

September 2021

Diversity report



L&Q

Introduction

We are pleased to present our first ever diversity report covering the period 1 April 2020 to 31 March 2021.

At L&Q, we believe that diverse and inclusive organisations can better respond to the diverse needs of customers and perform better in terms of innovation and productivity. Therefore, an inclusive approach is good for both our residents and our colleagues.

Our new five-year strategy marks a new chapter in our history. It sets out our approach to put our residents at the heart of L&Q, consolidate our financial strength, and lay the foundations for us to tackle some of the biggest issues our sector has ever faced.

We will deliver this across five strategic pillars, one of which is focussed on our people.

We'll create an organisational culture that is driven by our values. We'll embrace diversity to create an environment, working practices and opportunities for our people to thrive and reach their potential.

We have always been a values-led organisation and our values underpin everything we do.

We'll create an organisational culture that is driven by our values. We'll embrace diversity to create an environment, working practices and opportunities for our people to thrive and reach their potential.

Our people are our most important asset, and we want to create an organisation where they can draw strength from each other's differences and work collaboratively – a culture in which they feel valued and supported.

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**:

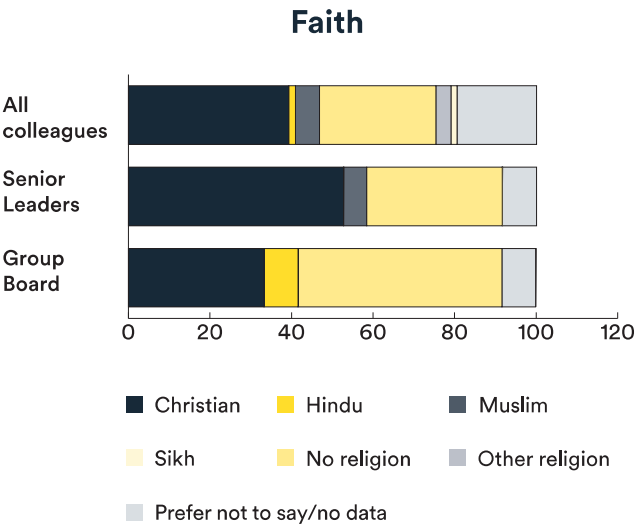
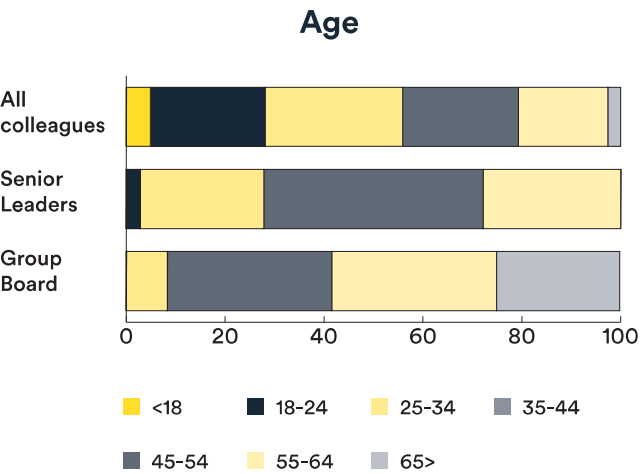
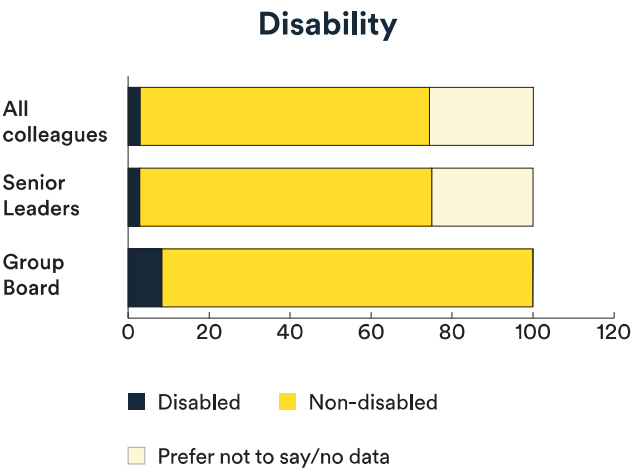
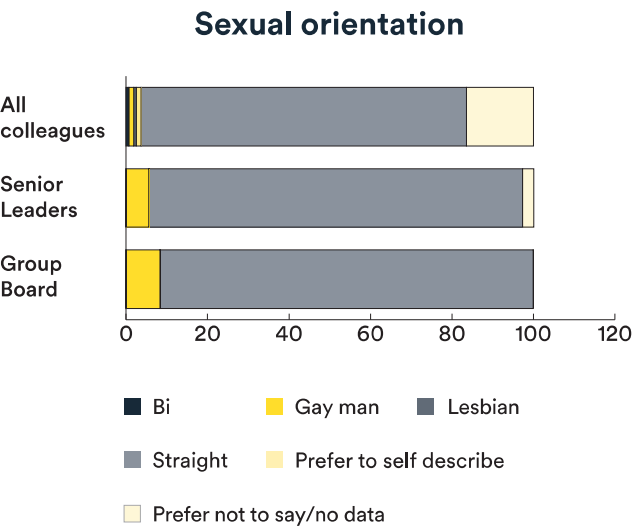
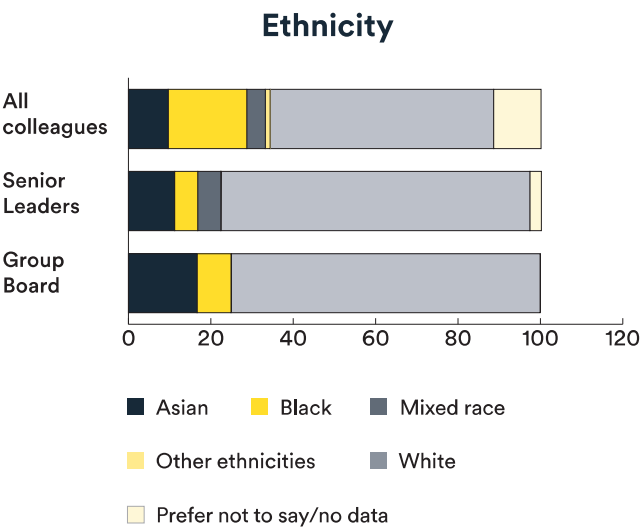
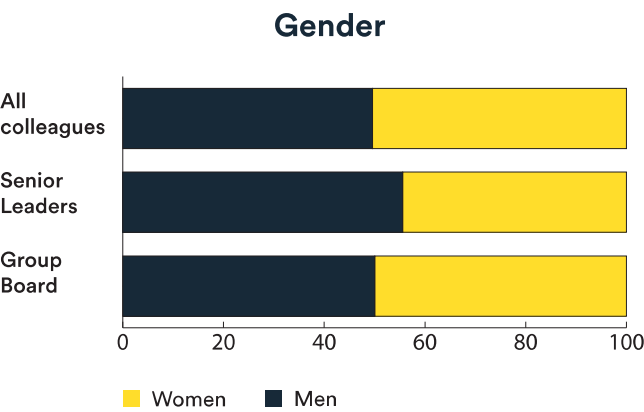
- Age
- Disability
- Race (referred to here as ethnicity)
- Religion or belief (referred to here as faith)
- Sex (referred to here as gender)
- Sexual orientation.

