



catalyst

Equality, Diversity & Inclusion Report 2021

Catalyst's Equality, Diversity & Inclusion Strategy – the story so far

Catalyst's Equality, Diversity and Inclusion (ED&I) Strategy was developed during 2020 with both colleagues and customers and was approved by the Board in December 2020, launching in January 2021. This report provides a summary of progress against the five objectives of the strategy in its first year.

We have identified priorities for future action and are sharing these with colleagues at Peabody through the ED&I integration workstream. This workstream will develop a group-wide approach, including the development of a new strategy taking learning and best practice from both organisations.

Objective 1 Strengthen leadership and governance of ED&I

Our strategy recognises that our strong and visible commitment to change requires effective leadership and robust governance.

This year we have:

- Appointed an ED&I Champion to our Board to ensure that our commitments are fully considered during decision making and we have increased the diversity of our Board and Committee composition, with 21% from Black, Asian and Minority Ethnic Groups and 55% women.
- Increased the diversity of our senior colleague cohorts (Heads of Service and Leadership team members) with the proportion of women increasing from 51.7% (2020) to 53.8% (2021), those from ethnic minorities increasing from 13.0% (2020) to 15.4% (2021) and those colleagues with a disability increasing from 4.5% (2020) to 5.6% (2021).
- Delivered a pilot Shadow Executive programme to give high potential Heads of Service a unique learning opportunity. The programme was designed to support the development of potential future leaders at Catalyst while also bringing diversity of thought to Executive team discussions. All five participants were women and three were from BAME groups, with two securing promotions within Catalyst since the programme ended.
- Continued our support of the G15 Diversity Pledge, which commits members to actions to improve the ethnic diversity of their organisations particularly at senior manager, leadership and board levels. The G15 has a target for doubling the collective BAME membership on G15 boards to 30% by 2025. At the last update published in May 2021 collective BAME membership had increased to 20% from 13%.
- Continued with our support of Leadership 2025, a charity working across the sector to make leadership more diverse, with Sahil Kahn, Director of Community Investment successfully graduating from an intensive nine-month leadership programme.

Board and Committee composition

21%

from Black, Asian and
Minority Ethnic Groups

55%

of the board and
committee are women



Objective 2 Deliver high quality services that are accessible to all

We have committed to providing services that are accessible, non-discriminatory and inclusive to all, listening to and involving our customers in shaping their design and delivery.

This year we have:

- Participated in the National Housing Federation (NHF) ED&I data mapping project, which enables housing associations to compare workforces to the communities they serve, based on the population in stock locations. Through this exercise we identified that we need to improve the quality of the data we hold on customer characteristics. The data currently held is limited and while we included age and gender in our submission to the NHF we excluded the other diversity strands due to the lack of data reliability. We have appointed a data champion for customer diversity data who will be working with our Peabody colleagues in developing an approach to collection and use of customer data across the new group.
- Launched our online customer engagement platform The Garden. This has made engagement more accessible to those customers who are unable to travel to physical locations and those who find digital engagement more convenient. We have used The Garden for a range of activities including consultation on the Peabody merger and co-creation of our new service standards. Since its launch there have been

5,289 site visits from 3,400 individuals, 221 customers are actively engaged contributing to surveys, quick polls, asking questions or providing ideas.

- Launched our Together model of service delivery at the end of 2021 to make our services more accessible, with a visible local presence in our estates and communities with empowered Neighbourhood Customer Specialists close by when our customers need us.
- Prioritised our Covid-19 response to support social and economic inclusion. Our wellbeing team made 8,300 wellbeing and befriending calls, focusing on vulnerable customers and the hardest-hit neighbourhoods. As well as emotional support the team arranged practical and financial help with almost 600 customers receiving money and benefits advice, over 150 receiving employment advice and over 450 people accessing Catalyst grants for essential household items.
- Launched the Catalyst Coronavirus Voluntary Sector Support Fund to help charities and voluntary sector organisations who work to reduce the impact of income inequality. We awarded 30 grants totaling £30,000 to help foodbanks, advice centres and youth projects to meet increased demand.

5,289 

The Garden site visits from
3,400 individuals

600 

customers received
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221 

customers are
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questions or providing ideas

450 

people accessing
Catalyst grants

8,300 

wellbeing and befriending
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team

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and youth projects



Objective 3


Create a culture of inclusion and belonging

We've committed to creating a culture where everyone who supports and demonstrates our values feels that they belong.

