



Emh Group Equality, Diversity and Inclusion Strategy- Approved December 2025

Introduction

Emh is one of the largest providers of affordable homes and care and support services in the East Midlands. The organisation was established in 1946 as East Midlands Housing Association, providing a small number of homes to ex-service people. As emh approaches its 80th anniversary, it now owns more than 22,000 homes and provides care and support services to hundreds of people across the region.

As a values-based organisation, emh is committed to Equality, Diversity and Inclusion (EDI), and it is seen as a strategic priority. The strategy identifies emh's current position in relation to EDI related matters and sets out an ambitious programme of delivery to make further progress on key issues under three strategic themes:

- **Organisational Governance and Influencing**
- **Homes, communities and services**
- **Care and support**
- **Colleagues**

It is important to stress that this Strategy has been developed with the direct input from customers, service users, colleagues, members of the governance community and independent partners. Customer and service user feedback has been especially important in the development of actions that will make a real difference to communities and services. We have specially strengthened actions in relation to hate crime based upon direct feedback. Colleague feedback, particularly from our Colleague Networks has given us important insight in to some specialist issue which has also helped us to shape some policy related actions.

Vision and Commitments

The **vision**:

Emh is recognised and celebrated for being truly inclusive and equitable; a service provider and workplace where everyone feels welcome, respected, and empowered to thrive.



The organisational **commitments** underpinning this strategy are:

- Emh is committed to creating an organisational culture of inclusion and belonging, where diversity is celebrated. When we feel respected, included, valued and heard we all can show up as ourselves and do our best work.
- Emh is committed to supporting the development of sustainable, empowered and inclusive communities so people can enjoy their home and feel safe within their local community.
- Emh is committed to taking a zero-tolerance approach to hate crime, bullying, victimisation and harassment.
- Emh is committed to delivering quality and responsive services that deliver equitable outcomes for all customers.
- Emh is committed to creating a place where everyone has their voice heard and can influence in the decision-making process.
- Emh is committed to continuing to use its position both regionally and within the housing sector to promote EDI issues.
- Emh will not only comply with any legal and regulatory requirements but go beyond these delivering good practice in all that it does.

What is Equality, Diversity and Inclusion (EDI)?

Equality, Diversity and Inclusion are interrelated concepts that promote fairness, respect, and belonging in all aspects of society.

Diversity refers to all the ways in which we differ and recognises and values these differences. It includes visible differences (e.g. visible disabilities, age, gender, race and ethnicity) and invisible differences (e.g. sexual orientation, culture, neurodiversity, disabilities, religion, socio-economic background).

Inclusion ensures that everyone feels welcome, valued, and respected, and has the opportunity to participate fully.

Equality and equity are often used interchangeably, but they have distinct meanings. Equality means everyone is treated the same, regardless of their circumstances, ensuring everyone has the same opportunities and rights. Equity means everyone has the resources they need to succeed, regardless of their starting point. It's about ensuring everyone has fair and equal chances to achieve their potential.



To illustrate the difference: Imagine a race where everyone starts at the same line. That's equality. However, if some runners have to carry heavier backpacks, that's inequity. To ensure equity, we would need to equalise the starting conditions. Equality provides a level playing field, while equity ensures that everyone has the tools and resources, they need to compete on a level playing field.

It is also important to consider the issue of **intersectionality**. Intersectionality is a crucial lens through which to understand and address issues of equality, diversity and inclusion.

Intersectionality recognises that individuals often experience multiple forms of discrimination simultaneously, based on factors such as race, gender, class, sexual orientation, disability, gender identity and reassignment, and religion.

Diversity has been a core value of emh for over 20 years. An Equality, Diversity and Inclusion (EDI) Governance Review was carried out by independent advisors, Deep Insight, in 2024, and their recommendations have helped shape this future strategy, at the heart of which is a clear focus on embedding EDI across all aspects of our work—from governance and strategic partnerships through to recruitment and leadership development, colleague support networks, stakeholder engagement and the services we provide to our residents and service users.

The summary below gives a flavour of the progress made over the past three years. However, there remains much to do going forward.

Regional and Sector Influence

- **EM Chamber Strategic EDI Partnership:** This partnership includes joint EDI surveys, roundtable discussions with MPs and regional leaders, and contributions to best practice hubs. Emh has been a headline sponsor for the EM Chamber's Celebration of Culture and Communities, showcasing the regional business community's commitment to EDI.
- **Sector Press Coverage:** Emh's previous CEO featured in an Inside Housing story highlighting the organisation's diversity journey, including his own personal experiences as a BME leader.
- **Housing Forums:** We are longstanding members of the Federation of Black Housing Associations and Housing Diversity Network.
- **Supported Housing Development:** Emh is delivering innovative housing solutions including extra care schemes, supported living, and homelessness accommodation across the region.



