

Organization Name: Emovis

Project or Program Name: Diversity, Equity and Inclusion

Goal that best reflects your Project or Program's achievements: Promotes diversity, equity, inclusion, and anti-racist policies through our work in the tolling industry

Launch date for the Project or Program

10/1/2014

How many months of proven experience is this submission based upon?

From October 2014 to now.

Is this Project or Program complete? If no, when will it be completed?

Yes

Briefly describe the Project or Program

Being part of a global organisation, diversity and inclusion are key to the success of our business. These values are embedded as part of our culture and have been passed down from our Group to every operation. From the outset of the project, it was very important to achieve a diverse and inclusive environment. This included working with the Job Centre and offering roles to long term unemployed as well as people with disabilities that had struggled to find employment up until this point. We have employed people with all kind of disabilities: employees with a hearing impairment with the support of job coaches and BSL signers, partially sighted in the call centre with support of specialist equipment and software and creating an environment suitable for their guide dog and employees with autism through job carving exercises and job coaches. We have a culturally diverse workforce with more than 60% of our employees being non-white British and more than 30 other nationalities onsite. The key to our success is a culture of open communication and respect. The company embraces all cultures with celebrations during the year where everyone takes part on free curry days for Eid, Christmas raffles, etc. Even though the focus on diversity and inclusion was there from the implementation of the project in 2014, this became a higher priority due to the need for a cultural change in the business to move it from an implementation mentality into a culture of progression, development, engagement, attraction and retention. The local market for recruitment in Leeds is a hard environment where competition is fierce. Focusing the resourcing needs through the normal channels was not achieving the volumes needed for the operation to run effectively and therefore the recruitment strategy had to change and be open to other channels. Apart from recruiting through normal channels, the business reached out to charities and employability support organisations that work with all kinds of candidates: from candidates with autism, learning difficulties or other disabilities to foreign candidates where English was a barrier for employment. This widened the recruitment pool and attracted candidates that would lose out through "normal" channels and delivered a high retention and engagement rate which aligned with the business needs. Through the support of job coaches and the organisations, the organisation has achieved the higher engagement rates since the implementation and a large reduction in attrition and absence costs.

What objective(s) was the Project or Program designed to accomplish?

Our goal is to be a world class organization, delivering exceptional customer service to both our client and customers and to be recognized as an employer of choice.

The business objectives that we set out to achieve were as follows:

- Increased customer satisfaction scoring to exceed 90%
- Reduce Customer complaints
- NPS above +20
- Increased revenue for ourselves and our client
- Increased KPI achievement to above 80%
- Staff savings through channel shift
- Become an employer of choice
- To be the flagship operation within Abertis/emovis
- Use investment to make the solution the best in the world, run by the best team in the world, being the most efficient in the world
- Work consultatively with our client to deliver positive change
- Reduced employee attrition to < 40% by 2020
- Engagement survey results to be at 70%

These can only be achieved through the engagement and work of our employees.

We approach diversity with open arms. We are a company that encourages all to apply, and we guarantee that, if you are suitable for the position, we will accommodate all candidate requirements. We have a multi-cultural and multinational workforce and employ staff who have come from all over the globe, from Spain to Japan.

We encourage the employment of people with disabilities and offer them full support. We have had employees who have disabilities ranging from sight impairments (supported by a guide dog), hearing loss, people who sit on the autistic spectrum and people with learning difficulties. In fact, we have successfully secured employment for someone with learning difficulties that had previously never managed to find permanent work and had been passed around a number of other companies. We were voted the Pluss Leeds Disability Employer of the year in 2015.

To encourage diversity, we work with and attend recruitment fairs specifically targeted at autistic people, and work with companies such as Lighthouse Futures Trust (who support young people with autism) and Pluss (who work with people wanting to get back into work but have a disability). We encourage the use of the Access to Work scheme, which is a government led scheme, and ensure that we make all reasonable adjustments, as specified by our independent OH provider (e.g., desk risers for staff who find it easier to work standing up, adjusted keyboards, and amended workstations).

How did the Project or Program accomplish the stated objectives?

