



UKAA and Swift Bunny

Build To Rent Diversity, Equity, and Inclusion Snapshot

RESULTS AND SUMMARY 2022





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About this Study

Diversity, equity, and inclusion (DEI) continues to be an important topic, as staffing challenges and rising costs elevate pressures on build-to-rent organisations. To improve understanding of employee and executive perceptions regarding DEI, the United Kingdom Apartment Association (UKAA) in coordination with the National Apartment Association (NAA) partnered with Swift Bunny to conduct an expanded follow-up survey to monitor and evaluate DEI trends via a national survey. The goal of the follow-up study was to build upon findings regarding DEI perceptions since the inaugural study conducted in spring 2022, continue to raise awareness of this critically important topic, identify areas which require attention, and provide data to inform UKAA as it evaluates how to support members in this critical subject.

Participation saw a modest increase with a total of 187 employee responses and 79 executive responses, compared to 173 total responses in spring 2022. While the response rate is not statistically significant, the results provide a growing narrative of what Build To Rent owners and operators can expect when requesting feedback from their employees regarding diversity and inclusion. Read on to discover the current perceptions of DEI in the Build To Rent industry, most common areas of greatest strength, as well as the greatest opportunities for improvement.

Rating Scale

Data was gathered for this brief, 15-topic survey through a two-prong approach, which included respondents' level of agreement with each of the 15 topics, as well as how important each topic was to them. Respondents submitted answers based on the following 5-point rating scales:

● 1-Totally Disagree	● 2-Disagree	● 3-Neutral	● 4-Agree	● 5-Totally Agree
● 1-Totally Unimportant	● 2-Unimportant	● 3-Neutral	● 4-Important	● 5-Totally Important

COMPARATIVE OVERVIEW

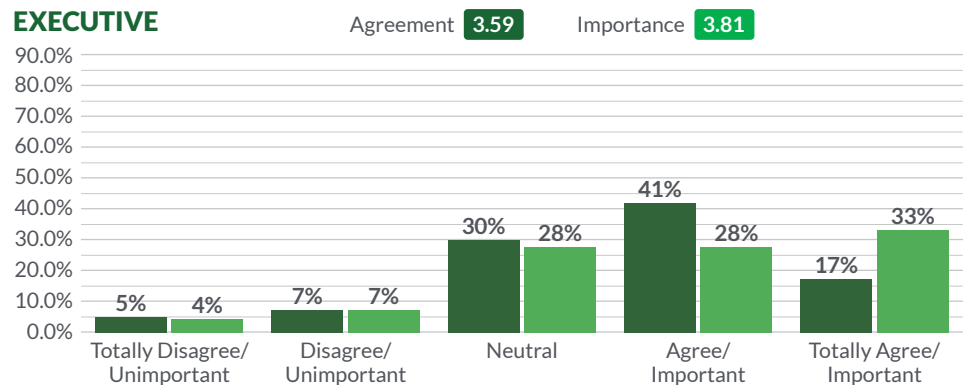
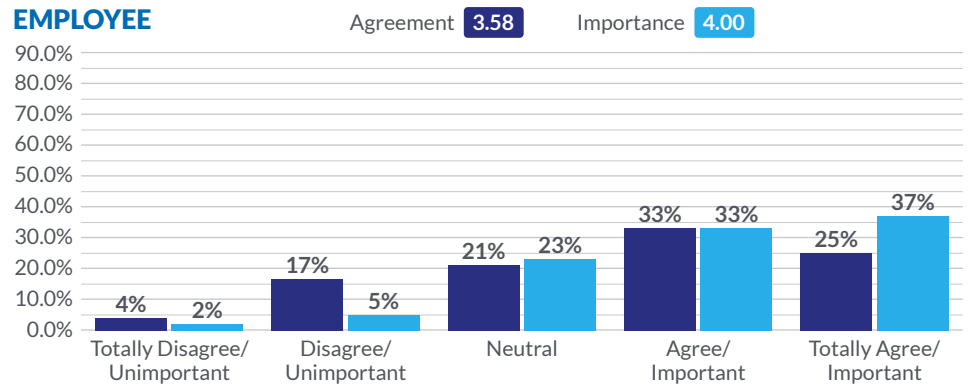
TOPIC (5-POINT SCALE)	Employee		Executive	
	Agreement Spring / Fall	Importance Spring / Fall	Agreement Fall	Importance Fall
The diversity of our employees represents the population of the communities within which we do business	3.88 / 3.58	4.10 / 4.00	3.59	3.81
The diversity of our company's leadership represents the population of the communities within which we do business	na / 3.12	na / 3.86	2.88	3.77
The company respects individuals' differences	4.22 / 4.08	4.55 / 4.56	4.36	4.40
The company values the expression of differing points of view without fear of negative consequences	3.96 / 3.84	4.43 / 4.44	4.07	4.51
The company seeks to understand employees' feelings about diversity, equity, and inclusion	3.79 / 3.57	4.22 / 4.23	3.75	4.26
The company provides professional development opportunities for all employees	na / 3.64	na / 4.48	4.19	4.54
The company is working to improve equity in pay	na / 3.41	na / 4.46	4.02	4.79
Job opportunities are promoted to all employees	3.80 / 3.94	4.36 / 4.35	4.21	4.63
My supervisor creates an inclusive work environment	4.37 / 4.14	4.63 / 4.50	4.15	4.64
The company accommodates the needs of working parents / care givers	na / 3.89	na / 4.23	4.04	4.61
I am not afraid to report diversity, equity, and inclusion concerns to my company	4.09 / 3.91	4.49 / 4.37	3.77	4.35
The company has an effective policy, monitoring program and grievance process regarding equal employment opportunities, sexual harassment, and diversity / equity / inclusion in the workplace	na / 3.54	na / 4.43	3.89	4.52
I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company	3.93 / 3.63	4.40 / 4.22	4.12	4.38
Employees are treated equitably	4.11 / 3.89	4.52 / 4.54	4.39	4.75
The company is committed to diversity, equity, and inclusion	4.17 / 3.69	4.40 / 4.13	4.20	4.54

The goals of the follow-up study were to build upon findings regarding DEI perceptions since the inaugural study conducted in spring 2022, continue to raise awareness of this critically important topic, identify areas which require attention, and provide data to inform UKAA as it evaluates how to support members in this critical subject.

Topic

The diversity of our employees represents the population of the communities within which we do business

Distribution



Summary

This topic achieved the second lowest level of Importance for both Employees and Executives of all the survey topics, paralleling the importance of this topic in the NAA DEI survey conducted in the same time period. Nearly 60% of Employees agree employees represent the population of the communities in which they work, while 1 in 5 are unsure. As organizations examine their opportunities to enhance Diversity, Equity, and Inclusion (DEI), this data may help inform recruitment and hiring practices to be more representative of the customer base served throughout a company's portfolio.

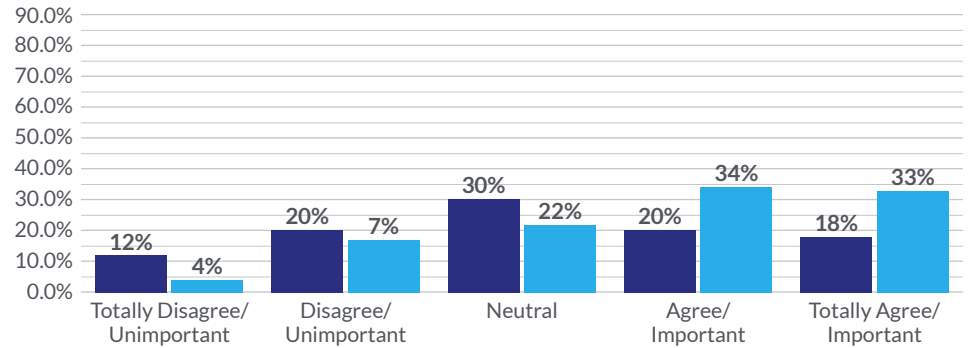
Topic

The diversity of our company’s leadership represents the population of the communities within which we do business

