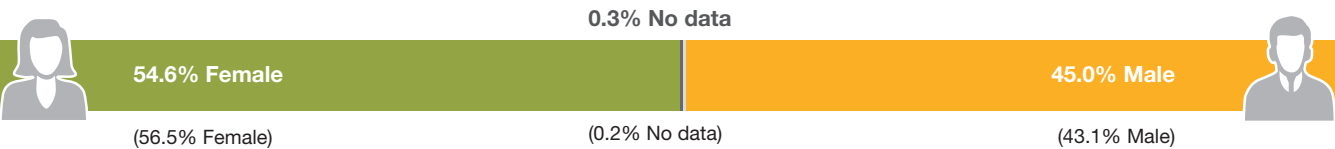


DIVER SITY & INCLU SION

Update 2021/22

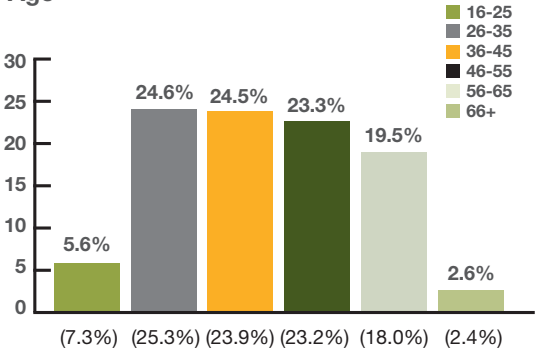
Our People

Gender

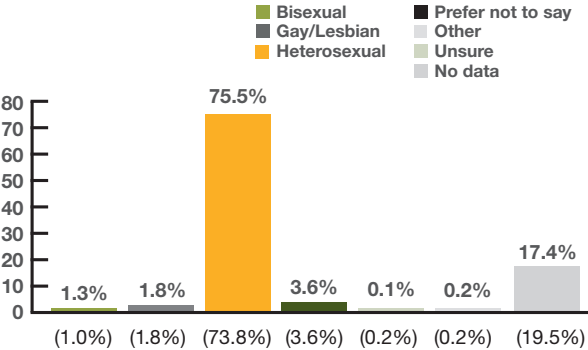


* 0.1% of Guinness colleagues disclose as transgender. (0.2%)

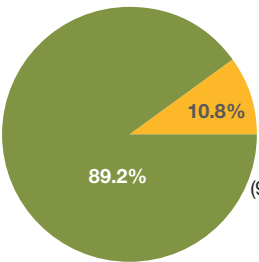
Age



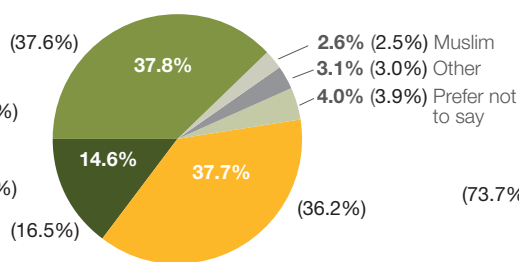
Sexual orientation



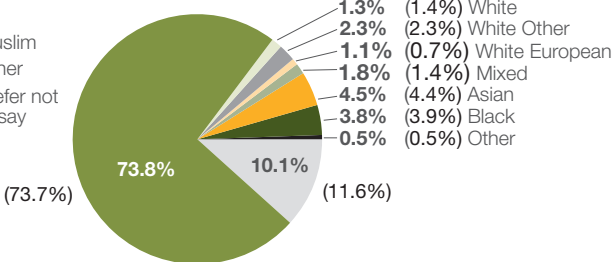
Disability



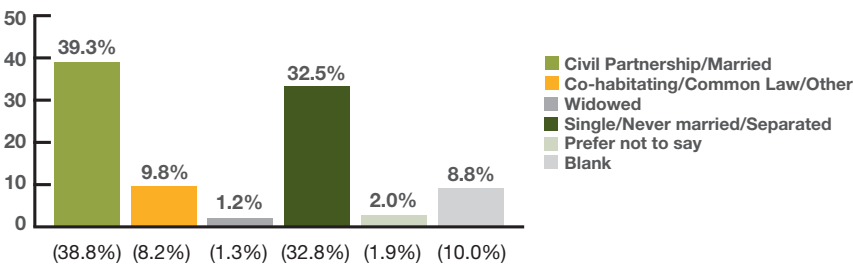
Religion or belief



Ethnicity



Marriage and Civil Partnership



Introduction

When we launched our D&I Strategy ‘everyone’ in 2019 we committed to reporting on our progress each year. We are delighted to share with you our update report for 2021/22.

