Equality, Diversity & Inclusion

Bristol Waste Company Strategy
2022 – 2025

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Forward from our Chair

Elaine Holt
Chair

Reflecting the fact that we serve such a diverse, thriving city, Bristol Waste Company is committed to promoting equality, diversity and inclusion.

We value the contribution of all our people and will foster an environment of trust and respect where every person has the opportunity to reach their full potential and contribute to achieving our goals.

We will only succeed if we work together, and we will work better together by being open to the experiences, concerns and ideas of all our people.

We want Bristol Waste Company to be a great place to work where any form of bullying, harassment or discrimination will not be tolerated, where opportunities to progress are open to all and where people feel valued by their contribution to making Bristol a greener and cleaner city.

We realise we still have work to do in shaping an authentic culture of openness and positive challenge where both colleagues and the communities we serve are confident in letting us know where we fall short of our aspirations.

We all have a personal responsibility in making Bristol Waste Company a great place to work and we look forward to working collaboratively to delivering the key strategic aims outlined in this, our first, comprehensive Equality, Diversity & Inclusion (EDI) strategy.

Forward from our Interim Managing Director

Jason Eldridge

Interim Managing Director

Equality, diversity and inclusion should be core to our DNA and celebrated as part of everything we do.

We want colleagues to have the confidence that they can bring their whole selves to work and to believe that they will be treated with fairness, dignity and respect every day.

As a council owned business, delivering a high quality service to our residents and customers is fundamental to our purpose. We recognise we cannot fully deliver this without a workforce that is representative of the community we serve.

We are proud of the significant progress we have made over the last few years. We have a positive gender pay gap. Women make up 30% of our board, 50% of non executive directors and 40% of our senior leadership team. Both our Workplace Services business and our corporate functions have a positive gender balance.

Our ethnic diversity is positively now broadly representative of the Bristol community.

However, we recognise we still have a long way to go in meeting our targets. To deliver against these, we will reflect on what we have learnt, build on our successes and embrace the eight aims outlined in the following pages.

Together we will make Bristol Waste a company that is recognised for being progressive, inclusive and diverse.

The rationale for a focus on EDI: the moral case

For us, the commitment to diversity and inclusion goes further than our moral and legal responsibility. We recognise we are uniquely placed to offer support and opportunities to those who may face barriers in entering, or returning to, the workforce.

At Bristol Waste Company (BWC) we are committed to a culture that celebrates diversity and promotes belonging and respect, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, neurodiversity or socio-economic status.

Our commitment stems from our belief that:

• we will best serve our community if our workforce is representative of that community

• protecting the psychological safety, as well as physical safety of our colleagues is paramount

• that the greatest ideas and innovation come from embracing different ways of thinking, viewpoints and perspectives

• the most attractive culture will be one of acceptance, where colleagues are confident being themselves at work and are supported to realise their potential

• we have a role to play in building good relationships between different communities in Bristol so that everyone can participate and contribute

The legal case

The company's legal responsibilities are outlined within key legislation such as: the Equality Act 2010, the Human Rights Act 1988, the Public Sector Equality Duty and Gender Pay Gap Reporting Regulations.

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The rationale for a focus on EDI: the business case

We are committed to a strategy of equality, diversity and inclusion (EDI) because we believe it is the right approach as a good employer.

However, we also recognise that a compelling EDI strategy, alongside other people initiatives, can contribute meaningfully to improved business performance.

The moral case	The business case*
We will best serve our community if our workforce is representative of that community	- Improved customer service - Improved reputation with stakeholders - Savings in time, money and colleague resources - Increasing requirement in commercial bid submissions
That the greatest ideas and innovation come from embracing different ways of thinking, viewpoints and perspectives	- Improved business outcomes, improved processes, heightened productivity and performance (colleagues will go the extra mile)
That protecting the psychological safety, as well as physical safety of our colleagues is paramount	- Reduced absenteeism levels - Reduced mental health issues - Improved Safety, Health, Environmental and Quality (SHEQ) key performance indicators in relation to abuse and harassment
The most attractive culture will be one of acceptance, where colleagues are confident being themselves and are supported to reach their potential	- Reduced colleague turnover/increased retention - Increased candidate pool for recruitment - Strong colleague morale (and engagement) - Strong colleague loyalty and company brand
We have a role to play in building good relationships between different communities in Bristol so that everyone is able to participate and contribute	- Improved reputation with key stakeholders - Improved social value
Moral and legal requirements of being a good employer	- Compliance with key regulations - Reduced risk of grievances, disciplinaries, dismissals and employment tribunals - Improved colleague experience

*NB: a good EDI strategy will be one of several contributory factors to improved performance in these areas.

Our target diversity: the Bristol community

The below tables show Bristol Waste Company workforce broken down by protected characteristics and education against the wider Bristol population that we serve. We currently do not collect educational data and will be baselining this is 2022.

