

A photograph of a man and a woman sitting on a balcony. The woman, in the foreground, is wearing a purple hijab with gold floral patterns and a purple top. She is smiling and looking towards the camera. The man, behind her, has a beard and is wearing a blue polo shirt. He is looking off to the side. They are leaning on a light-colored wooden railing. The background shows a blurred outdoor setting with greenery and buildings.

Equality, Diversity
and Inclusion
Report 2021-2022

Introduction

A2Dominion's Equality, Diversity and Inclusion (ED&I) plan for 2020-25 has been developed to help us **think, act and deliver with equality, diversity and inclusion at the heart of everything we do**. Our plan responds to the challenges in the world around us, and makes sure we are compliant with legislation and good practice.

Our ED&I plan applies to our colleagues, our customers and all those we work with. Achieving our plan will give us 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.



This report summarises...

Highlights of our ED&I delivery in 2021/22

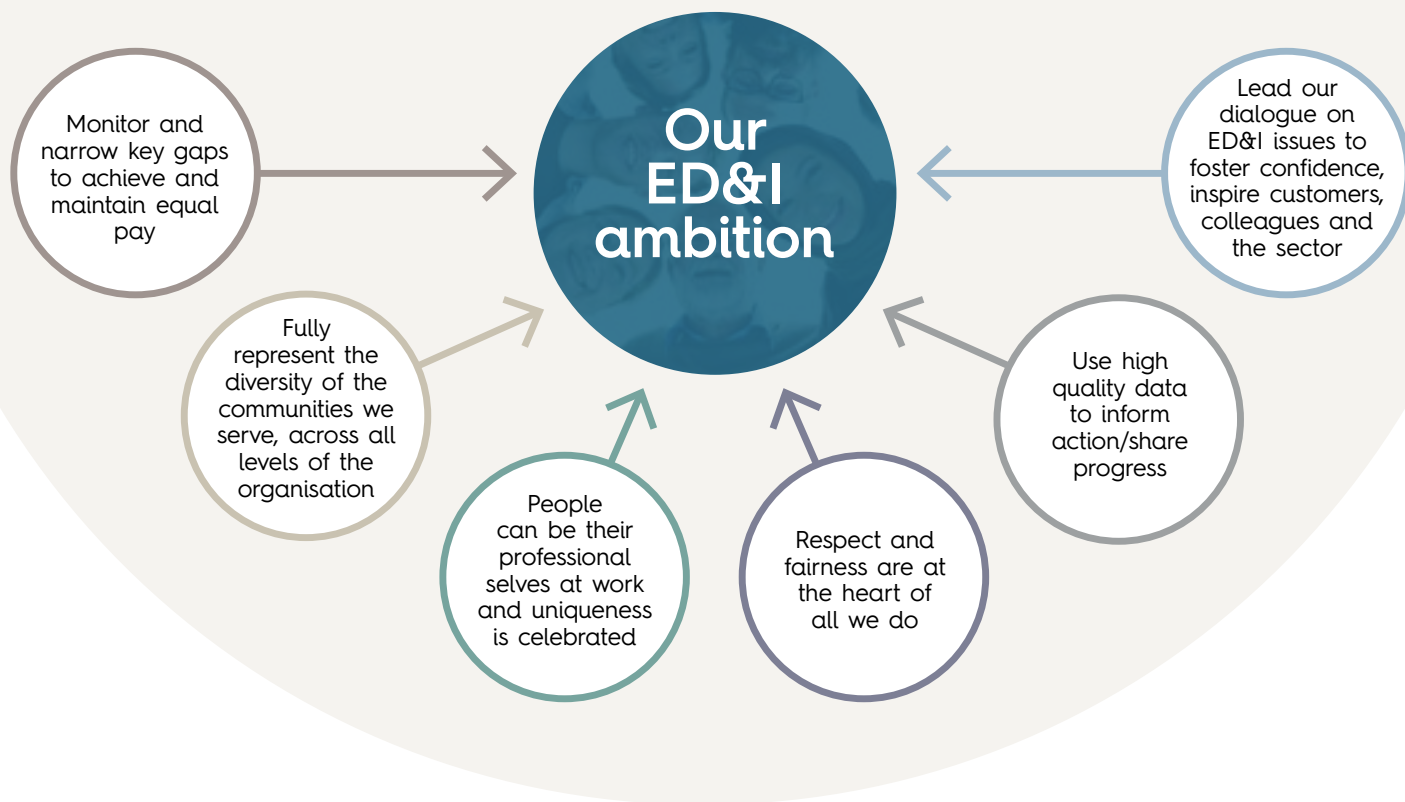
Key data and insights about our customers, colleagues and local catchment