Distribution

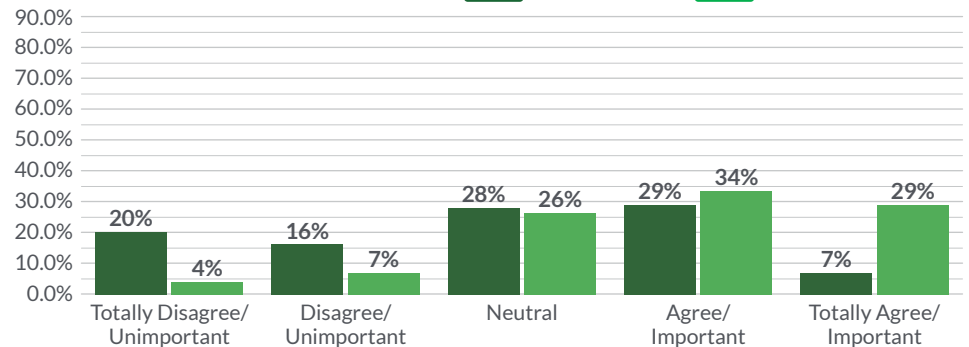
EMPLOYEE

Agreement **3.12** Importance **3.86**



EXECUTIVE

Agreement **2.88** Importance **3.77**



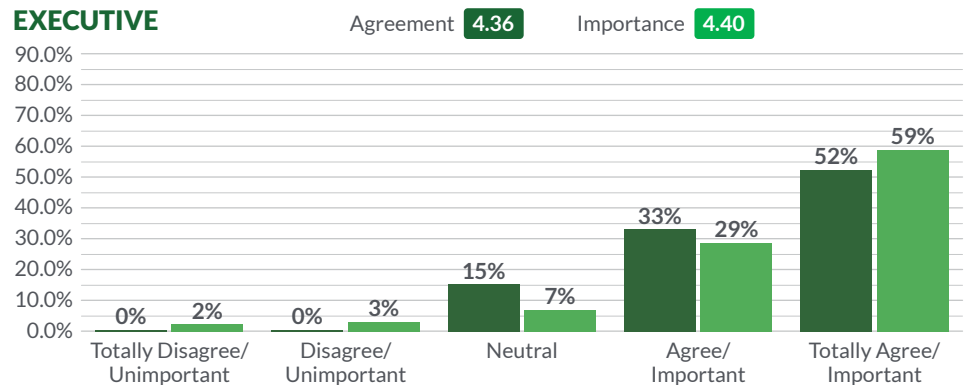
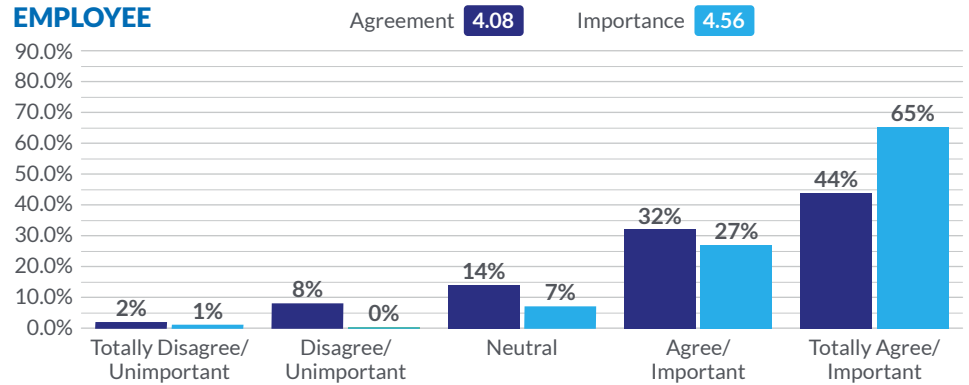
Summary

Only 38% of Employees and 36% of Executives agree that their company’s leadership represents the population. In addition, 67% of Employees and 63% of Executives indicate the topic as Important or Very Important. As a result, this topic achieved the lowest level of Importance for both Employees and Executives, and the lowest levels of Agreement, which echoed the sentiment in the NAA DEI survey conducted in the same time frame. A common theme among employee suggestions, however, was the desire to see a greater variety of demographics represented in company leadership, especially as a result from internal talent development and promotion. Executive leadership roles typically turn over less frequently, so consider a more mindful and purposeful approach to internal development. Organizations can take this opportunity to review their education, mentorship, career path, and job opening announcement practices to identify ways to develop and celebrate internal candidates. In addition, leadership can look to the local communities and identify new avenues for job candidates that have not been considered previously.

Topic

The company respects individuals' differences

Distribution



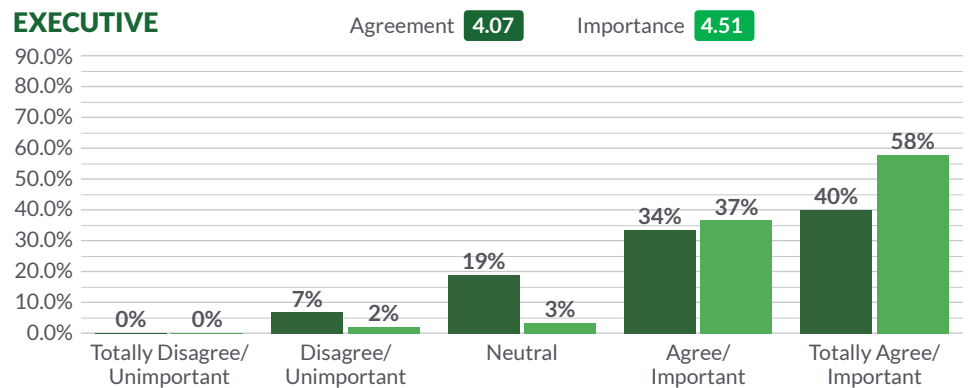
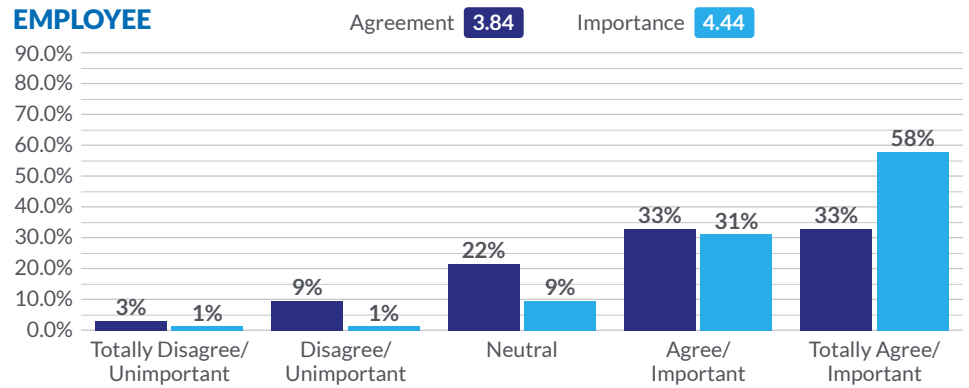
Summary

Earning a Top 2 designation for the highest level of Agreement for Employees as well as the highest level of Importance, this topic celebrates the build-to-rent's acceptance of individuals' differences. Even with these strong results, however, Executives' level of Agreement is significantly higher, creating a gap in the perception of this relative strength. Additionally, while maintaining the same level of Importance as expressed in Spring, Employee Agreement did decline. Leaders who recognize that 1 in 10 Employees expressed some level of disagreement with this statement can build on this foundation by seeking opportunities to validate every employee's unique contribution to the team.

Topic

The company values the expression of differing points of view without fear of negative consequences

Distribution



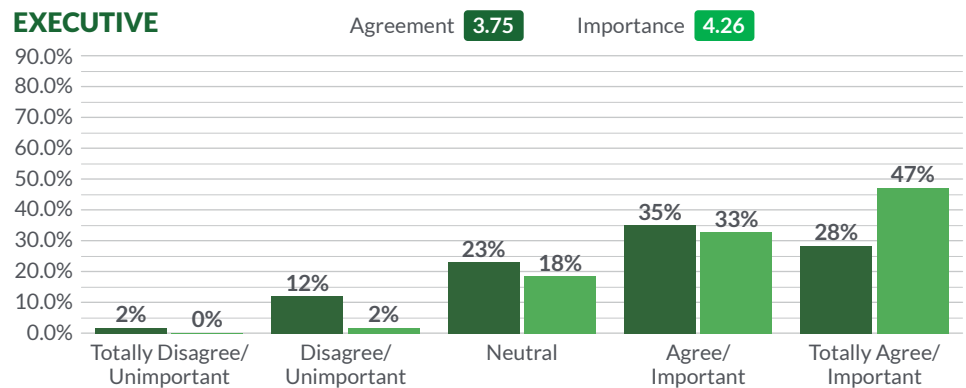
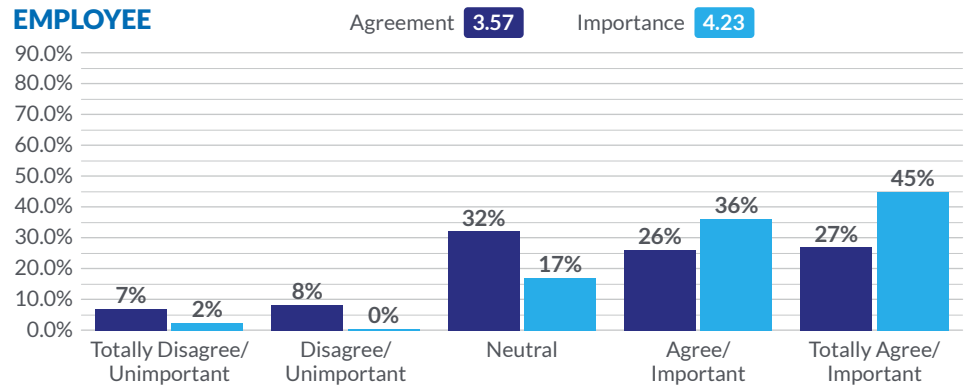
Summary

