

Pay Gap Report

2021

Introduction

At Guinness, we are committed to creating an inclusive work environment and culture where our employees can achieve their full potential – and in so doing, help us realise our vision to improve the lives of our customers.

Our workforce is diverse and we provide equal opportunities for all our employees. Our ability to do this relies on our openness and our commitment to hold ourselves to account.

We welcome Pay Gap reporting. We see transparency of data as an enabler for change across UK businesses. This is why we also publish our Ethnicity Pay Gap as part of our Anti-Racism Action Plan.

This report is about our Pay Gaps. Our website also provides detailed information on Diversity & Inclusion such as our Strategy and our Monitoring Reports. These contain graphs showing gender and ethnicity information that can be read in conjunction with this pay gap report.

What is the Gender Pay Gap?

The Gender Pay Gap is a measure of the difference between the average pay of men and women across an organisation, and all UK companies with 250 or more employees are required to publish specific Gender Pay information.

The Gender Pay Gap is not the same as equal pay. Equal pay relates to paying people of all genders equally for doing the same or equivalent work. An employer maintaining equal pay can still have a Gender Pay Gap, as the Gender Pay Gap can be influenced by the make-up of the workforce, such as having a higher proportion of men or women in certain roles, including where those roles are higher paid.

Gender distribution by grade

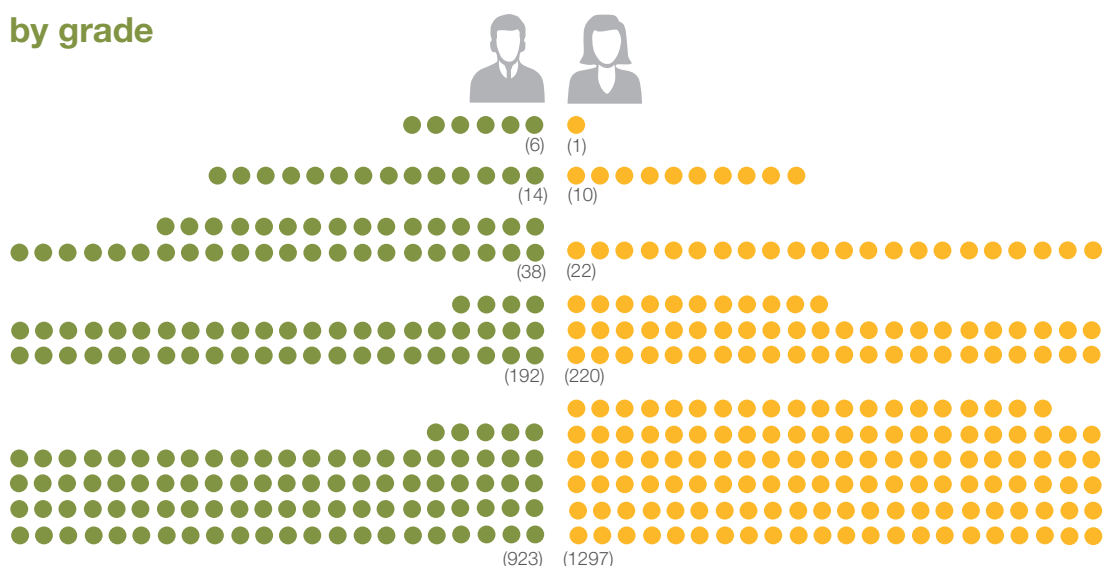
Executive Team

Directors

Heads of Service

Managers

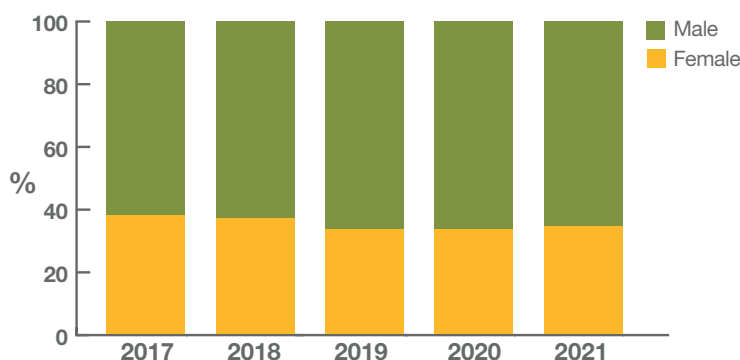
Other Colleagues



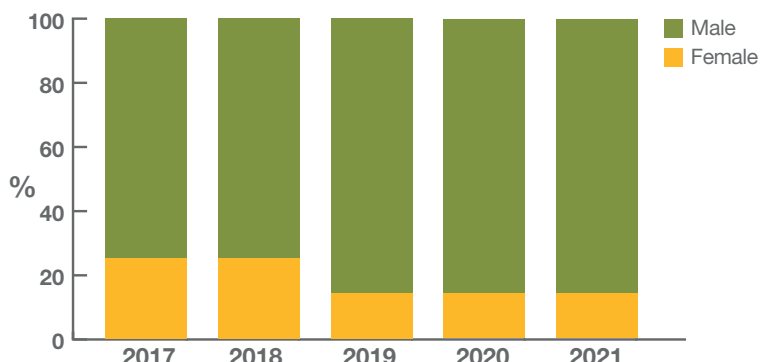
Actual numbers in brackets.

Gender representation at senior levels in our organisation

Board members



Executive team

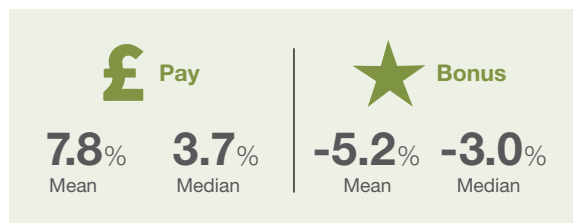


Headline Gender Pay Gap figures for The Guinness Partnership Limited

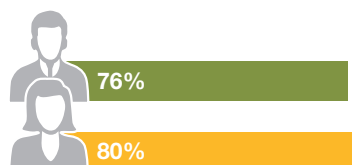
How are we doing?

The graphics below show our overall mean and median gender pay gap and bonus pay gap based on hourly rates of pay as at 5 April 2021 and bonuses paid in the 12 months up to that date. A positive value indicates the gap is in favour of men.

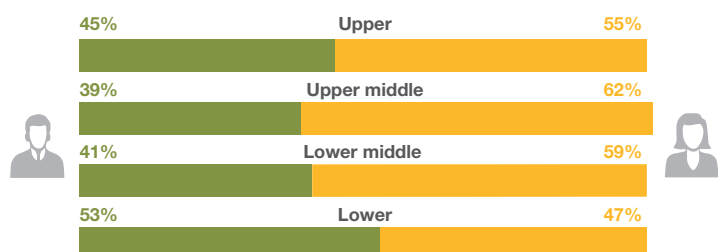
Gender pay gap and bonus pay gap



Proportion of men and women paid a bonus

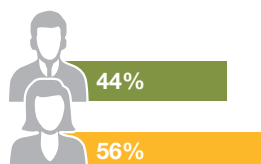


Pay quartiles by gender



This table above shows the distribution of men and women across four equally sized groups, based on their total hourly rate.

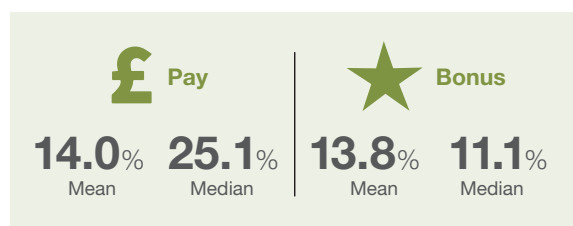
Make up of our workforce



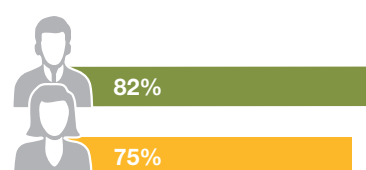
Headline Gender Pay Gap figures for City Response Limited, trading as Guinness Property

City Response Limited, trading as Guinness Property, is responsible for the repair and maintenance of 85% of Guinness's homes. Women are under-represented in our repairs business as they are across the repairs and construction sectors. We are taking specific action to address this in Guinness Property.

