St Mungo's

Equity, Diversity and Inclusion Strategy

2023-26

St Mungo's
Ending homelessness
Rebuilding lives

Executive summary

This Equity, Diversity and Inclusion (EDI) Strategy has been developed with colleagues, clients and volunteers from across the organisation and sets out how we will achieve our organisational aims around EDI. We're building on strong foundations: our previous EDI Strategy was ambitious and far reaching and you'll see below some of the achievements made over the last three years.

Since our last EDI Strategy, we've had a new Organisational Strategic Plan and, once again, 'inclusive' is set out as one of our core values. The Strategic Plan outlines our priorities around EDI, which have shaped this Strategy and underpin what's most important to us:

> Creating safe spaces, where colleagues, clients and volunteers can be their authentic selves, free from discrimination.

> Attracting diverse talent and supporting people to progress across all levels of the organisation.

> Celebrating diversity and recognising it as a key strength.

Ultimately, we want an environment where colleagues and clients feel comfortable and confident sharing their ideas, questions and concerns. Where people feel included, valued and heard in their teams, services and the wider organisation.

This Strategy comes at a time when a spotlight on EDI is ever present across society, from anti-racism to Trans rights, socio-economic inequality to women's safety – and many other social, economic and environmental issues. People are speaking out and calling for change. These conversations are not happening in silos: people are talking about the overlap of multiple identities and how people can experience discrimination or disadvantage because of the different aspects of who they are (termed 'intersectionality'). This Strategy has been written with this awareness of intersectionality in mind.

We know the importance of inclusive, visible and passionate leaders – leaders who role model behaviour and challenge the status quo. That is why we are committed to having visible leaders who actively promote our values around EDI and help turn them into a reality. This is demonstrated in our Leadership 2025 Principles, which say we will:
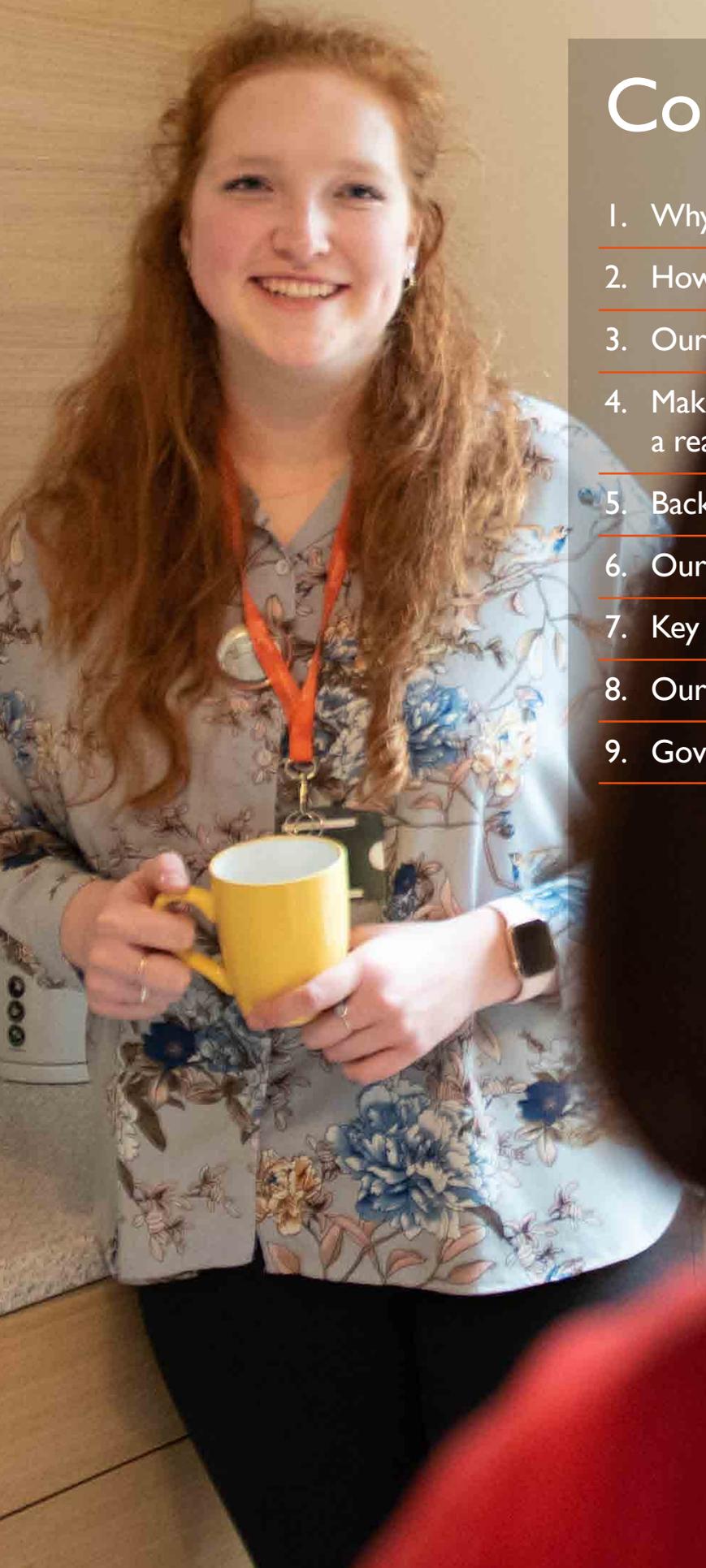
1. Report annually on key diversity statistics.
2. Set aspirational targets for Board and committee recruitment from under-represented groups.
3. Interview more diverse pools of candidates.
4. Develop the leadership pipeline of junior and middle-management colleagues who are people of the Global Majority.
5. Lead by example, with our Chief Executive and board taking a proactive and visible role.

