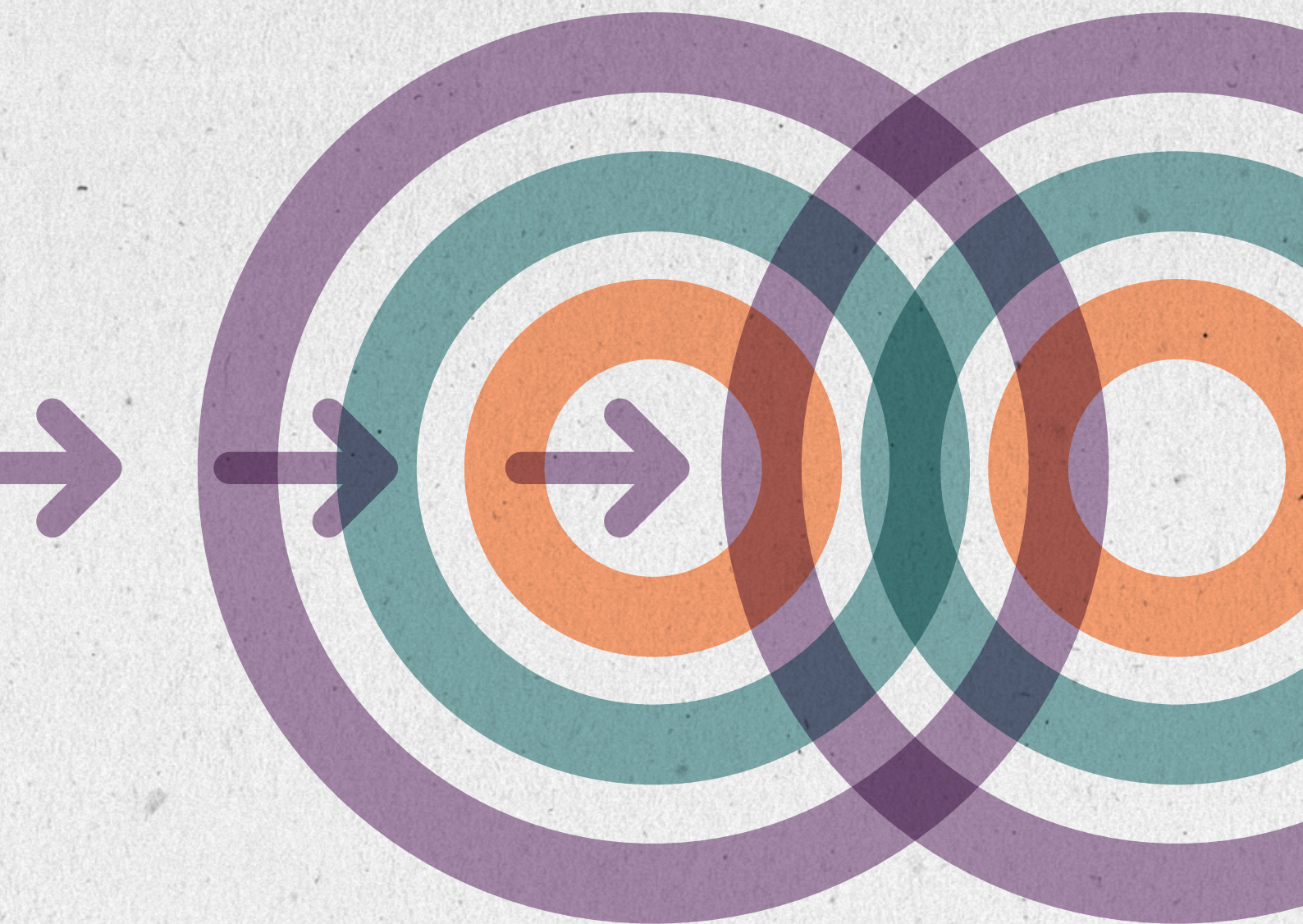


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# Equality, Diversity and Inclusion Strategy

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# Executive summary

The Restoration and Renewal (R&R) Programme will save the Palace of Westminster, home of our democracy, for future generations. Restoring Parliament will significantly improve accessibility for visitors and the people who work there and enable the Estate to be more inclusive to all.

The Delivery Authority is committed to embracing the strength in our differences, empowering people to be their authentic selves and creating a sense of belonging for everyone on the Programme.

Fundamental to our approach is our commitment at senior levels of our organisations that EDI is central to our Programme. We have an opportunity to increase representation across the sectors we work in and to create an inclusive environment that helps us to deliver our work safely and innovatively, delivering value for money and quality.

This strategy sets out our EDI objectives and how we will achieve them between now and when we bring our restoration plan before Parliament in 2023. We aim to use our unique position to demonstrate best practice and be an exemplar in our sector and more widely.

## What do we mean by EDI?

- Equality** Is the right thing to embed in all that we do.
- Diversity** Is a fact and it includes everyone.
- Inclusion** Is a choice.

## Our EDI Objectives



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



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



Working collaboratively with stakeholders and maximising engagement opportunities.