Gender pay gap and bonus pay gap



Proportion of men and women paid a bonus

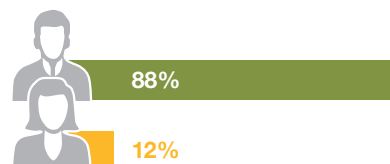


Pay quartiles by gender



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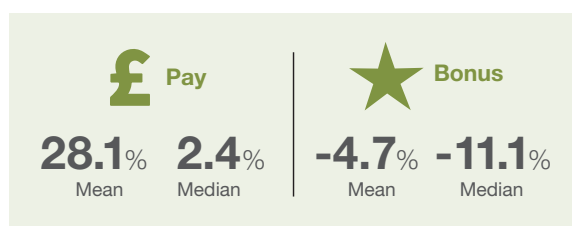
Make up of our workforce



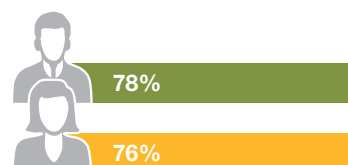
Headline Gender Pay Gap figures for Guinness Care and Support Limited, trading as Guinness Care

Guinness Care and Support Limited, trading as Guinness Care, provides care and support services to customers across England, including those living in Guinness's sheltered and extra care accommodation.

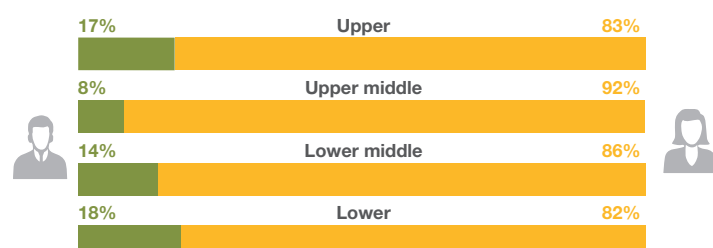
Gender pay gap and bonus pay gap



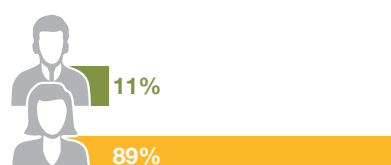
Proportion of men and women paid a bonus



Pay quartiles by gender



Make up of our workforce

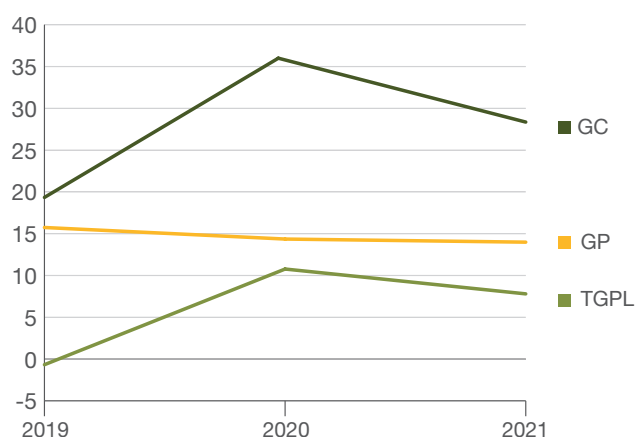


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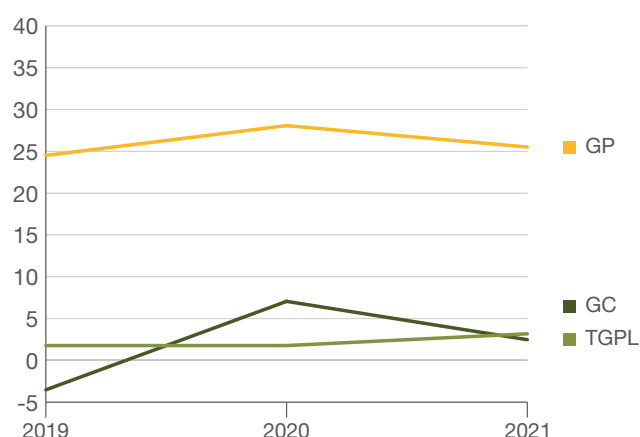
How our Gender Pay Gaps have changed over time