Finally, this Strategy is written in memory of Steve Douglas CBE, our CEO who sadly passed away in 2022. Steve was passionate about inclusion and a driving force behind the EDI priorities set out in our Organisational Strategic Plan. We hope this EDI Strategy builds on and honours his legacy.

Emma Haddad, CEO
Kerry McCafferty, Director of People

Contents

1. Why EDI matters

Evidence shows that an organisation which has a clear commitment to Equity, Diversity and Inclusion helps to:

✓ Increase feelings of safety, belonging and wellbeing

✓ Increase motivation and colleague satisfaction

✓ Increase team performance by 17%
Deloitte research

✓ Increase decision making quality by 20%
Deloitte research

✓ Improve our offer and support for clients

✓ Raise our profile and reputation, in turn helping us to attract and retain diverse talent

Furthermore, St Mungo's is a charity and it's a Charity Governance Code expectation.

2. How we developed this EDI Strategy

The EDI Strategy was informed by:

↘ Consultation with over 100 colleagues, including:
- Colleague Diversity Networks
- D&I Allies
- EDI Steering Group
- Race Action Plan Steering Group
- Client Involvement Steering Group
- Client Services Leadership Team
- Regional manager meetings
- A feedback form was circulated with all colleagues and our Volunteer Advisory Group

↘ A workshop with Outside In, our client representative group.
↘ A review of documents including relevant policies and procedures.
↘ A review of external best practice and expectations.
↘ A data review of the staff survey, client survey, incidents and complaints, Race Action Plan KPIs and the EDI Strategy 2019-22 KPIs.

3. Our vision

We want **St Mungo's to be a place where:**

⭲ Colleagues, clients and volunteers can be their authentic selves, free from discrimination, bullying or harassment.
⭲ Diverse talent want to work and are supported to progress across all levels of the organisation.
⭲ Diversity is celebrated and recognised as a key strength of the organisation.

Our work with clients runs throughout our vision: we want clients to understand, feel and be engaged with our values around EDI. We want clients to feel safe in our services and confident in our processes.

4. Making inclusion in the workplace a reality

When we're thinking about how to make inclusion a reality, there are some key pillars that form the basis of inclusion in the workplace. This Strategy aims to address these core pillars:

✓ **Engage:** How are we engaging people to ensure they have a good understanding and awareness of our vision and values for inclusion and diversity?

