Awards 2014
Celebrating success; inspiring others

Sponsored by:

Santander
The Law Society
Foreword by Denise Keating - Chief Executive

The enei Awards recognise the commitment of organisations to achieving diverse and inclusive workplaces and celebrates the teams and individuals who are really making a difference.

These leading organisations are proud to share their achievements and the best practices demonstrated by them provide insight for other organisations to develop their own unique responses to the challenges in their workplaces.

Overall Winner 2014 – Private Sector

Winner: Marks & Spencers

M&S is a leading UK retailer with over 21 million customers visiting stores and the website weekly. They offer clothing, home products and food which is responsibly sourced from c.2,000 global suppliers. Employing 81,000 people in 600+ UK stores plus an international business. Within the supply chain are 250,000 workers and 10,000 farmers. M&S core values are quality, value, service, innovation and trust.

Wellbeing at Work

M&S recognises wellbeing as a critical component of successful employee engagement and they have a desire to ensure the proposition for their people is as leading as their customer offer.

With free website and telephone resources already available and a diverse employee base they needed to develop a ‘one-stop shop’ working with in-house teams and accessing credible resources from leading charities at no cost.

Given differing commercial priorities they provided different offerings dependent on business need e.g. a wellbeing website in India and an EAP in Greece.

By involving and engaging employees they were able to develop innovative actions such as: an interactive Wellbeing website covering UK, Ireland and India; Online and Telephone Physiotherapy Service; Employee Assistance Programme and Counselling used by over 1,000 employees per month; Annual Corporate Challenges, Engagement Hub & Resources and a Health and Wellbeing Network consisting of store and line managers, HR Champions and Business Involvement Representatives to help Wellbeing be ‘the way we do business’.

The Wellbeing focus has resulted in significant business benefits with absence dropping to £6m below plan annually, the Greek EAP has a take up of c.28% of employees, the M&S website is accessible to 70,000 UK employees with 50% accessing it from home and 12,500 Pledges have been made.

The latest weight-loss challenge attracted 2,108 employees who have lost a total of 8 Metric Tonnes in weight. Over 4,000 staff joined 5,000 customers across 113 beaches for the Beach Clean project collecting 3,200 bags of rubbish and over 2,000 staff have cycled their way to raising £1m for Cancer charities.

Community Impact

One of their key missions is to help the most disadvantaged groups get skills and confidence to participate in the job market. The Make Your Mark programme (2013), supported by the CEO, was launched. It is a 4 week training and work placement programme for young people aged 16-25 and not in work, education or training. Actions include; Engagement at all levels and tools developed for employees, senior management and external stakeholders; Accreditation which is the participant’s ‘passport’ enabling them to take any M&S vacancy within 6 months, without needing to apply or be interviewed; M&S and The Prince’s Trust Project Manager ensure sustainable processes are in place to enable the project to be self-sustaining and influenced 300+ suppliers to support the agenda.

M&S exceeded their 50% into-work rate target, hitting 75%. Working with suppliers and other businesses the ‘Movement to Work’ initiative has been created which has huge ambition to reach 100,000 young people by 2015.

The programme transforms young lives; develops transferable skills, confidence and self-esteem, increases motivation and committed towards employment and reduces youth unemployment.
Overall Winner 2014 – Public Sector

Winner: The Civil Service

The Civil Service helps the government develop and deliver its policies as effectively as possible.

They work in three types of organisations – departments, agencies, and non-departmental government bodies (NDPBs) covering a wide range of areas touching on everyone’s day-to-day lives, such as education, health and policing.

Employee Engagement

The range of cross government programmes which engage c400,000 employees, managers and leaders, aimed at actively changing the culture include:

Employee Engagement – programmes range from learning modules to educate and engage employees and diversity role modelling from Permanent Secretaries and Directors to drive top level engagement.

Engagement through learning – Products include: Disability Awareness e-learning module, unconscious bias e-learning (completed by 27,350 people and is mandatory in many departments), LGB&T and Race Awareness, an Introduction to Diversity & Equality and Building Inclusive Teams.

Engagement through visible role modelling - Through a task and finish group approach involving 15 top 200 leaders, an information pack and performance framework for Board level Diversity Champions was developed. Champions provide visible leadership and role modelling and their behaviours are widely recognised as exemplars of diversity and inclusion.

Disability engagement - The Civil Service employs c400,000 staff of which 8% have a declared disability. People Survey results highlighted that Civil Servants with disabilities felt significantly less engaged and are three times more likely than others to report they have encountered some form of bullying and harassment. The Centralised Adjustment Team (CAT) delivered significant results; an increase (49.3% to 90%) of managers satisfied/extremely satisfied with the new support and a significant reduction (41% to 7.1%) of employees dissatisfied/extremely dissatisfied with the support.

Tapping into Talent

The Civil Service Diversity and Inclusion (CS D&I) Team have delivered innovative programmes to facilitate the recruitment and development of talented people from under-represented groups. Programmes include:

Whitehall Internships Programme - Since 2011 these internships have been breaking down barriers to employment and raise aspirations in young people from under-privileged backgrounds, giving them access to internships in every Whitehall department. The programme aims to:

- Promote social mobility
- Raise career aspirations and increase awareness of the Civil Service as an employer of choice
- Provide skills and experiences
- Increase Civil Service diversity by tapping into talent in under-represented groups

From left to right: Iona Jackson-Benjamin (Diversity Strategy, year 9 Whitehall Conference); Emma Dunnett (Year 12 Internship); Ray Dempsey (Team Leader); Chris Hack (Positive Action Pathway); Janet Hill (Director), Sonia Marshall (Positive Action Pathway) and Katie Etchells (Communications).
Small Employer of the Year 2014

Winner: Aimia

Aimia is a global leader in loyalty management. Employing 650 people in the UK and 4,300 worldwide, Aimia offers clients, partners and members' expertise in launching and managing coalition loyalty programmes (including Nectar in the UK) and loyalty programmes for world-leading brands, creating value through loyalty analytics and driving innovation in the emerging digital, mobile and social communication spaces.

Wellbeing at Work -
A new start-up in 2002, Nectar was acquired by Canadian loyalty firm Aeroplan in 2007 and in 2012 became Aimia. Their aim was to create an inclusive culture for UK and Global employees and to set Aimia up for a sustainable future. Their employee engagement survey results indicated people were highly engaged and committed but unhappy with their well-being. Initiatives to address this included:

- Psychological well-being training specifically to be able to switch off from work. People who attended the training reported lower perceived stress and levels of emotional exhaustion and improved positive mood. They now train whole teams to add social support. Once a month everyone is encouraged to switch off from work at 4pm and meet with the rest of the teams to socialise and start the wind down to the weekend.

- Physical well-being initiatives include: Free eye test vouchers, private health insurance, fortnightly free fruit, a 24-hour employee assistance service and a Cycle to Work Scheme. Regular health weeks include week-long gym membership, massages, allergy testing, blood pressure and cholesterol checks, flu jabs and daily deliveries of healthy snacks and fruit.

Their integrated well-being programme has delivered positive outcomes for both employees and their business performance. More than 200 people have been trained how to psychologically detach and recover from work. Ninety people attended mindfulness training and some are trialling an on-line course. ‘Aimia cares about my health and well-being’ has increased from 53% favourable in 2011 to 70% favourable in their 2012 survey.

Inclusive Culture -
Aimia adopted a holistic approach to bring about tangible cultural change by:

- Leading from the top: the new CEO made inclusiveness the theme of his leadership and Aimia’s employee recognition programme in which employees can recognise a colleague against a value reinforces this.

- Building awareness of unconscious bias and its mitigation: 80+ took Implicitly tests and 2 employees qualified to deliver feedback.

- Conducting research: 3 x MSc dissertations (all with distinction; 1 prize-winning) published by post-graduate occupational psychology students – led to changes in assessment for STEM graduates and in talent review format; action-centred research into barriers to female leadership recommended:
  - successful pilot of agile office layout for 70 staff (and whole company by end 2014)
  - sponsorship programme - 15 women in the pilot
  - self-efficacy training - 30+ people trained to date
  - new HR policies including flexible working (for all employees) and emergency leave

- Personalisation: focussing on individual strengths – 688 strengths-profiles completed; 45+ employees trained as internal coaches (working towards ILM-qualification); personal development plans and 244+ individual bursaries granted (12 since January 2014); CSR activities customised to promote inclusiveness – 25% of employees volunteered for one day each in 2013.

- Communication: c.23 events run since 2012 with speakers from government, the army, voluntary sector, advertising etc. 80 senior leaders took the storytelling workshop to improve capacity to connect with audiences.

- Promoting supportive connections: 3 Networks set up (Women in Leadership, Parents & Carers and LGBT); coaching & peer-to-peer support booked for 50 mothers, 20 fathers and 37 managers (by Dec 2014) and a maternity guidance pack published.

There's now a high level of awareness of D&I with cultural understanding at all levels around neurodiversity, career progression, parenthood and concepts of UB.

Employees are more confident in setting up or joining network or asking for flexible working and managers are better equipped to lead in an inclusive way.

Aimia’s work on D&I in the UK has caught the eye of Aimia’s global Board and its impact is starting to be felt beyond the UK. Globally, increasing numbers are joining the D&I conversation through Chatter, creating a groundswell of positive influence and change.
One-stop shop for diversity benchmarking

What is e-quality?
e-quality is a pioneering on-line tool designed by the Employers Network for Equality & Inclusion (enei) to benchmark organisational performance in equality and diversity. It assesses performance across the 9 Protected Characteristics defined in the Equality Act 2010 – as well as other groups such as carers and ex-offenders – and assesses performance in relation to five key areas of diversity:

- Organisational commitment and leadership
- Knowing your workforce
- Integrating equality, diversity and inclusion
- External relations and suppliers
- Organisational improvements

e-quality is easy to use:

- It is completed online using a simple secure website
- Questions can be forwarded to others in your organisation to complete
- It can be completed in 2-3 hours and can be done in stages, saving responses after each session
- Once the questionnaire has been completed, the data is saved, so only updates will need to be made in subsequent years

e-quality reports the results on each key area, together with the minimum, maximum and average scores achieved by participating organisations. An analysis of answers creates a detailed report which can inform diversity and inclusion action plans. Participants receive an Executive Summary template to enable easy presentation of the results to business leaders. They also receive a certificate confirming participation and the ranking achieved.

For more information please contact
Debbie Rotchell (07702 649082) or Alan Beazley (020 7922 7786)
Representative Workforce Award 2014  Sponsored by:

Winner: Post Office Ltd

The Post Office is a commercial organisation with a social purpose. Its network of c.11,800 branches delivers over 170 products and services, serves 18 million customers per week and has 7,845 employees.

It is moving to become financially self-sustainable, offering diverse revenue streams – with a focus on Financial Services. To achieve its ambitious targets, it must continue to build customer excellence and modernise by building a workforce that is representative of the diverse customers and communities it serves.

An ageing workforce (average age 46), heavily unionised environment and long length of service (averaging 15 years) combine to create a workforce characterised by traditional values. Diversity requires a change of mind set – where diversity is viewed as commercial opportunity and employee engagement rather than legal and social compliance.

