



# Equality, Diversity and Inclusion Report 2021





# Our Equality, Diversity & inclusion (ED&I) ambition for customers, colleagues and the sector

## Our 2020-2025 ED&I plan

- We have set out a plan to help us think, act and deliver with equality, diversity and inclusion at the heart of all we do. Our plan responds to the challenges in the world around us and ensures we are compliant with legalisation and good practice.
  - Our ED&I plan is for our colleagues, our customers and all those we work with. Achieving our plan will give us more breadth of experience and thinking and will foster creativity, openness and respect – leading to a better service to our customers and a positive culture for our colleagues.
- Our ED&I ambition is:
- **To monitor and narrow key gaps to achieve and maintain equal pay** - so that people who do the same jobs are rewarded equally and that we strive to understand, address and reduce gaps in pay between groups
  - **To fully represent the diversity of the communities we serve, across all levels of the organisation** – this means getting the best understanding we can of the customers and communities we work with and to work towards having equivalent diversity among our colleagues and senior teams
  - **That our people feel they can be their professional selves at work and that uniqueness is celebrated** – this means creating and nurturing an atmosphere where people feel they can be themselves because we believe that people perform and collaborate better when they can be genuine and authentic
  - **That respect and fairness are at the heart of all we do** – so that all our people are treated equally at work, so that access to opportunities are fair and so that people can speak out about issues we care about in a safe and open environment
  - **To lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector** – so that we all understand why ED&I is important, what we are aiming for and the part we can all play, as well as being able to talk about the issues that are important to us as individuals
  - **To use high quality data to inform action/share progress** – so that we have the insights we need to identify challenges to address and so that we can understand, measure and share our progress towards our ambition.

# Using ED&I data to inform our ambition and report our progress

## Introduction

As part of our commitment to the 2010 Equality Act, we collect data about the profile of our residents and colleagues. We use this data to help ensure fair and equal treatment of those we work for, those who work for us and to promote diversity and inclusion in all we do.

Our goal is to create a culture where (ED&I) is at the heart of everything we do. This report summarises some of the data we collect and how we use it to support this goal.

## Governance and delivery

A2Dominion's ED&I Steering Board is accountable to the Executive Management Team (EMT) and Group Board. The Steering Board exists to champion equality, diversity and inclusion across the organisation, setting and monitoring standards for how we perform. The Steering Board approved the plan in January 2021 and it was then shared with the EMT and Group Board.

The Steering Board is chaired by the chief executive and includes the directors of human resources, communications, customer experience and sales & marketing. An Equality, Diversity and Inclusion Network (EDIN) was established to generate ideas and champion diversity and inclusion throughout the organisation.



# ED&I data collection at A2Dominion

## People and Customer Data - Protected Characteristics

We ask colleagues and customers to provide Protected Characteristics (PCs) data as a person's PC may change over time. So, records are updated periodically in line with the Equality Act:

- Age
- Race
- Sex and sexual orientation
- Gender reassignment
- Pregnancy and maternity
- Religion or belief
- Disability
- Marriage and civil partnership

We also ask customer about language needs, although this is not a PC.

We ensure we are using appropriate terms with the rationale for why we are using the terms we do. These have recently been updated:

- Ethnicity – we use “People from diverse ethnic groups” and we name particular groups where relevant to the issue.
- Sexual orientation – we use “LGBT+” in our commentary and narrative and we name particular groups where relevant to the issue.

## How we use the data

The key ways in which we use the data are for:

- **Fair & equal access (All PCs)** – we monitor take up of services by different groups to check that employment opportunities and services are accessible, fairly and equally. We agree follow-up action to investigate or address inequality if issues are highlighted
- **Eligibility & Prioritisation (Selected PCs)** – we assess customers' eligibility and priority for A2D provision
- **Service Development & Improvement** – helping us tailor and deliver A2D services and provision
- To understand and assess progress towards our **Equality, Diversity and Inclusion strategy 2020-2025**

# A2Dominion colleagues - highlights

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# Overview of our ED&I work with colleagues

## ED&I progress and priorities across the A2Dominion Group

### Progress in 2020

- Our **Investors in People (IiP) Gold** Standard re-accreditation and retention of our Good Practice Health and Wellbeing Award.
- Employee **Wellbeing Matters** Forum launched to support delivery of 2020/23 action plan.
- Development of a new **Equality, Diversity and Inclusion Plan** approved in February 2021.
- Our **Executive Management Team** each agreed to individually sponsor one of the six ambitions.
- We have updated our **group diversity profile** and will refer to BAME as people from diverse ethnic groups.
- We included **three new EDI questions** into our staff engagement survey to provide a baseline to measure our progress against our deliverables in 2021.

### Priorities for 2021

- **Embedding the new plan** to show that ED&I is everyone's responsibility and we will measure our success through outcomes (staff engagement survey and our annual IiP checkpoints). Through leveraging EMT sponsorship and other activities including the launch of our employer brand, we are committed to ensuring everyone has the opportunity to contribute to our success so we can truly thrive and support the diverse communities we serve.
- We will launch a new learning intervention to equip managers to create the right environment of trust and respect and hold sensitive conversations around inclusion confidently.
- We will enable managers to adopt different **approaches to recruitment** to increase the likelihood of appointing someone from a diverse ethnic background or female. We will showcase to colleagues what changes we will make and how we can support them to prepare for internal opportunities.

