



StMungo's

Equity, Diversity and Inclusion Strategy

2025-2027

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Foreword

At St Mungo's, inclusion is not an abstract concept — it's a lived, daily commitment to our clients, our colleagues and the communities we serve.

Since our last Equity, Diversity and Inclusion (ED&I) strategy, the world has continued to change. We've experienced social, political and economic shifts that challenge our sector — and challenge us to do better. We have listened, reflected and taken steps forward. But we know the work of equity, diversity and inclusion is never finished.

This updated strategy builds on strong foundations of belonging, thanks to the commitment and courage of many across our organisation. It reflects the voices of those who have shared their lived experiences and the collective belief that everyone should feel safe, respected and valued at work.

At its heart, this strategy is about accountability — from every one of us, but especially from those of us in senior leadership. That means moving beyond statements to meaningful action. It means removing barriers to opportunity and taking an honest look at the systems we've built, with the courage to reshape them.

I want to thank all those who contributed to this strategy — in particular our colleague networks, client representatives, ED&I team and everyone who participated in workshops and consultations. Your voices are heard.

Together, let's keep building a St Mungo's where inclusion is not just a value, but a reality for everyone.

Emma Haddad
Chief Executive
St Mungo's



“This updated strategy builds on strong foundations of belonging, thanks to the commitment and courage of many across our organisation.”

Emma Haddad

Executive summary

This Equity, Diversity and Inclusion Strategy 2025–27 builds on the foundations of our 2023–26 strategy. It reflects our ambition to go further, be bolder and deliver real, measurable change through our four strategic priorities of representation, psychological safety, accountability and equity.

We are refreshing the strategy early ahead of 2026 following an external Race Equity Review we commissioned. While the focus of the external review was race, it looked at the intersectionality of race with other strands of diversity and suggested that we ought to be viewing diversity much more through a lens of intersectionality which encourages us to think about the overlap of various social identities. This is therefore the approach of this refreshed strategy. Alongside all aspects of diversity that we will continue to build on — including support for colleagues around menopause and menstrual health, carers and parents, LGBTQIA+ and the work we want to do with a multi-generational workforce and digital literacy — we will ensure that lived experience and neurodiversity are embedded at the heart of our approach for the next two years. This

strategy is fully aligned with our Organisational Strategy, People and Culture Strategy, Anti-Racist Action Plan and Women's Strategy.

This is a strategy for everyone at St Mungo's, including people with protected characteristics under the Equality Act 2010, and people without them. It aims to ensure our organisational values are felt and lived across every team, service and region — supporting our colleagues, clients and volunteers alike. Its development has been shaped by our Colleague Diversity Networks, ED&I Allies, Client Advisory Board, volunteers, Board of Trustees, Senior Leadership Team and other key voices across the organisation including our recognised Unions. We are emboldened by our shared ambition to make St Mungo's a truly inclusive place to work, lead and thrive.



Over the past two years, we have made significant collective progress — which this strategy now builds on. Our goal is clear: to create a culture where people feel included, valued and heard. A culture where ideas, questions and concerns can be shared with confidence. This is ambitious work, but it is necessary — and deeply important to us all. This strategy is also grounded in the realities of our time. In a wider climate of uncertainty — from challenges to race equity and trans inclusion to the impact of socio-economic inequality — we remain resolute in our belief: everyone should feel they belong at St Mungo's.

Colleagues have told us they want to continue the progress made through our anti racism, trans and non binary inclusion, and women's safety work which includes our duty to prevent sexual and other forms of harassment. That is what we intend to do — and more. Evidence shows that people with protected characteristics are disadvantaged. This strategy reflects our belief that intersectionality must guide all that we do. People hold multiple identities, and the barriers they face are often layered. We are committed to naming that complexity and acting with integrity in response.

