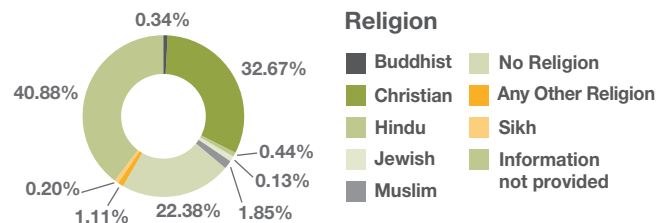
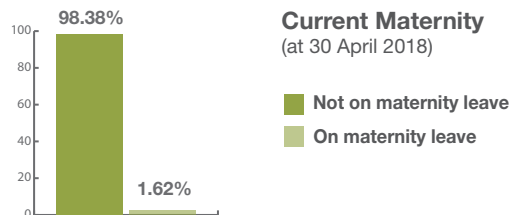
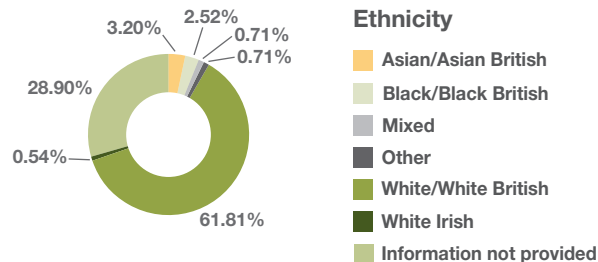
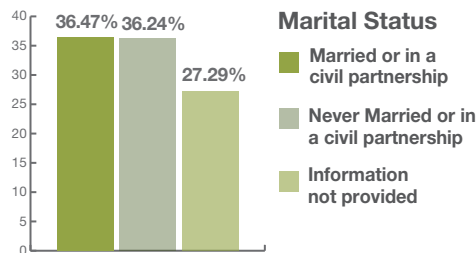
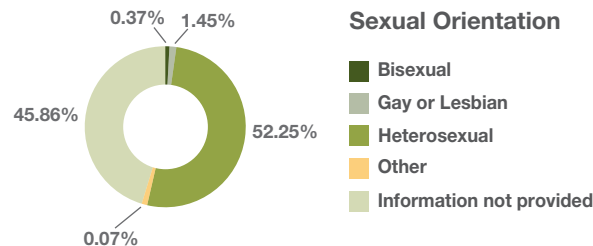
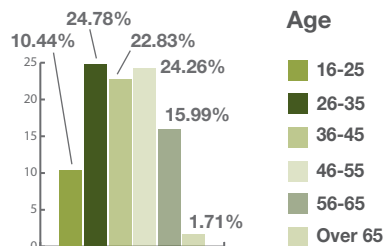
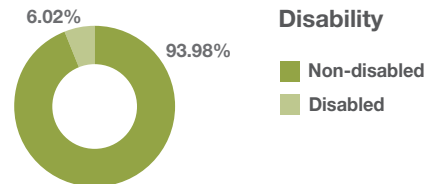
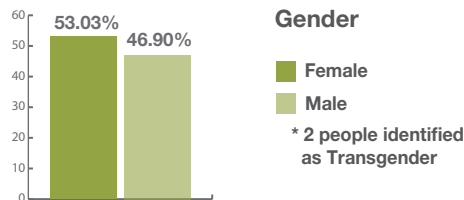


everyone
our
Diversity
& Inclusion
Strategy

About Guinness People



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

D&I at Guinness

Introduction – Our D&I vision

We believe that great ideas and the best business solutions come from bringing together a wide range of perspectives, and that by harnessing the diverse viewpoints and talents of our people we will do more for our customers and the communities we work in. We will do more to deliver our social purpose. It is our people who deliver our vision and ambitions for our organisation, so being an inclusive employer and creating a culture where everyone feels they belong, can be themselves, and can share their views and ideas, is fundamental to our Guinness 2023 Strategy.

Guinness is for everyone.



Catriona Simons
Group Chief Executive



What we mean by Diversity & Inclusion

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.

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.

**A culture
where you can
be yourself and
share your views
is fundamental
to our Strategy**



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

D&I at Guinness

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



Why is Diversity & Inclusion important to us?

There are 3 fundamental reasons why D&I matters to all organisations. Because it is morally right, because it is a legal duty, and because it makes good business sense.

Diversity and Inclusion is also specifically important to the housing and care sectors because:

- We have a diverse and changing customer base and we want to deliver high quality, personalised and accessible services to our customers. This demands empathy and understanding.
- A workforce that reflects our customer base can better understand and connect with customers to promote trust, ensure our customers feel listened to, and work with customers to ensure our services are relevant.
- More engaged people who feel part of something are motivated to give their best.
- Our size, and the size of our sector, mean we can influence change beyond Guinness, in the organisations we work with.

At the most fundamental level D&I is about treating everyone with respect. But a diverse workforce where different viewpoints are heard generates better ideas and better solutions, and creates a better business for everyone. These things are central to delivering our 2023 Strategy.

