

A group of four diverse Openreach team members are standing in front of a white van. From left to right: a Black man in a dark blue polo shirt, a white man in a dark blue zip-up jacket, a young woman with long blonde hair in a dark blue t-shirt and purple overalls, and an older woman in a dark blue polo shirt. The van behind them has the Openreach logo and the text 'Openreach' and 'to work' visible. The background shows a brick building and a fence.

openreach

Open to everyone

An update on how we're building a more diverse and inclusive Openreach

June 2022

Our commitment to Diversity and Inclusion

Building a more diverse and inclusive Openreach

Last year was the first time we publicly shared our Diversity and Inclusion goals ([Open to everyone 2021](#)), reflecting our commitment to build a business which truly reflects the communities we serve throughout the UK.

We're proud to celebrate our differences as we know that when people can be themselves, they're more confident, innovative, and able to perform at their best.

Whilst we've made good progress in the last 12 months, we know there's more work to be done because historically our business – and engineering in general – has lacked diversity.

We've begun the journey though, and this report provides an update on how we're doing against our ambitions. It also reaffirms our pledge to be a diverse and inclusive organisation.

We are Openreach.

We are open to everyone.

And together we build the connections that matter.



Clive Selley
CEO – Openreach



Our goals and ambition

At Openreach, we believe everyone should have equal access to employment, training and career development. We want people to feel fully accepted for who they are and valued for their contribution.

We know that when people can be themselves, they're more confident, innovative and able to perform at their best. We want everyone to feel at home here, supported and able to fulfil their potential.

In 2021 we clearly set out our goals and ambitions to underpin our work to make Openreach a more diverse and inclusive place to work. Whilst we recognise that we have a long way to go and are on a journey of improvement we believe these goals hold true and continue to guide our focus. We're working hard to recruit people from diverse backgrounds and make sure everyone feels like they belong at Openreach. We want to create an organisation which is:

- 01 Inclusive**
Where everyone feels they belong and have a voice
- 02 Fair**
Where we give people the support and training they need to succeed
- 03 Open**
Where everyone understands what we're aiming for and how we're doing
- 04 Leading by example**
Where our leaders are role models
- 05 Influential**
Where we are a business that makes positive changes



What are we aiming for?

You can see what this means and how we'll get there over the next few pages

01

Inclusive

Where everyone feels they belong and have a voice

What this means

We'll make sure we're listening to all colleagues, so we can understand the needs of a diverse workforce and take action to drive positive changes.

We'll have accessible policies, processes and systems that remove barriers.

We recognise that at the heart of inclusion is a greater understanding and appreciation of difference, which comes from education and knowledge.

We don't tolerate discrimination and we want anyone in Openreach who faces discrimination or intolerance to feel supported by their colleagues, and to know our managers will take action.



 We listen to the needs of ALL our employees

We want everyone to feel able to **be themselves** and thrive to the best of their ability

How we're making this happen

Voice of our colleagues

Our people networks increasingly inform our agenda and challenge our thinking, with active engagement from over 3,800 of our colleagues. Read more about our people networks on pages 20-23.

Inclusion allies

We've created a strong community of allies, with over 1,200 members across the organisation helping to drive positive change. We are working to include a course in our new starter process meaning that all recruits finish their inductions as members of our Inclusion allies community.

