Equality, Diversity & Inclusion

Annual Review **2022/2023**

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Warwickshire County Council

Equality, Diversity & Inclusion Warwickshire's Story

Reflections and a view from Monica Fogarty Chief Executive, Warwickshire County Council

At Warwickshire County Council, we want everyone to feel supported, valued and included as this will help ensure our County is the best it can be, for everyone. With the publication of the 2021 census, we can see that our county has become more diverse, which is why it is vital that we create environments where people feel valued, respected and accepted within their team and the wider organisation. This will allow us to harness creativity and innovation and work together to achieve success.

Our gender and ethnicity pay gaps, which measure average pay across different characteristics, have continued to decrease and we have seen an increase in disclosure rates among many of our demographic categories, suggesting a greater willingness of our people to be open with us. This year we achieved a Silver accreditation from Inclusive Employers, showing the progress we are making to ensure everyone is included at Warwickshire County Council.

Our Fire and Rescue Service has been making great strides in their inclusion practices, and this report details the excellent work that has been going on in a range of teams across the organisation, showing how EDI is becoming embedded into the way we work. Our vision continues to be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation. However, we acknowledge that there is still more that we can do.

This report outlines our commitments, what's been achieved so far, the immediate actions that we will take to improve, and our key priorities for the next 12 months based on our data.

At a glance

1. Both our mean and median gender pay gap have successfully reduced again this year, bringing the figures closer to zero, meaning that our gender pay gap is narrowing. Our position is more favourable than both the national and public sector benchmarks. Whilst we celebrate this success, we are not complacent and remain committed to reducing our gender pay gap further.

2. Our mean ethnicity pay gap as of 31 March 2023 is -0.2%, compared with 0.2% in 2022. Whilst the gap has remained the same, the change from a positive figure to a negative figure, means that on average colleagues from ethnic minority groups earn more than their White British/Not Stated counterparts. Our median ethnicity pay gap as of 31 March 2023 is 0.0%.

3. Our disability pay gap as of 31 March 2023 is 5.4%, an increase of 3.0 percentage points from 2022 (2.4%). Our median disability pay gap at the 31March 2023 is 8.0%, an increase of 3.1 percentage points from 2022 (4.9%). Although these are lower than the national figures, our disability pay gap now exceeds our tolerance of +/- 5%. Therefore, disability inclusion will become a key priority for us in 2023/2024 with an emphasis on examining our approach to reasonable adjustments in the workplace and in development, promotions, and recruitment.

4. We have been working to increase disclosure rates among staff to ensure our data is as accurate as possible. The continuation of our data confidence work has seen an increase in disclosure for religion and a stabilisation for disability. However, there has been a decrease in people declaring whether or not they have caring responsibilities and those who have disclosed their socio-economic background. We will continue our data confidence work and explore how to support colleagues with caring responsibilities. We willalso explore social mobility through our work on Levelling Up and encourage disclosure of socio-economic status as part of this work.

5. Our 'Your Say' engagement activity provided agreement scores of over 70% in terms of people feeling included in their team, feeling safe to be their authentic self at work and being comfortable to talk about their background and identity with colleagues. We scored slightly lower in terms of colleagues feeling that their background and identity are not barriers to promotion and development.

6. The achievements section of this report outlines the proactive EDI activity that has taken place in the last year, with a particular highlight of being awarded the Silver Inclusive Employers Award.

7. Priorities for 2023/2024 will focus on:
   • Launching Our Approach to Equality, Diversity and Inclusion.
   • Linking to the Council's priorities on Levelling Up by increasing social mobility, tackling inequalities, creating sustainable futures and building community power.
   • Considering the Inclusive Employers feedback and how the organisation may want to progress recommended actions.
   • Reviewing the ONS census data and develop actions to ensure recruitment opportunities are accessible.
   • Developing progression opportunities for diverse talent by launching the Breaking Through Programme.
   • Continuing to work with recruitment colleagues in terms of inclusive recruitment and onboarding to enable us to attract, retain and motivate a talented and diverse workforce.
   • Addressing the increase in our disability pay gap and improving inclusion for colleagues with disabilities.
   • Continuing to promote and develop our staff networks.

