



inclusion and diversity at Look Ahead 2018

introduction

At Look Ahead we believe that a **genuinely inclusive work environment** – where people can really be themselves at work - allows our staff to thrive and develop, as well as enabling us to attract a wider range of talented people into our organisation.

Over the last year we have been focusing on our approach to inclusion and have partnered with Inclusive Employers to develop our plans.

With a refreshed Inclusion and Diversity Policy our key inclusion strategic objectives for the next two years at Look Ahead are:



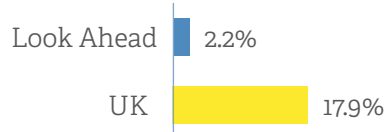
- 1 Create and maintain an inclusive work environment for all staff: this means all staff feel comfortable to be themselves at work**
- 2 Attract, develop and retain staff from the widest pool of talent**
- 3 Ensure our diversity data drives our annual priorities for inclusion work**
- 4 Ensure compliance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

gender pay gap

As part of this work we are pleased to release our 2018 Gender Pay Gap figures and are delighted to have reduced the gap by **3.2%** between women and men's average pay from **5.4%** to **2.2%** (median comparison). The difference in bonus remains at 0% however we have seen a slight increase in the mean average bonus payments between men and women. This is at Executive Team level and is driven by there being more men than women on the Executive Team and individual bonus metrics driven by performance targets. All staff below Executive level are paid the same bonus regardless of their role.

The national average gender pay gap is **17.9%** and against the Supported Housing sector **we benchmark positively** against last year's figures but we will review this again once the 2018 data is published.

Company



The data in more detail

Pay and bonus Gap

The Gender Pay Gap shows the difference in average earnings between men and women. Since 2017 as a company with more than 250 employees, we've been required by law to report to the government and make our gender pay gap metrics public.

For 2018 our gender pay gap is:

	difference between men and women	
	mean	median
difference in pay	2.4%	2.2%
difference in bonus	11.1%	0%



gender pay gap

Pay percentiles

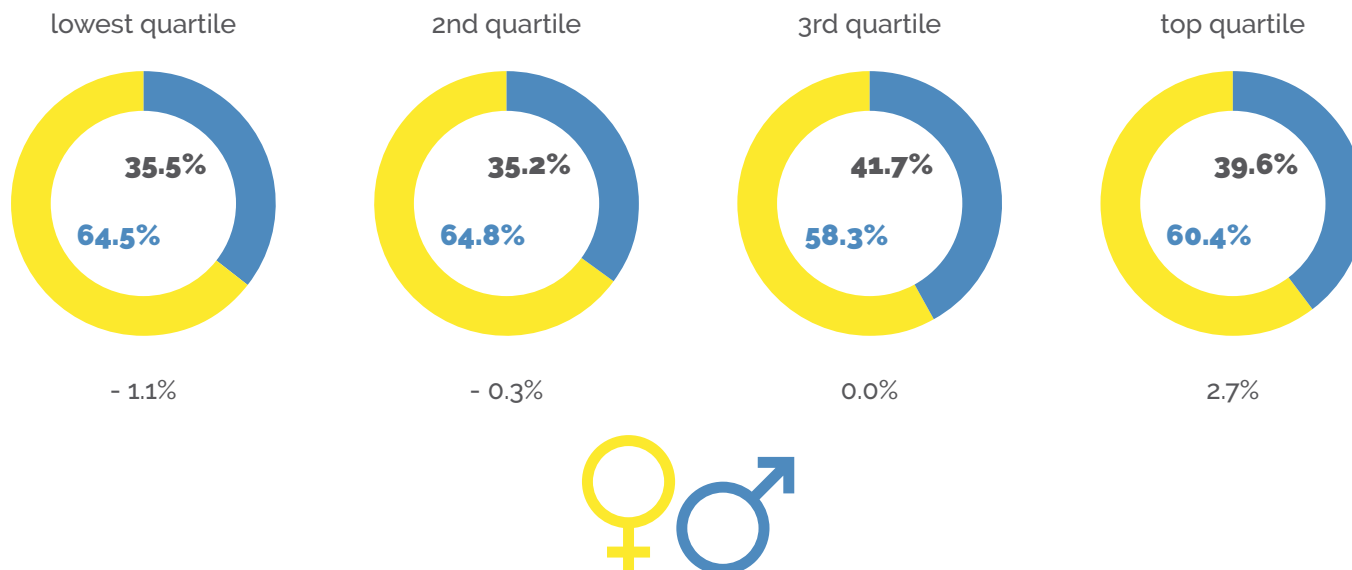
The chart below shows the data broken down by percentiles. The percentiles are based on the headcount broken into four equal quartiles. This illustrates the gender breakdown in each percentile and the gap in each percentile

This shows that the pay gap is really only in the 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.

