

Equality, Diversity and Inclusion (ED&I) plan 2020-2025



Introduction to the 2021-25 Equality, Diversity and Inclusion (ED&I) plan

A2Dominion's 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.

The 2010 Equality Act

As part of our obligations under the Equality Act 2010, 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 equality, diversity and inclusion in all we do.

This plan provides

- An overview of our ambition
- Key activities to achieve our ambition for customers, colleagues and others we work with (in particular the partners we work with to provide goods and services to us)
- The way we will measure our success



Our ED&I ambitions for customers, colleagues and the sector for 2020-2025

Monitor and narrow key gaps to achieve and maintain equal pay

Fully represent the diversity of the communities we serve, across all levels of the organisation

People can be their professional selves at work and uniqueness is celebrated

Respect and fairness are at the heart of all we do

Lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector

Use high quality data to inform action/share progress

Aim to operate a more sustainable and diverse supply chain

Each of these ambitions has a director sponsor to champion action

Supply chain ambition is championed by Director of Procurement

1: Addressing key gaps to achieve equality

Ambition	Customers	Colleagues	Corporate (supply chain)
1 We monitor and narrow key gaps to achieve and maintain equal pay	<ul style="list-style-type: none"> Identify and address gaps in access to services across the diverse needs of our customers 	<ul style="list-style-type: none"> Refresh pay policy and pay ranges to drive equity Monitor, report and reduce key pay gaps (gender and ethnicity) Strive towards equality of opportunity and diversity in senior leadership and Board Early careers programmes proposal 	<ul style="list-style-type: none"> Endeavour to pay the living wage on all of our contracts For all major contracts we require suppliers to evidence ED&I commitment
Key projects/ outcomes	<ul style="list-style-type: none"> Customer focus action plan 	<ul style="list-style-type: none"> Inclusive resourcing toolkit Gender pay gap report 	<ul style="list-style-type: none"> Refresh of procurement approach and templates which cover all areas of statutory compliance including ED&I
Measuring progress	<ul style="list-style-type: none"> Measured through customer dashboard (reported biannually) 	<ul style="list-style-type: none"> Reduced pay gaps More equitable pay ranges and pay structure Colleague survey responses on fairness and reward 	<ul style="list-style-type: none"> Measurement of compliance with policy within organisation and contracts monitoring

2: Representing the diversity of the communities we serve

Ambition	Customers	Colleagues	Corporate (supply chain)
2 We fully represent the diversity of the communities we serve, across all levels of the organisation	<ul style="list-style-type: none"> • People planning and action, which enables us to be more representative of our communities through attraction and retention of diverse workforce at all levels • Customer Insight programme to capture the voice of our diverse customers and inform decision making 	<ul style="list-style-type: none"> • Develop under-represented groups • Provide opportunities to develop and grow (eg job swaps) • Support for high potential in minority groups • Representation from diverse groups at senior fora • Senior leadership sharing lived experience 	<ul style="list-style-type: none"> • Consider options to introduce a requirement / incentive to foster diversity within small contracts (for example from businesses owned by people from diverse ethnic groups, women and protected characteristic)
Key projects/ outcomes	<ul style="list-style-type: none"> • Regular review of dashboard to understand and address any concerns and issues around access and use of services 	<ul style="list-style-type: none"> • Inclusive resourcing toolkit 	<ul style="list-style-type: none"> • Dependent on options review
Measuring progress	<ul style="list-style-type: none"> • Our colleague profile is more representative of our communities, based on local catchment (the Local Authorities where our homes are based), at colleague, senior level and Board level • We will embed equality impact assessment approach: to encourage and embed consideration of diverse groups for key decision making bodies 		

