

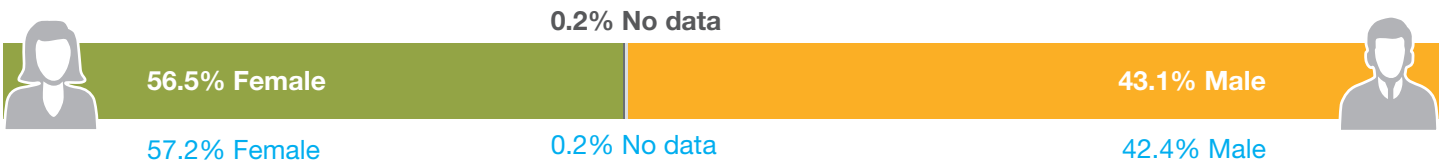


# Our Diversity & Inclusion Strategy

Update 2020/21

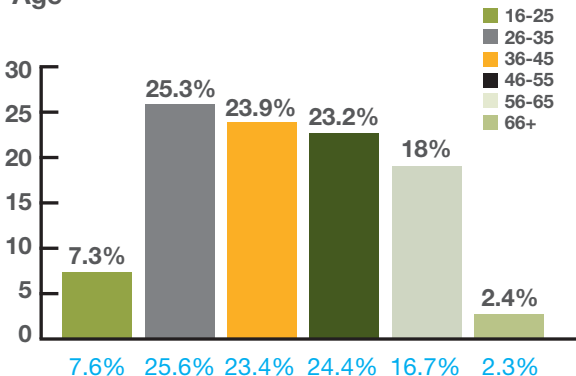
# Our People

## Gender

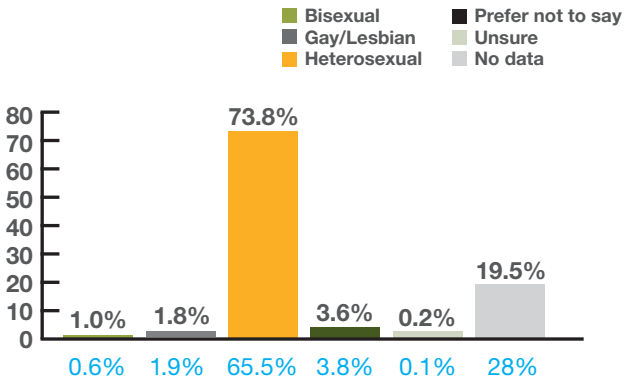


\* 0.2% of Guinness employees are transgender. 0.1%

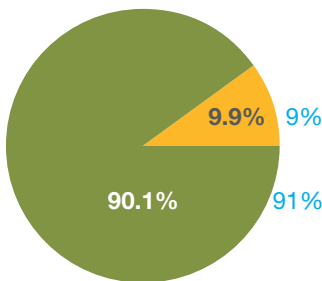
## Age



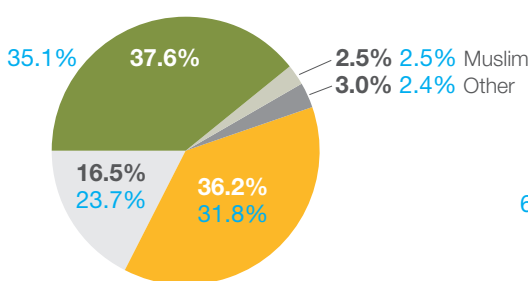
## Sexual orientation



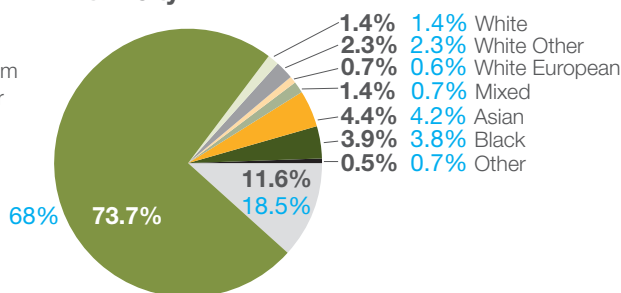
## Disability



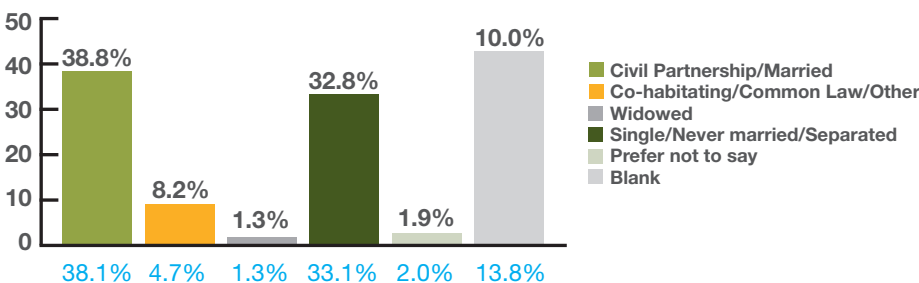
## Religion or belief



## Ethnicity



## Marriage and Civil Partnership



# Introduction

In 2019, we launched “everyone”, our D&I Strategy and made a commitment to report on our progress each year. This is our report for 2020/21.

Whilst the year was undoubtedly challenging for everyone, it also provided the opportunity to continue to demonstrate what Guinness and our colleagues stand for.

Our people adapted remarkably well to the unprecedented circumstances of the Covid pandemic, continuing to deliver services to our residents and care customers throughout, and providing extra support to those who needed it.

We also saw an extraordinary response from colleagues to the rise in public consciousness about racial inequality. The openness with which colleagues shared their personal stories of racism in society during our series of Conversations was truly moving. These Conversations, which involved more than 200 colleagues, shaped our Anti-Racism Statement and the commitments made now form part of our strategic D&I objectives. The feedback, both internally and externally, has been supportive and encouraging, and we have been invited to share our plans with other organisations.

We introduced Headspace to further support colleague mental health and continued to use the Happiness Index to give people the opportunity to express their views. Our Staff Forums continued to be an invaluable source of insight, information and counsel, which helped us develop the ways we support our people. And our people told us they were proud of our D&I work through our colleague survey, Be Part of It 2020.

We were extremely proud to win the Investors in People Diversity award – a reflection of our progressive work in this area. And we retained our Disability Confident Leader status, with the new reporting requirement on mental health and wellbeing – further external recognition of our commitment to D&I, and specifically disability.

