

**We are Ogi**  
**Ni yw Ogi**



**"We need to make sure we truly represent the rich diversity of the communities we serve."**

"Ogi is one of Wales's fastest-growing companies. Over the last year and more, we have welcomed talent from a wide range of backgrounds to join us on our mission to transform the digital landscape around us.

But to really make a difference we need to make sure we truly represent the rich diversity of the communities we serve.

This is our vision – and plan – for achieving just that; so we can be a stronger, high-performing team and, ultimately, a better business.

It's what I want all of us to think about, to believe in and deliver every day."

**Ben Allwright, CEO**

**Inclusive.  
Diverse.  
Truly equal.**

Ogi is of and for south Wales. We are inclusive and want to ensure that we become as diverse as the community around us. Our Diversity, Equity and Inclusion Strategy is more than just words: it's a practical plan for making Ogi a company that is for everyone.

Making sure Ogi is an equal, diverse and inclusive company is a job for every single member of the Ogi team, every day.

We have a responsibility to become the change we want to see, not just in a workplace, but in the towns and villages we serve too. This work has already started, but we now need to take things to a new level, so that we can become a leader in Wales – and in our sector – now and for the future.

**We want to create an environment where people can simply be themselves.**

**Our Diversity Statement:**

Ogi is one of the fastest-growing companies in Wales. Our greatest strength is our people – we are all unique and that diversity of skills, backgrounds and perspectives is exactly what we need to grow into one of Wales’s leading companies.

We are committed to ensuring our workforce is welcoming and inclusive to all: not only is it important in itself, but we want to make an environment where people can simply be themselves; a workplace where they can thrive, develop, and give the best possible service to all our customers. Valuing diversity and being representative of communities across south Wales is core to our approach, and central to our success.

Here at Ogi, diversity is about having a workforce that is as rich as the world around us; a team across all levels of the business, that is diverse in terms of gender, ethnicity, age, disability, religious beliefs and language.

We are on our way but know that we need to do more, by setting and achieving clear goals for the company to help us get there.

**Benchmarking data at a glance**

We want to build on our strengths to improve Diversity, Equity and Inclusion (DE&I) across our business. As one of the fastest-growing companies in Wales, our aim is to be recognised as a leader and influencer. For us, it’s about playing a proactive role in tackling the serious and complex DE&I matters that surround us, and to share best practices with others.

A necessary first step is to ensure we are meeting industry standards, as well as being representative of Welsh communities, especially in the areas of gender, ethnicity and disability.

We’ll be setting challenging targets and building on our core data set in the future too. But before we do that we need to identify our baseline.

Here’s a summary of how things looked in October 2021, at the 100-people milestone, around a year after our investment in 2020.

We will continually review our performance against relevant targets, updating our ambition as we go.

# At a glance:



End of year 1 headcount (October 2021)

**100**



People who identify as female

**32%**



People identifying as coming from a white background

**84%**



People who identify as having a disability

**7%**



Age range of our people

**21-70**



People who identify as Welsh speakers

**30%**

## Benchmarking data at a glance

### A fast-growing company

As we grow, there's scope for us to work harder to ensure more people know about the opportunities we offer, and that we can provide a space that feels representative of our teams.

There's also scope to broaden the field further and help a more diverse audience actively choose to work with us above our competitors.



A fast-growing company

### Welsh women in tech

Whilst Ogi employs a higher proportion of women than many other telecoms companies, we need to work harder to achieve the 50/50 balance we're striving for. We will also start to review the gender pay gap, taking firm steps to rebalance our approach where necessary.

We are, however, doing well in certain areas: our Executive Management Team has a 50/50 split, for example.

Ogi is committed to being a gender diverse workforce with women leading from the front across many senior positions in our Executive and Senior Management Teams.



Percentage of people who identify as female

### Reaching out proactively to new recruits

By the end of 2021, around 4% of our people identified as having an ethnic minority background (12% didn't declare). This is below the sector average, but fairly representative of Wales in general: yet not where we want to be. With this strategy, we'll proactively reach out when recruiting for new roles and that our communications remain representative of the business and communities we're working in.



