Equality, Diversity and Inclusion
Annual Report
2023-24

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1   Foreword

> We are pleased to publish our fourth Equality Diversity and Inclusion (EDI) Annual report. This report, for 1 April 2023 to 31 March 2024, highlights the progress we are making against our EDI strategy, and where we are going next, to reach the goals we set out. The report presents the Delivery Authority's EDI performance and workforce diversity data.
>
> We are committed to making sure that every colleague at the Restoration & Renewal (R&R) Delivery Authority works and achieves together to maximise the impact of our EDI initiatives 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 make the R&R Delivery Authority an inclusive culture.
>
> *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
Chief Executive
Restoration and Renewal Delivery Authority Ltd

2   EDI Strategy Objectives

The Delivery Authority has a legal duty to comply with the Equality Act 2010 and the Public Sector Equality Duty. Our EDI strategy aims to exceed this duty and has identified three primary objectives relevant to the Phase 1 of the Programme.

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

To establish a diverse workforce, we need to make sure we attract the widest talent pool, including underrepresented groups. Underrepresentation differs across the sectors we work in. For example, women are underrepresented in engineering and architecture, but men are underrepresented in the heritage sector.

We continually review our approach at all stages of the talent lifecycle: from attracting talented applicants, to ensuring that we have a compelling pay and reward strategy, to retaining talent by developing an inclusive culture in line with our values. We monitor our diversity profile regularly and continue to build our data, in line with our EDI Strategy. This year, we:

- Exceeded, for the first time, our target of 60% disclosure rate across all characteristics; this is now 71.5% (an increase of 11.5% from 2022-23, and an increase of 18.5% from 2021-22). Declaration rates range from 68% for colleagues with caring responsibilities to 79% for ethnicity. The highest increase this year is in disability disclosures; we've seen the number of colleagues disclosing a disability increase by 43% and attribute this to a targeted campaign to improve our data within the Delivery Authority.
- Moved to a balanced gender profile of 50% female and 50% male in the Delivery Authority and 43% female 57% male when we include our strategic partners.
- Increased the representation of female colleagues in leadership roles by 7% across all leadership groups: the Leadership Community, the Executive Committee, and the Delivery Authority Board.
- Observed a balanced age representation for the age groups between 25 and 64 and an average age of colleagues of 43.5 years.
- Achieved our target to have gender diversity in our interview panels. Out of c.200 interviews in 2023/24, we achieved a 99% success rate of diverse panels.
- Strengthened our Diverse Panel Member scheme to ensure balanced and inclusive decision-making.
- Delivered Inclusive Recruitment training to 99% of all managers. Further workshops have been scheduled throughout 2024 for new managers, diversity champions and any individual that may sit on a recruitment panel.
- Continue to use a gender decoder tool to use gender neutral language in our adverts; we ensure person specification requirements are not excessive and are essential to the role, and we follow best practice in pay transparency by including salary details in all job adverts.

However, we have not seen improvement in the representation of Black, other ethnic minority, disabled and LGBT+ people on our Programme, especially at the most senior levels. This is an area of action on which we will continue to focus again this coming year.

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

We commit to creating an environment where every individual can thrive and is respected for their contribution. We want the Programme to be a place where everyone can be themselves. Inclusion means creating a physically and psychologically safe, welcoming workplace with a fair culture that encourages new ways of thinking. It is integral to our success, and this is how we will achieve together.

This year, we:

- Convened diversity focus groups, sponsored by our Executive Directors, which contribute to the Delivery Authority being a place where people feel their voices are heard, respected, and included.
- Developed a calendar of EDI days and celebrated events such as Black History Month, Disability History Month, Inter-faith Week, LGBT+ History Month, Race Equality Week, International Women's Day, and Mental Health Awareness Week.
- Delivered EDI awareness training to all our new starters as part of their onboarding.
- Established the Delivery Authority mentoring scheme. Out of those who have engaged with the scheme, 57% are women and 22% are colleagues from Black or any other ethnic background.
- Have renewed our commitment to EDI schemes, such as Business in the Community's Race at Work Charter, Stonewall Diversity Champion scheme, Armed Forces Covenant, our status as a Disability Confident Level 2 employer and we became members of Race Equality Matters.
- Reviewed our pay philosophy and all pay mechanisms to ensure fair and equitable remuneration and undertook our first Equal Pay Audit which found no discriminatory pay practices.
- Voluntarily reported on our Gender and Ethnicity Pay Gap; we saw a reduction of the mean ethnicity pay gap of 10% and 36% for the median.
- We took part in the Social Mobility Index, so we now have an assessment of areas we need to develop in preparation for Phase 2 of the Programme.
- We have updated HR policies to reflect the legal changes regarding flexible working requests and increased redundancy protection for pregnant employees.
- We revised our Time off from Work Policy to include up to five days paid leave for caring responsibilities based on colleagues' actual salary, going beyond the statutory minimum that is required by the Carer's Leave Act 2024.
- Implemented our Workplace Adjustments Guide.
- Have explored "allyship" with our Race and LGBT focus groups as we develop our own framework.
- Had 84% response rate in the Colleague Survey 2024, where colleagues responded positively in the questions that relate to EDI and culture:

Question	Score
People of all cultures and backgrounds are respected and valued here	8.2 / 10
Our Programme treats everybody with dignity and respect, regardless of gender, race, sexuality, age, etc.	8.0 / 10
I feel aligned with the Programme Values and Behaviours and understand what is expected of me	8.0 / 10

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2.3 Working collaboratively with stakeholders and maximising engagement opportunities

As we implement our EDI strategy, we continue to actively engage with, and support, stakeholders to meet their EDI contractual requirements. Our aim is that every organisation working with the Delivery Authority to develop the best solution to the challenge of restoring the Palace of Westminster, will have open and inclusive practices that support a working environment where people can bring their whole selves to work. Below are some the ways we have made progress on this objective this year:

Supply Chain Partners

We implemented a formalised reporting method, which provides insight on a range of requirements such as: 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 sections 3 and 4, Workforce Diversity and Recruitment, respectively. 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.

Parliament Workplace Equality Networks

We work closely with the Parliamentary Workplace Equality Networks (WENs) and collaborate on EDI calendar events, for example, with ParliREACH for Black History Month and ParliOut in celebrations for LGBT+ History Month.

