

Gender Pay Gap report 2023

Background

Organisations with more than 250 employees are required to disclose gender pay gap information each year. We are required to publish:

- **The mean pay gender pay gap**
- **The median gender pay gap**
- **The mean bonus gender pay gap**
- **The proportion of men and women who received bonus pay**
- **The proportion of men and women in each quartile pay band**

The gender pay gap refers to the difference in average pay between men and women, expressed as a percentage of the average earnings of men. The gender pay gap is not the same as equal pay. Equal pay, meaning that men and women doing the same job should be paid the same, is mandated by the Equal Pay Act.

Figures in this report represent a snapshot in time and are accurate as of 5 April 2022. Actions and initiatives that influenced data in this report took place between April 2021 and April 2022. We also mention actions we have taken between April 2022 and today as we continue to strive towards full gender pay equality.

Introduction

After several consecutive years of reducing our gender pay gap, it is of course disappointing to see it rise slightly this year. There are many factors that have contributed to this result, each of which are explained within this report.

As a leadership group, we want to scrutinise every part of our employment practices to see if there are areas where there may be unconscious bias against women. By overhauling our HR and payroll systems, as part of our Group-wide change programme Fit for the Future (FFP), we'll be able to better identify any areas where there are disparities and act on them.

We are also working hard to reduce our pay gap through a number of initiatives targeted at improving our working practices. They have a common goal of helping us to recruit and retain people in the fairest way possible. By doing this we can encourage the appointment of women to more senior roles.

One example of this work in action is our Inclusive Resourcing programme. This involves courses curated by diversity champions that give people the tools to ensure the whole recruitment process is fair and open to all. It starts with selection, through to interviewing, and finally onboarding.

We are also working to set up a future-leader network for female colleagues, with targeted events including keynote talks from external female speakers.

Through these and other means, which we will go into in this report, we have already gone a long way to embed the right values and practices for progress throughout the organisation.

We are sure that we will soon start to see the fruits of these labours and will support more women into our most senior roles, bringing us closer to true equality for all genders.



Ian Wardle
Group Chief Executive



Nick Hutchings
Executive Director
(Managing Director, Commercial)

Group sponsor for achieving pay equality

Our Group structure

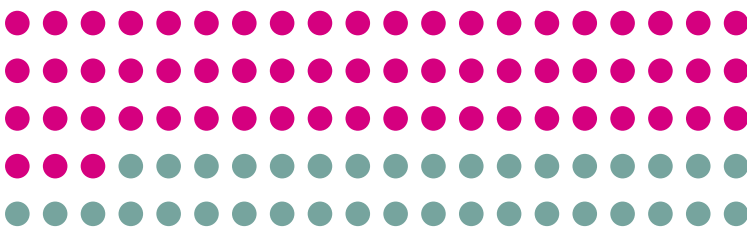
The A2Dominion Group of companies is made up of three employing entities:

- A2Dominion Housing Group Ltd
- Pyramid Plus London Ltd
- Pyramid Plus South Ltd

Pyramid Plus London Ltd and Pyramid Plus South Ltd, our subsidiaries, provide repairs and maintenance services and operate in an industry where roles tend to have more men than women.

Our people

A2Dominion Housing Group Ltd employees



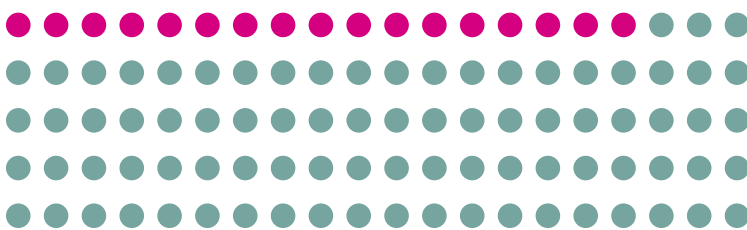
63%
women

37%
men

1,075

A2Dominion Housing Group Ltd employees as of 5 April 2022

Pyramid Plus London and Pyramid Plus South Ltd employees



14%
women

86%
men

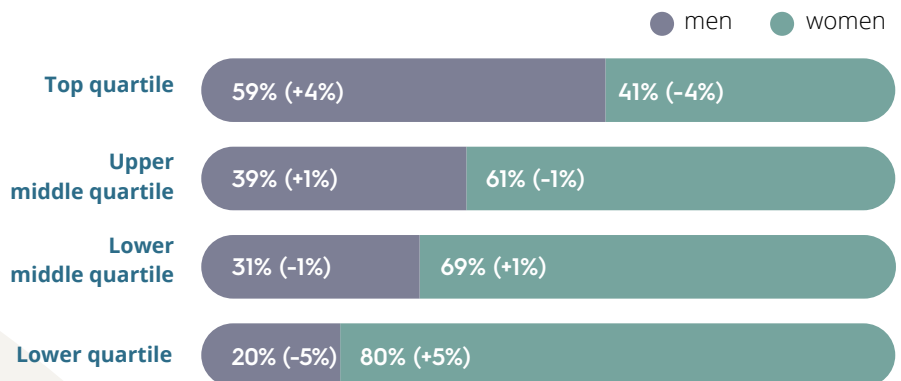
175

Pyramid Plus London Ltd and Pyramid Plus South Ltd employees as of 5 April 2022.

