

Pay Gap Report

2022

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 people's lives.

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

We welcome gender pay gap reporting and what it sets out to achieve. We see the 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, Guinness also publishes on our website detailed information on Diversity & Inclusion such as our Strategy, Updates and Monitoring Reports. These contain charts on the gender and ethnicity composition of our workforce and customer base 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 men and women equally for doing the same or equivalent work. An employer delivering 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

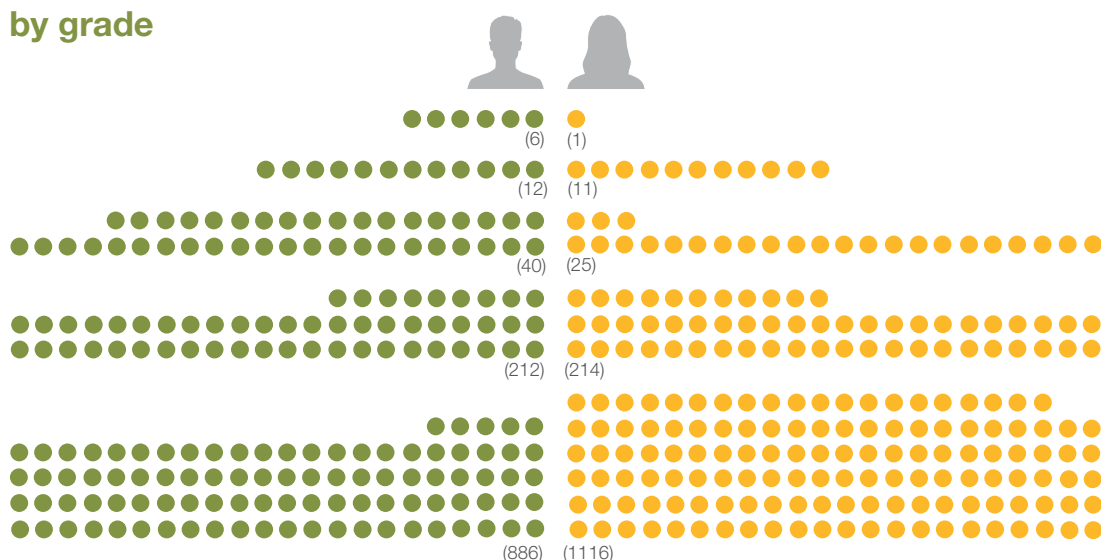
Executive Team

Directors

Heads of Service

Managers

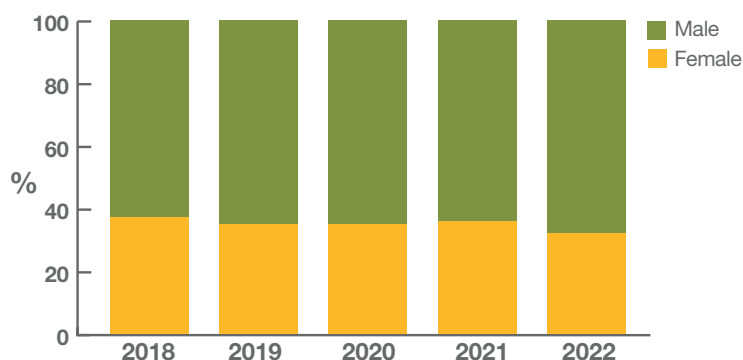
Other Colleagues



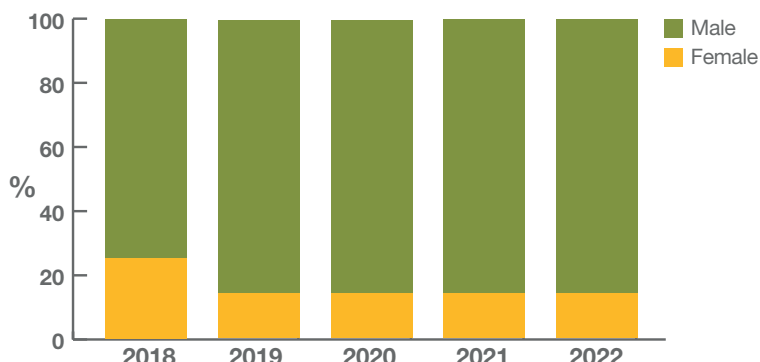
Actual numbers in brackets.