Our People Strategy alignment

Through the later end of 2020, the council refreshed the 'Our People Strategy', to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.

- do what we say.
- move with purpose and energy.
- focus on solutions.
- help people and communities to find their own solutions.
- build strong working relationships.
- be the best we can be.

To support us to achieve this vision, five key organisational values have been identified:
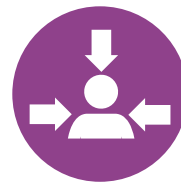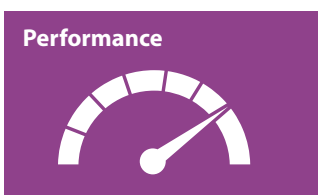
High performing   Collaborative   Customer focused   Accountable   Trustworthy

Embodying our values and behaviours, Our People Strategy is built on 6 building blocks:

Culture, values and behaviour

Leadership

Organisational Development and Design

Performance

Reward and recognition

Talent development and career opportunities

For each building block we have a clear set of outcomes we want to achieve so that we can fulfil our vision and transform as an organisation in a way that is sustainable.

Our Equality, Diversity & Inclusion vision

Our Equality, Diversity and Inclusion (EDI) vision, "Warwickshire County Council, a place where everyone feels valued, included, safe, supported and welcome", places our approach to inclusivity at the heart of everything we do. This is aligned to Our Behaviours, to build strong working relationships, do what we say, and be the best we can be.

We want our employees to feel	We want our communities to feel	We want our members to feel
Valued, included, safe, supported, welcome and that they can reach their potential no matter what their background.	Safe, supported and that when they interact with Warwickshire County Council in whatever capacity they consistently receive a dedicated, inclusive and accessible service.	Included and supported so that they are confident in the approach and the actions we are taking to ensure Warwickshire County Council is an inclusive organisation and that they are able to promote our reputation externally.

Our Council Plan, sets out our core purpose for the future to make "Warwickshire the best it can be, sustainable now and for future generations". We want Warwickshire to be a brilliant county in which to grow up, work, prosper and grow older. This is supported by our three strategic priorities:

• A county with a thriving economy and places with the right jobs, skills, and infrastructure.
• A place where people can live their best lives; where communities and individuals are supported to live safely, healthily, happily and independently.
• A county with sustainable futures, which means adapting to and mitigating climate change and meeting net zero commitments.

EDI also plays an essential role in delivering our Council Plan and the following outcomes of Our People Strategy to make "Warwickshire County Council a great place to work where diverse and talented people are enabled to be their best".

Our Equality, Diversity & Inclusion vision

Our EDI objectives ensure that we have an integrated and proactive approach to EDI that meets our Public Sector Equality Duty, is informed by sector best practice, and supports the achievement of our values, behaviours and vision.

Our People Strategy Building Blocks	No.	Objective	Expected Outcomes
Culture, Values and Behaviour	1.	Provide a diverse range of education and training opportunities related to EDI for staff to access.	Staff are aware of and actively engage in WCC's approach to EDI, understand their responsibilities and feel they can act accordingly with confidence to promote the development of a more inclusive culture, improving our overall performance.
	2.	Continue to actively support a range of local and national diversity and inclusion events and activities.	Increase in the profile of WCC's commitment to EDI.
Leadership	3.	Harness the collective knowledge and experience of our service users, employees and partners through collaborative working to enable learning and promote engagement.	Increase in engagement, partnership working and understanding of equality issues, enabling the Council to act.
	4.	Ensure each employee has at least one objective in their appraisal, in the period 2020-2025, which supports the Council's EDI ambitions.	Appraisals inform development.
	5.	Develop a Warwickshire Equality Charter with other organisations to help improve equality, diversity and inclusion across Warwickshire.	Organisations have the resources, information and support to help improve equality, diversity and inclusion across Warwickshire.
Organisational Development and Design	6.	Review and develop current practices in relation to policies, processes and services, including the commissioning of services.	WCC has robust mechanisms in place to make sure our policies, processes and services, including commissioned services, are inclusive.
Performance	7.	Ensure we have the infrastructure in place to provide accurate data to inform our prioritisation decision making and measure our progress.	WCC can identify key issues and measure progress in relation to EDI.

