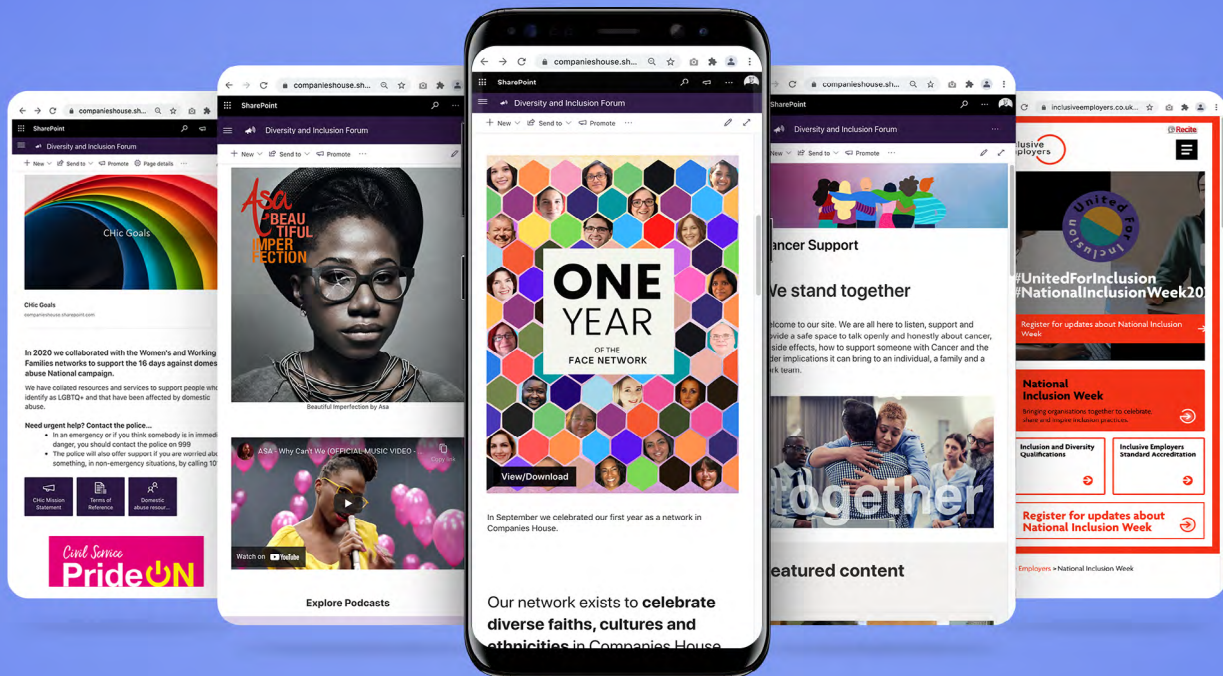




Companies House

Cardiff
Belfast
Edinburgh
London

Equality, Diversity and Inclusion Strategy



2020 /25



INVESTORS IN PEOPLE™

We invest in people Platinum
Rydym yn buddsoddi mewn pobl Platinwm

Driving confidence in the UK economy

‘We strive to build an inclusive, positive culture where everyone can bring their whole selves to work.’



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Introduction

Companies House has published its new corporate strategy, [Companies House Strategy \(2020-25\)](#), setting out our ambitious plans to transform and ensure that we play a leading role in the fight against economic crime.

In the future we aim to provide greater transparency and clarity to ensure we maximise the value we add, whilst ensuring the UK continues to be regarded as a world-leading place to do business.

Our people are essential to realising our strategy and transforming Companies House. Our corporate strategy outlines the changes we anticipate to our registers and to our services. None of these will happen without our people: their roles and our organisational structure will change, skills will be enhanced, and they will be supported by a creative and dynamic working environment.

‘Inclusion is the golden thread that runs through all Companies House activity. We strive to build an inclusive, positive culture where everyone can bring their whole selves to work.’

It is also critical for us as a business that we work to reflect the diversity of our customers through our own diversity. We will continue to learn from good practice in this area, pushing ourselves to achieve our ambition.

To enhance this culture and enable our brilliant people to flourish and drive high performance it is crucial to empower colleagues by respecting, appreciating, and celebrating what makes them different, in all that we do.

Providing a safe environment for all staff to engage in dynamic and thought-provoking conversations in relation to Equality Diversity & Inclusion (E,D&I) is fundamental in creating a shift in thinking with E,D&I becoming an integral part of policy development and service delivery.

