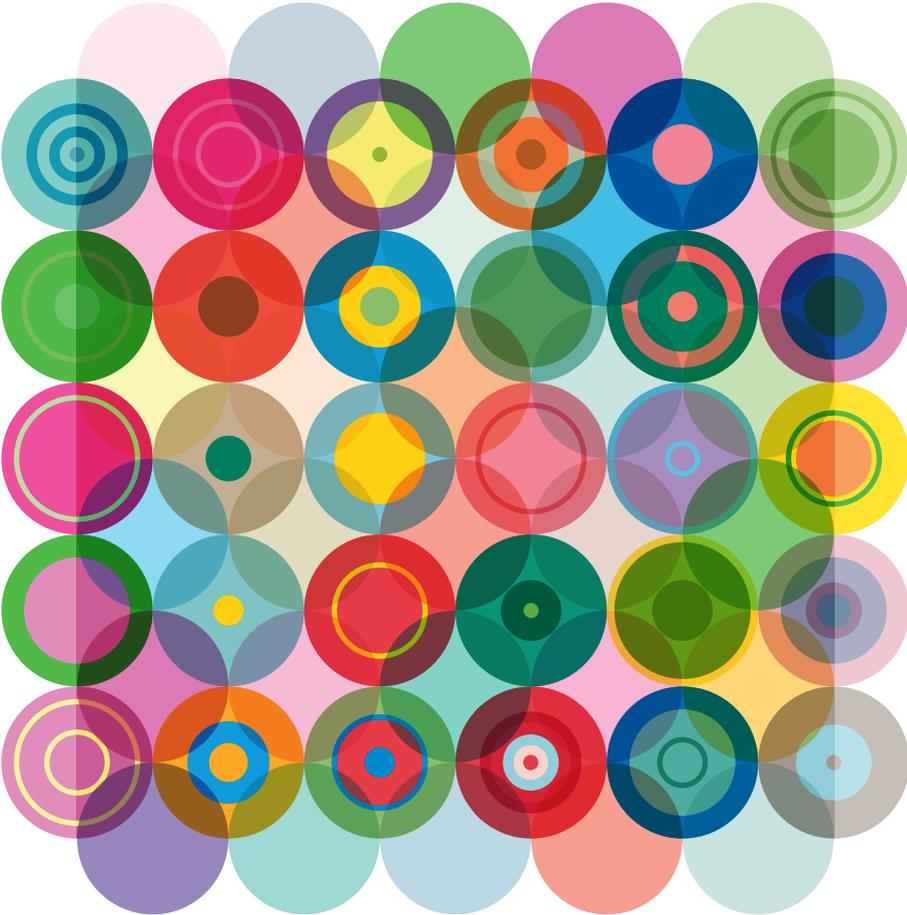


Diversity  
and Inclusion  
Strategy



Human Resources



## **Message**

This 'Diversity and Inclusion' Strategy reflects our continuing commitment to equality, diversity and non-discrimination for our employees, our customers and the wider community we seek to serve.

Our strategy is designed to ensure an efficient and fulfilling work environment for our employees, to meet the changing needs of our customers and underpin the quality of their experience of our services, and to deepen our connection to the diversity of the communities that we serve.

We have a track record that we are proud of. We have developed recruitment and promotion systems based on equality, diversity and non-discrimination. We are developing supports for our LGBT employees. The number of women at executive level in the company has increased. We have ensured access for people with disabilities to our services, including a travel assistance scheme for older people and people with disabilities who require additional assistance in accessing our services.

We prize our management culture which is open, listening and responsive to our employees and customers. We employ an Equality and Diversity Officer and provide equality and diversity training for employees. We collaborate with other public sector organisations in our pursuit of good practice. We are one of the founding Irish signatories of the Irish Diversity Charter. Our achievements have been recognised internationally as best practice by the European Commission.

We aim to sustain and build on these commitments through this policy. Everyone at Dublin Bus has a role in making sure that this policy is reflected in everyday performance and that Dublin Bus continues as a leader in good practice.

**Ray Coyne**  
**Chief Executive**  
**February 2016**

## Our aims

We aim to:

- Manage a workplace that integrates, benefits from and achieves equality for our diverse employees.
- Operate a service that welcomes, creates a safe environment for, and addresses the needs of our diverse customers.
- Communicate a brand that is committed to equality, diversity, and non-discrimination.

## Our commitments

We are committed to promoting equality, accommodating diversity, and ensuring non-discrimination for both our employees and our customers. We also promote these values in the different sectors we do business with, and in the various communities that we serve. We seek to fulfil and go beyond our obligations under the Employment Equality Acts as an employer and under the Equal Status Acts as a service provider.

This commitment to social progress and equality ensures that Dublin Bus goes beyond its statutory compliance with the Irish Human Rights and Equality Commission Act, 2014, which requires public bodies to take proactive steps to actively promote equality, protect human rights and combat discrimination as an employer and a service provider. This ensures that we are a public service provider in every sense of the word, and an employer who supports and celebrates a diverse workforce which reflects the communities that it serves.

We are committed to these values because we believe this is the right way to do business. Implementing these values creates a positive environment for our employees and ensures a positive experience for our customers.

This is good for our business as it enables the contribution of all employees, providing a more innovative work environment, and ensuring employee retention. Furthermore it builds customer loyalty and ensures our service meets the needs of our customers. These commitments extend across the nine grounds in the equality legislation of gender (including gender identity), civil status, family status, sexual orientation, age, disability, religion, race and membership of the Traveller community.