The TGPL and Guinness Care mean Gender Pay Gaps both increased in 2020 and reduced in 2021. The Guinness Property mean Gender Pay Gap has slowly reduced. The Guinness Property and Guinness Care median Gender Pay Gaps both increased in 2020 and reduced in 2021. The TGPL median Gender Pay Gap has been stable.

Mean Gender Pay Gaps last 3 years



Median Gender Pay Gaps last 3 years



Our Gender Pay Gaps compare well to national benchmarks. For comparison, the 2021 UK-wide figures from the Office for National Statistics show the mean and median Gender Pay Gap for the whole economy of 14.9% and 15.4% respectively.

What we already do to ensure fairness and equality

Guinness has processes in place to ensure our approach to paying and rewarding our people is consistent and fair, and to ensure our employees are treated equally. We:

- Have a clear and transparent job family and pay framework covering all roles and employees
- Have a robust approach to job evaluation – we evaluate all new roles, and changes to existing roles, to ensure market alignment and proper internal relativity
- Carry out pay and benefits audits and benchmarking
- Offer our employees a wide range of flexible working options, including flexible working hours, part-time working, job sharing, and home working
- Have a comprehensive suite of policies to help support and retain employees with caring responsibilities
- Offer comprehensive training for our managers including recruitment and selection, diversity and inclusion, and unconscious bias awareness as well as general management training
- Perform a rigorous annual review of bonus and performance pay allocations

What we will do more of

Our Pay Gap is significantly a function of the types of roles men and women more frequently work in – occupational gender bias – and the salaries these roles attract within the job market.

We recognise that we need to fully understand any barriers in order for us to take action to reduce our Pay Gap further. This is why we will continue to closely monitor and analyse and take appropriate action on:

- The recruitment, development and promotion of our people
- The numbers of men and women in roles and pay bands, their performance review ratings and bonus frequency
- The overall take-up of flexible working arrangements
- The reasons people leave and the roles they go on to

We also have a number of initiatives that encourage people to consider developing skills or pursuing careers that they may not have previously felt they could, particularly those in which occupational gender bias is most common.

In the last year we have taken part in and led on various initiatives to workforce diversity. These include our Women into Maintenance and Men into Care programmes to increase representation in both Guinness Care and Guinness Property.

Our People Strategy and our Diversity & Inclusion Strategy both reflect our commitment to an inclusive culture and increasing diversity in all areas of our business. These form part of our Guinness 2025 Strategy. Our vision is for Guinness to deliver Great Service, provide Great Homes, be a Great Place to Work and be a Great Business.

We will continue to challenge how we do things and pursue plans and initiatives that enable everyone to succeed and progress at Guinness. This is vital to ensuring the future success of our organisation and our people.

I confirm this information is accurate.

Signed, 

Catriona Simons
Group Chief Executive



Ethnicity Pay Gap

This is the second year we are publishing our Ethnicity Pay Gap. This is one of the commitments in our Anti-Racism Action Plan. As there is currently no legislation governing the Ethnicity Pay Gap calculation, like other employers who publish Ethnicity Pay Gap Reports, we have used the Gender Pay Gap methodology.

90% of our colleagues have provided ethnicity information (81% in 2020) which enables us to report reliably on our Ethnicity Pay Gap.

Grouping ethnic minorities for reporting purposes provides a single, easy to understand Ethnicity Pay Gap figure, but is an oversimplification which does not adequately reflect Pay Gaps for specific ethnic minority groups. To provide further insight, we have calculated the Pay Gap for all ethnic groups within our employee population where sample sizes are sufficient for these calculations to be meaningful.

