



Inspiring **Change** Conference & Awards



Fairness, Inclusion
and Respect
in construction



Change Makers - An inclusive & supportive work environment for all

- Babak Erfani, Senior Commercial Scheme Sponsor, Network Rail
- Diane Lightfoot, CEO, Business Disability Forum
- Chris Westcott, Head of Employee Relations, BAE Systems



Fairness, Inclusion
and Respect
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Employee Networks

Babak Erfani MBE

Our networks

- Archway – LGBT
- Cultural Fusion – BAME
- Inspire – Women
- Myriad – Carers
- CanDo – Disability
- Multi-Faith

Our networks

- Archway, Inspire and Cultural Fusion established in 2013. Others followed a year later
- Each led by a leadership team, with Executive Sponsors for guidance
- Set their own objectives, action plans and activities to align to the Everyone strategy
- Chairs meet quarterly to provide coordination, along with a D&I Business Manager who provides input from the D&I centre of excellence
- Each network tailors to its own membership and offers different activities, learning opportunities and expertise.

The D&I Context

- Our 'Everyone' strategy sets out our ambitious plans for embedding diversity and inclusion into Network Rail over 2014-19.
- Employee networks are one part of this strategy, and play a part in the delivery of that overall plan, alongside a professional D&I centre of excellence and practical working groups and 'Diversity Champions'.



What's the D&I Challenge?

'If I'm not out at work, I spend more time trying to conceal my home life and therefore not concentrating on my job.'

'If I'm not out at work, I spend more time trying to conceal my home life and therefore not concentrating on my job.'

'When I've had the most opposition to being gay – it has happened with two managers I've had – it has demotivated me to work and forced me to even get another job.'



What Benefits do Networks Bring?

- Diversity in thought
- Improved staff retention
- Improved performance
- Safety
- Compliance with Client D&I requirements / targets
- Public profile
- Low cost for high gain
- Personal development

Archway – What Inclusion Means To Me







An inclusive and supportive work environment for all

Diane Lightfoot, CEO, Business Disability Forum
Inspiring Change Conference & Awards, 23 May 2018

Who are we?

- Business Disability Forum is a not-for-profit member organisation that makes it easier and more rewarding to do business with and employ disabled people
- We have more than twenty-five years' experience of supporting organisations by sharing expertise and advice, providing training and facilitating networking opportunities
- Ultimately, we exist to transform the life changes of disabled people as **employees** and **consumers**.

Our membership



Our membership



Department
for Work &
Pensions



Environment
Agency



GlaxoSmithKline



HM Revenue
& Customs



Home Office



Our membership



Our membership



The business case - why this matters



There are 13.3 million disabled people in the UK.

That's 1 in 5 people.



**18% of working age
adults are disabled.**



**83% of disabilities are acquired.
The average age of acquiring a disability is 53.**



**96% of disabilities
are non visible.
So you almost
certainly already
employ more
disabled people
than you think you
do!**



A 10% rise in the employment rate amongst disabled adults would contribute an extra £12 billion to the economy by 2030.



The spending power of disabled people is estimated to be over £249bn a year.



BREXIT!

How we support employers

What do we do?



- Membership and Partnership
 - Advice service
 - Learning & Development
 - Resources and toolkits
 - Networking and events
 - Consultancy
 - Mediation service
- Policy and research
- Disability Confident accreditations

Disability Standard

1. Commitment



2. Know-how



3. Adjustments



4. Recruitment



5. Retention



6. Product and services



7. Suppliers and partners



8. Communication



9. Premises



10. Information and communication (ICT)



The Technology Taskforce

- UK and global organisations in our Partner group
- improving the use of inclusive design and accessible technology.
- Tools, best practice and industry influence

businessdisabilityforum.org.uk/membership/technology-taskforce/



Supporting SMEs

- Developing bespoke membership package for SMEs
- Supporting aims of and progression through Disability Confident
- Supporting supply chains
- Access to member hub and FAQs
- Publications
- Training, networking & Events
- Lighter touch Disability Standard

What do we get asked about?

- FAQs to advice service and membership survey
- Mental Health
- Workplace adjustments (reasonable adjustments)
- How to manage performance
 - Use of adjustments
 - Avoiding discrimination
- How to manage absence
 - Disability absence vs sickness absence

Workplace adjustments

- Or “reasonable adjustments” – though barrier first
- In-house or outsource?
- Passporting between roles
- Most less than £150 – and lots are free
- Support from Access To Work (nb consultations)
- Timeliness
- “Productivity tools”
- Flexible practices for everyone though nb stats!

Mental health

- Growing in profile “This is me” and “This is me in the City”
- Mental health awareness week
- Three pillars of support within an organisation
 - Proactive
 - Responsive
 - Culture change
- Senior level leadership
- Manager relationship - trust to have the conversation

Practical support

- Confidence lower around adjustments for mental health (and neurodiversity)
- Softer adjustments – seating, lighting, travel, work times
- Managing fluctuating conditions
- Spotting the signs that someone is becoming unwell
- Where to go for support nb Accenture “mental health allies”
- Supporting the wider team

Inclusive design

- Not just about buildings!
- Barrier free recruitment
 - Attraction – person spec language and experience
 - Application – demonstrating skills and outcomes focus
 - Interview – different formats
 - Induction – whole organisation and timely adjustments
- Productivity tools
- Flexible working practices for everyone (NB stats!)

**Culture eats strategy
for breakfast.**

- Peter Drucker

Getting the culture right

- Creating supportive workplace cultures – where people tell you what they need
- Senior level sponsors and champions – lead from the top
- Champions and allies throughout the organisation
- Supporting line managers – not just HR
- Getting the language right
- Build trust and confidence
- Back up with practical support and action e.g. timely adjustment processes

Some examples of good practice

- Barclays workplace passport/tailored adjustment plan
- EY cross organisational passports
- Civil Service Autism Exchange programme
- Microsoft autism-targeted recruitment
- EY Stammering network – senior level champions
- HS2 approach to procurement
- CamdenAbility (working with HS2, Costain-Skanska, Laing O'Rourke) – trialling traffic marshall roles

To find out more...

Film Festival “Going Places”, 20 June, hosted by KPMG and sponsored by Barclays

<https://businessdisabilityforum.org.uk/networking-and-events/our-latest-events/technology-taskforce-film-festival-2018/>

Special offer on Mental Health toolkit – 40% discount until end of May: <https://businessdisabilityforum.org.uk/our-services/resources/toolkit/mental-health>

Join us! www.businessdisabilityforum.org.uk/membership

Contact us

Business Disability Forum

businessdisabilityforum.org.uk

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T: 020 7089 2495





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Inspiring Change Conference 2018

Schedule Based Working Case Study

Background and Context



The Concept of SMART working



The Challenge of Production



- Weekly targets: Job outputs, workplace standards, continuous improvement, SHE and Quality metrics
- Employees measured and rewarded for output, not attendance
- Teams incentivised to drive waste and inefficiencies out of working environment
- Teams empowered to agree working arrangements to achieve the target
- Salary and overtime consolidated into one monthly payment

Addressing the Challenge

Cross Functional Teamwork



Stakeholder Engagement



Intellectualise the Mechanics



Manage the Emotion



System Interfaces



Visual Real Time Reporting





Developing the team





Discretionary Effort





Life Before Schedule Based Working

 "I wish we had better facilities to come into everyday..." 

