

Equity, Diversity and Inclusion Action Plan 2025-28:

Action Title	Desired Outcome	Milestones	Action Owner	Stakeholders	Action Due By
Understanding our people (colleagues)					
Colleague & Board Demographic Data	Ability to review progress against diversity targets. Understand our organisational composition & ability to assess how representative we are of our customer population & areas of operation.	<ul style="list-style-type: none"> Annual colleague data collection & analysis. Annual Board data collection & analysis. Annual comparison to areas of operation and customer population. Annual reporting against diversity targets. 	EDI Manager	HR Business Partner, Customer Influence Manager	Annually
B3Living's Pay Gap Data	Understand pay equity within B3Living to design interventions as appropriate, demonstrate transparency & comply with legislation & best practice.	<ul style="list-style-type: none"> Annual gender pay gap reporting & publication. Annual ethnicity pay gap reporting & publication. Assess feasibility of disability pay gap reporting- if possible- report & publish annually. 	Head of HR	HR Business Partner, EDI Manager	Annually

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Colleague EDI Experience	Facilitate an open dialogue with colleagues to understand their experiences to factor this into EDI activity.	<ul style="list-style-type: none"> • Use Peakon surveys to pulse check colleagues EDI experiences biannually. • Conduct a detailed EDI survey biennially. • Consider the need for focus groups to gain more detailed feedback biennially following the EDI survey. • Develop interventions as appropriate. • Feedback on findings & actions to colleagues & Board. 	EDI Manager	Heads of HR	Peakon-Biannually EDI Survey-Biennially

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EDI Data- Employee Lifecycle	Ability to assess trends to understand whether our EVP & location of job adverts attracts diverse candidates. Ensure that there is no bias in recruitment processes. Assess trends to understand whether performance management processes are being used equitably.	<ul style="list-style-type: none"> Assess demographic data on new joiners & leavers annually. Assess recruitment data annually. Assess data on disciplinaries, grievances, capability proceedings & PIP's annually. 	EDI Manager	HR Business Partner	Annually
Increasing our EDI awareness & knowledge					
EDI Induction	For new starters to receive an induction to share our EDI work & commitments.	<ul style="list-style-type: none"> Design & run inductions for new starters outlining our EDI work. 	EDI Manager	HR Assistants, L&D Apprentice	Bi-monthly across the strategy duration

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EDI Training Plan	Complete a training needs audit & develop comprehensive training opportunities utilising a blend of formal training delivered in house, external training, informal 'munch & learn' style training, focus groups, e-learning & self-led learning.	<ul style="list-style-type: none"> Complete a training need audit & develop a comprehensive, cross-organisational training plan. Socialise said plan with Exec/LT & Management Community. Design training to focus on priority areas for the organisation such as LGBTQ+, Ethnicity, Disability & Neurodiversity inclusion & experiences. Develop targeted training opportunities for Exec/LT to increase Inclusive Leadership capacity. Evaluate training outcomes. 	EDI Manager	L&D Business Partner, L&D Apprentice	Plan to be developed Y1, with delivery across the strategy duration

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'How To' Guides	Develop & socialise 'how to' guides on EDI topics/skills to upskill the management community.	<p>Develop 'how to' guides for managers on a range of key EDI topics based on need.</p> <p>Likely to include:</p> <ul style="list-style-type: none"> • Supporting trans/non-binary colleagues. • Creating safe spaces for ethnically diverse colleagues. • Implementing reasonable adjustments. • Having sensitive or challenging conversations. 	EDI Manager	L&D Apprentice	To be delivered across the entire strategy duration

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Colleague/ Customer EDI Awareness	Create conversations to increase knowledge & awareness. Use story telling approaches where possible & EDI events.	<ul style="list-style-type: none"> Internal posts and activities led by the EDI calendar. Assess the feasibility of running events facilitated by Inclusion Champions for colleagues. Devise external content, led by our EDI work & the EDI calendar. 	EDI Manager	Exec & LT, External Affairs Officer, Communications Manager, Communications Apprentice, L&D Apprentice, Inclusion Champions	To be delivered across the entire strategy duration
Fostering a safe and inclusive culture					
Policies	Ensure that when developing, reviewing & creating policies, they are written with inclusion in mind & use inclusive terminology.	<ul style="list-style-type: none"> Create a 'how to' guide on inclusive language for all colleagues who write policies. Review policies through an inclusive lens by the policy owner, with final feedback picked up in the EIA process. Support the business to develop new policies where appropriate that support our EDI work, 	EDI Manager/ Heads of HR	Anyone involved in writing or reviewing policies at B3Living	3 policies by Y1 Other policies and gender-neutral language across the entire strategy