Gender representation at senior levels in our organisation

Board members



Executive team

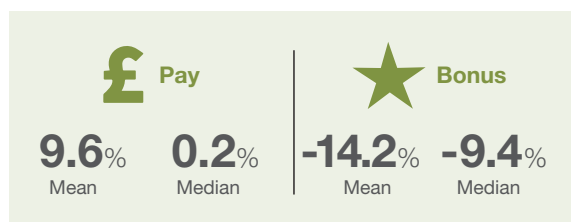


Headline Gender Pay Gap figures for The Guinness Partnership Limited

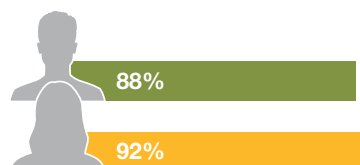
How are we doing?

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 2022 and bonuses paid in the 12 months to that date. A positive value indicates the gap is in favour of men, a negative gap is in favour of women.

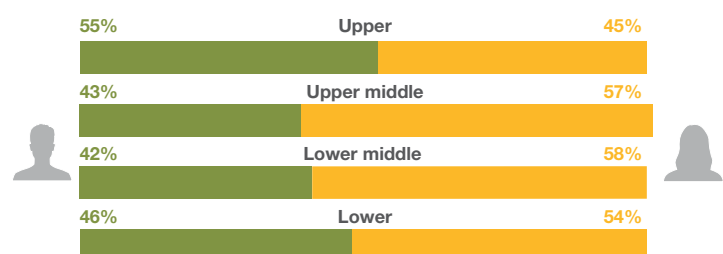
Gender pay gap and bonus pay gap



Proportion of men and women paid a bonus

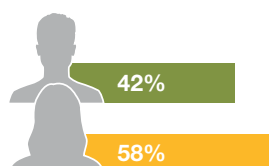


Pay quartiles by gender



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

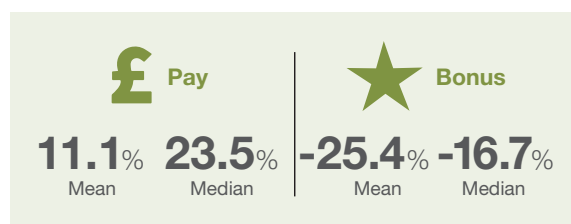
Make up of our workforce



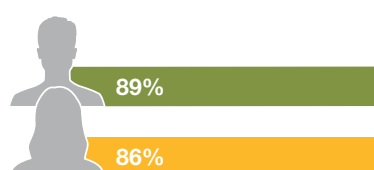
Headline Gender Pay Gap figures for City Response Limited, trading as Guinness Property

City Response Limited, trading as Guinness Property, is responsible for the repair and maintenance of 70% 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

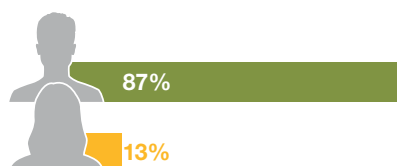


Pay quartiles by gender



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

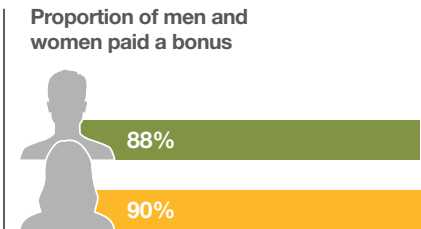
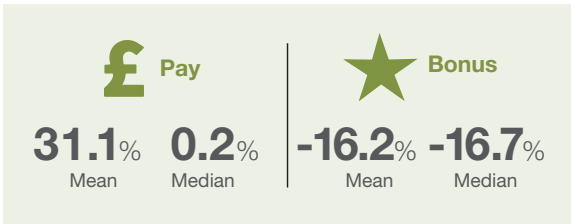
Make up of our workforce



