
About the EFA

Employers Forum *on* Age

The Employers Forum on Age (EFA), founded in 1996, is the UK's leading authority on age and an independent network of leading employers who recognise the value of an age diverse workforce. In addition to supporting employers, the EFA influences Government, business and trade unions, campaigning for real practical change.

- Advises Government on age related policy issues
- Supports members in creating an age neutral workplace by taking a practical approach to achieving equality
- Represents the views of UK employers
- Challenges the status quo by presenting real alternatives
- Highlights the pros and cons of new employment laws
- Campaigns against age discrimination

Contact EFA

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About the EFB

Employers Forum *on* Belief

The Employers Forum on Belief (EFB) was founded as an informal network of employers interested in religion and belief at work in 2004.

The forum offers employers practical guidance and shares good practice around issues such as dress codes, religious holidays, the inter-relationship between religious belief and other diversity strands and conflict in the workplace. It is not affiliated to any religious group or philosophical belief and is concerned with employment; employers and employees. EFB activities include:

- Religion and Belief equality training via seminars and workshops
- An annual conference to explore emerging workplace issues on religion and belief
- Good practice employment policy information & networking on religion and belief
- Regular information, briefings and legal updates for employers
- A 'think tank' facility for business leaders on the agenda

The EFB presents the views of UK employers to Government, the media and opinion formers on this agenda.

Contact EFB

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EFA & EFB
Awards Brochure
2010

Celebrating success; inspiring others

Employers
Forum on Age

Employers
Forum on
Belief

In partnership with

 NESTA

 THE LAB
Innovating
public
services

EFA & EFB Awards 2010

The awards showcase the innovative ways discrimination is being tackled and how employers demonstrate the best way to accommodate the needs of individuals.

The Award categories:

EFA Awards

Best Public Sector – Overall
Best Public Sector – Innovation
Best Private Sector – Overall
Best Private Sector – Innovation

EFB Awards

Best Public Sector – Overall
Best Public Sector – Innovation
Best Private Sector – Overall
Best Private Sector – Innovation

Joint Award

Best Small Organisation (under 1,000 employees)



The Judges:

The judging panel, leading experts on the diversity and employer agenda, included:

Mike Berry, Deputy Editor, Personnel Today

James Davies, Partner, Lewis Silkin

Rebecca Mayo, Joint Managing Director, Lansons Communications

Chris Sherwood, Senior Lab Development Manager, NESTA

Fiona Triller, Equality & Diversity Adviser, Education Leeds

Dianah Worman, Diversity Adviser, CIPD

Judges followed a rigorous process and were asked to look specifically for entries that showed:

- A clear response to a specific business challenge
- Definitive outcomes
- A commitment to good practice above and beyond legal compliance
- Innovative initiatives or policies that inspire other employers

The Shortlist



Department for Business, Innovation & Skills (BIS) is a Central Government Department with a mission of building a dynamic and competitive UK economy by: creating the conditions for business success, promoting innovation, enterprise and science and giving everyone the skills and opportunities to succeed. The Department employs around 3,700 staff. The entries included two EFA awards which dealt with lifelong learning and flexible working and an EFB award focussed on accommodating religion and belief - raising awareness, staff networks, getting executive commitment and changing HR policies.



Top row left to right: **Joanne Jones, Diversity Manager;** **Rosie Akass, HR Policy including performance management and diversity;** **Janet Champion, Director of HR Policy and Reward.** Bottom row left to right: **Felicity Moore, Diversity Manager;** **Rose Baker, Head of Coaching, Casework and Diversity.**

centrica

Centrica is an integrated energy company operating predominately in the UK and North America. Upstream they source, generate, process, trade and store energy. Downstream they supply gas and electricity to millions of homes and businesses. 34,125 staff were employed by them in 2009. The entry was about how the business has been dedicated to removing age as a factor in relation to all business practices including recruitment and apprenticeship schemes.



Melanie Flogdell, Head of HR Policy.