Our E,D&I Strategy supports the delivery of our strategic goal:

- Our culture enables our brilliant people to flourish and drives high performance

Although it is acknowledged that the E,D&I Strategy will help build the inclusive working environment for our people to feel valued as they deliver against all our strategic goals:

- Our registers and data inspire trust and confidence
- We maximise the value of our registers to the UK economy
- We combat economic crime through active use of analysis and intelligence
- Our brilliant services give a great user experience
- We deliver value through efficient use of resources

E,D&I is also an integral part of Companies House People Transformation Strategy. As part of this strategy, we will ensure our diverse and inclusive organisational culture is celebrated and use our networks to provide opportunities for people to connect, share and shape the organisation.

Background

In Companies House we recognise that we are on a journey to ensuring that the culture of the organisation is people led with E,D&I being an integral part of all that we do and the services we deliver.

Our Executive Board have agreed definitions for E,D&I which provide a solid foundation upon which, as an organisation, we can continue to grow (Annex 1). The language of the definitions resonates with all staff, regardless of background and focuses on our collective responsibility to ensure that an equality lens is applied in all that we develop and deliver.

Covid-19 has shone a light on the inequalities faced by so many in relation to, age, disability, race, religion or belief, sex, sexual orientation as well as socio economic inequalities. However, we have also witnessed examples of our colleagues coming together, helping each other, and restoring the faith of so many in terms of what unites us rather than divides us.

The health and well-being of many has been impacted by restrictions and the 'new norm.' During this time staff networks have played a significant role in relation to support and guidance for so many. The work that has been and continues to be delivered echoes the words of our definitions.

Our staff led networks have provided sound opportunities for our staff to flourish, both in relation to delivering improved performance and user experiences, as well as personal development opportunities.

In addition, our Diversity & Inclusion Campaign, delivered by External Comms colleagues, is testament to the culture of Companies House and the sense of confidence of staff to share their **#wholeandbrilliantself**.

This shows how collectively we can come together to make E,D&I an integral part of all that we do.

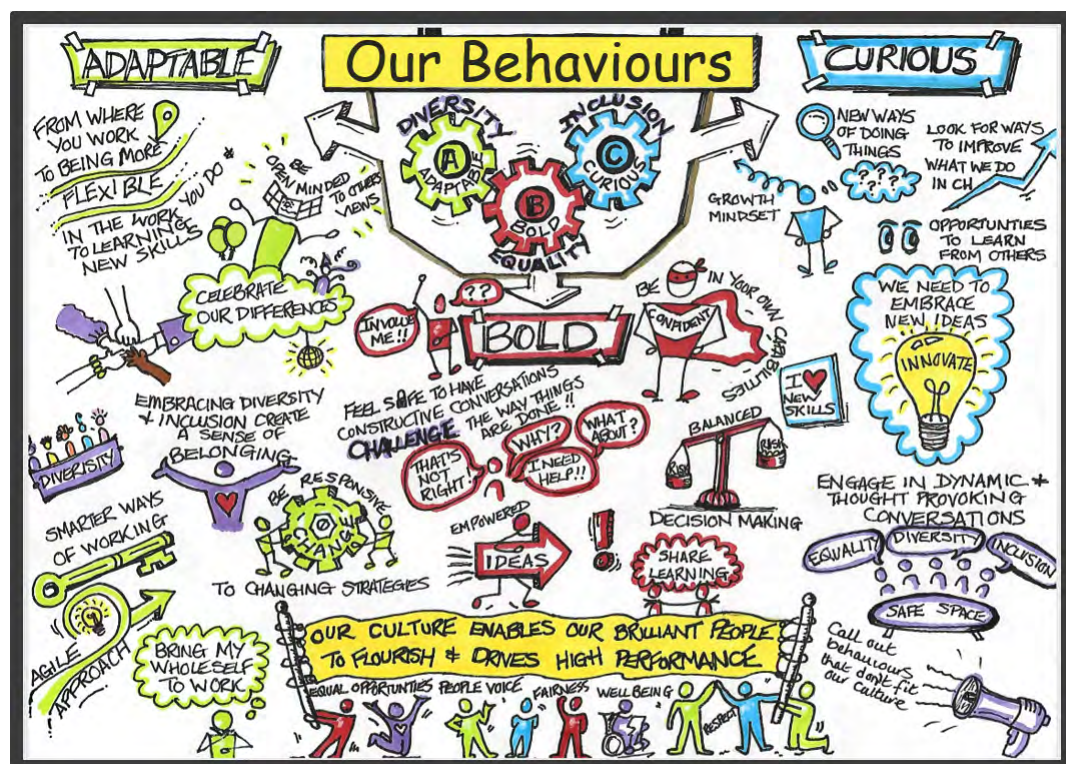
To support this culture, of enabling our brilliant people to flourish and drive high performance, we have adopted the following ABC behaviours: Adaptable, Bold, and Curious.