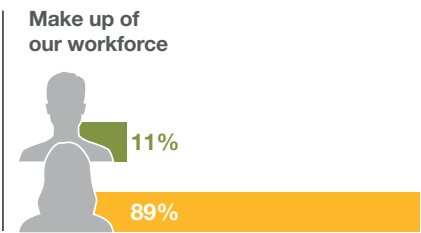
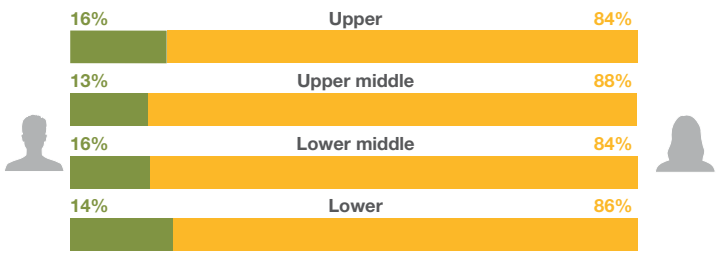
Headline Gender Pay Gap figures for Guinness Care and Support Limited, trading as Guinness Care

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



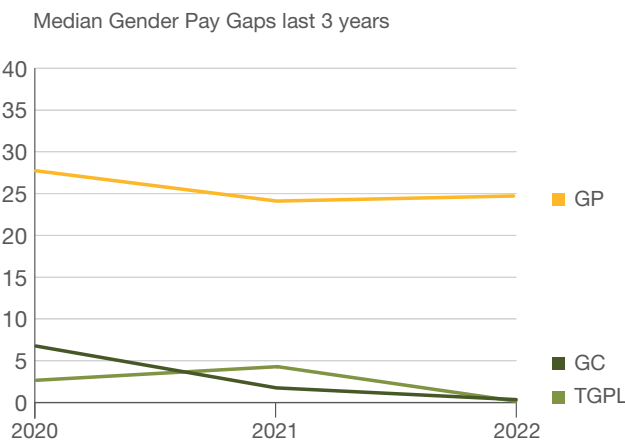
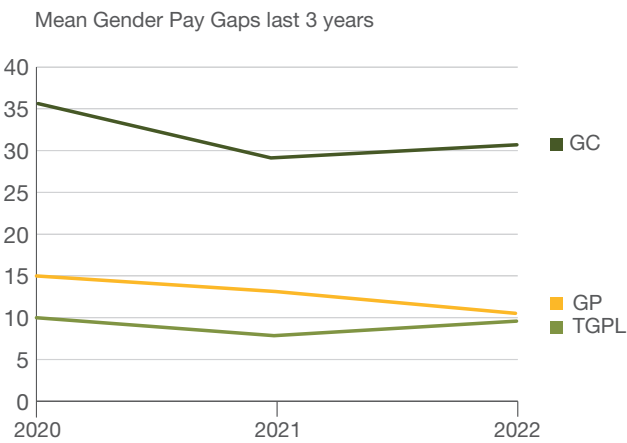
Pay quartiles by gender



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

How our Gender Pay Gaps have changed over time

There is a trend of median and mean pay pay gaps reducing or remaining stable over the past three years. In 2022, whilst the mean pay gap in TGPL and GP was 9.6% and 11.1% respectively the median pay gap in TGPL and GC reduced to 0.2%.



What do we think about our gender pay gap?

We are comfortable with the overall gender pay gap results for The Guinness Partnership, which compare well to external benchmarks. For comparison, the 2022 UK-wide figures from the Office for National Statistics show mean and median gender pay gaps for the whole economy of 13.9% and 14.9% 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 hybrid 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, performance management, diversity and inclusion, and unconscious bias awareness, as well as general management skills training
- Perform a rigorous annual review of bonus and performance pay allocations by gender and other protected characteristics.

