



Equality, Diversity
& Inclusion Report
2022-2023

Introduction

A2Dominion's ED&I plan for 2020-25 has been developed to help us **think, act and deliver with equality, diversity and inclusion at the heart of everything we do**. Our plan responds to the challenges in the world around us and makes sure **we are compliant with legislation and good practice**.

Our ED&I plan applies to our colleagues, our customers and all those we work with. Achieving our plan will give us breadth of experience and thinking and will foster creativity, openness and respect – **leading to a better service to our customers and a positive culture for our colleagues**.

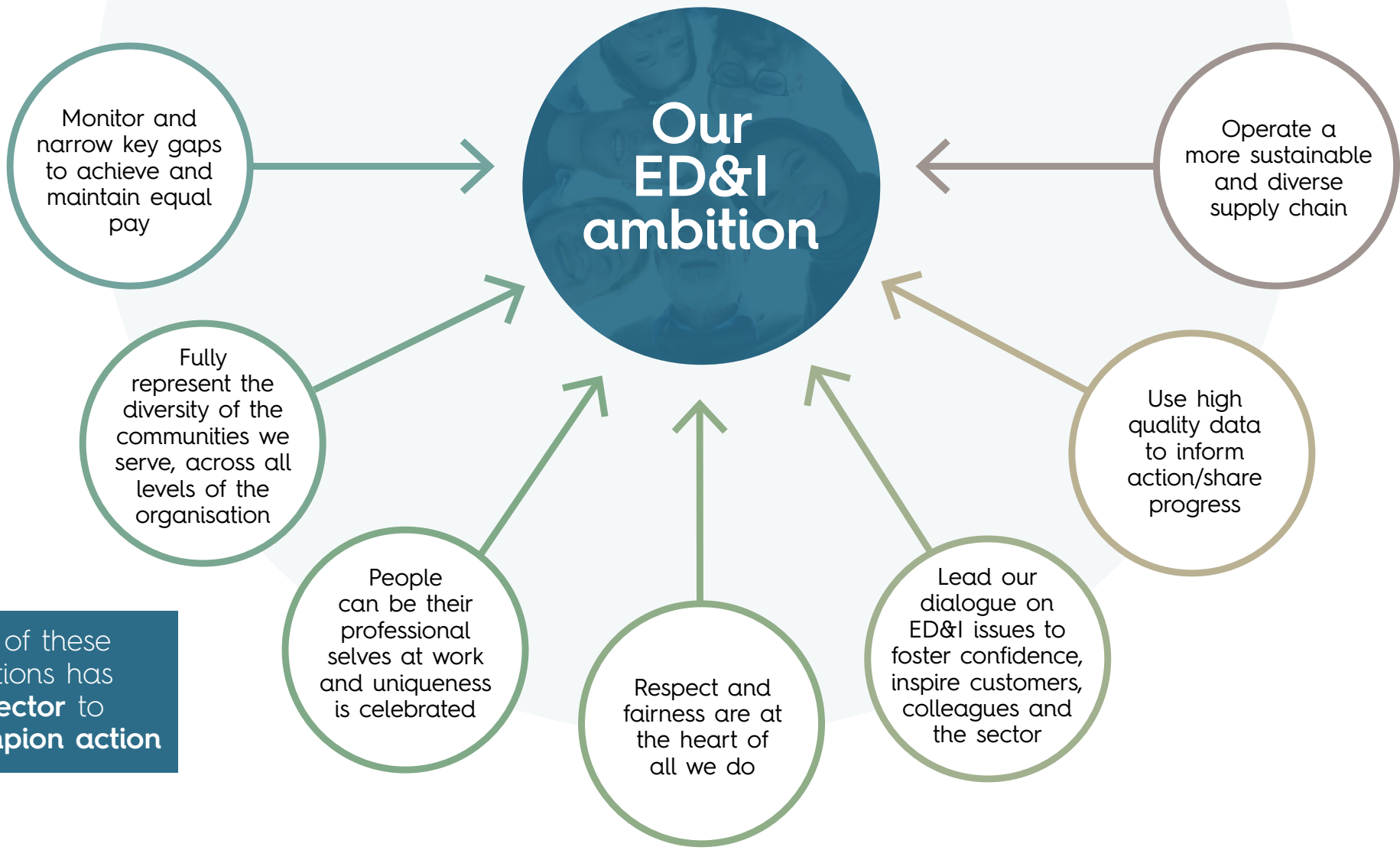
This report summarises...

