

WHO WE ARE a brief introduction to you and your business/organisation

Arriva's history in Transport dates back to 1938, and since its beginnings, the business has continued to adapt and evolve as one of the leading passenger transport providers in 14 European countries. As one of the five large bus operators in the UK, we employ around 13,000 drivers to operate our bus services.

Being a bus driver is a demanding role and, at times, can be stressful. But it is also a crucial service for the community and we are enormously proud of the role provided by these key workers. It is a role that is, however, not for everyone.

According to the Mayor of London in a 2020 press release, turnover of new drivers within the first two years in the bus industry has reported to be 30% for one of London's largest operators. Arriva UKB has always operated below that position. However, labour turnover is still too high and is a hidden cost to the business

Arriva UK Bus are undertaking several innovative projects to address labour turnover. This includes detailed work to understand the perspective of employees and deep dive into the reasons behind those who choose to leave the profession. Undertaking and reviewing engagement surveys, working closely with our trade union partners, exit interviews and engagement sessions all help with building up a detailed assessment as to what's behind levels of turnover.

Having previously worked as the HR Transformation Programme Manager and now as the Business Manager, I am keen to see changes in labour turnover, not only because of the financial costs to the business but to increase employee engagement and stem the tide of turnover.

I believe engagement and Inclusion (.ie. I feel I belong, cared about, listened to, part of something) is clearly very important to effectively retain colleagues however upon reviewing our exit interview and leaver reasons there is further room for improvement in this area.

OVERVIEW and OBJECTIVES a summary of your project/initiative and what it set out to achieve

For my MSc dissertation, I opted to research how Arriva UK Bus can improve self-reporting of the Equalities Act 2010 protective characteristics. In my opinion, the availability of this data is instrumental in understanding our workforce and will help address the issues of inclusion and equality, thereby harnessing the benefits of a diverse workforce.

The project entailed a data collection exercise of all colleagues to collect all the Equalities Act 2010 protective characteristics. The rationale for the data collection were:

- To better understand how well we reflect the communities we serve and society overall*
- To ensure Arriva Bus has an inclusive and diverse culture where every employee has an equal opportunity*

- *To create the appropriate strategies and programmes for the employees in our business, and to review the effectiveness of programmes implemented.*

APPROACH *how you delivered your project/initiative*

The Pilot

Given our geographical spread and to ensure we understood local nuances, a pilot was conducted at three sites in the North and South of the U.K. and London over four weeks for circa 1,100 colleagues.

A project team was created and included frontline colleagues. The rationale, purpose and benefits of the survey were agreed upon within the project team which was endorsed by the UK Bus Executive Leadership Team(ELT). Key to the pilot was gaining stakeholder buy-in at all levels namely: ELT, Heads of Functions, pilot sites, National and Local union representatives and colleagues within all three sites. A series of stakeholder events were held with each of these groups, and Equality, Diversity & Inclusion (ED&I) reps were appointed within each of the pilot sites. A new brand and logo were created to represent ED&I. The Communications throughout the pilot period included:

- *Communications about the survey*
- *Countdown to the launch day*
- *A short video about the survey e.g. rationale, how data will be used*
- *Countdown to closure*
- *Thank you posters on the outcome of the survey*

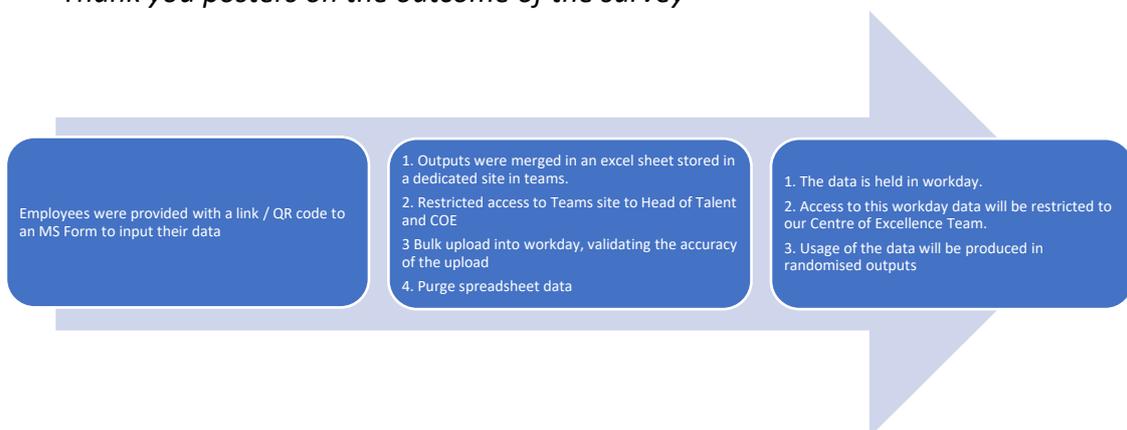


Figure 1: Data Collection process

To aid completion, tablets were provided to each of the sites.

