

HOW TO BUILD A DIVERSE AND INCLUSIVE SECTOR

MARCH | 2020

INTRODUCTION

Cities are becoming more diverse due to globalisation and urbanisation. Urban mobility is shifting towards on-demand and personalised services. Society is recognising people in their individuality and within their minorities. These changes require public transport actors to adopt to a culture of inclusion which extends to both customers and employees, to offer well equipped services.

These Action Points aim to offer a better understanding of diversity and inclusion in public transport, and the benefits that come with promoting it in the sector. Sector-specific recommendations and key actions are proposed in this paper for employers to build a more diverse and inclusive environment. Having a diverse and well-included labour force is directly linked to innovation and creativity, which translates into better customer experience, improved service quality and stronger branding.

The document is complemented by a Diversity and Inclusion Case Study Tool Box and a list of literature references, which are available on MyLibrary.

A COMMON UNDERSTANDING ON DIVERSITY AND INCLUSION

Before looking at the benefits and recommendations, it is important to outline some common definitions.

Diversity is sometimes addressed by legal obligations of non-discrimination. A diverse workforce should include people of different gender, age, religion, race, ethnicity, cultural background, sexual orientation, religion, language, education, abilities according to Equality and Human Rights within the EU.



Around the world, national legal frameworks exist to protect citizens against discrimination: EU article 21 of the Charter of Fundamental Rights, Canadian Human Rights Act, US Title VII of the Civil Rights Act, South Africa's 2010 Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA), and Chile's 2012 anti-discrimination law.

Unlike the above, Brazil's anti-discrimination laws are reflected in different legislation: National constitution, labour laws, penal code, child and adolescent, and ageing laws. In Australia, specific individual laws exist to protect each type of diversity (age, sex, disability, and race). In Japan, protection against discrimination is in the Constitution's Article 14.

China joined international covenants against discrimination, including the United Nations (UN) Convention on the Elimination of All Forms of Discrimination against Women, and the UN Convention on the Rights of Persons with Disabilities. Chinese national law enforces the provision of proper accommodation by employers. All of which have made an impact on domestic legislation. But while international covenants have direct legal consequences in some countries, in China they must first find a place in domestic law before they can be deemed effective.

At a supranational level, there is the Inter-American Court for Human Rights and the International Labour Organisation (ILO). These organisations provide tools to eliminate discrimination in all aspects of society as a whole.



Inclusion has a very different meaning than diversity. Having diverse demographic characteristics in a workforce will not make a difference to an organisation's bottom line, unless employees feel welcomed. Inclusion refers to a cultural and environmental feeling of belonging. It requires an organisational effort, and can be assessed as the extent to which employees are valued, accepted and encouraged to fully participate in the company.

“In the context of the workplace, diversity equals representation. Without inclusion, however, the crucial connections that attract diverse talent, encourage their participation, foster innovation, and lead to business growth won't happen¹.”

Beyond legal compliance, diversity and inclusion have been addressed and recognised as priorities by many international companies as part of their corporate social responsibility (CSR), but their benefits go beyond that.

Ferrovie Nord Milano (FNM) Group adopted a non-discrimination code of ethics together with a structured system of measures on recruitment and working conditions: gender, work-life balance, pensions, and health, amongst others.

More companies are starting to look at diversity and inclusion as a source of competitive advantage. An essential part of being inclusive is to understand that everyone is biased when receiving and processing information, therefore public transport companies should address it with staff. Ultimately, employees will be able to consider all travellers, with different characteristics.

In this sense, for public transport networks to be inclusive, they need to be accessible. Public transport needs to create solutions that can be used by anyone and to be available to as many people as possible. When this happens, networks become inclusive by design².

• 1. Sherbin & Rashid, 2017. Diversity doesn't stick without Inclusion. Harvard Business review. • 2. To be inclusive by design is a very relevant topic for public transport. This paper is a specific focus on how public transport can transform its internal organisation and workforce to become diverse and inclusive.

BENEFITS OF DIVERSITY AND INCLUSION

Recognising the benefits does not mean that any changes incurred will become any easier for the sector. Challenges and situations will also vary considerably depending on the local context, but the analysis of various case studies allows us to draw some general action points which could help public transport companies in their mission to become more inclusive and diverse.

