

INFRASTRUCTURE DIVERSITY CHARTER

APPENDIX A: ADDITIONAL CASE STUDIES

INFRASTRUCTURE SECTOR

Heathrow Airport

Actively Listen

This research was commissioned by the Department for Transport to understand the perceptions that local residents and businesses had of the Heathrow Community Engagement Board. Fieldwork was conducted across focus groups, workshops and in-depth interviews to discuss both positive and negative aspects of the local area.

[Local perceptions of an airport consultative committee: a case study of the Heathrow Community Engagement Board](#)

Transport for London (TfL)

Conscious Design

TfL's Equity in Motion strategy seeks to understand how concepts of unfairness and inequality play out within the construction and user experience of our transport networks. By understanding key barriers to travel and focusing on providing an equitable customer experience, protecting and enhancing connectivity, keeping travel affordable and reducing health inequalities, TfL developed a series of commitments (2024 – 2030) designed to provide a fair, accessible and inclusive transport network.

[Equity in Motion](#)

London Infrastructure Group (LIG)

Reverse Mentoring

Members of the LIG have piloted or established Reverse Mentoring programmes within their organisations in the past few years. These members are Balfour Beatty, Ofwat, Thames Water, SGN and Ofgem.

[Greater London Authority \(2021\) Reverse Mentoring Infrastructure and Construction Sectors Report](#)

AECOM**Diverse Leadership**

AECOM launched a series of spotlight interviews titled 'Leadership Journeys' to tackle a lack of visible representation from under-represented groups and a perception of limited upward mobility for diverse talent. Leaders from all backgrounds shared their authentic experiences in the organisation (e.g., varied roles, candid reflections and with an intersectional focus). As a result, AECOM saw an increase in applications from diverse candidates who mentioned feeling inspired and represented by these stories.

Severn Trent**Senior care support**

More people today are looking after an elderly person over 65 than a child under 15. Severn Trent are working in partnership with Seniorcare by Lottie, providing all employees free access to a bespoke digital platform and a team of in-house care experts who support them to understand, find and fund care for their elderly loved ones.

[Seniorcare by Lottie eldercare employee benefit solution](#)

National Grid**Return to work**

This programme is aimed at returners to work and sees candidates participate in a 12-week paid placement, with successful placements able to transition into permanent positions.

[Returning to STEM with National Grid: Nicolette's Story](#)

Energy Leaders Coalition (ELC)**Leadership**

A coalition made up of sixteen of the leading CEOs from the UK's energy sector who have made a public declaration to improve gender diversity in their companies and in the sector as a whole.

[ELC Charter](#)

Engineering Matters

Explore Intersectionality

This Podcast explores the concept of intersectionality and what it means for how we understand ourselves and others in the workplace. It explores how we can use the concept to create and maintain inclusive cultures within our workplaces. Within the infrastructure industry it has implications for how we ensure that design meets the needs of diverse communities.

[#279 Intersection, Identity, and Engineering – Engineering Matters](#)

Supply Chain Sustainability Tool

Fairness, Inclusion and Respect programme

This industry-wide programme provides free training and resources, guidance and materials to support organisations to improve diversity. These resources show how, through diversity, businesses can become more innovative and retain a skilled workforce.

[Fairness, Inclusion and Respect programme](#)

OTHER SECTORS

Kings College Hospital

Educate

Kings College Hospital developed a 'Roadmap to Inclusion', which provides information on diversity within its communities, highlighting that they serve some of both the most deprived and the most affluent areas of the country. As part of their action plan, they highlight the need to train and develop healthcare teams to support improved skills and values, and support diversity.

[NHS King's College Hospital: Roadmap to Inclusion 2022-2024](#)

Nike

Transparent Reporting

Nike are evidencing successful implementation of advancing equality through its ambition to bring more people into sport. They have created 29 ambitious corporate targets (2020 – 2025) and provide transparent reporting of progress against their ambition. For example, their FY25 target was 50% representation of women in the global corporate workforce and 45% in leadership positions. They released the FY23 Impact Report, highlighting 51% female employees and 44% women in leadership positions.

[FY23 Nike Impact Report](#)

Athena Swan

Equity, Diversity and Inclusion Framework

Launched in 2005, the Athena Swan Charter is a framework designed to support and promote gender equality within Higher Education and research. In particular, the Charter focuses on encouraging career progression for women within the Science, Technology, Engineering, Maths and Medicine fields. The Charter is used globally and helps guide Higher Education institutions to meet legislative and academic requirements regarding equality, supports promotion of inclusive working practices and measures progress of applicants using a targeted self- assessment framework.

[Athena Swan Charter | Advance HE](#)

Lloyd's Culture Dashboard

Equity, Diversity and Inclusion Framework

Since 2019, Lloyd's have sought to establish and measure progress against a series of Culture Principles to drive more inclusive practices, culture and high performance within the workplace. Focusing on Leadership, Behaviour, Speaking Up and Diversity and Inclusion data collection, Lloyd's publish annual progress using data collated from annual Market Policies and bi-annual Culture Surveys of market and corporation employees. In doing so, Lloyd's have successfully reached their 35% target for women in leadership positions.

[2024 Culture Dashboard - Lloyd's](#)

Mansfield Rule

Equity, Diversity and Inclusion Accreditation

In a scheme initiated in 2016, the Mansfield Rule has been developed as a certified and structured certification process to ensure there are fair and equal opportunities to progress to leadership roles within participating law firms and legal departments. The certification process has had significant success at an industry-wide scale:

- 84% of Mansfield legal departments now have transparent internal advancement processes as a result of Certification.
- 75% of Mansfield legal departments now track internal talent pools for promotion because of Mansfield.

[Mansfield Certification - Diversity Lab](#)

Social Mobility Organisations

Recruitment

Organisations and schemes providing support to and working with the diverse pool of applicants that companies are aiming to target:

[Social Mobility Foundation](#)

[UpReach](#)

[10,000 Black Interns](#)

[10,000 Able Interns](#)

[Disability Confident Employer Scheme](#)

Rare**Recruitment**

Using software that considers an individual's contextual circumstances during the application process.

RARE Recruitment Software
