

Action on Inclusion

2021-2024

A renewed commitment to both creating an inclusive culture and increasing our diversity



Foreword



“Through our previous inclusion and diversity strategies, we have achieved and progressed substantially towards our inclusion and diversity goals; we have got to know more about the diversity of our workforce, improved our policies and procedures, introduced many new initiatives, enhanced the events and training we deliver to raise awareness of a breadth of subjects and we have been recognised and rewarded externally. My personal highlights have been attending an iftar with over 1,500 people in Trafalgar Square, participating in many insightful lunch and learn sessions with our WENs and expanding my own knowledge through Trans ally training and facilitated conversations about race.

Through listening to colleagues our plans have evolved and changed. We have expanded our definition of diversity to go above and beyond the Equality Act and considered issues such as social mobility, menopause, caring responsibilities and more. I am proud of the fact that we exceed our legal obligations and strive further to ensure we are inclusive.

But I know we can achieve more.

Action on Inclusion is a courageous strategy, it aims to reposition our thinking about inclusion and diversity. This isn't something that our I&D team can achieve alone, rather it will require a collective and concerted effort from all our people. Success in achieving the diverse, representative workforce we want to see depends on inclusion. I firmly believe that the more inclusive we are, the more productive, creative and ultimately the more fulfilling working environments we will have.

This strategy is for everyone and I urge everyone to get involved.”

Simon Burton, Clerk of the Parliaments

“As Lord Speaker I am delighted to support the new Action on Inclusion strategy for 2021-2024. I am so impressed with what the Administration has achieved over the last two years, most notably achieving Gold in the Inclusive Employers Standard in 2019.

The new shift from focus to action is a step in the right direction. The new strategy will build on the excellent work that has been done so far in creating and fostering an inclusive and diverse workplace in the House of Lords - one where staff feel respected, recognised and heard.”

Lord McFall, Lord Speaker

Diversity is who we are

Often thought of as the nine protected characteristics of the Equality Act 2010 (age, disability, trans or gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender or sex and sexual orientation). As an Administration we take a broader approach and include socio-economic background, caring responsibilities, menopause, neurodiversity and the diversity of our experiences and working styles. These differences can be visible and non-visible.

Diversity is the mix of people within and interacting with the Administration.

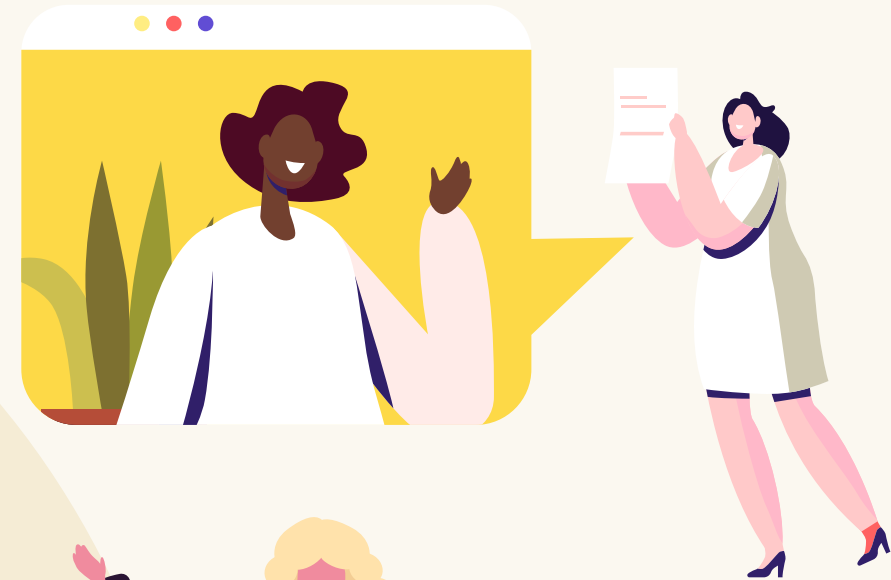


Inclusion is what we do



To harness those differences and reap the benefits of our diversity. Working in environments where people feel respected, valued and able to contribute. When people feel included, they are more likely to perform at their best. By including everyone in our House of Lords community, we are enabling people to be their authentic selves whether working or engaging with the Administration.

Included is how we aim to make that mix of people feel.



A move from Focus to Action



In 2019 the House of Lords Administration launched its 'Focus on Inclusion' strategy, the aim was to drive culture change and make real the aims identified under the Administration's key priority entitled 'Embedding Inclusion and Diversity'. In 2021 we shift from 'Focus' to 'Action', taking a more localised approach.

'Focus on Inclusion' clearly outlined the specific actions we would undertake throughout the entire length of the strategy. The strategy did not, however, acknowledge the reactive activities and issues that were rightly also undertaken as a result of colleague experiences and emerging topics.

To address the need to balance proactive and reactive initiatives it is important to acknowledge that there will be activities that are not outlined within the 'Action on Inclusion' strategy but are aligned to our vision.

The aim of 'Action on Inclusion' is for inclusion to become a natural part of what we do every day. For all colleagues to be conscious of what inclusion is and feels like and to firmly embed inclusion into our culture.



Future-proofing our approach



In 2020, the global COVID-19 pandemic forced unprecedented changes to the way in which people around the world live and how they work. It was also the year in which awareness of racial injustice rose to the forefront of society's collective consciousness, causing the Administration to reflect on its own racism and to evaluate its own culture. 2020 was a year of change and renewed activism, to achieve our aims we will need to be reactive and agile on inclusion and diversity topics, responding to the needs of colleagues rather than a prescriptive list of pre-agreed actions.

'Action on Inclusion' is designed to drive tangible culture change and make inclusivity happen, in order to bridge the gaps between words and action and between promise and lived experience. By shifting to 'action', we can avoid repeated debate and speed up reform. Inclusion needs to be at the heart of our culture.



How will we operate?



Outcomes not outputs, move away from being process driven.

Our vision is for inclusion to become something tangible, which is woven into all decisions, actions and processes – not a siloed set of activities or a team that sits separately from the business of the Administration.

2016 - 2019

Building and Managing

The I&D team are responsible for controlling, administering and taking forward actions and initiatives.

Output Focused

2019 - 2021

Managing and Advising

The I&D team are responsible for providing expert advice, informing policy and taking forward actions and initiatives.

Often Reactive

2021 - 2024

Curating and Consulting

The I&D team are seen as the centre of expertise. The team is responsible for overseeing and supporting work at a local level, whilst driving culture change, sharing best practice across the Administration. We are agile, responsive and adaptable to changing circumstances and priorities.

Outcome Focused

The aim of this strategy is ambitious and innovative. To ensure success, we will need to push our aspirations further than before by identifying the outcomes we are going to create rather than the outputs we will deliver.



Leadership Overview and Accountability



To ensure progress is made and impacts are measured, the Inclusion and Diversity (I&D) team will produce a report, bringing together actions which have been taken locally by teams within our Administration, every six months.

Annually the I&D team will work with our HR Systems and Information team to produce an accurate data report, which will map our performance against our targets and the impact of diversity initiatives such as 'Press Pause', declaration rates, diversifying management and senior leadership, recruitment, progression and development etc.