Highlights of our ED&I delivery in 2022/23 and plans for 2023/24.

Our key activities and progress towards our ED&I ambition.

Key data and insights about our customers, colleagues and local catchment.

Our ED&I ambitions for customers, colleagues and the sector for 2020-2025



Each of these ambitions has a **director** to champion action

Highlights of our ED&I work in 2022/23

Our Customers

We have...

Undertaken **focused work** to identify, understand and act on areas of concern for key groups.

Provided funding for customers most in need to support education, qualification, training and related expenses.

Improved our disability records to ensure we understand needs.

Colleagues

We have...

Increased diversity for disability, LGBT+ groups for all colleagues. For senior colleagues we have seen an increase in women, people from diverse ethnic groups, disability and LGBT+ groups.

Continued to report our gender pay gap (although the gap has increased this year) and introduced an ethnicity pay gap report. Our new pay policy will improve pay equity over time.

Corporate

We have...

Celebrated our award winner at the G15 ethnicity in housing award in 2023.

Achieved the Chartered Institute of Professional Development: Corporate ethical procurement and supply accreditation.

We celebrated an award winner at the **G15 ethnicity in housing award** in 2023



Key data on customers, colleagues and our local benchmark 2022/23

	GENDER (FEMALE)	AGE (OVER 60)	DIVERSE ETHNIC GROUPS	DISABILITY	RELIGION OR BELIEF	SEXUAL ORIENTATION (LGBT+)	GENDER REASSIGNMENT	MARRIAGE AND CIVIL PARTNERSHIPS
LOCAL BENCHMARK	↑ 51%	↑ 20%	↓ 44%	28%	↓ 47% Christian ↑ 35% No religion ↓ 10% Muslim	4%	0.4%	44% Married 0.3% Civil partnership
A2D CUSTOMERS	54%	↑ 15%	↑ 45%	↑ 28%	35% Christian 27% No religion 12% Muslim	2%	1.6%	28% Married 0.2% Civil partnerships
ALL A2D COLLEAGUES	63%	↑ 10%	↓ 46%	↑ 8%	↑ 50% Christian ↑ 26% No religion ↑ 10% Muslim ↑ 4% Hindu 3% each Atheist, Sikh	↑ 5%	Not measured	↓ 48% Married or Civil partnerships
SENIOR A2D COLLEAGUES	↑ 51%	14%	↑ 25%	↑ 3%	↑ 63% Christian ↓ 17% No religion 4% Atheist ↓ 3% Muslim	↑ 7%	Not measured	↑ 72% Married or Civil partnerships
GROUP BOARD	↓ 33%	↓ 33%	↓ 8%	↑ 8%	Not measured	Not measured	Not measured	Not measured
BOARD & COMMITTEES	↓ 38%	↓ 29%	↓ 19%	↑ 5%	Not measured	Not measured	Not measured	Not measured

NOTES ON THE DATA

Local benchmark:

82 local authorities where we have homes, based on 2021 census.

Customers are customers in our homes.

Senior colleagues comprise EMT, OMT and Heads.

Board is non-exec Directors only (excluding committee members and EMT members). Board & Committees includes committee members.

Diverse ethnic groups include all groups apart from White British.

Arrows show where proportions have changed compared with 2021/22, (not tested for statistical significance).

Response rates provided on page 19.

KEY (BACKGROUND SHADING)

- Where colleague demographic is comparable with/above customer/benchmark
- Where below (within ten percentage points)
- Where at least ten percentage points below Customer & local disability data based on households (not individuals)

Progress towards
our ED&I ambitions



Progress towards our ED&I ambitions



Ambition

We monitor and narrow key gaps to achieve and maintain equal pay.

TARGET
to lower gaps.

We fully represent the diversity of the communities we serve, across all levels of the organisation.

TARGET
to bring our colleague profile closer towards customers and communities.

We lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector.

Customers

Work with suppliers to ensure they pay the living wage and can evidence ED&I commitment.

We use our insights to inform delivery and to identify and address areas of under-representation, lower access or higher concern from key groups, on an ongoing basis.

