



**COSTAIN**

# Inclusion Strategy

## 2019

Improving people's lives

## Inclusion strategy



Since introducing our equality, diversity and inclusion (EDI) strategy in 2017, we have made encouraging progress to create a more inclusive culture. As a mark of our progress we were named as a Times Top 50 Employer for Women in 2018 and again in 2019. In addition to this, we have won various awards, including Women in Science and Engineering (WISE) Employer of the year and a Business in the Community (BITC) Game Changer award. Manchester and London Pride parades are now established dates in the Costain calendar and we are proud to be a Stonewall diversity champion. We were also an early signatory to the BITC Race Charter and we are a Disability Confident Committed employer.

However, our ultimate goal is to have a workforce that is truly representative of society, and therefore there is still more to be done. I am pleased to introduce our new “Inclusion at Costain” strategy that builds on the work done around equality, diversity and inclusion so far at Costain and sets out the actions we will take over the next five years. You will note that there is a strong focus on culture, behaviour and values. Targets in relation to EDI are often the topic of debate, but for us they are important in setting out our ambition, making our progress measurable and to hold ourselves to account.

We are fully committed to creating a great place to work, where everyone can be at their best, every day. A workplace where everyone can be their true self, feel valued and understood for who they are and what makes them unique. Any behaviours that undermine that ethos will not be accepted.

I encourage every Costain employee, supplier and partner to consider what you can do in your day to day roles to make your workplace more inclusive, to get to know your colleagues and to educate yourself around the topic of inclusion. Your behaviours will encourage others to be more inclusive and collaborative, therefore making our business a great place to work, and ensuring that every member of our great team is at their best, every day!

**Alex Vaughan**  
Chief executive officer





As a company we are fully committed to creating a great place to work, where everyone can be at their best, every day.

# What do we mean by equality, diversity and inclusion?

Equality, diversity and inclusion are words that are often used interchangeably and are inextricably linked. But what do we mean by them?

## Equality at Costain

Equality does not necessarily mean treating everyone the same, it is about appropriately considering people's differences. In October 2010, the Equality Act came into force, bringing together previous legislation and strengthening equality laws. The Equality Act prohibits both direct and indirect discrimination because of any of the nine protected characteristics.

We have a legal obligation to comply with the Equality Act and stamp out discrimination from the workplace by developing policies and practices that guarantee people are treated according to their needs.

## Diversity at Costain

We value that everyone is different and by being different, our people can bring their own valuable contribution to the business. We consider 'diversity' in its widest sense covering the nine protected characteristics as prescribed by the Equality Act 2010.

Age	Disability	Race
Gender reassignment	Marriage and civil partnership	Pregnancy and maternity
Religion and belief	Gender	Sexual orientation

## Inclusion at Costain

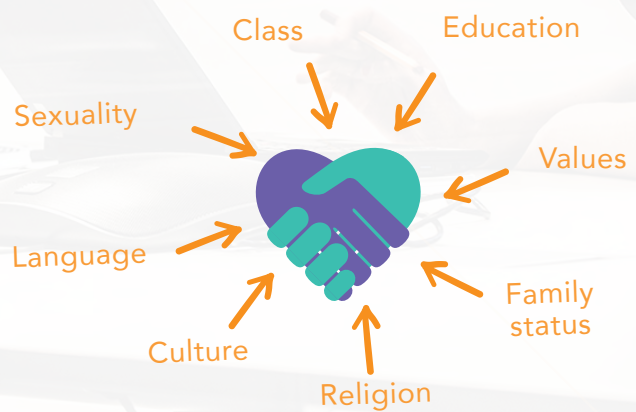
Policies alone are not enough to build an inclusive workplace. Inclusion is about ensuring that no one feels left out or disadvantaged because of who they are. Inclusion is strongly linked to social and mental wellbeing. We want to create an inclusive working environment and culture which allows people to be themselves at work, giving people the freedom to voice their ideas – in turn encouraging innovation and improvement. Everyone at Costain should feel a valued member of the team, and able to be their whole selves at work, and be at their best, every day.





### Intersectionality

There are many attributes that shape us as individuals. Intersectionality is the point at which these attributes meet, and is an appreciation that no one is defined by one characteristic or attribute alone. Things that can't be seen such as religious beliefs, a non-physical disabilities, educational backgrounds, personal values or marital status. Only by getting to know people will we understand more about them because most aspects of diversity are invisible. Everybody has a right to be treated with respect. We want a workplace culture that makes people feel safe and where everyone is treated equally. It is important to remember that the comments or jokes that we make, could be considered offensive to others or have an impact on them, even where that is not our intention.



