

Southern Housing EDI Action Plan September 2025

Item no from Action Plan	Objective	Baseline Q1 2023	Action or task	Measures of success	Progress as at June 2024	Progress as at June 2025
GLA THEME 1: ORGANISATIONAL EQUALITY, DIVERSITY & FAIRNESS						
1.4	We will create and develop a diverse, representative workforce at all levels, which reflects the Organisation's geography and customer base, including our Board and Committee structures. This will also allow us to reap the benefits of diversity of thought, perspectives and experience. Board and leaders actively champion and demonstrate equality, diversity and inclusion.	Implementation of a reverse mentoring programme to be explored	Introduce Reverse Mentoring Plan (LT/ET)	- Implementation of reverse mentoring programme (Leadership) - Leadership and Executive Sponsor for each Diversity Network in place - EDI learning in place for Leadership team - EDI learning in place for Board	"Proposal for Reverse Mentoring Programme discussed with Executive Team. Planning to launch it in Oct-24	Reverse mentoring programme launched October 2024.
		All Diversity Networks have Executive Team sponsors	Introduce Diversity Networks and ensure that all networks have Executive Team sponsors		We have 6 diversity networks up & running. All have ET sponsors, however we will need to re-allocate networks to new ET leads following retirements	New ET and LT sponsors of network groups have been assigned following retirement/restructure.
		EDI learning for LT to be delivered in Nov 2024	Deliver EDI learning to the Executive Team		'Leading our Culture' Programme for LT, agreed with CEO, for launch in Nov-24	We'll be recruiting a new co-chair of our Proud network.
		22.7% LT ethnically diverse		Measure: % diversity in Leadership Team Target: 30% Diverse representation by April 2026	"16.22% LT ethnically diverse (24.32% unknown)"	Options discussed for LT director learning session by December 2025.
		14% Board ethnically diverse		Measure: % diversity on Board Target: 30% Diverse representation by April 2026	16% Board ethnically diverse	25% ET ethnically diverse 15.15% LT ethnically diverse (21.21% LT unknown)
1.5	We will continue to offer and support EDI learning and development opportunities for colleagues at all levels.	EDI Learning Programme in place	Deliver EDI learning to all colleagues	Measure: Delivery of EDI Learning Programme (blended approach) with resources and workshops in place and accessible to all. Target: Implementation of a reverse mentoring programme (Non Leadership colleagues) by Sep 2024	"Blended EDI learning in place, accessible via Learn, our Learning platform Reverse Mentoring to be launched in Oct-24"	Blended EDI learning in place, accessible via 'Learn', our Learning platform.
		Reverse Mentoring Programme: gathering expressions of interest	Introduce reverse mentoring programme (non leadership colleagues)			Reverse mentoring launched in October 2024, progress review in July 2025.
		E-learning completed (legacy systems): SHG (since launch 2022): 1515 Optivo (since launch 2021): 1333 Combined Q1: 137	Introduce integrated learning platform with EDI training for all colleagues	Measure: % of colleagues undertaking EDI learning Target: Reach 70% of colleagues with some form of EDI learning and/or EDI awareness building in 2023-24, increasing to 95% in 2024-25	"New integrated learning platform introduced. EDI online module completion %: 90.6% all colleagues completion	We've extensive learning resources available on our learning platform, including 18 EDI lessons, 9 lessons on neurodiversity and over 50 lessons on wellbeing.
			Ensure all LT and ET complete EDI learning programme	Measure: % Leadership team trained in EDI Target: 100% by 1 December 24	"EDI online module completion %: 100% ET completion 87.7% combined ET/LT completion"	More than 95% of colleagues have completed EDI learning.
				Measure: % Board trained in EDI Target: 100% by 1 December 24	EDI Board training scheduled to take place on 25 Sep-24	EDI online module completion %: 100% ET completion 100% combined ET/LT completion
1.17	We will analyse, monitor and report on our diversity data to inform decision making .	Data snapshots for each legacy organisation were taken and reported to People Committee in Mar-23 (this is the 2022 report).	Introduce integrated measurement system for gender pay gap	Measure: Gender pay gap Target: Year on year reduction in our Gender Pay Gap by 2025	Gender Pay Gap report for SH was published in April 2024. There has been an improvement as the gap has reduced in comparison to previous reports from legacy organisations.	EDI Board training delivered on 25 September 2024 for Board members and Executive Directors
						Our mean gender pay gap is 11.2%, slightly down from 11.3% in 2023, and below the 2024 national average of 13.1%. The median pay gap has also reduced, from 10.1% in 2023 to 7.3%, though it remains just above the national median of 7%. The factors contributing to the gap are mainly occupation type and part-time working. For example, 66% of cleaners and 84% of care and support workers are women, and these roles are in the lower pay bands. Many part-time roles, which are more often held by women, also influence the overall gap.