Core Assets Group is the parent company of several social care businesses which include foster care, adoption and disability services. It employs 913 staff. The main focus of their business is foster care and the entry outlined evidence on how they support children and young people to overcome the disadvantages of the dual labels of age and being in care. It also covered other diversity policies in relation to learning, flexible working and health and wellbeing.



left to right: **Alison Lester, Head of Human Resources;** **Stuart Bray, Equality & Diversity Coordinator;** **Leah Bugg, Senior Human Resources Advisor (Policy).**

The Shortlist



Top row, left to right: **PC. Andrew Pardy** (& Vice-Chair of the National Police Pagan Association); **Rev. Tony Ruffell**, Herts Constabulary's Co-ordinating Chaplain; **Sgt. Scott Ashdown**, Herts Constabulary's Chaplaincy Co-ordinating officer. Bottom Row, left to right: **Jennifer Morris**, Chaplaincy Support Administrator; **Supt. Simon Hawkins**, Constabulary lead for Faith, Religion & Belief.



Hertfordshire Constabulary with headquarters in Welwyn Garden City is the territorial police force responsible for policing Hertfordshire in England. It has just over 4,200 police officers and staff from a wide range of faiths, religions and beliefs, including Christianity, Buddhism, Hinduism, Judaism, Islam, Sikhism, Paganism and Humanism. The entry included both a testimonial from a pagan police constable and an outline of their work on chaplaincies.

Home Office



The Home Office is the lead government department for immigration and passports, drugs policy, counter-terrorism and police. It is also in charge of government policy on security-related issues such as drugs, counter-terrorism and ID cards. Their entry centred on their guide to 18 religions to provide line managers and staff with information so that they can ensure inclusive practices.



Top row Left to right: **Alison Beaumont**, Warden; **Scott Smith**, Admin Officer; **Andy Scorey**, Training Manager; **Stephen Mower**, Support Warden; **Mat Austin**, Support Warden. Bottom row left to right: **Shuna Body**, Area Manager; **Jo Shaw**, Admin Officer; **Penny Roots**, Training Advisor; **Marilyn Howell**, Head of Operations.



Kent County Council (KCC) governs the majority of Kent. It provides the upper tier of local government, below which are 12 district councils, and around 300 town and parish councils. The entries related to the Community Safety Unit that employs 120 staff. One entry focussed on improving prospects for younger people and giving them opportunities to improve their relations to the community. The second, described how their wardens are focussing on initiatives they have carried out in relation to different religions especially with the more vulnerable communities.

The Shortlist



Knorr-Bremse Rail Systems (UK) Limited (KBRS) is the source for Knorr-Bremse Rail Group products, systems and support for customers based in the UK and Ireland. It has 360 employees. The entry related to their Freedom of Faith initiative and specifically to their Christians at Work Group, which is an inter-denominational Christian group organised and run by employees belonging to the Group.



Hugh Webber, Commercial Manager (Rail Services) and Jocelyn Walters, Human Resources Director.

London Organising Committee for the Olympic and Paralympic Games Ltd

The London Organising Committee of the Olympic and Paralympic Games (LOCOG) is responsible for preparing and staging the 2012 Games. One of their two entries described the '>attitude over age' programme which is aimed specifically at recruiting older and younger people and bringing them together. The other entry was the School Leaver Programme, an accredited apprenticeship programme.



Lambeth

The London Borough of Lambeth is in South London, and forms part of Inner London. Lambeth is one of the most diverse boroughs in London and the entry looked at religion and belief work including equality champions, equality exchange (debates chaired by the Chief Executive), staff equality forums, multi-faith rooms and monitoring.



Top row left to right: Dr Sharleene Bibbings, Development and Practice Officer; Oladapo Gamu, Assistant Accountant (and joint chair of faith forum); Rebecca Eligon, Interim Head of Equalities & Consultation. Bottom row left to right: Bridget Byrne, Senior Policy Officer; Babul Akhtar, Development and Practice Officer; Paula Williams, Senior Policy Officer.

The Shortlist

Left to right:
Nicola Sweeney,
HR Business
Partner; Helen
Alkin, Recruitment
Manager; Sarah
McIntyre,
Employee
Relations Manager;
Rachel Wilkinson,
Employee Support;
Clare Ford, People
and Communities
Manager; Mike
Vinsen, Learning
and Development
Consultant.



YOUR M&S

Marks & Spencer (M&S) is a major clothing and food retailer with approximately 75,000 employees in the UK and abroad. The entry outlined their policies from recruitment and selection, through training and development to retirement, highlighting how they support employees through their working lives. It also outlined the benefits offered to employees including health and wellbeing and flexible working initiatives.