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What we're going to do

There are 5 core elements to our D&I Strategy:

- 1 **Championing diversity throughout the organisation**
- 2 **A culture where everyone feels they belong**
- 3 **An organisation where everyone can succeed**
- 4 **Attracting diverse talent**
- 5 **Promoting change in the businesses we work with**

Our D&I commitment is not limited to our D&I Strategy, it is complemented and extended through our People Strategy, our Customer Engagement Strategy, our approach to investing in our communities, and our Procurement Strategy. It is embedded in every aspect of our business, and the way we do business.

We have a range of initiatives which are particularly relevant to our D&I Strategy, marked ★ in the following pages.

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



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

1 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.

We will:

- Update our mandatory D&I training to make it more accessible and more relevant.
- Adapt our Leadership & Management training so that it has a specific focus on inclusive leadership.
- Promote diversity across our Staff Forums, and ensure that members are informed and trained.
- Review our corporate publications, and our websites and social media presence, to ensure our language and imagery is inclusive.
- Create an annual calendar highlighting events and dates which recognise and promote understanding and inclusivity.
- Ensure D&I messages are factored into employee communications.

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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 and 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.

We will:

- Conduct regular Employee Surveys, performing detailed demographic analysis of the results so we know how all our people feel.
- Ensure our teams comprise not just the right skills and professional experience, but also a breadth of viewpoints.
- Ensure our communication channels enable us to stay in touch with all our people.
- Make sure we provide the technology to support different ways of working and collaboration. Provide training on managing remotely.
- Enable flexible working where possible, including flexible hours, working part time, and job-sharing so our people can balance personal responsibilities and interests with the needs of our customers and our business.
- Ensure our workspaces and facilities meet the needs of all our people, whether these relate to accessibility, prayer facilities, wellbeing facilities, or simply connectivity.
- Support physical and mental wellness through our Health & Wellbeing Strategy. ★
- Review and impact-assess our people policies to ensure our ways of working work for our people.

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

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.

We will:

- Ensure that everyone has robust, clear and transparent objectives they can be measured against objectively.
- Make sure all our managers undertake unconscious bias training every year in advance of the year-end performance review process.
- Review performance scores by employee demographics to ensure that they are free from bias. ★
- Review the selection criteria for our training courses, programmes and events to ensure they are fair.
- Review the logistics and locations of our training courses, programmes and events to make sure that they don't exclude people.*
- Review the content of our training courses, programmes and events to ensure they accommodate different learning styles.
- Create an Aspiring Leaders Programme to provide a structured pathway for talented people that do not have experience as managers. ★
- Review our promotions process to ensure it is free from barriers or bias. Ensure that all internal candidates for roles are given the same depth of feedback.

* There are certain courses and events that work best when we bring people together in one location, such as our main Corporate Induction and some of our leadership and manager events and programmes. This won't suit everyone but we believe the inclusive aspects of bringing everyone together for these things (rather than holding regional events) outweigh the downsides. We always listen to suggestions about how we could do things differently and make things work for more of our people.

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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.

We will:

- Ensure that the language and imagery on our careers website reflects our commitment to diversity, and profiles a diverse range of existing employees to show that everyone can be a success at Guinness.
- Deliver mandatory training for all recruiting managers to ensure selection processes are free from unconscious or conscious bias as far as possible.
- Require our recruitment partners to offer us a diverse pool of candidates at short-listing stage.
- Consider using a specialist recruitment consultancy to target populations that are underrepresented in certain roles.
- Make sure that recruitment panels are as diverse as possible, and our selection techniques, including assessment centres, allow candidates to demonstrate their strengths.
- Continue to take targeted action to address occupational gender bias through our Women into Maintenance and Men into Care programmes. ★
- Collect and analyse applicant data at each stage of the recruitment process to ensure we are fair and opportunities are available to all.

The way we
recruit people
enables them
to show
themselves at
their very best



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

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.

We will:

- Pre-qualify suppliers to ensure that only those with a commitment to D&I are invited to bid for our contracts.
- Work with SMEs where this aligns effectively with our operations.
- Start conversations with our supply chain to understand how we can work effectively together to promote diversity.
- Create opportunities for supplier networking to support SMEs doing business with larger supply chain partners.
- Measure the extent to which diverse-owned business are represented in our supply chain.

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Measuring and reporting our impact

It is important to measure our progress and impact as we implement our D&I Strategy. We have a large amount of data already available to us, which baselines our current D&I performance, and we will extend the data we collect so our monitoring is as meaningful and accurate as possible.

We will measure:

- The composition of our workforce and the extent to which this reflects our customer base and the areas we recruit in.
- The composition of our workforce and representation in different sectors and at different grades within our workforce.
- Our gender pay gap.
- How our people feel about working at Guinness, through our Employee Survey.
- Applicant data at each stage of our recruitment processes, including for non-executive roles.
- The distribution of performance scores across our organisation.
- How we benchmark against peer organisations.
- The composition of our supplier base.

We will publish an annual D&I Report to show how we are doing.



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



**INVESTORS
IN PEOPLE** | Gold

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