

everyone

our
Diversity
& Inclusion
Strategy

2019 – update on progress

D&I at Guinness

D&I matters
because it's
morally right,
it's a legal duty,
and it makes
good business
sense



Introduction

At Guinness, we believe that great ideas and the best business solutions come from bringing together a wide range of perspectives, and that by harnessing diverse viewpoints and talents we will do more for our customers and the communities in which we work.

Our D&I commitment is embedded in every aspect of our business and the way we do business.

Last year, we launched “everyone”, our D&I strategy. The strategy sets a series of objectives and a five year plan for achieving them. There are five core elements to our strategy:

- Championing diversity throughout the organisation
- A culture where everyone feels they belong
- An organisation where everyone can succeed
- Attracting diverse talent
- Promoting change in the businesses we work with.

In our strategy we have made a commitment to publish an annual D&I report to show how we are doing. This is our report for 2019.

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Championing diversity throughout the organisation

Every one of us has a responsibility to champion diversity and be inclusive



Every single one of us at Guinness has a responsibility to champion diversity and ensure that we are an inclusive organisation. Our commitment is led by the Board and by our senior leaders, and it is reflected in the Guinness Behaviours, which describe the way we do things at Guinness.

This year we have:

- Elected our new Staff Forum comprised of staff from across our geography and from across our service areas. Our Staff Forums are one of the ways we make sure that employees are engaged and included in what goes on at Guinness and how we make sure the employee voice is heard.
- Celebrated the diversity of our people, sharing experiences and raising awareness throughout the year, including: International Women's Day, LGBT History Month, International Men's Day, Black History Month and World Mental Health Day.
- Continued delivering our D&I training which includes a half day D&I workshop for all employees.
- Ensured that inclusive leadership is an important component in our leadership and management training curriculum.

Diversity is about every single person. Everyone is unique and their perspectives are different, based not just on protected characteristics, but on lots of influences such as their own life experiences, culture, learning styles, personality type, and education

A culture where everyone feels they belong

In order to ensure we harness the different viewpoints of our diverse people, everyone must feel part of the organisation, able to be themselves, and respected and valued. This means that our workplaces and ways of working must make everyone feel included and welcome. And the more we use technology and work from different locations in different ways, the more we need to ensure that everyone still feels included. Our commitment to being an open and inclusive organisation is at the heart of our People Strategy.

This year we have:

- Involved all employees in the shaping of our business and operating plans.
- Launched a new monthly Team Brief as part of our commitment to ensure we stay in touch with all our people and that staff hear consistent messages.
- Worked with a new provider to improve our mobile connectivity to support different ways of working and collaboration.
- Trained mental health first aiders to support colleagues by being able to spot the symptoms of stress and other mental health issues and working to destigmatise mental illness. We have also:
 - signed the “Time to Change Employer Pledge” – our commitment to change how we think and act about mental health
 - become supporters of the Mates in Mind charity, an organisation that focuses on mental health in construction and maintenance
 - supported “Time to Talk Day” on 7 February, a day when everyone is encouraged to have a conversation about mental health
- Committed to tackling domestic abuse by signing the Make a Stand pledge, an initiative led by the Chartered Institute of Housing and the Domestic Abuse Housing Alliance. As part of the pledge we are putting in place support for customers and employees affected by domestic abuse.

Our workplaces and ways of working must make everyone feel included and welcome



Inclusion is about creating an environment where everyone can be themselves, and everyone feels that they are able to contribute their views and that these will be valued

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An organisation where everyone can succeed

Everyone should have the opportunities to learn, develop and progress their career



We want everyone to have the same opportunities to succeed at Guinness. We will make sure that everyone's performance is fairly assessed, and everyone is given access to the right opportunities to learn, develop and progress their career at Guinness.

This year we have:

- Reported, for the second year, on our gender pay gap. The median pay gap has narrowed year on year. Median pay remains higher for women in TGPL. The mean pay is higher for men and the gap has widened, reflecting on a higher proportion of men in more senior roles since last year.
- Launched unconscious bias training, making it mandatory for all managers to complete the training prior to conducting year-end performance reviews.
- Continued to ensure that everyone has robust, clear and transparent objectives and can see alignment between the Business Plan, directorate operating plans, service area and team plans, and their individual objectives.
- Run a mentoring programme in conjunction with Housing Diversity Network, so colleagues who aspire to be managers can develop and take the next step in their career.

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Attracting Diverse Talent

We want to be attractive to a diverse range of talented people. We will ensure that the way we advertise career opportunities promotes Guinness to the widest possible range of people, and the way we select people enables them to show themselves at their very best.

This year we have:

- Asked recruitment partners tendering their services to say how they will provide us with a diverse shortlist.
- Ensured that we give candidates a fair opportunity to demonstrate their strengths in a number of ways, rather than just relying on interviews, by using a number of different assessment tools.
- Launched our Tradeswomen Ambassador training programme, open to tradeswomen throughout the industry who want to be advocates for the Women In Maintenance initiative.
- Developed training for recruiting managers which contains a module on unconscious bias.

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Promoting change in the businesses we work with

We promote the D&I agenda with our supply chain

We spend over £200m a year building and maintaining homes and delivering services across the country, and we have relationships across the banking sector. This means we have the opportunity to promote the D&I agenda in two ways: Firstly, by requiring our suppliers to subscribe to D&I standards in the same way we do; and secondly, by working with our supply chain to develop opportunities for SMEs and promote supplier diversity.

This year we have:

- Ensured our suppliers, contractors and consultants, as part of our tendering process, confirm that their business follows policies and procedures which are designed to ensure compliance with the Equality Act 2010.



everyone

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a great
place
to be
me



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