Back row, from left
to right: Louise
Jennings, Education
Officer; Victoria
Blake, Resourcing
Coordinator; Alexis
Dolling, Training
Consultant;
Jennifer Fernandes,
Reputation Officer;
Charlotte Horton,
Training Officer.
Sitting down,
front row: Nicky
Ivory-Chapman,
Resourcing
and Reputation
Consultant; David
Fairhurst, Senior
Vice President, Chief
People Officer; Jez
Langhorn, UK HR
Director.



McDonald's Limited is one of the world's largest Quick Service Restaurant chains. The company's 80,000 UK employees serve nearly 2.5 million customers daily in the UK. The awards entry covered the learning and development available to McDonald's employees, flexible working schemes such as the Family and Friends contract, the ability for employees to change schedules weekly and an online service where employees can change work schedules with minimum notice.



Andrew Drury,
Policy Adviser/
Faith Forum
Coordinator.



The Ministry of Justice is responsible for courts and tribunals, prisons, and probation in England and Wales. The entry focussed on the work of The Faith Forum which was established by the Ministry of Justice (then the Department for Constitutional Affairs) in November 2005, as the first corporate staff network dealing with religion and belief in Whitehall. The forum provides information and events in regards to different faiths.

The Shortlist



National Grid owns the high-voltage electricity transmission network in England and Wales and operates the system across Great Britain. It also owns and operates the high pressure gas transmission system in Britain and its distribution business delivers gas to 11 million homes and businesses. The entry focussed on the Ethnic Diversity Network and in particular the work done on picking apart any misguided relation between Islam and terrorism. This culminated in an event entitled 'Faith & Security: Perception vs. Reality'.



Left to right: Sir John Parker, Chairman; Rahib Rashid, Senior Projects Manager; Mohammed Kala, Operations Engineer; Duncan Pomeroy, Customer Operations Manager; Steve Holliday, Chief Executive.



Sodexo in the UK and Ireland employs around 43,000 people, and delivers on-site service solutions to clients at over 2,300 locations in the corporate, healthcare, education, leisure and defence sectors. Sodexo delivers a diverse range of services ranging from catering, cleaning, reception to security, laboratory and grounds maintenance services, enabling clients to focus on their core business. Sodexo's entry outlined the new diversity and inclusion communication strategy which included raising awareness of religion and belief through creating Inclusion Fact Sheets on festivals and an Inclusion Calendar. Raising awareness also led to the company being able to make reasonable accommodations for employees.



Bottom row left to right: Sharon Kyle, Head Of Employee Engagement And Diversity; Sarah Perry, HR Director; Maggie Stevens, Learning And Development Manager; Nikki Street, Project Implementation Manager; Amit Chordia, Legal Counsel; Ken Ha, International Internal Auditor; Rachel Evans, HR Advisor.
Second row left to right: Susie Thompson, Head Of HR; Hilary Norris, Senior Legal Counsel; Denise Coulter, Learning And Development Manager; Sarah Simpson, Contact Manager; Graeme McKinneley, Learning And Development Manager; Sue Prince, Business Process Manager.
Third row left to right: Jane Farrell, Central Operations Support Manager; Alison Harris, HR Advisor; Kevin Cowley, General Manager; Piers Zangana, Press And PR Manager; Lynn Dale, Account Manager; Lucy Lenton, Resourcing Advisor; Alison Rose, Organisational Development Director; Mike Davies, Learning And Development Manager; Helen Chase, Business Systems Manager.
Top row left to right: Carolynne Farrer, HR Manager; Jill Wareham, HR Manager; Robert Thomson, Interventions Manager; Chris Potter, Account Manager.

The Shortlist

Standing left to right: Penny Hallett, Sponsor of Newport site Religion or Belief Group; Paul Allin, Newport Site Diversity Champion. Kneeling left to right: Carolann Ashton, ONS Diversity Advisor; Alex Lloyd, Chair of Newport site Religion or Belief Group.



Office for National Statistics

This non ministerial government department produces independent information to improve understanding of the UK's economy and society. It has around 4,000 employees in Newport and Titchfield, with a small presence in London. The entry describes the work done on improving awareness and providing services through their Religion and Belief Groups.

Amanda Owen, Group Head of Safety, Health & Wellbeing and Diversity



RBS

The Royal Bank of Scotland Group

The RBS Group is a large international banking and financial services company serving over 30 million customers worldwide. The Group provides a wide range of products and services to personal, commercial and large corporate and institutional customers through its two principal subsidiaries, The Royal Bank of Scotland and NatWest, as well as through a number of other well-known brands including, Citizens, Charter One, Ulster Bank, Coutts, Direct Line and Churchill.

