

# Inclusive by nature: equality, diversity and inclusion strategy

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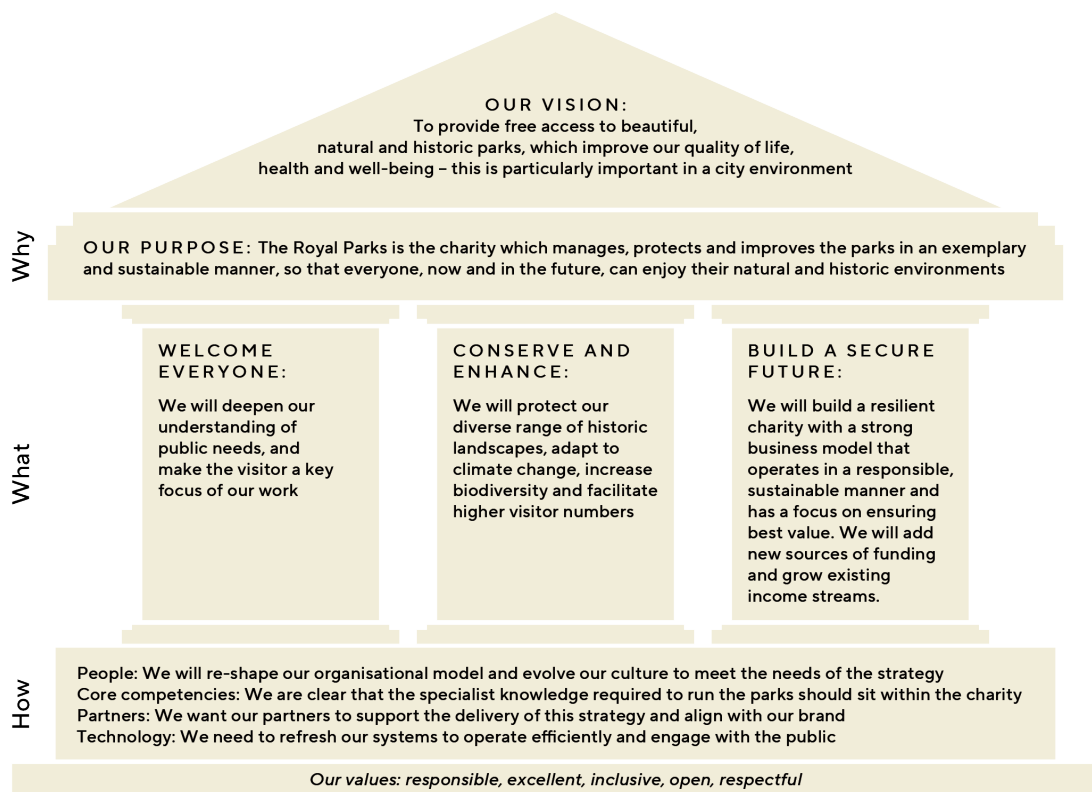
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# 1. Introduction

The Royal Parks' (TRP) purpose is to manage, protect and improve the parks in an exemplary and sustainable manner so that everyone, now and in the future, has the opportunity to enjoy their natural and historic environments.



We know that to succeed in our purpose we need to evolve our culture. As detailed in TRP's 2022-2027 strategic plan this includes becoming a more diverse and inclusive organisation.

Underpinned by our inclusive, respectful, open, excellent and responsible [values](#) we are committed to placing equality, diversity and inclusion (EDI) at the heart of how we work. This strategy sets out why EDI is so important to us, our EDI aims as well as the actions that we will take to achieve them.

## 2. Scope and duration

This is an internally focussed strategy that applies to our staff and volunteers. As part of this work, we are also considering how we can ensure that the contractors who deliver key services on our behalf demonstrate a similar commitment to equality, diversity and inclusion. EDI with an external focus, such as visitor experience and access will be covered by the engagement strategy.

Whilst some activities are already underway, these need to become embedded across the organisation. In addition, new actions need to be taken to help us to become more diverse and inclusive.

In some instances, we do not yet understand the right course of action to take. We will, therefore, continue our research and analysis not only to build strong EDI foundations but also to further develop our work in this area for future years.

## 3. Defining equality, diversity and inclusion

Equality, diversity and inclusion are all concepts that support fair, high performing workplaces. Whilst the terms are sometimes used interchangeably there are important differences. At The Royal Parks we define equality, diversity and inclusion as follows:

### i. Equality

Equality is about making sure people have equal rights and opportunities by ensuring they are not disadvantaged or treated unfairly. It is an approach that is enshrined by the 2010 Equality Act<sup>1</sup> which makes it unlawful to discriminate against anyone because of:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex

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<sup>1</sup> [Equality Act 2010 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

- sexual orientation

Equity extends the concept of equality to include the provision of varying levels of support based on an individual's specific needs to achieve equitable opportunities and outcomes.

## ii. Diversity

Diversity is about acknowledging, understanding and valuing difference. It recognises the creativity, insight and enhanced decision-making that a diverse workforce made up of people with different backgrounds, experiences and perspectives brings.