Whilst this year will undoubtedly provide further challenges, as we navigate our way out of lockdown, we will continue to build on the foundations we have in place – delivering on our long term anti-racism commitments, investigating how best to further our work on disability inclusion, and further defining and developing our customer inclusion strategy. This, along with improved data and reporting for managers, engagement with colleagues and external partners and the delivery of our annual diversity calendar of events, will no doubt support another successful year for Guinness.

We are proud of the diversity of our people, your inclusiveness, and the warmth you show our customers and each other.



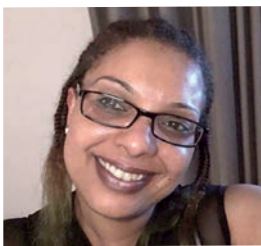
*Catriona Simons*

**Catriona Simons**  
CEO, The Guinness Partnership



*Paul Watson*

**Paul Watson**  
Chair of the D&I Steering Group and Managing Director of Guinness Care



*AnnaLisa Langton*

**AnnaLisa Langton**  
Head of Engagement and Diversity

**In analysing D&I data:**  
We use the term BAME when considering minority ethnic groups.

We use the term LGB when considering data related to sexual orientation. When supporting initiatives, these are generally aimed at the LGBT / LGBT+ community.





# Championing diversity throughout the organisation

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:

- Held a series of five conversations with colleagues about race and ethnicity at Guinness and in wider society – with over 200 colleagues attending and sharing their experiences and views.
- Published our Anti-Racism Statement setting out our commitment to anti-racism in the UK.
- Began work on a Race Fluency Toolkit to give colleagues the confidence to have open conversations about race and ethnicity.
- Hosted talks by Alim Kamara during Black History Month and at the colleague Star Awards, with stories focusing on the importance of Standing Together Against Racism.
- Promoted awareness and understanding, and celebrated the diversity of our people by marking:

Feb	LGBT History Month, Race Equality Week
March	International Women's Day
May	Dementia Action Week
June	Pride Month
July	Disability Awareness Day
Sept	MacMillan Coffee Morning, National Inclusion Week
Oct	Black History Month, World Mental Health Day
Nov	International Men's Day, White Ribbon Day
Dec	Purple Light-Up (disability awareness).

As well as the religious holidays Ramadan, Rosh Hashanah, Diwali and Christmas.

