

September 2022

Diversity report



L&Q

Introduction

Our organisation is diverse, and our diversity is one of our many strengths.

We're unequivocal in our belief that diversity and inclusion are critical to our success as an organisation. We'll continue to stand for that and be committed to it for the long haul.

Since our last report, we've been using our improved data to develop deeper understanding of our diversity gaps and inform further action.

As we continue to align L&Q with Trafford Housing Trust (THT), we have combined the senior teams of both organisations over the past year. Going forward, our combined organisation will grow its diverse talent pipeline across our geographic footprint.

Some of the challenges we've experienced with recruitment are complex and deeply influenced by wider society. Employers across the country are experiencing a skills shortage and struggling to find the talent needed.

Against this backdrop, we've continued to open up pathways into leadership roles that address the glass ceiling for underrepresented staff. This is enabling us to bring increased diversity of thought, background and innovation into the way we work, deliver services to our residents, and develop our organisation.

We are committed to providing a supportive culture of respect and equality for all. Driven by our values of people, passion, inclusion, responsibility and impact, and by our purpose to provide homes and neighbourhoods everyone can be proud of.



Jan Gale
**Assistant Director,
Diversity & Inclusion**



Executive summary

This paper sets out the data and associated narrative to be published externally to meet the requirement in the NHF Code of Governance to publish this data. It is provided to Group Board for information prior to external release.

A summary of key points is outlined below:

- Our broad colleague base is representative of the demographic makeup of the areas we draw our colleagues from, with the exception of our lower disability representation. Our recruitment, promotion and retention figures also show parity with the staff body and hence the areas we draw our people from.
- A key focus for L&Q is improving the diversity balance at senior level. We did not meet our targets for 50% recruitment of women and 30% of recruitment of ethnic minority colleagues to Senior Leadership roles this year (33% and 17% respectively). There are two key reasons for this:
 - There will always be annual fluctuations in the data, especially when looking at datasets involving small numbers of colleagues such as Senior Leadership. In 2020/21, 50% of appointments went to women and 100% of appointments to ethnic minority colleagues.
 - As we continue to align L&Q with Trafford Housing Trust (THT), we have combined the senior teams of both organisations over the past year: senior THT colleagues made up 66% of appointments to Senior Leadership roles. The THT colleague base is less ethnically diverse than the L&Q colleague base, impacting ethnic minority representation

for the merged senior team. Going forward, our combined organisation will grow its diverse talent pipeline across our geographic footprint.

- We have strong LGBT+ representation at L&Q which is replicated at Senior Leadership level.
- Whilst disability representation is low at L&Q compared to the overall working population, this has been on an upward trajectory since 2018, and disability representation is maintained at senior leadership level. The launch of our newest colleague-led diversity network, Ability, is supporting us with new insights and championing L&Q as a disability positive organisation.
- We have a diverse Group Board a good mix of representation across different demographics.
- The diversity section of the Great Places to Work index has been the highest scoring area of the index for the past four years.

Understanding the data

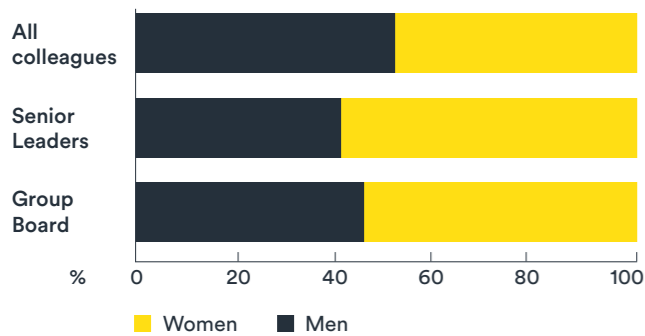
We recognise diversity in its broadest sense, but the data provided in this report focuses on six protected characteristics, as defined in the Equality Act 2010:

- Age
- Disability
- Race (referred to here as ethnicity)
- Religion or belief (referred to here as faith)
- Sex (referred to here as gender)
- Sexual orientation.