## How we will achieve our objectives

- **Embedding the fundamentals**  
Accountability, behaviours and collaboration
- **Data monitoring**  
Data informs which areas are working well and which areas need improvement.
- **Leadership and governance**  
Our CEO is jointly accountable for this strategy, with progress monitored and published annually
- **Planning, review and improvement**  
Data and best practice have helped identify where we need to focus our attention, and will continue to help us continually improve

# Foreword

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Our role as the Delivery Authority, working with stakeholders and suppliers, is to deliver the R&R Programme. The Programme will save the Palace of Westminster, home of the Houses of Parliament, and ensure it is fit for the future as the working home for our democracy. To deliver value for money and ensure the health, safety and wellbeing of everyone on the Programme and Estate, we must embed equality, dignity and respect in all we do. We need to ensure that our culture is one where challenges can be identified early and then resolved, and that opportunities to improve our working environment are optimised.

In developing this strategy, we have consulted with functions across the Programme including our Executive Sponsors for Equality, Diversity and Inclusion (EDI), Human Resources (HR; including recruitment), Sustainability, Quality and Assurance, and Health, Safety and Wellbeing. This strategy sets out our corporate approach to EDI and how all parties working together on this historic Programme can embrace and promote EDI to deliver a fit for the future Palace of Westminster as the home of our Parliamentary democracy.

The Delivery Authority are committed to creating a work environment that embraces the strength in our differences and creates a sense of belonging for everyone. We will empower people to be their authentic selves, ensure individual contribution is valued, and create an environment where ideas are openly shared. We are in the early stages of our Programme and our EDI journey, we are baselining data and using this to develop action plans around each focus area. Our team looks forward to delivering the best outcomes for our Programme and stakeholders.

Our leaders are committed to achieving this strategy. We support our teams across functions, projects, and suppliers to create a fair and inclusive place to work. Here at our Programme, we promote opportunities for everyone, and we respect and acknowledge the diversity of colleagues who work within our organisations, supply chain and our stakeholders, who all form a part of the community we work with.



**David Goldstone CBE**  
Chief Executive Delivery Authority

# Introduction

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The Delivery Authority is the organisation specifically established to develop and deliver a Programme of works to restore and renew the Palace of Westminster, home of the Houses of Parliament. Delivering EDI across a matrix organisation including different employers and varying sectors is complex.

Fundamental to our approach is our commitment at the most senior level of the Delivery Authority that EDI is central to our Programme. We want talented individuals to have real opportunities to join us and do their best work. We want our colleagues to work in an environment that enables them to be themselves and reach their full potential. By removing systemic barriers in policies, processes and systems, we create an environment for people from diverse backgrounds to thrive. By being more inclusive and recognising the strength in our differences, we will be better placed to deliver the restoration and renewal works.

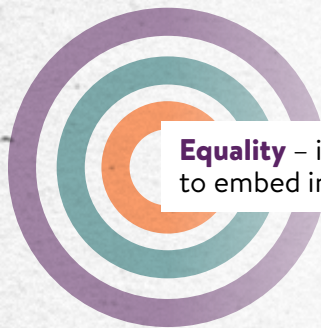
We know there is work to be done in increasing representation across diverse groups, particularly in leadership roles. For our colleagues, our objectives and actions will mean working in more diverse teams and feeling more included and appreciated because our values, behaviours and ways of working will empower them to respect and value each other and their contributions. Colleagues from under-represented groups will see themselves better reflected throughout our organisation and in the sectors they work in.

Prospective candidates will have confidence that there is fair access to jobs, pay and reward, and learning and development opportunities as part of our Programme. We will understand barriers to EDI and seek to remove them wherever we can. Our supply chain partners will enjoy greater sharing of best practices and better collaboration in driving EDI together. Success will be supporting the Programme to embed this strategy in all roles in our everyday work, bringing it to life as we do so. We will continue to challenge ourselves to do better and we will celebrate the progress that we make.

# What do we mean by Equality, Diversity and Inclusion?

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We challenge ourselves to ensure that EDI is embedded into everything that we do. This means working from our definition of equality, diversity, and inclusion:



**Equality** – is the right thing to embed in all that we do.

Focusing on equality contributes to ensuring no one is disadvantaged by their circumstances. The Equality Act (2010) protects people from discrimination both in the workplace and in society as a whole.



**Diversity** – is a fact and it includes everyone.

We use this term to describe protected characteristics under the Equality Act, which include age, disability, ethnicity, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief, sex, and sexual orientation.

For the purposes of this strategy, we also recognise the role different perspectives, thought processes, education, and family status plays in all the ways we differ.



**Inclusion** – is a choice.

We want our Programme to set an example by our approach to culture, respect and inclusion. We will lead our activities with integrity and transparency. As we build this culture, our work will resonate with our colleagues and supply chain in a way that influences positive change.

