

A photograph of a diverse group of people at an event. In the foreground, a man with a beard and a woman with sunglasses are smiling and looking upwards. The background is filled with colorful, abstract graffiti-style art in shades of blue, red, and yellow. Other people in business attire are visible in the background.

G15 Ethnic Diversity
Pledge - 2022 Report
Committed to achieving change

G15 Ethnic Diversity Pledge

- ▶ We **commit** to be more visibly diverse at all levels of our organisations
- ▶ We will **collaborate** to invest and support our minority ethnic talent
- ▶ We will **celebrate** our achievements



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FOREWORD

Geeta Nanda, G15 Chair & Chief Executive of MTVH

It gives me real pride to share this update report on how G15 members are implementing and delivering the G15 Ethnic Diversity Pledge.

When I signed this pledge two years' ago on behalf of MTVH, I spoke about the responsibility G15 members had to lead the way in promoting and delivering inclusion.

By doing so, not only do we support our own minority ethnic colleagues to prosper, but we are also in a better position to serve the communities where we work.

Today, as the first person from a minority ethnic background to Chair the G15, I look back on the progress made



and can see we are delivering on our commitments.

We have seen **representation of minority ethnic people on members' Boards increase by 89%**, with 1 in 4 Board members now being minority ethnic people.

We are **holding the first G15 Ethnicity in Housing Awards** to celebrate the achievements of minority ethnic colleagues.

Colleagues are also completing the first edition of our **Accelerate leadership development programme** that was a direct outcome of the pledge being signed.

This is all welcome progress, and we celebrate the enormous amount of work and the many initiatives that colleagues

across our membership are delivering.

However, we are acutely aware that there is much more to be done.

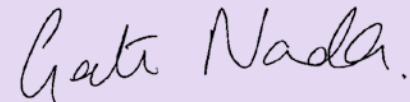
Our organisations have a unique role in society. We are long-term partners to the places where we work, are custodians of people's homes, and provide vital support.

As organisations with social purpose woven into our DNA, we see first-hand how inequality continues to scar our society and hold too many people back.

We have a clear role in calling out these challenges in society, but we must also remain committed to achieving change within our own organisations too. We must, as it were, get our own houses in order too.

This report gives an insight into just some of the work that G15 members are delivering to boost representation of minority ethnic people at all levels of our organisations.

I want to thank those colleagues who are pushing to do more and to go further. It is that commitment to achieving change that will drive us forward as we look to build on the progress that has been made so far.



Geeta Nanda OBE
G15 Chair & Chief Executive of MTVH

G15 Ethnic Diversity Pledge

In 2020, Chief Executives of the G15 members came together to sign the G15 Ethnic Diversity pledge. They pledged to work hard to ensure that our organisations – particularly at senior managerial, leadership and board levels – reflect the communities in which we work in terms of ethnic diversity. This will help us to build greater trust with our residents and make better decisions.

▶ We **commit** to be more visibly diverse at all levels of our organisations

- We will invest in our G15 employer brand building on “Positive about minority ethnic talent” and by promoting and welcoming diversity in our organisations.
- We will attract minority ethnic talent, including on our Boards, by adopting targeted recruitment initiatives to attract talented minority ethnic applicants and by removing any unconscious bias from recruitment and selection processes.
- We will publish our diversity data so that we are open and honest on where we need to do more work and to demonstrate how we are tangibly closing the gap.

▶ We will **collaborate** to invest and support our minority ethnic talent

- We will launch the G15 Management and Leadership Academy that will invest and support existing staff so that we have a pipeline of talent staff ready for management and leadership roles.
- We will jointly work to create opportunities so that our existing talent can grow and develop.
- We will actively support our staff networks.
- We will develop a ‘talent roster’ for minority ethnic colleagues, accompanied by a plan for progression, developed with the individual based on what they need to achieve further success.

We will celebrate our achievements

- We will annually recognise minority ethnic colleagues' achievements and successes.
- We will promote talented minority ethnic role models to encourage future influx of talent.
- We will each seek out a minority ethnic 'reverse mentor' to help develop our own understanding of ethnicity and disadvantages that minorities can face, enabling us to lead our organisations more effectively and remove barriers.