Our values and behaviours are an important part of working at Companies House. They underpin everything that we do and set out the way we ourselves should behave, and the behaviours we can expect from our colleagues. These also create an environment where differences are celebrated, new ideas embraced, staff feel safe to challenge and have a sense of belonging.

Our values and how we work are fundamental in ensuring a sense of pride, purpose and connection, we will achieve these values by:

<p>Working as one</p>	<p>Collaborating across teams, breaking down our silos, sharing experiences and best practice — great teams deliver together.</p> <p>Thinking of the impact of what you do on the team, for the customer and the organisation.</p>
<p>Excellent behaviours and standards</p>	<p>Continually strive to improve our service, our behaviours are instrumental to our culture shift to support the new service operational model.</p> <p>Quality — getting the basics right, delivering to deadlines, exposing issues, risks and celebrating achievements.</p> <p>Challenging unacceptable behaviours and standards, providing feedback and addressing issues.</p> <p>Rewarding and celebrating those who role model excellent standards.</p>
<p>Every achievement counts</p>	<p>We recognise that it is important to benchmark ourselves to drive better performance and avoid complacency.</p> <p>Understanding the unique role each of us play in delivering CH core services and our organisational objectives, recognising and rewarding excellence.</p>

They also drive us to meet our strategic goals and are underpinned by a commitment to Equality, Diversity and Inclusion and the recognition that every single person in Companies House has a significant role to play in living our behaviours and values.



Alignment to our People transformation strategy, is also critical in ensuring overall delivery of our vision for Companies House, as a service provider, as well as employer of choice.

Our E,D&I strategy underpins the following outcomes of the People Transformation Strategy:

- Delivering a high performing organisation where we all have meaningful roles
- We feel connected to each other and we are clear about our future and our contribution
- We work together as one for the benefit of Companies House as whole

In developing this strategy, we have ensured our activities are aligned to the Public Sector Equality Duties, as outlined within the [Equality Act 2010](#); reflected central government’s vision for reform in relation to the 3 key areas of People, Performance and Partnership (Annex 2) and the Department for Business, Energy & Industrial (BEIS), Diversity & Inclusion goals outlined in their Diversity & Inclusion Strategy listed below:

- Who we are — **to be diverse in our identity and thought,**
- How we behave — **to be inclusive of difference,**
- What we do — **to capitalise on difference in our work**

Vision

The E,D&I Vision sets out our ambition, which we aim to achieve by 2025.

**To be a leading Civil Service
department and model employer where
our commitment to Equality, Diversity
and Inclusion supports our brilliant
people to deliver brilliant services.**



Our passion for E,D&I means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

We will strive to deliver fairness for all colleagues and take a zero-tolerance approach to bullying, discrimination, and harassment.

Our workforce is reflective of the citizens we serve, we support and develop our talent to succeed, and our work is done in a way which actively encourages diversity of thought.

As an organisation we recognise that E,D&I is about tackling under-representation, building inclusive cultures, and ensuring organisational accountability for progress, as well as creating and implementing evidence based, innovative approaches that drive change. We are committed to creating an environment to ensure that everyone can reach their full potential and that diversity of thought and experience is integral to inclusive policy making and delivering excellent public services.

Companies House is actively factoring E,D&I into every part of our working life. Whether this is the outward facing policy; the operations that we deliver to our customers and stakeholders; the culture we create in the teams in which we work; or our recruitment activities. All parts of our work fall under the influence of our commitment to value our people and the people we serve, wherever they are and whatever they do.

Over the lifetime of our strategy, we will ensure that we have the right people in place at the right time with the right skills to fulfil our role as an innovative organisation, ensuring that we provide, equality of opportunities, that are representative of the citizens that we serve and that we have an inclusive culture which ensures everyone can bring their whole brilliant selves to work.