Our Equality, Diversity & Inclusion vision

Reward and Recognition	8.	Continue to recognise and highlight opportunities and the success of EDI initiatives and people.	Increase in employee engagement and motivation.
Talent Development and Career Opportunities	9.	Ensure all our learning and development is increasingly accessible and inclusive.	WCC offers every employee fair training and development opportunities.
	10.	Review and develop current practices in relation to attraction, recruitment and development.	WCC's workforce represents the diversity of Warwickshire at all levels within the organisation and there are no barriers to progression for different groups.
	11.	Explore and analyse possible options for advancement at all stages of employee journeys.	

Throughout the report, we have used Our People Strategy building block icons to help you connect the stories we tell with our EDI objectives. What follows is just a selection of our work on EDI over the last year.

We have :

- Continued to evaluate, build on and deliver Our People Data campaign to keep on increasing disclosure rates.

- Continued to evaluate, build on and deliver our inclusive recruitment and onboarding programme of work.

- Launched our newly developed talent development programme of work and undertaken further exploration within WCC.

- Delivered the Council's Leading Inclusively programme.

- Delivered a range of initiatives to ensure the services we deliver are inclusive, accessible and reach a diverse customer base, including the implementation of our Hidden Disabilities scheme.

Measuring success

To measure our success we have identified the following targets:

- **Pay gap data.** We will be an inclusive organisation when our gender, ethnicity and disability pay gaps (mean and medium) are close to 0% with a tolerance of plus or minus 5%.

- **Disclosure rates.** An upward trend in diversity data disclosure rates every year. This will enable us to truly understand whether our workforce represents the diversity of Warwickshire at all levels within the organisation.

- **Check-in survey data.** An upward trend for the agreement scores against the following statements, plus benchmarking against other local authorities:
    - I feel safe to be myself and feel that I belong at work
    - I feel included within my team
    - I am able to access promotion and development opportunities no matter my identity

Achievements 2022/23

In what has been a very productive and busy year, there has been a wide range of activity within the EDI team which has led to lots of interesting and innovative pieces of work being carried out across the Council.

Here are some of the achievements that have stood out over the last twelve months. For a more in-depth look at our EDI activity this year please see the accompanying EDI in action section of this report.

Continue to evaluate, build on and deliver Our People Data campaign to keep on increasing disclosure rates.

We have continued our efforts to increase disclosure rates to help us better understand our landscape, identify key issues, and measure progress. We have been working on building trust and educating both the public and our colleagues on what happens when individuals share their data and how this is used to inform decision making. Two short videos were created to share with colleagues and the public when completing surveys, explaining how sharing data can lead to better decision making and understanding of our communities and any issues they may face. Our guidance for collecting diversity data was updated to include questions around socio-economic background, which will aid us in our future work around social mobility and Levelling Up.

Colleagues from the Engagement Team developed and now deliver sessions on how to engage with people in an inclusive way, and best practice for collecting and analysing diversity data.

In this year's Your Say survey, 68% of those who completed it stated that they understand how their diversity data is used to add value to the organisation. This gives us a good benchmark as we continue this area of work. Requests to update diversity data are included in all of our EDI training.

Continue to evaluate, build on and deliver our inclusive recruitment and onboarding programme of work.

We have continued to review and develop current practices in relation to attraction, recruitment and development. As part of the onboarding programme, we highlight the employee networks which we continue to encourage and support in their development. These network groups provide members with the opportunity to support one another, connect, discuss prevalent issues and enact positive change. The networks are a great way to engage new starters in an inclusive way.

We have also attained Disability Confident level two accreditation and are working towards our level three. As part of this, we guarantee an interview to anyone with a disability who demonstrates through their application that they meet the minimum essential criteria for the post.

