



Inclusion & Diversity Policy



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Contents

Introduction	3
• Key Messages & Definitions	3
• Why inclusion & diversity is important	5
Responsibility for Inclusion & Diversity	7
Inclusion & Diversity Strategy & Measurement	9
Inclusion & Diversity and Colleague Experience	10
• Attraction & Hiring - Our Inclusive Hiring Charter	11
• Attraction & Engagement – Leading Policies & Supports	12
• Education & Awareness Resources	13
• Employee Led Networks & Connection Circles	14
• Performance Management, Career Development & Reward	15
• Encouraging Discussion of Inclusion Needs	16
• Implementing Supports & Accommodations	18
Implementation	20
Breach of policy	21
Appendix 1: Protected Characteristics & Definitions of Discrimination	22
Appendix 2: Our Inclusive Hiring Charter	24
Appendix 3: Inclusion Passport	27





Introduction

At Bank of Ireland, we are committed to being an inclusive employer that reflects the society we serve. We want everyone to feel safe, valued, and free to be themselves.

This policy outlines our ongoing commitment to Inclusion & Diversity (I&D) commitment to and explains the role and expectations of all colleagues in relation to this commitment. These expectations apply to all colleagues and agency workers of Bank of Ireland Group, including subsidiaries.

Key Messages

- We embrace diversity across all of our stakeholders, everyone is welcome and respected
- We do not tolerate any form of discrimination based on any of the protected characteristics. See [Appendix 1](#)
- We create equity and access across our systems, processes, policies using universal design principles ensuring a better candidate and colleague experience for all
- We promote inclusion; through awareness, education, connection and regular discussion
- We are committed to leading meaningful change and will continue to challenge ourselves to do more, adapting our policy and approach into the future



Definitions



Inclusion

Intentional, ongoing efforts to ensure everyone, regardless of background, identity, ability and experience feel welcomed, valued, listened to, respected, supported and encouraged to fully participate in all aspects of organisational life.



Diversity

Respecting and appreciating what makes people different e.g. socio-economic background, age, gender, ethnicity, religion, disability, sexual orientation etc. In addition, each individual brings a diverse set of perspectives, work and life experiences.



Equity

Recognises that each person has different circumstances, that historically, some groups of people have experienced discrimination and that reaching equal outcomes will not be achieved by treating everyone the same.

Note:

- This policy should be read in conjunction with the following: Neuroinclusion Policy, Flexible Working Policy [Group Respect at Work Policy](#) and [Group Grievance Procedures](#) and the Group Code of Conduct
- This policy is for guidance only and does not form part of an employee's contract of employment.

*All colleagues, regardless of whether they are full-time, part-time or fixed term, contractors and agency workers



Why Inclusion and Diversity is Important

At Bank of Ireland, our purpose is helping you thrive. Fostering an inclusive culture is an essential part of achieving our purpose. Creating an inclusive culture is also central to living Bank of Ireland's Values: Customer First, Better Together, Take Ownership, and Be Decisive.

Our Values represent who we are and who we want to be when we are at our best. This policy helps guide behaviour and the expectations of all colleagues to be inclusive.

Benefits of Inclusion & Diversity

Being inclusive and diverse doesn't just create a great place to work for colleagues, it creates a superior company culture, positioning us to serve our customer base with greater understanding and better outcomes, creating the backdrop for stronger commercial performance and a more inclusive society.





Our Values

Customer first

Better together

Take ownership

Be decisive



Colleague



We want to be amongst the most inclusive workplaces across the geographies we operate and are committed to fostering a workplace where all colleagues are treated with dignity and respect. Our aim is to welcome everybody, enable fair career progression, and provide a safe place for all colleagues to work.

Company



Employing people with different skills, backgrounds and abilities helps make our organisation stronger and more successful. It broadens the pool of talent available to us, which brings diversity of views, perspectives to decision making and challenges groupthink.

Customer



We strive to reflect the diversity of the customers that we serve. If we understand our customers better we can deliver better customer outcomes, which helps build a more sustainable business. Being inclusive and diverse is not only good for our customers, colleagues and society – it makes clear commercial sense.

Society



Companies have a key role to promote inclusion best practice across society. As a large employer Bank of Ireland wants to use its scale and size to create leading inclusion practices that has a wider positive impact on society.



Responsibility for Inclusion & Diversity

The organisation, colleagues and people managers have specific responsibilities to drive the Bank towards an inclusive workplace where all are welcome and can thrive. A truly inclusive and diverse organisation can only be achieved by a collective effort across the all.

