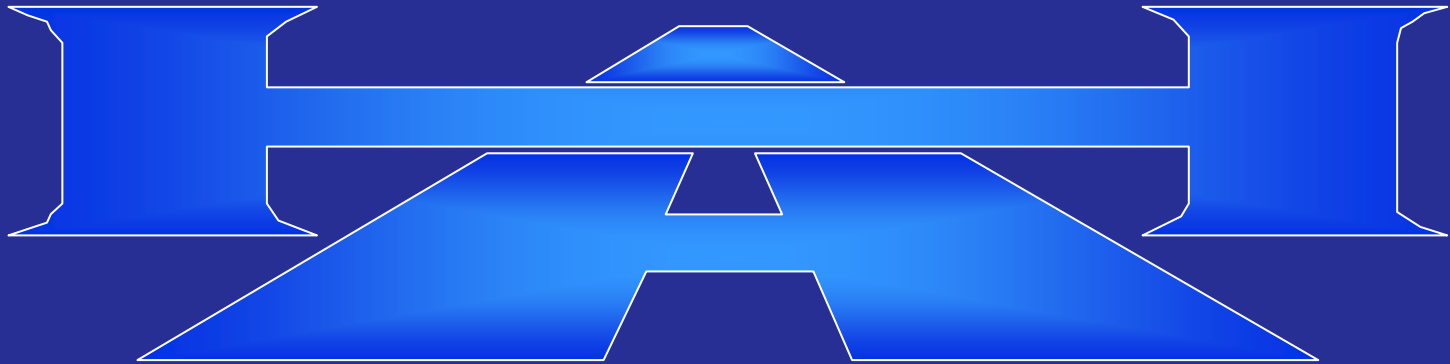


# Equality and Diversity



Derek Turner

Director Network Operations

# What's driving us?

Performance



**Delivery of inclusive  
public service**



Demographics

# What's driving me?

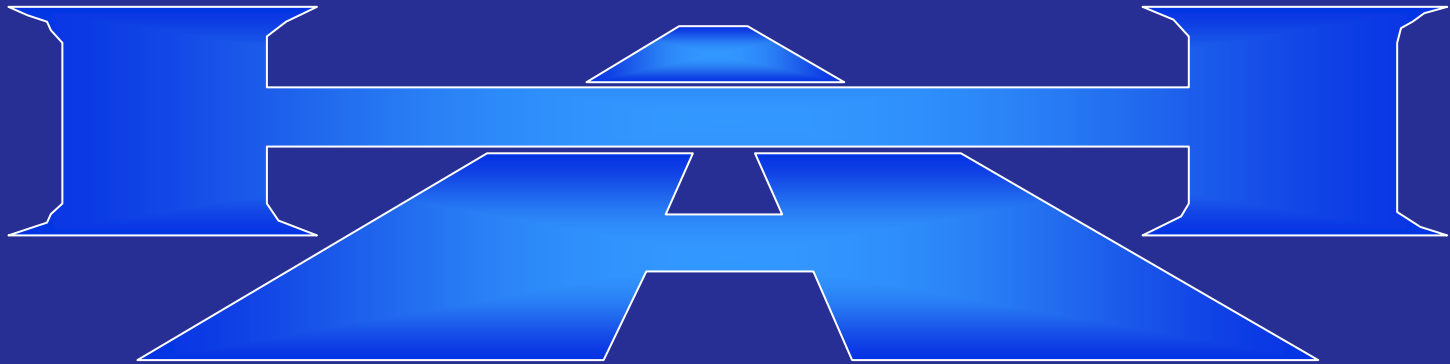
- Business imperative for Traffic Officer service
- Seeing impact and costs of inequality over the course of my career
- Champion for racial equality – not a tick in the box exercise



# Network Operations, working to achieve:

- A representative traffic officer service
- Skill and knowledge across the workforce to deliver service to all our customers
- Delivery of our equality duties through our supply chain

# Equality and Diversity



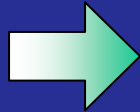
Nicky Ensert  
Diversity Manager

# What's driving us?

Performance



Legal Duty



**Delivery of inclusive  
public service**



Demographics

# The Agency's Legal Duties



- It's all well and good but this is the construction industry....

