Understanding the importance of a diverse workforce and a culture of inclusivity

23rd August 2022

great service, great homes
a great place to work and a great business

Introductions

Annalisa Langton – Head of
Engagement and Diversity

Pav Kumar – Head of
Learning and Development

The Guinness Partnership has been around for over 130 years

The Guinness Trust 1890

- £200,000 fund

- 751 dwellings

- "The most splendid act of private munificence that has been carried out in our time" *The Times*

- First homes in London

The Guinness Partnership today

- 65,000 homes

- 135,000+ customers

- One of the largest providers of social housing in England, and a significant provider of care services

- Homes across England

We might have heard it before but it's worth being reminded

Although the benefits of gender diversity are often more widely reported, research in 2014 and again in 2017 indicates that there is a higher likelihood of outperformance difference with ethnicity than with gender. Black and minority ethnic individuals in the UK are both less likely to work and progress in the workplace, compared with white individuals. In Britain, we lose £24 billion annually in failing to bring talented Black or minority ethnic professionals into the workforce (**McKinsey, UK Govt**)

Compelling stats are driving organisations to look at why women are leaving or not progressing their careers, including looking at parental policies and flexible working to address the 17% of women who leave employment completely following childbirth. Truly inclusive organisations are also recognising the impact of menopause in the workplace, which affects 50% of employees (**Inclusive Employers**)

In today's competitive recruitment market we need to work hard to attract the best candidates to our organisations. People are considering organisational culture more than ever before and 76% of job seekers report that a diverse workforce is an important factor when evaluating companies and job offers (**Glassdoor**)

Studies have shown that the LGBTQ+ talent pool is well-educated, more engaged than average, and often highly empathetic. Clear LGBTQ+ inclusion is an increasingly powerful business differentiator for organisations and more than 60% of LGBTQ+ employees believe that being 'out' at work has improved their ability to do business and engage with customers (**PWC**).

The expectations of Gen Z and Millennials and their expectations in terms of inclusion and diversity are different from previous generations. These groups will actively look at employers through an inclusion lens, with 83% of Gen Z candidates stating that a company's commitment to diversity and inclusion is important when choosing an employer (**Monster**)

When it comes to mental ill-health, the business case for inclusion could not be clearer. Work-related mental ill-health costs the UK economy up to £45 million every year through lost working days, staff turnover, and lower productivity (**MIND**)

The Organisational Culture - what is it?

Includes values, expectations and practices in the organisation

D&I is part of how we do business and not an additional workstream - how it's viewed internally makes the difference

Our success as a business includes our success in our D&I initiatives

**This is how we create an inclusive culture**

Engagement

How we engage our colleagues and integrate D&I

- **Staff Forums - diverse and representative of our people**
- **Multiple contact points for colleagues - anonymous emails**
- **Performance management - analysis by protected characteristics**
- **Succession Planning - representation of minority groups**
- **Wellbeing/D&I calendars - celebrate difference and recognise Intersectionality**
- **Data - we share what we do with it**
- **Training/development opportunities - representative of all**

Mid-Year Review – Demographics

		Exceeding So Far	On Track	Things to Do to Catch Up
Asian/Asian British	# Ees	6	60	6
	%	7%	69%	7%
Black or Black British	# Ees	6	67	10
	%	6%	71%	11%
Mixed/Multiple Ethnic Groups	# Ees	3	19	3
	%	9%	58%	9%
White	# Ees	146	969	90
	%	11%	72%	7%
Unknown	# Ees	17	158	7
	%	8%	78%	3%

Be Part of It 2021 - Sexual Orientation
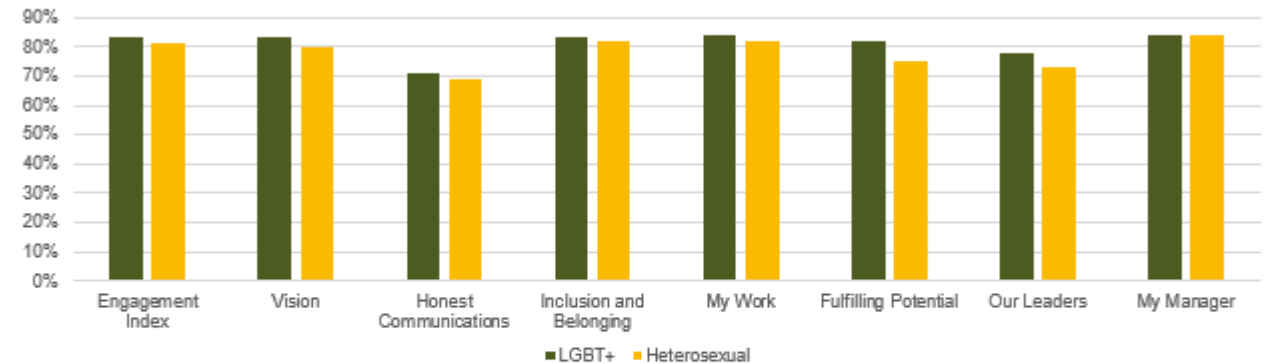
Key Findings