Best practice policies

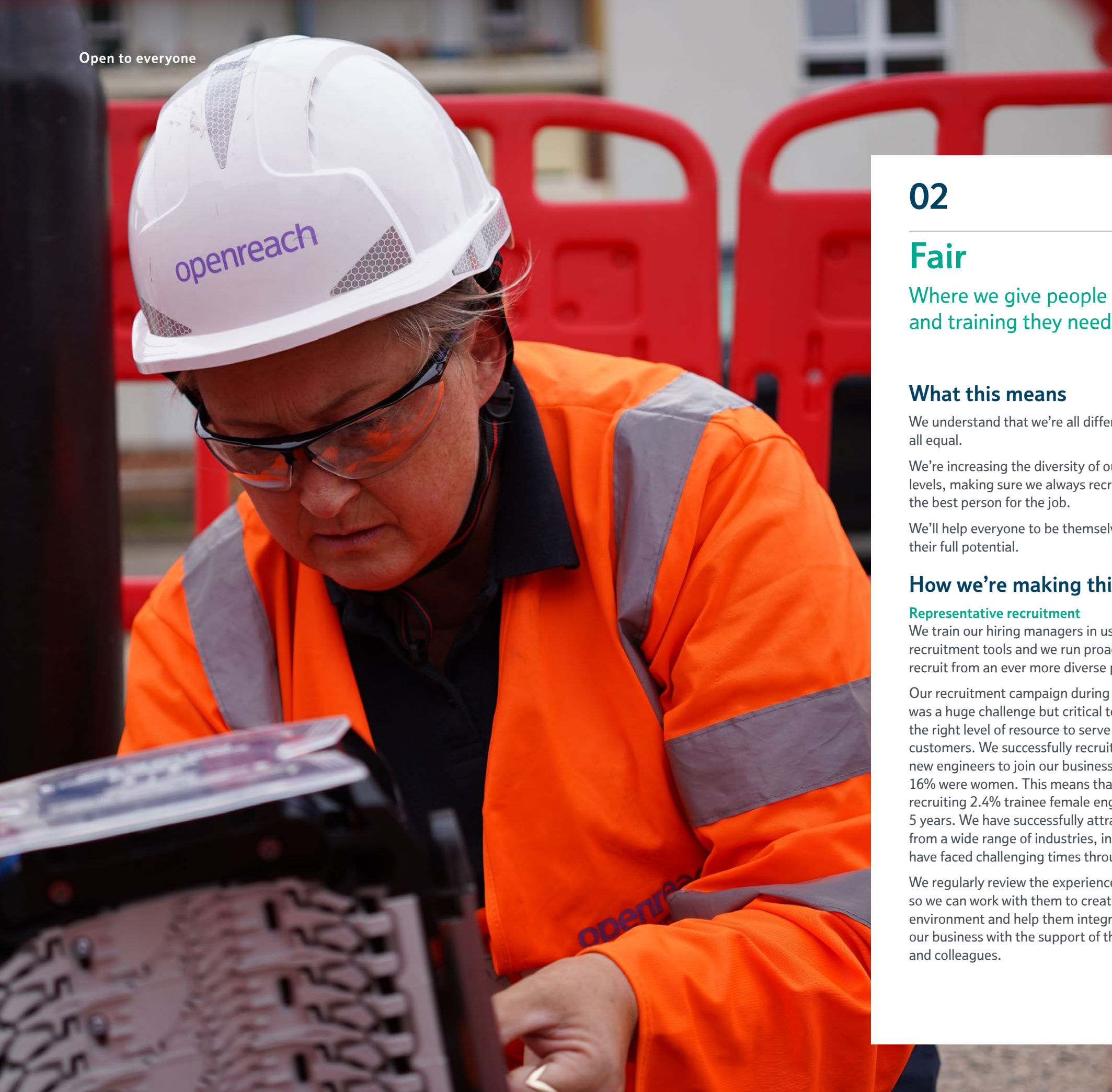
Following a full review with field based expectant mums and women recently returned from maternity leave, we identified a real opportunity to clarify and explain how our maternity policy works in a field environment. We outlined roles and responsibilities, the additional health and safety requirements as well as how working practices may have to adjust. Feedback from impacted women and managers alike has been excellent.

We feel strongly that all our colleagues should be protected from any manner of abuse whilst they do their job. We've joined the Institute of Customer Service campaign to support the UK's Service with Respect campaign and we're in the process of updating our bullying and harassment code to ensure all frontline colleagues can access the support they need simply and easily.

Education and literacy

We've worked extensively with external organisations, as part of our leadership development and also by building partnerships to educate ourselves on the key issues impacting various minority groups. We are using this advice to help us shape policies and identify necessary changes to the way we work.





02

Fair

Where we give people the support and training they need to succeed

What this means

We understand that we're all different and we're all equal.

We're increasing the diversity of our teams, at all levels, making sure we always recruit or promote the best person for the job.

We'll help everyone to be themselves and reach their full potential.

How we're making this happen

Representative recruitment

We train our hiring managers in using inclusive recruitment tools and we run proactive campaigns to recruit from an ever more diverse pool of candidates.

Our recruitment campaign during a year of Covid was a huge challenge but critical to ensuring we have the right level of resource to serve the needs of our customers. We successfully recruited over 4,000 new engineers to join our business last year; of which 16% were women. This means that we've gone from recruiting 2.4% trainee female engineers to 16% in 5 years. We have successfully attracted new starters from a wide range of industries, including many which have faced challenging times through the pandemic.

We regularly review the experiences of new joiners, so we can work with them to create a more inclusive environment and help them integrate fully into our business with the support of their managers and colleagues.

Changing the conversation through world class training

All new training is designed with accessibility in mind. The design team have attended accessibility training as well as putting our learning and development trainers and leaders through a Special Educational Needs and Disability awareness course. In addition we've introduced a Learning Support Document where individuals can voluntarily share, in advance, an overview of how they learn best and what (if any) support they need when attending training.

Career progression and opportunity

Last year we launched our middle manager talent programme, Accelerate and extended our senior management programme, Elevate. These programmes help people to broaden their networks, hone their leadership skills and develop their self-awareness and self-confidence so they can maximise their future potential. Both programmes enable the opportunity to join positive action groups that provide additional career development support for diverse communities.

