



winmark

**National Housing
Diversity Report**

2022

Executive summary – Housing executive teams



Exco Size &
Constituents



Exco Gender
Diversity



CEO Gender
Diversity



Exco Ethnic
Diversity




Tenant Diversity
Representation

- **Gender diversity in Housing sector executive teams compares favourably with corporate teams** – 44% female representation on Housing teams compared to 20% in the FTSE 100 and 29% in Digital Giants.
- Surprisingly, **Housing executive teams have less ethnic diversity than equivalent teams in corporate organisations.**
- For Housing executive teams to become ethnically representative of the tenant population nationally, they need to more than quadruple ethnic representation overall (from 4% to 17%) - and by a factor of eight for black residents (from 1% to 8%).
- **Executive teams in the Housing sector tend to be smaller than equivalent teams in corporate organisations.** This smaller team size is often because of an absence of HR, marketing, legal or technology roles within Housing top teams.
- The Housing sector may wish to consider if the relative lack of HR roles in senior teams could indicate a lack of organisational commitment to diversity. Also, could the relative lack of marketing representation on senior teams have an impact on efforts to raise the awareness, image and reputation of the sector?
- The demographic profile of senior HR and marketing professionals tends to be more demographically diverse than other senior executive positions, so increasing the size of teams in these areas could also create good opportunities for diversifying.

“It is sobering to consider that our research has identified the same number of people called ‘Paul’ on Housing executive teams as people from ethnic minorities.”

**John Jeffcock,
CEO Winmark**



**Executive team size and
composition**

Executive teams by size

Housing executive teams are, on average, smaller (5.3 executives per team) than FTSE 100 companies (9.0 executives) and Digital Giants (8.6 executives).

It can be argued that Housing organisations are generally smaller in terms of headcount, but they will have equal complexity to manage. Increasing the executive team size may also provide opportunities to include greater diversity.

Housing

5.3

Executives

FTSE 100

9.0

Executives

Digital Giants

8.6

Executives

Executive teams by role frequency

When looking at the top eight roles found in executive teams across Housing, the FTSE 100 and Digital Giants, it is immediately clear that FTSE 100 and Digital Giants have more in common.

Housing sector executive teams are characterized by an absence of legal, technology, HR and marketing roles.

Housing		FTSE 100		Digital Giants
Chief Executive	↔	Chief Executive	↔	Chief Executive
Chief Finance	↔	Chief Finance	↔	Chief Finance
Chief Development		Chief Legal	↔	Chief Legal
Director of Property Services		Chief Human Resources	↙ ↘	Chief Marketing
Chief Operations	↙ ↘	Chief Information	↙ ↘	Chief Human Resources
Chief Customer Officer	↙ ↘	Chief Operations	↙ ↘	Chief Technology
Executive Director of Assets	↙ ↘	Chief Communications	↙ ↘	Chief Operations
Chief Transformation Officer	↙ ↘	Chief Marketing	↙ ↘	Chief Product & Design

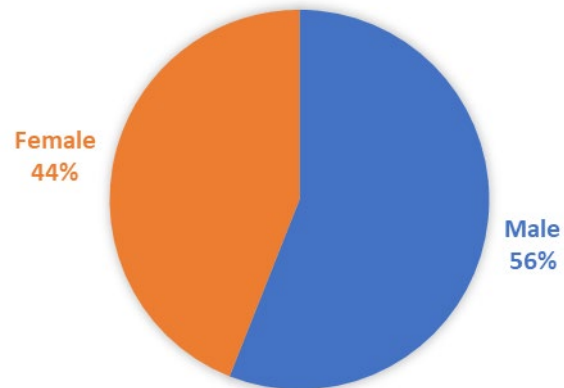
A circular graphic with a light blue background and white clouds. In the center, several hands of various skin tones are shown holding a grey 3D wireframe of a house. The hands are positioned around the frame, with some supporting the roof and others the base. The overall image conveys a sense of teamwork and shared responsibility.