To ensure transparency and shared ownership with colleagues, these reports, once signed off by the Management Board, will then be made fully accessible to all colleagues.



Our outcomes include



Colleagues gain a better understanding of inclusion and the inclusive behaviours they are expected to uphold



Become a more diverse Administration



Our reputation as an employer becomes recognised externally as one of the UK's top inclusive employers

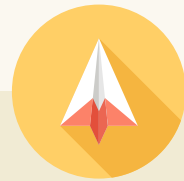
Our aim is to continue to move the Administration along the Inclusion Maturity Model towards embedded

Avoidance	Tick box	Inconsistent	Established	Integrated	Embedded
No recognition of the need for inclusion and diversity activity	Compliance with the law	Ad hoc programmes and initiatives, often strand specific* and unconnected	Business case established with support from leadership and champions within the organisation. Processes, systems and policies are in place, a programme of initiatives is designed which results in measurable progress but not all areas of the organisation are implementing established policies / processes effectively	Inclusion and diversity is seen as a priority business matter. The culture shows clear signs of change. The lived experience for the majority of employees is positive and the actions of leaders and line managers match the corporate messages of commitment	Inclusion and diversity is seen as a major asset, truly embedded into all areas and considered in decision making. All employees see an inclusive culture as being beneficial and as their responsibility to maintain. Both employees and organisations reap the benefits

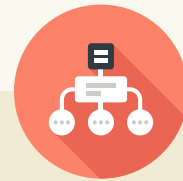
Key projects include



Designing and launching new inclusion training and learning opportunities



Delivering impactful inclusive outreach programmes



Ensuring inclusive business practices are embedded across the Administration



Collaborating on a review and restructure of Parliament's Workplace Equality Networks (WENs)



Benchmarking ourselves externally and ensuring best practice is felt by our colleagues

We will continue to:



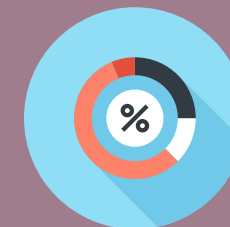
Innovate

We can be immensely proud to have been recognised as thought leaders in the space of I&D. We have produced inclusion initiatives which have been recognised externally as best practice and have been shared and adapted by other like-minded organisations.



Disrupt

We will continue to challenge old ways of thinking and question our processes to explore how we can be better in the future.

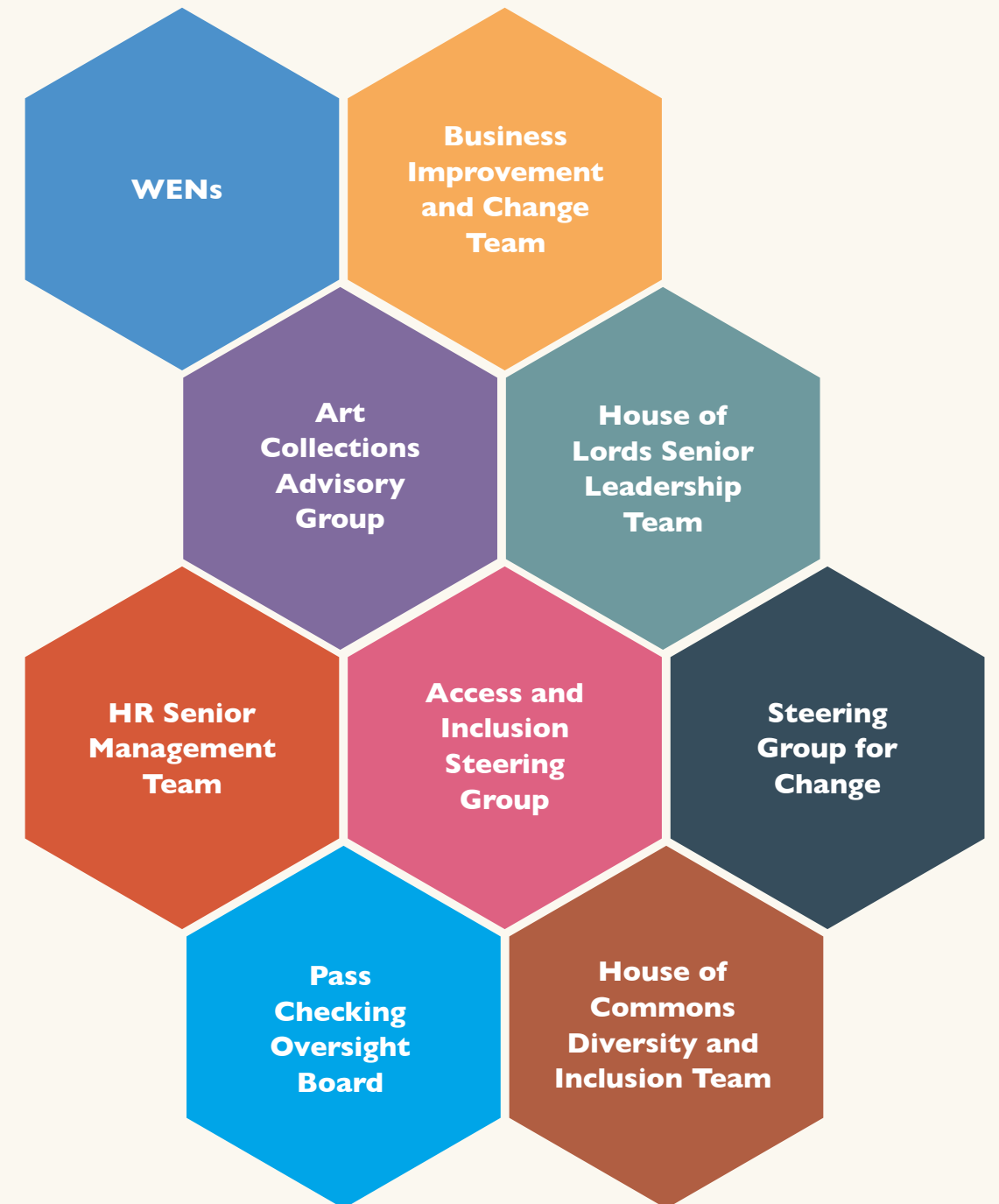


Learn

We all have a lot to learn when it comes to the subject of I&D, the topic is broad. As societal attitudes shift, we commit to continuous learning and improvement, particularly in sharing best practice between Offices.

Contributions & Collaborations

Internally the I&D team will continue to consult and support the work of internal groups and projects, such as:



Our Values & Behaviours



The House of Lords Administration has four values: **Respect, Inclusivity, Professionalism and Responsibility.**

Our behaviours sit alongside our values, translating them into day-to-day actions and demonstrating how we bring our values to life. They outline what we can expect from each other at work and ensure we all play our part in building an inclusive and

respectful workplace culture. The values and behaviours are applicable to everyone who works for the House of Lords. As colleagues and representatives of the Administration, everything we do and say counts.