Facing a specific challenge of declining female representation (March 2013): 61.4% of frontline positions/ 43.8% of first line management/ 35.5% of senior management/ 22.2% of senior leadership. A quarter of roles were part-time (90% filled by women) it needed to increase females in senior teams. Initiatives included:

A Women in Leadership programme which involved:
- Senior Leadership Endorsement - its female Chair and Chief Executive acted as figure-heads.
- Transparent Diversity Targets - For 2013/14 the business set a target of appointing women into 40% of its senior leadership and senior management roles; a 7% increase on the 2012/13 out-turn.
- Line Manager Support - workshops for 70 senior managers were run to explain target and what people could do to support it. Sessions focused on the business case and unconscious bias.
- Regular Follow-Up Communication - Bi-annually Women in Leadership events where 80 high-potential women met role models, networked and worked on real business problems. Launch of a communications campaign called ‘3 minutes with’ featuring an interview with someone in the Post Office with a diverse perspective.

The outcome resulted in 45.7% women appointed into senior management roles. The senior leadership team is now 28.3% female.

This activity is supporting the business to achieve a greater level of customer excellence and business engagement. The employee survey saw a 2% increase in the level of customer understanding. The senior management talent programme identified 40% female members, over 4% above the wider female representation at that level and a female engagement index of 58% – currently 7% above the organisational norm.

Highly Commended: Crown Office and Procurator Fiscal Service (COPFS)

The COPFS employs 1,704 staff in 45 offices and is Scotland’s sole Prosecution Service.

In order to deliver its objectives COPFS must have a workforce that is representative of Scottish society in order to understand the diverse communities across Scotland.

Recruitment Practices – COPFS adhere to the principles of fair and open recruitment. This includes holding competency based interviews and asking candidates to provide specific examples from paid, unpaid or voluntary work, education, hobbies, home or social life which is intended to assist those who are either new to employment or have been out of the workplace for some time.

Bi-Annual Monitoring and Analysing Equality Data - monitoring the representation of LGBT, disabled (where possible), religion & belief and part time employees. COPFS was also placed 30th in the Stonewall Top 100 Equality Workplace Index.

Staff Retention - activities include: Ambassador roles for each of the Protected Characteristics, a regular newsletter, networks: Proud in COPFS for LGBT staff and The Staff Disability Advisory Group.

Engaging with ‘Critical Friends’ - The Equality Advisory Group provides independent and informed advice to COPFS.

Engaging with Scotland’s communities - Including ‘mini trials’ for school children to engage with the LGBT community on tackling homophobic hate crime and working with the Advocate General’s office to produce the ‘Your Future in Law’ programme for schoolchildren in Edinburgh. Initiatives include jointly hosting a Hate Crime Conference, Holding an Equality Conference for staff, sponsoring an annual National Schools speaking competition, briefing packs for the Equality Network groups and a competition for school children to Promote Equality through Art.
**Employee Engagement Award 2014**

**Joint Winner: The Civil Service**

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**Employee Engagement** - programmes range from learning modules to educate and engage employees and diversity role modelling from Permanent Secretaries and Directors to drive top level engagement.

**Engagement through learning** - New learning products including a Disability Awareness e-learning module, unconscious bias e-learning, LG&B&T and Race Awareness products.

**Engagement through visible role modelling** - Through a task and finish group approach involving 15 top 200 leaders, an information pack and performance framework for Board level Diversity Champions was developed. Champions provide visible leadership and role modelling and their behaviours are widely recognised as exemplars of diversity and inclusion.

**Disability Engagement** - The Civil Service employs c.400,000 staff of which 8% have a declared disability. People Survey results highlighted that Civil Servants with disabilities felt significantly less engaged and are three times more likely than others to report that they have encountered some form of bullying and harassment. The Centralised Adjustment Team (CAT) delivered significant results; an increase (49.3% to 90%) of managers satisfied or extremely-satisfied with the new adjustment support and a significant reduction (41% to 7.1%) of employees dissatisfied or extremely-dissatisfied with the adjustment support offered.

**Joint Winner: Affinity Sutton Housing Association**

One of the largest housing associations in England with 1,500 employees, over 57,000 properties and 161,000 people calling an Affinity Sutton home ‘their home’. They manage and maintain homes to a good standard by investing and improving them and are committed to helping tackle the shortage of affordable homes through a new build programme.

Affinity Sutton believes that Diversity and Inclusion has strengthened business performance, particularly in delivering excellent customer service through strong employee engagement.

In 2010 a diversity and inclusion Manager was recruited and a Diversity and Inclusion Steering Group set up.

Innovative actions included consultation with six ‘Swat’ teams, set up and led by a Group Executive Team Champion. Over 60 employees were involved with each team examining statistical analysis, employee survey evidence and external organisations. Definitive outcomes included:

- Three new employee networks
- Review of Diversity and Inclusion training
- The D&I Steering Group designed a balanced scorecard
- The Stance Network sponsored a BAME Mentoring Programme aimed at addressing the lack of BAME leadership at Director level
- The LGBT Network sponsored Prides in different cities around England
- The Ability Sutton Network sponsored a Puppy called Sable.
- Achievement of the Action on Hearing Loss Chartermark
- Two of the internal employee networks helping to launch two new resident networks
- Apprenticeship programme - 160 people placed with Affinity Sutton and partner agencies
- Teams regularly discuss diversity
- A year-on-year increase in employee satisfaction which is now 84%, mirroring customer satisfaction at 80%

**From left to right:** Iona Jackson-Benjamin (Diversity Strategy, year 9 Whitehall Conference); Emma Dunnitt (Year 12 Internship); Ray Derrmsey (Team Leader); Chris Hack (Positive Action Pathway); Janet Hill (Director), Sonia Marshall (Positive Action Pathway) and Katie Ettchells (Communications).
MPH are one of the largest commercial producers of transcription services into Braille, Large Print, Audio, BSL, and EasyWord in Europe. They provide commercial disability services in the UK and Europe for Governmental, financial, telecoms, Utility and charitable agencies. MPH are now offering services in Brazil and in Russia.

They employ c.80 staff and c.30% of the workforce has a registered disability or health problem including the Managing Director. MPH are passionate about creating a more inclusive and diverse workforce and are dedicated to offering employment opportunities to disabled people and young people through their apprenticeship schemes.

The Managing Director encourages staff to better their career prospects by undertaking qualifications from NVQ’s to apprenticeships, internal and external training includes First Aid, Fire Wardens, Health and Safety, BSL and Braille.

New employees undertake in house disability awareness training and managers have the EDI Accredited Disability Awareness Level 1. Training is done using audio discs, observations, online questionnaires and oral recordings. Staff have the opportunity to wear ‘visual impairment’ glasses and use the hearing induction loops.

MPH hold the Positive about Disability standard, ensuring that all information is offered in alternative and accessible formats such as Braille, Audio and 14 point text and BSL.

In 2013 MPH developed in-house health and safety training using innovative methods including practical based exercises, group discussions, staff mentoring and classroom based learning.

Employees show a renewed confidence, they have a belief in their ability, which in turn results in lower stress levels and improves their customer service skills. Staff sickness has also improved.

Since 2011, 12 of the 14 apprentices have been offered permanent positions in MPH and continue training to advanced apprenticeship level. The remaining 2 are now working towards completing their Level 2. All of the permanent apprentices completed the NVQ Level 3 and are working in a variety of job roles including administration, sales, studios and IT.

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**Highly Commended: Project Choice**

Together, City Hospitals Sunderland NHS Foundation Trust, The Newcastle Hospitals NHS Foundation Trust and Gateshead College created Project Choice.

The challenge was to create a pathway to work that was safe, appropriate and allowed young people to demonstrate their skills sets outside the academic environment. An opportunity which would increase wellbeing and support young people with difficulties, disabilities or Autism to become positive role models, actively contributing to society.

Training delivered by a coordinator and a young person with a disability was created to empower mentors to support young people in placements with over 500 mentors in the public and private sector organisations being trained.

They also created work based learning which empowers young people to learn how to; travel independently, identify when and how help is needed whilst undertaking work based tasks, communicate effectively, develop acceptable behaviour, develop social norms and boundaries, understand the value of their contribution, understand how to make choices and possible consequences, work independently, socialise at work and outside the workplace and ensure there is effective health and safety at work.

The programme enables 16 year olds to access half a day a week work experience followed by an academic programme where they attend a work based placement up to 4 days a week and 1 day in college, enabling them to transfer the classroom learning into the workplace. All of the 16 young people achieved an academic qualification and 10 have achieved work.
Tapping into Talent Award 2014

Winner: EY

EY provides global services in four main areas: Assurance, Tax, Transactions and Advisory. They help clients retain the confidence of investors, manage their risk, strengthen their controls and achieve potential. A global partnership employing 175,000 including 8,500 across the UK and Republic of Ireland.

Research shows that if EY attract and retain the best talent and develop people, they will be able to offer more innovative clients solutions, thus winning in the market and building their brand and reputation, whilst also helping to attract even more talent.

People statistics identified:
- Representation of Women and ethnic minorities at junior levels is 50% and 25%, whilst representation at partner level is 17% and 4% respectively.
- Performance ratings are not always distributed in a representative way.
- Promotions are not proportional to the gender and ethnicity of the population from which promotions are made.
- In the people survey women are less satisfied than Men with career questions and ethnic minorities less satisfied than white people in questions on careers and inclusive behaviours.
- The Career Watch programme’s effectiveness was questioned.

In 2012 Career Watch changed the target audience from senior women and ethnic minorities to those at manager level and became a two year sponsorship programme targeting high performing female and ethnic minority managers. Participants are paired with a partner in their business with the intention they are promoted to senior manager by the end of the two years. Objectives for Career Watch are to:
- retain diverse talent into leadership
- remove and/or avoid roadblocks in people’s career journeys
- develop both the Watchee and Watcher
- provoke organisational learning and change

Career Watch is a 1:1 relationship programme which includes high quality masterclasses on relevant topics i.e. sponsorship, ethnic minority careers and gender differences in the workplace. It is led by a partner in each of the four main business units, thus ensuring the business owns the diverse pipeline of future leaders. These partners have shown leadership by introducing each of the sessions for their service line and sharing their own personal experience by recounting stories and experiences.

Checkpoint conference calls with Watchers and Watchees after six months, a detailed analysis of people statistics after twelve months and a survey of Watchees showed that those on Career Watch:
- Improved or maintained their performance rating (80% compared to 39% of peers)
- Were promoted (41% compared to 22%)
- Were retained in the firm (90% compared to 70%)
- Would recommend Career Watch to others (Over 80% compared to 39% of peers)
- Believe that it has increased their engagement with EY, supported them with obstacles and improved their leadership skills (more than half of Watchees)

Highly Commended: The Civil Service

The Civil Service helps the government develop and deliver its policies as effectively as possible. They work in three types of organisations – departments, agencies, and non-departmental government bodies (NDPBs) covering a wide range of areas touching on everyone’s day-to-day lives, such as education, health and policing. The Civil Service Diversity and Inclusion (CS DiD) Team have been working on several innovative programmes to facilitate the recruitment and development of talented people from under-represented groups. Programmes include:

Whitehall Internships Programme - Since 2011 these internships break down barriers to employment and raise aspirations in young people from under-privileged backgrounds, giving them access to internships in every Whitehall department. The programme aims to:
- Promote social mobility,
- Raise career aspirations and increase awareness of the Civil Service as an employer of choice,
- Provide skills and experiences
- Increase Civil Service diversity by tapping into talent in under-represented groups.