IMPROVE PERFORMANCE AND INNOVATION

The importance of diversity in the staff can be translated into the capacity to leverage talent. It often results in an increase of both innovation and performance.



Research conducted by McKinsey & Company involving 180 companies from France, Germany, the United Kingdom and the United States, evidenced that not only can a diverse workforce provide higher creativity, innovation and faster problem-solving, but companies' financial performance improved. The same research showed that when diverse teams made a business decision, they outperformed individual decision-makers up to 87% of the time³. In addition, joint recommendations from UITP and the International Transport Workers' Federation (ITF) encourage a greater diversity of labour in the transport sector, to improve the functioning and efficiency of the service for passengers by better representing the diversity of the passengers⁴.

Metro de Madrid developed a new navigation assistance tool, L.A.R.A., for travellers with intellectual or development disabilities, and trained 275 employees to better assist these travellers. As a result, the metro now reaches a population of 32,000 potential customers, in the Madrid region alone.

A culture of inclusion in the workplace extends to customers services. Including individuals in their workforce with mobility issues, sight/hearing loss, and cognitive disabilities will help companies to understand and learn from experiences by involving them in the process of improvement. Companies will have a direct impact on customer experience and quality of service.

“Diversity enriches our reflections, brings colour to our daily lives. It allows us to surpass ourselves by going beyond our prejudices and discerning more objectively the real need of our colleague, our client and our environment.”

*Frederic Demars, STIB,
Senior Vice President Human resources*



“Women represent an untapped potential of talents and skills; more women can only mean more success for our sector.”

Pere Calvet, UITP President

• 3. Hunt et al., 2015. *Diversity Matters Report*. McKinsey & Company. • 4. UITP & ITF, 2019. *Joint recommendations: Strengthening women employment in urban public transport*. Available at: <https://bit.ly/2P7QXxA>

HAPPY AND ENGAGED STAFF

Companies which are embracing all differences of employees, adapting working conditions to employees' needs and creating an inclusive culture will make their staff happier.



Research conducted by Deloitte, which captured the views and experiences of 1,550 employees in three large Australian businesses, shows that companies with greater diversity in their workplace have a higher levels of staff engagement and lower turnover rates⁵. Only a satisfied employee can make a satisfied customer. Without satisfied customers, a business cannot succeed⁶.

Metro de Santiago collaborated with an NGO specialising in gender issues in order to support one of its employee's sex-change operation. In addition, the company also assumed the financial costs of the operation.

ATTRACTING NEW TALENTS AND SKILLS

Diversity and inclusion improve companies' reputation and branding. They appear as a more desirable place to work.



A survey conducted by Glassdoor found that 67% of job seekers said a diverse workforce is important when considering job offers⁷.

With the ageing workforce in many regions of the world and subsequent labour shortages, enlarging the scope of recruitment beyond the usual job market is one of the solutions to look at diversifying the public transport workforce⁶.

Transports Metropolitans de Barcelona (TMB) has taken specific measures to increase the recruitment of people with diverse ethnic and cultural backgrounds: it signed a framework agreement with the city's Office for Non-Discrimination, adapted its recruitment processes and reinforced the recruitment of station assistants from different backgrounds to better engage with customers of the same origins.

STRONGER BRAND AND REPUTATION

As part of the CSR of companies, diversity and inclusion will improve their reputation towards investors and partners. By monitoring the level of the diversity and inclusion of their workforce, the public transport sector can contribute towards many of the Sustainable Development Goals (SDGs), particularly those aimed at reducing inequalities and supporting decent work.

Ruter, the public transport authority of Oslo, has selected eight of the SDGs to build their sustainability strategy, including: Decent work and economic growth and reduced inequalities. The aim is to become an inclusive, responsible and fair organisation, contributing to the reduction in inequality in the city and at work.

ACTION POINTS

EMBEDDING DIVERSITY AND INCLUSION INTO THE CORPORATE CULTURE

Aligning vision, mission and strategy

Having a diverse and inclusive workforce cannot be achieved without a clear vision which translates into a strategy and a concrete action plan. The vision of public transport is often initiated by political decisions. For example, the Mayor of London, Sadiq Kahn, has set his own vision for a diverse and inclusive city with inclusive employers and transport networks.