# Our EDI Business Case

To create a restored Palace of Westminster that is welcoming and inclusive to all, we need to challenge our thinking. Diversity of thought comes from a diversity of experiences. Improving our understanding and awareness of EDI and embedding it in the way we work will enable, empower, and build capability within our workforce to make our vision a reality. Our focus on EDI will help us to achieve the Programme's strategic themes, such as:

**Value for money** – research demonstrates that diverse teams are more likely to outperform non-diverse teams<sup>1</sup>:

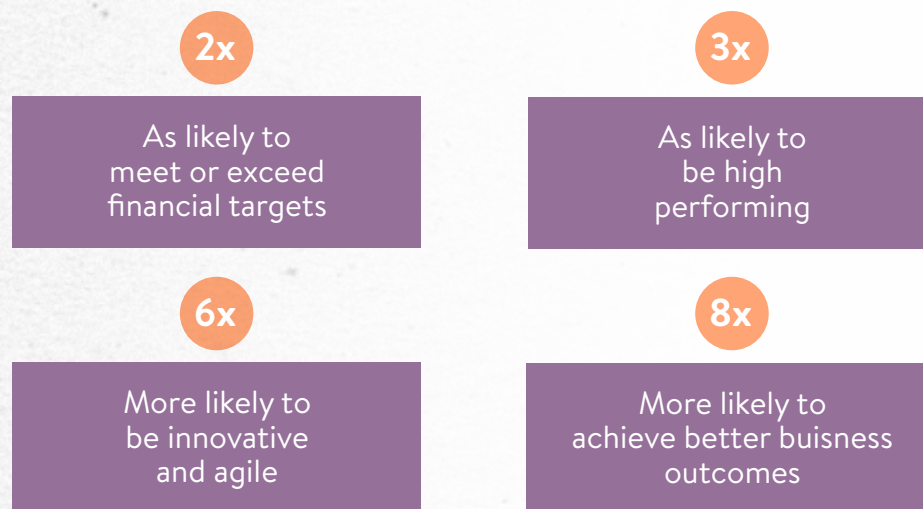


Figure 3: Graphic highlighting key statistics from Deloitte's report 'Diversity and Inclusion at Work -2018.'

**Health, Safety and Wellbeing** – diversity factors can affect how each individual on the Programme perceives risk, how they understand safety procedures and how they approach their own health and wellbeing. As major projects that have gone before us have seen, having diverse teams with a focus on inclusion can improve safety.

**Sustainability** – 'People' is one of the key considerations in our approach to Sustainability. The combination of approaches that consider Wellbeing, Skills & Employment and EDI enables us to create Social Value and is an important factor in the success of our Programme Business Case.

<sup>1</sup> <https://www2.deloitte.com/insights/us/en/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>

# Our Legal Requirements

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The Equality Act (2010) provides us with the legal framework that protects the rights of individuals and advances equality. Importantly, the Act provides a focus on the prevention of discrimination for all individuals across the nine protected characteristics.

Working with our stakeholders, we are committed to meeting our obligations as set out in the [Programme Delivery Agreement](#) (PDA) to achieve the higher standards required under the Public Sector Equality Duty. The Public Sector Equality Duty sets the minimum standards required for our Programme both in delivery and as employers.

From this Duty, we must publish information to demonstrate our compliance.

However, our aim is to achieve more than compliance with our statutory duties and Programme obligations. Ultimately, we aim to demonstrate best practice and be an exemplar of EDI in our sector and more widely.

There are three main purposes of the Duty:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who have a protected characteristic and those who do not.

# The Parliamentary Context

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In addition to the UK public, we are delivering the Programme on behalf of the House of Commons and the House of Lords and therefore must ensure that our approach is aligned and contributes to their respective ambitions for a more inclusive Parliament.

Both Houses have their own strategies as employers in their own right and have committed to work with the Programme to ensure informed decisions are made based on maximising the opportunities this Programme presents. We will identify areas where we can work collectively and collaboratively with our Parliamentary colleagues across our initiatives to build an inclusive environment on the Parliamentary Estate.

## House of Commons 'Diversity & Inclusion Strategy'

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The strategic aim of the House of Commons is 'supporting a thriving parliamentary democracy'. The case for a Diversity and Inclusion (D&I) Strategy underpins this aim and is based on the principle that democracy is stronger when it is inclusive and reflects all the people it seeks to serve. The House of Commons' strategy states that in supporting a thriving parliamentary democracy, it is imperative that the staff of the House reflect the people they serve and that they deliver services which reflect the diversity of our democracy.

## House of Lords 'Focus on Inclusion Strategy'

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The House of Lords Administration focus on developing a culture where everyone feels valued and included. The House of Lords see their diversity as a great strength and by focusing first on inclusion they aim to create high performing teams which embrace, value and include difference - whether that be a difference of opinion, working style, or a difference resulting from a person's background or protected characteristic. If they succeed in creating an inclusive culture which anyone can join and in which all voices will be heard, the result will be a more fulfilling workplace, stimulating better performance and increased innovation.



## The Delivery Authority (DA)

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The Delivery Authority (DA) will develop and deliver the work to the scope, budget and timescale set by the Client Team.

It was set up as a company limited by guarantee in May 2020. The DA will engage a team of architects, engineers, project managers who will shape the future direction of the work, and it will procure and manage the contractors and supply chain.

## Inclusive Design in Programme Delivery

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Every design decision we take has the potential to include or exclude a range of different people. Inclusive design is embedded into our design approach on the Programme and works with all technical disciplines with the aim to make the design as accessible and inclusive as possible, to the widest range of users.

Our work in this area is still in development but we are working towards establishing an Inclusive Design Strategy that:

- Is underpinned by an Inclusive Design Standard, agreed by Parliament, that sets the standards we want to achieve and allows us to formally monitor how the design meets this standard.
- Brings together how we engage with Parliamentary stakeholders and external stakeholders to seek feedback on the design in line with our engagement strategies and public sector equality duty.
- Details how our equality analysis tool ensures our design considers the impact against all protected characteristics as listed under the Equality Act (2010), in addition to social mobility considerations.

