

The Diversity of our Workforce (2023/24)

Introduction

Equality, Diversity and Inclusion (ED&I) has continued to be a high priority for Community Gateway as we have completed our final year of our 2019/24 Corporate Plan.

Diversity in the workplace is important for many reasons. It brings innovation to our processes, fosters an inclusive culture where our employees feel they belong, and ultimately is essential in delivering excellent customer service. This year saw the launch of our 'Every Customer Matters' customer service training programme and introduced our new values and behaviours. Both place our customers at the heart of all we do, and highlight the importance of equality, diversity and inclusion within CGA.

This year, 3 out of 5 targets have been fully met, with the remaining 2 partially met. This is an improvement on last year as shown below.

Target area	Target 2023/24	Performance 2023/24	Performance 2022/23	Difference
Percentage of colleagues aged 25 years old and under	5.00%	5.95%	3.75%	+ 2.20%
Percentage of colleagues aged 55 years old and over	12.00%	21.19%	20.00%	+ 1.10%
Percentage of ethnic minority colleagues	11.50%	10.78%	10.42%	+ 0.36%
Percentages of colleagues identified as having a disability	7.00%	10.04%	9.58%	+ 0.46%
Our Gender Pay Gap	8.00%	8.14%	8.18%	- 0.04%

As at the end of 2023/34, CGA employed 269 colleagues (excluding those employed at our subsidiary organisation, Preston Vocational Centre). Workforce profiling has been carried out and comparisons made with the census data for Preston and for the data we hold about our tenants.

Gender

Females make up 40.52% of colleagues, and males 59.48%. We don't currently have any colleagues identifying as anything other than male or female.

Our gender split at each level within the organisation is shown below, and highlights that there is a difference between our current representation and that of Preston as a city, and our tenant base.

A large proportion of our workforce is within our Asset Management teams and we have seen growth within this team this year. Roles within this team typically attract more male applicants, although we aim to attract applicants from underrepresented groups as much as possible.

Sex	CGA colleagues & Team Leaders	CGA middle managers	CGA senior managers and directors	Preston census 2021	Tenant profile
Female	37.83%	62.07%	40.00%	50.10%	61.88%
Male	62.17%	37.93%	60.00%	49.90%	38.09%

Age

To inform our colleague wellbeing and benefit offer, it is important that we understand the age profiling of our workforce. The following chart shows how we compare to previous years. The number of colleagues aged 25 and under has increased this year, and we have met this target, with a significant improvement on last year's performance.

Comparisons have been made against the census and tenant profiling data. Significant differences can be seen with the number of people aged 65 and over who live in our properties compared to those employed by us, which is not surprising given the age that people generally choose to retire and our increased dedicated housing for older people. We are significantly higher in the number of working age people than the census data and our tenant profile.

Age bands	CGA colleagues	Preston census 2021	Tenant profile
16-24	4.83%	33.93%	3.37%
25-34	17.47%	14.71%	16.31%
35-44	31.97%	12.90%	21.54%
45-54	24.54%	12.48%	19.53%
55-64	20.07%	11.50%	16.88%
65 and over	1.12%	14.75%	22.37%

Ethnicity

We ended the year with 29 employees coming from ethnic minority groups, which equates to 10.78% of our workforce, against the target of 11.50% and an improvement on the previous year. We recognise that we do not have representation from our ethnic minority colleagues at a management level. Our senior management team remains 100% White British, however, there has not been any change to this team in the past 12 months, however over 10% of our Business Manager Group are from ethnic minority groups which is an improvement on previous years.

We continue to analyse our recruitment statistics. Almost 30% of all job applicants are from ethnic minority groups, and over 16% are shortlisted for interview. We have continued to use the 'Rooney Rule', where we offer an interview to applicants from ethnic minority groups where they are close to the shortlisting cut-off score. We have delivered Recruitment Training to all hiring managers and included Inclusive Recruitment Training within this course. The People Services Team are also

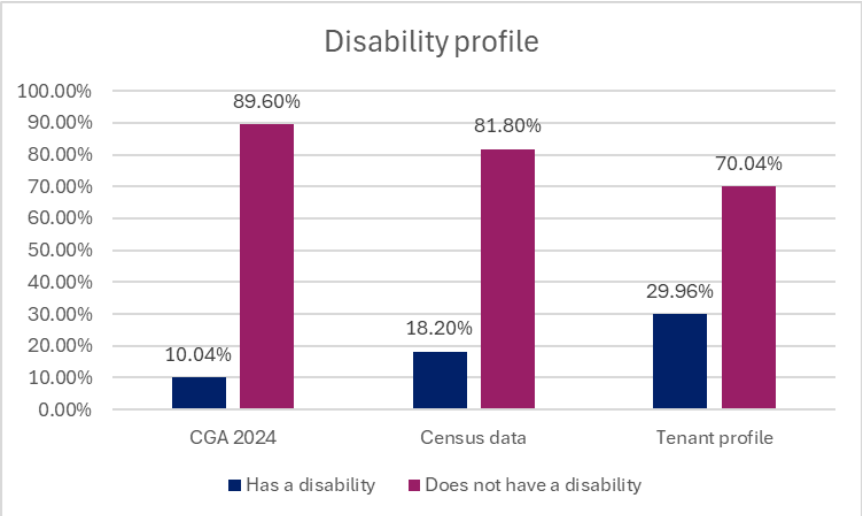
ensuring their involvement in recruitment interviews and assessments to provide coaching and feedback to hiring managers.