Values

 Respect	We treat people with respect and expect to be treated with respect.
 Inclusivity	We embrace and value difference and diversity - whether from a person's race, gender, other characteristics, background or experience.
 Professionalism	We aim for and value a high level of skills and expertise. We act with integrity, impartiality and openness, putting public service first.
 Responsibility	We take ownership of our work and actions. We hold each other to account, take appropriate risks and continue learning.

Inclusive Behaviours



Inclusivity

 All Colleagues	 Leaders	 When Not Shown
<p>We listen, observe and learn from others, striving to understand different ideas, perspectives and experiences.</p>	<p>We champion inclusion and diversity recognising the value it brings, challenging non-inclusive practices and behaviours.</p>	<p>Dismissing alternative ideas and discouraging colleagues from suggesting or trying new ways of doing things.</p>
<p>We appropriately challenge assumptions, unconscious bias and unhelpful behaviours.</p>	<p>We proactively seek and integrate a diverse range of people and perspectives, building a diverse team.</p>	<p>Showing no interest in challenging non-inclusive practices or addressing unconscious bias.</p>
<p>We adapt well to change and are open to new ideas. We speak up when we see a better way.</p>	<p>We advocate for the team and support colleagues to challenge unacceptable behaviour.</p>	<p>Not seeking out ideas and perspectives that are different from your own.</p>
<p>We share skills and knowledge, and support others to stretch, develop and try new things.</p>	<p>We create a supportive environment so people can thrive. We nurture talent and invest in the development of others.</p>	<p>Purposefully putting up barriers to working differently, discouraging change from happening.</p>
<p>We try hard to address misunderstandings and differences of opinion, doing our best to resolve disagreements.</p>	<p>We grow a strong network of contacts, seeking opportunities to collaborate across stakeholder groups.</p>	<p>Showing little sign of co-operating within your team or working in partnership.</p>
<p>We seek opportunities to collaborate with others across and beyond Parliament, building networks to find solutions and get things done.</p>	<p>We look within and beyond Parliament to widen perspective and impact, proactively seeking external viewpoints.</p>	<p>Excluding others from activities they could benefit from being involved in.</p>

Our Workstreams and Actions



Grass roots innovation and actions will be generated from those who interact with their business area, day-to-day and will be supported by the I&D team who will act as the curators of localised activity. Working this way we aim to address real issues and enact more meaningful interventions.

When working with Offices across the Administration we will continue to package work under the following priority areas...



People

Create a culture where everyone has the opportunity to excel.

When we look at 'People' we use the widest possible definition which includes all colleagues and the needs of all UK citizens and visitors who engage with Parliament, virtually or in-person. As an employer we have a duty to our colleagues to ensure we are creating an environment that will allow them to perform at their best and have every opportunity to thrive.

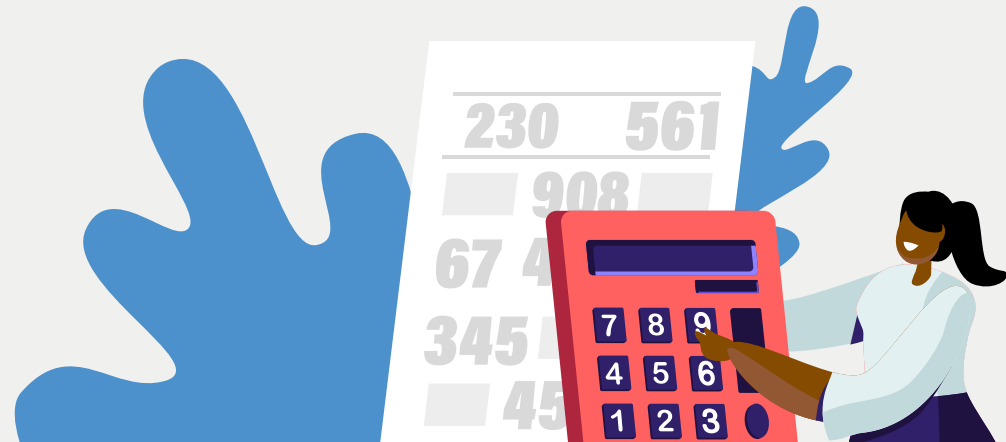
We have a duty to deliver excellent services which enable the House to work on behalf of all UK citizens. However, to deliver this we must deliver for our colleagues. We must continue to listen to experiences, amplify underrepresented voices and adopt evolving best practice, internally as well as externally, to meet their developing needs as a modern and inclusive workplace.

Place

Ensure our physical and virtual spaces are inclusive and accessible for all colleagues, members and visitors.

Our virtual spaces are just as important as our physical spaces. To support colleagues continuing to work in a way that works for them, a suite of guidance has been created to raise awareness and provide tips for creating inclusive virtual, physical and hybrid spaces.

With the work of Restoration & Renewal (R&R) progressing, it is essential for us to continue to consider the evolving needs of our colleagues, members and visitors to futureproof the Administration for the better. We will continue to go above and beyond legislative requirements to make all of our spaces accessible and inclusive for all. We must commit to making all spaces safe, comfortable and welcoming.





Performance

Enable all colleagues, leaders and suppliers to perform at their best.

Ensuring our people are able to 'Perform' to the best of their ability is fundamental to further developing an inclusive culture. Regardless of how diverse our colleagues, leaders and suppliers are, unless we are actively creating an environment where they are able to excel, we will never see the true benefits that diversity can bring. We must continue to support managers and leaders in role-modelling inclusive behaviours, effectively navigating difficult conversations and proactively influencing positive cultural change within their teams.

Performance is not driven by our positioning in external benchmarks, but is driven forward by our everyday actions and behaviours, both as individuals and as teams. We firmly believe inclusion leads to innovation.

Profile

Share our story and building our reputation for excellence in I&D.

Building our 'Profile' shines a light on our I&D commitment and highlights specific activities and innovations that we have undertaken on our journey towards becoming a truly inclusive Administration. This work outlines how we share our stories internally as well as externally.

Externally, through benchmarks and communications, we advance our position as a top UK inclusive employer, attracting diverse talent from much wider communities across the country. Internally, through sharing experiences and awareness-raising activities, we enable our colleagues to better understand the meaning and benefit of an inclusive workplace.

We must shift from profiling our commitment to showcasing and engaging each other with our actions.



