

EQUITY, DIVERSITY AND INCLUSION STRATEGY



DIABETES UK
KNOW DIABETES. FIGHT DIABETES.

Introduction from Chris Askew, our Chief Executive

At Diabetes UK, tackling inequality is a major step towards achieving our vision of a world where diabetes can do no harm. In our stated commitments to tackling inequality, we have pledged to tackle inequality in our own organisation by being an equal, inclusive and diverse organisation.

Our ambition is to be an organisation that respects and values diversity, is itself diverse in its workforce with equal opportunity and equity at its heart; an organisation that is resolutely anti-racist and where colleagues and volunteers have a strong sense of belonging and feel their voice is heard. We aim to be an organisation where everyone can thrive and feels valued and where colleagues have the confidence, capacity and ability to tackle inequality.

We have made progress already in recent months and years but we know there is more to do. So, I'm proud to share our EDI strategy, outlining the actions we'll take over the next three years to realise the commitments we've made. We know we might not always get it right but we'll continue listening, having conversations and learning lessons along the way, to shape this essential work. We'll learn and improve together.

I'm committed to putting these words into action. But change only happens when we all play our part. I'd encourage you to read the strategy, get involved and reflect on the role you can play, so that together we can make our ambition a reality.



CONTENTS

1.	The purpose of this document	4
2.	Definition of terms used in this strategy	5
3.	Our overall EDI vision	6
4.	How our EDI vision links to our charity's vision and strategy	6
5.	What will be different when we have achieved this strategy	7
6.	What we need to do to achieve our vision	8
7.	Our priorities	10
8.	How we'll measure our progress against the strategy	11
9.	Accountability and Governance	12
10.	Key progress review dates	13
11.	Related Diabetes UK documents	13



1 THE PURPOSE OF THIS DOCUMENT

What this document is

- This document describes our equity, diversity and inclusion (EDI) strategy. It applies to people who work at Diabetes UK and volunteers. This includes temporary agency workers who are supplied by external employment agencies.
- The document sets out our EDI vision and describes our priorities over the period 2022-2025.
- It summarises the principles and values that underpin our EDI work.
- It explains how we'll monitor and evaluate our progress through our governance arrangements. It commits to agreeing measures and Key Performance Indicators (KPIs).

What this document isn't

- This document is not a detailed plan of all the work we'll do. We'll produce a separate plan with specific actions.
- This document does not describe in detail the work we are doing externally through our strategy to tackle inequality. This is covered in our [Tackling Inequality Commitments document](#).

This strategy helps us to achieve our charity's strategy. It is not an end in itself. The actions we take will make us more likely to:

- achieve our strategic ambitions to help people living with or at risk of diabetes.
- have credibility with the communities we support.

2

DEFINITION OF TERMS IN THIS DOCUMENT

Equality is about creating a fairer society where everyone is treated with dignity, respect and without discrimination.

Equity builds on the concept of equality and is about ensuring that everyone can access opportunities. It is about challenging the environments and processes that limit someone's opportunities to succeed. This might mean treating people differently based on their needs, experiences and circumstances

Protected characteristics: Equity involves considering all legally protected characteristics but is not limited to these. For example, it also includes socio-economic inequality and the impacts of the social determinants of health.

Diversity is about the mix of individuals within society and the workplace. It is about recognising, understanding and valuing the differences that people bring. It is also about managing the challenges that can occur in a diverse environment.

Inclusion is about taking deliberate action to create an environment and culture where everyone:

- feels they belong.
- can participate and they are valued for their contribution, experience and perspective whatever their background, identity or circumstances.
- can thrive, perform to their full potential and feel their voice is heard.

An ally is someone who may not share the characteristics of a particular group. However, they want to show solidarity and support to them. And they want to learn from them about their experiences.

Positive action, as set out in sections "158 and "159 of the Equality Act 20"10, is lawful. It is about an employer taking action to compensate for disadvantages that it reasonably believes are faced by people who share a particular protected characteristic.

Positive discrimination is about favouring someone by treating them differently in a positive way, such as appointing someone from an under-represented group without considering if they have the necessary skills and passing over other, better-qualified candidates. This is unlawful.