The Group entry focussed on the health and wellbeing strategy at a time of global economic downturn. It outlined a number of different schemes including employee support in restructuring, a global Employee Assistance Programme and a financial hardship programme.



West Midlands Police is responsible for policing this metropolitan county. Covering areas including Birmingham, Coventry and Wolverhampton, it has 15,500 employees. The entry was based on the work of their faith networks including the work they do to assist West Midlands Police to be a faith friendly service-provider and employer. West Midlands Police actively share their work with other Forces and have been successful in establishing voluntary multi-faith chaplains.

EFA Winners



EFA Award Best Public Sector – Overall

Winner: Department for Business, Innovation & Skills (BIS)

BIS have shown a commitment to lifelong learning in their apprenticeship scheme, fast stream leadership and management courses. The apprenticeship scheme is open to all staff across the UK, providing they don't have a degree. Most impressive is their average age of a BIS apprentice is 46. The scheme is actively promoted with road shows, briefing sessions, online and print material. Their fast stream programme, open to all ages, offers an accelerated training and development programme for people who have the potential to become the future leaders of the Civil Service.

Judges' comment: *"A great result that so many older workers have taken part in the apprenticeship scheme, with positive feedback from participants. The scheme was well thought out by BIS and well supported with relevant information for managers and staff."*

EFA Award Best Public Sector – Innovation

Winner: Kent County Council

The Kent County Council Community Safety Unit is responsible for Community Wardens who are a uniformed presence on the streets. They promote community cohesion and deal with low level crime, anti-social behaviour and quality of life issues. Their work with young people has seen amazing results in difficult social areas. They were successful in a Jobs for the Future Bid and took on 30 young people from deprived areas who have been out of work for a year or more. The scheme has been successful in gaining full time employment for some participants. One of the support warden's said: "I have particularly enjoyed the feeling that any action I make, whether big or small, any issue I help to deal with, affects someone's life for the better."

Judges' comment: *"Kent County Council have shown a real proactive effort to engage with young people and promote community cohesion in often difficult circumstances."*

EFA Award for Best Private Sector – Overall

Winner: Centrica

25% of Centrica employees are aged between 45 and 65, with 15% over 50. 90% of requests to work past the age of 65 have been granted. Centrica's diversity strategy continues to build. Their Age Action Group continually reviews practices to ensure they are 'age friendly'. The British Gas Academy is tasked with recruiting older and younger workers and is keen to attract baby boomers, who may be wishing to make life changing decisions on their careers and lifestyles. They are committed to being as flexible as they can be especially when it comes to carer's – the Carer's Network provides support and Carer's leave is available. Committed to the health and wellbeing of their staff they have a WorkingWell programme to encourage self-management and an engineer's wellbeing programme to address overall lifestyle elements which has seen a 13% reduction in the number of musculoskeletal related absence.

Judges' comment: *"Centrica are an inspiration for others, tailoring their policies for individuals and a strategic commitment to the agenda. Their focus on health is impressive - integral to someone's ability to continue working and performing."*

EFA Award for Best Private Sector – Innovation

Winner: London Organising Committee for the Olympic and Paralympic Games Ltd

LOCOG's '>attitude over age' programme was launched in March 2009 with a clearly defined vision to increase the proportion of older and younger people. To achieve their set targets they have four main work streams: a Get Ahead School Leaver Programme, Work Placements, Trailblazers Programme - a volunteering programme - and a Buddy System designed to encourage older and younger members of staff to interact. They have achieved quick results: in March 2009, only 4% of staff self identified as being over 50 years. In the latest staff survey, March 2010, this number has risen to 8%.

Judges' Comment: *"LOCOG have invested a lot of thought and energy into making sure their approach to every aspect of the Games is inclusive. The Buddy system is an excellent example of an effort to address some of the potential issues that can arise when people of different ages (and attitudes) have to work together."*

EFB Winners



EFB Award for Best Public Sector – Overall Winner: London Borough of Lambeth

Lambeth doubled its efforts in 2009/10 to make a step-change in meeting the needs of their community and workforce. As a result they have successfully completed the council's first Single Equality Scheme. They have achieved the difficult task of staff engagement with senior management in their Equalities Exchange programme involving live debates, with the Chief Executive, on religion or belief. Community sensitive communications training has seen 'Islam awareness' training with emphasis on appropriate and sensitive use of imagery in publications. Other work includes multi-faith rooms and faith based desktop calendars.

