

Date: 23 January 2017

Item: Measuring Inclusion in Health and Safety in Crossrail

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the Panel on current developments being made in the Crossrail Project to better link health and safety with diversity and inclusion within the Project workforce.

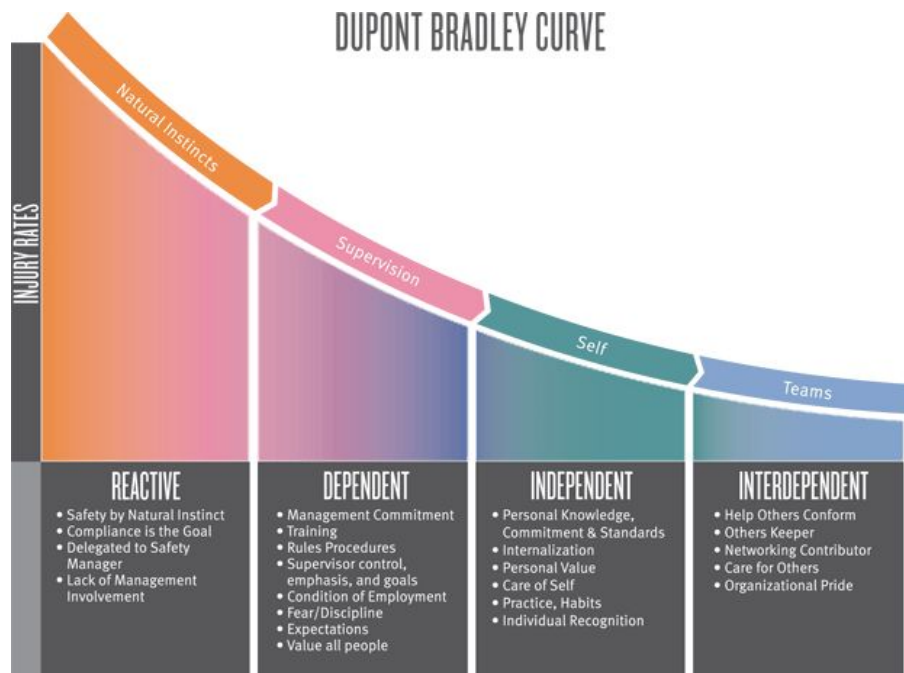
2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 Crossrail continues to push for excellence in health and safety performance in all we do. One of the elements of this is how we are addressing the links between diversity and inclusion and health and safety. This is both a broad and an important challenge for the Crossrail project; we have a range of 'High Risk Activities' that we are managing and our contractors have a large and diverse workforce.
- 3.2 The HSE vision for TfL is '*Everyone home safe and healthy everyday*', and as part of this Crossrail is trying to ensure our health and safety policies are effective for all of our workers, irrespective of the diversity of the workforce, including ability, race, nationality, gender, religion or sexual orientation.
- 3.3 An important part of the approach has been based on research undertaken for DuPont, which developed a model termed the "Bradley Curve"¹; a simplified description of which is set out in fig. 1 below.
- 3.4 The study looked at workers in construction and distinguished what were termed "Interdependent workers", those who were respectful of each other regardless of their diversity and who take responsibility for themselves and others and "Independent workers" who are ones who understand and rely on the rules, but only look after themselves. The research found that the interdependent workers had a lower accident frequency rate.

¹ Further information can be found at <http://www.dupont.co.uk/products-and-services/consulting-services-process-technologies/brands/sustainable-solutions/sub-brands/operational-risk-management/uses-and-applications/bradley-curve.html>



3.5 Current industry research by Loughborough University for CITB within the UK Construction sector², has found people who fall into more “typical” construction worker classification: male, Caucasian, English speaking, have a different need/specifications in terms of health and safety, to other groups whose lives can be different and need different approaches to health and safety to keep them safe. The research has focused heavily on language skills and migrant workers, mental and physical concerns, gender and sexual orientation.

3.6 In Crossrail we have an additional and very real reason to want to understand this dynamic, following our most serious health and safety incident during construction involved; a fatal incident to a tunneller Rene Tkacik. There were questions about whether his understanding of English might have been a contributory factor in his death.

