



Mutual Diversity Alliance

As a member of the Mutual Diversity Alliance, we are committed to maintaining a culture in our organisation that allows all our employees to thrive, and which avoids barriers to our customers, partners and suppliers effectively engaging with us.

Our business should be accessible to everyone, and we are committed to demonstrating inclusive behaviours, and to embracing diversity in all its forms¹. We recognise the business benefits of having a truly diverse workforce, that is representative of the wide diversity of our membership.

In order to do this, the Mutual Diversity Alliance expects the following good practices:

- Appointing a senior leader in the organisation to lead our work on mutual diversity across the business;
- Treating all customers and employees with respect, dignity and courtesy;
- Making reasonable adjustments to, and maintaining, an appropriate working environment, where employees from diverse backgrounds enjoy an equality of opportunity, and to demonstrate this through equality of pay, the capacity for agile working, fair recruitment and other HR policies;
- Maintaining an effective culture via our Board, that promotes diversity and sets the right example;
- Working with other members of the Alliance to share good practice, and to support problem solving, and to sponsor training to our people on inclusivity and diversity, and on conscious inclusion, as necessary;
- Reporting each year in September on how we have met the expectations of the alliance.

¹ This is likely to include via race, religion, gender and gender preferences, age, disability or infirmity, sexual orientation and education. We also seek to instil a culture of diversity in thought, experience and background, and through this, to support social mobility.



Supporting notes

The Mutual Diversity Alliance is a group of mutual organisations who are committed to learning about, and to demonstrating, how they support diversity and inclusivity within their organisation. To become a member of the Alliance, an organisation should be a mutual, and agree to abide by the good practices. In return, the organisation will be able to use the Alliance branding on their website and marketing material for as long as they are a part of the Alliance. Members of the Alliance will agree from time to time whether organisations are delivering sufficiently against the good practices, and identifying how to support them in maintaining the standards appropriate to a member of the Alliance.

Two core elements of the Alliance are sharing, and transparency: organisations that join the Alliance will be expected to work collaboratively to solve problems, learn new ideas and share best practice. Each September, the organisation should report, on its website, how it has applied each of the good practices. We encourage organisations to be expansive in their report, about the positive actions they are undertaking to demonstrate that diversity and inclusivity are key to the way they operate.

This is likely to include the following, though we encourage our members to explore what matters most in their organisation about their approach:

- Identifying the individual who is coordinating work on mutual diversity across the business, and what resources they have access to;
- The actions they are taking, to support customers and employees, and how they verify they are treating them with respect, dignity and courtesy;
- The evidence the organisation has collected on changes to the working environment, on equal pay, and on the development of fair and equitable policies for recruitment and HR in general. Measuring changes in composition of the board or the workforce may be helpful ways of committing to change, as are signing up to other non-sector specific initiatives, such as The 30% Club, Women in Finance etc. The focus of the Alliance is on exploration, and does not itself assume minimum standards or targets;
- Considering how the Board supports a diverse culture, via its leadership of the business and its own composition;
- An overview of how the organisation supports the broader work of the Alliance, and the training that has been provided within the organisation to support the commitment to Mutual Diversity.

The focus of the Alliance is on learning and innovation. It is recognised that each organisation starts from a particular point, and that organisations of diverse sizes may have differing resources to draw on, and may therefore take varying times to achieve wider goals. That fits within the philosophy of the Alliance, as does the notion that member organisations should work together, to create common understandings of good practice, as well as common resources for training. This is compatible with the notion of mutuality, and presents the opportunity for the Mutual Diversity Alliance to be distinctive and grounded in the concepts of mutuality and self-help.