The various responsibilities are aligned to our Group Code of Conduct and are summarised as follows:

Organisational Responsibilities:



Customer First:

Be recognised as an employer with a market leading reputation for inclusion and seek out opportunities to better serve our customers

Better Together:

- Build colleague understanding of their responsibilities to create an inclusive workplace
- Enable colleagues to create inclusive communities & networks
- Partner with key experts, institutions & charities to further progress inclusion
- Gather, listen & review feedback of lived experiences of colleagues, taking action as appropriate

Take Ownership:

- Devise an inclusion & diversity strategy aligned to overall Group Strategy supporting diverse needs of our colleagues, customer, society and stakeholders
- Set, monitor & measure the organisation's progress on becoming more diverse and inclusive

Be Decisive:

- Create, review & evolve fair policies, practices and supports
- Comply with all relevant Inclusion and Diversity regulations in the jurisdictions in which the Group operates

Colleague Responsibilities:



Customer First:

Be empathetic & responsive to diverse customer needs/perspectives

Better Together:

- Treat colleagues fairly and respectfully.
- Collaborate, share ideas, listen to others, respectfully challenge, learn from & care for others.
- Seek help/advice at inclusionanddiversity@boi.com

Take Ownership:

- Establish accountability for your role in creating an inclusive and diverse workplace within your Thrive performance goals.
- Ensure mandatory I&D training is complete and seek to increase awareness on inclusion and diversity topics & challenges

Be Decisive:

- Never tolerate bullying, harassment or discrimination.
- Share personal insights through the annual colleague survey 'Open View' and other feedback opportunities
- Reviewtion of your I&D characteristics (personal information tab) on the Connect system
- Actively support and enable the I&D Networks and consider opportunities to become active as a I&D Ally etc.

People Manager Responsibilities:



Customer First:

Foster a culture where everyone feels welcome and valued

Better Together:

- Nurture inclusive ways of working and diversity across and within your team
- Explore colleague inclusion and wellbeing needs at quarterly one to ones and team charter sessions
- Seek help/advice at inclusionanddiversity@boi.com or employeerelations@boi.com

Take Ownership:

- Support Bank of Ireland's colleague networks and inclusion and diversity pillars
- Ensure mandatory I&D training is complete e.g. Hiring Manager training
- Understand the paths to expertise, supports and key policies with regard to inclusion, diversity and wellbeing needs of your team
- Stay up to date on I&D and wellbeing learning offerings e.g. Show We Care, support material launches etc.

Be Decisive:

- Stand against all forms of discrimination
- Ensure that colleagues are supported to participate in education, awareness, I&D network activity etc.
- Encourage completion of I&D characteristics (personal information tab) on the Connect system





Measurement

Currently progress and measurement is captured using the following key inputs:

Inclusion & Diversity Strategy

The current I&D (2023-2025) strategy* has three key pillars:

1. Become a diverse bank: to reflect the customers and society we serve
2. Be the most inclusive Irish listed plc
3. Foster communities that create belonging

*The I&D strategy is for each strategic cycle, aligning with People Services and overall Group Strategy.

1. Diversity Objectives & Key Results (OKRs)

- Organisational and divisional OKRs goals are set at the beginning of each strategic cycle and reviewed annually against census and societal measures.
- OKRs are reported on a monthly basis to various leadership forums, driving action and change.
- The current OKR to improve diversity of colleagues encompasses Gender, Ethnicity, Sexual Orientation and Disability.



2. Engagement Survey Inclusion metrics & insights

- Our annual company wide engagement survey measures colleague engagement and associated sentiments including key I&D measures. This provides insights and measures of perceptions of inclusion and psychological safety.
- Detailed analysis is performed on survey data to highlight differences /changes in perceptions of in minority grouping sentiment etc.
- This annual process is further supplemented by additional surveys such as IBCB Eist survey etc.



3. Colleague Listening Sessions

- Colleague listening sessions are frequently used to capture specific feedback or perceptions on key I&D topics
- These listening sessions drive further change, amplifying supports or inspiring process change



4. External Benchmarking, Accreditation & Recognition

- Bank of Ireland engages in external benchmarking across various inclusion and diversity bodies e.g. Investing in Ethnicity, Irish Centre for Diversity, Women in Finance, and Elevate Pledge, Irish Independent etc.
- Bank of Ireland also actively participate in industry award submissions to seek feedback and discussion on progress made to date etc.





Colleague Experience

The principles of inclusion and diversity are brought to life across all the critical moments of our colleague experience.



1.