We also know that inclusive change starts with senior leadership. Our Board of Trustees and Senior Leadership Team are committed to visible, values driven leadership — including specific efforts to improve representation and progression of Global Majority colleagues at senior levels. Our ED&I Steering Group will drive this work, supported by quarterly and annual progress reviews. The People Committee and Board of Trustees will hold us to account, and will help set bold, aspirational targets as we go. This strategy is for our colleagues, clients and volunteers — and we hope it does justice to the commitment, honesty and ambition so many have shown.

Emma Haddad, Chief Executive
Kerry McCafferty, Chief People Officer
Kevin Maxwell, Head of Equity, Diversity and Inclusion

Our goal is clear: to create a culture where people feel **included, valued** and **heard**. A culture where ideas, questions and concerns can be shared with confidence.

This strategy is for our colleagues, clients and volunteers — and we hope it does justice to the commitment, honesty and ambition so many have shown.

Our strategic priorities for 2025–2027

To deliver on our ED&I ambition, we have identified four strategic priorities for 2025–27. These are rooted in our organisational and people strategies and reflect the challenges and opportunities our colleagues, clients and volunteers face every day. They also align with the national ED&I landscape and reflect our values of being inclusive, empowering, accountable, committed and creative.

Inclusion doesn't happen through statements alone. It requires **structures, leadership and sustained action**. The importance of **impact** is key.

Together, these priorities reflect our **ambition to go further and faster** — building a workplace and service environment where **everyone can thrive**.

Our strategic priorities move us from the 'what' to the 'how' — aligning the strategy with real change on the ground:

1. Representation

- We will increase diversity at every level of the organisation, especially in senior leadership and governance roles.
- This supports our People and Culture Strategy objective to 'improve diversity in leadership' and aligns with our Organisational Strategy goal to ensure St Mungo's is a great place to work.

2. Psychological safety

- We will continue to build inclusive, safe environments where colleagues, clients and volunteers feel they belong.
- This complements our strategies' commitment to wellbeing and lived experience and reflects feedback from our colleague and client surveys.

3. Accountability

- We will take ownership of our ED&I progress with transparency and integrity. This includes publishing data, reporting on key targets and being responsive to feedback.
- This aligns directly with the Organisational Strategy's commitment to sector impact and internal accountability.

4. Equity

- We will actively identify and remove barriers that impact marginalised groups and ensure our systems and processes are fair and inclusive.
- This mirrors our People and Culture Strategy's focus on embedding inclusive recruitment, leadership development and access to development opportunities.

