

EXPLORE LEARNING DIVERSITY & INCLUSION MANIFESTO 2022 | 23

Our goals and aims for the future



At Explore Learning we dream bigger.

We are committed to creating an environment where each individual feels that they belong and are accepted. Where every person, member and employee, can bring their whole self into our learning space and be at their best. We know this work is never complete. We are in it for the long term and promise to make lasting and meaningful change.

Our commitments

- ✓ Make our centres as accessible & welcoming as possible
- ✓ Work to promote more staff with diverse backgrounds into leadership positions
- ✓ Nationally & locally recognise key cultural celebrations
- ✓ Seek feedback & build upon our D&I resources for staff
- ✓ Launch and embed the Hidden Disabilities Sunflower Lanyard scheme
- ✓ Leadership will consider suggestions made by our network groups
- ✓ Continually improve our educational content so it is inclusive for all
- ✓ Improve our collection of diversity data to help shape future actions
- ✓ Review our manifesto of commitments on an annual basis



Message from Bill Mills, Founder & CEO

Explore Learning has been a diverse company since its foundation in 2001. Our centres serve a wide range of demographics, welcoming members and tutors from all the communities we serve. It has been a key strength of ours and a source of vibrancy and energy. However, at senior positions in the company there is less diversity. We need to change this over time by continually nurturing, developing and promoting the full potential of talent across the company.

Similarly, inclusivity is a core objective of ours which ensures all children benefit from our service. With our inclusive practice, the widest breadth of potential employees can join, contribute and grow professionally. We strive to create a welcoming environment where each individual feels part of the Explore family and we are continuing to do more to exceed this goal.

Our 2022 manifesto on diversity and inclusivity establishes our objectives, and practical steps for achieving them. **We're all in it together.** By everyone embracing our core principals, we make a real impact on people's lives, ensuring our strong beginning turns into something really special.



OUR LEARNING SPACES

Make our centres as accessible & welcoming as possible

Where we are now:

- Our physical tuition centres are accessible for all, owing to their location and design.
- Many of our centres have removed gendered labels on our member folder drawers which our members share. However, this is not yet consistent in every centre.
- We train all staff on keeping our physical centres as safe as possible through our compliance training.
- We support members who need a quieter environment to work in, to attend during less busy periods and make it a priority to recommend transparently. The introduction of booked sessions has made this more deliverable.

All our toilets are gender neutral and shared by all. Where we are able to, we can provide appropriate private areas for staff.

What we will do:

- Remove gender references on our members folder drawers. Embed this and the above measures so they are standard across all our 96 UK tuition centres.
- Investigate accessibility measures that can be implemented to make our centres more accessible (e.g. hearing loops & other enabling resources & aids).

PEOPLE

Work to promote more staff with diverse backgrounds into leadership positions

Where we are now:

- Our Senior Leadership Team is 40% female.
- We recruited 56% of our new tutor and manager hires from ethnically diverse backgrounds in 2021, but we know representation is not mirrored at every level of the business.
- Our recruitment practices were reviewed in 2020 to ensure unconscious bias training was undertaken by our centralised team and we improve our data monitoring.
- Our HR policies are designed to ensure equality across the business but we know we want to go further.

What we will do:

- Work on strategies to promote more people with diverse backgrounds into our senior positions.
- By January 2023, review policies to consider a greater level of inclusivity e.g. adoption & fostering, faith and fertility treatment leave.
- Reverse mentoring to build an awareness of different experiences through our Senior Leadership Team.
- Conduct all future interviews with one member of staff who has been specifically trained in recruiting without bias.
- Increase the diversity conversation through more panel discussions, e-learning and introduction of D&I open offices/panel discussions.

FEEDBACK & RESOURCES

Seek feedback & build upon our D&I resources for staff

Where we are now:

- Explore is committed to an open feedback culture and we have a suggestion box permanently available on our intranet. All signed submissions receive a response, and anonymous feedback is also an option.
- We have a Prodeceo training module on Diversity and Inclusion.
- There is a section of The Bubble dedicated to D&I, with a small selection of resources.

What we will do:

- Review The Bubble access permissions of existing D&I resources to ensure everyone can access resources, whilst carrying out continuous improvements.
- Restructure the D&I area on The Bubble to better organise the content, and bring most relevant content to the forefront.
- Survey how useful our people find the Diversity and Inclusion measures & networks.
- All customer-facing staff will pass on feedback from our families that relates to Diversity and Inclusion (via our suggestion box) so that they will be seen by the right people.

CELEBRATING DIVERSITY

Nationally & locally recognise key cultural celebrations

Where we are now:

- Recognition and celebration has happened on a local level.
- Nationally, we have been mindful of celebrating key cultural events or celebrations externally, such as religious festivals and other causes. By not outwardly recognising these cultural celebrations, it meant we were not excluding any groups. However, we recognise the need for change in this area.