✓ **Equip:** How are we equipping colleagues to enable us to design and deliver more effective inclusive policies and processes?

✓ **Empower:** How do we empower by involving colleagues in areas such as networks and team discussions? How do we value the contributions of everyone, including people from under represented groups?

✓ **Embed:** How are we embedding inclusion and diversity to build a positive reputation internally and externally, through things like policies, recruitment and training?

✓ **Evaluate:** How are we evaluating our inclusion and diversity progress?

✓ **Evolve:** How do we learn and draw on best practice to develop creative inclusive interventions?

6. Our EDI journey so far

Progress against our EDI Strategy 2019-22

Set against the aims from our EDI Strategy 2019-22, here's an overview of what we've achieved, along with areas for growth and development:

Aim 1:
All colleagues have an opportunity and are actively encouraged to engage with the Staff Diversity Networks and understand their role and value within St Mungo's

✓ What we've achieved:

✓ Strengthened support for Diversity Networks including a coordinator induction pack and training.

✓ Introduced an annual planning day with Staff Diversity Networks and Senior Sponsors.

✓ Developed an EDI communications plan to ensure we're celebrating at least one diversity date each month.

✓ Established an EDI Engagement Group: a streamlined approach for networks to influence and inform the organisation.

Areas for development:

⬊ Continue to support networks to recruit coordinators and build capacity.

⬊ Continue to work with managers to ensure colleagues have capacity to engage with network activity.

Aim 2:
EDI are effectively and meaningfully embedded in core staff and team processes such as supervisions and team meetings in all services

✓ What we've achieved:

✓ Reviewed and updated EDI training packages for colleagues, with input from the Staff Diversity Networks.

✓ Developed a set of 'Reality of….' resources and facilitated sessions for teams to build knowledge and awareness around EDI.

✓ Developed a service checklist to monitor progress against our EDI expectations.

✓ Published an EDI Toolkit: a practical guide for colleagues in every team to help them upskill in EDI.

Areas for development:

⬊ Ensure conversations about EDI are happening consistently across all teams and services, including in team meetings, appraisals and supervisions.

⬊ Analyse EDI themes in service audit results.

Aim 3:
We have fostered an inclusive workplace culture which actively celebrates diversity, affords everyone dignity at work and that is free from discrimination, bullying and harassment

✔ What we've achieved:

✔ D&I Ally Forums are now online to ensure they are accessible and inclusive for people across services and regions. We've continued to build on the number of Allies.

✔ Reviewed key policies such as Dignity at Work Policy, the EDI Policy and our Trans Inclusion Policies, with input from Staff Diversity Networks.

✔ Developed a Safe Spaces page on MungosNet, bringing together our guidance, tools and policies around creating safe spaces, and produced an Anti-Discrimination Toolkit.

✔ Issued our Client Survey, including questions around feelings of safety and experiences of discrimination.

Areas for development:

↘ Support colleagues to understand and implement our policies and procedures around responding to discrimination from clients.

↘ Continue to work in partnership with clients across all service types to celebrate diversity.

Aim 4:

All staff are well informed and aware of the range of organisational EDI activities that take place and reassured that EDI is taken seriously at all levels within St Mungo's

✓ What we've achieved:

✔ Established our annual Diversity Mentoring Scheme: In My Shoes.

✔ Established an EDI Steering Group, which ensures executive oversight of progress against our EDI Strategy.

✔ Continued to achieve our Stonewall Workplace Equality Index accreditation (receiving their Gold Standard Award).

✔ Developed key success indicators for the EDI Strategy, to monitor progress and inform action planning.

⚙ Areas for development:

↘ Ensure colleagues and clients are aware of our EDI commitments and achievements.

↘ Continue to promote our EDI values and achievements externally.

Race Action Plan

We'll now take a look at progress against the aims set out in our Race Action Plan:

Aim 1:

Improve representation of Global Majority[1] staff within management, in particular within senior leadership (recruitment and progression)

✓ What we've achieved:

✔ Positive action shortlisting[2] for all roles at Service Development Manager and above.

✔ 67% of panels for roles at Coordinator and above included a Global Majority panel member in 2021.