Outcome: Our stakeholders scored emh an average of 9.31 out of 10 in our independent stakeholder survey October 2025 in response to the statement, “*emh group is committed to and actively promotes equality, diversity and inclusion, respecting others for who they are*”. This compares with a score of 9 out of 10 in 2023 and 8.5 out of 10 in 2016. Seven out of 10 businesses across the EM Chamber membership now have EDI Policies compared with just less than half (44%) when our strategic partnership regional survey first started in 2022. Emh has been recognised by Homes England as delivering “extraordinary” homes with customers at the heart.

Colleagues

- **Recruitment Innovation:** AI tools have been developed to improve inclusivity, reduce bias, and enhance candidate experience.
- **Pay gaps:** Gender and ethnicity pay gap information continues to be published annually and discussed within departments to help raise awareness and inform decision making.
- **Sexual Harassment Prevention:** A new policy has been implemented, with accompanying training, and monitoring systems and its requirements have been promoted to colleagues and customers.
- **Colleague EDI Support Networks:** Five networks have been launched (LGBTQ+, Neurodiversity, Disability, Women, Race), and are beginning to thrive.
- **Allyship Training:** workshops have been launched to build inclusive behaviours that help support our colleague networks through active allyship.
- **Let's Talk Events:** Regular sessions have been held for colleagues on neurodiversity, disability, race, religion and menopause to foster dialogue and awareness.
- **Diversity Celebrations:** Diversity events have been hosted for colleagues, active residents and board members [Colleague Diversity Day 2024 Event Video \(youtube.com\)](#)
- **Values Alignment:** Barrett Values assessments are used as part of our organisational design toolkit to understand and improve cultural alignment across teams.
- **Behaviours:** ELT and Board have agreed on a set of behaviours to model inclusive, empowering leadership. Our new “**What Matters**” behaviour framework has inclusion at its core, with a focus on “listening to learn” and acknowledging diverse views and needs with respect.



- **Wellbeing Support:** our approach includes Employee Assistance Programmes, Mental Health First Aiders, mental toughness and resilience training, and post-incident peer support.

Outcome: The highest scoring question in our 2021 and 2025 Investors in People Surveys was, “My behaviour reflects the organisation’s values” with 90.2% of colleagues agreeing strongly or agreeing in 2025. Over 80% of colleagues in 2025 agreed strongly or agreed that emh values the contribution of employees regardless of their gender, sexuality, ethnicity, social background, or disability. Response rates for this colleague survey increased from 49% (286 colleagues) in 2021 to 61% (365 colleagues) in 2025. Gender and ethnicity pay gaps vary across business units but there remain disparities that need to be addressed.

Customers

- **Inclusive Communication:** Inclusive design principles underpin our new emh website that is due to be launched in January 2026. A comprehensive suite of booklets have been produced for residents, which now include translations into nine languages based on customer insight data and we publish “easy read” versions of key documents.
- **Resident Consultation:** Over 1,500 tenants were consulted on our business plan, including its EDI priorities.
- **Supported Housing Services:** Emh provides a wide range of care and support services including extra care, supported living, nursing homes, supported housing and day centres.
- **Vulnerabilities:** Extensive resident consultation has taken place on our vulnerability policy and we have introduced survey questions establishing what additional support or adaptations residents may need to meet their individual needs.
- **Tenancy Sustainment:** Dedicated teams help customers manage finances, access benefits, and maintain successful tenancies.
- **Customer EDI Strategy:** Customer and colleague consultation has taken place to shape this new EDI strategy.

Outcome: Our overall resident satisfaction increased to 72% in 2025 from 68% the previous year, whilst ratings for treating residents “fairly and respect” rose by 7 percentage points to 84%. In 2024/5 our Care and Support Services Users scored us an average of 4.75 out of 5 in response to the question, “How satisfied are you with the standard of care provided? Are you happy or unhappy?”, compared with 4.5 out of 5 in 2023.



Representative Leadership and Governance

- **EDI Governance Review:** A detailed review of our approach to EDI was undertaken by our Strategic EDI Partners, Deep Insight, resulting in 11 key recommendations, almost all of which are being actioned and are reflected in this new strategy.
- **Board Engagement:** EDI training provided to Board members; EDI targets included in the business plan with quarterly progress reports to Board.
- **Steadfast commitment to EDI:** The Board and Executive's steadfast commitment to EDI formed a key part of the messaging of our 2025 colleague roadshows and reinforced externally via a diversity panel session at the EM Chamber People and Skills Conference 2025.
- **EDI Board Champion:** this role has been in place since 2019, providing visible EDI leadership at the highest level.
- **Race Code:** Emh adopted RSM's Race Code in 2022, which provides a roadmap for organisations wishing to address race inequality within their boardrooms and senior leadership teams.
- **Women on Boards:** Emh hosted a Women on Boards (CIC) roundtable on Equitable Governance in support of the All-Party Parliamentary Group's (APPG) work on this issue. The session, chaired by Baroness Verma, sought to bring together select business leaders and changemakers to shape a national conversation on equitable governance.
- **Leadership Accountability:** Senior leaders have measurable EDI objectives; ELT members undertook a 360 degree review of their EDI leadership; they each sponsor a colleague network.
- **Stakeholder Survey:** Independent research highlighted emh's strengths in EDI, trust, and people qualities.
- **Transparency and Communication:** Regular updates via e-zines, newsletters, and internal communications reinforce strategic priorities and values.

