



Diversity and Inclusion

2025 report

We continue to focus on Diversity and Inclusion (D&I) work at Look Ahead, despite the challenging environment we find ourselves working in. As a diverse organisation we know that ensuring everyone feels included and having diversity of thought and challenge is key to our future success.

This short update provides an overview of our data and highlights for this year.

Our approach

We know that truly embedding inclusion initiatives and seeing real change is the key to ensuring D&I is genuinely embedded across the organisation; staff and customers chose 'inclusive' as one of our key values.

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

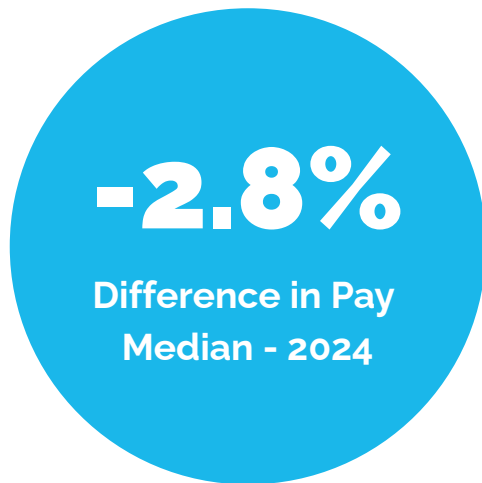
- Create and maintain an inclusive environment for all staff and customers. This means all staff feel comfortable to be themselves at work and the people we support feel safe, accepted and comfortable in their interactions with us.
- Attract, develop and retain staff from the widest pool of talent.
- Ensure diversity data drives our annual priorities for inclusion work.
- Ensure compliance with legal regulations relating to D&I.
- Deliver accessible services and equitable outcomes across all customer groups.



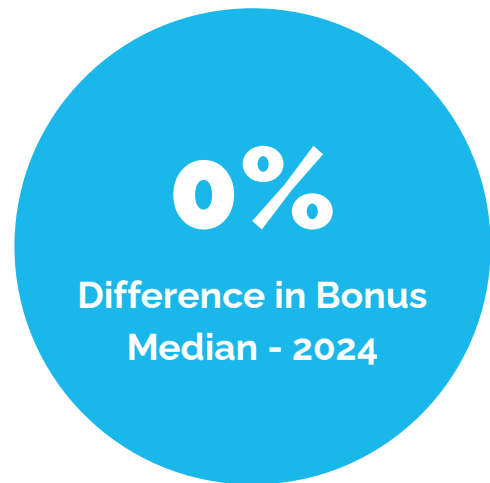
Our Gender Pay Gap

We are 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 2023 is as follows:



-2.2% in 2023



0% in 2023

What does this mean?

The median figure is benchmarked externally, so this is the overall gap. For a second year women are, on average, paid more than men at Look Ahead. The gender pay gap has been declining nationally and the UK current gender pay gap is 7% so Look Ahead is performing well overall.

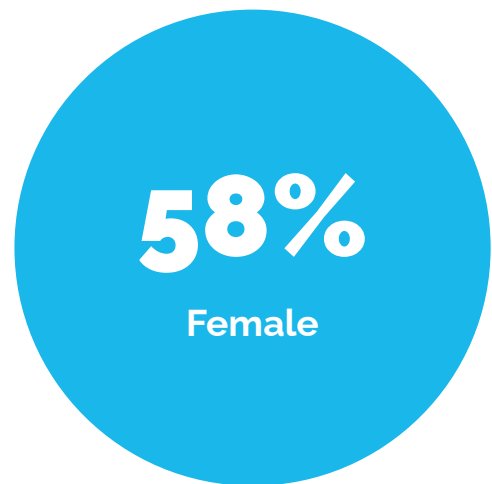
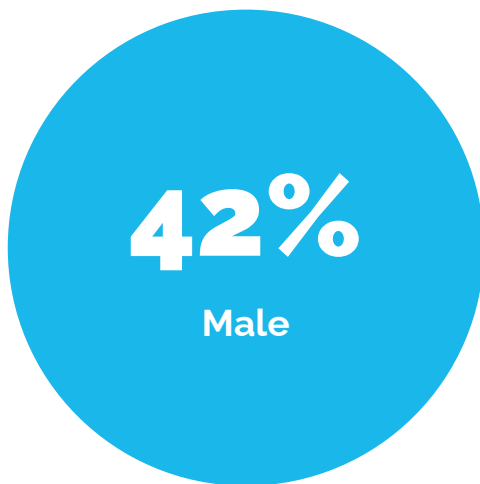
Our main gap continues to be in Quartile 4 (the highest paid people in the organisation) which is our Executive, Director, Head and higher paid corporate roles.

Due to the low turnover in these roles, this gap takes time to reduce and we continue to work to ensure through recruitment our roles are reaching the widest, most diverse audiences possible.

Our bonus gap

The total number of employees who received a bonus was 2% of the workforce population. Bonus payments were made in a small number of agreed cases in the financial year 2023/24 for retention purposes or for key acting up duties.

The bonus was split:



The bonus median for 2024 is 0% compared to the same amount in 2023

What does this mean?

