



Equality, Diversity and Inclusion Objectives 2026–2029

These objectives have been developed in line with the Acorns responsibilities under the Public Sector Equality Duty and reflect the organisation's current position and commitment to strengthening equality, diversity and inclusion across the workforce and organisational culture.

The objectives are intended to establish core foundations, improve organisational understanding of inequality, strengthen governance and accountability, and support the development of a more inclusive working environment.

Objective 1: Improve Workforce Equality Data and Insight

Develop a more accurate and comprehensive understanding of the workforce profile and employee experience to identify inequalities and inform decision-making.

Key Actions

- > Increase completion rates for workforce equality monitoring data across protected characteristics
- > Establish routine analysis of workforce data, including recruitment, promotion, turnover, disciplinaries, grievances, sickness absence and appraisal outcomes
- > Develop an annual workforce equality report and dashboard
- > Use workforce data to inform organisational priorities and action planning

Measures of Success

- > Improvement in Cascade equality monitoring completion rates year-on-year
- > Workforce equality dashboard established and routinely reported
- > Annual workforce equality report presented to Board
- > Evidence of workforce data informing organisational decision-making

Timeline

- > 2026–2027: Establish baseline data and reporting processes
- > 2027–2029: Use data trends to inform targeted improvement actions

Objective 2: Strengthen Leadership and Governance Accountability for EDI

Ensure Equality, Diversity and Inclusion is embedded within governance, leadership discussions and decision-making processes.

Key Actions

- > Introduce regular EDI reporting to Board
- > Identify Executive and Board-level leadership responsibility for EDI
- > Include EDI considerations within organisational strategies, business cases and committee papers
- > Provide development opportunities for Board members and senior leaders on inclusive leadership



Measures of Success

- > Regular EDI reporting established at Board level
- > EDI included within governance and decision-making processes
- > Senior leaders complete EDI development activity.

Timeline

- > 2026–2027: Governance arrangements established
- > 2027–2029: EDI considerations routinely embedded into leadership processes

Objective 3: Improve Staff Awareness, Inclusion and Workplace Culture

Support the development of a workplace culture where colleagues feel respected, included, and able to contribute fully.

Key Actions

- > Review mandatory Equality, Diversity and Inclusion learning for managers and staff
- > Increase awareness of policies relating to bullying, harassment, freedom to speak up, discrimination, and reasonable adjustments
- > Strengthen opportunities for staff and volunteer voice, including staff networks and forums.

Measures of Success

- > Increased compliance with mandatory EDI learning
- > Improved staff survey responses relating to inclusion
- > Increased awareness and use of support mechanisms
- > Staff networks established

Timeline

- > 2026–2028: Delivery of learning and awareness initiatives
- > 2028–2029: Review impact through staff feedback and workforce indicators

Objective 4: Review Workforce Processes to Improve Fairness and Accessibility


Review key workforce processes to identify and reduce potential inequalities and barriers for protected groups.

Key Actions

- > Review recruitment and selection processes through an equality lens
- > Monitor recruitment outcomes across protected characteristics
- > Improve accessibility of recruitment materials and processes
- > Ensure workforce policies include appropriate equality impact considerations.

Measures of Success

- > Recruitment equality data monitored and reported;

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- > Increased compliance with inclusive recruitment practices;
 - > Equality impact considerations evidenced in workforce policy reviews;
 - > Improvement actions identified and implemented where disparities are found.

Timeline

- > 2026–2027: Baseline review of workforce processes
- > 2027–2029: Implementation and monitoring of improvement actions

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