Judges' comment: *"A highly impressive and comprehensive entry, by London Borough of Lambeth, which should act as an inspiration to other London boroughs and councils across the UK."*

Highly Commended: Hertfordshire Constabulary

Hertfordshire Constabulary's chaplaincy service has historically consisted of chaplains from the Christian Faith. In 2009, the constabulary recognised that there was a significant need to diversify the chaplaincy profile to include a wider range of Faiths, Religions and Beliefs. Initially two people from the Pagan community were recruited by the constabulary as chaplains, the very first Pagan police chaplains within the UK. They then went on to support the set up of a National Pagan Police Association and their work continues on providing chaplains of different faiths including humanist.

Judges' comment: *"Hertfordshire Constabulary have shown a complete commitment to supporting staff with differing beliefs; challenging stereotypes and promoting inclusion."*

EFB Award for Best Private Sector – Overall Winner: Sodexo UK & Ireland

In December 2009 as part of their new diversity and inclusion communication strategy Sodexo UK & Ireland embarked on raising awareness of religion and belief through the launch of a series of Inclusion Fact Sheets e.g. December festivals, Ramadan, Easter. As a result of efforts to raise awareness of religion and belief in the workplace, a major client was able to successfully make accommodations for a number of Sikh staff potentially affected by a 'bare below the elbows' policy, because they wear the Kara bracelet. As a result of the negotiations between Sodexo UK & Ireland and the client, the outcome was a satisfactory compromise that allowed staff to continue wearing the bracelet while still achieving the aim of infection control.

Judges' comment: *"A good example of what focussing on diversity can bring – a shared understanding of the issue and a positive approach to working jointly to resolve the issue. It was risky for Sodexo UK & Ireland to challenge a client but with a good outcome it has benefited beyond the organisation."*

EFB Award for Best Public Sector – Innovation Winner: West Midlands Police

West Midlands Police have a number of faith networks in order to make the Force a more inclusive service-provider. The Faith/Belief Group has been running since 2007 and its key achievements include creating a religion and belief policy, flexing bank holidays provision, quiet room guidance, a faith requirements for people in custody policy, a consultation forum for their combined equality scheme and uniform advice. They also actively share best practice with other Forces. They have a Muslim and a Christian network and multi-faith voluntary chaplains who provide practical as well as spiritual help to officers, staff and their communities. The number of these chaplains has increased from four to 26.

Judges' comment: *"West Midlands Police are working hard to build a better understanding of different faiths and better relationships with the community. Sharing the work with others helps promote best practice across the Police Force."*

EFB Winners



EFB Award for Best Private Sector – Innovation Winner: National Grid

Through 2008 the Islam@Work network, part of Faith@Work (faith employee resource group) gave a number of presentations aimed at raising awareness and understanding of Islam. It became apparent that a lot of people wanted to understand the recent terrorist acts in the UK and abroad and the ongoing wars and conflicts around the world, particularly where Islam was being referenced. The diversity team along with the Group Director of Security produced documentation on this subject and then a Q&A Session, entitled: Faith & Security: Perception vs Reality. The event was a great success and subsequently copies of the presentation have been requested by other companies and by the UK Government Security Service to use as an example of the way forward in promoting inclusion and working together to dispel misconceptions.

Judges' comment: *“An excellent piece of work tackling a difficult subject – delivered by a National Grid team that included someone outside the diversity team – this has already shown great potential for wider sharing with other organisations.”*

EFA & EFB Winner



EFA & EFB Award for Best Small Organisation Winner: Core Assets Group

Core Assets Group has a commitment to lifelong learning that reaches beyond their staff group – it has professionally supported the 3,999 foster carers it works with, 52% of whom are between the ages of 46-60 and 10% over 61. Support is also offered to the children and young people that are in care by giving them the opportunity of a work placement. The Group supports 2,700 children and young people and in December 2009, there was 95% attendance at school from them. “360 Diversity” was launched in 2009 which is an online virtual networking forum that contains information to support and educate staff on diversity. The forum improves communication and provides social learning opportunities. Staff have gained a greater voice through 360 Diversity and can give real-time feedback to issues that affect them.

Judges' comment: *“The impact of this work is significant especially in relation to the disaffection from education. Core Assets Group are using innovative practices to involve all staff and other people affected by their services.”*



EFA & EFB hold regular meet the champions networking events. For more details please check our websites: www.efa.org.uk www.efbelief.org.uk