To be able to achieve our objectives, there were a number of initiatives put in place to become a more inclusive and engaged company in different areas:

- Implemented new testing and interview processes at the recruitment stage to test relevant skills for different departments

e.g. introduced an exercise for Image Review applicants to assess attention to detail

e.g. introduced a Microsoft Excel exercise for Business Facilitator applicants to assess capability for the role

- Implemented new guides for hiring managers to include clearly defined unbiased guidelines when recruiting new starters

o Raised awareness of unconscious bias in the recruitment process and offered help to overcome any

existing bias

- Encouraged managers to participate in new candidate interviews, to widen the scope of talent selection
- Attended job fairs for different social groups of people, to attract people from disadvantaged backgrounds, people with disabilities and students from different countries and backgrounds
- Attended Leeds Hidden Talents Job Fairs, focused on engaging with Autistic candidates about our Image Review vacancies, which are highly suited to neuro-diverse candidates
- Implemented work trials with local charities to give candidates the opportunity to experience a place of work they might otherwise not have access to
- Implemented at least 5 different ways to apply to our vacancies to ensure that they are accessible to all candidates
- Implemented an apprenticeship program for both internal and external candidates
- Implemented a job carving exercise in some of our departments to adapt to the needs of candidates with disability
- Maintained and improved our inclusive and accessible learning management system
- Achieved a 50/50 ratio in the Gender Pay gap reporting
- Implemented flexible shift patterns and work opportunities to adapt to the needs of employees from different backgrounds
- Offered flexible break patterns for employees struggling with Mental Health issues
- Placed focus on the Employee Assistance Program in partnership with Insight Health Care, to help support the wellbeing of all employees. Free and confidential support is available to all employees 24 hours a day.
- Prioritized Mental Health in the workplace by providing training for key employees as Mental Health First Aiders
- Offered Disability awareness training for all managers
- Promoted Social Responsibility throughout the organization
- o Encouraged employees to nominate charities to be supported throughout the year
- o Provided opportunities for employees to volunteer for local community initiatives
- Actively promoted two-way communication between management and employees, with the offering of 'Birthday Round Tables', Employee of the Month dinners, annual Leadership Conference, and company-wide voting in internal awards all receiving great uptake
- o Our Birthday Round Tables are particularly well received as it gives our 'grass-roots' employees a chance to have the CEO as a captive audience in a confined space!

We see the 'cultural fit' mentality as very important with our people and want to ensure we have the right people in the right places, with the right mindset for doing a great job. The business is not scared of reviewing and adapting the policies and processes to ensure that they are the best fit to retain our employees and attract new ones.

We embrace our company values of Flexibility, Passion, Excellence and Commitment when focusing on Diversity and Inclusion, in all areas of company life:

- We adapt and are willing to compromise and change to help our employees and future candidates
- We embrace anyone who shares our passion, regardless of heritage, physical ability, mental health, sexuality or identity
- We have a mission to deliver the best in customer service to our client and customers, and rely on the skills and expertise of a vast range of people from different backgrounds
- We have a continuous commitment to improving and strengthening our Diversity and Inclusion strategy – we will never be perfect, but we can certainly aim to be!

We are a small business that has been operating in the UK for only 6 years, and in this time the focus has always been about the people. Even with small budgets there is never a constraint from Senior Management, including the CEO, in investing in our staff to give them the best work environment and support to succeed. We are highly commended by all our partners for our multi-cultured and diverse environment.

What were the successful, demonstrable results of the Project or Program that positively affected the customer, agency and/or the community?

- Achieve 95% compliance for all crossings = currently 96%
- Customer satisfaction scoring to exceed 90% = currently 91.06%
- Maintain Customer complaints below 3 per 10,000 crossings = currently 1.7
- Net Promoter Score above +25 = currently +56.27
- KPI achievement of 80%+ = currently 96%
- Employee Engagement Survey to be >65% favourable = currently 78%
- Employee attrition to < 40% = currently 31.08%
- Sickness and absence to be < 5% = currently 2.5%
- Abandoned rate to be < 3% - 1.76% in last 12 months
- 97% of calls to be answered within 180 seconds – 97% in last 12 months
- 80% of calls to be answered within 20 seconds – 88.93% in last 12 months

A massive reduction in the attrition rates and absenteeism costs has been achieved. This has led to an increase in the company reputation and therefore to be in a better position to attract and retain talent.

Support to the local community has increased engagement within our employees, activities like participating in the Leeds Dragon Boat Race supporting Leeds Child Friendly or collections of clothes over winter to support the Leeds Homeless groups make our employees feel that they belong and that they can give something meaningful back whilst coming to work.

Thanks to the support to internal progression, we are now the flagship of the organisation and our employees are used to support the wider group in all areas including implementing new projects all around the world.