Learning from other organisations and Major Programmes

We are part of the Major Programmes Association (MPA) Diversity Champions / Inclusion Hub and the Social Value Forum, and we learn and contribute to the development of the EDI landscape across our sector.

Spotlight on 2023-24 activities

- Visit to the **Royal National Institute of Blind People** (RNIB) to learn about how they had developed an accessible, inclusive, and usable space to meet the needs of their staff and visitors.
- We celebrated **Disability History Month** with a special Knowledge Bite led by Channel 4's Workplace Disability Lead, Giles Barker.
- Visit to the **Royal Vauxhall Tavern**, the UK's first building to be listed by Historic England in recognition of its importance to LGBTQ+ community history.
- We celebrated **Race Equality Week** with the Race Equality Matters 5-Day Challenge aimed at galvanising everyone to remove barriers to race equality.
- We contributed to the **Women into Construction** discussion with the House of Commons Administration Committee
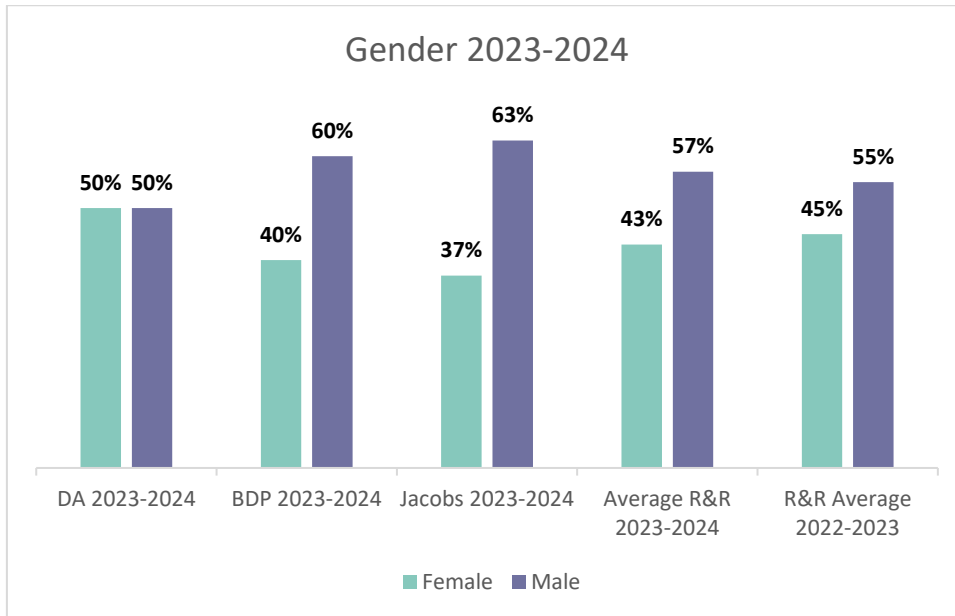
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3   Workforce Diversity

In this section we present our workforce data by diversity characteristic for colleagues working for the Delivery Authority and our partners. We collect data to understand our workforce diversity at all stages of the recruitment process and through campaigns to improve our people data for existing colleagues. This information is provided on a voluntary basis. We are continuing to improve all our EDI & Social Mobility declaration rates (this is a response of any kind, including 'prefer not to say'). Our current average disclosure rate across all areas is 71.5%, which is an increase of 11.5% from 2022-23 and an increase of 18.5% from 2021-22. Declaration rates range from 68% for colleagues with caring responsibilities to 79% for ethnicity.

Our target for disclosure rates was 60% and we are delighted to have exceeded this for all diversity characteristics. We can now be confident that the data gives a 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.

3.1 Gender

Our workforce gender split is 43% female and 57% male colleagues across the Programme. This represents a small decrease of 2% in female colleagues since last year's benchmark. The Delivery Authority moved to a balanced gender representation profile of 50% female and 50% male.

Gender 2023-2024

Category	Female	Male
DA 2023-2024	50%	50%
BDP 2023-2024	40%	60%
Jacobs 2023-2024	37%	63%
Average R&R 2023-2024	43%	57%
R&R Average 2022-2023	45%	55%

The graph below shows gender representation throughout leadership positions in the Delivery Authority. Our leadership community includes Executive Directors and their direct reports, i.e. Heads of Department.

Gender: Leadership Positions
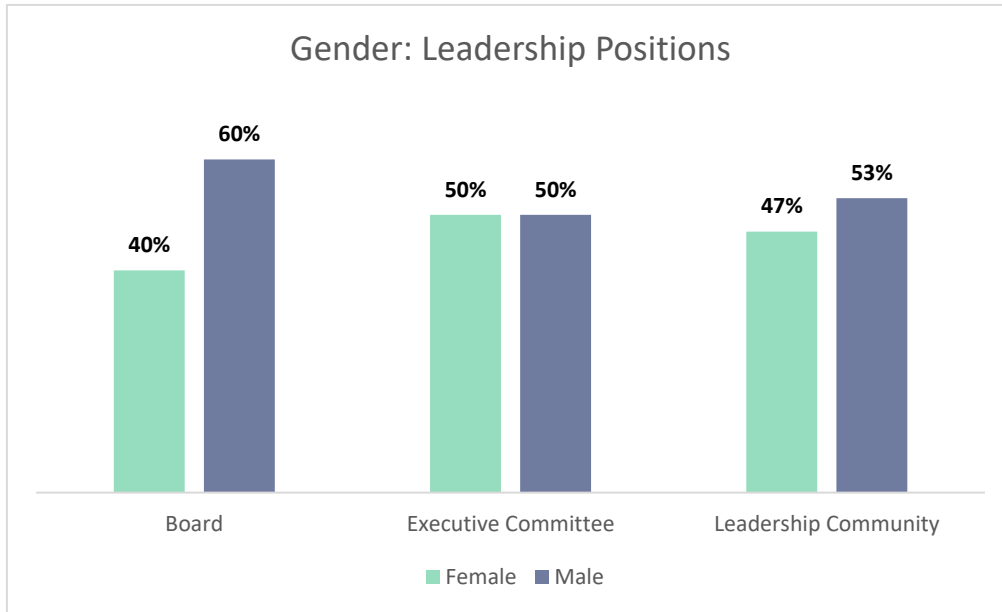
Gender balance has improved since last year and we are pleased to see increases in female representation in our Leadership Community, the Executive Committee, and the Delivery Authority Board (up by 7% from last year).

