

stMungo's

Anti-Racist Action Plan 2025-2027

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Introduction

At St Mungo's, we are committed to becoming an anti-racist organisation and improving outcomes for Global Majority (GM) colleagues – a place where every voice is heard, valued and respected, and where colleagues feel happy, safe and supported. This refreshed Anti-Racist Action Plan builds on the progress we've made and responds directly to the findings and recommendations of the external Race Equity Review we commissioned to identify where we are doing well and where we need to take action to improve. It reflects our ambition to go further, be bolder, and make real, measurable change through representation, psychological safety, accountability and equity.



We recognise that racism does not operate in isolation – it intersects with gender, disability, sexuality and other identities. Intersectionality encourages us to think about the overlap of various social identities, and this is why lived experience and neurodiversity are at the heart of this plan, aligned with our Equity, Diversity and Inclusion (ED&I) Strategy 2025-27. Together, these frameworks ensure our organisational values and anti-racism commitments are felt across every team, service and region.

The external Race Equity Review commissioned by St Mungo's highlighted some good practice including our previous Race Action Plan but confirmed that racism, discrimination, and microaggressions are still being experienced within our organisation. It acknowledged the lack of trust in existing systems and processes, and the need for stronger leadership accountability. This refreshed Anti-Racist Action Plan accepts the recommendations and responds directly to those findings and includes our zero tolerance approach to racism, xenophobia and all other forms of discrimination, ensuring that our commitments are bold, measurable, and embedded across all areas of our work.

This plan is also supported by the Organisational Strategy and refreshed People and Culture Strategy, emboldened by our ambition to make St Mungo's a great place to work.

We are committed to doing what it takes to ensure that St Mungo's is an inclusive and anti-racist organisation, where every colleague can thrive. We ask for your continued support and engagement on this journey.

Emma Haddad, Chief Executive

Kerry McCafferty, Chief People Officer

Kevin Maxwell, Head of Equity, Diversity and Inclusion

What we've achieved (January 2024 to October 2025)

We said we would take action on race equity – and we have. Here are some of the key achievements delivered so far:

- Increased **Ethnically Diverse Recruitment Panels** across all recruitment
- Introduced **Colleague Panels for relevant senior roles at Head level and above**, giving colleagues who would not usually be involved a voice in significant appointments
- Ensured **Steps into Management has a positive action element** by ring-fencing at least 50% of places for Global Majority colleagues
- Introduced the **Aspire career development programme for Global Majority managers**
- Launched the **Racism in Client-Facing Services Working Group** to tackle colleagues' experiences of racism
- Rolled out **Inclusion Passports** to better support reasonable adjustments and neurodiverse colleagues
- Implemented **Race Support Peers** for investigations involving Global Majority colleagues, and improved reporting of representation in disciplinarys
- Commissioned an external **Race Equity Review** and published an organisational **Pledge and Commitment to Anti-Racism**
- **Strengthened Senior Leadership Team and Board of Trustees engagement on anti-racism and ED&I**, including anti-racism training
- **Improved monitoring and transparency of data** across recruitment, disciplinary outcomes, and progression of Global Majority colleagues
- Rolled out the refreshed **Workplace Supporter Scheme** with Global Majority colleagues represented in the cohort
- Rolled out the updated **Equity, Diversity and Inclusion Managers Training** covering anti-racism and discrimination



What's still to do

While we have made meaningful progress, we know there is more to achieve. Capacity constraints meant that some actions from the previous Race Action Plan are still in progress. We have taken this learning seriously, which is why this new plan runs over two years – giving us the time, space and resources to deliver fully on our ambition to make St Mungo's an anti-racist organisation.

The following actions will be carried forward into this plan:

- Facilitate, with the Anti-Racist Network (ARN), **psychologically safe spaces for Global Majority colleagues** – including dedicated spaces with the Board of Trustees and Senior Leadership Team (SLT)
- Deliver **Board of Trustees and SLT anti-racism training**, and ensure **greater visibility of ED&I at these levels**
- Ensure consistent **access to Everyday Racism (microaggressions and bias) workshops for managers and colleagues**
- **Research and implement a career progression sponsorship scheme for Global Majority managers**, led by SLT



Where we're going further (2025-2027)

Building on the external Race Equity Review and best practices across the housing and charity sectors, we will:

- **Explore a third-party anonymous reporting channel** for Everyday Racism drawing on best practice from other organisations
- **Define and embed a shared organisational understanding** of the terms *Global Majority*, *anti-racism* and *Zero Tolerance*
- Sign up to the **Social Housing Anti-Racism Pledge (SHARP)**, committing to Zero Tolerance of racism
- Produce an **Annual Anti-Racism Report** aligned to race and ethnicity data
- Monitor and take action to **close the ethnicity pay gap**
- **Empower ED&I Allies to become active anti-racism advocates** across services and teams
- Develop **trauma-informed guidance for managing racist client behaviour**
- **Create intersectional listening spaces** for colleagues, ensuring feedback loops inform organisational learning
- **Deliver workshops exploring how race intersects with gender, disability, and sexuality** (e.g. through the Everyday Racism series)
- **Continue reviewing policies, governance, and recruitment frameworks through an anti-racism lens**, providing guidance where needed
- **Strengthen accountability** by exploring how senior leaders (Heads and above) are held to account for race equity progress through appraisals and performance reviews



Section 1 - Positive Action

Objective	Activity	Measure	Lead
1.1 Implement positive action strategies within recruitment and selection to increase Global Majority representation	<ul style="list-style-type: none"> 1.11 - Maintain ethnically diverse recruitment panels across all selection activities and drive continuous improvements by seeking feedback from ethnically diverse panel volunteers and managers 1.12 - Continue Colleague Panels for all director roles and relevant Head roles to ensure a diverse range of voices as part of selection decisions 1.13 - Continue to review recruitment assessment processes (minimum standards) with an anti-racist perspective to attract high calibre Global Majority candidates 1.14 - Continue to review diversity related questions asked during interviews with a focus on race equity 1.15 - Continue to develop and review internal and external communications content (e.g., case studies from senior leaders) and link to recruitment 1.16 - Produce an options paper for the SLT to reflect on positive action processes and options 	<ul style="list-style-type: none"> 1.11: 100% panels with one or more GM member 1.12: 100% roles Head and above diverse shortlist 1.16: Options paper produced and considered by 31/12/25 	Head of Resourcing working with the ED&I team
1.2 Implement positive action strategies within progression to increase Global Majority representation	<ul style="list-style-type: none"> 1.21 - Continue to ensure Steps into Management (SiM) has a positive action element to support the progression of Global Majority colleagues into management 1.22 - Continue the Aspire career development programme for GM managers 1.23 - Continue to ensure all other Aspiring Leadership development programmes have a positive action element to support the progression of GM colleagues into leadership 1.24 - Implement a career development forum with a focus on positive action strategies, building our existing approaches such as mentoring, coaching, ESS, apprenticeships and leadership programmes 1.25 - Continue to review if changing the level of colleagues who have access to these opportunities could improve representation 1.26 - Understand why despite offering positive action opportunities Global Majority colleagues don't take positive action opportunities up 1.27 - Research and implement a career progression SLT sponsorship scheme for Global Majority managers 	<ul style="list-style-type: none"> 1.21: 50% SiM cohort GM 1.22: Run one Aspire programme each year 1.24: Implement a Career Development Forum by 30/06/26 1.26: Record at appraisals, focus groups, surveys 1.27: Develop and embed scheme 	Head of Learning and Development working with the ED&I team

Section 2 – Creating psychological safe spaces for colleagues and clients to be able to raise and tackle racism

Objective	Activity	Measure	Lead
2.1 Raise colleague's and managers awareness and confidence in challenging racism and other discriminatory language and behaviour	<ul style="list-style-type: none"> 2.11 - Roll out Everyday Racism (micro-aggressions and biases) workshops to colleagues and managers including support for managers to implement actions and discussions that they can take back to their teams 2.12 - Continue the Racism in Client-Facing Services Working Group action plan, which includes our zero tolerance approach, reviewing relevant policies with an anti-racism lens to tackle racism and other discriminatory language and behaviour including xenophobia experienced by colleagues and clients in services, with trauma-informed guidance for managers and colleagues 2.13 - Relaunch the refreshed ED&I Managers Training to include information about anti-racism, xenophobia, allyship and psychological safe spaces 2.14 - Continue to develop a series of ED&I webinars for colleagues, including a specific webinar on anti-racism, xenophobia, allyship and safe spaces 2.15 - Organise an Islamophobia Awareness event for colleagues 2.16 - Organise Roma Cultural Awareness for colleagues 2.17 - Embed anti-racist practices in induction for colleagues 2.18 - Complete ED&I training for the Senior Leadership Team and Trustees including on anti-racism, xenophobia, allyship and psychological safe spaces 2.19 - Continue to publish case studies internally showing colleagues actively challenging racism and other forms of discrimination in the workplace 2.20 - Define and embed an organisational understanding of the term 'Zero Tolerance' along with 'Global Majority' and 'anti-racism' terms 2.21 - Review alignment of the White Privilege Working Group set up by the ARN with the Anti-Racist Action Plan and Everyday Racism series 	<ul style="list-style-type: none"> 2.11: 100% attendance with each mandatory Everyday Racism workshop full 2.12: Complete review of relevant policies by 30/09/25 2.13: 100% of managers completing ED&I Managers Training 2.18: 100% of SLT and Trustees completing anti-racism training 	ED&I team working with the ARN, L&D and other colleagues
2.2 Support colleagues to create psychological safe spaces in their teams	<ul style="list-style-type: none"> 2.22 - Review the Inclusion Passports process for colleagues to discuss during supervisions and appraisals, what they need to feel psychologically safe at work 2.23 - Create awareness and understanding of how to create psychologically safe environments with signposting to resources as part of wider organisational work 2.24 - Ensure definition and expectations of 'Safe Space' embedded in Induction 	<ul style="list-style-type: none"> Improvement on previous years Colleague Survey results 	ED&I team working with the ARN and other colleagues