Our key activities and progress towards our ED&I ambition

As part of our commitment to the 2010 Equality Act, we collect data about the profile of our customers 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 ED&I ambitions for customers, colleagues and the sector for 2020-2025



Highlights of our work in 2021/22



CUSTOMERS

We have...

- ✓ **Increased diversity** compared with 2020/21
- ✓ **Undertaken focused work** to identify, understand and act on areas of concern for key groups
- ✓ **Improved our disability records** to ensure we understand needs
- ✓ **Launched a new fund for customers most in need** to fund education, qualification, training and related expenses
- ✓ **Developed an early warning solution** to identify customers at risk



COLLEAGUES

We have...

- ✓ **Increased diversity** (vs 2020/21) for **sex, diverse ethnic groups and LGBT+ groups**. However diversity reduces with seniority (for sex, ethnicity and disability) and very low reported disability
- ✓ **Reduced our gender pay gap** since 2020/21. Our new pay policy will improve pay equity over time
- ✓ **Retained 'Investors in People' gold accreditation**
- ✓ **Provided confident conversations training for all managers**, as well as an **inclusive resourcing toolkit** to promote more diverse recruiting methods



CORPORATE

We have...

- ✓ **Continued effective collaboration with G15** and other sector bodies to share insights and good practice
- ✓ **Improved our reporting and delivery oversight** through the introduction of programme group and use of National Housing Federation data tool

Key data on customers, colleagues and our local benchmark 2021/22

	SEX (FEMALE)	AGE (OVER 60)	DIVERSE ETHNIC GROUPS	DISABILITY	RELIGION OR BELIEF	SEXUAL ORIENTATION (LGBT+)	GENDER REASSIGNMENT	MARRIAGE & CIVIL PARTNERSHIPS	PREGNANCY & MATERNITY
LOCAL BENCHMARK	50%	19%	45%	28%	50% Christian 22% No religion 11% Muslim 17% Other	3%	Not measured	30% Married	Not measured
OUR CUSTOMERS	54%	14%	44%	26%	35% Christian 27% No religion 12% Muslim 26% Other	2%	1.4%	28% Married 0.2% civil partnerships	Not measured
OUR COLLEAGUES	63%	9%	47%	3%	48% Christian 23% No religion 9% Muslim 3% each: Atheist, Hindu, Sikh 11% Other	4%	Not measured	49% Married and civil partnerships	Not measured
OUR SENIOR COLLEAGUES	46%	14%	20%	0%	55% Christian 31% No religion 4% each: Atheist, Muslim 6% Other	5%	Not measured	67% Married and civil partnerships	Not measured
GROUP BOARD	44%	56%	11%	11%	Not measured	Not measured	Not measured	Not measured	Not measured
BOARD & COMMITTEES	47%	47%	21%	5%	Not measured	Not measured	Not measured	Not measured	Not measured

NOTES ON THE DATA

LOCAL BENCHMARK

82 local authorities where we work, based on 2011 census

Our customers are customers in our homes

Our senior colleagues are comprised of Executive and Operational Directors (EMT and OMT) and Heads

Board is non-exec Directors only (excluding committee members and EMT members)

Board & Committees includes committee members

NOT MEASURED (Data not available/collected)

Our customer & local benchmark disability data based on households (not individuals)