However, we know that in the last year female turnover was higher (28%) compared to male turnover (16%). We also know that the number of male colleagues has increased, particularly at Levels 2 and 3. Roles in level 3 have seen the greatest growth in headcount, increasing by 33% year on year with 63% of this total filled by men and 37% filled by women. This overall impact of this is that our gender split has equalised this year.

Based on our exit interview data, we are confident that the number of female leavers does not represent an established trend. However, we continue to closely monitor our leaver and joiner demographics and how these impact our overall diversity profile.
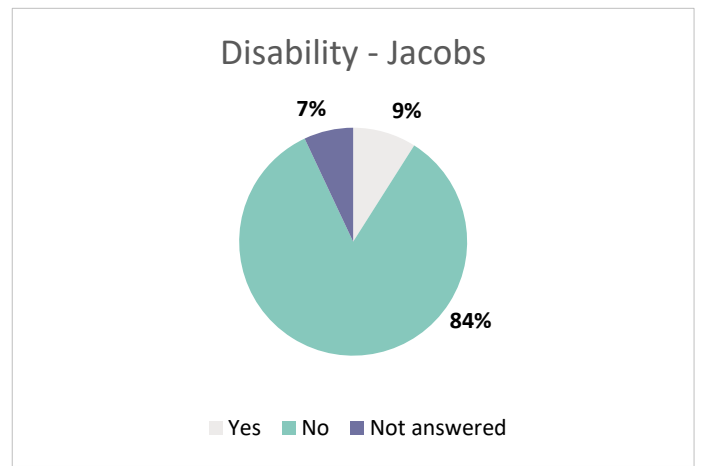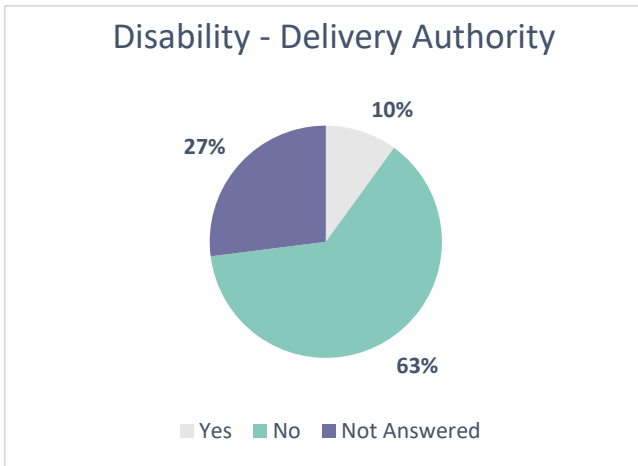
When we look deeper into the data across our internal grades, we know that we still have more work to do to improve representation of women at senior professional levels of the organisation. We also know that we need to improve representation of men in more junior roles, and we need to work with our supply chain partners to achieve our gender equality ambitions.

3.2 Age

Age Category	Delivery Authority	BDP	Jacobs	R&R Average 2023-2024	R&R Benchmark 2022-2023	Change from Benchmark
16-24	2%	6%	0%	4%	4%	0%
25-34	22%	27%	15%	24%	24%	0%
35-44	31%	34%	37%	34%	30%	4%
45-54	26%	19%	29%	23%	25%	-2%
55-64	18%	10%	15%	14%	15%	-1%
65+	1%	4%	0%	2%	1%	1%
Not disclosed	N/A	N/A	3%	0%	1%	-1%

The average age of colleagues is 43.5 and there is good representation for the age groups between 25 and 64 with most colleagues (55%) in the 35-54 age bracket. Under 24's count for only 4% of total headcount and representation of colleagues over the age of 65 is still low but increased by 1% from last year.

Disability - Delivery Authority

10%
27%
63%

Yes ■ No ■ Not Answered

Disability - Jacobs

7% 9%
84%
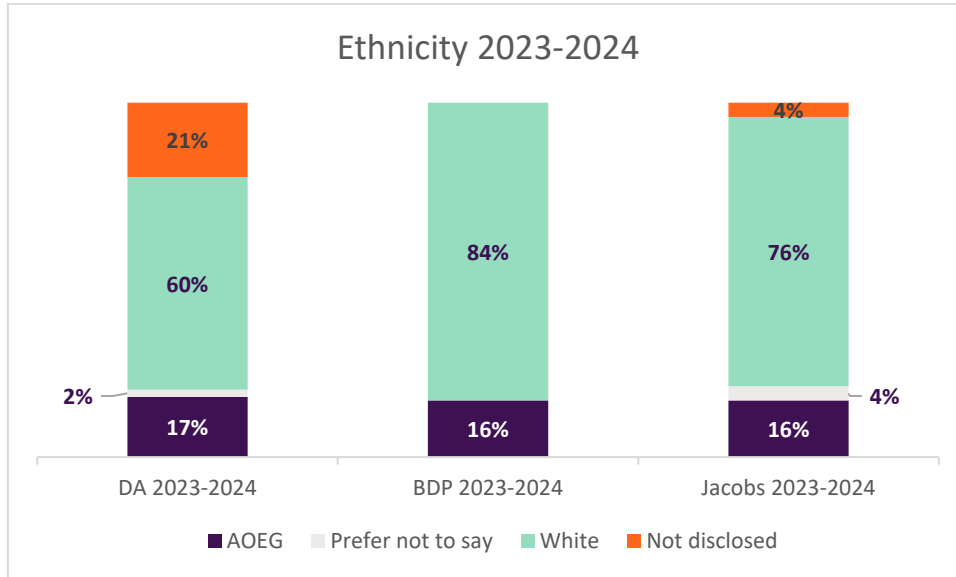
Yes ■ No ■ Not answered

3.3 Disability

In the Delivery Authority we saw a 43% increase in colleagues declaring a disability since last year and an increase of 5% of colleagues in our Programme Partner, Jacobs. We will work with our design

partner, BDP, to ensure their data is collected and shared with us. We improved our disability declaration rates by 12% this year, through a targeted campaign.