How this strategy was developed

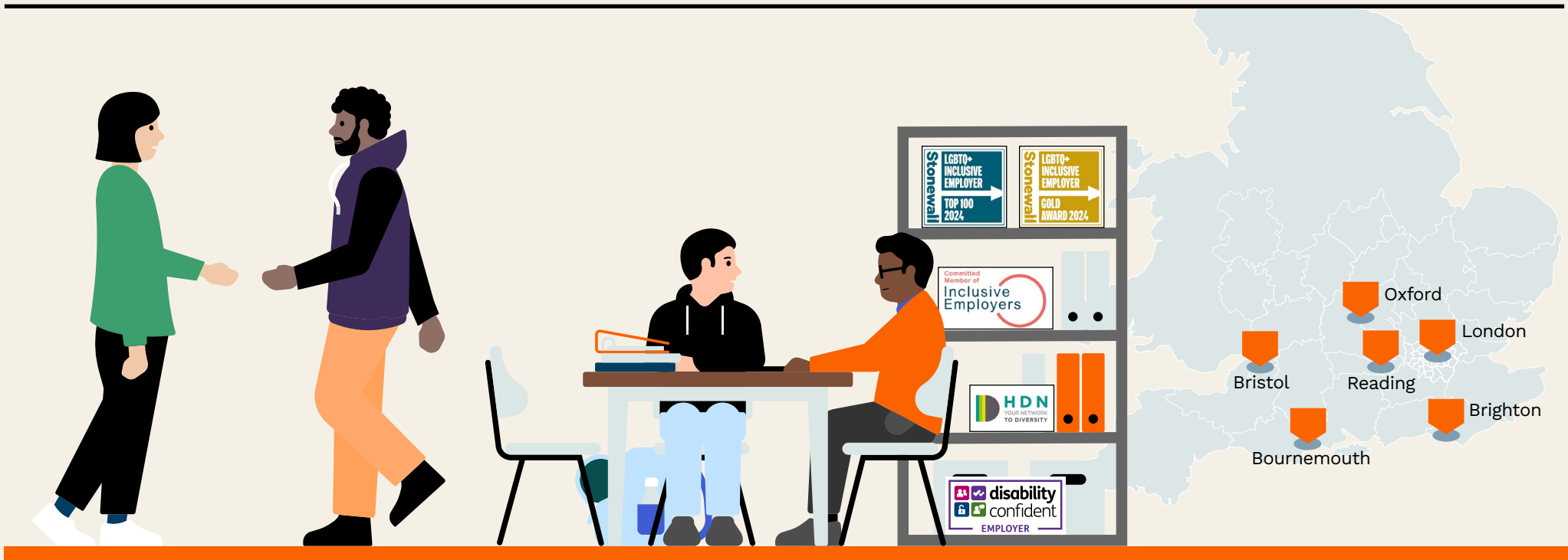
A commitment to **Equity, Diversity and Inclusion** is not just the right thing to do — it's fundamental to achieving our purpose of ending homelessness and rebuilding lives. As a registered charity and housing association supporting people who've experienced homelessness, it's essential that our culture reflects the diverse communities we serve.

To broaden engagement and ensure accountability, we've gone further in this refreshed strategy by:

- Working closely with our **ED&I Engagement Group** (comprised of Colleague Diversity Network Leaders and Senior Sponsors) and **ED&I Working Groups** including those focused on trans inclusion, and women's safety
- Facilitating ED&I **drop-in sessions** and feedback spaces open to all colleagues
- Meeting directly with **clients** and **Lead Workers** through frontline services
- Taking input from the **Client Advisory Board** and consulting with **volunteer services**



“Feeling seen, respected and supported at St Mungo’s isn’t just about good practice — it’s the foundation of everything. For colleagues and clients alike.”
Colleague, ED&I drop in 2025



- Visiting services and teams which have included across **London, Brighton, Bristol and Reading** whilst ensuring engagement with **Bournemouth** and **Oxford** regions
- Reviewing organisational **policies and procedures**
- Analysing colleague and client data, including **surveys, quality reports and complaints trends**
- Liaising with the **People Team** on themes from HR data and exit interviews
- Ensuring alignment with the refreshed **Anti-Racist Action Plan 2025–27**
- Incorporating recommendations from our 2025 **external Race Equity Review** through an intersectional lens

- Consulting external best practice via our memberships with **Inclusive Employers, Stonewall, Housing Diversity Network (HDN)** and **Disability Confident**.

Over 150 colleagues, clients and stakeholders have contributed to shaping this strategy. Their voices, experiences and ideas are woven throughout.

Evidence shows that when organisations take ED&I seriously, everyone benefits:

- **Improved client outcomes:** Inclusive services are more accessible, empathetic and effective. A diverse workforce improves cultural responsiveness and

- reduces barriers to engagement (Charity Commission guidance; McKinsey & Company, 2023)
- **Higher psychological safety and belonging:** Teams that prioritise inclusion report increased trust, openness and a greater sense of belonging, leading to stronger collaboration and innovation (Harvard Business Review, 2021)

A bold commitment to ED&I enhances our profile as a leading homelessness charity — helping us attract and retain diverse talent and partnerships that benefit our clients.