Diverse ethnic groups include all groups apart from White British

KEY

NUMBERS IN CIRCLES

○ Proportions have increased compared with 2020/21

○ Shows a decrease compared with 2020/21

BACKGROUND SHADING

● Shows where our colleague demographic is comparable with our customer/benchmark

● Where below (within ten percentage points)

● Where at least ten percentage points below

Our customers

DIVERSITY PROFILE

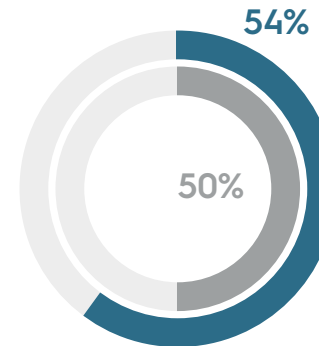
HIGHLIGHTS FROM 2021/22 AND PRIORITIES FOR 2022/23



KEY

● OUR CUSTOMERS ● LOCAL BENCHMARK

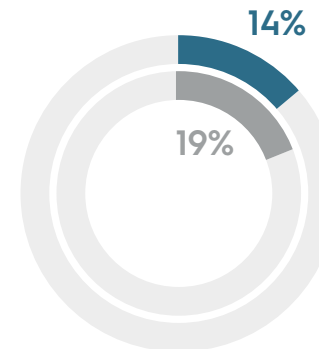
Customer demographics are comparable with the local areas where we work, with slightly higher proportions of women, and lower proportion of over 60s.



SEX % FEMALE

Proportion of women has been stable since 2020/21

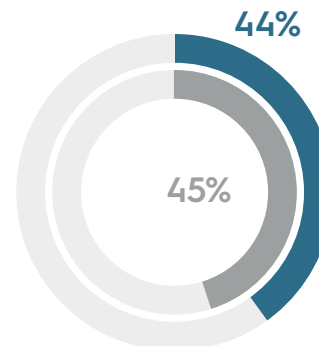
Areas of concern/further analysis for women are on reporting aggressive/harassment behaviour and incidents



AGE % OVER 60

Proportion of over 60s has been stable since 2020/21

In 2021/22 we have investigated issues around repairs and anti social behaviour where reporting was higher than expected



DIVERSE ETHNIC GROUPS

Proportion of people from diverse ethnic groups has increased since 2020/21

We have undertaken additional analysis on low reporting rates of anti social behaviour and domestic violence, as well as low take-up of My Account (customer self-service system)

Our customers

DIVERSITY PROFILE

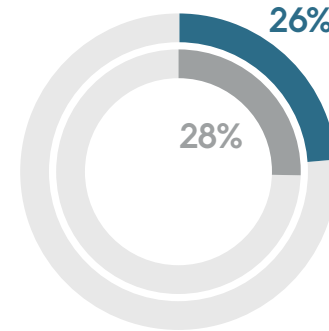
HIGHLIGHTS FROM 2021/22 AND PRIORITIES FOR 2022/23



KEY

● OUR CUSTOMERS ● LOCAL BENCHMARK

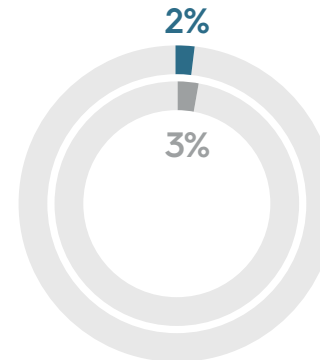
Customer demographics are comparable with the local areas where we work for disability, with **slightly lower proportions of people from LGBT+ groups.**



DISABILITY (HOUSEHOLDS) %

Proportion of households with a disability has **increased by one percentage point** since 2020/21

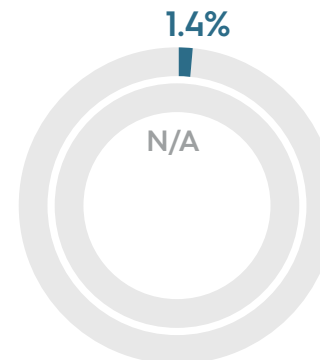
Areas of concern/further analysis for this group are new lettings and tenancy sustainment officer referrals