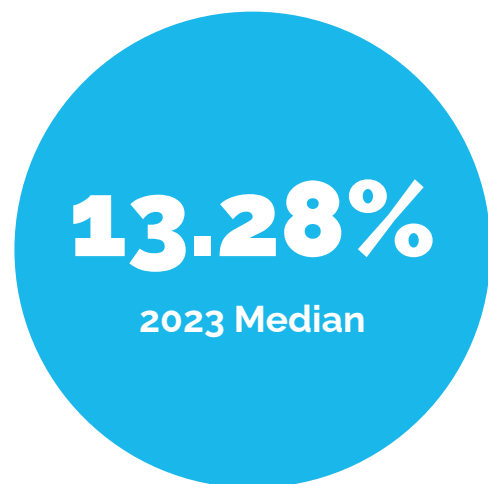
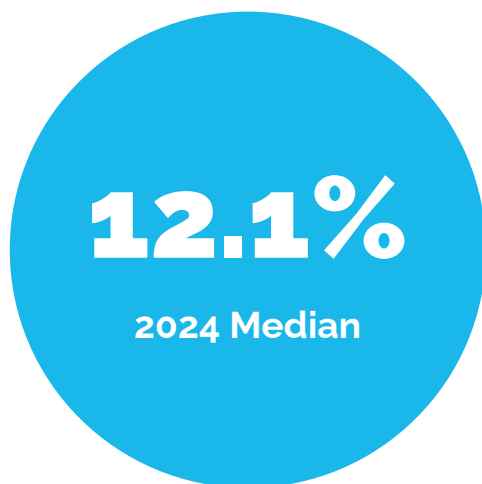
It means there is no difference between the average bonus any male or female employees received this year.



Our ethnicity pay gap

It is not a legal requirement to report on ethnicity pay gap, but we think it's important to do so. We have calculated it in the same way as for the gender pay gap.

The results for our ethnicity pay gap are:



What does this mean?

We don't have benchmarks as we are not legally required to report on this. However, it is noted that the average UK ethnicity pay gap, according to the Office of National Statistics in 2022, ranged from 5.6 – 18.5% depending on ethnicity.

The Look Ahead ethnicity median figure has decreased in 2024. The largest pay gap is at Quartile 4 which is due to underrepresentation of culturally diverse staff at Senior Leadership, Director, Head of and higher paid Corporate Services roles compared to all other levels of the organisation, as well as pay at that level being paid on a benchmark for the role. 47% of staff are Black, Asian, Mixed or Other Ethnicity in the top pay quartile whereas in the other quartiles this ranges from 68-83%.

We have continued to address this over the last year and remains an area of focus for the coming year.

We also continue to work with our Cultural Diversity Network and leadership team to help us understand any barriers to promotion and we continue to have high levels of culturally diverse staff achieving professional qualifications and promotions.

Our disability pay gap

We are, for the first time, reporting on our disability pay gap. This is not a regulatory requirement but it allows us to understand pay issues facing our disabled colleagues. We have calculated this in the same way we would the gender pay gap.

The median disability pay gap for 2024 is -6.3% meaning that disabled employees on average get paid more than non-disabled colleagues.

Approximately 6% of the organisation has declared themselves disabled. As with the pay gaps the largest pay gap is in Quartile 4.

CEO multiplier

The CEO salary multiplier score is the CEO salary compared to the average staff salary. We are not legally required to report on this, but we believe it is important in terms of our transparency.

The 2024 CEO multiplier is 1:6.1

What does this mean?

This means the CEO gets paid (including salary and benefits) 6.1 times more than the average frontline staff. This has reduced from 2023 when it was 1:6.3.

This means frontline salaries have increased by a larger percentage increase than the CEO's. In 2024, frontline staff received, on average, a 10% pay increase.

In comparison, the FTSE100 median earnings of a CEO's pay against a UK full time worker in 2023 was 1:120.

Our 2024 highlights

It has continued to be a challenging period for the organisation but we're proud to have kept moving our commitment to Diversity and Inclusion forward this year. Our highlights include:

- Working with our staff diversity networks to build awareness pieces and events. For the first time all networks have had a budget to enable them to put on their own events. These have included Black History Month for staff and customers, Pride event, an International Women's Day Event and a National Inclusion Week event.
- Continuing to monitor staff feedback every six months on D&I. 91% of staff feel they are treated fairly regardless of age, gender, sexuality, ethnicity, religion or disability - an increase from 83% three years ago.
- Over 60% of staff from Black, Asian, Mixed or Other Ethnicity achieved promotions in 2024.
- Increased to 70% of staff starting or completing professional qualifications being from Black, Asian, Mixed or Other Ethnicity groups, compared to 60% in 2023.
- The diversity networks now host a dedicated session at our organisational induction to present on D&I, allowing all new staff to meet the networks to improve engagement.
- Working with the Customer Experience Team and staff networks to review and update our Inclusion Action Plan to ensure we are all clear and working towards common annual priorities.
- Working with our staff networks on HR policy reviews including Sexual Harassment, Harassment and Bullying, Diversity and Inclusion and Gender Diversity – Transitioning Policy.

What's next?

- Launching a new mentoring scheme for all staff and promoting it through the staff networks
- Launching a new coaching service for managers
- Becoming part of the Housing Diversity Network to develop our learning, networks and benchmarking on diversity and inclusion
- Ensuring there is diversity of candidates for new Board roles before moving to assessment
- Diversity networks continuing to have their own budget for awareness raising events
- Ensuring recruitment at Senior and Corporate Services levels reaches the widest audience to enable diversity of candidates
- Continuing to report annually to SLT and Board on Diversity and Inclusion data (including starters, qualifications, promotions, case work and leavers) and actions and for the first year comparing this to our customer data
- Working with the Policy Group to ensure all policy reviews include Equality Impact Assessments and D&I is considered as part of the process
- Working closely with our four Diversity Networks: LGBTQ+, Gender Equity, DisAbility and Cultural Diversity on raising awareness, addressing concerns and improving processes and policies
- Working with SLT and Board on Diversity and Inclusion development sessions in 2025/26

To learn more about D&I at Look Ahead, email us at diversityinclusion@lookahead.org.uk