

# 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 2022**

#### Things to work on .....

- Improving communication strategies and awareness of FREDIE including the benefits to the business of an inclusive approach
- Take actions to become more inclusive and diverse in our internal and external service offer, to improve representation from under represented groups and a particular focus on people with disabilities
- Training and development - offer additional support relating to unconscious bias/good mental health/ neuro equality/transgender issues  
Inclusion/review of FREDIE in key procurement arrangements
- Undertake actions to become a more inclusive employer through refreshed recruitment and selection practices and monitoring

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

- liD award, Top 100 status
- 95% of employees understand protected characteristics
- 80% of customers confirm they know how important diversity is to Halo and we are working hard to make people from different backgrounds feel included
- 95% of employees have received diversity and mental health training in last 12 months
- 80% of employees agree that team discussions include the benefits of diversity
- 90% of partners agree they have a contract or code of conduct which includes commitment to FREDIE and review processes include approaches to FREDIE