We will focus our initiatives across 3 main themes: -

- Recruiting and attracting the best diverse talent.
- Support, develop, reward and retain.
- The work that we do.

To ensure that we can recruit and attract diverse talent we will develop our outreach work within our communities – working with community groups, schools, and colleges.

Positive action will see us target under-represented groups and sell Companies House as an employer of choice, demystify civil service recruitment and support with training and up-skilling on all areas of success profile recruitment and interviewing to ensure opportunities for all.

We have already made great strides to support, develop, reward and retain our talent through our suite of people led networks. We will use these networks to share and role model our inclusive employer brand that allows our people to bring their whole brilliant self to work.

Also using our networks to develop an intersectional focussed approach that incorporates and gives ownership of E,D&I goals to our people.

We will ensure that Diversity & Inclusion is part of 'how things are done' at Companies House and embedded in our day-to-day resourcing activities. Whilst supporting our Learning and Development Team to ensure that appropriate training, learning, and development opportunities are cascaded to all staff.

Data and analytics which will inform our work, understanding where in our recruitment process under-represented groups struggle, and allow us to identify any barriers they may face. We will use this knowledge to deliver targeted support.

We will develop inclusive people policies that are fit for purpose, people led, and people focused, ensuring that we have the appropriate governance in place to support and evaluate.

We recognise that it is important to benchmark ourselves against other government and public sector organisations to drive better performance and avoid complacency.

Over the lifetime of the strategy, we will seek out opportunities to incorporate professional accreditations that highlight our achievements and gain recognition for the great work our people do.

