

feel at home.

Look Ahead
CARE, SUPPORT AND HOUSING



2022
diversity
& inclusion

diversity & inclusion at Look Ahead

Welcome to Look Ahead's fourth annual Diversity and Inclusion (D&I) Report. This report provides an overview of our D&I activities and impact over 2021.

As in 2020, the Covid pandemic has dominated much of our approach over the last twelve months. As a service provider providing care and support to some of society's most vulnerable, our teams have continued to play a vital role. They have also had to navigate the mental and physical fatigue from being key workers in a pandemic.

Our role as an employer has been to support our people meet these challenges and ensure they prioritise their own physical and emotional wellbeing at such a difficult time. Providing the tools and support to do this whilst also ensuring we manage the day-to-day risks of frontline service delivery has been our central priority. We know we cannot meet our goal of our people feeling at home at Look Ahead if they do not first feel safe and well supported.

The impact of a second year of the pandemic has brought more complexity to our sector. The care and support sector has faced significant recruitment challenges over this period and we are mindful of the impact this can have on service quality, staff morale and customer experience. We know that a strong and clear approach to inclusion and diversity plays a key role in helping people feel at home with us, supporting not only recruitment but also vitally retention.



In addition, the implementation of mandatory vaccines within registered care services in late 2021 mean we have had to embark on sensitive and at times challenging conversations around people's views and beliefs on vaccines and the impact on their employment.

Managers and staff in our care homes have managed this change admirably and have ensured, through open and honest dialogue, that this has had minimal impact on service delivery.

Our approach to Diversity and Inclusion has continued to be led by our key inclusion strategic objectives.



our approach

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 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

In 2021, we implemented a new strategic framework to ensure that we are clear and consistent on how we approach, manage and lead on diversity and inclusion across the organisation.



gender pay gap

We are pleased to release our 2021 Gender Pay gap figures.

For the fourth year in succession, we have kept our gender pay gap minimal, decreasing from 0.8% in 2020 to 0.59% in 2021, with the mean average pay also decreasing to 2.5%.

The difference in bonus remains, for a fourth year, at 0% and the mean average bonus payment remains low at 12.5%. 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 role.

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, since 2017 we have been legally required by law since 2017 to publicly report our gender pay gap metrics to the government and make publicly available our gender pay gap metrics.

2.5%

mean average pay gap

12.5%

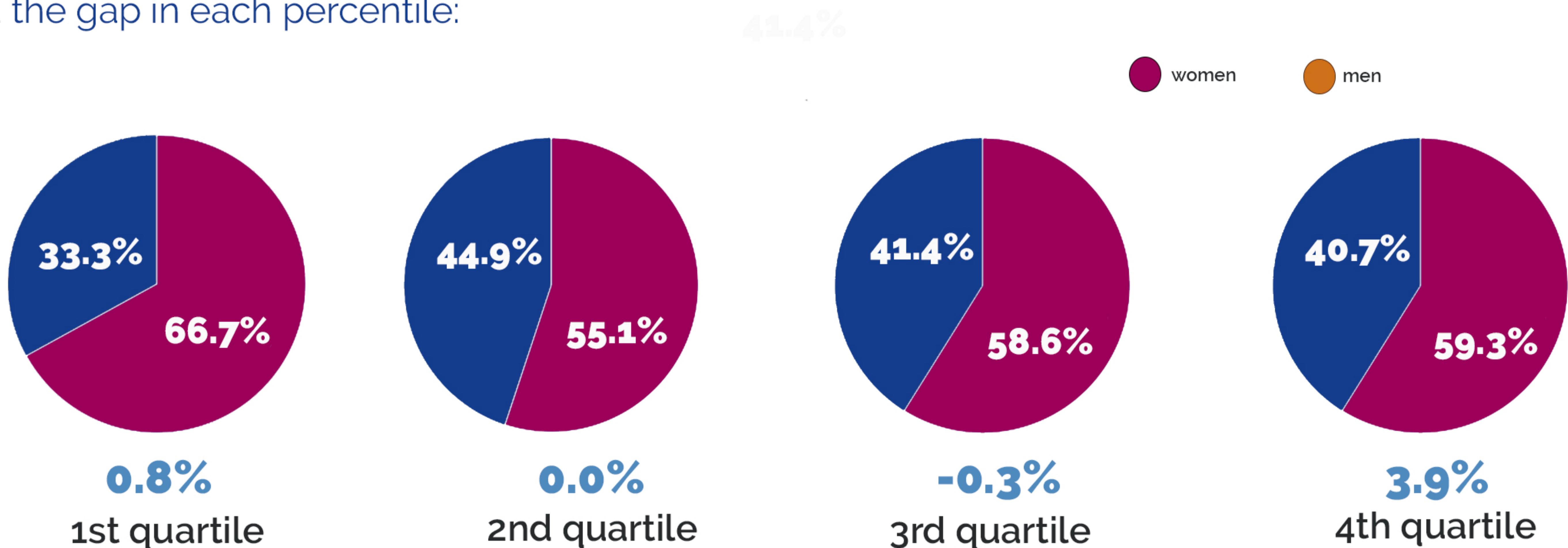
mean average bonus gap

0%

median difference between men and women (bonus and pay)

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 continue to reduce for the 3rd quartile since 2019, indicating that we are closing the gap at senior levels, which is historically where our pay gap has been.

culturally diverse pay gap

For the fourth year running we continue to lead the way in the supported housing sector by publishing our Culturally Diverse pay gap. This is not a legal or regulatory requirement. We choose to do this because 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 5% to 6.6%. 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 have a strong commitment to inclusion when recruiting and developing staff and 44% of our top quartile of earners are culturally diverse staff.