- Reviewed our mandatory D&I training to include additional content on Unconscious Bias, anti-racism and microaggressions.
- Launched our Guinness book club focused on books relating to identity, so colleagues could continue to learn, educate themselves, and discuss themes of diversity and inclusion with each other.

- Continued to use our voice as a large employer in the housing sector sharing positive posts and stories on social media about Diversity & Inclusion. 22% of our posts on LinkedIn related to D&I. Posts included messages about anti-racism, Mental Health, Alzheimer's in the LGBT community, Black History Month, domestic abuse support, female trade ambassadors, and National Inclusion Week.
- Received reaccreditation of our Disability Confident Leader status and continued our memberships of Inclusive Employers, Mindful Employer, Stonewall, Mates In Mind, Investors in People.
- Continued our monthly D&I audits to ensure visible representation across the protected characteristics on our website, social media, intranet and publications. At the time of this report, 66% of imagery is of women, 29% is of Black, Asian and minority ethnic groups, and 21% shows older people.
- Delivered refresher training on Equality Impact Assessments to our Leadership Team and cascaded this in the organisation.
- Continued our work with UNIFY, the cross-sector BAME network group, including leading on the creation of an online presence and promoting membership of this group to colleagues.
- Continued our work with the LGBT network group, HouseProud, with colleagues sitting on the London and North of England steering group.
- Named our second Guinness Diversity and Inclusion Champion at our annual colleague Star Awards ceremony.



**“Guinness is leading the way on eradicating discrimination and that’s something we should all be immensely proud of.”**

Guinness colleague

**We were proud to be awarded the Investors In People 2020 Award for D&I - recognising our work in this area**





## A culture where everyone feels they belong

To harness the different viewpoints of our diverse people, we want everyone to 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:

- Increased the data we hold about the diversity of our colleagues enabling us to better understand our workforce and their experiences – including a campaign which led to ethnicity declarations increasing from 79% to 92%, meaning our insight, equality analyses and reporting is even more reliable.
- Continued to monitor and publish information regarding the diversity of our workforce, Board and customers through our D&I monitoring report.
- Introduced a dedicated anonymous email address for colleagues to share views, concerns and ideas about race and ethnicity at Guinness Race & Ethnicity.
- Introduced BSL training (with over 100 colleagues taking part) and added subtitles to videos and webinars produced – recognising the added challenges faced by those with hearing impairment, due to activities taking place virtually and the widespread wearing of face coverings.
- Continued to support colleagues' mental wellbeing additional support in response to the pandemic:
- Introduced a new coronavirus information and resource hub on the intranet for colleagues
- Introduced the Headspace app, making it available to all colleagues to support with mental wellbeing.
- Partnered with a Business Psychologist to produce a series of videos for colleagues focused on looking after mental health during lockdown.
- Continued to promote our 60 Mental Health First Aiders to colleagues.

- Delivered a webinar to 86 managers on 'Having Positive Mental Health Conversations'.
- Introduced a new EAP provider, providing additional information for colleagues to access
- Supported "Time to Talk Day", a day when everyone is encouraged to have a conversation about mental health, engaging over 250 colleagues.
- Provided guidance and support for colleagues struggling to balance working and home-schooling, including the ability to book annual leave by the hour, an organisational approach to avoiding holding meetings at certain times, and providing laptops to enable children access to technology to study and learn.
- Continued our commitment to tackling domestic abuse, developing and launching a toolkit in partnership with the Domestic Abuse Housing Alliance and MD Group, to provide guidance for frontline colleagues across the housing and maintenance sectors.
- Ensured our intranet (the Grid) represented the entire workforce and encouraged colleagues to blog about personal experiences to promote greater understanding – blogs from colleagues featured personal experiences of LGBT history, Hannukah, mental health, hidden disabilities, men's health, Diwali, microaggressions, and Black History.
- Continued to audit imagery in our communications and publications to ensure our diverse customers and colleagues are represented.
- Held re-elections to our Staff Forums and increased the diversity of these colleague groups as a result.
- Continued to monitor the diversity of our Staff Forums and Employee Supporters – 63% are female, 76% White British, 2% have a disability, 10% LGB, and there is a spread of age representation. The profile of our employee representatives broadly represents our wider workforce.
- Completed our Investors in People assessment in Guinness Property, achieving Gold accreditation. The responses to questions on D&I demonstrated that colleagues feel there is a commitment to diversity.