Objective	Activity	Measure	Lead
	<ul style="list-style-type: none"> 2.25 - Continue the ED&I Allies Forums to have a focus on responding to bullying and harassment with access to resources including anti-racism advocacy 		
2.3 Understanding GM clients' experiences of and responding to racism and discriminatory incidents involving other clients	<ul style="list-style-type: none"> 2.31 - Publish and promote an anti-discrimination toolkit for clients 2.32 - Review client outcomes and other key indicators by demographics (including ethnicity) 2.33 - Review client survey results by demographics 2.34 - Continue to consider the experiences of clients in the Racism in Client-Facing Services Working Group to tackle racism and other discriminatory language and behaviour experienced by clients and colleagues in services 	<ul style="list-style-type: none"> Quarterly data sent to the Head of ED&I, and Racism in Client-Facing Services Working Group 	Head of ED&I working with the Exec Director of Client Services
2.4 Ensuring GM colleagues feel supported	<ul style="list-style-type: none"> 2.41 - Review of Employee Assistance Programme support annually, ensuring provider has a diverse workforce to support our diverse colleagues fully 2.42 - Facilitate with the Anti-Racist Network (ARN), psychological safe spaces alongside external practitioner-led safe spaces for GM colleagues with support arranged for ARN facilitators 2.43 - Regular meetings between the Head of ED&I and ARN Coordinators to hear themes and issues raised through psychological safe spaces 2.44 - Launch the refreshed Workplace Supporter Scheme ensuring it is fully effective with Global Majority colleagues embedded in the new cohort and that supporters' training includes responding to discrimination 2.45 - Exploration of a third-party anonymous reporting channel for racism 	<ul style="list-style-type: none"> 2.41: Monitor feedback and usage of EAP to ensure it meets diverse colleague needs 2.44: Workplace Supporters from Global Majority representative of workforce 	Head of People and Head of ED&I
2.5 Understanding GM colleagues' experiences	<ul style="list-style-type: none"> 2.51 - Analyse colleague engagement survey regarding race while communicating survey results and agreeing on actions 2.52 - Work with the ARN to improve exit data from GM leavers 2.53 - Use colleague survey results to understand locum experiences and develop an action plan based on the results 	<ul style="list-style-type: none"> Colleague survey results around race and review against Anti-Racist Action Plan 	Chief People Officer and Head of Internal Communications
2.6 Understanding and resolving GM colleagues' over-representation in disciplinarys	<ul style="list-style-type: none"> 2.61 - Quarterly reporting of GM representation in disciplinarys to inform action 2.62 - Embed Race Support Peers Panel for investigations involving GM colleagues 2.63 - Regular meetings between ARN Coordinators and the Head of People to review data and agree on next steps 2.64 - Identify and address any disproportionate disciplinarys involving GM colleagues 	<ul style="list-style-type: none"> The % of GM colleagues involved in disciplinarys is not disproportionate 	Head of People