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		e.g. reasonable adjustment policy.			
EDI Visibility	Initiatives designed & socialised to promote our commitment to EDI internally & externally.	<ul style="list-style-type: none"> • Develop an LGBTQ+ Allyship Scheme. • Develop ways to highlight colleagues who have gone above & beyond to further EDI. • Consider feasibility for an award scheme recognising colleagues who have made significant EDI contributions. • Promote Rainbow Lanyards & Sunflower Lanyards. • Develop a pronoun sharing campaign. 	EDI Manager/ Executive Director for Corporate Services	Heads of HR, Exec & LT Team, Management Community	E-card, Allyship Scheme and Lanyards- Y1 Award scheme and pronoun sharing- Y2

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Processes	Ensure that our commitments are reflected in everyday practices through being embedded into our processes.	<ul style="list-style-type: none"> Launch/pilot Disability Passports. Review and further embed the EIA process. Consider the feasibility of assessing actions taken to role model EDI considered as part of the performance management process. Ensure EDI is considered as part of Procurement. 	EDI Manager/ Executive Director for Corporate Services	Heads of HR, Procurement Manager	Disability passports and Procurement- Y1 EIA process- Y2 EDI and performance management- Y3
EDI Accreditations/ Pledges	Existing accreditations/pledges reviewed to ensure we utilise them. New accreditations are considered.	<ul style="list-style-type: none"> Review existing accreditations/ pledges. Agree on any new accreditations/ pledges that will support the delivery of Better Futures. 	EDI Manager/ Executive Director for Corporate Services	Heads of HR	Review in Y1 with a view to implementation in Y3 if agreed
Inclusion Champions	Utilise colleagues with an interest in EDI by redefining the scope of the Inclusion Champion role & involving them in EDI projects to ensure	<ul style="list-style-type: none"> Map out the role/function of champions to provide clarity. 	EDI Manager		Map out and run regular meetings- Y1 Link to networks- Y2

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	messages are delivered cross-organisationally.	<ul style="list-style-type: none"> Run regular meetings, engaging them in EDI work. Linking them to networks to learn from peers. Assess the feasibility of delivering engaging, events with co-facilitation from inclusion champions. 			Facilitating events (if feasible)- Y2/Y3
Inclusive Leadership	<p>Generate buy-in of our leadership, so they can be advocates of our EDI work & consistently role model inclusion.</p> <p>Undertake work to increase the diversity of our Executive & Leadership Team.</p>	<ul style="list-style-type: none"> Develop targeted training to Exec/LT on inclusive leadership practices. Ensure consistency in the expectations of Exec/LT with regards to role modelling & taking ownership of inclusion. Look to increase diversity at Exec/LT level, where ethnically diverse, disabled & LGBTQ+ people are under-represented. 	EDI Manager/Executive Director for Corporate Services	L&D Business Partner, Heads of HR	<p>Training and expectations- Y1</p> <p>Increasing diversity- across the entire strategy duration</p>

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Developing Our Diverse Talent					
Succession Planning	Ensure that EDI is considered as part of succession planning.	<ul style="list-style-type: none"> Work with Executive Director for Corporate Services on the upcoming Succession Planning activity. 	Executive Director for Corporate Service	EDI Manager	Y1
Mentoring	Exec & LT take part in mentoring colleagues, gaining increased EDI knowledge in return.	<ul style="list-style-type: none"> Investigate the feasibility of Exec/LT participating in a reverse mentoring scheme. Highlight experience/soft skills needed for progression, and support colleagues to gain these, prioritising EDI groups. 	Executive Director for Corporate Service/EDI Manager	Leadership Team	Investigate feasibility- Y2
Networking	Provide under-represented colleagues with opportunities to build a network, increasing belonging.	<ul style="list-style-type: none"> Link colleagues from diverse groups to network groups which run across the sector and support them in engaging. Ask new starters if they would like to be buddied with someone from a specific characteristic. 	EDI Manager		Y1