**LOOK LISTEN  
& TAKE  
HEED**

A  
PUBLIC IMPROVEMENT FILM  


# Supporting a shift in culture

- Equality Impact Assessments
- Training

# Supplier Diversity Day Strategic Supplier Development Team

Jenny Gwynne

# Background

- The Highways Agency, as a public authority, has a duty to promote race, disability and gender equality and take a lead in promoting equality of opportunity between people of different groups, preventing unlawful discrimination.
- One of the ten principles of Best Value contained within the Agency's Procurement Strategy is to:  
Develop and maintain a competitive and sustainable supply chain, supported through the careful selection of suppliers (2001).

The Agency recognises that one mechanism to support the creation of such a supply chain is to ensure a level playing field in supplier selection where no unfair discrimination or disadvantage occurs

# Equality Impact Assessment

- WwW Process 2 - Selecting the Supplier.
- Determine if the process has any differential impacts that might disadvantage particular groups.
- Actions and options to eliminate or minimise any adverse effects arising from any differential impacts
- Identify actions and options that create opportunities to ensure and maximise equality within the Selecting the Supplier approach.

# Key Outcomes

- The process itself does not appear to be an identifiable barrier to workforce diversity or a deterrent to suppliers creating and encouraging diverse workforces.
- The biggest barrier to Diverse Suppliers are large and multi-discipline contracts
- Most Diverse Suppliers experience the same difficulties as SME's when attempting to work with the HA i.e. they cannot compete with our larger Key Suppliers.
- Therefore the focus of the EIA was moved to how the HA could promote diversity through out their supply chain

# EIA Actions

- Develop standard clauses in Model Contract Documents to promote disability equality
- Ensure our internal HA customers consider diversity when they specify requirements for purchases
- Promote diversity equality through our supply chain
- Maximise opportunities to promote diversity equality within the revised HA Procurement Strategy.
- Develop selection and measurement tools to recognise suppliers that actively promote opportunities through their business and supply chain
- Raise awareness across HA about the diversity agenda and the important role we play

# Selection and Measurement

- Capability Assessment Tool (CAT) credits a company's approach to harnessing the benefits of diversity, as part of a holistic view of the organisation.
- All our major contracts have standard conditions around promoting diversity

However, we can still do more

- Working closely with our suppliers via the Industry Advisory Group - today is a direct result of their work
- Working to support the rest of the Agency to ensure our contracts go further than ever before in promoting diversity, and our tender assessment process recognises suppliers who deliver against our requirements.



# Socially Sustainable Procurement

- Jamie Lawson - Remploy

# Sustainable development

- A definition of sustainable development adopted by the UK Government and others is:  
  
“...to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations...”



# Sustainable Procurement

Sustainable Procurement allows organisations to meet their needs for goods, services, works and utilities in a way that **achieves value for money by generating benefits not only to the organisation but also to society and the economy**, whilst minimising damage to the environment.



# Socially Sustainable Procurement

- How supported businesses can add value to your supply chain

# Remploy

# Disability

# Disability

- A few facts and figures

# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)



# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)
- 18%



# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)
- 18%
- 3.45m disabled people are employed; in the total of 28.0m in employment.



# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)
- 18%
- 3.45m disabled people are employed; in the total of 28.0m in employment.
- 12%



# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)
- 18%
- 3.45m disabled people are employed in the total of 28.0m in employment.
- 12%
- 0.33m disabled people are unemployed.



# Disability in UK

Source: annual population survey July 2008

- 6.9m disabled people of working age, in a population of 37.7m (people of working age)
- 18%
- 3.45m disabled people are employed in the total of 28.0m in employment.
- 12%
- 0.33m disabled people are unemployed.
- But another 1.0m disabled people want to work.