Provide grants to support customers and communities most in need.

Colleagues

Gender pay gap report shows 24.9% pay gap compared with 24% in 2021 (mean pay excluding subsidiaries).

Ethnicity pay gap completed with a gap of 17%.

Inclusive resourcing toolkit launched and running.

Colleague diversity is similar to customers for gender, diverse ethnic groups and people who are married or in civil partnerships.

Disability is lower, but has improved on last year, and the customer data is at household level.

Diversity is lower than customer for senior teams with the exception of LGBT+ groups and people who are married or in civil partnerships.

Confident conversations training is run on demand after major launch last year.

EDIN group supports engagement around G15 pledges and career development programme.

Corporate

External reporting and benchmarking to support transparency.

Regular review and reporting of diversity of customers and colleagues compared with local benchmark.

Participation in G15 pledges and other industry bodies.

continued over >

Progress towards our ED&I ambitions



Ambition

We use high quality data to inform action/share progress.

TARGET

5% improvement in disclosure each year

Our people (customers and colleagues) feel they can be their professional selves at work and that uniqueness is celebrated.

TARGET

90% feel they can be themselves at work by 2025

Respect and fairness are at the heart of all we do.

TARGET

80% feel treated fairly and with respect by 2025

Operate a more sustainable and diverse supply chain.

Customers

ED&I customer dashboard updated **biannually** and used by operational teams to inform delivery and targeted intervention.

Community and customer engagement and support to foster inclusion, training, as well as work to tackle inequality and promote inclusion.

Equal access to services and equal treatment of different groups in relation to repairs, complaints and community problems.

Not applicable.

Colleagues

Diversity reporting is improving year on year, with a response rate of 57% and 8% declared disability (55% response rate and 3% disability last year).

86% of our colleagues feel they can be themselves at work, down from 87% last year.

69% of colleagues feel that A2Dominon treats people fairly (73% last year).

86% of colleagues feel that A2Dominion treats people with respect (83% last year).

Ethnical procurement and supply training for procurement colleagues and champions to strengthen our approach to supply chain management.

We refreshed our procurement policy to embed sustainability and social value considerations.

Corporate

Use of and contribution to national housing federation tool to improve our local benchmark and contribute to sector.

N/A

N/A

Corporate ethical procurement and supply accreditation achieved Nov 22 (CIPS) (this will be renewed annually).