Gender	Bristol	BWC
Women	49%	23%
Men	51%	77%
Prefer not to say	0%	<1%

Disibility	Bristol	BWC
Disabled	12%	1%
Unknown / prefer not to say	0%	74%
Not disabled	88%	25%

Ethinicity	Bristol	BWC
White	85%	78%
Black	5%	10%
Asian	6%	<1%
Mixed	3%	3%
Other	1%	<1%
Unknown/prefer not to say	0%	8%

Age	Bristol	BWC
Under 50	79%	54%
Over 50	21%	46%

Religion	Bristol	BWC
Christian	43.5%	29.9%
Muslim	4.4%	5.6%
Hindu	0.4%	0%
Buddhist	0.8%	0.5%
Sikh	0.5%	0.2%
Jewish	0.2%	0%
No religion	41.5%	39%
Unknown/prefer not to state	7.9%	21%
Other not stated	0.8%	3.8%

Education	Bristol
Do not pursue higher education	85%
Go on to higher education	5%
Go on to higher education – South Bristol	6%
Degree educated	51%
Not educated to degree level	49%
Apprenticeships started	2,860
Apprenticeships completed	1,170
Have a SEN plan or EHC Plan	16.1%

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Our key achievements to date

We have made some major achievements in relation to women in our workforce.

- **30% of our board** (50% of non executive directors), and 40% of our senior leadership team are women.
- In Bristol Workplace Services, **53% of the workforce are women**
- **We have a positive gender pay gap -** women earn £1.09 for every £1.00 earned by men. The women's median hourly wage is 9.9% higher than men.
- We have a Diversity and Inclusion Policy and a Dignity at Work Policy which we review on a regular basis.

Our ethnic diversity is moving towards our target:

Ethinicity	Bristol	BWC
White	85%	**78%**
Black	5%	**10%**
Asian	6%	**<1%**
Mixed	3%	**3%**
Other	1%	**<1%**
Unknown/prefer not to say	0%	**8%**

We have commenced a range of introductory EDI training programmes for our workforce and since October 2021, have been rolling out **Toolbox Talks** for the frontline workforce.

TOOLBOX TALK

We are a **Ban the Box** employer, part of a campaign to increase job opportunities for people with convictions. This means we do not require a declaration of unspent criminal convictions from candidates until after the interview process, thereby helping those with criminal records to move on positively with their lives.

We played a key role in **Stepping Up**, an award-winning diversity leadership programme with the company's Managing Director one of the mentors.

Bristol Waste Company is part of the governments **Disability Confident Employer Scheme**.

BRISTOL waste | disability confident COMMITTED / BRISTOL Equality Charter | We are a Living Wage Employer | BAN THE ~~BOX~~

Our key achievements to date (continued)

Bristol Waste: In Their Words (TRIGGER WARNING: racism an…
Bristol Waste: In Their Words (TRIGGER WARNING: racism and hate speech)

BRISTOL WASTE: IN THEIR WORDS (TRIGGER WARNING: RACISM AND HATE SPEECH)

Bristol Waste: In their words
In 2020 when a global focus was placed on race equality some of our colleagues came forward to say they still experience racism when going about their daily work. As part of our response to let the city know that we will not tolerate this, we made a short film setting out what some of our colleagues have experienced and how it made them feel. We continue to promote and facilitate appropriate support to our colleagues.
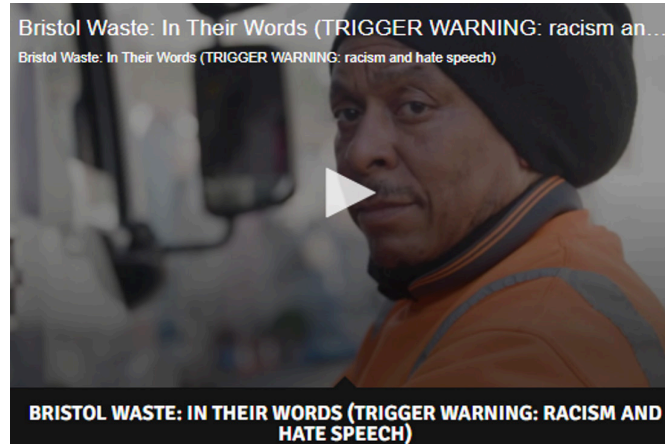
Bristol Equality Charter
We have been a signatory to the Bristol Equality Charter since 2018 - a city-wide initiative co-designed by private, public, and voluntary sector organisations that aims to create a fairer, safer, accessible and inclusive city where everyone feels they belong, has a voice and an equal opportunity to succeed.

BRISTOL Equality Charter

Department for Work and Pensions
In conjunction with the Department for Work and Pensions (DWP), BWC has initiated positive action placements aimed at long term unemployed from underrepresented groups such as from Black, Asian and Minority Ethnic communities.

St Pauls Learning Centre
We work with St Pauls Learning Centre to reach a wider pool of potential candidates from extended community groups.
We use their social media platforms to promote opportunities and provide monthly drop-in sessions at the centre to help with CV writing and applications.

Hargreaves Lansdown
BWC are participating in a cross-sector programme co-ordinated by Hargreaves Lansdown and will offer 3 work placements in HR, FM & projects to Black, Asian and minority ethnic university students living or studying in the West of England.

This positive action initiative is in support of the local community and seeks to improve social mobility.

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# Our vision and strategic aims 2022 – 2025

Our EDI vision

Our vision is for diversity and inclusion to be built into the fabric of who we are as a business. We will be a company where empathy and compassion is shown to all our colleagues and the people we serve. We will recognise the power of people being able to bring their whole selves to work and foster a culture where any form of exclusion or discrimination is not tolerated.

While we have made positive steps forward both in terms of the diversity within our workforce and in our involvement with community programmes, we realise we have a long way to go in achieving our vision.

Over the coming three years we have identified the following eight strategic aims.

We will...