# Disability in UK

Source: Equalities & Human Rights Commission

- Disability rates increase with age; whilst 9 per cent of adults aged 16-24 are disabled, this increases to 44 per cent in the 50 to retirement age cohort.



# Disability in UK

Source: Equalities & Human Rights Commission

- Disability rates increase with age; whilst 9 per cent of adults aged 16-24 are disabled, this increases to 44 per cent in the 50 to retirement age cohort.
- Disabled people with mental health problems have the lowest employment rates of all impairment categories, at only 21 per cent.



# Disability in UK

Source: Equalities & Human Rights Commission

- Disability rates increase with age; whilst 9 per cent of adults aged 16-24 are disabled, this increases to 44 per cent in the 50 to retirement age cohort.
- Disabled people with mental health problems have the lowest employment rates of all impairment categories, at only 21 per cent.
- Disabled people in employment are more likely to work in manual and lower occupations, and less likely to work in managerial, professional and high-skilled occupations.



Remploy

Putting ability first

# Supported businesses in UK

**base**  
british association for  
supported employment



**Scottish Union of  
Supported Employment**  
A member of the European Union of Supported Employment



**Remploy**

Putting ability first

# Remploy

- A social enterprise



# Remploy

- A social enterprise
  - What does this mean in practice?



# Remploy

- A social enterprise
  - What does this mean in practice?
- Part of the public sector



# Remploy

- A social enterprise
  - What does this mean in practice?
- Part of the public sector
- Remploy was started to help disabled WW2 veterans



# Remploy

- A social enterprise
  - What does this mean in practice?
- Part of the public sector
- Remploy was started to help disabled WW2 veterans
- Undergoing transformation - initiated by NAO report in 2006



# Remploy

- A social enterprise
  - What does this mean in practice?
- Part of the public sector
- Remploy was started to help disabled WW2 veterans
- Undergoing transformation - initiated by NAO report in 2006
- Strong commercial flavour



# Remploy

- A social enterprise
  - What does this mean in practice?
- Part of the public sector
- Remploy was started to help disabled WW2 veterans
- Undergoing transformation - initiated by NAO report in 2006
- Strong commercial flavour
- Two strands of Remploy now:
  - Employment services
  - Enterprise businesses



# Remploy Employment Services

- We support the recruitment & retention needs of over 3,500 UK organisations
- Last year 7,500 people gained skills and found employment with Remploy's help



# Remploy Branches

- National coverage, local service
- 27 High Street Branches
- Candidate Development Plans
- Local interaction between employers and candidates



# The Remploy service to Employers

- Candidates screened to employers' requirements
- Potential candidates matched to vacancies prior to submission
- Pre employment support for candidate



- ✓ Confidence building
- ✓ Team working
- ✓ Overcoming barriers to work
- ✓ Employer site visits

- ✓ Communication skills
- ✓ Customer service skills
- ✓ Sector specific briefs
- ✓ CV/Interview skills



# Recruitment partner of choice



# And there is lot to our Enterprise Business

- Electronics
- Vehicle subassembly
- Schools furniture
- Fitted furniture
- Supplies cctv operators for local authorities
- IT recycling
- Packaging
- Protective clothing – CBRN/PPE
- Windows for social housing
- Wheelchairs
- Orthotics for NHS
- Beds & mattresses
- Document scanning



# Remploy

- Show video?



# Why should you be interested?

- Equalities Bill will be enacted and will require Government to scrutinise the policies and actions of its major suppliers



# Why should you be interested?

- Equalities Bill will be enacted and will require Government to scrutinise the policies and actions of its major suppliers
- Using supported businesses in your supply chain will demonstrate commitment to employing disabled people



# Why should you be interested?

- Equalities Bill will be enacted and will require Government to scrutinise the policies and actions of its major suppliers
- Using supported businesses in your supply chain will demonstrate commitment to employing disabled people
- Providing public and private sector clients with excellent value and equipping thousands of disabled employees with essential skills and experience.