**“Our diversity brings richness and different perspectives. It makes us better.”**

Guinness colleague





# An organisation where everyone can succeed

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:

- Broadened our employee lifecycle reporting by Protected Characteristic so we could better understand the full employee experience.
- Continued to ensure everyone has robust, clear and transparent objectives.
- Provided eLearning for Managers on setting SMART goals and managing performance. Integrated our Unconscious Bias training into other training to ensure our people-based processes are as free from bias as possible. 394 of our 398 managers in TGPL and GP completed the training in the year.
- Undertook audits of performance management outcomes to ensure these were fair and the benchmark for performance pay does not discriminate against any particular group of colleagues.
- Continued to publish our job family framework on our intranet so salaries are open and transparent for all colleagues to see and demonstrating that any colleague doing the same job is paid the same salary.
- Reported, for the fourth year, on our Gender Pay Gap. Median pay is higher for men across TGP, however in TGPL mean pay is 0.5% higher for women.
- Reported, for the first time, on our Ethnicity Pay Gap. Across TGP, median pay is 1% higher for Black colleagues than White British colleagues. Mean pay is 1% higher for Asian colleagues than White British colleagues.
- Continued to invest in colleague's professional qualifications, providing almost £35,000 for colleagues to undertake study, and monitored the profile of successful applicants as well as financial investment by Protected Characteristic, to ensure this remained accessible and fair.

- Awarded Aspire funding to 43 colleagues to enable them to pursue development or training in an area of personal interest – 56% female, 14% BAME, 19% disabled, 3% LGB.
- Integrated Unconscious Bias, microaggressions and anti-racism into the syllabus of all our management development training programmes.
- Delivered a further five cohorts of our Management Fundamentals programme and our new Managers' programme, both of which are CMI accredited. 56 colleagues attended – 54% female, 11% BAME, 5% disabled, 4% LGB.
- Delivered our Beyond Now programme, for ambitious colleagues who want to progress and develop broader business knowledge. Of the 14 colleagues accepted onto the first cohort – 64% female, 14% BAME, 0% disabled, 7% LGB.
- Helped shape and launch Leadership NOW, a six-month career coaching and leadership programme run by UNIFY (the cross-sector BAME colleague group). Five Guinness colleagues took part in the pilot programme.
- Began a partnership with four housing associations to develop another cross-sector programme for BAME colleagues, to be delivered through a leading University.
- Participated in the Housing Diversity Network mentoring programme, so colleagues who aspire to be managers can develop and take the next step in their career. In 2020/21, six colleagues took part as mentees, taking the total who have participated in this programme over the last six years to 46.
- Promoted 148 colleagues – 62% female, 6% BAME, 1% disabled, 3% LGB.
- Enabled 44 colleagues to broaden their skills and experience through secondments (including an external secondment to Inclusive Employers) – 70% female, 11% BAME, 2% disabled, 5% LGB.

***“I love how diverse we are as an organisation. I find it really inspiring. I'm really proud to be part of an organisation that is so passionate about D&I.”***

Guinness colleague





# 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:

- Developed an assessment matrix for to ensure our interview and selection processes are appropriate to roles and can be consistently applied to ensure objectivity and freedom from bias.
- Attracted a broad range of applicants for the most recent cohort of our Guinness Graduate Scheme and appointed a diverse mix of individuals.
- Identified new roles for younger people as part of the Government Kickstart scheme, to assist with entry into work.
- Launched our new recruitment website, enabling us to demonstrate our commitment to D&I to prospective employees and to encourages applicants to provide diversity data to ensure diverse shortlists are in place for vacancies.
- Increased the breadth of recruitment websites in order to attract a more diverse group of applicants, including BMEjobs.co.uk, LGBTjobs.co.uk, Disabilityjobs.co.uk, Diversityjobs.com
- Continued to post positive messages on LinkedIn, 22% of which related to our commitment to D&I.
- Continued to ensure 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.
- Asked recruitment partners tendering their services, to demonstrate their commitment to providing us with a diverse shortlist.
- Continued to ensure recruitment panels were as diverse as possible.
- Continued to support apprenticeships across Guinness, having 21 directly recruited apprentices and 92 additional existing colleagues supported through an apprenticeship. In 2020/21 nine apprentices progressed to permanent roles within Guinness.
- Broadened the experience, knowledge and diversity of our Board through the appointment of three new Board members.