Outcome: The percentage of female Board Members increased from 43% in April 2023 to 47.4% in March 2025, but remains below our 50% target. The percentage of BME Board Members over the same period increased from 22% to 25%. There has been positive movement in the representation of women and BME colleagues on our Leaders' Forum over the last three years. The gap between the proportion of leaders who are female compared with the overall percentage of colleagues who are female has narrowed since April 2023. In April 2023 there was a 5% gap whereas by March 2025 the gap had reduced to 0.9%, with 57.6% female leaders compared with 58.5% of all colleagues being women. The percentage of leaders who are from Black and Minority Ethnic communities increased from 10.1% to 12.3%.



Strategic Alignment

This strategy is not an isolated document. Rather it is aligned with everything emh does, as an employer, a landlord and a provider of care.

Emh's values are at central to everything that it does, and we believe there are strong links with EDI, particularly the value of diversity.

Integrity: We work to the highest ethical standards

Diversity: We respect others for who they are

Openness: We are honest and straightforward

Accountability: We are accountable to and influenced by our customers

Clarity: We are clear about what we are here to do and why

Excellence: We strive to be the best in everything we do

What Matters Framework

Underpinning the values and bringing them alive is the emh's behaviour framework "What Matters". The framework has been developed in partnership with customers and centres on things that matter most to customers. The behaviours are:

- **Listen** to learn
- **Acknowledge** with respect
- **Act** with consideration



- **Resolve** with care

We see the What Matters Framework as core to all that Emh does, particularly the activity within this strategy.

Business Plan

Emh's current Business Plan runs from 2023-2026. The Plan sets out an ambitious programme of work of which EDI is a strategic priority: *Develop staff culture to support EDI, wellbeing and psychological safety*. However, we expect EDI to be integrated in the majority of activity within the Plan. As move towards a new Business Plan, EDI will continue to be a running theme and central to all that we do.

National Housing Federation's Code of Governance

Emh has adopted the National Housing Federation's Code of Governance. The Code sets out a framework to promote the highest standards of governance for housing associations. A key principle of the code is EDI. Boards must demonstrate a "*clear and active commitment to achieve equality of opportunity, diversity and inclusion in all of the organisation's activities, as well as in its own composition*." Boards must seek assurance around its organisation's EDI related activities and performance and publish an associated annual report outlining its progress.

Emh has a Board Member who is a champion of all EDI matters, who is also the Chair of the Remuneration and Governance Committee.

Equality Act 2010 and Public Sector Equality Duty

As a Registered Provider of Social Housing (RP), emh must comply with the relevant requirements contained within the Equality Act 2010. The Equality Act 2010 protects people with 'protected characteristics' from unlawful discrimination, harassment, and victimisation (as defined in the Equality Act 2010). The protected characteristics are:

- Age
- Disability



- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion/ belief
- Sex
- Sexual orientation

Emh must comply with the Public Sector Equality Duty (PSED) within the Equality Act. This requires emh to:

- Eliminate unlawful discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Operating Context

Like all providers of social housing, the operating context for emh has presented a number of significant challenges over recent years. In order to develop a comprehensive strategy, emh has undertaken an analysis of its operating environment to identify all relevant issues to be addressed and shape our priorities for next few years.

The UK has experienced unprecedented levels of change and disruption over recent years following major events such as Brexit and the Covid-19 pandemic, the latter exposing and exacerbating existing inequalities within communities. In 2022 the UK faced a cost of living due to steep inflation. Whilst global supply issues and high consumer demand following the pandemic partially contributed to this, it was primarily due to surging energy prices following the Russian-Ukraine conflict which disrupted global energy supplies. The cost of food also increased during this period due to impacted agricultural exports, again due to the events in Ukraine. Inflation peaked at 11.1% in October 2022, but whilst it has since returned to approximately 2%, people are still feeling the effects of the cost-of-living crisis. Evidence from various studies including the Resolution Foundation and Joesph Rowntree Foundation confirm this; and it is those on the lowest income who are most disproportionality affected, given larger proportion of

their income is spent on food and energy. The cost-of-living crisis has also been felt more harshly by certain groups, including families with young children, disabled people, and minority ethnic households, which has only deepened existing inequalities.

There continues to be uncertainty about the economy, particularly as events play out on the global stage including the ongoing conflict in Ukraine and now in the Middle East. Both conflicts could restrict trading routes and jeopardise global trade supplies. There are concerns about potential trade wars with the introduction of punishing trade tariffs by the USA. Whilst some countries are retaliating with similar approaches, the UK has attempted to navigate the situation and negotiate a number of trade deals.

At a national level, there has also been a period of change, with the election of a Labour government last July. The new administration set out implementing an ambitious policy programme including boosting the economy, reforms to the NHS, a commitment to tackle child poverty and a target to build 1.5 million new homes over the next 5 years. However, there has been serious criticism of the Government over a number of policy issues most notably changes to the Winter Fuel Allowance and welfare reform. The Government is also under scrutiny in its performance on managing immigration and the asylum process. The recent local elections which saw Reform gain control of a number of local authorities was perhaps a reflection on voters' apathy with the current main parties, and preference for Reform's policies, particularly on issues such as migration.

