

Diversity & Inclusion monitoring report 2019

Introduction

It is important to measure our progress and impact as we implement “everyone”, our D&I Strategy, as well as our People Strategy and our Customer Engagement Strategy.

To help us do that, each year we carry out comprehensive analysis on the large amount of data available to us on our customers, employees and Board and Committee members. This year, for the first time, we have explored all characteristics protected by the Equality Act 2010, although in some areas, particularly in respect of our customers, we have some gaps in our data which we will be looking to close as part of the implementation of our strategy.

We have looked at trends over time and compared our data to the external world to paint a picture of diversity and inclusion at Guinness.

This monitoring report presents the key findings from the analysis.

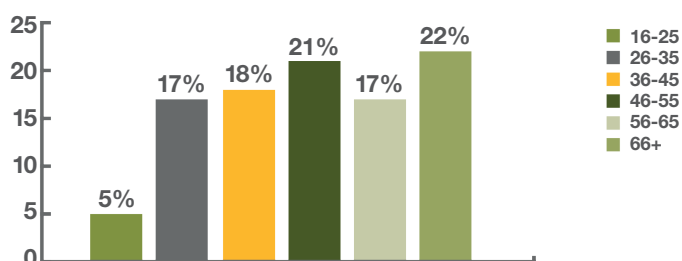
Our Customers

Part of being a customer service business means knowing our customers. We use the data we have on our customers to anticipate their needs and preferences, so we can provide great services.

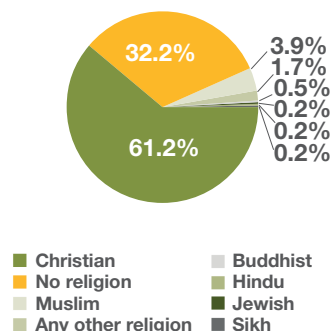
Gender



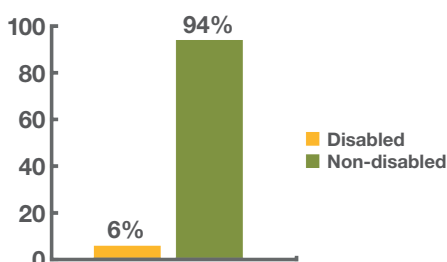
Age



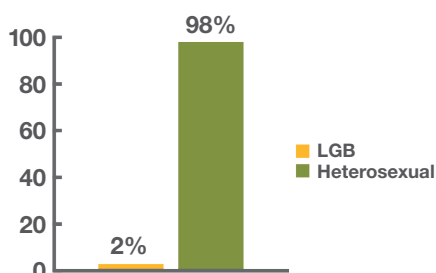
Religion or belief



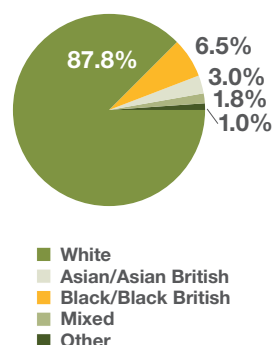
Disability



Sexual orientation



Ethnicity



Who do we house?

When we have looked at the profile of our customers we have found that this has not changed significantly since 2017/18. This is not surprising given the turnover of our homes.

- Unsurprisingly, new tenants who have moved into Guinness homes during 2018/19 are younger than our existing tenants (proportion of new tenants aged 16-35: 48%; existing tenants aged 16-35: 21%) and in 2018/19 year we had fewer new tenants aged 56-65 years than the previous year (2017/18: 14%; 2018/19: 11%)
- The average age of heads of households nationally across the social housing sector was 53 – two years older than the average age of Guinness existing tenants
- We have a higher proportion of existing tenants who identify as White compared to the sector as a whole (Guinness tenants: 87%; social housing tenants nationally: 83%)
- In common with the sector as a whole, the majority of tenants are women (Guinness tenants: 62% female; social housing tenants nationally: 55% female)
- Just over two thirds (67%) of Guinness tenants had a religion. Christianity was the main religion (61% of existing tenants) with Islam the main minority religion (4%). The religious profile of Guinness tenants is similar to social renters nationally (Guinness tenants – Christian: 61%, Muslim: 4%; social housing tenants nationally – Christian: 60%, Muslim: 6%)
- Homeowners are less diverse in terms of ethnicity (BAME tenants: 13%; BAME homeowners: 6%) and religion (tenants – Christian: 61%, Muslim: 4%; homeowners – Christian: 70%, Muslim: 1%), and more balanced in terms of gender, compared to existing tenants (tenants – M/F: 38/62%; homeowners – M/F: 52/48%).