# Progress towards key aspects of our ED&I ambition for colleagues

Ambition	Progress in 2020	Priorities for 2021
<b>Ambition 1: we monitor and narrow key gaps to achieve and maintain equal pay</b>	<p>Our Pay Gap is at 24.6% (excluding our subsidiaries) and 16.8% including our subsidiaries. We are working hard to close our gender pay gap and have implemented some changes over the last year. We have:</p> <ul style="list-style-type: none"> <li>• Retained our Investors in People Gold Standard accreditation and our Good Practice Health and Wellbeing Award</li> <li>• Adopted initiatives to broaden our recruitment to encourage wider representation and diversified interview panels</li> <li>• Included equality, diversity and inclusion as part of the criteria for the appointment of executive search companies used for senior management recruitment</li> <li>• Applied equality impact assessments to all HR projects</li> <li>• Put mandatory unconscious bias training in place for all colleagues</li> <li>• Joined the G15's Development Directors' Women Mentoring Network and now have a mentor in the network</li> <li>• Established our Equality, Diversity and Inclusion network (EDIN) with representatives from across A2Dominion to help promote an inclusive culture</li> <li>• Appointed our Executive Director for Commercial to lead this ambition.</li> </ul>	<ul style="list-style-type: none"> <li>• Using an Inclusive Resourcing Toolkit we can increase the likelihood of more diversity in senior appointments and internal promotions</li> <li>• Gender Pay Gap – we will create an action plan to target efforts in those departments where gap is highest</li> <li>• We will launch our employee value proposition which includes promoting our ED&amp;I commitments and be bolder by sharing these on our careers website and LinkedIn</li> <li>• We will create more colleagues awareness of our commitment to equal opportunity and career enrichment/progression</li> <li>• We will continue to hold cultural events aligned to our Group Strategy and promote engagement with all our colleagues.</li> </ul>



# Progress towards key aspects of our ED&I ambition for colleagues

Ambition	Progress in 2020	Priorities for 2021
<b>Ambition 2: we fully represent the diversity of the communities we serve, across all levels of the organisation</b>	<ul style="list-style-type: none"> <li>Our Executive Director (Central &amp; Financial Services) &amp; Deputy Chief Executive was appointed to lead this ambition</li> </ul>	<ul style="list-style-type: none"> <li>We will review our talent assessment of Heads of Service and our Operational Management Team and look to include people from diverse minority groups in our talent pool in our key Executive Management Team (EMT) meetings to help directors with any potential “blind spots”</li> </ul>
<b>Ambition 3: our people feel they can be their professional selves at work and that uniqueness is celebrated</b>	<ul style="list-style-type: none"> <li>Our Executive Director for Operations was appointed to lead this ambition</li> <li>Updated staff engagement survey 2021</li> </ul>	<ul style="list-style-type: none"> <li>We will host livestream discussions around different elements of inclusion</li> <li>We will help to create a safe environment to allow individuals from different groups to share their own experiences in working in A2Dominion as one of nine protected characteristics</li> </ul>
<b>Ambition 4: respect and fairness are at the heart of all we do</b>	<ul style="list-style-type: none"> <li>Our Executive Director for Change &amp; IT was appointed to lead this ambition</li> <li>Updated staff engagement survey 2021</li> </ul>	<ul style="list-style-type: none"> <li>We will carry out a deep dive analysis of the staff engagement survey diversity indicators. Where scores are lower than the average we will be visiting teams to understand the key drivers and what could be done to mitigate these concerns.</li> </ul>



# Progress towards key aspects of our ED&I ambition for colleagues

Ambition	Progress in 2020	Priorities for 2021
<b>Ambition 5: we lead our dialogue on ED&amp;I issues to foster confidence, inspire colleagues and the sector</b>	<ul style="list-style-type: none"> <li>• Our Group Chief Executive was appointed to lead this ambition, which is focussed around a more inclusive strategic agenda to allow individuals from all backgrounds to thrive and not just those from diverse ethnic groups</li> </ul>	<ul style="list-style-type: none"> <li>• We will be planning and implementing a reverse mentoring pilot for EMT via our ED&amp;I network</li> <li>• Provide cultural training for line managers focusing on disclosure management, psychological safety and creating the environment where our people can be themselves.</li> <li>• We will be launching an internal mentoring scheme in the summer</li> </ul>
<b>Ambition 6: we use high quality data to inform action/share progress</b>	<ul style="list-style-type: none"> <li>• Our Executive Director for Finance &amp; Strategy was appointed to lead this ambition</li> <li>• Refreshed our ED&amp;I report</li> <li>• Development of targets for ED&amp;I</li> <li>• Refreshed staff engagement survey to incorporate wider ED&amp;I aspects</li> <li>• Updated colleague diversity information with an engagement to improve response rate</li> </ul>	<ul style="list-style-type: none"> <li>• We will create and use data sets to demonstrate the impact of our actions.</li> <li>• Our EMT will review progress, informed by:               <ul style="list-style-type: none"> <li>• staff engagement survey diversity indicators (valued and recognition, fairness, respect and I can be myself)</li> <li>• local action planning to drive more diverse appointments</li> <li>• review directorate and departmental diversity profiles</li> <li>• annual liP assessment – ED&amp;I indicators</li> </ul> </li> </ul>

# EDIN highlights

- Earlier this year, we built on the newly-formed Diversity and Inclusion Action Group (DIAG) and renamed it EDIN to reflect the broader remit of A2Dominion's strategy
- The group conducted a survey to gather colleagues' views on topics they considered the most important. One of these was mental health and there is an opportunity to capitalise on the creation of the new Wellbeing strategy and the creation of the Wellbeing Matters Forum (established in January 2021)
- EDIN is now aligning its strategy with the ED&I plan and has its own action plan and cultural calendar.
- The group has delivered some key awareness campaigns and hosted events for Black History Month, International Women's Day, Pride and Carer's Week to name a few.