**“Guinness welcomes feedback and open communication – it’s great to know everyone has a voice.”**

Guinness colleague





## Promoting change in the businesses we work with

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.

***Guinness is a diverse workplace and takes pride in providing inclusive practices for all. I think the mental health awareness communications and the way we've approached anti-racism has been really positive.***

Guinness colleague

### This year we:

- Continued to ensure our suppliers, contractors and consultants confirm their compliance with the Equality Act 2010.
- Drafted a framework for scoring tenders to ensure our suppliers and contractors have a demonstrable commitment to race equality.
- Ran a series of events, in partnership with Women in Construction and Henry Construction, to help women gain experience and training in roles in the construction industry.
- Supported Inclusive Employers with a year-long project to research different organisational approaches to anti-racism and develop a toolkit suitable for organisations of all sectors.
- Shared best practice advice with other organisations on developing and delivering a successful D&I Strategy for organisational change, through two presentations at Investors in People Showcase events. Further one-to-one sessions with organisations were provided by our Head of Diversity.







# Promoting opportunity in our communities

We invest in our communities to provide support for residents where it is needed most. We partner with charities and other agencies throughout the country to create possibilities for our residents and their families today and into the future.

***Knowing the organisation is backing something like the LGBT community is huge for me because I bring all of me to work. I don't have to hide anything from anybody.***

Guinness colleague

## This year we:

- Continued our Aspire Awards funding programme to help residents with training and education costs - this included helping a Foyer resident with costs associated with a University course, and funding a resident to produce and sell dolls representing the ethnic diversity of the UK.
- Partnered with Women In Construction and Henry Construction to provide workshops to encourage more women into the construction industry in a range of roles.
- Supported our Sheffield Foyer residents by providing extensive benefits advice, GP registration, training, debt management, and access to employment.
- Continued our intergenerational initiatives with 'Good Gym' – made up of local runners who also volunteer. They have been visiting our schemes to help customers with their allotment project and take part in activities.
- Continued supporting Sal's Shoes to distribute recycled shoes to children in Salford, and supported the opening of Sal's Shoes in Crewe.
- Helped Motherwell, a charity based in Crewe, to create a new support hub for mothers.
- Continued our partnership with LGBT Foundation, which saw 500 people attend the 'Bring Dementia Out' webinar programme – this project aimed to help LGBT+ people affected by dementia feel more comfortable about coming forward to access help.
- Continued our partnership with Tutors United to provide online Maths and English tutoring for 172 children to help narrow the attainment gap. In the pilot, 67% of attendees had English as an additional language.
- Partnered with various domestic abuse charities to deliver more support, donating over £50,000 in the year. This included funding for Ashiana, in Sheffield, who work with Black, Asian, Minority Ethnic and Refugee adults, children and young people fleeing domestic and sexual abuse.
- Worked with InCommon on an Intergenerational project bringing together primary school children and older people living in two of our Independent Living schemes.
- Supported Talk Listen Change to provide mental resilience support and counselling to 33 residents.
- Delivered a Get Your Groove On Pedometer and Physical Activity Challenge to raise awareness of physical health and mobility with over 270 older residents.
- Delivered 2,500 hours of support per week for people living with a learning disability through our supported living service.
- Started a new 12-month youth & family support partnership with Foundation 92.
- Supported Oldham Athletics with a traineeship programme, improving their reach, and offering workplaces.

everyone



**We are pleased to be publishing this statement of our commitment to anti-racism in the UK. As a major employer in the housing sector it is fundamental to us that every single person who is part of our organisation feels that they belong, and that our culture is truly inclusive for all.**

Over the last three months we have held a number of conversations with colleagues about race and ethnicity. We are grateful to our Black and Minority Ethnic colleagues for their openness and honesty in sharing their experiences of discrimination, both growing up in UK society, or immigrating to the UK, as well as any experiences they have had in the workplace.

We are proud of the diversity of our workforce. This is the best possible evidence of our inclusive culture, and we're proud that in our 2020 employee survey, we saw no differences in engagement across our workforce demographics. However Black and Minority Ethnic colleagues are underrepresented in the more senior tiers of our workforce and part of the commitment we outline below is about addressing this. But it goes further, and it goes beyond the workplace. Research shows that in the UK, the outcomes for ethnic minorities are significantly worse than those of White British origin. This is true in education, employment, housing, the criminal justice system and in healthcare.\* This is why our commitment must go beyond the workplace.