3

OUR OVERALL EDI VISION

Our vision is an organisation where everyone:

- can access opportunities such as career advancement and personal and professional development.
- experiences working and volunteering with a diverse range of people who reflect the society in which they work, volunteer and live.
- believes they belong, are welcomed and can thrive whatever their background, circumstances or identity.

Our vision is an organisation that works tirelessly to eradicate discrimination and inequality in its culture and workplace.

4

HOW OUR EDI VISION LINKS TO OUR CHARITY'S VISION AND STRATEGY

Our strategy called 'A generation to end the harm' has identified the need to address inequality if we are to achieve our mission of a world where diabetes can do no harm.

We have three goals to tackle inequality:

- 1** Reduce inequality and gaps in outcomes for people who experience disadvantage.
- 2** Increase understanding of diabetes and inequality and the needs of those affected.
- 3** Enhance our organisational capacity and have greater workforce diversity.

And to help us to deliver against the Tackling Inequality commitments in our strategy we have identified **six areas of activity**.



5

WHAT WILL BE DIFFERENT WHEN WE HAVE ACHIEVED THIS STRATEGY

Our ambitions for what this strategy will achieve are:

We'll have a planned and appropriately resourced programme of work to support our EDI vision. This will support us to deliver on the charity's strategy.

We'll have a workforce that more closely reflects the communities we serve and support.

Our volunteers will more closely reflect the communities we serve and support.

We'll be preparing those who work and volunteer for us more effectively to play leadership roles across the third sector. This means using development opportunities, alliances and partnerships in a creative way.

Everyone will have the confidence and skills to engage with and co-create with diverse groups.

Everyone will enjoy learning about and appreciating each other's difference by being respectfully curious.

We'll have flourishing staff networks. They will provide safe spaces for colleagues to constructively share experiences and seek support. They will work successfully with allies. They will feed into an EDI reference group that shares responsibility for leading on the delivery of the strategy.

People who work and volunteer with us will be skilled and confident in raising difficult issues. They will be confident in having more challenging conversations because they feel they belong and have a voice that is welcomed and valued.

We'll have greater assurance that our policies, procedures and processes can be accessed by those who need to use them. We'll be reassured that they do not directly or indirectly discriminate against anyone and are inclusive.

We'll have an effective way of sharing learning about our EDI work across the charity.

WHAT WE NEED TO DO TO ACHIEVE OUR VISION

To achieve our vision, we must have a strategy that enables us to develop our awareness, knowledge, skills and behaviours, underpinned by clear principles and values.

Our Principles

- **We'll respect and value difference.** We'll be respectfully curious in learning about the differences we notice in others.
- We'll do all we can to **have a diverse workforce and volunteering community**, including our trustee board.
- We'll actively identify and **call out discrimination** in all its forms. When we find it, we'll take appropriate action.
- Having provided all appropriate support and development to those who work and volunteer for us, **we'll not tolerate behaviour or actions within our charity that are not in line with our EDI principles.**
- We'll be tireless in ensuring that all those who work and volunteer for us have a **strong sense of belonging**. And they feel their voice is heard and valued.
- We'll develop those who work and volunteer for us to have the **confidence, capacity and ability to identify and tackle inequality** and expect them to do so.
- We'll **involve those who work and volunteer for us** appropriately in the development and implementation of this strategy.
- We'll **continuously learn and improve in our approach** to EDI. We'll learn from others internally and externally. We'll take time to reflect and notice the impact of what we do.
- We'll **work with partners and other like-minded organisations** to achieve our goals. We'll play our role to deliver change in the wider not-for-profit sector too.
- We'll **identify the data we need to monitor our progress**. Where we do not have it, we'll take steps to get it.
- We'll ensure that where we agree targets or KPIs **we are mindful of what is lawful under the Equality Act** in terms of positive action and will avoid positive discrimination.



