



# diversity & inclusion

# 2023

 **Look Ahead**  
CARE, SUPPORT AND HOUSING

SUPPORTING PEOPLE  
**50**  
SINCE 1973

**feel at  
home.**

# Diversity & Inclusion 2022/23 Update

This year has been another important year for Look Ahead's Diversity and Inclusion (D&I) work. This short update provides an overview of our data and highlights for this year.

## Our approach

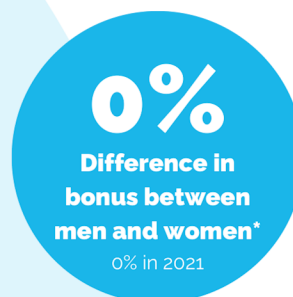
D&I is embedded into everything we do at Look Ahead. We were pleased that in the 2022 Best Companies survey, 88% of colleagues told us that they were treated fairly regardless of their age, gender, sexuality, race, ethnicity, religion or disability. This was up from 83% the year before.

## This year we've continued to build on our approach which is to:

1. Create & maintain an inclusive work environment for all staff and customers. 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 diversity data drives our annual priorities for inclusion work.
4. Ensure compliance with legal regulations relating to D&I
5. Deliver accessible services and equitable outcomes across all customer groups.

## Trends in our data 2022 -23

We're required to publish details of our gender pay gap, specifically the difference in average female earnings compared to average male earnings every year. This year our pay gap in comparison to 2021 is as follows:



\*median average

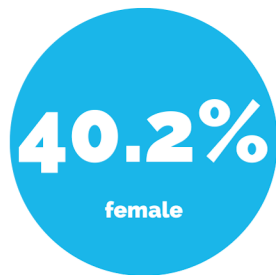
## What does this mean?

The Median figure is the one that is benchmarked externally so this is the overall gap. This means this year we have closed our pay gap so that men and women are paid the same. The gender pay gap has been declining nationally and the UK current gender pay gap is 8.4% so Look Ahead is performing well overall.

As per the trends in previous years our main gap is in our Senior Leadership Team (SLT), Senior Management Team (SMT) and corporate roles, however this pay gap has dropped from 3.22% in 2021 to 2.5% in 2022.

# Our Bonus Gap

The total number of employees who received a bonus was 71.1% of the population which was split:



**The bonus Median for 2022 is 0% and was 0% in 2021.**

## What does this mean?

It means there is no difference between the percentage of male and female employees who have received a bonus this year.

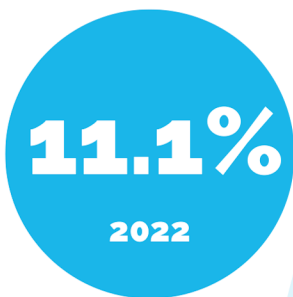


# Cultural Diversity Pay Gap

It's not a legal requirement to report on this but we think it's important to report on our Cultural Diversity pay gap which we have calculated it in the same way as for the gender pay gap.

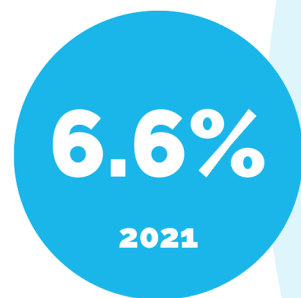
The results for the Cultural Diversity pay gap are:

## What does this mean?



This is not widely reported so it is difficult to assess how we are performing against other companies but for us this has increased in 2022 and like the gender pay gap this is largely driven by pay at a senior level.

The cultural diversity pay gap for April 2022 has been driven by roles in the highest quartile of pay (i.e. senior managers and leaders) having more white than culturally diverse staff in those posts. Therefore, whilst across the organisation everyone got the same % pay increase in 2022, when those senior people have had pay increases it has had a disproportionate impact on the cultural diversity pay gap.



We have improved the cultural diversity of staff at senior levels over the last year, so would expect to see an improvement in the cultural diversity pay gap when reported for 1 April 2023, next year. In addition, this year we have also offered a tiered pay award where the top quartile is getting the least or in some cases no pay increase, so this will also positively impact the cultural pay gap.

# CEO Multiplier

Again, as an organisation we're not legally required to publish the CEO salary multiplier score which is the CEO salary compared to the average staff salary. But we believe it is an important part of our inclusion work.

# 1:7.2

**CEO Multiplier score  
2022-23**



## What does this mean?

This means the CEO gets paid 7.2 times more than frontline staff. For us, this has reduced from 2021 when it was 1:8. This means we've raised our frontline salaries more than the CEO's salary.

## Our 2022/23 highlights:

**It has been a challenging year for People teams in organisations all over the country due to the 'great big resignation' but we're still proud of some of our actions this year**

- Launched a new mentoring scheme for aspiring managers
- Integrated Equality Impact Assessments in our policy framework and procedures.
- We have continued to support management qualifications at all levels of the organisation. Currently 59% of staff on our professional qualifications, or who have qualified in the last year are from a culturally diverse background and 68% are female.
- Working with universities and colleges to raise awareness of careers in our sector and the opportunities available to college leavers and graduates.
- Supported our three networks to meet and arrange awareness day activities and events. Our current active networks include LGBTQ+, Gender Diversity and Cultural Diversity.
- Celebrated & raised awareness both internally and externally of events such as Black History Month, International Women's Day and Learning Disabilities Week
- Developed and improved the data we collect and reviewed areas of concern/action
- Rolled our 'Unconscious bias' eLearning as mandatory training for all managers

# What's next?

- We're relaunching one of our networks – the DisAbility Network to look at the opportunities we provide for employees with disabilities and to ensure we're as inclusive as we can be.
- We'll continue to strengthen our mentoring programme to help everyone in the organisation have an opportunity to be mentored to support their development and career aspirations. We currently have 200 staff who have expressed an interest and of these 57% are from a culturally diverse background and 59% female.
- We'll keep improving our recruitment data, review the job boards we advertise on and increase our reach on social media to ensure we reach the widest range of talent.
- We'll continue to report to SMT, SLT and Board on Diversity and Inclusion data (including starters, qualifications, promotions, case work and leavers) and actions.
- We'll work closely with our networks to raise awareness, address concerns and improve processes and policies.
- We'll develop a externally facilitated Diversity and Inclusion session for SLT and Board for Summer 2023.



## Want to know more?

Contact [DiversityInclusion@lookahead.org.uk](mailto:DiversityInclusion@lookahead.org.uk).