4 Diversity and Inclusion Maturity Matrix

4.1 Crossrail has developed an Occupational Health Maturity Matrix framework, and within this, Crossrail has included a Diversity and Inclusion Maturity framework, enabling Crossrail to start to measure the cultural maturity and interdependence of our diverse workforce and to work with our suppliers to develop and implement effective support and mitigation measures, helping create a more interdependent workforce.

4.2 The matrix considers six main aspects: language communication, migrant workers, gender, Sexuality (LGBT), Vulnerable Workers, Black/Asian/Minority Ethnicity (BAME). Each aspect comprises three “levels” from compliance to most comprehensive levels of inclusion.

² *Migrant Construction Workers and Health and Safety Communication* Dylan Tutt et al.; Loughborough University ISBN 978-18575-1336-3

- 4.3 Seven Principal Contractors have introduced the matrix into their health and safety programme.

5 Gateway Assessments

- 5.1 Gateway is one of our primary assessment tools for contractor health and safety good practice. We have reviewed the existing Gateway assessments and implemented changes to our “pillars” in leadership and behaviour, communication and workplace health to incorporate the diversity aspects for our workforce.
- 5.2 The assessments form the baseline of understanding our current diversity and inclusion landscape, linking it to health and safety performance and using this to work with our suppliers to influence the construction culture, making it more inclusive. The health and safety maturity matrix forms the standard of an inclusive and safe working environment for our diverse workforce. Gateway is the tool we use for embedding and implementing improvement across the project. Gateway provides guidance for Principal Contractors to understand where the improvements can be made.
- 5.3 Final scores in each Gateway assessment become part of the overall Health & Safety Performance Index (HSPI), which is the collation of a set of leading indicators, to measure performance and act as a mechanism to measure change. The HSPI acts as a benchmark for our Health and Safety performance each period. The tool is constructed around our six pillars for health and safety management, covering Leadership, Design, Communication, Workplace Health, Workplace Safety and Performance Improvement.

6 Health & Safety Climate Survey

- 6.1 A Climate survey was carried out across the project with all Crossrail, Tier 1 and Tier 2 contractors. Surveys were carried out in October 2015, which were also available in six different languages so as to be more inclusive and capture a more authentic response from everyone including migrant workers who speak English as a second language
- 6.2 Questions developed focused on language comprehension (***I am adequately able to understand health and safety messages***) and two questions focusing on respect and interdependence (***I feel as though I work in an inclusive environment where I am valued and respected; I feel comfortable to work with any person no matter their class, gender, ethnicity and sexual orientation***).
- 6.3 Initial survey results of the diversity and inclusion questions found a positive response for both direct and non-direct employees, including sub-contractors. Preliminary analysis of the results, show that Crossrail’s Principal Contractors scored favourably on the three questions linking diversity and inclusion with health and safety.
- 6.4 A second, and final, climate survey will be distributed at the end of October 2016. This will act as a comparison for the questions regarding the health and safety of our migrant workforce on the construction project. Sites who participated in the maturity matrix will have a comparison between last year’s answers and

outcomes to this year's as well. We will use this as a further input to our development.

- 6.5 Principal Contractors which embedded the diversity and inclusion matrix within their health and safety strategy, focusing on their migrant workers, LGBT employees and persons on the project who speak English as a second language, have seen increases in their overall Gateway scores and have also seen developments in their approach to innovation in health and safety on site.
- 6.6 Other outcomes of the contractors who have focused on diversity have included improved scores in their health and safety audits. Risk assessments for non-English speakers and migrant workers have been created. Fatigue assessments now include factors such as lifestyle and living conditions of migrant workers who live in shared and/or unsuitable accommodations. Contractors have also translated safety messages into instructions/briefings in multiple languages. We have developed our inclusive culture further by having reporting and positive intervention cards also written in desired language of the operatives.
- 6.7 Crossrail is publishing a series of Learning Legacy papers as part of the project outcomes. These will be peer reviewed and shared with the Industry via our Learning Legacy Website. The next tranche is due for publication in March, 2017. This will include details of this work. The focus of the final months will be a handover with industry partners, such as High Speed 2, on how to embed our knowledge of inclusive health and safety. HS2 have also commenced a handover plan to continue to develop the findings of Crossrail's diversity and inclusion maturity matrix. This remains work in progress, but is showing very positive results.

List of appendices to this report:

None

List of Background Papers:

None

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