest representation is with Jacobs colleagues who have a well-established employee network group and we have begun learning from in our work. Sponsor Body data shows four per cent of colleagues have disclosed they are lesbian, gay or bi-sexual whilst this figure drops to one per cent for the Delivery Authority.

We have a lot more work to undertake in this area, to both create the culture where people feel comfortable to disclose their data but also to ensure that when we recruit to the Programme, we are an attractive workplace for the LGB+ community. When we hosted our LGBT+ focus group, many people told us that visibility of LGBT+ matters and further support on how to be an ally were important to them. This has been taken forward into our action planning for the next financial year.



## Social Mobility

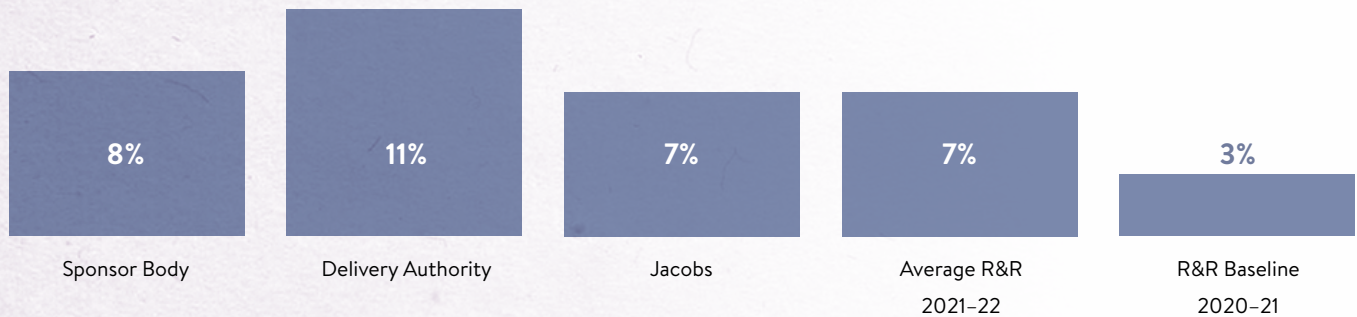
Social mobility can be described as the relationship between our starting point in life and where we end up as adults – usually in relation to income, occupation and status. It is a key factor in the EDI Strategy, the Skills Employment and Education Strategy and under ‘Creating a lasting legacy’ in our Sustainability Strategy. The benefits of increasing gender and ethnic diversity in the workforce are well recognised and social mobility is no different.

We made a good start to measuring our workforce information last year and have since updated our workforce monitoring questions to align to the Government Equalities Office toolkit. Whilst our data disclosure on social mobility remains behind target due to the later addition of the questions into our system, we can already see key trends that help inform our approaches as we move forward and these are covered below.



## Carers

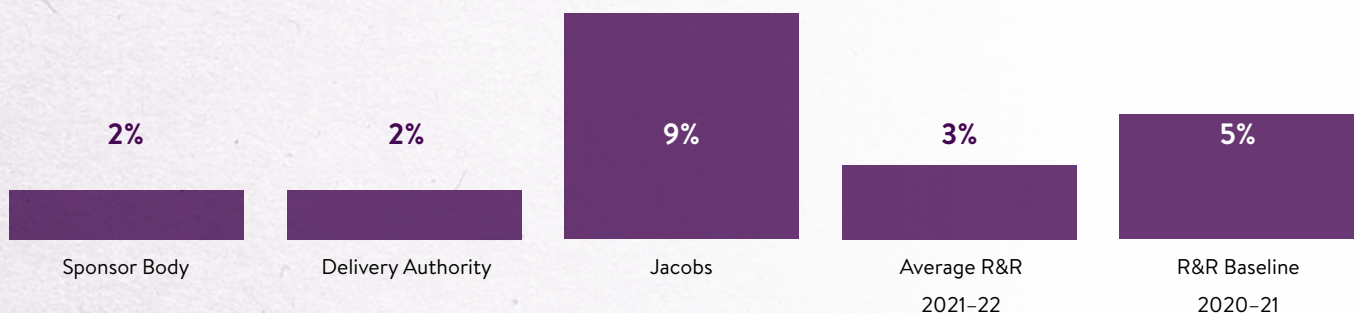
One in six carers give up work or reduce working hours to care which can have knock on impacts to their own income and career and therefore we choose to monitor this under social mobility. With one in seven people now juggling work with caring for someone who is older, ill or disabled – and an ageing population, we expect the number of carers in our workforce to grow<sup>1</sup>. Given the nature of work we are undertaking in many sectors with skills shortages, it is important that we understand how to provide the right support to colleagues to stay in work and maintain their work-life balance.