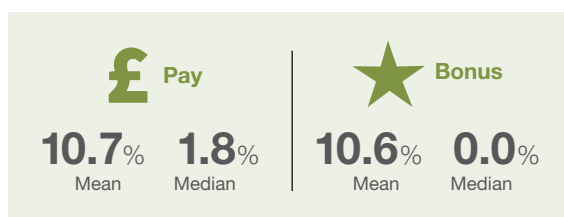
For the purposes of reporting we use the acronym BAME to refer to Black, Asian and Minority Ethnic people. This also includes White people who identify as being from an ethnic minority background. When we use the term White, this refers to people who are white and do not identify as being from an ethnic minority background.

A positive value indicates a gap in favour of White employees and a negative value indicates a gap in favour of Ethnic Minority employees.

Ethnicity pay gap and bonus pay gap

White
BAME

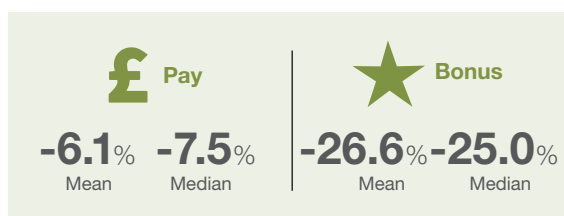
The Guinness Partnership (TGPL)



Proportion of White and BAME employees paid a bonus



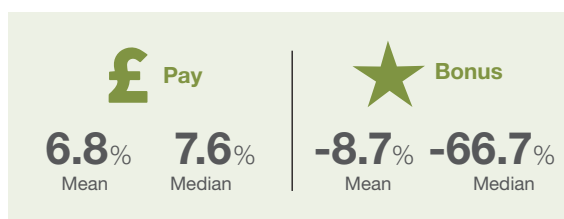
Guinness Property (GP)



Proportion of White and BAME employees paid a bonus



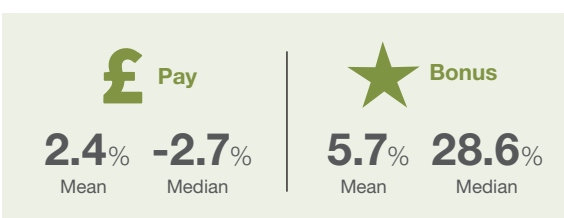
Guinness Care (GC)



Proportion of White and BAME employees paid a bonus



Group overall



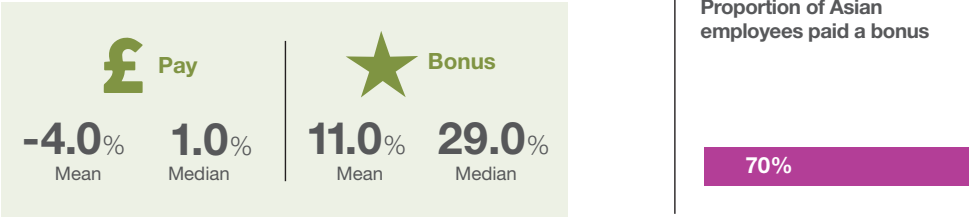
Proportion of White and BAME employees paid a bonus



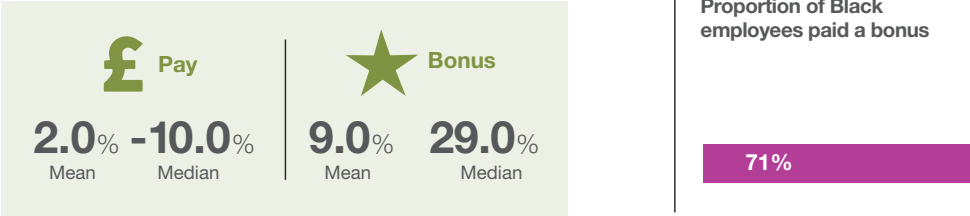
Note: A positive value indicates there is a gap in favour of white employees and a negative value indicates a gap in favour of ethnic minority employees.