Executive team: Gender

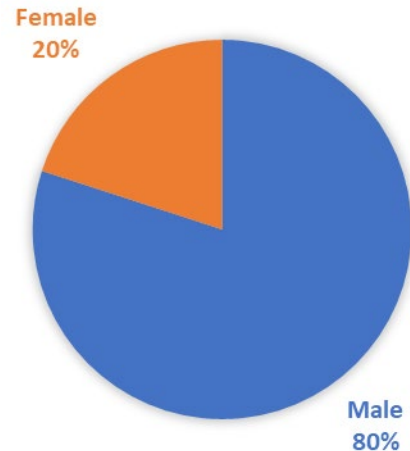
Executive teams by gender

Housing has comparatively high gender diversity relative to corporates (44% female compared to 20% in the FTSE 100 and 29% in Digital Giants). The Housing sector should be proud of this, and external bodies, such as the '30% Club' are delighted to see it.

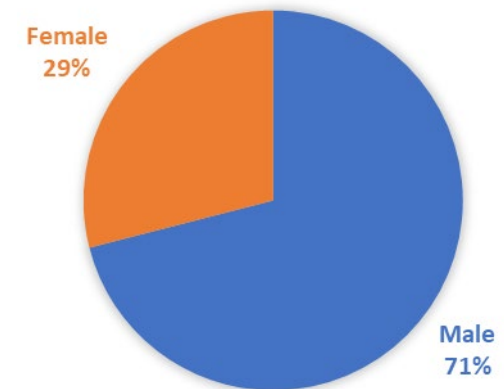
HOUSING



FTSE 100



DIGITAL GIANTS

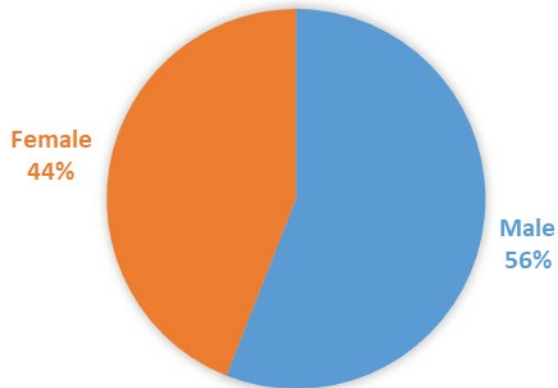


CEO role by gender

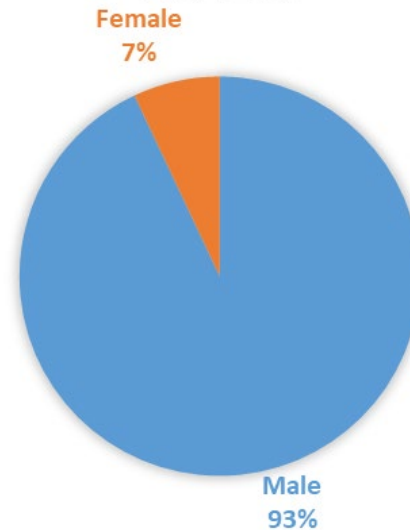
The CEO position is the most powerful role in an organisation. The CEO role is more male dominated in corporates than the executive team as a whole.

In Housing, however, the same proportion of females occupy the CEO role as other executive roles. Just 7% of FTSE 100 CEOs and 20% of Digital Giant CEOs are female. Again, this is a good result for housing.