3: Leading our dialogue on ED&I issues

Ambition	Customers	Colleagues	Corporate (supply chain)
<p>3 We lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector</p>	<ul style="list-style-type: none"> Fund, lead, partner and support residents, communities and voluntary groups to create and promote new opportunities and help tackle disadvantage and inequality Co-chair HACT Race Equality Group 	<ul style="list-style-type: none"> EDIN group celebrates and champions ED&I issues and events Generate and contribute to the dialogue internally and externally Promote and nurture psychological safety to be able to express, debate and learn Develop and hone our confident voice on ED&I G15 Accelerate programme Internal mentoring and reverse mentoring for CEO 	<ul style="list-style-type: none"> Equality impact assessment within larger projects to create dialogue around diversity Participation in G15 pledges and other industry body events (eg awards)
<p>Key projects/ outcomes</p>	<ul style="list-style-type: none"> Stigma research & action Plan, <i>Black and Minority Perspectives</i> initiative, pathways for people from diverse ethnic groups initiative with Metropolitan Police, with grants and funding Social Prescribing Service including for older/isolated ethnic groups and <i>Visionary You</i> initiative, targeted employment and training 	<ul style="list-style-type: none"> Confident conversations training for all senior colleagues 	<ul style="list-style-type: none"> Monitoring number of equality impact assessments
<p>Measuring progress</p>	<ul style="list-style-type: none"> Customer: measure and report social value as well as funding allocated, bids secured, training and employment places, residents and groups engaged Colleague: awareness of our ED&I ambitions, measured through investors in people assessment Capture and report on our external activities and voice (membership bodies and G15) Evaluation of training and use of confident conversations toolkit (what I'll do differently) as well as outcomes (what happens because of this initiative) 		

4: Using high quality data to inform action

Ambition	Customers	Colleagues	Corporate (supply chain)
4 We use high quality data to inform action/ share progress	<ul style="list-style-type: none"> High quality customer data and dashboard to assess how well we deliver fair access to services across different communities Create space and fora to consider and act on data and insights 	<ul style="list-style-type: none"> Collect and analyse high quality, consistent data Share performance with key stakeholders (delivery teams, oversight bodies, externally) Use data to inform decisions and actions (your view, investors in people etc) Improve disability awareness and reporting 	<ul style="list-style-type: none"> Oversight of management of contracts to understand diversity and progress Use of national housing federation tool to improve our local benchmark
Key projects/ outcomes	<ul style="list-style-type: none"> ED&I customer dashboard updated biannually and used by operational teams to inform delivery and targeted intervention 	<ul style="list-style-type: none"> Annual your view survey Investors in People Improve disability awareness and reporting 	<ul style="list-style-type: none"> Case studies and examples to embed approach Annual reporting
Measuring progress	<ul style="list-style-type: none"> Our ED&I ambition, activities & progress will be informed by high quality ED&I data We link our action plans back to the data we are trying to improve and take steps to understand the issues that are of concern via focus groups We make efforts to improve quality of data (eg completion, coverage) 		

5: Being our professional selves and celebrating uniqueness

Ambition	Customers	Colleagues	Corporate
5 Our people (customers and colleagues) feel they can be their professional selves at work and that uniqueness is celebrated	<ul style="list-style-type: none"> Community and customer engagement and support to foster inclusion, training, as well as work to tackle inequality and promote inclusion 	<ul style="list-style-type: none"> Create an environment of inclusivity To boost performance and creativity Provide tools and support for teams to share, engage and thrive Reverse mentoring 	N/A
Key projects/ outcomes	<ul style="list-style-type: none"> Community action plan and reporting 	<ul style="list-style-type: none"> Confident conversations training for all managers and above Improve disability awareness and reporting 	
Measuring progress	<ul style="list-style-type: none"> Currently 86% of our colleagues feel they can be themselves at work (measured by Your View survey) (across all departments) but there is variation between department and demographic group which we aim to smooth, so that responses are more consistent Aim to reduce differences between scores from key demographic groups (specifically between responses from white British people compared with people from diverse ethnic groups) Improve disclosure on disability through awareness campaign and refreshing definitions 		