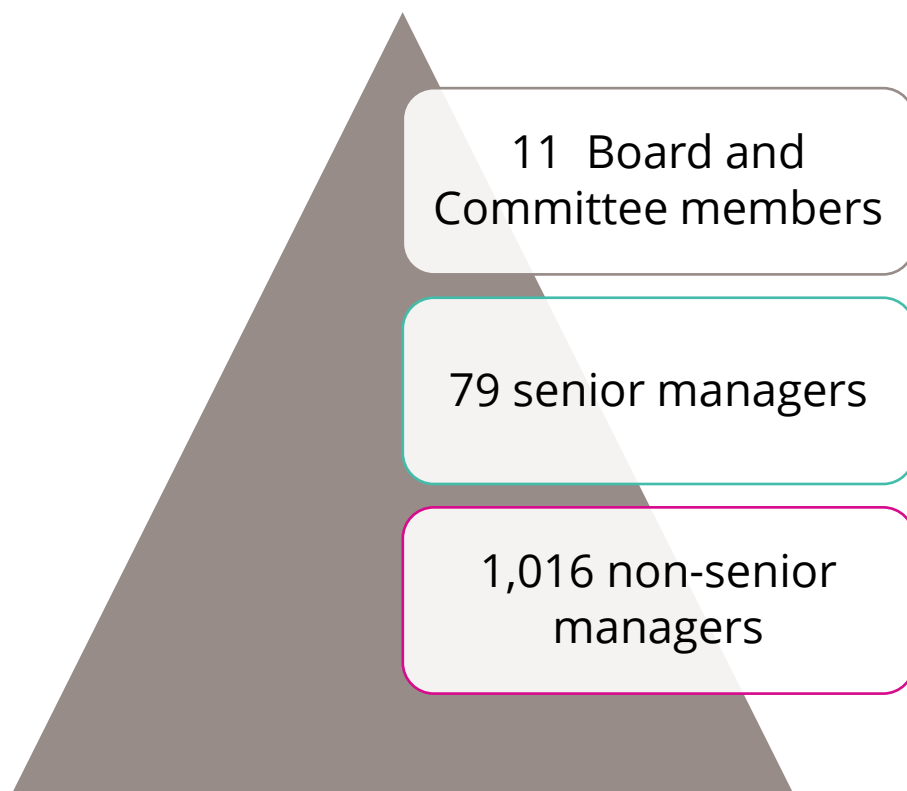


# A2Dominion colleagues - data

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# Colleague diversity profile

## Analysis of diversity by Board and Committee, senior managers and non-senior managers

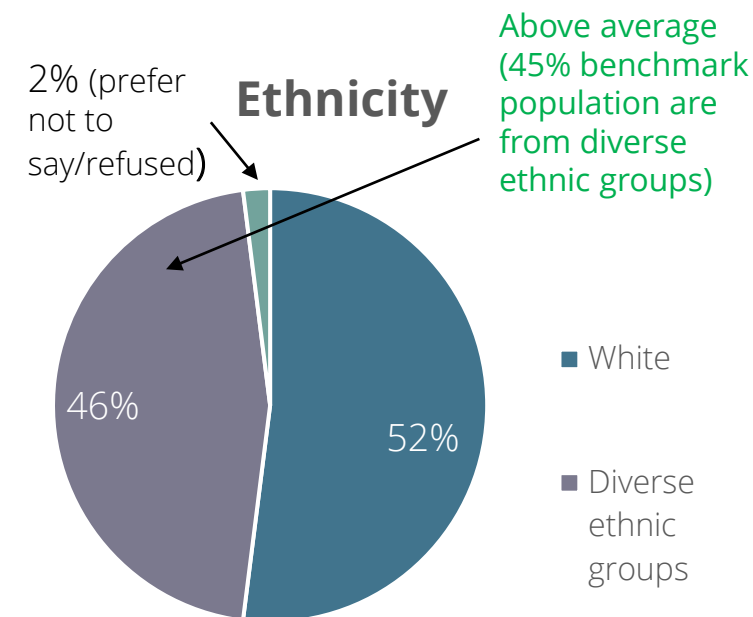
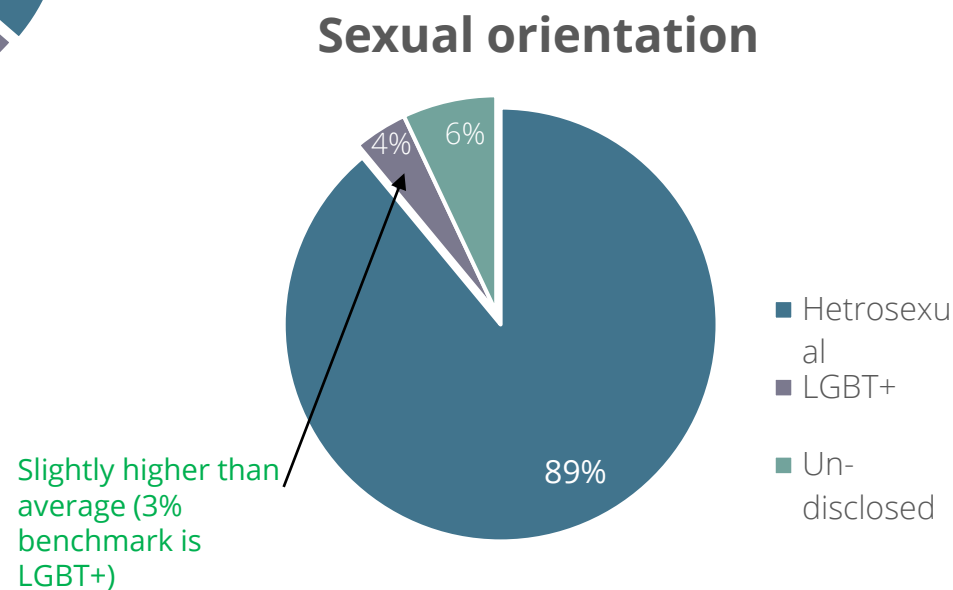
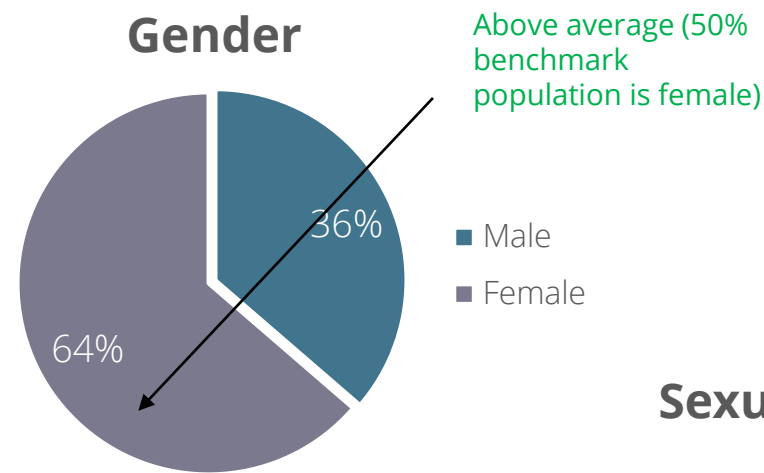