To aid us in making Warwickshire an attractive place to work, we are a member of Inclusive Employers and have attained Silver accreditation for the development and implementation of our EDI plan.

Launch our newly developed talent development programme of work and undertake further exploration within our organisation.

We want our people to develop the capabilities and behaviours that can drive a high-performance culture, which is why we support our people to develop and grow, demonstrate their potential and fulfil their aspirations and be their. We want to develop a strong learning culture within Warwickshire County Council where we have a growth mindset and where people not only want to learn and apply what they've learned to help the organisation grow, but they also feel compelled to share their knowledge with others.

Breaking Through programme

This programme is for individuals who are underrepresented within the workforce and want to progress their career, whether they are just starting out, a team leader, manager, head of service or director. This is for individuals who want to understand how they can lead with a difference, using their own unique mix of characteristics to bring their strengths to leadership. There are also opportunities for participants to benefit from a mentor, outside of their own sector and profession, to help them grow and develop.

Deliver the Council's Leading Inclusively programme.

This year we launched a programme for senior leaders, heads of service, and managers who want to champion inclusion at Warwickshire County Council. The scheme is for people who know that inclusion is not a tick box exercise and that it is about changing attitudes and confronting discrimination head on. It is for people who are prepared to be passionate advocates and drivers for EDI.

Supported by the EDIW team, the programme is designed to help our leaders push boundaries and learn how they can do more to create inclusive teams, be impactful advocates, increase confidence around inclusion and be comfortable operating in a diverse organisation. It allows people to develop confidence around difficult conversations that can contribute to positive and sustainable change, which can help us deliver better services for our customers. Inclusive leaders are more likely to enable greater team collaboration, see better quality decision making and high team performance. When our leaders understand and embrace the opportunity of inclusion, we can actively create more inclusive teams and workplaces where innovation can happen.

Deliver a range of initiatives to ensure the services we deliver are inclusive, accessible and reach a diverse customer base, including the implementation of our Hidden Disabilities scheme.

We are now a member of the Hidden Disabilities Sunflower scheme. The Hidden Disabilities Sunflower enables people with non-visible disabilities to access the support they need. It acts as a prompt for someone to choose to let people around them know they have a non-visible disability and that they may need a helping hand, understanding, or simply more time. As part of this scheme, colleagues now have access to:

• E-learning on how to recognise the sunflower.
• Face-to-face or virtual training on how to support customers and colleagues with non-visible disabilities or health conditions, including support with reasonable adjustments and Access to Work.
• Sunflower lanyards and posters to wear and display in workplaces.
• An online index of health conditions with suggested support and templates for discussing reasonable adjustments.

Inclusive Employers Award

Warwickshire County Council is a member of Inclusive Employers. The Bronze accreditation we received in October 2019 provided a positive base from which to grow and further improve towards becoming a more inclusive employer. Following a further submission, we were delighted to announce that we were awarded Silver accreditation in September 2022. The feedback provides a clear indication of our strengths along with further areas for improvement, which we will continue to work on.

Leading with data

We use our data to give us an increased awareness and an accurate understanding of the issues we are responding to. This evidence-based approach ensures that EDI remains a core business priority.

When asking our people for their diversity data we give them the option of 'prefer not to say'. Religion and belief and sexual orientation are the two areas that see the highest proportion of employees selecting 'prefer not to say' or 'not stated'.

As part of our check-in surveys respondents' diversity data, is collated and analysed. As with last year's results, individuals who stated 'prefer not to say' across all demographics scored lower in measures of wellbeing, employee engagement, feeling safe to talk about their identity at work, and feeling included within teams. People who declared that they have a disability or long-term health condition scored lower for feeling included within their team and accessing promotion and development opportunities than those who declared that they do not have a disability or long-term health condition.

