

# halo **FREDIE Strategy**



**Fairness**

for all is a reality



**Respect**

for all is the norm



**Equality**

of opportunity for all  
is embedded



**Diverse**

employees feel that  
they belong



**Inclusion**

is widely understood, where all  
colleagues are committed to inclusive  
behaviours and where leaders  
connect the link between an inclusive  
culture and business performance



**Engaged**

where there is a positive emotional  
attachment between colleagues, their  
work, managers and leaders – where  
everyone lives and breathes the values  
and goals of the organisation

## halo **COMMITMENTS to FREDIE**

- Halo is effective in advancing FREDIE
- Halo culture makes people of any background feel **safe, valued and included**
- FREDIE is core to Halo's **strategy/business plan**
- **Good mental health and wellbeing** are regarded as important in Halo
- **Effective operational and management** of FREDIE
- Halo demonstrates **fair recruitment practices** which seek to address under representation
- **Retention, reward and progression** processes are fair
- **Performance management systems** are designed to improve inclusion, engagement and productivity
- Halo has **fair and inclusive procurement** practices
- Halo has effective FREDIE **communications**

CHIEF EXECUTIVE

CHAIRMAN OF THE BOARD

[www.haloleisure.org.uk](http://www.haloleisure.org.uk)

Halo works with partners to target groups and **break down barriers** to activity and participation.

Halo culture makes people of any background **feel safe, valued and included**.

Halo takes positive steps to increase **representation and participation** from under represented groups.

### **FREDIE - Halo in 2023**

- Achieved IID conditional award 6 months ahead of schedule.
- Completed pre employment, workforce and customer diversity profiling exercises.
- Identified 5 clear strategic priorities for 2024 for delivery as a result of the data compared with local population profiles.
- Updated and created 8 policies as a result of the assessment.
- 201 people trained in FREDIE the basics and 47 people trained in unconscious bias training.
- 91% of respondents to the Autumn 2023 IID survey confirmed that they are aware of FREDIE and the FREDIE principles.

### **FREDIE - Halo in 2024**

- Increase attendance and reach of pre and post natal classes.
- Employ at least 10 people over the age of 25 in front line/management roles.
- Employ at least 2 people with disabilities in the Bridgend region.
- Recruit a workforce which more closely represents the diversity of the community in Gloucester.
- Retain IID, working towards IID gold.