6: Respect and fairness at the heart of all we do

Ambition	Customers	Colleagues	Corporate (supply chain)
6 Respect and fairness are at the heart of all we do	<ul style="list-style-type: none"> Respect and fairness are at the heart of how A2dominion interact with their customers Create a culture of respect Policies and action around Vulnerable, ASB etc 	<ul style="list-style-type: none"> Create a culture of respect Provide clarity of roles in terms of expectations and transparency about opportunities and progression opportunities A refreshed managing performance framework which will foster honest conversations within a supportive environment Allyship from senior management teams to drive engagement 	<ul style="list-style-type: none"> Procurement process to ensure fair, transparent and equal process for potential suppliers (PQQ) ED&I policy and equality impact assessments to ensure that ED&I is embedded across the way we work
Key projects/ outcomes	<ul style="list-style-type: none"> Customer first training and customer feedback about how we deal with calls and complaints 	<ul style="list-style-type: none"> Managing performance framework 	<ul style="list-style-type: none"> Supplier questionnaire/pre-qualification questionnaires
Measuring progress	<ul style="list-style-type: none"> Customer satisfaction scores around contact, repairs and complaints Colleague: maintain and where possible improve colleague attitudes, particularly in two key areas of the Your View survey – A2D ensures people are treated fairly; I feel I am treated with respect Positive equality impact assessment on all new policies and frameworks Visible buy in and support from senior leadership 		

7: A more sustainable and diverse supply chain

Ambition	Corporate (supply chain)
7 Aim to operate a more sustainable and diverse supply chain	<ul style="list-style-type: none"> Review our procurement processes and developing a new framework based on sector best practice and aligned to national and local government requirements. As part of this we are developing improved reporting mechanisms to monitor and track impact. This new process includes pre-qualification questionnaires, equality impact assessments, supplier self-certification etc Continue to embed statutory compliance, ED&I, health and safety, environment, AMDS into our working documents Provide training and awareness for colleagues to mainstream the idea of responsible procurement (eg procurement ethics course) Nominate and put in place champions across every directorate to embed the new approach and generate knowledge and critical mass of people who are committed to this work and understand its importance Continue to undertake ESG and carbon reporting
Key projects/ outcomes	<ul style="list-style-type: none"> New procurement process documentation Training procurement team and wider champions (monitoring uptake) Chartered institute of procurement and supply corporate procurement ethics award – kitemark
Measuring progress	<ul style="list-style-type: none"> Chartered institute of procurement and supply corporate procurement ethics award (kitemark) aim to achieve this in 2022 and maintain it thereafter

What are we aiming to achieve by 2025?

We have lowered pay gaps between gender

Baseline: 25.4% (2019/20)

Our colleague, senior team & Board is more diverse and closer to customer profile

Baseline: see Appendix

90% of colleagues feel they can be themselves at work

Baseline: 86% (2021)

80% of colleagues feel they are treated fairly and with respect

Baseline: 75% fair, 85% respect (2021)

