



HDN
YOUR NETWORK
TO DIVERSITY

Kent Housing Group

EDI Report Findings 2022





Inspiring and empowering people,
promoting equality, diversity and
opportunity for all.

We work collaboratively to support organisations to improve how they address inequality, get the most from their staff and meet the needs of the communities they work with.

HDN can help you:

- change your culture
- improve workforce diversity
- develop customer insight
- take an inclusive leadership approach
- increase board diversity



Board Diversity Programme

is an exciting initiative which draws on leading diversity practice to make a real and lasting impact at board level.



Accreditation

which focuses on outcomes based on a holistic view of how an organisation works with equality and diversity.



Board Excellence Programme

helps new and potential board members to develop their expertise and strategic thinking around challenges, risk and regulations.



Staff Mentoring

can contribute to a wide range of organisational strategies and objectives around learning and development, inclusion and talent management.



Training & Consultancy

offers highly skilled and specialist Associates who can provide customised and comprehensive support for your organisation.



Introduction

Between December 2021 and February 2022, 15 member organisations of Kent Housing Group contributed to Housing Diversity Networks equality diversity and inclusion survey, and 6 provided benchmarking data on the makeup of their Boards, Executive Leadership Teams, Employees and Customer Bases.

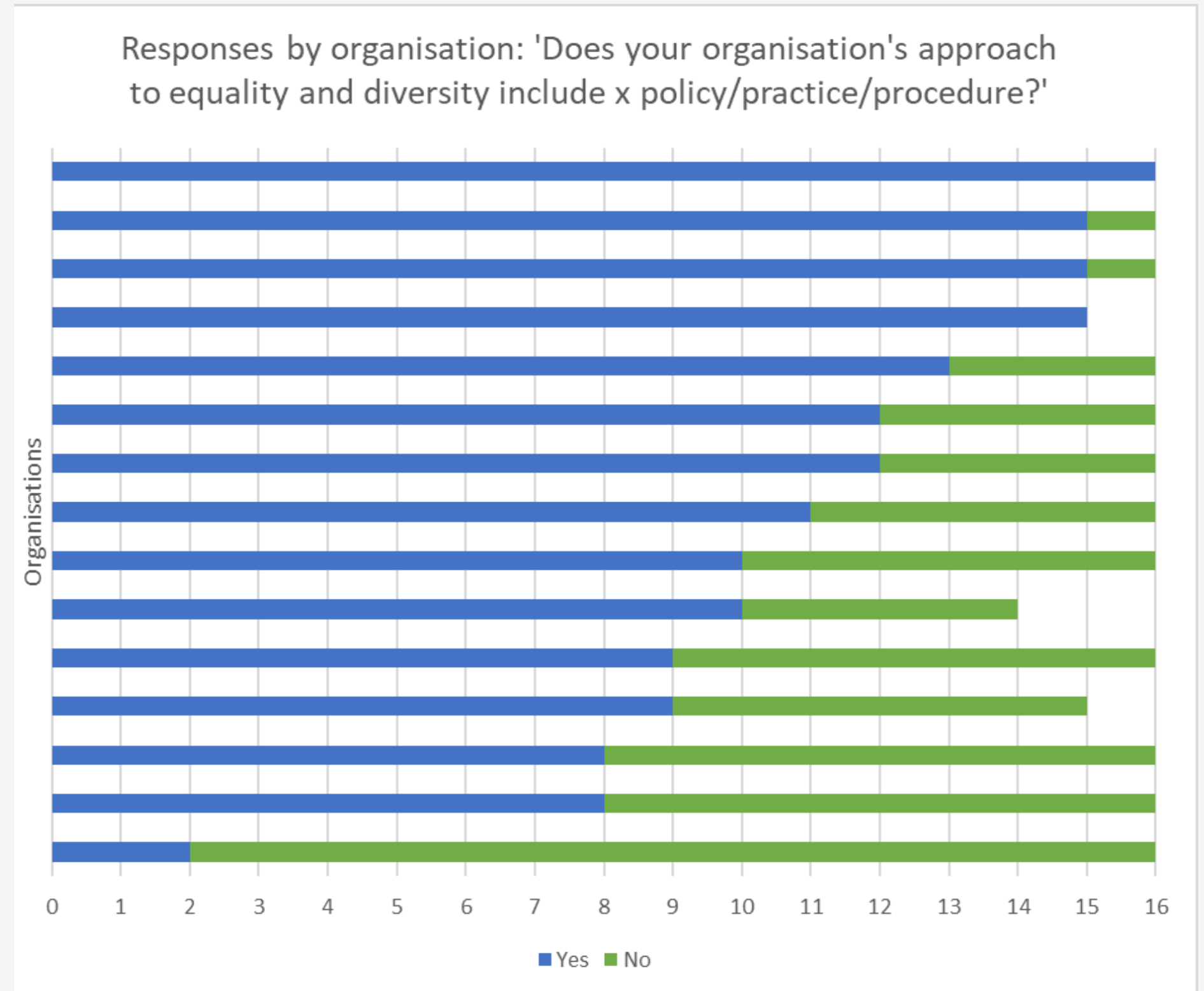
The purpose of this study was to explore approaches to meeting EDI commitments and challenges and to get a broad picture of how members of KHG are performing.