✔ Steps into Management and Mentoring Schemes with a positive action element.

⚙ Areas for development:

↘ Continue to ensure progression routes for Global Majority colleagues, with a particular focus on Head roles.

↘ Continue to review how we attract Global Majority talent.

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[1] "Global Majority" is a collective term for ethnic groups which constitute approximately 85% of the global population.
[2] Taking positive action allows an employer, when faced with two or more candidates of equal merit, to select a candidate from a group that faces a disadvantage or is under-represented in its workforce over a candidate who isn't from that group to achieve diversity in its workforce.

Aim 2:
To create safe spaces[3] for staff and clients to be able to discuss and tackle racism

✓ What we've achieved:

✔ Micro-aggressions[4] workshop for managers delivered across all directorates.

✔ Anti-Racist Network established a peer support Safe Spaces Group.

✔ Developed Anti-Discrimination Toolkit.

✔ Analysed the Staff Survey and Client Survey in relation to race.

⚙ Areas for development:

↘ Embed anti-racist practices in induction, as set out in the **Race Action Plan**.

↘ Recruit Workplace Supporters (WPS) from the Anti-Racist Network and review WPS training around responding to discrimination and harassment.

↘ Continue to develop mechanisms for listening to and understanding Global Majority colleagues' experiences, including groups such as night workers and agency staff.

Aim 3:
Leaders and managers across St Mungo's, starting with the board, executive and leadership team, are aware of their role in addressing racism and demonstrate their commitment through their work across the organisation

✓ What we've achieved:

✔ Delivery and evaluation of our Diversity Mentoring Scheme: In My Shoes.

✔ EDI is now on every People Committee agenda to allow room for discussion.

✔ Leadership commitment to anti-racism has been promoted through channels such as blogs and the Managers' Forum. Our anti-racist statement has also been added to our website.

✔ Published our race pay gap externally and internally.

⚙ Areas for development:

↘ Ensure data is consistently used to drive continuous improvement.

↘ Continue to demonstrate leadership commitment to anti-racism.

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[3] Safe spaces to discuss and challenge racism and other forms of discrimination (as set out on the Safe Spaces page on MungosNet).

[4] The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

7. Key challenges

EDI is a core part of what we do and we know inclusion is fundamental to providing excellent services for our clients and the best environment for colleagues and volunteers. Nonetheless, consultation and a review of data revealed a number of key challenges.

What the data told us:

Client survey 2022:

↘ On the whole, results are consistent across different demographic groups. The results are very similar when looking at the question *"How satisfied are you that St Mungo's acknowledges different cultures, identities, and experiences?"*

↘ **19%** of clients said they feel they have **experienced discrimination**. Breakdown of demographics showed **26%** of Black/Black British and **26%** of Mixed Race clients said they had experienced discrimination compared to **9%** of Asian/Asian British clients and **16%** of white clients. Similarly, **26%** of LGBTQIA+ clients (17% of heterosexual clients), **35%** of non-binary clients (18% of women and 15% of men) and **30%** of Trans clients (15% of Cisgender clients).
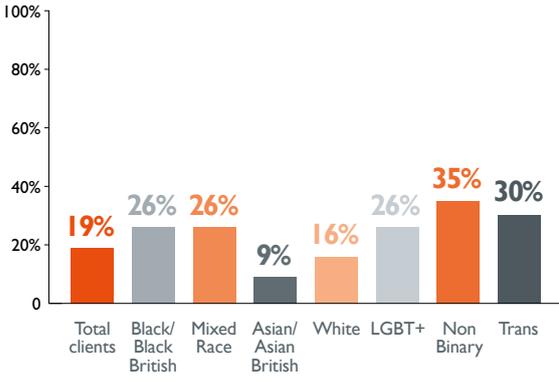
Bar chart: Total clients 19%, Black/Black British 26%, Mixed Race 26%, Asian/Asian British 9%, White 16%, LGBT+ 26%, Non Binary 35%, Trans 30%

↘ In terms of clients feeling confident enough to **report anti social behaviour**, **18%** chose to not say anything. Open feedback points to a culture of not feeling comfortable in reporting other clients they encounter regularly, as well as conflict resolution not having the desired effect.