Are some groups of customers more satisfied than others?

We have looked at whether certain groups of customers are more satisfied than others:

- Tenants in middle age groups tend to be less satisfied than younger or older tenants (this is actually consistent with national data on 'life satisfaction') (% satisfied in each age group - 16-24 age group: 72%; 25-34 age group: 69%; 35-44 age group: 69%; 45-54 age group: 73%; 55-64 age group: 77%; 65-74 age group: 79%; 75+ age group: 85%)
- In a change from 2017-18, BAME tenants were more satisfied than white tenants, but the differences are small (% satisfied 2017/18 BAME: 73%; White: 77%. % satisfied 2018/19 BAME: 77%; White: 75%).

Access to the internet

We are moving towards greater emphasis on online for most transactional services. As we do so, we are checking whether the data supports demand for this.

- Tenant access to the internet has increased across all age groups over the past three years
- Access to the internet is increasing in tenants age 75+, but is still significantly lower than those aged 65-74 (75+ age group: 32%; 65-74 age group: 58%)
- Disabled tenants and disabled homeowners are less likely to have access to the internet compared to their non-disabled counterparts (tenants – disabled: 54%, not disabled: 71%; homeowners – disabled: 58%, not disabled: 84%).

Evictions and abandonments

We have looked at two of the reasons why tenancies end to see if there are any differences between customer groups.

- Over the past four years, there has been a higher proportion of evictions and abandonments amongst younger tenants than tenants in middle or older age groups (16-35 age group – abandonments: 49%, evictions: 52%; 55+ age group: abandonments: 15%, evictions: 8%)
- The ethnicity profile of evicted tenants is broadly in line with the profile of the existing Guinness tenant population (BAME evicted tenants: 15%; BAME tenants: 13%)
- A higher proportion of tenancies headed by women have ended in abandonment rather than eviction (female abandonments: 57%; female evictions: 47%); a higher proportion of tenancies headed by men have ended in eviction rather than in abandonment (male abandonments: 43%; male evictions: 53%).

This year we will:

- Review the customer profile data we collect and take advice that supports the retention and use of the data
- Review our approach to sampling for our customer surveys to make sure it is representative across all customer groups
- Consider carrying out an annual universal customer survey
- Sign up to the HouseProud pledge and work with the LGBT Foundation to support LGBT customers with dementia
- Maintain our multi-channel approach to customer contact, engagement and consultation
- Do further work to investigate internet access amongst our customers, particularly those with disabilities, and consider solutions to increase internet access and connectivity
- Develop a model to predict potential tenancies that are prone to eviction or abandonment and use this insight to direct customer support services
- Undertake in-depth analysis on the reasons why customers abandon their tenancies using, for instance, customer contact history data.

Our People

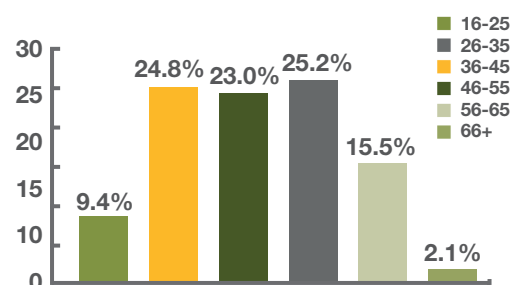
Guinness employs around 2,800 people. Understanding the diverse characteristics of our people helps to support our ambition to be a Great Place to Work and to ensure we comply with our statutory and regulatory obligations. This section draws out some of the key findings from the analysis.

Gender

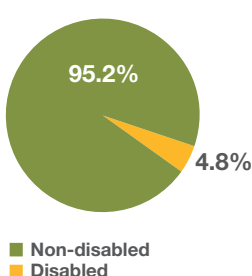


* 0.1% of Guinness employees are transgender.