# Why should you be interested?

- Equalities Bill will be enacted and will require Government to scrutinise the policies and actions of its major suppliers
- Using supported businesses in your supply chain will demonstrate commitment to employing disabled people
- Providing public and private sector clients with excellent value and equipping thousands of disabled employees with essential skills and experience.
- We also give customers a simple route to fulfilling their corporate social responsibility requirements and enhancing their reputations through the positive association of working with Remploy or other BASE organisations.



# Thank you

Questions?

[Jamie.lawson@remploy.co.uk](mailto:Jamie.lawson@remploy.co.uk)

Tel: 07971 507 211

[www.remploy.co.uk](http://www.remploy.co.uk)





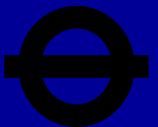
**Transport  
for London**

# **HA Diversity Day**

## **Supplier Diversity**

### **Transport for London's Approach**

**Clive Saunders**  
**E&I Delivery Manager TfL**



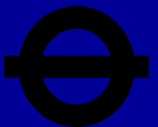
# Why this is important for London?

- London is one of the most diverse cities on the planet
- Ethnic diversity is likely to increase in future
- Diversity has been consistently identified as an important part of London's success at the highest levels of leadership in the capital
- However, there remains significant indicators of inequalities
- Almost 99.3% of businesses in the UK are classified as small (0 to 49 employees) and about a third of the Capital's businesses are BAME owned
- The economic environment



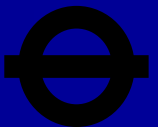
# Our drivers

- **London's diversity**
- **High level leadership**
- **UK Sustainable Procurement Strategy**
- **Legislation**
  - **GLA Act 1999**
  - **Various Equalities Acts**
  - **Proposed Single Equality Act**
- **Equal Life Chances for All Framework**



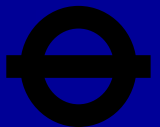
# What we have done?

- **Developed the TfL responsible procurement policy which covers seven key themes; these are:**
  - **Encouraging a diverse base of suppliers**
  - **Promoting fair employment practices (through the London Living Wage)**
  - **Promoting workforce welfare**
  - **Meeting strategic labour needs and enabling training opportunities**
  - **Promoting community benefits**
  - **Encouraging ethical sourcing practices**
  - **Promoting greater environmental sustainability**



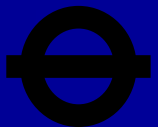
# Our approach to Supplier Diversity

- **There are four key elements to our supplier diversity approach**
  - **Equality Policy (Strategic Plan)**
  - **Diversity Training Plan**
  - **Supplier Diversity Plan**
  - **Communications Plan**



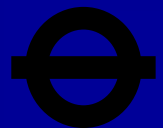
# Equality Policy (Strategic Plan)

- Suppliers are required to prepare and submit to TfL a strategic plan for their organisations.
- This should cover:
  - Equality Policy
  - Arrangements for monitoring and reviewing delivery/effectiveness of the policy
  - Steps taken to ensure suppliers apply similar policy
  - Alignment to legislation and equality codes of practice
  - Recruitment policies, procedures and practices
  - Arrangements with employment agencies etc.
  - Harassment and bullying policy and practice



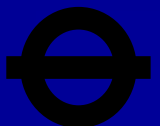
# Diversity Training Plan

- The plan should:
  - Set out the strategy and actions to be taken to ensure employees and contractors are trained in and understand equality and diversity issues
  - Sets out the training/learning and development that will be offered, to whom and when
  - Ensures sufficient resource and skill exists to assess the required level of competence to deliver your equality policy
  - Consider the training of local people and offering of work experience to those in education



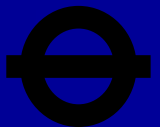
# Communications Plan

- **This is a plan which outlines your approach to managing internal and external relations and communications with local communities and relevant stakeholders**
- **It should consider:**
  - **Proposed communication channels**
  - **Consultation with different community sectors**
  - **How feedback to local communities will be managed**
  - **Resources to be utilised to implement the plan**
  - **Methods for measuring and evaluating the effectiveness of communication activity**



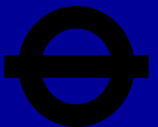
# How does our approach work?