Attraction & Hiring

Internal and external attraction and recruitment are key opportunity moments for Bank of Ireland to be diverse and inclusive. We have developed and Inclusive Hiring Charter to ensure the principles of inclusion and diversity permeate attraction and selection, where all are welcome and all can thrive.

Please note: The Group is required by law to ensure that all colleagues are eligible to work in the various jurisdictions in which it does business.

All prospective colleagues regardless of nationality must be able to produce documents to satisfy current immigration rules.



Our Inclusive Hiring Charter



We are actively building and fostering a diverse and inclusive organisation that is welcoming to all. We value the unique strengths of all individuals and ensure our approach to hiring gives all applicants the best opportunity to be successful. Our hiring commitments are:

1. Diversity is respected and embraced throughout the hiring process. Our recruitment practices are designed to ensure equal opportunities and a positive experience for all candidates..
2. We create an accessible and inclusive environment, providing accommodations that ensure an optimal digital and physical environment throughout the hiring process and beyond.
3. We are dedicated to providing continuous education and training for everyone involved in the hiring process, ensuring an inclusive environment for all colleagues and candidates.
4. We are committed to championing diversity and inclusion at all levels of our organisation.
5. We embrace a tailored and continuous improvement approach to inclusive hiring, recognising that there is no “one size fits all” solution and this is a constantly evolving space.

These commitments apply to:

Recruitment

From the moment candidates engage with our job advertisements and branding, through the application process, interactions with hiring teams and recruiters, and throughout our interview and accommodations practices. We ensure inclusivity at every step.

Onboarding

From the job offer to preparing candidates for success on day one, our commitment extends to providing any necessary accommodation, including workspace adjustments, technology and anything else to help you thrive in your role.

Throughout Your Career

These commitments aren't just for the hiring process; they continue throughout a colleagues' entire career journey with us, ensuing Inclusive and supportive experiences at every stage of colleague development.

See appendix 2 for further detail on our Inclusive Hiring Charter.



2.

Attraction & Engagement

Leading Policies & Supports

Bank of Ireland offer a range of inclusive policies and supports for colleagues to attract, engage and ensure we care for our colleagues.



A selection of key policies and supports are as follows:

Family Matters Policies & Supports

Our family matters support colleagues during the family moments that matter. Some examples of our progressive family friendly related policies and associated time off are:

- **Parents Leave** – Time off to care for child up to age of 2 years
- **Carers Leave** – Time off to care for someone in significant need
- **Fertility Support** – Supporting colleagues undergoing fertility treatment
- **Adoptive Policy** – Supporting colleagues becoming parents through adoption
- **Foster Care Leave** – Time off for matters related to role as foster carers
- **Surrogacy Policy** – Support colleagues who are becoming parents through surrogacy
- **Family Carers Ireland & UK Carers partnership** – Providing access to guidance and support for colleagues

Wellbeing Supports

Wellbeing and inclusion are inextricably linked and at Bank of Ireland we're committed to supporting the wellbeing of our colleagues and their families. We promote healthy, sustainable and balanced lives under the key pillars of mental, physical, financial and social wellbeing.

Health Benefit – We provide a health benefit to ROI colleagues whereby the bank covers a contribution towards the cost of your private health insurance. UK colleagues have separate cover.

Online GP Services – All ROI and UK based colleagues can access the services of an online GP

Here for You 24/7 – Provides Bank of Ireland employees and their families' with free access to confidential support via telephone, web, live chat, or on the Here For You 24/7 app anytime, anywhere.

Wellhub – A holistic wellbeing platform that grants access to thousands of digital and in-person solutions to support all areas of wellbeing.

Other Supportive Colleague

Life can present lots of opportunities and challenges. At Bank of Ireland we realise that we need to support our colleagues through life changes recognising diverse needs and circumstances.

Flexible Working Policy – detailing hybrid and flexible work options

Carers Leave – Time off to care for someone in significant need

Domestic Abuse Policy – We recognise that tackling domestic abuse requires a whole of society response and the Bank as a large employer has a critical part to play. Our policy and supports reflect this.

Menopause Policy – Time off work when significant symptoms make it difficult to continue working.

Gender Identity and Transitioning in the Workplace Policy – assist our employees to deal with any practical issues that may arise during an employee's transition

Annual Leave Flex – Buy extra annual leave or sell surplus leave back to the Bank

Professional Qualification Education Support – Financial and study leave support for further education



3.

Education & Awareness Resources

We review and design education and awareness resources based on colleague needs. This may consist of mandatory education and training courses to enable colleagues to baseline knowledge and/or supplementary supports to empower colleagues and People Managers to their knowledge of I&D.