 "Time to clock in and shut my brain off for the day"


 "Where's my supervisor when I need him? Probably away doing admin"


 "Kids asleep in bed. I wish I had a better work life balance but I need to work overtime to make up my pay packet"

 "The quickest I move is to beat the clock out queue"

Friday 25th April 2013
A day in the life of...
A Welder

Employee Number	Employee Name	Pay Date	Cost Code
Ronald MacDonald	109445	23-Apr-13	587
Payments		Deductions	
1) Basic Pay	1800	PAYE tax	430
2) Shift Allowance	100	National Ins	220
3) Production Allowance	100		
3) Overtime	200	Pension	95
4) All employee Bonus	300		
5) Sea Trials	150	Total Deductions	745
Total Pay	2650	Net Pay	1905

 "I know we could do this better but no-one cares, no-one listens"

 "Missing parts, poor Engineering data more hanging around but never mind I'll just get it tomorrow"

A Brave New World



"I'm here early,
I'll just get
started..."



"If I could do
that task we
could deliver
so much
quicker"



"Everything
I need to do
my job,
nothing
holding me
back..."



"Can't forget the
Apprentices"



Monday 28th October 2013 A day in the life of... Production Operator



"What does Gary need to
help him get finished?"



"Stevie isn't
pulling his weight
today - time for
a courageous
conversation"



"I've just had a
brainwave!"



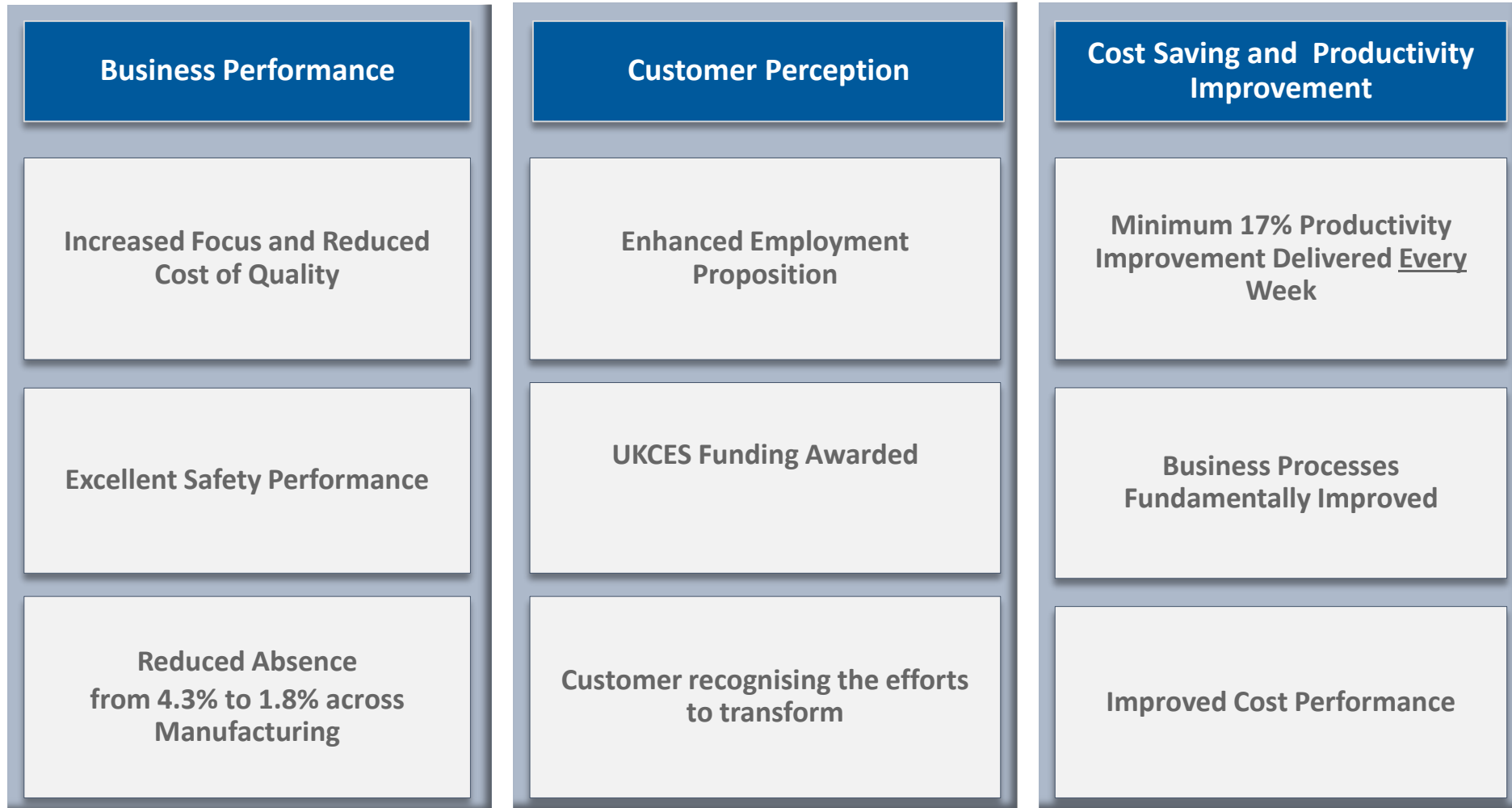
your
Weekend starts
here!

"Work done,
weekend starts
here! Me and
the team did
well this week
to finish our
schedule
early..."



"How can I
Help?!"

Business Benefits





Thank you

Inspiring Change Conference 2018

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"I know we could do this better but no-one cares, no-one listens"

"The quickest I move is to beat the clock out queue"

"Pay day today, so confusing with these allowances"

"Missing parts, poor Engineering data more hanging around but never mind I'll just get it tomorrow"