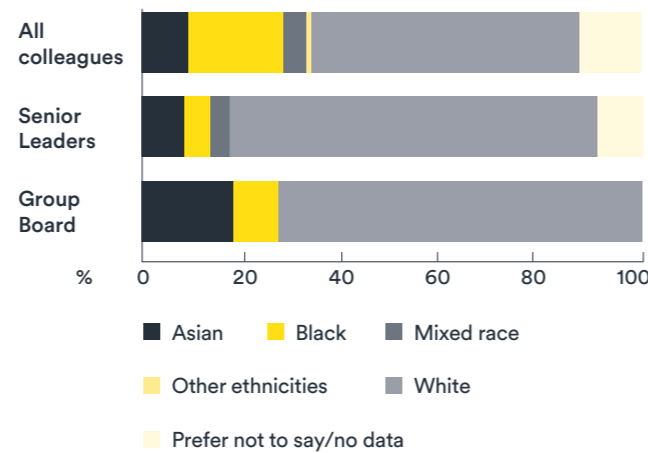


Representation

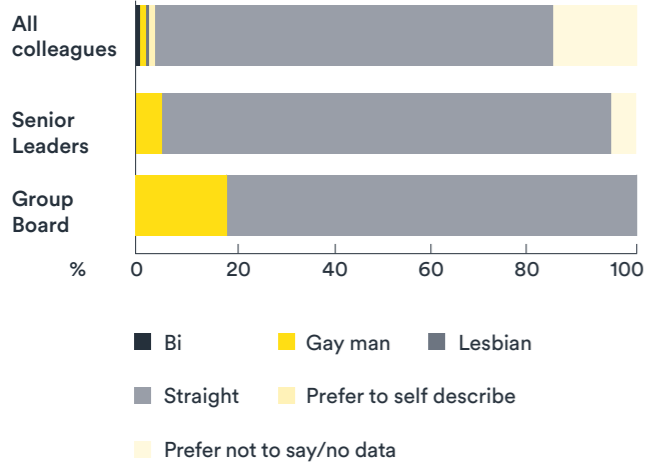
Gender



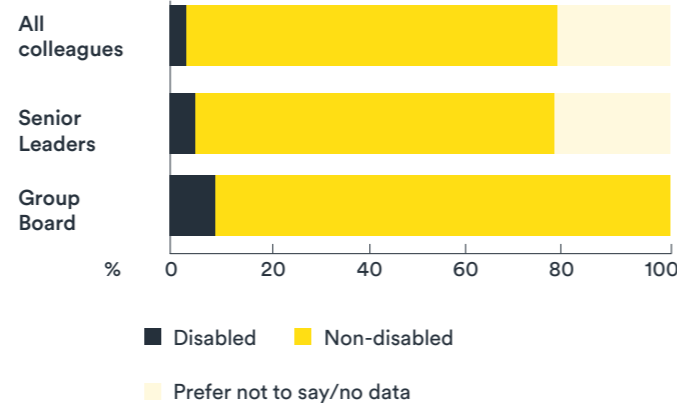
Ethnicity



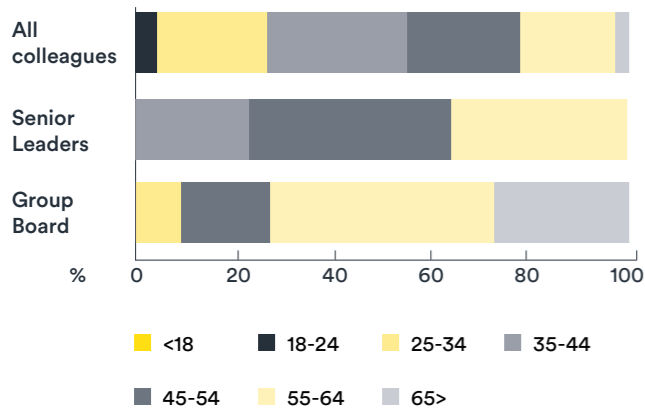
Sexual orientation



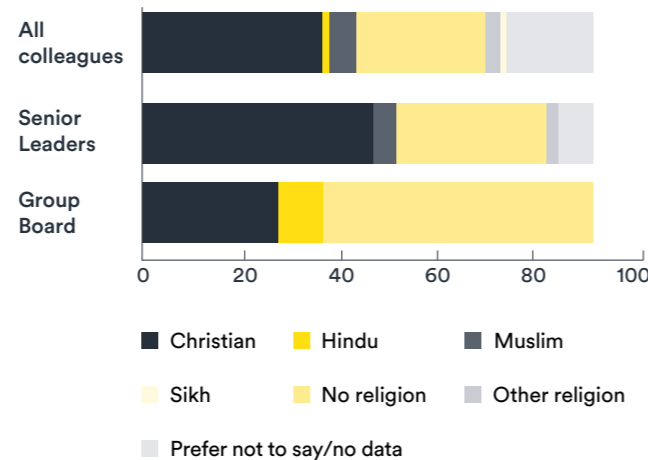
Disability



Age



Faith



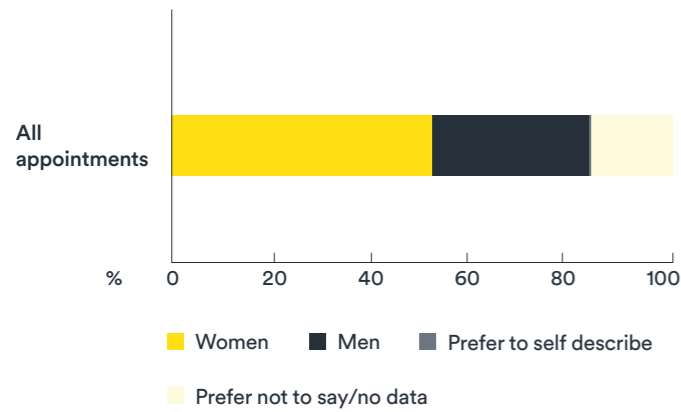
1. Our broad colleague base is representative of the demographic makeup of the areas we draw our people from, with the exception of disability, which is discussed further below. Like many organisations, we are focussed on rebalancing representation at the top of the organisation, particularly for women and ethnic minority colleagues.
2. We have an aspirational target of 50% representation for women at Senior Leadership level (Executive Directors and their direct reports). After three consecutive years of meeting our target of 50% recruitment to senior positions for women, 33% of senior appointments were women in 2021/22. We are confident in the overall trajectory of senior representation for women, as we have a strong talent pipeline. Women make up the majority of our wider leadership group, and the within the cohorts for our talent development programmes that are designed to support colleagues to access leadership opportunities.
3. We have an aspirational target of 30% representation for ethnic minority colleagues at Senior Leadership level. We disaggregate our ethnicity data, which demonstrates that the challenges faced by different groups of colleagues is not uniform. Asian and Mixed ethnicity colleagues maintain their representation right the way up to the highest level of the organisation, whilst Black colleagues lose ground early on in the career structure and experience diminishing representation into senior positions. To address this, we have targets for the ethnicity makeup of our talent development programmes that are designed to support colleagues to access promotion opportunities: both for the early rungs of the career ladder (Aspiring Managers) or into leadership positions (Emerging Leaders). Black colleagues made up 27% of both cohorts in 2021/22, compared with 19% of the staff body.
4. In terms of appointments to the Senior

Leadership group, 17% of appointments went to colleagues from ethnic minority backgrounds this year, compared with our target of 30% and our 2020/21 performance when all appointments to Senior Leadership roles went to ethnic minority colleagues. In addition to annual fluctuations to be anticipated when dealing with such a small sample size, the alignment of L&Q with Trafford Housing Trust (THT) has had an impact here. We have combined the senior teams of both organisations over the past year with senior THT colleagues made up 66% of appointments to Senior Leadership team. The THT colleague base is less ethnically diverse than the L&Q colleague base, impacting ethnic minority representation for the merged senior team. Going forward, our combined organisation will grow its diverse talent pipeline across our geographic footprint.