All Colleague Mandatory Education

- Inclusion and Diversity and Respect at Work at Bank of Ireland
- Group Financial Inclusion and Support
- Code of Conduct

Mandatory People Manager Education

- Inclusive Hiring Training (part 1 & 2)
- Inclusive Hiring Charter
- Inclusive Hiring Checklist

Supplementary Education for People Managers

- Show We Care People Manager programme: Neuroinclusion, suicide awareness etc.
- Manging People Programme

Supplementary Education Supports for all colleagues

Courses:

- Accredited Ally Programme
- Neuro Ambassador Programme
- Show We Care – Optimising Our Mental Wellbeing
- Ohana Zero Suicide Training
- Mental Health First Aider Accreditation
- Menopause Training

Playlists:

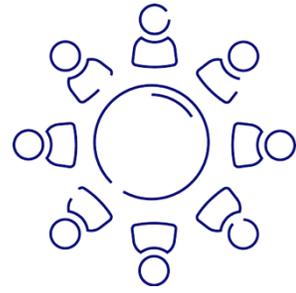
- I&D Core, Accessibility , Gender Balance, Multicultural Family Network, With Pride Intergenerational & Ally

Tooled Up Platform:

- Access to a dynamic collection of quick tips, short videos, full length webinars, podcasts, articles, and quick guides covering everything from aspiration, mental health, wellbeing, family life, learning and digital life.

4.

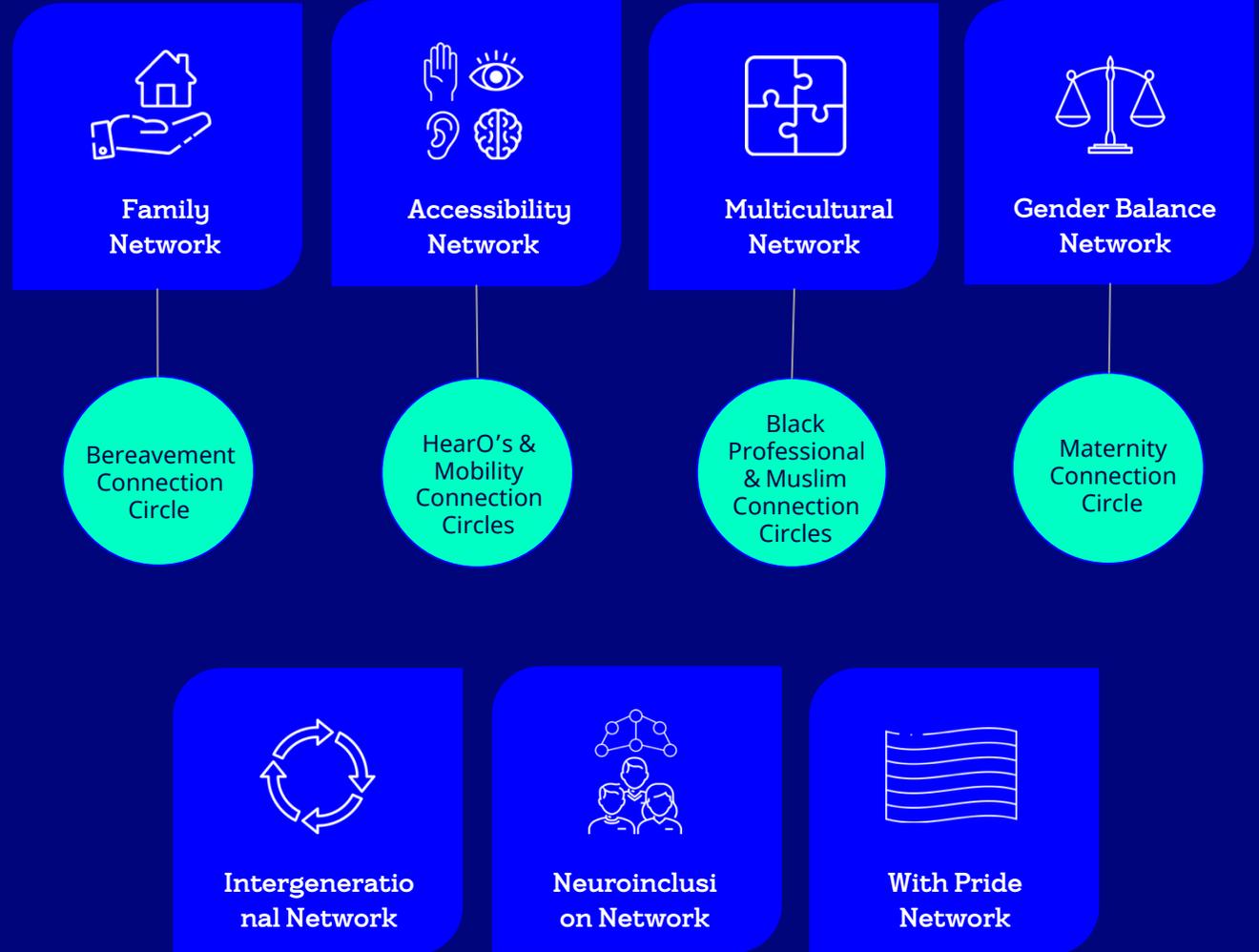
Employee Led Networks & Connection Circles