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**your
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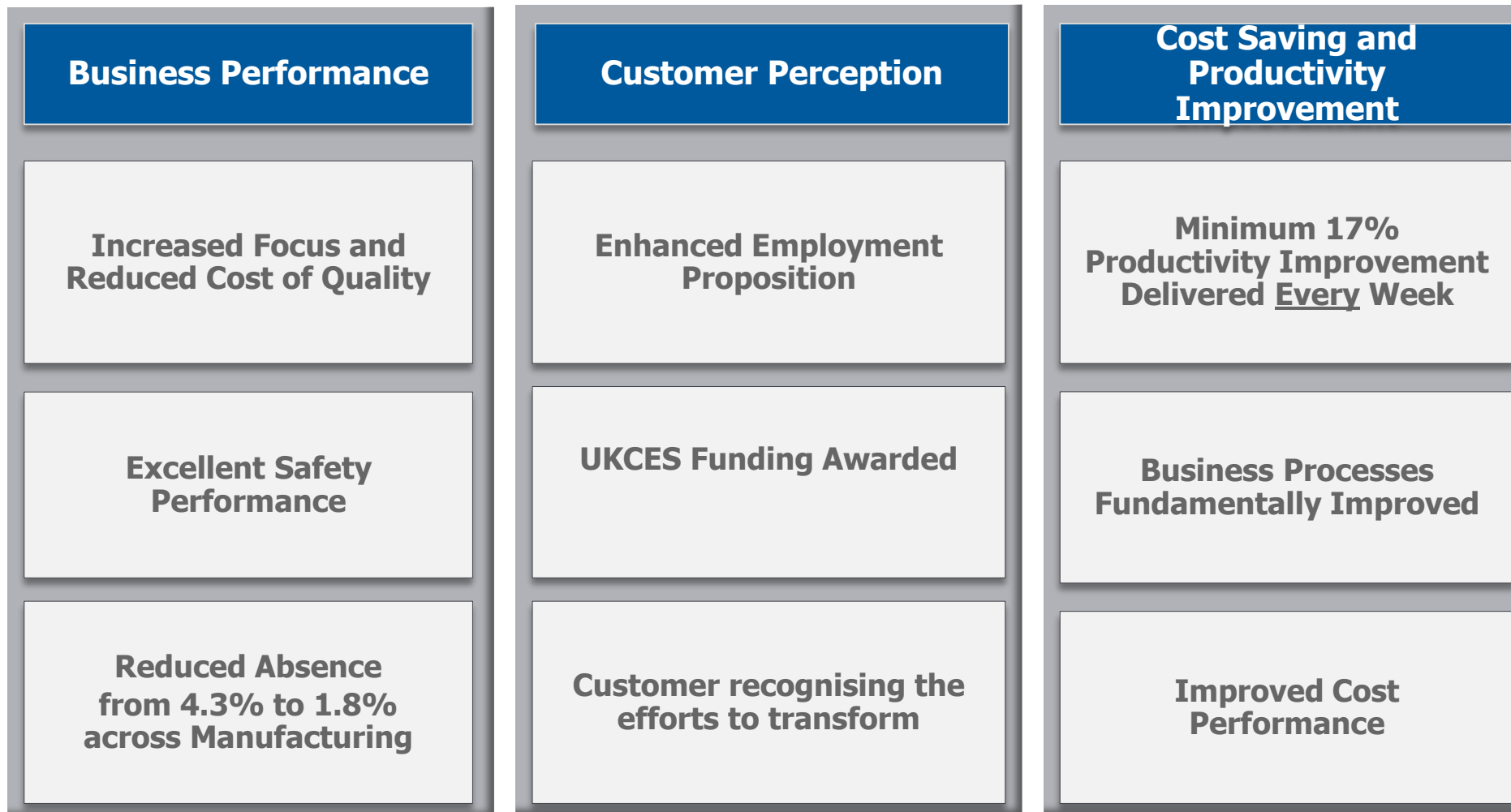


"Stevie isn't
pulling his weight
today - time for
a courageous
conversation"



"How can I
Help?!"

Business Benefits





Thank you





Change for the better - The business benefits of an effective EDI strategy

- Rebecca Foden, Smart Resourcing & Charlotte Lamping, Executive Recruitment, Transport for London
- Michael Smyth, HR Director, Transport for London
- Patrick Woodman, Head of Research & Advocacy, Chartered Managers Institute



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TfL – Smart Sourcing for Improved Diversity

23rd May 2018

Rebecca Foden – Smart sourcing lead

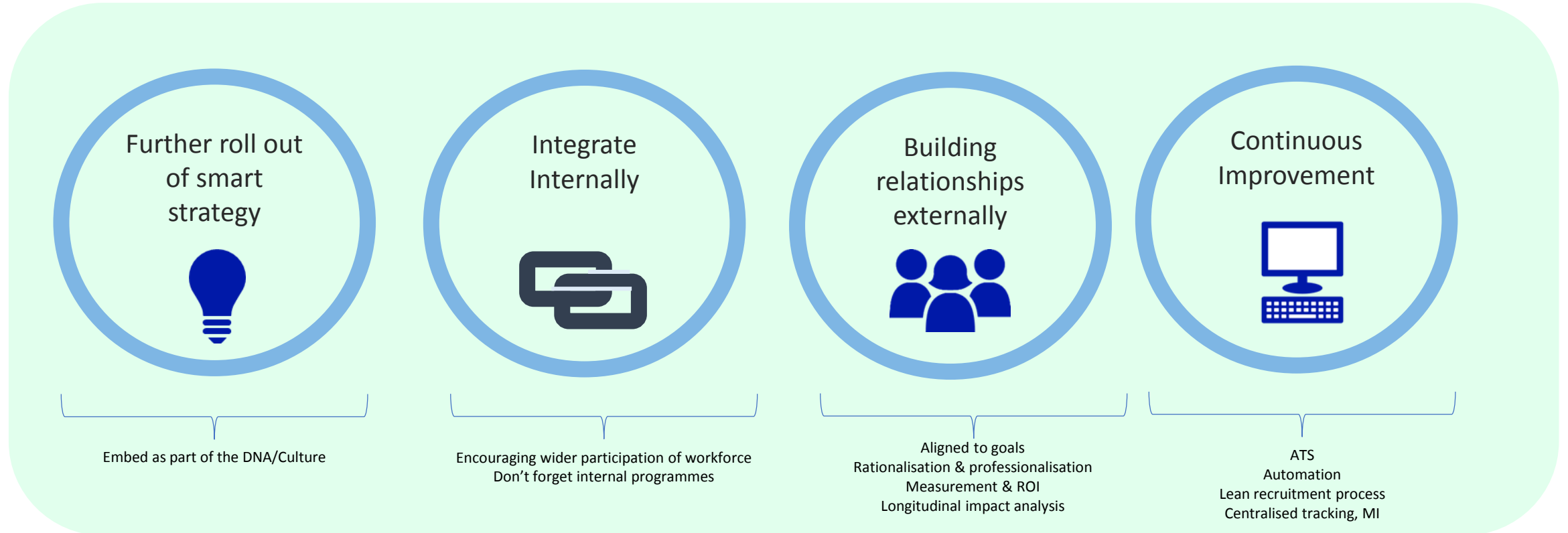
Charlotte Lamping – Executive Recruitment



EVERY JOURNEY MATTERS

Vision

To ensure that our organisation is as diverse as the city we serve





Smart Sourcing Context

49%

Of disabled people of working age are employed

Over **20%**

of the working population has a criminal record

* BITC

Maximising Potential

LU Operations Band 3 talent pipeline **36%** women & BAME



Over **14,000** skilled & experienced individuals leave the armed forces every year

* CTP



Gen Z'ers want to make a positive impact in the world

And.....

Millennials prioritise 'meaningful work' over high pay



Our **workforce** does not currently reflect the diversity of the capital's population

24%

women

27%

BAME



Low numbers of employees who have declared a disability

* Action on Equality

76%

Of professional women on career breaks want to return to work



65%

Of returning professional women work below their potential

Gains from fully addressing the career break penalty for female professionals



Increase in UK economic output

£1.7 billion

Increase in female earnings

£1.1billion

Smart sourcing way



The Smart Sourcing model supports individuals facing barriers to employment & ensures that they are supported throughout the recruitment lifecycle from positioning, pathway, preparation and to perpetuate support and inclusion of these groups of people throughout their careers at TfL. This allows us to capitalise on talent, increase diversity & access the widest pool of talent possible.