3.4 Ethnicity

Ethnicity 2023-2024

DA 2023-2024: AOEG 17%, Prefer not to say 2%, White 60%, Not disclosed 21%
BDP 2023-2024: AOEG 16%, White 84%
Jacobs 2023-2024: AOEG 16%, Prefer not to say 4%, White 76%, Not disclosed 4%

Legend: ■ AOEG ■ Prefer not to say ■ White ■ Not disclosed

We use the Government recommendation of 'All other ethnic groups' (AOEG) which includes all colleagues who have declared their ethnicity as denominations under Black, Asian, or Minority Ethnic.

Although the declaration rate for the DA has improved by 7% and is now at 79%, the percentage of AOEG colleagues in the Delivery Authority remains the same (17%) as last year. For BDP we observe a small increase of 1% in AOEG colleagues and a decrease of 4% with our partners, Jacobs.

We still have substantial work to do to improve ethnic diversity on our Programme and we will be working with Business in the Community and the Race Charter to improve race representation with our supply chain, as we are plan for Phase 2 of the Programme.

3.5 Sexual Orientation

An average of five per cent of colleagues identified as being lesbian, gay, or bi-sexual, which is the same as last year. The highest representation (9%) is still with Jacobs colleagues, whereas 3% of colleagues in the Delivery Authority identify as LGBT+.

On average six per cent of colleagues across the Delivery Authority and our Programme partner, Jacobs preferred not to answer this question, and 29% in the Delivery Authority alone did not provide an answer to this question.
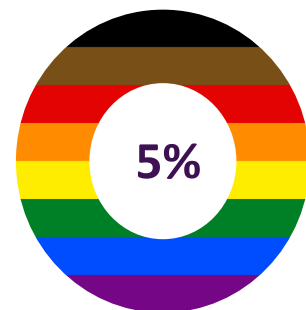
We have a lot more work to undertake in this area, to both create the culture where people feel comfortable to disclose their data but also to ensure that when we recruit to the Programme, we are an attractive workplace for the LGBT+ community.

3.6 Religion and Belief

Religion or Belief	DA 2023-2024	BDP 2023-2024	Jacobs 2023-2024	R&R Average 2023-2024	R&R Average 2022-2023	Change from 2022-2023
Agnostic	0%	N/A	N/A	0%	0%	0%
Christian	31%	23%	35%	27%	28%	-1%
Hindu	3%	1%	2%	2%	2%	0%
Muslim	0%	1%	4%	1%	2%	-1%
No Religion	33%	31%	48%	34%	31%	3%
Prefer Not To Say	7%	2%	7%	5%	4%	1%
Sikh	1%	0%	0%	0%	1%	-1%
Not answered	23%	40%	N/A	28%	31%	-3%
Buddhist	1%	1%	0%	1%	0%	1%
Jewish	0%	0%	0%	0%	0%	0%
Other	1%	1%	4%	2%	1%	1%

Our disclose rate for Religion and Belief has improved again moving from 73% in 2022-23 to 77% this year; 56% of this total either have no religion or prefer not to say. 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.

3.7 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 our Social Value Strategy.