↘ The results show that women's experience of anti social behaviour is far more prevalent than what men experience. Encouragingly though, **women's feelings of safety in their service or home has increased by 3%** since the previous survey.

Staff survey 2021:

↘ **Overall benchmarked against third sector organisations, St Mungo's was performing extremely well around EDI,** scoring **13 percentage points above** other non profit organisations. All EDI measures where answered more favourably compared to 2017.

St Mungo's **13%**

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Other non profit organisations

↘ Ethnicity has an impact on **how favourably equality and diversity is perceived** with white ethnicities **81%**, Black Caribbean **75%**, Black British **71%** and Asian Pakistani **69%**.

Chart: White **81%**, Black Caribbean **75%**, Black British **71%**, Asian Pakistani **69%**
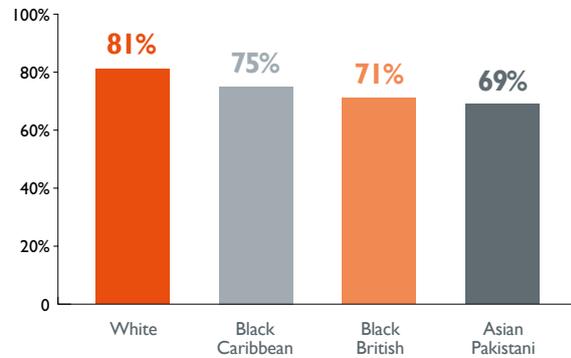
↘ **Equal opportunities in relation to gender and sexual orientation** (**92%** and **89%** respectively) scored highest. **Equal opportunities in relation to caring responsibilities and disability** (**72%** and **74%** respectively) scored lower.

Chart: Gender **92%**, Sexual orientation **89%**, Caring responsibilities **72%**, Disability **74%**
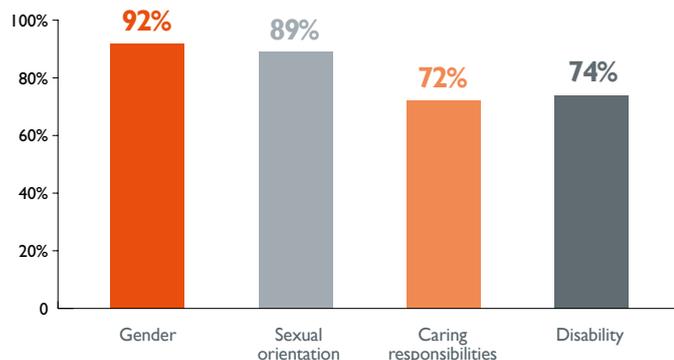
↘ A lower number of Black and Mixed Race colleagues **believe action will be taken when bullying and harassment are reported** (**69%** and **64%** compared to **78%** of white colleagues) and they are less likely to believe they can report bullying and harassment without worry of negative impact (**65%**). Of the 94 colleagues who said they had experienced bullying and harassment, **66%** said they had reported it. This has increased from 22% in 2017.

Chart: Black **69%**, Mixed Race **64%**, White **78%**, Black and Mixed Race colleagues less likely to believe they can report bullying and harassment without worry of negative impact **65%**