To go from vision to implementation, it is necessary to set goals, procedures and activities. As a step forward, an international diversity forum can be created to lead and coordinate initiatives within the company.



• 5. Bourke, 2016. *Which two heads are better than one?* Deloitte Australia. • 6. UITP, 2018. *Developing a culture of service excellence to develop a public transport business*, Action Point. Available here: www.uitp.org/news/building-culture-service-excellence • 7. Glassdoor, 2019. *Diversity and Inclusion Study*.

INTEGRATING DIVERSITY INTO STRATEGIES AND ACTION PLANS

Creating organisational diversity is a priority for Västtrafik. The company values employees who think differently from one another, as they believe it will foster innovation and create values for their customers, employees and wider society. To ensure a variety of skills, experiences, personalities, cultural backgrounds and references in their staff, the company has developed a set of tools: diversity and inclusion short-term and long-term strategies, action plans and programmes.

These programmes include: Mandatory trainings on equal rights and opportunities for management and leaders, on-the-job training to help people to get back into the job market, and internships for young people, immigrants, and people with physical and/or psychological disabilities.



Bogestra aims at a systematic and strategic approach to diversity and inclusion. Their action plan envisions shared responsibilities and activities between Diversity Managers as well as management and leadership. The plan takes into account data evaluation, proposal of objectives, focus setting, knowledge support, performance evaluation, advocacy, networking and branding. Diversity Ambassadors advocate for diversity and inclusion and convey information about the need for actions on certain topics.

Adapting values

Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterise employees and define the nature of a company. Employees can only feel included in a company if they can adhere to its values. Companies have to demonstrate that they have adopted diversity and inclusive values.

MOVE BERLIN, LIVE DIVERSITY!

Berliner Verkehrsbetriebe (BVG) has a strategic and systematic approach of diversity management. It embraces a culture of understanding and respect, regardless of origin, religion, gender, age, sexual orientation, or disabilities.

Dedicated internal communication activities have been developed including reports, trainings and events. An annual diversity day is organised for employees and BVG's diversity strategy is available online. An internal LGBTQ network has been created and BVG and every year joins Christopher Street Day (Pride) in Berlin, a European celebration and demonstration for the rights of LGBTQ people and against discrimination and exclusion.

The company has put in place measures for preventing sexual harassment at work, reintegrating refugees to working life with specific qualifications or preparatory courses for apprenticeship, and women promotion plans.



BUILDING A COMMUNITY AND AN INCLUSIVE BRAND

Creating a sense of belonging

The feeling of belonging can serve as an easier entry point to diversity and inclusion across diverse cultures and countries. While diversity and inclusion may take different forms across cultures, the need for a sense of belonging in the workplace is universal.

To foster this sense of belonging, companies can implement initiatives which recognise employees' accomplishments, to provide opportunities for them to express their opinion freely and publically value their contributions.

WOMEN PROGRAMME

RATP's Executive Management decided to turn gender diversity into a strategic objective. Its Woman programme aims to encourage and facilitate women's access to employment opportunities and overall inclusion. The programme delivers proposals about new management and organisational models to create a better working environment. It assists the different departments in implementing the proposed measures. In the end, the programme benefits all employees, being also open to men.

By helping to build a network of relationships to share experiences and advice, the goal is to stop women feeling isolated. This network exists across different job fields and promotes several initiatives to enhance women's visibility in the company.



Branding

The commitment towards diversity and inclusion should be reflected in the brand of public transport companies, with their vision, mission and strategy.

Staff must be committed before they can communicate them to customers. Employees and customers should affiliate brands with clear and consistent values⁸.

CAMPAIGNS AGAINST DISCRIMINATION

In 2017, Helsinki Regional Transport Authority, Helsinki City Transport and the Finnish League for Human Rights organised a campaign against harassment and discrimination on public transport. *The End stop for discrimination campaign* encouraged people to tackle harassment and discrimination on public transport and to support the victims of harassment. It involved people who had personally experienced discrimination, as well as other public transport users and public figures.



PROMOTING SOCIAL INCLUSION AND DIVERSITY BEYOND THE CORPORATE COMMUNITY

Partnerships with non-governmental organisations (NGOs) or local civil society working on issues related to diversity and inclusion can help in reinforcing the values, the brand and the sense of belonging to the corporate community.

