

Our Diversity and Inclusion Strategy:-



Diversity & Inclusion @ Calico

Calico's purpose is To Make a Difference To People's Lives. At Calico we understand that each individual is unique, and we recognise and celebrate our individual differences. We believe diversity and inclusion is about understanding each other and moving beyond simple tolerance; to embracing and celebrating our diversity.

Why is Diversity and Inclusion Important to Calico?

When it comes to our people, we recognise, value, and celebrate difference in its broadest sense; creating a culture and practices that embrace our unique attributes for everyone's benefit. We want people to bring their whole selves to work and feel safe in doing so.

We firmly believe that understanding the different needs of our colleagues, customers and partners is essential to maximising our organisation's potential.

Our Values and Behaviours reflect how we should do things within The Calico Group: -

- Through our own diversity and lived experiences we will celebrate and champion diversity and inclusion across the Calico Group and the communities we serve.
- Through our diversity and inclusion we will ensure we Make a Real Difference To People's Lives, allowing colleagues to Go One Step Further With Our Customers, whilst improving and strengthening themselves and The Calico Group.
- Our commitment to Diversity and Inclusion will ensure the wellbeing of our customers and colleagues.



Diversity and Inclusion is important to the Calico Group for these Key Principles:-

It's absolutely morally right.

Inclusion is the right thing to do. Everyone should work in a culture which is truly inclusive, and people have the opportunity to bring their whole selves to work and thrive because of who they are. We do not discriminate against anybody. We excel in Diversity and Inclusion, promoting dignity and respect. This allows us to live our values and share our inclusive behaviours across the Calico Group and its diverse communities.

It's a legal duty.

Under the Equality Act (2010) companies are legally required not to discriminate against employees or potential employees. There are examples of what the Act calls "Protected Characteristics"

We therefore have Equality Impact Assessment (EIA) Questions to ensure our services, policies and procedures consider not only these protected characteristics but go further. The EIA poses 3 questions (appendix 1) when dealing with reviews/new projects/new pieces of work. These questions ensure consideration has been given to anyone who could be affected by this piece of work.

It makes good business sense.

By having a diverse organisation which represents, supports and celebrates our diverse colleagues, customers and communities, we will be able to deliver creative solutions resulting in the best services which will result in: -

- Empathy and understanding with our colleagues and customers
- Developing our services which are relevant to those customers
- Innovative approaches to products and services
- Ensuring trust and understanding with colleagues and customers
- Empowering and Engaging our colleagues, so that they positively represent the Calico Group
- The opportunity to create business growth in communities
- A celebration and championing of diversity throughout the Calico Group
- The right to challenge discrimination both in society and in our workplace.

Our People

The Calico Group want to attract and retain people who reflect our values and behaviours from all backgrounds and with diverse lived experiences. We want to breakdown stereotypes, so that people feel empowered to be their best. This will realise the potential of our colleagues and communities.

We:-

Challenge “traditional” stereotypes (e.g. construction and care) and we will work closely with schools and colleges to encourage the opportunities that are available to all.

Promote Calico careers, work experience and volunteering opportunities through diverse means, ensuring we are accessible to all members of our communities, including those who may find it difficult to gain employment

Work with partners and agencies to offer work experience placements for those who may find it difficult to access mainstream work

Ensure our website, literature and imagery reflect the communities we serve and demonstrate our commitment to Diversity and Inclusion

Encourage diversity stereotypes into the Calico Group by including people with neurodiversity challenges to work with us through initiatives such as Project Search

Actively encourage people to progress their careers across the Calico Group, regardless of differences. We will develop to enable, and also encourage all our people to apply for leadership roles across the Calico Group. We need to achieve a more diverse leadership entity across the Group, both at managerial and board level.

Guarantee that our selection panels are as diverse as possible and that assessment methods allow people to bring their whole selves to the process, so that we can assess for potential as well as current knowledge and skills.