Although two-thirds of Employees expressed some level of Agreement that their company values differing points of view without fear of negative consequences, 13% disagreed, mirroring the perception in the NAA DEI survey conducted in the same time frame. Additionally, more than 1 in 5 Employee respondents was not willing to agree or disagree with this statement, which indicates hesitancy in freely expressing a point of view. Executives expressed a greater level of Agreement, resulting in a gap of nearly a quarter of a point. This combination of factors underscores a need for Executives to examine their own responses to differing points of view among team members. According to ESG leader Yrthya A. Dinzey-Flores, “The value of a diverse team is its capacity to challenge the norm of groupthink and thus boost organizational performance and improve decision-making.” When viewing the topic through this lens, there is significant opportunity to evaluate how open the industry’s leaders are to different ideas, solutions, approaches, and experiences.

Topic

The company seeks to understand employees' feelings about diversity, equity, and inclusion

Distribution



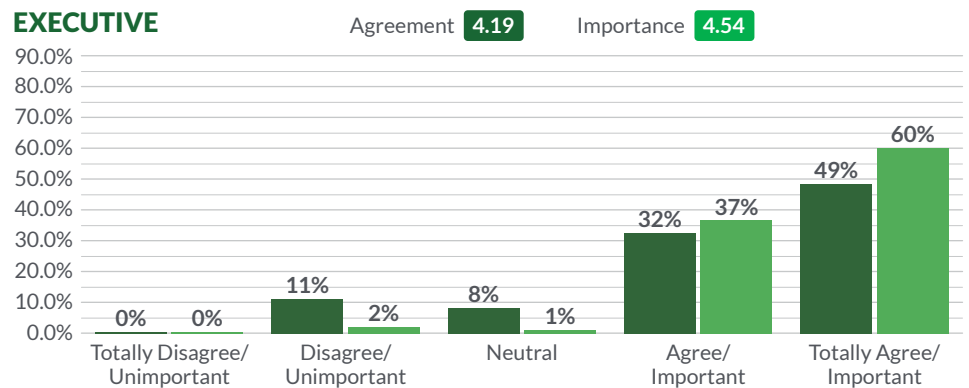
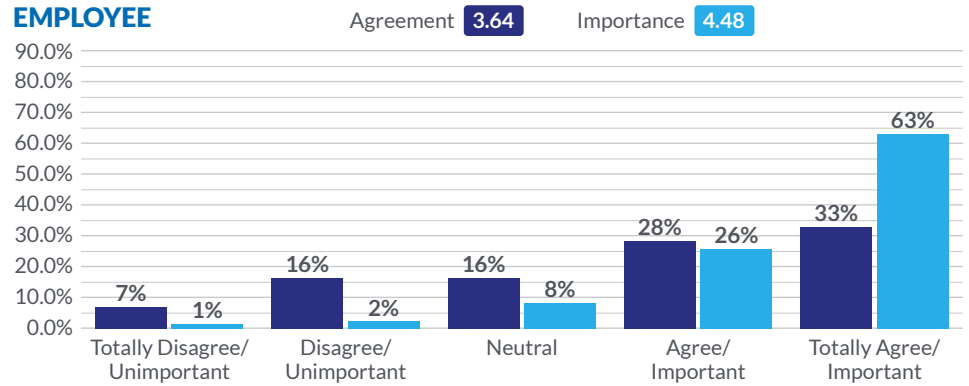
Summary

On average, a minimal gap exists in Importance between Employees and Executives, but Employee Agreement has declined since the Spring survey. While this topic ranks in the bottom five in Importance for both Employees and Executives for UKAA and NAA respondents, the perception that the company seeks to understand employees' feelings about diversity, equity, and inclusion was found in the NAA study to have the fourth strongest correlation to an employees' likelihood to remain with the company a year from now. With nearly one-third of Employee respondents unsure or unwilling to agree or disagree with this topic and another 15% in disagreement, this presents an opportunity for executive leadership to be actively involved in the ongoing conversation of DEI. Seeking to understand employees' feelings on diversity, equity, and inclusion is the critical first step in publicly recognizing it as a point of focus for the company, as well as creating positive change. Beginning the conversation lays the foundation for progress and improvement.

Topic

The company provides professional development opportunities for all employees

Distribution



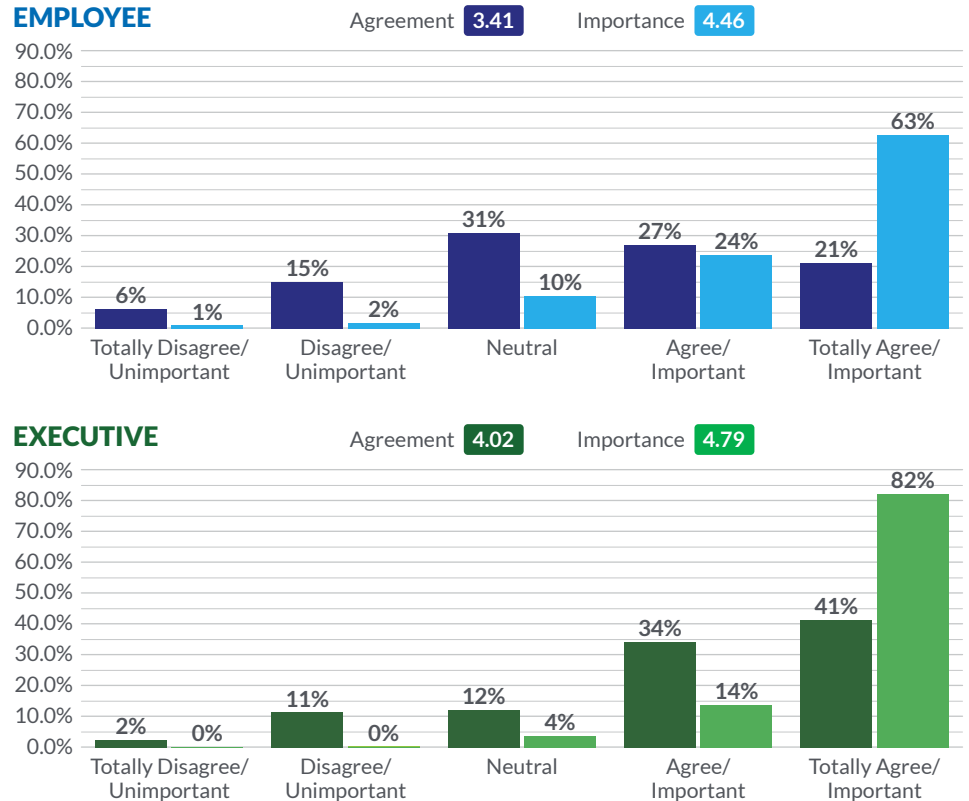
Summary

While achieving similar levels of Importance among Employees and Executives, this topic had the second largest gap in Employee and Executive Agreement. The gap of .55 highlights a significant difference in perception. This lack of alignment provides an opportunity for executive leadership to gain a better understanding of how, when, and to whom professional development is offered. One factor that may impact the Employee Agreement is a lack of available time for development due to staffing shortages. A first step may involve evaluating not only what is available, but also the support and designated time provided to employees participating in the development opportunities.