Evaluating our progress



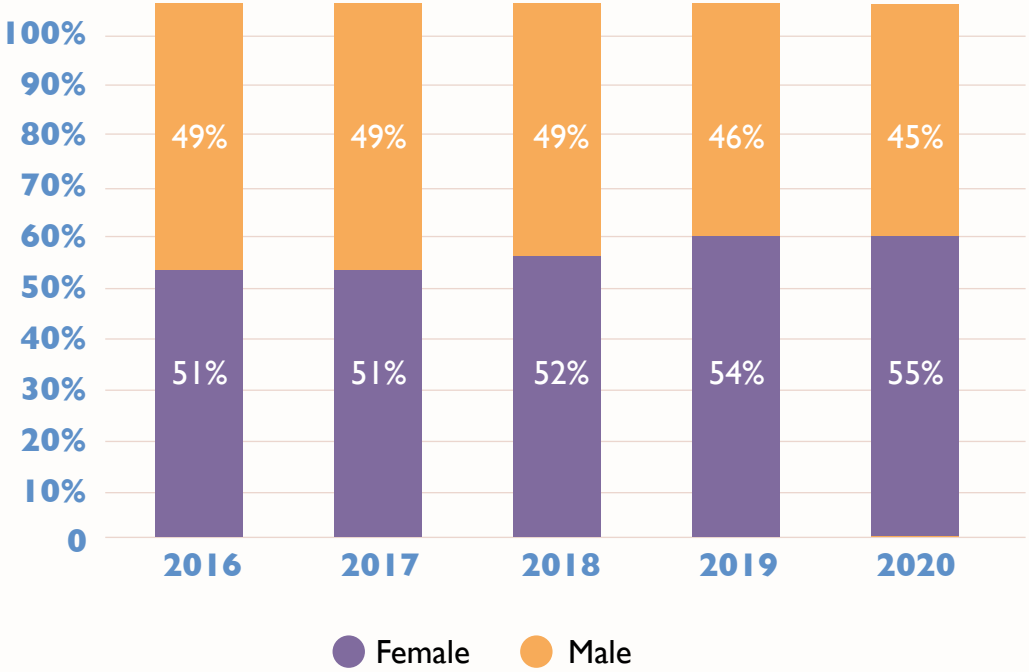
We commit to:

- Regularly checking in with key stakeholder groups, similar to our consultation groups, on the perceived and recorded impact on our progress.
- Proactively move away from reporting detailed action activity to the Board quarterly and move towards reporting headlines for each workstream to the whole Administration, especially including our non-desk based colleagues.
- Purposefully move towards annual data reporting to enable a more meaningful analysis of our information. This will include diversity data reporting, recruitment and progression initiatives, senior management representation and development data.
- Engaging in an ongoing narrative with Administration's Leadership.

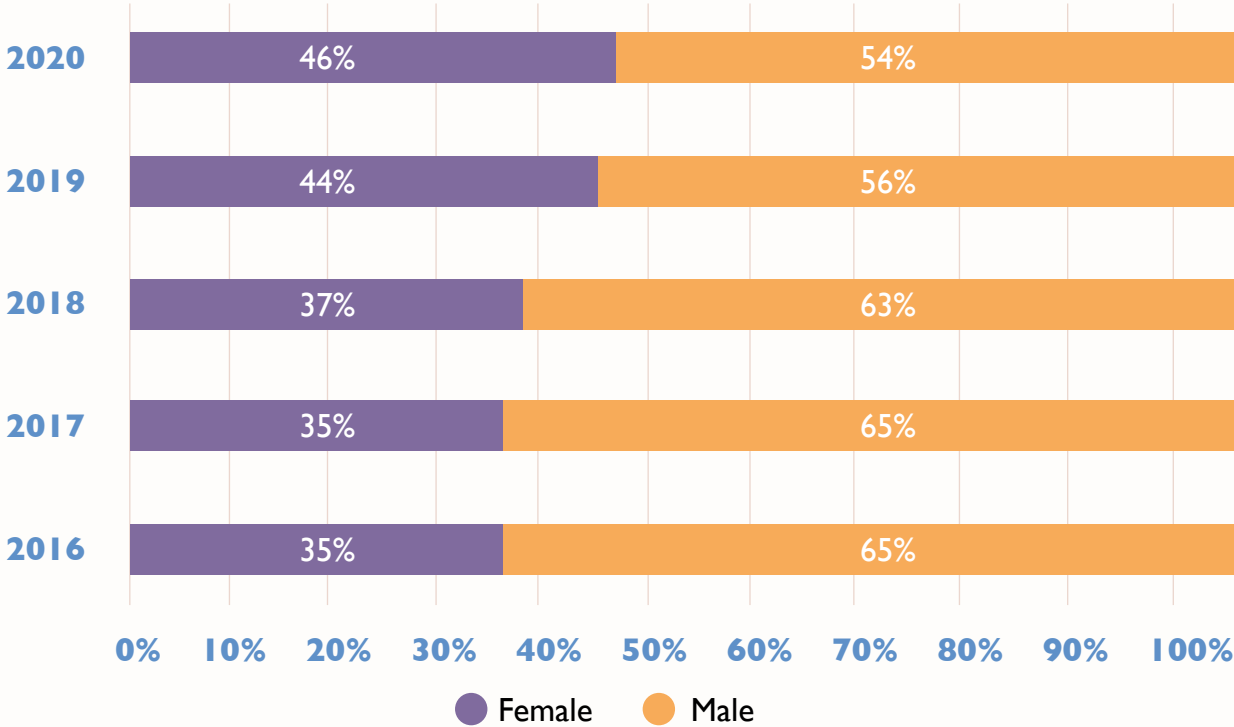


Diversity Data

Administration Gender Data

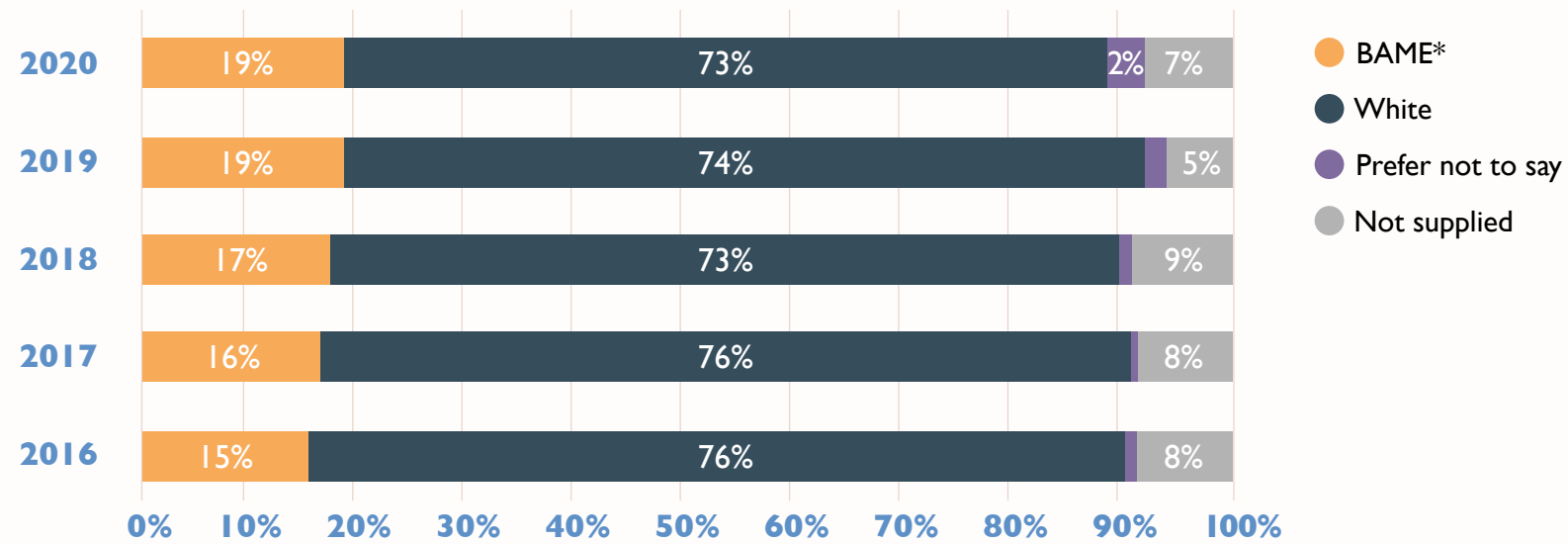


Gender Distribution at Senior Grades (HL8+)

