



**YORKSHIRE
BUILDING
SOCIETY**

Inclusion Leading Diversity

Our Guide



Introduction and Contents

YBS is committed to encouraging diversity and inclusion in all areas of the organisation, creating an accessible and welcoming environment for everyone.

Along with our Inclusion Policy Statement and Inclusion mini guides, this guide has been designed to help all colleagues and contractors understand our approach to diversity and inclusion. By familiarising yourself with this guide, you'll get an understanding of our aims, expectations and what it all means in practical terms.

We want inclusion to be more than just an aspiration, but we need your help to achieve this.

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Section 1: What is Diversity & Inclusion?

Diversity and inclusion aren't inter-changeable, they're interdependent; inclusion can't be achieved if difference isn't valued. If diversity is represented as various puzzle pieces, inclusion represents what the puzzle looks like when everything is pieced together.

Diversity

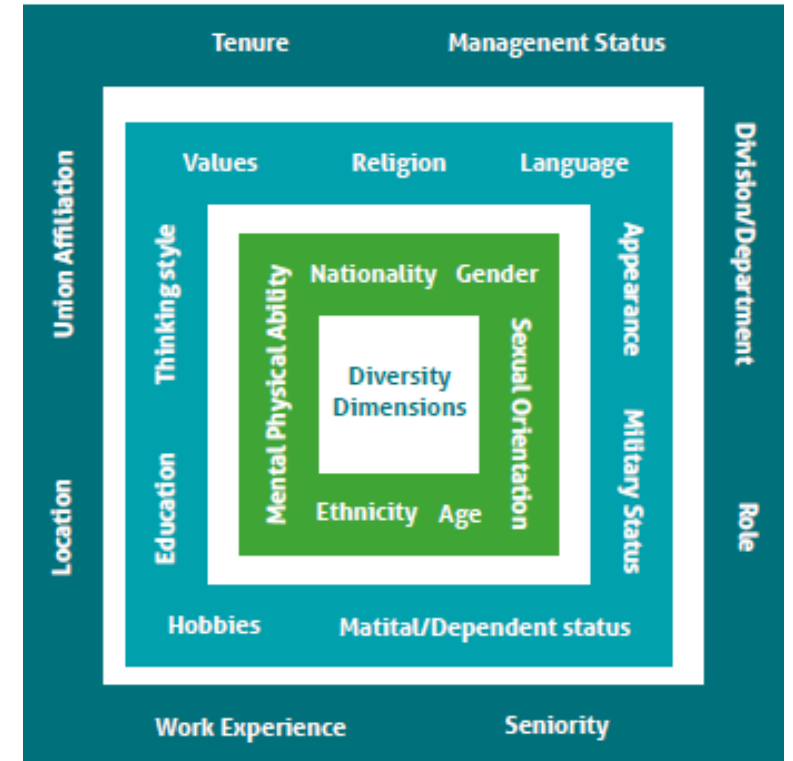
Diversity is about taking account of the differences between people and groups of people, and placing a positive value on those differences. This could include values, beliefs, experiences, backgrounds, preferences and behaviours.

Inclusion

Inclusion is about creating a work environment in which all individuals are treated fairly, respectfully and are valued, allowing them to reach their full potential while contributing to the success of the organisation.

Why does diversity and inclusion matter here at YBS?

The reason D&I matters here at YBS is simple – we believe the unique experiences and contributions of each colleague not only enriches us as an organisation but connects us closer to our members and the communities we serve. When individuals with a range of knowledge, experiences and skills come together, we can positively challenge one another whilst striving towards our goal.





Section Two: What does the law say?

The Equality Act 2010

The Equality Act 2010 was introduced to legally protect individuals from discrimination in the both the workplace and wider society, replacing previous anti-discrimination acts. Under the Act there are nine protected characteristics, meaning it's unlawful to discriminate against anyone because of:

Age

Sex

Disability

Marriage & civil
partnership

Pregnancy and
maternity

Gender
reassignment

Race

Religion or belief

Sexual orientation

Alongside these protected characteristics, individuals are also protected from discrimination due to work patterns (full-time/part-time) and Trade Union membership.