Through monitoring our diversity data, we continue to demonstrate our commitment to understanding, valuing, and incorporating differences – ensuring our organisation is fair, unbiased and inclusive for all.

As this is the first diversity data report for L&Q, direct statistical comparisons are not possible. Comparisons will be introduced in future reports.



Representation



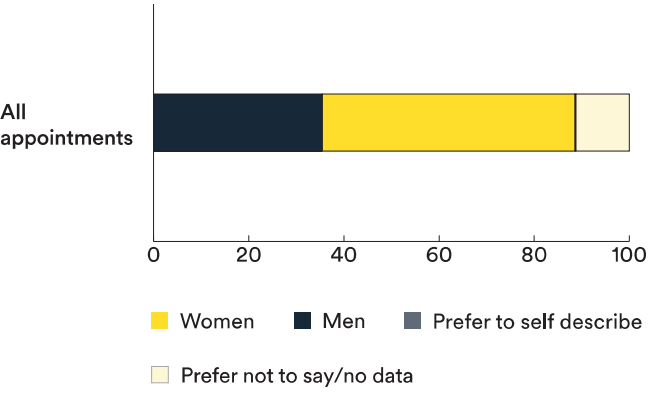
1. We have an aspirational target of **50%** representation for women at Senior Leadership level (Executive Directors and their direct reports). We are meeting the milestones to achieve this year on year, with representation moving from **27%** in 2018 to **44%** in 2021. We met our target of **50%** recruitment to senior positions for women, and the wider leadership pool shows a healthy succession pipeline into these roles.
2. Our broad colleague base is representative of the demographic makeup in the areas we draw our colleagues from in terms of ethnicity and faith. Our colleague profile largely mirrors that of Greater London, except for Muslim colleagues (Greater London: **14.3%**/L&Q: **5.9%**). This reflects the areas we draw our people from: the areas we draw our people from have a lower Muslim population than London as a whole. The introduction of home and agile working patterns post-pandemic may nudge this demographic closer to the Greater London benchmarks over time.
3. Whilst Asian and Mixed ethnicity colleagues maintain their representation right the way up to the highest level of the organisation, 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 make up **25%** of the current Aspiring Manager cohort and **26%** of the Emerging leader cohorts. **100%** of appointments to senior positions went to people from ethnic minority backgrounds this year, which included Black representation.
4. 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 is because of our efforts on disability inclusion, including partnering with a specialist disability recruitment organisation, conducting a user-led accessibility audit of our headquarters, and offering disability inclusion training to colleagues.
5. 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.
6. 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.



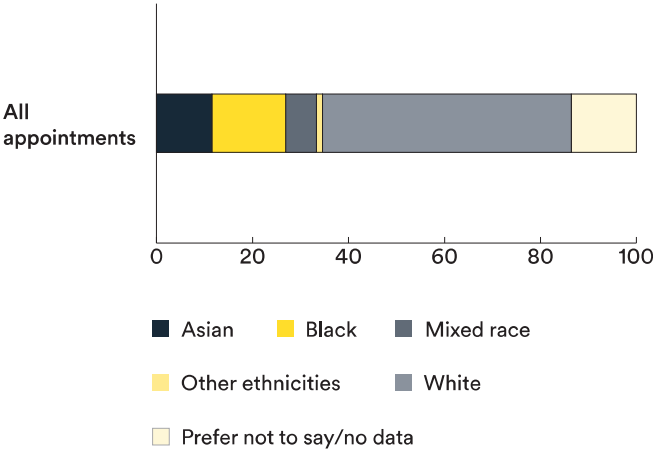
50%
**of women were
recruited to
senior positions**