## iii. Inclusion

Inclusion is about creating a culture where everyone feels welcomed and shares a sense of belonging. Inclusive organisations enable individuals to feel comfortable and confident to be themselves. Inclusion ensures that everybody feels valued and respected enabling them to add value and perform to their full potential, irrespective of their background, identity or circumstances.

## 4. Why is equality, diversity and inclusion important to us?

In addition to the clear moral case for equitable, diverse and inclusive workplaces, research shows that increased diversity and a culture of inclusion helps to attract and retain talented staff<sup>2</sup>, improve performance<sup>3</sup>, enhance engagement and wellbeing whilst also decreasing absenteeism and sickness<sup>4</sup>.

A diverse and inclusive organisation whose workforce is more representative of the London/South East region we operate in, will also strengthen our ability to achieve our vision of providing **everyone** with free access to beautiful, natural and historic parks to improve quality of life, health and well-being.

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<sup>2</sup> Deloitte Millennial Survey (2018, 2021); Diversity and Inclusion, The power of research in driving change, NHS employers (2015)

<sup>3</sup> McKinsey, Diversity Wins: How inclusion matters (May 2020); World Economic Forum, Business case for diversity in the workplace is now overwhelming (2019)

<sup>4</sup> Presidential Commission on Diversity in Housing, Leading Diversity by 2020 (2015)

## 5. Our equality, diversity and inclusion vision

Our vision is to become a more diverse and inclusive organisation where everyone feels welcomed, shares a sense of belonging and has equal access to opportunities.

We want all our employees and volunteers to feel respected, valued and to flourish so that everyone can fulfil their potential and contribute their best work towards achieving TRP's vision. In short, we want to become "inclusive by nature".

We are also considering how the strategy can be developed to encompass our contractors within this vision.

## 6. How will we achieve our vision?

We will achieve our EDI vision by developing, retaining and recruiting a skilled and diverse workforce whilst continuing to develop and embed an inclusive and respectful culture according to our organisational values.

Becoming inclusive by nature, will require work in four priority areas. These areas are:

- Recruitment
- Learning and development
- Organisational culture and environment
- Policy review and development

These priority areas will be supported by resources including robust data monitoring, research and analysis.

### i. **Strategic aim one: Embed inclusive recruitment**

We will continue to develop equitable, diverse and inclusive recruitment practices designed to:

- Promote The Royal Parks as an employer of choice
- Attract talented people from a wide range of backgrounds and experiences
- Make selection decisions that are fair and objective.

**ii. Strategic aim two: Deliver learning and development for all**

We will develop a learning and development function so that everyone:

- Has the opportunity to reach their full potential
- Understands and role models EDI best practice.

**iii. Strategic aim three: Cultivate an inclusive culture and environment**

We will continue to develop and embed an inclusive culture and environment underpinned by our organisational values so that equality, diversity and inclusion is at the centre of how we work.

**iv. Strategic aim four: Inclusive policy review and development**

We will review TRP's existing policies in order to:

- Update them where needed to ensure they align with and promote our EDI aims
- Identify whether any new policies should be introduced.

## **7. Data monitoring and analysis**

To guide and support these strategic aims we will:

- Collate, monitor, benchmark and analyse EDI workforce data
- Use the insight gained to take evidence based actions and to measure progress.

## **8. Roles and responsibilities**

**i. Individual team members**

Equality, diversity and inclusion is everyone's responsibility. As individual staff members we all have the ability to make a difference and to positively influence a more diverse and inclusive working culture. We share a personal responsibility to role model TRP's values and to behave in a way that is respectful and inclusive of others.

**ii. Managers and leaders**

Managers are responsible for developing and supporting an inclusive team environment. TRP's leaders are accountable for building and embedding an organisational culture that embraces, advances and champions EDI.

**iii. The Royal Parks**

The organisation is responsible for providing staff with the skills and knowledge to implement EDI best practice.

**iv. EDI action group**

The EDI action group was set up to discuss and develop EDI practice and the group will continue to play an important role in supporting TRP's EDI aims.

**v. EDI sponsor and reporting**

Andrew Scattergood, Chief Executive has been appointed to sponsor our EDI work and to report progress to the Executive Committee and Remuneration Committee. An annual progress report will also be presented to the Board of Trustees. Staff will be regularly updated and progress will also be discussed with the Trade Unions as part of the Consultative Committee meetings.

## **9. How will we measure success?**

Cultivating a diverse and inclusive working environment is a continuous process. Whilst some progress has been made supported by TRP's Equality and Diversity policy including the introduction of our values, the formation of the EDI action group and the evolution of our recruitment practices - we recognise that there is much more that needs to be achieved.

We will measure our progress towards becoming a more inclusive and diverse organisation by monitoring and reporting:

- The diversity of our workforce
- The percentage of staff measured via the employee survey who agree that TRP:
  - treats staff equally
  - is committed to diversity and inclusion
- Staff engagement - measured via the employee survey
- TRP's gender pay gap
- TRP's performance in the Employers Network for Equality and Inclusion's diversity and inclusion survey
- The number of staff who have completed EDI training.