What we will do more of

A pay gap is the result of the types of roles men and women more frequently work in 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 gaps further. This is why we will continue to closely monitor and analyse several important areas:

- 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 commonly found.

We have published a People Strategy and a Diversity & Inclusion Strategy, both of which reflect our commitment to promoting an inclusive culture and increasing diversity in all areas of our business. These form part of our overall 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.

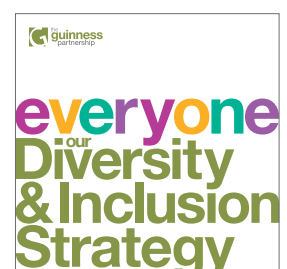
What does this information mean for Guinness?

We know that minimising the gender pay gap is an important aspect of ensuring our employees feel equally valued and are able to realise their potential within a supportive and diverse organisation. We will continually challenge how we do things and actively remove barriers that might stop people from succeeding. 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 third year we are voluntarily publishing our Ethnicity Pay Gap. This is one of the commitments in Guinness’s Anti-Racism Action Plan. As there is currently no legislation governing the Ethnicity Pay Gap calculation, Guinness (and other employers who have published their data) have used the Gender Pay Gap dataset and methodology. A positive value indicates the gap is in favour of White colleagues. A negative value indicates the gap is in favour of Ethnic Minorities.

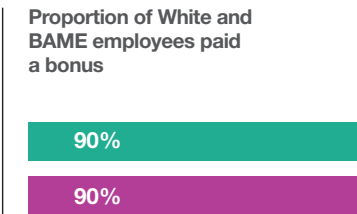
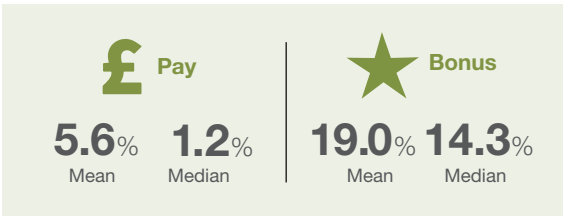
One challenge with measuring the Ethnicity Pay Gap is disclosure of employees’ ethnicities. Guinness has been encouraging employees to update their diversity disclosures. We had 89% of the data for colleagues employed at April 2022.

We are reporting our Ethnicity Pay Gap as the mean and median pay and bonus gap for White colleagues when compared to colleagues from an Ethnic Minority background. We recognise this is an oversimplification and may obscure differences between Ethnic Minority groups. We do also calculate the pay and bonus gap for all Ethnic Minority groups represented in our workforce, however some of these populations in our workforce are relatively small and statistical significance of the data may be lessened as a result. That is why we do not publish data at that more detailed level.

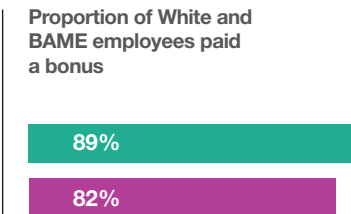
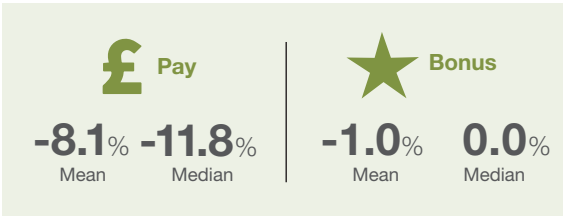
White compared to all Ethnic Minorities (BAME) ethnicity pay and bonus pay gaps



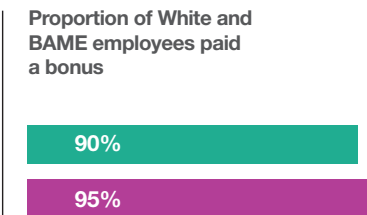
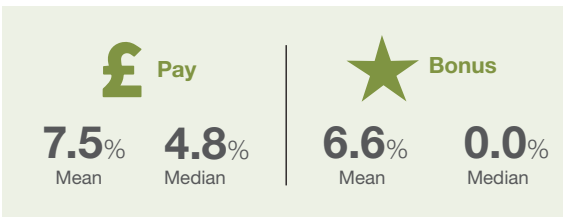
The Guinness Partnership (TGPL)