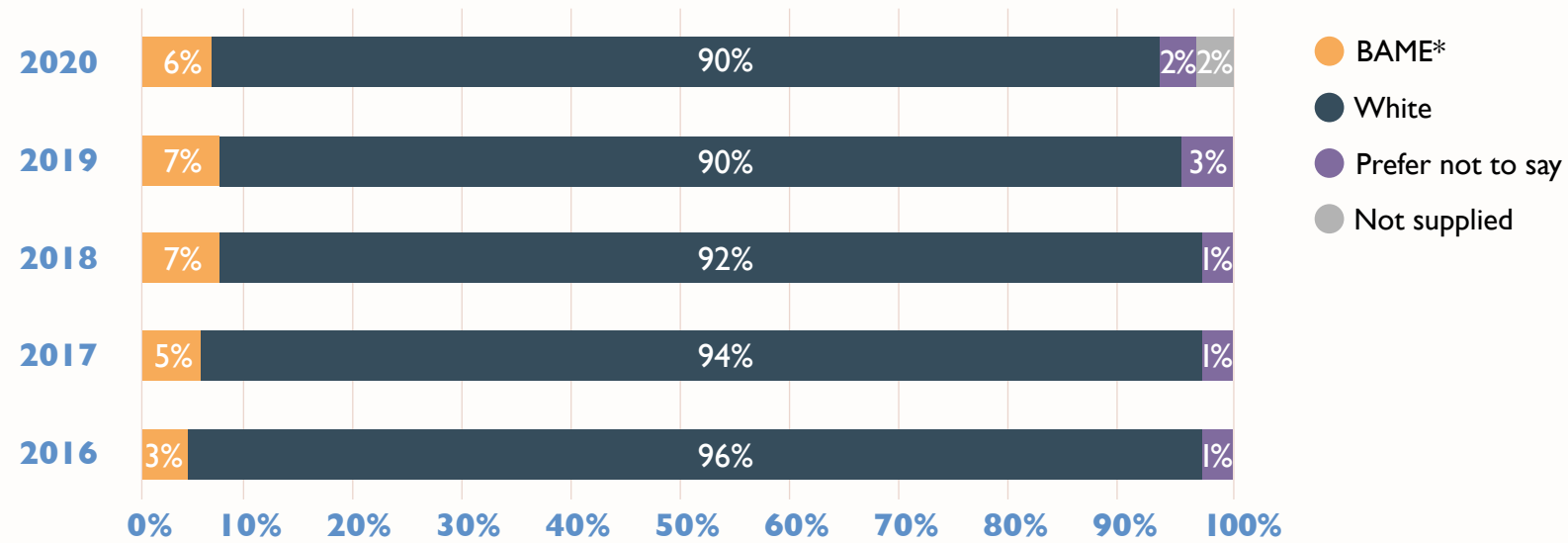


Due to rounding, some totals may not correspond with the sum of the separate figures, throughout all data sets included in this document.

Administration Ethnicity Data



Ethnicity Distribution at Senior Levels (HL8+)

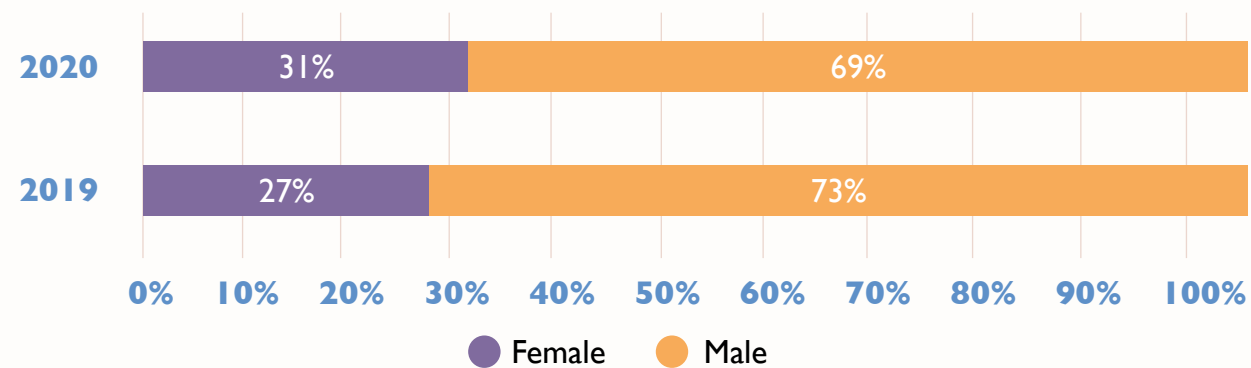


*BAME – Black, Asian, and other Ethnic Minorities. The Administration only uses the acronym 'BAME' to produce headline data in line with comparative data sets. The Administration recognises the breadth of cultural differences within this grouping

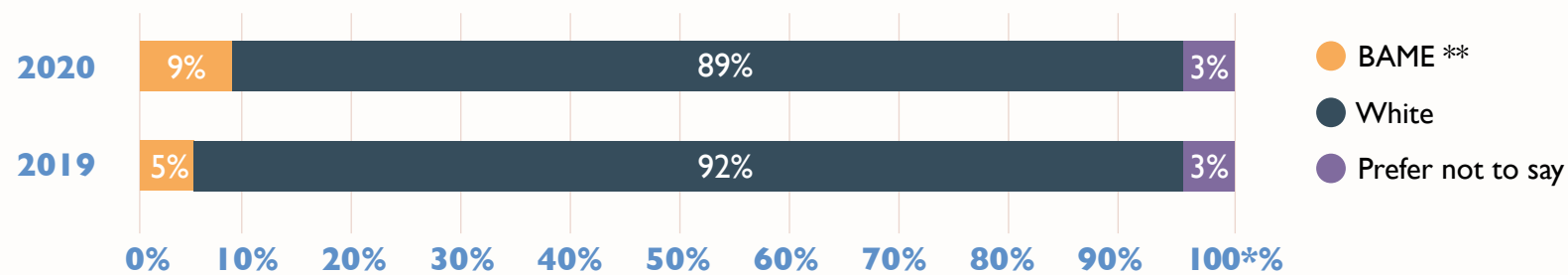


SCS data for gender and ethnicity

Gender Distribution at Senior Grades (SCS)