# Our EDI Strategic Framework

## Our Vision

To transform the Houses of Parliament to be fit for the future as the working home for our Parliamentary democracy, welcoming to all and a celebration of our rich heritage.

## Our Values

We act with **integrity**

We are **inspiring**

We achieve **together**

We can be **ourselves**

## Strategic Theme & Goals

### Accessibility & Inclusion

- EDI is central to the Programme: Provide opportunities for all, recognising differences in an open and safe environment.
- Create flexible and accessible workspaces, fit for now and future proofed as far as possible.
- Provide space in the Palace for Members of both Houses to meet constituents, the public and media.
- Reconnect people from across the UK with their Parliament through improved education & visitor facilities, physical & digital access.
- Provide exemplary standards of access for everyone.
- Ensure the building enables public engagement with the proceedings and wider activities of the two Houses.

## EDI Objective



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



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



Working collaboratively with stakeholders and maximising engagement opportunities.

# Our EDI Objectives

These are the corporate objectives of the Delivery Authority as an employer. These objectives are relevant to the Phase 1 works, until we provide our detailed and costed restoration plan to both Houses of Parliament. Actions that underpin these objectives are contained within our annual EDI action plan.



## OBJECTIVE:

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

We have a unique opportunity to support the sectors we work across in attracting a wider range of candidates and developing the talented individuals working for us. Our talent attraction approach, Skills Employment and Education (SEE) Strategy and EDI strategy dovetail to ensure we can establish a diverse workforce across our Programme.

Since early 2020, we have been signatories to a number of public commitments that inform our approach and help us to embed best practice. We are proud to have become Disability Confident Employers, signed the Race at Work charter and Armed Forces Covenant. We also became members of the Business Disability Forum and entered the Mind Wellbeing Index. We achieved Bronze status in the Defence Employer Recognition Scheme. We recognise, however, that we still have a way to go to improve diverse representation on our Programme.

To make sure we attract the widest talent pool, including underrepresented groups, we must continually review our approach to ensure equality is embedded within our processes, policies and systems across the whole talent lifecycle starting at attraction. Underrepresentation differs across the sectors we work in. For example, women are underrepresented in engineering and architecture, but men are underrepresented in heritage. Our approach must maintain agility to flex with these trends.

We will continue to use our Equality Analysis tool to assess impacts of our actions, identify mitigating actions and opportunities to advance equality and inclusion wherever possible.

Aims by the time we provide the detailed and costed restoration and renewal plan to Parliament:

1. Facilitating robust, data driven decision-making
2. Year on year increase in the diversity of the workforce



**OBJECTIVE:**

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

We actively promote an inclusive culture at our Programme and our Values and Behaviours framework help us to do this by underpinning everything we do.

By understanding that exclusionary behaviours result in segregation, poor performance and lower wellbeing, we provide the learning and development opportunities for our teams to be empowered to call out inappropriate behaviour and to leverage the valuable contribution of everyone in their team.

We commit to creating an environment where every individual can thrive and is respected for their contribution. In line with our Values, 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 and encourages continuous improvement. It is integral to our success, and this is how we will achieve together.

Aims by the time we provide the detailed and costed restoration and renewal plan to Parliament:

- 3. Transparency of inclusion metrics and how we are performing
- 4. Creating opportunities for feedback loops between colleagues and Executive Leadership



**OBJECTIVE:**

**Working collaboratively with stakeholders and maximising engagement opportunities**

Working with internal and external stakeholders is key to our success on the Programme. We identify common goals and work together to find the right solutions. One way we do so is with our supply chain partners. By unlocking diversity in our supply chain, we can unlock innovation and access best practice. For example, we work with the Social Mobility Foundation on the development of our internship and work experience schemes.

We commit to maximising the opportunities for diverse-owned businesses to work with us on the Programme. As we implement our strategy, we will continue to engage and support stakeholders to meet the EDI contractual requirements that will help us to become an open and inclusive Programme, across every organisation working on R&R.