Making inclusion a reality

Our four strategic priorities will guide everything we do over the next two years. Some key actions we're delivering include:

Representation – Building a workforce that reflects the diversity of our communities and creating visible pathways to progression

Psychological safety – Creating spaces where colleagues and clients feel safe to speak up, challenge and be themselves

Accountability – Tracking our progress and holding ourselves to account at every level of the organisation

Equity – Ensuring fair access to opportunities, support and outcomes for all, across every part of our organisation



These priorities will shape how we design policies, deliver services, support our people and challenge injustice wherever we find it.

We are building a St Mungo's where **everyone feels safe, seen and supported** — where diversity is not just respected, but **celebrated as a source of strength**.

Through our four priorities, we will link to the objectives in our People and Culture Strategy around recruitment, culture and wellbeing. We are committed to creating a culture where:

- **Colleagues, clients and volunteers can be their authentic selves**, free from discrimination, bullying or harassment

- **Diverse individuals choose to work and stay with us** — and **are supported to thrive** across all levels of the organisation
- **Inclusion is embedded in everything we do**, from our services and systems to our leadership and learning
- **Clients feel safe, valued and respected** — with services that reflect their identities and needs

Inclusion at St Mungo's is not an initiative — **it is a mindset, a commitment and a daily practice**. A place where an intergenerational workforce is working in harmony.

The road so far: milestones and lessons

Our last ED&I Strategy (2023–26) laid important groundwork. Informed by colleagues, clients and volunteers, it helped shape how we show up, and where we still need to go. This new strategy builds on that momentum with greater intention, visibility and leadership accountability.

What we've achieved

Organisational Infrastructure

- Established key ED&I working groups:
 - Trans and Non Binary Working Group
 - Neurodiversity Working Group
 - Racism in Client Facing Services Working Group
- ED&I drop-ins running weekly, creating space for learning, allyship and peer connection
- ED&I is now a standing item at every People Committee meeting
- Refreshed ED&I external webpage and regularly publishing the progress we have made on reducing pay gaps through our Gender and Ethnicity Pay Gap reports
- Strengthened governance through an active ED&I Engagement Group and internal reporting



Colleague engagement and networks

- Increased facility time for Colleague Diversity Network coordinators, from eight to 12 days per year
- Refreshed guidance and simplified application processes across all seven diversity networks
- Coordinators now supported with quarterly Engagement Group meetings and Away Days
- Relunched Disability and Neurodiversity (DAN) Network to reflect wider identities
- Supported over 150 ED&I Allies through forums and newsletters
- Greater visibility of ED&I achievements internally and externally

Recognition

- Stonewall Top 50 employer
- Gold Award for LGBTQIA+ inclusion
- HDN (Housing Diversity Network) Silver Membership
- National Housing Federation EDI Steering Group Member
- HDN London, East and South East Diversity Group Chair