In the following pages we look at the data on our people, as a total set and broken down by the levels shown here:

- Total number of colleagues
- Board and Committee who steer the organisation
- Senior management
- Non-senior managers (i.e. rest of the organisation)
- Data for 31<sup>st</sup> March 2021

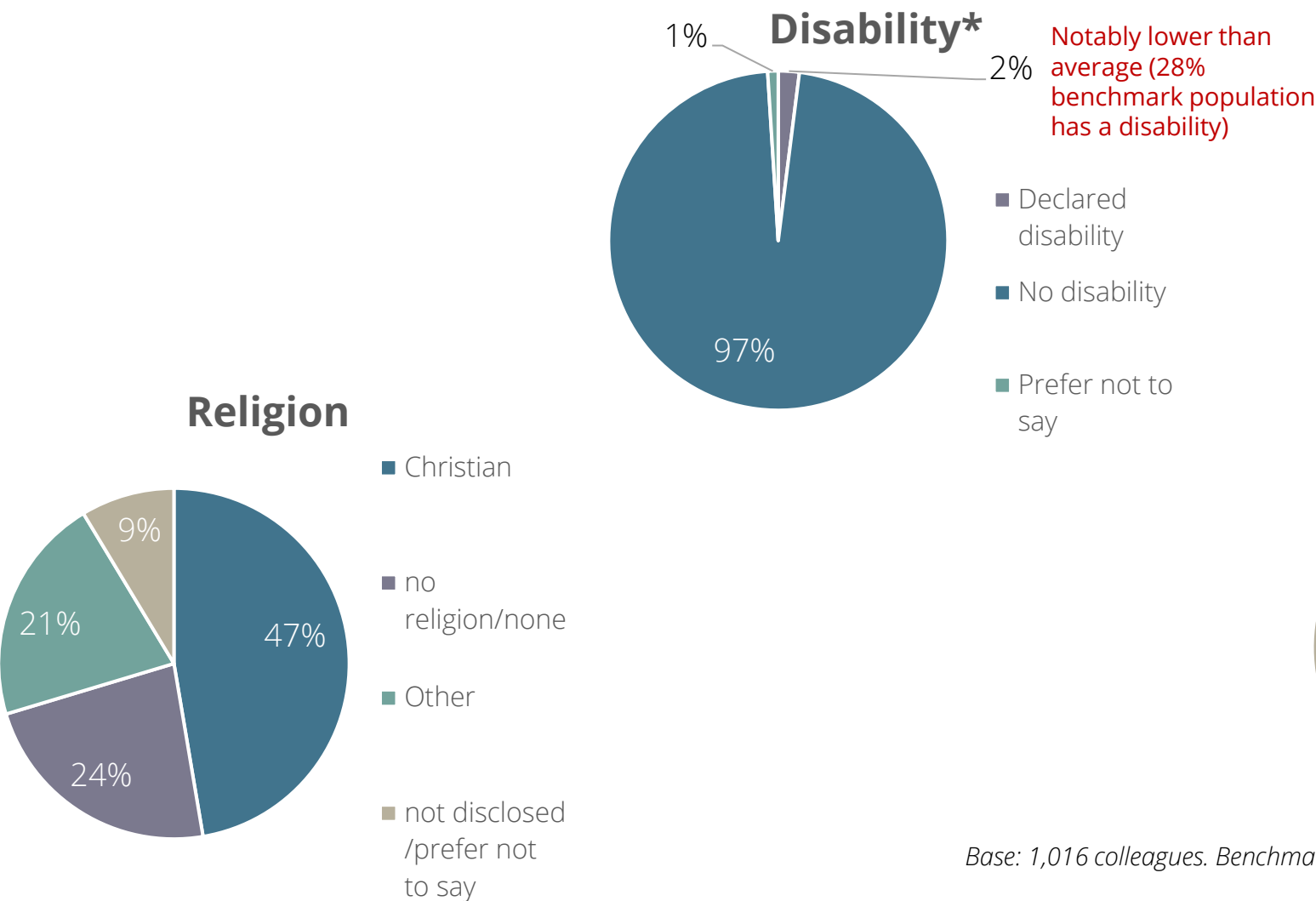


# Colleague diversity profile (non-senior managers)



Base: 1,016 colleagues. Benchmark comparison from 82 local authorities where we work (ONS data)  
\*Low response rate to this question at around 60% of colleagues

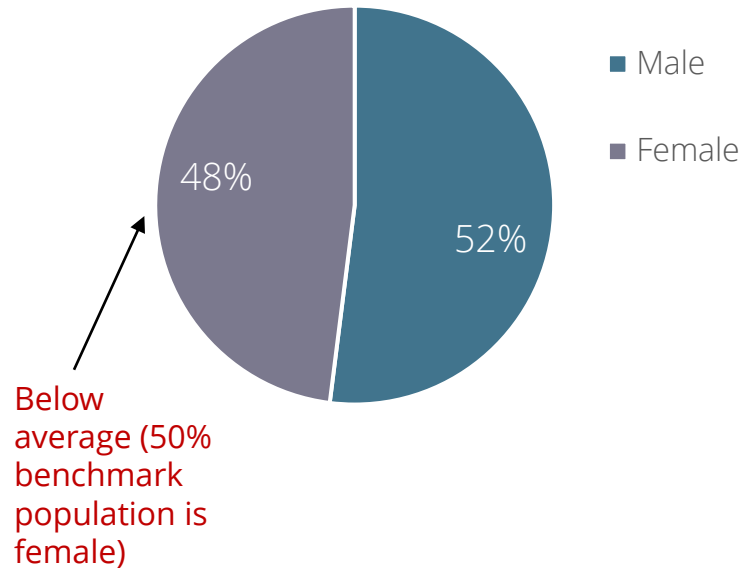
# Colleague diversity profile (non senior managers)



