

# Equality, Diversity & Inclusion Plan

2020 -24



## 02 Diversity includes everyone

Our VISION is to be an organisation where all colleagues have the same whg experience. Age, disability, race, religion or belief, sex and sexual orientation is irrelevant when accessing benefits, development opportunities and career progression.

Equality, diversity and inclusion (EDI) to whg means colleagues live our values, are dedicated to doing the right thing and exercise good judgement. This will encourage a culture where all can thrive.

Everyone is different; what matters to us is that everyone can come to work and feel comfortable to be themselves. Colleagues will be treated with care and respect regardless of their difference, background or social class.

Equality and diversity is not just about protected characteristics or visible differences such as gender, age, race and ethnicity. Diversity also includes non-visible differences such as sexual orientation, social class, education, religion, unseen disabilities, learning differences, accents, perspectives and status.

By the time we have delivered this plan we aim to have embedded our approach to EDI in everything we do. Our two aims keep it simple, by ensuring that inclusion is more than a tick-box exercise, it challenges our people to consider how they think, how they act and how they treat others.

### This plan is aligned to our Corporate Plan measures:

- at least 90% of colleagues will recommend whg as a great place to work
- create an employer brand that has inclusion at its heart and promotes our flexible approach and working environment
- at least 25 trainees, apprentice and graduate posts will work in our business each year
- boost all colleagues' physical and mental well-being through the "Be A Better You" programme of health and wellbeing initiatives
- deliver a range of programmes to promote positive behaviour and respect
- strengthen our culture of health and safety through improved systems, training and external accreditation
- half of our managers will be home grown and promoted from within our business
- We will be known as more than a landlord and have a really positive impact on the lives of our customers and the communities in which they live

### By 2024 we aim to:

- Have created a culture of trust and mutual respect in an environment where all colleagues feel comfortable to bring their whole selves to work
- Be an organisation that consistently challenges behaviours and sets high standards against which we hold all colleagues to account

Our inclusion aims are linked to our values, which were devised by our colleagues. We live out values every day by being:



Accountable  
taking responsibility



Courageous  
try new things



One team  
achieving great things  
by working together



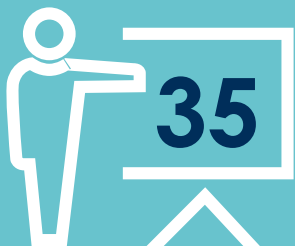
Trustworthy  
being honest in  
everything we do



Excellent  
striving to  
be the best

# What have we achieved to date

## Providing opportunities for people to get a first step on the career ladder



Apprentices, Trainees and Graduates have been employed since the 1 April 2019

**5%**

of our colleagues are our newly appointed Apprentices, Trainees and Graduates

## Brand Impact



**88%**

of colleagues recommend whg as a place to work



would recommend our services

## Reducing gender imbalance in our Home Maintenance Services



**8**

women have been employed into trades roles

**41%**

of our colleagues are female

## Having a workforce that is representative of the local community



**19%**

of our colleagues are BAME

## Attracting BAME job applicants



**41%**

of job applicants were from BAME candidates in 2019

## Achieving gender diversity in senior leadership



We are benefiting from having a group Executive Team and a Senior Leadership Team where there is an equal gender balance

## Supporting diverse talent



**50%**

of participants on our Talent Management Programme, Dare to Lead, were women and

**25%**

were BAME colleagues

## Investing in equality and diversity training



We have a mandatory, innovative, bespoke equality and diversity training programme and a wide range of on-line learning



COLLEAGUE DIVERSITY & INCLUSION PLAN

## Aim 1

**Create a culture of trust and mutual respect in an environment where people are comfortable to bring their whole selves to work and be accepting of others**

Creating a culture of trust and mutual respect should be natural, it should be second nature. If we do it right then it should not be noticeable at all, it should just feel right



## Objective 1

Use data to identify priorities for improving diversity

### How



To help us develop a range of targeted interventions to improve diversity, we will encourage colleagues to update their diversity information on an annual basis

We will monitor diversity data in relation to:



Colleague Engagement



Internal Promotion



Recruitment



Access to learning and Development opportunities

### When

by 2023

### Who

Human Resources Team and Communications and Marketing Team

### How will we measure success?



There will be a reduction in the proportion of colleagues who choose not to provide their diversity information



## Objective 2

Develop a programme of Learning and Development initiatives that put diversity and inclusion at the centre of our approach to leadership and talent management, and meet the diverse needs of individuals

### How



Introduce a new range of management and leadership development programmes



Facilitate lateral career progression opportunities as part of our approach to talent management



Review and relaunch our Mentoring Scheme, including the opportunity for reverse mentoring



Equip managers with coaching skills

### When

by 2024

### Who

Learning and Development Team

### How will we measure success?



At least 90% of colleagues will recommend whg as a place to work



Programme participants will reflect the diversity of the organisation



85% of participants involved in the development programmes will rate them as good/excellent

## Objective 3

Through our employer brand, whg is recognised as an employer of choice and celebrates equality, diversity and inclusion

### How



An employer brand is developed that captures whg's reputation as an exceptional place to work



We will find opportunities to celebrate and communicate our values and our inclusive and diverse culture



We will support greater community cohesion by creating opportunities for colleagues to celebrate and value the diversity of the communities we serve

### When

by 2021

### Who

Human Resources Team and Communications and Marketing Team

### How will we measure success?



Through our approach to recruitment, we will attract diverse, talented people, who share our values



At least 90% of colleagues will recommend whg as a place to work



## Aim 2

**Be an organisation that challenges behaviours and sets high standards against which we hold colleagues to account**

We already have a strong set of values, which represent the expectations we have of ourselves and of each other. They help guide day-to-day decisions and the way in which we all behave. We respect each other and celebrate our differences



## Objective 1

Support performance improvement in a way that recognises individual talent, skills and perspectives

### How



Review our approach to individual performance management



Review our recognition scheme so that we celebrate our colleagues exceptional performance and contribution



Ensure that all managers have the skills to have difficult conversations, giving honest and constructive feedback and are able to identify appropriate support requirements

### When

by 2022

### Who

All Managers, Human Resources Team and Learning and Development Team

### How will we measure success?



Colleagues will have a clear understanding of what is expected of them and how their manager sees their contribution to the success of whg



Colleagues feel supported by their manager



An increase in colleague engagement



## Objective 2

we will create a programme of health and wellbeing initiatives

### How



be a better you

Through the “Be a Better You” programme we will boost all colleagues’ physical and mental well-being



We will promote a culture of talking and listening



We will build on the good work we have already done in relation to mental health and continue to destigmatise it

### When

by 2023

### Who

Human Resources, Learning and Development and Communications and Marketing Team

### How will we measure success?



85% of participants will rate the health and wellbeing initiatives as good/excellent



At least 90% of colleagues will recommend whg as a place to work



be a better you

We will develop a programme of innovative health and wellbeing initiatives





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