- LGBT+ colleagues have a higher average score in 6 of the 7 survey sections, and score equally to Heterosexual colleagues when asked about their managers
- LGBT+ colleagues are marginally (-3) less likely to say they have not personally experienced any form of bullying or harassment at Guinness in the last 12 months

Satisfaction

Employees are
more satisfied

Sickness levels
have reduced

More colleagues take part
in relevant discussions

Our employee voice is
getting louder

Trust is integral to the success of any people initiatives.

We communicate with our people and tell them the truth - we don't have enough senior people from ethnic minority backgrounds…yet, but here's our plan to increase them to 25% by 2025.

Allow and enable different voices to also be heard - anti-woke, all lives matter. You need to know what people are thinking to help enlighten them. Just because you don't hear it doesn't mean people aren't thinking it.

Understanding people. Some people don't want to talk about their experiences, some people want to be called homosexual and not gay. Understand that not everyone wants to be at the forefront.

Active allyship. Active listening, non judgemental, educate yourselves and understand the history. It' not the job of ethnic minorities, LGBTQ+ colleagues or women to educate you. Take responsibility for your own learning.

EXPERTS IN DIVERSITY

OFFICIAL PARTNERS OF:

SOCIAL MOBILITY FOUNDATION®

Thought leaders in social mobility and diversity within graduate recruitment.

AS SEEN ON BBC

DIVERSITY IN OUR DNA

Diversity & Social mobility runs right through the core of Sanctuary Graduates.

DIVERSE CAMPUS NETWORKS

Our diverse campus networks allow us to reach any demographic at all UK universities.

DIVERSITY DATA

We have diversity data from all UK universities broken down by course, helping employers decide where best to focus their message.

DIVERSITY CAMPAIGNS

We run social mobility and diversity attraction campaigns for 100s of companies.

SANCTUARY GRADUATES

Use the resources available to you - what processes are already in place that you can make more inclusive?

Communicate with colleagues and ensure they can communicate with you

Ask colleagues what they need and be honest about what you can deliver - and deliver it.

Your managers hold the key to everything - who are they and what do they think?

Style - some of these messages are a challenge to deliver - find what works best for your organisation.

What can you do you externally? Not just for yourselves but in your communities?

the guinness partnership

Anti-Racism Action Plan – our progress

In September 2020 we published an Anti-Racism Statement setting out our **commitment to anti-racism in the UK**. A little over 12 months later, we are pleased to share our progress delivering against the commitments we made in our Statement and accompanying Action Plan over the last six months.

Launched our **Race Fluency training** to equip all colleagues with the skills and confidence to have conversations about race. **20%** of colleagues have begun their training.

Completed **Race Fluency training** with Leadership Team members - colleagues made individual **Anti-Racism pledges** to continue learning and ensure our culture is **truly inclusive for all**.

Published our first **Ethnicity Pay Gap report** - showing pay by ethnic minority groups.

Two Guinness colleagues completed the sector's **Leadership NOW** pilot programme and one of them recently secured a promotion. Opportunities to take part in cohort 2 shared with colleagues.

Imperial College Business School | Executive Education

In partnership with 4 housing associations, launched a new University-taught **business programme** to promote **diverse representation** in middle managers. 3 colleagues are part of the first cohort.

LEADERSHIP NOW! HOUSING PROGRAMME

Reviewed membership of our **D&I Steering Group** and recruited additional members. **27%** of members are non-White British, compared to **12%** in our whole workforce.

Takeaway Learning and Development

Make learning more accessible for all

Coach rather than teach

Year 1 cohort - End of course session

Programmes focused on unrepresented groups

Challenges

- **Resources - time, money, other business priorities**

- **Data - completion, accuracy, analysis**

- **External environment - constantly changing**

- **Apathy - from your people, management etc**

- **Consistency in approach - are the leadership and management aligned?**

Start with clarity

Every successful D&I program begins with a clear understanding of where you are today: what's working, where the gaps are, and what's not working. Gaining a single, reliable source for your workforce data can put a spotlight on the health of a business, helping your HR team make more informed decisions that result in better outcomes. No other analytics platform allows you this much flexibility and functionality in a secure and extensible way.

ORACLE

Fusion Analytics Warehouse (FAW)

everyone