

## Equality & Diversity Policy/Strategy Plan

| Equality and diversity objective                                                            | Current Position / Baseline                                                                                                                                          | Action/task                                                                                                                                                                                                                                                                                                                           | When                                                                                        | Person responsible | Resource implications                      | Measure of success                                                                                                                                                           |
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| <b>Evaluate workforce to ensure reflective of the diversity criteria for each location.</b> | Using policy criteria to evaluate current % of diversity by BU. Capture data of complete workforce on contract and report overall, by business unit and by location. | Collate data from each location on diversity of workforce. This will require complete survey of each BU and comparison to TUPE information. Compare current workforce to desired state for compliance with diversity policy for each delivery unit. Create initial action plans which will include delivery unit awareness programme. | June 2017 for all data capture and analysis. August 2017 for first release of action plans. | Account Director   | HR Manager, Data Analyst, HR Administrator | By Aug 2017 each BU have full statistical data on current diversity levels. That each BU has an action plan which is linked to the overall contract diversity strategic plan |

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| <p><b>Create a workforce that is reflective of the following and covers race, gender, disability, age, faith and sexual orientation</b></p> | <p>Using the actions plans created we need to evaluate each accompanying policy. Initially the recruitment and selection policy should be reviewed to determine it meets all diversification requirements. Especially look at positive discrimination to active promote target areas where major improvements are necessary. Also enhance our training on recruitment and selection to encompass gaps highlighted within action plans.</p> | <p>Gap analysis of recruitment processes to ensure compliance with new targets. Publish targets to each BU as this is a key kpi. Engage with local schools, colleges and local community associations to encourage more participation. Positively advertise to target demographic to attract specific employees. Create new engagement programme specific for each BU and each employee sector.</p> | <p>June 2017 for gap analysis.<br/>September 2017 roll out new programmes</p> | <p>Senior HR Manager</p> | <p>HR Manager, BU Managers, Recruitment Manager</p> | <p>By April 2018 the diversity stats meet the requirements and levels as detailed within the diversity policy and strategic plan.</p>                       |
| <p><b>Ensure employment is freely chosen for all new staff</b></p>                                                                          | <p>Current contracts ensure that no employee is forced, bonded or involuntary to work. Employment contracts do not require deposits and terms allow both parties to terminate employment with reasonable notice. All contracts comply with EU and UK employment law</p>                                                                                                                                                                    | <p>Full evaluation of new staff contracts. This will apply to all staff transferring to ensure contracts comply with equality plan.</p>                                                                                                                                                                                                                                                             | <p>May 2017 for full contract validation.</p>                                 | <p>Senior HR Manager</p> | <p>HR Manager and HR advisors</p>                   | <p>June 2017 all contracts will have been evaluated. Where there are any non-compliance situations there will be consultation period to amend contract.</p> |

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| <p><b>Allow freedom of association and the right to collective bargaining are respected</b></p> | <p>Currently within ABM recognition of collective bargaining with Union. Also we have collaborated Health &amp; Safety committee and Sustainability Committee.</p>                | <p>Evaluate new transferring employees' current collective agreements and look to sign new agreements with ABM.</p>                                                                                                                                                     | <p>April this should be complete as part of mobilisation so complete at transfer.</p> | <p>Senior HR Manager</p> | <p>HR Manager and BU Manager</p>                            | <p>August 2017 establish contract specific employee welfare committees, H&amp;S Committee, Sustainability Committee. Also actively engage with employee councils and unions to promote partnerships and collaborative work environment improvement programmes.</p> |
| <p><b>To create safe and hygienic work conditions</b></p>                                       | <p>As a standard we undertake full HSE audits of each environment our staff are engaged to work in. We know from our experience in TFL HQ buildings that these are compliant.</p> | <p>Undertake full HSE audits of each site and welfare facility, Produce full report on any areas which are non-compliant. Where applicable undertake small rectification works to deliver correct environment. Where necessary flag remedial works to action by Tfl</p> | <p>June 2017 complete all audits and issue reports</p>                                | <p>H&amp;S Director</p>  | <p>Quality Manager, Sustainability Manager, Supervisors</p> | <p>July 2017 complete rectification works to ensure compliance with next audits in Oct 2017</p>                                                                                                                                                                    |