		One legacy organisation reported its pay gap based on ethnicity, as best practice	Introduce integrated measurement system for ethnicity pay gap	Measure: Ethnicity pay gap Target: Year on year reduction in our Gender Pay Gap by 2025	Ethnicity Pay Gap analysed for Southern Housing, from Apr-24 as best practice	We're continuing to focus on promoting pay equity through inclusive recruitment, career development opportunities, and ongoing monitoring of our pay and grading framework.
						27.7% of colleagues who've reported their ethnicity came from ethnically diverse backgrounds. Our mean ethnicity pay gap has risen slightly from 2.1% in 2023 to 4.3% in 2024, while the median pay gap moved from -4.8% in 2023 to -0.3% in 2024. Although these changes are relatively small, we're committed to making sure all colleagues' ethnicity is accurately reflected in our data. To support this, we'll be refreshing our diversity records and providing guidance on the importance of sharing ethnicity information. This helps us better understand our workforce and develop initiatives that promote equity and inclusion across Southern Housing.
GLA THEME 2: SUSTAINABLE AND DIVERSE SUPPLY CHAINS						
2.1	We will review our procurement processes to ensure that existing and potential suppliers align with our commitment to Equality, Diversity & Inclusion and to ensure that social value opportunities are considered in all procurement activity	Initial integrated social Value Strategy in place.	Social Value Strategy in place and delivery of SV fully integrated into our Procurement Framework. Introduce a Social Impact statement with support from residents Social Value team in place to support delivery of SV strategy	We will review our Social Value Procurement Framework in April 2024. Our Social Value team engage with contractors and support them in delivering our social value objectives. Social Value outcomes are monitored and reported to our Board on a monthly basis.	We're working to our merged and interim Social Value Procurement Framework. Work is underway on adopting a new business-wide Social Impact Statement via our Residents' Strategy Group. The statement will set a basis for a longer-term Social Value Procurement Framework. The Change Management for Social Impact Team and forward plans are expected to complete by June 2024. We're currently working to an agreed interim Social Value Framework until a longer-term plan can be established. Our current Social Value terms run until December 2024 so we will be reviewing Social Value for contracts in Autumn 2024 to ensure that our guidance reflects the new Social Impact Statement and to reflect Procurement Act 2023 guidance.	Our new Social Impact Statement was approved in January 2025 and sets out the purpose and rationale for our social value activities across the business. In June 2025, we approved a new Social Value Framework, which explains how our social value team will work with contractors, suppliers, and our procurement team to maximise social value opportunities. Progress on social value is reported quarterly to the SH Board through our Social Impact updates and via reports to the Fresh Visions charity board.
2.3	Annual SHIFT, SECR submissions containing our overall carbon emissions which include supplier overview	SECR submitted	Annual SHIFT SECR submission- target Gold status.	As part of our annual SHIFT submission, we carry out sustainability audits with our top 100 suppliers to measure and monitor carbon emissions in our supply chain. By measuring our Scope 3 emissions, alongside Scope 1 and 2, we can target actions to influence the reduction of carbon emissions. We submit a yearly SECR (streamlined energy and carbon report) which includes our suppliers' emissions – this allows us to monitor movement across years. Target: SHIFT Gold status achieved	SHIFT Gold status received We have set up a new 'climate champions' network to support and raise the profile of our sustainability strategy.	We achieved SHIFT Gold status in December 2024 and received feedback that our supply chain data was the best SHIFT had seen. We're on track with our 2025 SHIFT submission.
		100% of our procurement activities consider sustainability.	Ensure that sustainability is considered in all procurement activity	Target: Sustainability is considered in 100% of new procurement projects	Procurement plans are currently with the Sustainability team for review and input. Sustainable procurement principles being reviewed and updated	SECR has been completed and reported in the Financial Statements. Although we don't currently report Scope 3 carbon emissions from our supply chain, we do collect this information as part of our annual sustainability audits sent to major contractors, and we include the data in our SHIFT submission. We've reviewed and updated our Sustainable Procurement Principles to ensure they remain fit for purpose. The Sustainability Team continues to review Procurement Project Plans (PPPs) for new contracts, specifying sustainability reporting requirements, standards, and KPIs. We've also updated our Sustainability checklist for PPPs so the team can clearly define whether information is required, desirable, or not applicable. The Sustainability Team has been involved in tender evaluations for capital investment contracts. These consolidated procurement activities covered asset replacement contracts such as bathrooms, windows, kitchens, doors, and retrofit works, but excluded heating and boiler contracts. Sustainability accounted for 2% of the final evaluation, representing the largest input to date on sustainable procurement activity, for contracts valued over £1 million. We send out Sustainability Audits annually to all major contractors and we're testing a system called 'One Trust' to engage with more suppliers on sustainability. A LinkedIn article on sustainable procurement was published in March 2025. We're also working with the G15 ESG Group to host a Sustainable Procurement Event in November 2025.