Section 3 - Leadership awareness and commitment

Objective	Activity	Measure	Lead
3.1 Board of Trustees awareness and engagement	<ul style="list-style-type: none"> 3.11 - Review Board of Trustees ED&I and anti-racism understanding at induction 3.12 - Annual ED&I training including anti-racism training for the Board of Trustees 3.13 - Ensure ED&I and anti-racism are on every People committee meeting agenda 3.14 - Ensure each Committee and Board paper has considered the need for an Equality Impact assessment 3.15 - Continually review options and improve representation of Global Majority on the Board with the Chair of Trustees 3.16 - Invite Board members to ED&I events including those with a focus on race 3.17 - Annual Executive Team and Board of Trustees psychological safe spaces meeting with colleagues from across colleague diversity networks 	<ul style="list-style-type: none"> 3.12: 100% Completion of annual ED&I and anti-racism training 	<p>Director of Governance and Compliance</p> <p>Chief People Officer working with the Head of ED&I</p>
3.2 Raise Leadership Team awareness of experiences of race	<ul style="list-style-type: none"> 3.21 - Deliver the annual reverse mentoring scheme, <i>In My Shoes</i>, including feedback evaluation to learn about diversity, including race, with learnings fed into the Anti-Racist Action Plan Steering Group whilst ensuring the same leaders aren't being mentored each year 3.22 - Ensure anti-racism is embedded into mandatory ED&I Managers Training 3.23 - Everyday Racism including micro-aggressions training for the Leadership Team Plus 3.24 - New members of the Leadership Team Plus to meet with the Head of ED&I as part of their induction including information about the Anti-Racist Action Plan and ED&I Strategy 3.25 - Ensure Client Services Leadership Team represented at the Anti-Racist Action Plan Steering Group 	<ul style="list-style-type: none"> 3.21 100% matching Leadership with IMS 3.23 100% attendance with each mandatory workshop 	<p>Head of ED&I with ED&I team</p>
3.3 Communicate leadership commitment to anti-racism	<ul style="list-style-type: none"> 3.31 - Regular presentation of the Anti-Racist Action Plan at the SLT/Leadership Team Plus meetings 3.32 - Sessions on the Anti-Racist Action Plan and Everyday Racism at colleagues and management events 3.33 - Leadership Team Plus communicate their learning from reverse mentoring scheme 3.34 - CEO communicates a visible commitment to anti-racism and creates forums for listening, with feedback loops to inform organisational learning 	<ul style="list-style-type: none"> Number of colleagues reached through Internal Communications (IC) 	<p>Chief People Officer working with the Heads of ED&I and Internal Comms</p>

Objective	Activity	Measure	Lead
3.4 Publicly communicate achievements and commitment to improvement	<ul style="list-style-type: none"> 3.41 - Present on race progression at external conferences and events 3.42 - Use social media to communicate the commitment to anti-racism 3.43 - Publish and monitor our ethnicity pay gap annually alongside an action plan to address any gap 3.44 - Update website with information about anti-racism work and commitments 3.45 - Plan a program of communications throughout the year around key diversity dates 3.46 - Signing up to the Social Housing Anti-Racism Pledge (SHARP), committing to Zero Tolerance of racism 	<ul style="list-style-type: none"> 3.43: Publish pay gap and action plan by 4 April annually 3.45: Number of colleagues reached through IC 	Head of ED&I working with Digital Comms Manager and Head of Internal Communications
3.5 Ensure relevant outcome data is shared and discussed to drive continuous improvement	<ul style="list-style-type: none"> 3.51 - Quarterly data presented to the Anti-Racist Action Plan Steering Group with targeted actions following 3.52 - Continue publishing workforce ethnicity data to improve trust and accountability 3.53 - Produce an Annual Anti-Racism Report aligned to race and ethnicity data, including trustee and board diversity data 3.54 - Strengthen accountability by exploring how senior leaders (Heads and above) are held to account for race equity progress through appraisals and performance reviews 	<ul style="list-style-type: none"> 3.51: Agreed data and actions to Anti-Racist Action Plan Steering Group quarterly 3.52: Publish workforce ethnicity data by 31 July annually 3.53: Produce annual anti-racism report on anniversary of the Anti-Racist Action Plan 	Chief People Officer with the Head of People and Head of ED&I

How will we measure progress and impact?

To deliver on this ambitious plan, the whole organisation needs to buy into it – including Trustees, senior leaders, Diversity Networks, unions and all colleagues. To ensure shared ownership and accountability, the plan has been reviewed by the People Committee and the Board, giving Trustees clear oversight of progress.

Progress will continue to be monitored by the Anti-Racist Action Plan Steering Group, which reports successes, opportunities and challenges to the People Committee twice a year. The quarterly steering group is supported by the Racism in Client-Facing Services Working Group, which oversees the delivery of key actions and their impact in services. Success will be tracked against measures set out in this plan, with organisation-wide updates provided twice a year. We will continue to listen, learn and adapt, ensuring this plan remains responsive to the needs of our colleagues and clients.

This Anti-Racist Action Plan will run for two years, with a full review in 2027 to assess progress and refresh the plan accordingly.

Finally, thank you to Inclusive Employers, the Anti-Racist Network, and all those who contributed to the development of this plan. We believe it is bold, ambitious and achievable – and we could not have done it without your input.



StMungo's

If you would like more information about our
Anti-Racist Action Plan, please contact
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