Percentage of people who identify as white (4% other background; 12% undeclared).

### An open, accessible place to work

Around 8% of UK IT specialists identify as having a disability, and here at Ogi, that figure was around 7% at the time of benchmarking.

We already have support mechanisms in place for those with disabilities, like our Employee Assistance Program, flexible/hybrid working and engagement with external Occupational Health providers where needed. However, we plan to do more to ensure Ogi puts the needs of people living with a disability at the centre of our strategic thinking: not just as a place to work, but also in terms of the shape of our future products and services.



Percentage of people identifying as living with a disability.

## Benchmarking data at a glance

### Age is but a number

21% of our industry are over 50: here at Ogi our age profile skews young – over 30% of our team were 25-34 when we collated this data, but Ogi also includes staff over 70. We're committed to being an employer that is open to everyone. For us, this means we offer continual opportunities to grow in terms of progression as well as development: based on talent and regardless of age.



Age range of our people

### Iaith Gwaith

Ogi is a Welsh-based company, serving Welsh communities and we are a workplace where speaking Welsh is recognised as a skill, and is encouraged and supported. Being bilingual should mean that we understand the needs of other language groups too – and, with time, we want to be a multilingual company. At Ogi all languages are celebrated.



People who identify as Welsh speakers

Overall, we want to ensure that the company is a great place to work for everyone that wants to join us.

It's also the right strategy in a lot of other ways too: Gender-diverse companies are 15% more likely to outperform their peers, according to a recent study. Ethnically diverse companies are also more likely to outperform the competition.

We want to be a high-performing team, and we believe that being inclusive – regardless of background, religious belief or choice of partner – will drive our culture and success, helping us to deliver better results for communities across south Wales.

## What we've done so far

We've seen massive growth since the start of 2021 right across the business, and one of the things we're focused on is making sure DE&I is about more than just telling people what to say; it isn't just gender, race and disability either. It's about education and embedding the ideas of being truly progressive across every team.

Here at Ogi we want to put inclusivity not just at the core of our People Strategy, but at the very heart of our business.

## What we've done so far

### We have already:

# 1

#### **Rolled out Diversity, Equity and Inclusion training to all employees**

We've only really been around as a new team for just over a year, yet we've already jointly undertaken hundreds of hours of online training. As part of this, all members of Ogi have completed and passed our core Diversity, Equity and Inclusion training programme. Further workshops to embed the company's core values are underway, which include discussions on the company's culture and how we become a truly inclusive and progressive company: for our customers, and each other.

# 2

#### **Refreshed our approach to recruitment to be more inclusive**

Ogi has been recruiting a lot of people, very quickly, continually learning and improving as we go. Over the last few months, we've made our 'Work for Ogi' web page feel more welcoming; we've reviewed the language we use in our job ads to make them feel more inclusive; we're more actively advertising roles in places that attract more diverse candidates; we're ensuring we're targeting a wider cross-section of talent; we've introduced an aim to make sure hiring shortlists are balanced for all roles; plus we're now striving to make our interview panels as diverse as possible.

# 3

#### **Started to highlight and review DE&I data in all EMT meetings**

Transparency is fundamental to success, and we've made sure that senior colleagues are continually aware of our position, by bringing the latest DE&I data to every Executive Management Team meeting and ensuring that action is taken accordingly.

# 4

#### **Created and published our Equal Opportunities Policy**

We published our Equal Opportunities Policy in early 2021, to help inform our recruitment. We're now going further with this plan, to embed our policy goals into practical delivery across our whole business.

# 5

#### **Put in place feedback mechanisms for employees**

To be an equal and inclusive workforce, it's important that people feel that their voices can be heard. At Ogi, we have a culture where anyone can reach out to a colleague at any level at any time – face-to-face, on Teams and via email – and expect a personal and considered response. We also use the Suggestion Ox tool to allow people to ask any question anonymously and always ensure they receive an answer. Our weekly all-employee Huddles provide an opportunity for all of us to share our news – good and bad – with everyone else, in a way that is open to challenge.