There has been significant upheaval at a sectoral level, with social housing providers under increasing scrutiny following the Grenfell Tower fire in 2017. There have subsequent investigations and media reports which highlighted issues around the quality and safety of homes within the sector. In 2022, the death of 2-year old Awaab Ishak was brought to the sector's attention following the publication of a Prevention of Future Death report, which found that Awaab died due to prolonged exposure to black mould in his housing association owned home. A further investigation into the landlord, Rochdale Boroughwide Homes found weaknesses in the organisation's policies and repeated failures in service delivery. The report also identified a culture of "othering" which is "a pattern of exclusion and marginalisation based on identifies that are different to the norm".

A raft of measures followed, including enhanced regulation. The Social Housing Regulation Act received Royal Assent in 2023 and introduced proactive consumer regulation. The revised consumer standards outlined a number of requirements for Registered Providers in relation to EDI specifically:

- Understanding the diverse needs of its customers, going beyond protected characteristics
- Assess whether services provide fair and equitable outcomes
- Ensuring accessibility of services

- Providing communications that meet the needs of diverse tenants
- Have a policy outlining how they will deter and tackle hate incidents
- Have a policy outlining how they will respond to domestic abuse, and cooperate with local authorities to support victims of domestic abuse

The Act also contained Awaab's Law, which placed a requirement on social housing providers to address hazards such as damp and mould within prescribed timescales. The first part of Awaab's Law will be implemented in October 2025, with full implementation in 2027.

In 2022, the National Housing Federation and Chartered Institute of Housing commissioned the Better Social Housing Review, led by an independent panel. The panel found *“many tenants face structural inequalities, especially people from black and minority ethnic communities, those with disabilities and single parent households. Serious concerns were raised...about the systemic disadvantage still being faced by black and minority ethnic communities in particular. Structural inequalities and racism are threads that run throughout the report and tackling them has underpinned all the recommendations”*. The panel's report made a series of recommendations to the sector, including a better understanding their homes and customers through the collection and analysis of robust data, a greater community presence and a professionalisation of the sector. All recommendations were adopted by the social housing sector, and now the National Housing Federation and Chartered Institute of Housing are progressing the associated action plan.

EDI remains a strategic priority for organisations in the UK, particularly within the social housing sector. It is recognised that housing associations have a long-established role in providing housing and services for a diverse group of customers, and due to their role within communities can actively foster good community relations and tackle serious issues such as hate crime. The riots that took place during summer 2024 illustrated the division and, in extreme cases, racism that exists within some communities across the UK. This unrest continued into 2025, with further protests across communities, particularly outside hotels providing accommodation to migrants; anti-immigration marches; and the “Raise the Colours” campaign, which saw the Union flag and St George's Cross displayed across communities.

Following this period of unrest and social tensions, the Independent Commission on Community and Cohesion was established. It will seek to understand the drivers behind the events and will ultimately make a series of recommendations to tackle the ongoing issues across so many communities in the country.



The Government is seeking to build further on existing legislation, namely the Equality Act 2010, with The Worker Protection (Amendment of Equality Act 2010) Act 2023. The Act places a new legal duty on employers to take reasonable steps to prevent the sexual harassment of their employees. Further legislation is expected to strengthen inclusivity and flexibility within workplaces with the Employment Rights Bill (due for Royal Assent later in 2025). The Bill is proposing to offer enhanced protections against workplace harassment; enable flexible working from day one; and require Equality Action Plans for large employers.

Whilst in the USA, EDI (or DEI) measures and activity are being scaled-back, re-framed or in some cases, withdrawn by organisations, it is evident in the UK that EDI remains a strategic priority. Increasingly, customers, colleagues and stakeholders are keen to understand an organisation's EDI performance and know they are "doing the right thing". Increased transparency and reporting requirements around gender and ethnicity pay gap and ESG performance mean that organisations must ensure that they are making progress with their EDI journey and are able to tell an affective story about tackling inequality, celebrating diversity and increasing inclusivity.

STRATEGIC THEMES

1. Organisational Governance and Influencing

This strategic theme is concerned with strengthening the organisation's governance, with a specific focus on internal policies. Given the recent regulatory changes, it is felt that as policies inform decision making and service delivery, it is essential that have been developed/reviewed in an informed and inclusive way to promote equitable outcomes for all. This theme also focuses on emh's position both within the sector and the region, and how it uses its platform to highlight and address EDI issues.