Topic

The company is working to improve equity in pay

Distribution



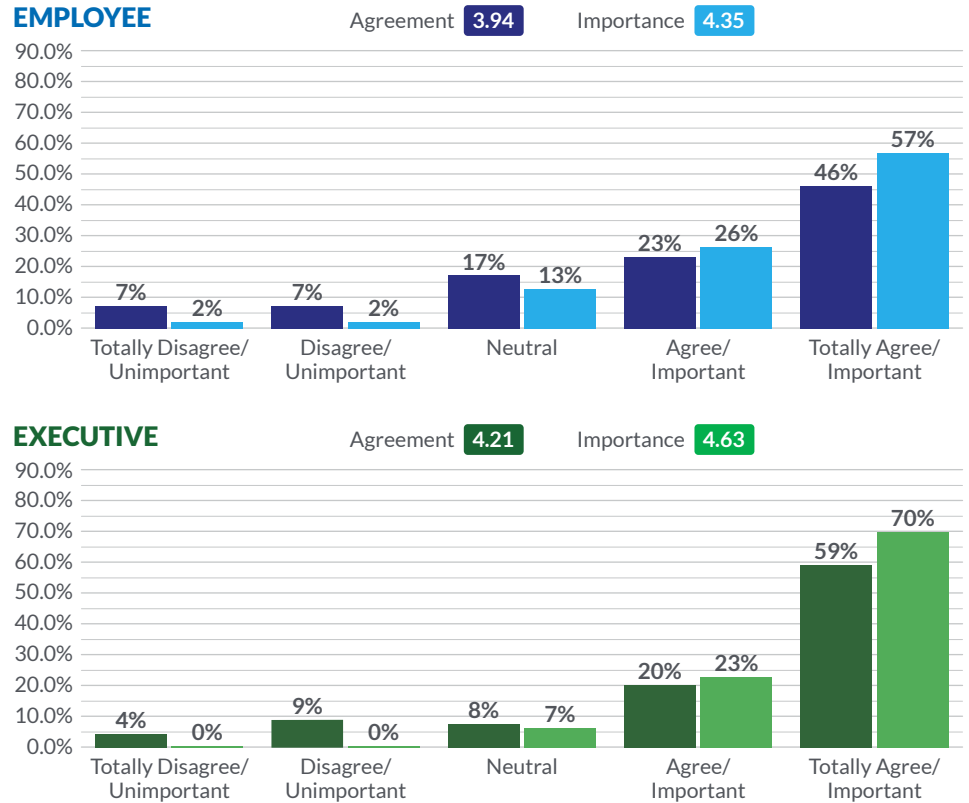
Summary

The perception that the company is working to improve equity in pay not only secured the second lowest level of Agreement among Employees but also the greatest gap in Agreement between Employees and Executives, which echoes the gap in perception found in the NAA DEI survey conducted in the same time frame. Though earning the highest level of Importance among Executives, their perception of the progress being made in pay equity is significantly different from Employees. Adding to the difference in perception is the 31% of Employees who answered a “3,” or “Neutral” response, indicating they are either unsure or unwilling to express an opinion on the subject. Two key opportunities present themselves for this topic. The first is a matter of communication. If Executives are aware of initiatives or changes that improve pay equity, these improvements must be communicated clearly and often so that all Employees are aware. The second is a matter of awareness. Executives may believe the company is working toward pay equity, but in actuality there is no current focus on the topic. If no such focus or initiative is currently in place, this should be a top priority that will have a far-reaching, positive impact on the entire employee population.

Topic

Job opportunities are promoted to all employees

Distribution



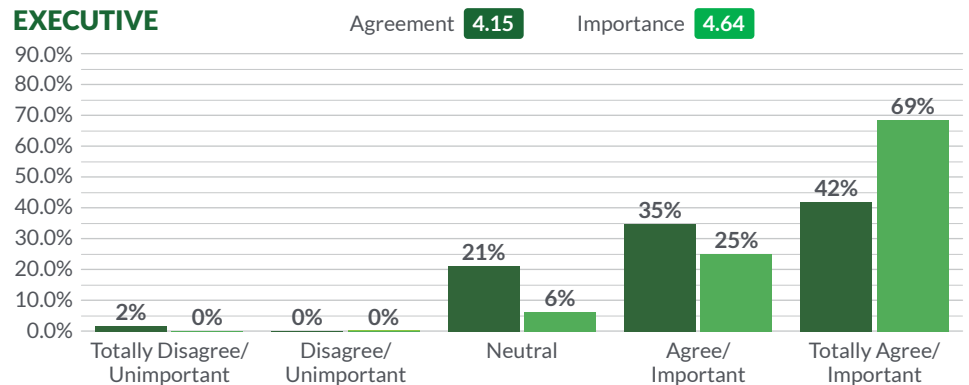
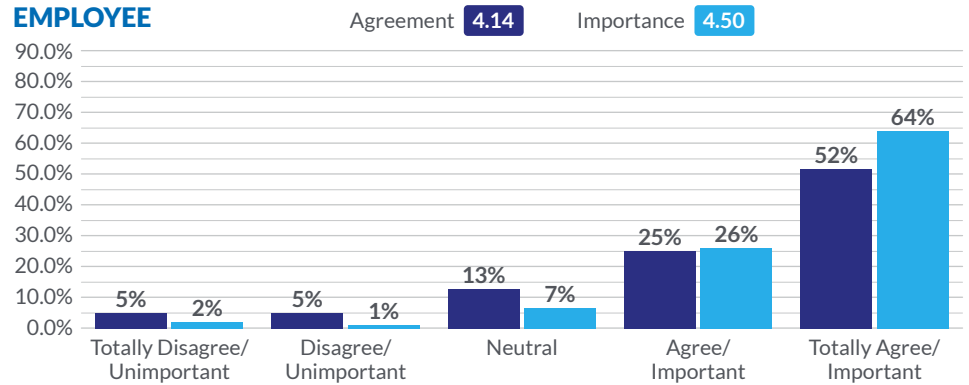
Summary

Though this topic is the only one that increased in Employee Agreement over the Spring survey, a gap of .27 with Executive Agreement indicates a notable difference in perception. Consistent with employee engagement research conducted by Swift Bunny, this topic continues to rank in the Top 5 frustrations for rental housing / build-to-rent employees. Employees want to not only see opportunities communicated regularly, but they want to know that supervisors and leaders at every level encourage current employees to apply. By celebrating internal promotions and regularly broadcasting open positions, employees feel supported in developing their career within the current organization.

Topic

My supervisor creates an inclusive work environment

Distribution



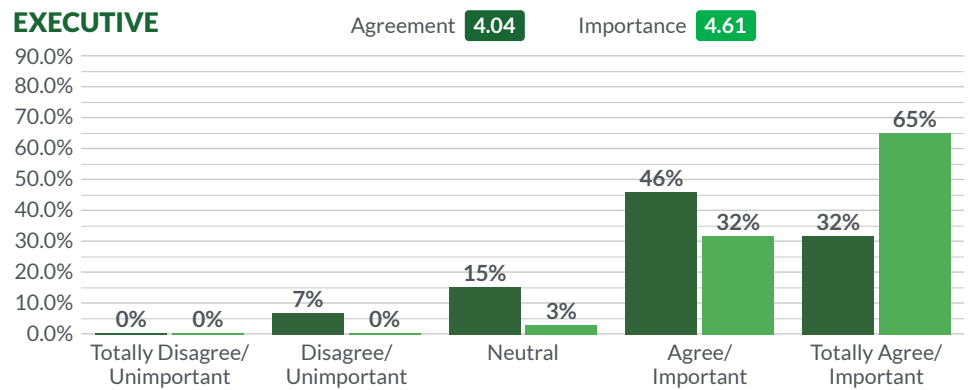
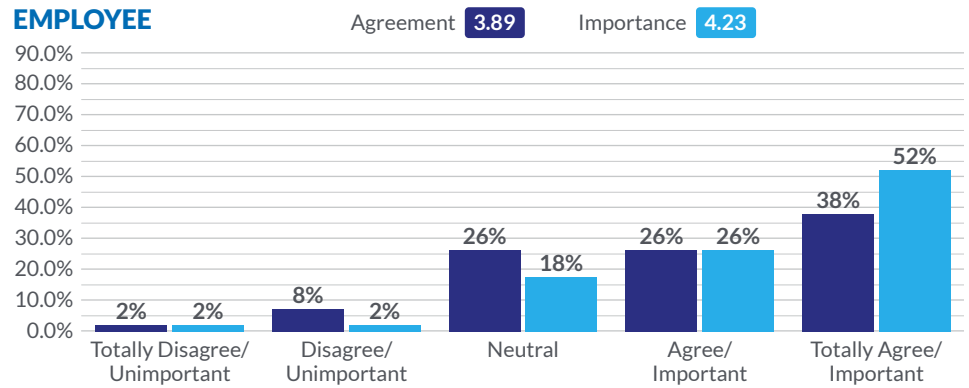
Summary

Paralleling the NAA DEI survey conducted in the same time frame and earning the highest level of Agreement and third highest level of Importance from Employees, the build-to-rent industry can be proud of its supervisors for creating inclusive work environments for their direct reports. While more than three in four Employees agree, be cognizant of the remaining 23% who don't share this perception. This topic lost .23 points in Employee Agreement compared to Spring survey results. Executives expressed a higher level of both Agreement and Importance for this topic compared to Employees, indicating a high level of confidence in the company supervisors at all levels, as well as an understanding of the influence they have on company culture. Leaders have the opportunity to improve the experience of all employees by providing ongoing training and resources to ensure all supervisors have the knowledge and understanding needed to make the work environment inclusive for every employee.