Our Customers



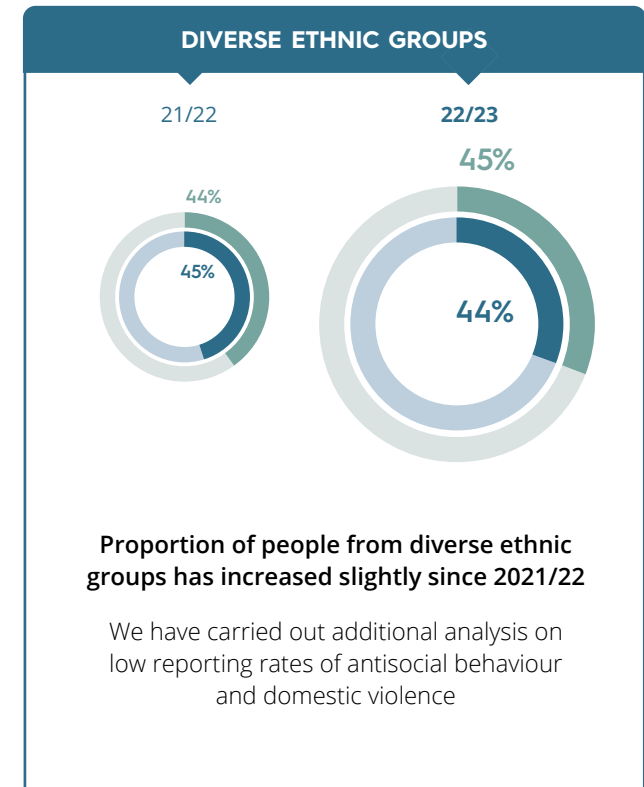
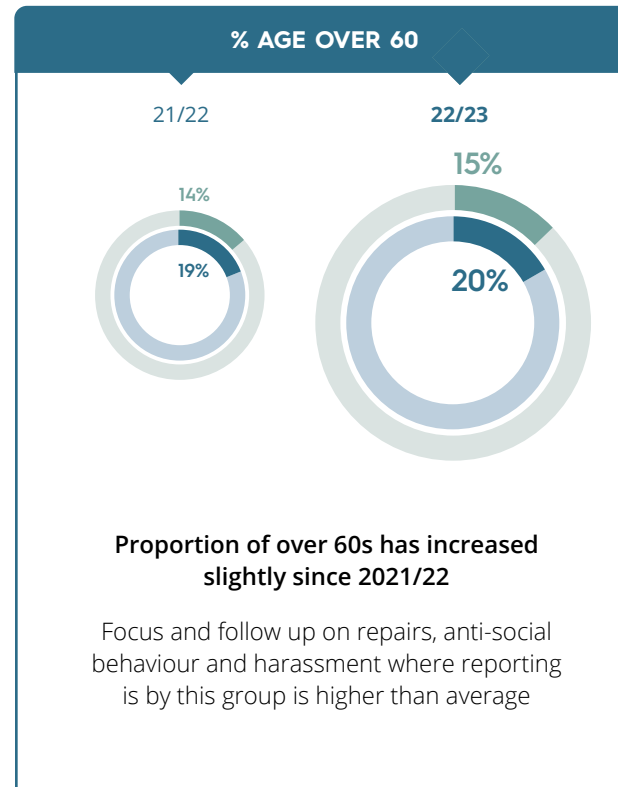
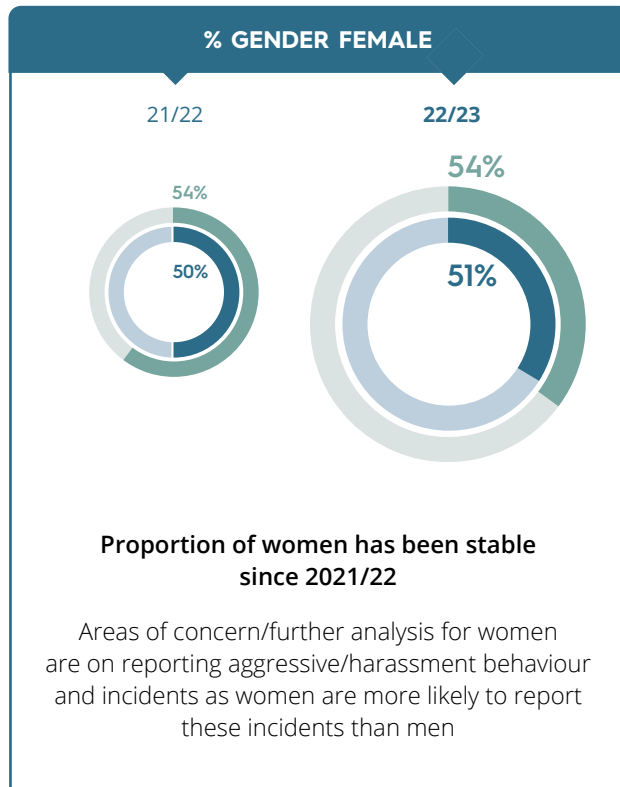
Diversity profile, highlights from 2022/23
and priorities for 2023/24

Our customers Diversity profile (1 of 2)

Customer demographics are comparable with the local benchmark for gender and ethnicity, although our customers are slightly younger than average