This year we have:

- Included a question in our colleague survey to understand our baseline position, with 72% of colleagues in 2021 saying that they feel included and that they belong.
- Launched a colleague-led ED&I reference group to review our ED&I initiatives such as new ED&I e-learning and help us to understand where we could improve.
- Focused on awareness and support of mental health, with training for all colleagues including the Leadership team, and a talk from CALM for World Suicide Prevention Day. Work continues with the launch in March of our first stress and wellbeing survey, and we have recently trained an additional 32 mental health first aiders, taking our total group size to 49.
- Established a Disability Network and a Black Book and BAME Film Club focused on diverse authors and titles with a diversity theme.

- Launched a wellbeing programme of well-attended colleague events and webinars with inclusion principles at its core, ranging from menopause to neurodiversity and from race to religion, as well as a popular celebration of Black History Month.
- Launched a successful mentoring programme with trained mentors from across the business supporting colleagues in their career development. We are looking to promote opportunities for reverse mentoring within the next cohort, to give participants the opportunity to gain different perspectives, creating a culture of understanding amongst colleagues who come from diverse backgrounds.

72% 
of colleagues say they feel
included and that they belong

trained an additional
32  
mental health first aiders



Objective 4

Employ a diverse workforce that all levels reflect the communities we serve

We know that we have more to do to ensure that Catalyst truly reflects the communities in which we work, particularly at senior levels and particularly in terms of ethnic diversity and disability.

This year we have:

- Improved our gender pay gap. We have a favourable median gap of -0.3% (2021) reduced from 2.1% (2020) and a mean pay gap of 6.76% (2021) reduced from 9.79% (2020).
- Reported our ethnicity pay gap for the first time, with a positive median pay gap of -3.09% and an average pay gap of 11.49% in 2021. [Our gender pay gap and ethnicity pay gap](#) was published in March.
- Improved the collection rate of colleague data, with 95.2% of colleagues now providing data on their diversity characteristics, up from 90.9% in the previous year.
- Introduced regular KPI reporting to Executive and Board on our diversity profile in our performance dashboards.
- Introduced the 'Rooney Rule' for vacancies at Head of Service level or above and we are also working with the Young Black Professionals Network to attract more diverse talent.
- Introduced new guidance and mandatory training for all managers, covering the impact of unconscious bias on recruitment, promotion and retention.
- Adopted a set of diversity and inclusion principles for all recruitment campaigns including diverse interview panels, values-based questions and reasonable adjustments.

Gender pay gap



-0.3%

2021 median gender pay gap

6.76%

2021 mean gender pay gap

Ethnicity pay gap



-3.09%

2021 median ethnicity pay gap

11.49%

2021 average ethnicity pay gap

Colleague data



95.2%

of colleagues provided diversity data



up from

90.9%

in the previous year

Objective 5

Tackle stigma and eliminate discrimination

While stigma and discrimination are not new, we recognise their effects are far reaching. They diminish the good work of our sector, undermine social cohesion and increase social isolation amongst the most vulnerable.

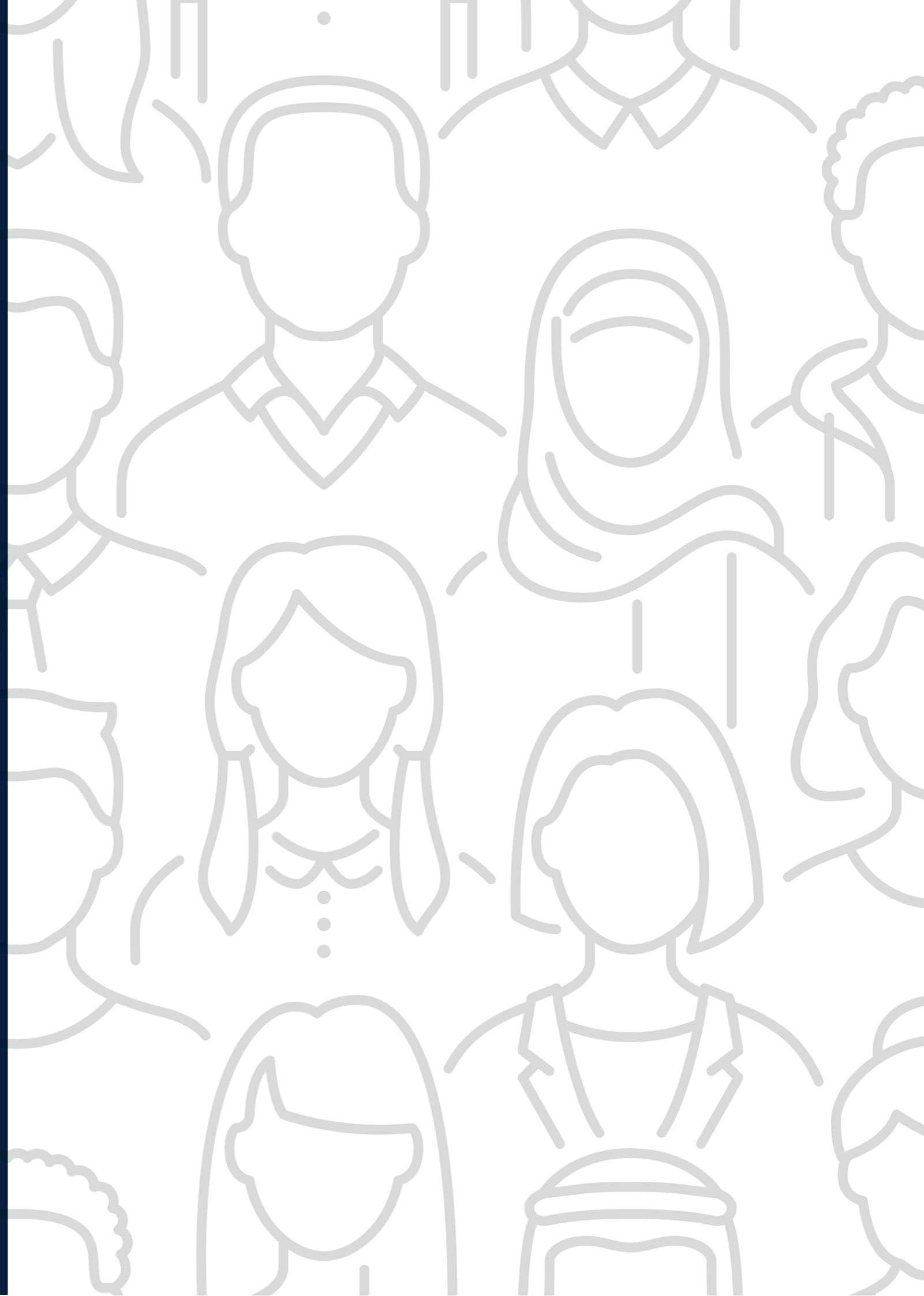
This year we have:

- Taken a leading role in sector wide events to spotlight the issues and how housing organisations can respond, including co-hosting a CIH event ‘Championing equality, diversity and inclusion’
- Joined forces with A2 Dominion and MTVH to set up the Black History Month 365 fund which aims to bring communities together to mark and celebrate their shared history and the achievements and contributions from individuals of African and Caribbean heritage
- Gained frontrunner status in the ‘Certified Sustainable Housing’ label from Ritterwald for the second year in a row. The accreditation highlights our Environmental, Social and Governance (ESG) credentials and shows that we are an organisation which is contributing to the United Nations mission to end poverty, fight inequality and tackle climate change. Specifically, we had to demonstrate how our equality, diversity and inclusion work meets the UN sustainable development goals of gender equality and reducing inequality

- Hosted a cohort of twelve disadvantaged 16–19-year-olds from Luton participating in the EY Foundation ‘Our Future’ programme. The young people received paid employability skills training and business experience, mentoring, a qualification and an insight into housing careers
- Begun work to develop our approach to inclusive language, with a talk for all colleagues from Leyla Okhai and a glossary to support our written style guide in production.

We have identified the following as our key priorities for future action which we have shared with our Peabody colleagues as we develop our approach for the new organisation:

- Improving the quality, collection and use of our customer diversity data
- Continuing to improve the diversity profile of our senior leaders
- Increasing our focus on supporting colleagues with disabilities and adopting the Disability Confident Scheme
- Increasing opportunities to influence the ED&I policy agenda and tackle stigma by promoting the positive reality of social housing and its customers and communities.





Leadership & Heads of Service EDI Workforce Summary - January 2022

As part of our commitment to capture and share diversity data, the following demonstrates the diversity of our Peabody colleagues in Leadership and Heads of Service roles, January 2022.



Gender	Head of Service	Leadership	Total
Male %	30.43	23.91	54.35
Female %	26.09	19.57	45.65

Head of Service total

56.52%

Leadership total

43.48%



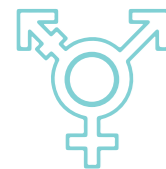
Disability Declared	Head of Service	Leadership	Total
Yes %	2.17	0	2.17
No %	42.75	36.23	78.99
Not known/prefer not to say	11.59	7.25	18.84

Head of Service total

56.52%

Leadership total

43.48%



Sexual Orientation	Head of Service	Leadership	Total
Gay man %	2.9	1.45	4.35
Hetrosexual %	40.58	37.68	78.26
Not known/prefer not to say	13.04	4.35	17.39

Head of Service total

56.52%

Leadership total

43.48%

BAME	Male	Female	Total
Non BAME %	40.58	34.78	75.36
BAME %	7.25	7.25	14.49
Not known/prefer not to say	6.52	3.62	10.14

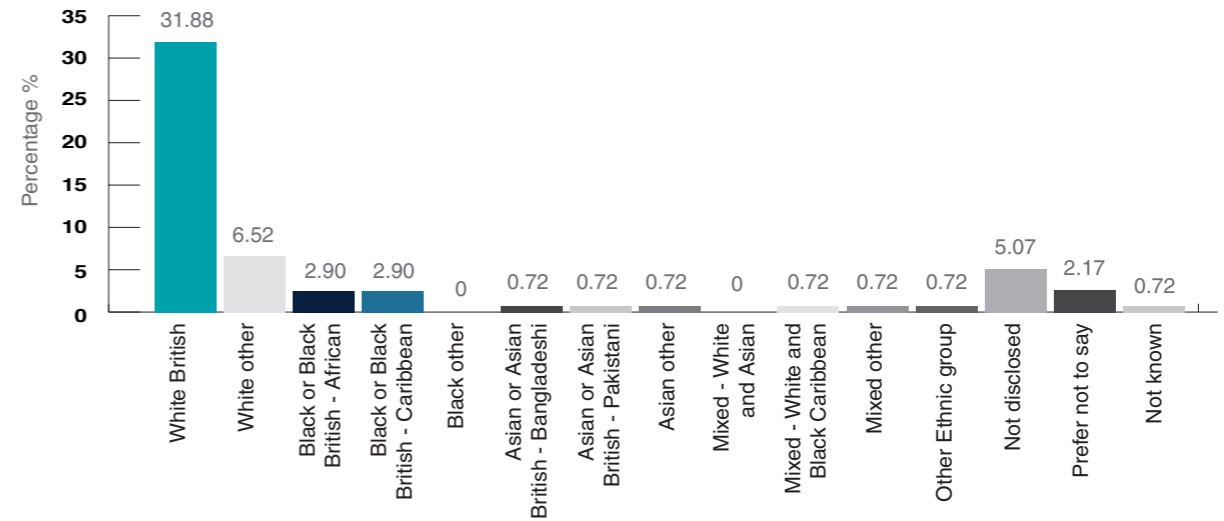
Head of Service total

54.35%

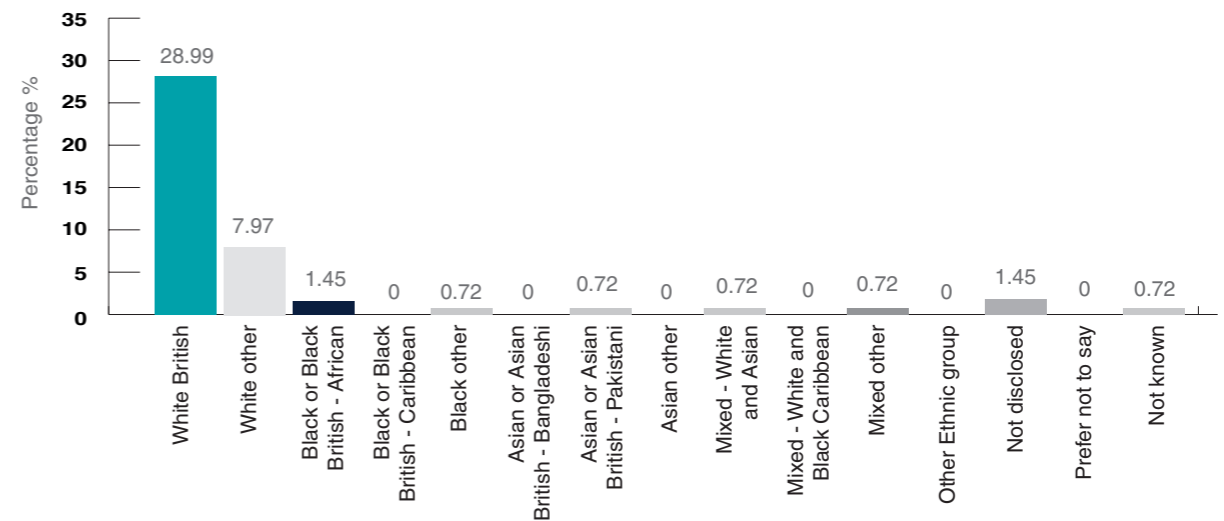
Leadership total

45.65%

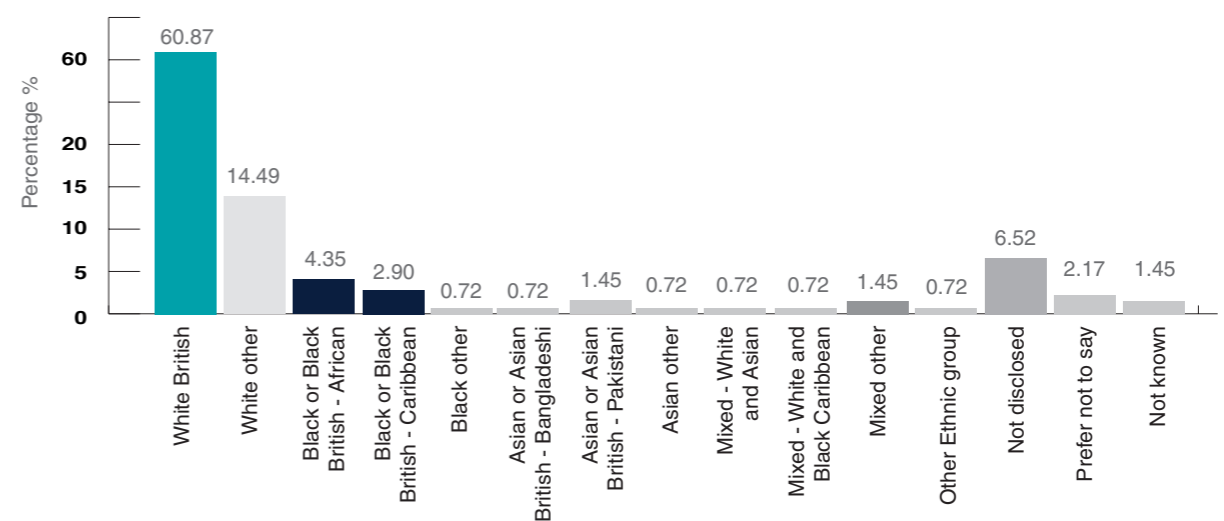
Ethnicity - Head of Service



Ethnicity - Leadership



Ethnicity - Total



Head of Service total

56.52%

Leadership total

43.48%



Age Band	Male	Female	Total
31-40	14.49%	10.87%	25.36%
41-50	15.94%	18.12%	34.06%
51-60	16.67%	13.77%	30.43%
61-70	7.25%	2.90%	10.14%

Head of Service total

54.35%

Leadership total

45.65%



Religious Belief	Male	Female	Total
Buddhist	0.72%	0.00%	0.72%
Christian	17.39%	21.74%	39.13%
Hindu	0.72%	0.00%	0.72%
Jewish	1.45%	0.00%	1.45%
Muslim	1.45%	0.72%	2.17%
Other	0.00%	0.72%	0.72%
No Religion	15.22%	12.32%	27.54%
Not Known / Prefer Not To Say	17.39%	10.14%	27.54%

Head of Service total

54.35%

Leadership total

45.65%



Marital Status	Male	Female	Total
Single	6.52%	7.25%	13.77%
Married	26.81%	16.67%	43.48%
CivilPartnership	0.72%	0.00%	0.72%
Cohabiting	3.62%	2.17%	5.80%
Divorced	0.00%	4.35%	4.35%
Separated	0.72%	0.00%	0.72%
SingleParent	0.00%	0.72%	0.72%
Not Known / Prefer Not To Say	15.94%	14.49%	30.43%

Head of Service total

54.35%

Leadership total

45.65%



Catalyst Housing Limited
Ealing Gateway
26-30 Uxbridge Road
London W5 2AU

0300 456 2099
chg.org.uk