- **Suppliers are informed about our approach**
- **It is incorporated into both PQQ and ITT stages as appropriate**
- **At ITT action plans are submitted and are assessed on a pass fail basis**
- **Once contract is granted we monitor review and audit performance**
- **We maintain a high level of engagement**
- **We share and encourage sharing of good practice**



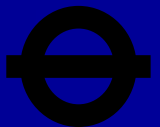
# What is a diverse supplier

- **Where the ownership is diverse**
- **Where the workforce reflects community and or there are clearly stated actions to address gaps**
- **However, supplier diversity is more than about numbers**
  - **It is about having a philosophy which supports diversity and**
  - **Implementing a action plan to make this a reality**



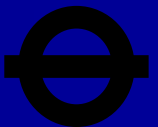
# Measuring success

- **We have developed of examples of outcome focussed performance indicators to assist our suppliers in measuring success. These include:**
  - **Proportion of job applicants from different communities**
  - **Proportion of workforce reflecting diversity**
  - **Satisfaction level of diverse workforce**
  - **Proportion of people trained in equality and diversity**
  - **Proportion of diverse owned businesses in supply chain**
  - **Satisfaction of community/stakeholders with organisation**



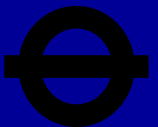
# What has been the impact

- **Application of approach to major contracts**
- **Applied to contracts worth over £2billion**
- **Suppliers are recognising the value of the approach themselves**
- **Suppliers are becoming champions of the agenda**
- **The agenda has been spreading nationally**
- **The impact in terms of actual change in organisational demographics is still to be completed**



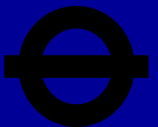
# Conclusion

- **Notwithstanding the cold economic winds TfL is engaged in a number of major projects and continued delivery that requires the supplier diversity approach we have adopted to be central**
- **We will continue to champion this agenda**

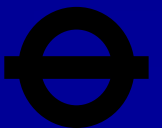


# Contact

- **Clive Saunders**  
E&I Delivery Manager  
[clivesaunders@tfl.gov.uk](mailto:clivesaunders@tfl.gov.uk)  
Tel. 020 7126 4908



[www.tfl.gov.uk](http://www.tfl.gov.uk)