Chart: 2017 **22%**, 2021 **66%**

% of people who had experienced bullying and harassment, who had reported it
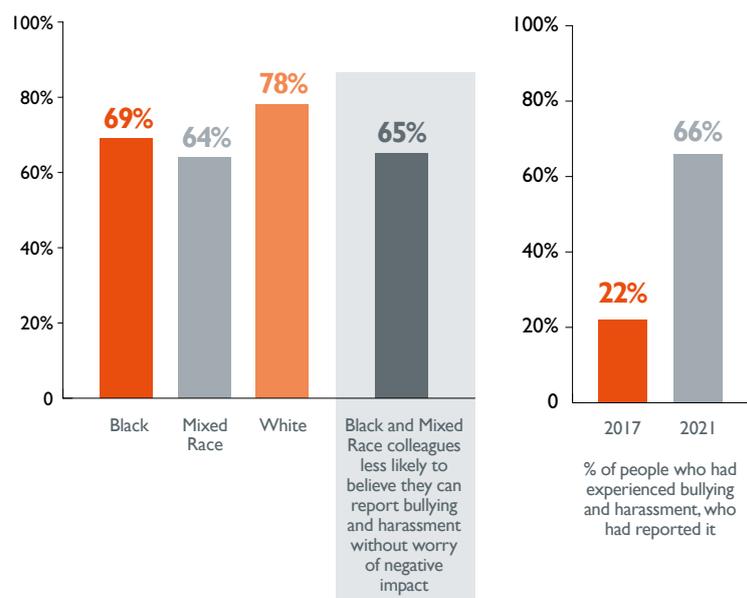
What colleagues told us:

There were a number of themes that were raised consistently within and across different groups.

Common themes (as reported by managers, colleagues and clients):

↘ Ensuring colleagues are confident in how to challenge discrimination and harassment, especially from clients.

↘ Building our reputation as an employer that attracts and progresses diverse talent.

↘ Reviewing what EDI data we're measuring and how it's being used to communicate and evidence impact.

↘ Challenges around colleagues' capacity to engage with Staff Diversity Networks and EDI activity.

↘ Progressing diverse talent, with a specific focus on senior roles.

Managers and Leadership Team:

↘ Engaging and training colleagues, including night staff, locums and agency workers, in our EDI vision.

↘ Ensuring our approach to EDI is embedded consistently across all teams and services, including the use of the EDI slot in team meetings, engagement in EDI conversations that feel safe and recruitment of D&I Allies.

↘ Attracting and progressing diverse talent, with specific challenges for services in less diverse areas. Managers spoke about the importance of diverse panels, building the confidence of colleagues and external communication.

Colleagues in client-facing and central services:

� Consistent approach to embedding EDI into the culture of the organisation for both colleagues and clients e.g. training, induction, client communication.

⬊ Working with clients to celebrate diversity.

⬊ Ensuring colleagues are confident and knowledgeable around gender identity.

Staff Diversity Networks and D&I Allies:

⬊ Communicating the value of network participation and EDI engagement.

⬊ Developing our methods around advertising roles across diverse communities.

⬊ Developing frameworks for talking about EDI so people feel confident holding these conversations.

⬊ Ensuring a consistent understanding of 'safe spaces' and how these spaces exist across the organisation.

⬊ Building the confidence of colleagues around areas such as progression.

⬊ Improving accessibility for people who are neurodiverse.
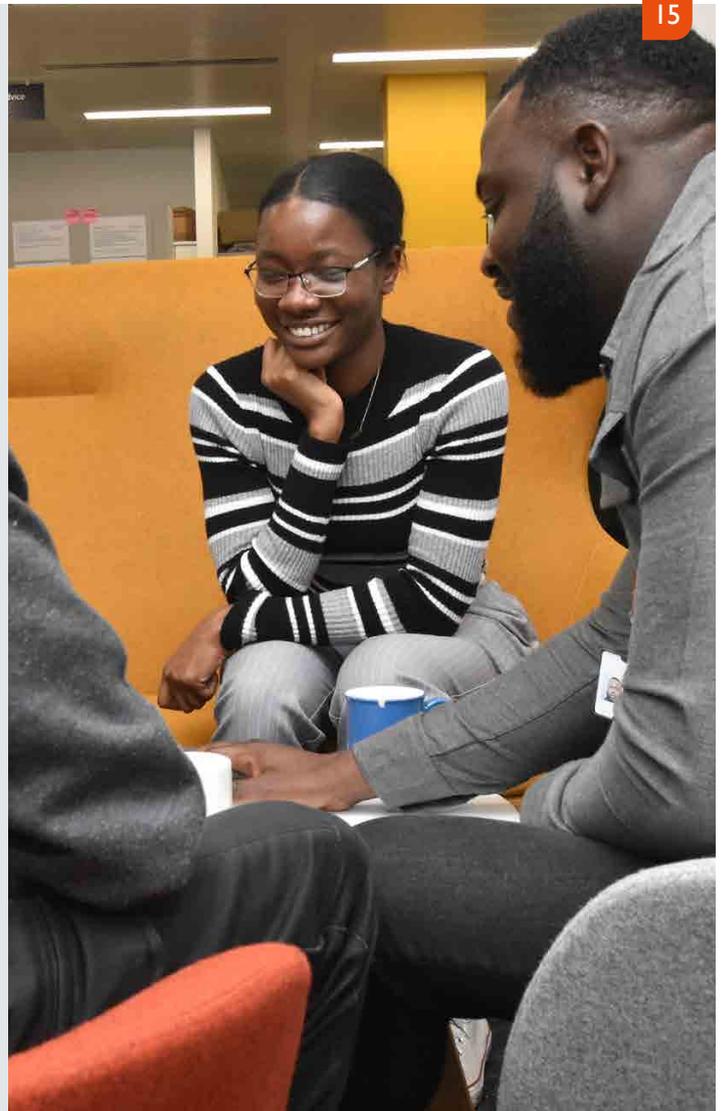
Steering Groups (EDI, Client Involvement and Race Action Plan):

