



Swan Housing Association:

Gender Balance: Action Plan

We are proud at Swan to be able to offer a broad range of roles across the whole organisation that are attractive to talented people with diverse skills and experience.

Swan is committed to growth and innovation in delivering excellent services. We are one of the UK's leading regenerating housing associations and have a host of award-winning schemes. Efficient and enterprising, we deliver new, high quality housing across all tenures.

We have been in the Top 100 not-for-profit companies to work for, for the last 5 years and hold Investors in People Gold status.

Our obligations to report on our gender pay gap on the snapshot date of 5 April 2020 continue to give us an opportunity to reflect on how to make the best use of a key resource, to rethink job design, to develop women in areas that are traditionally male-dominated, to encourage diversity in creating apprenticeships and graduate trainee roles and to better manage our talent pipeline. Our aim is to allow our employees to become the best possible version of themselves, see them 'shine' and feel at home with Swan.

Analysing our pay gap, we find that it arises principally because women hold fewer senior roles than men. Similarly, our bonus gap is driven by fewer women in senior roles where bonuses are a percentage of salary. We also have a higher proportion of women working in part-time roles, which generally fall within the lower quartile of pay.

Our aim is to provide an inclusive and diverse culture in which everyone is able to thrive and succeed in their career goals.

Women are represented at our highest levels, both as members of the Board and the Executive Team. The Chair of the Board, and the Director of Corporate Governance are excellent female role models, providing inspirational and effective leadership. We also have a number of Women within our Senior Management Team, Development Management Team and Heads of Service. Our People Director along with our Director of Business Development and External Affairs who are both women, founded and co-lead our internal Inspiring Swan's network that helps women shine within the workplace. We do however acknowledge that we can always do more to encourage more women in senior roles. We recognise that meaningful and lasting change will only happen over time and only with the involvement of the whole organisation.

Our corporate strategy and policies lay the foundations for a truly inclusive organisation.

Our policies are based on equality of opportunity. Our recruiting processes are non-discriminatory, and all of our job specifications and policies are written in gender neutral language. Our strategic objectives to digitise our processes and work in an agile way mean that we have both formal and informal ways of working flexibly, judging only on outcomes.

We shall encourage people further, through our Inspiring Swans network and various employee groups to raise issues that they believe contribute to gender inequality and we shall work with them to break down perceived barriers.

What we have achieved so far

- Launched Swan's 'Inspirational You' workshop for Women that allows women to really focus on their goals and reach their full potential.
- Launched Inspiring Swan's network that encourages women and men to work together on initiatives to help encourage further gender balance within Swan
- Embraced International Women's and Men's day with a real focus on working together to make a difference.
- Launched new Wellbeing Strategy that focuses on the health and wellbeing of our employees and a strong focus on Mental Health.
- During the Coronavirus pandemic we introduced even more flexible ways of working to help those with care responsibilities to balance home schooling. We also introduced Wellbeing Wednesdays which enabled everyone at Swan to take an additional hour off each week to focus on their wellbeing.
- Arranged a Menopause lunch and learn in March 2020 and another in October 2020 with an external speaker as this was an important subject for some of our employees.
- Swan have signed up to Future of London's Speaker Diversity Pledge and as such: All staff who speak at events and participate in sessions / panels do not participate in sessions / panels which feature only one demographic group.
- Continued to ensure that all salaries are benchmarked regularly in line with market rate pay. We are open, honest and transparent in what these benchmarks are with our employees and all salary increases are approved by the People Director to ensure consistency of approach.

What's next for Swan's Gender Balance Agenda?

- As we move forward after the coronavirus pandemic and beyond and as part of our new Health and Wellbeing strategy, Swan will be looking to further enhance flexible working in the workplace.
- New Family policy that supports working parents and carers.
- Third 'Inspirational You' workshop for women to be launched in 2021 along with a brand new 'Inspirational You' workshop for men.
- Inspiring Swan's network to continue to meet regularly to share ideas, challenges and new initiatives.
- We shall encourage women to network with professional groups to gain confidence in applying for more senior roles.
- Regular external speakers to hold inspiring workshops that focus on equality for all
- Managers will be supported in identifying potential candidates to plan internal succession through our Smart Chat initiative.
- We shall have an active listening culture, ensuring everyone has a voice.
- Our employee representative committee will continue to represent and support people in any issue that is perceived to contribute to inequality.
- Our regular team meetings and annual team building days will continue to be conduits for exchange of ideas, opinion and information.
- We will further enhance our recruitment practices utilising technology and data to understand where we can do better and challenge typical recruitment norms.
- Commit to a mixed gender recruitment panel for roles.
- Become more targeted in where we advertise our vacancies, ensuring this reaches a diverse audience thus creating more of a diverse candidate pool

All information correct at time of publication.