This is a priority area for us, and we have identified the following actions:

Reasonable adjustments review

Embedding a robust approach to reasonable adjustments will help us to push on with some of the positive results we have experienced, for example within the disability disclosure rates. Achieving equality for disabled people may mean changing some of the ways employment is structured. This could include reviewing accessibility to buildings, providing additional support for disabled workers and job applicants, which we will also expand to incorporate people who have non-visible disabilities and those who are neurodivergent.

Supporting our team leads, managers and senior leadership team to facilitate meaningful discussions with their teams will help create an environment for people to be able to thrive, by allowing everyone to work in a way that best suits them, while still meeting service needs. This is an area that we shall be focusing on.

Examining agile and flexible working

Creating a positive environment for our employees will ultimately improve their experience of working for Warwickshire. A positive work environment is the result of a combination of factors, such as flexibility, trust, and accountability being displayed and embraced at all levels of the organisation. Flexibility at work can help employees to create an environment that suits their individual needs and life circumstances. Promoting job flexibility helps to increase productivity and job satisfaction.

This is not as easy to promote for colleagues who are community-facing or in service delivery roles. Therefore, work will focus on what our colleagues want and need from WCC in order to feel supported by the Council.
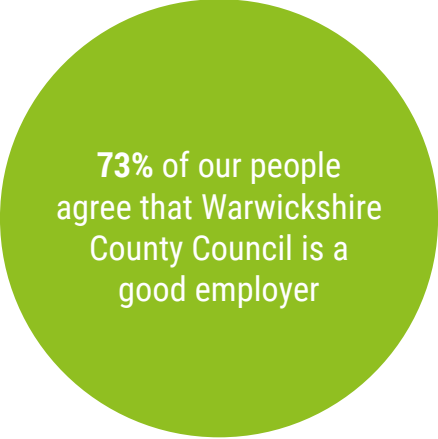
To better understand how we can improve our employees' experience of WCC, we need to understand the journey from recruitment to onboarding to departure. This will give us opportunities to implement positive interventions to help and support people in a way that will then create a positive employee experience.

We can implement this by critically evaluating our recruitment and hiring process to ensure it operates in an inclusive and fair way, with a focus on reasonable adjustments. We want to also better understand if our new employees get enough opportunities to understand what our core values are during the onboarding process, as well as;
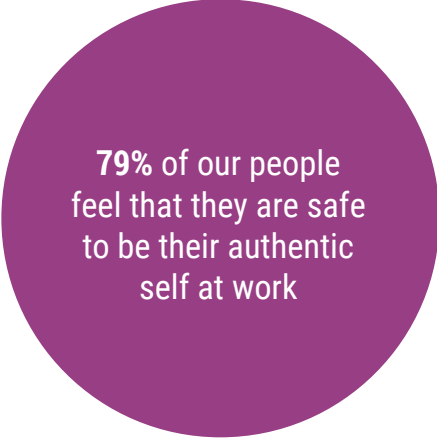
- Are employees given enough opportunities to grow and develop with us?
- How do people feel about their time with us when they leave?

Gaining a clearer insight into the answers to these questions will allow us to better understand the work environment from an employee's perspective and lead us to find ways to improve it.

Headlines from Your Say Survey

73% of our people agree that Warwickshire County Council is a good employer

79% of our people feel that they are safe to be their authentic self at work

82% of our people feel included with their team

80% of our people feel comfortable talking about their background and identity with colleagues

69% of people feel that they can challenge the way things are done

65% of our colleagues feel that their background and identity are not barriers to promotion and development

Our employee networks

Warwickshire County Council recognises the power of its staff networks to improve the wellbeing of our staff and the culture of our organisation.

Such groups provide members with the opportunity to support one another, connect, discuss prevalent issues and enact change.

Our staff networks are run by employees for employees, with administrative support from the Equality, Diversity, Inclusion and Wellbeing (EDIW) team.

We currently have nine staff networks:

- Cancer Support Group*
- Carers Staff Network
- Christian Staff Network
- Culture Staff Network
- LGBT+ Staff Network
- Menopause Peer Support Group*
- Neurodiversity Staff Network*
- Women's Staff Network
- Widows/Widowers and Bereavement Staff Network

The Chair or a representative from each of our equality staff networks attends the Council's EDI group meetings as a critical friend, providing the networks with a clear route within WCC to feedback, recognising the importance of two-way communication to enable a collaborative, innovative and accountable environment.