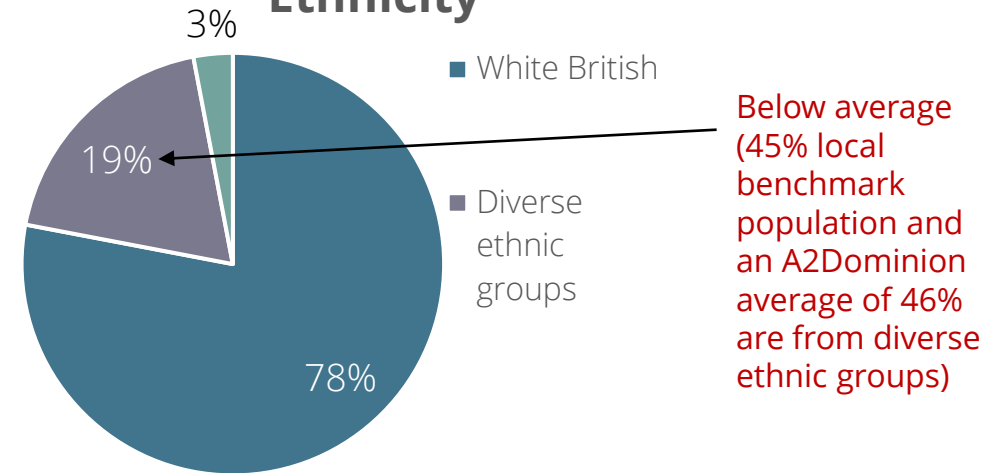
Base: 1,016 colleagues. Benchmark comparison from 82 local authorities where we work (ONS data)  
\*Low response rate to this question at around 60% of colleagues

# Senior managers diversity profile

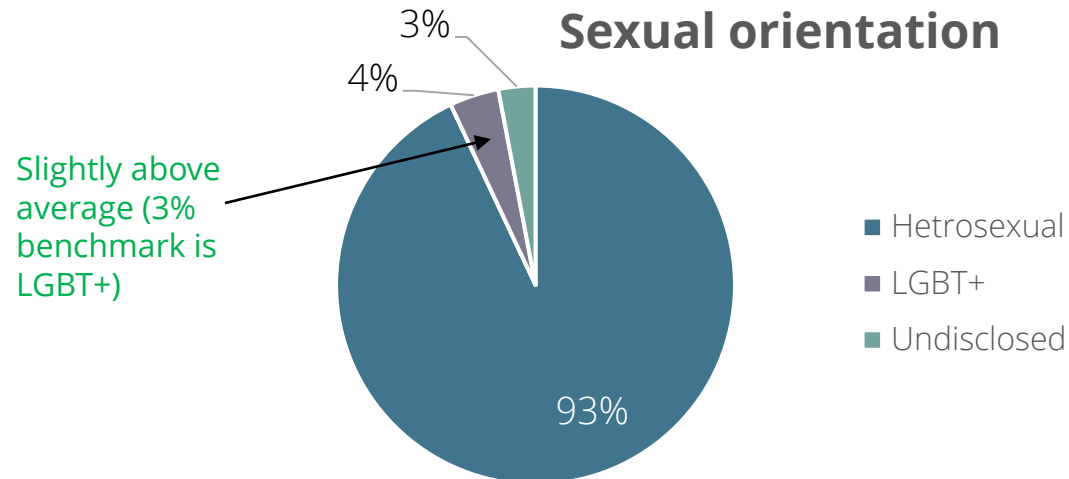
## Gender



## Ethnicity

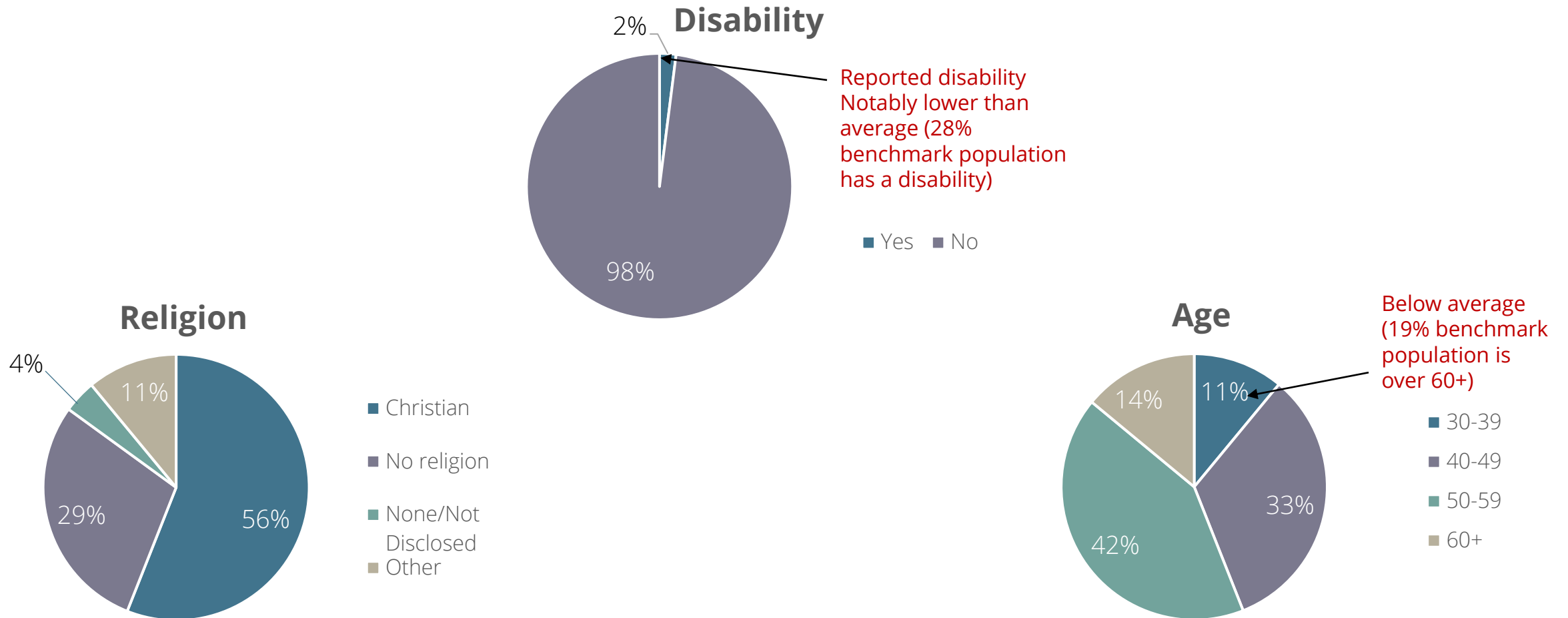


## Sexual orientation



Base: 79 colleagues. Benchmark comparison from 82 local authorities where we work (ONS data)