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Creating An Inclusive & Diverse Workplace					
External Communications/ Awareness Raising	Raise awareness of the work we are undertaking in the EDI space & of key EDI events/ identities.	<ul style="list-style-type: none"> • Post updates of our work or information on awareness days on LinkedIn. • Post content on our Facebook page. • Update & ensure the accessibility of the EDI section on the B3Living website. 	EDI Manager	Communications Apprentice, External Affairs Officer	Ongoing across the entire strategy
Recruitment	Ensure that our recruitment processes are inclusive to attract & support diverse applicants.	<ul style="list-style-type: none"> • Actively encourage applications from candidates who meet >80% of the criteria. • Develop a proactive process to capture reasonable adjustments. • Develop a proactive & consistent process for gathering feedback from applicants. • Update our recruitment packs & information, ensuring it is inclusive & representative of everyone. 	EDI Manager	HR Business Partner, HR Assistants, Head of Communications	Y2

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		<ul style="list-style-type: none"> Assess the platforms on which we advertise vacancies, ensuring it reaches a diverse audience. 			
EVP	Ensure that our pay structures & non-financial benefits are attractive to diverse colleagues/ applicants & do not discriminate.	<ul style="list-style-type: none"> Support the Heads of HR on the pay review from an EDI perspective. Highlight & promote the features of B3Living which are attractive to diverse prospective applicants i.e. family friendly policies, wellbeing/multifaith room etc. Ensure we remain a Living Wage employer 	Heads of HR/EDI Manager		Y1

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Providing A Personalised & Inclusive Service for Customers					
Customer Demographic Data	Collect, analyse & utilise insights from customer data to influence service delivery and processes.	<ul style="list-style-type: none"> Analyse TSM Data on an annual basis. Analyse reasonable adjustment data captured as part of our vulnerabilities workstream. Monitor complaints data for EDI Insights. Assess repairs satisfaction data against known inequalities faced by BAME residents. Survey customers from ethnically diverse backgrounds on their experiences. 	EDI Manager/ Customer Influence Manager	Business Improvement Coordinator, L&D Apprentice	Annual
Reasonable Adjustments	Ensure that customers consistently receive the appropriate adjustments to enable them to engage with us.	<ul style="list-style-type: none"> Support the identification & delivery of reasonable adjustments. Monitor the number of customers who share their need for adjustments with us on an annual basis. 	EDI Manager/ Programme Manager	Housing Manager	Support identification- Y1 Monitor adjustment data- annually Translation services- across

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		<ul style="list-style-type: none"> Ensure we consistently use translation services when needed. Include a question on reasonable adjustments in customer surveys. 			<p>the entire strategy duration</p> <p>Question in survey- Biennially</p>
Customer Engagement	Ensure that we engage with our customers on EDI initiatives, explaining how this is intended to benefit them.	<ul style="list-style-type: none"> Support & attend LGBTQ+ events, e.g. Herts Pride, Hertford Pride. Increase external comms for customers on our work & on awareness days. Invite customers to events organised by Inclusion Champions for EDI days. Understand issues important to customers through surveys or listening events, feeding back on progress. Engage with our Customer Advisory 	EDI Manager	Customer Influence Manager, Community Development Manager, External Affairs Officer	<p>Support events- Y3</p> <p>External comms- Across the entire strategy duration</p> <p>Social events- Y2</p> <p>Surveys- Biennially</p> <p>Engage with customer panels- Across the entire strategy duration</p> <p>Customers on interview panels- Y3</p>

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		<p>Pannel & Customer Community.</p> <ul style="list-style-type: none"> Consider offering the Customer Advisory Pannel the opportunity to sit on interview panels for LT/Exec roles. Participate in the LGBTQ+ Housing Pledge. 			<p>LGBTQ+ Housing Pledge- Y1</p> <p>Workshops- Y3</p>
Delivery of a personalised and inclusive service	Support the delivery of a personalised and inclusive service as outlined in the customer strategy.	<ul style="list-style-type: none"> Provide advice on EDI aspects of complaints/feedback as required. Support the identification and delivery of EDI training for frontline colleagues. Contribute to working groups providing EDI guidance as required. Provide guidance for specialist EDI providers to signpost customers to as required. 	EDI Manager	Head of Housing	Across the entire strategy duration