This is all part of a wider commitment to increase the diversity of our pipeline and provide opportunities for all to progress through the organisation. We've also launched a new Higher Apprenticeship pilot to help engineers progress into first line management positions, targeting colleagues who haven't had a chance to gain A levels or equivalent qualifications. We'll extend access to this programme later in the year once phase 1 of the pilot is complete.

We're also working to increase the fairness and transparency of how we promote across the business to ensure that opportunities are available to everyone to own and drive their career.

WATCH ME

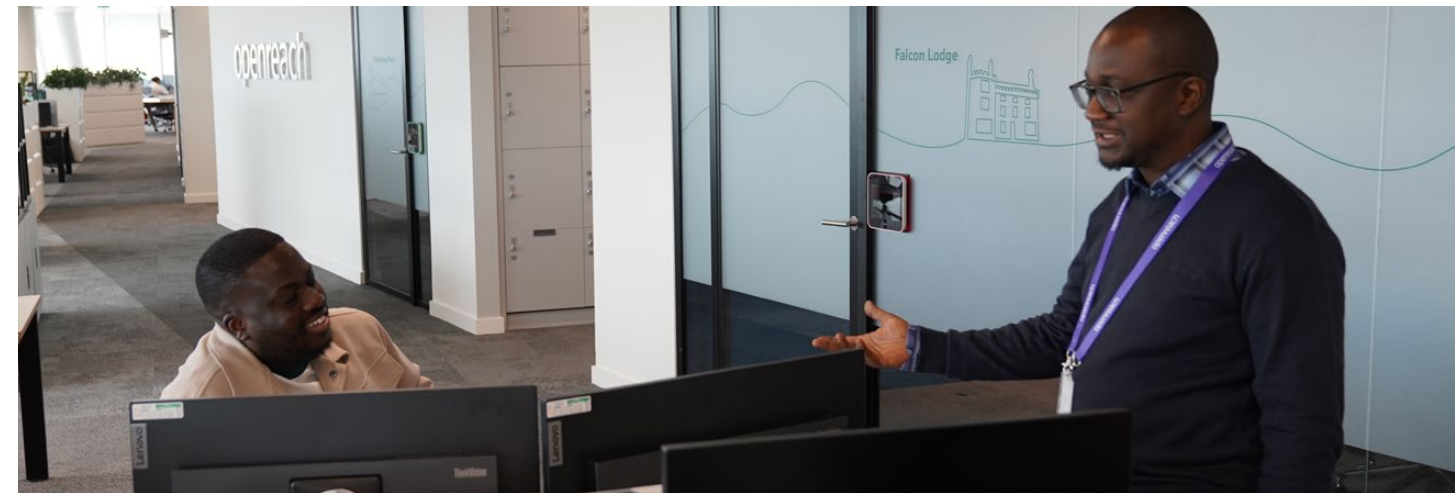
Engineering has traditionally been a male-dominated industry, but at Openreach we're working hard to change this.

We've set ourselves ambitious recruitment targets, and we're aiming for women to make up 20% of our trainee recruits by 2025. One of the ways we're going to achieve this is by taking gender bias out of the recruitment process, and this has helped us to attract over 500 women into engineering roles in the last year.

We also updated and launched our 'Watch Me' recruitment campaign – a series of videos which give those women engineers who have joined Openreach in the last year the opportunity to tell their stories and discuss if Openreach is as serious about diversity and inclusion as we say we are and to encourage even more women to apply. The new campaign – launched in January – generated 40,000 visits to our career site and more than 14,000 expressed an interest in joining us on our website.

We're committed to continuing this trend.

Just watch us.



03

Open

Where everyone understands what we're aiming for and how we're doing

What this means

We're continuing to be open and honest about where we are and what we want to achieve.

We set and publish ambitious targets and plans, and regularly share the progress we're making on our journey.

We are widening the gate not lowering the bar

How we're making this happen

Transparency of data

We track and monitor progress against our goals and we'll be launching another declaration campaign in September 2022 to get a better picture of our people. Driving up the visibility of our people's personal characteristics is critical to our understanding of the issues which minority groups face in our business.

In particular we are encouraging our LGBTQ+ colleagues to share their personal data and we want to send a clear message that Openreach is open to this community. As a result we are attending PRIDE in five cities this summer for the first time.

We want people to be confident that when we gather data, we'll use it for good and we're committed to being open, both about where we are and where we want to be. That's why we're voluntarily publishing our ethnicity pay gap alongside our gender pay gap - which we're legally obliged to publish - every year. Read more about this on page 19.

Setting targets for our recruitment

We know that diverse talent is out there, and we want to attract it. We've set ourselves ambitious national and regional recruitment targets to help us find the best candidates for our roles and we'll share our progress both internally and externally. We recognise the significant variations in communities across the country and this is reflected within our regional targets.

This doesn't mean that we're going to hire people just to hit targets, we will always choose the best person for the job. We are going to set regional ethnic minority recruitment targets and will do this when the latest census data is published later in 2022.