One day events for secondary school students provide an opportunity to visit Whitehall, meet senior figures, broaden their horizons and learn more about self-marketing and self-development. 85% of students rated the event between 7/10 and 10/10 and 89% would recommend the programme to others.

The Two-week Programme - In partnership with the Social Mobility Foundation (SMF), this programme provides fully funded work placements at the heart of Government including the Deputy Prime Ministers Office and the Home Office. 84% of students stated that the programme exceeded their expectation. Since 2011, 218 young people have completed the programme.

The Positive Action Pathway - ‘Leveling the Playing Field’ - March 2013 a Positive Action Development Programme was launched for talented women, minority ethnic and disabled colleagues in junior administration grades across the Civil Service. This project aims to provide a ‘level playing field’. Participants completed a 12-month structured development programme which included coaching and on-the-job learning as well as formal training events. During the programme, 15% gained promotion. Due to the success of the first programme, applications opened to junior management grades in January 2014. 509 applications were received for 170 places. Plans are in place to offer further programmes up to senior management level, including entry into the Senior Civil Service.
Inclusive Procurement Award 2014

Winner: IBM

Employing 430,000 people (20,000 in the UK) IBM operates in over 170 countries worldwide and has a revenue of $107B. IBM is the world’s largest information technology (IT) company and also the world’s largest consulting organisation. IBM manufactures computer hardware and software and offers infrastructure, hosting and consulting services in areas ranging from finance, procurement, IT solutions and business transformation.

Key Activities include:

**Global Procurement Mandate for Diversity Inclusion** - within the IBM procurement process, the inclusion of a diverse owned supplier in every competitive tender is mandated. IBM achieved over $3B global spend with diverse owned suppliers in 2013 and provide huge opportunities for these businesses to gain access to IBM’s procurement teams and visibility of opportunities.

**2nd Tier Diversity Strategy** – IBM have approached strategic suppliers globally and requested they have an inclusive diversity program in place for small and medium sized businesses which IBM cannot always offer business to due to scope or scalability issues.

**Diversity Events** - IBM host and support numerous diversity events annually for example “Meet the Buyer” with organisations including MSDUK, WEConnect. In Europe IBM has presented to many diverse suppliers in Germany, Turkey, Netherlands and UK with a view to driving the diversity agenda.

**Diverse Non-Government organisations** – supporting those that help IBM drive inclusion in their supply chain.

**Mentoring** - small/medium sized diverse owned businesses are given tools and resources by IBM. A key executive and senior procurement manager is assigned to help develop these suppliers and hold regular meetings with them to monitor progress.

**Inclusion of Diversity agenda with suppliers** - IBM supports the WEConnect Supplier Diversity and Inclusion Code of Conduct and encourages suppliers to adopt the principles of diversity and inclusion.

**Supporting SME’s** - An SME tool kit provides free tools and resources to assist businesses overcome the barriers to growth. Now translated into 16 languages and deployed in 30 countries, IBM supported the Goldman Sachs 10,000 small business initiative, are founding members of WEConnect’s cross corporation Mentoring Program, have established ‘SME Champions’, attended and participated in Intellect SME events and led a program called “Supplier Connection” a free web based portal designed to enable small businesses to more easily apply to become suppliers to large companies.

Supplier Diversity is part of IBM’s cultural heritage and overall commitment to diversity. It is vital to IBM’s marketplace expansion into rapidly growing diverse communities. It creates jobs and builds wealth and is recognized as a competitive differentiator with many of IBM’s customers. It produces opportunities throughout the entire integrated supply chain and achieves customer expectations for diverse spending.

Highly Commended: E.ON

E.ON is one of the UK’s leading power and gas companies - generating electricity, and retailing power and gas. Their strategic aim to deliver cleaner and better energy by offering innovative energy services and technologies tailored to meet customer needs and help people across the UK become energy fit. E.ON has a longstanding commitment to diversity and inclusion.

**Falling short in some key areas, they:**
Formed a Diversity Leadership Group made up of key stakeholders and board members. At the same time, they commissioned a full diversity audit with an independent supplier. The audit outlined the challenges for E.ON. Some of them were technical issues, like website accessibility. However, the biggest challenges were cultural.

E.ON discovered when it came to disability recruitment, it was not good enough for E.ON alone to adopt best practice and suppliers had to adopt it too. They needed to get external recruitment suppliers on board as the first point of contact for disabled candidates. Innovative actions included:

**Workshops** - 60 recruitment suppliers were invited to a series of workshops which educated and encouraged them to join E.ON towards inclusive recruitment best practice.

**Negotiation** - When moving to a master vendor agreement with a provider who source all E.ON’s permanent agency employees, E.ON placed diversity at the top of the agenda.

**Brand new procurement model** - created a brand new procurement model for all people suppliers, embedding very strict criteria around diversity within the procurement policy.

All main recruitment suppliers are now on the way to becoming ClearAssured including Manpower, SHL, TMP Worldwide and Hyphen. This procurement model is being embraced by other big employers such as BT, Eversheds, DWF LLP, The Home Office, and HMRC.

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E.ON has seen a rise in applications from disabled candidates and the Diversity Survey in 2013, saw a 6% increase in people who thought E.ON would give them “a fair opportunity” if they wanted to move jobs.
Team of the Year Award 2014

Winner: University College London Hospitals

A large acute NHS Foundation Trust within North Central London, UCLH offer specialist care across a range of services and local general hospital services across the boroughs of Camden, Islington and Westminster.

The UCLH Employee Relations and Occupational Health Teams are part of the Human Resources team. They provide an outstanding service to employees ensuring they are both supported in the workplace and while absent during sickness.

The Challenges Faced

Staff frequently perceive Occupational Health to be their advocate and Employee Relations as a means of helping managers to manage. The model of Occupational Health developed is perceived as independent from management which is trusted by and seen as a real benefit for staff.

UCLH’s approach which places the individual at the heart of the practice and cuts across 16 key areas such as Joint Worker-Management Support and Empowerment, Workplace Culture and Policy Development, Benefit Design, Early Intervention and Worker Protocols. The teams developed and implemented a best practice approach including:

- Early intervention referrals for individuals with stress and muscular skeletal conditions
- Supporting individuals with disabilities in the workplace
- A sickness Absence re-orientation process
- Monitoring the frequency of adjustments recommended by Occupational Health

Definitive Outcomes:

- Cohesion in the management of absences and clarity in the return to work process
- Effective use of Trust resources
- Sickness absence in the upper (best) performing quartile in the NHS

This has only been possible because of the teamwork between the Employee Relations and Occupational Health Teams.

Sponsored by: Personnel Today

Highly Commended:

Driver Vehicle Licensing Agency

DVLA is an Executive Agency of the Department for Transport (DfT). The Agency continues to lead the way in providing excellent digital services to customers. DVLA are world class in managing the collection of data holding over 45 million driver records and over 37 million vehicle records.

Derrin Stock and Linda G Davies identify barriers to equality and provide support to deliver solutions from a staff and customer perspective. They work with the business, engagement and communication champions, customer insight, research and business digital delivery teams to ensure that inclusivity is top priority across 6,200 staff and around 82 million customers.

Initiatives to date include:

- Engaging and recruiting third sector charities and support groups who provide support to protected characteristic customer groups
- Developing an invitation letter available in different formats to ensure accessibility for the support groups to enable their clients to participate in an on-line customer panel
- Participation in a cross government workshop with Driving Standards Agency (DSA) and members of various groups supporting disabled people
- Securing corporate membership for DVLA with Changing Faces
- Developing strong links with a gender the civil service transgender support group
- Delivering 3 diversity focused conferences to customers and staff
- Following the closure of DVLA local offices and the loss of c. 2/3rds of the organisation’s BME staff, the team co-ordinated a targeted ‘Job Fair’. They engaged with local BME support groups, job centre plus and local recruitment agencies to promote the event.
- Initiating a 12 week work placement opportunity to address staff under representation in the BME group and give them valuable work experience.

Driver & Vehicle Licensing Agency

Linda G Davies, DVLA Diversity Practitioner, Derrin Stock, DVLA Diversity Practitioner
Employee Network Group of the Year 2014

Winner: Home Office - THE NETWORK

The Home Office is the UK’s ministerial department which leads on immigration and passports, drugs policy, crime policy and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK.

THE NETWORK (TN), launched 14 years ago, works with departmental stakeholders to deliver race equality for staff and also for the public through policies and services. They support bme staff to thrive and progress and ensure an inclusive culture. Their key aims are to:

- Ensure equality of opportunity for all bme staff
- Foster better relations between management and staff
- Assist the development of new and existing policies to include race equality and inclusion
- Provide a support network, working closely with other networks and associations.

Leadership support - The Permanent Secretary is the Race Champion who holds quarterly meetings with TN Officers. The Chair and General Secretary dedicate half their time to running TN and 4 paid days a month to who holds quarterly meetings with TN Officers. The Chair and General Secretary dedicate half their time to running TN and 4 paid days a month to

Building bme staff capability through:

- Capability workshops – two years supporting deeper understanding of the Civil Service Core Competency Framework and the performance scheme (PDR).
- Active mentoring scheme - TN mentor 50 junior members for 12 months.
- Senior Manager Forum – to build leadership capability and confidence of bme staff at senior grades.
- NEC Capability – TN develops the NEC with a range of training courses/residential programmes.

Policy development - TN influences a focus on unconscious bias training in recruitment and removing barriers affecting bme staff with respect to sitting tools/assessment centres.

Joint Highly Commended: Devon & Somerset Fire & Rescue Service

Devon & Somerset Fire & Rescue Service is the UK’s largest non-metropolitan fire and rescue service employing 2,300 people across 85 fire stations. They respond to local, regional and national emergencies with the appropriate skills and resources and work with people, communities, businesses and partners to make Devon and Somerset a safer place to live, work and visit.

Fire Pride – Devon & Somerset Fire & Rescue Service’s lesbian, gay, bisexual and transgender network (2011) was set up by two openly gay firefighters and re-launched in 2012 to increase awareness and provide support for gay employees in a male workforce with a ‘macho’ culture. Their work includes: extensive information on the Intranet; meeting 3 times a year; an agreed terms of reference; becoming more embedded in the organisation and the way the service operates as an employer. They have also assisted neighbouring Services who have no LGBT network and have been instrumental in the Service being more able to talk about sexual orientation in a mature way. Managers and employees are beginning to understand why it is the service’s business as well as being a personal issue and they are now 54 in Stonewalls top 100 Index.

Joint Highly Commended: EY

EY provides global services in four main areas: Assurance, Tax, Transactions and Advisory. Through these services they help clients retain the confidence of investors, manage their risk, strengthen their controls and achieve their potential. A global partnership which have a large London base and offices in Republic of Ireland.

Committed to building a better working world for their people, clients and communities EY seeks to become the number #1 or #2 brand across all areas. The EY Women’s Network (EYWN) promote diverse teams, inclusive leadership and raising awareness of the gender debate. Initiatives include: Partnering with other networks; restructuring across three key pillars; Inspire, Develop and Connect; improving their people’s working environment and influencing EY leadership.