GLA THEME 3: WORKING TOGETHER WITH LONDONERS						
3.1	Residents are at the heart of our governance structure . Our resident governance structure is designed to strengthen resident voices and increase accountability.	Governance Structure in place from December 2022. Around 80-90 residents are formally engaged 'Supporting your involvement' 2023-24 training programme published	Introduce a robust governance structure for SH. Ensure we have representation from all regional & diversity groups and that membership is representative of our resident body. Ensure that we deliver a comprehensive training programme to engaged residents.	Our Resident Governance Handbook outlines our approach to resident involvement in our governance structure. - We have 4 residents on our Board - We have six regional residents' panels, feeding into a Resident Strategy Group which in turn feeds into Resident Services Committee & Board. - Our resident recruitment policy ensures that representation is diverse across protected characteristics as well as other categories such as tenure, stock/service type, region etc - We offer a full training programme, including EDI training to all resident representatives - We are actively involved with the G15 residents group, of which one of our resident board members is currently the Chair. Measure: No of residents formally engaged in governance Measure: Published resident training programme (annual)	We currently have 75 residents formally engaged. We identified low levels of involvement in our Midlands area, so we carried out a targeted recruitment campaign in the Midlands. We will have a further 10 residents joining us as a result of our recent recruitment campaigns, bringing our total to 85. We are introducing Equality Impact Assessments for all governance projects, policies and strategies. Our resident training programme is updated annually and published on our website, in a discreet 'Governance Hub'. All resident involvement inductions include mandatory EDI training, including unconscious bias. We gather & review detailed diversity data on all involved residents. This is reported to ET & used to help us to target recruitment gaps. Currently 27% of engaged residents identify as BME.	We currently have 76 residents formally engaged.* Each year, we gather diversity data for residents involved in our governance, reporting this to our Resident Strategy Group in September. This year's return rate was 96%. We also collect education and caregiving data, alongside diversity information, and compare it to the broader population to ensure a representative mix of tenure and diversity across our residents. As of 1 May, we've expressed an interest in the HouseProud Pledge. We have 12 months to gather evidence to apply for 'pledge pioneer' accreditation. Members of our Communications team will be attending a Housing Pledge workshop in September 2025, and one of our residents will work with Stonewall Housing to provide a statement of support to progress from entry level to the next level. In June 2025, we held a meeting with chairs of our resident groups to discuss actions following the recent court ruling on gender and to review our policy, ensuring we communicate clearly with residents about how it might apply. Board involvement has been strong, with 224 applications received from residents representing a wide range of diversity and lived experience. A resident Board member joined our Modern Slavery Working Group and contributed to the review of our 2025/26 Modern Slavery Statement, which will be published on our website by September 2025.
3.2	We will actively seek opportunities for residents to influence service delivery	Resident Involvement Team in place. Both legacy organisations had RI toolkits, which were used while developing a new one.	Deliver a range of strategies & resources to support resident engagement, including: Resident Involvement Strategy Resident Group Toolkit	We will co-create a resident involvement strategy outlining opportunities for engagement with residents. Measure: Southern Housing Resident Involvement Strategy published Our sheltered schemes have 'Independent Living Steering Groups' to support service delivery. We have a procedure & toolkit for working with resident groups and we actively support residents in setting up their own groups. Measure: Resident Group Toolkit published.	Our new Resident Involvement Strategy will be presented to our Board in September 2024. It is currently in consultation phase. Resident Group Toolkit is completed and is currently with our communications team for design. We will publish this alongside our new Strategy by the end of September 2024.	Our new Resident Involvement Strategy was approved by our Board in September 2024 and is now published on our website. We completed our Resident Group Toolkit last year, which is issued to prospective resident groups to support them in setting up a new group. We've also introduced a training session for new Resident Association members on committee skills, which can be delivered either virtually or on site.
3.3	We will ensure that we reach residents from a broad demographic in all our Resident Involvement activities.	Legacy Optivo Co-creation framework in place & in use	Develop a clear & comprehensive Resident Involvement Procedure to ensure that colleagues are enabled to involve residents in new projects.	We will write a formal resident involvement procedure for new projects. This will outline our approach for ensuring that we reach a diverse demographic. This will build upon our existing co-creation framework. Measure: RI Procedure in place	The Procedure will flow from the RI Strategy. We aim to Publish our RI procedure Q3, by November 2024, following the development of the RI strategy. The Annual Review on our website shows what has been achieved this past year.	We've developed a framework for neighbourhood projects that aligns with our 'Local Link' housing model. This framework helps us identify neighbourhoods where we might focus our efforts and sets out a clear process for working with internal teams and using resident feedback to identify areas for improvement.