Topic

The company accommodates the needs of working parents/care givers

Distribution



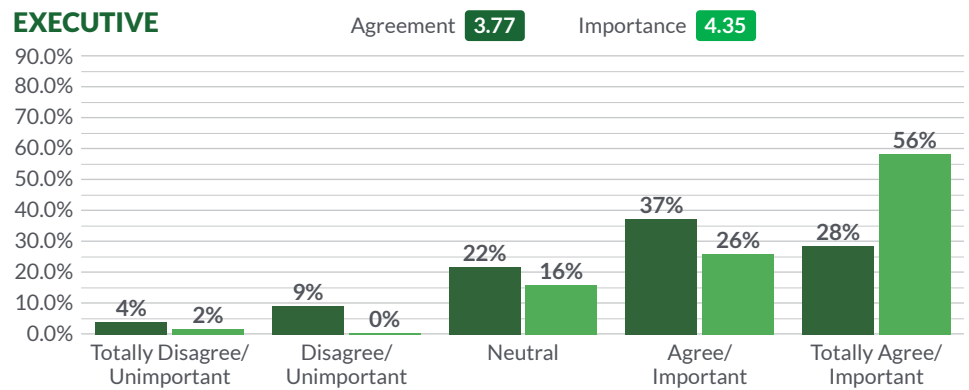
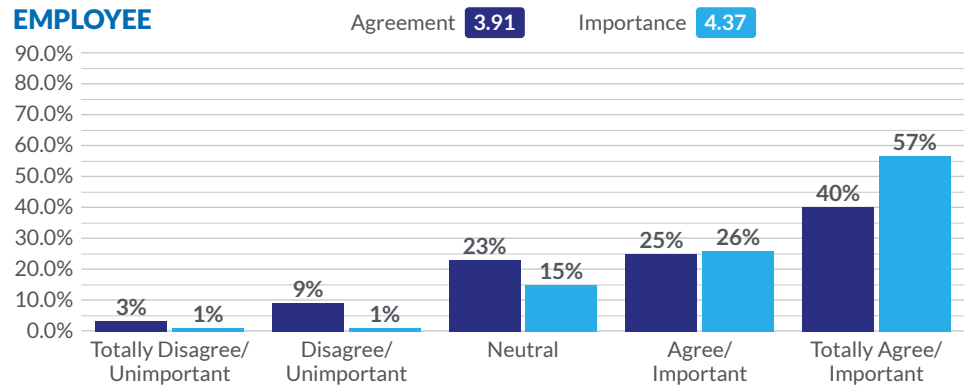
Summary

With nearly two-thirds of Employees indicating any level of Agreement that their company accommodates the needs of working parents/care givers and an additional 26% either unsure or unwilling to provide an opinion, this is a topic that should not be allowed to remain at status quo. Executives indicated a higher level of Importance, though Executive Agreement was only .14 higher than Employee agreement, highlighting a similarity in perceptions of accommodations provided to parents and care givers. This data supports the need for the availability of family-related leave and flexibility in these roles. Executive leadership has an opportunity to gain a greater understanding of the myriad challenges working parents and care givers face at work and then consider change based on current needs.

Topic

I am not afraid to report diversity, equity, and inclusion concerns to my company*

Distribution



Summary

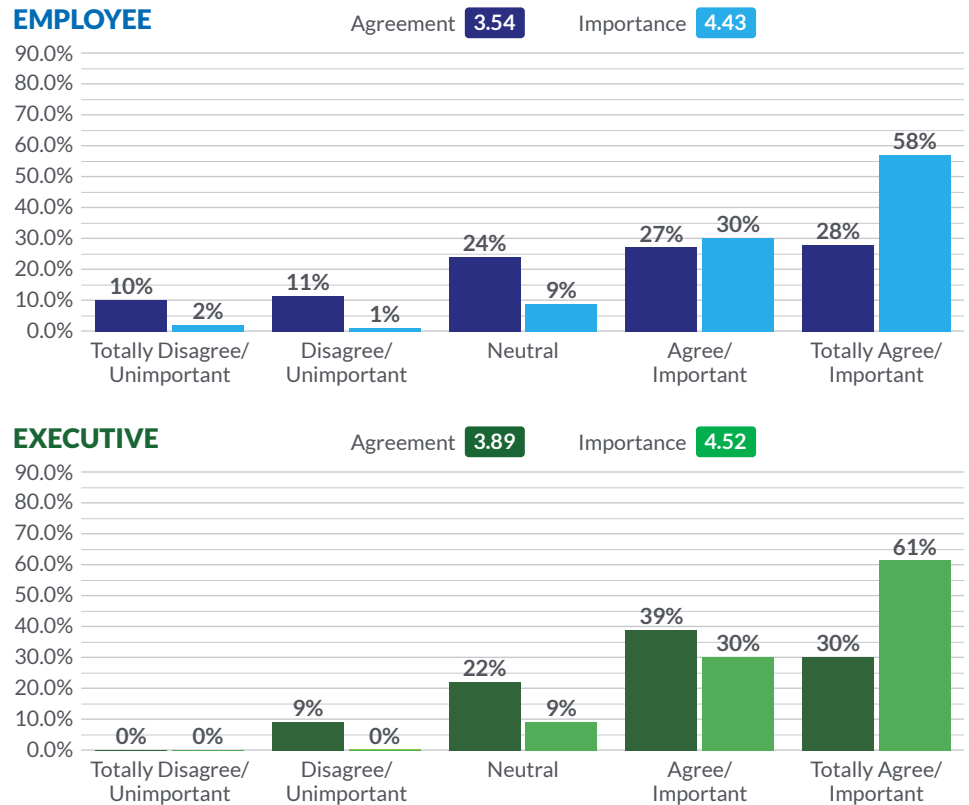
*This survey statement was phrased differently for Employees and Executives. The Executive version stated, “Employees are not afraid to report diversity, equity, and inclusion concerns to my company.”

The level of Importance placed on this topic is nearly identical for Employees and Executives. However, it is the only topic in this study in which Employees express a higher level of Agreement than Executives. While 12% of Employees and 13% of Executives express some level of disagreement with this statement, nearly 25% of both groups are either unsure or unwilling to share their perception. That level of uncertainty presents an opportunity for organizations to clearly communicate both the process and the protections around reporting any workplace concerns, especially concerns regarding diversity, equity, and inclusion.

