

# ONR Diversity & Inclusion Action Plan 2022/2025



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# Introduction

## Strategic Theme 3: Creating a culture of inclusion and excellence

This action plan is designed to run from April 2022 to March 2025. It extends beyond our statutory obligations under the Equality Act 2010 to ensure that all staff feel included, and it has six key areas of focus:

- 1 Create an inclusive culture where disabled staff feel valued and supported
- 2 Provide a supportive workplace that focuses on developing people to succeed and thrive
- 3 Increase the representation of Black, Asian and Minority Ethnic Staff in ONR
- 4 Create an inclusive culture based on respect where all staff feel safe and valued
- 5 Eliminate racism (intentional and unintentional) in the workplace through education
- 6 Develop our knowledge and insight into leading Equality, Diversity & Inclusion practice through greater collaboration with other regulators

As the ONR Diversity & Inclusion Group (DIG), we want to role model an inclusive environment, where every employee feels able to bring their whole self to work.

For the benefits of diversity to be felt, we must create an environment where differences of thought and outlook are not only respected but expected. We want everyone to be valued for the distinct perspective that they bring, and able to go as far as their talents will take them – irrespective of their sex, gender identity, ethnicity, sexual orientation, disability, faith, age, or socioeconomic background.

Our Diversity & Inclusion Action Plan will be delivered in alignment with the People Strategy 2025 and the Corporate Plan. It will be delivered through activities that support two main aims for 2022-2025:

- 1 Continue to increase the representation of currently under-represented groups at all levels across ONR
- 2 Focus on inclusion to build our culture and our reputation as a workplace that attracts, develops retains and fully engages all the diverse talent across ONR.

The action plan is complemented by several activities and events that contribute and support its delivery.

## Responsibilities

The Diversity & Inclusion Group (DIG) is responsible for delivering the action plan and reporting progress, risks, and issues to the Senior Leadership Team through the HR Director, who is chair of DIG. DIG is comprised of a cross section of staff, including a senior

D&I Champion, responsible for supporting the HR Director in setting the strategic direction of Diversity & Inclusion (D&I) across ONR and contributing to the delivery of the D&I action plan. Routine D&I matters are dealt with by HR with regular updates of trends to DIG.

The action plan is supplemented by annual activities and sub-actions that contribute to delivery of the forward action plan.

## Monitoring and Review

DIG will monitor progress against the action plan and report to SLT and ONR Board as required and at least annually and communicate regularly to staff on progress through our communications plan to ensure that we deliver on our commitments.

## Objective 1: Create an inclusive culture where disabled staff feel valued and supported

Achieve by	How	Action	Success Measurement & Outcome
31 December 22	<ul style="list-style-type: none"> <li>• Achieve revalidation of Disability Confident Leader (Level 3).</li> <li>• Develop guidance on how to publish accessible documents to meet the needs of all users under the accessibility regulations 2018.</li> <li>• Delivery of a set of profiles highlighting common barriers users face when accessing digital services and tips for designing services everyone can use.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide sufficient evidence to support independent revalidation of Disability Confident Leader status.</li> <li>• Through an effective and sustained communications campaign, we will raise awareness of how to produce accessible services and documents to meet the needs of all users under the accessibility regulations and to prevent feelings of exclusion and discomfort in the workplace.</li> <li>• Support and contribute to the wider organisational accessibility action plan led by the Corporate Governance Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Disability Confident Leader (Level 3) status retained.</li> <li>• Staff/Pulse survey results demonstrate that employees with disabilities and or impairments feel more empowered and supported and are able to be open about their disability and or impairment.</li> <li>• Staff/Pulse survey results show an increase in disabled staff and those with impairments feeling valued and not feeling excluded.</li> </ul>

## Objective 2: Provide a supportive workplace that focuses on developing people to succeed and thrive

Achieve by	How	Action	Success Measurement & Outcome
30 September 22	<ul style="list-style-type: none"> <li>Roll out a Reverse Mentoring for Inclusivity programme to provide opportunities for individuals from under-represented groups to work as equal partners with senior leaders from across ONR; building greater understanding and insight to help shape and create a more equitable and inclusive organisation.</li> <li>Raise awareness of the importance of Equality Impact Assessments (EIA) to ensure that those from under-represented groups are not unfairly impacted by the introduction of a new policy or area of work.</li> </ul>	<ul style="list-style-type: none"> <li>Seek up to ten Band 1 volunteers and roll out a Reverse Mentoring programme drawing on feedback and best practice from the pilot.</li> <li>Provide Personal Impact &amp; Effectiveness training to participants to provide them with the skills to build strong working reverse mentoring relationships and influence.</li> <li>Review the programme after six months and if successful will roll out the programme further to increase the number of reverse mentoring relationships across ONR.</li> <li>Introduce guidance and template to ensure that all staff are aware of the need to complete an EIA before the introduction of a new policy or area of work.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct focus groups with participants to assess the effectiveness of the programme; and to establish if participants have valued the opportunity to come together to share their experiences and develop a greater understanding of inclusion.</li> <li>Staff can see a demonstrable change in culture and are able to advise what further change is needed through Pulse/ Staff Surveys.</li> <li>EIA is regarded as a risk management tool and all staff take into consideration the impact of change and seek mitigation with appropriate options and solutions.</li> </ul>