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| <p><b>To work with suppliers and wider supply chain to ensure zero child labour is employed</b></p>              | <p>We ensure that no child labour is ever employed by ABM UK. We also work with our supply chain to ensure child labour is not used for anything procured by ourselves.</p>        | <p>Ensure that our approved suppliers are audited and fully comply with zero tolerance for child labour</p>                                                                                                                                                     | <p>We will ensure that any transferring staff will not be child labour and there will be full compliance with legislation. April 2017</p> | <p>Senior HR Manager</p> | <p>Procurement Manager, HR Manager, HR administrators , supply chain administrator</p> | <p>May2017 we will ensure complete supply chain compliance with core employment of child labour</p>                                            |
| <p><b>Implement and ensure living wage is paid both to our own staff and those within our supply chain.</b></p>  | <p>We currently pay living wage throughout our business. As part of our procurement approval process we look to our supply chain to implement living wage for all their staff.</p> | <p>Ensure all new staff transferring our employed on living wage terms. Supply chain audit and validation to ensure full compliance with living wage requirement</p>                                                                                            | <p>April 2017 will be complete for all internal staff as part of TUPE consultation.</p>                                                   | <p>Senior HR Manager</p> | <p>Procurement Manager, HR Manager, HR administrators , supply chain administrator</p> | <p>July 2017 ensure complete supply chain has full compliance with paying living wage</p>                                                      |
| <p><b>Create working patterns and contracts which are aligned to ensure working hours are not excessive.</b></p> | <p>We fully endorse EU working directive and within our business ensure through best practice employees do not work excessive hours.</p>                                           | <p>We will need to fully assess each current shift pattern of those transferring employees. This will mean creating specific BU working shift plans and looking at current versus proposed. This will then be basis for consultation process with employees</p> | <p>April 2017 kick start employee consultation process.</p>                                                                               | <p>Account Director</p>  | <p>Senior HR Manager and BU Managers</p>                                               | <p>June 2017 new working patterns implemented and full assessment of employee work benefits including quantified regular employment stats.</p> |

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| <p><b>Implement zero tolerance policy to discrimination</b></p>                                                                                                                                                                            | <p>Current policy within ABM reflects this.</p>                                                                                                            | <p>Ensure all new staff and transferring staff are made fully aware of our policy. Actively communicate to all why this is a zero tolerance policy and work within our training programme on how to deal with these incidents</p>                                                                                  | <p>April 2017 will be implemented with mobilisation</p>                                                                  | <p>Senior HR Manager</p> | <p>Account Director, BU Managers, HR administrator</p> | <p>Zero reported incidents of discrimination.</p>                                                                                                          |
| <p><b>Create job roles and shift patterns to ensure roles deliver regular employment.</b></p>                                                                                                                                              | <p>We have evaluated each BU as part of our bid and looked at creating shift plans that maximise FTE and working patterns to ensure regular employment</p> | <p>We will need to fully assess each current shift pattern of those transferring employees. This will mean creating specific BU working shift plans and looking at current versus proposed. This will then be basis for consultation process with employees</p>                                                    | <p>April 2017 kick start employee consultation process.</p>                                                              | <p>Account Director</p>  | <p>Senior HR Manager and BU Managers</p>               | <p>June 2017 new working patterns implemented and full assessment of employee work benefits including quantified regular employment stats.</p>             |
| <p><b>Roll out new working roles and accepted behaviours which included the prohibition of physical abuse, or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation</b></p> | <p>Whilst we have current employment rules which include expected behaviours these should be assessed against TFL</p>                                      | <p>Assess TFL behaviours and requirements against ABM codes of conduct. Undertake value mapping to ensure a congruent partner value map which can be applied to all stakeholders. Roll out communication to all staff, and suppliers under pinning zero tolerance of non-compliance with new behaviours matrix</p> | <p>April 2017 complete gap analysis and issue draft actions for consultation process for final code of conduct issue</p> | <p>Senior HR Manager</p> | <p>Account Director, BU Managers, HR administrator</p> | <p>June 2017 issue new TFL partner Code of conduct which includes contract behaviours and creates a clear set of values to deliver the contract vision</p> |