⬊ Reviewing how we use EDI data when monitoring client outcomes.

⬊ Ensuring colleagues are equipped to challenge racism from clients.

⬊ Ensuring a sufficient number of colleagues are trained to sit on diverse panels and this work is compatible with their own workload. They also spoke about the importance of clients on panels.

⬊ Ensuring night workers feel included in teams.

What clients told us:

⬊ Ensuring colleagues feel confident to support clients around diversity.

⬊ Having support to challenge discrimination, call out behaviour and challenge biases.

⬊ Ensuring there are safe spaces for clients to learn about EDI.

⬊ Access to clear information about EDI.

⬊ Having opportunities to bring people together to celebrate diversity.

⬊ Access to clear information about St Mungo's policies relating to EDI.
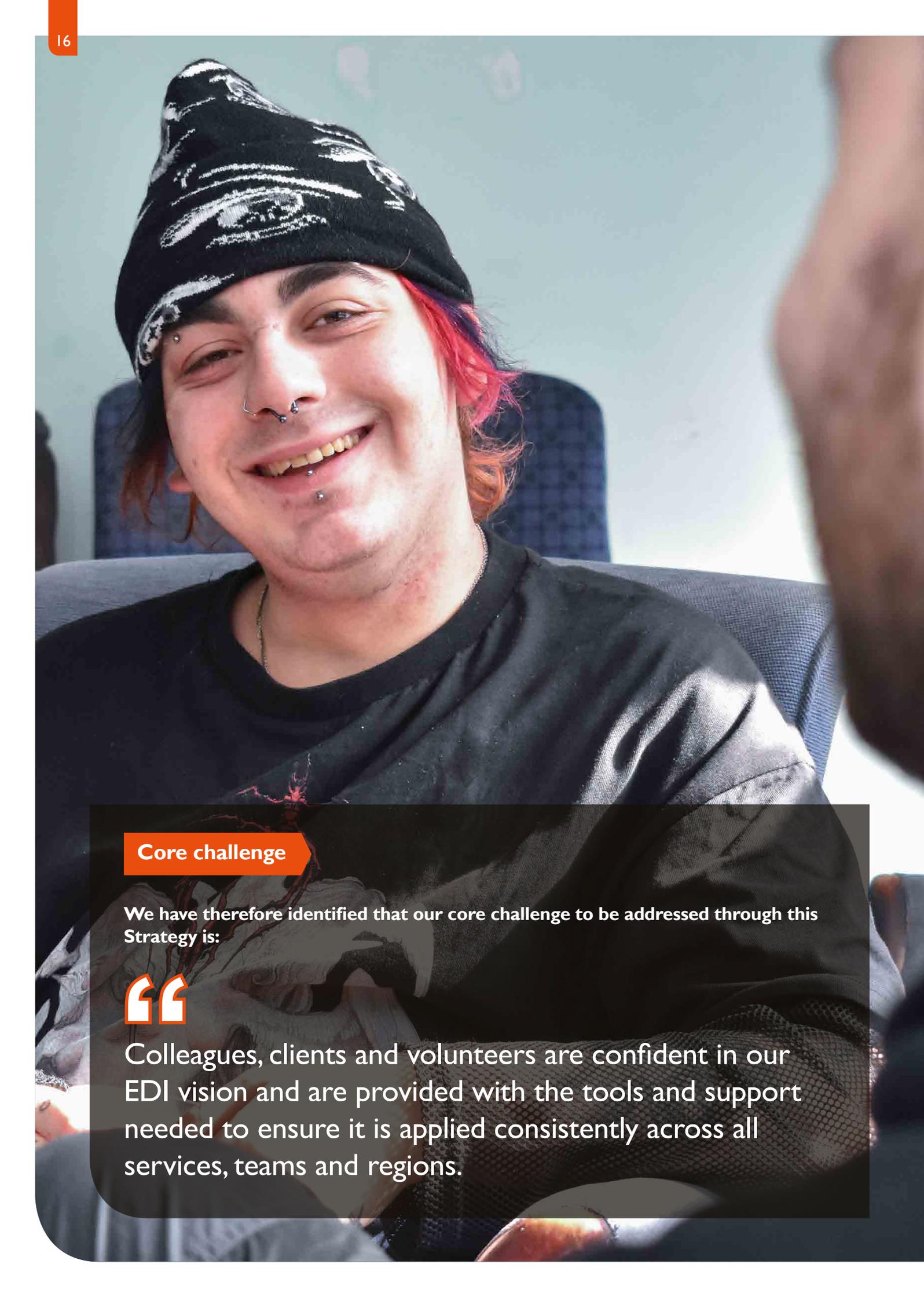
Core challenge