LGBT+ %

Proportion of customers in this group has **increased from 1.39% to 1.96%** (but small sample sizes apply)

During 2021/22 we have looked into the drivers of low levels of satisfaction to inform the action we can take



GENDER REASSIGNMENT %

Proportion of customers in this group has **increased from 1.37% to 1.43%** (but small sample sizes apply) and we do not yet have catchment population data

We have undertaken additional analysis on arrears for this group, to assess any potential concerns

Our customers:

Satisfaction with our services by demographic group

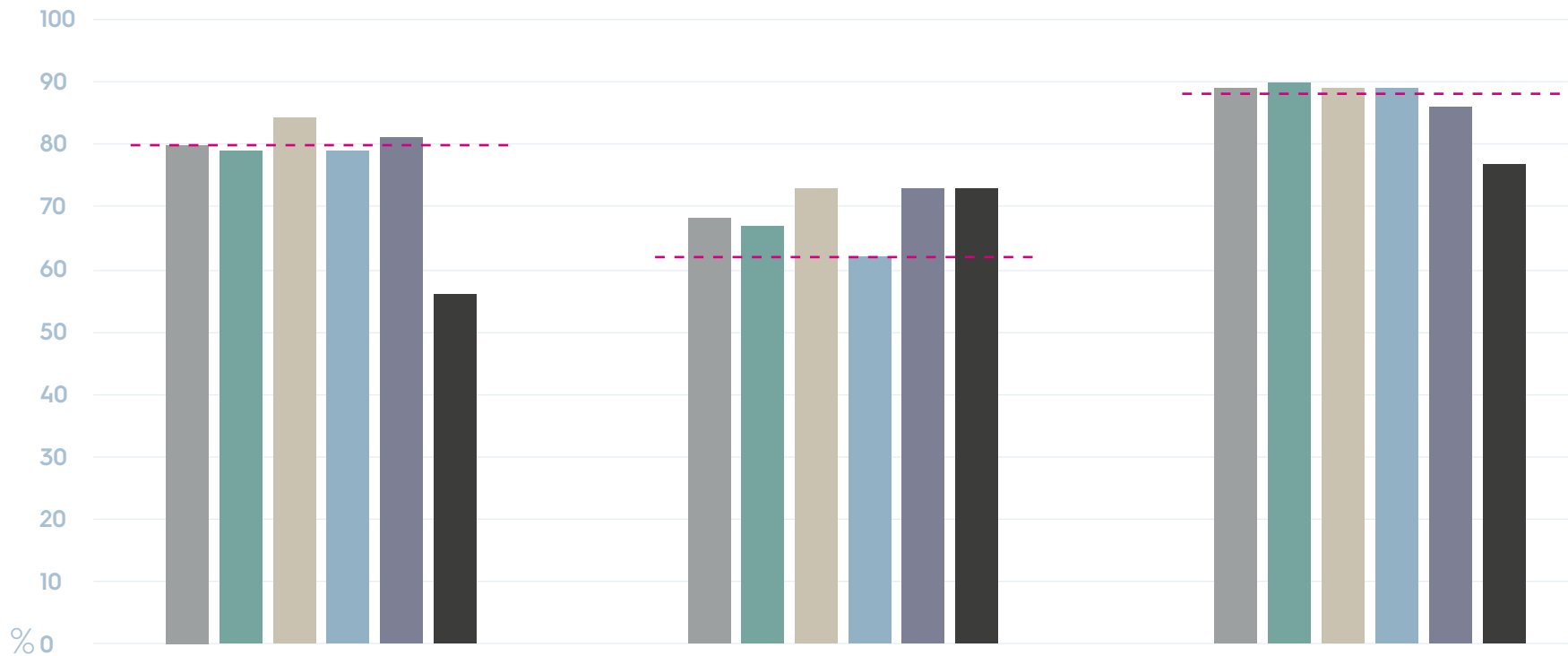
KEY SATISFACTION MEASURES BY DEMOGRAPHIC GROUP



KEY

--- OVERALL RESULT (ALL OF OUR CUSTOMERS)

● FEMALE ● OVER 60S ● DIVERSE ETHNIC GROUPS ● DISABILITY ● SEXUAL ORIENTATION ● GENDER REASSIGNMENT



OVERALL SATISFACTION

Scores vary across demographic groups, with the exception of gender reassignment (where we have very low sample sizes).