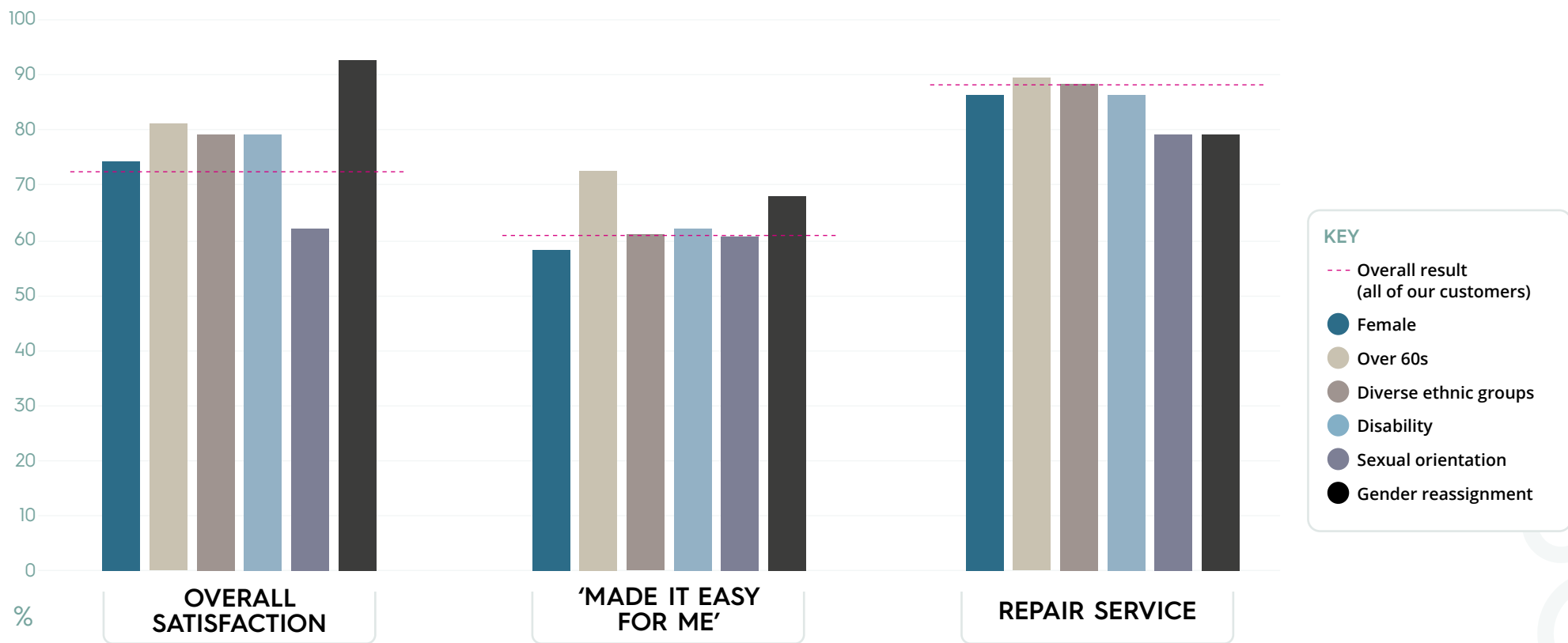
KEY

● OUR CUSTOMERS ● LOCAL BENCHMARK



Our customers satisfaction with our services by demographic group

Key satisfaction measures by demographic group



Scores vary across demographic groups, with the exception of gender reassignment and LGBT+ groups (where we have very low sample sizes).

Scores tend to be lower, but most groups record above average scores, with the exception of women and LGBT+ respondents.

Satisfaction is higher than average across all groups other than LGBT+ groups and gender reassignment where there are small sample sizes.

