

2023/24

# Annual Equality, Diversity and Inclusion (EDI) Report

(Including the Fair Pay Report)



L&Q



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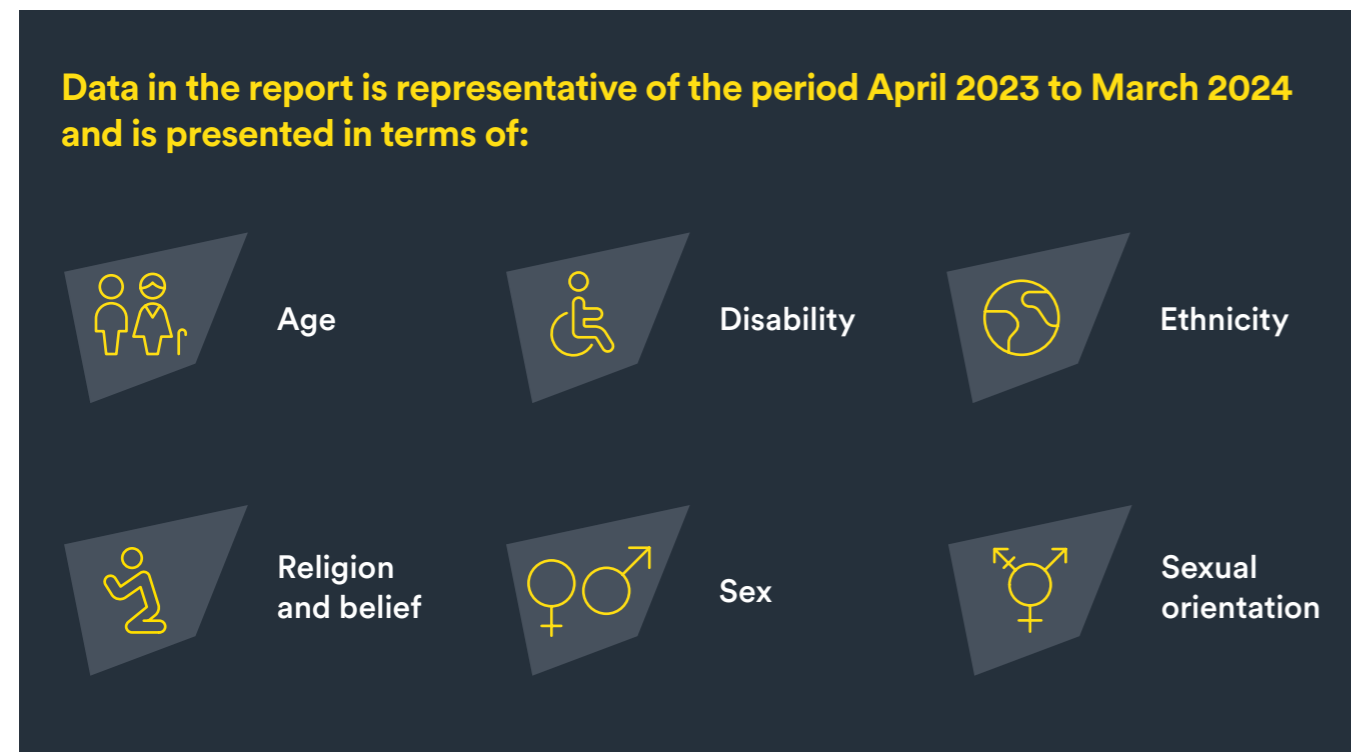
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# Overview

The annual Equality, Diversity and Inclusion (EDI) report provides insights into various aspects of our colleagues in terms of diversity and what we are doing to achieve greater colleague diversity at all levels of our organisation. We will publish this report internally and externally to meet the National Housing Federation (NHF) Code of Governance requirements to publish data.

This year we will also share information about our resident diversity, resident involvement, and our commitment to ensure we include residents in our decision-making process with input from a diverse resident voice.

**Data in the report is representative of the period April 2023 to March 2024 and is presented in terms of:**



- Age
- Disability
- Ethnicity
- Religion and belief
- Sex
- Sexual orientation

We do not currently collect or monitor data related to gender identity or reassignment. Fair pay data is both a snapshot of the pay gaps on 5 April 2024 and data related to the previous 12 months in line with the methodology for statutory gender pay gap reporting.

The data in this report will be used to advance workforce equality across a range of protected characteristics and reduce any pay gaps.

## Our commitment to equality, diversity, and inclusion

We value diversity as a great asset and strength, while there is still work to do, we are committed to focusing on more diverse representation across all levels of the organisation.

Similarly, we are committed to ensuring we recognise the diversity of residents we serve, scaling up our resident involvement offer to involve residents in our strategic priorities and decision-making processes.



# Part 1

Residents and  
Colleagues



# 1. Our residents

L&Q owns and manages more than 105,000 properties that are home to around 250,000 people. Most residents are nominated by local authorities, so the overall demographic of who we home is not within our control. However, it is important that we hold and maintain data to give us an insight into residents in these homes and to help us monitor our service delivery and satisfaction across our different resident demographic groups.

Comparisons are with the population in the areas we serve, taken from the latest census.

Age group	L&Q	Population	Difference
16-24	1.60%	13.50%	-11.90%
25-34	13.40%	21.90%	-8.50%
35-44	21.70%	19.70%	2.00%
45-54	22.20%	16.60%	5.60%
55-64	21.70%	13.20%	8.50%
65+	19.40%	15.10%	4.30%

Gender	L&Q	Population	Difference
Female	60.20%	51.90%	8.30%
Male	39.70%	48.10%	-8.40%
Unknown	0.01%		0.01%

Ethnicity	L&Q	Population	Difference
White	56.10%	60.30%	-4.20%
Black, African, Caribbean or Black British	26.00%	13.60%	12.40%
Asian or Asian British	9.50%	17.60%	-8.10%
Mixed or multiple ethnic groups	5.30%	3.80%	1.50%
Other ethnic group	3.00%	4.70%	-1.70%

Ethnicity	L&Q	Population	Difference
White	56.10%	60.30%	-4.20%
Ethnic minority	43.80%	39.70%	4.10%

Key:  Negative difference



## Tenant Satisfaction Measures (TSMs)

In April 2024, the Regulator of Social Housing introduced a new set of measures for all social housing landlords, like us, to report on each year. These are called Tenant Satisfaction Measures (TSMs), and they will tell you how well we are doing at providing quality homes and services.



We surveyed **4,863** residents to collate our Tenant Satisfaction Measures and compared the results against the overall satisfaction score of **46.81%**

The Tenant Satisfaction Measures are for Tenant Perception (TP) questions:

Tenant perception question	L&Q average	Description
TP 01	<b>46.8%</b>	Overall satisfaction
TP 02	<b>61.5%</b>	Satisfaction with repairs
TP 03	<b>56.0%</b>	Satisfaction with time taken to complete most recent repair
TP 04	<b>60.8%</b>	Satisfaction that the home is well-maintained
TP 05	<b>62.4%</b>	Satisfaction that the home is safe
TP 06	<b>37.9%</b>	Satisfaction that the landlord listens to tenant views and acts upon them
TP 07	<b>49.5%</b>	Satisfaction that the landlord keeps tenants informed about things that matter to them
TP 08	<b>64.2%</b>	Agreement that the landlord treats tenants fairly and with respect
TP 09	<b>24.2%</b>	Satisfaction with the landlord's approach to handling complaints
TP 10	<b>53.9%</b>	Satisfaction that the landlord keeps communal areas clean and well-maintained
TP 11	<b>42.6%</b>	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP 12	<b>43.5%</b>	Satisfaction with the landlord's approach to handling anti-social behaviour

Generally, as age rises satisfaction also rises across all tenant perception questions.

Age	TP01	TP02	TP03	TP04	TP05	TP06	TP07	TP08	TP09	TP10	TP11	TP12
16-34	-1.5%	-0.5%	-4.7%	-3.9%	-5.8%	0.0%	-2.0%	-5.4%	-8.5%	-0.5%	-0.1%	-4.9%
35-44	-7.4%	-4.3%	-6.2%	-5.9%	-6.4%	-4.9%	-6.1%	-7.2%	-6.6%	-5.4%	-3.7%	-5.1%
34-54	-4.7%	-7.8%	-5.2%	-3.2%	-5.3%	-5.6%	-3.4%	-3.7%	-2.9%	-4.9%	-4.2%	-3.6%
55-64	3.0%	-2.6%	3.6%	4.9%	5.6%	3.0%	3.0%	-0.9%	3.0%	1.8%	3.2%	3.7%
65+	9.1%	11.7%	11.1%	7.1%	11.6%	7.1%	7.4%	14.0%	12.0%	7.8%	5.3%	9.6%

Key:  Least satisfied  Most satisfied

### Breakdown of overall satisfaction results by:

#### Age



Residents most satisfied are aged 65 and over



Residents least satisfied are aged 35-44 years old

Most residents are aged 35 years+ which is significantly higher than the overall population in the areas we serve at 85% versus 64.6%, with the most significant difference being in the 55-64 age bracket where we house 8.5% higher than the overall population.

Residents in the 35-44 age group are the least satisfied, scoring the lowest across nine of the 12-tenant perception (TP) questions.

#### Gender



Customer satisfaction is similar for both female and male residents



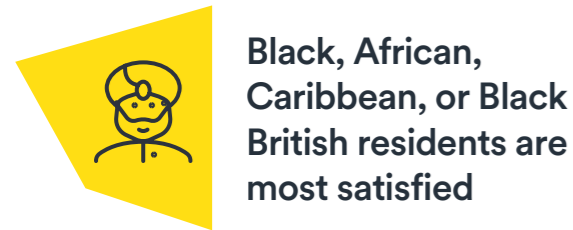
45.03%



45.89%

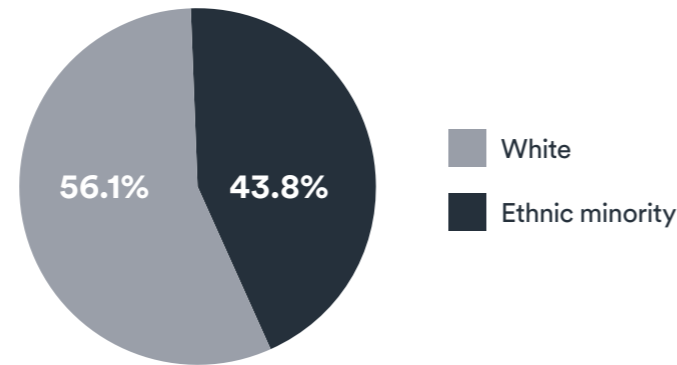
Whilst the overall population shows an almost even split of females and males, females make up over 60% of the residents. Customer satisfaction is similar with female residents rating 45.03% and male residents rating 45.89%

## Ethnicity



The known ethnic group makeup of residents is 56.1% white and 43.8% ethnic minority.

In terms of the level of satisfaction that residents report with our service, those who identified as Asian/Asian British or Black, African, Caribbean or Black British are the most satisfied with our service, whilst residents who identified as being from mixed or multiple ethnic groups and white residents are the least satisfied.



## Disability



Residents who have declared a disability have the highest satisfaction. The service equity workplan includes a refreshed policy for supporting residents with additional needs. It will include a data cleanse of the vulnerability data we own and a campaign to reduce data gaps, to ensure we are supporting our residents with a more tailored approach.



## Sexual orientation



When looking at sexual orientation, gay women and gay men are the least satisfied, 31.43% to 33.91%, compared with other residents.

The Resident Involvement team along with the EDI team will be working in partnership with involved residents to conduct qualitative research to help us understand their experiences better and work with the Customer Insights team to gather quantitative research. Findings will then be used to devise a plan to address dissatisfaction.

We are continuously reviewing performance with clear actions to improve customer satisfaction, with some of these actions listed below:

- Recruiting to increase headcount and further training to upskill our colleagues in the customer service centre to improve general satisfaction and first contact resolution.
- Implementing new practices within the complaints department for incremental improvements in our response times for complaints.
- Working with our partners delivering planned maintenance works, providing resident feedback along with discussions on lessons learnt to drive improvement to meet satisfaction targets.
- Improving our communication with residents about planned work programmes.
- Progressing repairs change project for a diagnostic repair system within the call centre to improve repair diagnosis, and appointment duration to further improve our first-time fix rate.
- Increasing resources for in-house repairs and improvements in turnaround time for routine repairs, including repair quality checks investigated to put things rights.
- Continually driving down the % of missed appointments with more in-house repairs alongside monitoring external contractor performance.
- Introducing a new process for site inspections to be carried out, reviewing the quality of work for caretaking services alongside a new IT system to record and monitor standards and efficiencies.
- Reviewing our Neighbourhood Housing Lead remit to allow for a more focussed, proactive approach to problem-solving, and improving the overall resident experience.

