

The Leeds D&I Project

Enhancing performance through
diversity and inclusion

Leadership,
communication and
engagement

Key messages
for leaders

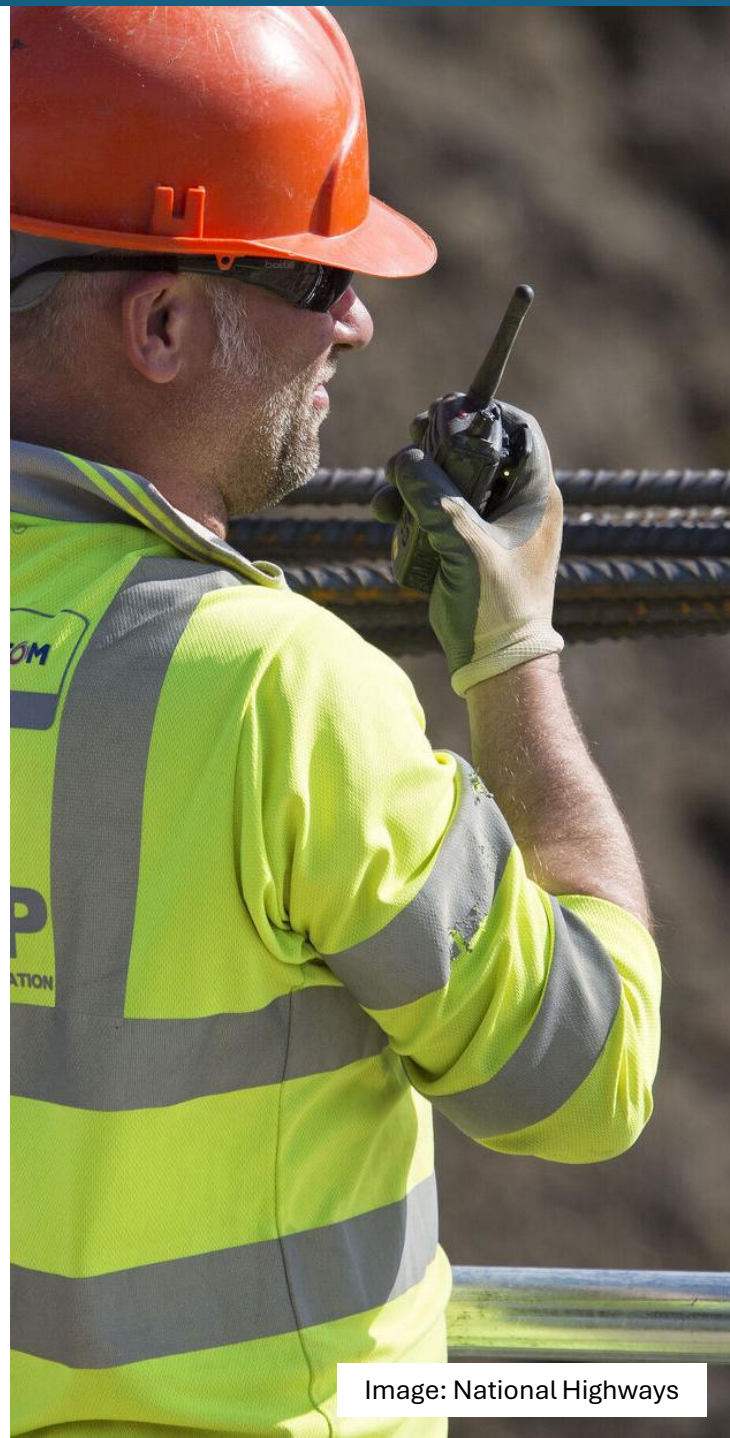


Image: National Highways



About the project

The research project, titled ‘Improving Performance Through Diversity and Inclusion’, was a collaboration between the University of Leeds, National Highways, Balfour Beatty, Costain, Skanska and our supply chain across multiple schemes in England. The team devised a number of evidence-based recommendations to enhance diversity and inclusion within the supply chain, making schemes a better place to work. We demonstrated that these activities bring measurable performance benefits, including: culture and reputation, recruitment and selection, and career development.

This document highlights a series of recommendations to be implemented on schemes and key messages to create a consistent narrative.

Key messages for leaders

Our scheme is implementing evidence-based recommendations devised by National highways and the University of Leeds to enhance diversity and inclusion, making our scheme a better place to work.

Based on evidence from the project, there are a handful of recommendations in the form of D&I initiatives coming to Skanska. These recommendations aim to improve communications, on-site support for D&I, career progression and transparency and D&I data analysis. There will be individual information sheets cascaded to outline exactly what this means for employees.

D&I ambassadors: An inclusive culture is one in which everyone feels they can be themselves, contribute, and speak up when something should change or be improved. D&I ambassadors will be an important resource for supporting our work in this area. They will be provided with additional training and wider organizational support from the project leadership team. We will also roll out active bystander and ally training for all staff to help establish a culture where everyone feels safe, engaged, and supported.

New D&I Initiatives: We're putting together a set of activities and key messages which underscore our commitment to D&I. You can expect to see some changes in our approach to D&I, such as greater visibility of D&I ambassadors, Active Bystander and Allyship training, leveraging employee networks to support personal development and improvements to D&I monitoring and transparency.

There will be webinars for D&I ambassadors as well as office staff and on-site workers, providing opportunities to ask questions about these recommendations and how to best support effective implementation.

How to lead on D&I communications

Leader visibility

Being a visible leader when it comes to showing commitment to diversity and inclusion (D&I) is important for advancing the agenda and making progress. This includes communicating important information, sharing stories as relevant, being clear on commitment and values and role modelling appropriate behaviour.

Leader Accountability

Monitoring and evaluating the implementation and impact of initiatives shows a commitment to making progress on D&I. It is important to hold yourself and others accountable for the success of initiatives that aim to address existing D&I challenges. This includes things like regularly including D&I on the agenda for meetings, discussing D&I in catch-up meetings with line managers that report to you, making sure everyone understands the key messages from analysis of D&I data, and providing updates on progress in company-wide communications.

Leader buy-in

Demonstrating through leadership a commitment to the importance of D&I throughout the scheme. It shows that D&I is a high priority activity - something that is to be embedded and mainstreamed into processes because it is a business priority.



Image: National Highways

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If you have found this toolkit useful or would like further information about the collaborative project between the University of Leeds and National Highways, then please contact [Dr Jack Daly](#) or visit our [website](#).

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About CERIC

The Centre for Employment Relations, Innovation and Change (CERIC) is home to researchers who contribute through high quality research, teaching and knowledge transfer to contemporary national and international debates around the changing dynamics and future of work, employment and labour markets.

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