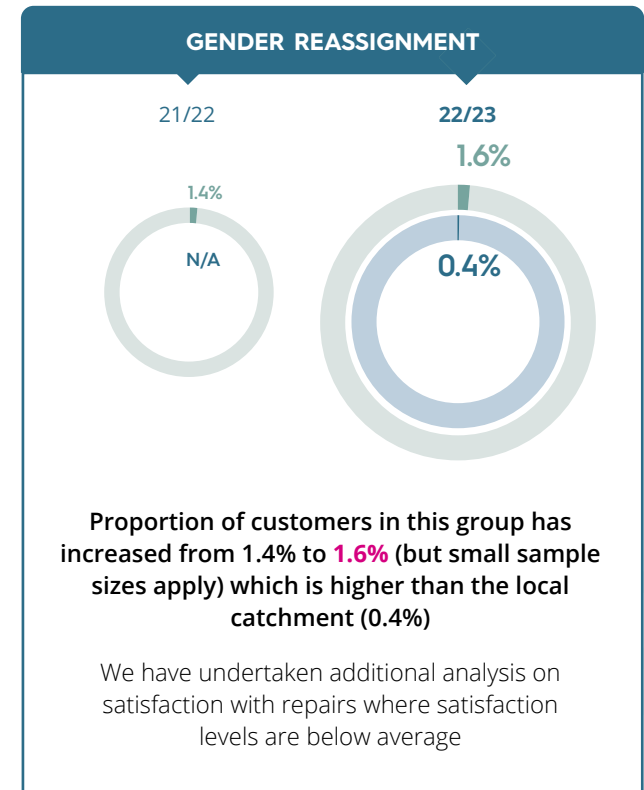
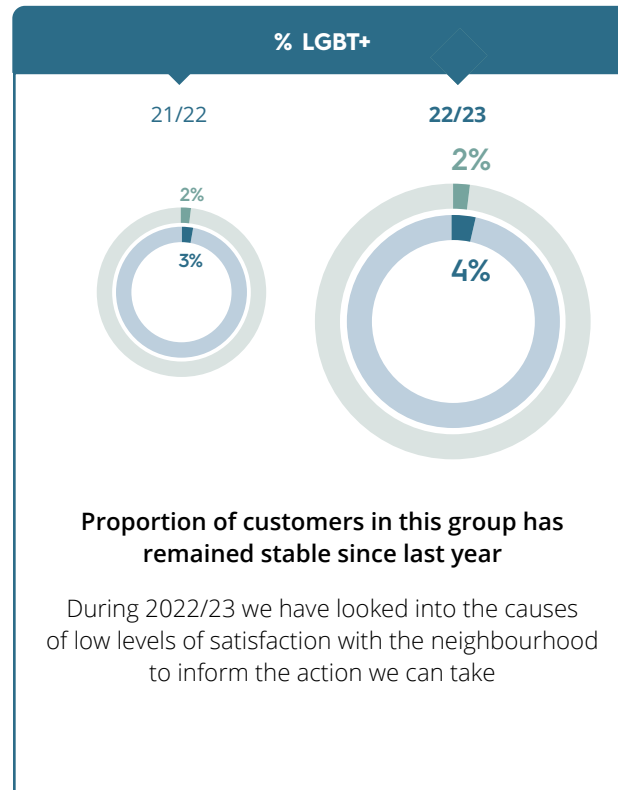
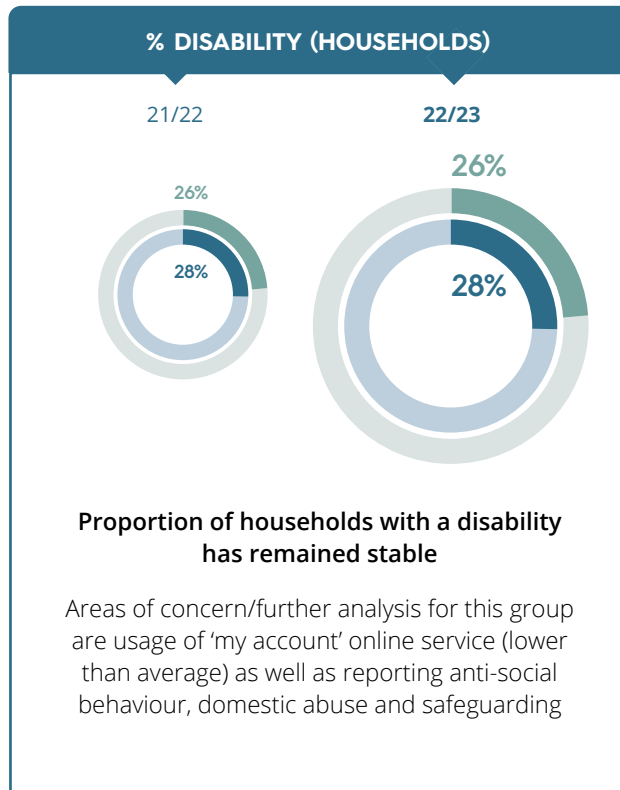
Average satisfaction and 'made it easy' scores are lower than in 21/22.

Our customers Diversity profile (2 of 2)

Customer demographics are comparable with the local areas where we work for disability, with slightly lower proportions of people from LGBT+ groups

KEY

● OUR CUSTOMERS ● LOCAL BENCHMARK



Our customers highlights of our work and priorities for 2023/24

In 2022/23

We have...