As innovators in diversity and inclusion, we support organisations in attracting, recruiting and retaining a diverse workforce. We strongly recognise the value of employee network groups in developing and maintaining an inclusive environment. This aligns with DiversityJobs.co.uk’s philosophy and passion for partnering with a wide range of member organisations, to help them to not only launch and develop internal networks, but to manage their external branding through our online platform, thebigidea.co.uk. Congratulations to the employee network groups shortlisted and the winner of enei’s Employee Network Group of the Year Award for moving the agenda forward within your organisations.

Member Engagement - TN delivers regional ‘Meet the Members’ events which both help the NEC keep in touch with bme staff at all levels and provide opportunities for members to put issues directly to Home Office leaders.

Partnership working - TN has established links with a broad spectrum of partners and stakeholders and are leading participants in the cross-government forum for race equality staff groups.
Equality & Inclusion Champion of the Year 2014

Winner: David Casey - Crown Office and Procurator Fiscal Service

The Crown Office and Procurator Fiscal Service (COPFS) employs 1,704 staff based in 45 offices and is Scotland’s sole Prosecution Service. Responsible for the prosecution of crime, the investigation of deaths that require further explanation and investigating allegations of criminal conduct against police officers.

In 2009, COPFS had no LGBT staff network and was ranked 192 in the Stonewall Workplace Equality Index. In 2012 only 1.4% of workforce declared themselves as LGBT, with few visible LGBT staff in the organisation.

In 2010 David Casey, established and chaired an LGBT staff network "Proud in COPFS". Undaunted by the geographic challenges, the scarcity of senior role models and the reluctance of staff to meet publicly, he proposed a virtual approach for the network. David established a dedicated staff forum, e-mail inbox and intranet site which has 16 members, several of whom have now openly declared their sexuality. The forum has received 19,000 visitors and promotes events such as Gay Pride events and the LGBT History Month.

David’s first initiative to promote an LGBT inclusive workforce was to establish the “Proud in COPFS” newsletter which through David’s influence has now been transformed into a staff magazine entitled “RESPECT” with the aim to widen the scope to include all Protected Characteristics. The Lord Advocate has since shown his support for David’s role by inviting him to join the COPFS Equality and Diversity Strategic Board. David has also received approval to update diversity training packages and enforce mandatory annual refresher training on the Equality Act 2010.

He launched a straight allies programme “Friends in COPFS” which has 52 members including Executive Board members. A list of key qualities to look for in a friend was published with the aim of creating a supportive working environment where LGBT staff can feel safe and comfortable.

David shows visible leadership both internally and externally and he has visited local Equality Networks, to raise awareness of LGBT issues and encourage local initiatives. He realised there was a need to further enhance the knowledge of local staff and designed a 16 page briefing pack to assist their understanding. He facilitated the launch of “Proud in COPFS - a guide for Federation Equality Networks” in 2012 and backed this up with a “Proud in COPFS” information sheet which includes a section on bullying and harassment.

He set up a reverse mentoring programme for senior managers entitled “Proud Mentoring”. The programme covers 3 key areas of being LGBT in the workplace. 7 senior managers including the Chief Executive participated in the initial intake.

He was instrumental in advertising a national campaign to attract new staff and is a visible role model who actively motivates his fellow ambassadors. He has set up support sessions to assist their development and is working with them to produce the first edition of the “RESPECT” magazine.

David's future ambition is to set up a criminal justice staff network so that staff from organisations with few LGBT staff can obtain support and advice from colleagues across the wider justice framework. He is also conscious of the importance of cross-strand networking and works closely with the staff disability advisory group Chair. He also actively encourages his network to contribute to consultation carried out by HR on changes to policies and has influenced their recruitment process, encouraging advertisements to be placed in LGBT websites to encourage more applicants.

In 2014, COPFS achieved 30th place in the Stonewall Workplace index (45th in 2013 & 71st in 2012), winning 3rd place overall in the Scottish Index and Top Public Sector Employer for the second year running. This achievement would not have been possible without David’s outstanding contribution. His courage in stepping forward as a junior manager to propose a staff network in an organisation with scant LGBT representation cannot be under-estimated. From that initial act of courage, he has developed into an innovative, charismatic and highly respected champion, not only of the LGBT community of which he is a proud and visible representative but also for all staff within COPFS regardless of their personal characteristic. He has emerged as a true champion of Equality, transforming the organisation into an employer that is now recognised nationally to be inclusive and a workplace where LGBT staff are becoming increasingly visible and proud to be open about their sexuality.

Sponsored by: Birmingham City Council

Serving one of the youngest and most diverse communities in the Country, Birmingham City Council is proud to be supporting this enei award. The passion, commitment & drive of individuals can make a difference and it’s their inspirational leadership that is at the vanguard of driving the organisations change we all aspire to achieve.

Ruth McQuaid, Procurator Fiscal, ICP, East of Scotland and COPFS Equality & Victims Champion, Janice Irvine, Director of HR, Karen Kennedy, Policy Adviser, David Casey, People and Learning Advisor, The Lord Advocate, Frank Mulholland QC, Sarah Carter, HR Services Manager, Graham Clark, former Equality Ambassador for Civil Partnership (now retired).
Wellbeing at Work Award 2014

Joint Winner: Marks and Spencer PLC

M&S is a leading UK retailer with over 21 million customers visiting its stores and website weekly. They offer clothing, home products and foods. M&S employ 81,000 and have 600+ UK stores, plus an international business. Their supply chain has c.250,000 workers and 10,000 farmers. Their core values of quality, value, service, innovation and trust are all about the right thing.

M&S recognises wellbeing as a critical component of successful employee engagement and they have a desire to ensure the proposition for their people is as leading as their customer offer.

With free website and telephone resources and a diverse employee base they needed to develop a ‘one-stop shop’ with little funding and using leading charities credible resources at no cost.

Given differing commercial priorities they provided different offerings dependent on business need e.g. a wellbeing website in India and an EAP in Greece.

Innovative actions included an interactive Wellbeing website, Online and Telephone Physiotherapy Service, Employee Assistance Programme and Counselling, Annual Challenges, Engagement Hub & Resources and a Health and Wellbeing Network.

As a result absence has dropped to £6m below plan annually. The Greek EAP has a take up of c.28% of employees. The M&S website is accessible to 70,000 UK employees with 50% accessing it from home.

The latest weight-loss challenge attracted 2,108 employees who have lost a total of 8 Metric Tonnes in weight. Over 4,000 staff join 5,000 customers across 113 beaches for the Beach Clean project collecting 3,200 bags of rubbish.

Highly Commended: Hertfordshire County Council

Hertfordshire County Council provides vital services such as caring for elderly and vulnerable people, children and families; public health. It provides schools, libraries and the Fire and Rescue Service; enhances the countryside, plans future transport and housing developments and maintains roads.

The demands placed upon staff are putting them under increased pressures to deliver more with fewer resources. Their aim was to ease this pressure with an affordable, in-house health and wellbeing programme ‘Healthy Hearts’ to boost employee engagement, satisfaction, morale, retention and performance.

Healthy Herts focused on 4 pillars of activity Staying Active, Healthy Eating, Mental Wellbeing and Flexible Lifestyles. They proactively targeted conditions by offering free blood pressure checks and healthy heart days. Initiatives included Quarterly e-wellbeing newsletter, Recruitment and training of 27 Employee Wellbeing Champions, Wellbeing Events, Smoking cessation campaigns, Managing Ill Health/Workplace Pressure, Increased healthy options and better labelling in canteens and Free Weight watchers and Slimming World sessions for staff.

From left to right: Hannah Sherwood, HR Officer; Jackie Parker; Caroline Butler, HR Manager; Chris Shults, HR Manager
IBM operates in over 170 countries. With revenue of $107B, IBM is the world’s largest information technology (IT) company and also the world’s largest consulting organisation. IBM manufactures computer hardware and software and offers infrastructure, hosting and consulting services in areas ranging from finance, procurement, IT solutions and business transformation.

Flexible working is a business imperative for IBM, on any given day, 1/3 of their people are not at an IBM location. IBM’s Flexible Working Policy aims to offer a unified set of flexible working options to over 400,000 employees across multiple divisions, geographies and all major business units. To function successfully as an agile organisation and to respond to the changing needs of customers and employees, IBM has a strong foundation of business processes and

- Has found that clients are respectful of and often prefer those who work part-time.
- Ensures that employees are not restricted by physical location with effective use of smart technology providing IT tools to work away from the office.
- Employees have access to instant messaging allowing them to ‘ping’ messages to anyone within the organisation, reducing phone usage by c.1.3M dollars per month.
- Employees can access information about sales, performance objectives, vacation records, their own employee benefits and those of their staff whenever they need to.
- Provide where required screen reading or magnifying software as well as voice type dictation software to employees. Modified equipment and hardware like keyboards, desks and chairs means physical access problems can also be resolved.
- Their offices have been re-shaped to provide more shared space, formal and informal meeting rooms and dedicated desks for those who have an office-based role.

IBM’s approach to flexible working receives the full support of their Leadership Team. Line managers are also critical in supporting this way of working. 80% of employees said that they feel in control of where, how and when they work. IBM understands that diversity is one of the keys to innovation and are working to develop and maintain an environment where diversity and inclusion is an integral part of their cultural DNA – and a flexible approach to work is an essential part of this.

Barclays’ ambition is to become the ‘Go-To’ bank, helping customers and colleagues achieve their ambitions in the right way, which is why they aim to foster an organisational culture where flexible working is recognised, appreciated and valued. They see the benefits for productivity, responsiveness to customer/client needs and the attraction/retention of talent. Flexible working has become standard practice at Barclays. Colleagues take advantage of this ethos to enable a comprehensive suite of working patterns, including formal and informal arrangements.

- Colleagues can draw on resources and helplines to put forward business-case aligned requests.
- Line managers are kept informed of processes and policies and are empowered to make decisions.
- Employee opinion surveys and HR structures ensure that consistency and equitable application is monitored across teams and business areas.
- Flexible working is facilitated through the innovative use of technology; location, premises and infrastructure; and ‘winning hearts and minds’ (designed to normalise/encourage flexible working).
- A revitalised Job Share Register links staff to other colleagues interested in flexible working. (currently applicable up to Director-level, with a view to extending this to all roles in UK)
- There are role models who embrace flexible working across the organisation.
- The Internal Working Families & Carers Network (WFCN) offer support and networking opportunities for colleagues to promote awareness of what Barclays offers.
- A flexible working campaign, “Dynamic Working”, as part of a Multigenerational strategy will be launched this year, to understand how best to support the needs of a multigenerational workforce.
Working Families Award 2014

Winner: Barclays

Employing 140,000 people worldwide, Barclays is a global organisation and has many support programmes and networks for colleagues at all stages of their lives. Barclays aim to ensure colleagues achieve their ambitions whilst balancing work and family life – with confidence rather than compromise. From policy to practice, this ethos is lived out, as evidenced below.

Barclays’ goal is to become the ‘Go-To’ bank; as part of this journey, Antony Jenkins (Barclays’ CEO) launched revised Values that embody their desired culture – Respect, Integrity, Service, Excellence, and Stewardship. All colleagues attended a half-day Values workshop to bring these to life. To ensure maternity-leavers were included bespoke Values workshops were run for mothers as a Kit-day replacement.