Area	Goal	Action	Measurable outcome/target	Year	Completion
Data	Improved position with regards to EDI data held on all customers and service users to provide assurances around key issues	Develop systems for data collection, storage and reporting across the organisations.	Assurance reports on service delivery, outcomes and safeguarding by protected characteristic.	3	Q4 2028-29

Area	Goal	Action	Measurable outcome/target	Year	Completion
	such as service delivery, outcomes and safeguarding.				
Policy	An inclusive approach to Group policy development: We will ensure that all organisational policies are developed to ensure inclusivity.	Produce Equality Impact Assessment template for Group policies.	Identification of any negative impacts during the policy development process which can be addressing leading to more inclusive policies and outcomes for customers.	1	Q1 2026-27
		Roll out policy development training for Group policy owners.	Policy owners have skills to ensure inclusive approach to policy development.	1	Q2 2026-27
		Ensure all Group policies are consulted on with relevant groups.	Ensure feedback is heard from a diverse range of groups.	2	Q1 2027-28
		Full audit of all Group policies to ensure they have been developed/reviewed in line with the required guidance, including the undertaking of an EIA and relevant consultation	Assurance that the policy development process is being undertaken	-	Post-Strategy

Area	Goal	Action	Measurable outcome/target	Year	Completion
			consistently across the Group.		
		Develop a Group-wide EDI Policy	Group EDI Policy approved and implemented.	2	Q4 2027-28
		Develop and publish easy to read/illustrated versions of some customer/service user policies.	Policies published and made available to customers.	3	Q1 2028-29
Governance community	A commitment to progressing EDI at Board level.	Consider signing up to the National Housing Federation's Chair's Challenge and agree an approach with the Group Chair and Remuneration and Governance Committee.	Increased diversity across the governance community.	2	Q1 2027-28
Influencing	Ensure emh continues to positively influence on EDI matters.	CEO to sit on NHF's National EDI CEO Network.	Opportunity to shape and influence national policy and initiatives.	Ongoing	Ongoing

2. Homes, communities and services

This strategic theme responds to the standards and outcomes within the RSH's new Consumer Standards. Though it should be stressed that the identified actions go beyond compliance and attempt to establish emh services as good practice and address some of the most important issues to our customers, such as tackling hate crime and incidents, and providing responsive services based on our customers' needs.

Theme	Goal	Action	Measurable outcome/target	Year	Completion
Homes	New Homes to meet diverse needs: We will build homes that meet a wide range of social housing needs and let and sell them in a way that is transparent and fair.	Ensure our Development Strategy meets a diverse range of housing need including supported housing, homelessness projects, rural schemes & extra care.	Homes that meet a wide range of needs.	1	Q4 2026-27
		Review our sales/lettings communications to ensure new homes are marketed in an inclusive way.	Review undertaken.	1	Q4 2026-27
		Monitor sales/lettings data to ensure equitable first let/sales and subsequent staircasing	Regular report provided to Homes Board.	2	Q4 2027-28
		Regeneration strategy to ensure we can maintain and modernise high demand housing	Approved Strategy in place.	2	Q3 2027-28
	Investment in Quality housing for all: We will identify and take steps to eliminate inequalities in the condition and quality of homes.	Undertake equality impact assessments on planned disposal of homes in areas with high ethnic minority populations.	Identification of any negative impacts which could arise from the disposal which can then be addressed leading to more positive outcomes for customers.	1	Q2 2026-27
		Use customer equality data to deliver proactive communication plan with residents so that they know how to report any issues with their property including damp and mould in an appropriate way that reflects their communication needs and explicitly addressing any potential language or cultural barriers.	Increase in earlier reporting of cases of damp and mould.	1	Q3 2026-27

Theme	Goal	Action	Measurable outcome/target	Year	Completion
		Analysis of Decent Home Standards and EPC Ratings/property type/age/demand by demographic of residents to understand any inequalities (GENERAL NEEDS HOMES)	Understanding of any issues with associated action plan to address any issues.	2	Q2 2027-28
		Property technology project rolling out 100 sensed homes to support customers that have communication barriers.	(TBC)	2	Q3 2027-28
	Accessible and adapted homes: We will maximise the use of our adapted homes and assist residents seeking housing adaptations.	Review and map adaptations policy against best practice to identify learning.	More effective and inclusive approach to adaptations leading to greater satisfaction.	1	Q4 2026-27
		Develop clear register of accessible homes and adaptations.	More effective use of adapted homes.	2	Q1 2027-28
Community	Community connections and cultural awareness: We will work with communities to support or host events that celebrate cultural diversity, reduce isolation, and foster understanding in the community.	Use local networks and customer engagement groups to understand what customers want in terms of cultural awareness.	Feeds into development of a bank of information on cultural issues.	1	Ongoing
		Support and empower local communities to host their own cultural events.	(Target for number of events to be determined).	-	Ongoing

Theme	Goal	Action	Measurable outcome/target	Year	Completion
	Racism, extremism, and civil unrest: We will take a public and proactive anti racism and anti-extremism stance, and support residents through incidents of civil unrest in their communities.	Develop an incident management plan for how we would proactively respond to threats of civil unrest.	Plan implemented with colleague training rolled out.	1	Q3 2026-27
		Review our contracts with security providers and protocols.	Review undertaken.	1	Q1 2026-27
	Hate incidents: We are committed to and publicising a zero-tolerance approach to hate incidents and to supporting those affected.	Actively promote inclusion e.g. use of the Pride flag on emh logo and website	Visibility of diversity of support.	1	Q1 2026-27
		Consult with residents to understand fully their experiences of hate crime	Research report undertaken with further actions developed if required.	1	Q1 2026-27
		Establish a campaign on our zero tolerance stance on hate incidents, and publicise/undertake awareness raising on reporting routes.	A reduction in hate crime/incidents.	1	Q1 2026-27
		Full review of our approach to domestic abuse.	A fuller understanding of the issue and how we can make improvements.	2	Q2 2027-28