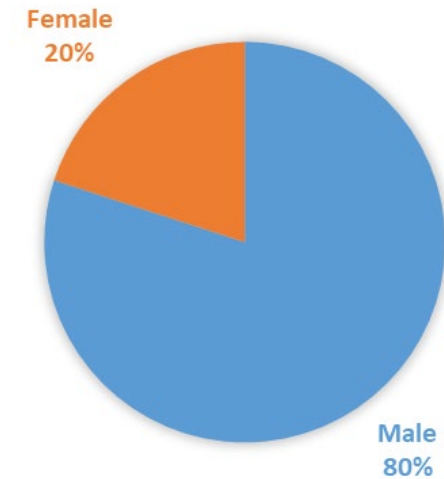
HOUSING



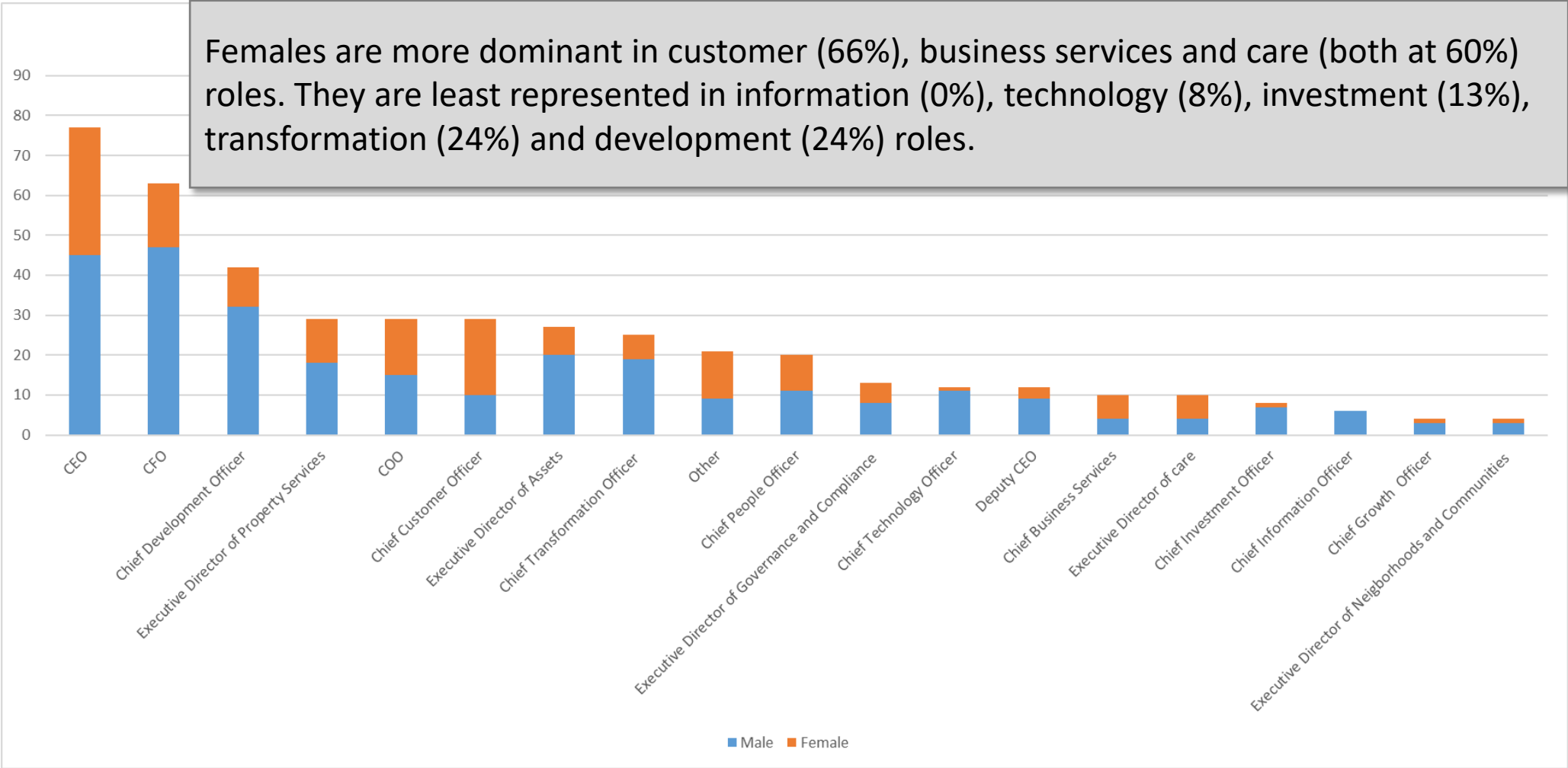
FTSE 100



DIGITAL GIANTS



Most common Exco roles by gender - Housing

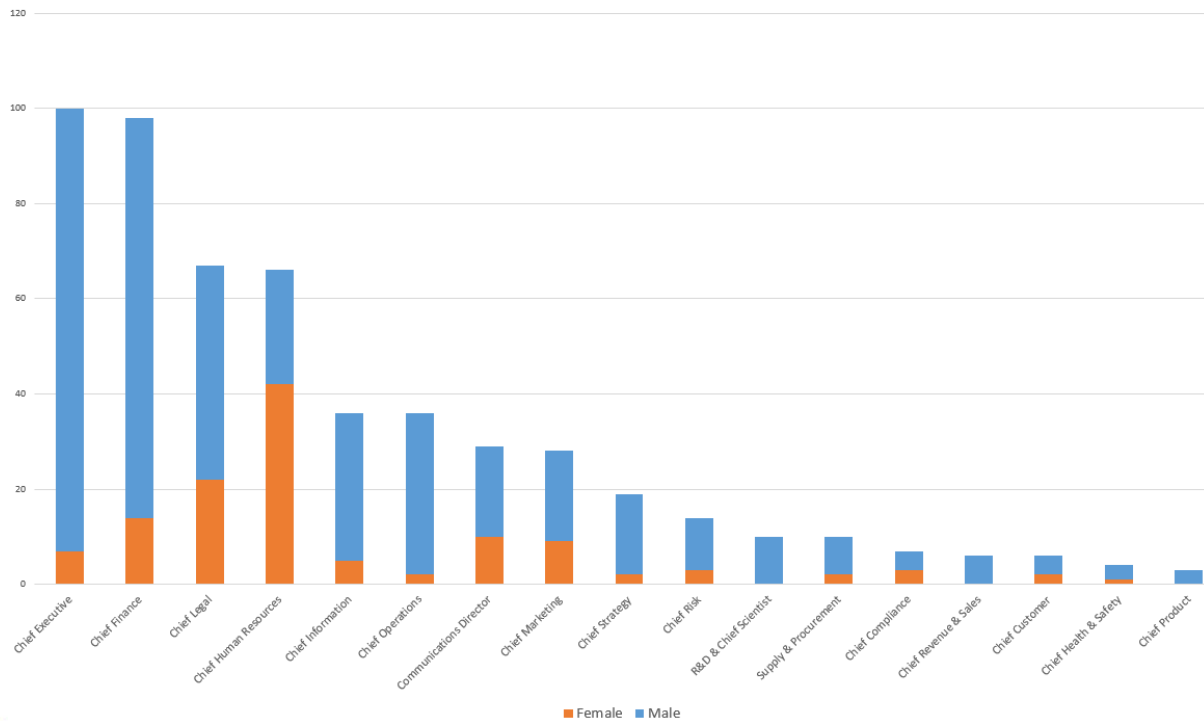


Most common Exco roles by gender – FTSE 100 & Giants

