



# Diversity and Inclusion

## 2025/2026 report

# Diversity and Inclusion at Look Ahead

I am pleased to share this year's Diversity and Inclusion Overview, which reflects both our strong commitment and the progress we continue to make across Look Ahead. This brief update provides an overview of our data, highlights from the last year and our plans for the next twelve months. As a diverse organisation, building an inclusive culture remains central to who we are and how we work.

This year's data shows encouraging improvements alongside areas where we must keep challenging ourselves. Despite wider sector pressures, we are strengthening representation, supporting development, and ensuring colleagues feel valued and included. I'm proud of what we've achieved together and grateful to everyone contributing to this work every day.

Thank you for your continued commitment as we build an organisation where everyone can thrive.

**Julie Blair**  
**Executive Director of Corporate Services**



# Our approach

Diversity, Equity and Inclusion is a key part of our values and who we are as an organisation. Inclusion is built through everyday actions. Simple practices such as using inclusive language, respecting pronouns, being aware of accessibility needs, and challenging biased assumptions all contribute to a more equitable culture for our colleagues and customers.

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

1. Creating and maintaining an inclusive work environment for all staff, supporting all staff to feel comfortable to be themselves at work.
2. Attracting, developing and retaining staff from the widest pool of talent.
3. Ensuring diversity data drives our annual priorities for inclusion work.
4. Ensuring compliance with legal regulations relating to Diversity and Inclusion.
5. Delivering accessible services and equitable outcomes across all customer groups.

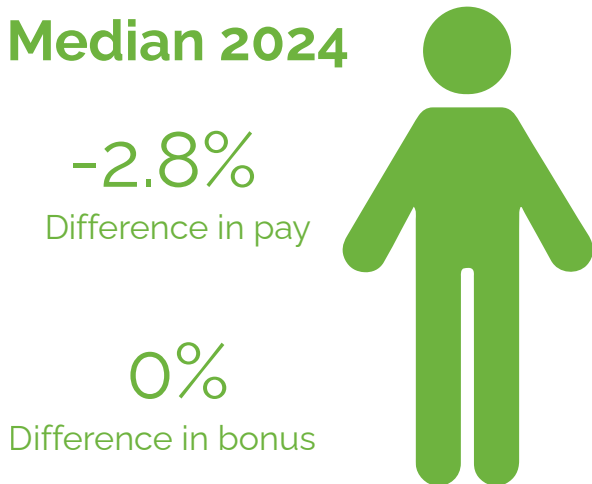


# Trends in our data

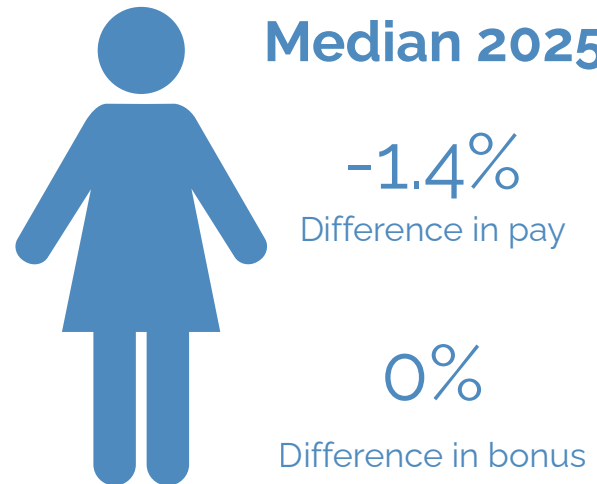
Every year, we publish details of our gender pay gap, specifically the difference in average female earnings compared to average male earnings every year, in line with regulatory requirements. Our 2025 pay gap in comparison to 2024 is as follows:

## Difference between men and women

### Median 2024



### Median 2025



### What does this mean?

The median figure is the one that is benchmarked externally, so this is the overall gap. As per last year, our gender pay gap remains negative, meaning that women are paid more than men on average. This has reduced from 2024 to 2025, however this is a positive as we would like to live closer to zero for equity. The gender pay gap has been declining nationally, and according to the Office of National Statistics (April 2025), the UK current gender pay gap is 6.9%, so we continue to perform well overall.

As per the trends in previous years, our main gender pay gap is in quartile 4, which is our Executive, Director, Head of, and higher-paid corporate roles. This pay gap was 9.4% in 2024 and is 9.3% in 2025. 36% of roles were filled by men at that level in 2025; however, they are paid significantly more than women on average. Roles at this level are singular professional roles, and we recruit for the skills, knowledge, and experience required. As of April 2025, the highest-paid roles in the organisation are filled by men, and this has the biggest impact on this quartile.

In 2025, we saw that over 80% of promotions were females, and over 65% of professional qualifications were commenced by females. We have continued to recruit a diverse Senior Management and Executive team over the last 12 months, and 64% of the highest-paid staff in the organisation are female. At all other levels, we have a diverse organisation, including our Board, with 60% of our workforce being female.

We are looking formally this year at succession planning for the CEO and wider Executive team and will look at the layer under the Directors in the organisation in due course. As part of this, diversity and inclusion characteristics will be a consideration.

Our focus remains on continuing to attract and retain diverse people, ensuring there are no barriers to application and ensuring we recruit the best person for each role on appointment.

# Trends in our data

## Our bonus gap

No employees received a bonus payment this year. Therefore the bonus gap for 2025 is 0%, the same rate as in 2024.