Delivering on our pledge



89%

Representation of minority ethnic people on members' Boards has increased by 89% since the pledge was signed



1 in 4

Almost 25% of G15 members' Boards are now from ethnic minorities – and we pledge to achieve 30% by 2025



37

Colleagues are completing the first Accelerate programme – a high-calibre leadership and development programme for Black, Asian and Minority Ethnic Managers

Our commitments in action

Pledge 1

We commit to be more visibly diverse at all levels of our organisations

Since the pledge was signed, the proportion of minority ethnic people on G15 members' Boards has increased by 89%.

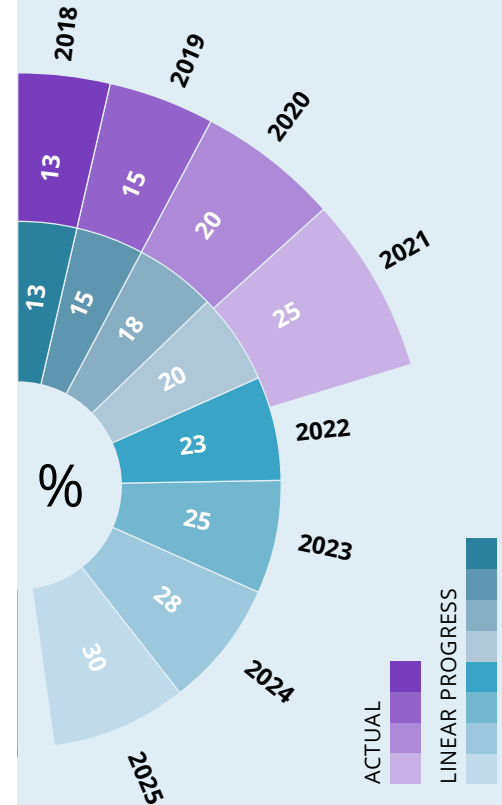
In 2019, approximately 13% of Board members were ethnic minorities, and this has now increased to 24.6%.

Across the G15, in the last year seven organisations increased the ethnic diversity of their Boards, three stayed the same, and two reduced.

We are committed to continuing to improve representation across our Boards as we look to achieve 30% by 2025. Current trends show that we are on track to achieve this before 2025, and, if progress is sustained, could expect to be at a higher proportion by that date.



Progress towards meeting Board representation pledge



Our commitments in action

We strongly believe that our organisations are able to deliver better services and outcomes for our residents if we better reflect the communities we work with.

Using data about the ethnic diversity of the local communities we work in, we can see how different aspects of our organisations compare with local areas.

Overall, our colleagues continue to reflect the ethnic diversity of the communities we serve. Ethnic diversity has increased in all categories, other than at executive level in the last year. We can see that at managerial level and above there is more work to do to better reflect the communities we serve.

It is also essential that we are proactively supporting efforts to encourage more people from diverse backgrounds to enter the housing and built environment industry.

In September 2021, the G15 became a founding partner of the Firm Foundations campaign, established by the Mayor's Fund for London. The campaign is working to make the built environment industry more inclusive and accessible. As founding partners of the initiative, we will be supporting efforts to allow young Londoners from diverse socio-economic and multi-ethnic backgrounds to flourish, creating a stronger and more inclusive built environment in the process.

Reflecting the ethnic diversity of our communities

2020/2021

2021/2022

Ethnic diversity of communities

32%

32%

Ethnic diversity of workforce

34%

36%

Ethnic diversity of managers

25%

26%

Ethnic diversity of executives

16%

13%

Ethnic diversity of Boards

20%

25%

Pledge 2

We will collaborate to invest and support our minority ethnic talent

Following the signing of the G15 Ethnic Diversity Pledge, we created the Accelerate programme. Accelerate is a high calibre Chartered Management Institute (CMI) leadership development programme for minority ethnic managers who want to accelerate their career trajectory. The 15-to-18-month programme aims to build a pipeline of talented people ready to progress their careers into leadership roles, focusing on a Level 5 Operational Management Apprenticeship and a Senior Management Level 7 diploma in Management and Leadership.

37 colleagues are completing the first programme by May 2022. Through professional coaches, intensive support has been provided for learners alongside masterclasses to support colleagues to deliver a portfolio of work and coursework assignments.