• 8. UITP, 2017. *Brand Alignment Matters in Public Transport*, Knowledge Brief. Available at: <https://bit.ly/2P7QXxA>

As part of their policy to support inclusion of employees, the **Metro of Lisbon** initiated a project of a public theatre play involving two deaf female employees with a dedicated advertising campaign with posters, flyers and a sign language poster.

Managing diversity through leadership

It will be easier for employees to adopt an inclusive attitude at work, if their manager leads by example. By first training leaders, staff will be more inclined to develop themselves.

This concept of Diversity through leadership has been recently recognised by the European Commission. They recently launched an initiative for Diversity Ambassadors for the transport market, representing all of the public transport sector. Some of those nominated are members of UITP.

Improving and sustaining representation and integration of women at all levels in the urban public transport sector requires a package of activities and initiatives.

MAKING MANAGERS DIVERSITY AMBASSADORS

Diversity is one of **Hochbahn's** strategic priorities. The company wants to make diversity an integrated part of its culture. The goal is to create acceptance from its staff and enhance their diversity skills through training and seminars.

To engage its managers, Hochbahn has included diversity in leadership seminars and made them Diversity Ambassadors. To enhance gender parity, a network of women managers has also been created.



Developing a human resource strategy to adapting employment practices

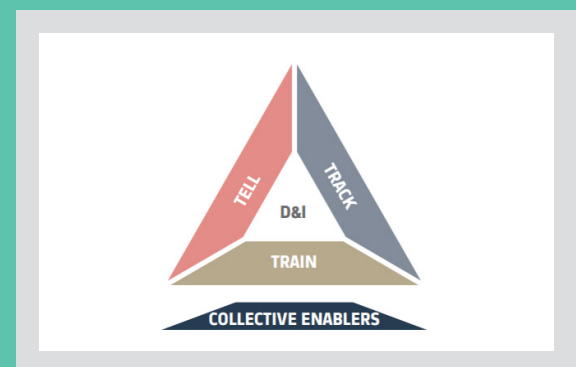
Having a diverse workforce goes beyond setting recruitment targets. It not only requires an examination of corporate policies and culture, but also identifying how everything from wages to working conditions and access to all jobs, training and promotion can be adapted and improved to guarantee diversity within the company.

Having a people-oriented human resources strategy will increase the sense of belonging and motivation of employees and therefore should also result in a more inclusive and diverse workforce.

A GLOBAL FRAMEWORK

Alstom has developed a global framework aimed at raising managers' and employees' awareness and diffuse a culture of diversity and inclusion. The framework is based on three pillars: tell, train and track, and sustained by collective enablers.

- 1) Tell: Communicate internally and externally about the positive impact of diversity & inclusion via all communication channels, events and programmes;
- 2) Train: Provide learning tools for all employees to sensitise on the importance of diversity and inclusion and to develop more inclusive behaviours.
- 3) Track: Measure regularly the impact of global diversity and assess inclusion.
- 4) Collective Enablers: Adapt internal practices and/or implement new ones, to foster a truly inclusive place to work for everyone, also encouraging communities, suppliers, customers, partners and other stakeholders in this commitment.



WOMEN MOVING THE CITY

In partnership with Greater Accra Passenger Transport Executive and GIZ, Scania has set up a recruitment and training programme dedicated to female bus drivers in Ghana's capital city.

The project aims to even out the gender gap in the transport industry while providing women with free access to training and improved career prospects. The initiative is supported by Miss Taxi Ghana. In total, 72 women have been employed by Aayalolo which operates the local bus and rapid transit (BRT) network.

Thanks to the local training academy set up by Scania, women have also been trained as truck drivers and mechanics. As a result, transport services became safer and more reliable.



Ensure equal treatment & work-life balance

To attract diverse profiles of employees, companies need to adapt their employment practices to better fit the different needs of employees. Facilitating work flexibility is one way to attract different profiles and retain talents, for example offering more senior roles on a part-time basis.