Recruitment

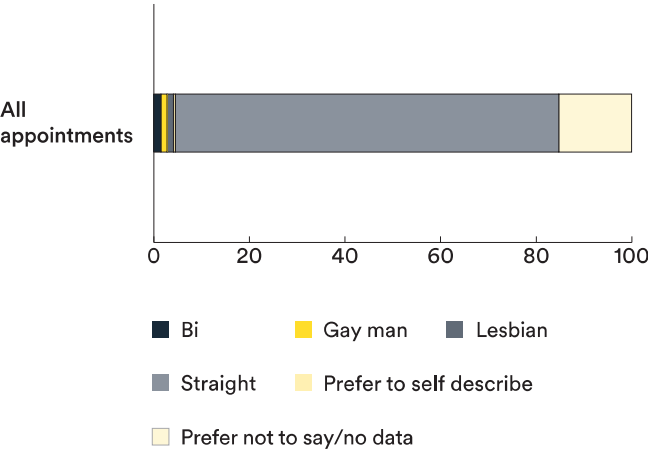
Gender



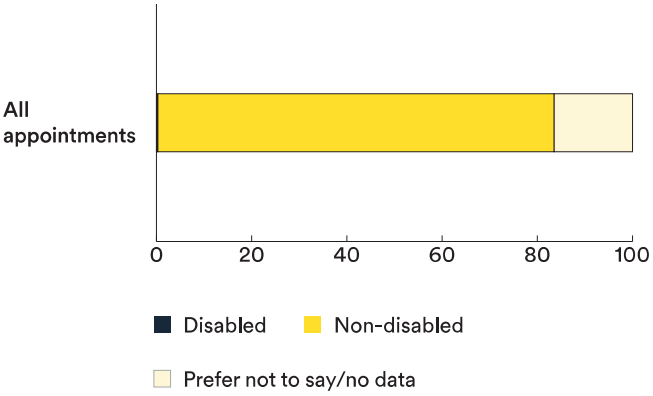
Ethnicity



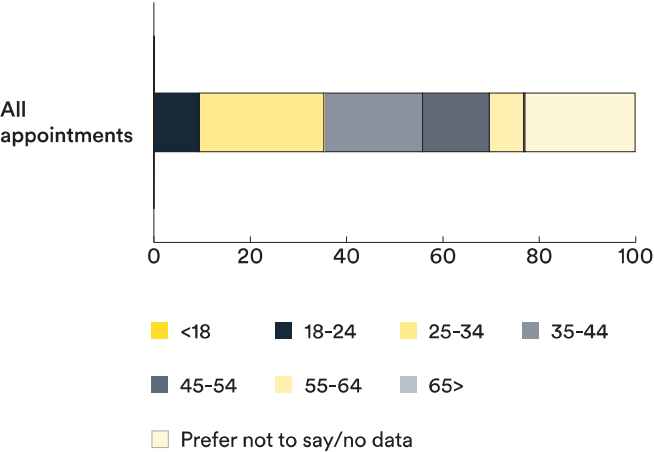
Sexual orientation



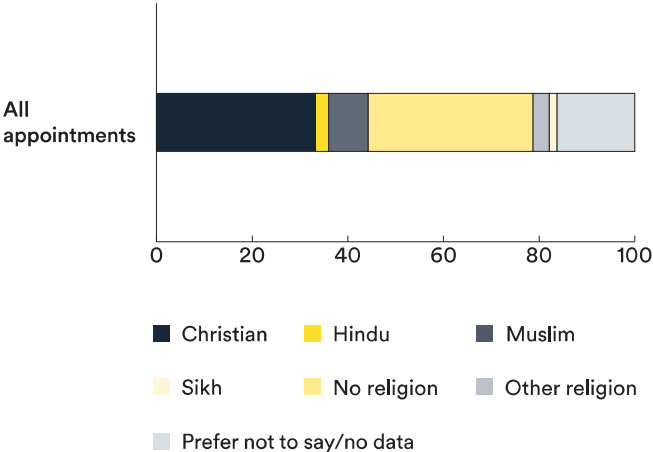
Disability



Age



Faith



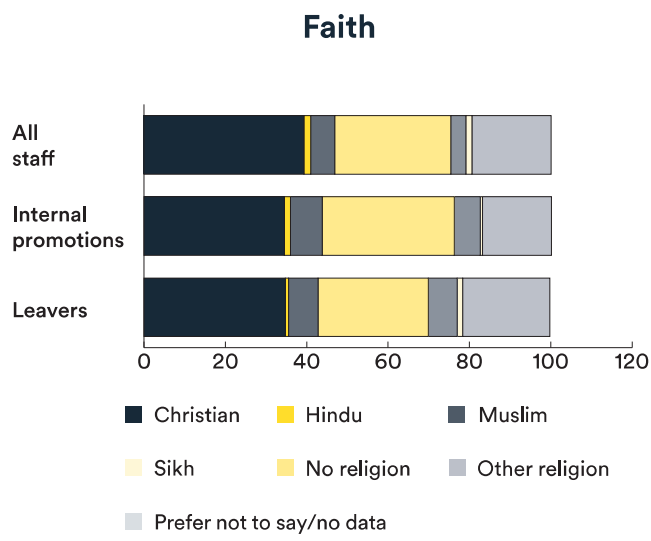
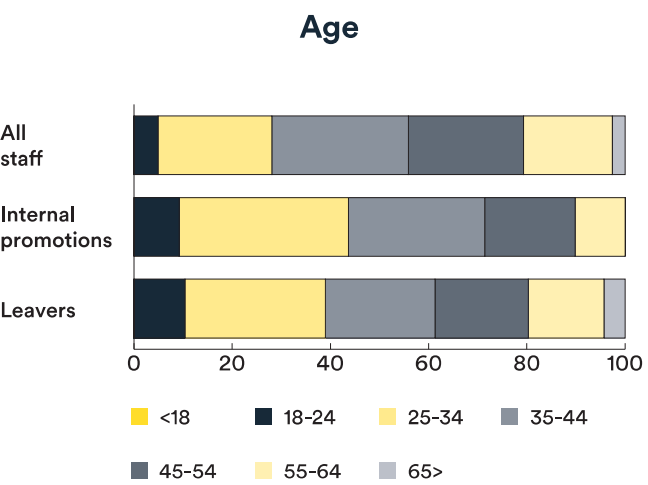
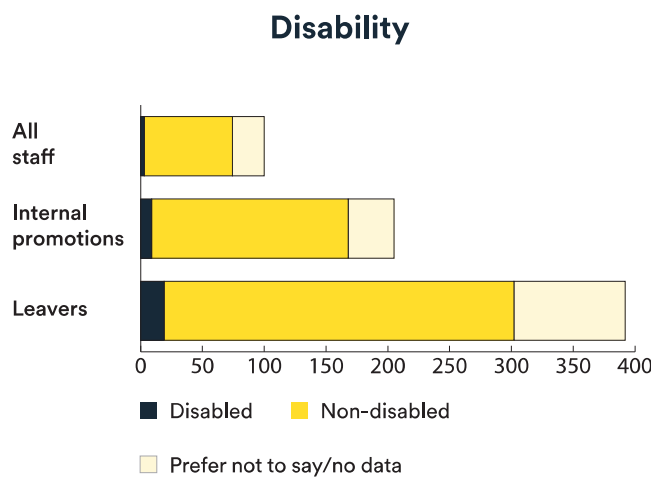
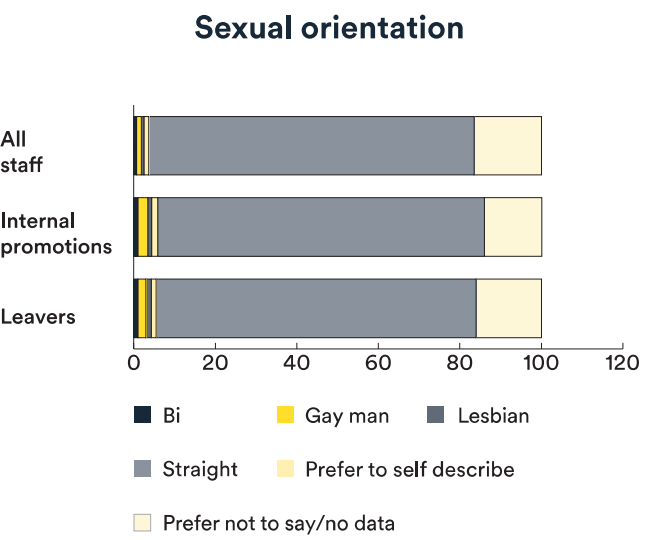
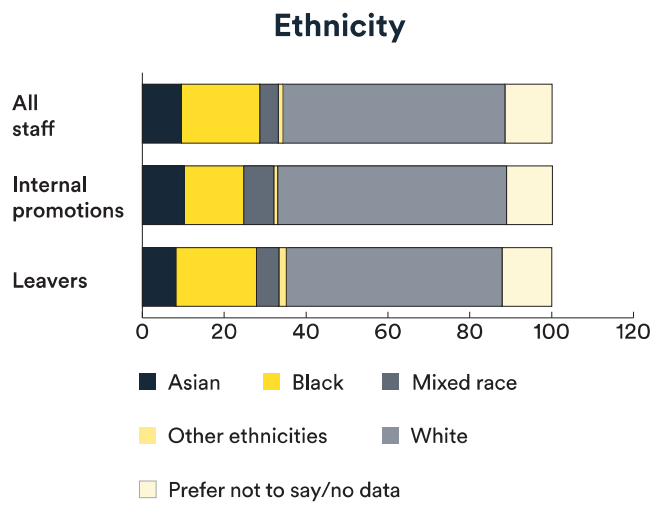
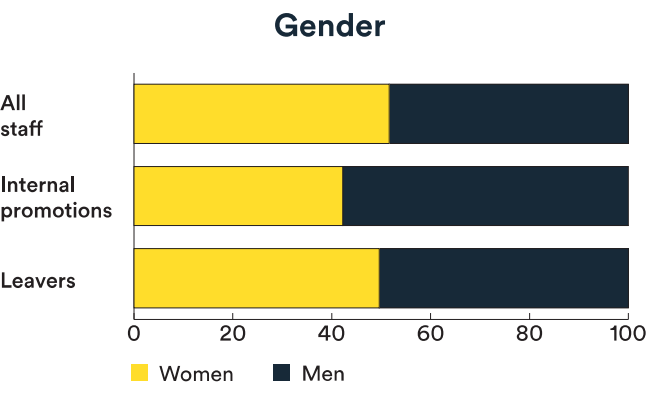
7. In the past year, we have put strict limitations on recruitment as a response to the challenges posed by the pandemic. Recruitment has been limited to frontline roles that supported work to keep residents safe (eg caretakers, care workers) or to backfill existing roles. This has led to some changes to the demographic profile. For example, most care workers are women, and this has resulted in a larger than usual proportion of women hired in the past year.
8. Our appointments reflect the strong diversity mix that we see in our colleague base across most demographics, except for disability. We are working to understand why this is the case this year, after two years of growth in disabled people joining L&Q.