A quick visual comparison indicates that females are more evenly spread across roles in the Housing sector. Corporates, including Digital Giants, have females more concentrated in particular roles (primarily HR and marketing).

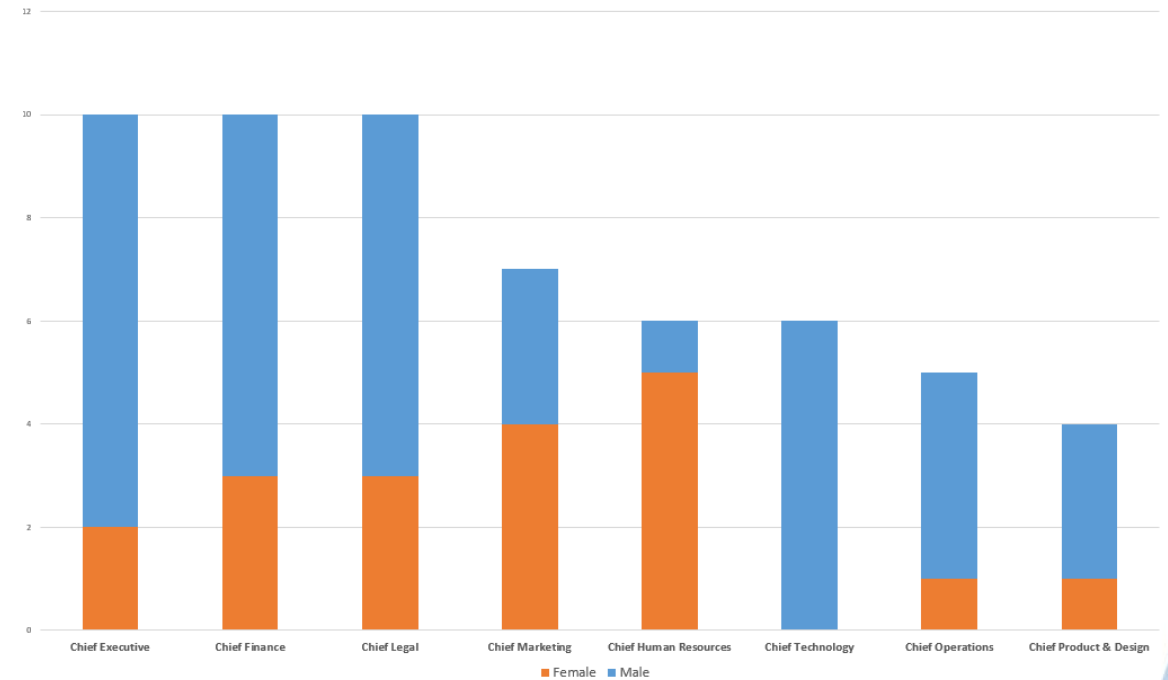
FTSE 100 Executive Teams

(split by C-Suite role and gender)