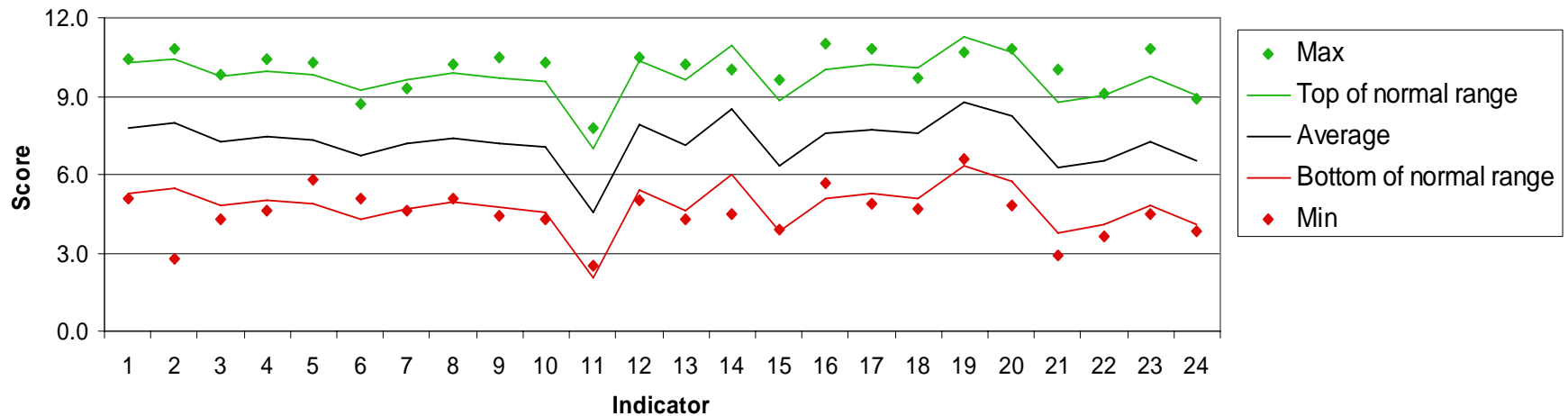


# Diversity in Capability Assessments

27 April 2009

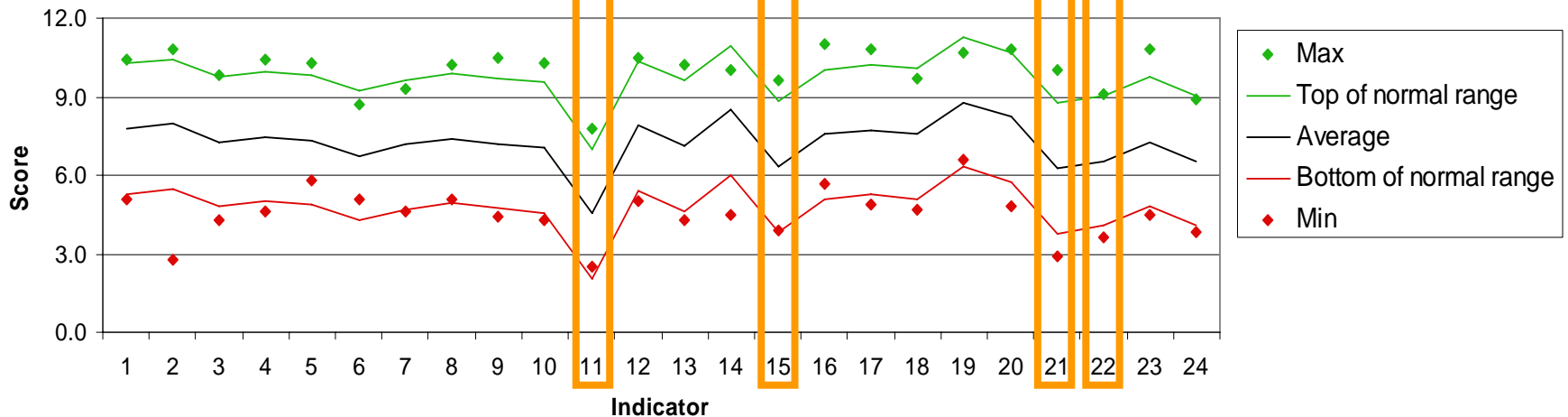
# Supplier profile

## Total Supplier Profile - CAT 3



# Lowest