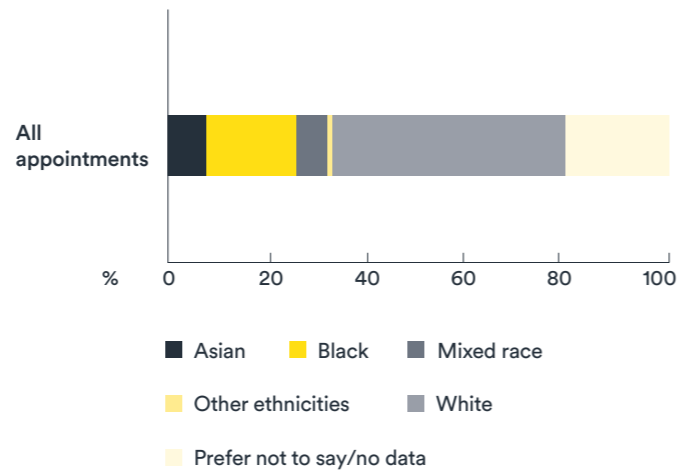
5. We have strong LGBT+ representation at L&Q which is replicated at Senior Leadership level. Whilst disability representation is low at L&Q compared to the overall working population, this has been on an upward trajectory since 2018, and disability representation is maintained in senior positions. This reflects our efforts on disability inclusion, including partnering with a specialist recruitment organisations, conducting a user-led accessibility audit of our headquarters, and offering disability inclusion training to colleagues. The launch of our newest colleague-led diversity network, Ability, further strengthens disability inclusion at L&Q.
6. The profile of our people reflects the bell curve of the typical career, with older age ranges occupying roles where levels of responsibility (and requisite levels of experience) increase. The faith profile of the organisation mirrors the makeup of the areas we draw our people from.
7. We have worked hard to ensure we have a diverse Group Board and have achieved a high quality Board with a good mix of representation across different demographics.