More information about our Tenant Satisfaction Measures (TSMs) and our plans for improving can be found here: [www.lqgroup.org.uk/tenant-satisfaction-measures](http://www.lqgroup.org.uk/tenant-satisfaction-measures)

## 2. Resident involvement

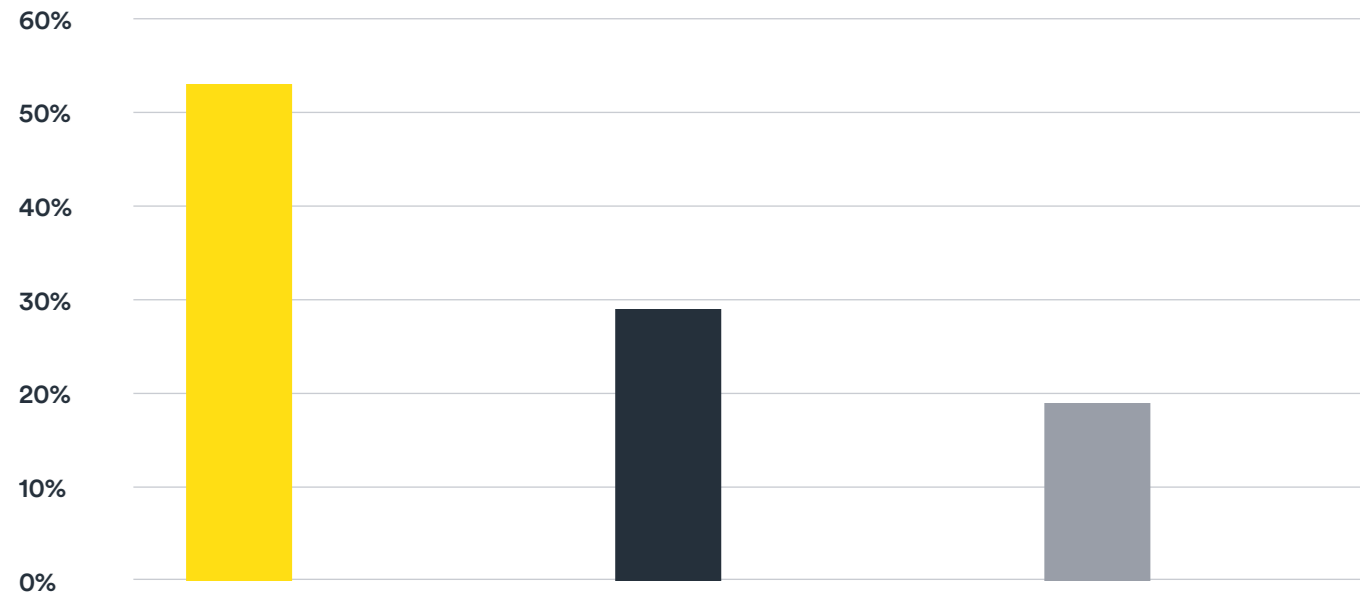
In May 2023, a framework to support the resident involvement programme of work was developed. This was inspired by a Theory of Change approach and aims to improve residents' relationship and experience with L&Q, achieve operational excellence, and improve colleague well-being and motivation.

**Our Resident Involvement team works in partnership with stakeholders across L&Q to seek out opportunities where residents can and should be involved. The team then works with involved residents through a variety of opportunities including:**

- Residents Service Board
- Regional Resident Committees
- Service improvement/change projects
- Recruitment
- Learning workshops
- Residents conference.

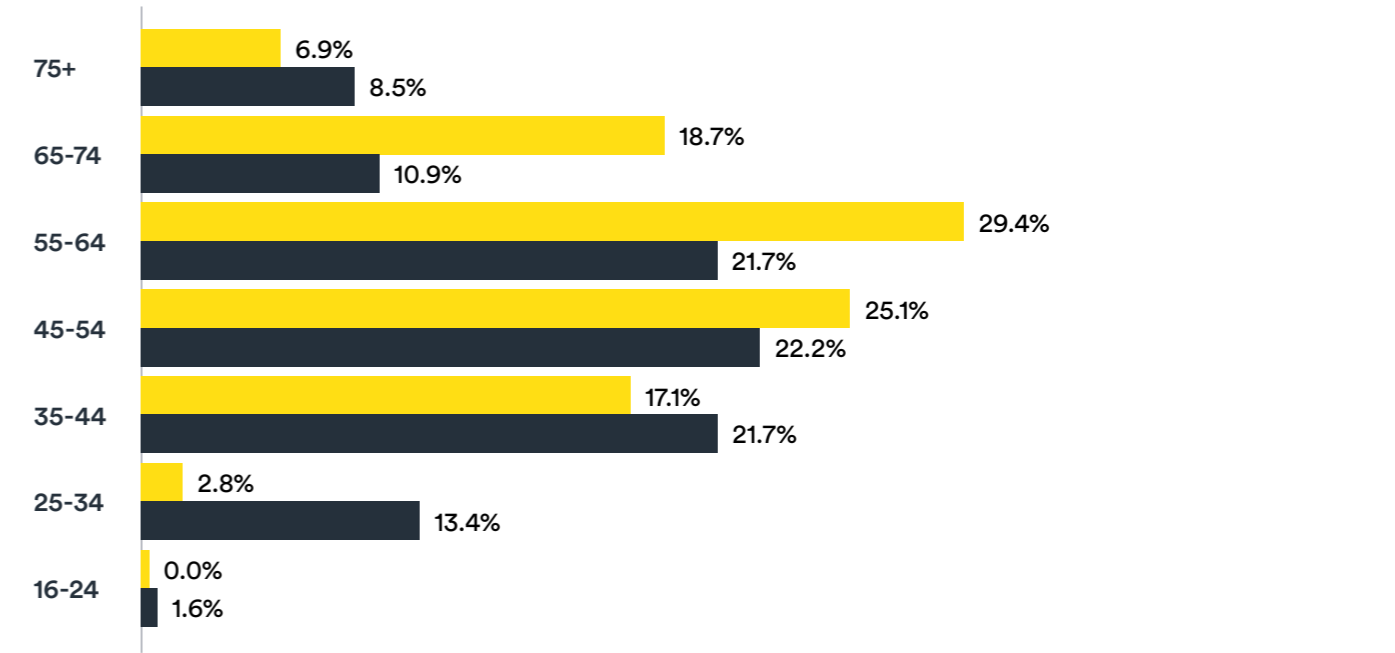
Around 570 residents have signed up to get involved in opportunities with us. Residents can choose which projects to get involved in and all do so voluntarily. More than half of involved residents are women.

### Gender



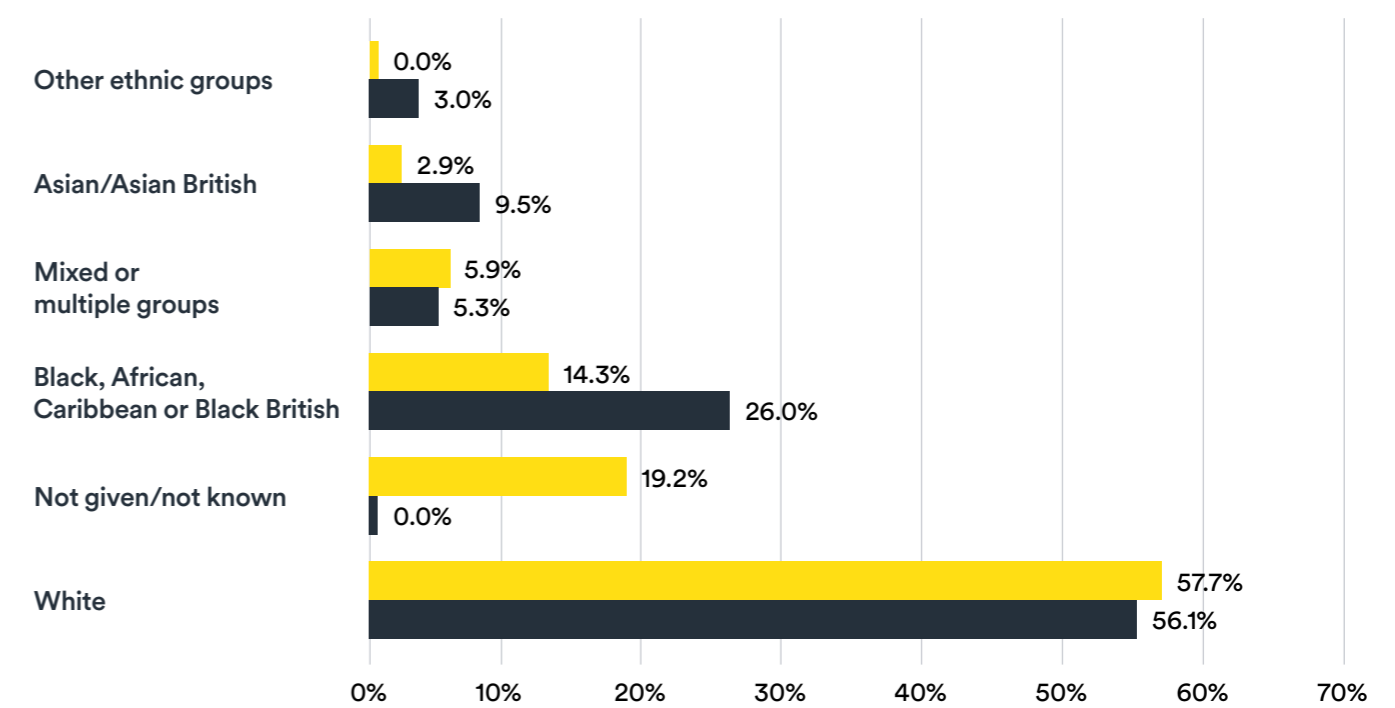
There is a reasonable spread in ages of involved residents that are broadly aligned and representative of age breakdowns of L&Q's wider resident base albeit slightly skewed towards older age brackets. More than half (54%) of those on the involved resident database are between 45-64 years old.

### Age



The Resident Involvement service plan includes an objective for 2024/25 to increase the representation of involved residents from the 'Black, African, Caribbean or Black British' and 'Asian/Asian British' communities, to better align to the wider resident profile.

### Ethnicity





During the last year, **249** residents got involved:



Partnering with us on 27 projects



Generating 55 ideas for us to take forward



Attending their choice of nine training sessions

You can learn more about our resident involvement offer, resident conference and campaign fighting the stigma around social housing here:

- [www.lqgroup.org.uk/new approaches to resident involvement](http://www.lqgroup.org.uk/new-approaches-to-resident-involvement)
- [www.lqgroup.org.uk/opportunities at a strategic level](http://www.lqgroup.org.uk/opportunities-at-a-strategic-level)
- [www.lqgroup.org.uk/annual resident conference](http://www.lqgroup.org.uk/annual-resident-conference)
- [www.lqgroup.org.uk/fighting social-housing stigma: i am social campaign](http://www.lqgroup.org.uk/fighting-social-housing-stigma-i-am-social-campaign)

### Other ways to get involved

L&Q and You! is an online community of approximately 3,300 L&Q residents who we engage with to help shape and inform decision-making processes such as:

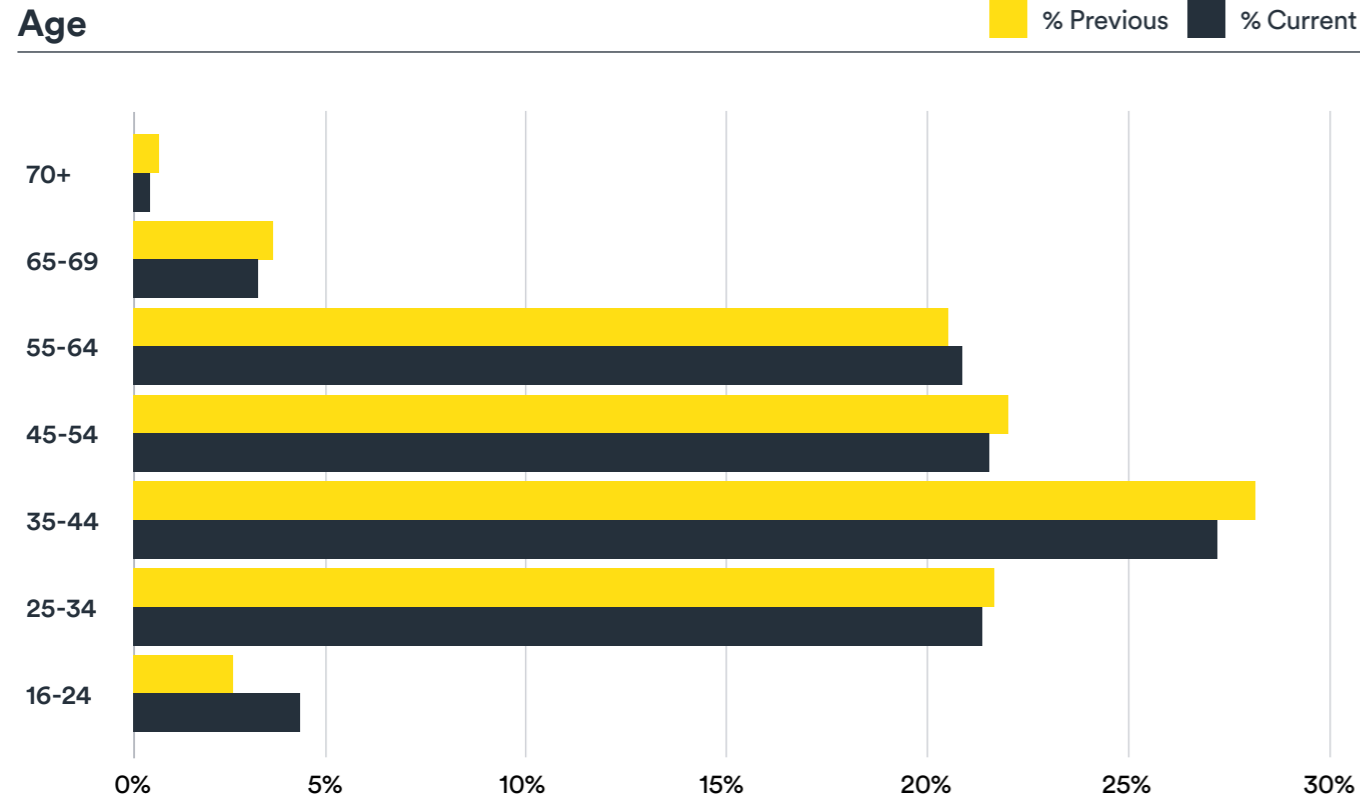
- A one-year on evaluation of our pet policy
- A review of the new L&Q Nominations policy
- An evaluation of our current adherence to Service/Reasonable Adjustments policy and procedures
- A review of rent affordability which informed our rent-setting policy for 2024/25.