1. Employers For Carers EFC ([employersforcarers.org](https://employersforcarers.org))

## Social Mobility

We are proud to support those who have previously served in the Armed Forces and we have been signatories to the Armed Forces Covenant for two years. As part of our Bronze level commitment to the Defence Employer Recognition Scheme (DERS), we recognise the opportunity with the transferable skills and qualities that veterans and reservists have for our Programme. Whilst our baseline figure has dropped this year compared to last, we are proud to report that both the Sponsor Body and Delivery Authority have hired veterans. We also recognise the opportunity we have to learn from Jacobs who are DERS Gold award holders.





## Socio-economic background

The Social Mobility Commission recommends asking about household occupational level as the best measure to assess someone's socio-economic background. Not only that but it's easiest to understand and crosses all nationalities.

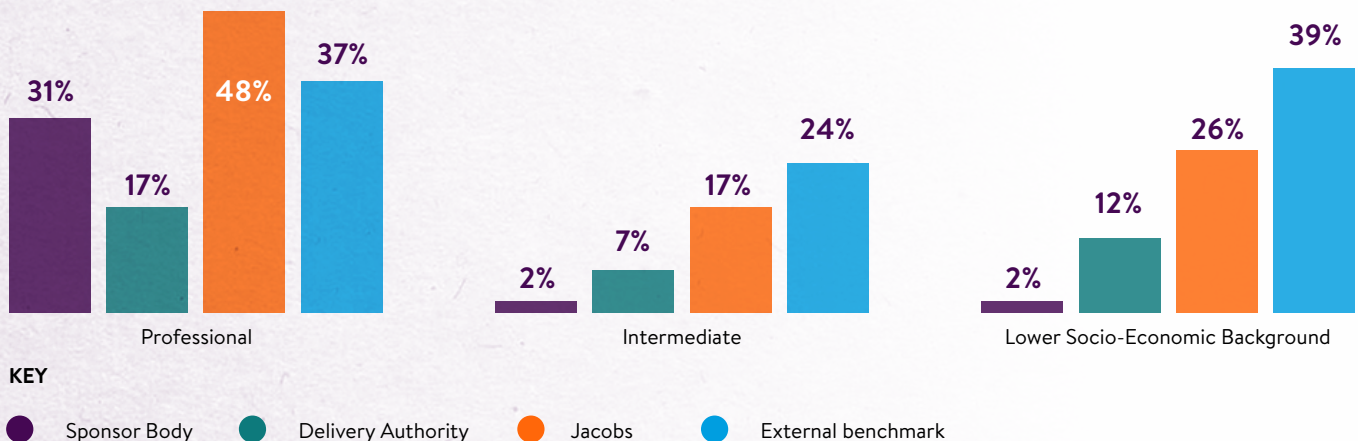
We also measure:

- the type of school attended which shows economic and cultural advantage;
- free school meals eligibility, which shows economic disadvantage; and
- highest parental qualification, which shows educational advantage.

As our social mobility questions were the last to be added to our data collection in September 2020, we are working hard to encourage data disclosure. For the purpose of this report, we have taken our highest responding question that enables us to understand the current situation, indicate opportunities for action and enable us to measure change.

Monitoring diversity by socio-economic background by organisation, functions and grades can give us a greater insight into the opportunities we are providing on R&R and this level of analysis is the next to be undertaken. Increasing this type of diversity on R&R requires actions and initiatives that work together as part of a strategic approach. The actions supporting this area are being championed and led by our Executive Sponsor, Andy Haynes.

What was the occupation of your main household earner when you were aged 14?