### We believe that diversity, equity and inclusion is a journey, not a destination.

The culture of the company ultimately comes down to us as people and how we all interact with each other. We are working with people at different levels across the organisation, engaging with them and discussing how important creating an inclusive culture is: we are looking at everything from our ways of working and behaviours to the systems and processes that sit behind them; from core recruitment practices to people development solutions.

We believe that diversity, equity and inclusion is a journey, not a destination. That's why we're continuously improving and refining our approach. We're taking steps to ensure what we do is sustainable and has the widest-reaching impact across the business as we continue to grow.

# Like everything else here at Ogi, we have big plans!

We know this kind of thing doesn't happen overnight and efforts to meet our targets will need to be tailored across the organisation. We all have a role to play, so let's shift things up a gear.



## Now and into 2023

Here are the things we'd like to focus on, and how we might do so in the years ahead.

### Diversity, Equity and Inclusion Working Group

We'll set-up an Diversity, Equity and Inclusion Working Group including representatives from across the business who are passionate about this subject. This group will champion diversity, equity and inclusion, and work to continually improve Ogi's approach and performance.

### Celebrate diverse holidays as a team

Here at Ogi we believe that cultural events, holidays and movements should be celebrated as a team, internally and externally. We feel it's important to acknowledge and respect the traditions of employees from various backgrounds, and so we will promote awareness of key religious and cultural events and celebrations, such as Eid and Diwali amongst our teams and in the community. All managers will be encouraged to ensure that those who wish to take time off to mark these special religious holidays are actively supported to do so.

### Community, Charity and Volunteering

Community is at the heart of all we do, and that includes lending our support as individuals as well as a business to a wide range of charities. We proactively back charitable organisations in our local build areas and also select a small number of leading Welsh charities to support as a business each year. In 2021/22 our chosen charities are Age Cymru, Blood Bikes and The Wildlife Trust of South and West Wales – each representing important themes for Ogi: inclusion, health and wellbeing, and the environment. By the end of 2022, we'll also introduce a Charity and Volunteering Action Force to encourage employees to give back to their own local communities.

Everyone at Ogi can take two paid days each year to volunteer in the community, and whether it's part of a company-wide initiative or something closer to home, people can choose how to spend their time.

### Inclusion feedback and measuring success

We want to continue to listen to our teams and build on feedback, so we will put in place quarterly surveys about our DE&I initiatives to find out what's working and what isn't.

### Monthly inclusion email

A 'Monthly Managers' Email' sent out to all people managers and provide a regular channel to share inclusion guidance, training, updates, achievements and notable dates.

### Mentoring

Every great company needs mentors. Mentors voice concerns, guide, train and advise, helping people overcome challenges in their working life as well as promoting growth from within.

As part of our commitment to a fully inclusive environment, we will look to pair-up experienced managers across the business with employees in several different areas. This will foster closer connections across the company as well as help to build a positive company culture.

## Next and until the end of 2025

### Women in Leadership

At the time of benchmarking, 32% of our team identified as female. We know that a balanced workplace is not only the right approach but also delivers clear results. Because of this, we're working strategically to ensure we have balance among our senior and leadership teams. Since 2022, our Executive Management Team is split evenly.

With this in mind, we will be looking to launch a Women in Leadership sponsorship programme. We want to build a pipeline for senior roles through our business which will help us drive diversity and increase the number of women in senior roles.

Ogi's Women in Leadership Programme will aim to promote better gender balance in management through strategies such as a 50/50 shortlist for all senior positions and a development programme for women with leadership potential.

To achieve this aim, we'll work with our existing senior female workforce to position ourselves as a thought-leader in this area: a company that wants to push the boundaries to do better.

We'll also partner with, sponsor and support a range of local and UK-wide women in tech events and groups.

### Ogi Academy

In our commitment to the development of the company and our next generation, we will introduce four key areas for people to progress in our industry:

#### Junior apprentice scheme

This will be a chance for us to work with young people to build skills and experience in many areas across the business. This programme will allow 16-18 year olds to learn about our industry through a series of practical internships.