What we will do:

- On a company level (e.g. through marketing channels) recognise key cultural events and festivals, where appropriate. We can't commit to doing this for all religious festivals but will commit to always trying our best and listening to suggestions.
- Empower local centre teams to recognise and celebrate religious festivals and events that are prominent in their local area.
- Engage with our staff to explore what they need from us when they are celebrating key religious festivals or events.
- Include in our Policies and Procedures, an anti-harassment policy if a member of staff is discriminated against (based on a characteristic that is part of who they are).

ACCESSIBILITY

Launch and embed the Hidden Disabilities Sunflower Lanyard scheme

Where we are now:

- We have a space for all to be their authentic selves by actively listening and having compassion for each individual.
- We embody relationship building and foster an environment of open communication and acceptance within our interactions.
- We have ownership over many of our digital tools, which we continually improve and update to implement accessible changes within.
- Our provision has been extended from physical centres to include online which has opened up accessibility and overcome barriers within physical environments for both members and staff.

What we will do:

- Launch and embed the Sunflower Lanyard Hidden Disabilities scheme across all centres, so everyone knows the part they play.
- Pilot schemes and improvements in testing for accessibility oversights.
- Continual development of accessibility within all of our digital tools.
- Enhanced communication and accessibility before and throughout recruitment processes, no exclusions for pre-existing conditions.
- All reasonable requests for adaptations will be reviewed on a case by case basis.

LEADERSHIP

Leadership will consider suggestions made by our network groups

Where we are now:

- We are conscious that not all experiences and characteristics are represented in our leadership positions.
- The leadership team receives updates on D&I progress and plans, including key topics from the working group and the networks.

What we will do:

- Listen and consider employee suggestions made through our Network groups, at least twice a year. The outcome of any proposals will always be shared transparently.
- Every central team leader at Explore will assess how inclusive they are as leaders, using recognised frameworks and resources. This will be facilitated by our D&I Lead.
- Hold the D&I Working Group to account for their actions, and in turn will be open to feedback and accountability themselves for meaningfully moving forward our commitments to Diversity & Inclusion at Explore.

EDUCATION

Continually improve our educational content so it is inclusive for all

Where we are now:

- The pastoral support delivered by our tutors facilitates an optimum learning environment whilst our digital learning platform, Compass, assesses a child's educational ability and automatically adjusts to give them the most appropriate educational experience.
- Listened openly to feedback around inclusivity in our content and worked with staff and families to include content that reflects the lived experience of our members.
- Ongoing review of our content for historical accuracy and incorporating a wider variety of cultural references.
- Being inclusive in our creation and selection of images.
- Offering training on 'Teaching Emotive Subjects', 'SEND', 'Being and Inclusive Educator' and 'Neurodiversity'.
- Launched and embedded accessibility features into Compass.

What we will do:

- Understand that content improvement is an ongoing process and that all audiences should be considered when reviewing or creating new resources.
- Use the Diversity and Inclusion manifesto to guide our content creation and further develop our educational ethos.
- Improve the inclusivity of our school and community workshops by September 2023.
- Develop our offering further for members who have English as an Additional Language (EAL).

MEASURE PROGRESS

Improve our collection of diversity data to help shape future actions

Where we are now:

- Our current data collection is lacking. We collect diversity information on new hires and have a voluntary Diversity Information form available to all employees.
- Only 15% of all employees have completed this equality information, which means that measuring our current situation and our progress is limited.

What we will do:

- Make the Diversity Information form compulsory to improve data collection, with at least 70% of our people responding by January 2023.
- Run a staff survey on Belonging and Diversity in 2022 and produce a report with areas in need of change.
- In our 2023 Impact Report, we will aim to include information on how protected characteristics such as gender and ethnicity affect progression and pay.

GOVERNANCE



Review our manifesto of commitments on an annual basis

Where we are now:

- The Diversity and Inclusion group was founded in the summer of 2020, and meet every 6-8 weeks to discuss the progression of our diversity and inclusion goals in the business. The group includes employees in varied roles across the business, and is currently self-governing with updates passed to our leadership team.

Members of the group coordinate employee networks. These currently are: parents & carers, mental health, LGBTQ+, ethnically diverse, neurodiversity, ability & disability. We are always open to suggestions for new groups and staff to join our wider working group.

What we will do:

- The Diversity and Inclusion group together with leadership, will conduct an annual review of the manifesto to make sure it is effective and relevant.
- Continue to ensure the Diversity and Inclusion group accurately represents our employees as a whole, with members from different roles and levels, as well as diverse backgrounds.
- Members of the Diversity and Inclusion group will act as agents of change to embed our manifesto across the business.
- Have a Diversity and Inclusion lead dedicated to championing our causes, while maintaining the organic input of other employees.
- The group will hold the Senior Leadership Team accountable for progressing Diversity and Inclusion, and will in turn be held accountable by the Senior Leadership Team to fulfil our goals.