## Equality

Equality encompasses the diversity of our employees, the access to and benefit from our services for our diverse customers, and the promotion of this value with those we do business with.

## Diversity

Diversity embraces the different identities, experiences and situations of employees and customers. This diversity has practical implications that, at times, need to be accommodated in our workplace practices and our services.

## Non-discrimination

Non-discrimination is about ensuring that no employee or customer is treated less favourably due to their membership of any of the grounds covered by equality legislation.

## Dignity and respect

Dignity and respect are about ensuring a workplace and a service that is free from sexual harassment and harassment on any of the grounds covered by the equality legislation.

## Our objectives

We have identified three key objectives necessary to achieving our aims and to implement our commitments:

- Promote an inclusive workplace for the diversity of our employees.
- Provide a diversity-friendly service to our customers.
- Communicate our commitment to equality, diversity and non-discrimination to the companies we work with and to the wider communities that we serve.

These objectives provide the framework for developing an annual action plan to give full effect to this policy. This annual action plan will set out the specific steps we will take each year to progress these objectives.

These three objectives and the annual action plan will apply to all the business functions in Dublin Bus. These are Human Resources, Engineering, Operations, Finance, and Marketing and Sales.

## Our areas for action

### The inclusive workplace

We will continue to:

1. Use recruitment and promotion procedures that are competency based, prevent discrimination, take account of diversity, and promote equality.
2. Support a management culture at all levels of the organisation that is alert to discrimination and harassment, open to and flexible in response to diversity and committed to equality.
3. Make reasonable accommodation for employees with a disability or who acquire a disability, and offer flexibility in taking account of the practical implications of diversity across the nine grounds covered by the equality legislation.
4. Sustain a workplace culture that fosters teamwork and inclusiveness, that celebrates diversity, and that challenges stereotypes.
5. Communicate and implement procedures that are effective in responding to any complaint from employees of discrimination or harassment.

### Diversity-friendly service

We will continue to:

1. Make reasonable accommodation for customers with a disability, and offer flexibility in taking account of the practical implications of diversity of our customers across the nine grounds covered by the equality legislation.
2. Monitor feedback from and enhance the experience of our customers from across the nine grounds covered by the equality legislation.
3. Integrate a focus on equality, diversity and non-discrimination in our wider actions in support of quality customer service.
4. Provide information that is accessible to our diverse customer base and that reflects this diversity in its design and imagery.
5. Communicate and implement procedures that are effective in responding to any complaint from customers of discrimination or harassment.

### Communicating our commitment

We will continue to:

1. Celebrate action on diversity and inclusion through our Community Spirit Initiative.
2. Communicate and promote our diversity and inclusion standards to those we do business with through our procurement process.
3. Communicate and promote our commitment to diversity and inclusion in our public relations and brand communications.
4. Engage with other employer and service provider networks to support good practice on diversity and inclusion.

## Our implementation strategy

### Annual action plan

An annual action plan will be prepared to give effect to this strategy. The action plan will be developed by the Equality and Diversity Officer in cooperation with management across all functional areas of Dublin Bus. The senior management team will finalise and approve the annual action plan.

The plan will address each of the grounds covered by the equality legislation. It will identify the steps that will be taken in each action area for the three objectives that make up this policy. It will clarify the outputs and outcomes aimed for and identify those who are responsible for taking the actions.

### Equality and Diversity Officer

Our Equality and Diversity Officer will lead the preparation and implementation of the annual action plan and provide guidance, support and information to employees to enable equality and diversity initiatives to become an integral part of all our operations.

### Related policies

Four policy documents establish key standards for the implementation of this 'Diversity and Inclusion' strategy.

Our 'Recruitment and Selection' policy outlines procedures to ensure there is no discrimination in our recruitment and promotion processes.

Our 'Dignity and Respect' policy provides information about preventing inappropriate behaviour in the workplace and sets out procedures for dealing with any incidents of bullying or harassment that might occur.

Our 'Customer Charter' and our 'Transport for All' policy include commitments to treat all customers without discrimination, make reasonable accommodation for customers with disabilities, and meet needs that are specific to particular groups of customers.

### **Training**

We will continue to provide managers and supervisors with appropriate equality and diversity training and supports to enable them to give leadership in the implementation of this strategy and to integrate a commitment to equality and diversity into their day-to-day responsibilities.

Equality and diversity will continue to form part of employee induction programmes, and the Certificate of Professional Competence training for bus drivers.

### **Stakeholders**

We will promote, implement, and further develop this strategy through engagement with key stakeholders.

We will continue to make links with organisations representing groups that experience inequality to support the implementation of this strategy as needed.

### **Monitoring implementation**

The implementation of this strategy will be monitored through:

- Consideration at a meeting of senior management of the draft annual action plan and of an annual review of progress.
- Bi-annual meetings with each function and the Equality and Diversity Officer to support the preparation of the annual action plan, to consider a report on progress made, and to identify actions required to support effective outputs and outcomes.
- Area Operations Managers meetings and Engineering Managers meetings will include a focus on this policy once a year. The Equality and Diversity Officer will support this process.

### **Communication**

This strategy will be communicated to employees and customers. This will be done, as appropriate, through printed copies, our website, our Intranet, posters and meetings.

Our internal communications will give visibility to this strategy and will communicate progress in its implementation.

### **Human Resources Department**

**February 2016**





Promoting an inclusive workplace

November 2017 | Version 2