Improving working conditions and supporting a work-life balance will also result in a more diverse and inclusive workplace. For example, setting up on-site child-care facilities, and adapting the design of uniforms, facilities, work stations and tools to the different types of people. Coaching, trainings and qualification programmes adapted to gender, age and different level of abilities will ensure an equal treatment of staff. Pay gaps should also be carefully monitored to avoid discrimination.

ENCOURAGING A HEALTHY WORK-LIFE BALANCE

Believing that achieving a healthy work-life balance will produce a synergistic effect, JR East has initiated a series of initiatives to support its employees.

In order to address irregular working hours, the company has introduced initiatives such as shorter working hours and fewer working days. In 2018, the company opened eight workplace day-care facilities that can provide 24-hour childcare and is planning to open more.

They improved their 'banked leave system' for accumulating paid leave that would have been forfeited by increasing the number of reasons for which it can be applied, and the number of days that may be accumulated. Leave can now be taken for reasons such as child care, nursing care and medical examinations.

Spousal childbirth leave has also been recently introduced by the company. More than 100 male employees took childcare leave in 2018, and approximately 20% of all employees taking childcare leave were men. JR East is also proposing seminars to employees to help them in finding a better balance between work and family life. As a result, their employee retention rate is steadily growing.



Increasing protection against violence, sexual harassment and discrimination

Companies embracing diversity and inclusion as core values should have accessible tools and means to ensure that all employees are properly protected against violence, sexual harassment and discrimination through collective agreements, prevention measures and mechanisms for investigation and responding to complaints.

Victims should know what to do and who to approach; they should feel free to speak without any fear or shame. Clear process and guidelines for reporting violence and harassment should therefore be in place.

Prevention is also key. It is important to take practical measures to stop violence at the workplace, to ensure safety when travelling to and from work, and simultaneously implementing diversity advocacy programmes. These should be part of the human resources strategy. Employees should be aware of rules and penalties if they don't respect them. Awareness training on discrimination could be helpful.

Operators of public transport are already taking actions to protect their staff and customers. In this regard is worth mentioning the UITP-ITF Joint Statement Recommendations for combating violence and insecurity on urban public transport and the European Social Dialogue Framework Agreement on harassment and violence at work.

FIGHTING GENDER VIOLENCE, HARASSMENT AND DISCRIMINATION

SBASE, the metro of Buenos Aires, is disseminating informative material in subway carriages and corridors about the violence against women. They are using videos and posters promoting services and programmes offered by the Directorate General of Women. The operator has partnerships with NGOs and international organisations like UITP to promote awareness campaigns such as PT4ME⁹, and supports regional initiatives such as the Gender and Transport plan with the Andean Development Corporation (CAF).

The company invests in research studies looking at how to mainstream gender issues in the transport sector and to eradicate violence against women in transport services.

To emphasise their commitment, a metro station was named after the first Argentinian LGBTQ activist, Carlos Jáuregui, and a collective piece of art was commissioned at a station to commemorate the Migrant Woman Day. SBASE's Human Resources department is developing a policy for corporate diversity, setting up work flexibility and possibly having a transgender quota.



Monitor progress and enforce measures

By adopting standards or signing charters, companies will be able to refer to common indicators to benchmark their results with others. They will have stronger incentives to enforce diversity and inclusion measures in order to maintain their reputation. Several countries and even companies, have adopted their own Charters on Diversity and Inclusion, such as Australia, Germany and Sweden.

Beyond their goodwill, companies will need to report on progress made towards their diversity and inclusion objectives and targets, to uphold trust of staff and customers. Some companies have also developed internally their own set of indicators. Audits could also be ordered by companies to reinforce their commitment.

• 9. More information is available here: [www.uitp.org/pt4me](http://www UITP.org/pt4me)

DIVERSITY AND INCLUSION IMPACT ANNUAL REPORT

In 2019, Transport for London (TfL) published a diversity and inclusion impact report combining two previous documents: the action of equality and annual workforce monitoring report, showing how they met their duties as an employer, in addition to their public service duty. They combined the two documents because they believe that the two duties are intrinsically linked. By having a workforce that represents the city they serve, and whose talents are harnessed by inclusive processes, behaviours and culture, they can better deliver safe and inclusive end-to-end journeys for all.