### What does this mean?

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

## Cultural diversity pay gap

We have been measuring the cultural diversity pay gap across the organisation since 2018, aware of the diversity of our workforce. As there is no legal definition as to how we do this, we calculate it in the same way as for the gender pay gap.

The results for the cultural diversity pay gap are:



As there is no legal requirement to report on the cultural diversity pay gap, there are no published benchmarks available. However, the average UK Ethnicity pay gap, according to the Competition and Markets Authority reported in 2025, was 25.8%.

The organisation's cultural diversity median increased in 2025, mainly due to improved data accuracy. The pay gap among the highest-paid staff (Quartile 4) dropped from 20.8% to 18.2%, while the ethnicity split at this level remains at 50%

Black, Asian, Mixed, and Other and 50% White.

In addition, some leaders in the fourth quartile who identified as mixed left for career growth, affecting the percentage. The proportion of Black, Asian, Mixed, and Other staff in Quartile 3 rose from 68% to 76%. In Quartile 1, the cultural diversity pay gap widened from -1.2% to -1.9%, with these groups earning more than white staff on average; 78% of Quartile 1 staff are from these ethnicities.

## Disability pay gap

Ahead of planned mandatory government reporting, we are publishing our Disability Pay Gap for the second year, using the same method as the Gender Pay Gap. In 2025, the median Disability Pay Gap is -1.3%, indicating that disabled employees are paid slightly more than non-disabled colleagues—down from -6.3% in 2024.

However, the proportion of staff identifying as disabled rose to 7% from 6%. Similarly to the other measures, we see the widest pay gap in Quartile 4 at 15.5%.

# Trends in our data

## CEO Multiplier

Whilst we are not legally obligated to share the CEO salary multiplier, we do so as we value transparency.

The 2025 CEO multiplier (CEO salary and benefits compared to a frontline worker) based on GPG calculations is:

1:5.9

### What does this mean?

This means the CEO earns (including salary and benefits) 5.9 times an average frontline worker. This has reduced every year and in 2024 was 1:6.1.

In comparison, the FTSE 350 median earnings of CEO's pay against a UK full-time worker in 2025 was 1:52.



# Our 2025 highlights

**Despite ongoing challenges, we are proud to have retained our focus on Diversity, Equity and Inclusion this year.**

1. We collaborated with our four staff diversity networks (LGBTQ+, DisAbility, Gender Equity, Cultural Diversity) to continue to promote awareness and increase profile of events such as International Women's Day, Black History Month, and National Inclusion Week.
2. The diversity networks continued to lead on a session at staff induction to present on Diversity and Inclusion to allow new staff to meet the networks and improve engagement.
3. The diversity network leads were included in policy reviews to ensure that diversity and inclusion is considered as part of policy development.
4. We continued to monitor staff feedback every six months on Diversity and Inclusion. In our latest survey, 85% of staff feel they are treated fairly, regardless of age, gender, sexuality, ethnicity, religion, or disability.
5. The organisation continued to invest in and host our annual Women in Leadership and Rising Star staff career development awards to promote growth and remove barriers to progression.
6. The organisation launched a new mentoring scheme available to all staff, to support growth and development.
7. The organisation became a member of the Housing Diversity Network, a social enterprise focused on helping housing sector organisations tackle inequality, unlock workforce potential, and meet the diverse needs of their communities. By joining, the organisation aims to enhance our learning, expand its networks, and improve our benchmarking in diversity and inclusion.
8. The Housing Diversity Network and our legal partners, Devonshire's ran a Diversity and Inclusion workshop for our Board.
9. For all new Board roles, we have ensured there has been a diversity of candidates before moving to assessment.
10. We now integrate Equality Impact Assessments more effectively into our policies.
11. The membership and priorities of the Strategic Diversity and Inclusion Group have been reviewed and updated to better align with customer diversity data and to enhance promotion opportunities for individuals from Black, Asian, Mixed, and other ethnic backgrounds.

# What's next?

- As part of our Strategic Diversity Group Action plan, we are focusing on:
  - Developing the organisation's relationship with the Housing Diversity Network, in particular reviewing the opportunity for an Apprentice Board member.
  - Ensuring we clearly communicate 'you said, we did' feedback and actions specifically around diversity, inclusion and allyship.
  - Ensuring we have more focused talent pools and diverse shortlists for senior positions.
  - Succession planning for Heads, Directors, and the Executive Team, ensuring the organisation builds a diverse group of future leaders through intentional development and exposure to opportunities, ensuring these potential leaders are well-prepared for promotion.
  - Maintaining our commitment for networks to hold their own budget for awareness-raising events.
  - Continuing to report annually to SLT and Board on Diversity and Inclusion data (including starters, qualifications, promotions, case work, and leavers) and actions and introduce for the first time, a comparison to customer data.
  - Beginning to measure social mobility to enable us to understand if there are additional blockers to progression and development in the organisation that we can identify and address.
- Reviewing take-up of our employee mentoring programme to identify and understand any potential blockers for staff.
- Working closely with our four Diversity Networks: LGBTQ+, Gender Equity, DisAbility, and Cultural Diversity Network on raising awareness, addressing concerns, and improving processes and policies.
- Reviewing our job boards to ensure we attract diverse talent for management and senior positions.
- Measuring the LGBTQ+ pay gap.