04

Leading by example

Where our leaders are role models

What this means

True inclusion is about day-to-day decisions, and we know that the signals our leaders send about what's important in our organisation will continue to have a major impact on our success.

We want our senior colleagues to become diversity and inclusion role models because we believe inclusion starts at the top, with inclusive leadership built on education.

We'll continue to educate, challenge and build the confidence of our leaders to create inclusive working environments.

How we're making this happen

Everyday inclusion

In 2021 our directors began their inclusive education journeys, with specialist inclusion masterclasses delivered by a wide range of respected partners and organisations. This was followed up with opportunities to share ideas and pursue actions in small peer groups.

The feedback was overwhelmingly positive and this year they'll be sharing what they've learnt with their direct reports. To help with that, we've reshaped all the materials to create short interactive sessions designed to facilitate great conversations, share insight and generate collective action in their teams.

We've also launched our LGBTQ+ reverse mentoring programme to help our senior leaders to better understand the real lived experiences of colleagues from this community.

Meanwhile our 'Let's Talk About Race' training programme has now been rolled out to all managers.



“ The inclusive education leadership programme has taught me so much, it's really made me think differently about how I need to adapt my style.

Liam Smith
Regional Director

05

Influential

Where we are a business that makes positive changes

What this means

We use our size to help influence the industry we work in.

We work to increase diversity within the engineering sector.

How we're making this happen

Improve together

We have worked with partners and suppliers to educate, share best practice, and pool expertise on the best possible approach. An example of this is working with our partner Inclusive Employers in the development of training, rollout of seminars and support on projects

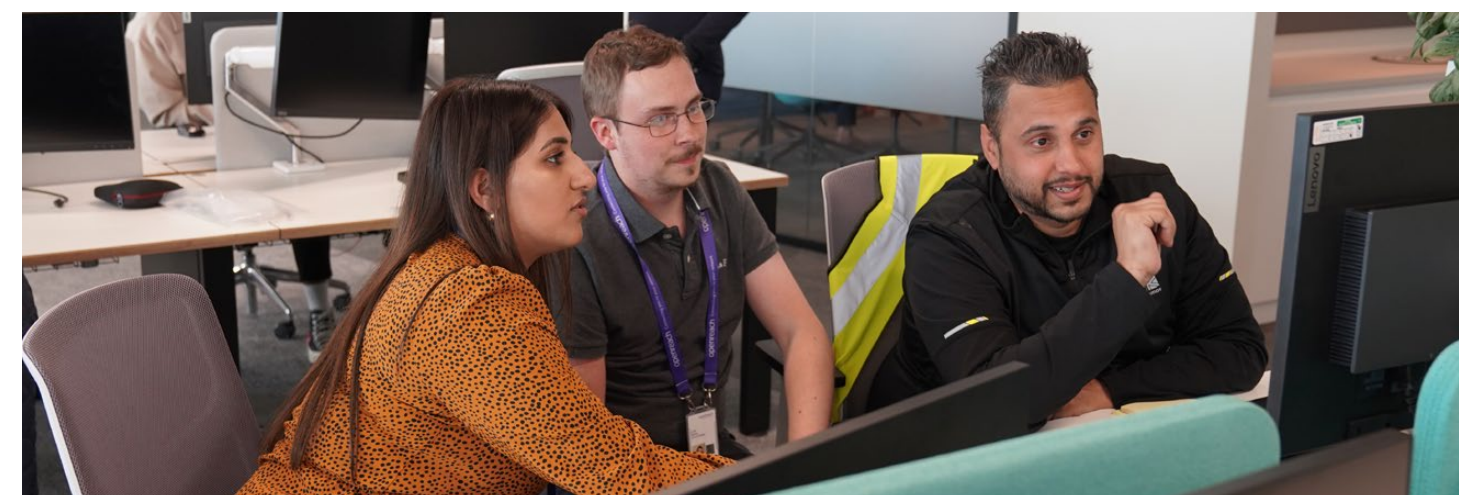
Shine a light

We're working with front line colleagues to more effectively identify discrimination, bullying, and harassment, making sure everyone feels safe and supported at work.

Reach further

Neurodiversity awareness and support is well established across the education sector but there is a clear gap when people enter the world of business. At Openreach we fully align to Neurodiversity in Businesses' goal to improve the working lives of neurodivergent people, helping to unlock the unique and innovative contributions they can bring to the business world and society.

Openreach are extremely proud to be a founding member of the business forum and industry group, Neurodiversity in Business, which was officially launched in the Houses of Parliament this year.