At Bank of Ireland our colleagues lead change and are at the forefront of our journey of inclusion and diversity. We currently have 7 employee networks. Each of our networks have an executive sponsor and work in partnership with our dedicated &D team, aligning with the overall I&D strategy, agreeing network priorities and focus areas. We are proud of the work that our networks have achieved to deliver initiatives, provide education, raise awareness and build partnerships with industry bodies and charities. To cater for diverse needs a number of Connection Circles have also been stood up to drive support and connection across our colleagues. Getting involved and supporting our employee networks and extending connection circles is a rewarding and enriching experience. It boosts connection and inclusion by default.



Our Employee Networks and related Connection Circles are:





5.

Performance Management, Career Development & Reward



Performance Management

At Bank of Ireland we believe that colleague growth and organisational strategy are part of the same ambition. Our performance development experience, Thrive, achieves company priorities through focusing on colleagues' personal growth, development and wellbeing. Our Thrive process is carried out in a sensitive, inclusive manner and ensures all colleagues have access to appropriate development and training opportunities to achieve high standards of performance. Quarterly checks-ins provide colleagues and People Managers with the opportunity to discuss wellbeing, development and, providing ample opportunity to explore any inclusion and diversity needs.

Thrive Quarterly Check-Ins:



Wellbeing



Development



Performance

Career Development

The organisation is committed to supporting colleagues to further their careers, in whatever way is important to them. Our Careers Lab offers all colleagues the opportunity to build their Individual Development Plan and access development opportunities:

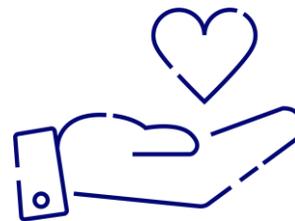
- Personalised learning through an integration with Learning Exchange
- Mentoring opportunities and Career Connectors
- Experiential learning through Stretch Opportunities across BOI Group
- Understanding and exploring career journeys
- The platform is 'always on' so colleagues can access it at a time convenient to them and when they need it.

Promotion & Reward

The organisation rewards excellence and colleagues will be promoted on merit. Pay and reward decisions made on the back of performance management reviews will also ensure to be inclusive and fair.

6.

Encouraging Discussion of Inclusion Needs



Team Charter Discussions & Flexible Working - Inclusion Passport

The inclusion passport is an important tool for discussing and understanding the needs of the colleague as we enable all colleagues to thrive. It is a tool that aims to remove barriers that colleagues may face due to their personal circumstances, including but not limited to health conditions, disabilities, caring responsibilities, and other personal circumstances.

The passport can help colleagues feel more included in the workplace by providing a space for them to share their unique needs, preferences, and working styles with their colleagues and people manager.

Colleagues are encouraged to use the passport in a “test and learn” manner - trying accommodations to see if they work while keeping it under review. The reason this document is called a passport is that it can be shared with a new manager or a new team member easily and avoids the need for the colleague to continually explain their personal circumstances and needs. While the passport can take whatever form suits best, we have designed a template with prompts for what it might include.

See Appendix 3 to view our Inclusion Passport



At Bank of Ireland we are committed to providing you, our colleagues, with flexibility, helping you to thrive in all aspects of your role and your broader career.

Key to this is our hybrid working model, centred on enabling and empowering colleagues to work in a way that is more flexible and productive for you, while still working effectively as part of your team and the wider organisation.

Colleagues in hybrid-eligible roles are expected to work in-person a minimum average of 8 days per month (or 2 days per week). This guideline is intended to promote flexibility whilst creating consistency and balance across the hybrid working model, ensuring it works for all. The approach can vary given the nature of the role, your individual circumstances, and your team's agreed ways of working.

People Managers host regular Team Charter sessions to understand the diverse needs of colleagues whilst also ensuring that the needs of the team and wider business are met. Team Charter discussions are a key moment for all the team to embrace diversity and inclusivity.