scoring indicators

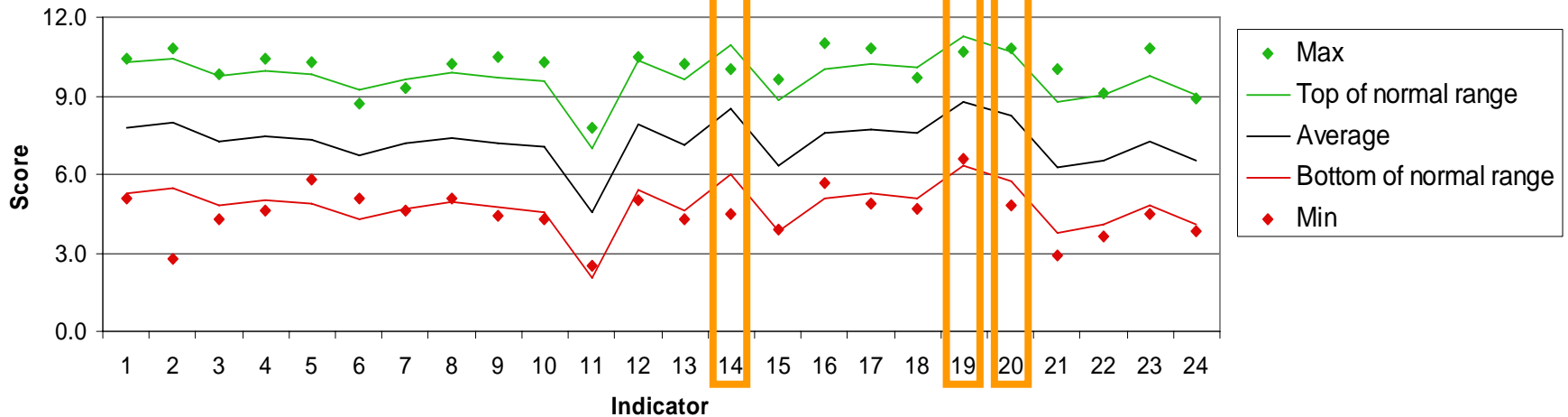
**Total Supplier Profile - CAT 3**



- 11 - Diversity
- 21 – Corporate Social Responsibility
- 22 – Knowledge Management
- 15 – Process Management

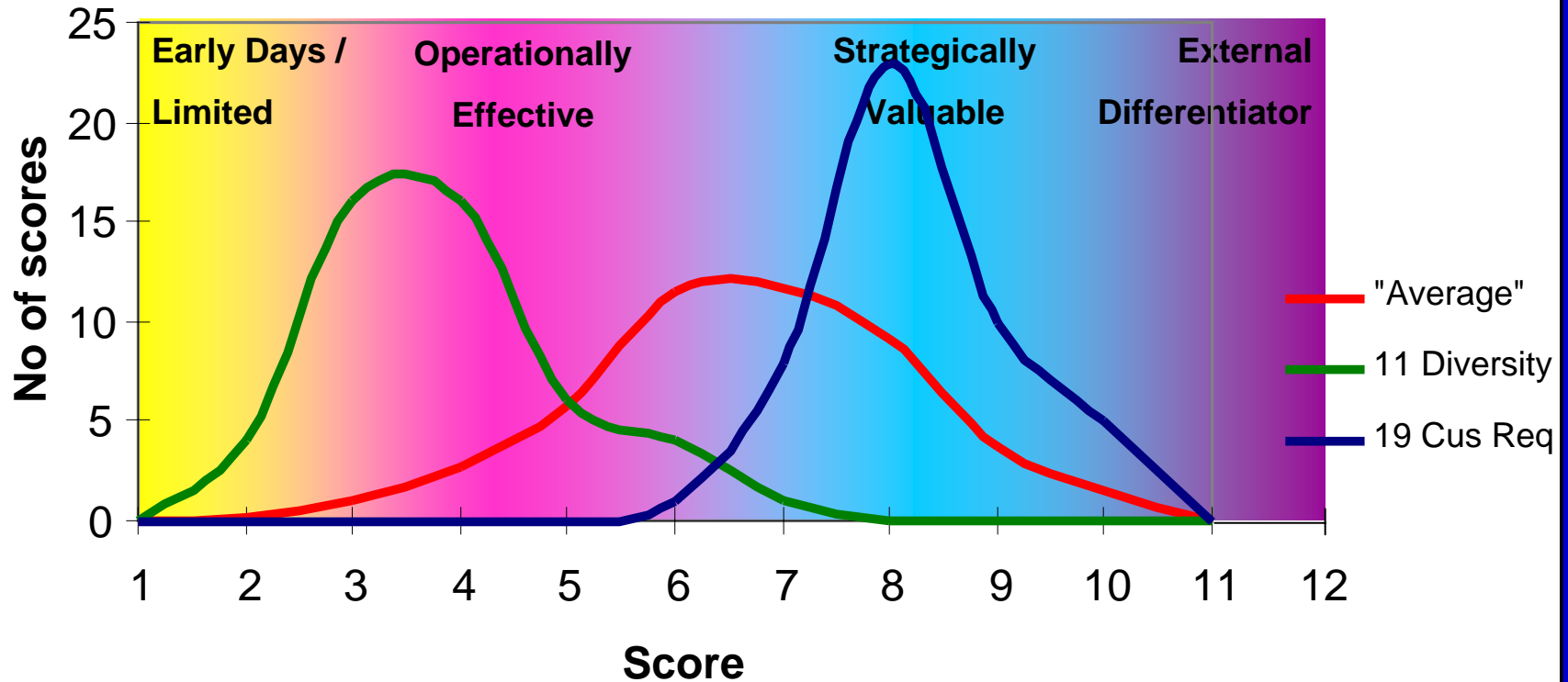
# Highest scoring indicators

## Total Supplier Profile - CAT 3



- 19 - Delivery of products & services
- 20 - Health & Safety Culture
- 14 - Collaborative Approach

## CAT3 Score Profiles



# Findings from CAT3

- Diversity generally about compliance
- Focus on legal and standards issues
- Shortage of key skills → many suppliers have ethnically diverse workforces
- As yet the benefits to the company are generally not recognised

# Distinction between highs and lows

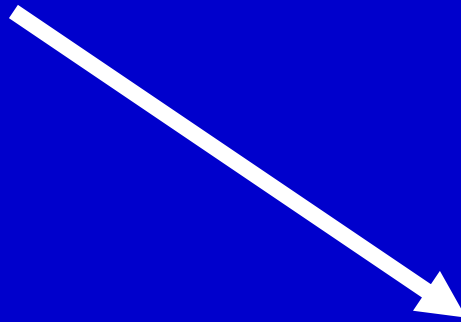
- Taking a determined business approach
- Creating an attractive workplace
- Building a culture of respect and dignity
- Hungry for challenge
- Positioning diversity as a business differentiator

# Harnessing the benefits...

Actively and consciously using the differences between people's world view and experience to improve the capability and performance of the organisation

# Examples

We are diverse



We exploit diversity

# Facilitated Discussion

# Key Points

- Taking action for wider identity groups than women, ethnic minorities etc
- Positive action/support for women graduates
- Each organisation to have action plan with commitment from board, inc KPIs, actions and owners
- Advertising and promoting a broad range of opportunities to attract a wide range of people
- Widening out the scope and procurement targets to attract diverse suppliers may have investment and value for money implications

# Key points 2

- Look at issue of the make-up of the senior strata, esp long hours culture
- HA to consider what sorts of standards and culture it wishes to promote
- Critical to place advertisements in the right places
- Targeted mentoring to encourage diversity at senior levels
- Need to reflect the make-up and therefore the needs of the local community – clarity about what is required

# Key points 3

- Overall image of the industry – actions that can be taken to change it, eg by stressing breadth of opportunity
- Do we really know the barriers that are stopping people coming into the industry? Need to ask them.
- Perception of non-acceptance of people, their backgrounds, etc. Need to develop a culture that goes beyond equal opportunities – from board downwards. Promote the benefit of different backgrounds of all kinds to the organisation.

# Key points 4

- The HA's assessment of CVs looks for specific brackets to be hit eg CEng
- The process of explaining/understanding the UK culture uncovers current extent of diversity
- Linking into the wider CSR agenda
- Retention – focus on policies and procedures to encourage people to stay
- Procurers asking the same things in different forms – a common approach would be useful
- More awareness of top quality of third sector organisations, encourage their use in the supply chain

- Drawing on international offices of parent companies to bring diverse staff into the UK

## Learning points: -

- Business opportunity
- Strategic intent – why, what benefits
- Plans – owned, measured, resourced
- Positive action
- Collaborative challenge/research
- CAT – indicator guidance, extension to own supply chains