



feeling at home means...

feeling included

Your guide to Diversity and Inclusion
at Look Ahead

Diversity and Inclusion at Look Ahead

We want our staff to **feel at home** when they work at Look Ahead and that means being able to be themselves at work, whoever they are.

We want to encourage everyone to **feel included** and to raise awareness of all different views, beliefs and experiences within the organisation so that we can encourage a **truly diverse and inclusive** environment where everyone can thrive.

Over the last year we have been continuing our focus on Diversity and Inclusion and are proud to have been awarded the **National Inclusion Standard Bronze Award** this year.

We are now in the second year of our key strategic objectives for **Diversity and Inclusion**. These are:

1. Create and maintain an **inclusive work environment** for all staff.
This means all staff feel comfortable to be themselves at work
2. Attract, develop and retain staff from the **widest pool of talent**
3. Ensure our **diversity data** drives our annual priorities for inclusion work
4. Ensure compliance with **legal regulations** and requirements relating to Diversity and Inclusion
5. Deliver **accessible services** and equitable outcomes across customer groups



Gender Pay Gap

We are pleased to release our 2019 Gender Pay Gap figures and for the second year running we have reduced our pay gap, from **2.2%** in 2018 to **0%** in 2019, with the mean average pay remaining static in the 2% range. The difference in bonus remains, for a third year, at **0%** and the mean average bonus payment has reduced from **11.1%** in 2018 to **8.1%** in 2019.

The mean difference is driven by the executive team receiving bonuses based on metrics relevant to performance targets, whereas all staff below executive level continue to be paid the same bonus regardless of their role.

The housing sector national average gender pay gap is **8.1%** and therefore we benchmark very positively against this.

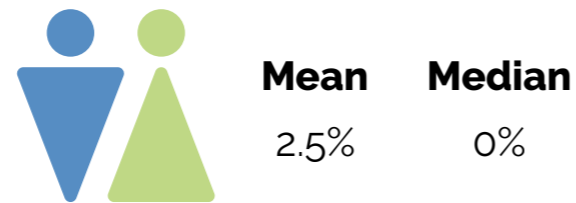


The data in more detail

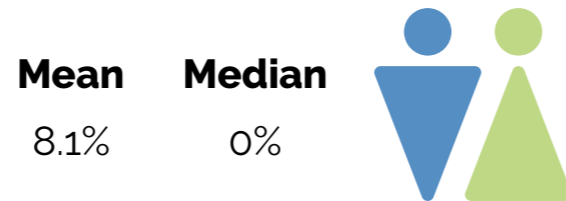
Pay and bonus gap

The Gender Pay Gap shows the difference in average earnings between men and women. As we have more than 250 employees we are required by law since 2017 to report to the government and make publicly available our gender pay gap metrics.

Difference in pay between men and women:



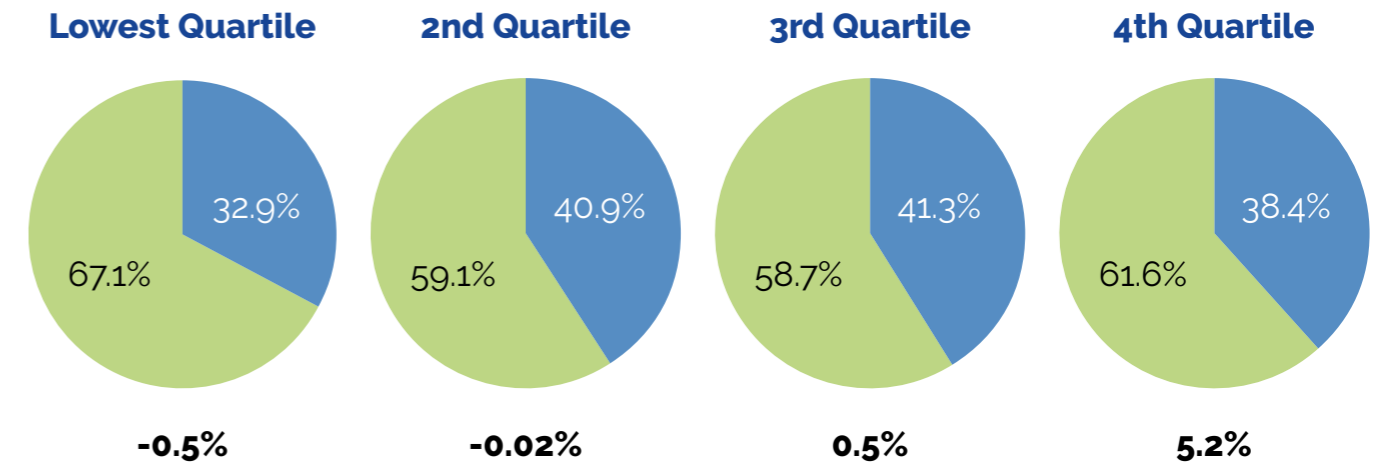
Difference in bonus between men and women:



Gender Pay Gap

Pay percentiles

The below illustrates the data broken down by percentiles. The percentiles are based on our head-count broken into four equal quartiles. This illustrates the gender breakdown in each percentile and the gap in each percentile:



This shows that the pay gap remains in our top quartile of earners and is due to the fact staff are paid at market rates for individual roles rather than more grouped roles at the other three levels within Look Ahead.

