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## Our Diversity and Inclusion Objectives 2020-2024

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Our diversity statement is supported by our objectives which cover the whole reach of our impact – not just our internal practices.



**We want our commitments to deliver systematic organisational and cultural change, as well as positively impact the industry and our communities.**

We'll focus on the five following core areas of change:

- **Systems** – how we embed diversity and inclusion by systemic change through our systems, process and policies. This will be addressed by objective 1.
- **Internal** – how we use our networks and colleagues to support driving change. This will be addressed by objective 2.
- **Leadership/Board sponsorship** – how we increase ownership for diversity and inclusion through our leaders, actions, sponsorship and leading by example. This will be addressed by objective 3.

- **External** – how we support and influence the market and our partners. This will be addressed by objective 4.
- **Customer** – how we ensure the homes we help to deliver meet the needs of the community. This will be addressed by objective 5.

Each objective is sponsored by an Executive Director, who will play a key role in promoting, advocating and shaping the work.

These are our objectives for the next four years and they will be reviewed and published with our Annual Equality, Diversity and Inclusion report every year.

## Objective 1 Create a more inclusive colleague experience.

Senior sponsor:



**Lynda McMullan**  
Chief Finance Officer

Improve the experience that our colleagues and candidates have with us by ensuring the employee cycle, from recruitment and onboarding to our HR policies and ongoing workplace practices, are inclusive.

### We will achieve it by:

- Ensuring that our attraction, recruitment, onboarding, appraisal and exiting processes are inclusive and take into account our colleagues' and candidates' diverse range of needs and experiences.
- Quarterly monitoring of our diversity data and Gender Pay Gap.
- Improving our mandatory diversity and inclusion training, to ensure it is robust and effective.
- Using workforce data to identify barriers faced by certain groups, and developing data-driven action plans to address them.
- Supporting our colleagues' development by ensuring that opportunities are available and equally accessible to everyone.

### What success will look like:

- Candidate data will show an improvement in the diversity of applicants.
- Improved diversity make up of our colleagues across all levels.
- Improved diversity data declaration rates, allowing us to create data-driven action plans.

### Priorities for 2020/21

- Develop a diversity and inclusion recruitment strategy (including graduate recruitment).
- Undertake a diversity 'data cleanse', aiming for a 95% declaration rate.
- Improve our mandatory diversity and inclusion training offer.

## Objective 2

Work together to create acceptance and build an inclusive culture.

Senior sponsor:



**Amy Casterton**  
Chief of Staff

Work together to share individual experiences and raise awareness and acceptance. Demonstrate inclusive behaviours and lead by example, embracing the work of employee network groups, allies and individual role models.

**We will achieve it by:**

- Using our internal channels and platforms to recognise behaviours that support our diversity and inclusion agenda.
- Tackling bullying, harassment and discrimination and building confidence in challenging inappropriate behaviours.
- Formalising the way in which networks raise issues and influence the wider organisation.

**Priorities for 2020/21**

- Implement a framework for employee networks to provide common ways of working, which are aligned to corporate priorities and encourage sharing of best practice.
- Launch a series of virtual diversity and inclusion learning events.

**What success will look like:**

- Employee networks will be engaged in key process implementation and change management
- Increased number of visible diverse role models and shared success stories.
- Reduction in incidents of bullying and harassment.

## Objective 3

Leadership commitment and action.

Senior sponsor:



**Nick Walkley**  
Chief Executive Officer

Create a culture where the principles of equality, diversity and inclusion are visible and actively championed at a senior level and where our leaders are educated, empowered and confident in role modelling inclusive behaviours.

**We will achieve it by:**

- Holding our leaders accountable for inclusion in their teams and in challenging behaviour that goes against our values.
- Holding regular dedicated diversity and inclusion learning opportunities for senior leaders.
- Having senior leadership sponsorship of diversity and inclusion initiatives and of our employee networks.
- Leaders attend and encourage their teams to attend, diversity and inclusion training/network events to increase understanding, acceptance and inclusive behaviour and practices.

**What success will look like:**

- All network groups will have senior sponsors.

- Directors will take ownership of ensuring their directorate's operational policies, business processes and ways of working are inclusive.
- Leaders will engage with partners and colleagues on diversity and inclusion themselves.

**Priorities for 2020/21**

- All network groups, diversity and inclusion objectives and key diversity and inclusion initiatives will have a senior sponsor.
- Develop a mentoring and reverse mentoring programme for network members and directors.
- Increase understanding and acceptance by senior leaders of different groups through a series of training sessions.

## Objective 4

Work with our partners and suppliers to help create a more inclusive industry.

Senior sponsor:



**Stephen Kinsella**

Chief Land and Development Officer

Lead by example by setting expectations on those who want to work with us and enable the sharing of best practice with our partners.

### We will achieve it by:

- Using our relationships with our stakeholders to collaborate with and learn from them by sharing ideas and best practice.
- Supporting industry-wide diversity and inclusion initiatives.
- Raising awareness about our commitment to diversity and inclusion to the sector through presentations, meetings and via social media.
- Setting diversity requirements for our supply chain through our procurement processes.

- Diversity and inclusion discussions integrated into mainstream industry events.
- Growth of active networks within the industry where best practice is shared.

### Priorities for 2020/21

- All future panel procurement to request diversity and inclusion commitments from panel members.
- Homes England representation across all relevant Building Equality regions.
- Diversity and inclusion to be spoken about at all panel framework meetings.

### What success will look like:

- Improved experience and representation of diverse groups within the industry, evidenced through existing industry-wide survey.

## Objective 5

Deliver homes for the communities we serve.

Senior sponsor:



**Lou Downe**

Director of Transformation

Promote and actively contribute to the delivery of housing that meets the needs of people with protected characteristics.

### We will achieve it by:

- Providing training to colleagues to increase understanding of the on the Public Sector Equality Duty.
- Monitoring the impact of homes supported by Homes England on diverse communities.
- Improving our understanding of the housing needs of the diverse communities, identifying gaps in the current market and taking steps to address them.

- Homes England leading projects to understand housing inequalities and exploring them with partners and stakeholders.

### Priorities for 2020/21

- Roll out training on the Public Sector Equality Duty.
- Identify methods of improving data collection to demonstrate the impact of homes delivered on diverse communities.

### What success will look like:

- Improved understanding of the Public Sector Equality Duty internally, evidenced by more robust considerations about the impact of our work on our communities.