We have set ourselves stretch targets to improve disability representation as part of our move to agile and home working post-pandemic, so to understand this, we are:

- Working with agency partners to gain access to D&I data for agency placements
- Conducting monthly deep dives into different departments to understand recruitment patterns
- Interrogating geographic data which may support us in understanding appointment rates. We saw a slight dip in the number of black people appointed to roles this year and we know the geographic location of roles - for example the different demographics of the local areas in our two main offices of Stratford and Sidcup - particularly impacts the ethnic profile of colleagues based in these offices.



Promotion and retention



9. Colleagues from a range of minority backgrounds can access promotions at a rate broadly in line with their representation in the organisation. Black colleagues have not accessed promotions at the same rate as other groups and we have introduced the talent management interventions described above to change this dynamic.

10. The number of colleagues from minority backgrounds leaving the organisation are broadly commensurate with their representation in the organisation. There was a relatively small number of leavers last year due to the turbulence of the pandemic economy. Everyone leaving the organisation therefore represents a larger percentage of the small number of leavers involved compared to the three thousand-strong colleague body. This leads to some groups (disabled people, other religious groups) appearing to have a higher proportion of leavers.

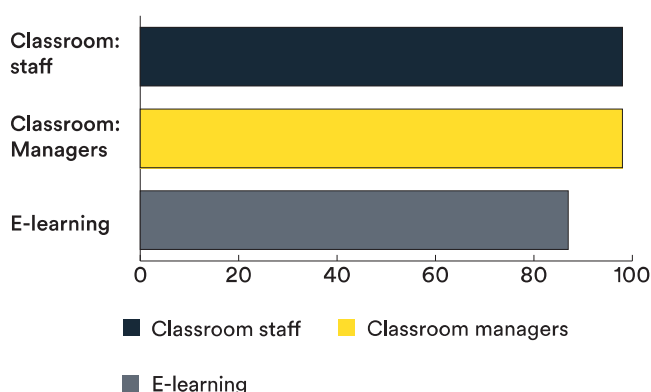


Training

11. On arrival at L&Q, all new colleagues undertake mandatory Diversity and Inclusion training, with periodic refreshers throughout their career. This comprises an eLearning 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 have been delivered online via Microsoft Teams.

12. 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, in large part due to the pandemic, as some of our people were unable to access the remote sessions (for example caretakers or maintenance operatives who do not routinely have access to personal laptops). We have remedied this by providing access to our offices for these colleagues to complete the training.

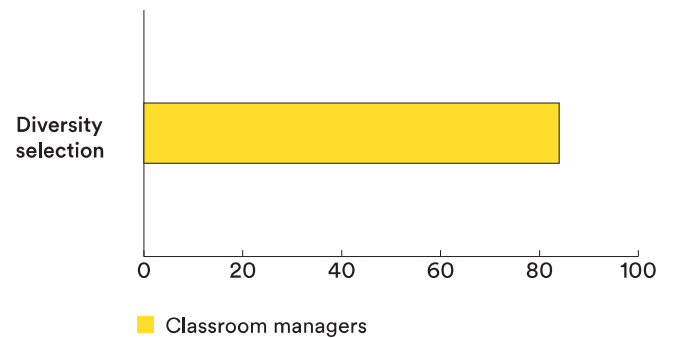
Mandatory D&I training completion



Culture

13. 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 three years.

Great Place to Work results



84%
Positive
responses



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