# Senior managers diversity profile continued

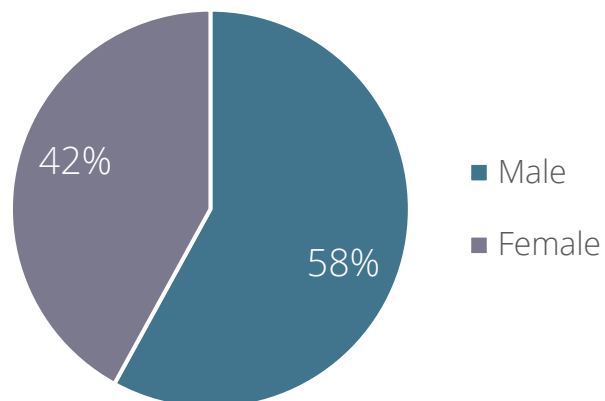


Base: 79 colleagues. Benchmark comparison from 82 local authorities where we work (ONS)

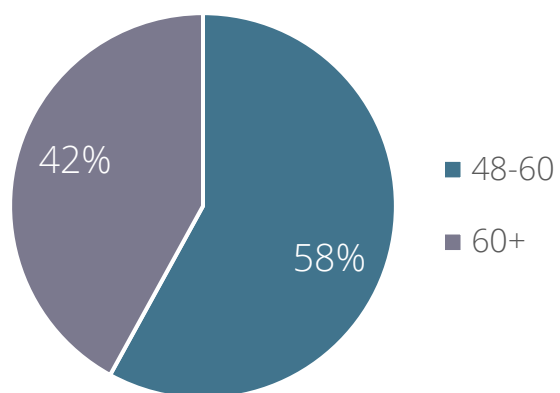


# Board and Committee members diversity profile

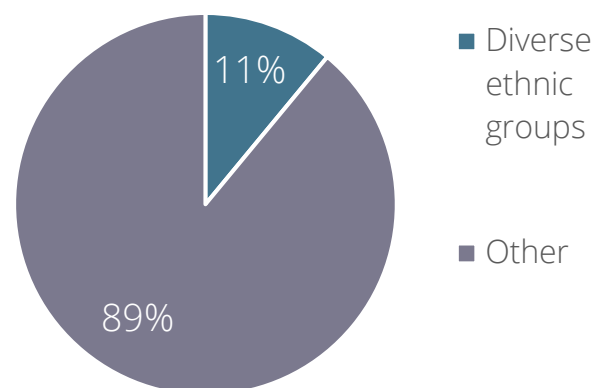
## Gender



## Age



## Ethnicity



Looking at A2Dominion's Board and Committee members:

- 42% (54% 2019/20) are female which is lower than the local benchmark (50%) and lower than A2Dominion average
- Age profile is higher than A2Dominion average (local benchmark is less relevant here as it includes people past working age)
- We are able to report 11% of members are from diverse ethnic groups which has seen an improvement from 2021/21 where there were no members from diverse ethnic groups recorded
- Collection of data on other characteristics is a priority
- Disability, religion, sexual orientation profile are not collected.

*Base: 11 Board and Committee members*

# A2Dominion customers - highlights

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# Progress towards key aspects of our ED&I ambition: customers

Ambition*	Progress 2020	Priorities in 2021
<b>Ambition 2: we fully represent the diversity of the communities we serve, across all levels of the organisation</b>	<ul style="list-style-type: none"> <li>Completed the evaluation of the Vulnerable Person's (VP) policy &amp; agreed the VP action plan for 2021/22</li> <li>Reviewed the Strategic Plan for Customer Experience Strategy and updated it for 2021-2023</li> <li>Improved our ED&amp;I Customer Dashboard for tracking the customer profile, access to services and customer experience by protected characteristics. Identified areas to investigate as part of our 21/22 action plan</li> </ul> <p><b>Increased support for customers includes:</b></p> <ul style="list-style-type: none"> <li>Publication of services directory</li> <li>Over 9000 phone calls to residents and we're still in touch with those most in need of support on a regular basis</li> <li>New mental health services plus additional initiatives for over 70's and under 30's</li> <li>Provided over 300 people with food and medicine during national lockdown and made referrals for tenancy support and other services</li> <li>New access routes for domestic abuse services - advertised through social media/radio to raise awareness.</li> </ul>	<p><b>Fair and equal access to services</b> – Use our customer dashboard to highlight any potential examples of unequal access to A2Dominion's homes and services, or of differential customer by protected characteristics. Investigate and agree any remedial actions needed</p> <p><b>Review Resident Engagement Opportunities</b> – to ensure fair and equal opportunities for residents to scrutinise our services and hold us to account</p>

\*NB not all ambition statements are covered in this section as some of our ambitions are more applicable to our work with colleagues (eg equal pay)

## Progress towards key aspects of our ED&I ambition: customers continued

Ambition	Progress 2020	Priorities in 2021
<b>Ambition 2: we fully represent the diversity of the communities we serve, across all levels of the organisation</b>	<ul style="list-style-type: none"> <li>• Customer Feedback Programme - over 21,000 resident insights collected via phone, online, face to face and smart technology</li> <li>• Additional local activities and meetings including via Zoom to engage with communities to help tackle social, health and financial inequalities throughout Community Investment programme</li> <li>• Aids &amp; Adaptations, we:               <ul style="list-style-type: none"> <li>• helped 86 residents in the Spelthorne area to adapt or start to adapt their properties</li> <li>• dealt with 669 enquiries from our residents, local authorities, NHS and the general public</li> <li>• carried out 284 minor adaptations for our residents.</li> <li>• 1039 individuals contacted our Aids &amp; Adaptations and Spelthorne Home Improvement Agency for issues relating to age or disability.</li> </ul> </li> </ul>	<b>See previous page</b>