1. build our **knowledge base** and understanding
2. increase the **proportion of women** in our Waste, Recycling and Street Cleansing Services
3. have greater **ethnic diversity in the senior leadership** across the organisation, and improve our ethnicity pay gap
4. ensure that we are **better meeting the needs** of underrepresented groups within our workforce
5. **create opportunities** for groups that traditionally struggle with entering the workforce
6. **address and support** our aging workforce
7. ensure EDI considerations are **forefront of service delivery**
8. better celebrate and **promote our diversity**
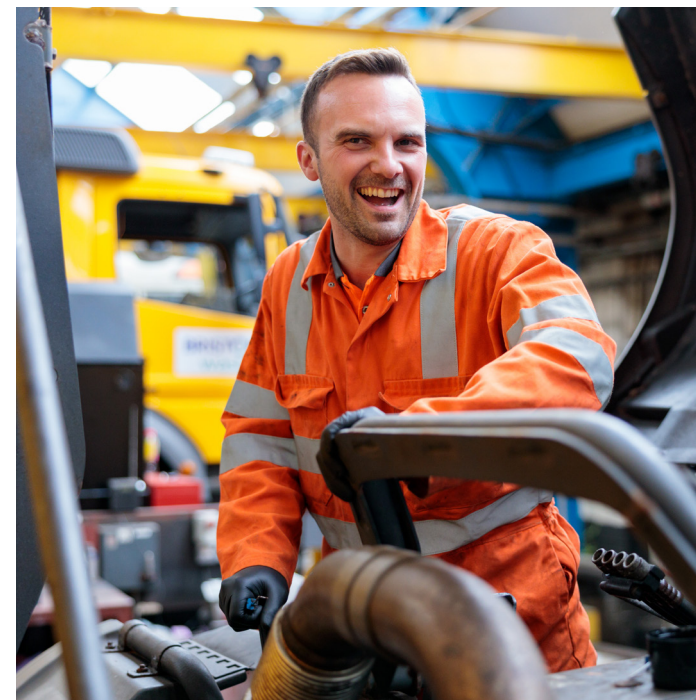
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1. We will build our knowledge base and understanding

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1. We will build our knowledge base and understanding

We will look at opportunities to hear more from colleagues in under-represented groups. To achieve this, we will:

• establish a series of Colleague Led Groups (CLGs) who will capture and promote the views of colleagues. Initially these will be ethnic & cultural diversity, gender equality, LGBTQ+, diverse thinking & learning and equal access. These groups will identify areas for change and improvement and support business cases for progressive change. They will help facilitate greater two-way dialogue

• consider a Reverse Mentoring scheme, where the board and SLT are mentored by relevant colleagues at various levels of the organisation

• look at more informal ways of gathering feedback from colleagues who don't want to engage in formal meetings (e.g., drop in 'surgeries', pulses)

• provide a specific section in relation to EDI within our annual colleague survey

We will form partnerships with various community groups and organisations who can increase our understanding.

We will ensure that from the board through to the frontline, we have a broad and practical EDI training programme that makes a meaningful difference.

We will improve our data capture and measurement in relation to EDI. We will:

• review exit interviews, grievances and colleague survey responses to understand where challenges exist for colleagues and feed this into our CLGs

• formalise capture of colleague data to ensure we can track our diversity

• establish a meaningful EDI reporting suite and monitor and measure our progress against key KPIs

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Colleague Led Groups (CLGs)

Having objectively considered the challenges faced by the single BWC EDI Working Group, we are establishing the following specific Colleague Led Groups (CLGs); ethnic & cultural diversity, gender equality, LGBTQ+, diverse thinking & learning and equal access.

Each group will be comprised of 6 members, with adequate representation from across the business. We recognise requests for additional members and/or groups may arise, and these will be constructively considered in a way that feels inclusive. We are committed to monitoring and reviewing the effectiveness of the groups via an EDI Steering Group.

The aims of each CLG and the EDI Steering Group are to:

- effectively provide colleagues with increased knowledge and confidence around diversity and inclusion

- work in partnership with the Steering Group and other CLG's on issues relating to equality, diversity and inclusion, aiding Bristol Waste in fulfilling its obligations as an employer, under the equality act and public duty

- develop and implement a realistic work programme that will benefit our colleagues and business based on priorities agreed by the Steering Group and in turn the board and SLT

- connect, collaborate, and seek ideas from our colleagues and internal stakeholders such as Human Resources, Learning and Development, Managers, Supervisors, etc. and look at best practice from external partner organisations and local community groups

- provide insights to the board & SLT with advice, suggestions, and barriers to creating a culture where colleagues can bring their whole selves to work

- identify creative ways for attracting a diverse range of applicants and to identify whether real or perceived barriers exist to attracting a diverse pool of applicants

Each CLG will have a Chair and those Chairs will sit, with members of the HR Team, SLT and the board, on the Steering Group. Those involved with the groups will have an allocation of their time commitment paid, the payment to Chairs will be higher reflecting the additional expectation on the role.

Associated strategic actions

Action	2022-23	2023-24	2024-25
Establish new CLG structure, documentation, objectives and then recruit	X		
Work with CLGs to gain input into actions supporting strategic aims and into other areas (e.g. annual process review)	X	→→→	
Introduce other less formal means of gaining feedback from our colleagues including emails, drop-in sessions etc.	X		
Establish a Reverse Mentoring Scheme	X		
Create HR EDI information suite from available data (EDI statistics, colleague surveys, grievances, exit interviews, sickness data etc)	X		
Ensure capture of EDI data is extensive and compliant, establish regular reporting that is accessible to all	X		
Review EDI training programme, consider range of audience appropriate sessions and adding more informal 'learned experience' material alongside primary courses	X		
Establish an approach to forming partnerships with relevant Community Groups who can support strategic aims	X	→→→	

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2. We will increase the proportion of women in Waste, Recycling and Street Cleansing Services

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2. We will increase the proportion of women in Waste, Recycling and Street Cleansing Services

While we have some positive achievements in relation to women in our workforce, there is one key area where we are under-represented: the number of women working in our waste, recycling and street cleansing services.

