

feel at
home.

 Look Ahead
CARE, SUPPORT AND HOUSING

2021 inclusion & diversity



introduction

INCLUSION & DIVERSITY

This is the third year that we have published our Diversity Report. 2020 has been a year like no other and as a frontline organisation in care and support. Our teams have played a critical part in continuing to support some of the most vulnerable people in society.

Our role throughout this time has been to ensure that we do all that we can make sure that they feel at home at Look Ahead whilst managing the risks of service delivery. The pandemic has brought to the forefront complex issues relating

to the impact of the virus by ethnicity group, socio economic background, age, BMI and serious health issues. This has a big impact on both our staff and our customers.


To support this we have had to ensure that we have allowed open and honest forums for discussions around important issues such as staff risk relating to Covid, ongoing staff mental and physical wellbeing and anxiety around the Covid vaccine to address the many different views and concerns our staff have.



Whilst this has provoked some challenging conversations it has also helped us to move forward our Diversity and Inclusion focus in a way that we have not experienced before and as an organisation we acknowledge our need to keep listening and learning.

The importance of the Black Lives Matter Campaign during this year cannot be underestimated. To support our staff it was important that we gave them the opportunity to talk and for us to learn and understand. Our Chief Executive, Chris Hampson, spoke to staff to get views and feedback about what more we can do, staff posted blogs on their feelings and their concerns, we held inclusion forums to get feedback from staff who wanted to represent their views and the LGBTQ+ network dedicated Pride month to Black Lives Matter.

In addition, we held a book club for staff on 'Me and White Supremacy' to raise awareness, start open conversations and acknowledge the importance of being willing to learn as key to addressing the concerns raised.



“The importance of the Black Lives Matter Campaign during this year cannot be underestimated”



our approach

TO DIVERSITY AND INCLUSION HAS CONTINUED TO BE LED BY OUR KEY INCLUSION STRATEGIC OBJECTIVES WHICH REMAIN AS:

1

CREATE & MAINTAIN

an inclusive work environment for all staff, this means all staff feel comfortable to be themselves at work



2

ATTRACT

develop & retain staff from the widest pool of talent

3

ENSURE DIVERSITY DATA

drives our annual priorities for inclusion work

5

DELIVER

accessible services and equitable outcomes across customer groups

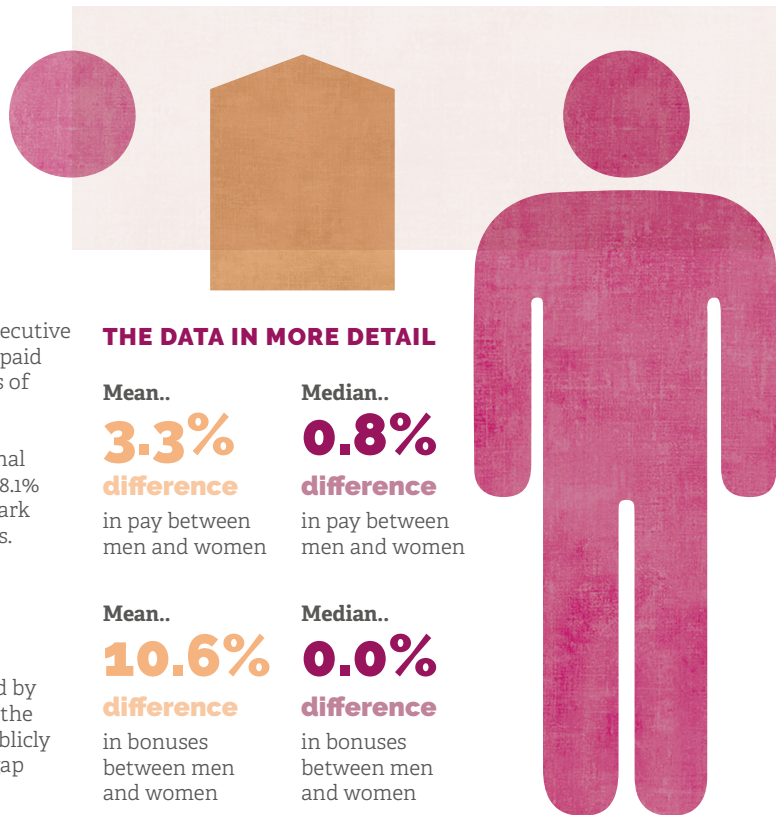
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ENSURE COMPLIANCE

with legal regulations and requirements relating to diversity and inclusion



gender pay gap



The Gender Pay Gap shows the difference in average earnings between men and women. We are pleased to release our 2020 Gender Pay gap figures and for the third year running to have kept our pay gap incredibly low from 2.2% in 2018 to 0.8% in 2020, with the mean average pay increasing very slightly to 3.3%.