Last year was the first time we reported on the Social Mobility workforce monitoring questions that are aligned to the Government Equalities Office toolkit. This is therefore the first year where we can see any movements in our profile against last year's benchmark. This year we have managed to meet
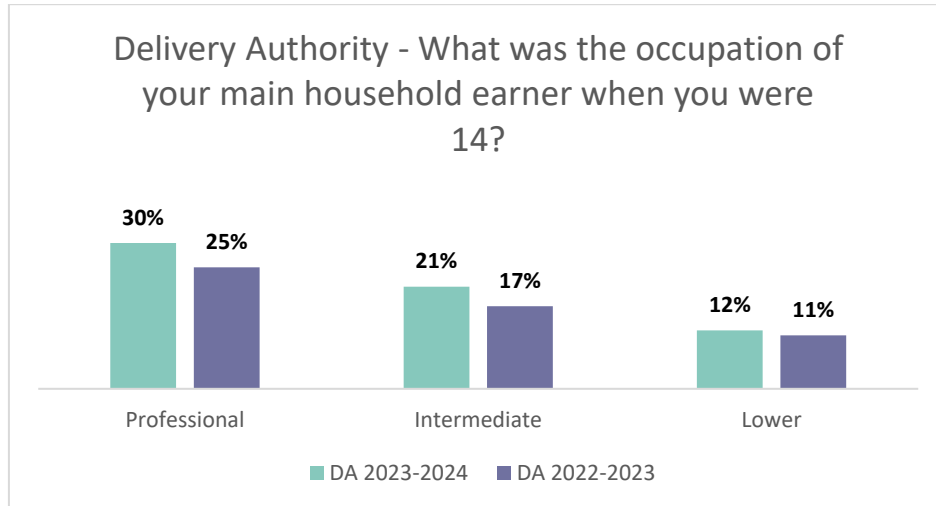
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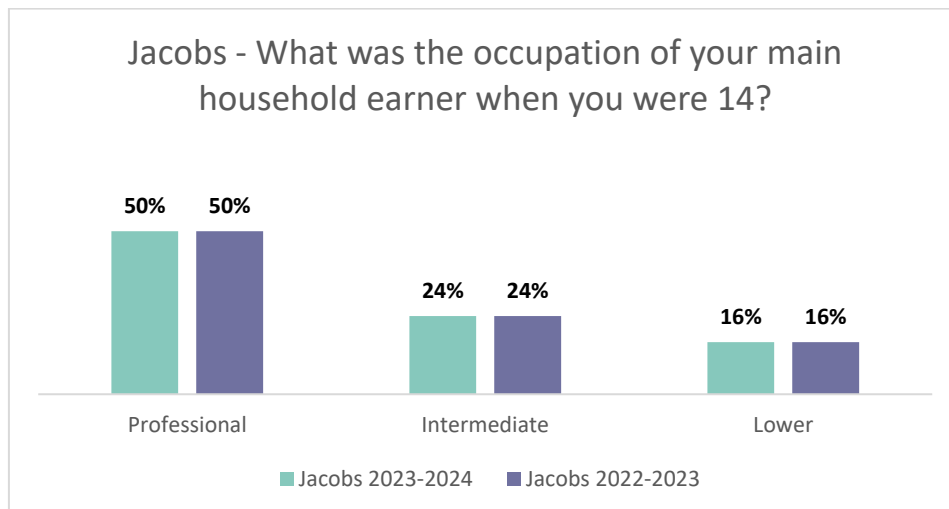
our target for data disclosure on social mobility. This will help identify key trends that help inform our approach and these can be seen in the sections covering social mobility below:
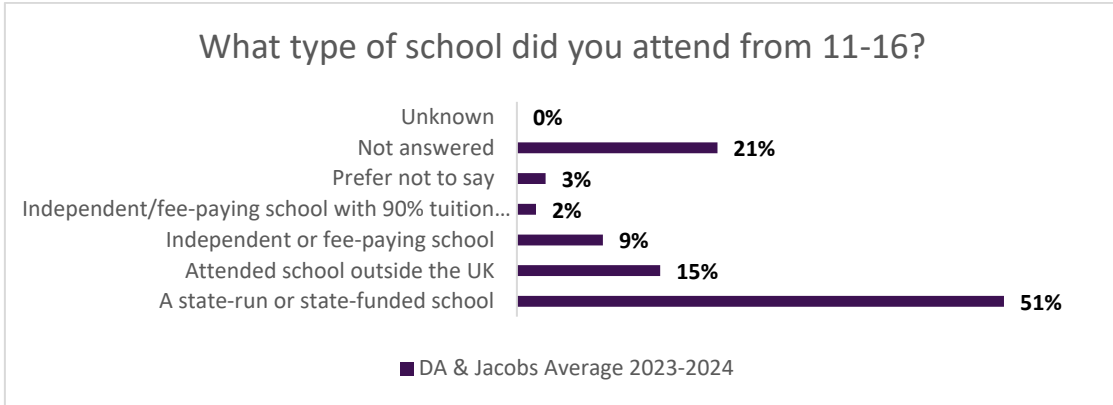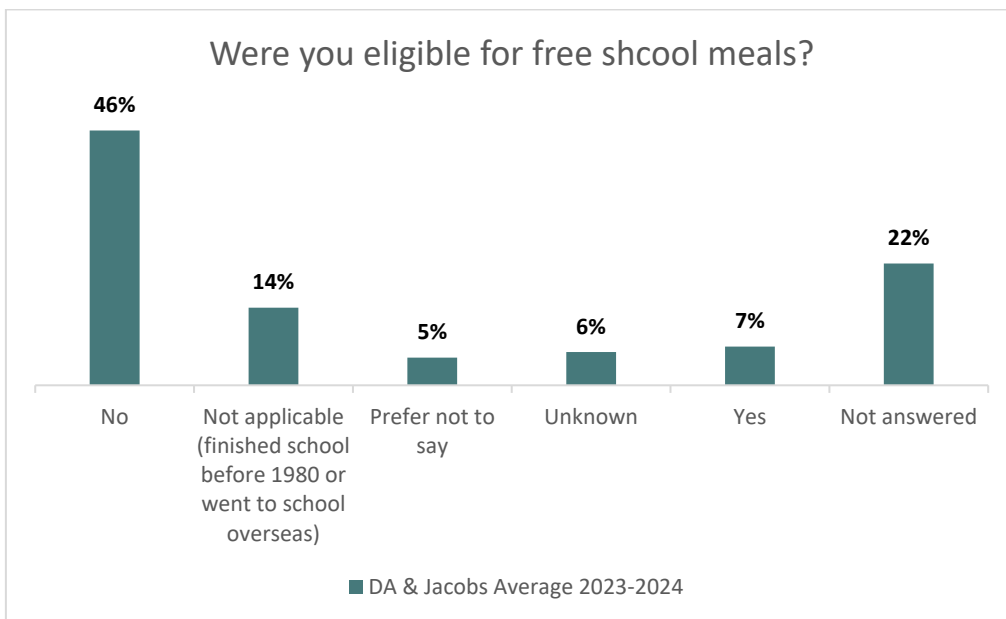
Socio-economic background

Delivery Authority

Jacobs
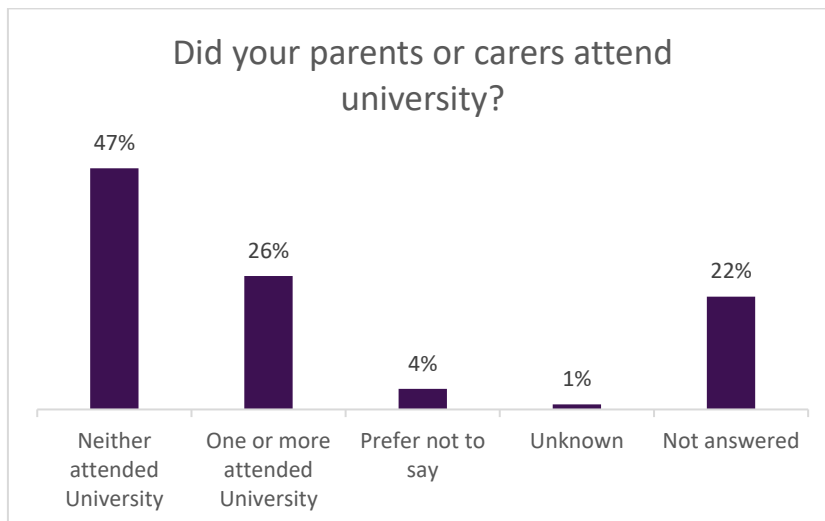

We also collect social mobility-related data on:

- the type of school attended which shows economic and cultural advantage;

What type of school did you attend from 11-16?

Category	DA & Jacobs Average 2023-2024
Unknown	0%
Not answered	21%
Prefer not to say	3%
Independent/fee-paying school with 90% tuition…	2%
Independent or fee-paying school	9%
Attended school outside the UK	15%
A state-run or state-funded school	51%

- free school meals eligibility, which shows economic disadvantage; and

Were you eligible for free shcool meals?

Category	DA & Jacobs Average 2023-2024
No	46%
Not applicable (finished school before 1980 or went to school overseas)	14%
Prefer not to say	5%
Unknown	6%
Yes	7%
Not answered	22%

- parental qualification, which shows educational advantage.

