



CASE STUDY: Crossrail

Crossrail initiatives to deal with inappropriate language and behaviour

There are three key events in which Crossrail promotes inclusive behaviours and our Respect Value:

- Annual Diversity Week
- Annual Diversity Conference
- Diversity training

Annual Diversity Week

Respect Week 2014 took place during 19- 23 May and culminated in a conference. The aim of the week was to promote and celebrate diversity by:

- increasing understanding of impact of diversity on health and safety
- promoting the respect value to drive a more inclusive culture
- further engaging the project on this agenda and call to action, particularly on participating in the diversity training programme
- stimulating debate on the diversity agenda in the industry

In the lead up to the week, Crossrail started the debate on 'What does Respect Mean to you?' and people put forward their views. The week started with a Toolbox talk on Respect - with an emphasis on respectful behaviour and encouraging people to put forward nominations for our Respect Award. Twenty sites took part in events during the week which included:

- **A Respect Wall** - inviting people to state what respect means to them (inappropriate language and behaviour was highlighted)
- **Workshops** on; Unconscious bias - exploring how bias is expressed in language and behaviour; having Difficult Conversations - preparing for difficult meetings to remain respectful; Assisting mobility - impaired passengers - with dignity and respect and; Positive Body Language - being inclusive through positive behaviour.
- **Seminars** - Gender Diversity - using inclusive language; and an insight into particular faiths to develop greater understanding.
- **Health and Safety** - The Impact of Diversity on Health and Safety - how language can create an inclusive work environment and promote a culture free of harassment and the stresses associated with this environment.
- **Getting to Know colleagues** - events to provide the opportunity for people to network and find out something new about colleagues to support an inclusive work environment. Events included sharing food, speed networking and job shadowing
- **Celebrating diversity through language and heritage** - we used the week to find out and understand how many languages are spoken across the sites. People exhibited artefacts to

reveal an aspect of their heritage. Sites also displayed maps inviting people to identify their country of origin.

- **Facts and Quizzes** took place across sites to raise awareness of diversity, and particularly disability equality.
- **Community Engagement:** Charity work, Work experience, Mentoring

Highlights

- **274** activities across the project
- **160** attended the Respect Conference
- **67** languages in addition to English spoken on site



Respect Conference

Respect week culminated in our Annual Diversity Conference. The purpose of the conference was:

- To bring together thoughts and themes from Respect Week and solidify what respect means to Crossrail.

- To draw out the successes and challenges for the industry and consider ways Crossrail can support change.
- To inform our future focus and direction.

A key theme from respect week was that employees benefited from the opportunity to get to know their colleagues more to enable them to treat colleagues how their colleagues would like to be treated.

The conference also debated the place for positive action to increase gender diversity within the industry. The culture of an organisation can attract and retain employees – language and behaviour impacts upon the perception of inclusive work environments.



Diversity Courses

Crossrail launched a suite of diversity training courses after the Respect Conference to further promote an inclusive culture:

- **Crossrail Equality and Diversity Training** (e-learning) - introduction to diversity, respectful behaviour and challenging behaviours (harassment and bullying including offensive language)
- **Body Language Awareness** – it's not always what you say but how you say it - being inclusive through positive behaviour
- **Having Difficult Conversations** - preparing for difficult meetings to remain respectful
- **Inclusive Leadership** - half day training on being an inclusive leader, recognising and challenging disrespectful language and behaviour
- **Unconscious Bias** - recognising bias in what you say and how to overcome bias and take bias out of decision making.

These courses aim to raise awareness of unconscious bias, inappropriate language and behaviour and to provide participants with the skills to challenge disrespectful behaviour. Over 480 training opportunities have been taken since July 2014.