As we are not legally required to carry out a Culturally Diverse pay gap analysis by law, there is no clear methodology by which to calculate it. Therefore we have again based it on the same principles of the gender pay gap methodology.

What we have been doing to address this

We have continued to work with the **Cultural Diversity Networks** to ensure a voice is given to our staff and to lead on addressing issues impacted by staff represented by this group.

We have for the last year carried out **six monthly data analysis** on all aspects of the employee journey including new starters, promotions, gaining professional qualifications, employee relations issues and leavers to see if there are any biases or lessons to be learned in our processes in relation to ethnicity, disability, LGBTQ+, age and gender. This data is reviewed at a senior leadership and board level.

We have continued to develop our 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 are working to help implement our strategic framework. The group has developed a strategic framework which was implemented last year.

PAY GAP BETWEEN OUR CULTURALLY DIVERSE & WHITE POPULATION

2020	mean... 20.2%	median... 5.0%
2021	mean... 22.2%	median... 6.6%

The mean is the average of the data and the median is the midpoint of data from high to low

In 2021 we continued to offer the **Rising Star award** which is open each year to anyone across the organisation who demonstrates passion, commitment and ambition to develop their career with one winner being awarded up to £5000 towards a relevant qualification or learning need.

We have continued to invest in our **Institute of Leadership and Management (ILM)** courses to develop aspiring managers, team leaders and managers as well as supporting other relevant professional qualifications at all levels.

Over 61% of staff currently studying for professional qualifications with Look Ahead are from culturally diverse backgrounds.



ceo multiplier

For the third year running we are publishing our CEO (Chief Executive Officer) multiplier.

Again, this is not something we are required to do by law but we do so as part of our commitment to openness and transparency in our approach to inclusion.

Reflecting how UK listed companies report this information, we have shown the difference in salary and benefits between the average member of staff and our CEO.

Our CEO multiplier is 7:1. This means that the CEO salary and benefits are seven times that of an average employee. Our 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 seven times is a fair position.

There is currently no other benchmarking in the sector,

However UK listed companies with more than 250 employees have to submit executive pay reporting. According to FT.com the median pay for chief executives of FTSE 100 companies is 86 times that of the median annual wage for a full-time employee.



creating a more inclusive workplace

Our dedication to inclusion was recognised in the Inclusive Employers Standard this year when we were awarded Silver level, acknowledging that we have worked hard to develop and embed our work on inclusion and diversity.

- We have increased our **network groups** to add a new Gender Diversity network, following feedback from staff. This is in addition to our Cultural Diversity, LGBTQ+ and DisAbility networks led by staff members.

- We have continued to recognise diverse events through our external and internal communications to ensure that we celebrate events and days that are important to the people we both support and employ at Look Ahead.

- Wellbeing has continued to be a priority for us; over the last twelve months, we held two wellbeing weeks to provide virtual and face-to-face sessions for staff and customers covering many aspects of physical and mental wellbeing.

- 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. In the past 2 years over 63% of all promotions were awarded to women. We ran a diversity and inclusion survey for staff which was fed back to our diversity network leads to shape their objectives for their networks this year.



Inclusive Employers Standard Silver
Accreditation 2021

- We have launched a quarterly Diversity newsletter, after feedback from staff, to update them on initiatives, network activities and other relevant inclusion news.

- We will keep improving our reporting of staff diversity data so that it can shape the diversity initiatives we roll out, ensuring this is reporting at Senior Management and Senior Leadership level.



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a word from us

2021 has continued to present us with many challenges in our sector. Despite this I am delighted that we have continued to develop our approach to diversity and inclusion and that our pay gaps remain low compared to most other organisations in the housing sector.

Our hard work was recognised when we moved from the Inclusive Employers Standard Bronze award to Silver this year and we continue to be committed to being a genuinely inclusive employer. By publishing this report every year we remain open and honest about our data and recognise that not only evolving but embedding our approach to diversity and inclusion, for both staff and customers, is key to us being proactive in addressing any existing or emerging inequalities.



JULIE BLAIR

Executive Director of Corporate Services



It's great to see the strides that Look Ahead has made in inclusion and diversity this year. There have been obvious challenges brought about by the Covid-19 pandemic but I am proud that Look Ahead has not allowed its commitment to building a truly inclusive culture to wane.

There is of course more to do but I am optimistic this work will allow us to continue to recognise, understand and crucially tackle any inequalities across our organisation. We know this is crucial to us attracting and keeping the very best staff and providing our customers with the best support possible.

ELLIE EDWARDS - SCOTT

Board Member and Board Lead for Diversity and Inclusion





**Inclusive
Employers
Standard**
Silver
Accreditation 2021

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