The unprecedented impact of the coronavirus pandemic on all aspects of people's lives has of course meant not all those colleagues who started the course have completed on this occasion.

We have also taken on feedback from learners and peers about the programme, and this will be reflected in the next iteration of Accelerate that is set to launch in Summer 2022.



...my confidence has definitely increased with regular feedback from the leadership team on how much they have seen me develop, thinking more strategically and talking with much more confidence.

G15 Accelerate Learner

Our commitments in action

Pledge 3

We will celebrate our achievements

Celebrating the achievements and successes of minority ethnic colleagues is something we recognise is vitally important. It helps show the real difference colleagues are making, and promotes role models to encourage and inspire others.

This year we are holding the inaugural G15 Ethnicity in Housing Awards, with winners announced at a Celebration of Black, Asian, and Minority Ethnic People in Housing event taking place at the Museum of London Docklands. The awards and event have been organised in collaboration with UNIFY – a collection

of Black, Asian, and Minority Ethnic network groups in the social housing sector who have formed a larger network to focus on key areas together.

In Black History Month, which takes place in October each year, we featured several comment articles from colleagues on the G15 website, and promoted each prominently across our external channels.

We were also delighted to be able to sponsor the Rising Star award at the BPIC Awards in December, supporting the network which is a platform for Black and Minority Ethnic professionals in construction.



Case studies

Representation on Boards

At **Notting Hill Genesis**, its 'Race at Work Action Plan' has led to a significant increase in executive and non-executive Board membership. Minority ethnic people now make up 33% of board representatives and 33% of the executive board as of April 2022.

To further ensure the organisation is held accountable to its diversity commitment, a board member has been appointed as diversity champion to ensure diversity is always on the agenda.

Similarly, **L&Q** has worked hard to ensure it has a diverse Group Board that is representative across different demographics.

At **Hyde**, its commitment to diversity and intersectionality has seen the creation of a 'Junior Board'. The Junior

Board is a development opportunity for talented younger employees. Applications are open for anyone under 35 and Board members serve a 12-18 month term. The Junior Board takes on challenges set by the Executive team offering diverse perspectives on business issues.

This year the Board has covered topics ranging from how to drive engagement through volunteering to proposals to help employees rise to the challenges of our digital programme. They are currently considering proposals to educate the workforce and customers on key environmental and sustainability issues.

During 2021, **Peabody** has supported minority ethnic colleagues to participate in external programmes focussed on the achievement of board and governance

positions and career progression. These programmes included Black on Board, which saw 20 colleagues participate in the award-winning scheme established by Olmec to address under-representation at board level in the social housing sector.

Of the 20 **Peabody** colleagues who took part, so far 4 have been appointed to a governance or board position, 2 attribute their participation in the programme to achieving a promotion, and 7 will have an opportunity to be appointed as Special Independent Directors through the Southwark Council Diversifying Arts programme, which is designed to increase the diversity of arts boards in the borough. Participants commented on the value of meeting colleagues from across the Peabody business and forming supporting relationships with each other. ■

Improving recruitment practices

Clarion has engaged BAME Recruitment & Consulting, a Diversity & Inclusion Specialist Provider, to complete a high-level review of its policies, procedures, recruitment, and selection processes.

The review confirmed that many positive initiatives are in place and demonstrated a clear commitment to improving diversity, equity, and inclusion. This can be seen in the continuing trend of the level of applications for job roles from minority ethnic candidates maintaining (43%), and most importantly an increase in the number receiving offers, which is up 18% from last year.

A new toolkit to support inclusive resourcing has been launched at **A2Dominion**, equipping all hiring managers with the resources and

guidance they need to help ensure broad representation and inclusive recruitment approaches. Through this system, internal candidates are given support on how to apply for their next role. The current focus is best practice for interviewing, which is being targeted to key areas from April 2022.

A2Dominion has also introduced 'Director sponsors' for its six ED&I ambitions, which has put the organisation's ED&I efforts at the forefront of its work and given colleagues a stronger understanding of the ambition and activities in this area.

Inclusivity has also been a key guiding principle for **Hyde**. As part of the organisation's commitment to work towards a diverse workforce at all levels, recruitment practices have been reviewed.



