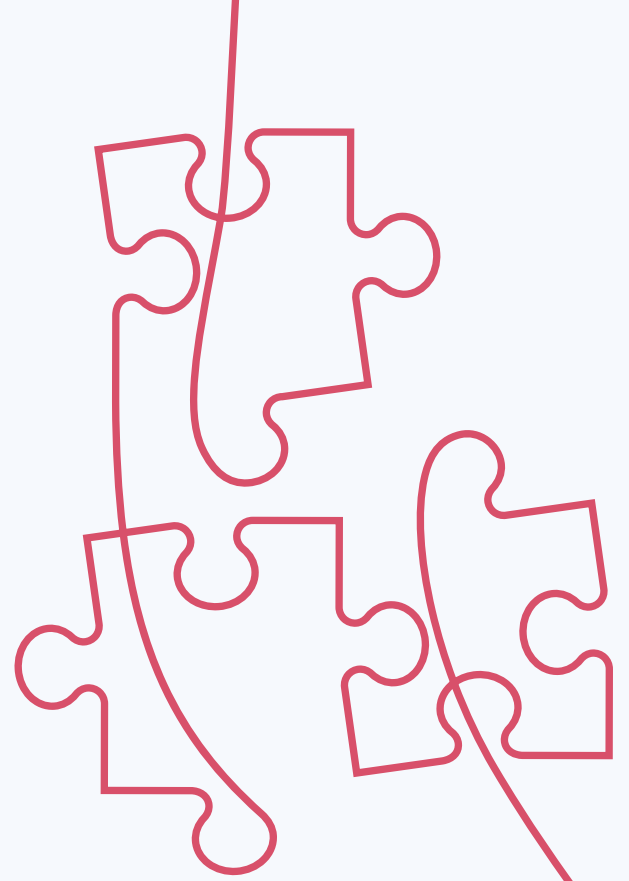




Equality, Diversity and Inclusion Strategy

2026 to 2030

Our social purpose

We provide safe and affordable homes that make a real and lasting difference by supporting wellbeing, opening opportunities and helping our customers and communities thrive.

Equality is...

"the state of being equal, especially in status, rights or opportunities"

(www.oxforddictionaries.com)

Equality is fair treatment for everyone. It's not about treating everyone the same and ignoring differences. It's about recognising and respecting diversity and difference and not treating people unfairly because of their differences.

At Moat, we're clear that being an inclusive employer delivering inclusive services is essential to delivering a great customer experience.

As set out in our Corporate Strategy (2026–2030):

- Everything we do will focus on delivering homes that build futures in line with our social purpose.
- We will design services that are fair, accessible and inclusive. We will recognise difference, respond appropriately to vulnerability and remove avoidable barriers to accessing services.

We know we can only achieve this by understanding and meeting the diverse needs of our customers and colleagues.

By delivering this Equality, Diversity and Inclusion (EDI) Strategy, we'll ensure that EDI is a core theme in all our work.



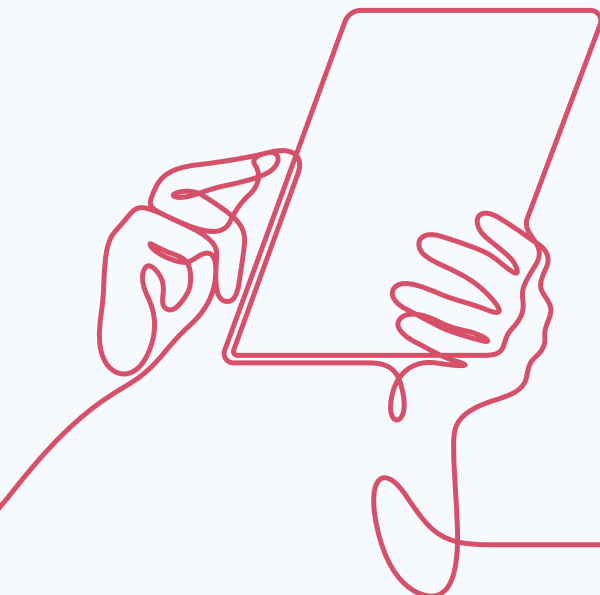
Helen Evans
Chair of the Board



Gavin Cansfield
CEO



Anna Williams
Diversity and
Inclusion Manager





The role of EDI and our principles

We recognise that actively considering equality, diversity and inclusion (EDI) is critical to our success and central to our social purpose.

We also recognise the potential that can be unlocked by supporting individuals and empowering them to be themselves.

EDI underpins all four strategic priorities of our Corporate Strategy 2026-2030:

- safe, affordable homes customers can trust
- supporting customers to live well and thrive
- a confident, capable organisation delivering consistently
- a responsible and resilient social business.