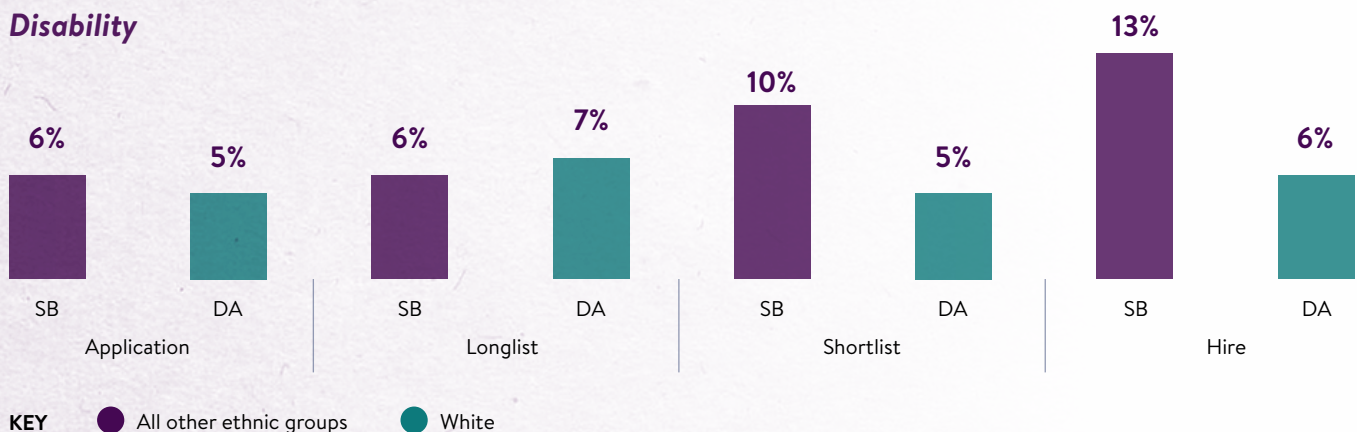
# Recruitment

EDI data trends arising out of our recruitment activity is set out in the graphs below. The data trends in our recruitment activity demonstrate some positive stories such as the successful experiences of LGB+ applicants in the Sponsor Body and the Delivery Authority's success in maintaining a good gender balance throughout all recruitment stages.

However, the data also provides us with very clear areas for development. Further to the joint statement from the [House of Commons and House of Lords Commissions](#), and a subsequent pause in our recruitment activity during this review, we have the unique opportunity to conduct an in-depth review of our end-to-end recruitment processes. This work should take account of the following areas:

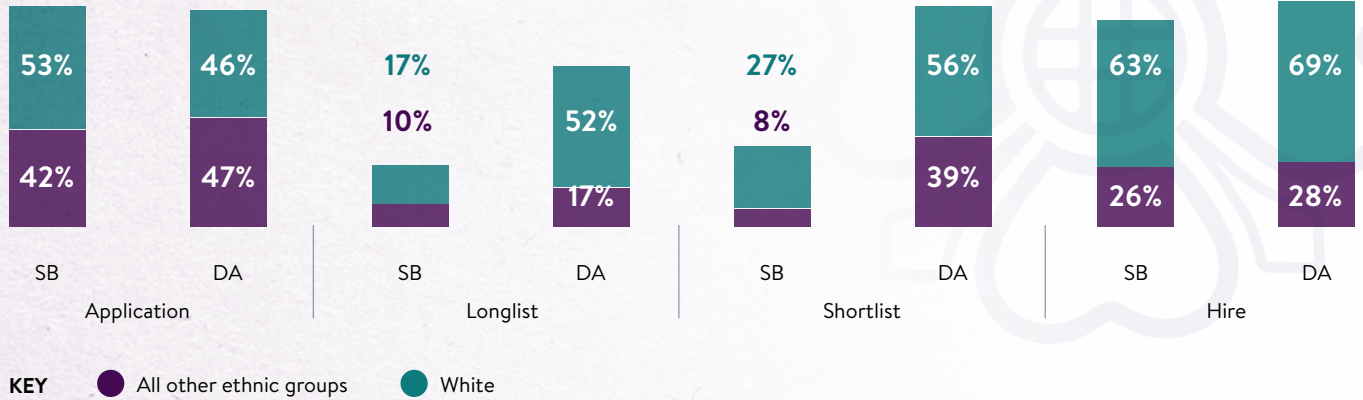
- Low number of disabled applicants continues to be a trend and whilst the Guaranteed Interview Scheme has been successful in supporting candidates (shown by an increase in hire figures), we need to do more to be an attractive employer in this space.
- We can see that data drops significantly under all other ethnic minority groups for the Sponsor Body from application to longlisting and in the DA, our data analysis at a more granular level shows a significant drop for Black applicants between shortlist and hire.
- We must not be complacent of overall gender balance across the workforce; we need to understand what is happening in the Sponsor Body between shortlist and hire, and in the Delivery Authority at Level 4 and above.
- Ensure we learn from our partner the Social Mobility Foundation to provide more inclusive opportunities regardless of socio-economic background, outside of our internship scheme.

