CERTITUDE.
FOR THE LIFE YOU WANT

Uniquely Different Better Together

Diversity and Inclusion Strategy 2026-2029



Welcome

At Certitude, reflecting the people and communities we work alongside is not optional — it is fundamental to who we are and how we deliver our purpose. When our workforce brings together different cultures, identities, experiences and perspectives, we strengthen our understanding of people we support and deepen our ability to help them live the lives they choose.

Over the past few years, we have made meaningful progress on our diversity and inclusion journey. We have listened, learned and taken important steps to create a more inclusive culture where difference is recognised and celebrated as a strength. This new strategy, **Uniquely Different – Better Together**, builds on that momentum. It reflects a growing maturity in our approach and a clear commitment to go further — embedding equity and inclusion into everyday practice, leadership and decision-making across Certitude.

Supporting people is never a one-size-fits-all endeavour. It requires respect, understanding and the celebration of what makes each of us unique. The same is true for our colleagues. We want Certitude to be more than a place people come to work; we want it to be a place where everyone feels they belong, are treated fairly, where they are valued for who they are, and where they are supported to thrive and be the best version of themselves.

This strategy has been shaped through meaningful conversations and thoughtful contributions from colleagues across our organisation — including our colleague networks, senior leaders and trustees. Their lived experiences and ideas have been central in setting a direction grounded in shared purpose and real insight. Equity and Inclusion is not something that can be delivered by a single team or policy; it requires collective ownership, ongoing dialogue and active participation from us all.

Uniquely Different – Better Together sets out how we will continue to challenge ourselves, push boundaries and build a culture of belonging — one where every colleague feels included, empowered and able to contribute fully. Together, we will create a fairer, more inclusive Certitude, strengthen our organisation and enhance the support we provide to the people and communities we are here to serve.



Scott Greenhalgh
Chair of the Board of Trustees



Aisling Duffy
CEO

Our Strategic Priorities

A Culture of Equity, Inclusion and Belonging

At Certitude, we aim to build a culture where every colleague feels respected, valued, and able to thrive. A strong sense of belonging enables people to bring their full selves to work, which directly contributes to compassionate, person-centred support and high-quality outcomes for the people and communities we serve.

This priority focuses on embedding equity and inclusion into everyday behaviours, decision-making, and the way we work together.

People we support have a voice within Certitude, feel they are respected, treated fairly, valued for who they are and enabled to live the lives they choose.

How we measure success

- Increased engagement and participation in D&I events, learning and network activities.
- Colleagues reporting a stronger sense of belonging and inclusion in everyday practice.
- Greater visibility, understanding and awareness of D&I within each locality.
- Clear evidence that colleagues and people we support feel confident to share ideas, voice concerns and influence change.

What we will do

- Create an environment where colleagues feel psychologically safe, supported, and able to be themselves.
- Promote lived experience, collaboration and co-production in shaping how we work.
- Strengthen cultural awareness by ensuring colleagues have access to development that reflects strengths-based and person-centred approaches.
- Create ongoing opportunities for dialogue, feedback and engagement through safe spaces, listening activities and accessible communication.
- Actively reduce barriers to inclusion across our systems, processes and ways of working.
- Take meaningful, sustained action to be an actively anti-racist organisation
- Engage colleagues and people we support in each locality through targeted communications, local events and stronger links with our colleague networks.



Inclusive Leadership

When managers and leaders value diverse perspectives, create psychological safety and model inclusive behaviours, colleagues feel empowered, respected and supported — this directly enhances the experience of the people we support and colleague engagement.

Role of inclusive leaders:

- Value diverse perspectives
- Encourage open dialogue
- Challenge discrimination and bias
- Create psychological safety
- Ensure fair access to opportunities
- Role model Certitudes values and behaviours.

How we measure success

- Leadership behaviours and development pathways consistently align with Certitude's Values and Behaviour Framework.
- Improved colleague psychological safety, trust and team cohesion.
- Clear evidence of inclusive behaviours and equity in day-to-day practice.
- Colleagues reporting that they feel heard, respected and treated with equity.

What we will do

- Deliver mandatory Diversity & Inclusion training for Managers, and Managing Diverse teams training for all managers, aligned to our Values & Behaviours Framework.
- Embed Inclusion metrics within leadership objectives.
- Equip leaders with practical tools to challenge bias, promote fairness and lead inclusively.
- Introduce a reverse mentoring programme, giving leaders direct insight into diverse lived experiences and perspectives.
- Ensure board diversity to strengthen decision making quality and organisational oversight.



Colleague Voice

A strong colleague voice is the active inclusion of a broad range of perspectives across the workforce so that organisational decisions, culture and practices are shaped by those who experience them every day. It moves beyond simply gathering feedback - it ensures colleagues:

- Feel safe to speak up without fear of negative consequences.
- Are represented in decision making spaces.
- See their ideas influence change.
- Have equal access to contribute, regardless of role, identity, or seniority.

How we measure success

- Higher participation in network groups and listening activities.
- Improved engagement survey scores relating to feeling heard, respected and included.
- Qualitative evidence of colleague led improvements.
- Increased involvement of diverse colleagues in decision making forums.
- Transparent reporting of actions taken based on colleague voice.

What we will do

- To develop a gender inclusive network
- Introduce locality-based D&I ambassadors.
- Have multiple routes for colleagues to speak up, including pulse surveys.
- Use colleague networks, affinity groups and ambassador programmes.
- Provide safe spaces such as listening circles or facilitated discussions.
- Involve colleagues in co design of policies, training, and change programmes.
- Ensure leaders act on feedback and communicate outcomes ("you said, we did")
- Gather both qualitative and quantitative data to understand lived experience across groups



Workforce diversity

We are committed to attracting, developing, and retaining a workforce that reflects the richness of our communities.

This means ensuring our recruitment, career progression and development practices are fair, accessible and inclusive — and that colleagues from underrepresented groups have meaningful opportunities to grow.

How we measure success

- Increased representation across central roles and leadership levels.
- Clear evidence that recruitment and progression processes are fair, transparent and inclusive.
- Diverse panels and pools of candidates particularly for management roles
- Higher engagement and retention rates among underrepresented groups.
- Positive colleague feedback showing improved perceptions of fairness, opportunity and belonging.
- Analysis to ensure any bias in employee relations casework can be identified and addressed.
- Gender, Ethnicity and Disability Pay Gap reporting.

What we will do

- Build and sustain inclusive recruitment and selection processes that reduce bias and increase accessibility.
- Ensure diverse interview panels wherever possible to support fair and balanced decision-making.
- Provide equitable access to learning, development and qualifications, including targeted programmes for underrepresented groups.
- Strengthen our ability to recruit from local communities, enhancing representation across our localities.
- Monitor workforce demographics to identify gaps, trends and priorities, enabling evidence-based action.



Measures of success

To ensure meaningful and sustained progress, we will hold ourselves accountable through transparent monitoring, robust governance, and consistent evaluation against our strategic goals. Our commitment to equity, diversity and inclusion will be measured through clear indicators that reflect both colleague experience and organisational outcomes.

Our approach to accountability will include a detailed Diversity & Inclusion plan, data collection, regular reporting, and sector benchmarking alongside monitoring a range of measures below to track our progress.

- % of colleagues with protected characteristics – age, ethnicity, sexual orientation, gender and disability is equal to or exceed annual sector data (Skills for Care)
- 75% of colleagues will have provided their D&I data across all diversity strands on CHRIS
- % of ethnically diverse colleagues in leadership and management roles will be equal to or exceed annual sector data (Skills for Care)
- % of diverse candidates in the hiring pipeline, interviews.
- % of roles filled through internal promotion, and within this % of those who are ethnically diverse and women promoted compared to their counterparts.
- Analysis of colleague survey D& I result, to be equal to or exceed the benchmarked organisations.
- % of voluntary turnover rates for ethnically diverse and gender against general voluntary turnover.
- % of ethnically diverse and women colleagues participating in professional development, mentoring, and leadership programmes.
- Number of colleagues engaged in network groups is reflective of the organisation's diversity demographics.
- To equal or better the national pay gap reporting on gender, ethnicity and disability.

Additional qualitative data analysis:

- To measure the degree to which leaders are actively involved in promoting and supporting D&I initiatives.
- Gathering the impact of meetings, events, activities and blogs on the organisation's culture.

Conclusion

Embedding equity, diversity and inclusion within an adult social care organisation is essential to delivering compassionate, fair and high-quality support. These principles shape not only the experience of the people we support but also the culture we create for our colleagues.

By investing in inclusive leadership, equitable opportunities and a strong sense of belonging, we will continue to build a workforce that reflects, understands and champions the communities we serve.

Inclusion is not a one-time goal - it is an ongoing commitment. That is why we will continue to identify and remove barriers wherever they exist. When our colleagues feel included and valued, they are empowered to do their best work, ensuring Certitude remains a great place to work and that the support we provide is consistently brilliant.

Certitude's strength is its people, and we are Uniquely Different Better Together.

www.certitude.org.uk

Certitude is a Registered Society incorporated under the Co-operative Community Benefit Societies Act 2014 30891R

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Registered office: 31-33 Lumiere Court, 209 Balham High Road, Balham, London SW17 7BQ
Phone: 020 8772 6222 I Email: info@certitude.org.uk
Group VAT No. 991 2415 14