

Diversity, Equity and Inclusion (DEI) strategy

Executing our business vision by cultivating a culture of diversity, equity and inclusion to generate superior performance

2024


Gresham House
Specialist investment

Diversity, Equity and Inclusion strategy

Vision

Diversity, Equity and Inclusion (DEI) are vital to creating and maintaining a successful workplace.

Gresham House will seek to build and maintain a diverse and inclusive team and work environment, to attract and retain the best individuals and to target achieving their full potential through the development and integration of inclusive and equitable practices within all relevant aspects of our work.

This will aim to facilitate the execution of our business mission: to deliver strong, consistent financial performance in alternative investments and to influence and support our clients and shareholders on their long-term objectives.

Definitions



Diversity

Multiple identities represented in an organisation

Diversity recognises, values and takes account of people's different backgrounds, knowledge, skills, and experiences, and encourages using those differences to create a productive and successful workforce.



Equity

Opportunity and fairness

Equity refers to fairness and recognising that we do not all start from the same place and aims to acknowledge and make adjustments to imbalances.



Inclusion

Perspectives of all people matter

Inclusion is working to meet the needs of different people and to create environments where everyone feels valued, respected and able to realise their full potential to generate a productive, effective and successful organisation.

Purpose

The purpose of our DEI strategy is to set out the internal behaviours and actions that should be implemented to improve diversity, equity and inclusion across the company in order to support our corporate objectives.

The DEI strategy is an integral part of the business strategy and beyond and establishes a range of objectives we want to achieve to deliver our vision.

This will help us achieve our vision of effecting a sustainable cultural ambition across the whole organisation. It provides a shared direction and commitment for Gresham House so we can work together to recruit, retain, respect and value a successful workforce as well as supply chain, clients and shareholders, and build an inclusive workplace.

The DEI strategy comprises a set of goals and identifies the priorities and actions we all have a responsibility to take. It outlines the key roles and responsibilities and how we will track progress and measure success and supports our already established DEI policy.

Our DEI strategy will support us to build a successful corporation which includes a diverse, inclusive and equitable workplace to empower employees to reach their potential.

There can be many business benefits for DEI which are well documented¹

- Improving decision-making and management of risk by basing decisions on a broader range of knowledge and experience and avoiding "group think"
- Increased employee satisfaction and retention
- Increased attraction for new talent and brand value
- Increased ability to innovate and compete using diversity of thought
- Client demand and shareholder expectations
- Better internal representation of clients, shareholders and supply chains

1. Ely, R.J., & Thomas, D.A. (2020, November) Getting Serious About Diversity Enough Already with the Business Case. Harvard Business Review

Goals

The purpose of DEI and belonging within a company is to incorporate the different elements that allow people to bring their whole selves to work and acknowledge their differences.

Creating the following DEI goals focuses us on the areas we need to work to improve:

- Recognise where and why a lack of diversity may exist and be able to identify the reasons
- Ensure senior management set the tone and are advocates for diversity to flourish in the workplace
- A truly meritocratic company where employees are employed and rewarded based on performance
- Attract, retain and develop a high performing diverse workforce
- Foster openness and diversity of thought throughout the business to get the best potential results for clients and development for employees
- Create a culture where all staff have the confidence to be their authentic self at work
- Ensure suitable recognition, including remuneration, is carefully evaluated and awarded across the company
- Prioritise supply chain partners that share our D&I vision
- Influence and support our clients and shareholders on their long-term objectives



Objectives

The DEI objectives define the implementation steps to attain the above identified goals.

Unlike goals, objectives are specific and measurable. They outline the “who, what, when, where, and how” of reaching the goals.

The framework below sets out the overarching strategic objectives for each focus area

Focus area 1	Talent acquisition
Objective	Ensure talent acquisition practices consistently provide equal opportunity and integrate DEI concepts into talent acquisition.
Focus area 2	Recruitment and selection
Objective	Recruit, hire, and develop a high-performing workforce.
Focus area 3	Career development
Objective	Ensure every employee is provided the opportunity to develop and excel in their career and recognise and reward high performers.
Focus area 4	Training
Objective	Ensure that managers at all levels promote the vision and business case for DEI, by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace.
Focus area 5	Recognition
Objective	Foster a work environment without barriers to opportunity, where all employees feel welcomed, valued, respected, and engaged, and can effectively participate and bring their unique talents, skills, and perspectives.
Focus area 6	Culture
Objective	Increase employees' sense of inclusion and belonging and ensure our culture sets expectations for how people behave, work together, and how we function as a team.



Evaluation methodology

The effectiveness and achievement of our goals for DEI will be reviewed and reported on quarterly. The report will be provided periodically to the Group Management Committee and - after their review and approval - to the Gresham House Board.

The review will focus on the implementation of the objectives and actions and the progress made. It will also identify any adjustments required to improve effectiveness.

The evaluation will include:

- A qualitative assessment of progress or achievement of the actions considering overall Gresham House targets
- A quantitative assessment of the impact of the strategy on employee perceptions and experience of the culture of the organisation through staff survey(s)
- Impact on recruitment, retention, promotion through data analysis & employee feedback
- Client satisfaction surveys

The outcome of the evaluation and review will guide the development of further action plans.

Our commitment to review the DEI strategy and policy on a bi-annual basis is key as Gresham House evolves and develops.

Transparency will be an essential part of the success of our DEI objectives, and we will be honest and authentic both in our successes, obstacles faced and shortcomings, and the reasoning behind the outcomes.

Communication plan

The communication plan will focus on:

Differences (diversity), providing equal access (equity) and fostering a sense of value and empowerment in employees (inclusion).

Audience	Elements	Comms channel
Employees	Diversity & inclusion strategy and committee, awards/ recognition, initiatives, training, volunteering, success stories, key data on diversity progress, key days of significance, policies, CEO testimonial.	<ul style="list-style-type: none"> ▪ Intranet ▪ Direct emails ▪ Newsletters ▪ Group meetings, team meetings ▪ Training
Potential candidates	Diversity & inclusion strategy and committee, awards/ recognition, policies, CEO testimonial.	<ul style="list-style-type: none"> ▪ LinkedIn ▪ Website ▪ Recruiters ▪ External publications
Investors, Shareholders	Diversity & inclusion strategy and committee, awards/ recognition, data on diversity progress, CEO testimonial.	<ul style="list-style-type: none"> ▪ LinkedIn ▪ Website ▪ External publications
Suppliers, Recruiters, and Investee Companies	Diversity & inclusion strategy and committee, awards/ recognition, policies, CEO testimonial, prioritise supply chain partners which share our D&I vision.	<ul style="list-style-type: none"> ▪ LinkedIn ▪ Website ▪ Monitoring and reporting ▪ Supplier questionnaires / pitch requests ▪ External publications



Conclusion

DEI is a principle that recognises the value of diverse voices and secures inclusivity and employee wellbeing as central aspects of success.

Gresham House commits to implementing programs and initiatives that actively make our working environment more diverse, equitable and inclusive, in order to support the corporate goals and objectives.

Whilst asking our clients, shareholders and suppliers to improve their DEI practices, we must ensure that Gresham House can set realistic examples and illustrate how to raise the bar in DEI and ensure a holistic approach across all our actions, policies, processes and practices.

Our commitment to DEI and making a positive change, can only come about through determined, meaningful and authentic action alongside the achievement of our corporate and sustainability ambitions.