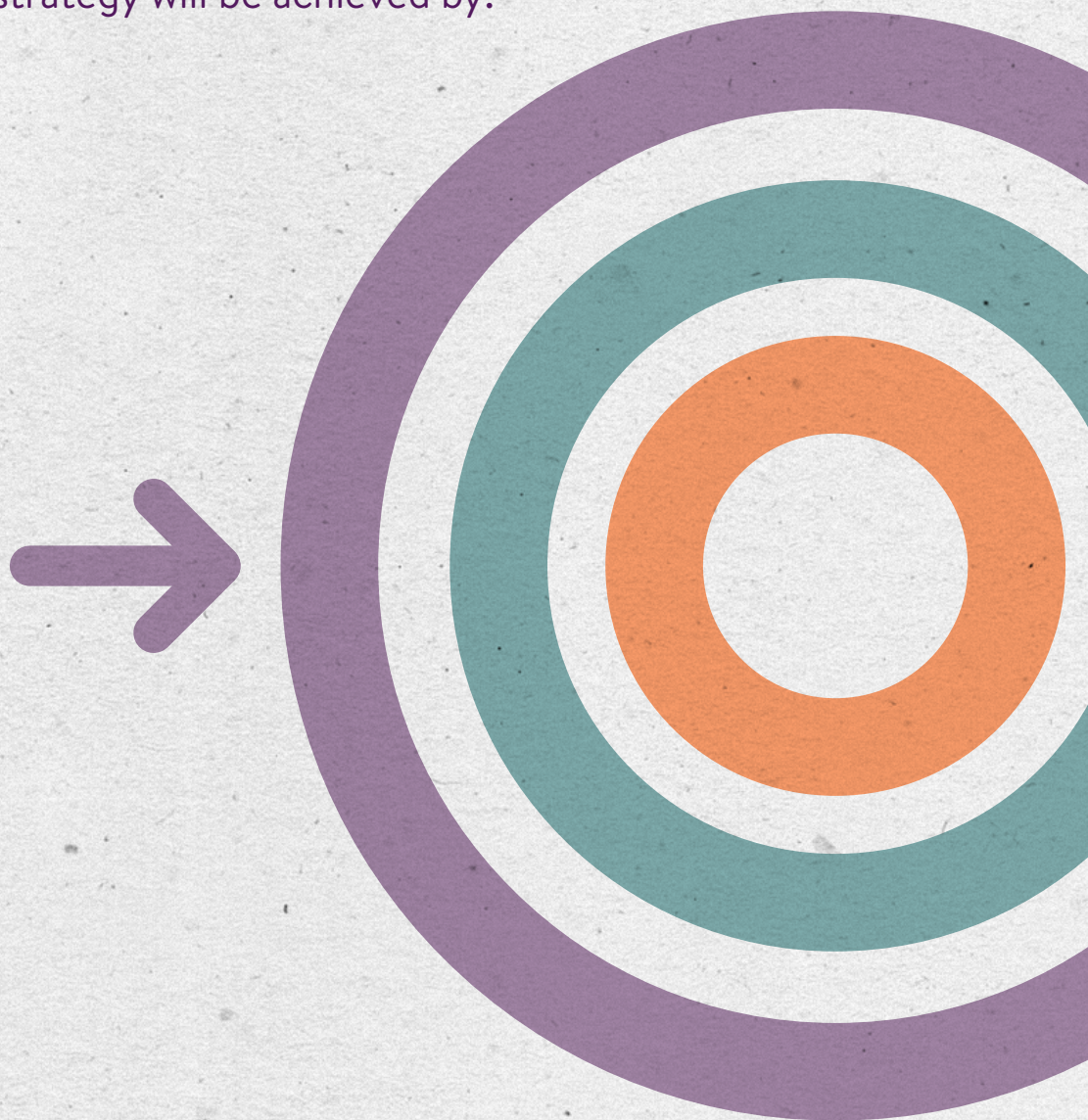
Aims by the time we provide the detailed and costed restoration and renewal plan to Parliament:

- 5. EDI requirements embedded throughout the supply chain
- 6. Promoting best practice and celebrating success with our partnerships

# How will we achieve our objectives?

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The objectives this strategy will be achieved by:



## → Embedding the fundamentals

All our actions and priorities are underpinned by foundational building blocks. They help us ensure that we get the basics right as we develop and will help us to build an inclusive culture on R&R.

### Accountability

Accountability is two-fold in approach.

**Individual Accountability** – It is the responsibility of everyone working on the Programme, regardless of role or employer, to understand the implications of their actions and behaviour, and work to embed an inclusive culture.

We understand that it can be challenging to approach topics within EDI so we will support colleagues to engage in topics that may be out of their comfort zone or experience, supporting the development of an understanding, welcoming, and accepting culture.

**Executive Accountability** - We have appointed six Executive Sponsors for EDI strands. They are:

- **Age and Religion & Belief:** Jane Mee, General Counsel
- **Disability:** Martin Bellamy, Chief Information Officer
- **Gender:** Matt White, Programme Delivery Director
- **LGBT+:** David Goldstone, CEO
- **Race:** Janet Campbell, HR Director
- **Social Mobility:** Andy Haynes, Commercial Director

Our Executive Sponsors advocate for, serve as trusted advisors on, and are role models for inclusive behaviour. They lend credibility to the work of EDI through their influence and support.

## Behaviours

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Our [Values and Behaviours Framework](#) is at our core, showing what we stand for and hold ourselves to account for, both collectively and individually, in terms of our actions and behaviours. Inclusive behaviours are underpinned by a common wish to come to work and be valued, respected and able to work with dignity. Our Framework helps us all to work within our teams and with our stakeholders. We operate in a culture

where negative behaviours are encouraged to be called out in a way that colleagues feel comfortable to do so in a considerate manner. We celebrate and recognise when colleagues are demonstrating our Values and this helps us to do more to create an inclusive culture.

## Collaboration

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Collaboration is an important skill that helps us to accomplish our objectives. We know that working in isolation will not deliver the standards and results that our stakeholders expect of us, and that we expect of ourselves as a high performing team. Working collaboratively across the Programme team, including our supply chain partners, we respond to, learn from, and embrace change.

Actively working with different teams and stakeholders creates an opportunity for diverse thinking and an environment of engagement, and encourages us to break the mould of 'group-think'.

Collaboration also applies outside of our Programme. We will actively partner with industry and sector leaders as well as organisations creating best practice to learn lessons from their approaches to EDI.

## → Data Monitoring

Publishing information about our workforce is a requirement under the Public Sector Equality Duty. But beyond this, robust data can help us to know where there is room for improvement and where we are doing well, and to take proportionate and targeted actions accordingly.