The findings of the study will act as an evidence base to shape and inform work going forward.



Findings: Variability

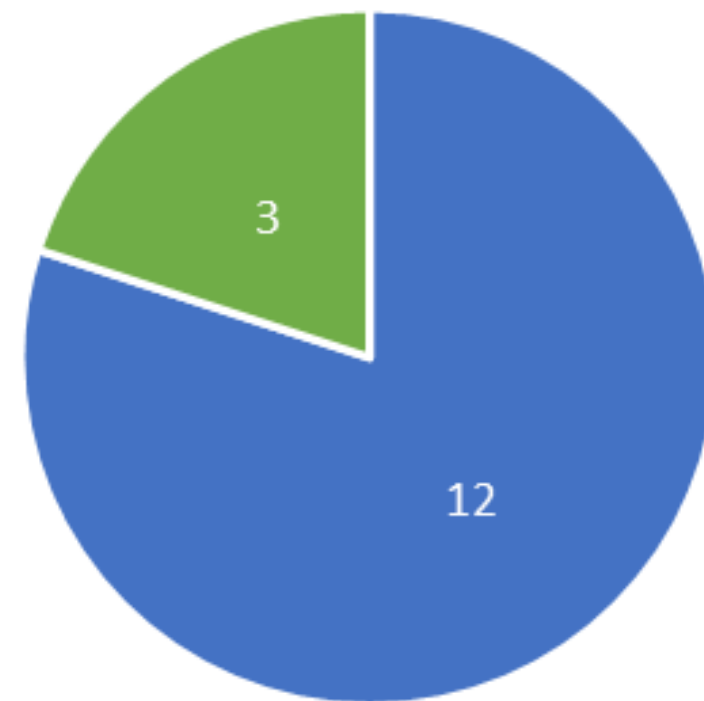
- The extent to which EDI policies and practices were adopted varied between the surveyed organisations. While almost all had adopted at least 50% of the listed policies and practices, just under half had adopted 75% or more.



Findings: Groups and Charters

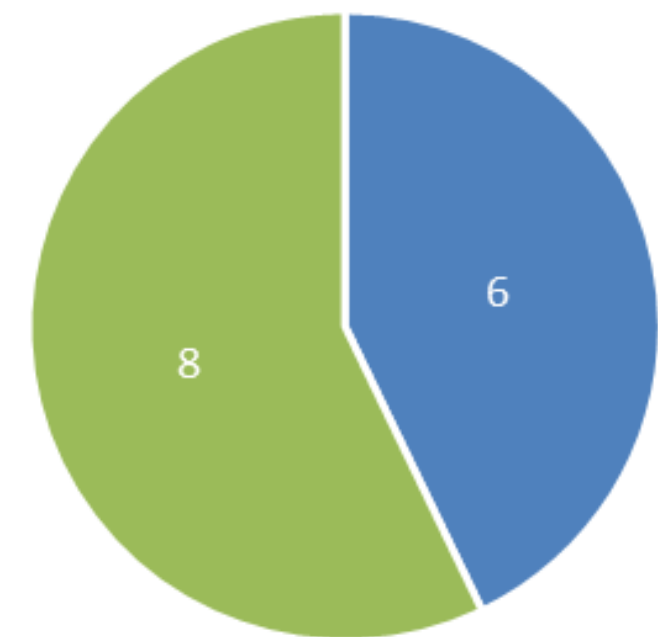
- The majority (80%) of organisations have an EDI forum, group or champion. The scope of these groups was mostly general EDI, however there are in some organisations separate groups which each deal with a specific protected characteristic.
- On the other hand only 53% of surveyed organisations are signed up to an EDI charter, framework or benchmarking scheme.