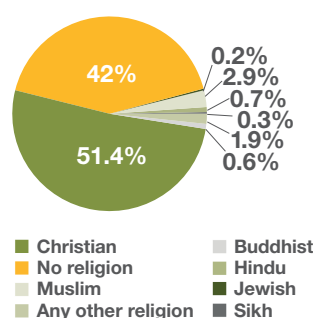
Age



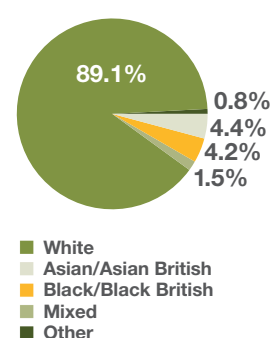
Disability



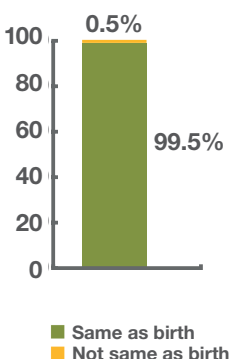
Religion or belief



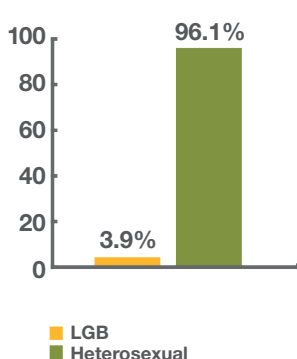
Ethnicity



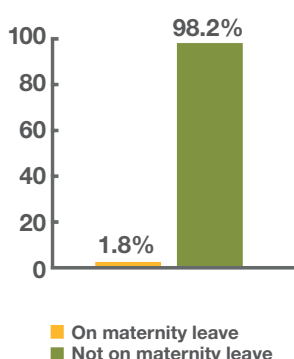
Gender reassignment



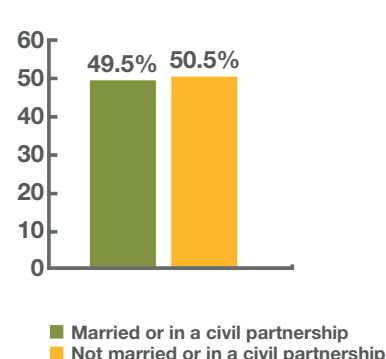
Sexual orientation



Maternity



Marriage or civil partnership



Guinness people compared to the external world

- Guinness employees are more diverse than the national population as a whole when it comes to gender (employees – M/F: 47%/53%; population – M/F: 53%/47%) and sexual orientation (employees – heterosexual/LGB: 94%/4%; population – heterosexual/LGB: 98%/2%), similar when it comes to ethnicity (employees – BAME/White: 11%/89%; population – BAME/White: 12%/88%) and less diverse when it comes to disability (employees – not disabled/disabled: 95%/5%; population – not disabled/disabled: 82%/18%), and religion (employees – Christian: 51%, Muslim 3%, No religion 42%, other 4%; population – Christian 64%, Muslim 5%, No religion 27%, other 4%).

Age

- The average age of our employees is 43, 10 years younger than our customers' average age.

Ethnic diversity

- There is a similar ethnic balance across all grades with around one in ten employees coming from a BAME background (Grade A-B: 13%; Grade C-D: 10%; Grade E-F: 11%; Grade G: 11%)
- Our people are slightly less ethnically diverse than our customers (employees – BAME/White: 11/88%; customers – BAME/White: 12/88%)
- We have compared the people in our main offices with the local population to see whether we recruit evenly from the places in which our offices are based. Our offices in London, Oldham, Crewe and Havant are a bit less diverse than the 'Travel To Work Area' (TTWA), and our offices in Bristol, Chesterfield and Exeter are more diverse:
 - London office employees – BAME/White: 30%/70%; TTWA – BAME/White: 37%/63%
 - Oldham office employees – BAME/White: 12%/88%; TTWA – BAME/White: 17%/83%
 - Crewe office employees – BAME/White: 2%/98%; TTWA – BAME/White: 3%/97%
 - Havant office employees – BAME/White: 3%/97%; TTWA – BAME/White: 6%/94%
 - Bristol office employees – BAME/White: 15%/85%; TTWA – BAME/White: 11%/89%
 - Chesterfield office employees – BAME/White: 3%/97%; TTWA – BAME/White: 3%/97%
 - Exeter office employees – BAME/White: 8%/92%; TTWA – BAME/White: 3%/97%

We need to treat some of these comparisons with caution because in the case of Oldham and Havant the TTWAs do not match exactly the locations of our offices.