Where a candidate or employee has a disability, employers are expected to make reasonable adjustments.

There are some instances where decisions that may be indirectly discriminatory can be justified. This is only in cases where it impacts how the organisation operates - the reason itself cannot be discriminatory and it has to be genuine. This is known as 'objective discrimination.

Example

The fire service requires all job applicants to take a number of physical tests. This could be indirect discrimination because of age, as older people are less likely to pass the tests than younger applicants. But the fire service can probably justify this. Firefighting is a job which requires great physical capability. The reason for the test is to make sure candidates are fit enough to do the job and ensure the proper functioning of the fire service. This is a legitimate aim. Making candidates take physical tests is a proportionate way of achieving this aim.



Section Two: What does the law say? (Continued)

Types of Discrimination

Direct discrimination - When someone with protected characteristics is treated less favourably than others.

Indirect discrimination - When an organisation makes a decision, or puts in place a particular policy, practice or procedure, which appears to treat everyone equally, but which in practice leads to people from a particular protected group being treated less favourably than others.

Associative discrimination – When someone is treated less favourably because they associate with another person who has a protected characteristic.

Perceptive discrimination – When someone is treated less favourably because perceived to have a protected characteristic, even if they don't.

Harassment – Unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them.

Victimisation – Treating someone unfairly because they've complained about discrimination or harassment.

Bullying – Offensive, intimidating or malicious behaviour that attempts to undermine, humiliate or injure a colleague or group of colleagues.

What does it mean in practice?

In practice, this means we will continuously review our policies, practices and procedures to ensure that all candidates and colleagues are treated fairly and respectfully from the moment they apply for a role, throughout their time at YBS, to the day they leave.



Section 3: Reasonable Adjustments

Where we can, we're committed removing or minimising any barriers that may prevent colleagues from achieving their full potential. Whether a colleague's impairment is physical, mental, or both, we will work with individuals to understand their needs and make reasonable adjustments where possible.

- The factors that will be considered when looking at adjustments include:
- Practicality of the adjustment
- Resource
- The potential effectiveness of the adjustment
- The impact the adjustment may have on the health & safety of others

Many adjustments can be quite straightforward, some include:

- a special desk equipment e.g. back support, foot rest or standing desk
- a designated car park space
- adjusting performance targets
- changing working hours or patterns of work
- screen reading software or colour filters for monitors

We understand that the needs of each colleague will vary so we encourage open and honest discussions with your manager about your needs and support that would benefit you in your role. Our approach to reasonable adjustments also applies to candidates going through our recruitment process.

Key contact:

The Government access to work scheme can also provide support with reasonable adjustments, to find out more click here:

<https://www.gov.uk/reasonable-adjustments-for-disabled-workers>

TU officials must provide current ID confirming they are a



Section Four: Living It - Working Environment

We're committed to nurturing a secure and supportive environment where all colleagues are empowered to be their brilliant selves and can contribute to the success of the Society. Whether you choose to express yourself through the 'dress for your day' policy or the volunteering opportunities you take part in, we want you to know that the difference you bring will be celebrated and your contribution is valued. Here are some of the ways we're making inclusion a part of what we do:

Recruitment & Selection

We are committed to inclusivity and the equal opportunities policy at all stages of recruitment and selection. Our advertising, shortlisting, interviewing and selection will always be carried out for suitable candidates regardless of their personal characteristics. Opportunities are provided for candidates to confidentially discuss any adjustments required, ensuring each candidate has the opportunity to do their best throughout the process.

