



# diversity and inclusion

2023/2024 Report

**This year has been another important year for Look Ahead's Diversity and Inclusion (D&I) work. This short update provides an overview of our data and highlights for this year.**

## **Our approach**

D&I is embedded into everything we do at Look Ahead. We were pleased that in our 2023 staff survey 86% of colleagues told us that they were treated fairly regardless of their age, gender, sexuality, race, ethnicity, religion or disability.

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

- Create & maintain an inclusive work environment for all staff and customers. This means all staff feel comfortable to be themselves at work.
- 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.

## 2023/2024 data trends

We're 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 2022 is as follows:



Figures based on the median average

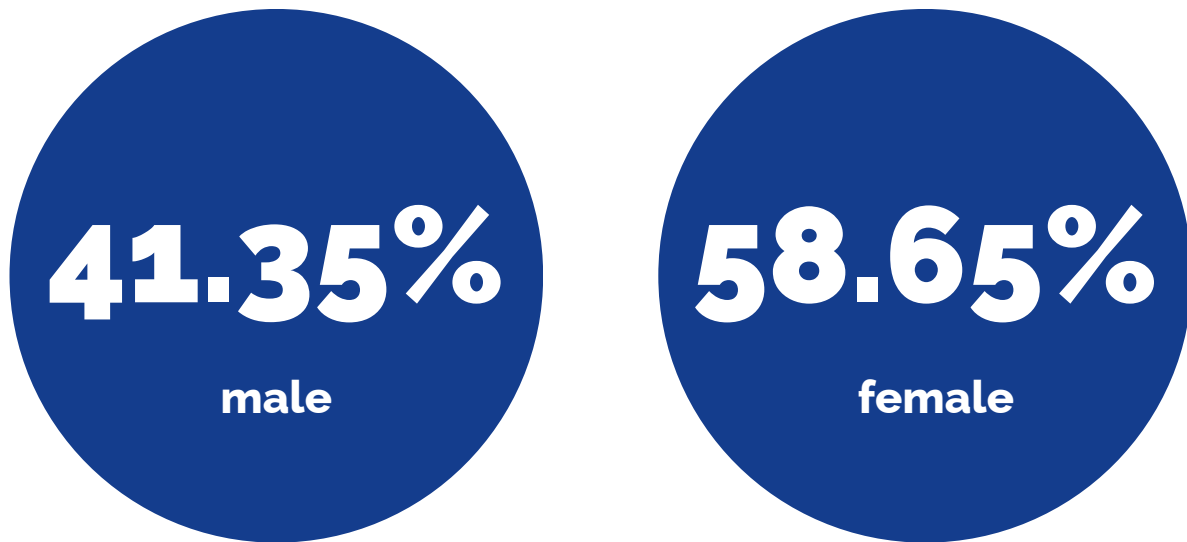
## What does this mean?

The Median figure is the one that is benchmarked externally so this is the overall gap. This means this year we have closed our pay gap so that women are now paid more than men. The gender pay gap has been declining nationally and the UK current gender pay gap is 7.7% so Look Ahead is performing well overall.

As per the trends in previous years our main gap is in our Senior Leadership Team (SLT), Senior Management Team (SMT) and corporate roles, however this pay gap has remained relatively stable at 2.8% in 2023 compared to 2.5% in 2022.

## Our Bonus Gap

The total number of employees who received a bonus was 75.36% of the population, this was due to the number of leavers in the year which meant they weren't eligible to the bonus. The bonus was split:



The bonus Median for 2023 is 0% and was 0% in 2022.