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| <p><b>Enhance company procurement policy to include specific policy relating to the positive engagement of diverse suppliers.</b></p> | <p>Current full supply chain is unknown as is delivered by existing supplier.</p>                                                           | <p>Undertake full supply chain audit encompassing - Health &amp; Safety, Quality, Sustainability, Equality &amp; Diversity. Assess against new requirements as detailed in each specific area. Ensure</p>                                                                                                                                                                                                                                                                             | <p>May2017 complete supply chain assessment</p>                      | <p>Procurement Manager</p> | <p>Procurement administrator, Sustainability Manager.QA Manager, H&amp;S Director</p> | <p>July 2017 ensure all supply chain is compliant with expected policies. Ensure back to back KPI and Sla for all supply chain</p> |
| <p><b>Diverse supplier engagement programme</b></p>                                                                                   | <p>Currently no evidence of a supplier engagement programme specifically no evidence of any correspondence attracting diverse suppliers</p> | <p>Develop collateral targeting specific suppliers. Work with external organisations such as local authorities, chambers of commerce and communities in action to share information. Create a community wide supplier programme with specific campaigns at working with SME's , BAM's , under represented or protected groups, or those with a diverse workforce composition. Leverage on partnership with Movement to work to look at suppliers whom are engaged in this process</p> | <p>April 2017 deliver communication plan for supplier engagement</p> | <p>Procurement Manager</p> | <p>Procurement administrator, Sustainability Manager.</p>                             | <p>March 2018 have delivered supplier engagement programme including monthly diverse supplier workshops.</p>                       |
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## Training Plan

| Equality and diversity Objective                                                                       | Current Position / Baseline                                                                                                                                                                                                           | Action/task                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | When     | Person responsible                                   | Resource implications                            | Measure of success                                                                                                                                                                    |
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| <b>To deliver the expectations of the Tfl contract in full and in line with E&amp;D objectives ...</b> | Currently working toward delivering a robust training platform that will embrace every aspect and requirement not only of the E&D objectives but the contract as a whole. This will be achieved through various training initiatives. | <p>To develop and produce training tools through E Learning for employees and Management. An E Learning Induction will be tailor made to be in line with TFL contract requirement. Manager and Supervisor Training will provide a greater awareness of the expectation levels for this contract.</p> <p>Personal one to one training will also be identified and arranged where needed.</p> <p>Train the Trainer approach will be utilised to cascade down all of the requirements of the TFL contract and how to achieve it.</p> <p>TFL Ambassador Training: To endorse the TFL brand and working partnership with ABM and to uphold the values and vision in relation to the partnership.</p> | Jan 2017 | Senior HR Manager / Learning and Development Manager | Account Director, BU Managers, HR Team Employees | 100% acknowledgement captured electronically for all employees interaction and understanding of our Induction E Learning training model that encompasses the E&D requirement in full. |
| <b>Evaluate workforce to ensure reflective of the diversity</b>                                        | Understanding of this policy requires further re-enforcement to                                                                                                                                                                       | Conduct training programme to Senior Management and Executive team on Equality and Diversity delivered by outside                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Feb 2017 | Learning and Development Manager                     | Senior Management & Executive Teams              | An ability to act on any known shortfalls within the E&D                                                                                                                              |

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| criteria for each location                                                                                                           | enable its full success                                                                                                                                                                                                      | provider with key learning tasks/modules to ensure full understanding of the policy and its aim                                                                                                                                                                                                      |                                                  |                                                                                                                       |                                                                                 | requirements and to effectively communicate to reporting teams how to ensure its success. Regular Statistics will reflect the success. |
| <b>Create a workforce that is reflective of the following and covers race, gender, disability, age, faith and sexual orientation</b> | The recruitment process is currently mindful of all obligations when hiring. But this is reviewed yearly to ensure its compliance and to identify any areas of improvement to ensure a consistently robust approach.         | Set up gap analysis review meeting against targets set. Engage with local schools, colleges and community associations to actively encourage interest. Advertise all roles to target the demographic and attract specific employees. Create new engagement programme for each BU and employee sector | June 2017<br>Sept 2017<br>Sept 2017<br>Sept 2017 | Senior HR Manager<br>Senior HR Manager<br>Recruitment Officer<br>Senior HR Manager / Learning and Development Manager | Senior Management & Executive Teams, Managers, Supervisors, Recruitment Officer | April 2018: Diversity stats meet the requirement and levels with the E&D policy and strategy plan.                                     |
| <b>Ensure employment is freely chosen for all new staff</b>                                                                          | Currently contracts ensure no employee is forced to work. Contracts do not require deposits and terms allow both parties to terminate employment with reasonable notice. All contracts comply with EU and UK employment law. | Training day for all HR Managers and Administrators to receive training on the process for evaluation of all staff and TUPE contracts to ensure compliance with equality plan. Process maps will be devised to ensure full compliance.                                                               | February 2017.                                   | Senior HR Manager                                                                                                     | HR Manager and HR Advisors                                                      | All contracts will show full compliance to the E&D requirements by May 2017.                                                           |