Digital Giant Executive Teams

(split by C-Suite role and gender)



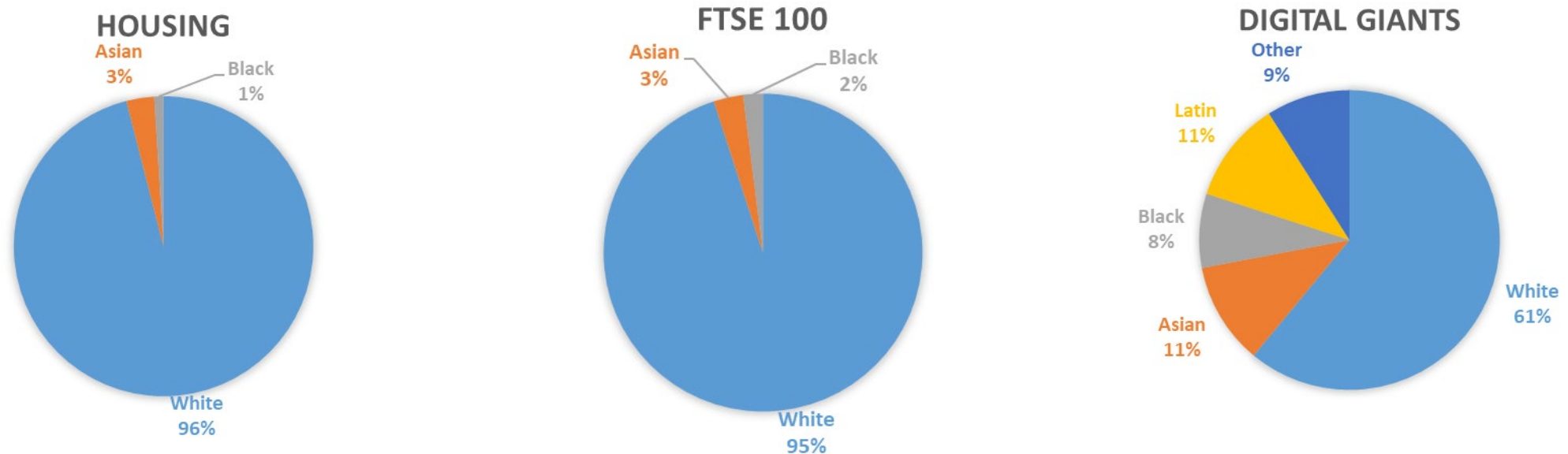


Executive team: Ethnicity

Executive teams by ethnicity

Surprisingly both FTSE 100 companies and Digital Giants have more ethnically diverse executive teams than the Housing sector. 4% of Housing executive teams are identified as Black or Asian, compared to 5% in FTSE 100 companies and 17% in Digital Giants. The profile of Winmark's AHN network membership is significantly more ethnically diverse than Housing teams in general, perhaps reflecting a more forward-looking approach amongst member organisations.