Gender

- Guinness has a higher proportion of female employees compared to the economically active population (Guinness female employees: 53%; female national population: 47%)
- The proportion of women in Guinness Property has increased slightly in recent years, demonstrating the change our "Women into Maintenance" programme is having to address the underrepresentation of women in that sector (GP female employees – 2015: 11.5%; 2016: 9.1%; 2017: 11.0%; 2018: 11.2%; 2019: 12.7%)
- 0.5% of employees identify as a different gender as at birth.

Marriage and civil partnership

- The five year trend shows a slight reduction in the proportion of employees married or in a civil partnership (employees married or in a civil partnership – 2015: 52.9%; 2016: 51.6%; 2017: 51.1%; 2018: 51.6%; 2019: 49.5%).

Sexual orientation

- There has been a year on year increase in employees identifying themselves as LGB (LGB employees – 2015: 3.2%; 2016: 3.2%; 2017: 3.3%; 2018: 3.4%; 2019: 3.9%).

Guinness recruitment

- There has been a significant increase in applications from, interviews and hires of people from a BAME background (applications 2017/18: 26%; 2018/19: 29%) (interviews 2017/18: 20%; 2018/19: 26%) (hires 2017/18: 11%; 2018/19: 18%)
- Looking at recruitment for senior roles, the proportion of women being interviewed and hired has increased (interviews 2017/18: 54%; 2018/19: 56%) (hires 2017/18: 52%; 2018/19: 77%). Last year, just over three-quarters of hires for senior roles were female
- The proportion of BAME applicants and hires for senior roles has fallen over the past three years (applications 2016/17: 30%; 2017/18: 26%; 2018/19: 21%) (hires 2016/17: 0%; 2017/18: 17%; 2018/19: 9%). In 2018/19 whilst a fifth of applicants are BAME, less than a tenth are hired.

This year we will:

- Update our mandatory D&I training to ensure it remains accessible and relevant
- Adapt our Leadership and Management training so that it has specific focus on inclusive leadership
- 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
- Support physical and mental wellness through our Health & Wellbeing Strategy
- Continue to review performance scores by employee demographics to ensure that they are free from bias.

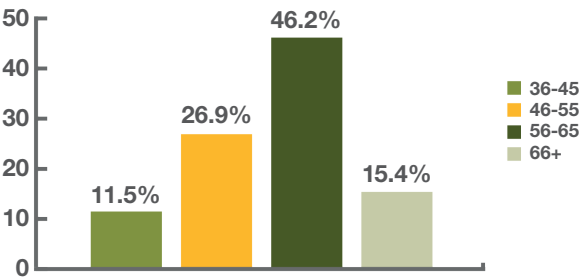
Our Board and Committee Members

- Overall, our Board and Committee Members are less diverse than our employees and customers across the broad spread of characteristics. We are not out of line with what research suggests is the picture across the housing sector.

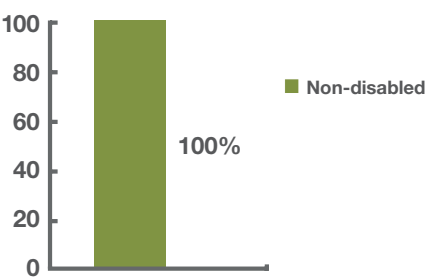
Gender



Age



Disability



Our priorities for action are contained in “everyone”, our D&I Strategy.

This year we will:

- Establish a Tenant Scrutiny panel and in recruiting to it we will have particular regard to ensuring membership is reflective of our customer base.

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



30 Brock Street, London NW1 3FG
www.guinnesspartnership.com

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