Examples of the data we will collect includes:

- Workforce diversity data across the Delivery Authority and our supply chain.
- Supply chain spend by diverse-owned businesses.
- Completion of EDI learning and development activities.

To become a mature organisation, leading the way in inclusion, we also monitor:

- Workforce engagement surveys that align culture with demographic data.
- Differential pay gap reporting.
- Achievement of EDI benchmarks, for example Disability Confident.
- Number of Equality Analyses reaching quality standards.

Our annual EDI plan sets actions to be achieved in each financial year that are aligned to each EDI objective. These actions are derived from the data we collect in the categories above. This data informs which areas are working well and which areas need improvement.

We commit to providing transparency in our approach. We publish an annual EDI report that summarises the work we have undertaken, our progress against our annual action plan and how that has contributed to the EDI objectives.

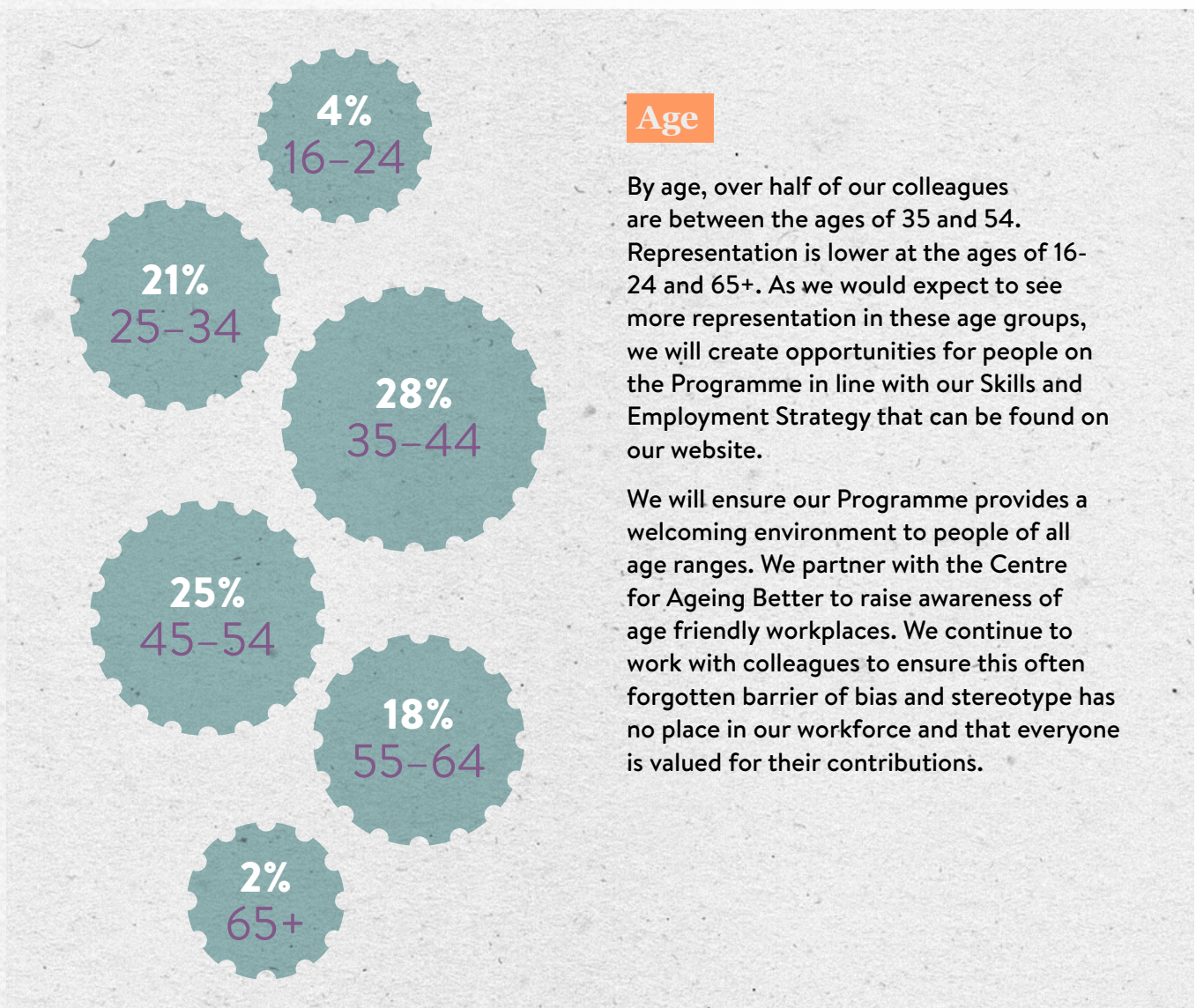


## Our Baseline

This section of our strategy establishes our baseline for workforce diversity across our Programme. This data was collected across the organisations working on our Programme as of October 2020.

In our first data collection, we monitored the characteristics protected by the Equality Act 2010 – age, ethnicity, gender identity, disability, sexual orientation and religion and belief. We also explored measurements relating to social mobility including socio-economic background, caring duties and veteran status.

A priority area for us is to develop the robustness of our data so that we can identify where we need to do more, and where we are making a positive difference. Our interventions will be based on this evidence as well as representation data across the employee lifecycle, employee engagement scores and feedback gathered, owned and reported by our HR team.