Did your parents or carers attend university?

Category	Percentage
Neither attended University	47%
One or more attended University	26%
Prefer not to say	4%
Unknown	1%
Not answered	22%

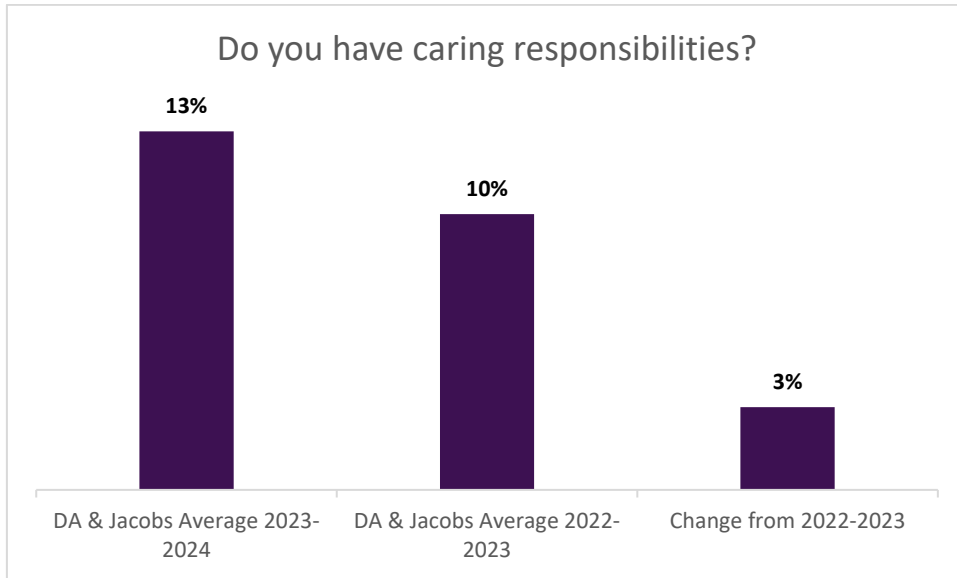Equality Diversity and Inclusion Annual Report 2023-24

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. Therefore, we choose to monitor this under our social mobility statistics.

Caring responsibility declaration rates remain the lowest at 68%.

Veterans

We are proud to report that six per cent of our workforce are veterans, an increase of 3% from last year. For the Delivery Authority we saw a small increase of two per cent.
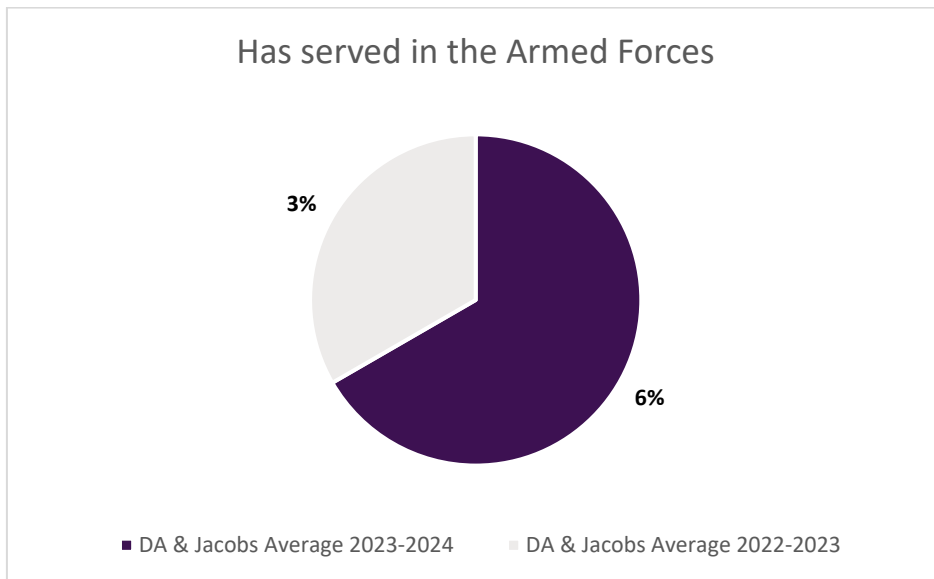
We support those who have previously served in the Armed Forces, and we have been signatories to the Armed Forces Covenant for four years now. We maintain Silver level commitment to the Defence Employer Recognition Scheme (DERS), and we recognise the opportunity with the transferrable skills

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and qualities that veterans and reservists have for our Programme. We also recognise the opportunity we have to learn from Jacobs who are DERS Gold award holders.

4   Recruitment

EDI data trends arising out of our recruitment activity are set out in the graphs in pages 16 to 19. The data trends in our recruitment activity demonstrate some positive stories:
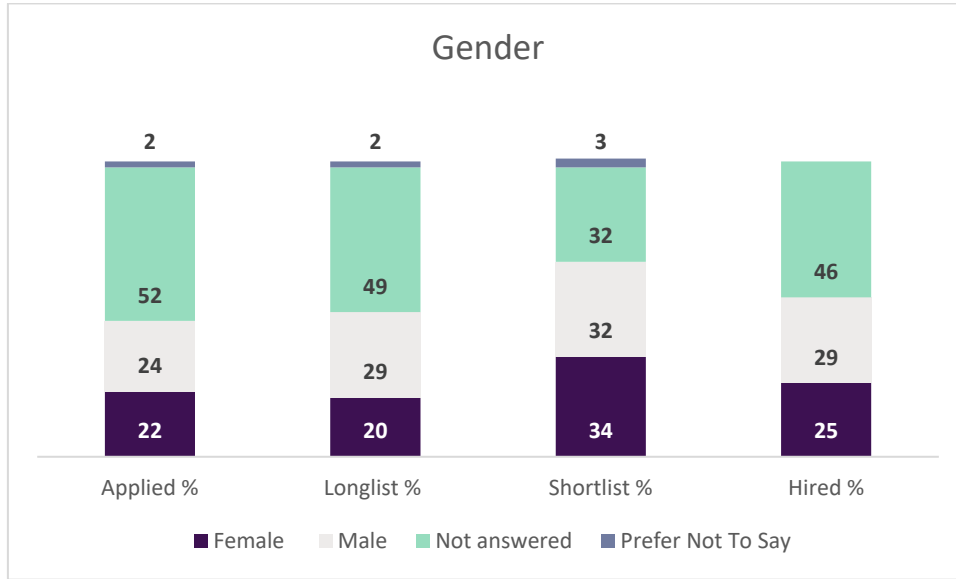
- The trends highlight that we do not seem to apply any criteria that would disadvantage any particular group from going through our selection processes from application to longlist, shortlist and appointment.
- We maintain a good gender balance throughout all recruitment stages.
- We have seen positive increases in percentage of successful appointments for:
    - applicants with disabilities (from 7% at application stage to 12% at hiring stage).
    - applicants from the LGBT community (from 3% at application stage to 7% at hiring stage)
    - female applicants (from 22% at application stage to 25% at hiring stage)
    - applicants whose parents or carers did not attend university (from 42% at application stage to 64% at hiring stage).