The difference in bonus remains, for a third year, at 0% and the mean average bonus payment remains low at 10.6% in 2020. The mean difference is driven by our Executive Team receiving bonuses based on metrics relevant to performance targets,

whereas all staff below Executive Team 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.

PAY & BONUS GAP

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.

THE DATA IN MORE DETAIL

Mean..

3.3%
difference

in pay between
men and women

Median..

0.8%
difference

in pay between
men and women

Mean..

10.6%
difference

in bonuses
between men
and women

Median..

0.0%
difference

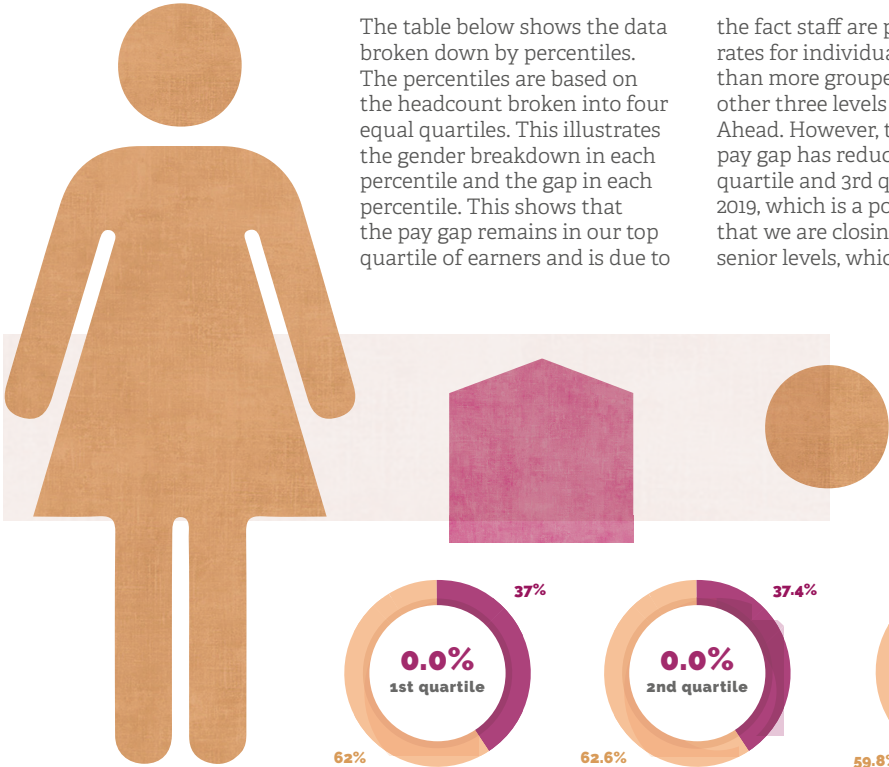
in bonuses
between men
and women

PAY PERCENTILES

The table 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 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. However, the gender pay gap has reduced for the top quartile and 3rd quartile since 2019, which is a positive message that we are closing the gap at senior levels, which is historically

where our pay gap has been. In order to address this we continue to promote our professional qualifications and internal promotions and last year 72% of all professional qualifications were undertaken by women and over the last three years a total of 72% of promotions were awarded to women.



“72% of all professional qualifications were undertaken by women”

● women ● men

culturally diverse

pay gap

For the third year running we continue to lead the way in the Supported Housing Sector and publish our Culturally Diverse 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 median pay gap between our culturally diverse and white population has slightly increased from 3.2% to 5%. 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. We continue our strong commitment to inclusion when recruiting and developing staff with 56% of our top quartile of earners being culturally diverse staff.

We are not required to carry out a Culturally Diverse 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.