- Annually, Barclays support 4,000+ new-parents in the UK via maternity, paternity, adoption and shared leave allowance. All parenting policies are inclusive and utilised by same-sex couples.
- The Diversity & Inclusion strategy aims to increase the representation of women in senior positions and demonstrate that having children doesn’t put a ceiling on careers. In 2013, 95.7% of women returned from maternity leave.
- ‘Family Friendly’ coaching workshops for new and expectant parents provide support through their life/work transition of becoming a working parent. This £700,000 commitment has achieved a 98% satisfaction participant rating.
- Working Families and Carers networks link like-minded colleagues via events and online forums.
- Women’s Initiatives Networks (WiN) are highly active in each business and across geographies. With female career progression a significant focus, many mothers join WiN to enable them to fulfil their potential. Barclays also offer many benefits, such as supermarket and childcare vouchers as a pre-tax benefit and 5 days paid emergency carers leave helps manage the unexpected. Holiday can be carried over or ‘borrowed’ or extra days purchased via the Flexible Benefits scheme. Discounted private healthcare is available for colleagues and their dependants.

My Family Care helps employees combine family and career successfully at many of the UK’s leading employers. We love enei. It’s a great organisation doing some of the most effective and tangible work out there making a real difference in a huge number of ways. We’re proud to be supporting them through our sponsorship of this award.

Highly Commended: Page Group

PageGroup’s culture is based on three pillars: hiring the right people, developing them to their full potential and conducting business in line with values: take pride, be passionate, never give up, work as a team and make it fun. They work hard to hire the right people and want them to have a successful career by removing workplace barriers – real or perceived.

PageGroup launched Women@Page in 2012 to create a more inclusive working environment and improve gender balance at all levels. Women@Page develops and supports their female talent pipeline, raises women’s aspirations and dispels negative preconceptions of women’s capabilities. The group’s objectives are to share best practice; develop, promote and execute global gender diversity initiatives and be accountable for measuring and monitoring progress. The achievements and benefits of Women@Page include:

- Global Mentoring Programme - currently mentoring 80 women in the UK, many of them working mothers.
- Pre/post Maternity Coaching Programme (UK) to improve the retention of returning mothers.
- A Maternity@Page to tell mums-to-be about policies and procedures.
- Maternity Guidelines for line managers: a detailed checklist to help them support women in their businesses through the maternity journey.
- Exit interviews to understand why individuals leave PageGroup.
- A Global Employee Engagement and Diversity Survey.
- Maternity, Paternity and Adoption Policies reviewed worldwide including Keep in Touch days and extended enhanced maternity leave in many countries.
- In the UK today PageGroup supports more than 90 working mothers by accommodating working patterns outside traditional 9 to 5, Monday to Friday office hours.

From left to right: Amy Manos, Programme Co-ordinator – Pre/Post Maternity Coaching Programme; Eamon Collins, Group Marketing Director; Kate Chapman, Group HR Director; Oliver Watson, MD – UK, North America & Middle East; Jessica Guy, Programme Co-ordinator – Global Mentoring Programme; Sarah Kirk, Global Diversity & Inclusion Director

Sponsored by:

Wendy Papworth, Director, Global Diversity and Inclusion, Barclays
Winner: Aimia

Aimia is a global leader in loyalty management. Employing 650 people in the UK and 4,300 worldwide, Aimia offers clients, partners and members expertise in launching and managing coalition loyalty programmes including Nectar in the UK and loyalty programmes for world-leading brands, creating value through loyalty analytics and driving innovation in the emerging digital, mobile and social communications spaces.

Aimia adopted a holistic approach to bring about tangible cultural change by:

1. Leading from the top: new CEO made inclusiveness the theme of his leadership, and Aimia’s employee recognition programme in which employees can recognise a colleague against a value reinforces this.

2. Building awareness of unconscious bias and its mitigation: 80+ took Implicitly tests and 2 employees qualified to deliver feedback.

3. Conducting research: 3 x MSc dissertations (all with distinction; 1 prize-winning) published by post-graduate occupational psychology students – led to changes in assessment for STEM graduates and in talent review format; action-centred research into barriers to female leadership recommended:
   - greater flexibility leading to successful pilot of agile office layout for 70 staff (and whole company by end 2014)
   - sponsorship programme - 15 women in pilot
   - self-efficacy training - 30+ people trained to date
   - new HR policies including flexible working (for all employees) and emergency leave

4. Personalisation: focusing on individual strengths – 688 strengths-profiles completed; 45+ employees trained as internal coaches (working towards ILM-qualification); personal development plans and 24+ individual bursaries granted (12 since January 2014); CSR activities customised to promote inclusiveness – 25% of employees volunteered for one day each in 2013.

5. Communication: c.23 events run since 2012 with speakers from government, the army, voluntary sector, advertising etc. 80 senior leaders took the storytelling workshop to improve capacity to connect with audiences.

6. Promoting supportive connections: 3 Networks set up (Women in Leadership, Parents & Carers and LGBT); coaching & peer-to-peer support booked for 50 mothers, 20 fathers and 37 managers (by Dec 2014) and maternity guidance pack published.

There’s now a high level of awareness of D&I with cultural understanding, neurodiversity, career progression, parenthood and concepts of UB increasingly understood at all levels.

Employees are more confident, setting up or joining networks or asking for flexible working, and managers are better equipped to lead in an inclusive way.

Aimia’s work on D&I in the UK has caught the eye of Aimia’s global Board, and its impact is starting to be felt beyond the UK. Globally, increasing numbers are joining the D&I conversation through Chatter, creating a groundswell of positive influence and change.
Inclusive Recruitment Award 2014

Winner: E.ON

E.ON is one of the UK’s leading power and gas companies. Their strategic aim is to deliver cleaner and better energy by offering innovative energy services and technologies tailored to meet customer needs and help people across the UK become energy fit.

A diversity survey revealed that some people in the organisation weren’t confident that their career progression was transparent or fair. The business formed a Diversity Leadership Group and the resourcing team commissioned a full diversity audit which highlighted key issues around recruitment practices towards disabled people. To become a more inclusive recruiter, E.ON took the following action:

- Careers website redesigned to make it accessible to disabled people which includes larger text options, removal of flash elements with plans for a new, more accessible careers site.
- Upskilled the resourcing team through Unconscious bias, CLEAR, Disability Confidence and Dyslexia training.
- Appointed internal Diversity Champions
- Third party suppliers - invited 60 people suppliers to workshops which educated and encouraged them towards inclusive recruitment.
- Fairer job advertising - redesigned role profiles and job advertisements to include key criteria, less likely to make disabled candidates deselect unnecessarily.
- Fairer assessment processes - introduced working interviews and trials, where candidates get to show how they would perform in an actual role.
- Support during the application process - achieved Two Tick accreditation and offer disabled candidates a place at the interview stage if they fulfil the minimum criteria.
- Developing networks - jobs are advertised with Job Centre Plus and extended partners.

In the last four months of 2012 E.ON had 31 applications from disabled candidates. In the last four months of 2013 there were 109 applications.

Highly Commended: Equal Approach

Equal Approach is an accredited diverse talent specialist, offering a range of diversity and inclusion solutions, specialising in inclusive recruitment and diversity and inclusion consultancy across all of the Protected Characteristics (Equality Act 2010) and 65% of their workforce have a disability or health condition.

They have achieved the following diversity accreditations:

- Investors in Diversity - Level 2 (‘exemplar’ business)
- Two Ticks Positive about Disability
- Proud to be ClearAssured
- Supporting Age Positive
- MINDFUL EMPLOYER
- Corporate Covenant to support the armed forces community

Equal Approach remove barriers for candidates with disabilities, their website is fully accessible with inclusive technology featuring accessible viewing and Browse Aloud software allowing the page to be read to the viewer.

Disability Confident Campaign is a government initiative to help disabled people to get into work. Equal Approach, as part of the steering group committee, have contributed to its planning, organisation, implementation and launch. Equal Approach have also exhibited at regional UK conferences including: Swindon, Glasgow, Leeds, Manchester, London, and Cardiff.

Our Pledge: ‘Equal Approach pledge to champion disabled executives into employers and create a platform to demonstrate the key skills and talents of disabled people at a senior level.’

They have case studies that demonstrate increased representation of candidates with disability, supporting individuals back into the workplace and actively removing barriers for individuals.

Sponsored by: the clear company

The Clear Company are dedicated to supporting organisations in the development of inclusive recruitment practice so that talent shines through. We understand its positive impact on quality of hire, diversity of hire and cost of hire. We are very proud to support the e nei Inclusive Recruitment Award, and hope the winning organisations success will be an inspiration for others to follow.

From left to right: Cheryl Parkin, Employer Brand and Attraction Manager, Dalvir Mundair, Brand and Attraction Executive, Rebecca Bradley, Resourcing Delivery Manager, Bobby Chana, Resourcing Advisor

From left to right: Dawn Milman-Hurst, CEO; Anne Penny, Director; John Nixon, Non-Exec Director
Personal Fair and Diverse Award 2014

Winner: Southern Health NHS Foundation Trust

The Trust provides community health, mental health, learning disability and social care services for people across the south of England. They aim to provide high quality, safe services, which improve the health, wellbeing and independence of patients and service users. They employ c.10,000 staff who work from c.225 sites serving a population of c.1.3m people. These sites include community hospitals, health centres, inpatient units and social care services.

The Equality, Diversity and Spirituality Lead designed the EDI strategy focused on organisational objectives, legal and regulatory requirements which secured Board level ownership and accountability. Innovative projects include:

- Equality Impact Group (EIG): The terms of reference targeted membership at senior operational level who are responsible for the coordination and implementation of the Equality Standard.
- Designed the first national Equality Standard in the NHS. A toolkit that delegates accountability and responsibility at every level to achieve better health outcomes; improved customer experience; empowered, engaged and supported staff and inclusive leadership.
- Introduced a Workforce Diversity Scorecard to track equality and diversity. The 2013 Scorecard led to: 50% reduction in BME staff subject to a disciplinary, 24% increase in staff disclosing disability status, 20% increase in staff disclosing religion or belief status, 19% increase in staff disclosing sexual orientation status.
- Implemented Vox Pop (Diversity Champions Network): a diversity communication brand to drive internal engagement and external brand recognition.
- Diversity Training and Education (Respect and Values): EDI training developed to focus on driving outcomes for patients, staff and the organisation. Innovative training activities were developed to develop cultural capability at every level. ‘Respect and Values’ the Trust’s equality and diversity training programme, is delivered by the E&D Lead at the following:
  - Organisational Induction
  - Board and Senior Leaders training
  - Equality Impact Group
  - Essential Training sessions
  - Quarterly Equality and Diversity workshops
  - E-learning & E-workbooks

Highly Commended: Dudley and Walsall Mental Health Partnership Trust

Formed on 1st October 2008, the Trust specialises in the treatment of both common and complex mental health conditions in children, adults and older people. The Trust provides care and treatment for over 20,000 people each year, serving a local population of c.560,000. Community Development Workers (CDWs) tackle mental health inequalities within BME communities.

The Trust management and Executive Team are briefed regularly and attend workshops, focus groups and training on all aspects of equality and inclusion. All staff have regular legislation updates via Trust “Team Brief”. Each Hospital ward has an Equality & Diversity notice board for service users containing information on religion, belief, translation and interpretation services and Equality & Diversity training is delivered. Since 2009 compliance rates for Equality and Diversity training has increased from 55% to 86% with a recent increase in patients from diverse cultures and LGBT service users.