### Age

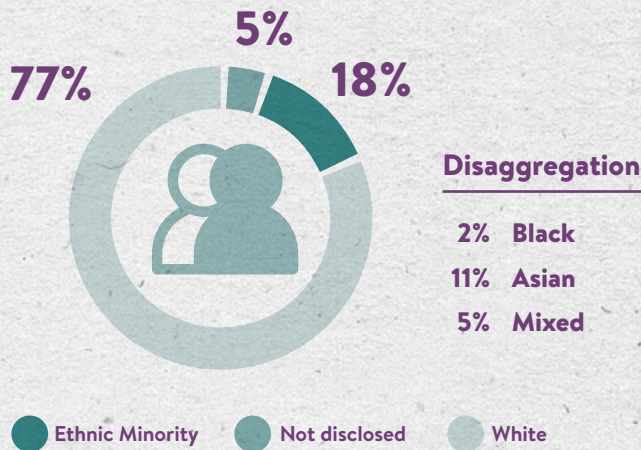
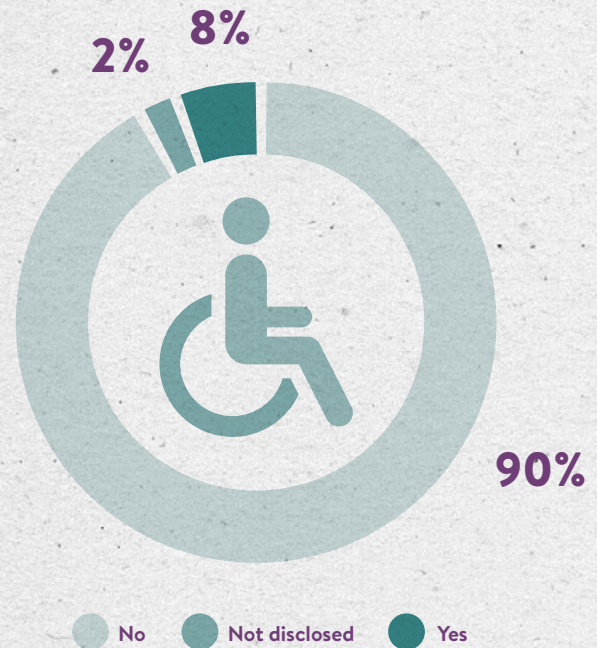
By age, over half of our colleagues are between the ages of 35 and 54. Representation is lower at the ages of 16-24 and 65+. As we would expect to see more representation in these age groups, we will create opportunities for people on the Programme in line with our Skills and Employment Strategy that can be found on our website.

We will ensure our Programme provides a welcoming environment to people of all age ranges. We partner with the Centre for Ageing Better to raise awareness of age friendly workplaces. We continue to work with colleagues to ensure this often forgotten barrier of bias and stereotype has no place in our workforce and that everyone is valued for their contributions.

## Disability

Eight per cent of colleagues have told us that they have a disability, compared to the ONS records of sixteen per cent of working age adults. At Our Programme, we adopt the social model of disability meaning that it is physical and digital environments as well as stigma that can cause someone to become disabled.

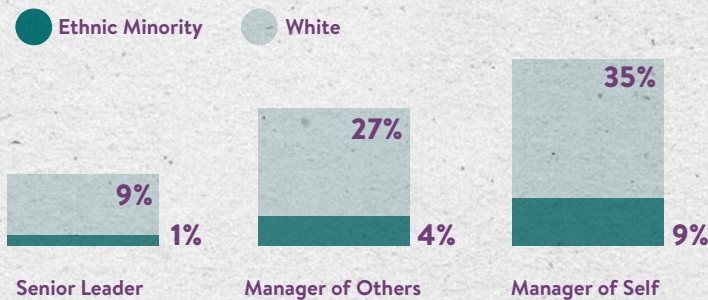
We are focused on building our inclusive culture in line with our disability confident commitments and membership with the Business Disability Forum.



## Ethnicity

Using ONS categorisations, 18 per cent of our colleagues are from ethnic minority backgrounds, but not all of these people felt comfortable to answer their seniority. Eleven per cent of colleagues are from Asian backgrounds but only a very small proportion (two per cent) of colleagues are Black. By breaking down the term ethnic minority we can better understand the lived experiences of colleagues. Black representation in particular is therefore a priority in our approach to talent attraction. Utilising our data metrics now in place, we track performance and implement initiatives such as reverse mentoring to support retention.

### Ethnicity by Seniority





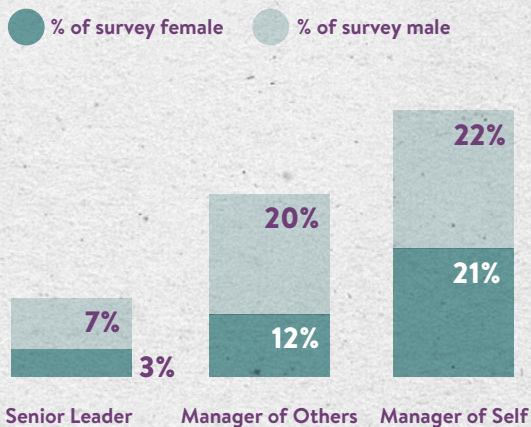
## Gender Identity

Female representation across all roles on the Programme was 40 per cent compared to male representation across all roles at 56 per cent . Three per cent of colleagues preferred to self-describe or chose not to answer this question.