2021/22 was once again an incredibly challenging year. Our year began with the government’s Roadmap out of Lockdown and the mass rollout of the coronavirus vaccine in the UK. It ended with the war in Ukraine and an unprecedented Cost of Living crisis. Against the backdrop of all these challenges, our people have continued to champion our organisational values and our shared commitment to diversity and inclusion in everything we do.

Our Anti-Racism commitments reached a significant milestone this year with the delivery of Race Fluency training to over 1,000 of our colleagues – providing them with the confidence to have open and sensitive conversations about race, ethnicity, and racism. This training is one small part of our work to bring about positive change.

We began to see the positive impact of our Anti-Racism work for Guinness. We saw increases in the attraction and appointment of ethnic minority candidates to roles at Guinness. Externally we were presented with several opportunities to showcase our Anti-Racism work and share best practice with other organisations both within and outside the sector.

Some of the highlights of our year were the ‘In Conversation with’ series of external speaker events and our LGBTQ+ Conversation, the launch of our cross-sector Future Leaders Programme, and our winning the iIP Diversity Award for the second year in a row.

Our people continued to show enormous commitment to our work on inclusion - from their engagement with our D&I awareness campaigns to the openness with which they shared their experiences and opinions with others in respect of religion and belief, sexual orientation, age and disability.

This year, against the backdrop of global turmoil and a Cost of Living crisis, it is more important than ever than we continue our focus on inclusion.

We will continue to deliver our Anti-Racism work as well as increasing our focus on various elements within the disability umbrella. We look forward to training colleagues to attain their Level 1 BSL accreditation. We will be doing more to increase awareness around neurodiversity including training and guidance for our people. And this year we will further define and develop our customer D&I Strategy.

And we will continue to support the wellbeing and mental health of our colleagues using our Mental Health First Aiders, Headspace app, Employee Assistance Programme and by providing our managers with the tools needed to have meaningful conversations with colleagues.

Our D&I journey would not be as successful or as meaningful without the engagement and participation of our people. We are proud of the care they show our customers and each other. And it is because of them that we have continued to make significant progress delivering against the priorities in our D&I Strategy.



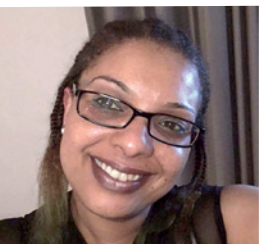
Catriona Simons

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



“I love that Guinness is taking a strong stance on being anti-racist and against all forms of discrimination.”

Guinness colleague

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:

- Delivered Race Fluency training to over 1,100 colleagues, giving them the confidence to have open conversations about race and ethnicity. Over 70% of colleagues told us they had confidence having conversations about race following the training.
- Ran two manager sessions to discuss Race Fluency in practice, using workplace case studies to coach managers on how to use the techniques they had learned.
- Hosted talks by Alim Kamara and Stephanie Yeboah during Black History Month with a focus on the importance of Standing Together Against Racism.
- Hosted talks during LGBT+ History Month by Laila El-Métoui (Lesbian Role Model of the Year 2020) and Bisi Alimi (founder of Rainbow Intersection – the largest LGBT charity in Nigeria) focusing on sexual orientation and race intersectionality.
- Promoted awareness and understanding, and celebrated the diversity of our people by marking:

Jan	Holocaust Memorial Day
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, Interfaith Week, White Ribbon Day, Trans Awareness Week, World Menopause Day
Dec	Purple Light-Up (disability awareness).

As well as the religious holidays Easter, Ramadan, Rosh Hashanah, Diwali and Christmas.
- Named our third Guinness Diversity and Inclusion Champion at our annual colleague Star Awards ceremony.

- Hosted talks during Race Equality Week by Ben M Freeman (Jewish academic and author) and Jackie Duffy (GATE - organisation supporting GRT communities) to raise awareness of racism experienced by all ethnic minorities and the importance of Standing Together Against Racism in all its forms.
- Held our first in a series of conversations with colleagues about being LGBT+ at Guinness and in wider society – with colleague representation from TGPL, GC and GP.
- Held further meetings of our Guinness Book Club focused on books relating to identity. Colleagues read and discussed books about race, disability, and transgender experiences – continuing 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. 23% of our posts on LinkedIn related to D&I. Posts included messages about Race Equality Week, LGBT History Month, domestic abuse support, National Inclusion Week, female trade ambassadors and our anti-racism work.
- Retained our accreditation as a Disability Confident Leader (held since 2017) and continued our memberships of Inclusive Employers, Mindful Employer, Mates In Mind, Investors in People, Purple.
- 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, 59% of imagery is of women, 26% is of Black, Asian and minority ethnic groups, and 41% shows older people.
- Continued our work with UNIFY, the cross-sector BAME network group, promoting Leadership Now to Guinness colleagues.

We were proud to be awarded the Investors In People 2021 Award for D&I - recognising our work in this area for the second year.