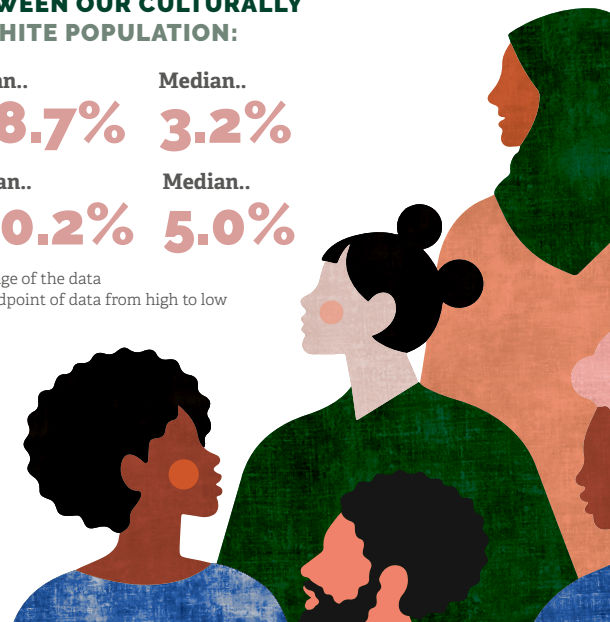
“as we are a diverse workforce it is important to us”

PAY GAP BETWEEN OUR CULTURALLY DIVERSE & WHITE POPULATION:

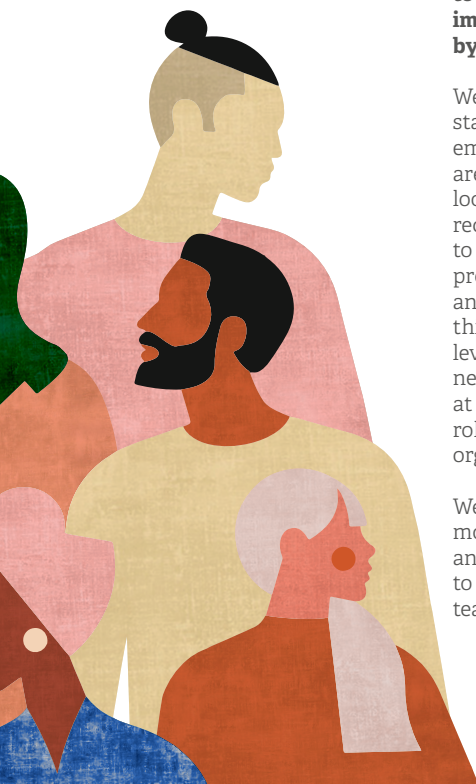
2019..	Mean..	Median..
	18.7%	3.2%
2020..	Mean..	Median..
	20.2%	5.0%

¹ The mean is the average of the data

² The median is the midpoint of data from high to low



WHAT HAVE WE BEEN DOING TO ADDRESS THIS?



We have set up a Cultural Diversity Network to ensure a voice is given to our staff and to lead on addressing issues impacted by staff represented by this group.

We have started analysing staff data at key points of the employee journey to see if there are any diversity issues including looking at diversity data at recruitment, new starters, access to professional qualifications, promotions, case work and leavers and presenting and discussing this at Senior Management level. The Cultural Diversity network is currently looking at any barriers to applying for roles and promotion within the organisation that we can improve.

We have continued to invest in more Institute of Leadership and Management (ILM) courses to develop aspiring managers, team leaders and managers

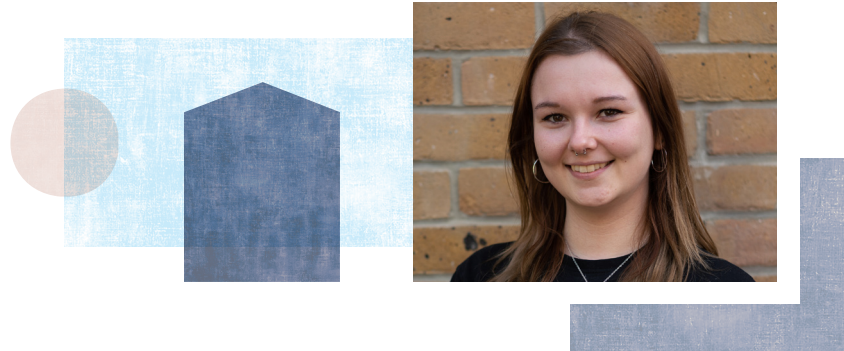
at all levels as both managers and coaches. 60% of staff that have attended the ILM Level 2 'Looking Ahead to Management' for aspiring managers are Culturally Diverse. And 53% of all professional qualifications taken last year were by Culturally Diverse staff. We are in the process of establishing a mentoring programme for staff to support their development up through the organisation and will be carrying out a talent and succession exercise over the summer. This all ensures that staff are ready to take on new roles when they are advertised.