- ✓ **Used our insight to inform action planning** for vulnerable groups, looking at areas where satisfaction or access to services is lower than for other groups
- ✓ **Continued to use a 'risk algorithm'** (assessing comments into social media and other online reporting) to give early insight into safeguarding concerns: this uses comments provided to our contact centre to help identify and trigger early interventions for those at risk – this has been used to identify risks around damp and mould and people who are struggling financially
- ✓ **Improved our disability records:** we have introduced QR codes to improve our reporting of households with a disability
- ✓ **Updated our ED&I dashboard** annually and used this to inform deeper investigation and action to address areas of concern
- ✓ **Begun to develop a resident engagement panel** to recruit customers to get more involved in oversight and steer of our delivery – with an emphasis on recruiting customers across all groups

We have: introduced QR codes to improve reporting of disability



In 2023/24

We will...

- ➔ **Focus priorities:** We will focus on the impact of increased cost of living, damp and mould, repairs priorities, mental health and digital exclusion
- ➔ **Customer engagement:** Launch and recruit to our resident involvement and engagement policy, working closely with residents to shape our services
- ➔ Carry out in-depth analysis of our **Tenant Satisfaction Measures (TSMs)** to understand differences and concerns by key demographic groups
- ➔ Work with **new Consumer Standards** to ensure we apply fairness and respect and diverse needs standards across our services

Our Colleagues

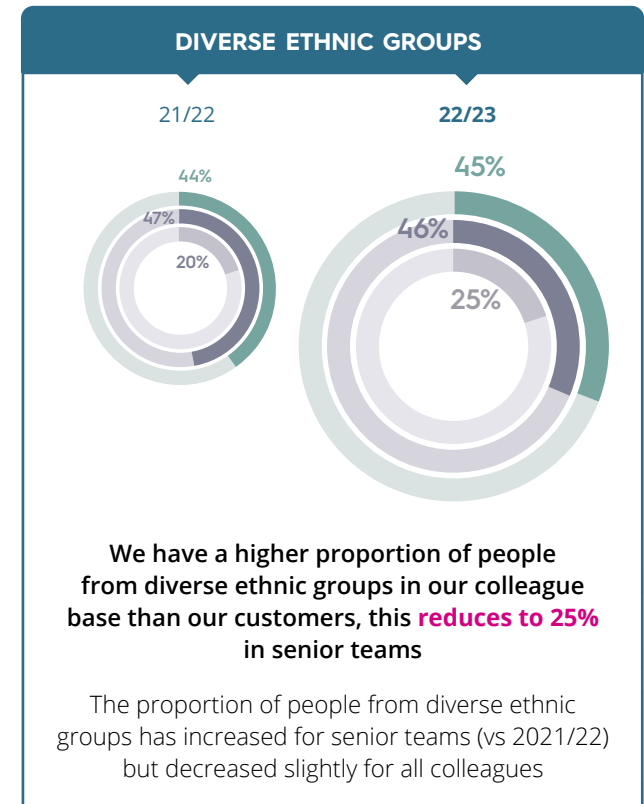
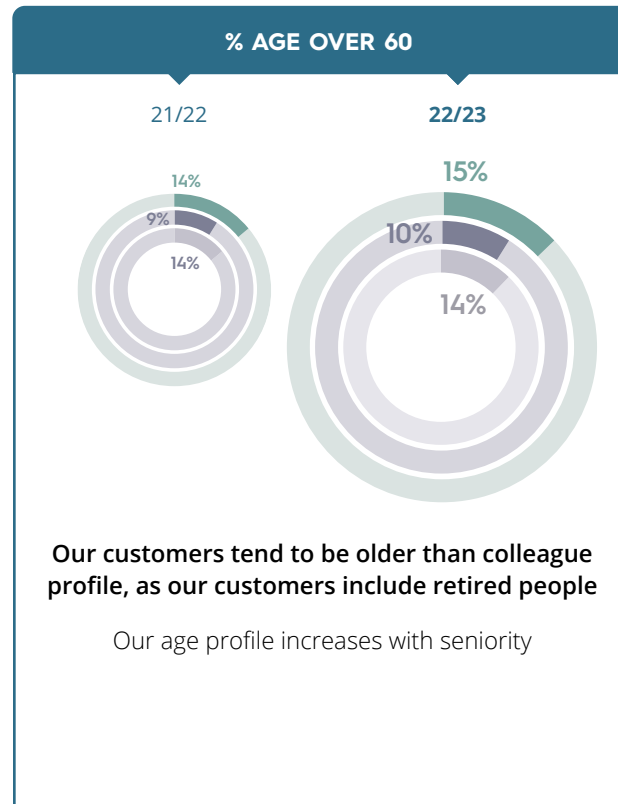
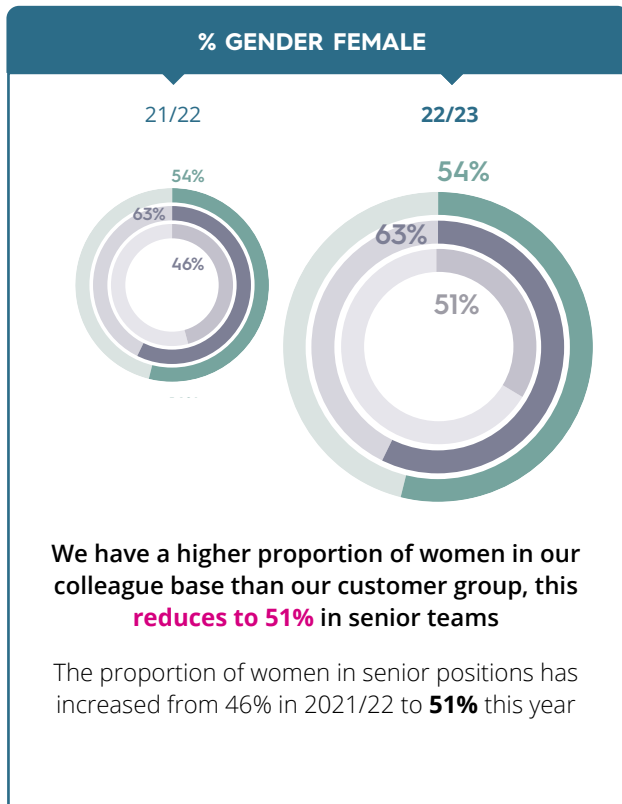
Diversity profile, highlights from 2022/23
and priorities for 2023/24