Do you have a E&D forum or group?



■ Yes ■ No

Is your organisation signed up to any formal E&D charters, frameworks or benchmarking schemes?



■ Yes ■ No

Findings: EDI Practices

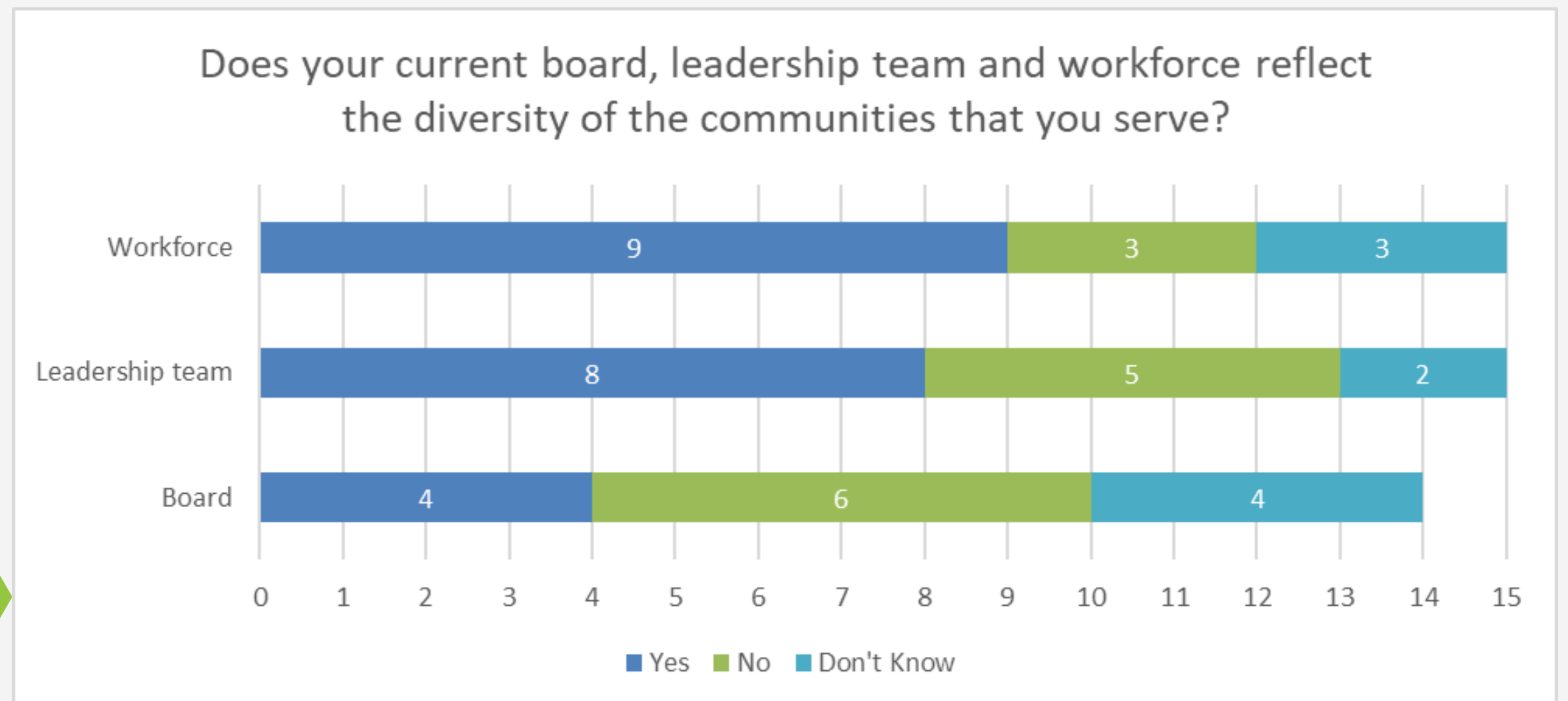


A range of approaches to improving EDI are in place across the surveyed organisations. The most adopted approaches as listed in the survey are:

- the provision of EDI training,
- the monitoring of the Gender Equality Gap,
- involvement in events, campaigns and/or diversity celebrations, and
- the routine monitoring of recruitment and retention in relation to protected characteristics