A lesson learnt exercise was undertaken after the pilot. The outputs were then used to improve the process and strengthen the case for the wider rollout.

The wider rollout

Communication about the survey was one of the key outputs from the pilot, ensuring colleagues understood the rationale for the survey. In addition to the pilot communications, we included a script sheet that could be used to help colleagues communicate and share why employee data was required. Our Executive Leadership team members championed the cause within their own teams and at our monthly leadership calls with all leaders in the business. All people managers were invited to attend one of the six survey workshops held. These workshops covered what support was required from them and also to learn how the

pilot sites were able to achieve high completion rates locally. A further two sessions were held with Union members and ED&I reps.



Figure 2: A snapshot of the comms shared at the wider rollout

RESULTS what did you achieve and what the accomplishments in relation to Diversity and Inclusion

The pilot achieved a 69% response rate. The outputs were shared with the local teams to help them understand how they reflect the local community we serve and how the pilot has been instrumental in moving to a wider rollout in the business. In addition, these pilot sites were given another opportunity to input their data during the wider rollout.

The wider rollout was extended by a further two weeks, to accommodate colleagues who were on furlough and to dispel concerns on how the data would be used. Of the circa 16k colleagues we had a response rate of 43%.

Diversity Data Survey Update

Diversity Data Survey EXTENDED One Team One Arriva

Our Diversity Data Survey has now been extended until **16 July**

5,000 of you have taken part so far, and now we need everyone to **take five**, and complete the survey - you'll be helping us to better understand our people, and how we can make sure that everyone is treated equally, included, and celebrated for who they are.

Take five, and fill in your Diversity Data Survey today!

Visit bit.ly/arrivaedi

- **5,133** colleagues completed the survey, representing **34.4%** of colleagues
- **429** surveys were completed in the last 5 days
- **18** sites are tracking at over 50%, with **5** sites tracking with over 90% completion rate
- Survey extended by 2wks to 16th July

Figure 3: Comms regarding survey extension

We spent a few weeks analysing the data and also preparing a Thank You Video to share with colleagues. These outputs were shared at our all Managers call in September and in team meetings. The thank you video was shared on our internal social media platforms ensuring all colleagues had an update on the outcome of the survey and how the data would be used.



UKB EDI Video.mp4

CONCLUSION what were the learnings/what were your big successes Please include any files, photographs or video content.

What we learnt:

- Engaged managers engage their teams – in some locations, it was a team effort by the management team to complete the survey and encourage colleagues to do so.
- Having the right champions drives the completion rates
- The need to find innovative ways to link with colleagues to encourage and support were required to complete the survey
- To increase data completion availability to tablets or laptops at all locations would help.
- Driven from the centre meant some managers perhaps placed less emphasis on encouraging their teams

- *The volume of data led to some formatting issues and access issues using MSForm*
- *Need for more publicity of the D&I Council and equalities representatives/reference group members in the depots to bring about more awareness in advance of the surveys*
- *Using a third party who can provide reminders on survey completion using employee unique identifiers, rather than continuously reminding everyone.*

Big Successes

The survey created a buzz within the business. Initially, I shared completion rates three times per week. When the survey was extended, completion updates were provided daily, which created a competitive edge for some locations. The survey highlighted the level of engagement and the collegiate relationships evident at some locations.

Overall the data has provided us with data evidence of who we are as a business, our workforce and manager profile and how we reflect our local community. The EDI data outputs have enabled us to develop a more targeted plan for future EDI activity to address areas of development. We have information now to show where and how we don't reflect the communities that we serve. The EDI data will enable us to further develop our EDI strategy and to be more targeted in our recruitment, training and development activities.

Using the data we have received, our EDI celebrations and events are now more pertinent to all our colleagues. For the first time, we celebrated Eid, Ramadan, Rosh Hashana, Diwali and Bandi Chorr Diwas. There are many other EDI initiatives we have completed or are underway including training our whole manager population and changes to talent processes to mitigate unconscious bias.