Theme	Goal	Action	Measurable outcome/target	Year	Completion
	Sustaining successful tenancies: We understand that some of our residents need extra support. We are committed to providing financial advice and wellbeing support where we can, and to helping residents sustain their tenancies.	Introduce roll out of tenancy visits to ensure we are meeting the requirements of our residents.	(Target for number of visits to be determined).	1	Q1 2026-27
		Enhanced analysis of vulnerabilities and/or support gaps for people living in our homes e.g. health support, disabilities, dementia, mental health, hoarding, unemployment, refugees, elderly tenants.	Regular reporting.	1	Q3 2026-27
		Review move with arrears policy to ensure customers on low incomes are supported in managing their rents	TBC	1	Q3 2026-27
		Review communication and engagement regarding mediation as a solution to reduce social exclusion.	TBC	1	Q2 2026-27
Services	Clear communication: We believe that clear and accessible information drives inclusion.	Action plan to improve services for lowest satisfied as identified through TSM data: Asian / young / Leicester & Northampton / new residents.	Increase in satisfaction for identified groups.	1	Q2 2026-27
		Target estate action days where EDI data indicates poor levels of engagement / satisfaction.	(Target for number of events to be determined).	1	Q3 2026-27
		Segmented analysis of new tenant survey question: How did you hear about us? We currently only survey new tenants in new build properties. No survey for new tenants in relets – we are looking at options.	Regular reporting on analysis.	2	Q4 2027-28

Theme	Goal	Action	Measurable outcome/target	Year	Completion
		Introduce new customer survey to monitor access routes & satisfaction rates by protected characteristics.	Support satisfaction and outcomes for all customers across protected characteristics.	2	Q1 2027-28
		Regular liaison with local authorities and analysis of regional population trends to identify emerging housing need.	More responsive to local housing needs.	-	Ongoing
	Inclusive and easy access to services: We will tailor our services to meet individual needs where we can.	Review policy and process for use of flags on resident records to identify accessibility requirements	Greater ease to establish accessibility needs.	1	Q1 2026-27
		Carry out full data cleanse on existing customer accessibility data.	More accurate data for customers.	1	Q2 2026-27
		Increase volume of data available regarding accessibility requirements.	Increases in data held on requirements leading to greater satisfaction for customers with accessibility needs.	1	Q4 2026-27
		Launch of website portal and webchat functionality with different language options to improve accessibility.	Website portal launched. Greater satisfaction from customers whose first language is not English.	2	Q1 2027-28

Theme	Goal	Action	Measurable outcome/target	Year	Completion
		Develop a community hub strategy	Strategy implemented. Increased community engagement.	2	Q1 2027-28
	Putting things right: We'll strive to treat everyone fairly and monitor complaints outcomes and compensation to ensure equitable outcomes.	Improve speed of complaints resolution to reduce hardship and inequality (100% within 10 days)	Increase in complaints satisfaction.	1	Q2 2026-27
		Learning from complaints to stop issues from re-occurring and communicating changes to customers.	Increase in complaints satisfaction. Reduction in complaints over longer term.	1	Q3 2026-27
		Ensure compensation processes are objective and review for unconscious bias.	Consistency in compensation across all protected characteristics.	2	Q1 2027-28
	Information services: We'll empower customers with the information they need to live safely in their homes.	Promotion campaign to raise awareness of services important to customers including repairs, money matters, out of hours service provision	Greater awareness of services from all customers.	-	Ongoing
		Introduce plain English approach to communication / reading age target of upper primary.	Greater awareness of services and issues from all customers	1	Q3 2026-27

Theme	Goal	Action	Measurable outcome/target	Year	Completion
		Review of core housing letters to ensure they are engaging and easy to understand	Greater awareness of services and issues from all customers	1	Q3 2026-27
		Review contents of tenant handbook	Review undertaken.	1	Q2 2026-27
	Resident engagement and representation: We will ensure that there are in place a wide range of opportunities for residents to engage with us in a meaningful way.	Carry out research with customers to understand areas 'special interest'.	(TBC)	-	Complete
		Use the above research to establish a group from which we can discuss EDI related matters.	(TBC)	1	Q1 2026-27
		Develop a new model of customer engagement that has a clear objective to hear the voice of under-represented groups.	(TBC)	1	Q1 2026-27
		Include demographic / EDI data within customer surveys.	More effective understanding and responses to the diverse needs within the customer base.	2	Q1 2027-28