Learn more about joining the community: [www.lqgroup.org.uk/opportunities at a strategic level](http://www.lqgroup.org.uk/opportunities-at-a-strategic-level)

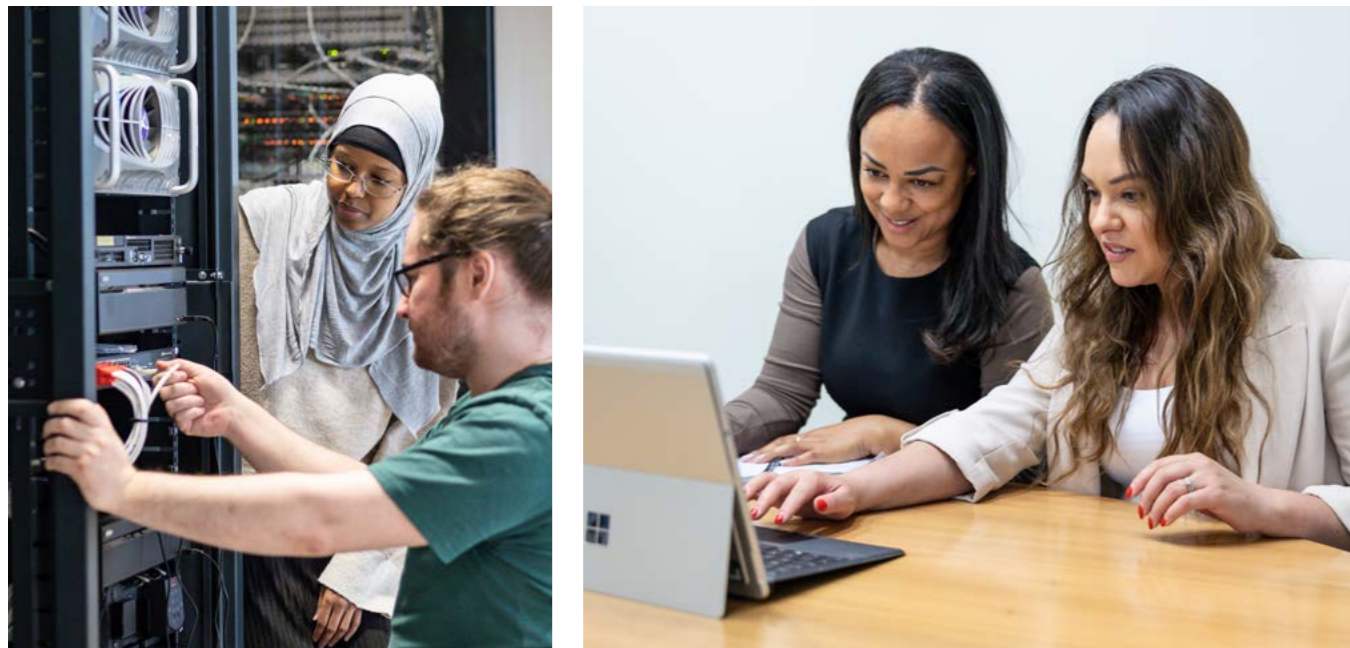


### 3. Our colleagues

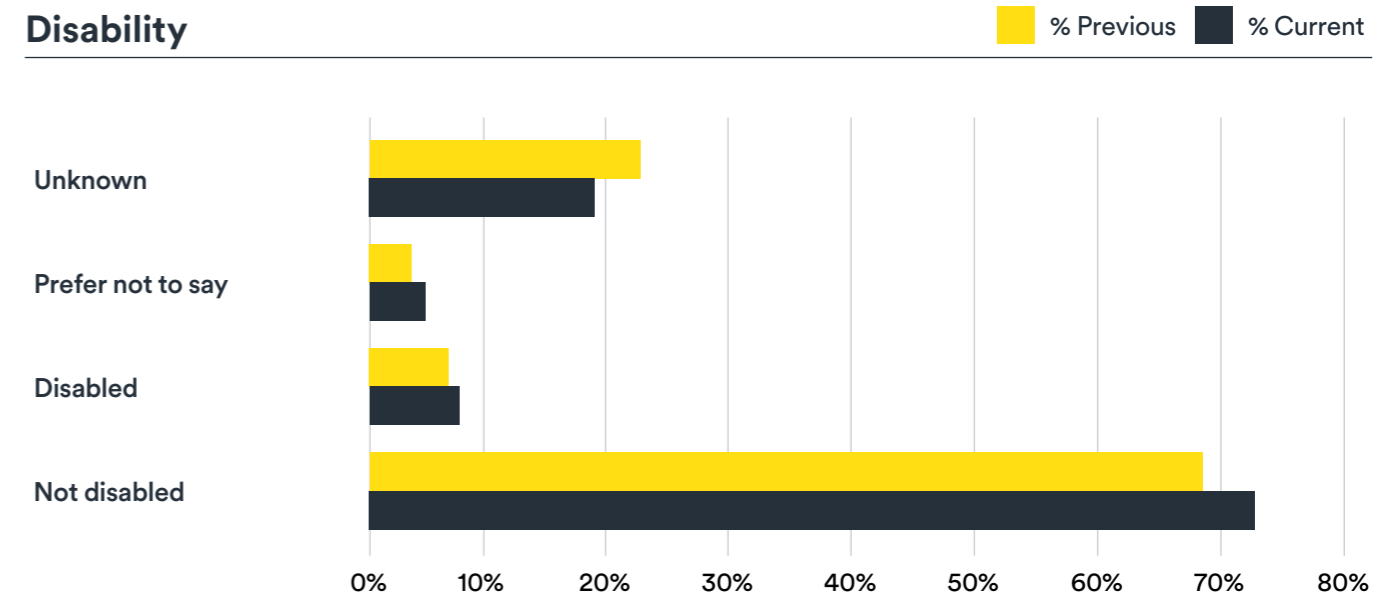
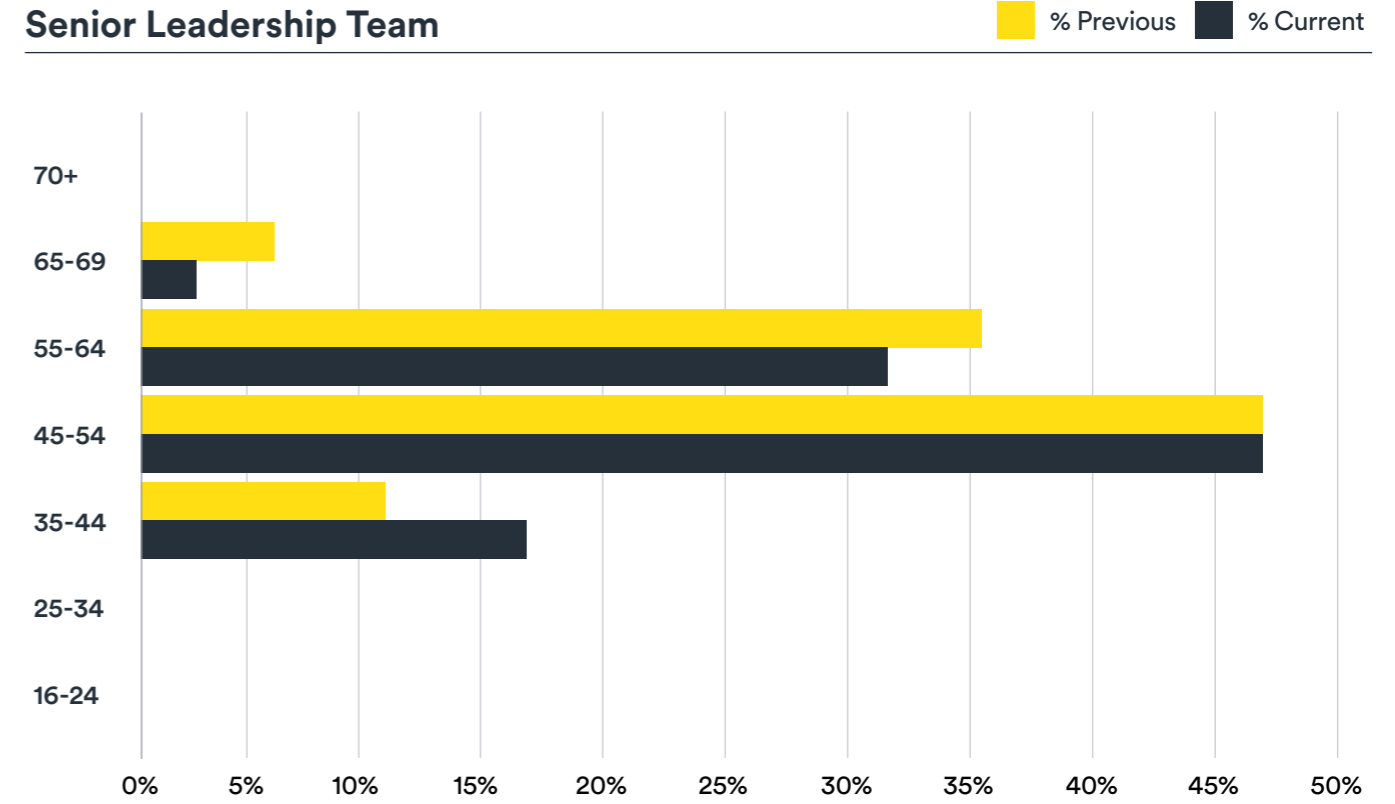
L&Q had 3,894 employees at the beginning of April 2024, summarised in the following graphs:



There has been minimal change across all age brackets except for the 16-24 age group which has seen an increase from 2.5% to 3.9%. GenZ (now entering the workforce 16-24 category) are also really purpose-driven and so wants to work with organisations that have social drivers and strong values, so that might be contributing to the increase.



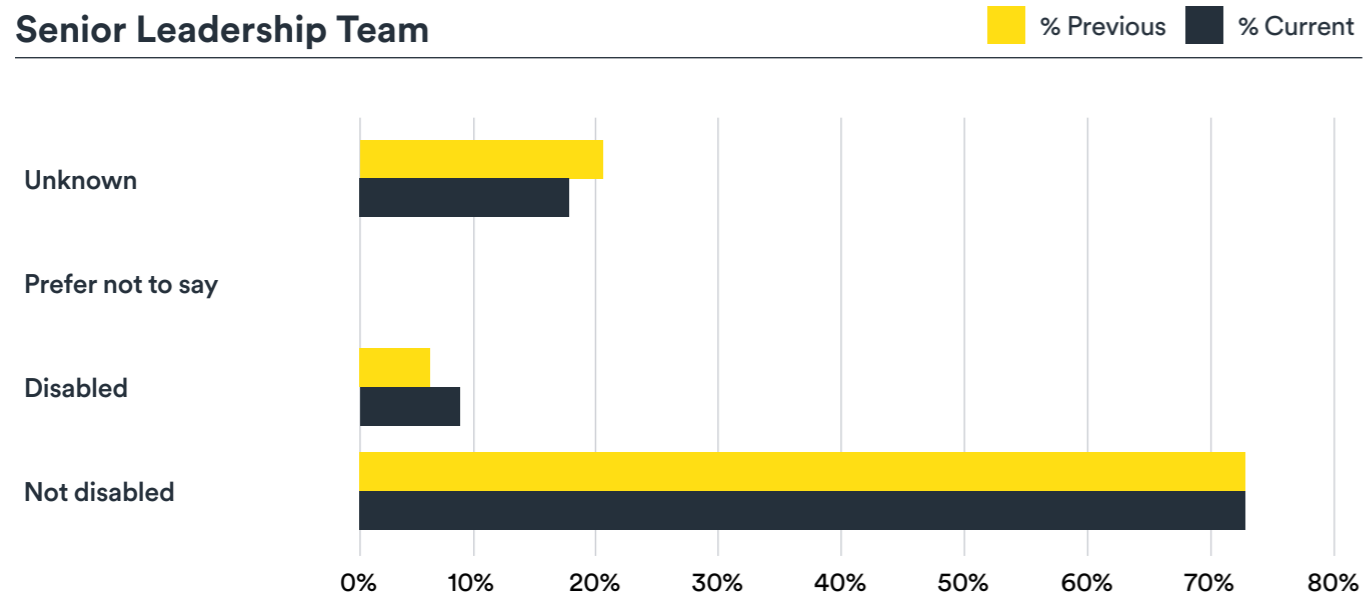
Our senior leadership team is made up of colleagues aged between 35-69. Over the past year, we have seen a decrease in senior leadership members aged 55+ and an increase in the 35-44 age group, up almost 6%.