Scope & pilot initiative

Monitor successes & share to increase engagement

Integrate into best practice BAU

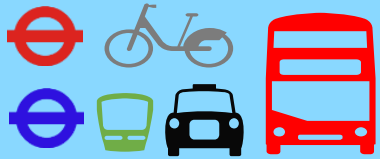


We aim to achieve a workforce that is reflective of the diversity of London

We're more than just transport

We are a team of over 36,000 employees. Every day more than 31 million journeys are made across our network. But that is only part of our story....

Our Transport Network



London Underground, Buses, Taxis,
Cycle hire, DLR, London Rail

Big Player



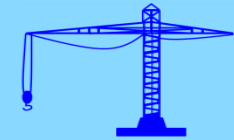
Equivalent to a FTSE **Top 10** in scale.
Our budgets are multi £bn

Transformation

Improving efficiency,
reducing costs,
delivering savings,
and providing value
for money.



Capital Programme



One of the largest in Europe.
Worth over **£35bn**.

Technology



World leaders in innovation
& big data

Commercial Opportunity



Generating £3.2bn worth of
revenue by 2024.

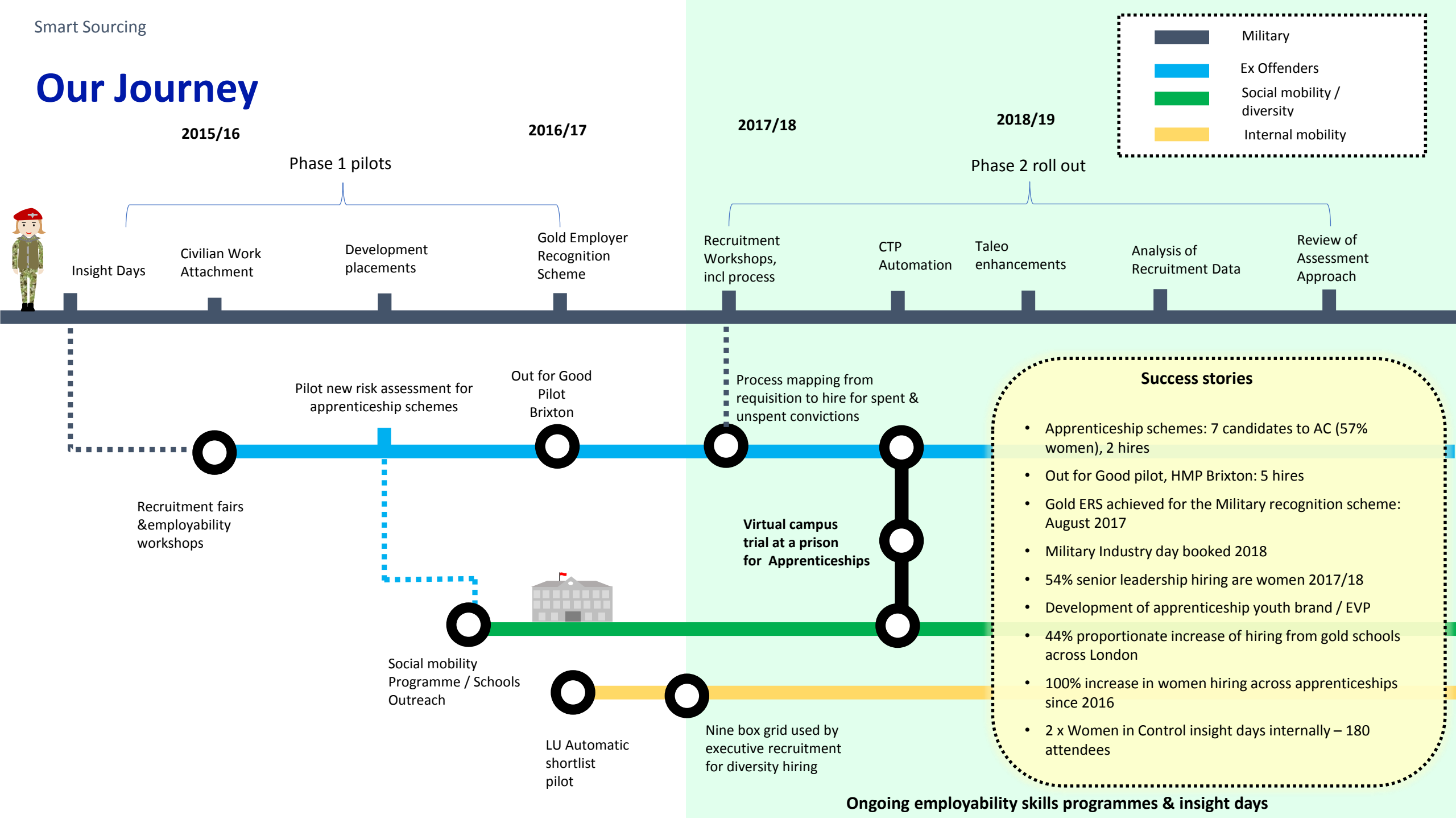
A city for all Londoners



Green, Affordable, Accessible,
Inclusive



Our Journey



Smart Sourcing – Achievements so far 2017/18

GOLD

Ministry of Defence
Employer Recognition Scheme

5 Placements 14 Permanent hires



- Winner of Social Mobility Initiative for smart sourcing, European Diversity Awards
- Winner of Best Diversity Strategy, IHRN
- Winner of Best Executive Recruitment Team, IHRN

Smart Sourcing Career Returners

‘Returnship’ programme launched in partnership with Women Returners

- Band 3 & 4 roles in Finance & Commercial Development
- 11 candidates shortlisted



Early Careers
Pilot

- Revised risk assessment process
- 7 candidates (57% women) to assessment
- 2 hires
- 2 reserves