The Chairs of all networks also meet every other month to discuss ways they can work together to highlight any areas of concern or focus, and work together to bring about positive change within the organisation.

*New network established in 2022/23.

Our diversity data

The following charts show our workforce diversity information, based on the year 1 April 2022 to 31 March 2023, and our gender, disability, and ethnicity pay gap data as of 31 March 2023. This section also looks at our turnover and promotion rates by protected characteristics. This insight, alongside other data, including but not limited to, our regular check-in surveys, qualitative data captured through a range of channels (e.g. Staff Networks, Employee Forums, focus groups etc.), supports us in setting our objectives and measuring our progress. The charts can be summarised as showing:

1. Our mean gender pay gap continues to reduce at a significant rate. As of 31 March 2023 it is 0.4%. This is a reduction of 2.0 percentage points from 2022 (2.4%). Our median gender pay gap as of 31 March 2022 is 2.5%. This is a decrease of 5.1 percentage points from 2022 (7.6%). Whilst these are lower than the national gender pay gap figures and the public sector as a whole, we are not complacent and are committed to reducing our pay gap further by growing and developing our diverse talent through our talent development programme of work.

2. Our mean ethnicity pay gap as of 31 March 2023 is -0.2%, which is a decrease of 0.4 percentage points from 2022 (0.2%). This means that, on average, Black, Asian, Arab, White Non-British, and other Minority Ethnic colleagues earn more than their White British/Not Stated counterparts. Our median ethnicity pay gap as of 31st March 2023 is 0.0%. In order to understand this data better, we also look at the ethnicity pay gap by ethnic group:
   - Our mean Asian/Asian British pay gap is steadily closing, which is a positive. As of 31 March 2023 it is 0.4%. This is a decrease of 0.6 percentage points from 2022 (1.0%).
   - Our mean Black/Black British pay gap at 31st March 2023 is -2.7%. This is a decrease of 1.1 percentage points from 2022 (-1.6%) and indicates that our Black/Black British colleagues on average earn more than their White British/Not Stated counterparts.
   - Our mean White Non-British pay gap at 31st March 2023 is 2.7%. Whilst this is an increase of 2.6 percentage points from 2022 (0.1%), it remains within our 5% tolerance range.
   - Our mean Mixed Ethnicity pay gap at 31st March 2023 is -4.4%. This is a decrease of 4.4 percentage points from 2022 (0.0%) and indicates that our colleagues who are of mixed heritage and ethnicity earn more than their White British/Not Stated counterparts.

3. Our disability pay gap at 31 March 2023 is 5.4%. This sees an increase of 3.0 percentage points from 2022 (2.4%). Our median disability pay gap at the 31 March 2023 is 8.0% which is an increase of 3.1 percentage points from 2022 (4.9%). Although these are lower than the national disability pay gap figures, our pay gap has increased and exceeded our tolerance of plus or minus 5%, used for the purpose of target setting and measurement. Therefore, disability inclusion will remain a key priority for us in 2023/2024 with an emphasis on examining our approach to reasonable adjustments in the workplace and in development, promotions, and recruitment.

4. We have been working to increase disclosure rates among staff to ensure our data is as accurate as possible. The continuation of our data confidence work has seen an increase in disclosure for religion (65.3% v. 61.3% in 2022), and sexuality (62.2% v. 57.6% in 2022) and a stabilisation for disability (79.6% v. 80.8% 2022). However, there has been a decrease in people declaring whether or not they have caring responsibilities (21.5% v. 22.4% in 2022) and who have disclosed their socio-economic background (20.1% v. 21.7% in 2022). We will continue our data confidence work and explore how to support colleagues with caring responsibilities as part of our disability inclusion work. We will also explore social mobility through our work on Levelling Up and encourage disclosure of socio-economic status as part of this work.