Our targets

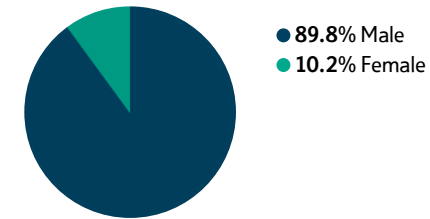
How we know we're making progress

openreach

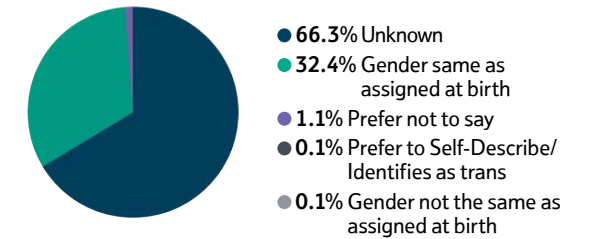
This is Openreach

Overall population breakdown by key categories

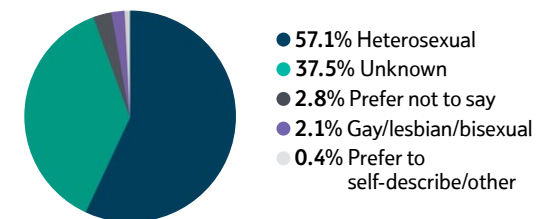
Gender



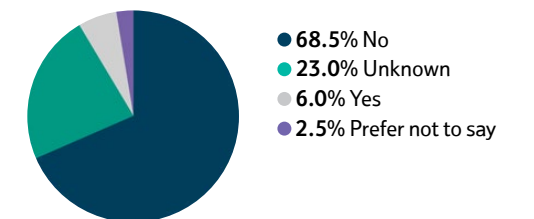
Gender identity



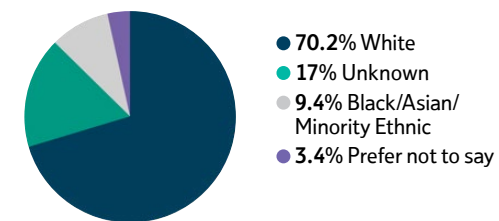
Sexual orientation



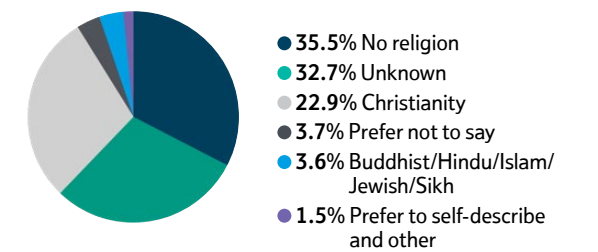
Disability



Ethnicity



Religion



Data correct as of April 2022

We use our annual engagement survey to understand the experiences people have working at Openreach and we aim to provide the same quality of experience for all of our colleagues.

We've seen a strong year-on-year improvement in engagement scores for most groups, with the only exception being colleagues who identify as gender fluid, non-binary and agender. Colleagues from an Asian heritage or Black (African, Caribbean, and English) ethnic background are, once again, more engaged than White colleagues and those from mixed Multiple Ethnic groups.

Our data tells us that levels of engagement and sense of inclusion is higher among women compared to men. We've also seen a 20% increase in the 'intent to stay' score from our disabled colleagues and an improvement of over 10% in the 'intent to stay' scores across every minority group

How do we measure success?

We know that diverse talent is out there, and we want to attract it.

As an engineering organisation it can be challenging to attract and recruit women but we're making real progress in this area and we're going to keep working hard to achieve our targets.

We've set ourselves ambitious recruitment targets to help us find the best candidates for our roles and we'll share our progress both internally and externally.

Female team member desk hires

5%

2018/2019
Baseline

14%

2020/2021

45%

2021/2022

50%

of (non-managerial) team member desk hires will be women by 2025

We know our overall demographics won't change overnight but the work we do now will ensure the diversity of our future workforce.



Female graduate hires

34%

2018/2019
Baseline

50%

2020/2021

48%

2021/2022

50%

of our graduate hires will be women by 2025

Gender

We've seen that our female trainee engineers are reaching full competence up to four weeks earlier than their male colleagues, reinforcing the benefit of diversity in our business.

We have made strong progress across the board on our targets with efforts to attract more women to join us. Last year we saw a small drop in the

percentage of women in senior management roles mainly due to planned career moves. We remain committed to reversing this trend in the future

We have decided to roll our previous target and measure that tracked the percentage of women we recruited as external hires into management into a broader more inclusive measure of the percentage of female joiners being recruited in Openreach.