A2Dominion Housing Group Ltd proportion of men and women in each quartile pay band

Having a higher proportion of men in the top quartile remains the key contributing factor in our gender pay gap results.

Across all other quartiles, we have a higher proportion of women, a reflection that 63% of our people are women.



This figure shows 2022 data excluding subsidiaries, with a comparison with 2021 figures in brackets

Our pay gap results

In this report we have provided the mean gender pay gap with and without our subsidiaries.

We believe data for our combined Group provides the most appropriate reflection of our position.

When we include figures for our subsidiaries – Pyramid Plus London Ltd and Pyramid Plus South Ltd – our mean gender pay gap would be 16.7%. This is only slightly higher than the national average of 14.9%

Gender mean pay gap data for A2Dominion including subsidiaries

2021	2022
14.3%	16.7%

A2Dominion Housing Group Ltd median pay gap excluding subsidiaries

2021	2022
16.6%	22.7%

The median pay gap is the difference between the midpoints in the range of our men and women's hourly earnings. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary. This figure helps to indicate the 'typical' situation without distortions from very high or low hourly pay (or bonuses).

A2Dominion Housing Group Ltd mean pay gap excluding subsidiaries

2021	2022
24.0%	24.9%

The mean pay gap is calculated by deducting the average hourly wage of women from the average hourly wage of men. The difference between the two is expressed as a percentage. This figure places the same value on every hourly salary in our calculation and this gives a good overall indication of the gender pay gap.

A2Dominion Housing Group Ltd mean bonus gap results excluding subsidiaries

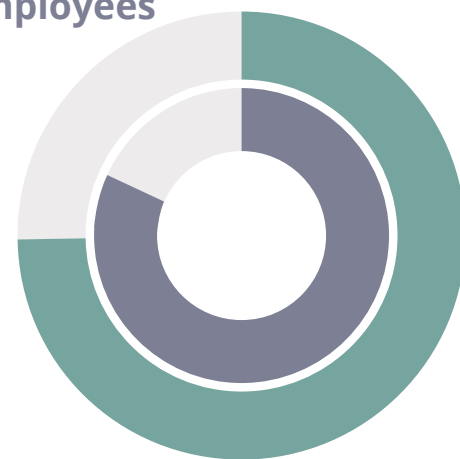
2021	2022
45.0%	42.5%

A2Dominion Housing Group Ltd, as of 5 April 2022, had a policy of awarding individual performance bonuses.

2022 proportion of employees receiving bonus pay

The 2022 mean bonus pay gap is partially because of the number of women on part-time contracts who received bonuses pro rata. Of our total workforce, 16% are women working part-time, with only 2.1% of men working part-time.

72.4% women
78.9% men



Why do we have a pay gap?

A2Dominion's gender pay gap is largely influenced by two internal factors, alongside the national tendency towards higher pay for men. On the next page we explain how we are working to reduce this for our people.



The different industries our organisation operates in

Our in-house care teams, for example, are large and are mostly made up of women in a sector with low pay.



The way our organisation is structured

The parts of our work that are traditionally male dominated are performed by two subsidiaries, meaning we can't include them in the reported figures. If you include these subsidiaries the pay gap is much smaller.

Closing our gender pay gap

We are working hard to close our gender pay gap. We have implemented some changes over the last year and have identified other areas we will focus on during the year ahead.



Introduced a new performance review system and a new pay policy, which now tracks and monitors pay equity more closely.



Continued to develop our internal mentoring programme, with a particular focus on female colleagues. Last year 75% of participants on the courses were women.



Developed our inclusive resourcing toolkit for managers, broadened our job boards to encourage broader representation, and diversified interview panels to ensure female and minority representation.



Reviewed succession planning at executive management level, putting in initiatives to provide future-leader development for female colleagues.



Continued to review and improve our hybrid working offering, giving more flexibility so our employees are supported with balancing their work and personal circumstances.



Improved our maternity pay, encouraging a more inclusive approach. We will now offer 100% maternity pay for first 13 weeks. This was implemented following consultation