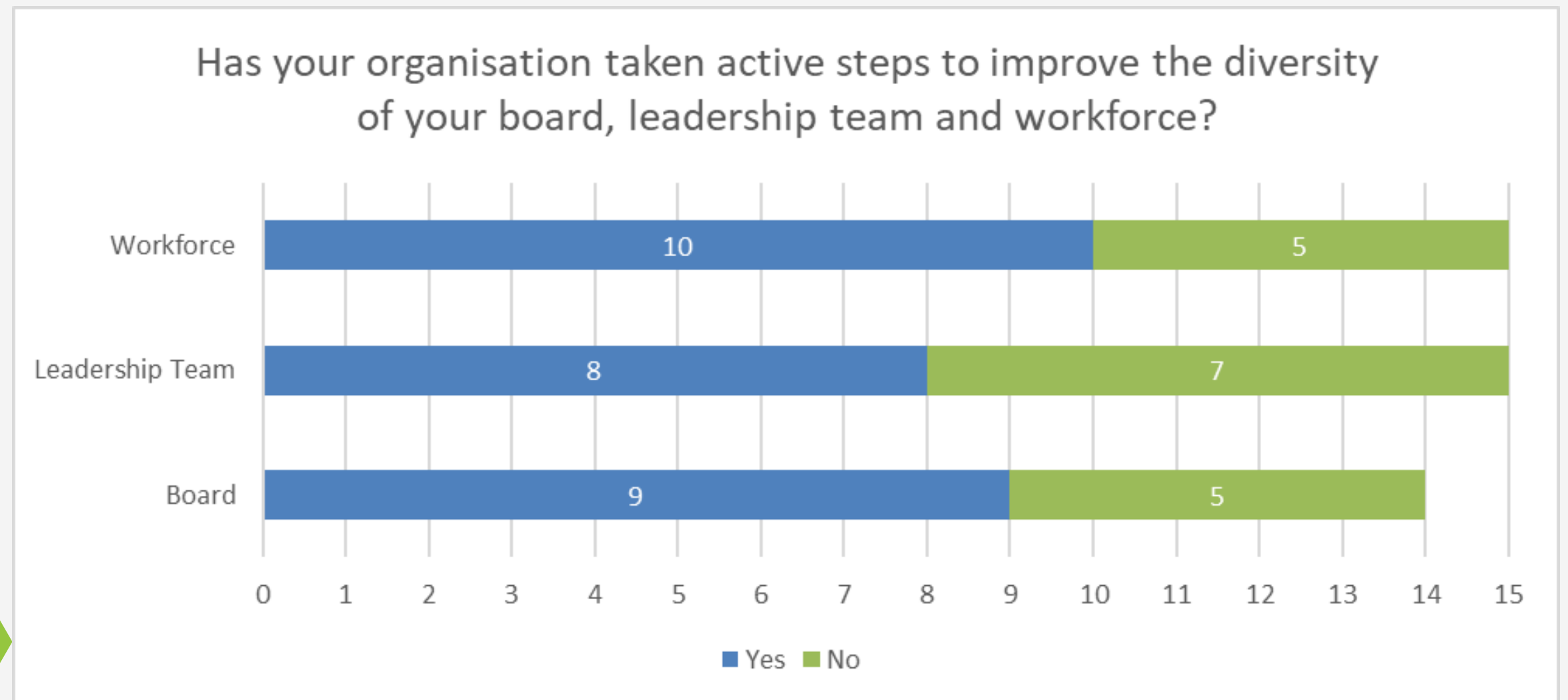
Findings: Diversity

- Only around 29% of respondents felt their organisations' Boards were representative of the communities served. This was slightly better for leadership teams (53%) and workforces (60%).
- Some organisations indicated that while there was representative balance for some characteristics, others were not as well reflected.
- A small number of organisations said that they did not know whether the organisation was representative, likely owing to a lack of data and/or non-disclosure around certain characteristics.