Ethnicity pay gap and bonus pay gap by ethnicities with most prevalent representation in our workforce

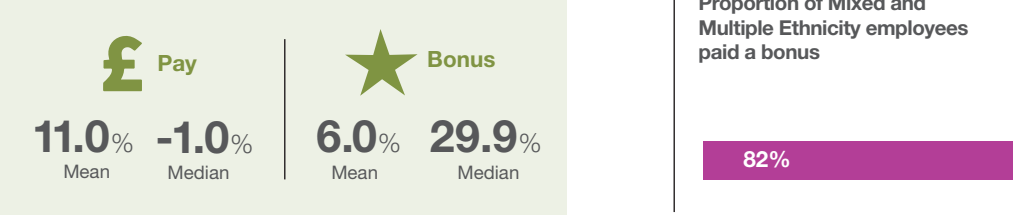
Asian



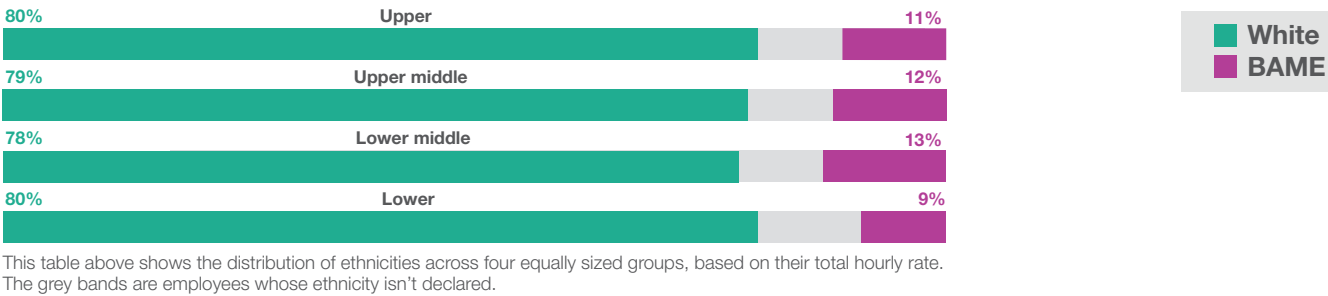
Black



Mixed and Multiple Ethnicity



Overall pay quartiles for White and Black, Asian and Minority Ethnic employees



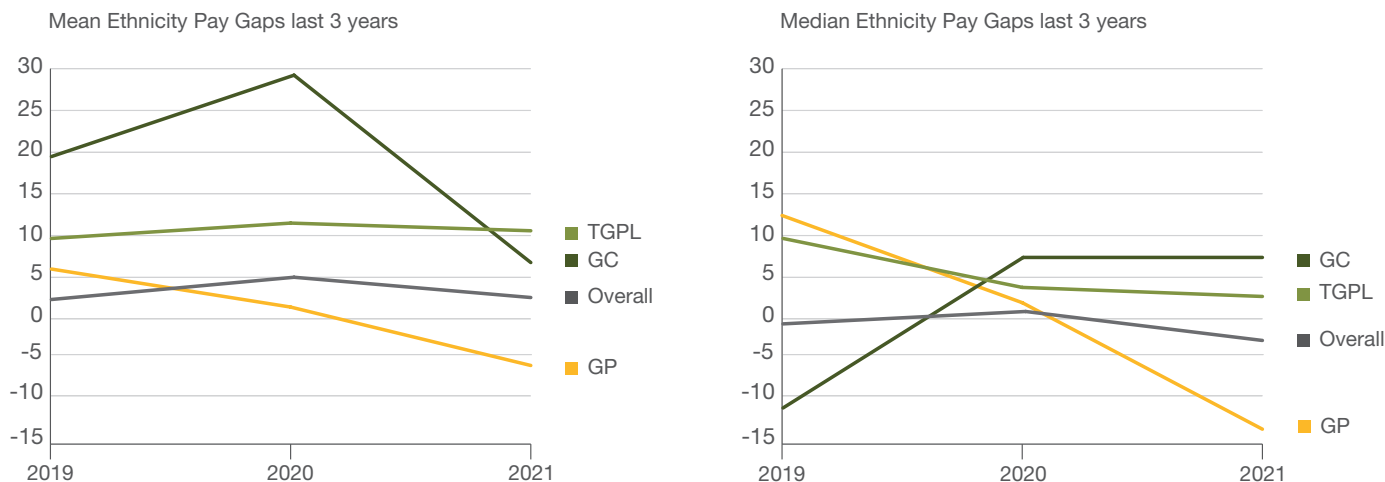
All Guinness ethnicity pay quartiles for White and Black, Asian and Minority Ethnic employees