To improve our ED&I disability disclosure by 5%

Baseline: 59% disclosure 2021

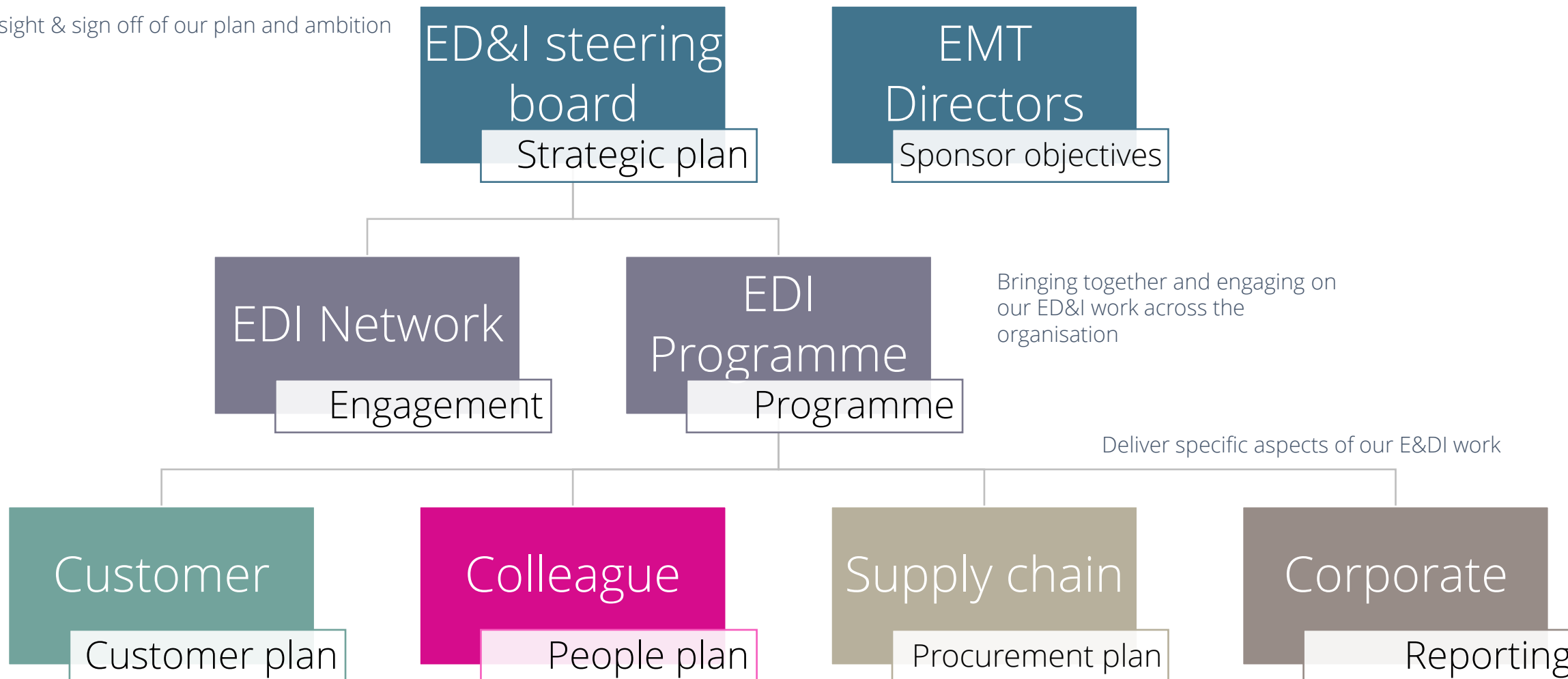
Examples of senior leadership lived experience

Chartered institute of procurement & supply corporate procurement ethics award

Insight driven action on customers to ensure equity and action

Delivering the plan: governance and oversight

Oversight & sign off of our plan and ambition



Appendix: diversity data: 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
Local benchmark	50%	19%	45%	28%	50% Christian 22% No religion 11% Muslim	3%	N/A	30% Married
Our customers	54%	14%	44%	26%	35% Christian 27% No religion 12% Muslim	2%	1.4%	28% Married 0.2% Civil partnerships
Our colleagues	63%	9%	47%	3%	48% Christian 23% No religion 9% Muslim 3% each: Atheist, Hindu, Sikh	4%	N/A	49%
Our senior colleagues	46%	14%	20%	0%	55% Christian 31% No religion 4% each: Atheist, Muslim	5%	N/A	67%
Group Board	44%	56%	11%	0%	N/A	0%	N/A	N/A
Board & Committees	47%	47%	21%	0%	N/A	N/A	N/A	N/A

Notes on the data

- Local benchmark: 82 local authorities where we work, based on 2011 census
- Customers are customers in our homes
- Senior colleagues comprise EMT, OMT and Heads

- Board is non-exec Directors only (excluding committee members and EMT members). Board & Committees includes committee members
- Diverse ethnic groups include all groups apart from White British
- Numbers in green: proportions have increased compared with 2020/21, red shows a decrease

- Background shading in green shows where colleague demographic is comparable with customer/benchmark, yellow where below (within ten percentage points) and orange where at least ten percentage points below
- N/A: data not available/collected.
- Customer & local disability data based on households (not individuals)