We hope, as a national organisation employing nearly 3,000 people, that the actions we take will have a wider impact in in society.

## This is our commitment. We will:

- Recognise the differences between our ethnic minorities by only using the term BAME where different population sizes are not statistically significant.
- Publish our ethnicity pay gap data annually from 2021.
- Set a target to increase the Black and Minority Ethnic composition of our Board and Leadership Team to 20% by 2025 - reflecting the communities we recruit in.
- Set a target of at least 20% Black and Minority Ethnic recruits for our apprenticeships and graduate schemes by 2025 – again reflecting the communities we recruit in.
- Review our internal practices, procedures and data to ensure we are consistent and fair at all stages of the employee lifecycle.
- Promote the representation of Black and Minority Ethnic colleagues on our learning and development programmes.
- Develop a race fluency toolkit to promote open and constructive dialogue and provide a safe space for colleagues to educate and equip themselves with the tools and information needed to increase understanding across our workforce.
- Encourage the appointment of Black and Minority Ethnic businesses in our supply chain to reflect the communities we serve.
- Ensure our supply chain subscribes to our values and actively evidences this in policies and practices. Where necessary will assist them in this.

We will regularly measure our progress against these commitments.

Guinness was founded in 1890 to improve people's lives and create possibilities for them. This purpose underpins our commitment and is reflected in our D&I Strategy, everyone, and our decision to create and publish a formal Anti-Racism Statement.



**Neil Braithwaite**  
Chair of the Board



**Catriona Simons**  
Group Chief Executive



**Annalisa Langton**  
Head of Engagement and Diversity

*\*In education, Black students are twice as likely to be permanently excluded from school as White students. In employment, 1/25 White households are unemployed as opposed to 2/5 Bangladeshi households. In housing, 30% of Bangladeshi and Pakistani people live in deprived neighbourhoods as opposed to 4% of White British people. With regards to policing, ethnic minority youths are three times as likely to be tasered as White youths, and in the criminal justice system Black and Asian prisoners on average serve longer sentences than White prisoners for the same offences. In health, Black women are five times as likely to die in childbirth or due to complications as White women. (Source - Race Disparity Audit, March 2018, published by the Cabinet Office).*

September 2020

# Anti-Racism Action Plan - 2020-21 Highlights



## 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**. During Race Equality Week 2021, we are pleased to share our progress delivering against the commitments we made in our Statement and accompanying Action Plan.

Held the **fifth Conversation** in our series about race and ethnicity during Black History Month – with 55 colleagues.



Expanded our mandatory D&I training to include content on **anti-racism, microaggressions** and **unconscious bias**.

**Recruited** three new Board members, including **two high profile Black sector leaders**.





Delivered **Equality Impact Assessment** training to the Leadership Team in October.

Began a partnership with 4 housing associations to develop a **two-year business programme** for middle managers to promote representation at all levels in the organisation – launching Spring 2021.



Helped shape and launch **Leadership NOW**, a six-month career coaching and leadership programme run by UNIFY. **Five Guinness colleagues** on the pilot programme.



Introduced a **dedicated email address** for colleagues to anonymously raise any race or ethnicity issues, and share any thoughts or ideas about our anti-racism work.



Ran the next 2 cohorts of our Management Fundamentals course – **achieving proportional representation amongst attendees** (9% identified as Black, 9% as Asian).





Hosted **talks by Alim Kamara** during Black History Month and the Star Awards, with stories focusing on the importance of Standing Together Against Racism. (Still available on the Grid).

Launched a campaign which means we now have **race and ethnicity data about 84% of our workforce** (previously 79%), meaning that our insight, equality analysis and reporting is even more reliable.



**Incorporated** inclusion of **anti-racism, microaggressions** and **unconscious bias** into the syllabus for all management training courses at Guinness.

Appointed the latest cohort to our **Guinness Graduate Scheme**, half of whom were from **ethnic minority backgrounds**.





Drafted a framework for scoring tenders to ensure our **suppliers and contractors** have a **demonstrable commitment to race equality**.



**Standing together against racism**

It is fundamental to us that **every single person** who is part of our organisation **feels that they belong**, and that **our culture is truly inclusive for all**.



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



everyone

**INVESTORS IN PEOPLE™**  
We invest in people Gold

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July 2021