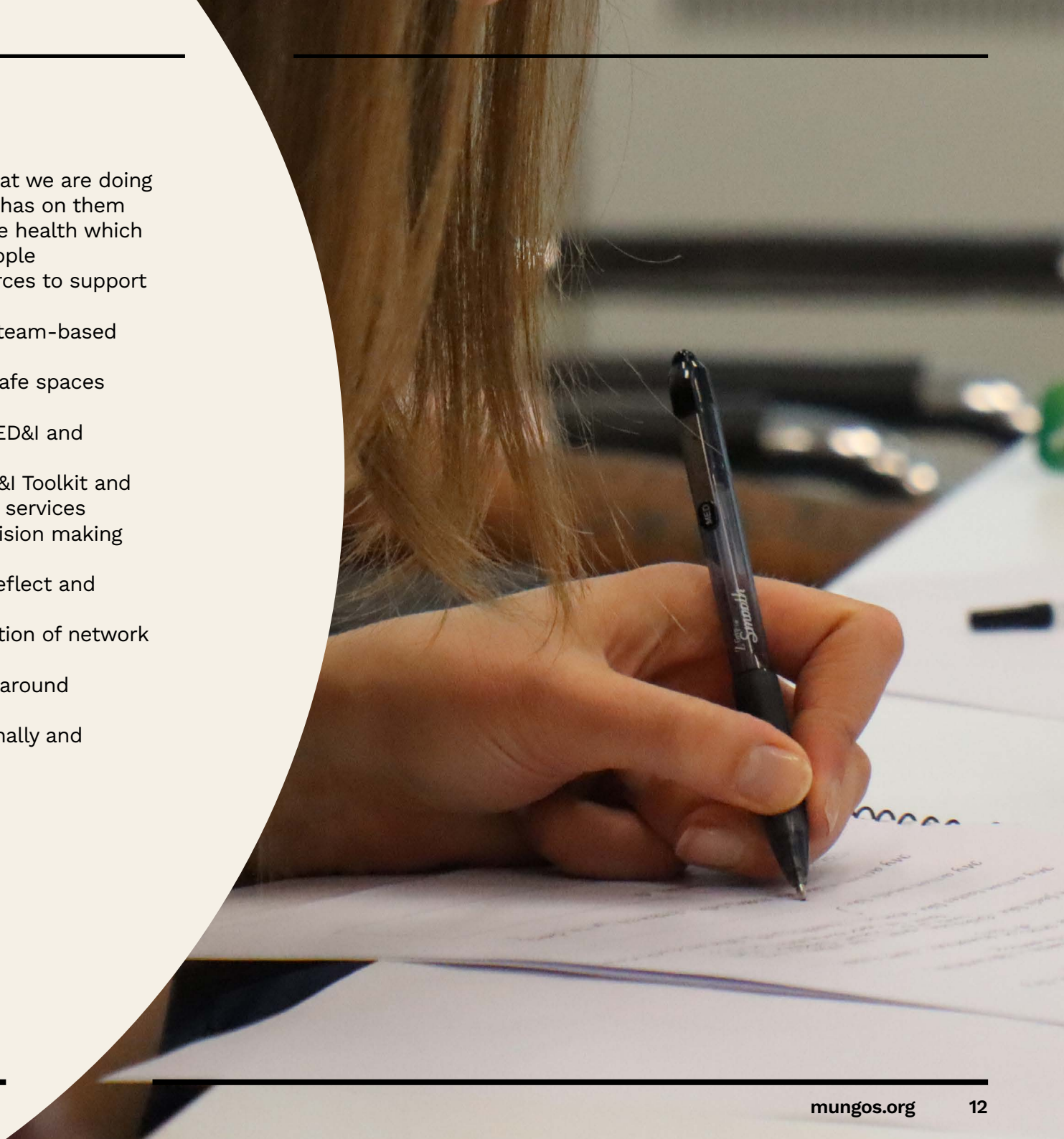
Policy, training and culture change

- Commissioned an external Race Equity Review and responded with a refreshed Anti-Racist Action Plan 2025-27
- Rolled out Inclusion Passports to better support reasonable adjustments and neurodivergent colleagues
- Updated our Trans Inclusion policies for colleagues and clients
- Increased Ethnically Diverse Recruitment Panels across all recruitment
- Created zero tolerance approach on racism and other forms of discrimination including xenophobia in client facing services
- Updated Workplace Supporters Scheme to improve peer listening support
- Introduced revised ED&I training for managers in partnership with Learning and Development
- Continued delivery of 'In My Shoes' reverse mentoring with senior leaders and Board Members
- Continued delivery of annual Diversity Day, expanded to include regional celebrations
- Regular colleague and client surveys including questions on psychological safety