Topic

The company has an effective policy, monitoring program and grievance process regarding equal employment opportunities, sexual harassment, and diversity, equity, and inclusion in the workplace

Distribution



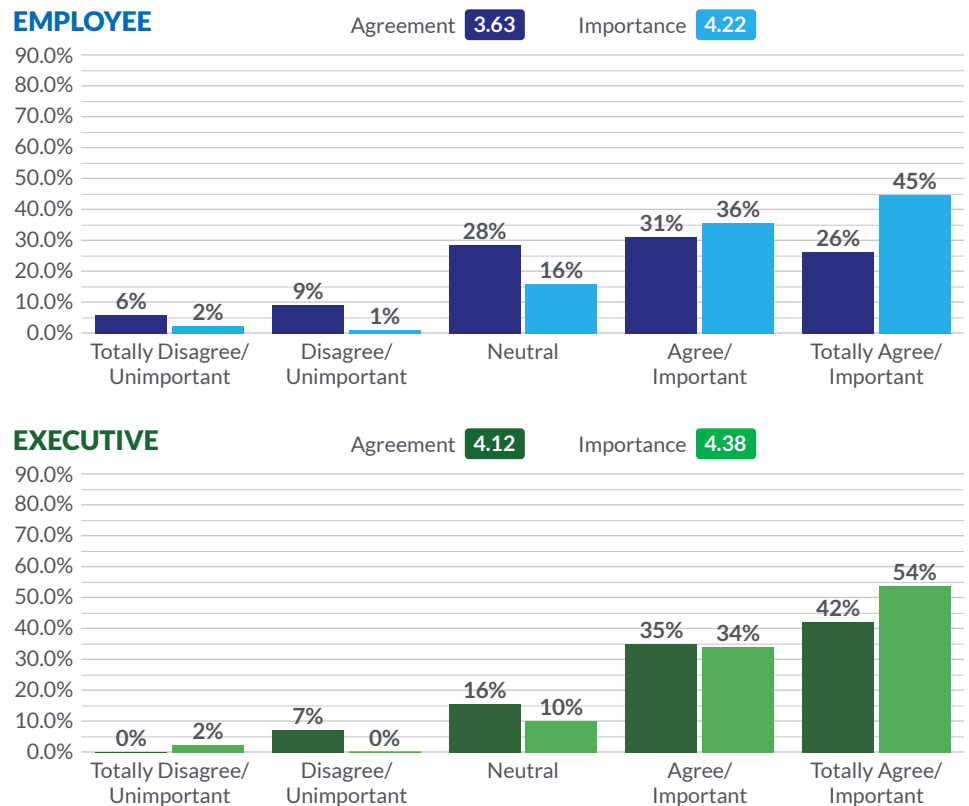
Summary

With 21% of Employees expressing some level of disagreement, and an additional 24% unsure or unwilling to agree or disagree, this topic achieved the third lowest level of Employee Agreement. Similarly, this topic ranked in the bottom 5 in Executive Agreement, signaling a significant opportunity to review any current processes, evaluate the safeguards provided by the process, and build a communication strategy around the process to demystify and also clarify how to report a grievance.

Topic

I am confident executive leadership is taking action to address diversity, equity, and inclusion within the company*

Distribution



Summary

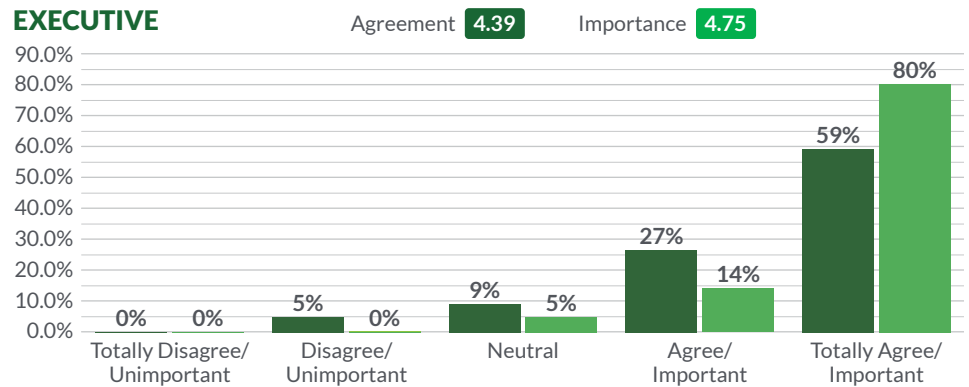
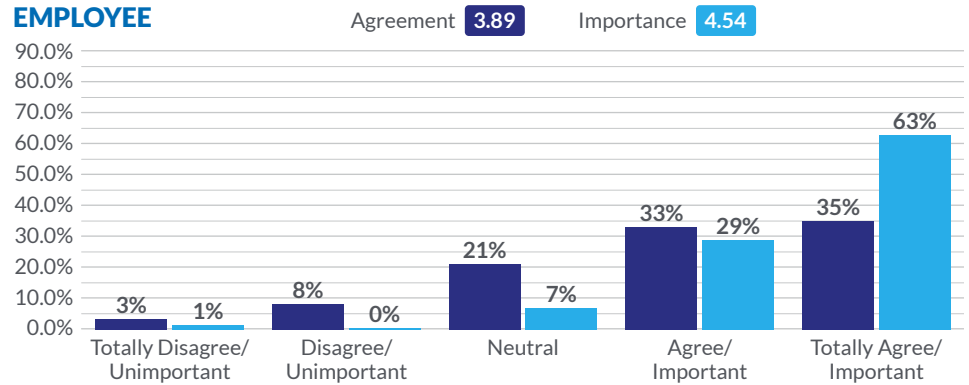
*This survey statement was phrased differently for Employees and Executives. The Executive version stated, "I am confident I am taking action to address diversity, equity, and inclusion with the company."

Falling .30 points from the Spring survey, only 57% of Employees expressed any level of Agreement with this topic. A significant 15% disagree, with an additional 28% unsure or unwilling to provide an opinion on their confidence in executive leadership taking action to address DEI within the company. Executives expressed a higher level of Agreement when evaluating the confidence in their own actions. This gap of .50 points in average Agreement carries additional weight, as the NAA DEI survey conducted in the same time frame found that this topic has the second highest correlation with the Employees' likelihood to remain with the company for the next year. In addition, this topic had the highest correlation with the Employees' perception that their company is committed to diversity, equity, and inclusion. Based on findings of the Swift Bunny Index, employee engagement is strongly tied to communication from and visibility of executive leadership. DEI is not simply a Human Resources initiative. It requires the voice and action of executive leadership in order for it to be taken seriously and to make a positive impact for all employees.

Topic

Employees are treated equitably

Distribution



Summary

While ranking second highest in Importance for both Employees and Executives, this topic also attained the third greatest gap in Agreement between the two groups, with a difference of .51 points, nearly identical to the results of the NAA DEI survey conducted in the same time frame. Adding to the significance, this topic was found to have the strongest correlation to the Employees' likelihood to remain with the company for the next year, according to the NAA DEI survey. Recognizing this gap in perception and the correlation with likelihood to remain is valuable for Executives, because it creates the opportunity to look beyond the company culture they personally encounter day-to-day. As the employees' perception of this topic has been found to be highly correlated with their perception of executive leadership taking action on DEI issues, it is imperative that leaders are clear in their intentions to not only continue these conversations but also commit to specific, positive change based on employee feedback that extends beyond the hallways of the corporate offices.

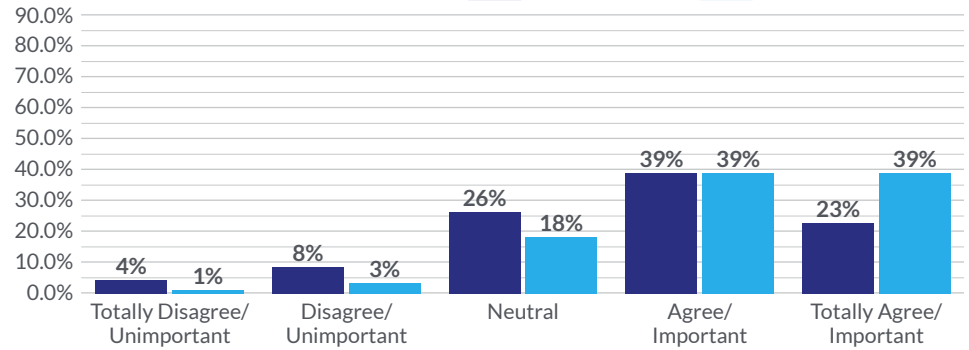
Topic

The company is committed to diversity, equity, and inclusion

Distribution

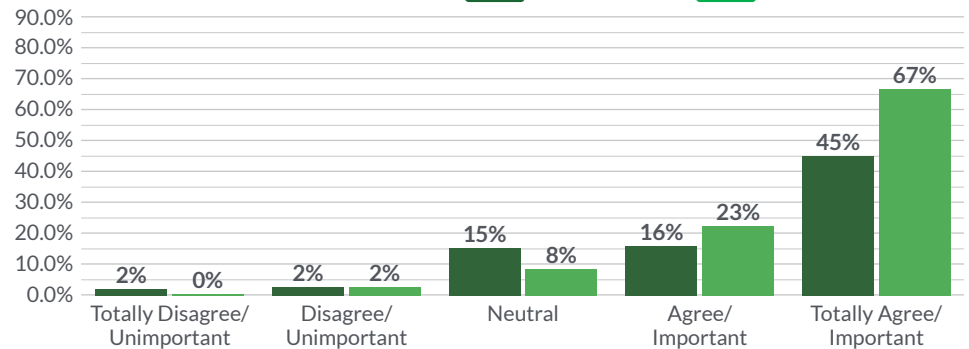
EMPLOYEE

Agreement **3.69** Importance **4.13**



EXECUTIVE

Agreement **3.59** Importance **3.81**



Summary

With a significant drop of .48 points in Employee Agreement compared to the Spring survey, 62% of Employees express Agreement that their company is committed to diversity, equity, and inclusion. Most notable, more than 1 in 4 are unsure or unwilling to provide an opinion, and an additional 12% disagree. The average Executive Agreement exceeded the average Employee Agreement by .51 points, indicating a significant misalignment of perceptions. According to the NAA DEI survey completed in the same time frame, employees’ perception of this topic is highly correlated with their perception of executive leadership taking action on DEI issues, as well as the perception that the company seeks to understand employees’ feelings about DEI. With this knowledge, executive leadership can reinforce the company’s commitment to diversity, equity, and inclusion by being an active and visible participant in conversations and initiatives that bring about positive change.

