



Diabetes UK Equity, diversity and inclusion 5-year Action Plan

Colleagues and volunteers

DiABETES UK
KNOW DIABETES. FIGHT DIABETES.

Our Ambitions

Continue to grow as a diverse, inclusive and anti-racist organisation – for colleagues and volunteers

- Review our approach to ensure we attract, retain and grow diverse talent at all levels of our organisation and in our volunteer base, to ensure we reflect communities we serve
- Build on our inclusive organisational culture to ensure colleagues and volunteers feel valued, respected, safe and supported
- Embed antiracism in our culture, ways of working, systems and processes
- Act so that socio-economic background is not a barrier to working or progressing at Diabetes UK
- Embrace diversity and inclusion reporting
- Connect with and be rooted in our local community
- Equip our colleagues and volunteers with the knowledge, skills, tools and confidence to work with communities including our target groups
- Ensure that people with or at risk of diabetes from diverse backgrounds are central to our governance, strategy development and monitoring processes
- Gather, analyse and share insight in a systematic way




Ambition: Review our approach to ensure we attract, retain and grow diverse talent at all levels of our organisation



Activity	Timeline	Key metrics
Review our recruitment processes and employer brand to identify and remove barriers.	2025 onwards	Overall workforce and leadership data in line with UK Census data.
All role descriptions for senior leaders include building and supporting diverse and inclusive teams as an essential requirement.	2025 onwards	Job description and template includes this requirement in all senior leader roles. Monitoring by HR/EDI specialist to ensure this is adhered to.
Target our recruitment approach including positive action to increase diversity at leadership level and review training offered to recruitment panels. Introducing an EDI question in all recruitment processes.	2025 onwards	Gender and ethnicity pay gaps are reported annually and reduce over time.
Review recruitment channels to include local colleges, diversity job fairs, job centres to support the attraction of a more diverse candidate pool.	2025 onwards	Increased diversity in application pool and through further stages of interview process e.g. shortlisting and interview.
Development of career progression and performance management policies.	2026/7	Exit interview questions on inclusion and diversity data of leavers.
Develop a mentorship programme – with elements of reverse mentoring and career development for participants. Open to all colleagues, with particular encouragement for participation from underrepresented groups.	2026 onwards	<p>Programme is established with high number of participants. Positive feedback from mentees and mentors.</p> <p>Diversity of participants at minimum reflects organisational demographic data.</p>

Ambition: Build on our inclusive organisational culture to ensure colleagues and volunteers feel valued, respected, safe and supported

Action	Timeline	Key metrics
Continue to support and work with colleague networks including the Staff Network Advisory Group.	2025 onwards	Positive feedback from our colleague network groups, budget and time is provided. Values and behaviours are embedded in other HR processes. Colleagues report that values feel live in the charity.
Achieve Disability Confident accreditation.	2026	Accreditation achieved.
Work with the Learning and Development team to embed our values and behaviours framework.	2025 onwards	Team supported to embed values and behaviours framework.
Work with the Learning and Development team to embed Disagreeing Well training in teams to create increased psychological safety.	2025 onwards	Colleagues report through surveys that they can disagree well and feel psychologically safe.
 We continue to ensure that non-inclusive behaviours are not tolerated, and colleagues feel able to speak up.	2025 onwards	Employee relations data is reviewed including grievances and reports of non-inclusive behaviours. 90% of colleagues say 'People of all cultures and backgrounds are respected within Diabetes UK' in the 2030 pulse survey.
Launch mandatory EDI e-learning module for all colleagues, completed every 2 years.	2025 onwards	100% of colleagues complete this e-learning or the mandatory induction module, within each two-year period.
Continue to provide regular, supportive spaces for learning and dialogue around EDI and tackling inequality including 'Common Ground' and 'Let's talk about' sessions.	2025 onwards	At least 6 sessions of this type each year. These are well attended including by senior leadership, with positive feedback about the content.
Equity, Diversity and Inclusion assessments are consistently used to ensure our work, projects and processes are inclusive, accessible and meet the needs of different users.	2025 onwards	Feedback from the Executive Team that EDIAs are being used consistently in their teams and any findings are being actioned.