What's still to do

- Update our Menopause Policy to build on what we are doing in support of our women and the effect this has on them at work including menstrual and reproductive health which includes AFAB (Assigned Female at Birth) people
- Refresh and promote 'The Reality of...' resources to support inclusive knowledge building
- Deepen the role of ED&I Allies in supporting team-based learning and awareness
- Embed anti racism tools and psychological safe spaces principles into core practice across services
- Update remaining key policies including the ED&I and Dignity at Work policies
- Relaunch and socialise both the updated ED&I Toolkit and Anti Discrimination Toolkit across teams and services
- Improve data use and visibility to inform decision making and track progress
- Increase engagement with service users to reflect and celebrate diversity across all services
- Strengthen recruitment, induction and retention of network coordinators
- Build confidence and buy-in from managers around protected time for ED&I engagement
- Share more visible, accessible updates internally and externally on progress



Where our focus will grow stronger

As part of our journey, following the external Race Equity Review we commissioned, we're deepening our focus on three areas over the next phase of work that will shape the future of equity, diversity and inclusion at St Mungo's. We will ensure race equity, lived experience and neurodiversity are embedded into our ED&I intersectional work over the next two years whilst remaining committed to and building on our progress across all other diversity strands, people with protected characteristics and not, which includes continuing to support our Carers and Parents, and LGBTQIA+ colleagues and clients.



Race equity

Lived experience

Neurodiversity

Race Equity: Our Anti-Racist Action Plan 2025–27

Aligned with this strategy, our **Anti-Racist Action Plan** builds on our ambition to become an anti racist organisation and improve outcomes for **Global Majority** colleagues and clients. It reflects findings from the external **Race Equity Review (2025)** and centres intersectionality, lived experience and neurodiversity such as our understanding of Global Majority colleagues who face health issues or have increased caring responsibilities because of their culture. Women’s experiences will also be different to men’s experiences.



What we’ve achieved (January 2024 – October 2025):

- Rolled out **Ethnically Diverse Recruitment Panels** across all hiring activity
- Introduced **Colleague Panels** for Head level and above roles
- Launched **Steps into Management** with ring fenced secondments for Global Majority colleagues
- Introduced the **Aspire** career development programme for colleagues from the Global Majority
- Commissioned an **external Race Equity Review**
- Published an **Anti Racism Pledge and Commitment**
- Rolled out **Race Support Peers** for investigations and reviewed data on disciplinarys
- Developed the **Racism in Client Facing Services Working Group** to review client policies and publish a Zero Tolerance statement and Guidance on Tackling Racism
- Strengthened leadership accountability with regular anti racism training and reporting including the delivery of **Everyday Racism** workshops for all colleagues
- Delivered revised **ED&I Managers Training** with anti racism content
- Implemented **Inclusion Passports** and a refreshed **Workplace Supporter Scheme**



What's next (2025–2027):

- Embed **anti racist practices in induction** and everyday team culture
- Launch **intersectional listening spaces** across services
- Implement **trauma informed guidance** to manage racist and other discriminatory incidents including xenophobia from clients
- Monitor and close the **ethnicity pay gap**
- Strengthen attraction, retention and sponsorship for talented colleagues from the Global Majority
- Define and embed organisational understanding of **anti racism, zero tolerance** and **Global Majority**
- Produce an **Annual Anti Racism Report** and sign up to national pledges like **SHARP** (Social Housing Anti Racism Pledge)

Why 'Global Majority'?

We use this empowering term to reflect the 85% of the world's population who are Black, Asian, Brown, dual heritage, Indigenous and/or have been racialised as 'ethnic minorities'. It reclaims agency and shifts language away from deficit-based labels like 'BAME'.

Positive action — not positive discrimination

Positive action is lawful and allows organisations to take steps to address under-representation. For example, if candidates are equally qualified, employers can favour a candidate from a group facing disadvantage.

Positive discrimination, where a less qualified candidate is chosen solely based on identity, is unlawful — and not part of St Mungo's approach.

Lived experience

St Mungo's has a proud history of colleagues and clients bringing lived experience of homelessness, poverty, mental health challenges, substance use or other forms of marginalisation into their work through that intersectional lens which encourages us to think about the overlap of various social identities. But our 2024 **Lived Experience Network (LEN) Survey Report** reminded us that this is not always met with inclusion, safety or respect.