Theme	Goal	Action	Measurable outcome/target	Year	Completion
	Resident Voice & Insight: We will collect and analyse demographic data on tenants to understand and respond to the diverse needs within the resident base and use this insight to highlight service gaps and help tailor support	Introduce statistically representative monitoring of resident perceptions of our services	More effective understanding and responses to the diverse needs within the customer base.	-	In place
		Introduce 'Voice of the Customer' report to Boards including information on EDI data	More effective understanding and responses to the diverse needs within the customer base	-	In place
		Quarterly satisfaction survey by disability, ethnicity, age, affordability.	More effective understanding and responses to the diverse needs within the customer base	1	Q1 2026-27
		Introduction of transactional surveys to improve insight into day-to-day operational service delivery.	Improved insight around service delivery.	2	Q1 2027-28
		Explore specific diversity related customer groups (such as LGBTQ+)	Opportunity to hear from diverse range of voices which will influence and inform service delivery,	2	Q1 2027-28

3. Care and support

This strategic theme adds to the already person-centred approach that runs throughout the Care and Support business. It spans a number of areas of Care and Support service, including responding to recent research about the experiences of homeless households based on ethnicity, and embracing new technology to best support service users from all backgrounds.

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
Accessibility and experiences	Increased understanding and assurances around the accessibility of services.	Undertake a review of marketing/publicity materials for Extra Care Housing to ensure they represent the communities in which we operate.	Review undertaken.	2	Q2 2027-28
		Undertake a journey mapping exercise to understand the experiences of service users in homelessness services to identify any inequalities based upon characteristics including ethnicity, sexuality, and gender identity and reassignment.	Identification of issues within homelessness service.	3	Q1 2028-29
		Expand journey mapping to other services.	TBC	TBC	TBC
Tenancy and homes	Increasing intelligence about service users.	Ensure MRI holds information for service users on licenses.	More informed position with regards to experiences of license holders.	3	Q2 2028-29
	Increased understanding of quality of supported housing.	Analysis of Decent Home Standards and EPC Ratings/property type/age/demand by demographic of service users to understand any inequalities. (Supported Housing and Supported Living).	Understanding of any issues with associated action plan to	2	Q4 2027-28

			address any issues.		
New Business and technology	Use technology/AI to support service users.	Commit to participating in research pilots/best practice initiatives which use technology in the Care and Support sector.	More effective use of AI.	TBC	TBC
		Consider bringing in Trustee with skills/experience in technology/AI.	More effective use of AI.	TBC	TBC
Promoting tolerance, inclusivity and understanding	Greater understanding about EDI related Care and Support issues and good practice.	Dedicated SharePoint site, which is updated regularly with good practice, learning and research.	Colleagues are better informed about service users needs.	1	Q4 2026-27
	Increased understanding of the benefits of Supported Housing.	Implement a language/wording directory to ensure most positive framing of Supported Housing.	More positive communications on supported housing. Will support influencing work.	1	Q4 2026-27
	Greater support for Care and Support frontline staff	Develop systems of support for Care and Support staff who might be subject to verbal abuse, particular based on ethnicity.	Improved staff wellbeing.	1	Q4 2026-27
	Increased understanding of Care and Support services	E-learning made available to families of service users.	More informed families.	2	Q2 2026-27

	for families to enable a more collaborative approach.				
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4. Colleagues

This strategic theme focuses on improving the colleague experience and ensuring equality of opportunity for all staff. Emh recognises the importance of creating an inclusive workplace that enables all colleagues to reach their full potential, whilst providing a supportive culture with allies.

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
Colleague Experience and Support	Support Colleague Networks	Five colleague support networks established – Race, Women, LGBTQ+, Disability, Neurodiversity. All networks have an executive sponsor, elected Chair and Co-Chair and are a network to provide support and learning/development for colleagues.	Regular network meetings held. Networks are well attended and open to new members. Minimum quarterly communication from each network. Quarterly meeting of all chairs and co-chairs.	-	In place

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
	Reduce gender pay gap by minimum % year on year	Publish gender pay gap information. Present pay gap information to Exec and Senior Leadership Teams. Undertake analysis of gender pay gaps in advance of proposing pay updates to understand impact.	Gender pay gap reduces. Annual presentation of pay gap data to ELT and SLT.	1	annually
	Commit to reduce ethnicity pay gap by 2028	Publish ethnicity pay gap information. Present ethnicity pay gap information to Exec and Senior Leadership Teams. Undertake analysis of ethnicity pay gaps in advance of proposing pay updates to understand impact.	Ethnicity data collection as 100%. Ethnicity pay gap reduces. Annual presentation of ethnicity gap data to ELT and SLT.	3	Q3 2028-29
	Promote wellbeing through a dedicated Wellbeing Strategy	Develop Wellbeing Strategy.	Improved access to wellbeing information by colleagues. IIP responses and scores can measure impact of wellbeing initiatives. Monitor usage of EAP for colleagues will see reduction in contacts for wellbeing matters.		In place – review due November 2025