# Progress towards key aspects of our ED&I ambition: customers continued

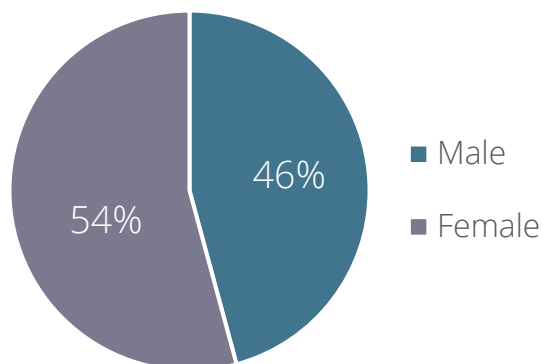
Ambition	Progress 2020	Priorities in 2021
<b>Ambition 4: respect and fairness are at the heart of all we do</b>	<ul style="list-style-type: none"> <li>• Undertook a discovery paper to look at the different types of terminology used across the housing sector and at industry best practice. This helped in agreeing the best fit for A2Dominion and ensures we are using appropriate terms with the rationale for why we are using the terms we do:</li> <li>• <b>Ethnicity</b> - People from diverse ethnic groups and name particular groups where relevant to the issue</li> <li>• <b>Sexual orientation</b> - LGBT+ in our commentary and narrative and name particular groups where relevant to the issue.</li> </ul>	<b>Minimise stigma</b> – Update terminology used for different customer groups in our policies, reports, communication and training to reflect latest best practice and insight.
<b>Ambition 6: we use high quality data to inform our action and share our progress</b>	<ul style="list-style-type: none"> <li>• Updated customer records and checked support needs.</li> <li>• Used insight to determine priorities in the £1.75m 20/21 community investment programme and to secure an additional £500K of external income, enabling additional services and support</li> <li>• Used insight to shape improvement priorities with outcomes including fewer service charge queries and faster turnaround of communal repairs</li> <li>• Prioritised disability data collection from residents of tall buildings.</li> <li>• Agreed job description changes for Intensive Housing Managers to collect this data as part of our Building Safety Programme going forward (21/22).</li> </ul>	<b>Customer Data Project</b> – continue to improve the capture and quality of customer data to provide an up to date picture of residents and their support needs <b>Resident Safety</b> - Continue to prioritise the collection of disability data, in particular to ensure compliance with requirements for Personal Evacuation Plans for residents of tall buildings unable to reach a place of safety unaided for an emergency <b>Leverage support for residents and communities</b> – continue to partner and bid for initiatives which support the diverse needs of our residents.

# A2Dominion customers - data

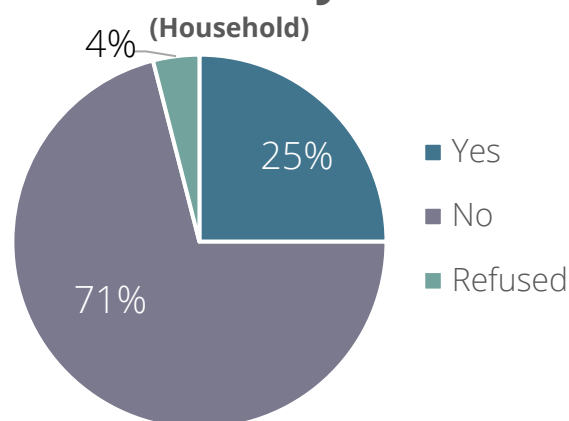
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# Customer diversity profile