Area	Women	Men
Board/NEDs	30%/50%	70%/50%
Senior Leadership Team	40%	60%
Central Support Services	56%	44%
Bristol Workplace Services	53%	47%
Bristol Waste, Recycling & Street Cleansing	**5%**	**95%**

We will work to increase the proportion of women working in these areas and seek to maintain our positive balance in other areas of the organisation.

To do this we will work collaboratively with our Gender Equality CLG, recent recruits and general public focus groups to better understand and overcome the challenges and barriers in these areas.

Illustrative initial considerations include:

• targeted recruitment campaigns (including use of more female imagery, review of language usage on our website and in our recruitment materials, targeted use of specific agencies)

• a review of physical spaces and amenities (both onsite and within our communities)

• review options for flexible working and develop a suite of 'family friendly' policies

• mentorship and support programmes

• review of branding and public messaging around breadth of employment opportunities (waste vs. environmental)

• support for related pledges and campaigns

• establishing our first 'all women' crew and using them to further promote the role to others

• ensuring a gender inclusive working environment and culture

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Evolve formal Gender Pay Gap reporting and publish as appropriate	X		
Work with CLG to understand options to better support and encourage women at BWC, in particular how to grow proportion of women within Refuse, Recycling and Street Cleansing	X	→	
Create and review the 'recruitment funnel' to understand at what point women drop out. Introduce all-candidate post-recruitment surveys.	X		
As part of our values, vision and purpose work, consider impact of the name 'Bristol Waste' on ability to attract women and underrepresented groups	X		
Ensure a gender-inclusive working environment & culture	X		
Commit to appropriate pledges and campaigns, e.g., menopause charter	X		
Explore opportunities for flexible working arrangements	X		
Review existing policies & procedures and develop a suite of 'family friendly' policies	X	→	
Creation of an all women crew	X		
Attract more women to apply for positions	X		

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3. We will have greater ethnic diversity in our senior leadership, and reduce the ethnicity pay gap

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3. We will have greater ethnic diversity in our senior leadership*, and reduce the ethnicity pay gap

In terms of our ethnic diversity, on a broad basis, we are positively positioned relative to the Bristol community. In fact, Black, Asian and Minority Ethnic colleagues comprise a greater proportion of our working population than the wider community.

However, this representation is not yet evident at more senior levels of our organisation and our Ethnicity Pay Gap is not favourable.

BWC: Remuneration by Ethnicity**

- 0 - 14,999
- 15,000 - 24,999
- 25,000-34,999
- 35,000-49,999
- 50,000-74,999
- 75,000-99,999
- 100,000+
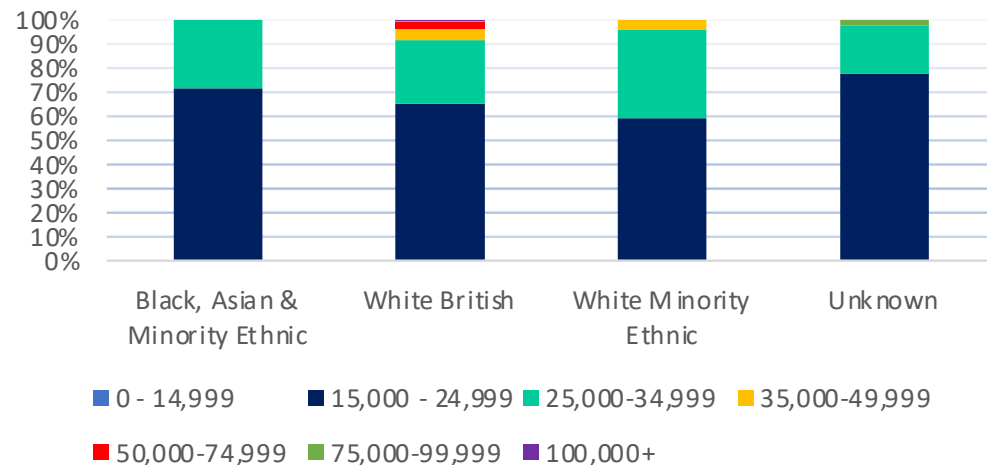
**March 2021, excludes BWS

We will work collaboratively with our Ethnic & Cultural Diversity CLG to better understand the challenges.