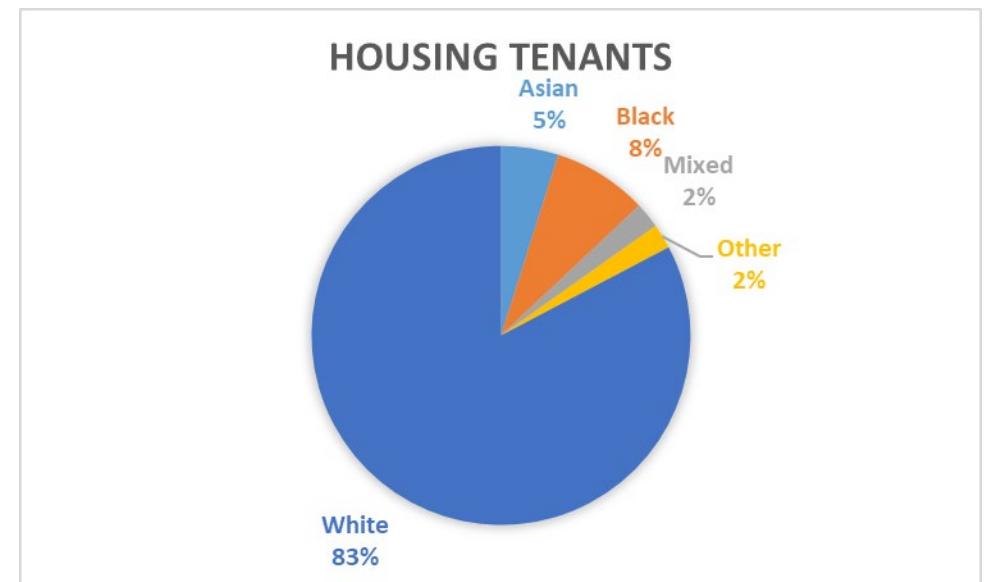
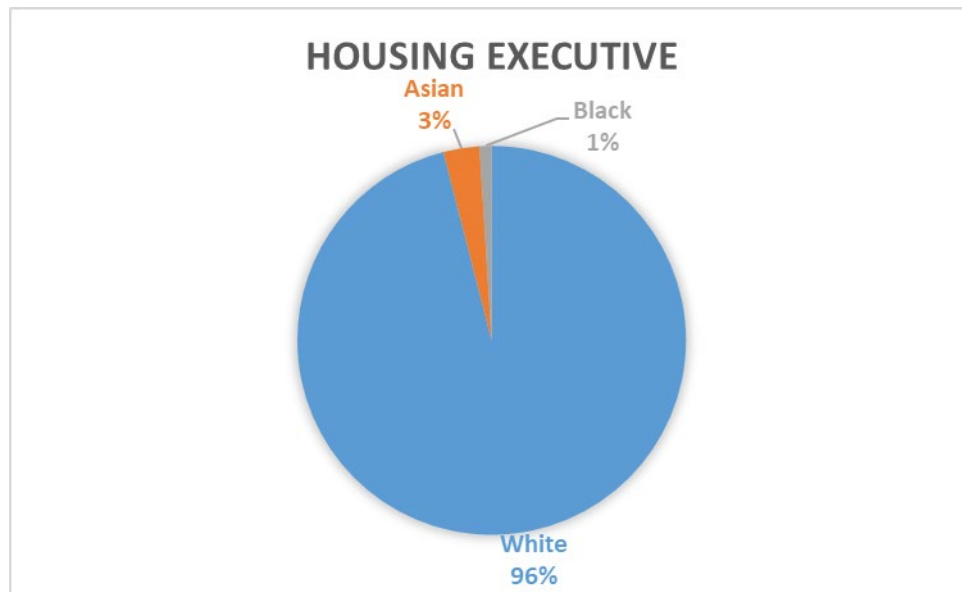
Unlike gender, where diversity of Housing executive teams is reflected in diversity of occupants of the CEO role, for ethnic diversity the representation deteriorates. In the Digital Giants, diversity in the CEO role mirrors diversity across executive teams.



Executive & tenant ethnicity comparison

For Housing executive teams to become representative of the ethnic population of the UK (where 11% of the population are classified as Black or Asian) they would need to more than double existing representation overall.

A UK Government survey identified that 17% of affordable housing tenants come from ethnic minority groups. So, for Housing executive teams to represent the tenant population they would need to quadruple existing representation - and pay particular attention to the black community which represents 8% of affordable housing tenants and makes up only 1% of executive teams.

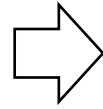


To consider.....

Two common Housing sector complaints

Housing sector executive teams lack ethnic diversity.

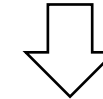
The Housing sector is poor at promoting image and reputation.



Housing sector roles that are underrepresented compared to corporates

HR

Marketing



The demographic profile of these roles tends to be more demographically diverse than other senior executive positions.

Could adding HR and Marketing roles to executive teams help address two common Housing sector complaints?





**Reflections from leading
women and diversity
champions**

Reflections from leading women

“This research shows that whilst the housing sector is excelling regarding gender diversity, it remains behind on ethnicity which is very surprising.

Today it is clear that diversity is good for a company’s bottom line, investment, risk control and outcomes. It is, therefore, extremely important that promoting diversity remains a top priority for management teams and that data on diversity is readily available and shared transparently, which is what makes this research and findings so important.