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| <b>Allow freedom of association and the right to collective bargaining are respected</b>                 | ABM currently have collective bargaining with Union. H&S and Sustainability also have collaborated Committees. | HR training event to re-inforce the understanding of collective bargaining and the roles that Unions play in an organisation.       | February 2017                                               | Senior HR / Learning and Development Manager | HR Managers and HR Advisors                                  | Full collaboration, partnership & engagement with employees and unions through effective working programmes. |
| <b>To create safe and hygienic work conditions</b>                                                       | All ABM H&S Audits currently work to a high standard by following due process.                                 | Training overview for all H&S Auditors of all TFL requirements for the production of clear reports and items identified for action. | January 2017                                                | H&S Director                                 | Quality Manager<br>Sustainability Manager<br>Supervisors     | Full information provided on any rectification works in line with TFL standard. July 2017.                   |
| <b>To work with suppliers and wider supply chain ensure zero child labour is employed</b>                | ABM strictly adhere to the requirements of the Modern Slavery Act                                              | Annual reviews undertaken against our approved suppliers                                                                            | Ongoing                                                     | Procurement Manager                          |                                                              | May 2017 review of supply chain complete against E&D requirement                                             |
| <b>Implement and ensure living wage is paid both to our own staff and those within our supply chain</b>  | Procurement and HR both work to ensure Living Wage is paid to all employees                                    | Yearly reviews of supply chain by Procurement Manager and yearly review of employee earnings are carried out to ensure compliance   | Ongoing                                                     | Procurement Manager / Senior HR Manager      | Account Director                                             | July 2017 full compliance                                                                                    |
| <b>Create working patterns and contracts which are aligned to ensure working hours are not excessive</b> | Existing work patterns to be reviewed using best practice in line with working time directive                  | Review of all contracts                                                                                                             | Feb 2017 begin review<br>April 2017 embark on consultations | Account Director                             | Senior HR Managers and BU Managers                           | New working patterns implemented by June 2017                                                                |
| <b>Implement zero tolerance to policy to discrimination</b>                                              | ABM current policy covers this                                                                                 | E Learning Induction Platform will incorporate this aspect.                                                                         | Jan 2017                                                    | Learning and Development Manager             | Account Director<br>BU Managers,<br>HR and HR Administrators | 100% communication on this policy through e learning                                                         |

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| <b>Create job roles and shift patterns to ensure roles deliver regular employment</b>                                                                                                                                               | We have already evaluated each BU and will create shift plans to ensure regular employment        | HR team to work with Account Director                                                                                                                                                | Feb 2017<br>Begin review<br>April 2017<br>embark on consultations                        | Account Director    | Senior HR Manager and BU Managers                                           | New working patterns implemented by June 2017                                         |
| <b>Roll out new working roles and accepted behaviours which included the prohibition of physical abuse, or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation</b> | ABM currently have a policy against such behaviour. This will be assessed against the TFL policy. | Review both policies and devise 'Value Map' to be rolled out to all stakeholders. Communicate to staff through Senior Management, Managers, Supervisors and TFL Ambassador approach. | April 2017<br>Review and issue draft actions.                                            | Senior HR Manager   | Account Director, BU Managers, HR Managers and Administrators               | June 2017<br>Issuing of TFL Partner Code of Conduct.                                  |
| <b>Enhance company procurement policy to include specific policy relating to the positive engagement of diverse suppliers</b>                                                                                                       | Current supply chain unknown.                                                                     | Full supply chain audit to be undertaken. Assess new requirements.                                                                                                                   | Jan 2017<br>Procurement team instructed to undertake.<br>May 2017<br>exercise completed. | Procurement Manager | Procurement Administrator, Sustainability Manager, QA Manager, H&S Director | Supply chain compliant by July 2017. Key KPI and SLA's established with supply chain. |
| <b>Diverse supplier engagement programme</b>                                                                                                                                                                                        | No evidence of supplier engagement programme or correspondence attracting diverse suppliers.      | Develop working document to target specific suppliers, work with external organisations to share information.                                                                        | April 2017<br>communication plan                                                         | Procurement Manager | Procurement Administrator, Sustainability Manager                           | Supplier engagement programme delivered by March 2018                                 |