## Disability

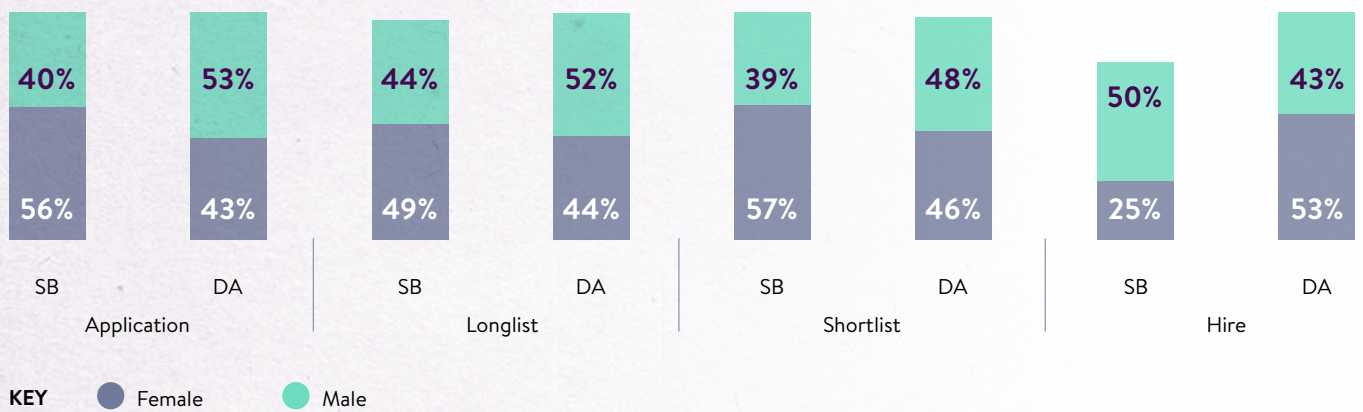




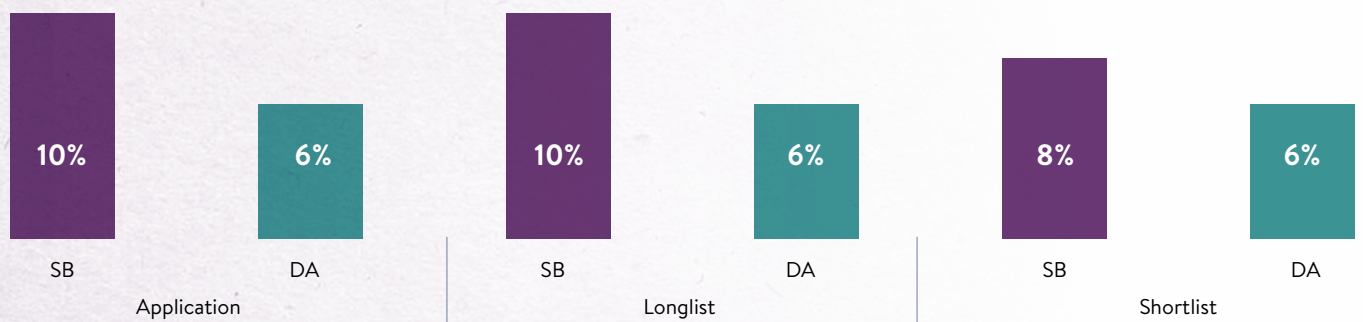
## Ethnicity



## Gender

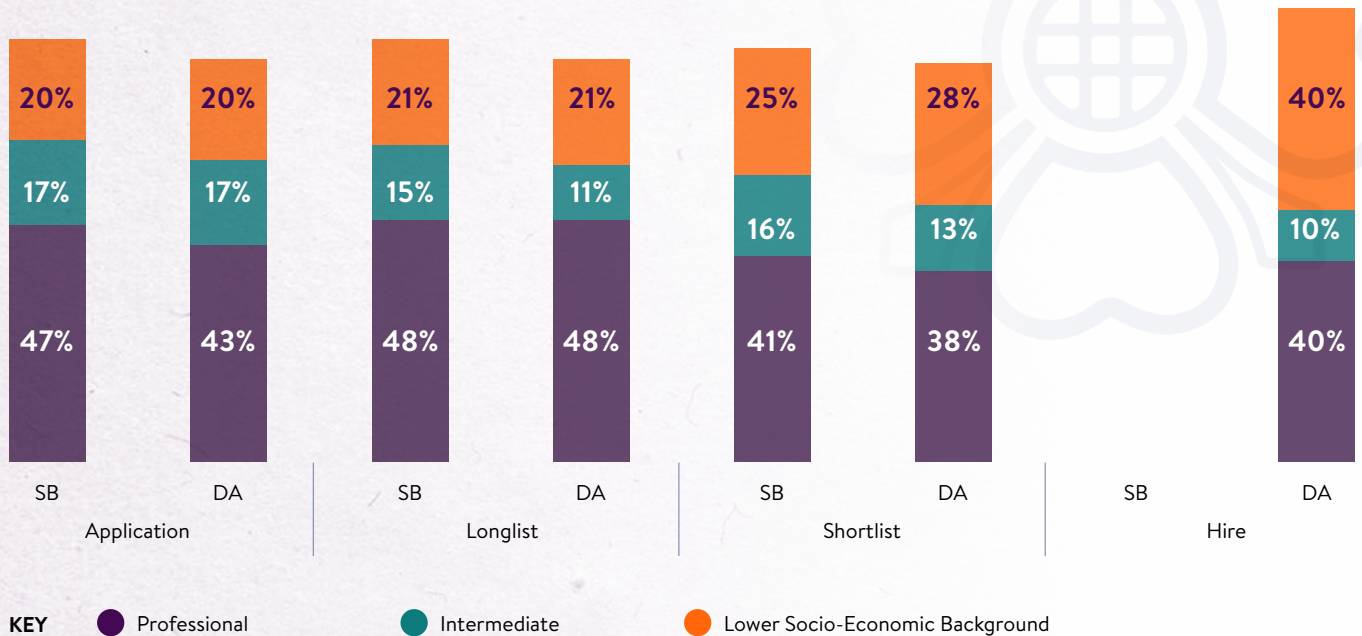


## Sexual Orientation (LGB+)





## Social Mobility



Hire data is missing for Sponsor Body at the time of publication.

## Supply Chain Partners

Our supply chain partners consists of both Tier 1 direct suppliers to R&R and indirect Tier 2 and Tier 3 subcontractors. Tier 1 suppliers are tasked with responding to an EDI Scope of Services that aligns to our own ambitions. This year has been the first year of implementing a formalised reporting method. The data monitoring required provides insight on a range of requirements such as:

- policies and procedures;
- recruitment;
- workforce monitoring and reporting;
- supplier diversity;
- training;
- goals for an inclusive culture; and
- achieving EDI benchmarks

Where our suppliers have provided their workforce monitoring data, this has been included in section 4. Understanding how our partners source talented people for R&R in an inclusive way is of utmost importance for us and we will continue to work with them to collate this data and will be addressed under areas for performance improvement.



# Summary

This year, we have continued to respond to changing circumstances relating to the COVID-19 pandemic but still with a maintained focus on Equality, Diversity and Inclusion, supporting our colleagues on the Programme to feel included and respected at work.

We continue to build our data, in line with our EDI Strategy, to help us understand our areas of strength and those that need improvements. We are committed to learning from and implementing best practice. We are also aware of the continued changing landscape for the delivery of the restoration and renewal of the Houses of Parliament and our new phase of work in delivering the intrusive survey works.

For 2022–23, our focuses will include:

## Key Actions

**Undertake an audit of the recruitment lifecycle from attraction to onboarding. Implementing our key findings.**

**Deliver an inclusive recruitment learning module for hiring managers.**

**Formalise our diversity focus groups.**

**Set up a shadowing Programme for under-represented groups.**

**Set up our R&R allyship framework with a suite of resources for colleagues to access.**

**Support the Delivery Authority's supply chain partners to deliver on their EDI Plans.**

## Outcomes

Delivering a higher number of applicants from disabled and LGBT+ communities.

Delivering an increase in hires of Black applicants.

100% of hiring managers completion rate with an increased confidence to make inclusive decision making.

R&R continues to be a place where people feel supported, respected and included.

R&R proactively supports the professional development and morale of all colleagues and bringing diverse thoughts and ideas to our established Governance structure.

Colleagues have an improved understanding of what an ally is and the behaviours and actions that underpin that role. Momentum grows in our focus groups and diversity data disclosures grow in key areas such as sexual orientation.

Improvement in maturity matrix scoring contained within supplier performance reports and an improved set of data to inform actions accordingly.



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[www.restorationandrenewal.uk](http://www.restorationandrenewal.uk)

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RESTORATION & RENEWAL