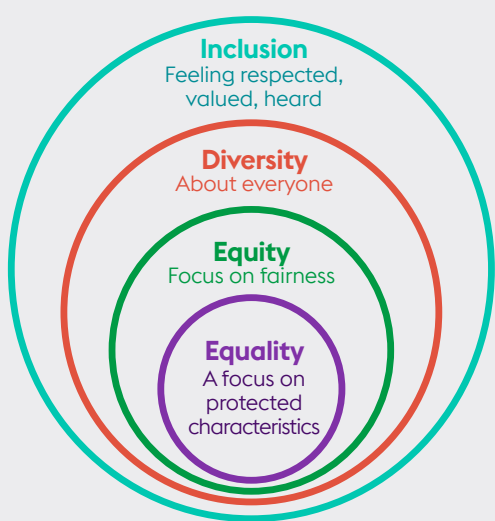


Inclusion

2024-2026 for All

Our long-term goal is to be a diverse, inclusive organisation where our people thrive and meet our customers' needs with fairness and empathy.



The things that matter to us are:

Inclusion – developing a culture in which everyone feels valued, respected, and comfortable.

Diversity – valuing difference of all kinds.

Equity – recognising that people may need to be treated differently to get equality of opportunity.

Equality – ensuring everyone is treated fairly, focusing on eliminating discrimination, harassment or victimisation.

Our strategic objectives



1. Know our customers

Be a trusted partner to our customers, recognising their diversity and putting them at the heart of all we do.

- Improve our knowledge of our customers.
- Design services that are accessible to all and responsive to customer needs.
- Monitor performance to ensure fair outcomes for all.



2. Attract, retain and develop diverse talent

Enhance the diversity of our workforce, ensuring we reflect and understand the communities we work in.

- Improve recruitment practice and develop diverse talent internally.
- Understand barriers to progression and set aspirational targets for change.
- Develop leaders' confidence and capability in creating an inclusive culture.



3. Provide accessible and inclusive services and workplaces

Remove barriers and create environments that achieve equitable outcomes for both colleagues and customers.

- Embed an approach delivering fair access for all groups.
- Be more confident taking action to ensure equity, and understand what it means in practice.
- Share knowledge internally and with partners to embed best practice.



4. Embed an inclusive culture

Create a culture where differences are valued and everyone can thrive and reach their full potential.

- Promote and develop our staff networks to enhance their impact on how we work.
- Celebrate diversity and promote a sense of belonging for all.
- Develop collective and individual accountability for progress.

Measuring progress:

- We'll use data and feedback from colleagues, customers, and external partners to monitor performance against our objectives.
- We'll work closely with our staff networks and D&I Leads Group, and report progress regularly to our Executive Committee, Group Board and Resident Scrutiny Panel.