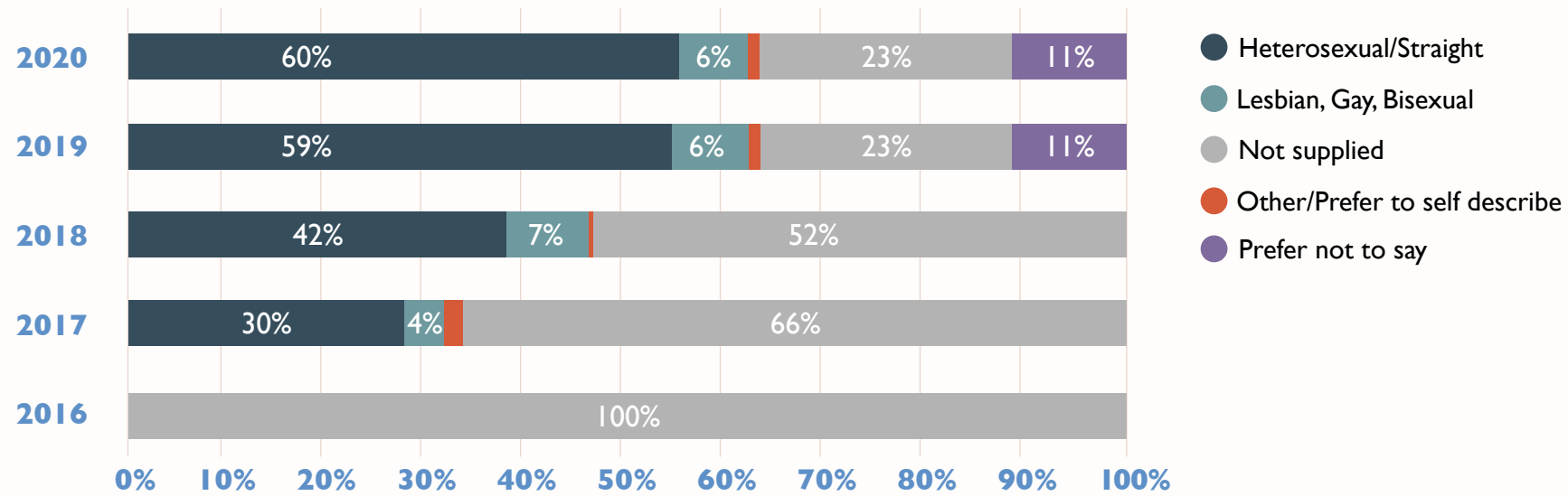
Ethnicity Distribution at Senior Levels (SCS)



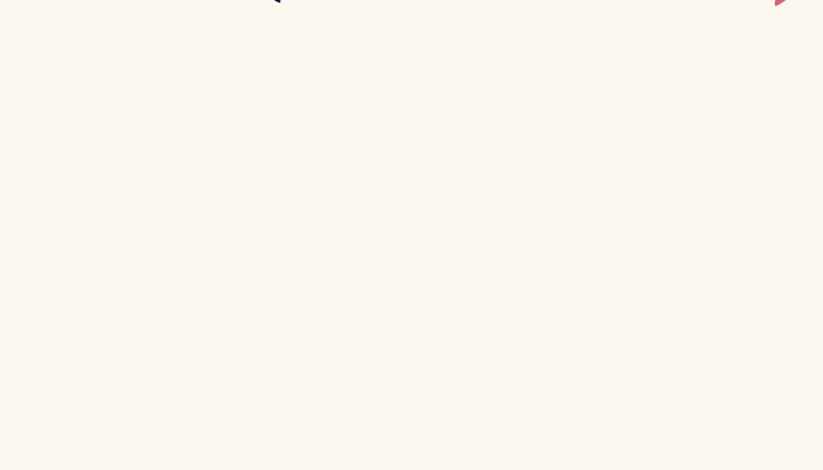
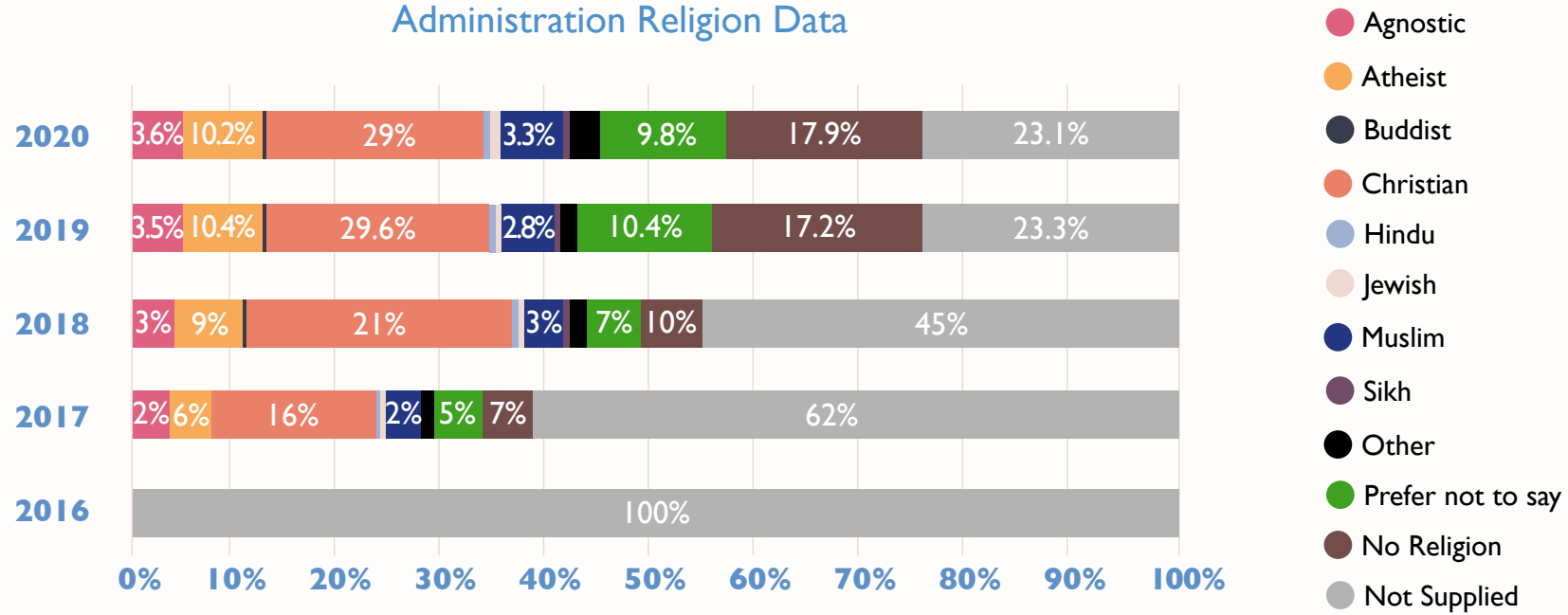
*Due to rounding, some totals may not correspond with the sum of the separate figures

**BAME – Black, Asian, and other Ethnic Minorities. The Administration only uses the acronym 'BAME' to produce headline data in line with comparative data sets. The Administration recognises the breadth of cultural differences within this grouping