This requires treating everyone with dignity and respect at all times. This means collaborating, sharing ideas, listening, understanding perspectives, respectfully challenging, learning from and caring for others.

Colleagues with diverse needs may require accommodations and further discussions under the Flexible Working Policy and exceptions process.



7.

Implementing Supports & Accommodations

Making workplace accommodations for colleagues who need them is an essential part of the Group's commitment to helping our colleagues to thrive. The law recognises and upholds the rights of individuals to be treated fairly and without discrimination, promoting a diverse and inclusive working environment. Although the legislation refers to people with disabilities, this policy applies to all colleagues of the Group, not just those with a visible need, or a formal diagnosis.

We want colleagues to discuss any barriers that they feel are impacting them in their job so we can consider any reasonable supports it may be able to be put in place to assist the colleague. Reasonable workplace accommodations are designed to remove or reduce any barriers that colleagues may face and create a workplace where everyone can do their job to the best of their ability and achieve their full potential.

Each individual colleague is unique and so support needs must be identified and implemented on the basis of personal evaluation and individual consultation, not assumptions or stereotypes. People managers will collaborate with individual colleagues to comprehend their specific circumstances, understand any barriers they may be facing, and explore practical and sustainable options to eliminate these barriers while considering the business's needs and priorities.



How are accommodations identified?

There are a number of existing supports for ensuring appropriate workplace accommodations are in place to enable our colleagues to thrive. There are triggers built into the colleague lifecycle to assist the Group in identifying accommodations, however a colleague may also approach their people manager or HR at any point in order to discuss their own circumstances. Any such conversations will be handled sensitively and confidentially as appropriate. Ultimately any accommodations that can reasonably be put in place will be agreed between the colleague and their people manager.

To assist with making a decision in relation what accommodations are needed and can be put in place, colleagues may be referred to our occupational health advisors to ensure that the correct supports are being considered and the people manager may also need to take into account the needs and resources of the business.





Sample Opportunities for Accommodations

The principles of inclusion and diversity are brought to life across all the critical moments of our colleague experience.

Pre employment screening

All external candidates offered a role with Bank of Ireland are required to complete a medical assessment conducted by our occupational health providers. As part of this screening process, our occupational health providers, in consultation with the colleague, may make recommendations regarding any workplace accommodations required to enable the colleague to perform their job to the best of their abilities. Depending on the circumstances, the occupational health provider may refer the colleague to a third party accessibility, workplace needs, ergonomic expert or to Health and Safety for completion of a employee risk assessment or workstation assessment. The supports identified will be to help set the colleague up for success from day 1. The hiring manager will be made aware of recommended accommodation.

Onboarding

In advance of a new colleague's start date, in line with our Onboarding process, their new people manager will call them to welcome them to the team. The people manager should use this phone call as an opportunity to discuss any specific workplace accommodations that may be required by enquiring with the colleague or with reference to any assessment reports prepared as part of onboarding.

The company's onboarding experience is designed to provide colleagues with the tools and supports required from day 1 and to enable success through a consistent company wide approach.

Workstation Assessments

The Workstation Assessment process is designed to proactively implement preventative accommodations for colleagues, aiming to prevent any potential harm or discomfort resulting from an improperly organised work station. This ensures a workspace that functions well for the colleague, promoting both their physical wellbeing and overall job satisfaction.

If there are issues identified from the assessment both the colleague and their People Manager will receive an email with the relevant question(s) highlighted for resolution. The colleague and their People Manager should discuss and agree how best to close these issues. The workstation assessment must be completed by all colleagues at the start of their employment and every two years thereafter.



Expert Partner Providers

Occupational Health Providers

Sometimes a colleague will be referred to our occupational health provider for support in assessing the challenges they are facing at work. The occupational health providers may make recommendations for specific accommodations to be made to support them in reaching their full potential.

Neuroinclusion Specialist Providers

We have specialist partners in workplace needs assessments relating to neurodiversity. They are experts at identifying the correct support measures for individuals based on their unique situations. They work alongside our occupational health providers but also take direct referrals.

Implementation

The Bank of Ireland Group Executive Committee has specific responsibility for the effective implementation of this policy and the Group will review and update as and when required.

Colleagues should be guided by the provisions of this policy to assist in creating the appropriate, inclusive and respectful working environment, tolerant of diversity, which is at the heart of its aim.