Will deliver training for all recruiting managers to strive for selection processes that are free from unconscious or conscious bias

Collect and analyse applicant data at each stage of the recruitment process to ensure we are fair and our campaigns are accessible to all.

We will continue to challenge ourselves in areas that are underrepresented.





Our commitment to being a diverse and inclusive organisation, where everybody can be themselves and bring their whole selves to work is at the heart of our People Strategy.

As the Calico Group grows, both in services and in geography, we must ensure that everyone feels part of The Calico Group, as One Calico.

We will encourage colleagues to collaborate, connect with each other and learn from each other to build and strengthen themselves and The Calico Group.

In order to ensure we harness the different viewpoints of our diverse people, everyone must feel part of the organisation, feel respected and valued and be able to be themselves, bringing their whole selves to work and feeling safe in doing so.

The way we work at Calico

We will:

- Ensure our teams comprise not just the right skills and professional experience, but also a breadth of viewpoints and life and career experience, including diversity of mind-set. This will ensure any decisions made will be inclusive and reflective.
- Provide the technology to support different ways of working and collaboration.
- Enable flexible working where possible, including flexible hours, working part time, and job-sharing so our people can balance personal responsibilities and interests with the needs of our customers and our business.
- Any person taking any Personal, Safe, Maternal or Paternity leave will feel supported and valued.
- Ensure our workspaces, facilities and the environment in which we work meet the needs of all our people, whether these relate to accessibility, engagement, prayer or wellbeing facilities.
- Support physical and mental wellness through our Wellbeing Strategy.

Our Commitment to Diverse and Inclusive Communications

Throughout the Calico Group we promote bringing “Your Whole Self to Work” – we want people to be proud of who they are, to be authentic at work and feel safe in doing so. We will:-

- Ensure our communication channels enable us to stay in touch with all our people.
- Review and impact-assess our people policies to ensure these support our colleagues.
- Deliver innovative training about Diversity and Inclusion in accessible ways. This training starts at induction and is offered throughout the journey of a colleague’s career at Calico.
- Promote diversity across our Employee Voice Forums and ensure that members are representative of our colleagues and are informed and trained in all relevant areas.
- Create an annual calendar highlighting events and dates which recognise and promote wellbeing, understanding and inclusivity
- Ensure Diversity & Inclusion messages are factored into employee communications.
- Review our corporate publications, our websites, and social media presence, to ensure our language and imagery is inclusive.



Celebrating Diversity and Inclusion



We Celebrate Diversity and Inclusion. We have a number of “This is Me” groups who through their own diversities and lived experiences can celebrate, champion and promote diversity and inclusion across the Group and to our wider communities.

The “This is Me” groups include LGBTQ+, Youth and BAME. These groups bring together people from different backgrounds and protected characteristics to feel supported, protected and valued in Calico and its communities.

The “This is Me” groups work together to ensure collaboration across these groups and that their vision and individual objectives are supported.

The “This is Me” groups will influence the organisation in their decision making when it comes to policies, procedures, recruitment, and other critical and important inclusion initiatives for everyone across the Group.



Challenging Discrimination

Calico is committed to challenging discrimination and promoting social inclusion and equality of opportunity. Within the Calico Group, to promote and uphold an inclusive and positive environment, maintain a culture of anti-discrimination and a culture that values difference, any, and all discrimination should be challenged as soon as possible and in a way that encourages change.

Discrimination should never be accepted, excused or dismissed and should always be challenged to ensure that the discriminating individual understands that their behaviour is unacceptable, whether it was deliberate or unintentional.

We should be courageous, and with the Feedback Pledge in mind, challenge any discrimination by a colleague or customer face-to-face with the individual as soon as it occurs. This is the most effective way of ensuring that it does not re-occur.

Sometimes discrimination can occur unintentionally and, in most cases, informing and educating the individual of their mistake and the reasons why it is unacceptable is enough to stop it happening again. If a colleague continues to be discriminatory, more formal training may be required or disciplinary action taken.