Ambition: Embed antiracism in our culture, ways of working, systems and processes

Action	Timeline	Key metrics
Define and communicate our approach to anti-racism, internally and externally. This approach is informed by findings from the Race at Work charter assessment.	2025 onwards	Defined approach agreed and communicated. Agreed metrics within our approach including use of colleague survey.
Sign the Race at Work Charter and work to deliver the standards.	2025 onwards	Signed the charter and shared internally and externally. Colleague feedback through Race at Work survey improves on each submission.
Evaluate progress against ambitions. Consider independent evaluation.	2029	Independent evaluation completed and used to inform approach 2030 onwards.
Communicate with all colleagues and offer learning opportunities to support understanding of the concepts of anti-racism and what this means for their roles.	2025 onwards	Sessions are well-attended, and colleagues report they have found the content useful including in colleague surveys. Managers report increased competence and activity related to Tackling Inequality and anti-racism in their teams.
Proactively use our voice internally and externally, as well as reacting where appropriate, to challenge racism and support colleagues who experience it, in line with our anti-racism communication principles.	2025 onwards	Tackling Inequality and anti-racism are regularly present in our internal comms channels. Feedback from the Global Majority network and other colleagues that specific incidents are responded to in a timely, supportive and bold way.
Provide supporter facing colleagues and volunteers with a toolkit and/or training to manage pushback or complaints, including those of a racist nature. This support is tailored to their specific context.	2025	Tools, guidance and support provided. Colleagues report increased confidence in handling pushback or complaints.



Ambition: Embed antiracism in our culture, ways of working, systems and processes

Action	Timeline	Key metrics
Review our policies and processes to ensure race is not a barrier to recruitment, progression, development or experience of inclusion at the charity.	2025-6	<p>Evaluation of tools and training offered indicates colleagues feel well supported and able to action this.</p> <p>Policies are updated and changes actioned, with clear plan for future review.</p> <p>Recruitment data indicates removal of barriers from advertisement through to appointment.</p> <p>Promotion data indicates no barriers to promotion on grounds of race.</p> <p>Learning and development data demonstrates opportunities are accessed proportionally across demographics.</p> <p>Colleague survey indicates no discrepancy of colleague experience based on demographic.</p>
Invest in an externally delivered development programme for colleagues from Black, South Asian and ethnic minority backgrounds, with tailored development support following the programme to apply the learning. This could include mentoring from a member of the Executive Team, involvement in a key project or membership of a cross-organisational project group.	2025-6 onwards	At least 3 colleagues each year participate in the programme. The programme is evaluated with high scores and feedback from colleagues. Colleagues report that they have developed their careers either with the charity or externally.
Explore opportunities for external networking events bringing together people from across charity sector.	By end of 2025	High attendance from people across charity sector from underrepresented backgrounds. Diabetes UK is shown as a positive place to work, convening spaces for conversations about race and championing EDI in the sector.
Collaborate with other organisations and change makers to influence change in systems, bringing together different charity sector leaders to share learnings and have a collective voice.		TBC

Ambition: Act so that socio-economic background is not a barrier to working or progressing at Diabetes UK

Action	Timeline	Key metrics
Introduce reporting on socio-economic background of colleagues, using the data to inform our approach.	2028/2029	50% of colleagues share their socio-economic background data on the HR system. We report on this alongside other diversity data metrics.
Ensuring that the use of FT contracts does not impact negatively on colleagues from minoritised groups including those from lower socio-economic backgrounds.	2025 onwards	Monitoring the impact of fixed term posts to assess adherence to this principle.
Enter the Social mobility employer index and work to deliver the standards.	Spring 2025 onwards	Index is completed with learnings used to inform our approach to increasing socio-economic diversity in the charity.
Ensure the charity has an inclusive culture for colleagues of all socio-economic backgrounds. Including continuing to provide spaces for conversations about a range of EDI topics, with increased focus on socio-economic background and intersectionality.	2025 onwards	<p>At least two sessions in 2025 focused specifically on socio-economic background. Sessions are well attended including by senior leaders.</p> <p>Socio-economic background woven into other conversations around EDI where possible.</p> <p>Non-inclusive behaviours around socio-economic background are not tolerated and colleagues report feeling more confident to report or challenge incidents.</p>
Apprenticeships are available with specific focus on teams with highest levels of underrepresentation, for example Policy and Fundraising. This approach would be informed by diversity data. This would be part of a broader action to explore how we can recruit for potential rather than only existing skill or experience.	2027/28 – subject to data analysis and affordability	Offer at least two apprenticeships per year.

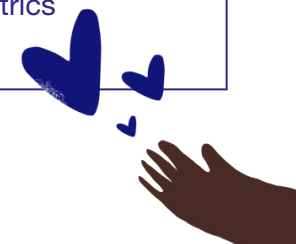


Ambition: Embrace diversity, equity and inclusion reporting

Action	Timeline	Key metrics
Continue to report our gender and ethnicity pay gaps externally.	2025 onwards	Pay gaps reported internally and externally each year and reduce over time.
Introduce reporting on socio-economic background of colleagues.	2027/28 onwards	50% of colleagues share their socio-economic background on our HR system.
Monitor diversity of our Board of Trustees to identify gaps and inform recruitment.	2025 onwards	This data is collected when trustees join the charity and used to inform our recruitment approach. 75% of trustees share their diversity data.
Monitor diversity of our volunteers on our volunteering platform, Assemble.	2025 onwards	75% of volunteers share their diversity data.