Quartile	TGPL		GP		GC		Overall	
	White	BAME	White	BAME	White	BAME	White	BAME
% Upper Quartile	80	12	78	11	84	5	80	11
% Upper Middle	78	15	80	4	75	7	79	12
% Lower Middle	76	16	90	6	74	7	78	13
% Lower Quartile	74	14	89	3	87	7	80	9
% All employees	77	14	84	6	80	6	79	11

The quartile splits do not add up to 100% due to non-disclosure. Note the overall figures are also shown in the chart immediately above

How our Ethnicity Pay Gaps have changed over time

The mean and median Ethnicity Pay Gaps in TGPL have remained fairly stable over the last 3 years. In GC, the mean Ethnicity Pay Gap increased in 2020, but in 2021 reduced significantly. In GP the mean and median Pay Gaps reduced each year.



We are encouraged by the low median Pay Gaps in TGPL and GP. The Group median Ethnicity Pay Gap of -2.7% compares favourably to the median Ethnicity Pay Gap of 2.3% for England and Wales (based on the latest figures (2019) from the Office for National Statistics).

What we are doing to promote diversity and inclusion

As part of UNIFY, the housing sector BAME network, we encouraged colleagues to take part in the Leadership Now programme which we contributed to the development of. We also led on the development of and are co-sponsors of, the Future Leaders Programme with five other housing associations and Imperial Business School which started in the autumn of 2021. We also participate in other cross sector opportunities such as the Future of London's Emerging Talent Programme and the Housing Diversity Network Mentoring programme.

In recruitment we monitor and ensure all shortlists are diverse and allow candidates to display their competence in a number of different ways. All managers are required to complete Unconscious Bias training every year and all hiring managers are required to undertake our internal recruitment and selection training, which also emphasises the importance of being aware of biases.

This, supported by regular reporting on our employee lifecycle data which includes applications, appointment and promotions, allows us to identify and further investigate where necessary any areas where we may be able to do better in promoting workforce diversity.

Our Anti-Racism Statement and supporting Action Plan demonstrate our strong commitment to improving Diversity & Inclusion. Our Anti-Racism Statement and a summary of progress are shown on the next few pages.

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

Neil Braithwaite
Chair of the Board



Catriona Simons

Catriona Simons
Group Chief Executive



Annalisa Langton

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).*

A summary of our progress - January 2022



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.





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.






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.



Continued to **support colleagues to learn and develop** through participation in sector-wide programmes - **33%** of Guinness attendees are Black, Asian or Minority Ethnic.



Hosted talks during Black History Month 2021, featuring **Stephanie Yeboah** and **Alim Kamara**.



Continued to report quarterly on recruitment data - we attract **ethnically diverse applicants** (Black applicants **6% higher** than UK population composition, Asian applicants **4% higher**).





Won the **Investors in People award for Diversity & Inclusion** for the **second consecutive year** - in recognition of our Anti-Racism work and inclusive culture at Guinness.



Developed and agreed a **Succession Planning process** for Guinness to support the development of a **diverse talent pipeline** and ensure opportunities are available to all colleagues.

Continued to collect **diversity data** about all colleagues to ensure more **reliable insight, equality analysis and reporting**. **90%** of colleagues have shared their ethnicity data.





Standing together against racism

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



Catriona shortlisted for **Ally of the Year 2021** at the **Ethnicity Awards**, recognising her leadership in **Standing together Against Racism**.



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

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