



Board Diversity Policy

Policy:	Board Diversity Policy
Version number:	5.0
Date effective from:	19 May 2021
Policy Owner:	Executive Director of Corporate Services
Policy Author(s):	Governance Manager
Accountable Executive:	Executive Director of Corporate Services
Approved by:	Group Board
Equality Assessment:	Yes
Next review of policy due:	31 May 2022
Policy Grade:	1
For the full version history of this policy, see the back page	

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For support and advice regarding the Policy, please contact the Policy Owner.

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1.0 Introduction and Scope

- 1.1 Gentoo is committed to the principles of diversity and inclusion. This Policy applies to the Group's Boards and Committees. There are separate policies that cover diversity and inclusivity with regard to employees and customers.
- 1.2 The scope of this policy covers:

Gentoo Group	X
Gentoo Homes	X
Gentoo Developments	X
Gentoo Genie	X

2.0 Links to Strategy and the Business Plan

- 2.1 Our vision and values set the direction and shape the culture of our organisation.
- 2.2 Gentoo's **vision** is:
- Great Homes – Strong Communities – Inspired People
- 2.3 Our vision The Group's **values** are:
- Do the right thing
 - Make a difference
 - Keep learning
 - Work together
 - Give all you've got
- 2.4 For the 2020 Business Plan onwards, the Group's Board and Executive Team have refreshed Gentoo's strategic aims, centred on the following **themes**:
- Place
 - People

- Perform
- Partner
- Pride

2.5 These “5P’s” have been developed to articulate the delivery of our vision via the following strategic **aims**:

- Provide homes and services that enable our tenants and communities to succeed **(Place)**
- Invest in people and communities to help realise opportunities and release potential **(People)**
- Be well governed and financially resilient, operating efficiently and responsibly, investing wisely to fulfil our social purpose **(Perform)**

2.6 The above aims will be supported by the following **enablers**:

- Work with others to influence and generate sustainable change **(Partner)**
- Harness the collective passion and energy of our people to support the city’s plan **(Pride)**

2.7 Gentoo’s policies support the delivery of the Group’s Vision, Values and Strategy.

3.0 Regulation and Legislation

3.1 In January 2021, the Group Board adopted the National Housing Federation’s (NHF) 2020 Code of Governance. Section 1.3 states as follows:

Equality, diversity and inclusion: the board demonstrates a clear and active commitment to achieve equality of opportunity, diversity and inclusion in all of the organisation’s activities, as well as in its own composition. It has policies and statements which meaningfully demonstrate this commitment, and sets priorities and objectives for the organisation to achieve.

3.2 Changes in central government and the regulatory framework for social housing have continued to bring a change of emphasis to the equality, diversity and inclusion agenda.

4.0 Our Policy Statement

4.1 Gentoo recognises and embraces the benefits of having a diverse and inclusive Board and believes this enables a competitive advantage to the Board and organisation. A diverse Board will include, maximise and utilise differences in skills, experience, diversity of thought and protected characteristics. These differences will be considered in determining the skills needs of the Board and promote a good balance of diversity.

4.2 In reviewing Board composition, consideration will be given to the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience and background on the Board.

- 4.3 All Board appointments and re-appointments will be made on merit against objective criteria aligned with the skills and experience that the Board requires to be effective. A Statement of Preferred Board composition was approved by the Board in 2020/21 and the need for a balanced and diverse board was reflected in this document.
- 4.4 External executive search consultants that may be used for Board recruitment are expected to comply with this Board Diversity Policy.
- 4.5 Diversity will be considered as part of the performance evaluation of the effectiveness of the Board and Board Committees.
- 4.6 Gender balance has been of particular importance and the Group will continue to operate in the spirit of the Lord Davies Report which set a target for FTSE 350 Boards to have 33% female Board Directors by 2020. The Group achieved this target in March 2020. The Group also meets the target set by the Parker Review for FTSE 100 Board to improve and ethnic and cultural diversity of Boards and to develop a pipeline.
- 4.7 The People Committee will review and propose to Group Board, the targets and objectives in relation to Board Diversity.
- 4.8 The Group will work with other organisations (for example Housing Diversity Network and the NHF) and use tools, such as the NHF Equality, Diversity and Inclusion tool to ensure that the Group has a balanced and inclusive Board, which also meets the Group's skills requirements.
- 4.9 An Equality Assessment has been completed with regard to this Policy.

5.0 Monitoring and Review

- 5.1 This Board Diversity Policy will be reviewed annually, or in line with business need by the People Committee. This review will include an assessment on its effectiveness and any objectives for achieving diversity and the People Committee will make recommendations to the Board where appropriate.
- 5.2 The Committee will report on the process for Board Appointments in Gentoo Group's Annual Report. The report will include a summary of this Policy, and any objectives for implementing the Policy and progress made towards achieving those objectives
- 5.3 The People Committee reviews and assesses Board composition on behalf of the Board and recommends the appointment of new non-exec Directors.
- 5.4 Overall responsibility for this Policy lies with the Company Secretary, accountability lies with the Executive Director of Corporate Services.
- 5.5 This Policy maybe subject to an audit in line with internal audit plan.

5.6 This Policy is Grade 1 and changes will need the approval of Group Board.

6.0 Policy Outcomes

6.1 The outcome of this Policy should be a diverse, high performing Board, aligned with the NHF Code of Governance and Gentoo's Values and Strategic Aims.

7.0 Toolkit or Procedure

7.1 The Board appointment procedures support this Policy. The People Committee works within its Terms of Reference when considering Board Diversity.

Version Control

Version	Reason	Issuer	Date
2.2	Amended to approved version.	Sarah Treadwell	25.05.18
3.0	Amended to approved version.	Sarah Treadwell	31.05.19
3.1	Formatting changes.	Kate Sawyer	07.04.20
4.0	Policy Review.	Jo Noble	14.04.20
5.0	Policy Review.	Jo Noble	26.04.21