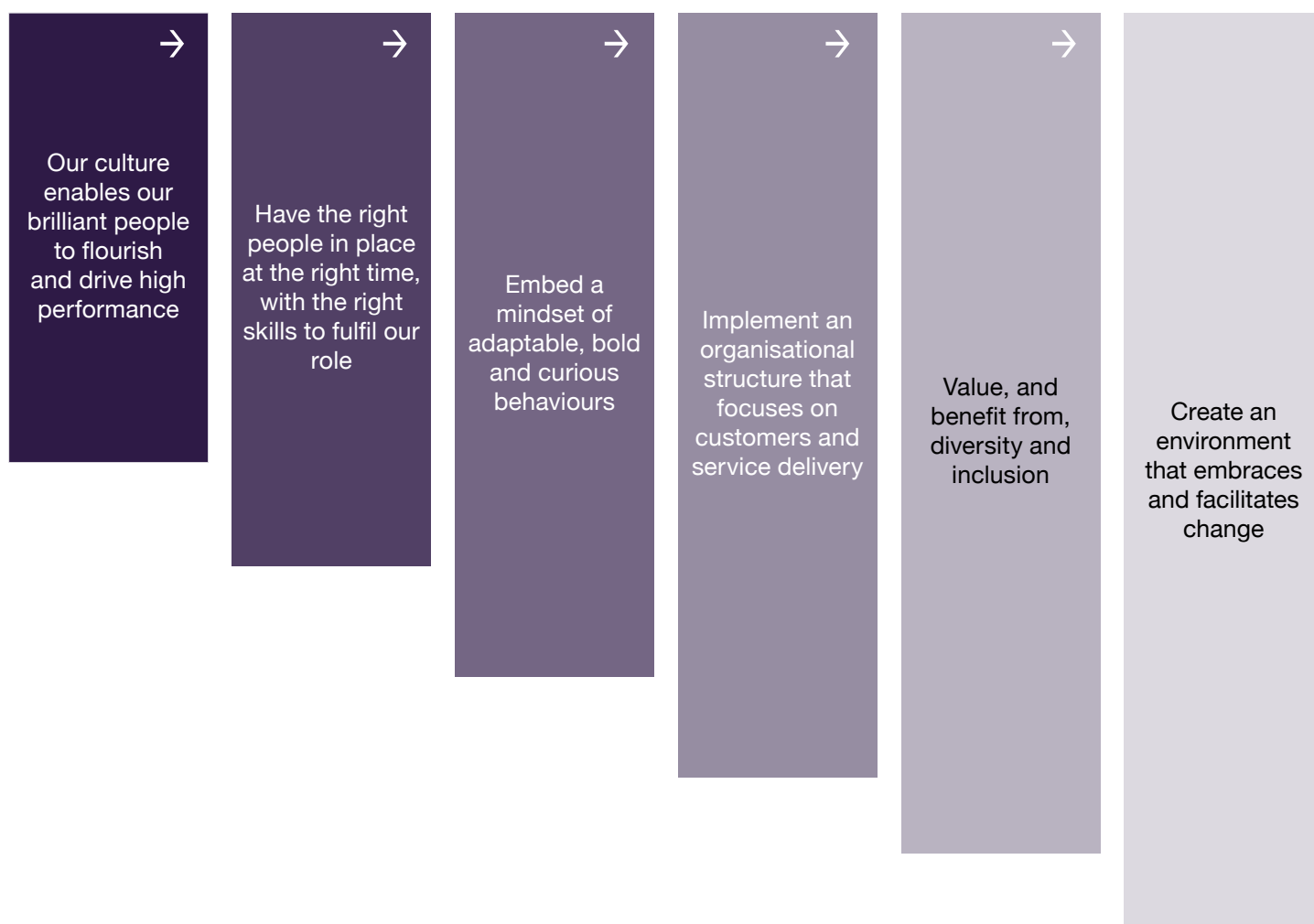


Approach – How do we get there?

Companies House's Corporate Strategy sets out the strategic goals and objectives for the organisation. It is implicit that all the activities we undertake across Companies House should contribute to delivery of one or more of the goals or objectives to successfully deliver our Corporate Strategy.

It is therefore important that we acknowledge that these goals will guide our work and we will align our activities and how we will deliver them to the appropriate corporate goal or objective.

In the diagram below it shows the core strategic goal and objectives that the E,D&I Strategy delivers against, although it is acknowledged that it will contribute to other goals in some part.



The E,D&I Strategy Strategic Objectives set out the principles and outcomes of our work and articulates how we will achieve them. In doing so we will successfully deliver the Strategy Vision for Equality, Diversity & Inclusion.

Strategic Goal	Strategic Objective	How
Our culture enables our brilliant people to flourish and drives high performance	have the right people in place at the right time, with the right skills to fulfil our role	Recruiting and Attracting the Best Diverse Talent <ul style="list-style-type: none"> • Use data analytics to support people with protected characteristics (in accordance with the Equality Act 2010) to understand our application process and support our ambition to become a more diverse organisation. • Develop an ethos of a connected Companies House across all our offices. • Identify where under-represented groups need support, identify barriers and provide clarity of our recruitment process. • Develop a rounded view of recruitment applying a 360 approach to ensure our processes are accessible to all. • Further our outreach work and take positive action within the communities we serve. • Work with community groups, schools and colleges to demystify our recruitment process and promote the civil service as an employer of choice. • Continue our external communications of our inclusive employer brand where people can bring their whole brilliant self to work. • Advertise our roles at all levels across inclusive jobs boards in order to reach an audience that includes our under-represented groups. • Robust recruitment training to support hiring managers in their unique position in recruiting diverse talent.
	embed a mindset of adaptable, bold and curious behaviours	
	implement an organisational structure that focuses on customers and service delivery	
	value, and benefit from, diversity and inclusion	
	create an environment that embraces and facilitates change	

Strategic Goal	Strategic Objective	How
Our culture enables our brilliant people to flourish and drives high performance	have the right people in place at the right time, with the right skills to fulfil our role	<p>Support, Develop, Reward and Retain</p> <ul style="list-style-type: none"> • Introduce reverse mentoring across the organisation, allowing our senior leaders to gain new perspectives and broaden their understanding of the challenges faced by staff across the organisation. • Utilise cross-government initiatives and develop Companies House programmes that provide opportunities and access to the Civil Service. • Support personal development which champions progression and career opportunities for all staff. • Our people led networks will see a more intersectional focussed approach with goals and outcomes developed and owned by all. Setting tangible goals will be key in addressing inequalities that will impact on rewards for staff, particularly those with protected characteristics. • Provide training at induction that highlights the commitment of E,D&I as an integral part of our culture. • Take a zero-tolerance approach to bullying and harassment creating an environment that is safe to challenge poor behaviours. • Provide internal training for our people to understand the diverse communities and our external customers that we serve. • Measure retention data aligned to protected characteristics to identify trends and implement appropriate actions.
	embed a mindset of adaptable, bold and curious behaviours	
	implement an organisational structure that focuses on customers and service delivery	
	value, and benefit from, diversity and inclusion	
	create an environment that embraces and facilitates change	