#### Full Ogi Apprenticeship scheme

We will work with the best education establishments in south Wales to offer the opportunity for students to work with us over the summer period or on year-long sandwich placements. This will apply across the business to give future talent a true taste of what it's like to work at Ogi.

#### A force for good

We will play a leading role in supporting more people to transition from military to civilian life; encouraging skilled individuals to take up new tech opportunities and to move into new sectors rooted in south Wales.

#### Women in Tech

Our 'Women in Tech' initiative as part of the Academy, will provide a unique and supportive environment in which women with little or no previous technology experience can learn some of the skills necessary to begin a career in tech.

We will highlight all the fantastic female talent at Ogi as part of our ongoing brand communications work, to make working in tech a realistic and achievable goal for women in communities across south Wales.

We will also look to partner with local training companies who will be able to offer full support and certifications for specific paths within Ogi.

## Next and until the end of 2025

### Welsh language leader

As a Welsh start-up looking to do big things across Wales, we are particularly proud of our Welsh heritage. Around 30% of the Ogi team are fluent Welsh speakers, and many more will have a little bit of Welsh from their school days. We want to increase these numbers by promoting our Welsh club, 'Clwb Clecs', as well as offering the opportunity to take Welsh language courses. The Welsh language is a language for everyone in Wales, and Welsh is a skill that we can all celebrate, share and develop.

Again, Ogi will position ourselves as a company that is here to celebrate the Welsh language; and in doing so, a business that respects all kinds of other language groups too.

### Commitment to LGBTQ+

We will introduce an LGBTQ+ Network that will support and promote dialogue across the business as well as a sense of community among workers. Our network will have a range of community and commercial links and we'll look to commit to relevant events and engage with local organisations and charities.