The operation has achieved an increase in the KPI achievement from 20% achieved to 90%+ and as a consequence our customer relationship has improved massively from a very unhappy customer to a customer that would recommend us to any other project. As a business, this has led to an overall increase in profitability and opened new opportunities for new projects.

Is your Project or Program relevant and applicable to the overall toll industry? If so, how?

For over 40 years, emovis has been active in the tolling market worldwide, integrating tolling solutions across 20 countries. We provide clients with added value solutions along the whole tolling chain, from conception and design to integration and tolling services, including customer service center operations and toll enforcement. In 2012, emovis became part of the group Abertis Infraestructuras SA (Abertis), the leading worldwide toll road operator with more than 4,700 miles of toll roads managed across 30 concessions internationally. Our operation in Leeds acts on behalf of our client Highways England to deliver

the end-to-end tolling solution for the Dartford-Thurrock River Crossing, commonly known as the Dartford Crossing which is a major road crossing of the River Thames in England, carrying the A282 road between Dartford in Kent in the south and Thurrock in Essex in the north. It consists of two bored tunnels and the cable-stayed Queen Elizabeth II Bridge. The only fixed road crossing of the Thames east of Greater London, it is the busiest estuarial crossing in the United Kingdom, with an average daily use of over 130,000 vehicles. The combined crossing now handles four lanes of traffic in each direction. Emovis took over the management of the crossing in November 2014 at which stage the toll booths were removed and it became a free flow service known as Dart Charge and the charge is now only payable online, by post, or in certain participating retail outlets. A residents' scheme is available, offering discounts for people living near the crossing. The operation in Leeds employs c300 FTE delivering the end to end customer service and administration, we manage more than 1.6 million inbound calls per annum as well as c200 thousand written communications and over 7 million images whilst at the same time maintaining the highest standards of service and quality. We provide the end-to-end service for our client's customers from payment processing, advice and signposting, query resolution, through to enforcement and recovery of Penalty Charge Notices.

How did this Project or Program achieve or demonstrate excellence?

We have been named an accredited Social Mobility Employer, as part of a nation-wide drive to improve social mobility in the UK. We have signed up to the Social Mobility Pledge, which encourages businesses to play their crucial role in boosting social mobility by providing training and employment opportunities to local people from disadvantaged communities. We aim to help people in long-term unemployment either through circumstance, disability or accident, and strongly believe that there is a lot of untapped potential out there just waiting to be discovered. We have also been working towards our level 2 of becoming Disability Confident. We are currently a 'Committed' employer within this scheme and hope to become a 'Leader' in the future. Being Disability Confident allows us to bring in a diverse range of people who can contribute skills to our workforce, that have previously been overlooked or undiscovered. Working closely with the Hidden Talent Leeds team, we have attended and presented at their Job Fairs. This allowed us access to candidates who might not get the usual opportunities for employment, for example those with additional needs like Autism or Asperger's. Being a business that offers a range of roles with different skill sets, we have been able to bring in talent that is absolutely suited to these different roles. An example of this is our Image Review department, which caters for people with an intense eye for detail and the ability to overperform, even under pressure. Embracing multiculturalism is key for the business, so not only do we celebrate Eid with our Muslim colleagues by catering free curry onsite to all the employees, but we also provide raffles, gifts and vouchers for all employees during the Christmas period. Our Winter and Summer parties provide our colleagues with an opportunity to socialize and celebrate achievement, and our free breakfasts during Mental Health Awareness Week let our colleagues know they are cared for and included. It also gives us an opportunity to promote our Employee Assistance Program and ensure our colleagues know we are there for them if they need us. Our support of Leeds Pride and our LGBTQ+ colleagues and wider community should also not go unnoticed - our colleagues should feel proud of who they are and be proud to reflect that in the workplace. Our approach to diversity and inclusion has been recognized by our peers within the industry with emovis achieving gold awards in both 2019 and 2020 at the National Contact Centre Awards. We have also been recognized for our diversity program by the UK Employee Experience Awards 2019 where we won Gold. Emovis and our CEO Neil Conway were also finalists in the 2019 UK National Diversity Awards and Inclusive Companies Awards.

Describe any innovative aspects of your Project or Program

There were a number of initiatives which were very innovative, for example:

in our Image Review Department we implemented the use of a gaming mouse that increased the productivity by 11%, as most part of our employees had a gaming background. Equally, as this role

requires attention to detail and concentration, it is perfect for employees with learning disabilities like autism or Asperger's and deaf and therefore we cooperated with local charities and adapted our recruitment processes to support the hiring of these individuals.