If a customer continues to be discriminatory, this will be addressed by a Senior Leader.

In cases where you do not feel comfortable challenging discrimination yourself, you should always report it to your manager who will be able to offer guidance and advice and take action to reduce the likelihood of it happening again.

The Calico Group will endeavour to publicly condemn acts of discrimination and we pledge to support movements that challenge discrimination and prejudice.

Diversity in our suppliers and partners.

We should be an example to, and influence the businesses and communities we work with to ensure they are committed to Diversity and Inclusion.

Our suppliers and partners should be able to demonstrate their commitment to Diversity and Inclusion and be promoting this. We will support any suppliers or partners who need assistance with this, actively encouraging this commitment.

Every single colleague, volunteer and partner agency has a responsibility to champion diversity and inclusion.

We will Pre-qualify suppliers to ensure that only those with a commitment to Diversity & Inclusion are invited to bid for our contracts



Diversity in our Communities

Our objectives state that the Calico Group will “influence external environment to help create a better society for everyone”

We will do this by influencing and including all our communities to enable them to appreciate why diversity and inclusion is important and beneficial to all, encouraging collaboration, connectedness and learning in our communities for the better of society.

We will do this in a number of ways including:-

Using the This is Me Groups to include our communities in their activities (eg Pride, Mela, information days)

By ensuring our services are inclusive of all our communities and welcoming to all.

By utilising the lived experience and knowledge of our communities to influence our work via consultations and community groups.

How are we doing?

To show our commitment to Diversity and Inclusion we will measure the success and impact of our Diversity and Inclusion strategy by:

- Encouraging colleagues to provide their personal information; we will measure the impact of our interventions to assess any gaps with colleagues and potential recruits.
- Seeking to gain accreditation from leading diversity bodies.
- Reporting on the gender and ethnicity pay gaps for all Companies.
- Providing regular detailed analysis and report our findings to the board once a year in the HR KPI report, giving detailed analysis
- Providing a quarterly spotlight on a diversity strand to highlight improvements achieved and required
- Monitoring the diversity of our colleagues and our board to assist us in reflecting the communities we serve.
- Challenging ourselves with targets to demonstrate diversity and inclusion amongst colleagues and communities we work with
- Regularly reviewing our equality indicators to ensure they remain reflective and stretching; we will take action to influence and improve any negative indicators or trends.
- Complete Equality Impact Assessments (Appendix 1) when undertaking any new project or scoping new services



Appendix 1

EQUALITY IMPACT ASSESSMENTS

– KEY QUESTIONS

An equality impact assessment is a process designed to ensure that a policy, project or scheme does not discriminate against any disadvantaged or vulnerable people. At the Calico Group we will ensure that Equality Impact Assessments are carried out by asking the following questions before any policy/procedure/framework or project is undertaken.

The Equality Impact Assessments should be done **BEFORE** or at the start of a new project. This will ensure that consideration is given to including all our colleagues and communities' thoughts and needs in the policy/procedure/framework/strategy resulting in a prepared and inclusive process.

When undertaking any new policy/procedure/framework/project the "This is Me" groups and relevant communities/customers should be consulted with, to ensure full inclusion. The "This is Me" groups will also be able to support with answering any concerns you have regarding inclusivity.

- 1) Will this process/policy/framework/project unfavourably affect any particular group?
 - Age
 - Disability
 - Gender reassignment
 - Marriage and Civil Partnership
 - Pregnancy and Maternity
 - Race
 - Religion or belief
 - Gender
 - Sexual Orientation
 - Neurodiversity
 - Part time workers
- 2) If so, can this be justified by a business reason? If not, please explain how you are going to redress this?
- 3) What will you do to ensure you engage/consult/receive support from any of the "This is Me Groups" or clients/customers in developing this piece of work?
 - i) What are their recommendations?