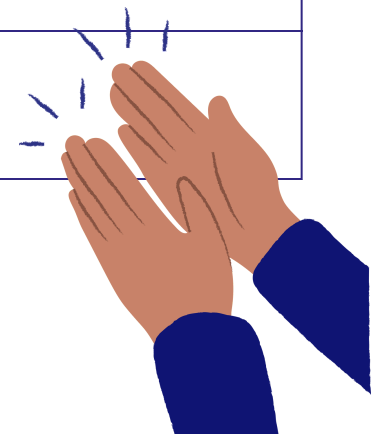
Ambition: Connect with and be rooted in our local community

Action	Timeline	Key metrics
Review procurement processes to support colleagues to use local and more diverse suppliers where possible.	2026-7	Policy is reviewed and approach put into practice with support for colleagues.
Explore the possibility of offering meeting space in our offices to local community groups.	2027-8	Our approach to this work is agreed, with metrics then confirmed.
Explore opportunities to engage with local schools, businesses and community groups.	2027-8	Our approach to this work is agreed, with metrics then confirmed.




Ambition: Equip our colleagues and volunteers with the knowledge, skills, tools and confidence to work with communities including our target group

Action	Timeline	Key metrics
Involvement training and/or toolkit is provided for colleagues in relevant teams, as identified by needs assessment.	2025 onwards	All colleagues identified have completed training and report greater confidence in involving others in their work. Managers report increased levels of involvement. Increased use of EDIA to identify involvement opportunities.
Volunteering day for colleagues each year is mandatory, with opportunities offered in areas local to our offices.	2026	Colleagues complete one day of volunteering minimum each year as part of their role, with managers monitoring this.
Embedded use of Equity, Diversity and Inclusion Assessment tool across the charity (see above measure).	2025 onwards	Feedback from the Executive Team that EDIAs are being used consistently in their teams and any findings are being actioned.
Develop resources for volunteers to confidently engage with EDI and TI commitments and increased engagement with topic and resources through regular volunteer communications.	2025 onwards	Volunteers report increased confidence in working with different communities through Pulse surveys.
Hold engagement sessions with volunteers to promote topic and resources and invite them to share their own experiences.		



Ambition: Review our approach to ensure our volunteer base reflects the communities we serve

Action	Timeline	Key metrics
<p>Introduce targeted volunteer recruitment to increase representation from our priority audiences.</p> <ul style="list-style-type: none"> • Ensure that volunteering opportunities are visible to diverse communities and are adaptable to suit diverse potential audiences • Ensure volunteer induction is inclusive and informative of our EDI work • Ensure that volunteers are confident in the process in reporting non-inclusive behaviours <p>Support volunteers to leave their role at DUK well, giving them the opportunity to provide feedback about our EDI work that we implement.</p>	2025 onwards	<p>At least 25% of our volunteer community come from ethnic minority communities, in line with National Diabetes Audit data.</p> 

Ambition: Ensure that people with or at risk of diabetes from diverse backgrounds are central to our governance, strategy development and monitoring processes

Action	Timeline	Key metrics
Targeted recruitment to our Panels, Committees and Boards to increase representation from our priority audiences.	2024 onwards	At least 25% of the committee members across our Panels, Committees and Boards come from ethnic minority communities, in line with National Diabetes Audit data.
Review our decision-making structures to bring lived experience directly into the key meetings and groups which drive our day-to-day work.	2025	Each strategy area to report by end of 2025 on progress to bring lived experience into their meetings with evidence of at least quarterly direct involvement by end 2026.

Ambition: Gather, analyse and share insight in a systematic way

Action	Timeline	Key metrics
Insights are collected proactively across all teams to inform ongoing strategic goals which are agreed each quarter by senior staff.	2025	Each strategy area demonstrates communication of insight needs to public facing teams for each quarter of 2025 and shows evidence of results in insight tracker.
Develop and implement a system to collect and share insight across the organisation to include: <ul style="list-style-type: none">• An insight tracker open to all teams• Action learning sets to enable colleagues to share and collaborate• Involvement resources and training available to all colleagues• Learnings from Equity, Diversity and Inclusion Assessments collated and used by colleagues	2025 onwards	Reintroduction of involvement training with aim to have trained all teams identified during needs assessment and be embedded in induction by end 2026.
Embed a named individual with responsibility for connection to lived experience and frontline healthcare professional experience within all strategic planning groups.		A named individual for lived experience and for HCP experience in each strategy area by end Q1 2025 with evidence of impact across planning and delivery by end 2025.
Develop and agree guidance on payment for involvement.	2025	