In order to implement this policy Bank of Ireland shall:

- Make available, if requested, the policy to colleagues, job applicants and relevant others (such as contract or agency workers);
- Incorporate specific and appropriate duties in respect of implementing the equal opportunities policy into job descriptions and work objectives of all staff;
- Provide equality training and guidance as appropriate including training on induction and management courses;
- Ensure those who are involved in assessing candidates for recruitment or promotion will be trained in non-discriminatory selection techniques;
- Incorporate equal opportunities notices into general communications practices (e.g. staff newsletters, intranet, etc.);
- Obtain commitments from other persons or organisations with whom we engage (i.e. contractors, agencies, etc.), that they too will comply with the policy in their dealings with our organisation and our colleagues;
- Ensure that adequate resources are made available to fulfil the objectives of the policy

Breach of Policy

Colleagues who believe they have suffered discrimination, harassment or victimisation in relation to any aspect of inclusion and/or diversity are entitled to raise matters through the appropriate Group Grievance Procedures or the Group Respect at Work Policy. Complaints from all candidates will be treated seriously and will be dealt with in a confidential, expeditious manner in as far as reasonably practicable. Further support can be obtained by contacting the People, Advice & Guidance Team at Ask People Services or the relevant HR Business Partner.

Colleagues who make complaints will not be victimised for doing so. Victimisation, if proven, may result in disciplinary action up to and including dismissal. Colleagues should be aware that making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our Disciplinary Procedure. Pursuance of complaints through these internal procedures does not prejudice an employee in pursuing matters through other available means such as the Workplace Relations Commission in Republic of Ireland, Industrial or Fair Employment Tribunal in UK.





Appendix 1:

Protected Characteristics & Definitions of Discrimination

Bank of Ireland Protected Characteristics

We do not tolerate any form of discrimination based on any of the protected characteristics:

- Gender/gender identification/gender reassignment;
- Marital or civil status;
- Family status;
- Whether pregnant or on maternity leave;
- Race;
- Age;
- Religion or belief;
- Sexual orientation;
- Disability;
- Membership of the traveller community organisation;
- Political beliefs.



Definitions of Discrimination:

- **Direct discrimination** is when a worker is treated less well than another worker in the same situation or circumstances under any of the nine grounds covered in the Acts
- **Indirect discrimination** happens where a worker or group of workers or job applicants are treated less favourably as a result of requirements that they might find hard to satisfy





Appendix 2: Our Inclusive Hiring Charter

Our Inclusive Hiring Charter



We are actively building and fostering a diverse and inclusive organisation that is welcoming to all. We value the unique strengths of all individuals and ensure our approach to hiring gives all applicants the best opportunity to be successful.

1. Diversity is respected and embraced throughout the hiring process. Our recruitment practices are designed to ensure equal opportunities and a positive experience for all candidates.

Prioritising accessibility	Accessibility is a key focus in every aspect of our hiring process. We design each stage with inclusivity in mind to ensure all candidates have equal opportunities to succeed.
Clear transparent communications	Our job advertisements are written using clear, direct, and straightforward language. This promotes transparency about role requirements and maximises readability for all applicants.
Eliminating bias	We are dedicated to removing bias from our recruitment processes, including advertising, assessment, and selection, to create a fair and inclusive experience for everyone.
Focus on candidate skill	We focus on candidates' skills and experience, rather than behavioural traits, when making hiring decisions. This ensures a fair assessment process that values the unique strengths individuals bring to the role.

2. We create an accessible and inclusive environment, providing accommodations that ensure an optimal digital and physical environment throughout the hiring process and beyond.

Equitable recruitment experience	We aim to provide an equitable experience for all candidates at every stage of the recruitment process, ensuring fairness and access.
Tailored Workspaces	Our workspaces are tailored to be accessible and adaptive ensuring the work environment can be adjusted to sensory, cognitive and accessibility needs. Accommodations should align with both individual needs and the overall sustainability of our business.
Easy and confidential accommodation requests	Requesting accommodations such as extended interview times or alternative communication methods is simple and confidential, with no impact on the candidate's experience or their opportunity for success.

3. We are dedicated to providing continuous education and training for everyone involved in the hiring process, ensuring an inclusive environment for all colleagues and candidates.

Enhancing understanding & reducing stigma	We deliver comprehensive training for all colleagues involved in recruitment focusing on improving understanding of inclusion and diversity, eliminating stigma and reducing bias.
Refresher training for recruiters	Our recruiters participate in regular refresher courses on anti-bias awareness which equip them to engage in open, respectful conversations about accommodation of needs and promotes a supportive hiring atmosphere.
Accessible information & support	We prioritise making information and resources easily accessible to all candidates.

Our Inclusive Hiring Charter (Contd.)