'MADE IT EASY FOR ME'

Scores tend to be lower, but most groups record above average scores, with the exception of households with a disability.

REPAIR SERVICE

Satisfaction is higher than average across all groups other than LGBT+ groups and gender reassignment.

Our customers

HIGHLIGHTS OF OUR WORK AND PRIORITIES FOR 2022/23



In 2021/22

We have...



Undertaken insight driven action planning around vulnerable groups to ensure fair access to services. 2021/22 action plan is complete and we have agreed priorities for 2022/23



Created a risk algorithm to give early insight into safeguarding concerns: this uses comments provided to our contact centre to help identify and trigger early interventions for those at risk



Improved our disability records: our facilities team is contacting households with a disabled resident listed, to check their records are up to date. In total 74% have been investigated



Reviewed our data and terms: we have completed research into appropriate terms to avoid labelling of customers or 'othering'



Updated our ED&I dashboard biannually and used this to inform deeper investigation and action to address areas of concern, for example in 2021/22 we investigated traveller communities, as our insight show that Gypsies and Travellers can experience a wide range of inequalities

In 2022/23

We will...



Focused priorities: We will focus on the impact of increased cost of living, damp and mould, repairs priorities, mental health and digital exclusion



Extend early-warning algorithm to cover customers who are struggling financially



Disability records: continuing our work to understand and help customers /households with a disability. Longer term profile updating will be easier through our new system



Our colleagues

DIVERSITY PROFILE:
HIGHLIGHTS FROM 2021/22 AND PRIORITIES FOR 2022/23

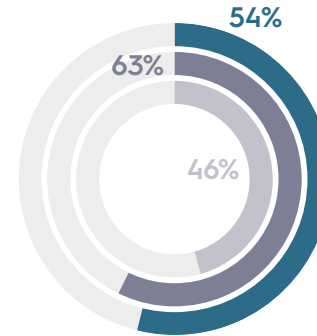


KEY

● OUR CUSTOMERS ● OUR COLLEAGUES ● OUR SENIOR COLLEAGUES

Our colleagues show **strong diversity** in relation to **sex and ethnicity**, although this reduces with seniority.

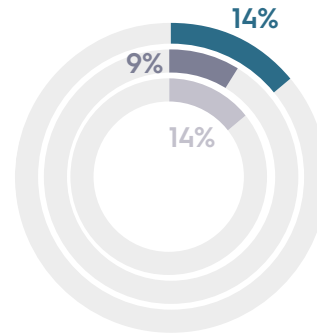
Colleague age profile is lower than customers.



SEX % FEMALE

We have a **higher proportion** of women in our colleague base than our customer group, this **reduces to 50% in senior teams**

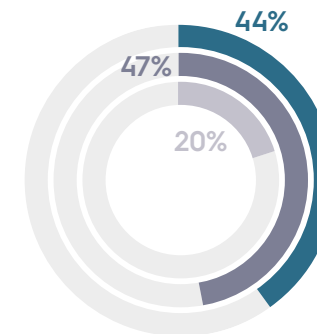
The proportion of women in senior positions has **reduced from 48% in 2021 to 46%**



AGE % OVER 60

Our customers tend to be older than colleague profile as our customers include retired people

Our **age profile increases with seniority**



DIVERSE ETHNIC GROUPS

We have a **higher proportion** of people from diverse ethnic groups in our colleague base than our customers, this **reduces to 20% in senior teams**