Recruitment

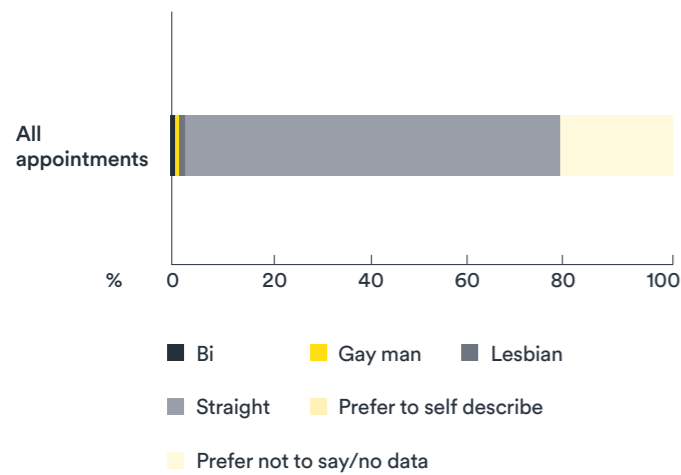
Gender



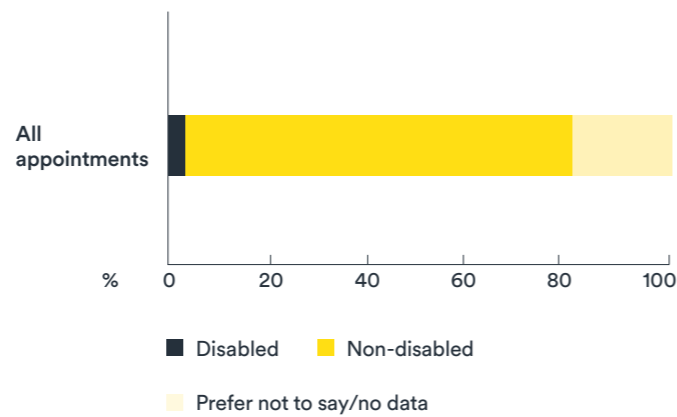
Ethnicity



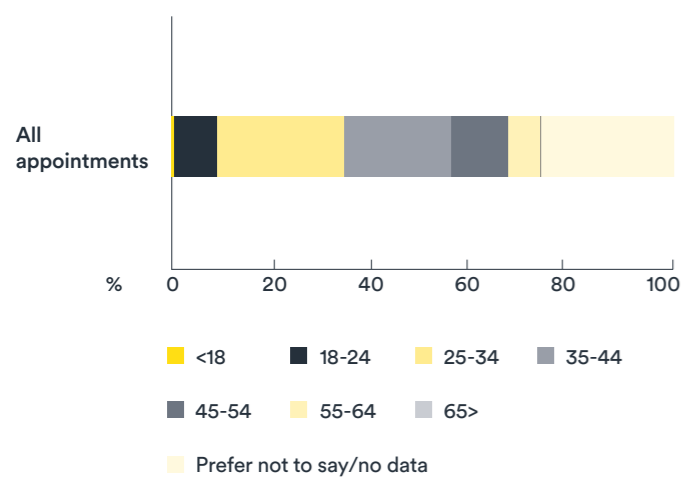
Sexual orientation



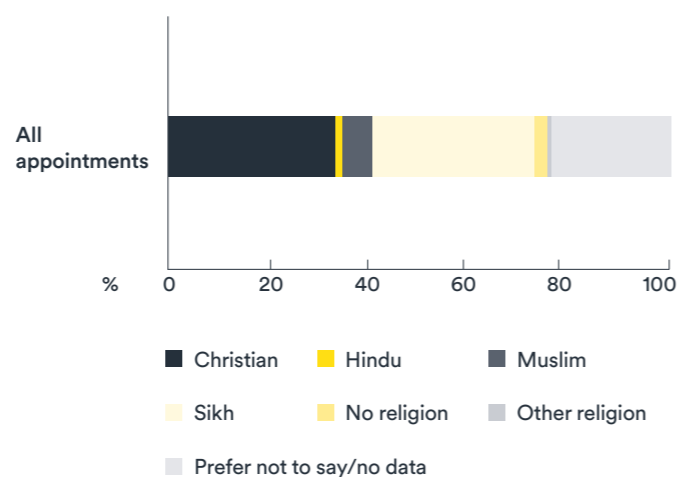
Disability



Age



Faith



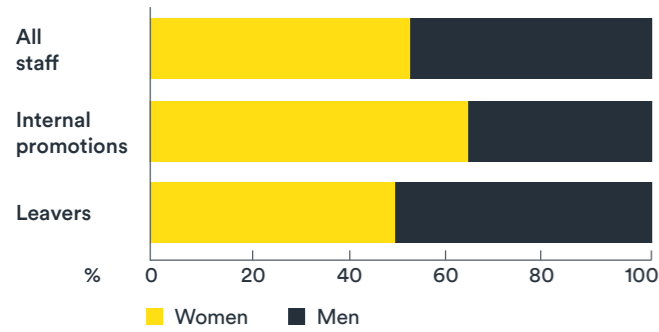
8. Our appointments reflect the strong diversity mix that we see in our colleague base across most demographics, with the challenges of disability representation replicated in our recruitment data. Disability recruitment has actually increased substantially this year after a very challenging 2020/21. There are a number of factors here: the labour market picking up pace; the impact of agile working; addressing specific challenges in the recruitment process; and a change to the way we have implemented our Disability Confident commitment to interview candidates that meet the minimum requirements of the role. We anticipate the continued impact of these interventions, coupled with a joint campaign with Ability to position ourselves as a disability-positive employer, will enable us to make sustainable gains in disability representation over the lifetime of our Corporate Plan.