Female trainee engineers

5%

2018/2019
Baseline

12%

2020/2021

16%

2021/2022

20%

of all trainee engineer recruits will be women by 2025

Female joiners

6%

2018/2019
Baseline

13%

2020/2021

18%

2021/2022

20%

of hires will be women by 2025

30%

2018/2019
Baseline

33%

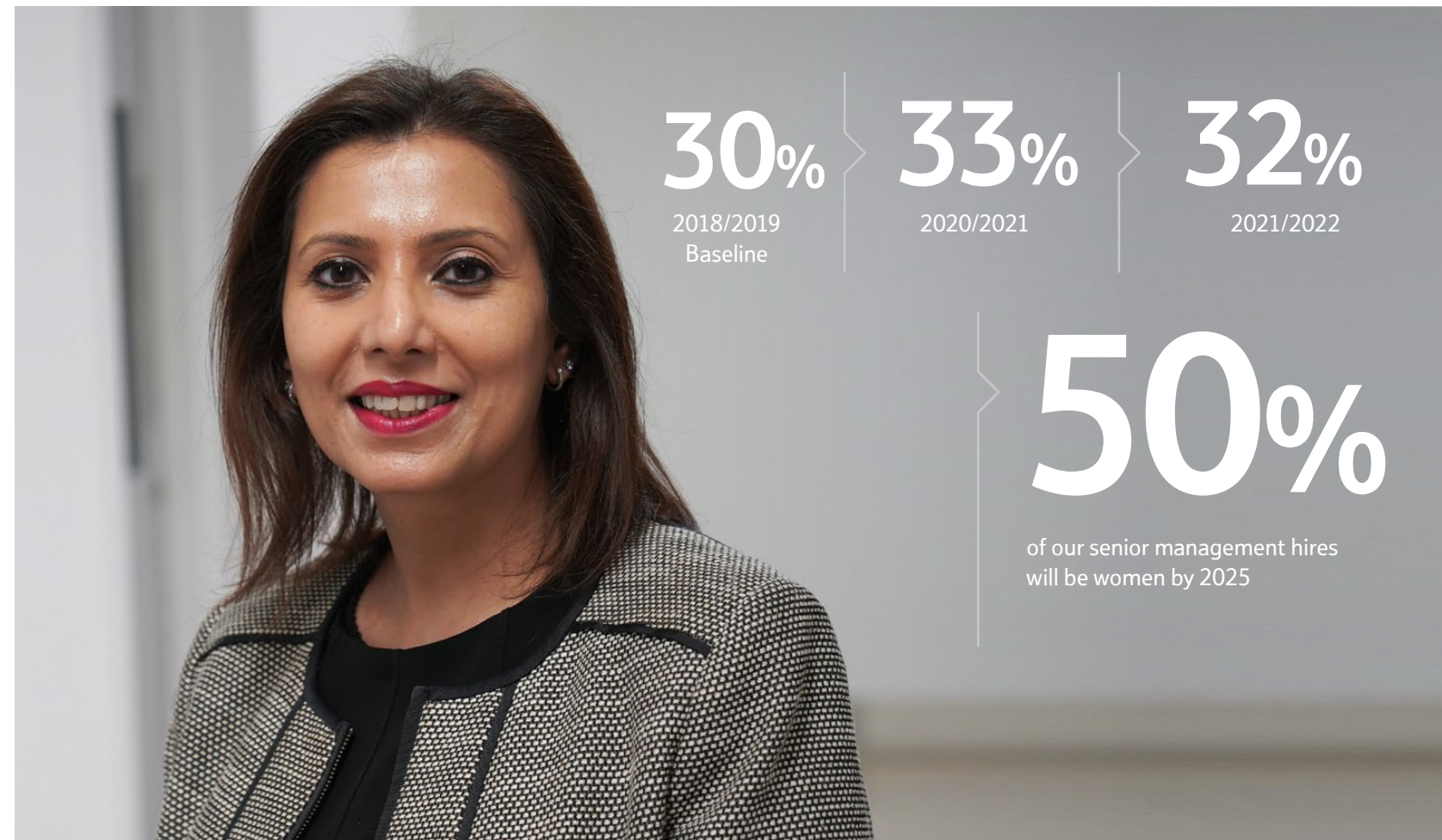
2020/2021

32%

2021/2022

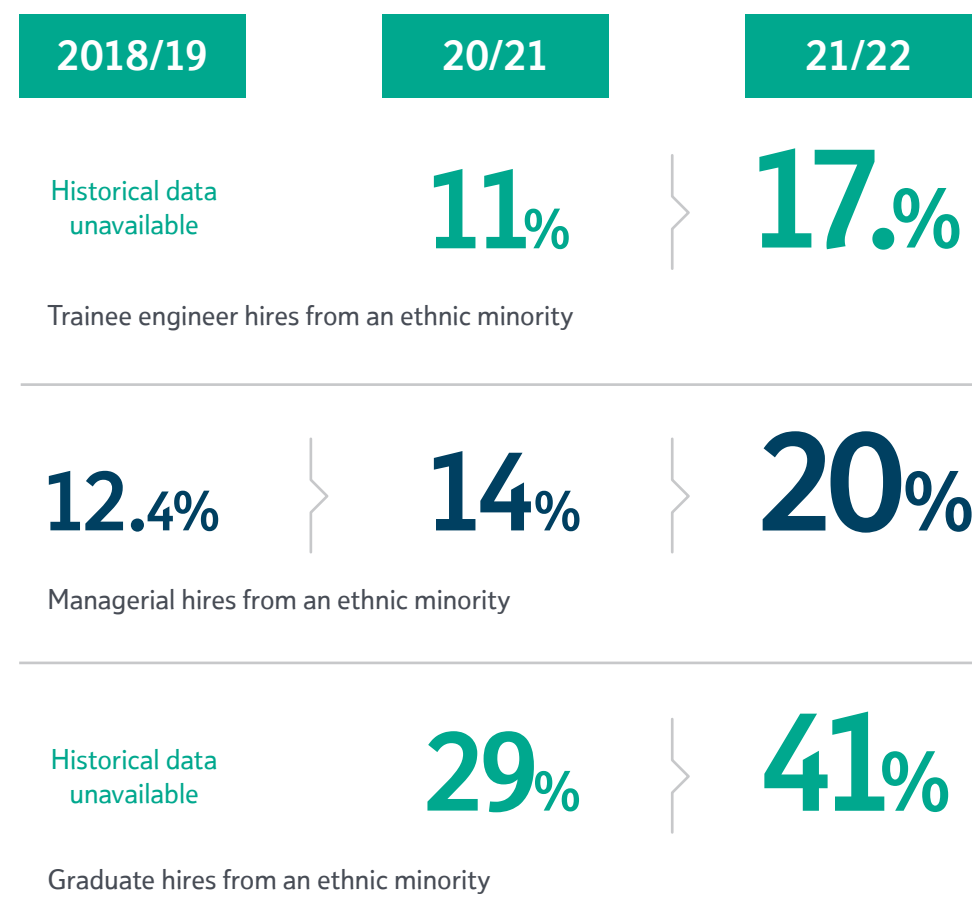
50%

of our senior management hires will be women by 2025



Ethnic minorities

We've made progress in improving the ethnic minority balance across our recruitment.



By 2025

Setting targets for ethnic minority recruitment

Our goal is to represent the communities we serve and we know levels of ethnic diversity vary across the UK. While we wait for the latest ONS data to be released we've decided not to set a generic national target and instead set regional targets to reflect the local population once the new refreshed data is released. Our commitment is that as a minimum we'll match regional ethnic minority representation in all our recruitment and share the results on a regular basis. We will share details of our ethnic minority recruitment targets in our next update.

Gender & Ethnic pay reporting:

We believe in being open and transparent, which is why we're committed to going beyond our legal obligation to report on our gender pay gap and are reporting on our ethnicity pay gap too. Both are represented by aggregated average measures.

Gender Pay Gap data:

The 2021 gender pay gap remains in favour of women. This is due to their greater representation in leadership and management levels compared to engineering roles. More details can be found at www.openreach.com/about/our-company/annual-review-and-reports

Ethnicity Pay Gap data:

The 2021 ethnicity pay gap remains in favour of people from minority ethnic backgrounds, largely due to their greater representation in leadership and management levels compared to engineering roles. More details can be found at www.openreach.com/about/our-company/annual-review-and-reports



Other targets and commitments

- There will be no differential in our inclusion index for disabled colleagues (we saw a 1% increase in the inclusion index for disabled colleagues between January 2021 and January 2022)