The proportion of people from diverse ethnic groups has **increased for all colleagues and senior teams (vs 2021)**

Our colleagues

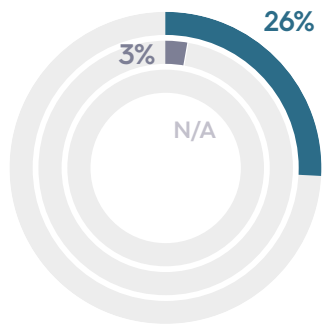
DIVERSITY PROFILE:
HIGHLIGHTS FROM 2021/22 AND PRIORITIES FOR 2022/23



KEY

● OUR CUSTOMERS ● OUR COLLEAGUES ● OUR SENIOR COLLEAGUES

We have **very low reported levels of disability among colleagues** and **higher reported proportions of people from LGBT+ groups**.

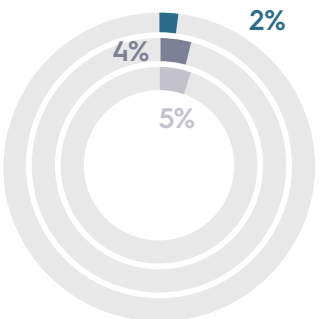


DISABILITY (HOUSEHOLDS) %

We have much **lower reported** disability across colleagues than our customer groups

However our customer data is based on households rather than individuals (colleague data is based on individuals)

We have **lower response rates** for this characteristic than others, and are looking at how we can improve response rates and encourage reporting



LGBT+ %

Proportion of colleagues from LGBT+ groups remains **stable at around 4%**, which is higher than the customer data (around 2%)

For senior colleagues, this increases to 5.1%, and this proportion has increased since 2020/21

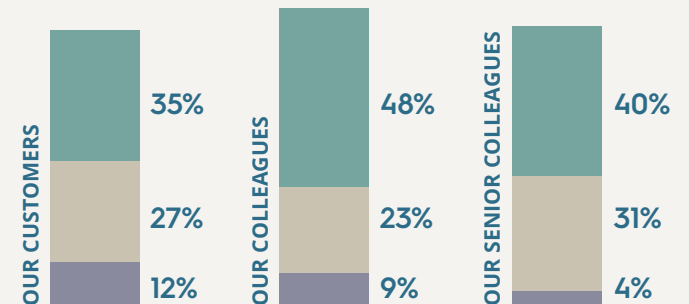
RELIGION %

We have a **higher proportion** of people from Christian faiths in our colleague groups than our customers

The proportion of people who are Muslim is higher amongst customers than our colleagues

KEY

● CHRISTIAN ● NO RELIGION ● MUSLIM



Our colleagues

HIGHLIGHTS OF OUR WORK AND PRIORITIES FOR 2022/23



In 2021/22

We have...



Reported our 2021 gender pay gap which shows an improving position, with a smaller gap compared with the national average and with the 2020 result



Achieved our Investors in People Gold Standard re-accreditation & our Good Practice Health and Wellbeing Award



Launched a new Employee Value Proposition to help to attract a diverse pool of candidates including more women



We have implemented new hybrid working and offered more flexibility to help attract and retain a diverse workforce, and are confident that this will make us a more attractive employers to women and people with caring responsibilities



Supported our Equality, Diversity and Inclusion Network (EDIN) to provide engagement and celebration of diversity events and key topics (for example Black History Month, Mental Health Awareness Week, International Women's Day, Vaisakhi and Eid) to celebrate diversity and showcase how people can bring their whole selves to work



Used our 2022 Your View survey to provide insights on the way colleagues feel about life at A2D and in particular their attitudes to fairness and respect. We analyse results to understand the motivations and take action in teams and departments where scores are lower to address concerns



Launched our new inclusive resourcing tool to provide breadth of approaches and to attract and retain a more diverse workforce. This comprises hiring manager guidelines and training. This guidance aims to increase the likelihood of more diverse senior appointments and internal promotions



Introduced a new pay policy: to pay competitive and fair salaries to attract and retain the best people. This consolidates and standardises our job families and pay bands, to bring fairness and transparency to all colleagues



Developed and rolled out a confident conversations learning programme to all managers, Heads and Directors. This has been designed to foster a culture of psychological safety and help colleagues

to raise and discuss ED&I issues, to generate solutions and practice a more inclusive culture. Around 95% of the target group has attended and feedback has been extremely positive



Launched a new tool to enable colleagues to state their preferred pronouns in their intranet profile

In 2022/23

We will...



