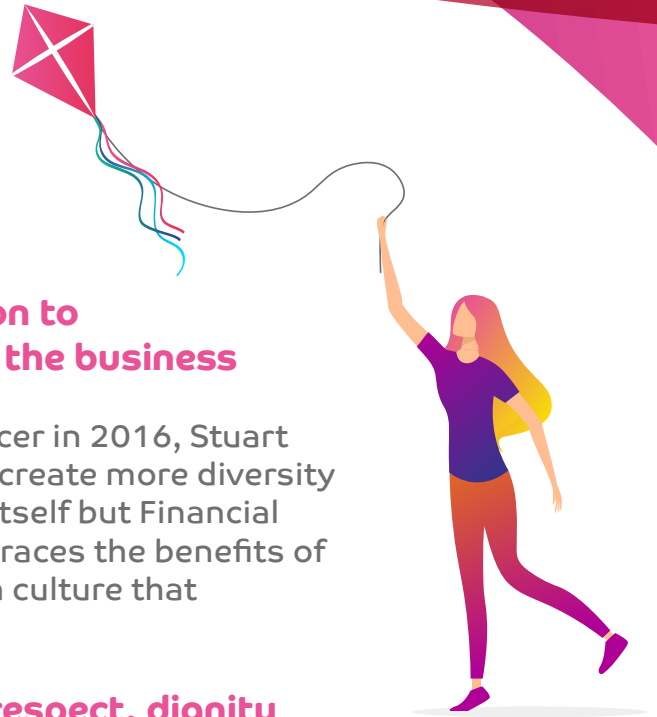


# Diversity and Inclusion



## **Appoint a senior leader in the organisation to lead the work on mutual diversity across the business**

Since joining the Society as Chief Executive Officer in 2016, Stuart Tragheim has been an advocate for the need to create more diversity and inclusion not just within Holloway Friendly itself but Financial Services as an industry. He recognises and embraces the benefits of a diverse workforce and continually strives for a culture that promotes inclusivity.

## **Treat all customers and employees with respect, dignity and courtesy**

As a workforce, we respect each other and the ideas and perspectives that each team member contributes based on their own unique background and experience. We are dedicated to promoting positive attitudes and want all of our colleagues to fulfil their potential.

Looking after our members is at the heart of everything we do, that being said, we are constantly looking for new or better ways to support them. Ensuring that all members understand the policy they have taken out with us, are able to access our services and speak to our teams when they need to is vitally important.

We have therefore, been working on ...

- The language we use in our policy documents and member correspondence. Using 'real' language not jargon, has helped people to better understand the details of their policy
- We have translation services available for those members who's first language is not English
- We use 'BrowseAloud' so that the content of our website can be translated, listened to or simplified and
- All of our documentation is available in large print or braille
- We are continuing to look at different ways to support communication styles and language in our policy documentation.

We continually review our products and the benefits we offer to our members. Inclusivity to all is an important part of this process. We recently refreshed our approach to claims made by members on parental leave to ensure that new parents can still access the help they need, when they need it.

Income protection products are gender neutral, with no male or female related premium loadings, however as an industry there is more that can be done to support gender inclusivity. We plan to develop our systems to provide better data capture options such as pronouns and preferred names, taking into account the possibility of a difference between someone's legal identity and their social (preferred) identity.

We are committed to continuously reviewing our Underwriting approach, to be able to offer protection to as many people as possible. We have continued to enhance our approach to mental ill health and have improved the questions we ask on our application form, to help us provide the most fair and accurate terms and be as inclusive as we can. We are also looking at our approach to other pre-existing conditions that would normally be excluded from cover or declined.

As a standing agenda item at team meetings across the business, we will continue to drive diversity and inclusion for our members.

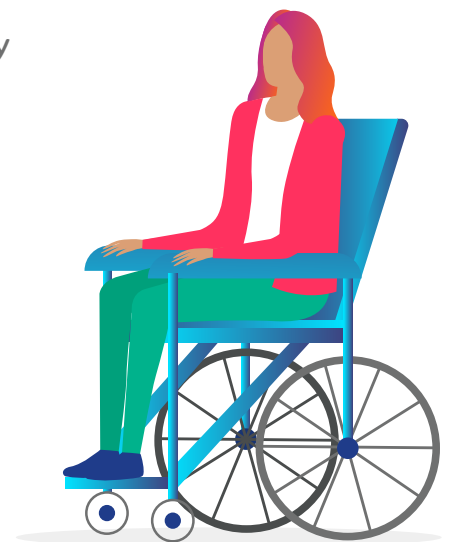
**Create and maintain an appropriate working environment, where employees from diverse backgrounds enjoy an equality of opportunity, demonstrated through equality of pay, the capacity for agile working, fair recruitment and other HR policies.**

We strive to maintain an open and honest culture and regularly check in with our teams through surveys. We have added specific diversity and inclusion questions to our culture survey, which is completed every six months. In our most recent survey, the cultural temperate for diversity and inclusion was 76%. We look for our cultural temperatures to be above 50%, so consider this to be a very good result. We aim to see this increase over the next year.

Our people policies are reviewed annually, ensuring that they are written in an inclusive manner. Avoiding the use of exclusive language and considering how the subject matter may impact different groups of people.

We recognise the need for our HR policies and handbook to raise awareness and provide guidance on additional subjects, such as;

- the menopause
- fertility in the workplace
- gender transitioning
- neurodiversity.



With the introduction of a Wellbeing Forum this year, we have begun to actively promote nationally recognised days to increase awareness and promote inclusion. We will continue to encourage colleagues to share their stories in relation to these where they feel comfortable to do so.

An agile working approach has proven beneficial to many people all around the world during the Covid pandemic. We recognise that this approach not only supports a better work life balance but the flexibility it provides also helps to remove barriers and open up career development opportunities. During 2021/22 we trialled an agile working policy and have now formally adopted the approach into our employee proposition.

We are not legally required to report our gender pay gap but we do calculate and analyse it each year so as to monitor our pay structures and ensure that we have pay equality across similar roles. In recent years we have taken positive action to standardise our terms and conditions of employment; identifying and addressing a barrier to joining our pension scheme and increasing holiday entitlement for all non-people managers.

We have determined that a lack of females in particular roles is a large contributing factor to our gender pay gap. We take the following action when recruiting, particularly in these areas:

- We operate an anonymised interview selection process
- We consider the language used in our adverts, avoiding male gendered phrases
- We look at expanding our advertising network to seek out more balance in these roles.

## Training

We have a full and in depth training schedule delivered throughout the year. This year we have refreshed our mental health training, utilising the ABI online support for all colleagues. We have sourced some Gender Inclusivity training from InfoBuzz, which will be delivered to all people managers before the end of the year.

Unconscious bias or conscious inclusion training will be added to our training schedule in 2023.

Our member facing colleagues have received call handling training that ensures they are able to deal with queries effectively and handle sensitive subjects respectfully. Colleagues are also trained to identify and support vulnerable people where a modified approach might be needed.

The Wellbeing Forum and HR team will continue to raise awareness of topical cultural events and issues with emails, specially run events, sharing of informative articles and webinars.

## How the board has developed and leads the culture to ensure diversity clearly runs through

Through the Nomination and Remuneration Committee, the board has oversight on all people policy changes. They have fully supported all initiatives to promote inclusivity such as the introduction of agile working, enhanced maternity and paternity leave and standardisation of terms and conditions of employment.

When recruiting at Executive and Non Executive levels, the board fully considers the benefits of diverse viewpoints and actively seeks gender equality.