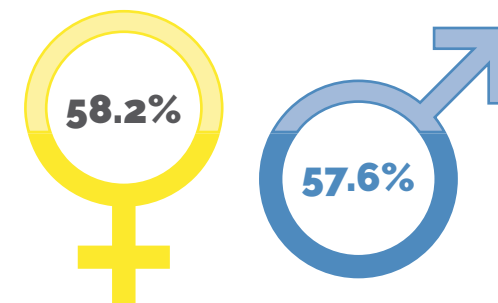
Excluding the Executive Team within the analysis would result in an overall mean average gender pay gap of -1.5% meaning that **the average salary of women is higher** than men's in all other levels.¹

¹ The mean is the average of the data.

The median is the midpoint of data from high to low.



Proportion of employees awarded a bonus for the relevant period:

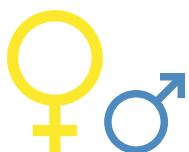


BAME pay gap (black and minority ethnic)

We are delighted to be taking a lead in the Supported Housing Sector and publish our Black Asian and Minority Ethnic (BAME) pay gap.

This is not yet a government requirement, but we are committed not only to being transparent with our data, but for that data to drive our inclusion initiatives.

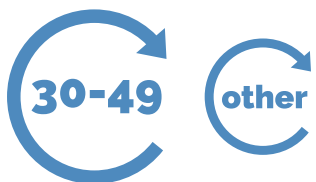
The data shows that our median pay gap between our white and BAME population is **3.4%**. The difference is driven by roles at senior levels that are paid based on market rates for the role. We have a strong commitment to inclusion when recruiting and developing staff:



64.39% of our managers (team leader and above) are women



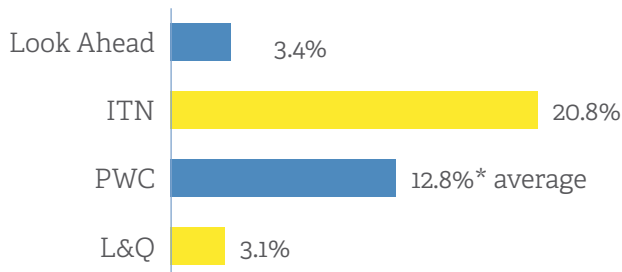
51% of all managers are BAME (42% are white)



60% of our managers are aged 30-49

Few organisations have completed this data within or outside of our sector however we compare favourably against BAME pay reporting from those that have completed it.

Company



Median BAME pay gap

*not stated if mean or median)

BAME pay gap

We are not yet required to carry out a BAME pay gap and there is no clear methodology to calculate it so we have based it on the same principals of the gender pay gap. It shows:

	difference between white and BAME	
	mean (average)	median
difference in pay	19.3%	3.4%

What we plan to do to address this

We have a high percentage of staff from the BAME population and **51% of managers in the organisation are BAME**. It is critical that our performance management and development of staff does not prohibit the BAME population from developing to more senior roles. We are introducing a new online performance management tool this year which will enable more transparency and consistency in managers carrying out 121s and quarterly reviews as well as providing a more structured environment for discussing career aspirations and development needs. Part of this work will include a mentoring scheme. This will provide the opportunity for all staff who wish to develop their career further to connect with a mentor, who will act as a role model and provide encouragement and guidance.

We are also rolling out recruitment and interview training which also covers unconscious bias and asking diversity questions at interview to ensure our managers are skilled in recruiting effectively the widest pool of talent.

As part of our work with Inclusive Employers we are also refreshing and re-energising our Inclusion and Diversity training for board, leadership, managers and staff to make it more engaging and to ensure all staff take ownership for inclusion and diversity throughout the organisation.

CEO multiplier

We have also decided to be the first Supported Housing organisation to publish our CEO multiplier. This shows the difference in salary between the average salary of a front line member of staff and our CEO. 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.

Our CEO multiplier is **1:8**. This means that the CEO earns 8x that of a frontline employee. As the **majority of our staff are on National or London Living Wage** a multiplier of eight appears to be low. There is currently no other benchmarking in the sector and it is anticipated that the multiplier will be in the hundreds for the FTSE 250 companies and at least 10–15 times in the larger Housing Associations. Therefore, we believe we will benchmark favourably against other organisations inside and outside of the sector.

What have we done to improve the difference?

As an organisation that attracts more women than men it is important that we ensure women are also represented at senior levels. We have recruited over the last year to a number of senior posts and the majority of these have been filled by women. Over **64% of our managers are women**.

For the last few years we have also had a Woman in Leadership bursary which allows women in the organisation to put themselves forward for any leadership training of their choice. This is to encourage women in our organisation to pursue their ambitions into leadership roles.

We have been reviewing where we advertise our roles to ensure that we attract the widest range of talent and encourage discussions around agile and flexible working which is role modelled at a senior level.



I am really pleased with the movement this year in our gender pay gap and am delighted to be one of the first organisations to publish the BAME pay gap and the CEO multiplier.

We are committed to being an open, transparent and genuinely inclusive employer and I look forward to working on our inclusion initiatives of the future.

Julie Blair
Director of People



For more information

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