However, the data also provides us with very clear areas for development:

- In the recruitment of people from All Other Ethnic Groups (AOEG), whilst we attract a good number of AOEG applicants (46%) only 19% of those appointed are from an AOEG background. We need to understand the reasons for this and continue to include Diversity Champions in recruitment panels, who will be able to challenge decision-making, where required.
- We need to understand at a more granular level the trends on specific ethnic categories by unpacking the "All Other Ethnic Groups" category.
- We still have low numbers of female applicants, and we will continue to use gender neutral language and offer flexible working arrangements.
- Low number of disabled applicants (7%) continues to be a trend and whilst the Guaranteed Interview Scheme has been successful in supporting candidates (shown by an increase in hire figures – 12%), we need to do more to be an attractive employer in this space.
- We must not be complacent of the overall gender balance across the workforce, and we need to understand what is happening between shortlist and hire to female applicants to Level 4 roles and above.

4.1 *Gender*

Gender chart showing Female, Male, Not answered, Prefer Not To Say percentages:

Category	Female	Male	Not answered	Prefer Not To Say
Applied %	22	24	52	2
Longlist %	20	29	49	2
Shortlist %	34	32	32	3
Hired %	25	29	46	

4.2 *Age*

Age category	Applied %	Longlist %	Shortlist %	Hired %
16-24	3	3	2	0
25-34	25	25	13	18
35-44	26	26	23	36
45-54	17	18	26	39
55-64	8	9	13	7
65+	1	1	1	0
Prefer not to say	21	19	23	0

4.3 *Disability*
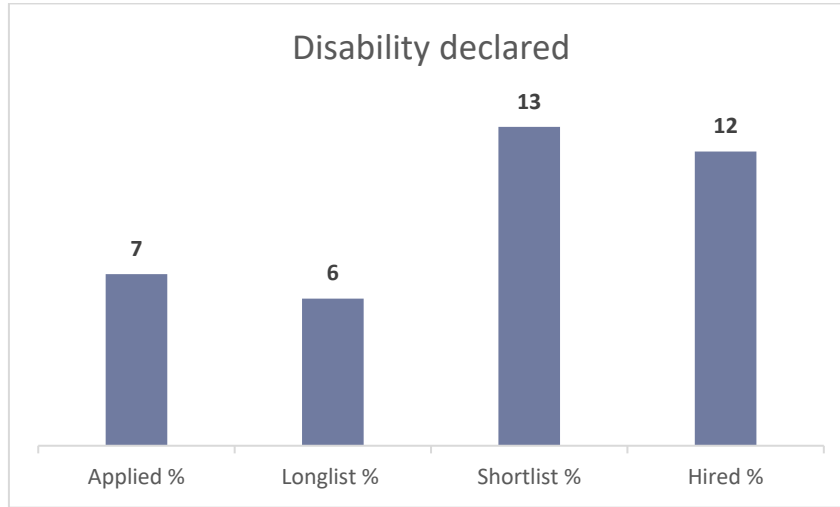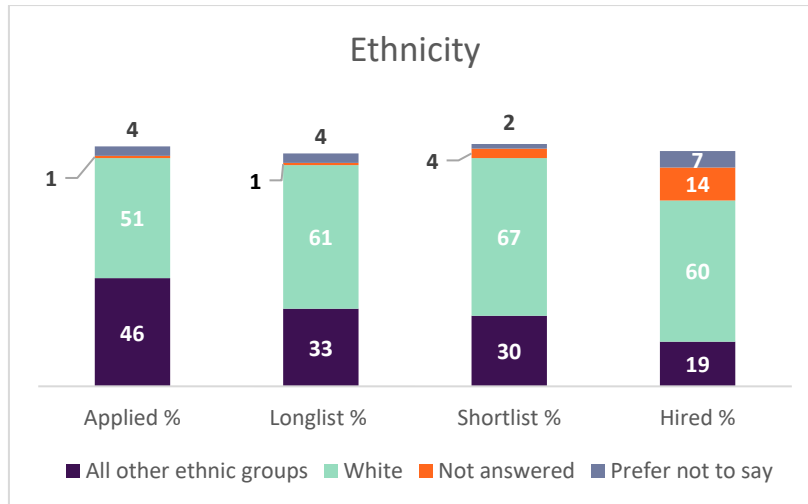
Disability declared

Applied %	Longlist %	Shortlist %	Hired %
7	6	13	12

4.4 *Ethnicity*

Ethnicity

	Applied %	Longlist %	Shortlist %	Hired %
All other ethnic groups	46	33	30	19
White	51	61	67	60
Not answered	1	1	4	14
Prefer not to say	4	4	2	7

