



# G15 Diversity Report: Looking To The Future

June 2025



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## Foreword by Fiona Fletcher-Smith Outgoing G15 Chair and Chief Executive of L&Q

**It has been a real honour to lead the G15 over the last two years - particularly witnessing the progress members have made in delivering our Ethnic Diversity Pledge, first launched in 2020.**

This report provides an update about the G15's progress in ensuring that ethnic minority people across our organisations are invested in, represented, and included. Since 2020, we have become more ethnically diverse, supported 117 individuals on the G15 Accelerate Programme and are now hosting our fourth G15 Ethnicity in Housing Awards.

Also included in the report are case studies showing the incredible and much needed work G15 members are doing to boost diversity, equality and inclusion. Peabody's Black on Board Programme, Guinness Partnership's work to recruit more older workers and Southern's programme to embed inclusive recruitment practices represent a small part of the collective effort G15 members have undertaken to make progress against our Ethnic Diversity Pledge.

The volunteer led UNIFY Network has reached thousands of colleagues across the G15 through events, networking sessions and mentoring opportunities. These have helped drive change, creating more equal, diverse and inclusive organisations.

Whilst we've made progress, the report shows that more still needs to be done. In 2020, the G15 set a target that 30% of our boards would be ethnically diverse by 2025. We haven't yet achieved this, partly due to a number of mergers which have taken place since then. However, we remain committed to achieving this, whilst working to ensure that all colleagues can reach their full potential.

All of us have a role to play in making our organisations truly representative of the communities we serve. The change we have seen across the G15 in the past five years is significant, but now is the time to harness the power of our shared diversity to go further and faster.

I would like to thank everyone who has worked to help realise the G15 Ethnic Diversity Pledge over the past five years. Without you, none of this would have been possible.

It has been a privilege to see the change so far, and I know that Ian McDermott, my successor as Chair, will continue to drive us forward towards achieving equity and justice across our organisations in the future.

## About the G15

The G15 is made up of London's leading housing associations. The G15's members provide more than 850,000 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. Last year our members invested almost £1.5bn 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 a significant proportion 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 on our website: [www.g15.london](http://www.g15.london)



## G15 Members



## G15 Ethnic Diversity Pledge

**Five years after the launch of the G15 Ethnic Diversity Pledge of 2020, we stand at an important moment of reflection and renewed commitment**

Our members of the G15 began on this journey with clear intentions: to ensure our leadership reflects the diverse communities we serve, to build greater trust with residents, and to enhance our decision-making processes through diverse perspectives.

This report documents the collective progress we've made and the ongoing challenges we face in transforming these aspirations into reality. The housing and community development landscape has evolved significantly since 2020, especially within the group itself.

Several of our members have completed mergers and acquisitions during this time, which has broadened the G15's scope to now include areas outside of London. Despite these changes, we remain steadfast in our commitment to meaningful change. We recognise this work is not a project to succeed in and then put to the side, but a permanent duty to weave into every aspect of what we do.

This assessment not only holds us accountable but also guides us in becoming truly representative organisations that better understand and meet the needs of all residents.



## ETHNIC DIVERSITY PLEDGE

### We commit to being more ethnically diverse at all levels of our organisations

- We will invest in our G15 employer brand focusing on “Positive about ethnic minority talent” by promoting and welcoming diversity in our organisations
- We will attract ethnic minority talent, including on our Boards, by adopting targeted recruitment initiatives to attract talented ethnic minority 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 encourage our senior leaders to act as allies who seek to better understand barriers while supporting, amplifying, and advocating for ethnic minority colleagues.

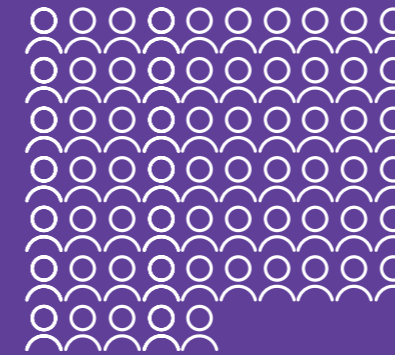
### We will collaborate to invest in and support our ethnic minority talent

- We will continue to invest in the G15 Accelerate programme to support existing staff and expand our pipeline of talented staff ready for management and leadership roles.
- We will work together 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 ethnic minority colleagues, accompanied by development opportunities and progression plans developed with the individual based on what they need to achieve further success
- We will seek and share feedback from colleagues about their views and experiences and where we must improve.

### We will celebrate ethnic minority colleagues’ achievements

- We will annually recognise ethnic minority colleagues’ achievements and successes.
- We will showcase talented ethnic minority role models to encourage new talent.
- We will each seek out an ethnic minority mentor, together with other learning opportunities, 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.

## WHERE ARE WE NOW?



117

Colleagues have completed the Accelerate programme since its launch in 2022, a high-calibre leadership and development programme for ethnic minority managers and an initiative introduced to meet the commitments of the G15 ethnic diversity pledge.



1 in 7

Almost 15% of G15 members’ boards are now ethnically diverse – missing out on our target of 30% by 2025.



21%

Representation of minority ethnic people on our committees has increased to 21% since the pledge was signed.

## Our commitments in action

### PLEDGE 1

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

In 2020, we made a public commitment to ensure that by 2025, at least 30% of our boards would be ethnically diverse. As we reach the end of this period, we recognise that we have not yet achieved this goal.

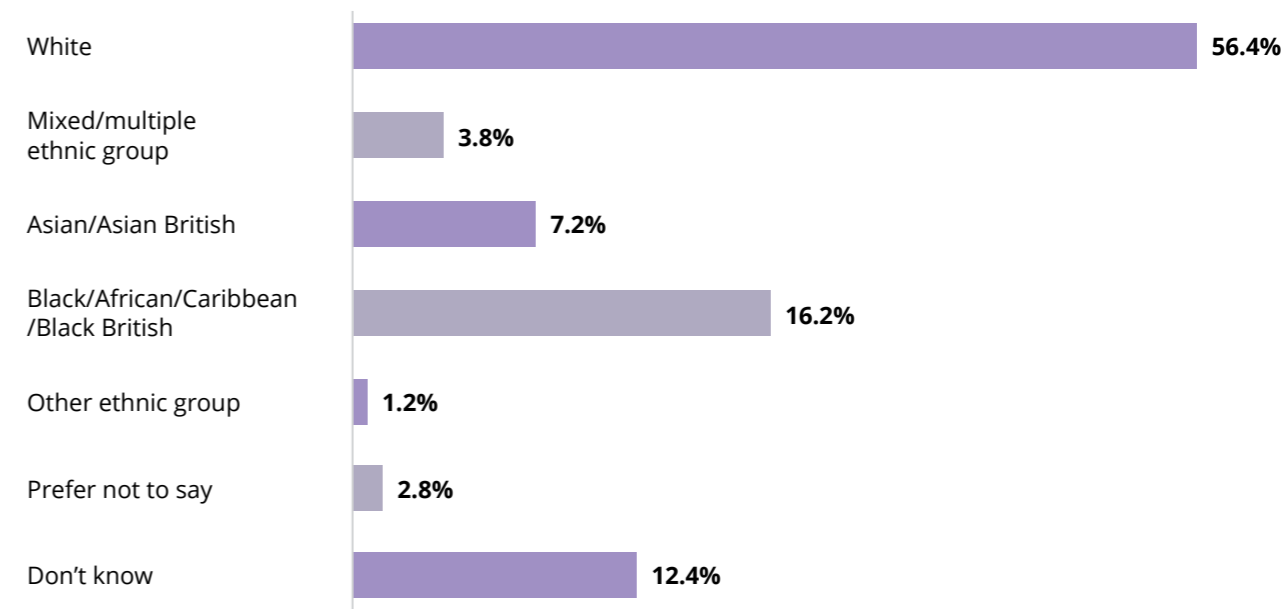
As of January 2025, 14.1% of board members across the G15 are ethnically diverse. This represents a disappointing fall in the proportion of representation since 2022 which had stood at 23%. While this is in part due to the impact of mergers and the inclusion of new members who are not predominantly London-based, we must be honest in acknowledging that progress has not been as fast or as sustained as we had hoped.

We are disappointed that we have not met the commitment we made. While there has been meaningful progress in strengthening board-level diversity - most notably by The Hyde Group and Peabody, whose boards are now 25% ethnically diverse, and L&Q at 22.2% - it is clear that, as a group, our overall progress has fallen short. We recognise that more must be done, and we are committed to doing better moving forward.

Whilst these are disappointing results at board level, we remain encouraged by the diversity that exists across our wider workforce, as our colleagues continue to reflect the communities we serve. Notably, 16.2% of our workforce identify as Black, African, Caribbean, or Black British – four times the UK workforce average and 3% above the proportion within London's population. This is something we value, and we remain committed to supporting all colleagues to reach their potential.

Looking at the diversity across our Group Committees, we are pleased to see 21% of members are from ethnically diverse backgrounds. These committees play a vital role in holding our boards and executive teams to account, and we are resolute in ensuring that these important groups continue to represent the communities they serve.

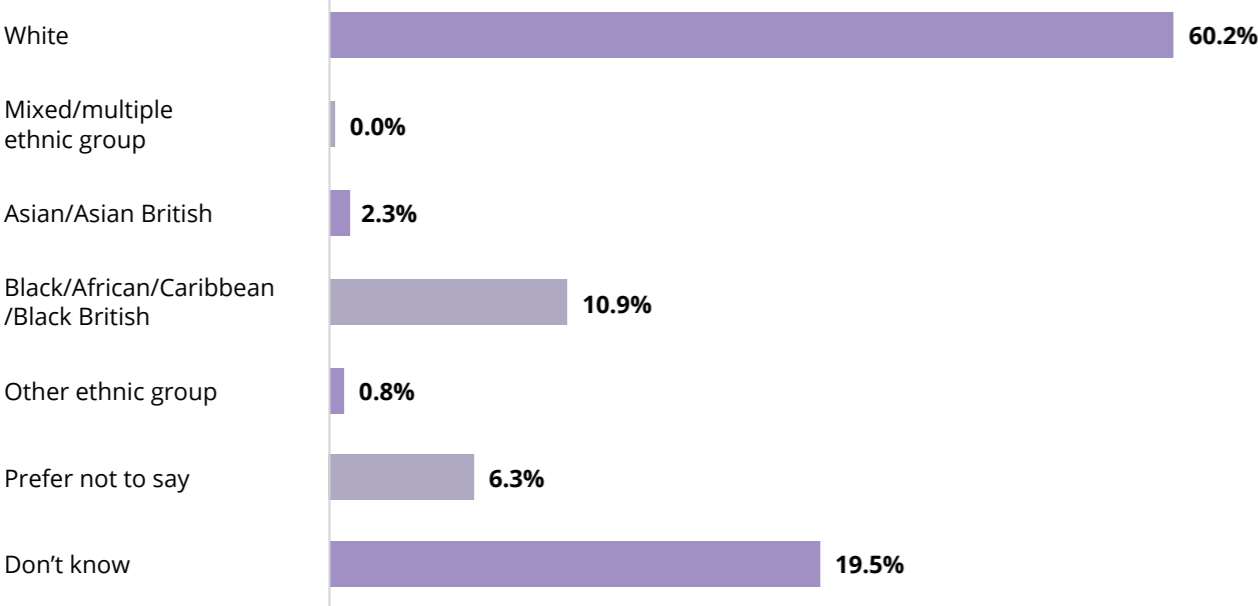
### Ethnicity - Workforce Percentage %



Total 100%

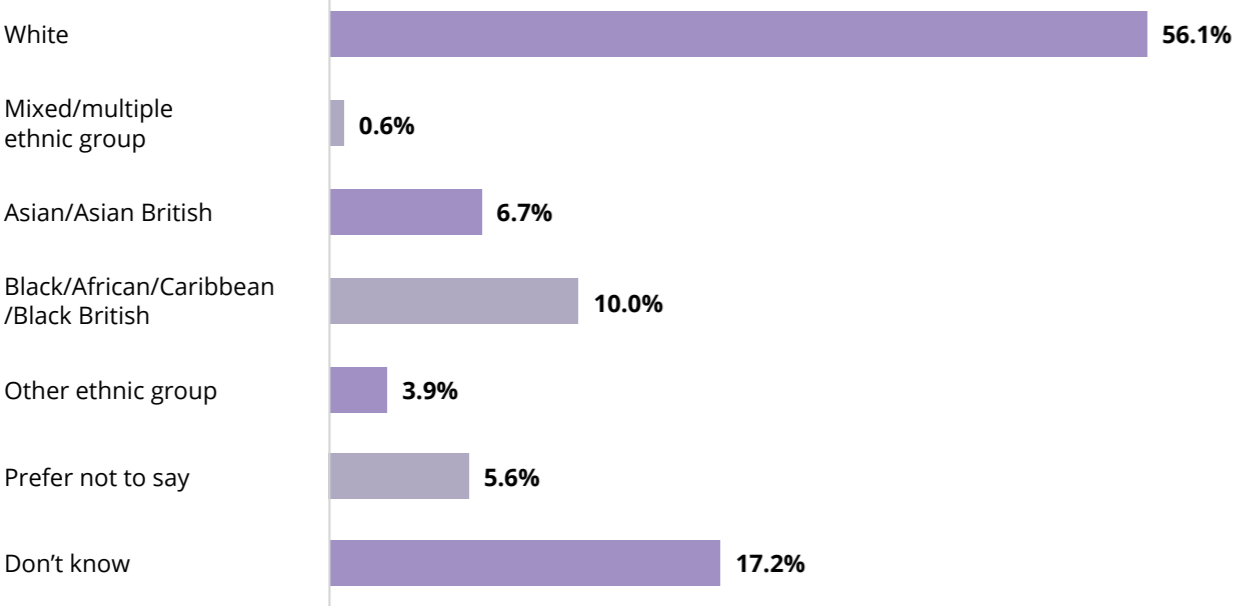


Ethnicity - Group Board %



Total 100%

Ethnicity - Group Committees %



Total 100%

Another key part of Pledge 1 was a commitment to transparency:

**“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.”**

This report represents a major milestone in that journey. It is the first G15-wide diversity report to include data across all protected characteristics, as well as new insights into socio-economic background, caring responsibilities, and wider elements of our workforce composition. You can read more about the diversity of our people and where gaps still exist in the pages that follow. This is a vital step in continuing to identify where change is needed and how we can work collectively to deliver it.

We also committed to strengthening our employer brand and celebrating the talent that exists across our organisations:

**“We will invest in our G15 employer brand, building on ‘Positive about ethnic minority talent’ and by promoting and welcoming diversity in our organisations.”**

Our members have made significant progress in this space, investing in impactful workshops, inclusive leadership training, networking events, and tailored mentoring programmes – many of which are promoted on our members’ social media platforms and websites. These initiatives not only support colleagues internally, but also reinforce our external message: that G15 organisations are places where diverse talent is recognised, developed, and championed.

Looking ahead, we’re excited to announce that the G15 website will soon be updated to include a dedicated Diversity and Inclusion section. This new space will showcase the brilliant work happening across our member organisations, while also celebrating the colleagues at the heart of this progress.

As part of this update, we’ll be launching an Alumni Section – a platform that shines a spotlight on the talented individuals who have completed key development programmes such as G15 Accelerate, Leadership NOW!, and Leadership 2025. These initiatives have supported the career journeys of many exceptional colleagues, and we are proud to put them front and centre, highlighting their stories and contributions across the sector.

Although we have not reached the 30% board diversity target, our commitment to ethnic diversity and inclusion remains as strong as ever, and we are proud to have made meaningful progress on other parts of our pledge as noted above and throughout the report. We will continue working with colleagues and groups like UNIFY, recognising there is more to do, and are committed to learning, adapting, and acting to drive lasting change.

## PLEDGE 2

## We will collaborate to invest in and support our ethnic minority talent

A central pillar of pledge 2 has been the G15 Accelerate programme, our flagship leadership development course designed to support ethnic minority managers in their career progression. We're proud to share that as of 2025, three cohorts have now completed the programme, with an impressive 117 colleagues successfully achieving a Chartered Management Institute (CMI) qualification.

Delivered in partnership with One Academy, Accelerate offers a dynamic and high-impact experience combining masterclasses with Chief Executives,

executive coaching, and interactive workshops. Graduates from the programme consistently report greater confidence, improved leadership skills, and an enhanced ability to drive change within their organisations. Many have already taken on new roles or promotions, applying their learning and leadership in practice.

The latest cohort which will be celebrated at the upcoming G15 Ethnicity in Housing Awards had a 72% qualification achievement rate of which over 90% of these were a Distinction.




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**“Taking part in the G15 Accelerate Programme was truly a once-in-a-lifetime opportunity. I gained numerous skills that have significantly benefited both my professional career and personal life.**

**During the workshops, I learned about different leadership styles and how to motivate people rather than just managing them. A key takeaway was the importance of building strong relationships and striving for win-win situations where everyone benefits.**

**The monthly sessions with the G15 CEOs were particularly eye-opening. They were all very down-to-earth, showed humility, and shared how they brought people along with me during their journeys. Their advice helped me become my authentic self, which in turn gave me the confidence to work with other senior leaders in my organisation.**

**To me, the most valuable aspect of the programme was learning about emotional intelligence. This has enabled me to build better relationships with people and understand what motivates them. More importantly, I learned a lot about myself and the impact my actions have on others.**

**Finally, it was also great meeting fellow housing professionals from black and ethnic minority backgrounds. We all faced similar challenges, were going through mergers and restructures as well as balancing assignments with workloads. We supported each other throughout the journey and have hopefully made friendships that will last a lifetime.”**

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**Parveen Agnihotri**, Communications Lead and G15 Accelerate 2024/25 graduate/

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**“I am privileged to have participated in the G15 Accelerate Programme, an experience that has significantly influenced my professional development.. The journey, though challenging, has proven to be invaluable, refining not only my decision-making abilities but also developing a strong mindset.**

**Networking with diverse cohorts has been a highlight, with relationships that have extended beyond the programme itself. The unwavering support from G15 coaches, mentors, and HR has been exceptional, creating an environment for growth**

Beyond Accelerate, G15 members continue to invest in the wider development of staff networks and talent pipelines.

This year, we are proud to say we have met our pledge to actively support staff networks. Most members now provide allocated budgets and time for their networks to spend on events, initiatives, and awareness campaigns – giving these groups real freedom to lead, connect, and influence.

**and learning. Incorporating workshops and masterclasses from CEOs, directors, and other high-ranking professionals seamlessly complemented the overall learning experience.**

**I am now well-equipped with the experience necessary to confidently take the next step in my career. In summary, the G15 Accelerate Programme has been a transformative experience, giving me the tools and confidence to excel in my professional journey.”**

**Arnold Smith**, Senior Project Manager and G15 Accelerate 2024/5 graduate.

More importantly, network chairs are increasingly given a seat at the table, joining CEO and executive board meetings to share insights and raise issues that matter to their members. This is a significant step forward in ensuring lived experience has a voice at the highest levels.

A powerful example of this was UNIFY's conference, which brought together race and ethnicity networks from across the G15, along with CEOs and senior leaders.

The event provided a vital space to celebrate the progress made, highlight the impactful work of our networks, and also have honest conversations about where support is still needed. The message was clear: our networks are a driving force for change – and we must continue to listen, empower, and act.

While these programmes and platforms are making a difference, we know we must go further to create lasting opportunities for

our ethnic minority talent. Development programmes alone aren't enough – we must ensure that career progression is possible within the G15.

We're actively exploring ways to make this happen, including better sharing of vacancies across the group and enabling secondments between member organisations to help talented individuals grow without needing to leave the housing sector.



## PLEDGE 3

## We will celebrate ethnic minority colleagues' achievements



One of the standout successes of our work under Pledge 3 has been the launch and continued growth of the G15 Ethnicity in Housing Awards. Now in its fourth year, this event has become a cornerstone of our commitment to recognising the incredible contributions of Black, Asian, and ethnic minority colleagues who are driving change across our organisations and the communities we serve.

Since the inaugural ceremony, more than 30 exceptional individuals and groups have been recognised for their impact, leadership, and dedication to equity. These awards are more than just a



moment of celebration – they are a vital platform for visibility, appreciation, and inspiration. And in 2025, we are proud to be hosting our biggest event yet at County Hall, where we will once again shine a spotlight on the next group of changemakers shaping the future of housing.

While we are proud of these awards, their true power lies in the voices of the winners and attendees, whose reflections capture just how much this recognition means – and why we must continue to champion our diverse colleagues:

**“It was a really surreal feeling, a real ‘pinch me’ moment...These groups don’t always get the recognition we deserve, so it was a really nice moment for the little bit we’ve done, and the difference we’ve made for colleagues and outside the organisation in our communities, to be recognised. It was a fantastic feeling, as lots of effort goes into what we do and we are passionate about making a difference.”**

**Violet Pugh**, RISE, MTVH and UNIFY 2022 Winner.

**“I really was not expecting to win because I recognised all the names of the colleagues who had been shortlisted and I know about all the amazing work that they have been doing. I had really accepted that this award was not for me. So when my name was called out, it was really unexpected. But it was really nice, it was amazing to be recognised. It’s the things you do outside of your job that you are not quite sure how many people are aware of. Even receiving a nomination is an amazing way of seeing that people really recognise the work that I am doing.”**

**Rebecca Burton**, Network Homes, 2022 winner.

**“As the winner of the G15 Ethnicity in Housing Awards 2023, it’s encouraging to look back on our journey and achievements. Kaleidoscope challenged our leaders to do better. As a result, we have seen a shift in representation at senior level and gained the trust and respect of our members and the wider organisation.”**

**Elaine Lewis**, Kaleidoscope staff network, L&Q and UNIFY 2023 winner.

**“Being in the sector for almost 20 years, I’ve seen first hand the benefits and importance of having diverse voices represented in key discussions around the table. Collectively, our organisations house and support diverse communities. So it stands to reason that incorporating diverse view points and experience into the culture of our organisations, the type of work we deliver, how we deliver it and at all levels of our management and governance structures, will better meet the needs of our customers and communities. I know the work I do would not be nearly as impactful without the insight and contributions of a variety of people - from different walks of life.”**

**Chichi**, Hyde Housing, 2023 Winner.

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**“Winning the G15 ethnicity award for outstanding achievements means a lot to me. It’s a legacy that I will pass onto the next generations. A testament of the amazing work Southern Housing is doing to increase our efforts in promoting EDI and showcasing awesome talents of our diverse colleagues, especially in the world where EDI has become a tick box exercise.”**

**Lola Oyewusi**, Southern Housing, 2024 winner.

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**“We are so proud, I didn’t actually think we were going to win anything to be honest with you. This actually means more than the individual awards if we’re honest, because we’ve put so much work into this staff network.”**

**Richelle Nelson**, Cultural Energie, Notting Hill Genesis 2024 winner.

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**These stories are not just inspiring – they are a testament to the strength, resilience, and brilliance of the people shaping our sector.**

Alongside celebrating achievements, we are committed to deepening our own understanding and leadership through the powerful tool of reverse mentoring

**“We will each seek out an ethnic minority reverse mentor, together with other learning opportunities, to help develop our own understanding of ethnicity and disadvantages that minorities can face.”**

Since the pledge was made, as a group we have updated reverse mentoring to use the term “reciprocal mentoring.”

We have decided to adopt this approach as reciprocal mentoring is built on the idea that both parties have valuable experiences and insights to share. Whereas in contrast, reverse mentoring typically positions less senior individuals as the mentors, and senior leaders as learners, which can unintentionally reinforce a power imbalance. A special thank you to the CEO of MTVH Mel Barrett who pushed forward this change.

Looking at this commitment over the past five years, many G15 Chief Executives have taken part in reverse, and more recently, reciprocal mentoring. Some of those leaders have since moved on from their roles, but all shared how valuable the experience had been. These relationships challenged assumptions, built understanding, and helped to drive change at the highest levels. As we enter a new chapter, we’re pleased that new CEOs joining the G15 are continuing this practice by seeking out colleagues this year to begin reciprocal mentoring relationships, recognising the value of learning directly from the lived experiences of others.

Our work under this pledge may have begun with a focus on recognition and reflection, but it has grown into a movement of celebration, listening, and learning. We remain committed to keeping our ethnically diverse colleagues front and centre, both in the spotlight and around the decision-making table.

# UNIFY Network: A Five-Year Journey of Impact and Inclusion

**Founded by staff network leads, UNIFY Network is a volunteer led network that serves housing to accelerate inclusion, leadership and equitable opportunities for ethnically diverse colleagues and communities.**

The work of UNIFY Network also aligns closely with consumer regulatory standards. By promoting inclusivity, supporting professional development, and engaging communities, we help housing providers meet regulatory expectations that emphasise fair treatment, non-discrimination, and equal opportunities for all tenants and residents. Our initiatives, such as our flagship Leadership Now Programme, and Staff Network Forum, contribute to building a diverse and capable workforce, which is essential for meeting consumer standards related to service quality and tenant satisfaction.

**We are proud to have played a pivotal role in the creation of the G15 Ethnicity Pledge in 2020 and continue to support its objectives.**

## UNIFY Network will support the G15 Ethnic Diversity pledge by:

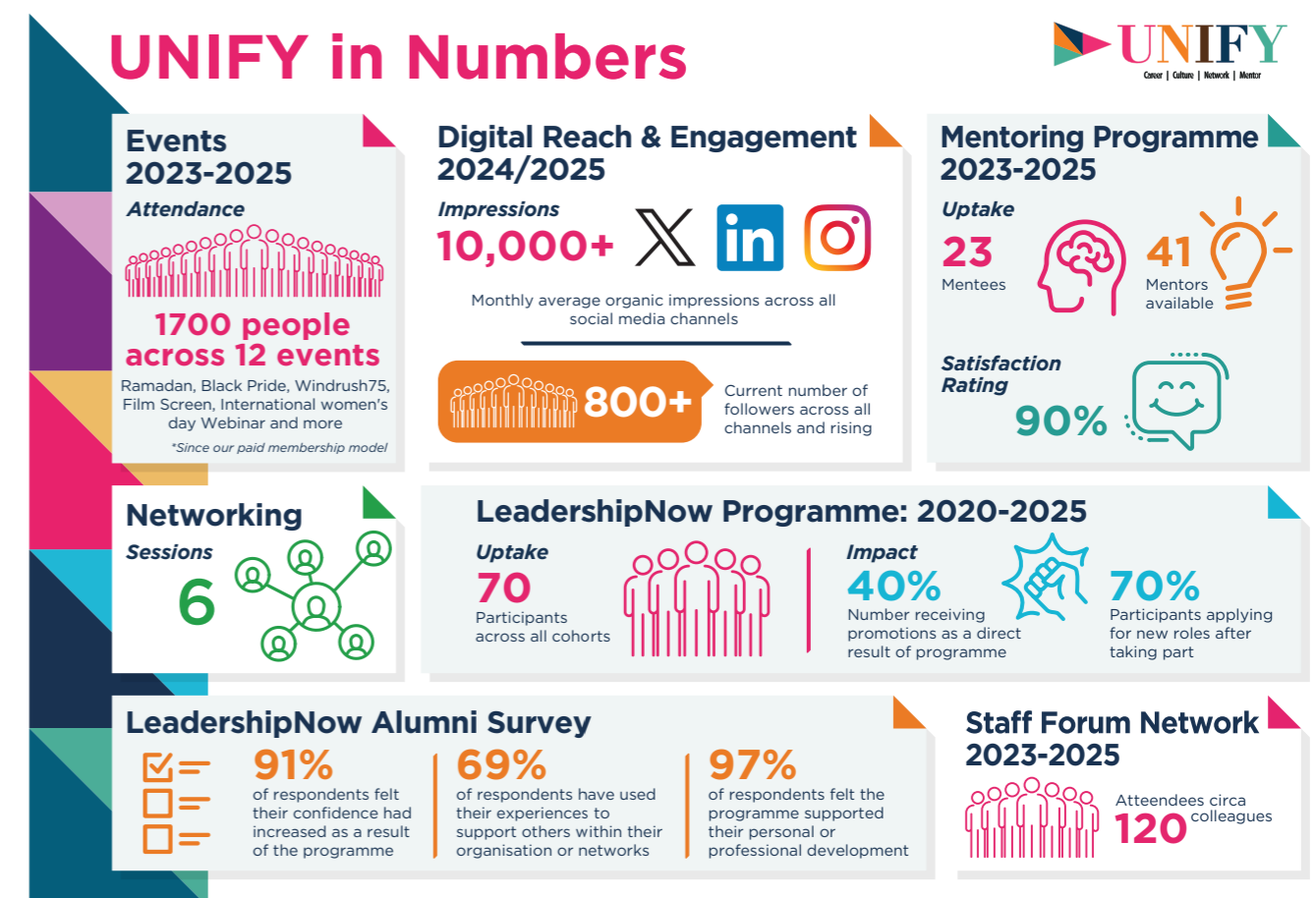
1. Acting as a facilitator for our members
2. Partner with other organisations to extend/strengthen our reach in housing
3. Be a leader in the services we provide
4. Respond to all unmet needs of our members
5. Create innovative solutions to members issues
6. Create a positive impact on current and future generations.



Since the 2023 G15 Ethnic Diversity Pledge report, UNIFY has remained steadfast in its commitment to supporting the delivery of the pledge. With the introduction of our funded corporate membership model in 2023, we have been able to deliver a robust programme of activities aimed at promoting inclusivity across our member organisations and sector wide. We listened to our network members, engaged with the wider sector and co-created bespoke events, sessions and workshops with partner organisations.

We provided career development opportunities by partnering with Gatenby Sanderson a Leadership & Talent Consultancy. Together we developed a leadership programme (Leadership Now) that truly equips colleagues with leadership skills, confidence, and most importantly access to career opportunities. Our Staff Network Forum have provided crucial platforms for colleagues to share best practices and safe spaces to collaborate and network. While our fully subscribed G15 Development Mentoring Programme has also further strengthened our efforts to meet our commitment to the pledge.

**Our reach and impact over the past two years since we introduced a paid corporate membership model:**



## Looking ahead

Staff network groups are vital in driving change, as shown by a recent survey of our Staff Network Forum members. The survey identified key areas where UNIFY members want continued support: best practice facilitation, peer-to-peer support, action learning, and information exchange.

To enhance our support, we are investing in our staff forum network and relaunching it in July. We are excited to announce that we will be working with an external facilitator to run our quarterly staff network forum activities to deliver an even richer offer for staff network leads.

We would also like to recommend that every organisation continues to invest in creating, growing, and empowering staff networks by allocating committee members more 'in work' time, backed by senior manager support and reasonable budgets. Recognising the efforts of staff network chairs and committed volunteers in personal development plans is also essential.

In addition to supporting staff networks, we want to see organisations commit to improving ethnically diverse talent rosters and succession planning. This would create more opportunities for progression for ethnically diverse colleagues who seek it. Currently, ethnic diversity in leadership, especially at the executive level, remains lower than in the wider workforce and communities. As noted in this report, there has not been significant improvement at the Board level, with a decrease from 23% in 2022 to 14.1%. We need to work harder to increase representation at the Board level.

While we acknowledge the progress made since the inception of the pledge, more work is needed to ensure that leadership and representation in our organisations reflect the communities we serve.

There have been some great success stories, but we believe there are areas for improvement in existing initiatives like Accelerate, Leadership Now, and Leadership 2025. Feedback from colleagues who have participated in these programmes indicates that while they gain valuable personal development skills, this does not always translate into progression opportunities within the sector. We believe this could be improved by reviewing some recruitment practices.

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**We would also like to recommend that every organisation continues to invest in creating, growing, and empowering staff networks by allocating committee members more 'in work' time, backed by senior manager support and reasonable budgets**

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## Thank you

We extend our gratitude to the G15 CEOs and senior leaders who committed to the pledge five years ago and we hope the commitment to accelerating inclusion and representation opportunities for ethnically diverse colleagues continues.

A special thanks to Geeta Nanda (previous CEO of MTVH, and G15 Chair) Kate Davies (previous CEO of Notting Hill Genesis) and Vipul Thacker (Executive Board Member at Notting Hill Genesis) Jamie Ratcliffe (previous Executive board member at Sovereign Network Group) for their unwavering commitment to ensuring the voices of the underrepresented colleagues are heard.

Finally, we would like to thank our partners and all G15 Corporate member organisations that continue to work with us including the Chartered Institute of Housing, Gatenby & Sanderson, Houseproud, The Housing Diversity Network, The London Diversity Group, Olmec, The Social Housing Roundtable, and Women in Social Housing.

## Understanding Our Workforce

As housing providers with a deep social purpose, the G15 recognises our responsibility to lead the way in building truly inclusive and equitable organisations. The case for equity, diversity, and inclusion (EDI) is not just a moral one – it's also a strategic imperative. When our organisations reflect the communities we serve, we build greater trust, unlock innovation, and perform better.

Back in 2020, research by the National Housing Federation highlighted what many of us already knew – that diverse teams fuel stronger organisational performance. Drawing talent from the broadest possible pool strengthens decision-making, deepens insight, and creates a competitive edge. And when leaders reflect the people they lead, they earn trust that can't be bought.

Following that research, the Federation launched its EDI data collection tool, gathering workforce data across the housing sector in 2021 and again in 2023. All G15 members participated in this important work, contributing to a national picture of where the sector stands.

However, until now, we had not taken the opportunity to analyse our own collective diversity as a group. As we reached the conclusion of our G15 Ethnic Diversity Pledge – and at a time when conversations about inclusion are more urgent than ever, both in our sector and globally – we agreed that this was the moment to look inward.

So, for the first time, we have gathered and analysed diversity data across the G15 as a group. This includes data across all protected characteristics, as well as additional insight into socio-economic background and caring responsibilities. As the largest housing associations in London, understanding how representative we truly are is crucial.

This data will strengthen the impact of our pledge work and help shape our next steps. Most importantly, it gives us a clearer view of where we are now – and where we need to focus our efforts to attract, retain, and celebrate the diverse talent that makes London such a vibrant, dynamic place to live and work.



## Language and Terminology

**Before diving into the results of our diversity data collection, it's important to take a moment to reflect on the language and terminology we've used – and why we've used it.**

We recognise that identity is personal, fluid, and complex, and that no single label or category can ever fully reflect the depth of individual experience. When developing our data collection template, we were mindful of this – while also recognising the need for consistency, clarity, and comparability across the group and the wider sector.

To guide this work, we drew on a range of respected frameworks, including guidance from the Office for National Statistics (ONS), the Government Statistical Service (GSS), and the National Housing Federation (NHF). These frameworks enabled us to align with national benchmarks and ensure a harmonised approach with the NHF's existing work.

This is why, throughout this report, you'll see specific terminology used – for example, "sexual orientation" rather than "sexuality", and a distinction between "sex" and "gender identity". These are not arbitrary choices, nor do they attempt to oversimplify people's experiences. Instead, they reflect the current best practice in demographic data collection, allowing us to build a clearer picture of who we are as a workforce, while holding space for the nuance that data alone cannot capture.

We also want to acknowledge the limits of standardised data. Tick boxes and drop-down lists can never tell the full story – which is why our members continue to create space for lived experience through staff networks, listening sessions, and inclusive engagement. Many G15 members already consult with colleagues on the language they feel best represents their identity, and that feedback is invaluable in shaping how we talk about diversity.

Looking ahead, we know that consistency across our group is key. That's why, following this work, we're reviewing the varied terminology currently used across our organisations. We're committed to working collaboratively with our Diversity & Inclusion leads, as well as external partners like UNIFY, HouseProud, Women in Social Housing, and the National Housing Federation.

Our goal is to ensure that this framework is not only robust and inclusive, but also practical – something that can be readily adopted by our members, and hopefully, inform approaches across the wider housing sector too.



## Diversity of our workforce

### Key Findings

Our collective workforce comprises of 31,326 employees across 11 member organisations, representing a diverse range of backgrounds, experiences, and identities. This diversity strengthens our ability to serve communities effectively. While we've made significant progress in many areas, our data highlights important gaps - particularly in senior leadership representation as noted above and comprehensive data collection that require focused attention.

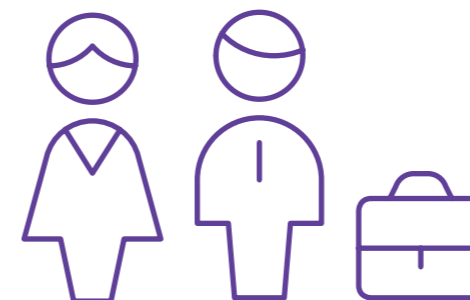
**Across the protected characteristics, our analysis shows these key insights:**



### Age

Our workforce shows a balanced distribution centred around mid-career professionals, with the 30 - 39 and 40 - 49 age bracket forming our largest cohort at 24.6% and 24.5% respectively - providing a foundation of experience while highlighting opportunities to develop both emerging talent and senior expertise.

Age	Workforce number	Workforce %
<20	106	0.3%
20-24	1,153	3.7%
25-29	2,650	8.5%
30-34	3,970	12.7%
35-39	3,745	12.0%
40-44	4,347	13.9%
45-49	3,327	10.6%
50-54	3,966	12.7%
55-59	3,587	11.5%
60-64	3,145	10.0%
65-69	946	3.0%
70-75	317	1.0%
Prefer not to say	0	0.0%
Unknown	62	0.2%
<b>Grand Total</b>	<b>31,321</b>	<b>100%</b>



# 24.5%

Of our workforce are aged between 40 -49 years old.

Ethnicity

Our organisations show encouraging ethnic diversity, with 56.4% of employees identifying as White and a significant portion - 16.2% identifying as Black/African/Caribbean/Black British. This figure significantly exceeds national representation.

Conversely, our data shows that colleagues identifying as Asian/Asian British make up 7.2% of our workforce. This is significantly lower than the London population average of 20.7%, representing a gap of 13.5%. However, when looking at our executive teams Asian/Asian British make up 7% whilst Black/African/Caribbean/Black British make up 5%.

This suggests that, although representation at entry and mid-level roles remains an area for improvement, Asian colleagues may face fewer barriers to progressing into senior leadership positions compared to their Black colleagues. It highlights the need for us to do more to support and remove systemic barriers for our Black colleagues to ensure equitable progression opportunities across all ethnic groups.

Ethnicity	Workforce number	Workforce %
White: Total	17,678	56.4%
Mixed/multiple ethnic group: Total	1,178	3.8%
Asian/Asian British: Total	2,251	7.2%
Black/African/Caribbean/Black British: Total	5,083	16.2%
Other ethnic group: Total	386	1.2%
Prefer not to say	862	2.8%
Don't know	3,888	12.4%
Ethnicity Total	31,326	100%

16.2%

Of employees are Black/African/Caribbean/Black British. This figure significantly exceeds national representation.

Ethnicity (Detailed)	Workforce number	Workforce %
Asian/Asian British - Any other Asian background	412	1.3%
Asian/Asian British - Bangladeshi	453	1.4%
Asian/Asian British - Chinese	120	0.4%
Asian/Asian British - Indian	857	2.7%
Asian/Asian British - Pakistani	409	1.3%
Black/Black British - African	2,588	8.3%
Black/Black British - Any other Black background	563	1.8%
Black/Black British - Caribbean	1,932	6.2%
Mixed/multiple ethnic groups - Any other mixed/multiple ethnic background	410	1.3%
Mixed/multiple ethnic groups - White and Asian	153	0.5%
Mixed/multiple ethnic groups - White and Black African	179	0.6%
Mixed/multiple ethnic groups - White and Black Caribbean	436	1.4%
Arab	37	0.1%
Other ethnic group	349	1.1%
Prefer not to say	862	2.8%
Unknown	3,888	12.4%
White - Any other White background	1,563	5.0%
White - British/English/Welsh/Northern Irish/Scottish	15,848	50.6%
White - Gypsy or Irish Traveller	29	0.1%
White - Irish	238	0.8%
White - Roma	0	0.0%
Grand Total (Detailed)	31,326	100%

Religion

Our workforce represents a broad spectrum of spiritual and philosophical beliefs. Christianity is the most identified religion across the G15, with 36.3% of colleagues stating it as their faith. This is followed by 27.4% of colleagues who identify as having no religion or as atheist, and 5.1% who identify as Muslim.

While this reflects a degree of diversity, it also highlights an important gap. Nationally, Muslims represent 6% of the UK population – but in London, where the majority of our homes and services are based, this figure rises significantly to 15%. This suggests that there is more we can and must do to ensure our recruitment practices are inclusive and reach underrepresented groups, particularly within the Muslim community.

We are also currently underrepresented in both the Hindu and Jewish communities. Colleagues identifying as Hindu make up 1.5% of our workforce, while those identifying as Jewish represent 0.2% – both around 4% lower than their respective proportions within London’s population.

However, we are pleased to see that representation among Sikh and Buddhist colleagues is more closely aligned with both national and London-wide demographics. This reflects some headway in our efforts to reach and include individuals from a range of faith backgrounds.

Religion	Workforce number	Workforce %
Buddhist	128	0.4%
Christian (all denominations)	11,365	36.3%
Hindu	466	1.5%
Jewish	64	0.2%
Muslim	1,601	5.1%
No religion or belief / Atheist	8569	27.4%
Other religion/belief	850	2.7%
Prefer not to say	1,685	5.4%
Sikhism	230	0.7%
Unknown	6368	20.3%
Grand Total	31,326	100%

Disability

Currently, 7.6% of colleagues across the G15 report having a disability or long-term health condition. This is slightly below the housing sector average of 9%, highlighting an area where we can do more to strengthen representation and improve the workplace experience for disabled colleagues. Among the members who collect more comprehensive data, the most commonly reported conditions include chronic or long-term health issues such as diabetes and epilepsy, neurodivergent conditions like dyslexia, ADHD, or autism, and mental health conditions, which continue to be a key area of focus across our organisations. However, as not all G15 members gather this level of information, these figures reflect only a portion of our wider group.

Disability	Workforce number	Workforce %
Yes - Has a disability / long-term health condition	2384	7.6%
No - Does not have a disability / long-term health condition	22806	72.8%
Prefer not to say	537	1.7%
Unknown	5599	17.9%
Headline Disability Total	31326	100%
Disability (Detailed)		
Chronic or Long-term condition such as epilepsy, arthritis, diabetes or asthma	556	1.9%
Co-ordination, dexterity or mobility impairment	144	0.5%
Disabled	312	1.1%
Dyslexia, attention deficit hyperactivity disorder, autism or similar condition	400	1.4%
Hearing impairment	126	0.4%
Mental health condition	383	1.3%
No - Does not have a disability / long-term health condition	17160	58.8%
Other	402	1.4%
Prefer not to say	277	0.9%
Speech impairment	1	0.0%
Unknown	9,400	32.2%
Grand Total (Detailed)	29,161	100%

## Sex / Gender

In this report we recognise the important distinction between sex - a biological characteristic and gender, which refers to an individual's social identity and lived experience that may or may not align with a person's sex assigned at birth. We are aware that these terms are not interchangeable, and that collecting data on both can provide a more accurate picture of diversity and inclusion. However, as not all members currently collect comprehensive data on gender identity, we have presented information on sex and gender within the same section. This approach ensures consistency across reporting while acknowledging the need to strengthen data collection practices in future, so that gender identity is better represented and understood.

Sex	Workforce number	Workforce %
Female	16,780	53.6%
Male	14,423	46.0%
Prefer not to say	46	0.1%
Unknown	77	0.2%
<b>Grand Total</b>	<b>31,326</b>	<b>100%</b>

Women comprise 54% of our workforce, aligning with sector benchmarks established by the National Housing Federation in 2023. However, we've recognised the need to deepen our understanding of gender diversity beyond binary categories, as only a few members are currently collecting gender identity data. Of those who do record this information, only 1% of their workforces identify as transgender, non-binary, or prefer to self-describe.

Gender identity	Workforce number	Workforce %
Non-binary	60	0.2%
Trans(gender) man	9	0.0%
Trans(gender) woman	7	0.0%
Genderqueer / Genderfluid	9	0.0%
Prefer to self describe (other)	127	0.4%
Prefer not to say	239	0.8%
Man	7,816	25.0%
Woman	10,211	32.6%
Unknown	12,848	41.0%
<b>Grand Total</b>	<b>31,326</b>	<b>100%</b>

## Sexual Orientation

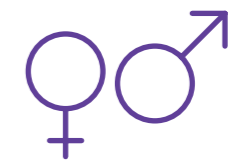
Our data shows that 69.9% of colleagues identify as heterosexual, while 4% identify as LGBTQ+. This figure is slightly above the national average of 3.2%, but just below the London population estimate of 4.2%.

Looking more closely within the LGBTQ+ community, we're encouraged to see that we are broadly representative of London's population, with 1.3% of colleagues identifying as bisexual, and 2.2% as gay or lesbian. These figures indicate important steps forward in representation.

They also reflect the need to keep building inclusive cultures where everyone feels safe and supported in sharing their identity, especially as 26.3% of responses to this question were marked as 'prefer not to say' or left blank "unknown", indicating a significant gap in disclosure.

The key findings have been highlighted above; however, we have gathered further detailed information on ethnicity, gender identity and disability and/or long-term health conditions. These results will be shared with the ED&I leads, HR directors and CEOs across the group so we can look to implement both broader initiatives and more nuanced support for specific groups, such as those who are neurodiverse. Further to this, we will also be reviewing how the group collects data on intersecting factors - such as ethnicity, gender, disability, and other characteristics. This will enable us to identify overlapping experiences and challenges, helping us to develop more targeted and effective inclusion strategies moving forward.

Sexual Orientation	Workforce number	Workforce %
All other sexual orientations	119	0.4%
Asexual	13	0.0%
Bisexual	417	1.3%
Gay or Lesbian	660	2.1%
Pansexual	2	0.0%
Prefer not to say	1,920	6.1%
Queer	0	0.0%
Straight or Heterosexual	21,884	69.9%
Unknown	6,311	20.1%
<b>Grand Total</b>	<b>31,326</b>	<b>100%</b>



# 69.9%

Of colleagues, identify as being heterosexual.

Where are the gaps?

Comparing the G15 results with the National Housing Federation’s EDI data tool was a useful exercise. Despite being predominantly London-based, we’ve observed many of the same data gaps reflected across the country.

Like the findings from the National Housing Federation, the G15 shows the lowest levels of data collection around socio-economic background and caring responsibilities - with only one and four member organisations respectively gathering this information. This is particularly striking given that around 16% of the UK population are unpaid carers, according to Carers UK. While progress has been made especially in the past 18 months through commitments like Harry’s Pledge and group-wide sessions on Carers’ Rights, only a few members currently have dedicated carers networks.

Moving forward, more education, support, and action are needed in this area, especially when we consider that, based on data, over 5000 of our employees will have caring responsibilities. While our members are at different stages in their inclusion journeys, we will actively work with ED&I Leads and HR Directors to identify and collect this additional information when suitable, and look to update key documentation used within the group such as Diversity Inclusion Impact Assessments, ensuring our members consider current and/or potential future

impact of the things organisations do not just for protected characteristic groups, but other priority groups too.

In line with the NHF study, looking at Prefer not to say “PNS” rather than unknown, the three characteristics that people actively chose not to disclose were Marital or Civil partnership status at 7%, Sexual Orientation at 6.1% and Religion at 5.1%.

As highlighted in the table (to the right) a high proportion of colleagues have actively chosen not to provide their diversity data. Excluding socio economic status, caring responsibilities and gender identity as these are collected by only a select number of organisations, the top three remains the same as “PNS” closely followed by disability with 17.9%.

There may be several reasons why individuals chose not to disclose this information, from concerns about data security to uncertainty about how their employer might use this information. It could also suggest that they don’t feel fully included or represented in their workplace. To address this, we will be working with external partners who focus on these highlighted groups to see what further work can be done to help colleagues feel more comfortable in disclosing, and to further educate colleagues across the group on the importance of data collection and how it is being used.

Perecentages in this table are based on a workforce of 31,326 people.

Characteristic	Prefer not to say	Unknown
Marital or civil partnership status	7%	26.3%
Sexual Orientation	6.1%	20.1%
Religion	5.4%	20.3%
Ethnicity	2.8%	12.4%
SES*	2.7%	71.6%
Parental Occupation**		
SES*	1.8*	73.3%
Free school meals**		
Disability	1.7%	17.9%
SES*	1.4%	70.9%
Attendance at independent school**		
Gender Identity**	0.8%	41%
Caring responsibilities**	0.4%	91%
Sex	0.1%	0.2%
Age	0%	0.2%

**Note:**

\* SES has been shortened and relates to Social-Economic Status

\*\* This characteristic is not carried out by all members

## Our Commitment to Diversity and Inclusion

**Across the G15, diversity and inclusion stand as foundational principles that guide our members approach to both employment and service delivery.**

As shown in the figures above, we have a hugely diverse group of employees, and we firmly believe that embracing the full spectrum of human difference strengthens our organisations and enhances our ability to serve our communities effectively. This commitment is demonstrated through our members actively engaging with an extensive array of specialised organisations addressing various aspects of inclusion.

Collectively, we participate in over 15 EDI memberships and have committed to more than 15 different EDI pledges. Partnerships with organisations like Women in Social Housing, HouseProud, UNIFY, Carers UK, and the Business Disability Forum enable our members to implement industry best practices that ensure employees feel genuinely supported and valued. These collaborations also provide valuable educational resources that enhance understanding of diverse experiences.

This deeper awareness ultimately translates into improved service delivery for colleagues and residents who may identify with specific groups or require additional support. We know however that further engagement with these groups is necessary, in order for us to reduce our PNS and unknown results, as highlighted above.

Whilst improvements are needed, through meaningful commitments such as the Pregnancy Loss Pledge, Harry's Pledge, Age Friendly Employer Pledge, Change the Race Ratio and the LGBTQ+ Housing Pledge from HouseProud, our members are continually transforming the knowledge gained through their memberships into tangible action. These pledges guide the ongoing refinement of policies, procedures, and working practices to create truly inclusive environments. This approach ensures that both prospective and current employees feel heard, respected, and empowered

to reach their full potential, regardless of their background or identity.

By integrating these principles throughout their operations, our members demonstrate that diversity and inclusion aren't simply organisational objectives but fundamental values that enhance their ability to serve communities effectively. Throughout the report, it's clear there are still significant gaps in diversity data, particularly when it

comes to ethnic representation in leadership roles. While there is more progress to be made, we remain committed to supporting underrepresented groups and continuously learning, so we can drive the meaningful change that's needed.

You can read more about the incredible work taking place across our group in some of the selected case studies in the next section.



## Notting Hill Genesis: Scrutiny of engagement survey by diversity strand

As part of our commitment to making Notting Hill Genesis an ever more equal and inclusive place to work, we seek to understand whether colleagues from different backgrounds and walks of life have different experiences of working with us. For this reason, our annual engagement survey included questions asking respondents about their diversity characteristics, including care responsibilities.

This allowed us to compare the responses of different groups for each diversity strand and to create transparency by presenting

the results to our staff networks and their sponsors, Staff & Partnership Forum, and to the wider staff group in a series of lunch & learns.

We are pleased to report that this scrutiny did not reveal any areas of concern, but we will continue to include the collection and analysis of diversity data as part of our engagement survey cycle so we can identify any discrepancies between the experiences of different groups, and take action to address them, if they arise in future.

## Peabody: Black on Board Programme

Peabody is supporting its ethnically diverse colleagues by taking part in the Black on Board programme. This programme addresses the lack of diversity on UK Boards by offering mentoring and leadership training to help participants secure governance roles in various sectors.

Last year, over 20 Peabody colleagues joined the programme. Many said it boosted their confidence, improved their work performance, helped planning for promotion or achieving board roles. Due to its success, Peabody will be taking part in a fourth round of the Black on Board in 2025.

## L&Q: Recruitment Advocate Scheme

We launched our new Recruitment Advocate Scheme: This initiative was developed in direct response to colleague feedback highlighting that a lack of diversity on recruitment panels can be challenging and may impact candidate performance. It also aligns with our broader strategic goal of increasing diverse representation in mid and senior leadership roles, with Recruitment Advocates now on recruitment panels for all recruitment for leadership roles.

Why it matters: For interviewees - Diverse recruitment panels bring a range of perspectives, experiences, and insights to the hiring process. They help foster a more inclusive and welcoming environment for candidates, which can lead to better outcomes for both individuals and the organisation.

For Recruitment Advocates - Being an advocate is a great opportunity to gain valuable exposure to recruitment and selection processes, build stakeholder engagement and decision-making skills and champion fairness, transparency, and equity in hiring.

### Testimonial from a Recruitment Advocate:

Just wanted to send a quick note across to say thank you for the introduction of the Recruitment Advocate scheme!!! I have just completed my first cycle as an advocate, and aside from all the organisational benefits, I'm very happy to be able to say

that I also learned so much on a personal (and professional) level, so a really great experience altogether!

In 2021, we launched two talent pathway programmes to support career development and build leadership capability:

Aspiring Managers – Level 3 apprenticeship designed to develop essential management knowledge, skills, and confidence and Emerging Leaders – Level 5 apprenticeship focused on equipping participants with the knowledge, skills, and confidence for effective leadership.

### Programme impact to date:

#### Aspiring Managers:

38 ethnically diverse colleagues have completed the programme, with 74% achieving career progression. 55 female colleagues have completed the programme, with 73% experiencing career progression.

#### Emerging Leaders:

21 ethnically diverse colleagues have completed the programme, with 57% progressing in their careers. 23 female colleagues have completed the programme, with 61% achieving career progression.

These outcomes reflect our commitment to fostering inclusive talent development and supporting underrepresented groups in advancing their careers.

# Guinness Partnership: Race Fluency Training

When we launched our anti racism action plan and statement in September 2020, one of the key commitments was to design and deliver Race Fluency training to all colleagues. During 2021/22 we delivered this training with an external partner via webinars to 73% of our eligible colleagues however the remaining 27% of colleagues who were mostly field based were not able due to various business reasons to attend the training at the time. This led to a review of how we could best deliver this important learning to colleagues.

The decision was made to pilot delivering this training internally to 50 field-based colleagues by training 8 colleagues to deliver this training in a face-to-face environment to a group of colleagues, many of whom were unfamiliar and or uncomfortable using virtual training. We developed 2 workshops with a specific focus towards resident facing colleagues, using relevant real-life examples relatable to the group.

The Trainers worked in pairs and led workshops all over the country with groups of up to 16 mostly white colleagues.

The workshops were very well received by colleagues, who appreciated the in-person training and the opportunity to discuss this sensitive topic with each other and the facilitators. The 4 weeks break between the first and second session gave colleagues the time to reflect on their learning and observe or notice bias they would not have otherwise and come back to discuss with the group at the second session in a safe environment.

As a result of the success of the pilot last year we are now investigating delivering this training in a face to face and or blended learning capacity for colleagues on a wider scale using a housing sector-based provider who can adapt to the audience (desk/field based, seniority and location) to ensure the greatest impact for colleagues and our residents.



73%

Of eligible colleagues, recieved Race Fluency training with an external partner traning via webinars.

# Southern: Embedding Inclusive Recruitment Practices



We've reviewed our recruitment policy and guidance towards a more inclusive focus. We've revised our interview forms for better structure and the inclusion of one value based and one EDI related question. We've refreshed our advertising imagery, statements and channels to ensure job adverts are posted on various job boards to reach out to and encourage applicants from a diverse pool of prospective applicants.

We've defined what an inclusive interview panel should be composed of to ensure diverse representation. We designed required learning for all hiring managers to complete recruitment and selection training which covers unconscious bias, prior to conducting interviews.

We recognise the importance of internal mobility and for this reason, all our roles are advertised internally by default. We offer interview workshops to support our colleagues.

Internal candidates who are unsuccessful are provided with constructive feedback to support their learning and development in preparation for future opportunities.

It's important that our workforce reflects the diversity of the communities we serve. We're committed to monitoring our diversity data. Our recent comparative data between colleagues and residents' ethnicity indicated a good representation across our main areas of operation.

We have partnered with some bespoke stakeholders to enable us to attract ethnically diverse talent to join us. This along with our Colleague Referral Scheme encourages colleagues to recommend our roles to relatives and friends with a reward for successful appointment. We've been able to recruit ethnically diverse colleagues through this scheme.

## Clarion: Engage, Equip, Empower, Embed, Evaluate and Evolve



**Clarion's commitment to equity, diversity and inclusion (ED&I) is demonstrated in the Customer and People strategies. Underpinned by effective foundations pillars: Engage, Equip, Empower, Embed, Evaluate and Evolve.**

**Equip Pillar** - To maintain legal and regulatory compliance it is essential to maintain inclusive policies and procedures, including those specific to a protected characteristic such as reasonable adjustments, sexual harassment in the workplace, racism or transitioning at work. During the 2024/25 financial year new mandatory ED&I training was completed by 3408 colleagues with an additional 165 completing LGBTQIA+ Awareness and 165 completing Unconscious Bias training.

Ensuring people managers are confident in supporting their colleagues and can access additional resources is critical is supporting

the workforce and service provision to vulnerable customers. 170 recruiting managers have completed 'Unconscious bias for recruiting managers' with Inclusive Employers. Working with the Business Disability Forum Mandatory Neurodiversity training has recently been launched for all customer facing roles and their managers.

In collaboration with the Gender Network a Level 3 Women in Leadership apprenticeship was launched to encourage colleagues, including those who have taken a career break, to refocus on their career development at Clarion.

**Empower Pillar** - Critical to an inclusive workplace culture is bringing colleagues along on the journey of change. Two additional peer support groups have been launched which sit structurally under the umbrella of the colleague networks. Mentalk, part of the

Gender Network and delivered in partnership with the Safety and Wellbeing team. Islam at Clarion, part of the REACH Network.

The increased willingness of colleagues to self-organise or collaborate on inclusion events is an indication of empowerment. This has included celebrating Chinese New Year, promoting inclusion models and their stories through articles and guest speaker events.

Recruiting office based volunteers as inclusion champions collaborating with colleague networks

has enabled simultaneous in person events across Clarion offices.

To celebrate diversity and promote an inclusive workplace we continue to expand our broad programme of engagement activities delivered with and through the Colleague Networks.

Since April this has included Eid at MLP, London Pride in Partnership with Metro and WISH, Carnival comes to Corsica Street and Islamophobia awareness month with embracing seeds of change as a guest speaker.

## Southern: Celebrating Differences

**At Southern Housing we celebrate our shared diversity and we're committed to understanding the richness our unique perspectives bring to our daily lives, so we can best serve each other and be reflective of the communities we serve.**

In September 2024, we came together as One Team and collaborated on creating our inclusive video as part of celebrating our achievements during National Inclusion Week. The purpose of the video was to highlight what we've done so far towards building an inclusive culture, celebrating our diversified achievements, raising awareness, as well as using the video as a tool to attract diverse talent. It was a team effort and

showcased what we can achieve when we plan ahead and work together to achieve our set goals. Feedback from colleagues and on social media was positive: 2,674 impressions (likes, shares, comments and clicks) on LinkedIn, this was an increase of 253% from similar posts the previous year. The video was also shared at our Board EDI learning session and was well received.

The video was designed to stand the test of time because Diversity and Inclusion will always matter - Equality, diversity and inclusion at Southern Housing.

## Notting Hill Genesis: Introduction of free sanitary products across sites

Working in collaboration with the ED&I Lead and the Business Services team, Notting Hill Genesis's women's network, Beehive, and health & disability network, Parallel, drove the introduction of free sanitary products across Notting Hill Genesis's various sites. A trial across our two main offices in October 2024 received exclusively positive feedback

from staff and found that it was financially viable to roll out the initiative on a permanent basis across all sites. We are proud of this example of staff networks collaborating with one another and with internal departments to deliver positive change for our staff, as well as for residents and other visitors who use the restrooms at our sites.

## Peabody: New Better Together People Managers Programme and Inclusive Peabody E-Learning Module

We're supporting over 500 of our people managers with learning and development this year. The programme, delivered by subject matter experts and our Academy Team, includes a key module on inclusive management and building an inclusive culture.

In May 2025, we also launched our new **Inclusive Peabody E-Learning module**, which uses real-life stories from colleagues to explore:

- What it means to be an inclusive organisation
- How to recognise and address unconscious bias
- Understanding discrimination and microaggressions
- Being an active bystander
- Practical ways to promote inclusivity.

## Guinness Partnership: Recruiting older workers

When undertaking a review of the age diversity data from new job applications received in 2021- 2022, it was clear that the number of applications, interviews and offers for candidates over the age of 50 had been reducing.

To overcome this issue, the recruitment team commenced a thorough review of the existing candidate attraction strategy and started to develop a new age positive strategy to attract and support job seekers over the age of 50. We know that one third of the workforce is now over the age of 50, and recognise this number is set to increase, so we understand that engaging this age group is an essential to our future hiring success.

When reviewing several employment and workforce papers, we found that perceived ageism is a significant barrier to people over the age of 50 changing companies and careers, so we wanted to ensure our job adverts and careers website addressed some of these concerns.

Firstly, we wanted to make sure there were no barriers in our recruitment processes for people over the age of 50. We appreciate some people may not be comfortable with online applications so we made sure all our job adverts have a name and phone number so if candidates prefer, they can call and speak directly to a Guinness Recruitment Advisor.

We started to use relatable images of older people on our online job adverts, including on the main social platforms Facebook and LinkedIn. We also invested in a new over 50's careers site called Restless in 2024 which has over one million subscribers and started to post all our job opportunities on the site. We also invested in targeted email communications with the people registered with Restless for job alerts.

In the year ending December 2022 we received 2,274 applications from people aged 50+. In the year ending December 2023 that number increased to 3,488 applications (53% increase) and for year ending December 2024, the number of applications increased to 5,516 (140%) resulting in 110 offers of employment.

## MTVH: 'Being Inclusive'

Raising awareness of key issues that are important for our colleagues and residents is an integral part of the journey to inclusion that we are on at MTVH. We pride ourselves on creating interesting, digestible educational materials that are accessible to all. As part of our ever growing "Being Inclusive" diversity and inclusion learning modules we are creating a suite of toolkits as a simple guidance solution.

We launched with our neurodiversity toolkit linking to support from our trusted partner Lexxic. Following on with our gender identity toolkit to raise awareness of how very individual gender is seen by each of us. The toolkit aims to show how to inclusively support colleagues and residents and be a true gender ally. These toolkits are available and accessible to all and are used as part of our inclusive procurement process as a tool to support our contractors. On the back of our very popular menopause cafes and webinars we are developing a menopause toolkit that will be launched by the end of 2025.

### Links to our Toolkits are below:

 [Neurodiversity Toolkit](#)

 [Gender Awareness Toolkit](#)

MTVH have created a bespoke equality impact assessment (EqIA) upskilling programme that has been rolled out to over 50 managers across the business.

This training incorporates Public Sector Equality Duty (PSED) visibility and is an integral part of our policy management process. Across the business MTVH are using EqIA assessment to support in the decision-making processes and action plans are tracked and monitored to ensure continuous improvement.

We are dedicated to driving change and positive action at MTVH through the evolution and development of our data suite that we provide to the business on a quarterly basis. We continue to have the highest level of data integrity and use this to influence our talent pipeline and recruitment to increase diversity at senior levels across the business. We have improved the disability type capture to now include a full breakdown of self-declarable categories and an option to highlight any changes to managers so that reasonable adjustments and support can be provided where required. This also allows for specific interventions that are more prevalent at MTVH to have committed collaborative approach around initiatives.

## SNG: HouseProud Pledge

Network Homes were one of the first adopters of the Houseproud Pledge, a scheme designed to ensure Lesbian, Gay, Bisexual, Trans and Queer (LGBTQ+) residents are able to enjoy their homes without fear of discrimination.

We've since gained HouseProud Pledge Pioneer accreditation which means we have achieved substantial progress in delivering three core commitments: having formal arrangements in place to consult with LGBTQ+ residents; visibly promoting our commitment to LGBTQ+ resident inclusivity;

and initiating a programme of staff training to improve understanding of LGBTQ+ resident lives.

LGBTQ+ Group/LGBTQ+ Network  
- Our LGBTQ+ groups will come together soon but both are open to all staff, whether they identify as straight or as LGBTQ+. Their aim is to help improve the lives of LGBTQ+ staff and customers, and to celebrate the diversity of our staff. Both groups are a key part of the wide range of activities we arrange to celebrate both PRIDE Month and LGBTQ+ History Month.

## Peabody: Colleague & Manager Foundations

Colleague & Manager Foundations - In 2025/26, Peabody are launching two new development frameworks: 'Working the Peabody Way' for all colleagues and 'Leading the Peabody Way' for managers. These will define how we work and lead at Peabody.

For managers, the framework will offer guidance on how to: Inspire their teams; Foster an inclusive and supportive environment and Lead with compassion, clarity, and accountability. These foundations will be built into the entire colleague journey and our learning and development programmes.

## Hyde: Inclusive Leadership Pipeline

Hyde's Inclusion Strategy includes a commitment to increase the ethnic diversity of our senior managers. One of the ways we have done this is to create an "inclusive leadership pipeline" for ethnically diverse middle managers with the potential to progress to more senior roles.

Hyde has an established annual process for identifying people with potential at all levels. These colleagues are invited to join our talent pool. In 2024 12 people from the talent pool met the criteria and were offered the opportunity to be part of the inclusive leadership pipeline.

Each person started with an individual conversation with someone from the Organisational Development team to

identify their career goals and to agree the most appropriate development for them. Development activities varied but included external coaching for one person, executive/senior sponsorship for 3 people and a place on a strategic leadership course for some.

The pipeline has been up and running for a year and will be open to anyone from the 2025 talent pool who meets the criteria.

So far four people from the pipeline have had a promotion. Two managers gained a promotion to a bigger role, one middle manager became a Head of Service and one Head of Service was successful in gaining a Director role.



## Looking to the future

**As we look ahead, our focus remains firmly on strengthening our commitment to equity, diversity, and inclusion across the G15.**

We will be continuing our work with UNIFY to review the outcomes of the Ethnic Diversity Pledge and agreeing the best way to move forward, so that we can achieve measurable progress of ethnic representation in our senior leadership roles – ensuring it continues to reflect the evolving needs of our colleagues and communities.

Reducing our data gaps is a critical part of this journey. Without a clear and complete picture of our workforce, we cannot fully understand where support is needed or how to drive the change we want to see.

In particular, we are committed to improving the quality and depth of data relating to disability and long-term health conditions. Within that, we recognise the importance of neurodiversity as an area that is still often misunderstood or overlooked.

This work is not about ticking boxes - it's about transforming workplace culture, dismantling barriers, and ensuring that inclusion is not just a principle, but a lived experience for everyone.



**For more information**

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