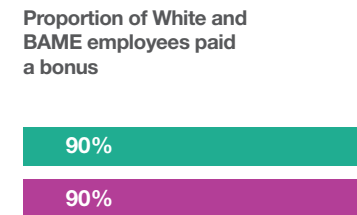
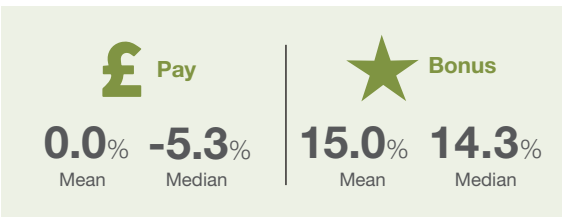
Guinness Property (GP)



Guinness Care (GC)



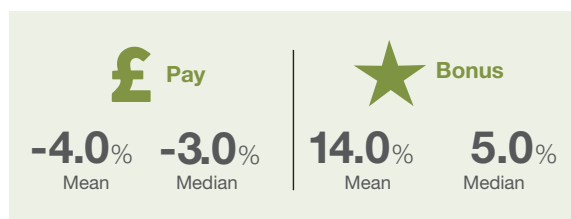
Group overall



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



Proportion of Asian employees paid a bonus

89%

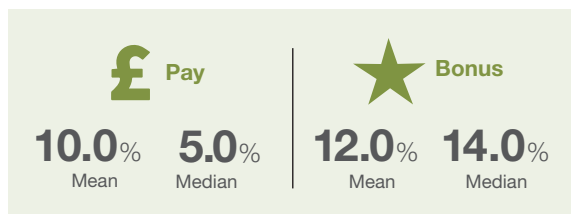
Black



Proportion of Black employees paid a bonus

91%

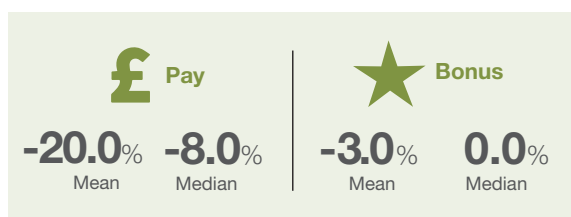
Mixed and Multiple Ethnicity



Proportion of Mixed and Multiple Ethnicity employees paid a bonus

89%

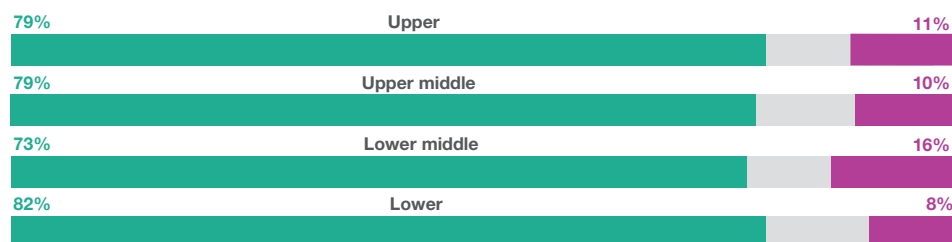
White Other



Proportion of Mixed and Multiple Ethnicity employees paid a bonus

87%

Overall Pay quartiles for White and All Ethnic Minority employees (BAME)



This table above shows the distribution of ethnicities across four equally sized groups, based on their April total hourly rate. The grey bands are employees whose ethnicity isn't declared.