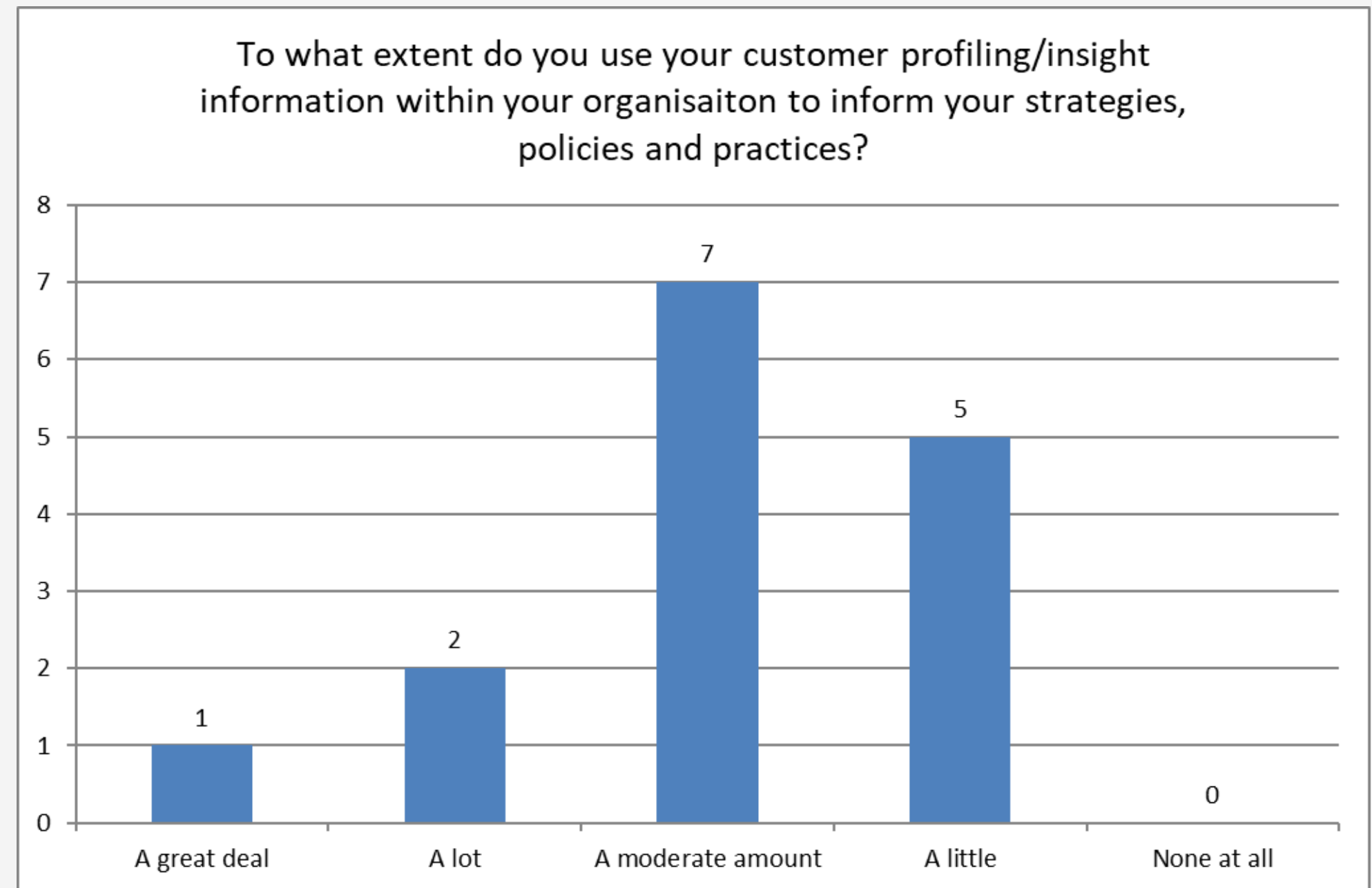
Findings: Diversity

- Many organisations are taking active steps to improve the diversity of Boards, leadership teams and workforces, using methods such as setting targets or monitoring KPIs around diverse recruitment, targeting diverse talent pools, and name blind recruitment.
- Those who stated they are not taking actions to improve upon diversity were likely to have answered positively to the previous question on whether their Board, leadership team and workforce are currently reflective of the communities they serve.



Findings: Customer Profiling

- Around 2/3 of organisations use customer profiling to at least a moderate degree to inform strategies, policies, and practices. When asked about specific challenges to gathering and utilising customer data to inform services, many organisations listed the reluctance of customers to disclose sensitive information as a key concern.



Reccomendations and next steps

Data

Take steps to improve the collection and utilisation of data on Customers, Workforces and Boards. Areas of focus may include:

- Collecting data more robustly on all protected characteristics (data on sexuality and transgender status appear to be key areas of focus in regard to being considered potentially sensitive information which is thus under collected/under shared)
- Communicating the benefits of sharing this data (i.e. around improving services, policies and procedures, removing potential barriers to accessibility), perhaps through targeted communications campaigns (particularly in the case of customers), and assuring subjects of data collection that their data is protected under GDPR and will not be shared or used maliciously
- Though gender pay gaps are generally well reported and analysed by organisations as per legal requirements, HDN encourage also gathering the relevant data to conduct other pay gap analyses such as ethnicity and gender to determine any patterns or disparities which require action

Reccomendations and next steps

Diversity and representation

Improve representation of local communities and customer bases within organisations, particularly in higher levels such as executive leadership and at Board level, and set specific targets to monitor progress on this. Actions to aid this could include:

- Using diverse recruitment outlets to widen the candidate pool
- Taking positive action in recruitment to improve the representation of specific underrepresented groups