Example areas of focus include:

- recruitment
  - develop a board and SLT skills and diversity matrix
  - use of specialist recruitment agencies which focus on diversity. We will look carefully at future NED and senior management recruitment
  - where vacancies are not immediately available, we will look at opportunities for co-opted/ independent members e.g., on board committees such as Audit, Risk and Assurance Committee (ARAC) and Remuneration, EDI and People Committee (REPCo)
- review learning and development and ensure it caters for cultural differences
- consider opportunities for graduate and higher-level apprenticeship programmes
- a reverse mentoring scheme
- signposting promotional opportunities and pre-application support e.g. CV writing, interview skills etc
- developing a leadership framework pipeline and management training
- support colleagues to enrol and participate in the Stepping Up programme

*When we talk about our senior leadership we are referring to our management team and above. This includes our service managers, senior leadership team, executive team, committees and board

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Work with CLG to understand options to better support and encourage ethnic diversity within BWC	X	→	
Establish Ethnicity Pay Gap reporting and publish as appropriate	X	→	
Develop a board (and committee) and SLT skills and diversity matrix	X		
Work with Be-on-Board to: • Review NED, committee and leadership role descriptions • Recruit co-opted members to ARAC and REPCo	X		
Work with CLGs and partnership organisations to review cultural appropriateness of leadership/management training	X		
Appropriately signpost promotional and development opportunities (internally and externally)	X		
Create culturally sensitive pre-promotional support programme (CV writing, interview skills etc)		X	→
Establish role models/mentoring scheme		X	
Develop a leadership framework pipeline and management training		X	

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4. We will better meet the needs of underrepresented groups in our workforce

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4. We will better meet the needs of underrepresented groups in our workforce

We will work with our Colleague Led Groups and with our (reverse) mentors and advocates to understand the challenges faced by underrepresented groups within our workforce. Opportunities will be considered in a range of areas including:

Flexibility	Facilities & Resources	Communication	Opportunities	Support
Examples for evaluation may include areas such as: • consideration of a flexible working policy for frontline services • accommodating different needs into ways of working. Examples may include areas such as menopause, Ramadan and fasting impacts on physical capacity, forms of communication for illiteracy • consideration of different statutory holidays for different religious groups, parental leave variations	Examples for evaluation may include areas such as: • suitability and privacy of amenities for women and transgender colleagues • signage and literature provision for the visually impaired • access to facilities for disabled colleagues • food storage and preparation area, prayer and washing areas for religious groups	Facilitate open, two-way dialogue, providing opportunities for our colleague's voices to be heard. We will consider EDI and use of appropriate language in comms, eg: • review policies and processes for necessary revisions to content, language or tone • ensure promotional materials reflect inclusivity (e.g., recruitment ad wording for women, photography and imagery) • proactive signals of support (e.g pronouns on emails) • include Equality Impact Assessments in business cases	Enabling and supporting equal opportunities for growth and progression for all. Examples for evaluation may include areas such as: • tailored apprenticeship and graduate programmes • interview training, CV preparation etc • learning programmes including literacy programme • we will ensure all objectives include a commitment to EDI	Internally and externally, we will show we prioritise dignity, respect and equal treatment of all colleagues. • we will transition our Remuneration Committee to a Remuneration, EDI & People Committee (REPCo) • we will publicly demonstrate our commitment to our colleagues e.g., build on recent work with campaigns around racism, verbal abuse etc • we will ensure our policies and procedures are applied fairly and consistently and do not disproportionally affect underrepresented groups

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Establish a BWC Remuneration, EDI and People Committee (REPCo) supporting the BWC board	X		
Accommodate the diverse needs of our colleagues, e.g., methods of communication, flexibility to observe key holidays, family friendly policies etc.	X		→
Ensure our facilities and resources across the business are accessible to all colleagues		X	
Facilitate open, two-way dialogue, providing opportunities for our colleague's voices to be heard, e.g. feedback via CLG's and other sources, CLG's to input into policies etc.	X		→
Ensure Equality Impact Assessments are built into Project, Significant Change and Business Case processes		X	→
Enable and support equal opportunities for growth and progression, e.g., EDI incorporated into objectives, support for interviews, CV writing, tailored learning programmes		X	
Show our support for prioritising dignity, respect and equal treatment of all, internally and externally	X		→

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5. We will create opportunities for groups that traditionally struggle to enter the workforce

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5. We will create opportunities for groups that traditionally struggle to enter the workforce

The nature and wide range of our work means that we are uniquely placed to offer opportunities to those who otherwise may struggle to enter the workforce.

c.1500[1]
Young offenders in Bristol

68[2]
people sleeping rough in Bristol

Bristol Resettlement Scheme (VPRS) supports refugees from Syria, Afghanistan, Iraq, Iran, and Ukraine

35%
of 19-year-olds and over, previously in care, are not in education, training or employment

16.1%
young people who have an EHC or SEN plan in place during education

We will look to create opportunities for under-represented groups who find it difficult to enter the workforce. For a few of these groups it may take the form of a structured programme, for others signposting that we are supportive and inclusive.

- **Young offenders:** there are 326 young offenders per 100,000 residents in Bristol. Areas where we operate, such as Hartcliffe, are home to a notable proportion

- **Homeless:** there are currently 68 people known to be sleeping rough within the city of Bristol, a 37% increase in 2021 over 2020. There are also over 1000 families in temporary accommodation

- **Refugees:** the Bristol Resettlement Scheme (part of the Vulnerable Persons Resettlement Scheme) seeks opportunities to support employment opportunities for refugees from Syria, Afghanistan, Ukraine and other troubled nations

- **Neurodivergent:** 1 in 7 people in the UK have some form of neurodivergence including ADHD, Autism or Specific Learning Disabilities (such as Dyslexia, Dyspraxia, Dyscalculia)

- **Previously in Care:** around a third of 19-year-olds and over across the UK, previously in care, are now not in any form of education, training or employment

1 rate of 325.5 per 100/000 (JSNA Health and Wellbeing Profile 2021/22)
2 it is expected that the true number of people sleeping rough in Bristol is much higher