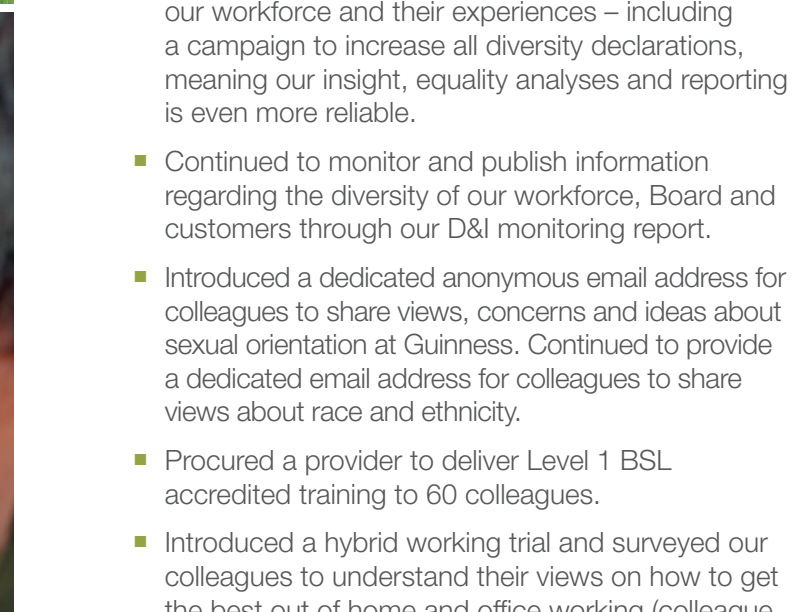
A culture where everyone feels they belong

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 to increase all diversity declarations, 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 sexual orientation at Guinness. Continued to provide a dedicated email address for colleagues to share views about race and ethnicity.
- Procured a provider to deliver Level 1 BSL accredited training to 60 colleagues.
- Introduced a hybrid working trial and surveyed our colleagues to understand their views on how to get the best out of home and office working (colleague feedback shaped our approach).
- Introduced a new hub on the intranet providing colleagues with information and resources to support our hybrid working trial.
- Broadened the content available through Headspace — including how to respond to racism, routines for parents and children, physical and mental wellbeing.
- Continued to promote our existing 60 Mental Health First Aiders to colleagues, and trained an additional 32 colleagues in this role.

- Continued to provide support to managers, through management meeting briefings, in having confident conversations about mental health and wellbeing in the workplace.
- Developed a new training course on safeguarding residents' mental health – pilot training courses delivered with wider training roll out to follow in 2022/23.
- Improved reporting on colleague usage of EAP services to better understand colleagues in the workplace. 5.6% of colleagues engaged with EAP provider – with anxiety about the external environment being the most commonly cited reason for engagement.
- Supported “Time to Talk Day”, a day when everyone is encouraged to have a conversation about mental health.
- 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 half the positions on our Staff Forums and increased the diversity of these colleague groups as a result.
- Continued to monitor the diversity of our Staff Forums – 52% are female, 13% BAME, 3% have a disability, 13% LGB, and there is a spread of age representation. The profile of our employee representatives broadly represents our wider workforce.
- Completed our annual staff survey. The responses to questions on D&I demonstrated that colleagues feel there is a commitment to diversity.



“Guinness is a kind employer that respects people and is a truly inclusive place to work.”

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 so we could better understand all key stages of the employee experience by Protected Characteristic.
- 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. 181 of our 343 managers in TGPL and GP completed the training in the year.
- Continued to ensure everyone has robust, clear and transparent objectives.
- 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 fifth year, on our Gender Pay Gap. Median pay is higher for men across TGP.
- Reported, for the second time, on our Ethnicity Pay Gap. Across TGP, median pay is 2.7% higher for ethnic minority colleagues, however mean pay is 2.4% higher for white colleagues.
- Continued to invest in colleague's professional qualifications, providing over £50,000 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 111 colleagues to enable them to pursue development or training in an area of personal interest – 68% female, 14% BAME, 2% disabled, 6% LGB.
- Delivered a further five cohorts of our Management Fundamentals programme and our new Managers' programme, both of which are CMI accredited. 30 colleagues attended – 60% female, 7% BAME, 10% disabled.
- Completed the first cohort of 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). Two Guinness colleagues completed the pilot programme.
- In partnership with four housing associations and a leading University, launched the Future Leaders programme (a cross sector programme for BAME colleagues). Three Guinness colleagues joined the programme as part of the first cohort.
- 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 2021/22, six colleagues took part as mentees, taking the total who have participated in this programme over the last six years to 52.
- Promoted 165 colleagues – 66% female, 8% BAME, 3% disabled, 4% LGB.
- Enabled 57 colleagues to broaden their skills and experience through secondments – 60% female, 11% BAME, 0% disabled, 2% LGB.