Disability recruitment has increased this year

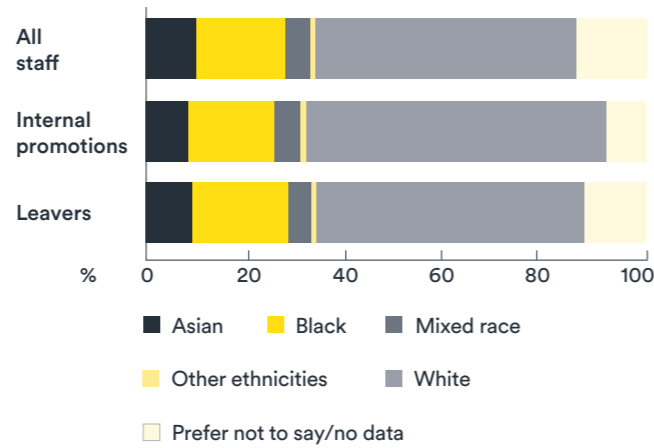


Promotion and retention

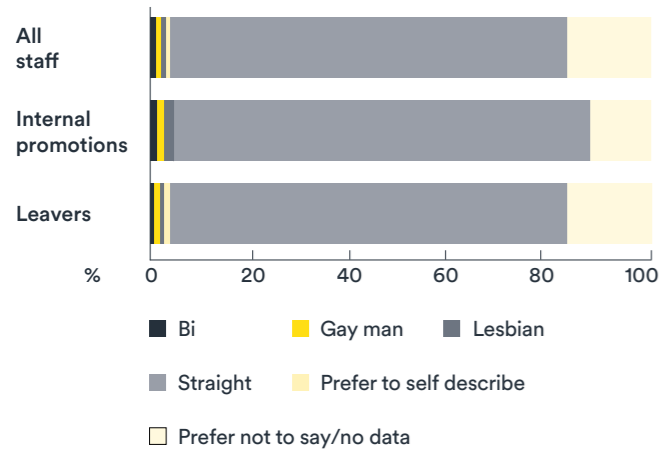
Gender



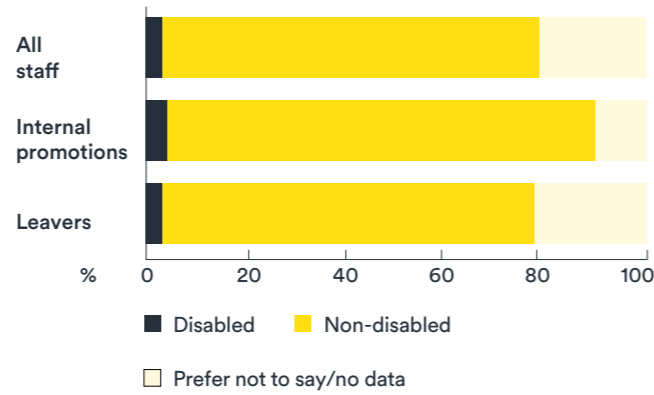
Ethnicity



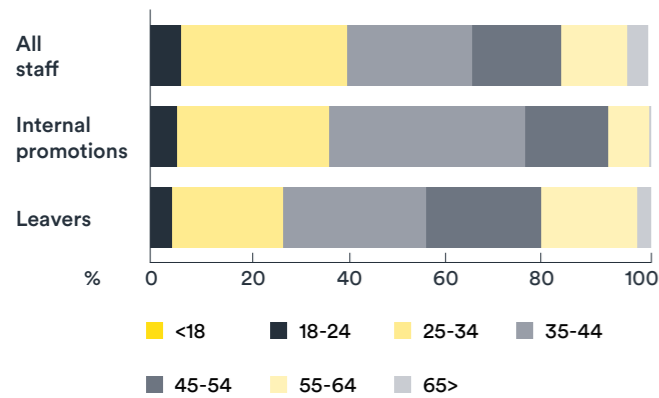
Sexual orientation



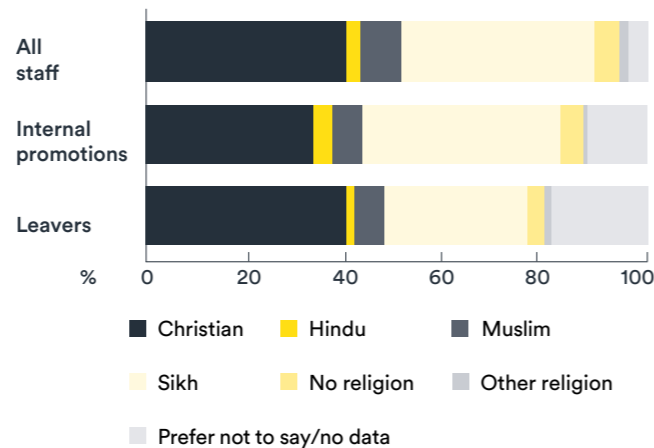
Disability



Age



Faith



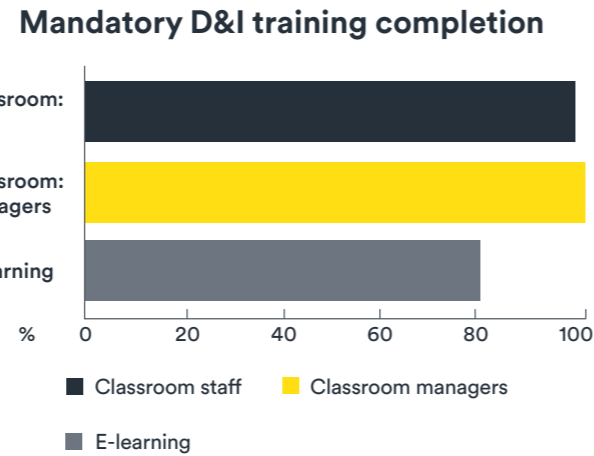
- Colleagues from a range of minority backgrounds can access promotions at a rate broadly in line with their representation in the organisation. An exception to this is for women, who have dominated promotions this year. This is largely driven by internal restructures, with women being particularly successful in securing promotions in our Housing Management division.
- The number of colleagues from minority backgrounds leaving the organisation are broadly commensurate with their representation in the organisation. Following a year of limited staff turnover at the height of the pandemic in 2020/21, larger numbers of colleagues left the organisation in 2021/22 as the labour market picked up pace.

This year we found that women dominated promotions



Training

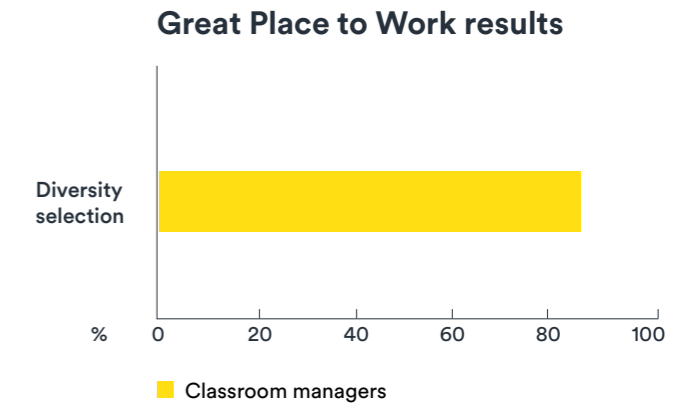
- On arrival at L&Q, all new colleagues undertake mandatory Diversity and Inclusion training, with periodic refreshers throughout their career. This comprises an e-learning module which provides information about the legal context, our colleague networks and expected standards of behaviour at L&Q. This is followed by classroom training which provides more space for colleagues to explore D&I themes with a facilitator. There is an emphasis on a culture of action (what we expect colleagues to do) and how inclusive behaviours and practice impact on the work we do as a social landlord. During the pandemic classroom sessions were delivered online via Microsoft Teams.
- New colleagues are expected to undertake this training within six months of arrival at L&Q and we aim for 100% compliance. This target was missed last year, partly due to some colleagues finding a return to the office and face-to-face training a challenge given ongoing concerns about the pandemic. Following a review, we are trialling a hybrid approach that supports colleagues to access the training in a way that best supports them.



Diversity and Inclusion training is available for all new starters

Culture

- We use the Great Place to Work index to measure colleague engagement and satisfaction. The diversity section of the index asks colleagues about their perceptions of fairness based on protected characteristics: gender, ethnicity, sexual orientation, disability, faith and age, along with level of seniority within the organisation. This section received positive responses of 84%. It has been the highest scoring area of the index for the last four years.





For more information
L&Q Group
T: 0300 456 9998
www.lqgroup.org.uk