Strategic Goal	Strategic Objective	How
Our culture enables our brilliant people to flourish and drives high performance	have the right people in place at the right time, with the right skills to fulfil our role	<p>The Work that We Do</p> <ul style="list-style-type: none"> • Deliver against the calls to action of the Race at Work Charter ensuring that our current, and future ethnic minority colleagues are represented at all levels. • Benchmark against other organisations driving better performance to avoid complacency. • Gain external accreditations to allow credibility in the external market and demonstrate our commitment to driving E,D&I within CH. • Build on the success of gathering the declaration data of our colleagues, so we have a true reflection of the make-up of our people. • Inclusive people policies that are fit for purpose, people led, and people focused. • Continue to adhere to the Public Sector Equality Duty (Equality Act 2010), including completion of Equality Impact Assessments (EQIA). • Work with internal business partners to ensure an E,D&I Lens becomes an active part of decision making in Companies House. • Engagement with cross government networks and key external partners to share and learn best practice. • Ensuring that we incorporate E,D&I in everything that we do, and develop internal processes that meet statutory requirements under equality legislation, ensuring we deliver brilliant services that incorporate the needs of our customers. • Develop governance across Companies House to support and evaluate the delivery of our strategy and report E,D&I activity to our corporate boards.
	embed a mindset of adaptable, bold and curious behaviours	
	implement an organisational structure that focuses on customers and service delivery	
	value, and benefit from, diversity and inclusion	
	create an environment that embraces and facilitates change	

Measures

To ensure we can evidence how the activities we are taking will deliver against the E,D&I Strategy and more broadly the Companies House Strategy, we have created a set of clearly defined measurements. These measurements have been devised and agreed in partnership with the Analysis & Corporate Insight Team and will be monitored and evaluated throughout the life cycle of the strategy.

Whilst we will not deliver these measures in isolation, we will make a significant contribution towards successfully achieving the following measures.

Our culture enables our brilliant people to flourish and drives high performance:

- Recognition and Reward Through Accreditation and Nominations, Shortlistings and Attainment of Awards — Culture (Diversity, disability etc.).
- Increase evidence of boldness — challenging the status quo, balanced risk taking.
- Increase to **75%** where General Public sees Companies House as a good place to work.
- Increased diversity levels of the organisation.
- **10%** increase in applications from Under-represented Groups (encompassing Disability, Ethnicity & Sexual Orientation)
- **10%** increase in appointments from Under-represented Groups (encompassing Disability, Ethnicity & Sexual Orientation)
- Increased diversity and conversion levels.

We will continue to monitor the progress made in relation to the actions identified, and where change is required, ensure that we amend actions which will ensure that we continue to be an employer of choice as well as an organisation which can clearly evidence how,

‘Inclusion is the golden thread that runs through all Companies House activity. We strive to build an inclusive, positive culture where everyone can bring their whole selves to work.’

Annex

1. Companies House E,D&I Definitions.

Equality	Is not about treating everyone the same; it is about ensuring that access to opportunities is available to all by taking account of people's differing needs and capabilities.
Equity	If equality is the goal, equity is how we achieve it via fair and impartial processes, behaviours, and culture.
Diversity	Creating an inclusive environment where all of us can belong, can bring our whole self to work and can flourish. Empowering colleagues by respecting, appreciating, and celebrating what makes them different, in all that we do, including recruitment, performance management, reward and recognition. This could be in relation to race, ethnicity, gender, sexual orientation, socio economic status, age, physical abilities, religious beliefs/ no beliefs, caring status, other ideologies/characteristics.
Inclusion	A personal responsibility to include others by creating and fostering a sense of belonging. Recognising that our attitudes shape our behaviour and so striving to create inclusive cultures ensuring people feel respected and valued for who they are as an individual or group.

*The statutory requirements of the Equality Act 2010 have been considered in the finalisation of these definitions.

2. Central Government Declaration on Government Reform, Cabinet and Permanent Secretaries collective vision for reform:

A) People	Ensuring that the right people are working in the right places with the right incentives
B) Performance	Modernising the operation of government, being clear-eyed about our priorities, and objective in our evaluation of what is and is not working;
C) Partnership	Strengthening the bond between Ministers and officials, always operating as one team from policy through to delivery, and between central government and institutions outside it.



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