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JEDI

Carterwood action plan

2026

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JEDI Action plan 2026-27

Building a more just, equitable, diverse and inclusive Carterwood

We are committed to an inclusive workplace that values different thinking, approaches, and backgrounds, across our team and value chain

- Foundation-level commitments
- The workplace
- Beyond the workplace

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Why it matters

Inclusion first
Inclusion is the enabling culture. Representation without it risks tokenism

Better decisions
Diverse teams in inclusive environments make better decisions and more innovative solutions

Stronger performance
Greater diversity is associated with stronger profitability and access to new markets

Attract and retain talent
Supports attraction, retention, belonging and psychological safety

Where are we today

74%
participation in our 2026 diversity survey

9.0
Officevibe alignment score, against a 7.8 benchmark

35%
of our team have childcare responsibilities

STRENGTHS
Strong female representation, openness on mental health, and high qualification levels

WHERE WE WILL GROW
Ethnic, faith, and LGBTQ+ diversity, age mix beyond 25-44, and a more consistent sense of belonging

What we will do in 2026-27

Four key priorities, each with clear actions, an owner, a timeline and measures of success

Inclusive recruitment

Broaden access and reduce bias

KEY ACTIONS

- JEDI statement and inclusive language in every advert
- Broader channels and recruitment partners
- Bias-reduction measures
- Clear routes to request adjustments

SUCCESS LOOKS LIKE

100% compliant adverts, a wider applicant mix and adjustments recording

Belonging & inclusion

Make difference visible, valued and supported

KEY ACTIONS

- Mental-health first-aid training
- Refreshed Human Instruction Manual
- A wider range of cultural events recognised
- Visible opportunities for team voice

SUCCESS LOOKS LIKE

Training completed, resource launched and belonging feedback improves

Evidence & accountability

Monitor outcomes and act on feedback

KEY ACTIONS

- Repeat our anonymous diversity survey
- Track year-on-year trends
- Review Officevibe inclusion indicators
- Report progress to our senior leadership team

SUCCESS LOOKS LIKE

Participation maintained or improved, dashboard produced and actions tracked

Making a commitment

Embed JEDI in policies, services, suppliers and community

KEY ACTIONS

- Publish a broader JEDI commitment
- Review five policies against JEDI principles

SUCCESS LOOKS LIKE

Commitment published and five policy reviews completed.

How we will deliver and measure it

A phased roadmap, regular review and clear principles to keep us accountable

Now to Q4 2026

- Standardise inclusive recruitment
- Confirm measures and baselines
- Assign owners and begin policy reviews

Q1 to Q2 2027

- Run the annual diversity survey
- Refresh the Human Instruction Manual
- Review recruitment and Officevibe evidence

Before B Corp recertification

- Publish our JEDI commitment
- Complete five policy reviews
- Report impact and agree the next cycle

Review rhythm

QUARTERLEY
Progress review by action owners

ANNUALLY
Anonymous diversity survey
Recruitment outcomes review
Officevibe trend review

What we track

- Survey participation
- Representation trends
- Recruitment diversity
- Adjustment uptake
- Training completion
- Belonging score
- Policy reviews

Our principles

- ✓ Voluntary disclosure
- ✓ Anonymity
- ✓ GDPR compliance
- ✓ Transparent reporting
- ✓ No quotas

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Sector specialism
Data quality
Innovation

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