Improving recruitment practices



Following a suggestion from its D&I colleague group to make sure all interview panels are ethnically diverse and gender diverse where possible, minority ethnic employees have been offered an opportunity to be part of an 'inclusive interview panel' pool. 22 colleagues volunteered and have joined the pool, which is a resource for hiring managers to draw on if needed, so that every interview panel is diverse.

New guidance and mandatory training for all managers covering inclusion and the impact of unconscious bias on recruitment, promotion and retention has been launched at **Catalyst**. This guidance and training supported the rollout of a new set of diversity and inclusion principles for all recruitment campaigns, setting out specific requirements for diverse interview panels, values-based inclusion

18%

Clarion's increase in minority ethnic candidates receiving job offers

interview questions and reasonable adjustments.

MTVH is creating a dedicated resourcing team in the organisation that will be charged with reviewing the entire recruitment approach, with diversity being a key focus. The review will include job descriptions, tracking and monitoring processes, as well as how shortlist practices and selection panels can evolve.

MTVH continues to develop its family-friendly approach to ensure that it

Improving recruitment practices

is able to attract and retain talent to provide the best service to residents and customers, whilst supporting colleagues and contributing to modern ways of working. The organisation has also become one of the first to sign up to be part of the Change the Race Ratio campaign, a peer group of business leaders working together to achieve greater diversity in business.

Southern Housing's Fleet House played host to an induction event for the first cohort of minority ethnic students taking part in the Future of London's Emerging Talent. The group is working with a range of other high-profile companies to offer the opportunity for people from London's minority ethnic communities to start a professional career in housing, regeneration, and development.



At the event, senior colleagues welcomed candidates and talked about not only the variety of roles available in housing, but also how important it is for the sector to have a diverse workforce in place that truly understands the needs of its customers.

The Emerging Talent Programme is a 21-month paid position providing a unique insight into a variety of jobs in housing and regeneration.

During the programme candidates will complete three different work placements, each based in different host employers, in London. The different placements will help candidates begin to develop their own professional network which will support a variety of future career paths.

Southern has gone further, and those candidates who are placed with them will also be supported by a senior member of the team as their line manager, a buddy within the team, coaching from the Learning & Development team, and the group's Black, Asian, and Minority Ethnic Network and other support networks. ■

Developing and nurturing talent

Across 2021, participants in **Network Homes'** 'Springboard' programme, which focuses on addressing the imbalances in its senior leadership and equipping colleagues of diverse ethnicities with confidence in a safe environment, have been acting as circular mentors for the Executive Leadership Team and other senior managers.

These lead to powerful conversations which have shaped the views of all colleagues participating and underpinned the rollout of inclusive leadership training for all senior managers across **Network**. This focused on what all of the organisation's leadership can do to create psychological safety for colleagues to challenge practice and behaviours, helping to improve the services offered to residents.



Developing and nurturing talent

L&Q's Emerging Leaders and Aspiring Managers internal leadership programme currently has 58 colleagues participating, with 55% of delegates from a minority ethnic background. The organisation has also seen two colleagues successfully complete the Leadership 2025 programme.

In response to a key need in a business area, one team at **A2Dominion** has developed their own Access to Opportunities programme to support progression for people from diverse ethnic groups, led and facilitated by colleagues from diverse ethnic groups. Good practice from this initiative is now being shared across the organisation.

The Leadership Now Housing Programme at **Peabody** has seen minority ethnic managers to participate in initiative, which is run jointly



by UNIFY and Gatenbysanderson. Participants' feedback has been very positive, specifically around the coaching element of the programme that has led colleagues to have more confidence in applying for more senior roles. Opportunities to network with

Chief Executives and Directors across the housing sector has been positively welcomed, as has focused time to think about a career plan and actions.

Catalyst has delivered a six-month Shadow Executive programme to give high potential heads of service a unique learning opportunity. The programme was designed to support the development of potential future leaders while also bringing diversity of thought to Executive team discussions.

Shadow Executive members had an Executive mentor and an external coach, attended monthly Executive meetings and breakfast briefings, and delivered a project on diversity and inclusion through facilitated action learning sets.

All five participants were women and three were from minority ethnic groups,

Developing and nurturing talent



with two securing promotions at Assistant Director and Director level within the organisation since the programme ended.