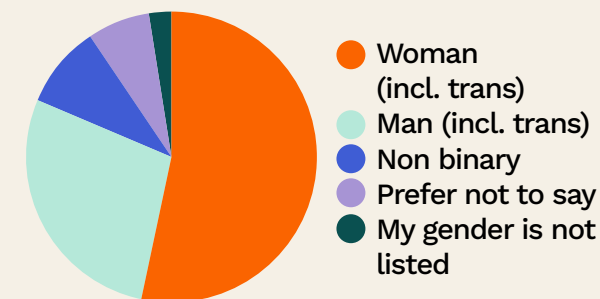
What we heard:

- Many colleagues with lived experience feel **unsafe disclosing it**, citing fear of stigma or exclusion.
- Some report being **excluded from strategic conversations**, despite their insights.
- There is a gap between **valuing lived experience in principle** and **acting on it in practice**.

What we're committing to:

- Ensuring parity of respect between **professional expertise and lived experience**
- Co-designing **safe space guidance** with the LEN and colleagues across the organisation
- Embedding lived experience into how we **shape services, inform language** and **recruit with care**

While the average St Mungo's client may be male, women made up by far the majority of staff with lived experience in our survey - 56% in fact.



- Ensuring line managers have the tools to **support and champion colleagues** with lived experience
- Including lived experience in the **monitoring of this strategy** and in our **anti racism work**
- Aligned with our Women's Strategy, we are also committed to understanding the different experience women with lived experience bring to the organisation and how this is all woven together

Neurodiversity

Our **Neurodiversity Working Group** brings together neurodivergent colleagues and allies from across the organisation. It reflects a growing awareness that we need to do more to support neurodivergent colleagues and clients — and challenge the barriers they continue to face.



Why this matters:

- Neurodivergent colleagues have told us they often **mask their identities** to fit into rigid systems or team norms.
- Client-facing services don't always reflect **accessible communication or sensory-sensitive spaces**.
- Processes (like recruitment or absence management) can **unintentionally disadvantage** neurodivergent people.

What we're committing to:

- Reviewing key policies (e.g. absence, flexible working, performance) through a **neuro-inclusion lens**
- Continuing to **amplify the voice** of the Neurodiversity Working Group
- Supporting the **Disability and Neurodiversity (DAN) Network** to lead cultural change
- Ensuring **managers and leaders** are equipped to create neuroinclusive environments
- Designing ED&I training that includes **intersectional neurodiversity** and real-world practice

We also want to ensure the right support and voice is given to colleagues who are neurodiverse and have other protected characteristics, again intersectionality being a focus.

What we heard: feedback from colleagues and clients

Data-driven insights from our people

Colleague Survey 2025 shows:



77%

are satisfied St Mungo's treats them with fairness and respect



72%

can be their true self at work



83%

believe that St Mungo's is an inclusive employer



89%

are proud to say they work for St Mungo's

Client Feedback Survey 2024 shows:



82%

of clients were satisfied with the service provided by St Mungo's



89%

of clients were satisfied that they are treated fairly and with respect

Equity, Diversity and Inclusion is not separate from our purpose — it is central to how we deliver services, treat one another, and support both colleagues and clients. To shape this strategy, we reviewed recent results from our **Colleague Survey (2025)** and **Client Feedback Survey (2024–25)**, alongside the **Lived Experience Network Survey Report (2024)**. These insights provide a real-time pulse on where inclusion is working — and where it needs strengthening.

We heard clearly:

- ED&I must be embedded into every part of the organisation
- Clients and colleagues want safe, inclusive environments
- Lived experience must be respected, protected and centred

This feedback loop will continue throughout the strategy's lifetime, with ongoing data collection, listening events and inclusive design practices across our ED&I work.