Topic

Action being taken to increase representation at management and executive levels

Increasing Representation at Management and Executive Level

Is your company currently taking action, or already taken action, to increase representation at the management and executive levels for any of the following characteristics or elements of identity?

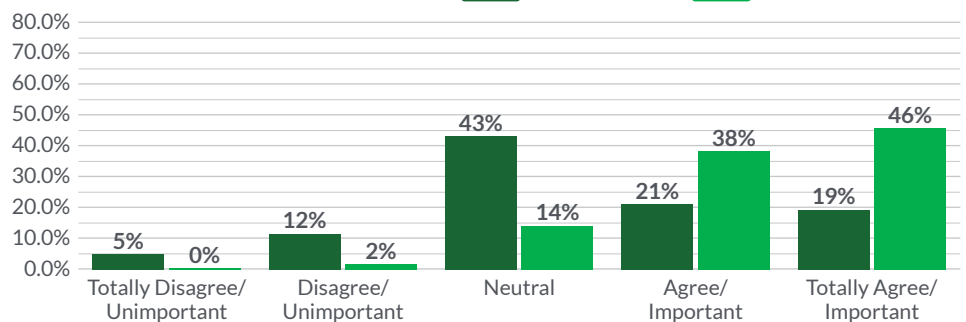
EMPLOYEE

Characteristics	Yes
Race	58%
Ethnicity	61%
Gender	79%
Ability/disability	52%
Other	38%

The company is working to increase representation in terms of race, ethnicity, gender, ability/disability, and other differences at the management and executive levels.

EXECUTIVE

Agreement **3.37** Importance **4.29**



Summary

Executives expressed a low level of Agreement that their companies are working to increase diverse representation at the management and executive level. Most striking is the 43% of executives who are unsure or unwilling to provide an opinion. Employees' perception found that gender is having the most success for increased representation, followed by ethnicity and race. With only 40% indicating some level of Agreement, and 84% indicating the topic is Important, this is an area that is in need of focused attention.

Topic

Action being taken to address DEI at non-management levels

Increasing Representation at Non-Management Level

Is your company currently taking action, or already taken action, to increase representation at the non-management level for any of the following characteristics or elements of identity?

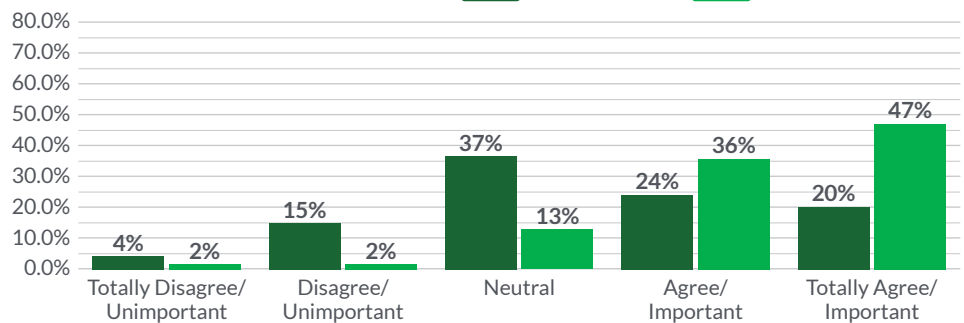
EMPLOYEE

Characteristics	Yes
Race	71%
Ethnicity	73%
Gender	82%
Ability/disability	59%
Other	44%

The company is working to increase representation in terms of race, ethnicity, gender, ability/disability, and other differences at the non-management level.

EXECUTIVE

Agreement **3.42** Importance **4.25**



Summary

Executives expressed a low level of Agreement that their companies are working to increase diverse representation at the non-management level. With only 44% indicating some level of Agreement, and 83% indicating the topic is Important, this is an area that is in need of focused attention. Nearly 1 in 5 did not agree their company was taking action. Employees' perception expressed that action is being taken and that gender is having the most success for increased representation, followed by ethnicity and race.

Topic

How long have you worked at your company?

Likelihood

EMPLOYEE

Tenure	Results?
Less than 6 months	19.6%
6 months - 1 year	14.0%
1-3 years	23.4%
3-5 years	16.8%
5-10 years	12.1%
More than 10 years	8.4%
Prefer not to answer	5.6%

Questions	Very Unlikely	Very Unlikely	Neutral	Likely	Very Likely	Average Likelihood
How likely are you to still be with the company a year from now?	6%	3%	17%	25%	49%	4.07
How likely will you be to recommend the company as a place to work?	5%	7%	16%	28%	44%	4.01

Summary

Nearly 1 in 5 respondents had been with their current employer for less than 6 months, and an additional 14% up to 1 year. Though 75% express some level of likelihood to remain with their current employer, employee turnover continues to be a risk. As a factor contributing to an organisation's ESG strategy, a focus on DEI can contribute to attracting, hiring, and retaining a strong workforce.

Topic

Which of the following programs, services, and/or steps has your company implemented?

Executive Topics

Programs and Services	Yes
DEI training and workshop program for employees	61%
Formalized DEI strategy	53%
DEI training for supervisors	48%
Utilized the services of a DEI consultant	35%
DEI Task Force/Council	32%
Internship program that targets diverse candidates	32%
Created a DEI position within the company	29%
Mentorship program that helps diverse candidates succeed	28%
Affinity or Employee Resource Group (ERG)	26%

In the next six months, which of the following programs, services, and steps are you evaluating or preparing to implement at your company?

Programs and Services	Yes
DEI training for employees	62%
Formalized DEI strategy	59%
DEI training and workshop program	54%
DEI Task Force/Council	46%
Mentorship program that helps diverse candidates succeed	39%
Affinity or Employee Resource Group (ERG)	34%
Utilizing the services of a DEI consultant	28%
Internship program that targets diverse candidates	27%
Creating a DEI position within the company	22%

Summary

79 Executives participated in the Executive version of the UKAA Diversity, Equity, and Inclusion Survey, representing 12 build-to-rent and supplier partner companies. When asked which programs, services, and/or steps had been implemented to date, two actions had been implemented by more than 50% of the represented companies: DEI training and workshop program for employees, and formalized DE&I strategy. When looking at the next six months, in addition to the two actions listed above, 62% of companies were preparing to provide DEI training for employees. For organisations considering taking first steps in initiating a DEI focus, these can offer valuable insights into where to begin.

Topic

Which of the following resources would be valuable for your company to have access to?

Executive Topics

Resources	Yes
Industry best practices, articles, case studies (e.g., how to attract and retain diverse talent)	90%
Industry data, trends, and benchmarks	90%
Training and resource materials (seminars, workshops, videos, etc.)	86%
Other	41%

Executive Comments

- “Training specific to the built environment and D&I issues.”
- “Industry benchmarking. Industry case studies on EDI strategies.”
- “Success stories from other companies.”

Summary

In an attempt to better understand what resources would be most valuable to Executives and establish priorities for the United Kingdom Apartment Association, a short list of options was provided to choose from. All listed options were selected by more than 85% of Executives, and valuable additional “Other” suggestions were provided.

Conclusion

This study emphasizes the importance of Employees' perceptions of diversity, equity, and inclusion in the build-to-rent sector. Though participation in this follow-up survey remained low and is not statistically valid, it provides foundational insights that parallel many of the findings in the NAA Diversity, Equity, and Inclusion study that took place in the same time frame.