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Work with BCC/Bristol Resettlement Programme on Ukrainian refugee work programme/opportunities	X		
Work with Bristol Bears/Molson on programme for Bristol Youth in poverty	X		
Work with Key4Life to support their innovative rehabilitation programme for young offenders		X	
Work closely with Jobcentre Plus advisors dedicated to supporting those who are homeless and specialist homelessness charities, e.g. the Salvation Army to support employment programmes			X
Take a proactive approach to supporting neurodiversity for existing and prospective colleagues		X	
Provide apprenticeship opportunities specifically for care leavers		X	
Provide a realistic job preview to these groups that traditionally struggle to enter the workforce, e.g., site tours and visits, presentations, work experience etc			X

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6. We will address and support our ageing workforce

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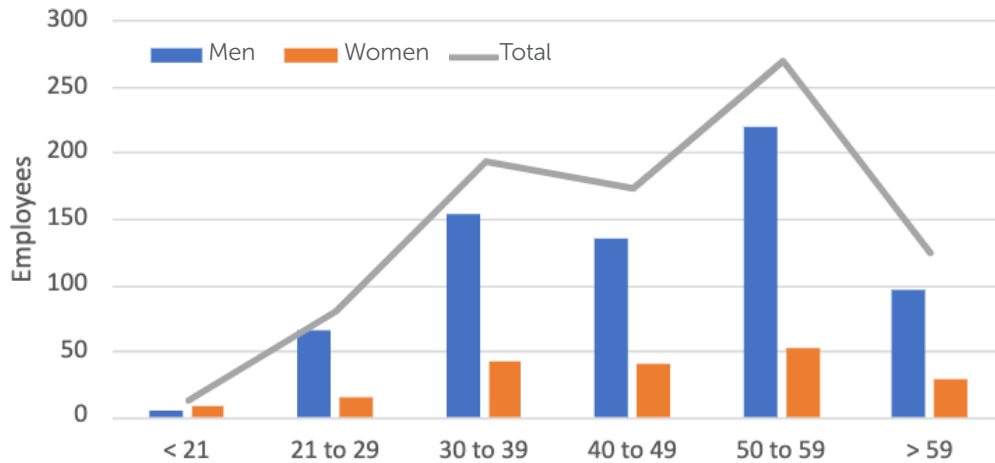BRISTOL
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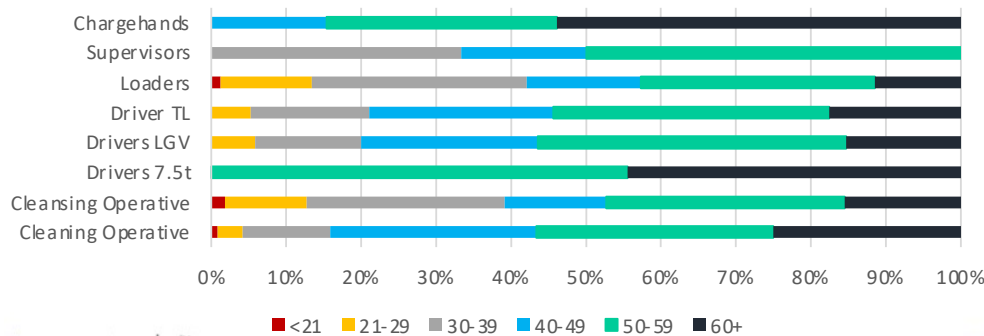
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6. We will address and support our ageing workforce

BWC: Age distribution by gender

BWC: Illustrative age distribution by role

Currently we have a very similar age profile across both women and men, and the average age of both is 46 years.

Notably:

- we have a sizeable proportion of our workforce who are 60 and above (14% men, 15% of women)

- we have a smaller proportion than perhaps would be expected under 30 (less than 12%)

Within our strategy we will look at opportunities at both ends of the age spectrum:

1. to increase the proportion of younger people who are considering a career with BWC

2. to look at ways we can support our ageing workforce. Given how physically challenging some of our roles are, we will explore a more structured set of redeployment opportunities to signpost colleagues to, enabling us to retain them

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Launch the new BWC apprenticeship & graduate programme		X	→
Formalise a mature/higher learning programme for colleagues		X	→
Understand the needs of ageing colleagues and put in place suitable support	X		→
Establish and formalise a process around redeployment for ageing colleagues using BWC (including Workplace Services) and Bristol City Council	X		→
Work to promote work opportunities to the youth of Bristol	X		→
Support the BCC Experience of Works programme	X		→
Strengthen our wellbeing offering & ensure it is inclusive to all age groups	X		→

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7. We will ensure EDI considerations are forefront of service delivery

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7. We will ensure EDI considerations are forefront of service delivery

In addition to the focus on our own workforce within our EDI strategy, we recognise the need to ensure that our strategy more holistically considers equality and diversity in terms of how we manage key business practices and in our interactions with stakeholders.