Governance structures were reviewed to create the Equality & Diversity Steering Committee chaired by the deputy chief executive. Membership includes the executive team, senior managers, Trust Board E&D champion, staff, service users and carers.

The Trust recognised that the successful delivery of equality and diversity depended on leadership with the confidence and knowledge to work with partners. Key leaders pro-actively demonstrate the Trust is an inclusive, fair and transparent organisation that values the importance of equality and diversity. Diversity is now part of competency and personal objectives for leaders at all levels. In 2013 the Trust was nationally recognised and appointed as an equality and diversity partner supported by NHS Employers.

Building and sustaining a diverse and inclusive healthcare service takes real commitment. Personal, Fair and Diverse (PFD) uses the power of networks and social media to drive the values of the campaign into the heart of the NHS – helping to bring the NHS Constitution to life. NHS Employers is proud to be supporting this enei award. We hope that people taking small actions will bring renewed energy and focus to this important area of work.
Global Diversity Award 2014

Winner: Page Group

PageGroup’s culture is based on: hiring the right people, developing them to their full potential and conducting business in line with their values: take pride, be passionate, never give up, work as a team, and make it fun. They want people to have a successful career. Removing workplace barriers – real or perceived – for women (or anyone) is in the best interest of both employer and employees.

PageGroup launched Women@Page in 2012 to create a more inclusive working environment and improve gender balance at all levels. Sponsored by CEO Steve Ingham and non-executive director Ruby McGregor-Smith (Chair of the Women’s Council), and supported by the Executive Board, the steering group spans 35 countries. The group’s objectives are to share best practice; develop, promote and execute global gender diversity initiatives and be accountable for measuring and monitoring progress.

The achievements and benefits of Women@Page include:

- Global Mentoring Programme – currently in 10 countries, UK female managers increased by 4% to 31% in 2013.
- Pre/post Maternity Coaching Programme (UK) - to improve retention of mothers returning from maternity leave.
- Maternity@Page launched to tell mums-to-be everything about policies and procedures, including comprehensive FAQs. Managers worldwide received maternity guidelines to help them support the women in their businesses through the maternity journey.
- A Global Women@Page Internal Website which profiles the careers of successful women, celebrates visible role models at all levels, features senior leader pledges of support, provides advice to help women achieve their aspirations and provides quarterly updates with reviews of initiatives from around the world.
- In 2013 PageGroup undertook its first Global Employee Engagement & Diversity Survey.
- Exit Interviews to understand actual or perceived barriers to women.
- Worldwide Maternity, Paternity and Adoption policy reviews and Keep in Touch days with extended enhanced maternity leave in many countries.
- Working from Home Policies across many countries. In 2014 employees were given smart phones to help them with flexible working
- A Global Training Programme to include Diversity, Inclusion and Equality awareness.

They have recently launched OpenPage, a global strategy to build and retain a truly diverse and inclusive workforce and to progress diversity initiatives across all the Protected Characteristics.

Sponsored by:

As thought and practice leaders in the field of D&I, GDP are delighted to support this enei award which recognised outstanding achievements in leveraging the opportunities provided by developing, recognising and accommodating global insights, trends, talents and markets, thereby benefitting employees, customers and societies. This award aligns with GDP’s core ethos and passion of ensuring active demonstration and discussion in order to promote and build global D&I competence and confidence.

Highly Commended: Microlink

Microlink provides the world’s largest private and public sector employers with the means to support their future and existing employees who work with disabilities. Operating in South Africa, Nigeria and the UAE, Microlink is Europe’s largest multi-award winning provider of Assistive Technology and disability management solutions.

South Africa - since 2008, they have supplied disability products, programs and solutions to support higher literacy and numeracy skills in primary and secondary schools. In partnership with a UK organisation, they developed a package to address the issues faced by schools in South Africa. Services to higher education include Disability Labs and a Learner support service. They have installed over 70 hearing loop systems in top universities and provided literacy support software to the Nelson Mandela Metropolitan University.

Nigeria - in 2013 they opened 5 Assistive Technology centres in Federal teaching colleges allowing teaching professionals to identify the strengths and weaknesses of each student, classroom and school.

The United Arab Emirates - Microlink built a roadmap to create a more inclusive platform which included ways to promote inclusivity in education and work environments.

Overall, Microlink has been highly active in providing the services deployed in the UK and overseas markets through ground level action and government level campaigning.

From left to right: Amy Manos, Programme Co-ordinator – Pre/Post Maternity Coaching Programme; Eamon Collins, Group Marketing Director; Kate Chapman, Group HR Director; Oliver Watson, MD – UK; North America & Middle East; Jessica Guy, Programme Coordinator – Global Mentoring Programme; Sarah Kirk, Global Diversity & Inclusion Director
Inclusive Communications Award 2014

Winner: The University of Manchester

The University of Manchester offers an array of undergraduate and postgraduate courses, is a research institute and has a staff and student population of over 50,000 people in the North West. Their Strategic Vision states that "By 2020, The University of Manchester will be one of the top 25 research universities in the world." Many staff and students felt that equality and diversity is "something that does not concern nor impact on them". 

Aside from the usual ways of communicating – intranet pages, Twitter accounts and internal communications – in 2010 the Equality and Diversity Team devised an on-line ‘Diversity Calendar’ which is an accessible tool. Each month is represented by a different ‘Protected Characteristic’ in order to appeal to all of the university population. They focused on all the major months, significant days and dates e.g. LGBT History Month, International Women’s Day and Black History Month and then included the other protected characteristics. Each team member took one or more months, found a suitable image and wrote the text for their particular area which included interesting and relevant facts to make it engaging for the audience.

As a multifaith institution the team needed to advise people of the different religious festivals throughout the year to enable planning for increased requests for time off or when large populations may be absent or not able to attend meetings. They concentrated on six major religious groups and beliefs (also taking into account a number of people do not have any religion or belief).

The calendar also highlighted other significant national E&D events and the impact the team has on various awards and accreditations that the university has achieved. The calendar:

- Is posted out to hundreds of people on campus and sent on-line to all staff and students with over 1,100 views this year
- Highlights and markets Campus events, activities and raising awareness.
- Is an important tool for the team which everyone contributes to, endorsed by the University’s President and Vice-Chancellor
- Raises the profile of the team’s work in an innovative and interesting manner which appeals to all sections of the university.
- Is a popular and well used resource which is ‘expected’ each year by the university population resulting in increased copies being produced yearly.

Highly Commended: Crown Office and Procurator Fiscal Service (COPFS)

COPFS employs 1,704 staff based in 45 offices and is Scotland’s sole Prosecution Service. In 2009, the COPFS Equality Act Implementation Project team was created to consider the responsibilities required by the Act on the public sector. Led by Ruth McQuaid, supported by Nancy Darroch, the team has 4 geographical Equality Leads, representatives from specialist areas.

The team’s project and communication strategy covers 39 products with 20 delivered to date. Their commitment, enthusiasm and ability to juggle priorities is admirable and the leadership roles they are involved in has enhanced their personal development and benefitted COPFS by producing more confident employees who work across boundaries. The team created 7 geographical Federation Equality Networks. They:

- Produced briefing packs which led to the creation of 10 Equality Ambassadors who provide advice to staff in particularly sensitive cases
- Held staff conferences to enable equality leads to share experiences, best practices and network
- The Management Board have made annual training a mandatory requirement for all COPFS employees
- Produced DVDs for service users to tackle sectarian crime, the impact of hate crime including cyber bullying (which has secured BBC Scotland’s support to produce a knife crime film)
- Arranged bi-annual conferences on prejudice in partnership with Police Scotland for external stakeholders and community
- Engaged school children to get them to the impact of hate crime on the lives of individuals
- Were asked to lead the cross criminal justice sub group on behalf of the Scottish Government Justice Board
- Produce a twice yearly newsletter for c.100 community groups
- Won 3 COPFS Excellence Awards in November 2012 for the quality of their initiatives.

Equality Act 2010 Project Team - Back row left to right: Kevin Bell, Gary Aitken, David Casey, John Service, David Crawford, John MacFarlane, Paul McCaffery, Robert Green, Alan Malone, John Regan, Sandy Mackie, Karen Kennedy, front row left to right, Jill Grieve, Bushra Iqbal, Ruth McQuaid, Nancy Darroch

From left to right: Patrick Johnson, Head of Equality and Diversity; Heather Walker, Data Analyst; Paul Marks-Jones, Equality and Diversity Advisor; Véronque Rizzutto, Equality and Diversity Administrator; Helen Ryder, Athena SWAN Co-Ordinator

Inclusive communications is key to the success of any business – no matter how large or small that organisation is. The diversity in the UK is vast: multi-cultural, multi-generational, multi lingual, multi skilled. We are more ethnically diverse. There are over 10 million disabled people in Britain. All of us enjoy communications that engage, excite and inform us whenever and where ever we are. Technology has enabled all of us to share our stories, experiences, our thoughts and ideas, our products and our service provisions. So business communicators must be confident their messages will reach everyone at any time and in a variety of ways. This can be done by ensuring all communications are inclusive and accessible. Being a business which employs over 30,000 UK and Irish employees and being part of a multi-national organisation, B&Q is pleased to sponsor this enei award.
The Community Impact Award 2014

**Winner: Circle Housing**

With 11 partners, and a dedicated team of 2,300 staff, Circle (formerly Circle Anglia) manages 65,000 UK homes and provides services for 330,000 people. Providing general needs, sheltered and supported housing, responsive care, support and maintenance services.

Circle knows that being employed improves individual and family health, particularly mental health and wellbeing, increases confidence, generates a sense of belonging and promotes financial independence. Circle is ideally placed to help those looking for work. Action taken includes:

- The Employment and Skills (E&S) Programme - tailored support that helps residents into training and sustainable employment.
- The Enabling Enterprise Programme - creates jobs and work opportunities to benefit local communities, Circle business and economic growth of the UK.
- The Evolve Shared Apprenticeship Scheme (2012) - dedicated to recruiting construction apprentices and supporting the SMEs that take them on by spreading the cost and training obligations. Achievements for 2013 include:
  - A dedicated website to help customers find work, with over 5,400 hits to date.
  - A social enterprise, in partnership with the Construction Industry Training Board, to provide sustainable apprenticeship opportunities in the construction industry.
  - A Circle Housing Merton Training and Employment Centre (MTEC) - positively impacting on women (63.62%) and BAME (42.12%) residents and providing support for £500.
  - Enhanced procurement process to create opportunities in the supply chain.
  - Contractors committing to employing one apprentice for every £0.5m Circle spend with them (280 placements have been secured over the next 10 years).
  - Matching apprentices with senior leadership team members to raise awareness of the role.
  - A mentoring and buddy programme.

Circle’s programme creates a win: win for Circle and its tenants as both rent arrears owed to Circle and the personal debt burden of tenants are reduced.

**Highly commended: Marks and Spencer**

M&S is a leading UK retailer with over 21 million customers visiting stores and the website weekly. They offer clothing, home products and food which is responsibly sourced from c.2,000 global suppliers. Employing 81,000 people in 600+ UK stores plus an international business. Within the supply chain are 250,000 workers and 10,000 farmers. M&S core values are quality, value, service, innovation and trust.