We have therefore identified that our core challenge to be addressed through this Strategy is:

"

Colleagues, clients and volunteers are confident in our EDI vision and are provided with the tools and support needed to ensure it is applied consistently across all services, teams and regions.

8. Our EDI Commitments

Our Organisational Strategic Plan 2021-26 sets out our priorities around EDI:

✓ Every service and team is challenging discrimination.

✓ Focus on attracting, retaining, upskilling and progressing talent…with a particular focus on diversity [and] a high representation of Global Majority colleagues at senior levels to reflect the diversity of the communities with which we work.

✓ Every service and team is confident, engaged and committed to promoting our values.

✓ Every service and team is celebrating diversity.

This EDI Strategy sets out our commitment to making these happen:

Every service and team is challenging discrimination

We will…

↘ Ensure colleagues understand – and are confident in – our processes around challenging bullying, harassment and discrimination, with a consistent application of our policies across all services.

↘ Ensure St Mungo's is a safe space and people feel able to be their true selves.

↘ Understand the experiences of people from marginalised communities and ensure people feel confident to report if they experience discrimination.

Focus on attracting, retaining, upskilling and progressing talent… with a particular focus on diversity [and] a high representation of Global Majority colleagues at senior levels to reflect the diversity of the communities with which we work.

We will…

↘ Ensure all processes, including recruitment and learning and development, are inclusive.

↘ Use EDI data to understand what is working and areas for development.

↘ Promote our values and EDI achievements, both internally and externally, to support diverse recruitment targets.

Every service and team is confident, engaged and committed to promoting our values

We will...

❯ Communicate our values with authenticity and build engagement across the organisation.

❯ Engage people in discussions and learning about our EDI values, held with sensitivity and respect.

❯ Ensure we have visible and committed leaders who actively promote our values.

Every service and team is celebrating diversity

We will...

❯ Build the capacity of Staff Diversity Networks.

❯ Celebrate diversity in partnership with clients.

9. Governance

The EDI Steering Group has responsibility for the oversight of the delivery of this EDI Strategy. The Steering Group meets once every two months and the meetings are aligned with the People Committee so they can review EDI progress. An annual report, including KPIs, will also be submitted to the full Board of Trustees each year.

For further information please contact:

Alice Moore (Head of Equity, Diversity and Inclusion)
Alice.Moore@mungos.org

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