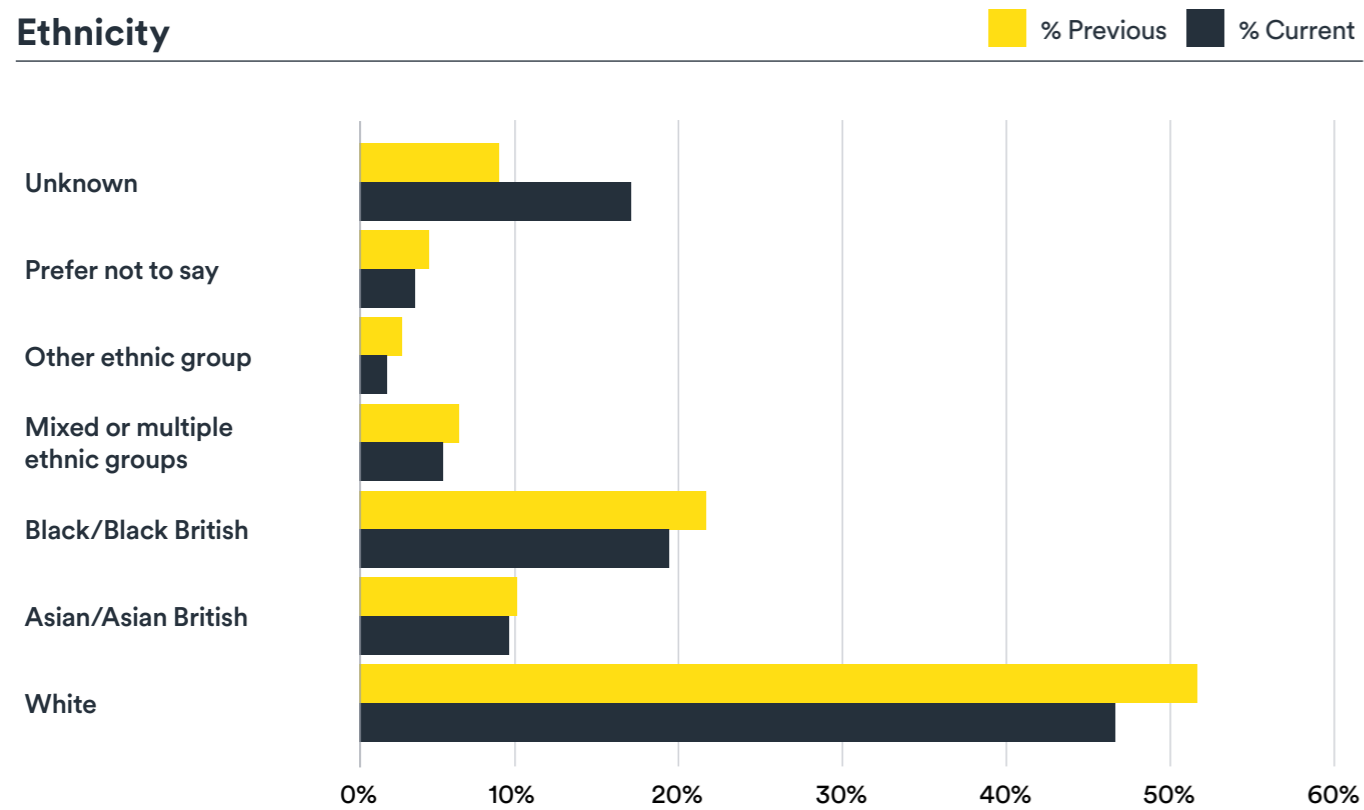
We have a low proportion of colleagues stating they have a disability, however, the number of colleagues reporting a disability has increased from 142 to 189. Over the year we have run a campaign to reduce the number of colleagues with no recorded disability status, reducing last year's 27.3% to 22%. We are continuing to encourage our colleagues to share their status with us, through an internal communications campaign which commenced in July 2024.

We have seen the biggest increase of colleagues with a disability in our senior leadership group, rising from 5.9% to 8.8% in the past year:

### Senior Leadership Team



### Ethnicity



L&Q has an ethnically diverse team, with 46.3% white and 33.9% ethnic minority colleagues. We have seen an increase in the number of colleagues who have not shared their ethnicity with us, with 19.8% either 'prefer not to say' or 'unknown'.

This is largely attributable to colleagues who transferred from Trafford Housing Trust into L&Q and a difference in the way this information was recorded. We are running a campaign to help us improve this.

We have signed the G15 Ethnicity Pledge with a long-term target to increase the number of ethnic minority colleagues in senior leadership roles to 30%. Our plans include supporting ethnic minority colleagues through the G15 Accelerate Programme and internal manager/leader development programmes.

We continue to review our recruitment and selection processes to ensure ethnic minority applicants are treated fairly and are developing a programme to support race equality.

Over the last year, 44% of colleagues enrolled in either the Aspiring Manager or Emerging Leaders course were from an ethnic minority background. We have seen some great success with 56% of colleagues who completed the course moving into a new role/grade within two years of completion.

We saw a slight increase of ethnic minority colleagues in senior leadership roles to 19.8% during 2023/4.



44%

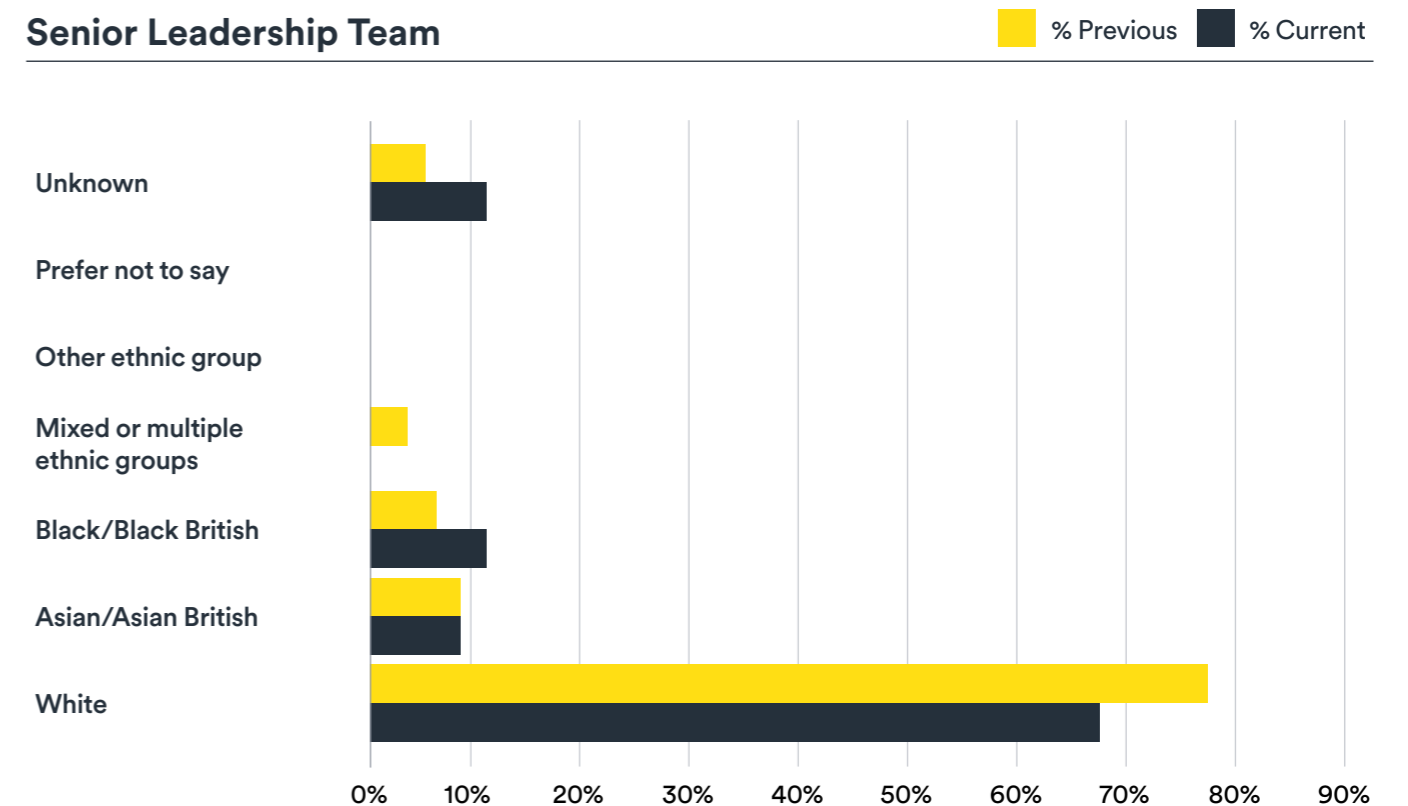
of colleagues enrolled in either the Aspiring Manager or Emerging Leaders course were from an ethnic minority background.



56%

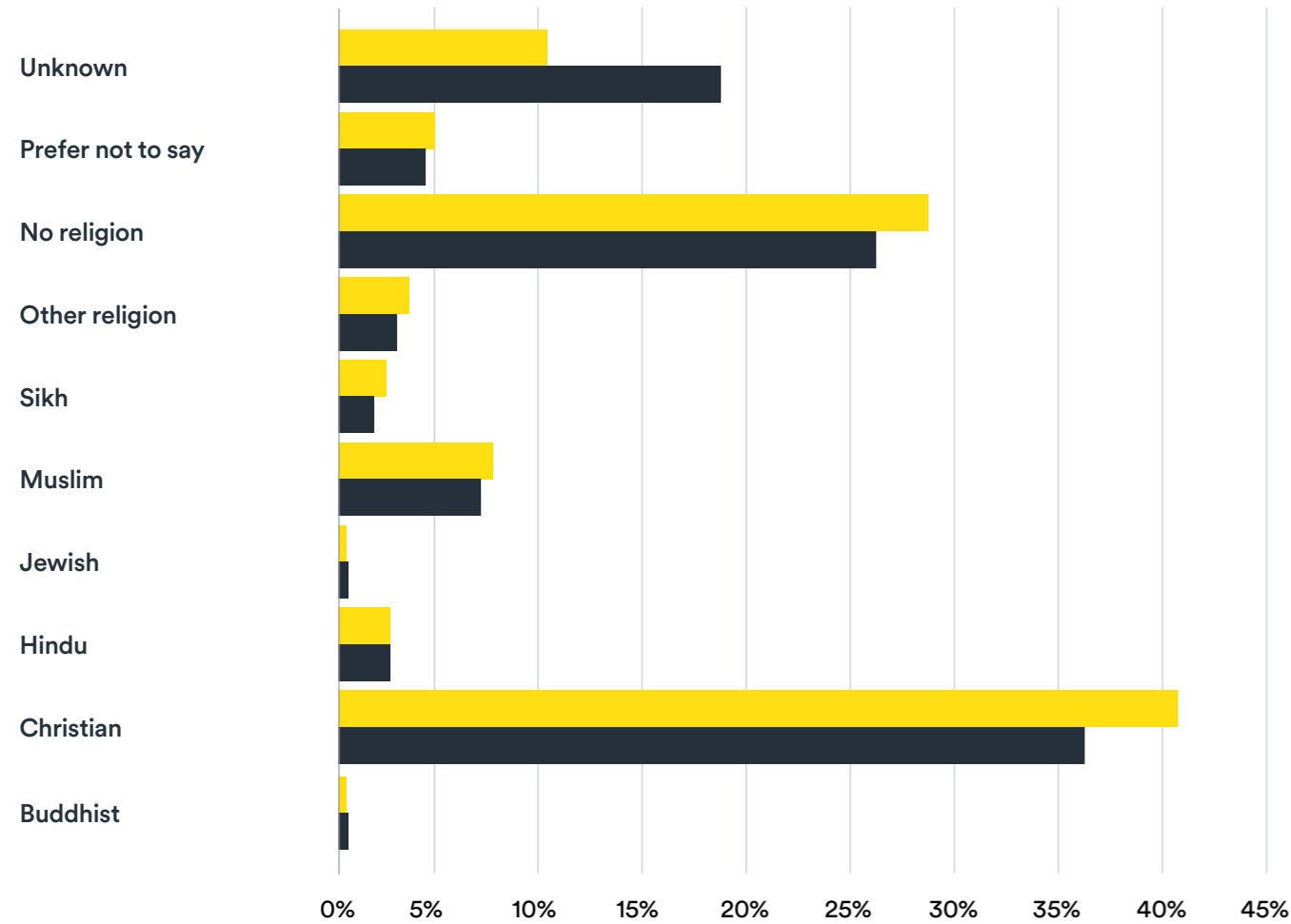
of colleagues who completed the course moved into a new role/grade within two years of completion.

### Senior Leadership Team



## Religion and belief

■ % Previous ■ % Current



**55.9%**

**Christianity is the largest faith group for our senior leaders. It is also the largest faith group of our overall workforce at 36.9%.**

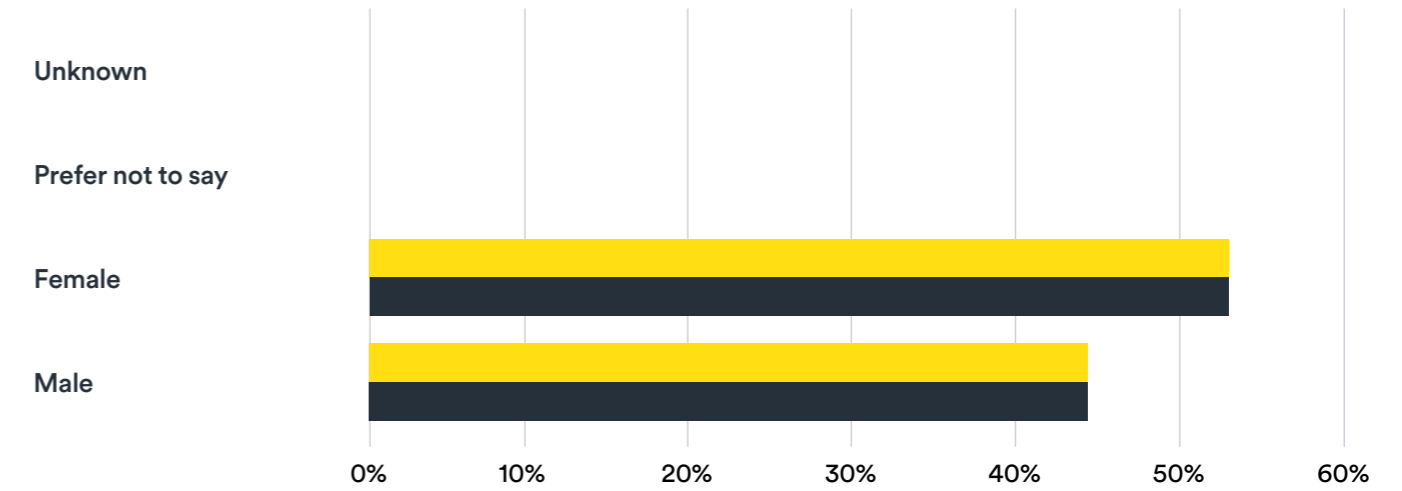
We have religion and belief diversity among our colleagues, with Christianity the largest faith group at 36.9% of the workforce, followed by 26.5% of colleagues with no faith. Christianity is also the largest faith group for our senior leaders although it is significantly higher at 55.9%.