4. We are committed to championing diversity and inclusion at all levels of our organisation.

Leadership as champions	Our leadership teams will actively advocate for inclusive practices, serving as champions for all candidates and ensuring inclusive values are integrated throughout the organisation.
Top-down and grassroots support	We promote accountability at the leadership level in supporting diverse colleagues, whilst also encouraging grassroots initiatives, such as employee resource groups that encourage inclusion and advocacy.
Advocacy from recruiters and hiring managers	Our recruiters and hiring managers will be strong advocates for inclusion and diversity, promoting awareness and supporting initiatives that align with our commitment to diversity and inclusion
Role models in the financial services industry	We aspire to be amongst the leading advocates for inclusion and diversity in the financial services industry, inspiring others to embrace inclusivity further.

5. We embrace a tailored and continuous improvement approach to inclusive hiring, recognising that there is no "one size fits all" solution and this is a constantly evolving space.

Listening to colleagues lived experiences	We are committed to evolving and enhancing our practices in line with industry best practices and the lived experiences of colleagues. We prioritise understanding individual experiences through various methods etc.
Engaging with experts	We collaborate with external inclusivity experts and researchers to continually update our knowledge and refine our processes.
Commitment from our inclusion and diversity team	Our dedicated inclusion and diversity team is committed to studying societal and industry developments that enhance our approach, ensuring that we apply relevant insights and innovations.





Appendix 3: Inclusion Passport



Inclusion Passport

The inclusion passport is a tool that aims to remove barriers that colleagues may face due to their personal circumstances, including but not limited to health conditions, disabilities, caring responsibilities, and other personal circumstances. The passport is to help colleagues feel more included in the workplace by providing a space for them to share their unique needs, preferences, and working styles with their colleagues and people managers.

The passport is typically shared with colleagues and people managers to help them better understand how to work with the colleague in a way that is most productive and inclusive. The Inclusion Passport is a living record of any agreed workplace accommodations set up between you and your people manager or the Group.

The purpose of the Passport is to:

- Ensure that you and your people manager have a living record of any agreed workplace accommodations;
- Minimise the need to renegotiate accommodations or repeat potentially difficult conversations each time you change your job, relocate or are assigned a new people manager within the Group;
- Ensure you are continuously supported throughout your career with the Group; and
- Provide you and your people manager with a structure to help you regularly review and discuss your workplace accommodations.

What are workplace accommodations?

A workplace accommodation can be defined as some modification to the tasks, the structure of a job or the workplace, or provision of special equipment or facilities, which allows a colleague to overcome barriers and enjoy equal employment opportunities.



Examples of Workplace Accommodations

Colleagues may encounter many different types of barriers in the workplace. Below are some examples of the types of accommodations that may reduce these barriers and promote equal opportunities at work. This list is not exhaustive but illustrative only. Accommodations will often be unique to the individual colleague.

- **Equipment:** e.g. ergonomic chairs, standing desks, specialist software, etc.
- **Environment:** e.g. change to physical layout, reduced lighting, etc.
- **Ways of Working:** e.g. phased returns, job restructuring, reduced hours, redeployment.
- **Educational:** e.g. training materials available in alternate formats, accessible venues and websites for educational supports.





Implementing your passport

This is a live document and should be reviewed regularly by both you and your people manager and amended as appropriate (at least every six months). Be aware that your people manager may need to get additional advice from Occupational Health, Access to Work or People Services before any accommodations or changes can be agreed and implemented, but this process should not be subject to any undue delays and you should be consulted and kept informed of progress throughout.

If a review date is specified in this inclusion passport, you should put this in your calendar and let your people manager know when the date arrives. However, please speak to your people manager at any time if you believe your situation or needs have changed and it needs to be reviewed earlier.

The Group recognises that colleagues themselves have the best understanding of what accommodations are most likely to be effective and appropriate for them, and is committed to listening to colleagues and ensuring that reasonable accommodations are effective so that barriers can be removed, enabling you to perform at your best at work. People managers should refer to the relevant guidance for more information on how to manage the process of putting in place workplace accommodations effectively.



Sharing this Passport

An up-to-date copy of this passport should be held by you and your people manager. It's open for you to pass on to anyone you think needs to know about any impact or issue that can arise due to the interaction between your personal circumstances and barriers within or outside the workplace that can affect you at work.

Consent and Confidentiality

By completing this passport, you consent to the information being held by your people manager. The contents of the passport will be treated in the strictest confidence. No information contained in the passport will be shared with anyone without your consent.

If your people manager changes, your existing people manager will ask for your consent before giving a copy to your new manager in the strictest confidence.