It’s incredibly disheartening to see the lack of ethnic diversity in this key sector of our society.”



Fiona Hathorn
co-founder and CEO
Women on Boards UK

“From a personal and ‘30% Club’ perspective I am delighted to see gender diversity of 44%, both generally and in respect of CEOs. However, that pleasure is very much diluted by the very disappointing position in relation to ethnic diversity, especially given whom Housing Associations exist to serve. This must be addressed as a matter of priority and urgency.”



Baroness Mary Goudie
Co-Founder 30% Club

Reflections from leading women

“I am old enough to remember often being the sole female face in a team and am pleased to see how much our sector has achieved in balancing gender across all levels.

We still need to actively pursue the balance for all other diversity characteristics and although it does not show materially in current statistics

I see the desire to achieve this coming to life on the ground across many of our organisations and feel sure we will see progress in the future. My own organisation are just graduating our first trainee Board , who were recruited for diversity and supported to learn Board skills. Something we will repeat to help the leadership of our sector prove its commitment to achieving genuine diversity.”



Elizabeth Froude
Group CEO
Platform Housing Group

Reflections from leading diversity champions

“This report is, unsurprisingly, very disappointing.

As CIH president my campaign for the next year is focused on increasing racial diversity in housing boardrooms. Using my lived experience as a black woman in housing I want to galvanise change, so our sector becomes representative of the communities we serve and the staff we employ. However, the sector is more than housing associations. I also challenge the lack of ethnic diversity in the boardrooms and leadership teams of all the consultancies, repairs and maintenance contractors, accountancy, law and all other professional services that derive income from the residents of social housing. Diverse organisations are proven to prosper and social housing is no exception.”



Lara Oyedele
Vice President
Chartered Institute of Housing

“It is disappointing to see how little progress has been made in diversifying executive teams within housing.

Typically, organisations find increasing representation to be the easiest aspect of inclusion. The lack of progress here could infer a lack of progress overall in taking positive steps to dismantle systemic racism. A surprise considering the demographics of the communities the housing sector service.

Why so little change?”



Shereen Daniels
Bestselling Author
The Anti-Racist Organisation

Reflections from leading diversity champions

“We know that the events of the past two years have presented us with a unique opportunity for real change so anyone who really believes in the powers of diverse and inclusive organisations should really be at the forefront of activity in this area.”



Mushtaq Khan
Chief Executive
Housing Diversity Network

“This report makes interesting, but challenging reading for housing. While it is good to see that progress has been made on gender diversity the results on racial diversity are disappointing. As a sector, we need to make diversity at all levels of our organisations a priority to ensure we are reflective of the communities and neighbourhoods we work with and for.

At CIH we have recognised the need to increase and support diversity in the sector, our membership, and our organisation, but, like the sector, we need to go further and achieve more - this report is a timely reminder of the gap that still needs closing. Much research suggests diverse organisations do better so there are only gains to be made from tackling this challenge head on.”



Gavin Smart
Chief Executive Officer
Chartered Institute of Housing



**Research methodology, team
and further resources**

Research methodology

- Historical research has relied on housing associations voluntarily submitting data through a form about their boards and executive teams. This approach reaches a broad pool of housing associations and provides good detail, but is biased towards those happy to submit data.
- Winmark's approach has been to focus on the largest housing associations only. Why? Because they are key influencers and have the top roles in terms of pay and profile in the sector.
- Winmark has therefore focused on a population of the top 123 housing associations in the UK. After allowing for recent mergers, and the fact that some housing associations do not publish members of their executive team on their website, the final sample is 77.
- This produces a robust sample: e.g. for the 4% response on ethnicity on teams, there is a 95% chance that the real value is within $\pm 2.7\%$ of the surveyed value.
- The research was conducted in August 2022, based on details of executive teams published on websites. Researchers made assumptions on gender and ethnicity based on visual recognition. Of course visual recognition (like all observational research) will not be 100% accurate, however good the researcher. It is also possible that some websites will have been out of date, but this is unlikely to have made a significant impact. Nevertheless, the results give a good picture of sector demographics and we believe this benchmark provides useful, new information to contribute towards improving diversity in the Housing sector.
- Winmark used the same research approach to profile the FTSE 100 and Digital Giants. The Digital Giants sample includes Amazon, Microsoft, Adobe, Apple, Cisco, IBM, Meta, Intel, Oracle, and Alphabet.
- Winmark recognises that this research does not take into account diversity in terms of lived experience, behavioural patterns and other significant factors (*we have a separate diagnostic that looks at 'whole diversity' - see the penultimate page of this report*).