- There will be no differential in our inclusion index for LGBTQ+ colleagues (we saw a 2% increase in the inclusion index for LGBTQ+ colleagues between January 2021 and January 2022 and a 6% increase in the inclusion index score across the same period for colleagues whose gender is different than assigned at birth)



Our people networks

Giving everyone a voice

Open to everyone

Gender equality network

Mission

To champion all genders, develop awareness of inequality, and drive positive change. Challenging the business to remove gender barriers.

Successes

With almost 900 colleagues engaged across the business, driving membership has been a real success. We highlighted gender barriers for working parents, specifically field maternity processes and kit for female engineers. We have worked to challenge stigma on men's mental health and celebrated key dates, encouraging debate, understanding and engagement across the business.

We are providing options for recruits on equipment and clothing to help with any adjustments which may need to be made.

> Future focus

Setting the example to our colleagues on community standards, engaging on gender health, working with regional focus groups, driving a positive and inclusive experience for all through our calendar of events across the year.

Our colleague-led people networks are a key part of our overall strategy.

They provide a positive way to reflect and understand the broader communities we serve, and everyone is welcome to join. Each network is run by our people, for our people, with the mission of making Openreach a great place to work for everyone.

They have four key areas of focus:

1

Building a community that represents its members

2

Identifying and championing key issues that impact their members

3

Educating all colleagues on events/topics that are relevant to their community

4

Challenging leaders to do more to resolve issues that detrimentally impact their community

We'll continue to work in partnership with our people networks to ensure they have clear plans and priorities in place, strong, high performing committees and the support they need to deliver for their communities.