Key areas for consideration here will be:

- ensuring our service delivery practices cater for any specific needs of under-represented groups (e.g. residents with disabilities)

- completion of full Equality Impact Assessments (EIAs) for all major programmes of work and procedural changes

- incorporation of EDI considerations into our Business Case template/requirements

- reviewing our current supply chain, and future supplier agreements, to ensure EDI conditions/criteria are met

- reviewing our commercial bidding process to ensure that we do not bid for work with customers who we know, or suspect, have an approach to EDI that is inconsistent with our own

- incorporating an EDI screen within our complaints and compliments review

- ensuring that our bid documents, commercial contracts and customer collateral uses language and imagery that promotes our equal and inclusive approach

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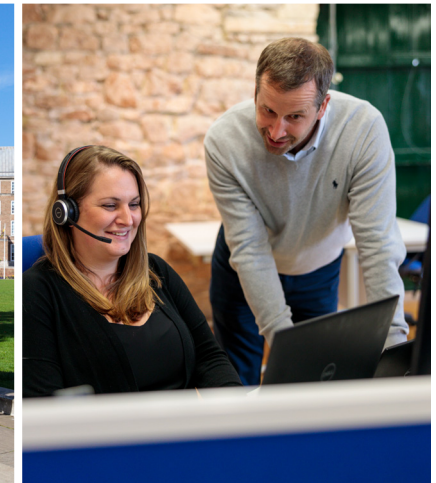
Associated strategic actions

Action	2022-23	2023-24	2024-25
Review key service delivery processes to ensure that any specific needs of underrepresented groups are considered	X	→	
Embed the EIA process (a full and abbreviated version)	X	→	
Ensure EDI considerations are added to the Business Case template		Complete	
Review current suppliers and supplier agreements to ensure that EDI and other protective criteria are included	X	→	
Review commercial bidding process to include a desktop review of clients in relation to EDI breaches	X	→	
Add an EDI screen/filter to our complaints/compliments review process	X	→	
Conduct a review of external comms and documentation to ensure our diverse and inclusive approach is evident		X	

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8. We will celebrate and promote our diversity

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Internally

We will seek to create awareness and understanding of the various underrepresented groups within our organisation.

We will try and move from an annual calendar of "special days or months" to opportunities for useful year-round engagement:

• we will look to the CLGs and partner organisations to suggest and manage content that will be informative and beneficial

• we will share resources that celebrate and promote diversity

• we will use more storytelling and lived experiences

• we will make this readily available on multiple mediums (e.g. email, depot screens, video links) giving colleagues the choice of whether/how to engage with content

We will increase visibility for our commitments, pledges etc. that support the workforce and clearly signpost available resources and support.

We will consider use of both internal and external speakers to help make training come to life.

We will publish key statistics (e.g. gender & ethnicity pay gaps) and acknowledge the progress we are making.

Externally

We will look to continue and build on the work we do to support events in the community such as Pride and St Pauls Carnival.

We will use our website to its full potential to ensure our commitment to diversity is clear.

We will ensure that all external materials produced (e.g. job advertisements) are inclusive in their wording and imagery.

We will continue to take opportunities to communicate with residents on issues that impact our colleagues (e.g. racism, verbal abuse etc).

We will consider other partnerships and accreditations that demonstrate our commitment to diversity and comply with all legislative reporting requirements.

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Awareness & celebration calendar

As a business there are hundreds of holy days, religious festivals, health and well-being awareness days, special events and bank holidays that we can observe and support.

Our existing EDI working group feel strongly about the special days listed in the table and we are committed to raising awareness of and celebrating these with our colleagues.

We will work in partnership with our new Colleague Led Groups to develop a more comprehensive awareness and celebration calendar that:

• is representative of the diversity of our workforce and relatable

• encourages self-learning and development

• promotes awareness of equality, diversity and inclusion

> We will ensure the calendar of events is delivered through various mediums and is accessible to all.

Date	Special Days
1 March	Zero Discrimination Day
8 March	International Women's Day
31 March	International Transgender Day of Visibility
21 May	Diversity Day
June (Month)	LGBTQ+ Pride
July (Month)	St Paul's Carnival
26 September	European Day of Languages
October (Month)	Black History
19 November	International Men's Day
3 December	International Day of Persons with Disabilities

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Associated strategic actions

Action	2022-23	2023-24	2024-25
Implement new awareness & celebration calendar	X	→	
Increase visibility of our commitments, pledges etc that may support the workforce and clearly signpost available resources and support	X	→	
Increase our EDI focus on our external website and in our recruitment activities, e.g. publish strategy and ensure wording & imagery is inclusive and accessible to all	X	→	
Ensure our internal communications highlight Equality, Inclusion and Diversity initiatives	X		→
Publish key statistics (e.g., gender & ethnicity pay gaps) and acknowledge the progress we are making	→		
Show our support for prioritising dignity, respect and equal treatment of all, communicating with residents on issues that impact our colleagues		X	
Support more community events			

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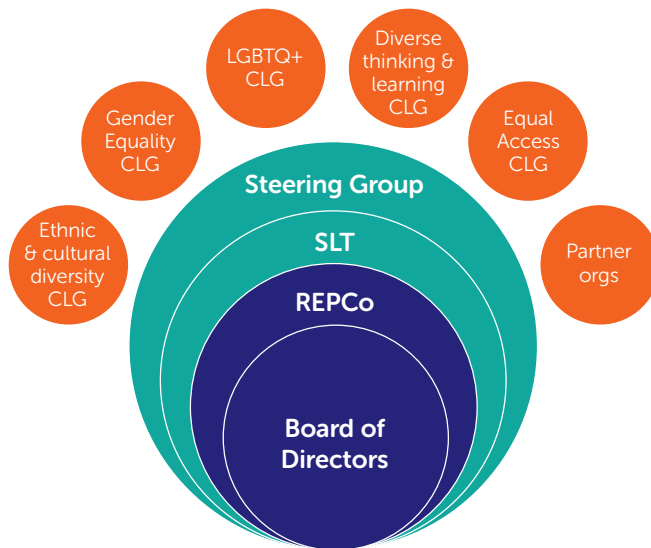
Our governance

- **Formal committee of governance**
- **Management and advisory teams**
- **Colleague and community representation & voice**

- **Board of Directors** - will set the overall strategy for how it wants the Company to approach Equality, Diversity & Inclusion (EDI). It will agree specific areas of priority and the key performance indicators by which it will monitor progress. Whilst all board members are committed to diversity and inclusion, a nominated Non-Executive Director will be the champion and voice of the board, connecting with the Steering Group on diversity issues.