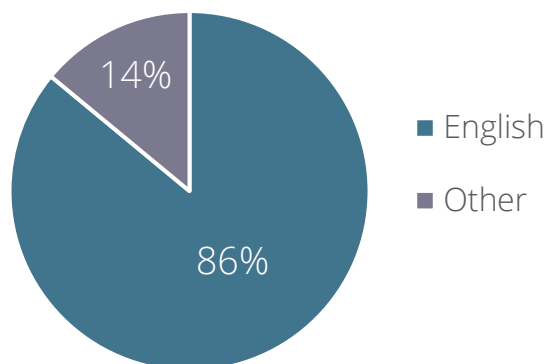
## Gender



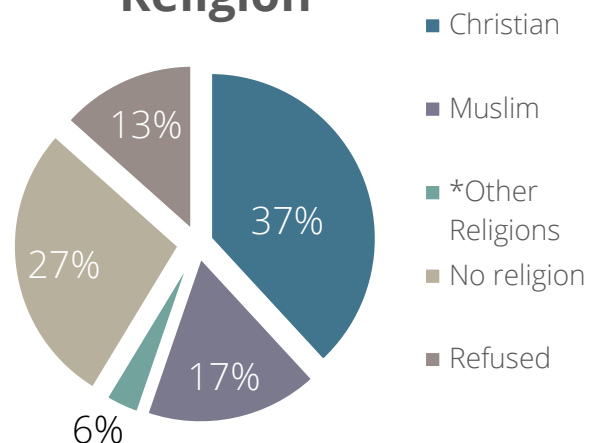
## Disability



## Language



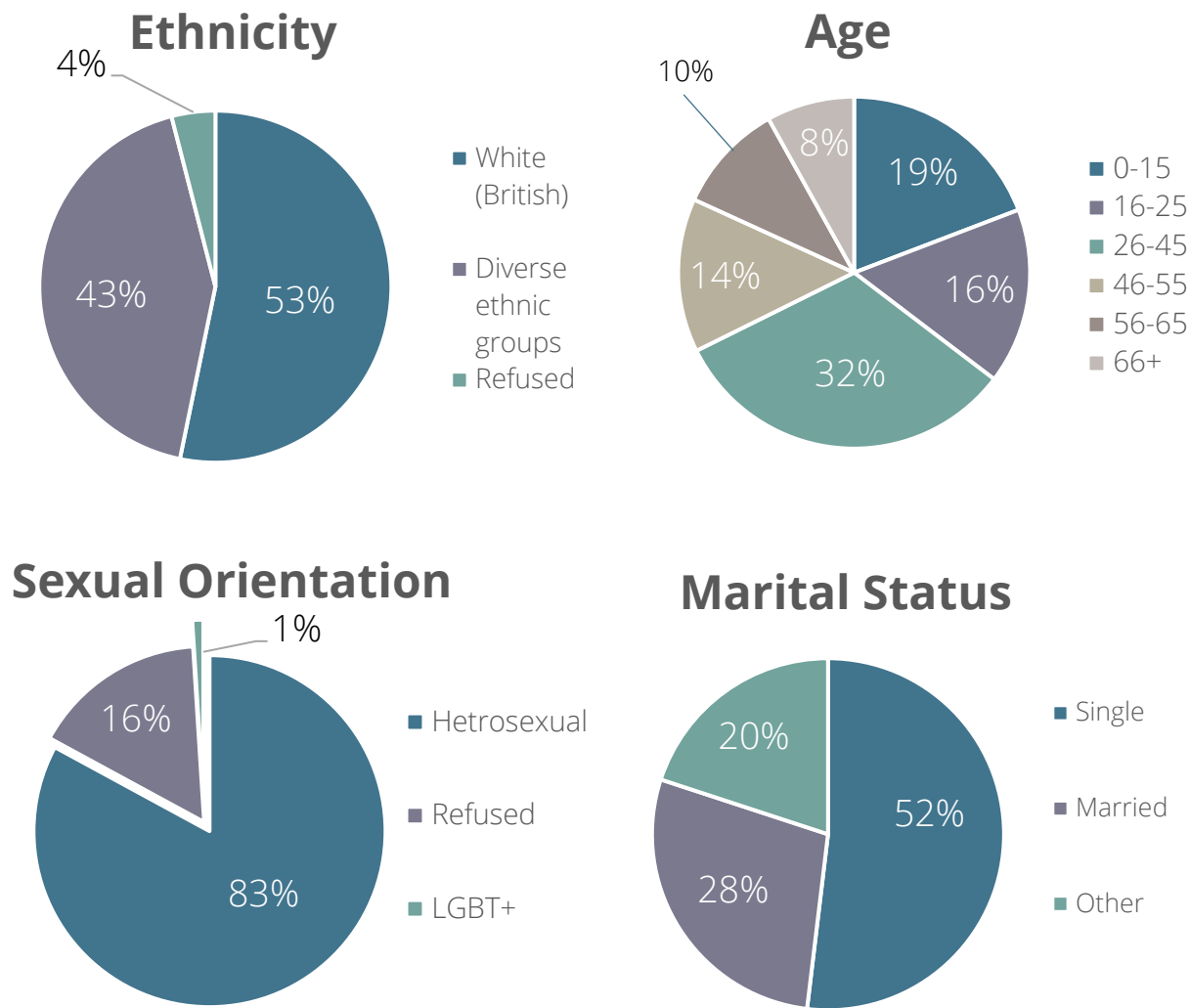
## Religion



- 54% of our customers are female which is slightly higher than average (50% benchmark population)
- 25% of customers have a disability, which is slightly lower than average (28% benchmark population)
- 86% of our customers' spoken language is English
- In terms of religion when compared with average benchmark population (in brackets):
  - 37% of customers are Christian (50%)
  - 17% are Muslim (11%)
  - 27% have no religion (22%)
  - \*Other religions include:
    - Hindu
    - Sikh
    - Buddhist
    - Jewish

Base: 79 colleagues. Benchmark comparison from 82 local authorities where we work (ONS)

# Customer diversity profile continued



- 43% of our customers are from diverse ethnic groups which is lower than average (45% benchmark population)
- 18% are aged 56 and over. This is broadly in line with average (19% of the benchmark population is over 60 benchmark population)
- 1.4 % of customers are LGBT+ which is lower than average (3% benchmark population)
- 52% are single which is higher than average (49% benchmark population)

Benchmark comparison from A2D 82 Local Authorities (ONS) profiles data

# Customer diversity profile – lettings

Base: 1,761 heads of household. Benchmark comparison from A2D 82 Local Authorities (ONS) census data

## Demographic and regional breakdown of our lettings



Local benchmark based on ONS data from the 82 local authorities where we work

# Customer satisfaction

	Overall customer satisfaction%		Satisfaction with service/repairs	
	2020	2021	2020	2021
Ethnicity				
White (English, Scottish, Welsh, Northern Irish, British)	74	79	87	88
Diverse Ethnic Groups	75	82	88	89
Religion				
Christian	76	82	88	90
Muslim	80	85	89	87
No religion	74	77	86	86
Household Disability				
Disabled	74	78	88	88
Non-disabled	72	77	87	88

- We have seen an increase in overall satisfaction across the majority of groups from the previous period
- There is a similarity of responses between different groups – this is a positive indicator towards objective of providing fair access to A2Dominion services

Source: Customer anniversary survey base: 4,487;  
Repair survey responses; 5,945



# Customer satisfaction – overall experience

Age	Satisfaction with overall experience %	
	2020	2021
16-35	66	75
36-45	67	70
46-55	73	78
56-65	77	79
66+	79	83
Gender	Satisfaction with overall experience %	
	2020	2021
Female	69	75
Male	67	72

- There has been an increase in satisfaction across all age groups.
- Older respondents scored the highest satisfaction rates.
- Female respondents scored a higher satisfaction rate than male respondents with an increase overall

Source: Customer Anniversary Survey  
Base: 4,487 residents

## Further Information

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### Further Information

For more information, visit our corporate website at: [www.a2dominiongroup.co.uk](http://www.a2dominiongroup.co.uk) If you have any further queries with regard to the ED&I report then please send your details to [policy@a2dominion.co.uk](mailto:policy@a2dominion.co.uk)

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