Administration Sexual Orientation Data

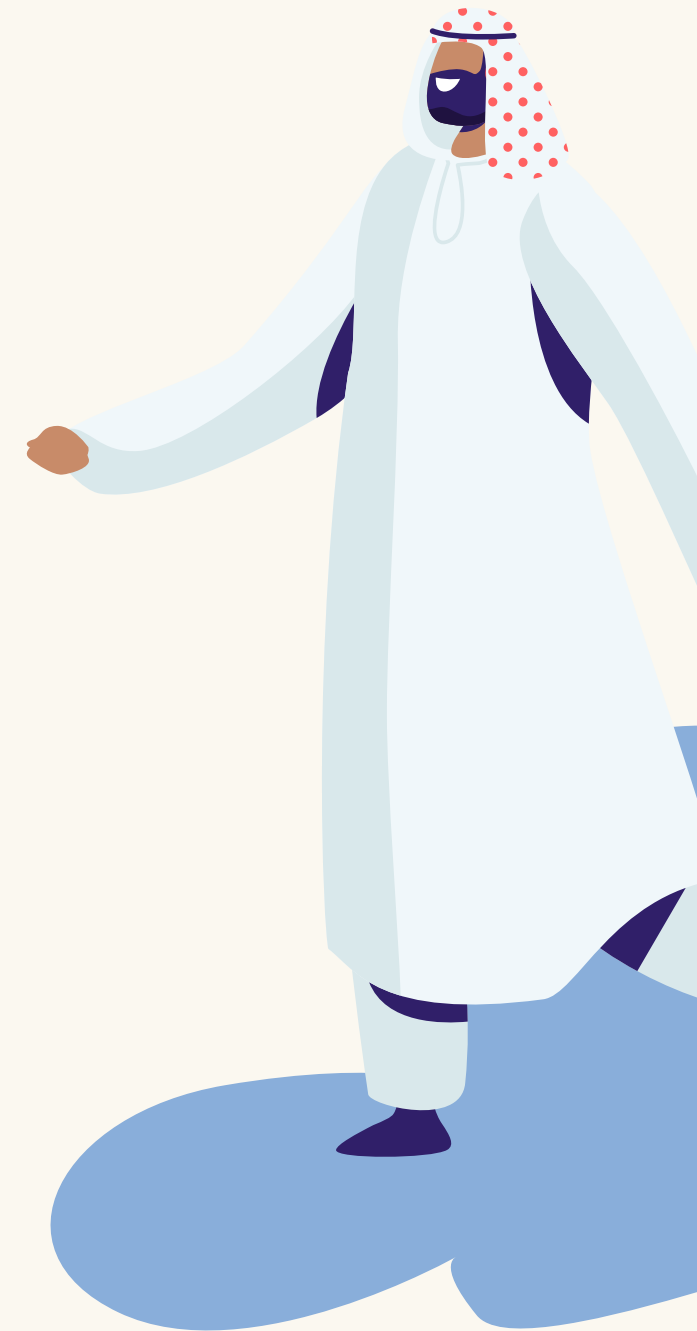
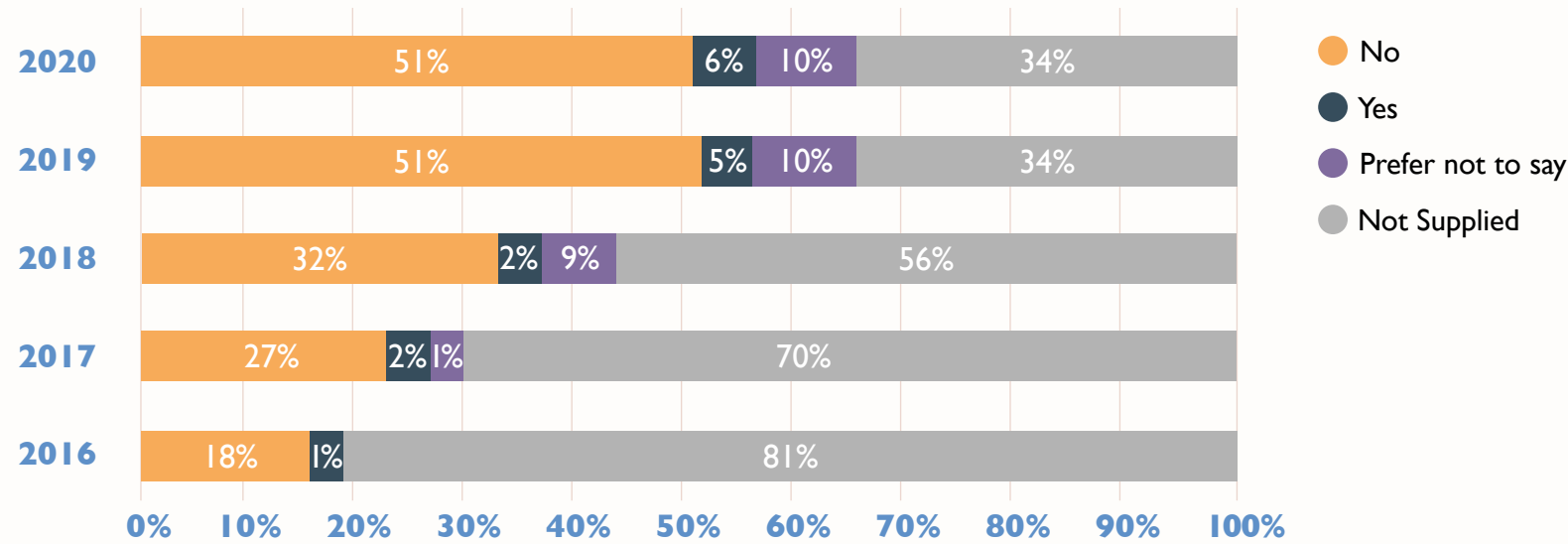


Administration Religion Data



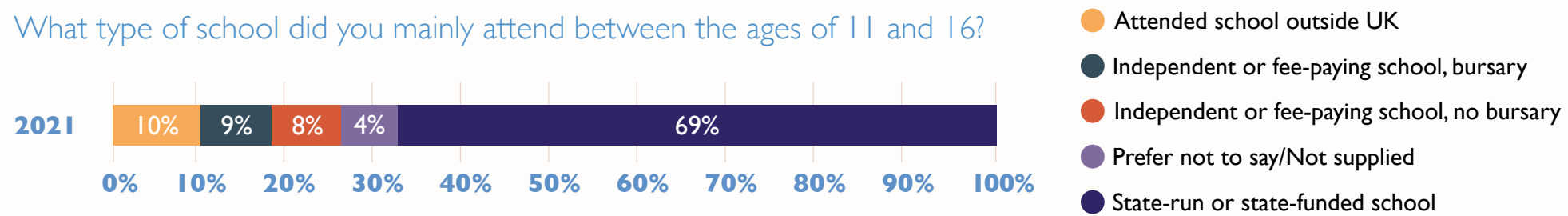
Administration Disability Data

Do you have a disability under the Equality Act 2010 definition?