See the full diversity data and pay gaps report 22/23

Our priorities for 2023/24

As part of the Our People Strategy, EDI continues to be a priority for 2023/2024. Our vision will be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation, which is evidenced by our data. Our priority is to continue to deliver our plan, whilst focusing on the following over the next year:

1. Finalise and aunch our approach to Equality, Diversity and Inclusion (see appendix 1) which confirms our commitment and expectations in terms of EDI and sits alongside our EDI policy statement.

2. Link to the Council's priorities on Levelling Up by increasing social mobility, tackling inequalities, creating sustainable futures and building community power.

3. Consider the Inclusive Employers Silver Award feedback and how the organisation may want to progress the recommended actions.

4. Review the ONS census data from 2021 in order to examine how representative our workforce is compared to the demographics of the county and develop actions to ensure recruitment opportunities are accessible.

5. Develop our progression opportunities for diverse talent by launching the 'Breaking Through' programme which is aimed at helping individuals who are underrepresented within the workforce and who want to progress their career.

6. Continue to work with recruitment colleagues in terms of inclusive employment and onboarding approaches to enable us to attract, retain and motivate a talented and diverse workforce.

7. Promote and continue to develop our staff networks, with a particular focus on promoting our calendar of events relevant to our people.

8. Raise the profile of neurodiversity awareness and celebration within the workplace.

9. Address the increase in our disability pay gap and improve inclusion for colleagues with disabilities by continuing to promote our Hidden Disabilities membership and carrying out a Disability Accessibility Audit of all our assets.

Conclusions

This review sets out some of the highlights of a very productive year with a number of positives including a decrease in many of our pay gaps and an increase in disclosure rates.

We aim to continue this good work by embedding EDI as a golden thread throughout the work that we do at Warwickshire County Council, ensuring we can deliver on our ambition to make Warwickshire the best it can be, sustainable now and for future generations.

We have made great strides over the 2022/23 year, but we understand that we must keep up the positive momentum and continue to strive for excellence on our journey of making Warwickshire an inclusive organisation.

Our Approach to...

Equality, Diversity & Inclusion (EDI)

At Warwickshire County Council we benefit greatly from the different skills, talent and attributes of our diverse range of people. We recognise that diversity and inclusion is essential to us being able to develop, adapt, innovate and progress, whilst best serving our customers and striving to ensure that no one is treated inappropriately or disrespectfully.

Our people work with passion and purpose, are engaged to serve and aligned in the delivery of great work.

- Aligned to our values, our people are diverse, feel included, valued and accepted within their team and the wider organisation.
- We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.
- We will break down barriers to enable a collaborative, innovative and accountable environment.
- Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.
- Our people are celebrated for their diversity and bring the capabilities and behaviour to drive a high-performance culture.

We will all be the best we can be by:

- Having the courage to recognise our own biases and prejudice, so that we can make decisions and behave in ways that enable us to address them.
- Being respectful, curious, and interested in learning about different experiences.
- Recognising that all emotions are valid, we listen to hear, rather than to respond.
- Intentionally using inclusive language to enable everyone to feel safe, supported and welcome.

Our leaders and managers will do what they say by:

- Role modelling behaviours that embed our legal duty under The Equality Act 2010 and PSED.
- Having the courage and humility to reflect, become aware of and learn about personal bias and prejudice.
- Demonstrating that bullying and discrimination have no place here and challenging inappropriate behaviour.
- Acting in ways that clearly show inclusion and equity matter, regardless of background.
- Speaking up and enabling the voice of those who are underrepresented, encouraging open-mindedness and creating a safe environment for everyone to thrive.

Organisationally we will focus on solutions by:

- Listening to and respecting the diverse experiences of our colleagues and customers and responding accordingly.
- Being committed to keeping up-to-date with EDI related legislation, case law and learning, to benefit our policies, procedures and processes.
- Seeking feedback about our EDI ambitions via supportive and accessible routes.
- Ensuring that our attraction, recruitment and development opportunities are accessible and equitable.