- Targeting opportunities for learning and development at current staff from backgrounds which are generally underrepresented in higher levels of organisations- with the aim of equipping them with the skills and experience they would need to progress toward these roles

Board diversity is a particular issue. HDN believes taking a longer-term strategic view of improving Board diversity – including succession planning and Board trainees programmes – are more likely to be sustainable ways of ensuring that Boards reflect the communities that you serve.

Reccomendations and next steps

Local Collaboration

Organisations should aim to work and learn together around EDI:

- There are examples of best practice found within this study, and we would encourage KHG members to share and discuss good practices around EDI with one another regularly.
- Organisations would also do well to directly collaborate with one another around EDI, as this improves capacity particularly for smaller organisations who are perhaps unable to commit as much time or resources on their own

Working at a regional level will also help in the wider inequality agenda. Reducing regional inequalities is a complex area and requires a long-term, multi-faceted approach to be successful – tying in with the overall approach to EDI proposed in this study.

There are opportunities therefore (for example through the government's Levelling Up agenda) to address regional inequalities and provide opportunities for tenants and residents across the region. These could form part of a wider regional and collaborative approach to EDI adopted by housing organisations.

Reccomendations and next steps

Frameworks and Member Organisations

To help improve EDI performance across organisations, considering memberships with organisations like Housing Diversity Network will:

- Give organisations access to expert advice, tools and resources around EDI
- Provide opportunities to collaborate with, support, learn and gain best practice from other members of the organisation (both regionally and across the country) who are leading in areas of EDI

Commitment to various EDI charters or frameworks would also provide a level of guidance in what organisations must do to maintain/improve EDI (for instance around specific areas such as race or sexuality), as well as giving organisations something to hold themselves accountable against.



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