



Equality Diversity Inclusion
One Housing



2021-22

Equality Diversity Inclusion Strategy

Our approach to Equality, Diversity and Inclusion



We are committed to promoting equality and diversity within our organisation and the communities we serve.

We're proud that we can say our workforce in many ways reflects the diversity of London and the South East – including an even spread of employees between the ages of 25- 54, half our workforce coming from a BAME background and over 60% of our workforce are women.

This commitment to equality, diversity and inclusion is a cross cutting priority; it shapes how we delivery services, how we recruit staff and how we seek to develop as an organisation.

Our new Equality, Diversity and Inclusion (EDI) strategy outlines our plans for the next three years. We've consulted with the organisation and looked at best practice to inform our approach, but this is journey that we have only just begun.

We would value everyone's thoughts or perspectives on our plan and how we can improve.

Our commitment to you, our customers, is be an inclusive organisation where everyone can be their best authentic self – where we are comfortable with celebrating difference, challenging ignorance and embracing learning.

Introduction

- One Housing is a housing association and a not-for-profit organisation with a strong social purpose. We believe in creating places that people can call home, supporting people to live well and building lasting homes and communities. This is our equality, diversity and inclusion strategy, covering our role as an employer and as a landlord that provides services to diverse communities in London and the South East.
- One Housing is committed to promoting EDI for all. We strive to provide services that reflect the diversity of the communities that we serve and give everyone the opportunity to thrive.
- We've consulted with the organisation and our customers over a three months' period, between June and August 2021. Their views have informed this Strategy document.
- This document provides a framework for ensuring that our organisation is an inclusive workplace where employees feel valued and respected; and that our services are accessible, inclusive and non-discriminatory to our residents, customers and employees on the basis of their protected characteristics defined in the Equality Act.

Why equality, diversity and inclusion matter to us?

- Equality, diversity and inclusion have been an important component of One Housing's corporate planning as we strived to reflect the diversity and priorities of London, the city that has always been our core site.
- We recognise the impact of recent developments on the national discussion around equality. The murder of George Floyd and the Black Lives Matter protests that followed sparked an international conversation around race equality. In parallel to this conversation, the UK has seen how the disproportionate impact the COVID-19 pandemic is having on ethnic minorities, which brought into sharp focus the racial inequalities that still exist across all walks of society.
- We have also seen how women being disproportionate impacted by Covid, particularly women working in the care sector. These external factors have reinforced the necessity for prioritising EDI and making it an organisational imperative, with a clear plan in place to deliver on these priorities.
- In order to continue to improve and develop as an organisation we need to unlock the potential of EDI to add value to our organisation. It should allow employees to bring their whole self to work; and provide the opportunity for all voices within the organisation to be heard. It is important to view EDI issues as more than just a resourcing or legal priority; we must take a strategic approach to embedding best practice EDI working processing across our organisation.



Our vision



Learn
from our
customers



Support
all employees
to thrive



Think
diversity of our
residents needs

- We will build upon the work that we have already started, leading the way in providing accessible services which recognise the diversity of our residents' needs; and support all our employees to thrive.
- We will strengthen our reputation as an inclusive organisation demonstrated by its own policies and actions, from the way we deliver our services to our employee's experience. This will be reflected in the way we recruit and train our staff, and with how we engage with the diverse communities we serve.

Our commitment

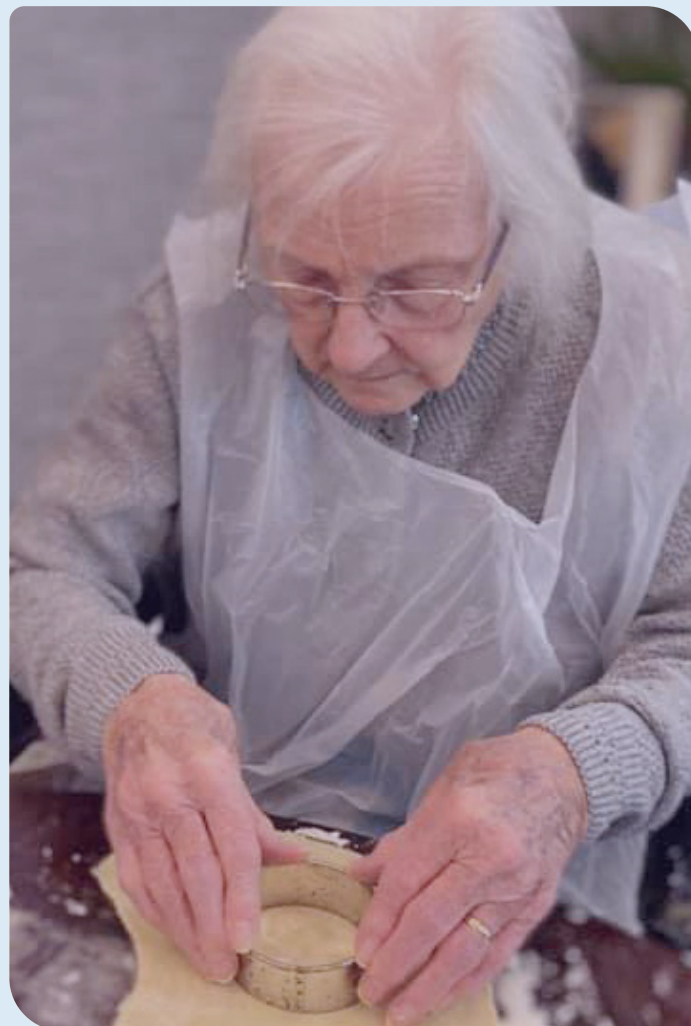
Our leadership made a strong commitment to EDI. Their pledge is supported by an action plan and effective governance. We will create opportunities – through internal training and a governance framework – to question and learn from the way we do things and recognise where change is needed.

Our people are the key component in delivering this strategy. Our new People and Customer Experience Strategy set out our expectations around employee behaviours and their engagement with internal and external customers.

We will use individual and team objectives, appraisals, training plans, coaching to create a culture which puts EDI at the heart of our organisation.



Communicate
with clarity and
compassion



Achieving our vision



This strategy establishes **five EDI goals** which will be regularly monitored and reviewed to ensure that we are making sufficient progress.

We will focus our efforts and develop a plan of action to achieve **five goals**:

Goal 1: ✓ Demonstrate leadership commitment and accountability	Demonstrate leadership commitment and accountability through messaging and behaviour that advances diversity and inclusion goals and objects
Goal 2: ✓ Know our customers/ residents	Engage with customers/ residents to provide them with a meaningful voice and involve them in shaping services to ensure they are inclusive of everyone's needs
Goal 3: ✓ Build and maintain a diverse and inclusive organisation	Ensure that the workplace and community is a place where all customers, residents and employees are safe from all forms of prejudice and where difference is valued
Goal 4: ✓ Promote a curriculum of learning and education	Equip all employees through training, information and highlighting role models to build equality, diversity, and inclusion into the work they do and the way they work
Goal 5: ✓ Nurture an inclusive workplace culture	Cultivate a supportive, welcoming, inclusive and fair work environment, which allows employees to feel connected to the mission and everyone is included, feel welcomed, respected, supported, valued, and encouraged to be their authentic self



Where are we now



We have made some progress since the introduction of our EDI strategy in 2019, but we recognise much work still needs to be done. Some activities include:

- addressed the Diversity of our Board and Executive team.
- delivered the G15 accelerate programme, which involved our CEOs, Directors and middle managers committing to improve the diversity in our organisations. It is one part of a pledge and workplan to address the lack of BAME diversity in the leadership of our sector.
- supported the Women in Social Housing (WiSH) professional network
- applied Leadership 2025 programme principles when recruiting, so that female and BAME candidates who meet the essential criteria for our senior management positions are shortlisted for vacancies.
- reported on the Gender Pay Gap looks at the difference in the average pay of men and women in an organisation.
- hosted our first Women in Social Housing Awards (WiSH) at Arlington in September 2021, where we celebrated the work of women in our organisation.
- We're going through a period of growth and change, it has a positive platform to build upon. There are clear opportunities through partnership with Riverside to bring together our achievements to date, mutually share our insights and collaborate on establishing joint best practice across the partnership.

Key challenges and targeted activities

We have set up a plan of targeted activities to promote diversity within the organisation and help improve potential barriers to EDI.

The list on the following page shows some of the key activities and areas of focus, grouped around the protected characteristics as defined in the Equality Act.



Characteristics	Areas of focus	Activity/Action
Gender	Progression of women to senior roles Gender pay gap Flexible Working Women's Health Mentor Programme Learning and development programmes	WiSH Awareness and Education Training Policy Changes
Age	Supporting employees at all stages of their career. Impact of age-related health experiences (e.g., menopause)	Training Education and Awareness Policy Changes
Sexual Orientation	Awareness of the experience of being LGBTQ+ Support Learning and Development Programmes Recruitment Building partnerships Support for employees and customers	Grow and build awareness of LGBTQ+ Network Celebration of Pride Awareness and Education Policy Changes Training
Race	Progression of BAME Employees to senior roles Progression and performance reviews Mentor Programme Learning and Development Programmes Mental health workshops Microaggressions	Grow and build awareness of BAME Network Awareness and Education Cultural awareness Training
Religion	Support for religious observance and worship during study and work Hate crime	Chaplaincy Support Provision of prayer facilities
Disability	Understanding of the Impact of disability on employees Low numbers of employees disclosing disability Support requirements and managing adjustments for employees with disabilities	Create Disabled employee Network Mental health first aid provision Awareness and Education Policy Changes
Gender Reassignment	Low levels of trans awareness	Trans awareness training and working group
Pregnancy and maternity	Parental leave Management of impact of pregnancy and maternity leave on work before and after leave period	Awareness, Education and Action Policy changes
Care responsibilities	Awareness of diverse nature of care responsibilities and how to manage them	Awareness and Action
Socio-economic backgrounds	Recruitment of employees from diverse backgrounds Awareness of impact of socio-economic background of being an employee	Awareness and Action Training and Support

How we will be monitoring progress



This strategy is supported by an action plan that outlines how we will deliver these objectives. Our corporate governance will be monitoring progress of the strategy. We recognise we have work to do in delivering the strategy and we will learn from others on how best to achieve this.

- A Diversity Champion will work with One for All, our EDI steering group which includes nine members from across the organisation, and the Chairs of the EDI Network.
- A newly formed EDI panel formed of employee representatives from across the organisation can also be created. This will supplement the general employee forum, One Voice, which was successfully established in 2020 as part of our commitment to employee voice and enhanced experienced . The panel's role will evolve overtime to respond to organisational priorities..
- Day to day priorities will be driven by Diversity Specialist working alongside the Executive Director with responsibility for EDI, the Care & Support, Operations and HR Directors, One for All EDI Steering Group and Chairs of the EDI Network.
- One For All EDI Steering Group (WISH, BAME, LGBTQ+) and Chairs of EDI Networks (WISH, BAME, LGBTQ+), which have been nurtured by the organisation over the last four years, will continue to play a key role in acting as employee led mechanisms to identify employee concerns and feelings.

Find out more

To learn more about One Housing's approach to EDI and our networks and groups that represent our diverse workforce, please visit our website (<https://onehousing.co.uk/working-for-us/valuing-diversity>).

We will be updating this space as our plans develop.