- **Remuneration, EDI and People Committee (REPCo)** - in addition to its responsibilities in relation to recruitment, remuneration, talent management and welfare of colleagues, the REPCo will have delegated responsibility from the board for ensuring that the Company's EDI Strategy translates into measurable positive progress.

- **Senior Leadership Team (SLT)** - members will take responsibility for delivery of the agreed strategy. They will actively role model and promote behaviours that align with the company's commitment to EDI and ensure it is embedded within objectives. They will ensure that the organisation celebrates success of specific initiatives and will allocate adequate resources and expertise so that the EDI strategy is translated into targeted deliverables. SLT will also support and actively encourage service delivery and policy development with equality & diversity as an integral thread. A nominated SLT member will be the champion and voice of the SLT, connecting with the Steering Group on diversity issues.

- **Steering Group** - The Steering Group will set the priorities and direction for our CLGs that align with board/SLT strategy and evaluate the effectiveness of initiatives within each work programme. The group will work collaboratively with Group Chairs, and will be a channel to share the views, concerns, and suggestions put forward from CLG's - and the wider workforce. This group will facilitate the cross-fertilisation of ideas from all groups and make recommendations for policy/process/procedure improvements.

- **Colleague Led Groups (CLG's)** - Members of the group will be the eyes and ears of the workforce and a focal point from which to reach out and to understand perspectives of champions and colleagues across the business, 'what it's like to work here' and recommendations to improve and embed diversity and inclusion into everyday activities. CLG's will be a forum to feedback to the company on matters such as policy, service delivery and equality impact assessments, to better understand implications. They will have a key accountability in supporting development of business cases.

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How we will measure our success

Note: In many instances a baseline is to be established in the first year of our plan. Where this is the case, once established, specific numeric targets for future years will then be assigned.

When we talk about senior positions we are referring to our management team and above. This includes our service managers, senior leadership team, executive team, committees and board.

Women in our workforce, particularly Refuse and Recycling Operations

Measure	Current	2022-23	2023-24	2024-25
% women total workforce	22%	27%	28%	30%
% women SLT, Committees and Board	X%	Maintain	Maintain	Maintain
% women Refuse, Recycling & Street Cleansing	5%	9%	12%	15%
Year on Year increase in women as % candidates- total workforce		Baseline	Increasing	Increasing
Internal promotions of women as % total workforce		Baseline	Increasing	Increasing
Gender Pay Gap	£1.09 (+)	1:1	1:1	1:1

Ethnic diversity in our workforce, particularly within management levels

Measure	Current	2022-23	2023-24	2024-25
% Black, Asian and Minority Ethic of total workforce	15%	Maintain/15%	Maintain/15%	Maintain/15%
% Black, Asian and Minority Ethnic in senior positions	3.57%	8%	12%	15%
Black Asian and Minority Ethnic as % candidates		Baseline	15%	15%
Internal promotions of Black Asian and Minority Ethnic as % total		Baseline	Increasing	Increasing
Ethnicity Pay Gap		Baseline	Closing/positive trend	Closing/positive trend

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How we will measure our success

Note: In many instances a baseline is to be established in the first year of our plan. Where this is the case, once established, specific numeric targets for future years will then be assigned.

Better meeting needs of underrepresented groups in our workforce

Measure	Current	2022-23	2023-24	2024-25
Average tenure of underrepresented groups		Equal to other groups	Equal to other groups	Equal to other groups
Colleague turnover gap of underrepresented groups (+/-)		Baseline	Reducing	Reducing
Internal promotions of underrepresented groups as % total promotions		Baseline	Increasing	Increasing
Engagement score for underrepresented groups as good as other colleagues in colleague survey		Yes	Yes	Yes
Overall positive trend in EDI related scores in colleague survey		Baseline – questions	Positive/+	Positive/+
Upheld grievances/disciplinaries/tribunals in relation to EDI		0	0	0
Reduction in leavers/exit interviews citing EDI		Baseline	Reduction	Reduction
Reduction in verbal and physical abuse incidents		Measure to be developed		

Creating opportunities for groups who would otherwise struggle to enter the workforce

Measure	Current	2022-23	2023-24	2024-25
% workforce from non-traditional education		Create baseline	10% increase	10% increase
Number of initiatives or interventions/partnerships key organisations*		2	3	2

*In line with strategic actions supporting strategic aim #5

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How we will measure our success

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Rejuvenating and supporting our aging workforce

Measure	Current	2022-23	2023-24	2024-25
Number of redeployment opportunities granted within BWC/BCC		Establish Pathways	Positive Usage	Positive Usage
% colleagues in under 30s age-group	11%	13%	15%	18%
"Good or supported" leavers		Measure to be developed		

Other key metrics

Measure	Current	2022-23	2023-24	2024-25
EDI training compliance %		100%	100%	100%
% colleagues with EDI considerations in objectives		85% of management colleagues	100% across organisation	100% across organisation

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