People with non-Christian religions make up 12.8% of our workforce, which is higher than our senior leaders at 8.8%.

Like our ethnicity data, there is a gap in our information, and we will run a campaign to encourage colleagues to provide their equality monitoring data with us.

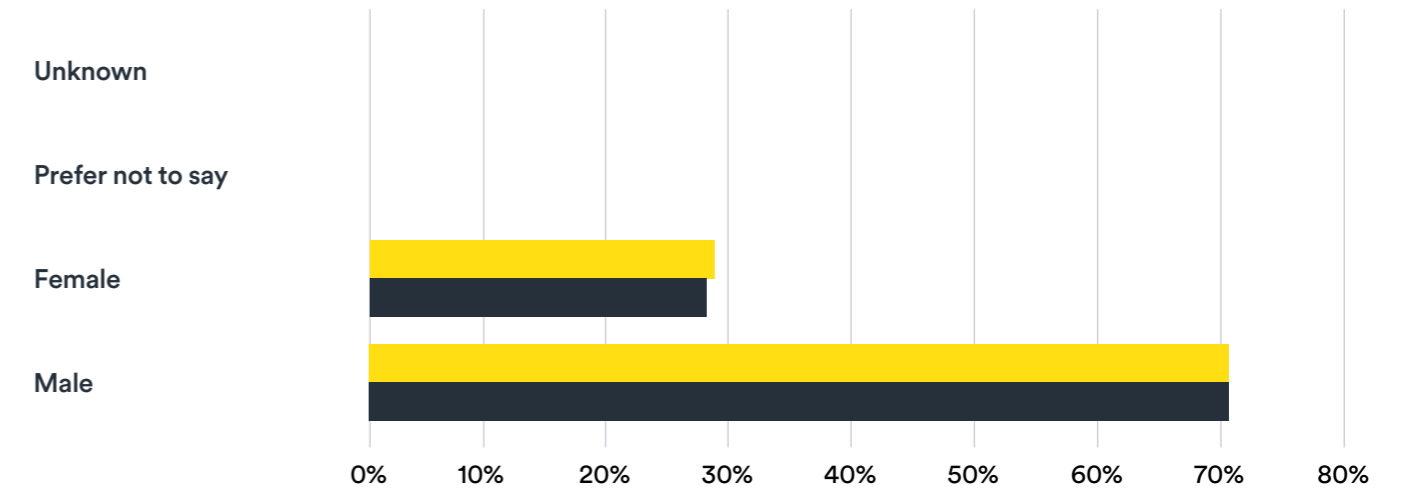
## Sex

■ % Previous ■ % Current



## Senior Leadership Team

■ % Previous ■ % Current



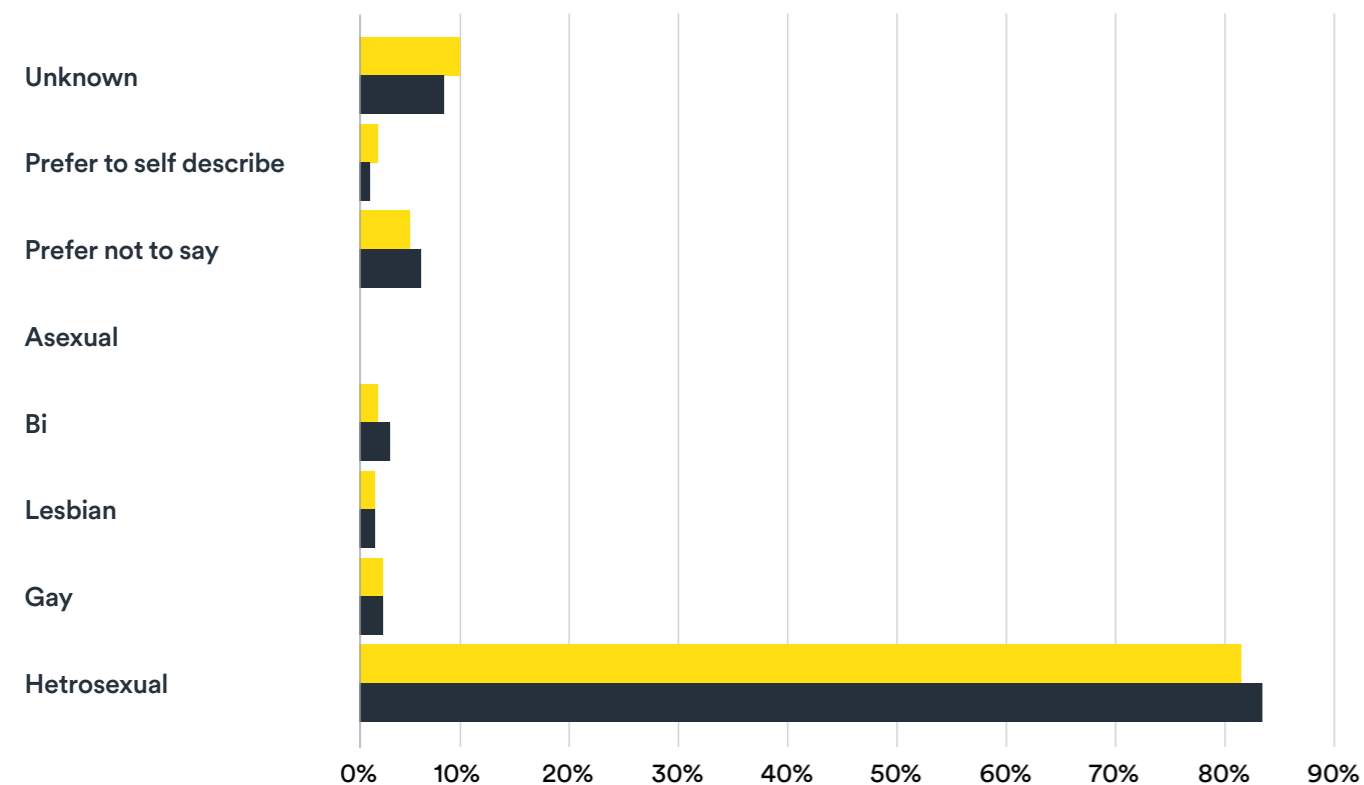
Women make up 54.2% of the workforce, however, there is a significant difference when we look at the senior leadership team where 29.4% of senior leader roles were held by women versus 70.6% of those held by men.

Work is in progress to address this underrepresentation of women with a long-term target to achieve 50% of our senior leadership roles being held by women. Over the last year, 71% of colleagues enrolled in our Aspiring Managers or Emerging Leaders programme were women.



## Sexual orientation

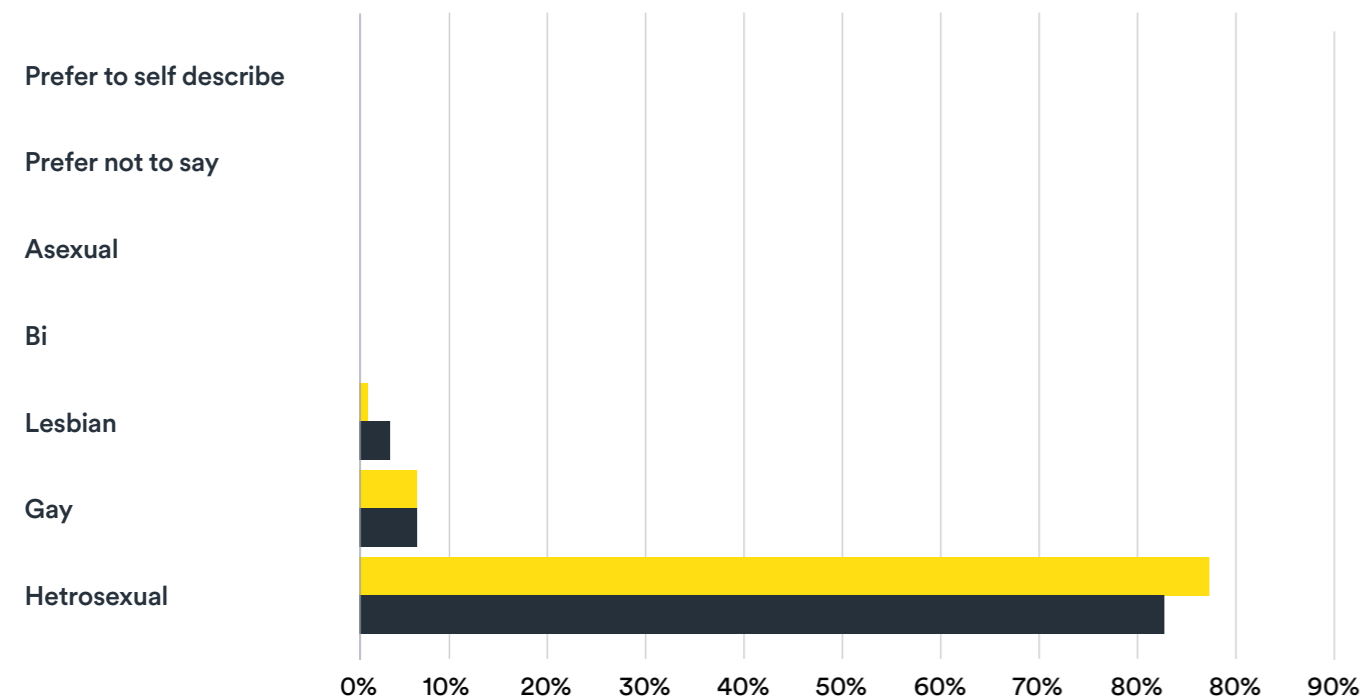
■ % Previous ■ % Current



We have a diversity of sexual orientation among our workforce. The majority of colleagues have stated their sexual orientation as heterosexual. Colleagues who have stated their sexual orientation as either lesbian, gay or bi make up 3% of the workforce, however, this figure is much higher amongst our senior leaders at 8.8%.

## Senior Leadership Team

■ % Previous ■ % Current

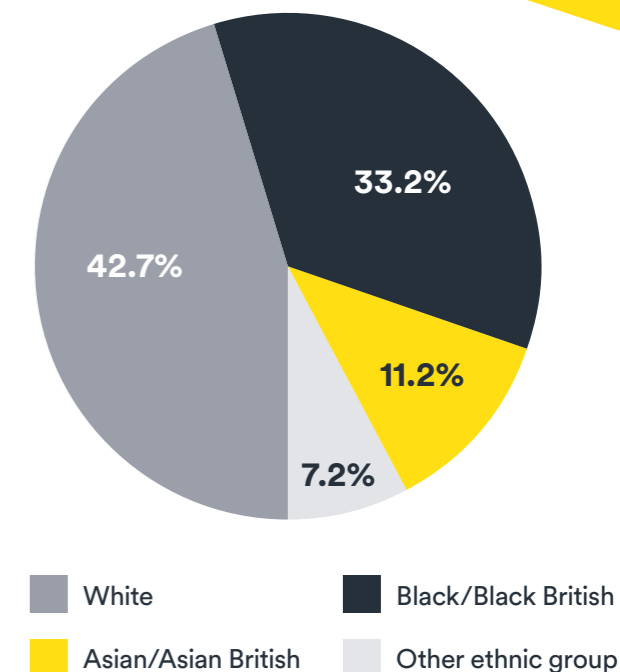


## 4. Recruitment

### Joiners

We had 618 new starters last year, which was made up as follows:

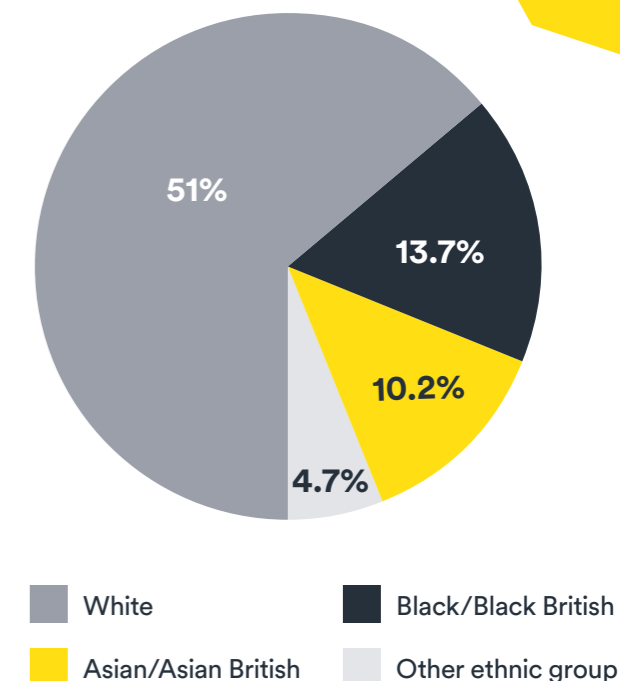
- 45.3% were men and 54.7% were women
- Most (57.2%) were aged 25-44
- 4.4% declared a disability, 81% said they were not disabled, and the remainder preferred not to say
- 42.7% were white, 33.2% were Black/Black British, 11.2% were Asian/Asian British, and 7.2% were from mixed/multiple or other ethnic groups
- 87.1% were heterosexual, 2.5% were gay or lesbian, and 2.3% were bi.