One of their key missions is to help the most disadvantaged groups get skills and confidence to participate in the job market. The Make Your Mark programme (2015), supported by the CEO, was launched. It is a 4 week training and work placement programme for young people aged 16-25 and not in work, education or training. Actions include: Engagement at all levels and tools developed for: employees, senior management and external stakeholders; Accreditation – the participant’s ‘passport’ to take any M&S vacancy in-house; and with no need to apply or be interviewed; M&S and The Prince’s Trust Project Managers ensure sustainable processes; Influenced 300+ suppliers to support the agenda.

M&S exceeded their 50% into-work rate target, hitting 75%. Working with suppliers and other businesses the ‘Movement to Work’ initiative has been created which has huge ambition to reach 100,000 young people by 2015.

The programme transforms young lives; develops transferable skills, confidence and self-esteem, increases motivation and committed towards employment; reduces youth unemployment.

**Committed: Deaf Nest**

The Deaf Nest project aims to implement clear pathways/guidance to remove barriers and explore ways to make adjustments that are both innovative and flexible to meet the needs of Deaf families, including components designed to ensure dignity and address Deaf couples’ needs in the journey of childbirth.

Hearing loss affects one in six of the UK population with an expected 14.5 million people with hearing loss by 2051 (Action in Hearing Loss, 2011). People with hearing loss are disadvantaged and discriminated against, face barriers to social inclusion in health and social care services, education, employment, transport, media and commercial services.

There is scant literature on providing maternity care to Deaf women and their families. The Project aims to implement a clear guidance to help remove communication barriers, improve deaf access to information and promote equal participation in the society. The project includes drop in sessions for Deaf parents which involves communicating and listening to deaf people’s experience of childbirth. The first awareness conference was held on 11th June 2014.

**Sponsored by:**

A4e is a leading public services provider, serving thousands of people across three continents. A4e’s core mission is to improve people’s lives. We work in partnership with governments, public sector organisations, private sector companies, voluntary and community groups to deliver a range of front line public services including employment, welfare, training, education and money advice. A4e is delighted to sponsor the enei Community Impact Award. Empowering individuals from disadvantaged backgrounds and minorities to reach their potential through work or self-employment has an immense impact on their families, support networks and wider communities. We applaud every shortlisted entry and look forward to hearing their inspiring stories. Find out more about A4e at http://www.a4e.com/about-us/who-we-are-what-we-do/
Shorlisted Entries

Surrey County Council

Surrey County Council provides a wide range of services, including Fire and Rescue, Social Care, Residential Care, Transport, Child Protection, Schools and Education.

Shortlisted for:
- Employee Engagement Award – recognising change was needed they built a preventative and positive culture of fairness and respect, ensuring inclusive and accessible workplace practice. Initiatives included a new Appraisal Process, an internal mediation service and a local fairness Champion’s Network. Their “Making a Difference”, the Stretching Talent and Raising Skills (STARS) and OD programmes, enable positive cultural change.
- Wellbeing at Work Award - The Council had significant challenges around absence, unsupportive workplace cultures and management practices. To change they introduced many initiatives in order to build an understanding of and support of all strands that make up a conscious, best practice, wellbeing culture; an ambitious employee offer; ill health prevention and early intervention; created cultures that don’t create unmanageable stress and a conscious, proactive wellbeing culture. This resulted in higher employee engagement scored and reduced absence with significant cost savings.

Project choice

Together, City Hospitals Sunderland NHS Foundation Trust, The Newcastle Hospitals NHS Foundation Trust and Gateshead College created Project Choice.

Shortlisted for:
- Tapping into Talent Award – Both NHS organisations provide placement opportunities to allow those from the age of 16 to develop the skill set they need to ensure a positive transition pathway to employment for young people with learning disabilities difficulties or Autism. Gateshead College provide the academic learning which reinforces what has taken place in the working environment. Each organisation, although very large and complex, fully supported the learning and education of each young person within their catchment area.
- Team of the Year Award – This team identified funding, work based placements, mentors and created an appropriate learning environment to sustain learning and individual development for young people with difficulties, disabilities or Autism by creating a 2 stage programme. All of the 16 young people achieved an academic qualification and 10 have achieved work.
Shorlisted Entries

Home Office

The Home Office is the UK’s ministerial department that leads on immigration and passports, drugs policy, crime policy and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK.

Shortlisted for:
- The Representative Workforce Award – for the actions taken to improve the diversity of its Senior Civil Service including an innovative event to celebrate women in IT, which gave attendees the opportunity to hear from senior female role models, network, and learn information about the Skills Framework for the Information Age SFIA (the IT profession’s core competency framework).

University of Manchester

The University of Manchester offers an array of undergraduate and postgraduate courses and is a very well respected research institute.

Shortlisted for:
- The Employee Engagement Award – for a range of actions taken by the University to reduce stigma and discrimination around mental health, which included: Signing the Time to Change pledge (England’s biggest mental health campaign) in June 2013; an interactive workshop where attendees shared stories and experiences, holding a national conference on hidden disability, ‘What are we hiding?’ and one day training courses for line managers on mental health awareness.

E.ON

E.ON is one of the UK’s leading power and gas companies - generating electricity, and retailing power and gas. Their strategic aim is to deliver cleaner and better energy by offering innovative energy services and technologies tailored to meet customer needs and help people across the UK become energy fit.

Shortlisted for:
- The Excellence in Training Award - for a number of training initiatives to raise awareness of diversity issues including:
  - Improving recruitment practices,
  - Dignity at Work - how employees should treat their colleagues at work,
  - Dyslexia awareness - a business-wide campaign to raise awareness
  - Mental health awareness - a campaign resulting in increased applications from disabled people and a 6% increase in people who thought E.ON would give them ‘a fair opportunity’ if they wanted to move jobs.
HM Revenue & Customs

HM Revenue & Customs (HMRC) are the UK’s tax administration. They make sure that the money is available to fund the UK’s public services and help families and individuals with targeted financial support.

Shortlisted for:

- The Tapping into Talent Award – for their embrace Career Management Programme which was developed in response to BAME data showing underrepresentation at first line manager grades in HMRC’s Personal Tax (PT) area. Leaders and managers are actively involved on the Programme resulting in both groups having a greater awareness of the challenges facing BAME staff in the organisation. Since January 2013, 9 participants (over 40%) have secured promotion opportunities.

Luton & Dunstable University Hospital

The Hospital is an acute trust serving a demographic profile of complex ethnic composition. The Hospital boasts many specialisms including Bariatric surgery, NICU, a Cardiac Centre and pioneering treatments in IVF. The trust has 599 beds located over 27 wards and has just celebrated its 70th birthday.

Shortlisted for:

- The Tapping into Talent Award – for the innovative and groundbreaking Apprentice Steps (AS) partnership project which enabled young adults with Learning Difficulties to differentiate their CV, gain credible work exposure, demonstrate occupational competence and heighten their skills and prospects. Other successes include social inclusion, social confidence for learners, independent travel, decision making, personal choices being expressed and most no longer see themselves as having a learning disability!

B-MEntor

This partnership organisation is comprised of Equality and Diversity practitioners from Institute of Education, the Imperial College London, King’s College London, Queen Mary University London, University College London, Brunel University and London School of Economics. Each institution offers a diverse range of disciplines which encourages networking across institutions and helps to enhance the learning culture for BME staff across the partner institutions.

Shortlisted for:

- The Tapping into Talent Award – an innovative scheme called B-MEntor is a mentoring programme for early career Black and Minority Ethnic (BME) academics. They provided training tailored induction to mentors and mentees, conducted interviews and carried out a full evaluation of the first year of the programme which resulted in all mentors and mentees giving positive feedback.

From left to right: Sanchia Alasia, Brunel University, Equality and Diversity Manager; Sanfika Bawany, King’s College London, Equities Officer; Bertille Calinaud, Queen Mary University of London, Diversity Manager; Sarah Guise, University College London, Head of Staff and Organisational Development; Farhat Niaz-Bhatti, London School of Economics and Political Science, Equality and Diversity Manager; Leyla Okhai, Imperial College London, Equity and Diversity Manager; Sonal Bharadwa – University College London, Equities & Policy Administrator
Shorlisted Entries

The Civil Service

The Civil Service helps the government develop and deliver its policies as effectively as possible. They work in three types of organisations – departments, agencies, and non-departmental government bodies (NDPBS) covering a wide range of areas touching on everyone’s day-to-day lives, such as education, health and policing.

Shortlisted for:

- The Team of the Year Award – with clear and visible leadership from the top, The Civil Service Diversity and Inclusion Team ran internship programmes with schools and designed and implemented a cross-Civil Service “Positive Action Pathway” programme which aims to ‘level the playing field’ by enabling disabled, minority ethnic and female employees to build their skills and confidence and progress their careers. The team also led a cross-Government group to develop a ‘Recording Personal Information Pack’ for departments to ensure employees are encouraged to declare personal information and understand the importance of why they should make a declaration. There is also a ‘pop up’ Innovation Project to tackle race in equality in The Civil Service.

Central London Community Healthcare NHS Trust

The Trust provides NHS healthcare in the boroughs of Barnet, Hammersmith and Fulham, Kensington and Chelsea, and Westminster. They provide community and in-patient Services, including adult community nursing services, children and family services, specialist services to help manage long term conditions, rehabilitation and therapies, palliative care services, offender health services and NHS walk-in and urgent care centres to almost 1 million people across London.

Shortlisted for:

- The Team of the Year Award – for the extensive range of innovative actions and activities which include; Strategy to tackle the organisational processes & culture that hinder BME staff from progressing as well as retaining senior BME managers through their Employment leadership Programme and BME Staff Network; representing CLCH at the London Gay Pride March; devising a ‘circle of support’ for staff undergoing gender reassignment; Maternity meetings; change management process and equality & diversity awareness training.

Cummins

Cummins has 46,000 employees serving customers in over 190 countries and territories. A corporation of four complimentary business units comprising Engine, Power Generation, Components and Distribution that designs, manufactures and distributes engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems.

Shortlisted for:

- The Inclusive Procurement Award – Cummins Corporate Indirect Purchasing (CIP) has a team of twelve working across Europe and Middle East with the aim of reducing risk and lowering the total cost ownership for Indirect Goods and Services within multiple categories. Cummins diversity program is not a quick fix and they have a long term commitment to supplier diversity and creating diversity in the workplace. A standard template of diversity questions is included in all sourcing events demonstrating Cummins commitment to suppliers.
Shorlisted Entries

Suffolk County Council

Suffolk provides a range of public services including Health & Social Care (children & adults), Public Protection, Education and Environment, Skills and Economy. As a Local authority it is important for them to meet the Public Sector Equality Duty as set out in the Equality Act 2010.

Shortlisted for:
- The Employee Network Group of the Year Award - The Young Person and Apprentice Staff Network; the Christian Fellowship; the Disability Network; the Lesbian, Gay, Bisexual and Transgender Network; the Mental Health Group; the Family Carer’s Staff Network and the Women’s Network form Suffolk County Council’s Staff Networks Group. They ensure staff have access to support, guidance and interaction with other likeminded staff, protected groups have a route to contribute to policy and service design, the voice of staff from different backgrounds is heard at the highest levels in the organisation and all staff can be free to be who they are without fear of any negative reaction.