Employability Skills workshops delivered in London prisons to 70 candidates

- HMP Brixton
- HMP Thameside
- HMP Wormwood Scrubs

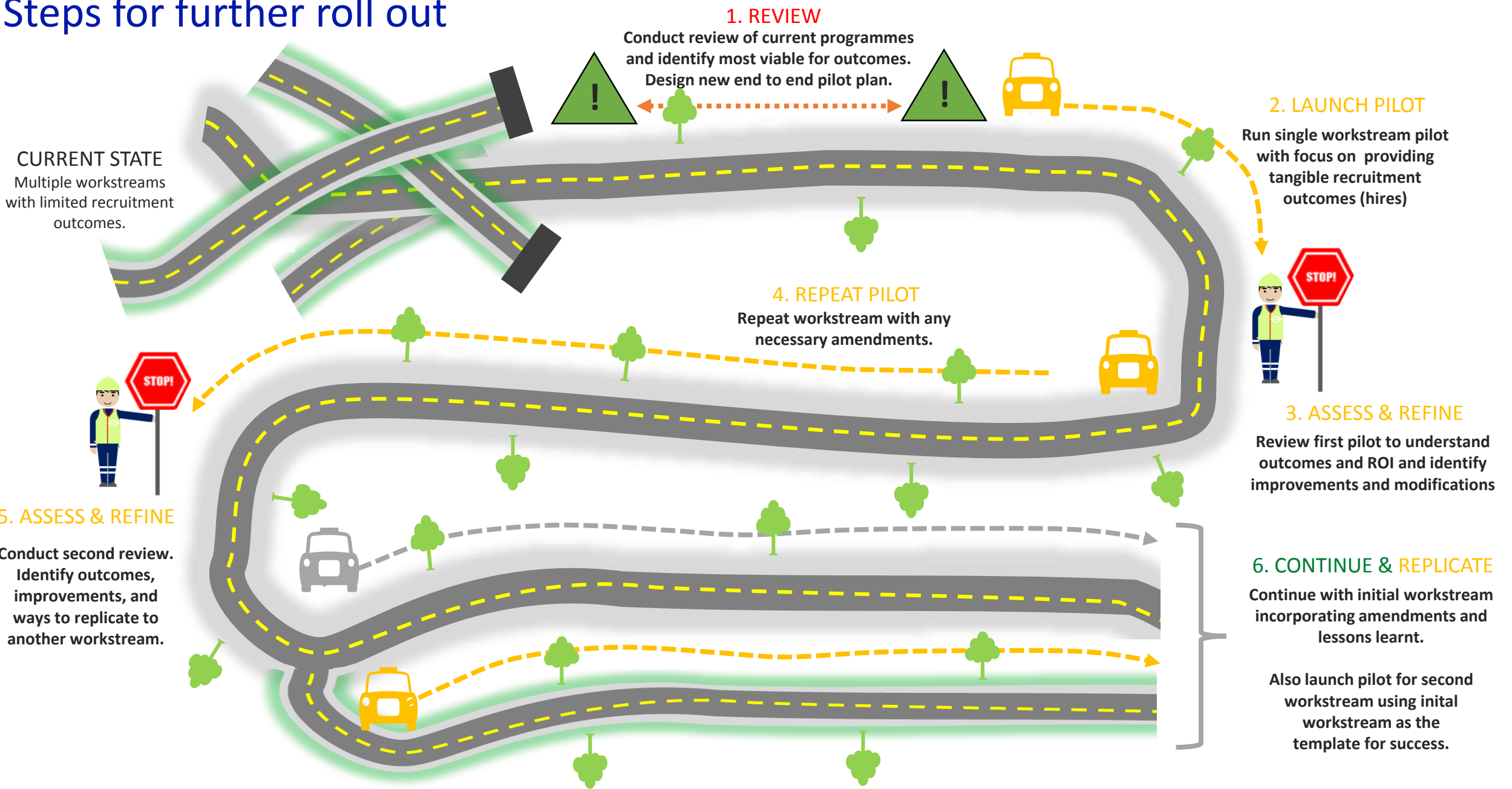
15 Interviews, 6 offers

Women in Service Control



- 180 attendees
- 56 applications – LIS
- 59 applications – SCL1

Steps for further roll out



Next steps and future thinking

Our current focus is on simplifying, streamlining & reducing the workload for recruiters & line managers to EMBED smart sourcing. This should be aligned to the Mayoral pledge on diversity



Clear objectives

We are currently reviewing our smart sourcing strategy to align to key business drivers
(Setting of targets)



Automation & Taleo

We are scoping out our recruitment process to make smart.
(demographic data, inclusivity, automated job postings)



Tracking & Dashboards

Stats at a click of a button about smart sourcing . Assessment & hire rates that feeds into an overall smart sourcing dashboard



Line Manager & Recruiter Toolkit

A toolkit that brings together guidance in one place of how to recruit smart



Partnerships

Development of strategic partnerships that are joined up seamlessly



Internal Engagement

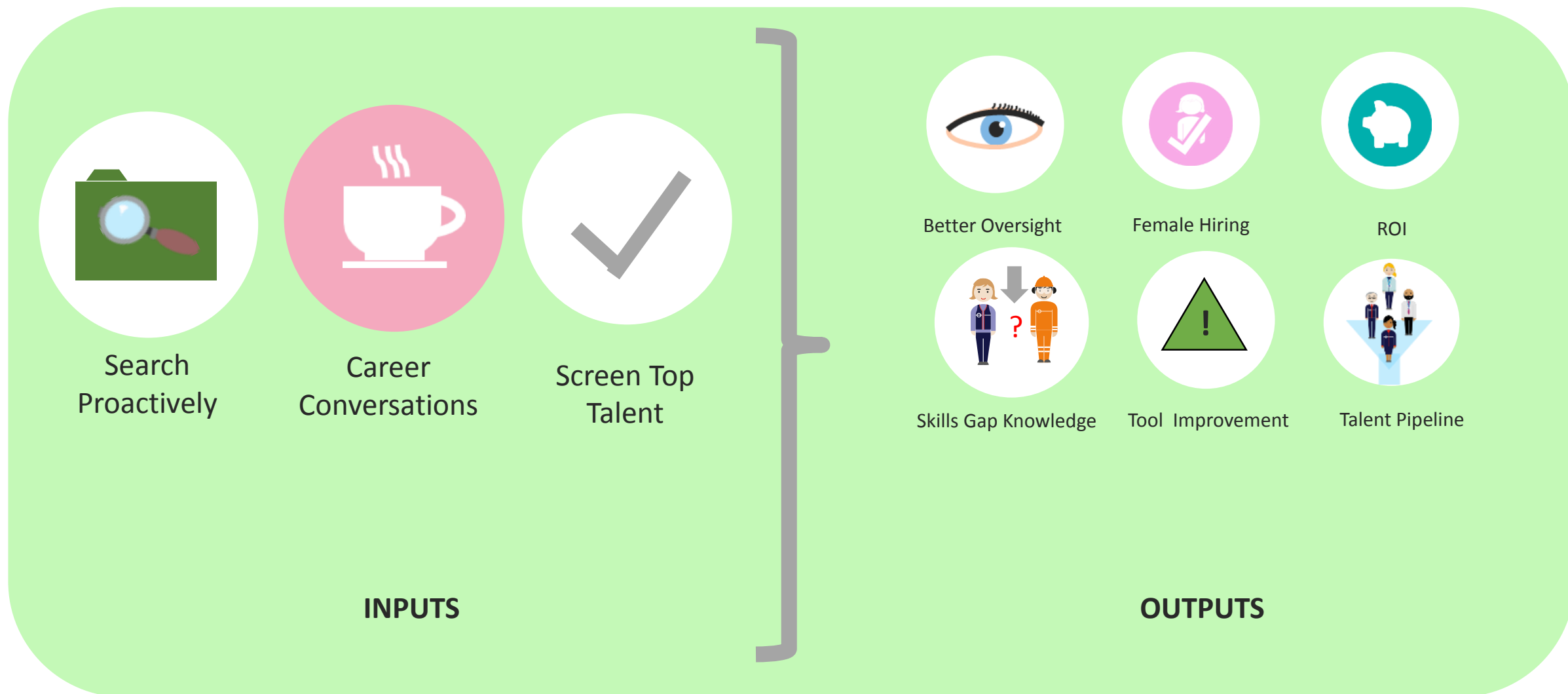
Use smart sourcing as an opportunity to create wider participation across our diverse workforce
(*Staff network group / TU / Recruitment Team workshops*)

Smart Executive Resourcing Approach



EVERY JOURNEY MATTERS

Integrating succession planning & talent management



Any Questions?