Comparison data shows that we are not representative of the number of individuals from ethnic minority groups living in Preston and in our homes. 20.09% of our tenants are from ethnic minority groups. People from White – English/Scottish/Welsh/NI/British backgrounds are the highest populated groups for our tenants (79.97%) and CGA employees (89.22%). Within our properties tenants identifying as 'White – Other' is the second highest group with 10.45% of all tenants, compared to only 1.12% of CGA employees.

Disability

At the end of 2023/24, 27 (10.04%) of our colleagues are considered to have a mental or physical disability, which surpasses our target of 6.50% for all colleagues. We have continued to actively demonstrate our support to colleagues with a disability, including a range of mental health support, a focus on mental health at our Wellbeing Day, which saw Andy's Man Club deliver sessions to our male colleagues, promotion of our Mental Health First Aiders, and continued use of Access to Work. Looking at the comparison data, almost twice as many of the Preston population have a disability, and almost three times our tenant population. However, this data does include all non-working individuals too, and research shows that people with a disability can struggle with employment.

As a Disability Confident Employer, we monitor all our job applicants to ensure that anyone with a disability who meets the minimum criteria for the role is guaranteed an interview. Almost 6% of our job applicants declared a disability (double compared to the previous year) and just over 8% were shortlisted (more than double the previous year). Whilst we do our best to promote our inclusive culture, we recognise that some people do not feel comfortable disclosing this at recruitment stage. However, it is positive that colleagues choose to disclose a disability once they have commenced working with us.



Diversity in Leadership

Diversity and inclusion is championed at a leadership level with a dedicated Board ED&I champion and Board agenda items including a focus on ED&I. 2023/24 was the final year of our EDI Strategy which focused on three key areas:

- Customers – knowing our customers; providing accessible services.
- Colleagues – ensuring a diverse workforce; embedding equality, diversity and inclusion and providing a supportive culture.
- Governance, Leadership and Learning – diversity of leadership team; diversity of involved customers; leading diversity

At the end of the year, the gender split of our Leadership team (comprising Board, Gateway Central and our Executive Leadership Team) is broadly representative of the Preston Census figures.

Demographics	Female	Male
Leadership team	53.13%	46.88%
Preston Census 2021	50.10%	49.90%
CGA tenants profiling	61.88%	38.09%

The following shows that 53.13% of our leadership team is age 55 years and over, however 15.63% are under the age of 44 years old.

18.75% of our leadership team are from ethnic minority groups which is slightly lower than our tenant profile (20.09%) and 18.75% declare having a disability, which is slightly higher than the census figures (18.20%) but lower than our tenant profile (29.96%)

Gender Pay Gap

We ended the year with 269 colleagues. Organisations with over 250 colleagues are obliged to report their Gender Pay Gap. Our latest results are for the snapshot date of 5th April 2024. Our mean (average) Gender Pay Gap equates to 2.75% (meaning that males are paid on average 52 pence per hour more than females. Our median (midpoint) Gender Pay Gap equates to 8.14% (compared to 8.18% last year), a difference of £1.41 per hour in favour of males (£1.35 in 2023), and just outside our target.

We have analysed the data to understand why this pay gap exists. Our top 20 earners are made up of 13 males and 7 females. We carry out benchmarking ahead of recruiting new roles, and salaries are based on the role that is being undertaken regardless of whether the role is carried out by a male or a female colleague.

Conclusions and actions

This forthcoming year sees the launch of our new EDI Strategy and we will continue the work we are doing on ensuring our workforce is representative of our customers:

- We will continue to scrutinise recruitment activities to check for fairness and inclusivity. The People Services team will sit in on interviews across the organisation and for all manager recruitment.
- We will continue to review and update our website to assist people in applying for jobs.
- We will check adverts for gender neutral language, particularly in roles where there is underrepresentation from a gender.
- We will review our application form for recruitment to ensure that it is straightforward.
- We will hold bespoke ED&I training for all employees in the summer of 2024.
- We will continue to embed our organisation values and behaviours.
- We will continue to embed our Every Customer Matters customers service training programme.
- We are reviewing the data we hold on our employees and how we use that data, for example, suggesting we monitor the religion of employees so that we can better understand how that might impact on working hours, the need for an additional prayer room or holidays.

Caroline Parr - Senior People Services Manager

