

Equality, Diversity & Inclusion Strategy

1. Introduction

- 1.1 Peabody is committed to promoting equality, diversity and inclusion, reflecting the fact we work in one of the most diverse cities in the world.
- 1.2 We are guided by our mission to put the most vulnerable first, create places where people want to live and build resilience in people and communities. Equality is inherent to this mission, and the diversity of the people we serve and employ is one of our main strengths. Equality, diversity and inclusion must therefore be firmly embedded in the full breadth of Peabody's work.
- 1.3 We aspire to understand, reflect and meet the needs of the diverse communities we serve by providing services that are accessible, inclusive, non-discriminatory and offer everyone the opportunity to thrive.

2. Why does equality, diversity and inclusion matter to Peabody?

- 2.2 London and the South East is diverse on any number of measures. This diversity is reflected in the homes and neighbourhoods we manage, our customers and employees.
- 2.3 The Mayor of London highlights¹ that despite London being one of the wealthiest cities in the world it has worrying levels of disparity in life chances which are influenced by people's backgrounds as reflected in the protected characteristics. Compared to the country as a whole, London has a relatively unequal distribution of household income, with 25% of London households in the top fifth of national household incomes and 21% in the poorest fifth. Around 40% of London homeowners are in the top fifth of the national household income distribution, and a similar proportion of London social tenants are in the bottom fifth.
- 2.4 Equality and diversity makes good business sense. A report by the Confederation of British Industry (CBI)² emphasises that businesses offering clear support and opportunities to progress within the company are also more likely to have higher rates of retention and a more productive workforce. Employees report that they are 83% more likely to innovate and more than twice as engaged in workplaces that are both diverse and inclusive.

¹ GLA (2015), [The Mayor of London's Annual Equality Report](#).

² CBI (2006), [Time for action: the business case for inclusive workplaces](#).

3. Scope

- 3.1 This strategy covers our role as an employer and as a landlord that provides homes, delivers services and builds community cohesion; and proportionately extends to the activities of our contractors, suppliers, partners and volunteers.
- 3.2 The strategy provides a framework for ensuring that our services, policies and procedures not only avoid disadvantaging our residents, customers and employees on the basis of the characteristics defined in the Equality Act; but that as a new organisation we also create an environment where everyone is able to thrive.

4. Where are we now?

Data

4.1 Profile of employees

- 4.1.1 Peabody holds good quality data on its employees which provides insight into the composition of its workforce. Data shows that while the organisation as a whole is diverse, diversity falls in the more senior positions. For example, the workforce as a whole is 53% black and ethnic minority (BAME) but at the executive and leadership level this drops to 33%.
- 4.1.2 Based on the collected data we will further analyse the diversity by grade and service area and include analysis of internal promotions. See appendix 1 for Peabody employee data.
- 4.1.3 Family Mosaic also holds good data on employees. The data collection methodology is different from that at Peabody and therefore the data is not directly comparable. See appendix 3 for Family Mosaic data.
- 4.1.4 The Family Mosaic staff body is comprised of a 65.9% white population, however this measure is not split across its organisational structure. The number of employees based in outer London and Essex, impact on diversity figures and account, in part, for the higher representation of this ethnic group. This is reflective of the population statistics in these areas.
- 4.1.5 We will fully align data methodology in the new organisation to enable us to understand our employee profile and identify, monitor and address any arising trends. We will undertake a full analysis of our employee profile to understand our composition better, including a breakdown by grade and directorate.

4.2 Profile of residents

- 4.1.2 Peabody holds data on residents' profiles by gender, age, ethnicity, disability and sexuality. Data collection in this area is improving as part of our data quality work to ensure data is correct at point of entry.
- 4.1.3 Peabody's resident ethnicity groups roughly mirror the London wide picture
- 4.1.4 Peabody's residents' gender is roughly equal throughout the tenures except in older persons housing where women significantly outnumber men 72% to 28%.
- 4.1.5 Sexual orientation is very similar to the wider London population.
- 4.1.6 The Peabody resident age profile shows that the age group of 45-54 is the largest containing 17% of our entire resident population. The largest population group in London is the 25-34 year olds at 36%. See appendix 2 for 2016/17 data.
- 4.1.7 Family Mosaic's residents' ethnicity is captured using different categories with white British being the largest group and Black African/Caribbean/other being the second largest.
- 4.1.8 Family Mosaic has a greater amount of stock in outer London and Essex compared to Peabody, impacting upon the diversity statistics. Family Mosaic's residents' ethnicity is broadly reflective of the London, outer London and Essex population. The gender split across Family Mosaic shared ownership and supported housing are similar. In the general needs population the proportion of males drops and the female population increases with 33% male to 66% female.
- 4.1.9 The Family Mosaic residents' age profile shows us that the 45-54 is also the largest age group with 26.1% of the entire resident population.

4.3 Current approaches

A summary and comparison of Family Mosaic's and Peabody's approach to equality, diversity and inclusion is provided below.

Family Mosaic	Peabody
<p><i>Format</i></p> <p>Uses the 'single equality scheme' (SES) framework usually found in the public sector and adopted to aid with the evaluation of 'investors in diversity' status.</p>	<p><i>Format</i></p> <p>Aligned with the format for other Peabody strategies</p>
<p><i>Content</i></p> <p>The 'Single Equality Scheme' (SES) covers FM's responsibilities relating to the nine protected characteristics in the Equality Act. It sets out the responsibilities of the Board, CEO, managers and employees. It sets out objectives under four 'strands':</p> <ul style="list-style-type: none"> • 'Committing' (developing an inclusive organisational culture in which diversity is valued) • 'Learning' (self-assessment, planning and adapting, improving awareness, knowledge and skills) • 'Developing' (sustaining workforce diversity, promoting equality in services delivered by FM and its partners) • 'Improving' (evaluation and measurement of progress) <p>The SES covered the years 2013 to 2016 and was therefore due for review in 2017.</p>	<p><i>Content</i></p> <p>The Equality and Diversity Strategy sets out Peabody's E&D objectives and how they will be achieved.</p> <p>The objectives are:</p> <ul style="list-style-type: none"> • Demonstrable commitment to equality, diversity and inclusion • Effective leadership and governance • Accessible, high quality services • Involving all customers in the design of services • Effective use of data to inform improvements • Recruitment practices that reflect Peabody's communities • Raising the profile of diversity and the steps Peabody is taking to deliver its strategy <p>The Equality & Diversity strategy was reviewed in 2016 and covered the years 2016-2019.</p>
<p><i>Governance</i></p> <ul style="list-style-type: none"> • The cross-departmental Diversity Forum oversees delivery of the SES. Most recently it has focussed on the recruitment and promotion of staff who have protected characteristics. 	<p><i>Governance</i></p> <ul style="list-style-type: none"> • Peabody has an Equality and Diversity Core Group, Equality and Diversity Working Group and Equality and Diversity Networks. • The Core Group leads on delivery of the strategy.

<ul style="list-style-type: none"> • Family Mosaic’s Women’s Network supports personal and professional development, gender equality and women’s presence in leadership roles. • Family Mosaic’s LGBT Network has been active in organising events. 	<ul style="list-style-type: none"> • The Working Group is a self-nominated group which includes the Chairs of E&D networks. It organises events, considers new ways to promote diversity, identifies and analyses issues and suggests improvements and evaluates the value of thematic sub-groups. • Thematic groups/networks cover gender, LGBT (Peabody Pride), a wellbeing group aligned with the protected characteristics and a BAME group.
<p><i>Services/support</i></p> <ul style="list-style-type: none"> • Communications are accessible including the use of translations, interpreters, plain English, large print and audio tape • Network of foreign language experts • Visual and hearing impairment champions 	<p><i>Services/support</i></p> <p>Communications are accessible including the use of translations, interpreters, plain English, large print and audio tape</p> <p>Internal bank of foreign language experts</p> <p>Responsive services that adapt to the needs and requirements of our customers, where possible.</p>
<p><i>Performance</i></p> <ul style="list-style-type: none"> • Service delivery: Family Mosaic has no major problems in this respect. Lettings and sales are proportionate to the ethnic mixes in Family Mosaic’s areas of operation. • Satisfaction is lower among BME residents but more detailed analysis shows that this is a function of age rather than ethnicity. • Employment: women have been under-represented in senior roles historically. Analysis of trends suggests that women are now as likely to be appointed to senior positions as men and the inequality is reducing over time. Staff from BME backgrounds however have tended to get ‘stuck’ at team leader level. 	<p><i>Performance</i></p> <p>We hold good quality data on our employees, which gives us robust insights into the composition and development of our workforce. Peabody’s workforce broadly reflects the London communities we serve. There is no evidence that some groups are disproportionately likely to leave Peabody. However, diversity at senior grades does not yet reflect the diversity of our organisation.</p> <p>The proportion of valid data we hold provides us with a large enough statistical sample to be representative of Peabody, providing a robust equality and diversity profile for the main tenure groups and large scale services. We continue to use our resident profile to analyse specific service areas, to</p>

	ensure that the services we provide are non-discriminatory and accessible to all.
--	---

4.4 Drivers for change

4.1.2 As well as the overarching challenges which many large organisation face (serving a diverse population; encouraging diversity in the workforce and realising the benefits a diverse workforce brings), Peabody has recently conducted a self-assessment against the social housing equality framework and CIH E&D charter for housing. This has helped identify areas for focus for the new organisation. Specific learnings will feed into the action plan when developed, core themes which are drivers for change for Peabody are summarised below.

Embedding E,D&I in the new organisation

4.1.3 There is the opportunity to put equality and diversity at the heart of the new organisation, creating an inclusive working culture. The risk is that issues relating to equality and diversity are side-lined with so many other areas of focus. As new strategies, policies and procedures are created it is important equality impact assessments are carried out and residents are consulted where appropriate. In terms of employees, the organisation needs to understand the impact of redundancies and new members of staff on the diversity of our organisation.

Data

4.1.4 Employee data is widely collected and relatively strong in each organisation, but resident data less so. We have very strong coverage on age and gender but there are gaps in other areas which is typically due to historical differences in what was collected by different members of the Group. For example, our data capture on communication needs was not part of our last E&D review. We need to integrate the two organisations' approaches to capturing E&D data.

4.1.5 Importantly, we are weaker in the area of analysis and use of data – including the use of insight from external sources to help us plan our work. We also need to make better use of insight such as the impact report to guide our work.

Engagement and evaluation

4.1.6 Whilst the resident involvement functions in both organisations is strong, there is more to do to ensure we consider how residents and customers can be engaged in E,D&I activities.

- 4.1.7 As mentioned above, employee engagement in both organisations has been historically good but will need special attention to ensure it continues in the new organisation and that we maximise the opportunity the merger brings to create an inclusive working culture.
- 4.1.8 For residents, customers and employees it is important we understand the impact of engagement and the value or effectiveness of our E,D&I work.

Supporting Progression

- 4.2 As noted above, there is an issue in both organisations with diversity reducing in the higher levels of the organisation. Whilst there is no outward issue with recruitment policies and processes, it is important that the new organisation prioritises the nurturing of talent, opportunities for employees to move around in the organisation and recruitment practices which ensure a diverse mix of candidates. Family friendly policies should also be a focus for the new organisation.

5. Vision

We will be an organisation known for its progressive approach to equality, diversity and inclusion: leading the way in the support all employees are given to thrive; and providing accessible services which recognises residents' and customers' differing needs.

- 5.1 We will make a strong and visible commitment to equality, diversity and inclusion and ensure the agenda is embedded in the new organisation. This will be supported by a clear action plan, effective leadership and fit-for-purpose governance.
- 5.2 We will harness the skills, experience and knowledge of a diverse workforce, and realise the benefits of a firm organisational commitment to equality, diversity and inclusion in all that we do. We will recruit, develop and retain a diverse, talented and motivated workforce that reflects the communities we work with.
- 5.3 We will provide high quality services that are accessible to all and continuously improving by:
- Encouraging and facilitating the involvement of residents and customers in shaping the design and delivery of high quality, accessible services.

- Seeking to understand our resident and customer base, through our use of equality and diversity-related data, and using this to identify areas for improvement.
- 5.4 The design and maintenance of our homes will foster a sense of community and inclusivity by encouraging people of different backgrounds and tenures to mix and enabling everyone to enjoy their neighbourhood. This will increase understanding and tolerance and help create cohesive, sustainable communities. Places that are inclusive should:
- Be welcoming for everyone
 - Be accessible and easy to use, affording dignity without undue effort or anxiety.
 - Enhance mental and physical health and well-being
 - Reflect the diversity of today's society while building on the history of local areas.
 - Encourage mutual and harmonious relations between social groups.

6. Achieving the vision

- 6.1 The main outcomes of achieving our vision will be an organisation that:
- Is sensitive to the needs of different residents and customers
 - Has a workforce that is, as far as practicable, representative of the communities we serve at all levels of the organisation
 - Has training and monitoring systems in place that ensure it maintains and adapts services and policies in line with changes in legal obligations and demographics, and that drive continuous improvement
- 6.2 Our areas of focus for the first year of the strategy will reflect the key drivers for change:
- Putting equality, diversity and inclusion at the heart of our new organisation; helping to bring employees together
 - Improve our approach to using data and insight
 - Maximising employee and resident engagement, and as much as possible measure the impact of that engagement
 - Seeking to better understand any barriers to progression in our organisation and implement actions to address them.
- 6.3 A draft three year plan with example activities is attached at appendix 5. We will also produce an annual action plan that will allow us to measure change and progress. Responsibilities and timelines for delivering the annual action plan will be agreed by a new Equality, Diversity and Inclusion delivery group once the strategy is approved.

7. Risks and opportunities

7.1 Risks

There are risks to not having a strategy:

- Failure to adhere to Equalities law
- Residents and customers not able to access services
- Failure to support vulnerable residents and customers
- Failure to maximise the potential of employees or residents
- Reputational risks

As well as risks inherent with delivering the strategy:

- An effective E,D&I strategy must be embedded in the business; it cannot be managed separately. This presents challenges for coordination, speed of delivery and compliance.
- Equality is a function of many factors, not all of them within Peabody's control. We need to be realistic in our ambitions and careful about how we measure success.

7.2 Opportunities

- The scale of the new organisation gives us the capacity to deliver more and bringing together two organisations will allow us to learn from the experience and insight of both. We have the opportunity to be a leader in the area of equality, diversity and inclusivity.
- Delivering the strategy will give all our residents confidence in Peabody and in the services we provide. It will encourage them to engage with us in improving their independence as individuals and in enhancing community cohesion.
- Delivering the strategy will improve employee engagement, help make us an employer of choice and help us retain and promote the best talent.
- Improved services that are better targeted, receive fewer complaints and lead to higher staff retention levels will all contribute to our value for money objectives.

Appendix 1: Profile of Peabody employees

The following data gives an indication of E,D&I information for both organisations. We will fully align data methodology in the new organisation.

Protected characteristic	Whole	Exec & Leadership
Black and ethnic minority	53%	33%
White	38%	67%
Prefer not to state	9%	0%

Table 1 Peabody employee ethnicity

Protected characteristic	Whole	Exec & Leadership
Male	55%	58%
Female	45%	42%
Prefer not to state	0%	0%

Table 2 Peabody Staff Gender

Religion	Whole	Exec & Leadership
Bhuddism	0%	0%
Christian	39%	42%
Hindu	2%	0%
Jewish	0.5%	0%
Muslim	5%	0%
No religion or belief	22%	42%
Sikh	0.5%	0%
Prefer not to state	32%	16%

Table 3 Peabody employee religion

Protected characteristic	Whole	Exec & Leadership
Age < 20	0.8%	
Age > 70	0.4%	
Age 20-25	6%	
Age 26-30	9%	
Age 31-35	14%	
Age 36-40	14%	8%
Age 41-45	12%	8%
Age 46-50	15%	21%
Age 51-55	14%	42%
Age 56-60	10%	17%
Age 61-65	5%	4%
Age 66-70	0.7%	

Table 4 Peabody employee age Exec & Leadership defined as grade 1A and above

Sexual Orientation	Whole	Exec & Leadership
Gay/ lesbian/ bisexual	5%	4%
Heterosexual	85%	96%
Prefer not to state	11%	0%

Table 5 Peabody employee sexuality

Disability	Whole	Exec & Leadership
Disabled	5%	4%
Non-disabled	89%	92%
Prefer not to state	6%	4%

Table 6 Peabody employee disability status

Appendix 2: Profile of Peabody residents

Gender	General Needs	Older Persons & Supported	Market Rent and IMR	Homeowners	Peabody	London
Male	45%	28%	47%	51%	46%	49%
Female	55%	72%	53%	49%	54%	51%

Table 7 Peabody resident gender

Ethnicity	General Needs	Older Persons & Supported	Market Rent and IMR	Homeowners	Peabody	London
WHITE - BRITISH	38%	48%	35%	38%	38%	45%
BLACK - AFRICAN	19%	12%	8%	10%	17%	7%
WHITE - OTHER	9%	5%	27%	13%	10%	15%
BLACK - CARIBBEAN	7%	8%	4%	5%	7%	4%
MIXED RACE	5%	1%	4%	3%	5%	5%
ASIAN - BANGLADESHI	5%	0%	2%	2%	4%	3%
OTHER	17%	25%	20%	29%	18%	21%

Table 8 Peabody resident ethnicity

Faith	General Needs	Older Persons & Supported	Market Rent and IMR	Homeowners	Peabody	London
Christian	63%	73%	61%	47%	62%	48%
No Religion	21%	17%	25%	39%	23%	21%
Muslim	12%	3%	7%	7%	11%	12%
Buddhist	1%	2%	3%	2%	1%	1%
Other	3%	5%	4%	5%	3%	17%

Table 9 Peabody resident faith

Sexual Orientation	General Needs	Older Persons & Supported	Market Rent and IMR	Home-owners	Peabody	London
Heterosexual	97%	98%	93%	95%	96%	97%
Lesbian/Gay	2%	2%	6%	4%	3%	2%
Bi-Sexual	1%	0%	1%	0%	1%	1%
Other	0%	1%	0%	0%	0%	<1%

Table 10 Peabody resident sexuality

Disability	General Needs	Older Persons & Supported	Market Rent and IMR	Homeowners	Peabody
Disabled	16%	36%	1%	4%	14%
Not Disabled	84%	64%	99%	96%	86%

Table 11 Peabody resident disability status

Age	General Needs	Older Persons & Supported	Market Rent and IMR	Homeowners	Peabody	London
0-4	4%	4%	1%	1%	4%	7%
May-14	13%	2%	6%	7%	12%	11%
15-24	14%	1%	6%	3%	13%	13%
25-34	16%	2%	23%	22%	16%	36%
35-44	14%	5%	27%	32%	15%	(25-44)
45-54	16%	9%	20%	20%	17%	21%
55-64	12%	9%	10%	10%	11%	(45-64)
65-74	6%	27%	4%	3%	6%	6%
75-84	3%	29%	2%	1%	3%	4%
85+	1%	13%	1%	1%	1%	2%

Table 12 Peabody resident age groups

Marital Status	General Needs	Older Persons & Supported	Market Rent and IMR	Home-owners	Peabody	London
Single	63%	55%	56%	57%	62%	44%
Married	27%	21%	29%	27%	27%	40%
Cohabiting	3%	2%	12%	14%	5%	N/A
Divorced	3%	7%	1%	2%	2%	7%
Separated	2%	3%	1%	1%	2%	3%
Widowed	2%	12%	1%	0%	2%	5%
Civil Partnership	0%	0%	0%	0%	0%	<1%

Table 13 Peabody resident marital status

Appendix 3: Profile of Family Mosaic residents

Gender	GN	SO	SH	Other	Total
F	67%	46%	39%	45%	60%
M	33%	54%	61%	55%	40%
Total Known	99%	95%	84%	92%	96%
UNKNOWN	1%	5%	16%	8%	4%

Table 14 Residents gender

Religion	GN %	SO %	SH%	Other %	Total %
BUDDHIST	1%	2%	0.9%	0%	1%
CHRISTIAN	59%	55%	53%	0%	58%
HINDUISM	1%	2%	0.8%	0%	1%
JUDAISM	0.3%	0.2%	0.3%	0%	0.3%
MUSLIM	16%	3%	7%	0%	13%
NO RELIGION	22.59%	36.32%	38%	0%	26%
SIKHISM	0.24%	0.53%	0.4%	0%	0.3%
Total Known	27.42%	21.38%	27%	0%	26%
UNKNOWN	72.58%	78.62%	73%	100%	74%

Table 15 FM resident religion

Sexuality	GN %	SO %	SH%	Other %	Total %
BISEXUAL	0.2%	0.2%	0.5%	0%	0.2%
GAY	0.4%	1%	1%	0%	0.7%
HETERO	43%	26%	46%	0%	40%
LESBIAN	0.2%	0.2%	0.3%	0%	0.2%
NOT ASKED	44%	39%	43%	100%	43%
REFUSED	13%	33%	10%	0%	16%
Total Known	61%	68%	72%	50%	64%
UNKNOWN	39%	32%	28%	50%	36%

Table 16 FM resident sexuality

Disabled	GN %	SO %	SH%	Other %	Total %
N	95%	99.8%	92%	100%	96%
Y	5%	0.2%	8%	0%	4%
Total Known	99%	97%	93%	100%	98%
UNKNOWN	1%	3%	7%	0%	2%

Table 17 FM resident disability

Age	GN %	SO %	SH%	Other %	Total %
18-24	2%	0.7%	11%	0%	3%
25-34	15%	28%	12%	0%	16%
35-44	20%	43%	15%	0 %	23%
45-54	28%	19%	21%	0 %	26%
55-64	19%	6%	15%	0 %	17%
65-74	9%	2%	16%	100 %	9%
75-84	5%	0.5%	7%	0 %	4%
85+	2%	0%	3%	0 %	2%
Total Known	96%	76%	83%	25%	91%
UNKNOWN	4%	25%	17%	75%	9%

Table 18 FM Residents age

Appendix 4: Profile of Family Mosaic employees:

Sex	Care and Support employees	%	General employees	%	Total %
F	1071	76%	406	59%	71%
M	331	24%	278	41%	29%

Table 19 FM employee gender

Ethnic Origin	Care and Support employees	%	General employees	%	Total %
Asian	41	3%	42	7%	5%
Black	277	24%	132	23%	23%
Mixed Race	23	2%	32	5%	3%
Other Ethnic Group	28	2%	24	4%	3%
White	806	69%	353	61%	66%
Total Known	1175	84%	583	85%	84%
Unknown	227	16%	101	15%	16%

Table 20 FM employee ethnicity

Religion	Care and Support employees	%	General employees	%	Total %
Any Other Religion	48	6%	19	5.5%	6%
Buddhist	7	1%	3	0.9%	0.9%
Christian	522	65%	203	58%	63%
Hindu	4	0.5%	3	0.9%	0.6%
Jewish	5	0.6%	5	1%	0.9%
Muslim	32	4%	22	6%	4.7%
Sikh	4	0.5%	2	0.6%	0.5%
No Faith	187	23%	91	26%	24%
Total Known	809	58%	348	51%	55%
Unknown	593	42%	336	49%	45%

Table 21 FM employee religion

Sexuality	Care and Support employees	%	General employees	%	Total %
Bisexual	8	0.9%	6	1%	1%
Gay Man	8	0.9%	7	2%	1%
Heterosexual	852	96%	390	96%	96%
Lesbian/Gay Woman	15	2%	4	1%	1%
Total Known	883	63%	407	60%	62%
Unknown	519	37%	277	41%	38%

Grand Total	1402		684		
-------------	------	--	-----	--	--

Table 22 FM employee sexuality

Disability	Care and Support employees	%	General employees	%	Total %
No	131	87%	139	96%	91%
Yes	20	13%	6	4%	9%
Total Known	151	11%	145	21%	14%
Unknown	1251	89%	539	79%	86%
Grand Total	1402		684		

Table 23 FM employee disability

Appendix 5: Draft three year plan

To note: We will produce an annual plan to support this document and three year plan, to enable us to track progress and measure change.

Vision	Actions
<p>Strong and visible commitment to equality, diversity and inclusion and ensure the agenda is embedded in the new organisation</p>	<p>Embed a culture of ED&I across the organisation, which will be reflected in all aspects of our work including equality impact assessments, HR policies and procurement</p> <p>Launch our approach to ED&I in the new organisation, for example through mandatory training for all employees</p> <p>Create a dedicated resource (within existing job roles) to deliver the E,D&I strategy, ensuring E,D&I is tied into the structure of the new organisation</p> <p>Regularly communicate progress and commitments to residents, employees the executive team and to the Board</p> <p>Sign up to charters, frameworks, campaigns and seek external accreditations</p> <p>Ensure employees are kept up to date and able to join in through intranet presence, events and networks.</p>
<p>Recruit, develop and retain a diverse, talented and motivated workforce that reflects the communities we work with</p>	<ul style="list-style-type: none"> • Provide E,D&I training and guidance to all employees • Provide training for managers with focus on recruitment and succession planning • Undertake an E,D&I workforce analysis and address any issues arising • Conduct employee satisfaction surveys and address any issues arising • Ensure offices are accessible, making reasonable adjustments where required, including reflecting E,D&I issues in the new accommodation strategy
<p>Provide high quality services that are accessible to all and continuously improving</p>	<ul style="list-style-type: none"> • Ensure our offices and community centres are accessible to all. • Provide information in alternative formats and offer an interpretation and translation service. • Conduct equality impact assessments as part of policy and procedure reviews • Agree comprehensive policies and procedures for managing hate crime, domestic abuse, safeguarding, vulnerability. • Carry out comparison of Family Mosaic and Peabody service delivery and employment policies in the context of E,D&I, identifying the best practices of each. Differences in performance can inform the priorities for the next year

<p>Encourage and facilitate the involvement of customers in shaping the design and delivery of high quality, accessible and continuously improving services</p>	<p>Develop an involvement offer which reflects the communities we serve Build stronger links with under-represented residents and service users Empower residents to scrutinise, monitor and review our services; and provide E,D&I training to involved residents Engage with residents in the annual review of the E,D&I strategy and action plan Ensure our approach allows care and support customers to be involved in changes which affect them</p>
<p>Design and maintenance of our homes and the public realm will foster a sense of community and inclusivity</p>	<ul style="list-style-type: none"> • Consider diversity issues in the design of new developments • Promote community cohesion through community activities • Ensure E,D&I is reflected in the new Peabody design panel
<p>Gather and securely hold equality and diversity-related data on our residents, employees and Board members, and use this to identify areas for future improvement.</p>	<p>Collect comprehensive information on employees, customers and Board in relation to the protected characteristics Use information to identify issues and trends and help design services and interventions tailored and responsive to need Produce an Annual Equality, Diversity and Inclusion Report including detail on the composition of our Board, senior management, employees and residents in relation to the nine protected characteristics Communicate to all stakeholders how data are stored and used Ensure data collection, storage and profiling is informed by best practice, undertaken confidentially and in line with the Data Protection Act 1998</p>
<p>Make a strong and visible commitment to equality and diversity, supported by a clear action plan, effective leadership and fit-for-purpose governance authorities and other partners to reduce inequality and improve inclusion.</p>	<ul style="list-style-type: none"> • Publish an Equality, Diversity and Inclusion (E&D) Strategy, policy and action plan with clear organisational objectives and mechanisms to monitor progress. • Consider E&D as plans and service improvement initiatives are developed and implemented through Equality Impact Assessments. • Raise awareness of and provide training in relation to Equality Impact Assessments. • Report annually to the Board and the Executive Committee on progress. • Consider developing an equality and diversity scorecard. • Drive continuous improvement through benchmarking. • Sign up to the Chartered Institute of Housing's 10 by 20 challenges to promote diversity in leadership. • Annually monitor the composition of the Board and Leadership Team and aim to ensure these broadly reflect the communities we serve. • Review training provided to the Board • Ensure E&D is taken into account when procuring and commissioning services from contactors, partners and consultants.

- | | |
|--|---|
| | <ul style="list-style-type: none">• Seek opportunities to work with local contractors |
|--|---|

N.B. The ED&I Strategy was approved by the Executive in September 2018.