GRAHAM

WHY FIR MATTERS

THE ROAD TO SUCCESS

Presented by Michael Smyth

16 May 2018



01

OUR FIR JOURNEY

- **FEC NI – Legislative experience**
- **FIR Development Driven by**
 - New Markets
 - Client expectation
 - Industry shortages
 - Changing nature of work
 - Competitive advantage
- **CITB Be Fair**
- **Development of our own FIR Framework**
- **First to achieve CECA Inspiring Change Award**
- **FIR embedded through innovative practice**
- **Now at the next step of the journey**



02

WHY FOCUS ON FIR?



ATTRACT AND RETAIN MORE TALENT



ACHIEVE BETTER BOTTOM LINE RESULTS



STRONGER RELATIONSHIPS WITH CLIENTS AND
AND COMMUNITIES

01

STRATEGY AND FOCUS



FOCUS ON LEADERSHIP

- FIR commitment and targets in business planning
- Board FR Champion
- FIR diverse team

FOCUS ON MANAGER SUPPORT

- All recruiting managers undergo unconscious bias training
- ILM 4 for select Project Managers
- FIR built into Graduate and ILM programmes

FOCUS ON PARTNERSHIPS

- Shared placements with Clients
- HE Collaborative working groups
- Industry best practice

FOCUS ON FIR REPS/EMPLOYEE COMMS

- Every office/site has a FIR Rep
- FIR Rep training
- FIR Zone on intranet
- Regular TBTs/Videos/e-learning

FOCUS ON INNOVATION IN ATTRACTION & RETENTION

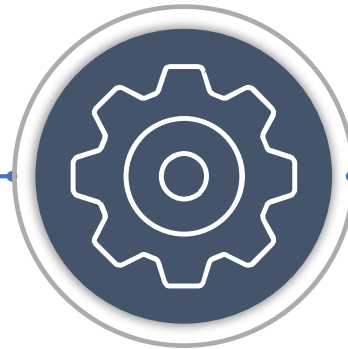
- Ambassadors/Role Models
- Careers Education in Schools/Colleges
- GRAHAM Academy
- CONNECT PLUS

FOCUS ON SUPPLY CHAIN

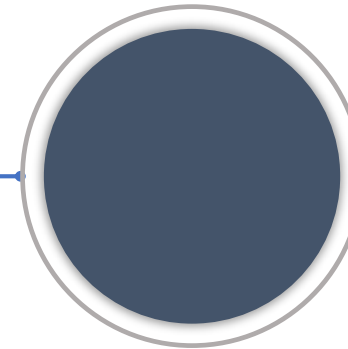
- Shared training events
- Proactive collaboration on FIR targets/monitoring



Based on latest HR industry research



Whole person development



Designed by Managers & Employees



Partnership with Leading Experts



Manager and Employee 'connecting' on a regular basis both informally and formally



Removal of 'scoring' and form filling



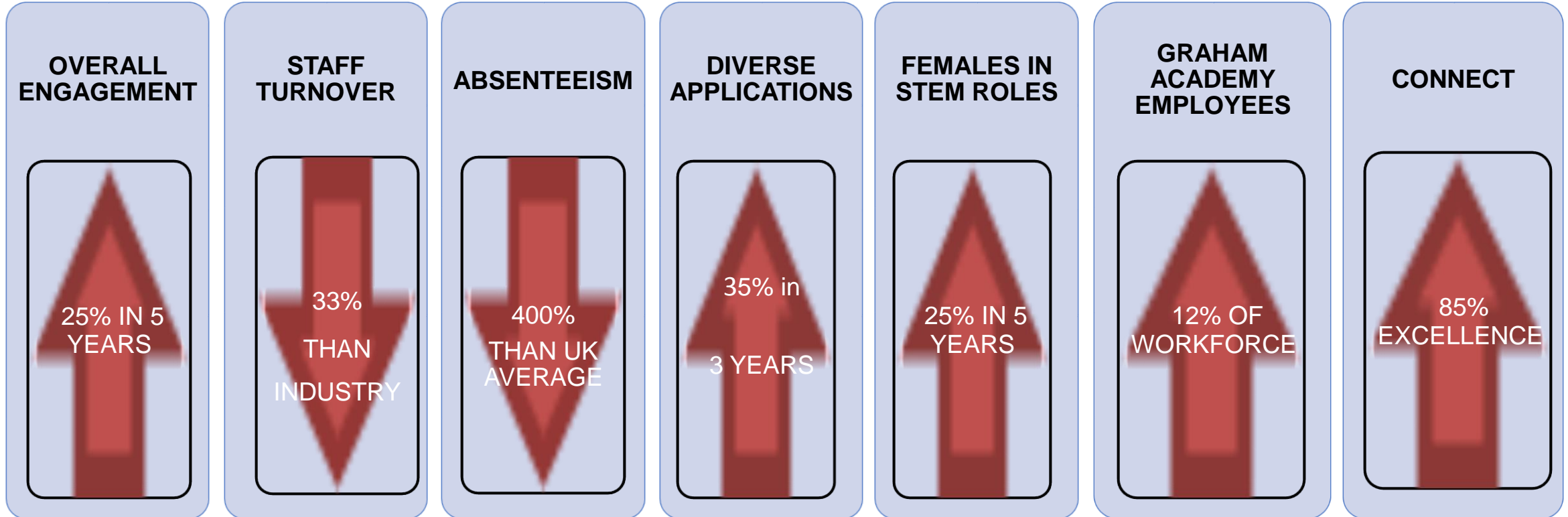
Structured and purposeful 'conversations'



Individual ambition and development driven through High challenge/ support model



A focus on creating engagement/wellbeing and high performance through the connections



05

EFFECTIVE FIR LEADERSHIP



Be Enthusiastic

Be Resourceful

Be Resilient

Partner with
others

Don't compare
yourself to
others

05

KEEPING IT FRESH



TIME TO FIX THE BROKEN WINDOWS.

Inspiring Change conference – 23 May 2018

Patrick Woodman

Head of Research & Advocacy, CMI.



**CMI AT A
GLANCE.**

Our Vision:

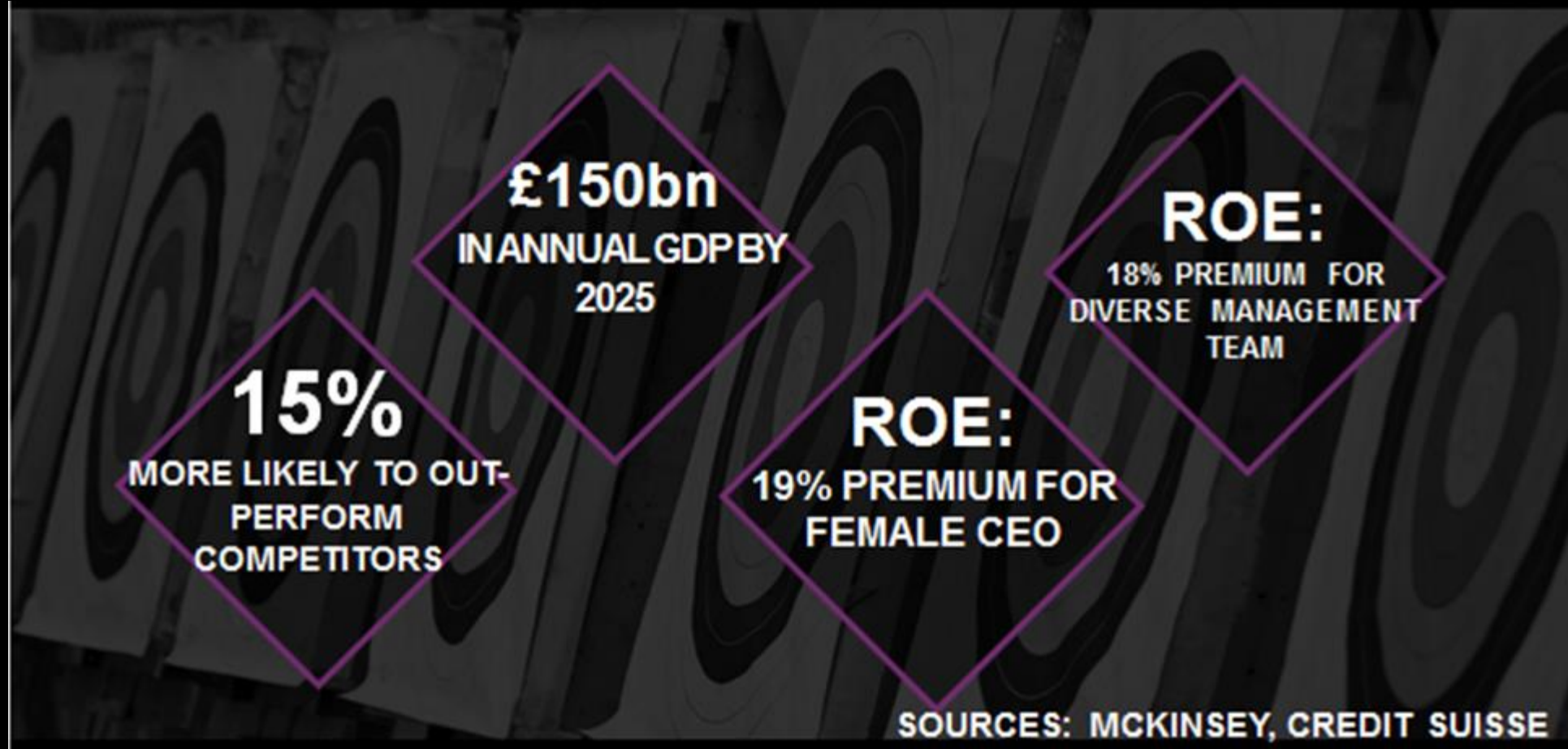
Better led and managed organisations

Our Mission:

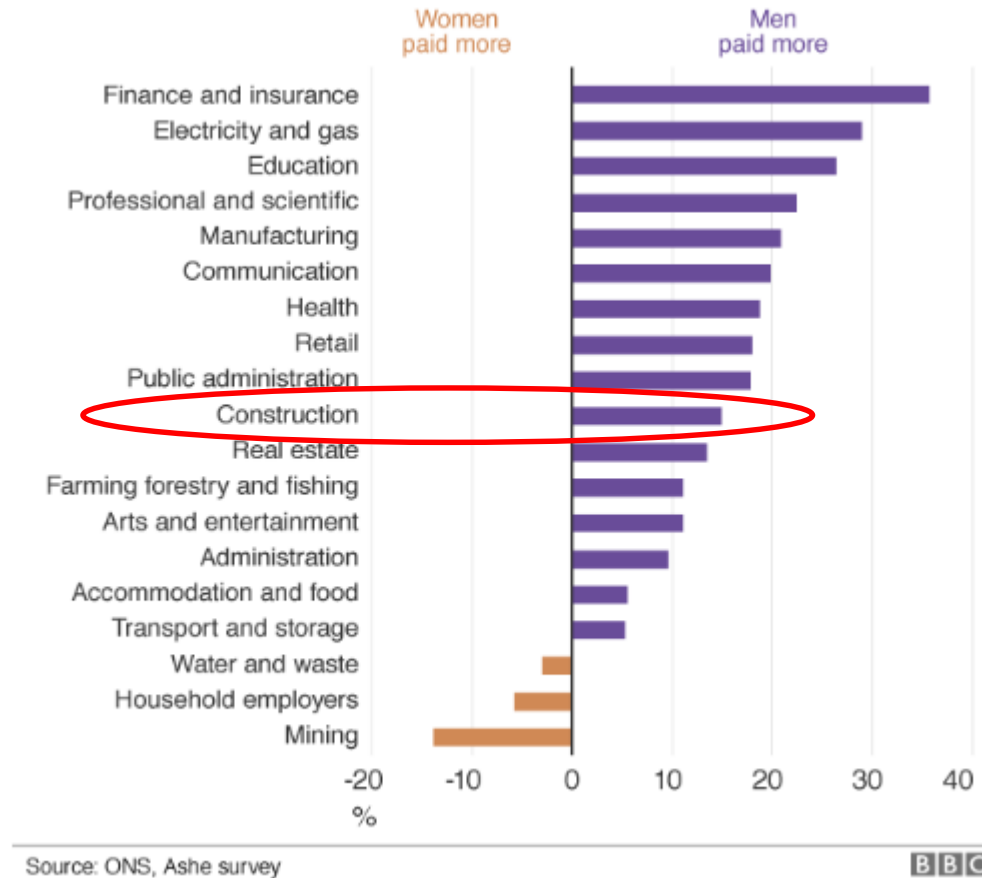
Increase the number and standard of professionally qualified managers and leaders

- Unique CMgr Standard
- Management and leadership Apprenticeships
- 70 years; 170,000 member community
- CMI Women network – since 1960s
- 50,000 Students
- 500 Employers & Education Providers
- 120 Universities
- International reach
- IIP Gold

BUSINESS BENEFITS OF GENDER BALANCE.