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
		Create a Wellbeing Steering Group who manage a series of calendar events in line with the emh Wellbeing Strategy aims.	Established steering group who set engage with colleagues on wellbeing issues and give direction for wellbeing initiatives and communications.	1	Q3 2025-26
	Establish Peer Support Groups for other protected characteristics	Extend the topics of Colleague Support Networks, to include Menopause Support Group and Younger Colleagues Group.	Regular network meetings held. Networks are well attended and open to new members. Minimum quarterly communication from each network. Quarterly meeting of all chairs and co-chairs. Extended topics create support to more protected groups across emh.	3	Q1 2028-29
	Introduce a cohort of Mental Health First Aiders	First cohort trained in 2023. Second Cohort to be trained and active across the business.	Colleagues and managers able to access immediate mental health support and signposting.	1	Q2 2026-27

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
			Information on MHFAiders. MHFAider network set up to provide internal support.		
	Policy suite for colleague lifecycle.	Ensure development of policies for colleagues experiencing different situations and circumstances (e.g. transitioning, fertility treatment)	More inclusive experience for colleagues and avoidance of discrimination.	3	Q1 2028-29
Leadership and Development	Increase representation of underrepresented groups on leadership programmes.	<p>Audit and Understand the Current State</p> <p>Collect and analyse demographic data on leadership pipelines and development program participation.</p> <p>Use surveys, focus groups, and exit interviews to understand why minority groups may be underrepresented.</p>	Increased diversity demonstrated by numbers of colleagues accessing leadership programmes.	2	Q2 2027-28
	Increase representation of underrepresented groups in leadership roles.	<p>Ensure access to coaching, and leadership training is fair and transparent.</p> <p>Succession planning: Include diverse talent in succession plans and regularly review progress.</p> <p>Address Bias in Promotion Processes - Use clear, objective criteria for promotions to reduce subjectivity. Ensure recruiting panels are diverse to mitigate bias.</p>	Training and coaching statistics reported by colleague profile – to include ethnicity, gender, age. Profile data to be included and presented to senior leaders as part of the	TBC	TBC

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
			Strategic People Plan annual process. Increase in minority groups accessing development and being promoted.		
	Introduce a reverse mentoring programme.	Set up a programme for junior colleagues and colleagues from under represented groups to mentor senior leaders.	ELT and SLT members to participate in reverse mentoring. Reverse Mentoring programme is visible and covers all areas of the business. Qualitative and quantitative data available on mentees.	2	Q1 2027-28
Knowledge and Allyship	Introduce a programme of ally training (link in with colleague support groups).	Allyship training piloted and rolled out across emh	100% of leaders and managers to attend training. 90% of colleagues to attend training. Data to be shared with colleague network groups annually.	1	Q1 2026-27

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
	Deliver a programme of neurodiversity training.	Lets Talk Neurodiversity session completed November 2024.	Improved knowledge and understanding of neurodiversity and the impact at work.		Complete
		Neurodiversity Colleague Network to review training for colleagues.		1	Q1 2026-27
	Develop a knowledge hub for EDI issues including terminology handbook	Produce a terminology guide which is updated to reflect appropriate language for all colleagues.	Glossary of diversity terminology available to all colleagues which provides definition and clarity.	1	Q1 2026-27
		Dedicated space within the Intranet as a source of information on ED&I topics.	All colleagues able to access information and tools around diversity and protected characteristics.	1	Q1 2026-27
Recruitment	Undertaken an external audit of recruitment activity.	Utilise Networkx system provider to analyse and report ED&I data on attraction and onboarding.	Quarterly reporting on recruitment data for applicants.	2	Q1 2027-28
		Implement anonymised CV's for all recruitment activity.	Recruiting managers to receive only redacted CV	1	Q2 2025-26

Theme	Goal	Action	Measurable outcome/target	Year	Timescale
			information when shortlisting.		

Leadership, Governance and Reporting

In order to deliver this EDI Strategy, a Delivery Group will be established. This Group will be comprised of project leads and Chairs of the colleague networks. This Group will provide the opportunity for leads and Chairs to come together to discuss progress on their owned activity, ensure alignment and avoid any duplication. By meeting regularly, it will ensure that there is momentum for delivery, and this strategy does not become “a document on shelf”.

It is also understood that Delivery of this Strategy is dependent on committed leadership. It is therefore proposed a Strategic Group is also established to monitor progress of the Strategy at a higher level. Membership will be drawn from the Executive and Senior Leadership Teams and the Governance community. This Group will also consider any significant EDI related issues (such as changes in legislation) that could have a material impact on the organisation. In cases where the Strategy would need to adapt to such a change, the Strategic Group would be in position to request an amendment.

The Delivery Group will produce a quarterly monthly report to the Steering Group, particularly highlighting any delivery issues. An annual report will be presented to the ELT, RIC and governance community which will provide assurance around delivery of the strategy and associated performance measures.

There will also be regular updates to customers through various groups and channels, including the Annual Report to Customers. An overview of progress will be included in the ESG report for external stakeholders though a longer-term aim will be to publish a dedicated EDI Annual Report.

We will undertake a full review of all activity delivered as part of this strategy to understand impact, which will inform future strategies and priorities.