“Being inclusive and celebrating everyone – I love that about Guinness. I am proud to work Guinness and what we stand for.”

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:

- Undertook targeted campaigns to increase applications into certain roles by underrepresented group, including Men into Care and BAME into Care. Introduced the Care Friends app to make the application process easier.
- Continued monitoring recruitment processes to ensure fairness and to measure the impact of D&I interventions. All stages of the recruitment process saw increased positive outcomes for BAME people (7% increase in applications, 5% increase in both shortlisting and appointment).
- Developed an assessment matrix to ensure our interview and selection processes are appropriate to roles and can be consistently applied to ensure objectivity and freedom from bias.
- Recruited 23 younger people as part of the Government's Kickstart scheme. 12 secured positive pathways (a role or apprenticeship with Guinness or elsewhere), 9 are still completing their KickStart role.
- Implemented a comprehensive framework to support Kickstarters in Guinness, resulting in a 86% retention rate – compared to 64% in wider housing KickStart scheme.

- Refreshed our recruitment website, enabling us to demonstrate our commitment to D&I to prospective employees and to encourage more applicants to provide diversity data to ensure diverse shortlists are in place for vacancies.
- Continued to use a 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, Purple, Working Mums Net.
- Continued to post positive messages on LinkedIn, 23% 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 38 directly recruited apprentices and 15 additional existing colleagues supported through an apprenticeship.

“Guinness genuinely cares and treats individuals as unique people who bring different skills and functions to teams.”

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.

“The emotional intelligence and emotional integrity with how we’re handling Race Fluency training shows how important this is to everyone at Guinness.”

Guinness colleague

This year we:

- Continued to ensure our suppliers, contractors and consultants confirm their compliance with the Equality Act 2010.
- Introduced a framework for scoring tenders to ensure our suppliers and contractors have a demonstrable commitment to race equality – 5% of scoring attributed to D&I considerations.
- 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.
- Received a shortlisting for a Women In Construction Commitment to Inclusion Award 2022 for our work continuing to address the gender imbalance in the construction industry.
- In partnership with Inclusive Employers, launched an anti-racism toolkit suitable for organisations of all sectors (following a year-long research project funded by Guinness).
- Shared best practice within and outside the sector, providing one-to-one sessions on developing a D&I Strategy and an approach to Anti-Racism with organisations including Active Prospects, Abri, Futures Housing Group, HighTown.
- Attended an Inclusive Employers best practice event during National Inclusion Week, as an expert speaker on anti-racism.
- Shared best practice advice with other organisations on developing and delivering a successful approach to Anti-Racism at the NHF annual EDI sector conference.
- Took membership of the NHF EDI groups for CEOs and Operational Leads to share with and learn from others in the sector.



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.

“D&I isn’t just something we ‘do’ at Guinness. It really is a fundamental part of who we are in how we support colleagues, how we deliver services, to our work in communities. It makes me so proud to work here.”

Guinness colleague

This year we:

- Continued our Aspire Awards funding programme to help residents with training and education costs – this included fully funding the first year of a young resident’s pharmacology degree and supporting community groups to set up a new boxing club and run a community mural painting day
- Continued to provide extensive support and advice to young people at our Foyer in Sheffield, enabling 56 to successfully move on to independent living and 64 to get into work.
- Delivered intergenerational activities at several housing for older people schemes bringing our residents together with local school children and toddlers for learning and fun.
- Enabled nearly 500 households to access free, high quality footwear for their children through our partnership with Sal’s Shoes.
- With partners delivered sports, confidence building and engagement sessions for young people across Crewe, Havant, Hackney, Manchester and Oldham.
- Supported residents at the Foyer to run several events to celebrate Black History Month.
- Started a new mentoring project in Lambeth through the Kids Network to bring together volunteer mentors with primary school children to support their wellbeing and help them develop tools for the future.
- Reached 2,500 older residents through our community hubs and ran activities across 80 sites including winter wonderland window decorating and remote carol concerts.
- Connected 70 residents with the right local services to help with their health and wellbeing via our “Community Navigator” service.
- Continued, through our partnership with The Boiler House Community Space, to develop the Northwold Community Centre in Hackney which now provides around 1,000 members of the local community with access to food, shoes, community engagement, an after school club, and youth activities.
- Began a partnership with the Rio Ferdinand Foundation to deliver pre-employment support to nearly 100 young people over two years.
- Supported Talk Listen Change to provide mental resilience support and counselling to 34 residents.
- Delivered 2,500 hours of support per week for people living with a learning disability through our supported living service.
- Contributed to the akt LGBTQ+ youth homelessness report (2021) about the support needs of LGBTQ+ people experiencing or at risk of homelessness.



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).*

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



everyone

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