Our Values

- **Keep things simple** - our strategy will be written in plain English. It will provide a framework so that we can take action. It will not be a detailed plan. It will include easy links to other relevant Diabetes UK documents.
- **Driven to know more** - our strategy will be continually informed by what we learn from research about EDI in the workplace. And by what our colleagues tell us about their experiences while working and volunteering here.
- **Put people first** - as set out in our people ethos, our first priority must be the people who the charity exists to serve. Within this, we strive, where possible, to consider individual flexibility based on their needs of those who work and volunteer for us.
- **Make change happen** - our strategy exists so that our charity can change and we can achieve our EDI vision. This, in turn, supports us to tackle inequality for people affected by diabetes.

7 OUR PRIORITIES

1	Develop an organisational EDI plan that will identify the work we need to do to achieve our EDI strategy. This will help us achieve the outcomes set out in our charity's strategy.
2	Support the people who work and volunteer for us to: <ul style="list-style-type: none">▪ develop greater confidence in working with diverse groups, especially those who experience inequality.▪ recognise the importance of intersectionality on a person's identity.
3	Provide support and space for colleague networks and forums to meet separately, and with allies, to promote diversity and address inequality. And create frameworks so that the networks can engage in constructive dialogue with management to inform actions they take.
4	Ensure the people who work and volunteer for us have the skills to: <ul style="list-style-type: none">▪ raise difficult issues, including if they experience inappropriate behaviours. This is regardless of hierarchy, job bands or line-management relationships.▪ disagree constructively.▪ feel able to have different views, know that these can lead to more creative and inclusive ways of working.▪ Listen respectfully when people share their lived experience.
5	Analyse and report on the breadth of diversity within the Diabetes UK and volunteer community. Partner with other organisations to broaden our diversity and engage with identified minority groups where needed. This includes working towards having a workforce and volunteer community that reflects the diverse communities that we serve and support.
6	Regularly review and, where necessary, change our processes and practices to ensure we attract and retain a diverse workforce at all levels and a diverse community of volunteers.
7	Develop ways of sharing learning on how to tackle inequality across the charity. This will involve those who work and volunteer for us and relevant external networks.



8 HOW WE'LL MEASURE OUR PROGRESS AGAINST THE STRATEGY

We'll measure the progress of our EDI strategy against agreed KPIs.

This means using the following key sources of evidence:

- Relevant numerical data.
- Benchmarking against relevant external data sources and organisations.
- Feedback from questions in our internal colleague surveys and volunteer surveys.
- Feedback from those who work and volunteer for us informally and formally. This might be through focus groups, exit interviews or our staff networks and forums.
- Feedback from any external diversity audits or accreditation that we take part in.
- Measures agreed by the outcome steering groups around tackling inequality.

9 ACCOUNTABILITY AND GOVERNANCE

We'll publish data relating to those who work and volunteer for us internally. We'll agree an approach to monitoring and reporting. We'll follow the governance structure set out below.

We'll be transparent in how we do this. In implementing the strategy, we recognise that we might not always get it right. But we are committed to learning and improving from our experiences and acting on this.



* the EDI reference group is drawn from colleague networks

** Tackling Inequality Driver has a separate group and operates across all outcomes



10 KEY PROGRESS REVIEW DATES

In 2022 we'll provide an update on progress to the Executive Team at the end of each quarter. We'll give an update to the Board of Trustees in October. At the end of 2022 we'll agree how often we'll report in future years.

We'll identify appropriate moments and ways to update those who work and volunteer for us on our progress throughout the year.

Each year, we'll review and update the strategy based on our learning from the previous year.

11 RELATED DIABETES UK DOCUMENTS

- [Our Tackling Inequality commitments](#)
- [Our strategy](#)

**CONTACT CHARLOTTE SUTTLE,
EDI SPECIALIST TO LEARN MORE
ABOUT THIS STRATEGY**

DiABETES UK
KNOW DIABETES. FIGHT DIABETES.

Diabetes UK is the operating name of the British Diabetic Association. Company limited by guarantee. Registered in England no. 339181.
Registered office: Wells Lawrence House, 126 Back Church Lane, London E1 1FH. A charity registered in England and Wales (215199) and in
Scotland (SC039136). © Diabetes UK 2022 1314 JHS