We welcome our EDI-related legal and regulatory responsibilities and aim to do more. We want to play a leading role in the housing sector's and society's journey to inclusion. In line with our values, standards and behaviours (see next page) and our commitment to building trust and credibility, we're on an ongoing journey of deeply embedding inclusion and respect in our services and workplaces, guided by the following principles.

Nothing about us without us

We'll actively work with customers and colleagues to identify and address any EDI related improvements that we need to make. We're committed to inclusive customer and colleague engagement that gives everyone the opportunity to have a voice at the table that's heard, respected, and acted on to drive improvement.

Dig deeper, look closer, think bigger

We'll dedicate time and resources to understanding the diversity of our customers and colleagues, their needs and experiences, and to identifying and addressing any barriers to fair access and equitable outcomes.

Challenge with kindness

We'll constantly challenge ourselves and people and organisations who work for and with us to make improvements needed to achieve our EDI vision.

Our values are the cornerstone of everything we do

They provide clear expectations about how Moat colleagues act and behave:

Be the Change

Be flexible and adaptable to change, sharing ideas and focusing on solutions.

Our Standards

Be inclusive
Be a leader

Our Behaviours

Be adaptable
Be smart working

Better Together

Set high standards, working together and welcoming every opportunity to learn and improve.

Our Standards

Be knowledgeable
Be skilled

Our Behaviours

Be collaborative
Be smart working

Own it

Take personal responsibility for making things happen and seeing things through.

Our Standards

Show integrity
Be ethical

Our Behaviours

Be empowered
Be accountable

Lead by Example

We work hard for our customers and take pride in making a difference to their lives.

Our Standards

Be an advocate

Our Behaviours

Be supportive
Be nurturing



We recognise the significance of equality, diversity, and inclusion (EDI) in achieving success, and we're fully committed to being genuinely inclusive in everything we do. We expect all of our colleagues as housing professionals, to show strong commitment to our approach to EDI.



Our EDI vision:

Our EDI vision is for Moat to be an inclusive organisation that enables customers and colleagues to thrive. We promise to treat everyone with empathy, fairness and respect.

This applies to all customers and colleagues (including Board and Committee members and consultants), whatever their needs, identity or background including socio-economic background, age, disability, mental health, neurodiversity, race, ethnicity, colour, nationality, religion or belief, sex, gender identity, gender expression, sexual orientation, marital or civil partnership status, pregnancy and caring responsibilities.

To support our social purpose we've worked with colleagues and customers to agree the following EDI vision, aims and objectives.



^{Aim} **1** Diverse, inclusive and effective leadership

Objectives:

- Our Board, Committee members and Executive Team have the diversity, knowledge, skills and commitment to provide effective leadership on EDI.
- Our Board, Committee and Executive Team succession planning and recruitment processes are inclusive and prioritise equality and diversity.
- We comply with the EDI requirements of the NHF Code of Governance.

Expected outcomes:

- Our Board, Committees and Executive Team provide effective leadership on EDI.
- Our Board, Committees and Executive Team are diverse and reflective of our customers and communities.

^{Aim} **2** Diverse, inclusive and effective workforce

Objectives:

- All colleagues and contractors have the knowledge, skills, commitment, support and tools to deliver our EDI vision.
- Our workforce succession planning and recruitment processes are inclusive and prioritise equality and diversity.

Expected outcomes:

- Our workforce is diverse and reflective of our customers and communities.
- Moat is an inclusive place to work, which supports recruitment and retention of a diverse workforce.

^{Aim} **3** Understanding and meeting the needs of our customers (everyone living in Moat homes)

Objectives:

- We get the basics right and provide high quality services every time.
- We understand the diverse needs of our customers (everyone living in Moat homes) and deliver homes, places, services and communications to meet them.
- We create inclusive communities together to promote wellbeing and a sense of community.

Expected outcomes:

- All our customers (everyone living in a Moat home) feel that we treat them with fairness and respect.
- Customers live in homes and places that meet their diverse needs and that they're proud of.
- Customers receive services and communications that meet their diverse needs and that they're satisfied with.

We'll implement an EDI Action Plan to deliver this strategy. It will include actions to deliver on the following commitments.

Diversity Data. We'll:

- Continue to use the National Housing Federation's EDI Data Tool to better understand how reflective we (our Board, Executive Team and workforce) are of our local communities
- Maintain 100% data for our Board and Executive Team.
- Increase the data we hold about our workforce and customers.
- Share the anonymised data with the National Housing Federation to contribute to the understanding of sector-wide diversity.

Pay Gap Data. We'll:

- Continue to publish our Gender Pay Gap data and use it to inform our EDI Action Plan.
- Continue to publish our Ethnicity Pay Gap data and use it to inform our EDI Action Plan.

Inclusive Recruitment.

To ensure that our Board, Committees, Executive Team and workforce are diverse and reflective of our customers and communities, we'll:

- Attract a diverse range of talented and experienced applicants.
- Continue to involve customers and colleagues from our Colleague Forum and Belonging and Wellbeing groups (see next page) in Executive and Board recruitment.