Land Registry

Land Registry is the government department created in 1862 to register the ownership of land and property in England and Wales. It keeps and maintains the Land Register, where more than 23 million titles – the evidence of ownership – are documented. It is self-financing through the charging of fees for registration and other services.

Shortlisted for:
- The Employee Network Group of the Year Award – The Diversity Working Group (DWG), established in September 2011, brings together all three diversity networks (Disability, Lesbian Gay Bisexual and Transgender (LGBT) and Black and Ethnic Minority Focus Groups) to proactively work on diversity issues for the business. The DWG has carried out many activities including advising Senior HR Policy developers, facilitating both Black History Month in 2013 and LGBT History Month in 2014 events along with promoting International Day of the Disabled Persons in December 2013 and providing advice and guidance to support the development of Land Registry’s new Business Strategy.

Dudley & Walsall Mental health partnership Trust

Paul Singh, Equality & Diversity Lead, Dudley & Walsall Mental health partnership Trust

Formed on 1st October 2008 the Trust specialises in the treatment of both common and complex mental health conditions in children, adults and older people. The Trust serves the populations of Dudley and Walsall in the Black Country, within the heart of the West Midlands and provides care and treatment for over 20,000 people each year, serving a local population of approximately 560,000.

Shortlisted for:
- The Equality & Inclusion Champion of the Year Award – The only NHS Trust in the Black country to achieve successful appointment as an equality and diversity partner supported by NHS Employers. Paul Singh has developed ongoing communication about diversity with staff at all levels, making diversity part of competency and personal objectives for leaders at all levels, on which they are benchmarked and assessed. Paul has worked with senior managers and the management executive to ensure that equality and inclusion ethos is communicated throughout the Trust with a view that any inequalities are challenged on a zero tolerance basis.
Shorlisted Entries

Driver Vehicle Licensing Agency

Derrin Stock and Linda G Davies, Driver Vehicle Licensing Agency
DVLA is an Executive Agency of the Department for Transport (DfT). The Agency leads the way in providing excellent digital services to customers. DVLA are world class in managing the collection of data holding over 45 million driver records and over 37 million vehicle records.

Shortlisted for:
- The Equality & Inclusion Champion of the Year Award - Derrin Stock and Linda G Davies began identify barriers to equality and provide support to deliver solutions from a staff and customer perspective. They support 5,000 staff, 82 million customers and internal staff networks on all equality and inclusivity issues. Together they initiated the DVLA Diversity Awards, annual diversity week, maintain the disability guides, developed a dedicated diversity at DVLA website and hosted annual diversity conferences.

University College London Hospitals

Dean Hambleton Ayling, Deputy Head of Workforce, University College London Hospitals
A large acute NHS Foundation Trust within North Central London, they offer specialist care across a range of services and local general hospital services across the boroughs of Camden, Islington and Westminster.

Shortlisted for:
- The Equality & Inclusion Champion of the Year Award – for his passion about all aspects of equality, diversity, inclusion (EDI) and corporate social responsibility (CSR). Ricky Somal ensures EDI is embedded in everything the organisation does through his involvement in key work-streams including: organisational development, health and wellbeing, customer experience, employee relations, recruitment and selection, workforce planning, reward and recognition and stakeholder engagement.

Southern Health NHS Foundation Trust

Ricky Somal, Equality, Diversity and Spirituality Lead, Southern Health NHS Foundation Trust
The Trust employs c.10,000 staff over 225 sites providing community health, specialist mental health and learning disability services for people across the south of England. Their aim is to provide high quality, safe services, which improve the health, wellbeing and independence of patients and service users.

Shortlisted for:
- The Equality & Inclusion Champion of the Year Award – for his passion about all aspects of equality, diversity, inclusion (EDI) and corporate social responsibility (CSR). Ricky Somal ensures EDI is embedded in everything the organisation does through his involvement in key work-streams including: organisational development, health and wellbeing, customer experience, employee relations, recruitment and selection, workforce planning, reward and recognition and stakeholder engagement.

Department for Transport

The Department works with agencies and partners to support the transport network that helps the UK’s businesses and gets people and goods traveling around the country.

Shortlisted for:
- The Employee Network Group of the Year Award - The Positive Support Group (PSG) is the Department for Transport’s (DfT) Ethnic Minority Staff Network; they work to ensure that policies and practices do not adversely impact ethnic minority staff. The group has engaged with the Leadership Team, improved the working environment for staff, and supported its members and the organisations Objectives. They play a leading role amongst Whitehall staff networks and provide mentoring support to encourage greater collaboration.
**Shorlisted Entries**

**Crown Office and Procurator Fiscal Service**

The Crown Office and Procurator Fiscal Service (COPFS) employs 1,704 staff based in 45 offices and is Scotland’s sole Prosecution Service. Responsible for the prosecution of crime across Scotland, for the investigation of deaths that require further explanation and for investigating allegations of criminal conduct against police officers.

Shortlisted for:
- The Inclusive Recruitment Award - for their Inclusive Recruitment Strategy which includes the ‘Your Future in Law’ programme for schoolchildren in Edinburgh and a Modern Apprentice programme. They ensured that the widest possible pool of candidates were aware of their overall purpose in the community, had access to job vacancies and that the selection and interview processes were fair and transparent.

**Lancashire Care Foundation trust**

The Trust employs around 7,000 people across more than 400 sites and provides health and wellbeing services for a population of around 1.5 million people. The services include community nursing, health visiting, sexual health and a range of therapy services including physiotherapy, podiatry and speech & language.

Shortlisted for:
- The Community Impact Award - The Trust embarked on a Volunteering Programme and have encouraged many Volunteers to become paid employees in the Trust and pursue a career in Sexual Health. Their aim is to promote a positive attitude towards sexual health through appropriate dialogue with all members of the community so people are empowered to make informed choices about their sexual and reproductive health.

**Victoria & Albert Museum**

The Museum’s goal is to integrate equality and diversity into everything they do and ensure that all aspects of the Museum reflect the diversity that exists within society in the 21st century i.e. the staff profile, the collections, audiences, programmes and events.

Shortlisted for:
- The Community Impact Award – for their Create! Programme designed to inspire young people to develop their creativity and receive support from creative professionals on how to gain employment in the art and design industry. The Theatre Project at Kensal House and Gaming Course has resulted in young people developing skills required to gain employment with many of them winning Bronze and Silver Art Awards.

**Croydon Council**

Covering an area of 87 square kilometres with a population of 363,400, Croydon Council is the largest Local Authority in London. Ranked 19th out of 32 London boroughs in terms of overall deprivation, Croydon’s ambition is to be a place that reaches out to all of its communities to provide the support needed to lead independent, healthy and productive lives.

Shortlisted for:
- The Community Impact Award – for the wide range of initiatives including the Asset Based Community Development (ABCD) Community Connectors Project using a six stepping stones approach to community development; Croydon Congress – a forum bringing together key public, voluntary and business sector partners; Supporting the Croydon Food Network resulting in better access to support for vulnerable groups and Creating Pathways to Employment resulting in 320 new jobs being given to local residents.

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*Back row from left to right: Linda Logan, HR Advisor, Christina Frampton, Recruitment and Resourcing Team Leader, Doreen Crawford, Assistant HR Manager, Alana Scott, HR Advisor, and Suzanne Thomas, HR Staff Deployment Manager. Front row from left to right: David Bennett, SVQ/IMA Assessor, Robert Martin, Learning & Development Consultant, and Karen Burrell, MA Assessor.*
A word from our sponsors

The Law Society

The Law Society is once again proud to be sponsoring the Employers Network for Equality and Inclusion’s Awards Reception.

We are delighted to be supporting an event that recognises and showcases achievements of organisations that are taking a lead in promoting equality, tackling discrimination and building inclusive workplaces.

www.lawsociety.org.uk

Santander

Santander is delighted to be sponsoring the enei Awards 2014.

The scope of these awards demonstrates the reach of equality and inclusion within the workplace and the great work being done. It’s also a great way to share best practice and support the work enei does to raise awareness and educate.

www.santander.co.uk
Award Categories

- Overall Winner 2014 – Private Sector
- Overall Winner 2014 – Public Sector
- Small Employer of the Year 2014 (less than 1000 employees)
- Top Employer for e-quality
- Representative Workforce Award
- Employee Engagement Award
- Excellence in Training Award
- Tapping into Talent Award
- Inclusive Procurement Award
- Team of the Year Award
- Employee Network Group of the Year
- Equality & Inclusion Champion of the Year
- Wellbeing at Work Award
- Managing an Ageing Workforce Award
- Flexible/Agile Working Award
- Working Families Award
- Inclusive Culture Award
- Inclusive Recruitment Award
- Personal Fair and Diverse Award
- Global Diversity Award
- Inclusive Communications Award
- The Community Impact Award

Judges

The Judging Panel
- Ben Black, My Family Care
- Catherine Grinyer, Director, Big Voice Communications
- Farrah Qureshi, Global Diverse Practice
- Mario Ambrosi, Head of Communications and Public Affairs, Anchor
- Sue Johnstone, Editor, Publisher, Equal Opportunities Review
- Rimmi Shah, Account Director & Partner, Lansons
- Jeya Thiruchelvam, Senior Employment Law Editor, XpertHR

Judges followed a rigorous process and were asked to look specifically for entries that showed:
- Clear response to specific challenge
- Definitive and measurable outcomes
- Evidence of significant impact
- An innovative approach
- A commitment to good practice above and beyond legal compliance
- Initiatives or policies that inspire other employers
enei would like to thank our Sponsors and Supporters

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Birmingham City Council
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B&Q
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NHS Employers

Individual Award Sponsors and Supporters
Part of the Law Society’s work is to support solicitors and their practices to tackle discrimination and promote equality and diversity in the workplace.

We are proud to sponsor an initiative like the Employers Network for Equality & Inclusion Awards, promoting and encouraging progress towards more diverse and inclusive workplaces.
Join us for limitless potential

Attracting and retaining exceptional people is key to providing excellent customer service, resulting in exceptional business results. We believe by giving our people the skills, tools, and opportunities – together with supportive leadership and an inclusive environment means our people can reach their full potential.

Santander is an award winning top UK employer with a healthy balance sheet, an unrivalled global branch network, a clear and inspiring strategy, a brand that continues to build recognition with consumers and businesses right around the world. We’re excited about the future because our can-do culture is built upon the contribution made by our diverse and talented colleagues.

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Let’s be exceptional
About enei

The Employers Network for Equality & Inclusion is the UK’s leading employer network covering all aspects of equality and inclusion in the workplace.

Our Vision is for organisations and people to prosper by valuing difference in the workplace. Employers join us to create competitive advantage through the design of better, more diverse products and services. They increase productivity, generate more profit and reduce costs. People perform better when they can be themselves at work.

Our Strategic Themes are pan Diversity and include: Access to Opportunities, Agile Working, Inclusive Leadership, Managing Diversity & Inclusion in a Global Marketplace, Unconscious Bias and Workforce Representation.

In addition to supporting employers, our role is to influence Government, business and trade unions, campaigning for real practical change. We provide:

- Personal Advice, Support & Member Helpline
- Best Practice Advice and Employer Guides
- Research and Campaigning
- Training and Consultancy
- Networking and Events
- Benchmarking
- External Profile for enei Members

Incorporating: