



EQUALITY, DIVERSITY & INCLUSION

#SahaOneTeam

Equality, Diversity, and Inclusion (ED&I) Strategy

January 2023 – March 2026

1. Introduction

At Saha equality, diversity and inclusion are important to us. Equality is about apportioning equal value and worth to everyone, irrespective of their protected characteristics, socioeconomic background, or demographic profile. It means providing everyone with equal access to opportunities, which does not always mean treating people equally given that some may experience more barriers to accessing those opportunities than others and need additional support to overcome/remove those barriers. Diversity means respecting differences and ensuring that basic human rights are guaranteed to everyone. Inclusion involves linking equality and diversity to create an environment, a set of policies, practices and processes, to improve participation and to enable people to fulfil their potential.

We challenge discrimination because we believe that everyone should be treated fairly. We celebrate the diversity of our people because our differences make us stronger. We support our colleagues to be their true selves because we know they will be at their best and do their best.

At Saha we believe our employees and residents have the right to work and live within an environment free from bullying and harassment, and we expect everyone to be treated, and to treat others, with dignity and respect. Allegations of harassment and bullying will be treated very seriously by Saha and may result in disciplinary action being taken against the perpetrator.

We provide all residents with a meaningful voice because everyone's opinion counts. We value the experience, skills, talents and abilities of each person because that's what helps us become successful. We listen because we want to grow and learn from each other.

Our EDI Strategy sets our approach to Equality, Diversity, and Inclusion, provides a framework, and outlines the commitments we are making over the next three years. It is an "evolving" document that will be adapted in line with the changing needs of residents, service users and colleagues.

2. Saha Equality Diversity & Inclusion Vision

"Our aim is to help create an inclusive environment where diversity in our employees and residents is welcomed and celebrated."

We want to be a role model in equality and diversity in the housing sector and for our organisation to be recognised as an actively anti-discriminatory organisation that upholds and promotes best practice in equality, diversity, and inclusion.

Respecting equality, diversity and inclusion remains one of our key operating principles, and our values are the golden thread through everything we do:

Saha Values - SPIRE

SERVANT LEADERSHIP

We help people thrive

We set high benchmarks with an encouraging and supportive leadership style

PASSION

We love our work

We invest in the lives of residents and fight to do better for them

INCLUSION

This is a team effort

We provide an environment where everyone has a sense of belonging and feels respected and valued

RESPECT

We embrace contributions

We welcome new people, new ideas and new approaches

EFFECTIVENESS

We find a way

We deliver meaningful change and are committed to achieving our objectives

3. EDI Data

We recognise that as we set out on this journey, our equality, diversity and inclusion data is limited for residents and employees, however, we do know the following:

- In 2022, 13.77% of Saha's workforce were from ethnic minority backgrounds, with little representation in Senior Management roles
- 6.6% of colleagues (15 out of 226) identified themselves as having a disability
- Our Gender Pay Gap at 5 April 2022 found that our mean pay gap was 18.54% (compared to 15.4% across all UK employers – taken from ONS 26.10.2021)
- The average score our employees responded with when asked the question “I believe saha values diversity and I am treated fairly at work”, was 4.1 out of 5 in the How Are You Survey (July 2022)

- Estimates on the percentage of residents who are disabled are hard to measure. Data from the ONS in 2022 suggests that “working disabled people were less likely to work as managers, directors, and senior officials or in professional occupations than working non-disabled people”*
- Housing analysis carried out using the Annual Population Survey (APS), utilising UK data for the year ending June 2021 which reported: In the year ending June 2021, 24.9% of disabled people aged 16 to 64 years rented social housing compared with only 7.9% of non-disabled people. This was consistent with 2020. In 2021, disabled people were less likely to own their own home (39.7%) and less likely to live with parents (16.4%) than non-disabled people (53.3% and 19.2% respectively).

Source: Outcomes for disabled people in the UK - Office for National Statistics (ons.gov.uk)

4. Saha's Strategic EDI Objectives – a summary

Our Strategic Objectives for enhancing Equality, Diversity, and Inclusion 2022 - 2025 are:

1. Embed a strong and visible culture, based on the principles of EDI, into all we do at Saha
2. Obtain and use EDI data to provide insight, identify areas for improvement, and monitor progress, performance and satisfaction across the organisation
3. Attract and retain a diverse workforce and Board that can support and represent the resident communities we serve

5. Saha Strategic EDI Objectives – in detail

1. **Embed a strong and visible culture, based on the principles of EDI into all we do at Saha**

In order to do this we will:

- Publicly demonstrate our commitment to Equality, Diversity and Inclusion, externally and internally
- Create a sustainable culture promoting personal responsibility for equality rooted in respect and dignity and ensure this is communicated clearly to employees and residents.
- Demonstrate a strong commitment to EDI and ensure the progress we make on improving EDI within the organisation for staff and residents is clearly communicated
- Organise events around key dates in the EDI calendar.

- Work with residents and representative groups, to identify priorities for improving outcomes and services and increasing local community and resident participation
- Expect our suppliers, contractors and consultants to align to Saha values on EDI, with this being a condition of them doing business with us

What success will look like:

Success will deliver the following outcomes:

- Residents will be at the heart of everything we do. We will make sure that they have an active role in all aspects of our business and that their views and aspirations drive our decision-making processes. Over the next three years we are committed to getting to know our diverse customer groups and their needs better.
- We will provide residents with a meaningful voice and involve them in shaping our services to ensure they are inclusive of everyone's needs.
- We will ensure that residents, service users, colleagues and partners feel equipped and confident to speak out when they see bias or discrimination, and to ask questions and challenge in a way that encourages constructive conversation and supports positive change.
- Residents and colleagues will be assured that Saha are taking steps to eliminate discrimination, harassment and victimisation and advance equity of opportunity for all.

2. Obtain and use EDI data to provide insight, identify areas for improvement, and monitor progress, performance and satisfaction across the organisation

In order to do this, we will:

- Enhance and improve the collection and reporting of EDI data relating to staff and residents
- Ensure Saha work towards having a workforce, including senior leadership, that are representative of the wider UK population and report on how Saha is achieving this
- Report on the gender pay gap and the ethnicity pay gap, putting measures in place to reduce the gaps year on year
- Use employee and resident EDI data to identify areas of improvement
- Monitor employees' and residents' perception/views on how Saha values equality, diversity and inclusion

What success will look like:

Success will deliver the following outcomes:

- We will demonstrate that our data informs our policies, processes and decisions and residents and service users report the positive impact.
- We will publish detailed information about the EDI data we hold and the action we are taking across all our services.
- We will be conducting routine pay audits and analysing compensation by gender and ethnicity so that we can identify, and address pay gaps.
- We will monitor EDI data on appointments and promotions to determine whether there is evidence that Saha is rating people from certain groups more highly and promoting them more quickly, taking action to address this if necessary.

3. **Attract and retain a diverse workforce that can support and represent the resident communities we serve**

In order to do this, we will:

- Provide opportunities for residents or previous residents, to become apprentice employees at Saha and get involved in other aspects of running the organisation, such as being on interview panels, to ensure effective representation within the services we offer
- Review the recruitment processes for employees to identify any potential for bias and ensure there is a transparent process in place to attract employees from all backgrounds
- Ensure all recruitment campaigns include a visible focus on EDI.
- Put plans in place to increase the diversity of our Board and Committee memberships
- Create a Co-Production Strategy to enable residents' involvement
- Increase diversity in leadership at Saha
- Update our website to make sure it shows our commitment to equality, diversity and inclusion and represents the communities we serve.
- Provide appropriate working spaces for employees, to accommodate employees with disabilities and those who require space to carry out religious practices when at work
- Train managers so that they understand the impact of unconscious bias on their decision-making and put clear and consistent criteria in place to reduce bias in recruitment decisions and performance reviews.

What success will look like:

Success will deliver the following outcomes:

- We have a diverse workforce and Board/Committees
- We see evidence of people from underrepresented groups, progressing their careers within Saha.
- We will have inclusive workplaces, which can accommodate disabilities and religious practices wherever possible.
- Saha's commitment to EDI is clear on its website and Intranet

- Managers feel equipped to understand unconscious bias and put measures in place to stop it from influencing their decisions about recruitment and performance management of their team members
- Residents/ex residents are more involved in the running of the organisation, including taking part in interview panels, undertaking apprenticeships with Saha and securing permanent positions with Saha.

6. How we will achieve these objectives

In order to deliver these objectives and monitor progress, Saha has set out an action plan which can be found in Appendix 1.