



**Rethink
Mental
Illness**

**Revised Equity, Diversity &
Inclusion Strategy**

2025-2028

A focused and deliverable approach

We have aligned the EDI Strategic Plan and Staff Network Action Plans into a cohesive framework, prioritising actions that will deliver maximum impact and are feasible within the next three years.

To ensure effective delivery with the current People team capacity, we have streamlined the initiatives to five strategic actions per year, retaining critical priorities while deferring resource intensive actions for future consideration.

It is important to note that the consolidated EDI strategy focuses on our internal commitments and ways of working. While we also influence equity and racial justice externally, this work is led separately by our Equity and Racial Justice team.

Our focus is on delivering our EDI commitments effectively and sustainably.

Why is this important

- Our workforce should reflect the communities we serve
- Inclusion directly impacts staff wellbeing, retention and performance
- Current data (e.g. pay gaps, representation) shows there is more to do
- Staff networks and colleagues are asking for meaningful, visible change

This strategy sets out how we move from intent to action to impact.

Our 3 year ambition

By 2028, we aim to:

- Build a more inclusive and representative workforce
- Improve equity in recruitment, progression and experience
- Strengthen inclusive leadership capability across the organisation
- Use data and insight to drive measurable change



Our approach



Workforce planning and equity

Using data to understand our workforce and develop fair, growth focused opportunities for all.



Inclusive practices and recruitment

Ensuring our processes, roles and workplaces are accessible and attract diverse talent.



Culture and inclusion

Building an environment where everyone feels valued, included and able to contribute fully.



Learning and resources

Providing resources and guidance to help teams understand, embrace and embed inclusion.



Year 1 – Continuing to build our EDI landscape

- Improve inclusive recruitment communications
- Launch mentoring pilot for staff networks
- Introduce allyship circles (pilot)
- Increase awareness of reasonable adjustments
- Deliver gender & ethnicity pay gap reporting



Year 1 delivery examples

- Careers website reviewed and updated with inclusive language
- Mentoring programme launched with defined cohorts and feedback loops
- Allyship circles piloted with REAL Network
- Adjustments resources created and shared organisation-wide
- Pay gap reports published with clear actions

This year is about building on existing progress to drive consistent delivery



Year 2 - Embedding

Focus will be on strengthening the infrastructure and embedding practices:

- Launch EDI resource hub
- Pilot diverse recruitment panels
- Introduce accessibility in procurement
- Develop workplace health passports
- Expand peer learning through staff networks

What will be different by Year 2?



Managers have access to **practical EDI resources**.



Recruitment processes are **more inclusive by design**.



Accessibility becomes part of **decision-making**, not an afterthought.



Staff have clearer ways to **articulate support needs**.

Year 3 – Sustaining our impact

Our focus will now be on embedding longer term change:

- Conducting accessibility audits
- Expanding our mentoring across the organisation
- Developing inclusive leadership pathways
- Introducing advanced EDI learning
- Strengthening our workforce data insights

We aim for the impact to be on having stronger representation at senior levels, more consistent inclusive leadership behaviours, data-driven understanding of workforce inequalities and sustainable, embedded EDI practices across the organisation.

How will we measure success?

Representation across workforce and senior roles

Tracking diversity at all levels, with focus on leadership positions.

Participation and engagement in EDI initiatives

Monitoring involvement in programmes, networks and events.

Feedback from staff (including staff networks)

Gathering insights on culture, inclusion and lived experiences.

Recruitment and progression trends

Assessing fairness and diversity in hiring, promotions and development opportunities.

Pay gap reporting and movement over time

Measuring equity across gender, ethnicity and other protected characteristics.

Retention and career growth of underrepresented groups

Tracking how well we retain and support diverse talent over time.



Rethink Mental Illness