# Our goal

Our purpose is to improve people's lives by deploying technology-based solutions for clients to meet urgent national needs. Our competitive advantage is the skills and experience of our team. To ensure that we continue to have the right skills and experience to meet these urgent national needs, during a period of accelerated innovation and increasingly complex requirements of our clients, we need to be more innovative and harness diverse thinking. We know that diverse teams are more

pioneering and creative, as well as having a greater, combined understanding of clients, including the everyday users of infrastructure.

Creating an inclusive culture makes a business more able to recruit, retain and progress a diverse workforce, increasing employee engagement and experiencing higher levels of wellbeing.

## What have we achieved so far:



Marched at  
**London and  
Manchester  
Pride parades**

Over the last four years, the gender balance on our PLC board has increased from 20% to 43% meaning we have met the Hampton-Alexander Review target of 33% women on our board



**20% to 43%**

**32%**

increase in BAME population  
in past three years



**WISE**  
Employer of  
the Year

Became a  
**Stonewall  
Diversity  
Champion**











**Times top 50  
employer  
for women**  
(2018 & 2019)



**Signatory to  
BITC Race  
Charter**

# Our people

Total population (3736)	 2845	 891
PLC board members	 4	 3
Executive board	 6	 3
Senior management	 35	 10
BAME	7%	
Declared LGBT	1%	
Average age of employees	42	

While we have some way to go until we reach our goal to have a workforce that represents society, we have seen an encouraging 23% increase in our female population in past five years and a 32% increase in BAME colleagues in the past three years. We are confident that the actions we have taken to develop and retain talent is working.

Seeking and listening to the views of our people is vital to the success of our business. In 2018, we conducted our biennial employee survey to help us to understand how engaged the workforce are in relation to our company values and strategies. We were pleased that we had a 75% response rate [70% in 2016] and our overall engagement had also increase to 79% from 74%.

Encouragingly, 82% of people think Costain is a great place to work [76% in 2016]. The data also identifies opportunities within the business where we can do more. We have used this information to help inform our Inclusion Action plan (appendix 1) and created targets to ensure that we continually improve our performance.

BAME is the accepted term when reporting on ethnicity data externally. Within Costain, we prefer the acronym of REACH in recognition of other factors such as religion and cultural heritage, however for consistency in reporting we must continue to use BAME in some circumstances.



## What we said

	2016 survey response			2018 survey response		
	Male	Female	BAME	Male	Female	BAME
Overall Costain is a great place to work	76%	77%	78%	83%	86%	79%
I feel Costain provides the right benefits, support services and tools to enable me to manage my responsibilities away from work	57%	70%	64%	71%	75%	66%
I have confidence that my line manager would support me to work flexibly	New question			79%	81%	82%
I am treated with fairness and respect	78%	78%	81%	89%	84%	75%
I think Costain respects individual differences	80%	77%	75%	84%	85%	74%

# Targets for 2024

## **BAME** (Black, Asian and Minority Ethnic).

- 12% of our workforce
- 12% of our senior leadership
- 12% of our graduate intake
- 1 Executive board director

## **Disability**

- Be a Disability Confident Leader (level 3)

## **Gender**

- 33% of leadership pipeline to be female
- 33% of our entire workforce to be female
- 40% of Executive Board to be female

## **LGBT+**

- To be a Stonewall Top 100 Employer

## Our framework

Equality, diversity and inclusion goes far beyond differences and is underpinned by fairness and respect. We expect everyone working for Costain, our partners and suppliers to uphold our values and in doing so Costain will be a safe and great place to work. By understanding the differences of our people, we can provide them the best possible environment to thrive. To help us create the right environment we are firmly focussed on developing our inclusive culture.

To ensure that inclusion is threaded into all our business activities we have adapted the framework from the Inclusive Employers National Inclusion Standard. Our inclusion strategy is based on four pillars:

- Evaluate and evolve
- Educate and engage
- Lead by example and empower
- Inclusive environment.





COSTAIN

"Making Costain a great place to work, where everyone can be at their best, every day."



## Evaluate and evolve

Evaluate our current position and be open and accepting of results.

Evolve through measurable targets.

Based on HR data and People Survey data.



## Educate and engage

Engage staff at all levels to ensure they have an understanding of Costain's vision for diversity and inclusion, and that they understand the differing needs of their colleagues, reports, clients and end users. Educate staff at all levels to understand the value of Inclusion to Costain and the business principles behind it.



## Lead by example and empower

Leaders and line managers at Costain demonstrate the desired behaviours in all that they do, and demonstrate how Costain value the contribution of everyone. Further to this, they empower those around them to develop their careers and pursue opportunities, and ensure that their teams understand why diversity and inclusion is important to Costain's success.



## Inclusive environment

Create a workplace, whether office or site based, where barriers are removed so that everyone can be at their best every day. Equip our people with the behavioural management techniques to effectively promote desired behaviour.

### Resources to support the strategy a a local level



Inclusion maturity matrix – contract or function



Inclusion calendar



Employee networks



Inclusion champions forum



# Costain people leading by example



## Katie Swanick

Chair of women's network.