### Promotions

255 colleagues were promoted last year, and made up as follows:

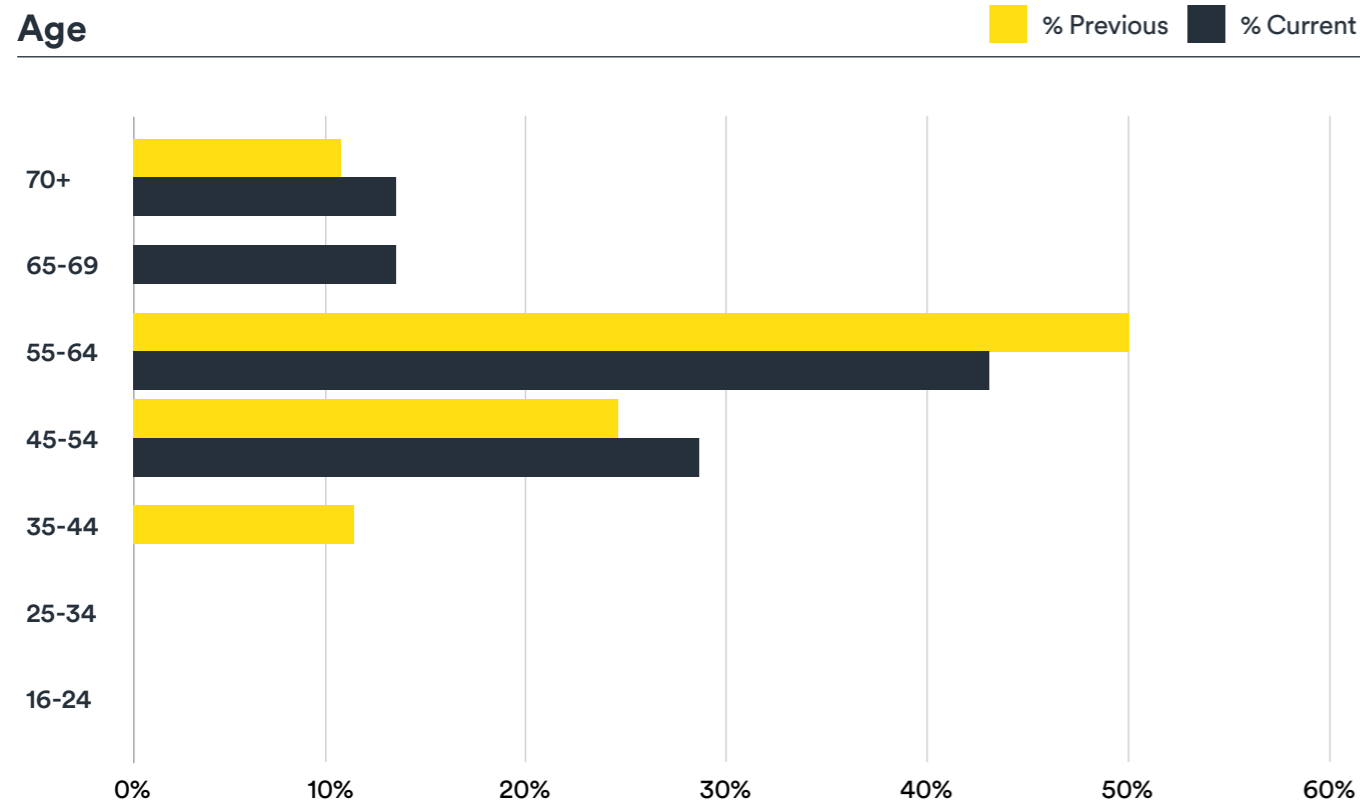
- 40.4% men and 59.6% women
- Most (66.3%) were aged 25-44
- 7.1% declared a disability, 73.3% said they were not disabled, and the remainder were unknown/preferred not to say
- 51% were white, 13.7% were Black/Black British, 10.2% were Asian/British Asian, and 4.7% were from mixed/multiple or other ethnic groups
- 83.5% were heterosexual, 2.4% were gay or lesbian, and 0.8% were bi.



## 5. The Group Board

The Group Board members have diverse backgrounds; however, fluctuations can be larger due to the smaller number of members. It is worth noting that there are now seven rather than eight members this time last year.

### Age



The Group Board is older compared to our workforce and there is no member in the three youngest age brackets, a decline on last year when there were no members in the 16-24 and 25-34 groups yet there was a member in the 35-44 bracket. 71.4% of members have stated no disability and this is in line with our workforce.

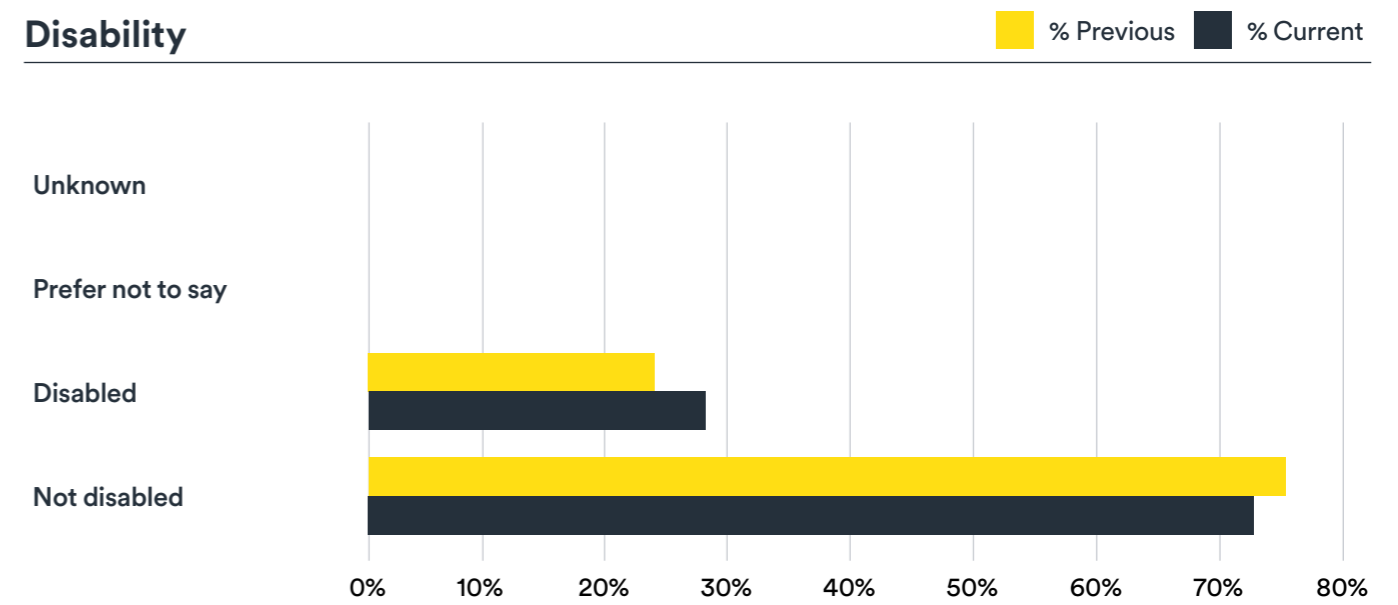
The Group Board is predominantly White at 71.4%, this is significantly higher than the workforce. Most Group Board members state they do not have a religion (71.4% vs workforce 26.5%), and the proportion of Christians on the Board is lower than the workforce at 28.6%.

The Group Board has a slightly higher proportion of female members than the workforce (57.1% vs 54.2%) and a significantly higher proportion versus the senior leadership. There is no diversity in terms of sexual orientation with all members identifying as heterosexual.

There are currently no Group Board members in the three youngest age brackets with **55-64** the most common age for members



### Disability

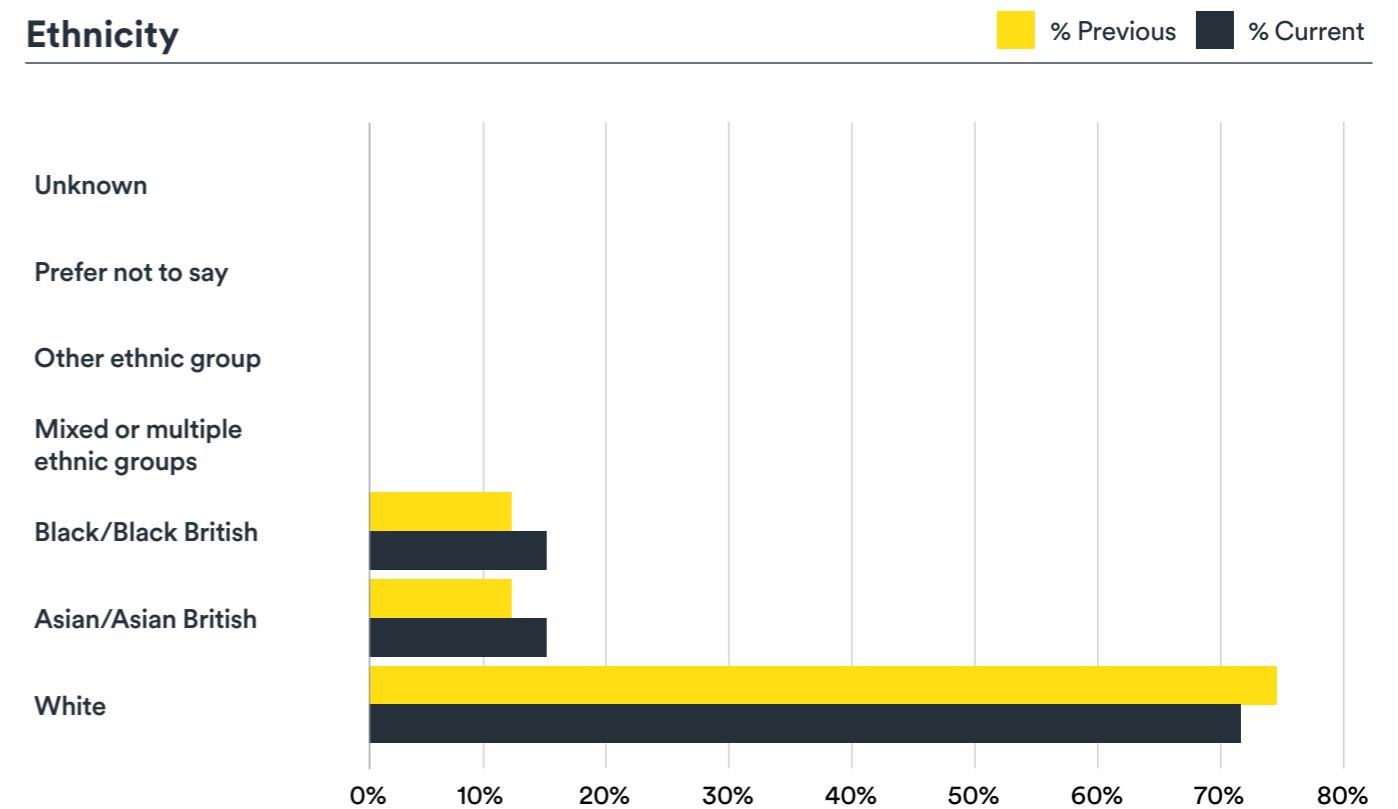


The Group Board is predominantly white at 71.4%.