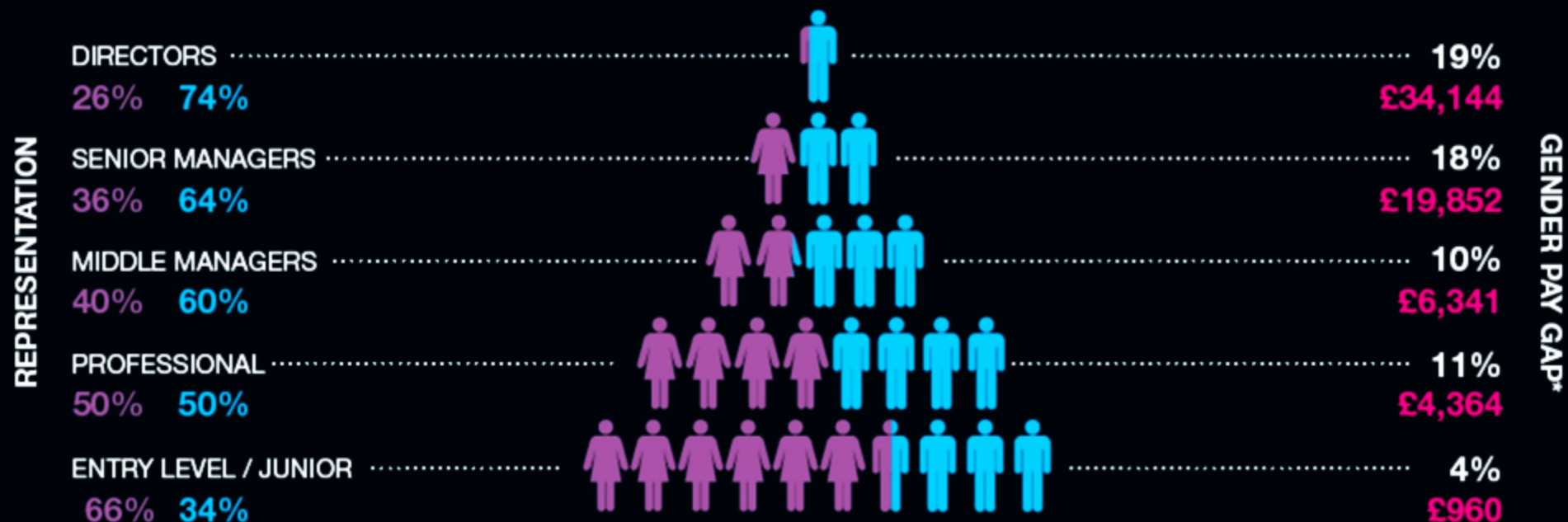
CONSTRUCTION COMPARED.



PAY: IT'S ONLY HALF THE STORY.

FEW WOMEN REACH THE TOP

Women don't just face a glass ceiling – it's a 'glass pyramid', with wider pay gaps for women the higher they reach.



GPG FOR MANAGERS



EXECUTIVE REWARDS.



HALF A MILLION MISSING WOMEN



There are
3.3 million
managers
in the UK today...



...but only
34%
are women...



...that means
513,000
women are missing
from management.



Progress is too slow.
On current trends,
the gap will still be
480,000
in 2024.

ACHIEVING 50/50 LEADERSHIP

By 2024,
the UK needs
1.9 million
new managers



To achieve
equal numbers,
1.5 million
of the new
managers need
to be women.

CLIMBING THE CAREER LADDER?

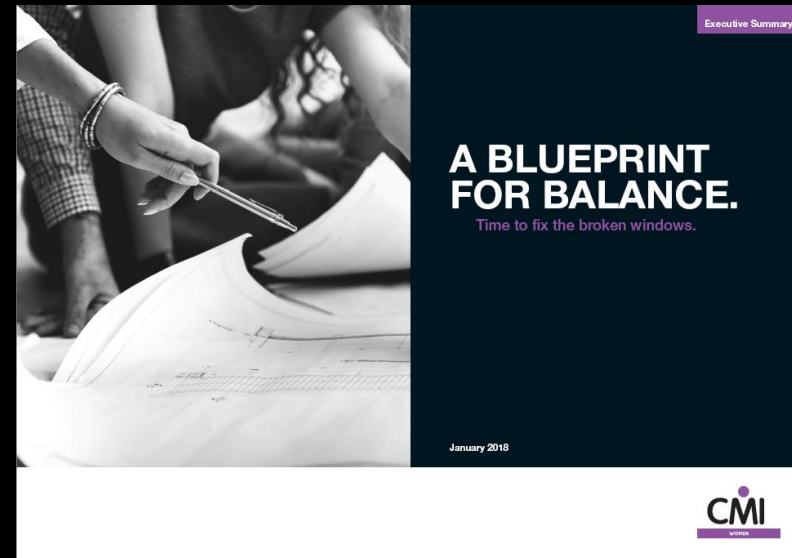
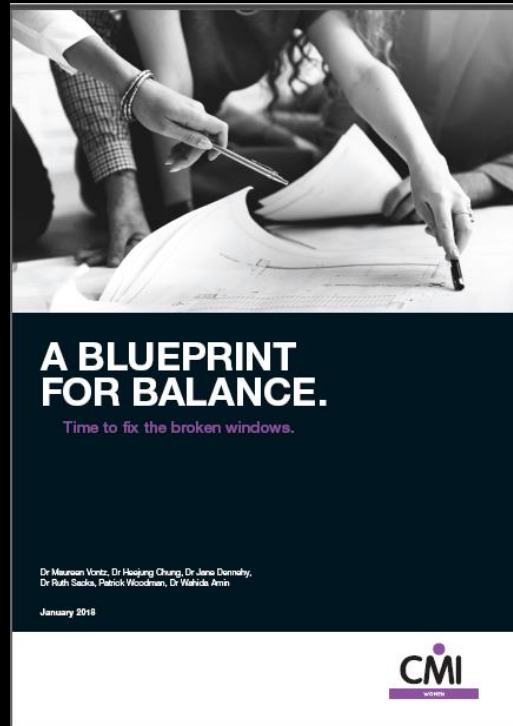
Male managers are
40%
more likely than female
managers to be promoted



Between 2015 – 2016
14% vs **10%**
of men were promoted vs of women



OUR LATEST RESEARCH.



Download it from:

www.managers.org.uk/brokenwindows

CMI WOMEN'S BLUEPRINT FOR BALANCE

Balanced
recruitment

Flexible
working

Mentoring
and
sponsorship

Pay and
reward

Leadership
equality

Skills and
career
development

PRACTICE THAT WORKS.



CASE STUDY: TACKLING THE PAY GAP



- 32.5% mean pay gap, June 2017
 - Down from 36% in 2016
- Challenges:
 - Men only 27% of customer service roles / 65% of best-paid senior roles
- Data: built tool to give real time feedback on pay decisions
- Attract more men to entry level roles; support flexible working; maternity mentoring.

RHETORIC VS REALITY.

“I’M INVOLVED WITH THE DIVERSITY AND INCLUSION COUNCIL AND DURING MY PERFORMANCE REVIEW MY BOSS ASKED ‘HOW IS THAT GOING? THAT THING YOU DO? WHAT’S THAT THING YOU’RE ON?’ THERE’S ZERO INTEREST.”

A FEMALE MANAGING DIRECTOR IN FINANCIAL SERVICES

-> Only **19%** of junior and middle managers believe their senior leaders are committed to gender balance in their organisations

TIME TO FIX THE BROKEN WINDOWS.



BROKEN WINDOWS.



SIX KEY FINDINGS.



1. LINE MANAGERS ARE KEY TO FIXING BROKEN WINDOWS

2. MAKING GENDER A BUSINESS ISSUE: THE CHALLENGE FOR LEADERS



3. CREATE ACCOUNTABILITY: MEASURE IT, MANAGE IT

4. BRINGING DIVERSITY TO LIFE: MAKING IT PERSONAL



5. BUILDING THE BUSINESS CASE: TALENT IS THE DRIVER

6. THE JOB'S NOT DONE: TACKLING SECOND GENERATION BIAS



THANKS FOR LISTENING

Join CMI Women:

www.managers.org.uk/CMI-Women

Video and report:

[www.managers.org.uk/
BrokenWindows](http://www.managers.org.uk/BrokenWindows)

More CMI research:

www.managers.org.uk/insights



CECA would like to thank:

