



ExtraCare
Charitable Trust

Belonging at ExtraCare

Building an inclusive community to live and work in

2025-2028

Why *'Belonging at ExtraCare'* is important to us

Foreword from Mick Laverty, Chief Executive Officer

Our *'Belonging at ExtraCare'* Strategy, which covers the period from April 2025 to March 2028 and follows on from our previous Equality, Diversity and Inclusion Strategy, is aligned with our wider strategies and policies, ensuring that residents, staff, and volunteers feel valued, included, and empowered.

By fostering a welcoming and supportive environment, we aim to enhance the experiences of everyone in our communities. Together, we hope to create a culture where diversity is celebrated, voices are heard, and every individual can thrive, ultimately delivering on our vision of better lives for older people.

By championing equity, diversity and inclusion (EDI), we don't just meet our legal or moral obligations. Championing EDI helps us deliver our business goals by helping us draw residents, staff and volunteers from the largest possible pool, at a time of increasing competition.

This strategy is designed to cultivate a culture of diversity and inclusion, where everyone who interacts with our Charity feels a genuine sense of inclusion and belonging. This strategy encourages diversity, inclusive behaviours, accessibility and establishes clear commitments and actions; providing a framework for continuous review and improvement.

Having been developed through open dialogue with key stakeholders and approved by the Board of Trustees and my Executive Leadership Team, who will oversee its implementation and ongoing review, I believe this strategy will make EDI a fundamental part of our culture, ensuring real progress and lasting change for everyone across ExtraCare.

At ExtraCare we're looking forward to embedding this strategy into everything we do.

Our Journey

2021-23 EDI Strategy

Defined our vision 'Better Lives - where everyone is valued as part of their ExtraCare community'.

Developed new policies such as the menopause policy as well as enhancing maternity/paternity pay.

Established an EDI steering group which meets quarterly and oversees progress against our action plan.

Became a disability confident employer.

Considered EDI data and introduced new EDI learning programmes.

*These helped influence
our 2025-2028
Ambitions*



Ambition

We will create an inclusive and supportive environment

Why: Everyone should feel included and respected. They should feel like they belong.

Ambition

We will attract and recruit diverse residents, staff and volunteers

Why: This will attract diverse individuals that reflect the communities we operate in.

Ambition

We will enhance
policy and process

Why: This is essential for trust and quality services. Clear, easy to use processes create a supportive environment where rights are respected.

Ambition

We will strengthen
communication and engagement

Why: This will build trust and create a more connected, supportive community.

Ambition

We will provide equitable career
development and training

Why: This will help staff feel valued and contribute to success and quality of service.



Ambition: We will create inclusive and supportive environment (for residents, staff and volunteers)

Aim

Create a community where residents, staff and volunteers feel valued, heard and supported.

Why

Everyone should feel included and respected. They should feel like they belong.

How will we get there

- Actively promote inclusive behaviour so everyone can be their authentic self
- Promote and celebrate different talents and contributions
- Improve ways for people to connect
- Ensure everyone can access our offer.

What will success look like

Inclusion - Everyone should feel that they are valued, respected and included regardless of their background or identity.





Ambition: We will attract and recruit diverse residents, staff and volunteers

Aim

Be an attractive landlord, care provider and employer by maintaining fair and accessible processes that welcome all.

Why

This will attract diverse individuals that reflect the communities we operate in.

How will we get there

- Reach out to different groups, charities, networks and community organisations to find amazing people from all backgrounds
- Make job adverts are easy to understand and ensure they are accessible to everyone, including people with disabilities
- When someone joins our staff team or moves in as a resident, we'll give them extra support to help them settle in and feel at home, by connecting them with colleagues/other residents.

What will success look like

We will be attracting diverse residents, staff and volunteers that reflect the communities we operate in. In doing this we expect an enhanced resident experience.





Ambition: *We will enhance policy and process*

Aim

Ensure that our processes are transparent, easy to understand and accessible to everyone.

Why

This is essential for trust and quality services. Clear, easy to use processes create a supportive environment where rights are respected.

How will we get there

- Make processes and messages clearer, so they are easy to understand and match our values
- Important policies, like those that protect staff and residents from bad behaviour, will be updated and communicated to make sure everyone feels safe and supported
- Create new roles to focus on making sure everyone—residents, staff and volunteers feel included and valued
- Capture contact preferences so that we are treating everyone how they wish to be treated.

What will success look like

Our policies and processes will be equitable and easy to understand. This will improve consistency in the delivery of our services.





Ambition: We will strengthen communication and engagement across all roles and locations

Aim

Make it easier for residents, staff and volunteers to talk to us, each other, share ideas and get the information they need, when they need it.

Why

This will build trust and create a more connected, supportive community.

How will we get there

- Communications will use plain English
- Build even stronger relationships between Locations and Head Office
- Resident engagement activities will have EDI principles at the heart of every action
- Staff will have better ways to get important news, making sure everyone stays informed.

What will success look like

We will build trust and create a more connected, supportive community and efficient way of working.





Ambition: We will provide equitable career development and training

Aim

Make sure every member of staff has the chance to learn new skills to grow and the opportunity to progress.

Why

This will help staff feel valued and contributes to the success and quality of service.

How will we get there

- Create clear paths for staff to grow in their jobs, with easy-to-understand descriptions of each role and chances to talk about their progress
- Managers will get training to help them guide their teams better, including how to recruit, manage performance, and lead in an inclusive way
- Everyone in a leadership role will also have to take training on fairness and understanding different people
- Staff and volunteers will get special training on important topics like technology, safety and how to help others in difficult situations.

What will success look like

Framework in place for staff to have opportunities to grow, feel valued and contribute to success and quality of service.



Year by year summary roadmap

	2025-26	2026-27	2027-28
1	<ul style="list-style-type: none"> • EDI embedded in all existing forums • Identified skills within resident and staff populations • Identified accessibility improvements 	<ul style="list-style-type: none"> • EDI education sessions for residents • Celebrated EDI contributions • Focused EDI resident induction 	<ul style="list-style-type: none"> • Awards and story spotlight campaign • Implementation of accessibility changes
2	<ul style="list-style-type: none"> • Outreach and Partnership plan • Recruitment process review • Partner with multi cultural organisations 	<ul style="list-style-type: none"> • Outreach and Partnership plan launched • Outreach social media campaign • Standardised interviews to minimise bias • More inclusive marketing campaigns 	<ul style="list-style-type: none"> • Enhanced multilingual support • Impact review of all programmes undertaken
3	<ul style="list-style-type: none"> • Belonging embedded in People Strategy • Revamped EDI Steering Group • Equity impact reviews on all resident policies 	<ul style="list-style-type: none"> • New Belonging Leaders in place • Equality reviews on all staff and volunteer policies 	<ul style="list-style-type: none"> • Summary of policies released • Belonging Leaders role expanded to outreach activities

Year by year summary roadmap

	2025-26	2026-27	2027-28
4	<ul style="list-style-type: none"> • Have a better understanding of communication needs • Launched accessible staff intranet • Resident Forum feedback enhanced to other residents 	<ul style="list-style-type: none"> • Inclusive resident contact plan developed • Leadership feedback channel • Inclusivity sessions included at Resident Forum 	<ul style="list-style-type: none"> • Leadership shadowing • Ensured our volunteers feel a sense of belonging
5	<ul style="list-style-type: none"> • Development pathways created • Staff Leadership Programme launched • Positive showcasing of our diverse leaders 	<ul style="list-style-type: none"> • Development pathways launched • Launched mentoring and leadership programmes • Educational sessions delivered for managers around hot EDI topics 	<ul style="list-style-type: none"> • Enhanced leadership development programme for diverse talent • Development pathways promoted externally • Advanced belonging handbooks

If you would like to find out more about The ExtraCare Charitable Trust and keep up with the latest news, please get in touch.

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