MTVH has continued to develop both its diverse gender and ethnicity talent through dedicated programmes to support underrepresentation at various levels. This included 4 colleagues participating in the G15 Accelerate programme, 22 colleagues being part of Black on Board, and a colleague completing the Leadership 2025 scheme.

The organisation has also trialed a Future Leaders pilot, delivered by Investing in Ethnicity with 14 colleagues attending. This is supporting colleagues with development through their career journeys with a “Talent for all”

Developing and nurturing talent

approach to leadership programmes that tailor to a wider audience.

Following feedback from colleagues about their career development needs and experiences, **Optivo** created the 'Maximising Potential' programme, with a key focus on supporting progression of colleagues into supervisory and management roles.

Maximising Potential was specifically advertised to minority ethnic colleagues in response to an under-representation in management roles.

For candidates who were unsuccessful in their applications to the programme, a dedicated learning opportunity was offered focused on application writing, personal impact, and interviewing skills to build skills and confidence to apply for the next programme. ■

22

MTVH colleagues have participated in the Black on Board programme



Engagement and championing colleagues' voices

MTVH has used the last year to demonstrate its commitment to being a diverse and inclusive employer that promotes an environment where all colleagues can be their authentic selves and develop themselves for a better future. During the last 12 months, the organisation has focussed on creating the best structures for listening and giving back to colleagues.

Colleague Network groups have provided a fully accessible platform for colleagues to raise issues, talk, or just listen to the positive action being taken. Monthly topical webinars and educational awareness raising sessions have been delivered throughout the year, giving all colleagues the opportunity to learn and ask questions.

In 2021, **Network Homes** ran a 'can you be you' survey for all colleagues, seeking



to provide a benchmark for current experiences of diverse colleagues from across the organisation. Overall, 94% of colleagues agreed with the statement, 'I feel accepted for who I am at **Network Homes**' and 90% agreed, 'I

feel comfortable being myself at work'. The survey also gave clear feedback on areas where improvements can be made, which are being taken forwards, including updating recruitment processes and EDI training, continuing

Engagement and championing colleagues' voices

94%

of colleagues agreed that
"I feel accepted for who I
am at Network Homes"

to have difficult conversations, and celebrating even more cultural and religious events.

Following **Notting Hill Genesis'** Stop the Clock conference, the 'Our Race at Work' action plan has centred around a series of core objectives to educate and promote inclusivity, improve the composition of the organisation and ensuring barriers to progression are removed through updating policies and procedures.

Over the year of the action plan, core objectives were met, and it resulted



Engagement and championing colleagues' voices



in satisfaction of minority ethnic colleagues reaching 80%. The gap in opinion between minority ethnic and white colleagues significantly reduced when looking at career progression and being treated equally, showing this was a highly significant piece of work that has shaped and improved the organisations' core values and culture.

One Housing has worked with an EDI Consultant to develop an organisation-wide EDI Strategy for the first time. The Action Plan includes SMART actions that can be tracked and progressed, ensuring that specific managers take responsibility and ownership. The 2022 Annual Report will demonstrate performance against EDI objectives and commitments. This year, **One** will be strategically aligning its shared ambitions on EDI with colleagues at The Riverside Group following merger,

involving customers and employee diversity network groups.

At **Optivo**, a programme of learning was co-created with direct input from its Black, Asian, and Minority Ethnic network group following conversations about bias in recruitment. The programme included 'Unconscious Bias', Inclusion & Diversity Awareness sessions and 'Inclusive Recruitment' learning for managers.

Black History Month at **Optivo** saw celebrations involving residents and colleagues working collaboratively to curate a range of online events for all ages and audiences. The events included learning sessions on the contributions of Black people in communities, overcoming social stigmas, and how the organisation can better support minority ethnic residents. ■

About the G15

The G15's members provide more than 650,000 homes across the country, including around one in ten homes for Londoners.

Delivering good quality safe homes for our residents is our number one priority. Every year our members invest almost £900m in improvement works and repairs to people's homes, ensuring people can live well.

Together, we are the largest providers of new affordable homes in London and build around 15% of all affordable homes across England. It's what we were set up to do and what we're committed to achieving.

We are independent, charitable organisations and all the money we make is reinvested in building more affordable homes and delivering services for our residents.

Find out more and see our latest updates at our website: [g15.london](https://www.g15.london).





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The G15