EDI Training, Learning and Development. We'll:

- Provide appropriate EDI training for board members, colleagues and actively involved customers – including specific LGBTQ+ training in line with the commitment we've made by signing the LGBTQ+ Housing Pledge by HouseProud and Stonewall Housing.
- Continue to run EDI learning and development sessions for our Board and Executive Team.
- Improve our mandatory EDI training for colleagues.

Equality Impact Assessments

We'll continue to conduct Equality Impact Assessments for policies and consider them as part of the approval process.

Customer Engagement and Influence We'll deliver on:

- The commitments set out in our Customer Influence Strategy
- The commitments we've made by signing up to the LGBTQ+ Housing Pledge by HouseProud and Stonewall Housing and retain Pledge Pioneer status by evidencing that we're meeting the three strands of the pledge:
 - 1) LGBTQ+ residents can have input at executive / strategic level;
 - 2) Increase LGBTQ+ visibility;
 - 3) Provide specific LGBTQ+ training to staff.

Colleague Belonging and Wellbeing /Celebrating Diversity

We care about our colleagues' wellbeing and want every Moat colleague to feel respected, included and able to bring their whole self to work with a sense of belonging. We understand the importance of psychological safety – people perform better when they can be themselves and, if we don't get it right for ourselves, we won't get it right for our customers. We'll:

- Continue to promote and support our colleague belonging and wellbeing groups (see opposite) to develop and deliver the MoatTogether Action Plan.
- Retain our Disability Confident Employer Status and become a Disability Confident Leader.
- Deliver on the commitments we've made by signing up to the:
 - Business in the Community (BITC) Race at Work Charter and the Halo Code for Workplaces, which explicitly protects colleagues who come to work with natural hair and protective hairstyles associated with their racial, ethnic and cultural identities.
 - Age Friendly Employer Pledge.
 - Endometriosis Friendly Employer Scheme.

Diversity Network Assessment (DNA)

We'll use Housing Diversity Network's (HDN's) Diversity Network Assessment (DNA) framework and process to drive improvement with the aim of achieving the DNA award by 2027. The Framework focuses on four strands: Leadership and strategic focus, workforce, customer impact and community impact.

Our Colleague Belonging and Wellbeing Groups are:

MoatTogether

Our umbrella colleague belonging and wellbeing group, which brings together the work of the other groups and exists to help make Moat a truly inclusive organisation that enables colleagues and customers to thrive, and give all Moat colleagues the opportunity to have a voice at the table.

MoatEmbRACE

Focuses on race and religion.

MoatEnGENDER

Focuses on gender equality.

MoatEnABLE

Focuses on (dis) ability, mental health and neurodiversity.

MoatProud

Focuses on sexual orientation and gender identity

Colleague Domestic Abuse Group

Menopausitive Support Group



How we'll measure success

We'll use the following to help us assess the extent to which we've achieved the vision, aims and objectives set out in this strategy:

- Housing Diversity Network Award – As set out above, our aim is to achieve this by 2027 and use the learning and feedback that will form part of the assessment process to help drive further improvement.
- Information about the diversity of our Board, Executive Team and workforce, and how reflective we are of our local communities, as measured using the National Housing Federation's EDI Data Tool.
- Colleague engagement survey results (including equality analysis of responses to equality, diversity and inclusion questions).
- Our pay gap data (gender pay gap, ethnicity pay gap and potentially disability pay gap once we have better disability data for colleagues).
- Our Tenant Satisfaction Measures (including equality analysis of responses which will need us to review and improve how we collect data about the diversity of our customers, including those we survey):
 - TPO8: Proportion of respondents who report that they agree their landlord treats them fairly and with respect.
 - TP01: Proportion of respondents who report that they are satisfied with the overall service from their landlord.
 - TPO6: Proportion of respondents who report that they are satisfied that their landlord listens to their views and acts on them.
 - TP07: Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.
 - TP04: Proportion of respondents who report that they are satisfied that their home is well-maintained.
 - TP05: Proportion of respondents who report that they are satisfied that their home is safe.
 - TP11: Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.

We'll produce an annual Equality, Diversity and Inclusion Report for 2026/27, 2027/28, 2028/29 and 2029/30 that reports on how we're meeting the commitments we've made in this strategy and outcomes achieved.

We'll present it to the following and publish it on our website:

- MoatTogether (our colleague belonging and wellbeing group, which any Moat colleague is welcome to join)
- Our Customer Scrutiny Panel
- Our Leadership Team (Executive Team and Senior Leadership Team)
- Our Governance and People Committee
- Our Customer and Communities Committee and
- OurBoard.





This strategy reaffirms our commitment to equality, diversity and inclusion. Through inclusive and effective leadership, practices and engagement, we'll ensure that Moat is an inclusive organisation that enables customers and colleagues to thrive.