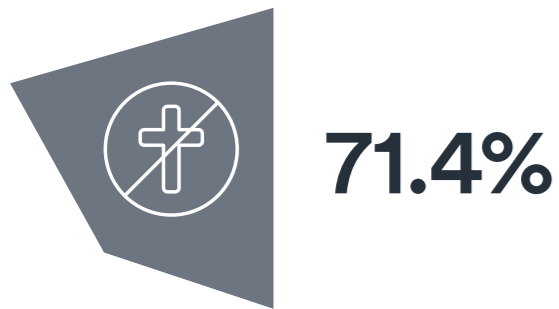
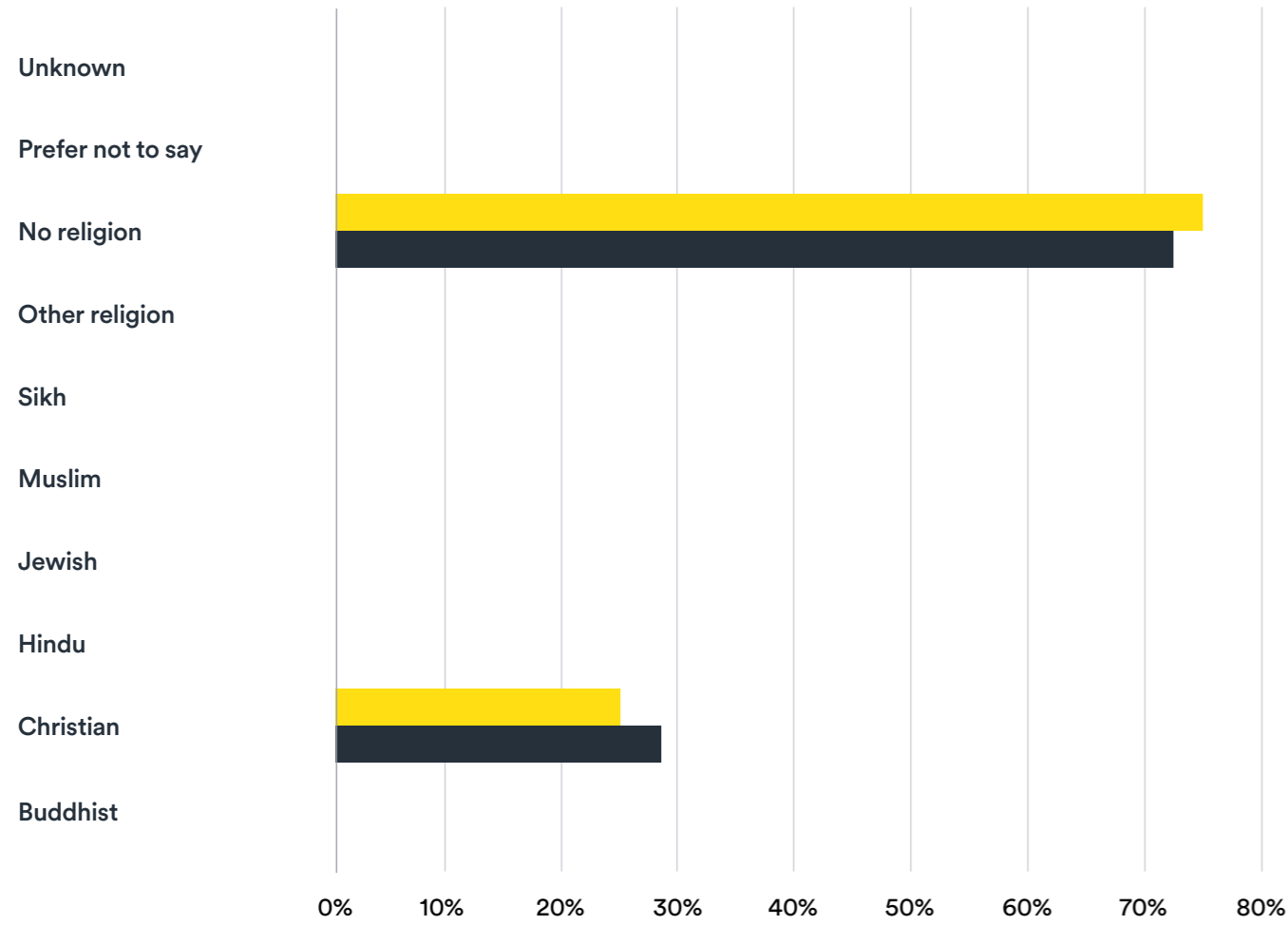
71.4% of board members have stated they have no disability.

### Ethnicity



## Religion and belief

■ % Previous ■ % Current



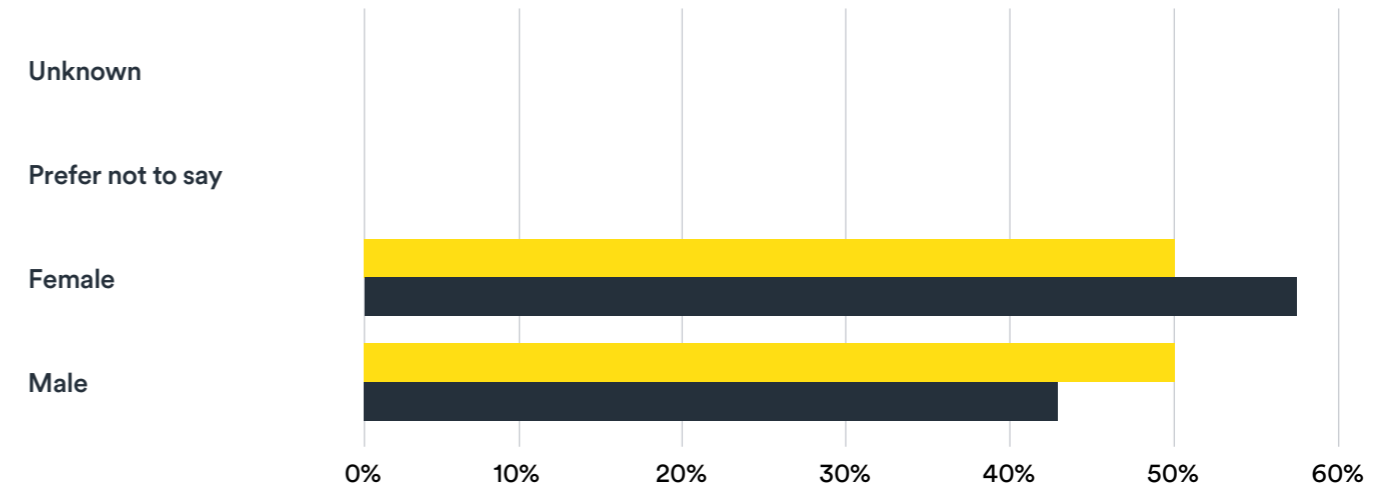
Of Group Board members state they do not have a religion compared with 26.5% of the overall workforce.



Of Group Board members are female, which is a higher proportion than the workforce at 54.2%.

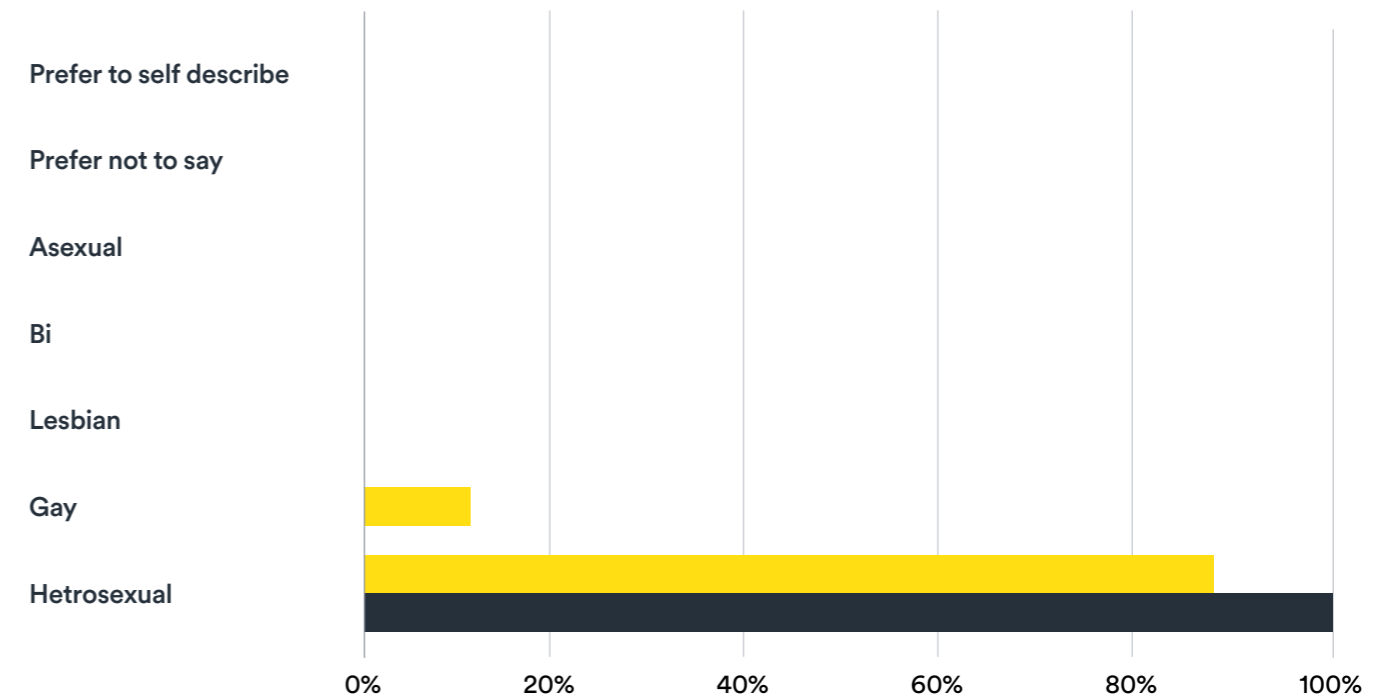
## Sex

■ % Previous ■ % Current



## Sexual orientation

■ % Previous ■ % Current



# Part 2

Fair Pay





# Introduction

We are committed to ensuring all colleagues are paid fairly for their work. As of April 2023, Trafford Housing Trust employees are fully integrated into L&Q, and this is our first report including all employees.

We are required to report on the gender pay gap based on a snapshot of 5 April for each company within the group that has more than 250 employees. This means we separately report on London & Quadrant Housing Trust (LQHT) and London & Quadrant Living (LQL).

Although it is not a requirement to report on these, L&Q has voluntarily published figures showing pay gaps for ethnicity and disability since 2018. There are some limitations with data in relation to disability and ethnicity, where we do not know the disability status or ethnicity of 22% and 19.8% of our colleagues, respectively.

We have shared our Chief Executive Officer (CEO) pay ratio for improved transparency since 2022. This compares the pay of our CEO to that of all colleagues employed by L&Q.

## Part 2 of this report will outline the groups:



Gender  
pay gap



Ethnicity  
pay gap



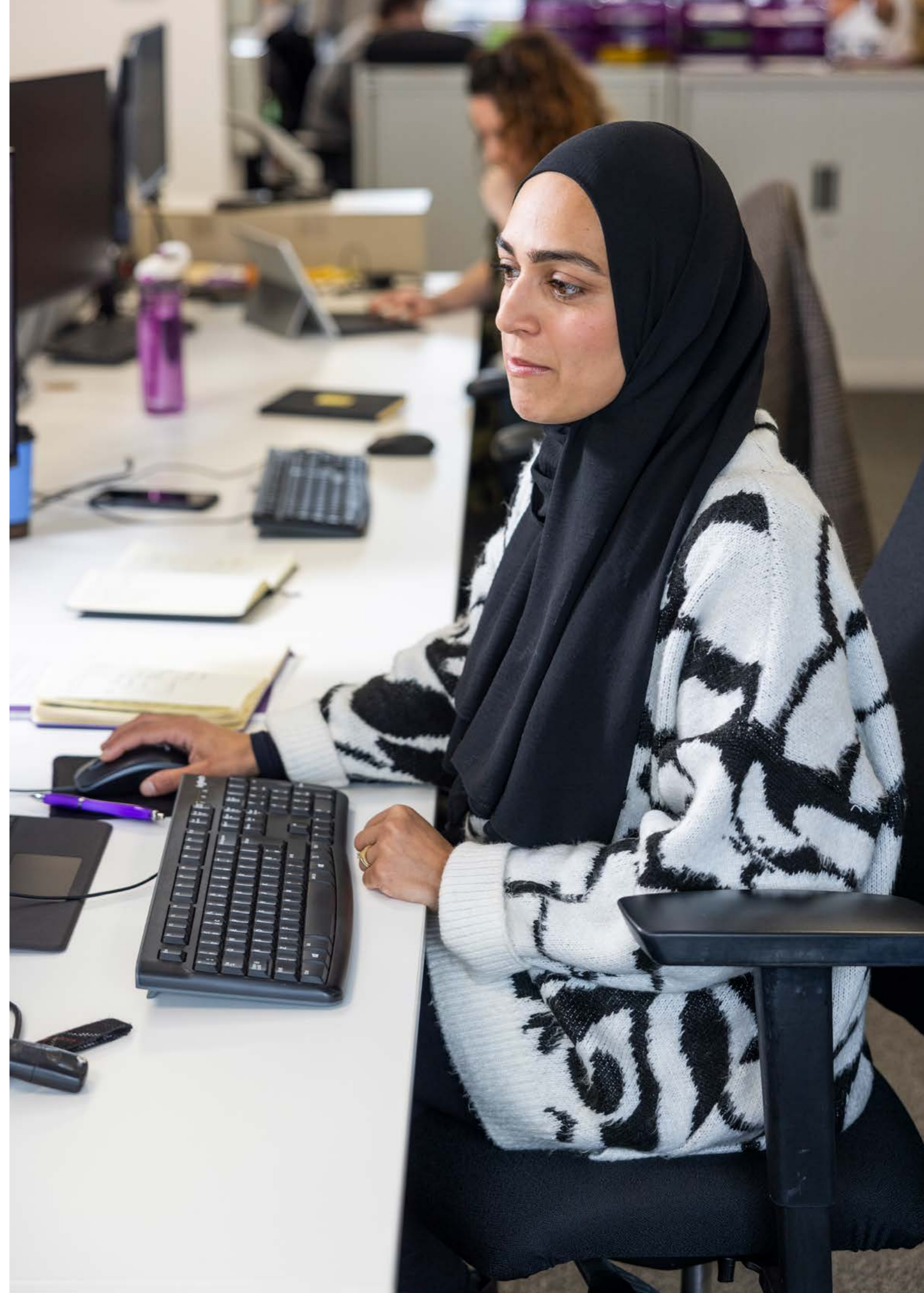
Disability  
pay gap



CEO  
pay ratio

We have not published pay data for sexual orientation. Our rationale is based on the structure of the organisation and the small number of LGBTQ+ colleagues involved where sharing this information has a high probability of making the sexual orientation of our senior leaders known.

We will not publish sensitive information about individual colleagues; however, we can report there is a small positive pay gap in favour of LGBTQ+ colleagues.



## 6. Gender pay gap

The current year and previous two years' data are shown below:

### Gender pay gap data

	LQHT mean	LQHT median	LQL mean	LQL median
2022	11.19%	7.12%	18.51%	4.01%
2023	11.09%	6.41%	12.72%	4.97%

### 2024

LQHT mean	11.55%
LQHT median	9.86%
LQL mean	14.47%
LQL median	4.55%

Above figures are a snapshot from 5 April 2024.