Training & Development

Through our online learning platform; every colleague has access a variety of learning and development opportunities. Whether you want to become more assertive, or improve your excel skills, we encourage you to explore these opportunities. As part of mandatory training, you'll have the chance to put your understanding of D&I to the test with case studies and scenarios



Section 5: Playing your Part

We believe everyone has the right to be treated with respect and dignity. As colleagues here at YBS, we all have a responsibility to help develop an inclusive workplace. This means being aware of our actions, striving to do better and being brave enough to hold one another to account when we see things that go against what we're trying to achieve

Inclusive Decision Making

Unconscious Bias is bias that we aren't aware of, it happens automatically, triggered by our brain making quick judgements. Unconscious bias at work can influence decisions in recruitment, promotion, staff development and recognition, leading to lack of opportunity. People can overlook talented colleagues, instead favouring those who share their own characteristics or views.

There are a few things you can do to ensure your decisions are more inclusive:

- Be aware of unconscious bias
- Take your time to consider issues rather than rushing decisions
- Make sure you can justify your decisions, for example when interviewing a colleague or candidate.
- Try to work with a wider range of people and get to know them as individuals.

Decency and Fairness Charter

Our Decency and Fairness Charter highlights the Society's and colleagues' accountabilities in relation to diversity and inclusion in our day to day activities.

Sharing Experiences

The best way for people to build relationships is through sharing experiences. There are a number of ways for you to share your experiences and thoughts, connecting with colleagues across the organisation. These include Ignite, D&I events, Intranet blogs and forums and just talking to the people around you! Don't be afraid to be curious, in a respectful, non-judgement manner.

Is it just banter?

We think it's important that you can have a laugh whilst you're at work. It's also important to us that colleagues feel comfortable and safe here. There can be a very thin line between banter and inappropriate behaviour. It's really important that we're mindful of how our words and actions may impact others, things aren't always received in the way we intend them to be. If you have to question whether or not you should do or say it... you probably shouldn't.

(TIP/Food for thought)

Inclusion starts with 'I'... 'What can I do to help make the people around me feel included?' This might be as simple as creating the space for a colleague to speak up in a meeting, or going for a dessert after work instead of drinks.



Section Six: Complaints of Discrimination

A big part of moving towards inclusivity is honesty, sharing experiences and educating each other.

In some circumstances of inappropriate comments or discrimination, individuals may be unaware of the impact of their actions. We encourage you to have open and honest discussions with colleagues and managers to resolve any diversity and inclusion related issues.

We understand that having conversations about potentially sensitive topics isn't always easy. It can be helpful to reach out to colleagues who may have been in a similar situation and managed to find an informal resolution, you can also find support through your union rep, the HR Advice team and EAP.

If you're unable to reach an informal solution, the next step would be to follow the grievance process.

All formal complaints of discrimination will be investigated thoroughly and further steps will be taken, in line with the disciplinary policy, where appropriate.



Section Seven: Our partners and commitments

We're working with some fantastic partners to support the organisation in achieving our diversity & inclusion ambitions.

National Centre for Diversity

The National Centre for Diversity (NCfD) work with organisations in a range of sectors on Diversity and Inclusion Agenda's. Their mission is to advance Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) globally.

The NCfD will support Yorkshire Building Society to work towards the Leaders in Diversity accreditation and the reassessment of the Investors in Diversity accreditation.

Bradford for Everyone Initiative

This project is looking to deliver change by working closely with two large employers in the CBMDC area: Bradford Council and Yorkshire Building Society.

Broadly this will engage both organisations to review their approach to inclusion, define their inclusion goals and help them implement initiatives to realise these as well as ensure the recruitment, development and retention of a more diverse workforce from the local area.

Additionally, YBS will share the approach, successes, challenges and benefits with a wider group of other employers within the CBMDC area through a structured Employers' Network.

Women in Finance Charter

In 2018 signed up to HM Treasury's Women in Finance Charter, joining other organisations who have also signed up.

By signing the charter, we have committed to improving gender balance, particularly at senior levels in the business. We have set targets to support this work and we will regularly report on our progress.



**National Centre
for Diversity**

Think different · Change the world · Make it better



HM Treasury