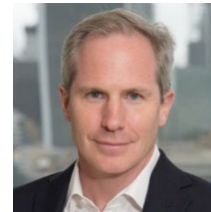
Research team



Vy Huyen Le
Research Executive
vy.huyen-le@winmarkglobal.com



Iulia Marutan
C-Suite Manager
iulia.marutan@winmarkglobal.com



John Jeffcock
Chief Executive
john.jeffcock@winmarkglobal.com

“For many years Winmark has successfully ensured that its C-Suite Networks and their Advisory Panels have healthy gender diversity.

However, ethnic diversity in the C-Suite has proved more challenging and, as a result, in 2018 Winmark established an Advisory Panel designed to share best practice and guide Winmark’s team. If you would like to be involved please contact me.”



Charlie Glaisher
Researcher



Ali Mert Ozbek
Researcher

Winmark resources to help improve diversity

Diagnostic

Whole Self Diversity Team Diagnostic

This diagnostic is based on research founded on the Thinking Ahead Institute's Whole Identity Approach. It uses recognised Government and academic psychology approaches to formalise a more rigorous and holistic view of diversity.

This approach includes lived experience and personality traits, overcoming the tendency to focus on Surface Self. It gives you a more holistic picture of the diversity of your organisation and its leadership.

For further information please contact

John Madden

Research Director

john.madden@winmarkglobal.com

Training

The C-Suite Certificate

A one day careers transformation masterclass that enables people from all backgrounds to enter and thrive in the C-Suite. It will be particularly valuable to those already in a CXO position and to those aspiring to move up into a C-Suite role.

The CXO methodology is the golden thread running through the Certificate, which is led by the author of the best seller "The Suite Spot".

This is arguably "one of the best career courses in the world".

For further information please contact

Ben Dawson

Academies Executive

benjamin.dawson@winmarkglobal.com

Sharing Best Practice

A strategic focus of the **Affordable Housing Network (AHN)** in 2023 remains *diversity and inclusion*, with insights from within and outside the sector. Winmark's global C-Suite platform will enable AHN members to plug into world class best practice from FTSE companies and leading global diversity champions, such as Hewlett Packard zooming in from Palo Alto.

The 2023 Programme explores the most important topics the sector is grappling with, enabling housing associations to de-risk, improve performance and increase their social impact. It will enable organisations to be more accountable and authentic in their commitment to D&I.

For further information please contact:

Iulia Marutan

C-Suite Manager

iulia.marutan@winmarkglobal.com



The **Affordable Housing Network (AHN)** improves the performance of Housing leaders by bringing them together to:

- **Connect** - with other housing leaders from across the sector.
- **Understand** - how others are dealing with the same key business challenges.
- **Develop** - and empower yourself and your team on Executive Academy courses in leadership development.
- **Gain insights** - from some of the world's leading organisations.
- **Create value** - by reducing risk and improving performance.

Membership enables the leadership team to also have access to meetings of the other Executive and Non-Executive networks to acquire new skills and knowledge on wider issues such as **business strategy, digital transformation, innovation, people management, marketing, legal and sustainability.**

To find out more contact:

Iulia Marutan, C-Suite Manager

iulia.marutan@winmarkglobal.com

<https://winmarkglobal.com/affordable-housing/>



Gloria Yang, Deputy CEO, Origin Housing

"Winmark's Affordable Housing Network, and all its C-Suite networks, are my absolute go to places to seek ideas, best practices and insights! The quality of the discussions and the range of topics are just fantastic."



Elsbeth Mackenzie, CEO of Thrive Homes

"We find it invaluable to engage with others across the housing industry, and also learn about wider topics relevant to running the business. We've also made use of offers such as the One Day MBA which is a really helpful tool for colleagues. Everyone who attends sessions finds them interesting and stimulating, and we intend to support the network going forward."



Paddy Gray OBE, Professor Emeritus of Housing at Ulster University

"As an established NED and Chair, Winmark has enhanced my connectivity, developed my knowledge and helped me to fulfil my personal objectives. Truly inspirational."