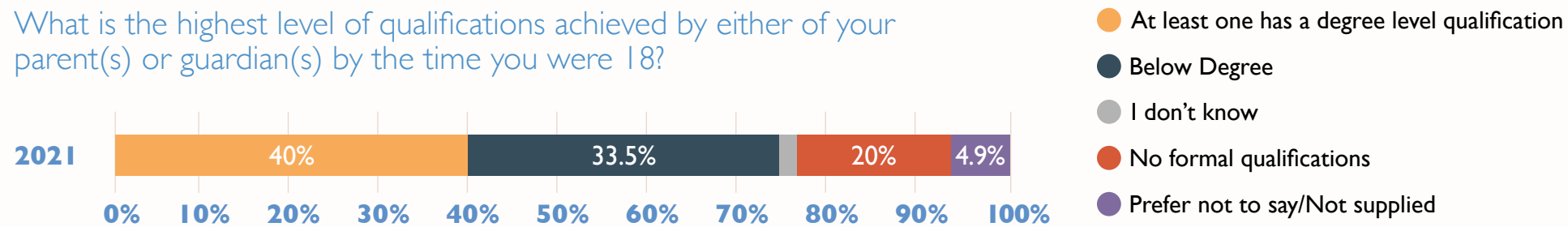


Social Mobility Data 2021*

What type of school did you mainly attend between the ages of 11 and 16?



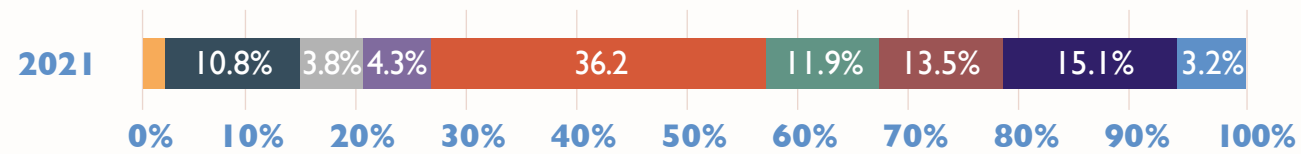
What is the highest level of qualifications achieved by either of your parent(s) or guardian(s) by the time you were 18?



* 185 colleagues have answered our social mobility questions at time of reporting, this equates to 27.5% of the Administration's workforce.

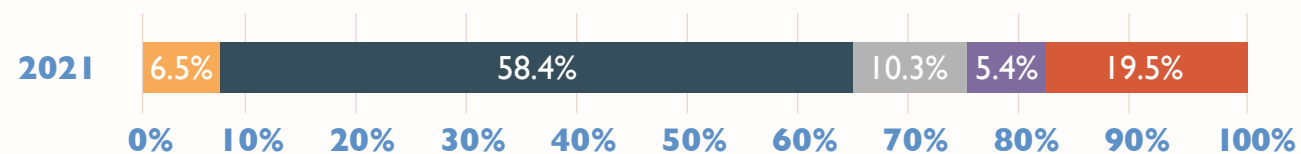
Social Mobility data 2021

Thinking back to when you were aged about 14, which best describes the sort of work the main/ highest income earner in your household did in their main job?



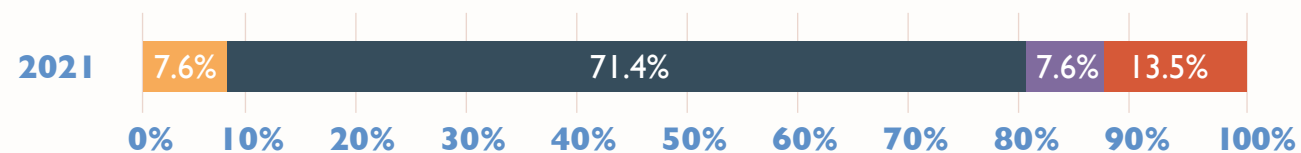
- I don't know
- Intermediate occupations/junior managers
- Other
- Prefer not to say/Not supplied
- Professional Occupations
- Routine manual and service occupations
- Senior managers and administrators
- Technical, service and craft occupations managers
- Unemployed

Were you eligible for Free School Meals at any point during your school years?



- I don't know
- No
- Not applicable
- Prefer not to say/Not supplied
- Yes

Compared to people in general, would you describe yourself as coming from a disadvantaged background?



- I don't know
- No
- Prefer not to say/Not supplied
- Yes



Mean Gender & Ethnicity Pay Gap Data

Mean Gender Pay Gap

The mean gender pay gap is the percentage difference between the average gross hourly pay of men and women in the Administration. It is a group comparison which looks at gender diversity at all levels of the organisation.

Organisation	2017	2018	2019	2020
House of Lords	13.7%	13.1%	11.9%	11.9%
House of Commons	1.7%	1.5%	0.3%	0.9%
Parliamentary Digital Service	-5.2%	2.6%	0.7%	0.8%
Scottish Parliament	6.4%	7.2%	7.9%	5.3%
Senedd Cymru / Welsh Parliament	-5.7%	-6.1%	-8.5%	-6.7%
Civil Service	10.6%	9.8%	9.3%	7.8%
Average Public Sector	17.7%	17.4%	15.7%	14.5%
Average Private Sector	20.9%	20.6%	19.9%	18.1%

Mean Ethnicity Pay Gap

Organisation	2019	2020
House of Lords	27.8%	27.2%
House of Commons	20.4%	19.9%
PDS	14.9%	13.2%
Scottish Parliament	24.2%	15.8%
Senedd Cymru / Welsh Parliament	20.4%	20.4%

* As of 5 April 2020, the percentage of colleagues who had declared their ethnicity on our HR system was 92.9% (White 74%, BAME 18.9%).

* *BAME – Black, Asian, and other Ethnic Minorities. The Administration only uses the acronym 'BAME' to produce headline data in line with comparative data sets. The Administration recognises the breadth of cultural differences within this grouping

Roles



Inclusion and Diversity team (I&D)

The I&D team's role is to provide professional expertise, knowledge, insight, best practice and practical solutions to the Administration.

Human Resources Office

The HR Office will play a vital role in supporting various inclusion initiatives centrally. The Office will also work with the I&D team to deliver inclusive HR policies, training and procedures.

Workplace Equality Networks (WENs)

WENs are volunteer lead groups, they are inclusive and open to all passholders. The I&D team and the WENs work together to open up a two-way conversation between the Administration and WEN members. They can provide a valuable perspective on inclusion and diversity topics, as well as a safe space for ideas to be discussed and issues to be raised. They also host social events, networking opportunities and awareness raising activities.

Inclusion Champions

Our Inclusion Champions will play a vital role in delivering a number of the initiatives set out in this strategy, they are a vital communication link and provide insights and suggestions which would be hard to obtain via any other route. Each Office has at least one Inclusion Champion, but more are always welcomed.

Business Improvement and Change team

The BIC team offer a change management perspective, collaborating often to ensure the changes they are delivering are inclusive change programmes and initiatives.

Heads of Office

Heads of Office generate and facilitate grass roots innovation, driving towards a more inclusive culture at a local Office level that can be shared and repeated across the Administration.

Senior Leadership team

Senior leaders have a responsibility to lead by example setting the standard for behaviour and role modelling the Administration's values within their Offices.

Board-level WEN Champions

Champions engage in WEN activities throughout the year, champion the cause and purpose of their WEN raising these at senior meetings, opening doors and creating greater understanding of inclusion and diversity topics amongst leadership.