The report includes detailed information on the progress made on defined performance indicators and case studies. For diversity, TfL reports on six protected characteristics, as defined and protected in the Equality Act 2010, broken down by their different services. It looks at the level of diversity in senior management, gender and ethnicity pay gaps, and hiring. For inclusion, the report presents the results of their employee survey to determine how engaged their workforce is. From one of the six themes addressed by the survey, an inclusion index has been created. It is calculated based on the agreement rating of a list of predefined statements.

This provides TfL with an indication of how successful they are in creating an inclusive culture, where everybody feels they are treated equally, no matter their age, gender, sexual orientation, religion, ethnicity or career status.



RECOMMENDATIONS

EMBEDDING DIVERSITY AND INCLUSION INTO THE CORPORATE CULTURE

- Integrate diversity into the corporate strategy: It is not only an issue for human resources or CSR
- Use diversity and inclusion as core values of the company
- Provide a framework including values and corporate culture to accompany and sustain proximity management, and encourage local initiatives
- Communicate internally on a regular basis about values, providing concrete examples of non-ethical, non-respectful or discriminatory behaviours towards colleagues and customers
- Go beyond the gender parity by engaging men in the process
- Inform employees about the benefits of inclusion and diversity: reassure people who may be afraid of the differences
- Make diversity inclusive: Address internal biases which will enable public transport to include all travellers
- Strive to be inclusive by design: Become fully accessible, develop solutions that can be used by anyone, and available to as many people as possible



BUILDING A COMMUNITY AND AN INCLUSIVE BRAND

- Engage employees to champion diversity and inclusion values and reward outstanding behaviour
- Build a sense of community (feeling of trust, support and security) for the staff and the customers
- Exchange best practices internally or with other local companies
- Develop partnerships with NGOs, public authorities or local civil societies working on related issues
- Break the mental barriers and value differences: One person from a minority does not create an inclusive culture
- Adapt internal and external communication language and imagery
- Adapt your branding and advertising to appeal to all backgrounds: Use targeted campaigns



MANAGING DIVERSITY THROUGH LEADERSHIP AND EMPOWERMENT OF STAFF

- Empower people to initiate actions and activities to reinforce the sense of community
- Provide internal dedicated capacity to lead and coordinate efforts and programs to support diversity and inclusion: Create a Differentiation & Commitment Department, nominate Diversity Managers and Ambassadors...
- Ensure management is leading by example

DEVELOPING A HUMAN RESOURCES STRATEGY FOR DIVERSITY AND INCLUSION

- Set up compulsory training programmes for all employees
- Ensure that recruitment processes are non-discriminatory and do not include unfair conditions of employment according to the different characteristics of diversity
- Adapt the work environment and conditions: Working time, infrastructure, language...
- Embrace digitalisation and new technologies to attract different employee profiles
- Engage with governments and trade unions which should guarantee proper conditions for workers
- Facilitate ways for employees to report any issue of discrimination, harassment or violence



MONITOR PROGRESS AND ENFORCE MEASURES

- Set up clear objectives and targets at strategic level
- Monitor progress and benchmark with others networks and companies: Data is key!

CONCLUSION

Diversity and inclusion should not be seen as a challenge but as an opportunity for public transport companies. By becoming more diverse and inclusive, companies will improve the quality of their services directly for to their evolving employee and customer base. It will allow them to leverage talents and attract new ones. Ultimately, it can foster innovation and bring business growth.

Yet, diversity does not go without inclusion. Having a diverse workforce is not enough, and companies should also guarantee suitable working conditions and foster a sense of belonging with all workers, despite their differences.

While a clear vision, strategy and action plan dedicated to diversity and inclusion is a step in the right direction, companies should still enforce measures and monitor progress.

Integrating and promoting diversity and inclusion should be commonplace practice in our organisations. These recommendations, together with the Diversity and Inclusion Case Study Tool Box and list of literature references, are available to support the public transport sector.



This is an official Action Point of UITP, the International Association of Public Transport. UITP has more than 1,800 member companies in 100 countries throughout the world and represents the interests of key players in this sector. Its membership includes transport authorities, operators, both private and public, in all modes of collective passenger transport, and the industry. UITP addresses the economic, technical, organisation and management aspects of passenger transport, as well as the development of policy for mobility and public transport worldwide.

This Action Point was prepared by the UITP Business and Human Resources Management Committee.