With many survey topics showing significant differences in perception between Employees and Executives and strong correlations with the likelihood to remain with the company, the opportunity for improvement can lead to significant employee engagement and retention.

Research and Report Design

The focus of this brief and anonymous survey was to ask for agreement with, and the importance of, fifteen positive statements. Responses used a five-point rating scale, including 1 ("totally disagree" and "totally unimportant") up to a 5 ("totally agree" and "totally important"). Swift Bunny utilizes this two-dimensional approach to aid in prioritizing opportunities to improve. Overall average topic scores are rounded to the nearest one hundredth of a point.

In order to gain the greatest possible participation from front line build-to-rent employees, a multi-faceted recruitment strategy was implemented. The recruitment program included UKAA sending emails to primary contacts at all member companies and an ongoing social media campaign by UKAA and Swift Bunny. Companies that voiced the desire to participate were provided with an email template to promote the survey to all employees. The recruitment program resulted in 79 executive responses and 187 employees completing the survey.

About the United Kingdom Apartment Association

The UKAA is the membership organisation for the UK Build To Rent (BtR) Sector. Our ambition is to grow the sector, and our members' businesses, faster than it would do otherwise. We do this by sharing information, promoting best practice amongst members, and raising standards to benefit customers. Our activities help to reduce risks for investors and operators in the sector and assist new companies to enter the market successfully. Founded in 2016, the UKAA members comprise the leading investors, operators, advisors, and suppliers operating in the sector today. The UKAA is a member of the global alliance of the NAA (National Apartment Association of USA). Learn more at ukaa.org.uk.

About Swift Bunny

Swift Bunny offers a suite of multifamily-specific talent and performance management solutions. Ingage by Swift Bunny™ is the apartment industry's first employee lifecycle feedback system. Inquire by Swift Bunny™ is a flexible and user-friendly custom survey solution for collecting employees' opinions and feedback. Intouch by Swift Bunny™ is a multifamily-specific customer survey solution. Uncovering honest feedback from both employees and customers can help organizations to identify priorities, reduce employee and resident turnover, and improve the bottom line. Learn more at swiftbunny.com, contact@swiftbunny.com, or 888.896.2933.

About the Authors

Jen Piccotti, Chief Learning Officer with Swift Bunny, got her start in property management in 2000 and has spent the last two decades listening to, learning from, and finding solutions for multifamily residents, employees, and executives. In her current role she has the opportunity to connect the dots between data, performance, and progress. She consistently provides unique and actionable insights on the latest trends in employee engagement, customer satisfaction, organizational communication, process improvement, and reputation management. Jen is the author of notable national and international rental housing industry studies, including the 2021 and 2022 NAA Mental and Emotional Health Studies, and the 2022 UKAA Diversity, Equity, and Inclusion Snapshot. She is a frequent presenter at industry events, such as NAA Apartmentalize, NMHC OPTECH, AIM, and the Multifamily Social Media Summit. Prior to joining Swift Bunny, Jen was Chief Operating Officer for ManagInc, and previously was SVP of Education and Marketing for SatisFacts Research. She holds a BBA in Production and Operations Management from Boise State University, and a Master of Science, Quality Assurance from California State University, Dominguez Hills. Jen can be reached at jen@swiftbunny.com.

Doug Miller, Partner and Chief Research Officer with Swift Bunny, oversees research functions and product planning. Prior to this, Doug was Founder and CEO of ManagInc; its employee, resident, and service provider feedback system helped clients enhance their focus on stakeholders to improve employee retention, resident retention, and reputation. Before ManagInc, Doug was Founder and President of SatisFacts Research, the multifamily industry's leading resident feedback program provider. Doug started his career in property management in the 1990s, including as Director of Marketing for two NMHC Top 50 firms. Doug earned his BSBA from Washington University/St. Louis and MBA/Marketing from The American University. Doug can be reached at doug@swiftbunny.com.

Appendix

Demographics

What best describes your current position?	SB Index
Property Management - Team Member	23.3%
Property Management - Team Leader / Supervisor	6.8%
Property Management - Manager	16.5%
Property Management - Senior Manager	9.7%
Property Management - Executive	9.7%
Supplier - Team Member	11.7%
Supplier - Team Leader / Supervisor	4.9%
Supplier - Manager	9.7%
Supplier - Senior Manager	4.9%
Supplier - Executive	2.9%

Which best describes where you would normally work?	SB Index
Head office	35.1%
On-site	29.1%
Home-based	17.9%
Regional / local office	11.9%
Prefer not to answer	6.0%

Which UK region do you currently live in?	SB Index
Greater London	48.1%
South West	30.4%
South East	14.8%
North West	3.7%
East of England	1.5%
East Midlands	0.7%
Scotland	0.7%

*North East, Northern Ireland, Wales, West Midlands, Yorkshire and the Humber received no responses.

What levels of education have you achieved or completed?	Employee	Executive
Completed an apprenticeship	2.8%	0.0%
Achieved a qualification at degree level or above	61.3%	46.7%
Achieved an NVQ or equivalent qualification	8.5%	4.4%
Achieved an A level, AS level or equivalent qualifications	13.2%	24.4%
Achieved a GCSE or equivalent qualification	2.8%	4.4%
Achieved other qualifications	2.8%	4.4%
Prefer not to answer	8.5%	15.6%

How old are you?	Employee	Executive
Under 18	0.0%	0.0%
18-24	6.6%	2.2%
25-34	37.7%	22.2%
35-44	30.2%	13.3%
45-54	14.2%	33.3%
55-64	5.7%	17.8%
65+	0.9%	0.0%
Prefer not to answer	4.7%	11.1%

How many children under the age of 18 live in your household at least part-time?	Employee	Executive
0	62.3%	43.2%
1-2	29.2%	43.2%
3-4	1.9%	2.3%
4 or more	0.9%	0.0%
Prefer not to answer	5.7%	11.4%

Do you identify as a person with a disability(ies)?	Employee	Executive
Yes	5.7%	2.2%
No	85.7%	91.1%
Prefer not to answer	8.6%	6.7%

What is your current religion, if any?	Employee	Executive
Agnostic	15.9%	25.7%
Atheist	15.9%	11.4%
Buddhist	1.2%	0.0%
Catholic	6.1%	2.9%
Christian	28.0%	28.6%
Hindu	1.2%	2.9%
Jewish	1.2%	0.0%
Muslim	3.7%	0.0%
None / not affiliated	24.4%	25.7%
Orthodox (Greek, Russian)	2.4%	0.0%
Other	0.0%	2.9%

*Humanist, Mormon, Pagan, Sikh, Spiritual (but not religious), and Wiccan received no responses

How would you best describe your race/ethnicity(ies)?	Employee	Executive
Arab	0.9%	0.0%
Asian/Asian British - Chinese	2.8%	2.3%
Asian/Asian British - Indian	5.6%	4.5%
Asian/Asian British - Pakistani	0.9%	0.0%
Asian/Asian British - Any other	1.9%	0.0%
Black/African/Caribbean/Black British - African	1.9%	0.0%
Black/African/Caribbean/Black British - Caribbean	1.9%	0.0%
Mixed/Multiple Ethnic Groups - White and Asian	0.9%	0.0%
Mixed/Multiple Ethnic Groups - White and Black African	0.9%	0.0%
Mixed/Multiple Ethnic Groups - White and Black Caribbean	0.0%	2.3%
Mixed/Multiple Ethnic Groups - Any other	1.9%	0.0%
White - English/Welsh/Scottish/Northern Irish/British	53.7%	63.6%
White - Irish	0.9%	2.3%
White - Any other	17.6%	9.1%
Other	2.8%	0.0%
Prefer not to answer	5.6%	15.9%

*Asian/Asian British – Bangladeshi, Black/African/Caribbean/Black British - Any other, White - Gypsy or Irish Traveller received no responses.

What of the following best describes your current gender identity?	Employee	Executive
Male	54.7%	37.8%
Female	39.6%	51.1%
Transgender	0.9%	0.0%
Prefer not to answer	4.7%	11.1%

*Non-binary / non-conforming received no responses

Which of the following best describes your current sexual orientation?	Employee	Executive
Heterosexual or straight	78.3%	77.3%
Gay or lesbian	8.5%	2.3%
Bisexual	0.9%	2.3%
Queer	0.9%	0.0%
Questioning	0.9%	0.0%
Other	1.9%	0.0%
Prefer not to answer	8.5%	18.2%

*Fluid, Pansexual, Demisexual, and Asexual received no responses