We have continued to develop our 'Feel at Home' employer brand with a key focus on inclusion. As part of this we have launched a new recruitment website to ensure new candidates get a stronger sense of the diversity of our organisation and our approach to ensuring

that everyone feels at home at Look Ahead and that it is an organisation with equal opportunity. We have started a strategic level diversity forum led by our Board member Ellie Edwards – Scott, who is championing Diversity at Board level. This forum includes senior level staff who feel passionately about helping our organisation address strategic Diversity objectives and becoming an actively inclusive organisation.

In 2020 we continued to offer the Rising Star award which is open each year to anyone across the organisation who wishes to apply and who demonstrates passion, commitment and ambition to develop their career with one winner being awarded up to £5000 towards a relevant qualification. This year we were delighted to be able to support two members of staff with this award.

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 implemented the legislation last 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 1:8. This means that the CEO salary and benefits are eight that of an average employee. Our service contracts impact the rates of pay we are able to afford to pay so the majority of our staff earn National or London Living Wage. We therefore believe that the multiplier of eight is a good position.

There is currently no other benchmarking in the sector however UK Listed companies were required to submit

executive pay reporting for the first time last year. 70 companies disclosed the pay ratio between their CEO and the median pay of their UK employees. The highest quoted pay ratio was 2,605:1 and the lowest was 15:1. The median was 84:1.



“we are committed to being open and transparent in our approach to inclusion”



OUR CEO SALARY & BENEFITS ARE

8x

THAT OF AN AVERAGE EMPLOYEE



inclusive Workplace

WHAT HAVE WE DONE THIS YEAR TO CONTINUE CREATING A MORE INCLUSIVE WORKPLACE?

We were delighted to be awarded Bronze in the Inclusive Employers Standard for the second year running after working closely with our partners Inclusive Employers to enable us to have a clear inclusion plan.

We have set up three network groups – Cultural Diversity, LGBTQ+ and DisAbility networks led by staff members to ensure staff represented by these groups can drive change and have a clear voice. Every month we recognise a range of diverse

events through our external and internal communications to ensure that we celebrate the range of people we support and employ at Look Ahead.

Wellbeing has always been a high priority for us. To help support staff due to the impact of covid we held a wellbeing week in January to provide informative, interactive and fun virtual sessions for staff and customers on all aspects of physical and mental wellbeing. This is something we will be repeating on a bi-annual basis.



“we are very proud of the diversity within our organisation”

“staff represented by these groups can drive change and have a clear voice”



EMPLOYEE INITIATIVES

We have continued to invest in the Women in Leadership Award to provide funding of up to £5000 to support aspiring female talent in Look Ahead. We will keep evolving our reporting of staff diversity data so that it can shape the diversity initiatives we roll out and this is reported at Senior Management and Senior Leadership level.

‘FEEL AT HOME’ BRAND

This year we launched our new employee brand ‘Feel at Home’ which umbrellas current and future staff. Diversity and inclusion is a key component of this brand as we are very proud of the diversity within our organisation and that we are constantly striving towards creating an ever more inclusive place to work.



Executive Director of Corporate Services

julie blair

Summary

2020 has seen unprecedented challenges particularly in our sector. I am delighted that despite this we have continued to make progress in this area and have been open in our approach to diversity and inclusion. I am also proud that both our gender pay gap and culturally diverse pay gap are significantly below most other organisations in the housing sector.

Receiving the Inclusive Employers Standard Bronze award this year for the second time is a great achievement

which I believe 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.

JULIE BLAIR
*Executive Director
of Corporate Services*



“we work towards understanding and addressing any inequalities that exist”

Board Member & Board Lead for Diversity & Inclusion

ellie edwards-scott

Summary



It's been encouraging to see how the Senior Leadership Team have been willing to, and have actively embraced the sometimes sensitive discussions around Diversity and Inclusivity.

Since joining the board in 2018 and meeting with many of our frontline workers and customers I was pleasantly surprised at how diverse our workforce is, and the broad range of customers that we support.

We recognise that we still have more to do to ensure that we are

truly representative at all levels within the business, and over the last year alone I have seen some great initiatives which emphasise the fact that Look Ahead is an employer that takes inclusivity seriously.

There have been positive steps in reducing the Gender Pay Gap and we have made improvements at senior level which was previously where the most significant gaps had been.

I am delighted to be the Board Lead for Diversity and Inclusion, the fact that Look Ahead has

sought board involvement in this area is testament to the fact that Diversity and Inclusivity is part of the fabric of who we want to be both as a care and support provider and as an employer. It's therefore reassuring to also see it being recognised as we have again received the Inclusive Employers Standard Bronze award.

ELLIE EDWARDS - SCOTT
Board Member & Board Lead for Diversity & Inclusion



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