The table below outlines the proportion of women in each pay quartile. Over the past two years we have seen a reduction in the number of women in both LQHT and LQL in the lowest quartile. There has been an increase in the proportion of women in the middle pay quartiles for LQHT and the lower mid-quartile for LQL.

### Percentage of women by quartile of the workforce

LQHT				
	Lower	Lower mid	Upper mid	Upper
2022	60.12%	41.27%	53.32%	37.25%
2023	56.68%	49.52%	54.69%	39.47%

### 2024

Lower	55.68%
Lower mid	53.37%
Upper mid	54.56%
Upper	38.20%

LQL				
	Lower	Lower mid	Upper mid	Upper
2022	89.55%	75.76%	85.85%	65.15%
2023	91.30%	76.09%	75.00%	68.48%

### 2024

Lower	88.75%
Lower mid	77.78%
Upper mid	75.31%
Upper	67.90%

## Bonus pay gap

The bonus pay gap is based on the mean and median bonus paid to those who received a form of bonus. Colleagues who do not receive any bonus are not included in the mean or median figures. The negative mean bonus pay gap figure shows that women received a higher average bonus than men.

	LQHT mean	LQHT median	LQL mean	LQL median
2022	-73.54%	0.00%	20.74%	18.75%
2023	-43.17%	0.00%	15.84%	40.00%

### 2024

LQHT mean	-36.93
LQHT median	0.00%
LQL mean	7.11%
LQL median	24.33%

## Percentage of colleagues by sex receiving a bonus

	LQHT men	LQHT women	LQL men	LQL women
2022	33.73%	36.26%	41.18%	52.04%
2023	30.40%	33.73%	14.43%	18.56%

### 2024

LQHT men	25.23%
LQHT women	32.37%
LQL men	35.87%
LQL women	20.85%

The percentage of women who received a bonus in LQHT is significantly higher than men, the opposite is true for LQL colleagues.

L&Q has a statutory requirement to publish the above figures both to our website, and to the Government's gender pay reporting portal.

Note also that a gender pay gap does not automatically mean that the employer is in breach of the law. Equal pay legislation states that all employees must be paid equally for work of the same value. If more men than women are employed in jobs that can be demonstrated to be more valuable to the employer – such as through a job evaluation scheme – then it is acceptable for those men to be paid more than women in lower-graded roles.

## 7. Ethnicity pay gap data

The LQHT pay gap figures have worsened slightly compared with 2023. This is due to a slight increase in the proportion of ethnic minority colleagues in the lower and lower mid quartiles and a slight decrease in the upper quartile. Conversely, there has been an improvement in the pay gap for LQL with ethnic minority colleagues' mean and median pay being higher than white colleagues.

Some change in the figures was to be expected this year due to over 600 Trafford Housing Trust colleagues transferring into LQHT and LQL.

## Pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2022	7.39%	1.26%	4.63%	-3.68%
2023	7.11%	2.80%	0.07%	-3.46%

### 2024

LQHT mean	8.88%
LQHT median	4.70%
LQL mean	-3.37%
LQL median	-7.89%



## Ethnic minority colleagues by quartile

LQHT				
	Lower	Lower mid	Upper mid	Upper
2022	33.85%	29.06%	36.32%	29.37%
2023	33.94%	32.21%	32.93%	31.53%

### 2024

Lower	36.45%
Lower mid	34.04%
Upper mid	34.33%
Upper	38.84%

LQL				
	Lower	Lower mid	Upper mid	Upper
2022	26.87%	74.24%	62.12%	51.52%
2023	27.17%	53.26%	45.65%	45.65%

### 2024

Lower	26.25%
Lower mid	54.32%
Upper mid	49.38%
Upper	56.79%

## Bonus pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2022	2.98%	0.00%	20.89%	28.57%
2023	8.68%	0.00%	-4.63%	0.00%

### 2024

LQHT mean	7.44%
LQHT median	0.00%
LQL mean	-7.11%
LQL median	9.2%

## Percentage of colleagues by ethnicity receiving a bonus

	LQHT ethnic minority	LQHT white	LQL ethnic minority	LQL white
2022	32.51%	37.67%	31.32%	74.82%
2023	32.84%	31.24%	17.03%	17.82%

### 2024

LQHT ethnic minority	26.37%
LQHT white	31.31%
LQL ethnic minority	22.82%
LQL white	26.63%

### Regarding ethnicity pay gap figures it should be noted that:

- As per the gender pay gap regulations, any employee for whom we do not have information regarding their ethnic origin (either because the data is missing, or they have selected "prefer not to say") is excluded from these calculations. This does not apply to employees for the gender pay gap data but excludes 9.7% of LQHT and 6.5% of LQL colleagues from the above.
- White employees includes all those who state their ethnic origin as White British, White Irish, or White other.
- All data is based on the same source and calculations as the gender pay gap figures – a snapshot date of 5 April 2024; and includes only full pay relevant employees as per that definition (see appendix 1).
- The pay gap calculation is a binary calculation designed to compare two similarly sized groups of people. Given the variety of ethnic backgrounds at L&Q it is not necessarily the best method for identifying issues with unequal pay based on ethnic origin.

## 8. Disability pay gap

### Pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2022	1.05%	-7.21%	-28.86%	-7.26%
2023	3.88%	0.00%	-13.34%	-4.31%

### 2024

LQHT mean	1.11%
LQHT median	3.54%
LQL mean	-12.04%
LQL median	-4.69%

### Bonus pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2022	65.92%	0.00%	-56.54%	-28.57%
2023	67.68%	20.00%	-17.01%	0.00%

### 2024

LQHT mean	73.52%
LQHT median	30.00%
LQL mean	30.88%
LQL median	-37.50%

### Percentage of colleagues receiving a bonus

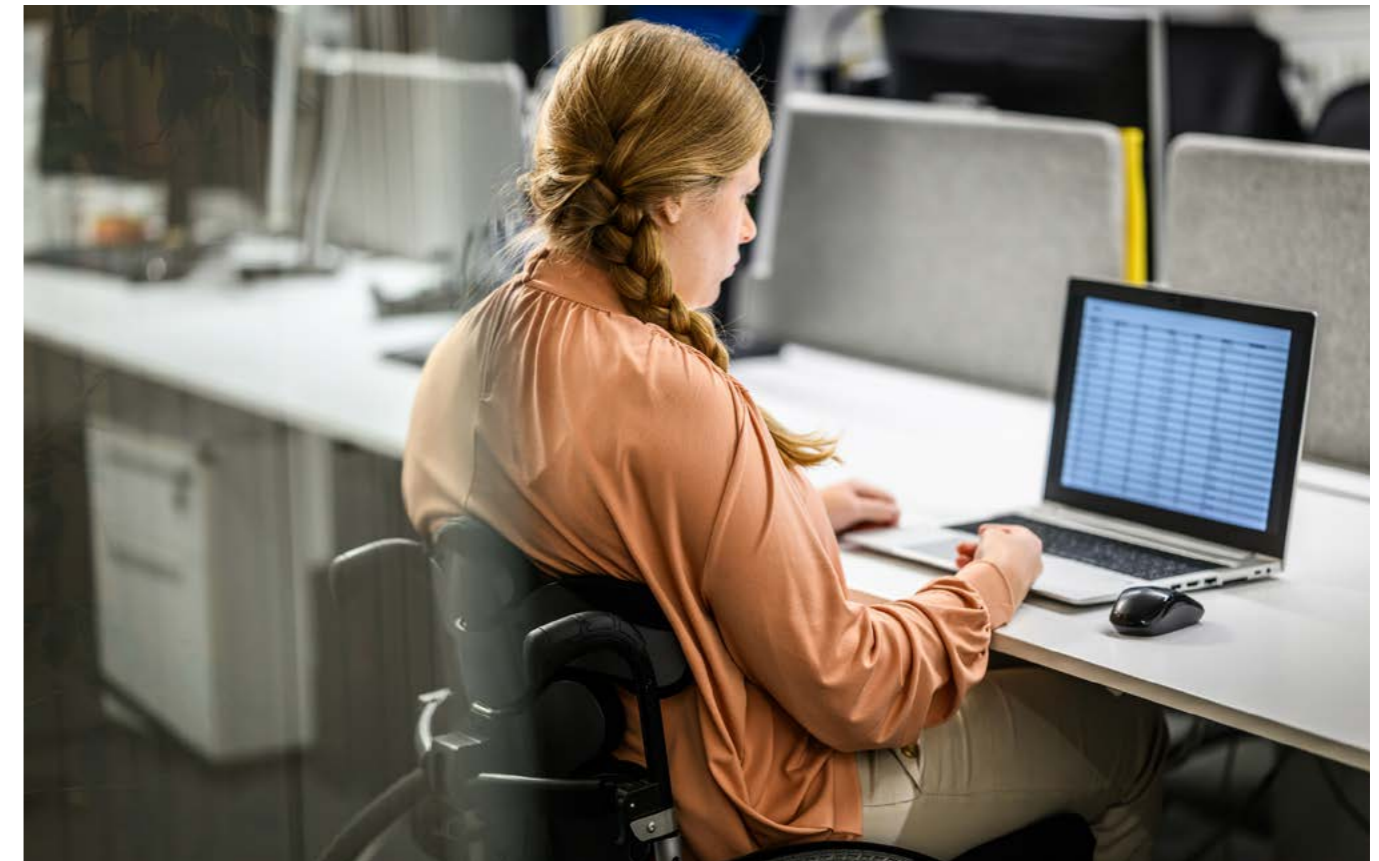
	LQHT disabled	LQHT not disabled	LQL disabled	LQL not disabled
2022	32.56%	34.45%	37.50%	53.52%
2023	24.68%	32.55%	20.83%	14.29%

### 2024

LQHT disabled	26.22%
LQHT not disabled	28.16%
LQL disabled	-34.78%
LQL not disabled	22.88%

Note that the proportion of colleagues who state they have a disability is very low – less than 5% - and is consistent among pay quartiles. Given the relatively small number of people, L&Q does not publish the proportion of disabled colleagues in each pay quartile.

As with the ethnicity pay gap data, colleagues who have not stated whether or not they have a disability are excluded from calculations – this is around 20% of all employees in total.



## 9. Chief Executive pay ratio

In 2022, to provide greater transparency on pay, we began to report on our CEO pay ratio. This compares the pay of our CEO to that of all our colleagues employed by L&Q. Although not a legal requirement for L&Q to report as it currently only applies to listed companies, we have followed the same methodology set out by the government, which requires us to calculate the total remuneration of all employees within the financial year, and then rank these in order from the lowest to highest.

From this list, the remuneration of employees at the 25th, 50th, and 75th percentiles can be identified and are compared to the CEO salary for that year.

L&Q Group	25th percentile	50th percentile	75th percentile
2021/22 ratio	1:13.34	1:10.62	1:7.43
2022/23 ratio	1:13.80	1:10.91	1:7.54
2023/24 ratio	1:12.84	1:10.42	1:7.35

▶ The CEO pay ratio figure has improved slightly this year – against the median it is now 1:10.42 compared to 1:10.91 last year.

Due to the limited number of organisations currently reporting, there is limited benchmarking information published regarding CEO to median pay ratios. L&Q's CEO pay ratio of 10.42 compares favourably with that of the ratio of the median FTSE 350 CEO to the median UK worker, which was 80:1 in 2023.





## Gender pay gap reporting definitions

Employers with more than 250 employees are required to publish the information below. Groups of employers must publish for each entity containing over 250 employees but do not have to publish for the combined group. All data is based on a snapshot date of 5 April 2024.

### Definitions:

- Ordinary pay – basic pay plus allowances less salary sacrifice – further detail below
- Relevant pay period – the pay period that includes the snapshot date of 5 April. As we pay monthly, this is April's pay
- Bonus payments – broad definition, includes commission but specifically excludes overtime payments, payment in lieu of notice, redundancy or similar
- Relevant employees – staff employed on 5 April
- Full pay relevant employees – excludes colleagues employed on 5 April who are paid less than full pay in April because of leave – sickness, maternity leave outside of full pay, career break, unpaid leave, or left during the pay period
- Relevant bonus period – all bonuses paid in the 12-month period ending on 5 April. For us this is the financial year April 2023/24
- The regulations do not define the terms “men” and “women” and state that employee's self-identification. If an employee does not identify as either gender they can be excluded from the calculations.

### Definition of ordinary pay:

- Basic pay
- Any salary sacrifice should be excluded from calculation – so those in a salary sacrifice pension scheme have their personal pension contributions excluded, while those in a normal pension scheme are included
- Specifically excludes overtime and therefore any hours worked by flexible hours workers
- Includes allowances for on call as this does not directly relate to additional work
- Includes bonus payments received in the pay period
- Excludes “payments that only reimburse expenditure” – so expenses and mileage claims excluded. Car allowances are payment towards maintenance of a vehicle, so is included
- Excludes any payment relating to another pay period (for example any back pay received).

### Mean and median gender pay gap:

- Based on ordinary pay received by full pay relevant employees in the relevant pay period
- It is permissible to include payments received after April, if they were specifically relating to work carried out in April. Some colleagues missed the April pay increase for administrative reasons; in these instances, the April figures have been updated to incorporate the back pay missed
- The figure is the difference in average pay of men and women, expressed as a percentage of average men's pay. A positive number indicates that average pay of men is higher, a negative figure indicates that women's pay is higher.

### Mean and median gender bonus pay gap:

- Based on all bonuses received relevant bonus period (see below)
- Averages are of bonuses received by all men and women who were paid bonus pay. Those who did not receive a payment are excluded from the calculations
- No provision made for full time equivalent (FTE), only the amount received is taken into consideration.



**L&Q**

**For more information**

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