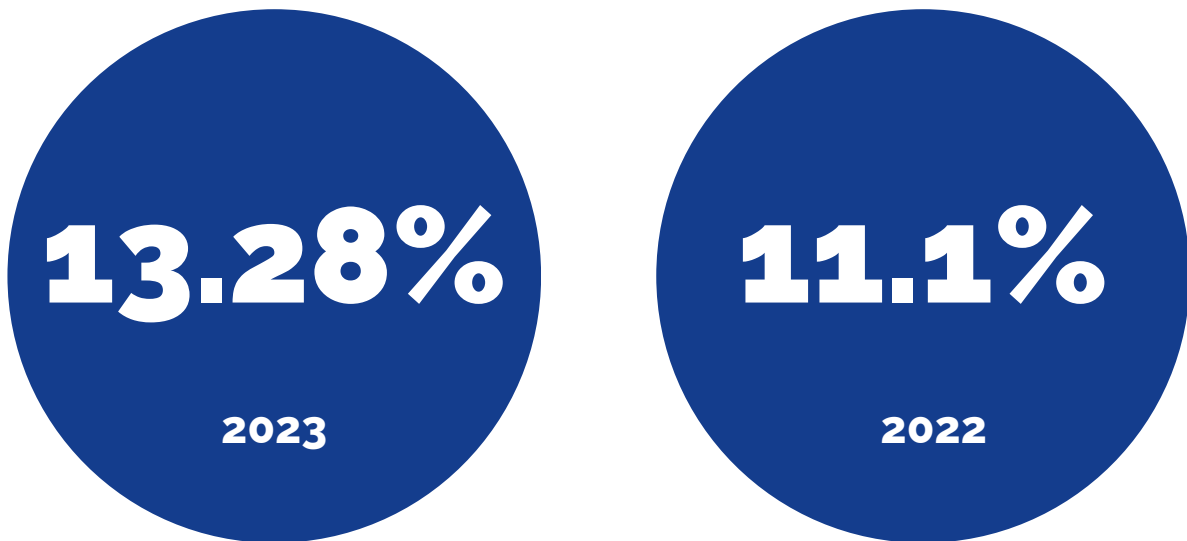
## What does this mean?

It means there is no difference between the percentage of male and female employees who have received a bonus this year.

## Cultural Diversity Pay Gap

It's not a legal requirement to report on this but we think it's important to report on our Cultural Diversity pay gap which we have calculated it in the same way as for the gender pay gap.

The results for the Cultural Diversity pay gap are:



### What does this mean?

This is not widely reported so it is difficult to assess how we are performing against other companies but for us the increase is due to improved data, meaning the results are more accurate and also due to pay at a senior level.

This is due to underrepresentation of culturally diverse staff at the Senior Leadership level compared to all other levels of the organisation, as well as pay at that level being paid on a benchmarking for the role. We have continued to address this over the last year and is an area of focus for the coming year.

We'll 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 getting professional qualifications, being promoted and wanting to be part of our mentoring programme.



## CEO Multiplier

Again, as an organisation we're not legally required to publish the CEO salary multiplier score which is the CEO salary compared to the average staff salary. But we believe it is an important part of our inclusion work.

**The 2023 CEO multiplier is 1:63**

### What does this mean?

This means the CEO gets paid (including salary and benefits) 6.3 times more than frontline staff. For us, this has reduced from 2022 when it was 1:72.

This means we've raised our frontline salaries more than the CEO's salary and in 2023 the executive team did not get a salary increase whereas the average frontline worker got an 8% pay increase.

In comparison the FTSE100 median earnings of CEO's pay against a UK full time worker in 2022 was 1:122.





## Our 2023/2024 highlights:

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

- Having four diversity networks DisAbility, LGBTQ+, Gender Equity and Cultural Diversity
- Celebrated & raised awareness both internally and externally of events such as Black History Month, International Women's Day and Learning Disabilities Week
- Developed and improved the data we collect and reviewed areas of concern/action
- In 2023 60% of promotions were females and 50% were from a culturally diverse background
- 60% of staff on our professional qualifications, or who have qualified in the last year are from a culturally diverse background and 68% are female.



## What's next?

- Develop our mentoring and coaching scheme and promote it through our networks.
- Improve staff diversity and inclusion data by allowing more access changing their own data on our HR system through employee self service
- Moving to a new Head Office with improved access and facilities
- Keep improving our recruitment data, review the job boards we advertise on to ensure we reach the widest range of talent.
- Give Diversity and Inclusion Networks individual budgets for 2024/25 to ensure they can have more 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.
- Work closely with our four Diversity Networks: LGBTQ+, Gender Diversity, DisAbility and Cultural Diversity Network on raising awareness, addressing concerns and improving processes and policies.
- Work with SLT and Board on Diversity and Inclusion development sessions in 2024

## Want to know more?

Contact us at [diversityandinclusion@lookahead.org.uk](mailto:diversityandinclusion@lookahead.org.uk).



[lookahead.org.uk](https://lookahead.org.uk)