### Objective 3: Increase the representation of Black, Asian and Minority Ethnic Staff in ONR

Achieve by	How	Action	Success Measurement & Outcome
31 March 24	<ul style="list-style-type: none"> <li>We will align all HR strategies, policies, and practices to our organisational values, and ensure they are not discriminatory and are inclusive to all staff and applicants.</li> </ul>	<ul style="list-style-type: none"> <li>We will contribute to a review of all our employee life cycle processes including recruitment and promotion led by People Services and of performance management led by Organisational Development to ensure we remove any potential bias and particularly where this may disadvantage Black, Asian, and Minority Ethnic staff or applicants.</li> <li>Create a genuine climate of inclusion, which supports ONR being an "employer of choice" and makes potential employees feel their social identities are valued and celebrated as a source of insight and skill.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity target of 10% introduced in 2022/23 for the increased representation of Black, Asian &amp; Minority Ethnic staff by 2030.</li> <li>Recruitment data shows an increase in the attraction and retention of talented people from diverse ethnic backgrounds.</li> </ul>



## Objective 4: Create an inclusive culture based on respect where all staff feel safe and valued

Achieve by	How	Action	Success Measurement & Outcomes
31 March 24	<ul style="list-style-type: none"> <li>We will embed expectations about the kind of inclusive workplace we want to achieve as we move towards a blended approach to working.</li> <li>We will highlight the importance of neurodiversity and that bringing together people with different perspectives, backgrounds and experiences makes for more innovative and creative organisations and better decision making.</li> <li>We will advocate for underrepresented staff through reverse mentoring and by encouraging inclusion through workplace allies and educating all staff on the importance of allyship.</li> <li>We will develop a toolkit to support staff to intervene and signal to the person responsible that their actions/ and or</li> </ul>	<ul style="list-style-type: none"> <li>We will build an inclusive culture by promoting the D&amp;I and Wellbeing calendar through both virtual/in person events and awareness raising, to demonstrate neurodivergence in views and backgrounds of ONR employees; and allowing all the opportunity to participate wherever their location.</li> <li>All staff to attend at least one Diversity &amp; Inclusion event per year - sponsored by a member of the Senior Leadership Team.</li> <li>We will introduce 'Being a Good Ally' training supported by a toolkit to highlight how racism, bullying, sexual harassment and other inappropriate behaviours contribute to a toxic culture and how creating a culture of allyship can help to eradicate such behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve reaccreditation to the National Equality Standard</li> <li>Increased participation in diversity events and staff survey feedback demonstrating that staff feel more included.</li> <li>80% of staff build a greater awareness of diversity and inclusion by attending at least one diversity event per year and can role model inclusive language and actions for others - measured through Academy metrics.</li> <li>Staff are recognised and rewarded for demonstrating inclusive behaviours and good allyship - measured through Edenred metrics.</li> <li>Focus groups with staff show a greater awareness and understanding of the</li> </ul>

	<p>behaviours are not inclusive and are unacceptable.</p> <ul style="list-style-type: none"> <li>• Commitment of senior leaders to role modelling visible leadership.</li> </ul>		<p>importance of inclusive language and behaviour.</p> <ul style="list-style-type: none"> <li>• Staff survey/pulse surveys demonstrate an organisational culture where everyone knows how to speak up when problems arise, and staff are sensitive to understanding how the impact of inappropriate behaviours can be detrimental – leading to stress, anxiety, and mental health problems.</li> <li>• Staff survey/pulse surveys and reverse mentoring feedback shows that senior leaders are authentic and committed to inclusion through their actions, how they speak and how staff feel that their difference is valued.</li> </ul>
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## Objective 5: Eliminate racism (intentional and unintentional) in the workplace through education

Achieve by	How	Action	Success Measurement & Outcomes
31 March 25	<ul style="list-style-type: none"> <li>Through education and reinforcement of the kind of behaviours that we expect, and we want to see everyone play a part in role modelling.</li> <li>Prevent unconscious racial biases from negatively stereotyping and impacting organisational decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the Race Toolkit through our coaching culture and ensuring that all staff feel comfortable to have discussions around race.</li> <li>Encouraging staff to share their 'lived experience' and to participate in the reverse mentoring programme.</li> <li>Consistent messaging to ensure that all staff are clear that racism is not acceptable and will not be tolerated.</li> </ul>	<ul style="list-style-type: none"> <li>Staff/Pulse surveys demonstrate an organisational culture where everyone feels comfortable to have conversations around race and staff are sensitive to understanding the impact of racism.</li> <li>ONR is regarded as an employer of choice and can recruit more diverse talent from minority ethnic groups.</li> </ul>

**Objective 6:** Develop our knowledge and insight into leading Equality, Diversity & Inclusion practice through greater collaboration with others throughout the energy sector and other regulators

<b>Achieve by</b>	<b>How</b>	<b>Action</b>	<b>Success Measurement &amp; Outcomes</b>
31 March 25	<ul style="list-style-type: none"> <li>We will develop our knowledge and insight into diversity &amp; inclusion practices through greater collaboration with networks and others across the energy sector and with other regulators to ensure that diversity &amp; inclusion is embedded within our regulatory decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Share best Diversity &amp; Inclusion practice and experience through existing contacts and networks across the energy sector including ONR's Gender Equality Network (GEN), other regulators and collaborative working with Prospect.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity targets for increased representation for Disability increased from 9% to 12% and LGBT+ from 2% to 5%.</li> <li>Staff/Pulse surveys demonstrate an organisational culture where everyone feels valued and included (able to bring their whole selves to work).</li> </ul>