All Guinness Ethnicity Pay Quartiles (White and All Ethnic Minorities - BAME)

Quartile	TGPL		GP		GC		Overall	
	White	BAME	White	BAME	White	BAME	White	BAME
% Upper Quartile	82	12	79	12	72	3	79	11
% Upper Middle	77	14	84	4	77	3	79	10
% Lower Middle	68	23	84	4	74	10	73	16
% Lower Quartile	79	10	89	4	79	8	82	8
% All employees	76	15	84	6	75	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

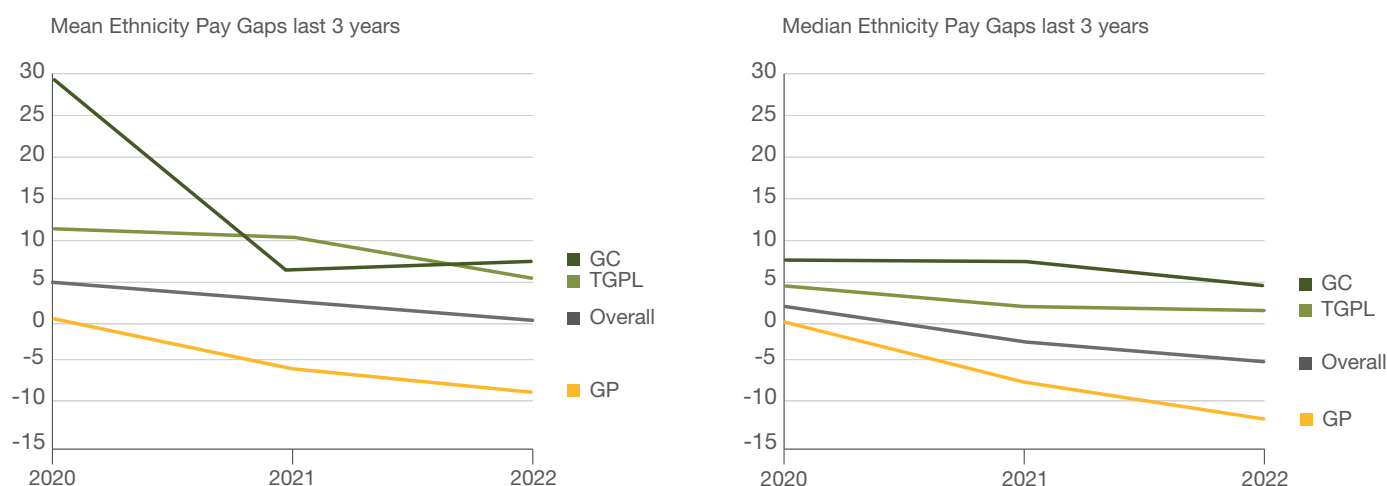
What do we think about our ethnicity pay gap?

We are encouraged by low pay gap figures in Guinness Property and across the Group overall, but would like the ethnicity pay gap results for TGPL and Guinness Care to be closer to zero. For comparison, the latest figures (2019) from the Office for National Statistics show a median ethnicity pay gap of 2.3% for England and Wales.

Guinness has taken a proactive position against racism. Our Anti-Racism Statement and Action Plan demonstrate our strong commitment to addressing inequality and injustice and promoting Equity, Diversity and Inclusion.

How our Ethnicity Pay Gaps have changed over time

Mean and median Ethnicity Pay Gaps across Guinness have reduced in all cases, except in GC where the mean Ethnicity Pay Gap increased slightly in 2022. In GP both the mean and median Pay Gaps have been in favour of Ethnic minorities for two years, so too the 2022 overall Guinness median Ethnicity Pay Gap.



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 a leading 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 and not allowing these to influence recruitment decisions.

This, supported by regular reporting on our employee lifecycle data which includes applications, appointments 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 Equality, Diversity & Inclusion. Our Anti-Racism Statement is shown on the next page.

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.

In the summer of 2020 we held a number of conversations with colleagues about race and ethnicity. We are grateful to our Black, Asian 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 our employee surveys consistently show no differences in engagement across our workforce demographics. However Black, Asian 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 2,500 people, that the actions we take will have a wider impact 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, Asian 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, Asian 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, Asian 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, Asian 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.



Chris Wilson

Chris Wilson
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).*

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

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