



Diversity & Inclusion Framework

September 2019

Introduction

1. Diversity and Inclusion (D&I) is an integral part of Hyde's social purpose. In our role as a developer of homes and communities, a provider of housing services and a partner in community regeneration, we have a longstanding and impressive record of working with the most vulnerable and socially excluded communities. We aim to provide services that are tailored to meet the needs of our residents, using what we know about the diversity of our residents and our communities to shape our services.
2. We recognise that as a business we benefit from a diverse workforce. We aim to create an inclusive workplace with employment practices that are fully inclusive and fair and that will enable our employees to develop their skills and to reach their potential
3. We understand that a diverse and engaged workforce will give us insight into the needs of our customers enabling us to deliver the best possible services.
4. This diversity and inclusion framework outlines the Group's approach to identifying, assessing and managing diversity. It also outlines the key responsibilities within the Group's governance structure, the monitoring arrangements and how the Framework's effectiveness will be assessed.
5. The objective of this framework is to:
 - Ensure that diversity and inclusion remain integral to Hyde's operations and strategic planning processes
 - Provide the Group with the assurance that diversity and inclusion issues are identified and that plans are in place to mitigate risks and issues.
 - Provide the necessary tools and techniques to protect the Group's brand and provide an inclusive environment for all, ensuring that diversity and inclusion is embedded into the Group's culture and processes.
 - Minimise the risk of non-compliance with laws and regulations
6. This diversity and inclusion framework has been prepared on behalf of the EMT by the HR Director, The Group lead Executive for Diversity and Inclusion is the Group Director for Transformation and Business Services.

Defining Diversity and Inclusion

7. In using the term **diversity** the Group recognises that customers and staff are individuals and different from one another. They are from diverse groups, communities and cultural backgrounds and may have specific and individual needs.
8. The term **inclusion** refers to the approaches that we use to remove barriers for residents to access our services and to create an environment that enables all staff to be themselves at work, supporting them to maximise their contribution.
9. It is the role of the Group Remuneration and Appointment Committee (GRAC) to own, debate and challenge the Group's approach diversity and inclusion as it impacts employees. It is the role of the Group Services Housing Board to own, debate and challenge the approach to diversity and inclusion which impacts service delivery to current and future customers. It is the role of Executive Management Team (EMT) to provide recommendations to the Board committees.

Strategic Diversity and Inclusion Objectives

10. The following strategic objectives set our focus for diversity and inclusion:
 1. Provide services actively tailored to customer needs and demographics
 2. Maximise opportunities for social, financial and economic inclusion for all our customers
 3. Maximise opportunities to attract, develop, support and retain a diverse workforce
 4. Embed an inclusive culture
11. The key strategies and plans that help embed diversity and inclusion are:
 - The Group's strategic plan
 - The People strategy
 - The Customer strategy
 - The Development and New Business strategy
 - The Procurement strategy (in particular maximising social value commitments)

Tools and techniques employed to identify, assess and address people related diversity and inclusion issues

Assurance plans, tools and frameworks

14. **External assurance:** assurance tools include the annual self-assessment against HCA standard and accreditation such as the disability confident mark for recruitment. Gender pay reporting is in place with actions agreed by GRAC; preparation for the forthcoming ethnicity pay reporting is underway.
15. **Internal assurance:** Diversity dimensions are included in the impact assessments linked to organisational change. In 2019 the HR team began to monitor core people practices such as the outcome of disciplinary hearings and performance reviews and talent mapping outcomes to assure against unconscious bias. Any concerns arising from these quality checks will be included in reporting to SMTs. Responses to key questions in the employee survey are monitored against gender, ethnicity and age.
16. **Reporting:** The HR team provide monthly KPIs on agreed people measures to assist SMTs in reviewing their people risks. Trends and concerns emerging from internal assurance measures will also be reported to SMTs as necessary.
17. **Training:** all employees are required to undertake an introductory level D&I e learning module. Managers are required to do a further module and recruiting managers are required to undertake recruitment training which includes unconscious, bias. A range of other training relating to diversity such as mental health awareness is in place.

Raising awareness of diversity and inclusion

18. Hyde will employ the following measures to raise the general awareness among staff of how to identify and manage risk:
 - Encouraging and supporting staff diversity groups who wish to meet

- Ensuring staff are aware of the wellbeing programmes especially around mental health and financial inclusion
- Using the intranet to highlight relevant stories/plans with a diversity/inclusion interest and publishing this framework

Responsibility for reporting and monitoring diversity and inclusion

19. The Group Remuneration and Appointment Committee (GRAC) have delegated responsibility for:
 - a. monitoring the Group's approach to diversity and inclusion
 - b. assessing the reliability and integrity of these assurances
 - c. considering the implications of these assurances for the overall management of risk in this area.
20. All members of EMT have a shared responsibility for corporate diversity and inclusion as well as individual responsibility in their own divisions.
21. The HR Director will report to EMT and GRAC the outcome of compliance and audit reviews and any concerns regarding the timeliness of delivery of the recommendations or action plans.
22. The HR Director will monitor D&I related issues or risks and will escalate risks to the EMT.
23. The Group Remuneration and Appointment Committee (GRAC) will review people related diversity and inclusion issues and risks annually. The Group Housing Services Board (GHSB) may review diversity and inclusion service issues annually.