The implementation of a free masseuse onsite has reduced the number of absences due to musculoskeletal injuries to a minimum and employees return to work faster after injuries. As an unexpected benefit, by placing the massages on Fridays and the weekends, the number of short-term absences on that days have been reduced as employees feel more motivated to come if there is a massage waiting for them.

Implemented work trials with local charities to give candidates the opportunity to experience a place of work they might otherwise not have access to

Implemented at least 5 different ways to apply to our vacancies to ensure that they are accessible to all candidates.

Implemented a job carving exercise in some of our departments to adapt to the needs of candidates with disability

Implement Flexible shift patterns to adapt to the needs of students and employees from different backgrounds

Extended leave packages for employees wanting to attend religious events above

Extended leave packages for students participating in work placements from university

Review of the work environment to facilitate employment to employees with disabilities or health issues. For example:

- o standing desks for employees with back problems

- o specialist equipment for visually impaired as well as a special area for the guide dog

- o specialist support for hearing impaired

Identified roles for candidates whose English is not the first language in our Image Review Departments

Disability awareness training for all the managers

Mental Health First Aid for key employees

Information readily available to support and develop awareness for disability

We had 2 employees from other parts of our group doing work experience in our business for 6 months to improve their level of English and their knowledge about other parts of the business in other countries work.

Our contact centre is open between 08.00AM and 22.00PM 7 days a week, 364 days a year. This means we can offer a range of full and part time jobs to all our employees within the business, which allows us to support peoples work life balance including any other commitments they may have outside of work e.g. students or parents. This flexibility means that we can offer weekends only which suits a lot of students and candidates who may attend other classes during the week, or we offer part time contracts which cover evenings and weekends which suit a lot of candidates who have childcare arrangements as it suits them better to work in the evening when they have alternative cover.

Similarly, for students we offer the ability to temporarily increase their hours during non-term times.

List individuals worthy of special recognition for this Project or Program

Neil Conway - CEO

Neil was a finalist in the Inclusive Company Awards 2019

Being part of a global organisation, diversity and inclusion are key to the success of our business. Since joining emovis as Chief Operating Officer in July 2015 Neil has ensured that these values are embedded as part of our culture and have been passed down to every area of his operation. For Neil it was very important to achieve a diverse and inclusive environment. This included ensuring his HR team were working with the Job Centre and offering roles to long term unemployed as well as people with disabilities that had struggled to find employment up until this point. We have employed people with all kinds of disabilities: employees with a hearing impairment with the support of job coaches and BSL signers, partially sighted in the call centre with support of specialist equipment and software and creating an environment suitable for their guide dog and employees with autism through job carving exercises and job coaches. We have a culturally diverse workforce with more than 60% of our employees being non-white British and more than 30 other nationalities onsite. The key to our success is a culture of open communication and respect. The company embraces all cultures with celebrations during the year where everyone takes part on free curry days for Eid, Christmas raffles, etc. Diversity is at the heart of his strategy and it goes right through the whole organization, from the operational floor to the senior management team.

He is proud to say that we are highly commended by all our partners for our multicultural and diverse environment and have been recognised by industry bodies and his peers through the awards we have previously detailed.

"Our people are the reason why we are a successful organisation and what makes us special."

Bea Fuentes - Head Of HR

Bea is responsible for the HR team who support all aspects of the business including all departments, functions and people. She has been instrumental in introducing measures that support our aim of making emovis an employer of choice. To achieve this goal, Bea set specific objectives to reduce attrition, increase attraction, retention and performance. By investing in learning and development, welfare and benefits, our employees are more productive, more engaged and happier to be at work which means that we can provide a better service to our customer which leads to a reduction in cost and an increase in profitability and reputation.

There were three areas she targeted:

- equality and diversity
- Wellbeing
- Engagement

Bea is an integral part of our business, she has been with us since start up, and her passion and commitment are evident in everything that she does. Bea supports not only the contact center, but the whole business and she has been instrumental in introducing numerous initiatives geared to making emovis a great place to work, whilst at the same time ensuring that the health and wellbeing of our staff is always uppermost in everyone's mind.



TOLLING. MOVING SMARTER.

The work Bea has done has been recognised within our Parent company Abertis and the Leeds Operation is being seen as a flagship team and she is currently in the process of implementing these good practices worldwide.