

## Our equality, diversity and inclusion action plan 2016 – 2019

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

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

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

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