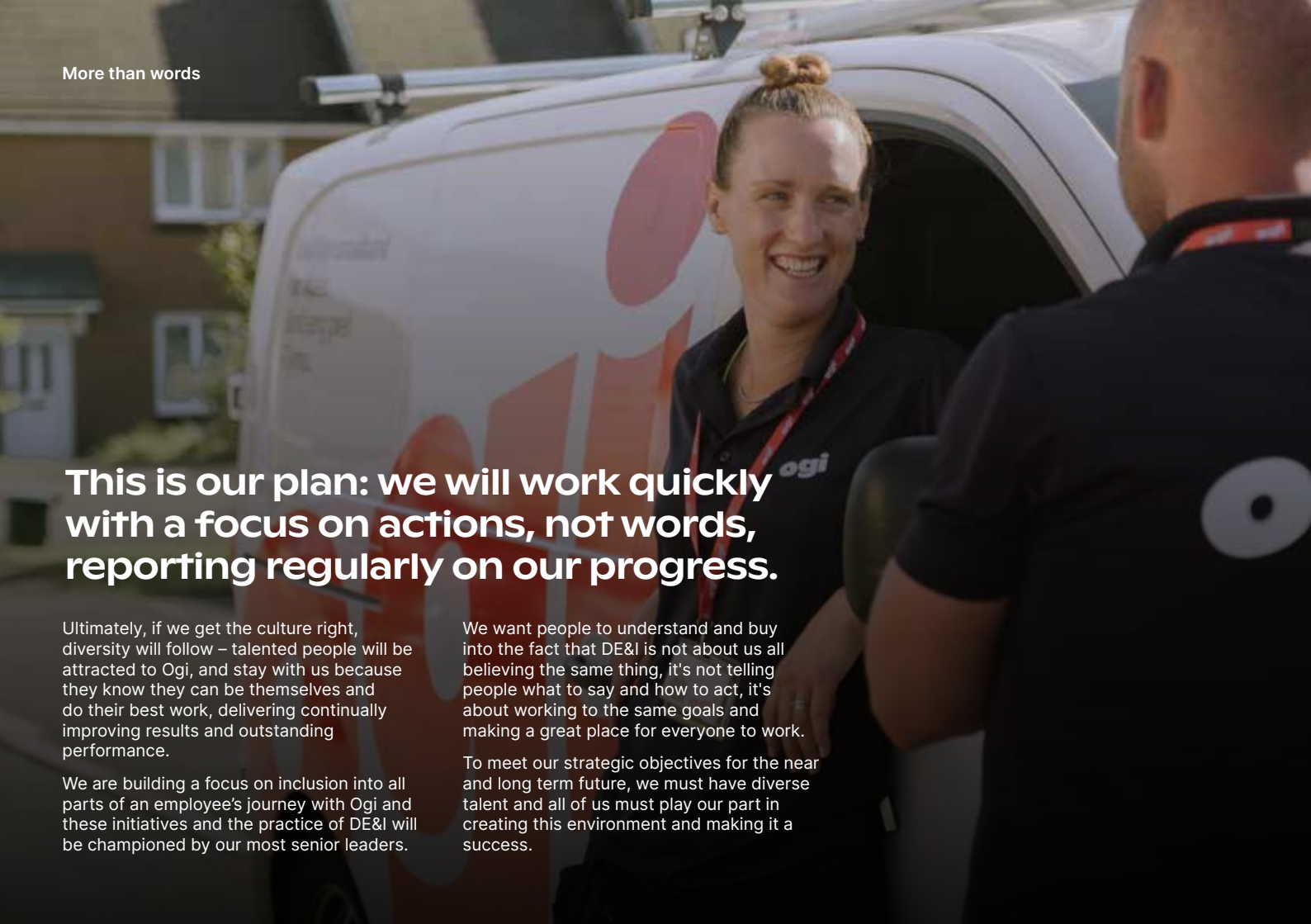
### Leading by example

We will ensure every member of our Executive Management Team and Senior Management Team have a greater understanding of issues faced by ethnic minority communities and is equipped to lead the fight for equity.

Our senior team and people managers will attend Unconscious Bias training, to strive for best practices in our attitude and approach to fair and inclusive recruitment and management.

### Building transparency

We will address the gaps in our data and encourage the self-declaration of identity to help us build a rich profile of our workforce. This will underpin the introduction of an annual ethnicity pay audit, backed by action, and a new ethnicity dashboard will enable us to track progress across the colleague lifecycle and set targets for the Senior Leadership Team.

A woman with her hair in a bun, wearing a dark blue Ogi polo shirt and a red lanyard, is smiling and looking towards a man whose back is to the camera. They are standing next to a white van with a large red Ogi logo on its side. The background shows a residential building.

More than words

**This is our plan: we will work quickly with a focus on actions, not words, reporting regularly on our progress.**

Ultimately, if we get the culture right, diversity will follow – talented people will be attracted to Ogi, and stay with us because they know they can be themselves and do their best work, delivering continually improving results and outstanding performance.

We are building a focus on inclusion into all parts of an employee's journey with Ogi and these initiatives and the practice of DE&I will be championed by our most senior leaders.

We want people to understand and buy into the fact that DE&I is not about us all believing the same thing, it's not telling people what to say and how to act, it's about working to the same goals and making a great place for everyone to work.

To meet our strategic objectives for the near and long term future, we must have diverse talent and all of us must play our part in creating this environment and making it a success.

A shared mission

**Our culture reflects us as individuals and as a team.**

As Ogi continues to grow, we have a responsibility to scale our Diversity, Equity and Inclusion initiatives across the business: and all of us have our part to play in the process.

Our culture reflects us as individuals and as a team; our commitment to change; as well as the way we express ourselves – both in terms of what we do and how we do it. It's about what we do ourselves, and what we encourage in others.

We work hard to attract the best people to join our company and once they are here, we want them to stay. To support this, we commit to ensuring diversity, equity and inclusion is a part of our everyday life and all we do at Ogi. Our focus is on having a community that is a representative workforce across all levels of the business, and where everyone has equal opportunity to succeed, to do their best work, and to build their career with momentum and ambition.

Responsible growth means looking beyond just the demands of our industry and having an inclusive culture that inspires all of us to try new things and speak openly. It will bring us together in ways that help us stand out. An inclusive culture will empower all of us to connect, belong, and grow.



**Let's get  
to work.  
Diolch.**