Katie is a chartered civil engineer who has worked across the business in a variety of sectors delivering several major complex projects.

"Since beginning my career as a graduate with Costain and now, more than 10 years later, I have seen the gender bias issue move more and more to the forefront of the Industry agenda. Throughout my career I have seen the benefits that a diverse and inclusive team can bring and as chair of the Women's Network, I want to further strengthen the inclusive environment in which we all work. I will positively challenge the norms and help shape the careers of the many talented women in Costain"

## Taffy Chaduka

Chair of REACH (Religion, Ethnicity and Cultural Heritage) network

Taffy is a quantity surveyor working on the A14 project near Cambridge. He has a keen interest in BBQs, photography, and fishing.

"I enjoy working with people and seeing them reach their full potential. This passion of helping people developed during my term as a BAME officer at Oxford Brookes University where I was able to influence how student coursework is assessed (anonymous assessments) in a bid to achieve bias-free assessments. This experience not only shaped my worldview but profoundly influenced my character as I have sought to influence the ways in which people not only think about diversity and inclusion but reflect those values in their day to day lives.

REACH Network is about creating an inclusive workplace to enable employees to achieve their full potential regardless of religion, ethnicity and cultural background. As the Chair of the REACH Network, I am committed to working towards a more inclusive workplace both in terms of the strategies and policies developed within Costain."







### Michelle Wesleyharding

Chair of parenting and carers network

Michelle is a MEICA (Mechanical, Electrical & ICA) manager on a major project for the Severn Trent Water framework, as well as being a mum, a step mum and a step-grandparent.

"Since joining Costain in 2015, I have been very lucky to take advantage of flexible working and to have a healthy work life balance. This has helped me to progress with Costain further than I have in previous employment. I understand what is important to working parents and employees that have responsibilities for other people. I hope that my personal experiences will help bring forth some changes on how we can increase our support to families of all shapes, how we can retain new parents, how we can support non-traditional families and afford them equal benefits."

### Sophie Sharpe

Chair of LGBT+ and allies etwork

Sophie is an assistant supply chain manager who has worked on a variety of Costain projects and more recently the Eight20 framework.

"Ever since my time in education and at university, I have actively championed equality and inclusivity at home, in our schools, as well as our workplaces. I've learned many things from my previous experiences as a tutor and facilitator whilst supporting young people with special educational needs and during my time as a Stonewall Youth Ambassador, promoting equality of opportunities for all and collaborating with teachers to create LGBT inclusive schools.

Entering the technology and engineering field since then has been one of the most rewarding moves I have made in my career to date. I am privileged to work with a passionate and dedicated team of network volunteers and colleagues, where together we are on a mission to improve people's lives by creating an inclusive workplace for everyone, where people can be themselves and fulfil their full potential both personally and professionally."





# Who is responsible for delivering this strategy?

## We all have a responsibility to create and maintain an inclusive working environment.

From the board down, we are all required to demonstrate commitment to embracing the diversity of our workforce, clients and the communities in which we operate. We all contribute to creating an inclusive working culture, where everyone can be at their best, every day.

We want to demonstrate supportive leadership and require our joint venture and supply chain partners to share our ethos, and we will be working with our clients collaboratively instigating a step change in the industry.



**Darren James,**

Senior sponsor and ally, LGBT+ and allies network

"I am proud to act as an ally to our LGBT colleagues and as senior sponsor for the LGBT+ and Allies Network, and get involved in the work they are doing to make

Costain a great place to work for everyone, regardless of their sexual orientation or gender identity. We work closely with Stonewall, who have demonstrated to us the critical role that allies can play in creating inclusive workplaces, and how important they are in advancing the fair treatment of the lesbian, gay, bi and trans colleagues. I recognise that LGBT people can perform better at work when they can be their whole selves, and aren't wasting mental energy on hiding their true identity. Whilst we all have individual beliefs and we live in a diverse world what we can not tolerate is discrimination. Being an Ally is my way of supporting inclusion which embraces diversity and prevents discrimination.

There are lots of ways that LGBT allies can get involved with creating a more inclusive culture, in all roles and levels of seniority within our business. If you would like to learn more and find out what you can do as an ally to maximise your impact, have a chat with either myself or a member of the network. We also welcome everyone to join us at London or Manchester Pride to visibly demonstrate your commitment towards ensuring that Costain is a great place to work for everyone – these events also a great opportunity to meet different people from across our business.

Each of our employee networks will be assigned an executive level sponsor as they grow."



**Clara Wicks,**

Group equality, diversity and inclusion manager

"We know from our data that Costain is more diverse today than it ever has been, we also know that our employees are telling us that our working

environments are more inclusive than they were two years ago. We have been delighted to receive many accolades for the progress we have made, in particular being named a Times Top 50 Employers for Women for a second consecutive year and as WISE Employer of the Year.