Compared to the infrastructure sector average of 21 per cent female representation, our Programme has a more progressive gender balance. However, we know that recruitment to corporate functions and roles within the heritage sector can be the opposite pattern of gender balance than sectors such as engineering and construction. We will not allow ourselves to become complacent over these numbers. We continue to build relationships with other major programmes to learn from their experiences as we move to site-based work, including for example preparatory surveys.

The graph shows our gender representation at different levels within the Programme. A number of colleagues who shared their gender did not share their seniority. As we move forward, our focus will be on building on our metrics to give greater visibility of our progress. One way we will do this is via our gender pay gap and action plan reporting.

### Gender by Seniority



## Religion and Belief

Forty-four per cent of colleagues shared with us that they had a faith or belief. The largest representation was Christian but as our disaggregation of the data shows, our colleagues have many different faiths as well as no religious beliefs. We will continue to embed considerations for frequent religious practice in our workplace adjustments policy as well as celebrate and raise awareness of the different religious holidays throughout the year. We focus on creating an inclusive culture that supports those with no faith or belief as well as becoming a faith-friendly workplace for those who do.

### Disaggregation

- 1% Buddhist
- 33% Christian
- 3% Hindu
- 1% Jewish
- 4% Muslim
- 49% No religion
- 2% Other
- 5% Not disclosed
- 2% Sikh



## Sexual Orientation

Four per cent of colleagues identified as being lesbian, gay or bi-sexual. Six per cent of colleagues preferred not to answer this question. Some people do not always feel safe to share this information or understand the context of asking this question at work. We will focus on building confidence and awareness of why this is an important topic at work to improve our data collection but more importantly to ensure that Our Programme is a welcoming and safe space for all. A focus on LGBT+ inclusion will feature as a key success to this.



### Disaggregation

4% LGB

6% Prefer not to say



5% Have previously served in the Armed Forces



24% Are a primary carer for children under 18

3% Are a primary carer for people aged 65+



84% Attended University

6% Attended college or further education

## Social Mobility

Social mobility can take different forms, and people can experience different types of mobility in different stages of their lives. Through monitoring this data, we can track how people “get in and get on” in their careers.

We asked a series of questions regarding socio-economic background, caring responsibilities and veteran status to better understand the factors of social mobility.

Our data tells us we are doing well in supporting people who have previously served in the Armed Forces and we are in line with our commitment to the Armed Forces Covenant. We have also worked to support flexible working for carers. Our results show us that a large number of colleagues went to university.

Our Programme seeks to provide opportunities for people across the whole of the UK. Social mobility is a priority for our EDI and Skills, Employment and Education teams. We are working hard to remove unnecessary barriers to entry into the workplace. We will continue to work with the Social Mobility Foundation to provide opportunities such as paid internships and work experience as well as focusing on our attraction strategy to recruit those with vital skills to make our Programme a success.

## → Leadership and Governance

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David Goldstone, Chief Executive Officer for the Delivery Authority, is accountable for this strategy. This places responsibility and ownership at the most senior level of our organisation.

As an inclusive employer, working as an integrated team with our supply chain, we will ensure our EDI objectives are reflected in each business function and across the constituent projects of the Programme. Working collaboratively with stakeholders must start internally. By breaking down working silos and embedding EDI as a focus in every facet of our work, we will meet our objective to create a fair and inclusive workplace.

The EDI team are responsible for execution of the strategy. Their remit includes analysis of the data collected to inform the annual action plan and ensuring the actions in this plan are taken. Progress will be monitored and measured, and will be published in an annual EDI report, providing our stakeholders with transparency in our performance.

EDI is also built into our assurance process, measuring not only our development as a Programme through business as usual activities such as policy reviews but also including an audit schedule to ensure all functions are complying with the principles of the Equality Act (2010).

## → Planning, Review and Improvement

Our EDI objectives and annual action planning provide us with an opportunity to drive cultural and innovative changes across the Programme. They are reviewed and monitored on a regular basis by the Executive Team of the Delivery Authority. Data and best practice have helped us to identify where we need to focus our attention and will continue to feature as a point of reference for continual improvement.

Under the public sector equality duty, EDI objectives are to be reviewed every four years or sooner with regards to legislative changes or changes in the way we operate. In the context of our Programme, we will review and publish our success annually against our objectives and action plan in the first instance. From 2022, we will report on our gender and ethnicity pay gap.

We will review the relevance of our EDI objectives in supporting the delivery of the Programme as we move into the next phase of works. If we get this right, by the time we provide the retailed and costed restoration and renewal plan to Parliament, the Delivery Authority will have:

- worked towards a workforce and supply chain at least as diverse, if not more so, than any other in the sectors we work in;
- embedded EDI in what we do, making it a subject that everyone on Our Programme understands and supports; and
- built an inclusive culture, harnessing the skills and expertise of everyone working on the Programme.

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

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**HOUSES OF PARLIAMENT**  
**RESTORATION & RENEWAL**

4107-RRP-TR-SG-00001\_01\_U  
PPMS CLASSIFICATION:  
UNRESTRICTED (Management)