Continue to add to our inclusive resourcing toolkit – to give all hiring managers a broader perspective and the tools they need to recruit in an inclusive way, leading to greater diversity in our applicants and appointments



Finalise, pilot and run a reverse mentoring for our incoming Chief Executive, and others in senior team, as part of our sector diversity pledge and to support our ambitions to lead our dialogue on ED&I and to celebrate diversity

Progress towards our ED&I ambitions



AMBITION	CUSTOMERS	COLLEAGUES	CORPORATE
We monitor and narrow key gaps to achieve and maintain equal pay	Work with suppliers to ensure they pay the living wage and can evidence ED&I commitment	Gender pay gap reducing Inclusive resourcing toolkit	External reporting and benchmarking to support transparency
We fully represent the diversity of the communities we serve, across all levels of the organisation	We use our insights to inform delivery and to identify and address areas of under-representation, lower access or higher concern from key groups, on an ongoing basis	Diversity has increased across most of the protected characteristics. Disability remains challenging with low response to this question and low reported disability, this may be partly related to awareness	Regular review and reporting of diversity of customers and colleagues compared with local benchmark
We lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector	Provide grants to support customers and communities most in need	Confident conversations training for all senior colleagues EDIN group celebrates and champions ED&I issues and events	Participation in G15 pledges and other industry bodies
We use high quality data to inform action/ share progress	ED&I customer dashboard updated biannually and used by operational teams to inform delivery and targeted intervention	Diversity reporting is improving year on year We have a new tool to enable colleagues to state preferred pronouns	Use of national housing federation tool to improve our local benchmark
Our people (customers and colleagues) feel they can be their professional selves at work and that uniqueness is celebrated	Community and customer engagement and support to foster inclusion, training, as well as work to tackle inequality and promote inclusion	87% of our colleagues feel they can be themselves at work	N/A
Respect and fairness are at the heart of all we do	Equal access to services and equal treatment of different groups in relation to repairs, complaints and community problems	73% of colleagues feel that A2Dominion treats people fairly 83% of colleagues feel that A2Dominion treats people with respect	N/A

ED&I data collection at A2Dominion

CUSTOMER AND COLLEAGUE DATA COLLECTION AND REPORTING

We ask colleagues and customers to provide Protected Characteristics (PCs) regularly, a person's PC may change over time. We collect the following information in line with the 2010 Equality Act:

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

We also ask customers about language needs and access to digital services.

HOW WE USE THE DATA

The key ways in which we use the data are:

To support 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.

To understand eligibility & prioritise our services (selected PCs) – we assess customers' eligibility and priority for our provision.

FURTHER INFORMATION

For more information, visit our corporate website at: www.a2dominiongroup.co.uk

If you have any further queries with regard to the ED&I report then please contact corporate.strategy@a2dominion.co.uk

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



SEXUAL ORIENTATION

We use 'LGBT+' in our commentary and narrative and we name particular groups where relevant to the issue.



ETHNICITY

We use 'People from diverse ethnic groups' and we name particular groups where relevant to the issue.

For service development & improvement – helping us tailor and deliver our services and provision.

To understand and assess progress towards our ED&I 2020-2025.

GOVERNANCE AND DELIVERY

The plan is led by the ED&I Steering Board, who report to the Executive Management Team (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.

Each of our ambitions is sponsored by an EMT director. Our Equality, Diversity and Inclusion Network (EDIN) is a colleague group which champions and celebrates ED&I issues.