Story

Challenging bias and breaking down stereotypes

I started my career at Openreach working with copper in Service Delivery. Now, six years later, I'm a clerk-of-works supporting fibre-to-the-premises.

My team have always been really supportive of my progress, especially when it comes to putting myself in the running for promotions. My male colleagues encouraged me to go for the Clerk-Of-Works role, and it's the best thing I could've done.

One of my favourite things about my job is the opportunity to interview new recruits. It's great to see the progress we're making. When I started at Yarnfield training centre, I was the only woman on the induction - now I'm seeing more and more women coming into that process, and I can use my experience to help guide them.

A few of the women I've interviewed even told me that they applied after seeing my video in the Watch Me campaign, which was amazing to hear. It's really heart-warming to see that making a difference to people's careers, and it shows how important it is to keep using campaigns like Watch Me to break down barriers for women in this industry.



Kerry Cunningham

“One of my favourite things about my job is the opportunity to interview new recruits. It's great to see the progress we're making.”

Pride network



Mission

To advocate on LGBTQ+ diversity issues, working with the business to ensure an inclusive place to work, where everyone has equal opportunities and can be their whole selves at work

Successes

We now have over 900 colleagues engaged across the business and we've continued to drive education and exposure of LGBTQ+ issues. We recently launched our LGBTQ+ reverse mentoring programme for our senior leaders.



> Future focus

Openreach is Celebrating Pride in person across five cities this year, continuing to provide education and support for our colleagues and embedding our reverse mentoring programme.

Neurodiversity network



Mission

To make Openreach a neuroinclusive workplace where everyone can be successful.

Successes

Raising awareness of Neurodiversity at all levels in the organisation, actively engaging over 1,100 colleagues across Openreach, undertaking the first ever specific Neurodiversity survey, and we've created a Neurodiversity SharePoint for sharing content. We've talked at external events with other ND experts, piloted cognitive profilers and launched the learner support document.



> Future focus

Continue to educate and raise awareness across the business, with specific focus on senior leadership; deliver targeted campaigns and events for our field and desk populations. Continue to work with Neurodiversity in Business to drive change across businesses

Ethnic diversity network



Mission

To drive a diverse and inclusive agenda, allowing those from ethnic backgrounds to be heard, empowered, recruited and retained, so we better represent the communities we serve.

Successes

We have been central to Openreach's progress towards racial equality and have supported key religious and cultural events. We've also successfully supported reverse mentoring and addressed major issues such as Covid health and wellbeing whilst promoting senior career role models to our colleagues.

> Future focus

Building career progression awareness and celebrating key events. Driving anti-harassment and anti-racism activity and supporting race awareness training.

Story

Inclusion week

In the week leading up to world diversity & inclusion day our people networks came together to celebrate diversity and encourage all to feel comfortable bringing our whole selves to work.

Putting on a range of events from podcasts, quizzes and information sharing to virtual cook alongs with Openreach colleague and MasterChef semi Finalist Olayemi Adelekan, (seen by over 3.5k colleagues).

These events created energy and promoted acceptance as well as increasing understanding and awareness for all.

“ Some of the events around diversity and inclusion day really reminded me why I love working at Openreach – for me it's the people



Olayemi Adelekan

Inclusion allies



Mission

To underpin our people networks by growing our community of allies across the business, connecting colleagues who want to make a difference and create an inclusive environment where everyone can thrive and belong.

Successes

We've now onboarded our 1,200th ally and we have real momentum behind our engaged community. We're creating accessible, easy to use content that enables real world conversations in our teams around diversity and inclusion.

> Future focus

As well as increasing the size of our community we're providing bite sized learning on key topics for our members, such as banter, micro-aggressions and use of inclusive language. We will be asking all new starters to join the community and working closely with our networks to support their key activities across the year

Wellbeing champions



Mission

To promote understanding and awareness about the importance of wellbeing and to highlight the support services available to those that need it.

Successes

Our network of wellbeing champions continues to grow, with over 600 volunteers at all levels across our business. Our champions play a vital role in amplifying key wellbeing messages, resources and our support services to local teams.

In September we launched our 'Behind the Mask' campaign, which is highlighting where stigma about mental health exists and showing how we can all break down barriers, increase openness, and work to improve our wellbeing. We also took the opportunity to publicise our Wellbeing Services, reminding all colleagues of the support that's available to help them be at their best.

> Future focus

We're continuing to invest in mental health training for our people managers, focussing on building confidence around common mental health scenarios to make sure our managers and people feel fully supported at work. This year we will have trained 3,500 people managers through our new Mental Health workshop.





Our partners

We are always challenging ourselves to do better.

That's why we're proud to work with external partners that can help us push ourselves further – by sharing best practice guidance and access to resources.

Here are some of the fantastic partners we work with:



we are #opentoeveryone

Want to join our team?

Find out more about the roles available
and how to [apply on our careers website.](#)

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