Key barriers to inclusion

(Informed by Client and Colleague Surveys and the Lived Experience Network Survey Report)

To create a truly inclusive and equitable organisation, we must also understand where we're falling short. These are the persistent and emerging barriers to inclusion as voiced by our people.

Client voices

- Disabled clients report lower satisfaction than non disabled clients, especially around anti social behaviour responses (a 10 point gap)
- Non binary clients consistently report lower satisfaction than men or women — around recognition, trust and respect
- Black and Asian clients show mixed satisfaction, particularly around complaints handling and engagement
- Equity of experience remains a key challenge despite high general satisfaction

Colleague voices

- 63% of colleagues feel comfortable sharing how they feel at work — showing psychological safety gaps
- Global majority, disabled, LGBTQIA+ and neurodivergent colleagues continue to say they experience discrimination
- Concerns remain about visibility of action at senior levels and uneven ED&I engagement across teams

Lived experience voices

- Staff with lived experience often feel excluded, unsafe to disclose or tokenised in decision-making
- The Lived Experience Network calls for recognition and parity alongside professional expertise
- Cultural competency will be central to this strategy and is now a core element of our mandatory ED&I Managers training



“Staff with lived experience have a wealth of knowledge and skills to bring... St Mungo’s should be protecting us and ensuring this is a safe place to work.”

LEN survey respondent

How we'll be held accountable

Oversight, transparency and shared responsibility

Delivery of this Equity, Diversity and Inclusion Strategy will be overseen by our **ED&I Steering Group**, who will meet regularly to track progress against key priorities. This group includes colleagues from across the organisation, including representatives from our Colleague Diversity Networks, ensuring that lived experience and frontline insight remain central to our work.

The **People Committee** will continue to monitor ED&I outcomes on behalf of the Board of Trustees. Each year, we will produce an **ED&I Annual Report**, outlining progress against our commitments, including key performance indicators (KPIs), priority actions and challenges.

This report will be reviewed by the **Board of Trustees** and shared internally to support transparency and organisational learning. The Board will also view KPIs regularly as part of the organisational performance pack.

We are also committed to:

- Publishing high level ED&I metrics annually, including progress on representation and inclusion
- Working closely with the **Client Advisory Board** to understand the experience of those using our services
- Ensuring ED&I remains a standing item on the **People Committee agenda**
- Integrating ED&I into performance objectives and annual planning cycles across departments

Being held accountable is how we build trust — with our clients, colleagues and communities. It ensures that ED&I is not just a value, but a shared responsibility at every level of St Mungo's.



Tracking progress

Measuring what matters

We will track our ED&I commitments using a blend of quantitative and qualitative measures, including the annual ED&I Report, the quarterly People KPI Dashboard, and feedback from colleague and client surveys.

Lived experience input from our networks, working groups and advisory forums will help us understand what's working and where we need to adapt.

We will also benchmark against others and monitor our impact through our Roadmap and Outcomes Framework.

These insights will shape delivery plans and keep our work rooted in transparency, accountability and continuous improvement including feedback loops such as listening events and surveys ensuring we act on feedback.

Acknowledgements

Thank you to the many colleagues, clients and volunteers who contributed to the development of this strategy.

Your feedback, experiences and expertise shaped every part of this work — from our colleague diversity networks and ED&I Allies to working groups, survey participants and client representatives.

We especially acknowledge the voices of colleagues with lived experience and those from marginalised communities who shared insights and solutions. This strategy is stronger because of you.

This strategy is a reflection of collective courage and shared accountability.

stMungo's

If you would like more information about our
ED&I Strategy, please contact
equitydiversityinclusion@mungos.org

mungos.org

St Mungo Community Housing Association, a company
limited by guarantee. Registered and Head Office: Fifth
Floor, 3 Thomas More Square, London E1W 1YW.
Patron: HRH The Duke of Kent, KG
Chief Executive: Dr Emma Haddad
Charity No. 1149085
Company No. 8225808 (England and Wales)
Housing Association No. LH0279