Legend: ■ All other ethnic groups ■ White ■ Not answered ■ Prefer not to say

4.5 *Sexual Orientation*

LGB

Applied %	Longlist %	Shortlist %	Hired %
3	3	2	7

Legend: ■ LGB

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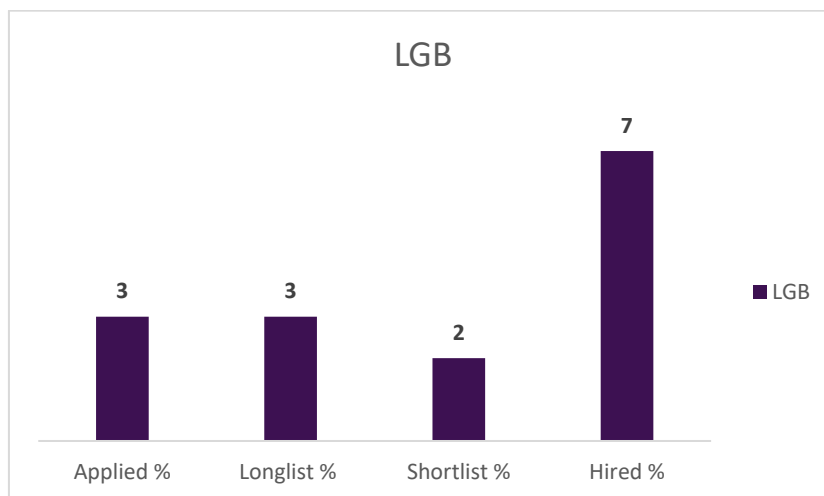
School type attended 11-16	Applied %	Longlist %	Shortlist %	Hired %
A state-run or state-funded school	50	58	62	57
Attended school outside the UK	28	24	19	21
Independent or fee-paying school	11	9	11	11
Independent or fee-paying school with 90% tuition bursary	2	2	3	0
Not answered	0	0	1	4
Prefer not to say	7	7	5	7
Unknown	1	1	0	0

Eligible for free school meals

Parent / Carer's job at 16	Applied %	Longlist %	Shortlist %	Hired %
Clerical and intermediate occupations	6	5	9	4
Long-term unemployed	2	2	1	4
Modern & traditional professional occupations	33	34	32	25
Not answered	0	0	1	4
Others	6	4	5	7
Prefer not to say	9	10	5	4
Routine, semi-routine manual and service occupations	8	10	8	11
Senior, middle or junior managers or administrators	17	16	23	25
Small business owners	10	8	5	0
Technical and craft occupations	9	10	11	18

Parents / Carers attended university

4.7 Armed Forces

Served in the Armed Forces

Applied %	Longlist %	Shortlist %	Hired %
7	5	6	7

Are you a reservist?

Applied %	Longlist %	Shortlist %	Hired %
1	1	0	0

4.8 Carer responsibilities

Carer responsibilities

Applied %	Longlist %	Shortlist %	Hired %
19	14	25	21

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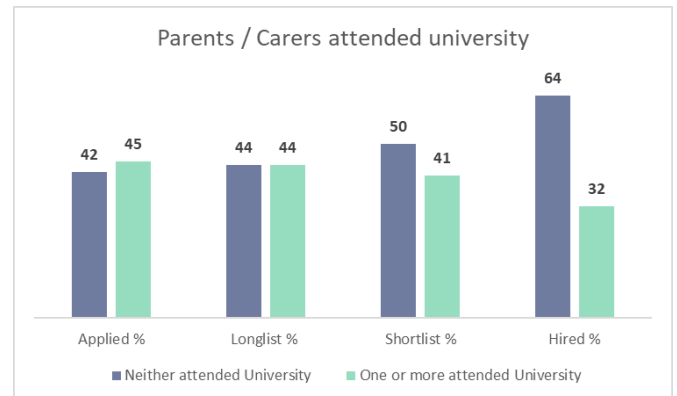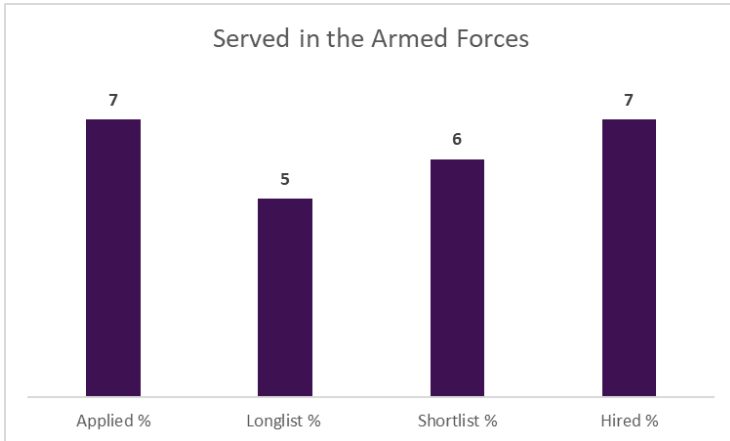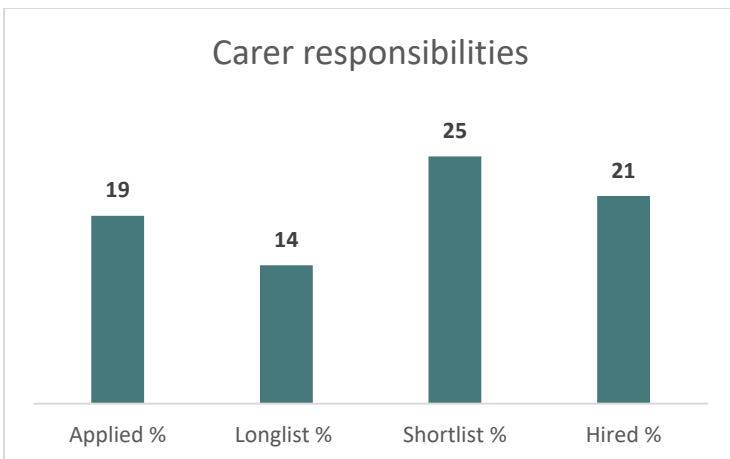
5 Summary

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 of the Houses of Parliament and adjust our action plans accordingly.

For 2024-25, our focus will be to undertake research to inform the development of the EDI Strategy for Phase 2 of the Programme. We will also continue to consolidate and fully implement actions or schemes initiated this year. Our action plan will, therefore, include the following:

1. Undertake research to identify sector and Programme-specific priorities for our Phase 2 EDI strategy.
2. Deliver inclusive recruitment training for all people and hiring managers.
3. Develop and communicate the R&R Allyship Framework.
4. Further develop our diversity focus groups.
5. Complete the Race at Work Charter.
6. Gender and Ethnicity Pay Gap reporting.
7. Host collaborative EDI calendar events with the Parliamentary Workplace Equality Networks.
8. Develop EDI contract requirements and a comprehensive guide for suppliers.