Excluding the executive team within the analysis would result in an overall mean average gender pay gap of **-1.3%** meaning that the average female salary is generally higher than the average male salary at all other levels.



BAME Pay Gap (Black Asian & Minority Ethnic)

For the second year running we are delighted to be leading the way in the supported housing sector by publishing our Black Asian and Minority Ethnic (BAME) pay gap. This is not something the government requires us to do but as we are a diverse workforce it is important to us that we understand where we may be experiencing any pay gap issues.

The data shows that our average pay gap between white and BAME employees remains fairly static at **3.2%** (**3.4%** in 2018). This is compared to the average of **10%** BAME pay gap according to the Bank of England's research in 2019.

Our difference, as with the gender pay gap, is driven by roles at senior levels that are paid based on market rates for the role. Our strong commitment to inclusion is reflected in how we also recruit and develop staff. **63%** of our managers (team leaders and above) are female and **52%** of all managers are BAME.

We are not required to carry out a BAME pay gap by law and there is no clear methodology to calculate it therefore we have again based it on the same principals of the Gender pay gap. It shows:

Difference in pay between white and BAME staff:



	Mean	Median
	18.7%	3.2%

BAME Pay Gap (Black Asian & Minority Ethnic)

What have we being doing to address this

We have over the last year rolled out **Diversity in the Workplace eLearning** for all staff, **Diversity Awareness** training to our Senior Leadership Team, **Unconscious Bias eLearning** for all managers and recruitment training for hiring managers which incorporates diversity and the importance of attracting and developing the widest pool of talent.

In 2019 we launched our **Rising Star** award which is open each year to anyone who demonstrates passion, commitment and ambition to develop their career with one winner being awarded up to £5000 towards a relevant qualification. In 2019 Kassim was the first winner of the award to fund his Chartered Institute of Housing qualification.

We have also invested in more **Institute of Leadership and Management (ILM)** courses to develop aspiring managers, team leaders and managers at all levels.



CEO Multiplier

For the second year running we are publishing our **CEO multiplier**. Again this is not something we are required to do by law but we are committed to being open and transparent in our approach to inclusion.

To bring our calculation more in line with how the government is implementing the legislation this year for UK listed companies, we have shown the difference in salary and benefits between the average member of staff and our CEO.

Our CEO multiplier is **1:6**. This means that the CEO salary and benefits are six times that of an average employee. As the majority of our staff are on National or London Living Wage a multiplier of six appears to be a good position.

When compared to the lowest quartile (lowest 25%) of employees then the CEO multiplier is **1:8**. There is currently no other benchmarking in the sector however UK listed companies will be required to submit executive pay reporting for the first time this year and we will be able to review our CEO multiplier against those, when published.



Diversity and Inclusion at Look Ahead

What have we done this year to continue creating a more inclusive workplace?

We have been working closely with our partners **Inclusive Employers** to develop and deliver an agreed Diversity and Inclusion plan. A number of staff have written blogs for us on a range of diversity issues (e.g. neurodiversity, transgender issues and the impact of menopause) and we have shared these across the organisation both internally and externally.

We have launched our **new induction** for all staff which includes a greater focus on inclusion. We have also produced a new Diversity and Inclusion film featuring staff stories from across our workforce, that was shown to 500 staff members at our 2020 **Staff Celebration**.

We have been working with our **LGBT+** colleagues and customers to develop and roll out a new **Gender Diversity Policy** and **Trans eLearning** so that we can support both our staff and customers.

We have continued to invest in our **Women in Leadership Award** to provide funding of up to £5000 to support aspiring female talent in Look Ahead.

We will continue to develop and understand our data over the next year to ensure that we are prioritising our diversity initiatives at the areas that it is most needed.

We are launching a new employee brand - **Feel at Home** - for both new and current staff, which features Diversity and Inclusion at its forefront. We are very proud of the diversity within our organisation and we are constantly striving towards creating an ever more inclusive place to work.



Diversity and Inclusion at Look Ahead

Summary From Julie Blair, Executive Director of Corporate Services

I am delighted that we have continued to be open in our approach to Diversity and Inclusion and that both our Gender Pay Gap and BAME pay gap are significantly below most other organisations.

I am also proud that we received the **National Inclusion Standard Bronze** award this year for the first time and that recognises our commitment to being a genuinely inclusive employer.

By being open and honest about our data and remaining committed to evolving our approach to Diversity and Inclusion, for both staff and customers, we hope that we can ensure that we work towards understanding and addressing any inequalities that exist.

