

Our equality, diversity and inclusion action plan 2016 – 2019

<i>By the end of 2019 we want to be and look like this:</i>	<i>Examples of how we work towards our goals (these will evolve)</i>
Leadership and approach	
<i>We practice what we preach</i> – our executive and board role model what it is to be truly diverse	<ul style="list-style-type: none"> • Sign up to recognised and credible initiatives, eg Women in Finance Charter, Time to Change, Working Forward • Identify ways to make us more accessible and attractive to new members • Look at closing diversity gaps through focused recruitment • Executive weave our commitment to equality, diversity and inclusion in all aspects of messaging • Equality, diversity and inclusion is a regular agenda item for board and executive meetings
<i>We put our money where our mouth is</i> - our equality, diversity and inclusion objectives are a key part of <i>our commitments</i>	<ul style="list-style-type: none"> • Sign up to the Women in Finance Charter and agree and publish objectives on gender equality at senior management level • How we do against our equality, diversity and inclusion objectives (in this action plan) are linked to <i>our commitments</i> - and how we measure and rate our performance at executive team level • Publish details of our progress in our first full diversity report
<i>We are open about our diversity</i> – we publish our equality, diversity and inclusion progress report each year – sharing information about who we are, and what we’ve done (against and beyond this action plan)	<ul style="list-style-type: none"> • Publish our first full diversity report in January 2018 (to coincide with requirement to publish our gender equality progress under Women in Finance Charter) • Publish subsequent full progress reports every year
<i>We are seen as positive an influencer and role-model</i> – by other organisations, and not just in financial services	<ul style="list-style-type: none"> • Talk about our diversity – and work in that area at external events • Make a difference to the way other organisations approach equality, diversity and inclusion - by being in or starting the conversation

<p><i>We won't rest on our laurels</i> – we're always looking at ways to be even better, and have our progress independently assessed each year</p>	<ul style="list-style-type: none"> • Annual review by HM Treasury as part of signing up to Women in Finance Charter • Commission independent review of progress against our action plan each year • Search out new opportunities to test ourselves, and be even better
<p><i>We have principles</i> – we will not contract with a supplier where they do not meet our high standards of equality, diversity and inclusion</p>	<ul style="list-style-type: none"> • Add statement to our social responsibility pages about how we contract suppliers • Review our procurement documents to make sure the importance we place on employee rights, sustainability and equality, diversity and inclusion is crystal clear • Include a 'right to review' mid-contract where we have questions about the equality, diversity and inclusion practices of a supplier • Include a 'right to end' clause where suppliers are not meeting our high standards
<h2>Access and inclusion</h2>	
<p><i>We invest in the future</i> – we're up to date with accessible technologies, and our buildings are fully accessible to employees and customers</p>	<ul style="list-style-type: none"> • Full review our current building and technology accessibility • Carry out a "gap analysis and recommendations" report • Implement agreed recommendations • Build in regular on-going reviews
<p><i>We think ahead</i> – we anticipate the needs of disabled employees and customers</p>	<ul style="list-style-type: none"> • Provide a high level of anticipatory accessibility that meets the majority of needs people have • Make sure we have accessibility and inclusivity 'built-in' to how we do things • Pro-active reasonable/workplace adjustments that are known, in place and ready to use
<p><i>We understand</i> – it's part of our DNA to appreciate what goes on in peoples' lives</p>	<ul style="list-style-type: none"> • Work with charities, other organisations and people we work with, to help us understand what 'living with' really means, and to keep our feet on the ground
<p><i>We embrace and value difference</i> – and provide equal opportunity for development and recognition</p>	<ul style="list-style-type: none"> • Series of staff sessions to understand the current barriers and identify the main tensions

	<ul style="list-style-type: none"> • Programme of regular and ongoing training and workshop sessions for all staff • All training programmes have equality, diversity and inclusion thread running through them • Have a rolling programme of mentoring, role modelling and talent development
We learn and grow – from talking to each other and our customers	<ul style="list-style-type: none"> • Create a group - with one person from each of the current employee networks - to be a collaborative voice and sounding board for this action plan • Employee networks have clear roles, responsibilities and terms of reference – and we talk to the groups to research, understand and contribute to how we meet our action plan
We challenge and take action – where we see inappropriate behaviours or attitudes	<ul style="list-style-type: none"> • Through training and awareness programmes, people are fully aware of acceptable behaviour • Specific training for managers on challenging and handling inappropriate behaviours • Introduce clear and ‘safe’ way for people to express concerns • A clear and known staff wellbeing policy in place, with a robust approach to unacceptable customer behaviour
We are trusted – our people have confidence that what we say is what we do	<ul style="list-style-type: none"> • Regularly share with our staff what we’re doing • Role-model diversity throughout the organisation – but particularly in senior management population • Listen to what staff tell us (through the different internal and external fora where our people share how they are feeling). • Identify areas of concern with a view to resolving
We share – we talk about our successes and what we’ve learned	<ul style="list-style-type: none"> • Equality, diversity and inclusion is common thread through all our internal staff engagement messages • Regular and open messages about what we’ve been working on, what we do well, where we need to be better, and what we’re doing in response

Recruitment and our people	
<i>We are truly diverse</i> – going beyond the traditional protected characteristics	<ul style="list-style-type: none"> • Carry out an analysis of our current diversity population and spread • Identify gaps and areas of ‘more to do’ and ‘more to understand’ • Create plan to appeal to under-represented groups; eg over 55 year olds, return to work parents, BAME at senior management level and disabled people • Regularly review diversity figures and take appropriate action • Regular programme of training and awareness sessions for all
<i>We are attractive to potential employees</i> – we appeal because we are different and we do things differently	<ul style="list-style-type: none"> • Identify what we can do to make ourselves more attractive to potential employees at all levels – eg how and where we recruit, start times, meeting venues, flexible working, working patterns, access and potential barriers
<i>We are attractive to our employees</i> – our people want to stay with us	<ul style="list-style-type: none"> • Programme of inclusive talent and skills development so people feel invested in and have equal access to opportunity • Proactive solutions and working arrangements for people to return to work after career break, ill health and maternity • We review outcomes from exit interviews – and look for patterns or trends
<i>We are us</i> – we are all comfortable being who we are	<ul style="list-style-type: none"> • Continue to provide ways for our people to tell us what they think, how they are feeling and what “being comfortable” means to them • Help people to be aware and understand their own unconscious biases and the effect of neuro-equality
<i>We challenge preconceptions and stereotypes</i> – we all understand the benefit difference brings	<ul style="list-style-type: none"> • We understand why it is certain roles attract certain groups and what we can do to challenge the ‘expected’ or ‘status quo’ • ‘Introduce ‘anonymised’ applications for both internal and external roles • Work with local schools and FE colleges to offer placement positions to people who might never think of applying for a role