Whilst there are no quick fixes, It's really important that we maintain momentum as we have a long way to go to meet our long-term goal to have a workforce representative of society. People often ask why we have set this target, for me the answer is simple, we cannot target anything other than achieving equality.

This strategy changes our focus from diversity to inclusion and we are confident this is the right approach as it helps us to ensure Costain is a great place to work for everyone, attracting and retaining the best talent. Much of our work has strong links with employee wellbeing, in particular around job design and flexible working."

## Appendix 1. Our inclusion action plan

Our inclusion action plan is based on cultivating an inclusive working culture, that allows diversity and engagement to flourish. The strategy is based on four pillars: evaluate and evolve, educate and engage, lead by example and empower, and inclusive environment.



### Evaluate and Evolve

To measure our future success, we need to benchmark our current performance. We have used HR data and People Survey results to help inform this strategy and to identify targeted actions.

We will:	Action plan
Evaluate our current position	<p>Conduct a detailed review of all Costain people data with key internal stakeholders.</p> <p>Use 2018 Costain People Survey results to create a base line for measuring inclusion, setting local action plans to drive improvement.</p> <p>Carry out a project to improve the quality of HR data held on protected characteristics.</p> <p>Recognising our intolerance of bullying and harassment, we will conduct a bullying and harassment survey and implement an action plan based on the results.</p>
Evolve through measurable targets	<p>Develop further measurable improvement targets for BAME representation at all levels.</p> <p>Increase number of declarations of race, orientation and religion in our HR Data / Surveys.</p> <p>Reduce number of "prefer not to say" returns in our next People Survey.</p> <p>Aim to be a Times Top 100 Employer 2020.</p>
Attain accreditation and external recognition of our progress	<p>Maintain our status as a Times Top 50 Employer for Women in 2019.</p> <p>Achieve accreditation for an EDI standard in 2019.</p>

### Educate and engage

We will develop a range of equality, diversity and inclusion training and resources and make them available to all employees. We will equip them with the correct behaviours to ensure an inclusive environment, no matter where they work.

Our Employee Networks will continue to be a key vehicle for education and awareness. We will create an Inclusion Champions Forum so that learning can be tailored and championed at a local level.

We will:	Action plan
Engage staff at all levels to ensure they have an understanding of Costain's vision for diversity and inclusion, and that they understand the differing needs of their colleagues, direct reports, clients and end users.	<p>Implement an inclusion training programme (mandatory at on-boarding).</p> <p>Create an Inclusion Champions Forum, with contract and corporate offices nominating a champion.</p> <p>Continue our presence at both London and Manchester Pride parades in 2019.</p> <p>Hold a group wide Inclusion Impact Day requiring all staff to take time away from their jobs to discuss key aspects of inclusion.</p> <p>Develop a workshop for all employees based on behavioral science, to equip them with the techniques to call out inappropriate behaviour and create inclusive working environment</p>

### Lead by example and empower

It is vitally important that those in a leadership position, from the board to line managers and front-line supervisors, share Costain's values around Inclusion and model the correct behaviours. This top down approach will encourage a culture of Inclusion at Costain. Every member of our leadership team should be a visible ally to their colleagues. Furthermore, they should empower their teams to develop their careers, and pursue opportunities.

We will:	Action plan
Ensure leaders and line managers at Costain demonstrate the desired behaviours in all that they do, and value the contribution of everyone. Further to this, they should empower those around them to develop and pursue opportunities and ensure that their teams understand why diversity and inclusion is important to Costain's success.	<p>Allocate each employee network a senior sponsor, who will commit to attending at least two employee network events per year</p> <p>Costain network sponsors prepare two role model communications per year.</p> <p>Hold an inclusive leadership event, hosted by an executive board director.</p> <p>All senior leaders to mentor at least one employee of a different sex, race, sexual orientation or disability.</p>





### Inclusive environment

It is important that the environments in which our people work are not only safe, but comfortably accommodate a diverse workforce, and are set up to encourage and facilitate flexible working practices. As well as concentrating on the physical elements of a work location, we will also put initiatives in place to encourage the correct behaviours and culture in our workplaces

We will:	Action plan
Create a workplace, whether office or project based, where barriers are removed so that everyone can be at their best every day. We will equip our people with the behavioural management techniques to effectively promote desired behaviours.	<p>Conduct a review of systems, policies and procedures to ensure they remain inclusive.</p> <p>Launch Inclusion toolkit to provide a measurable set of indicators for Costain contracts.</p> <p>Implement a 'Site Set-up guidance' to include technological solutions and best practice to facilitate flexible working.</p> <p>Each contract and office to have an Inclusion Champion to support strategy at local level and be a visible local ally.</p>



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