Our colleagues profile (1 of 2)

Our colleagues show strong diversity in relation to gender and ethnicity, although this reduces with seniority. Colleague age profile is lower than customers

KEY

● OUR CUSTOMERS ● OUR COLLEAGUES ● OUR SENIOR COLLEAGUES

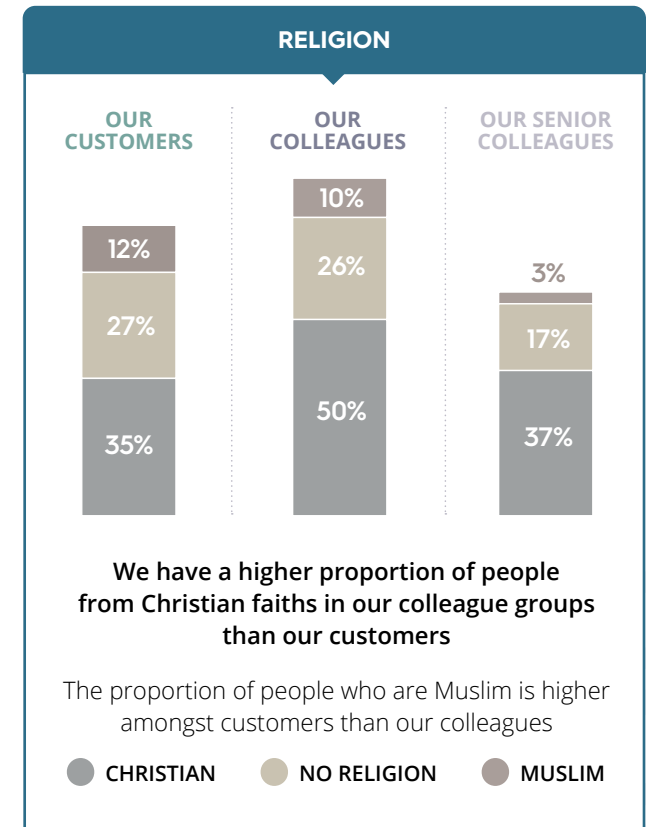
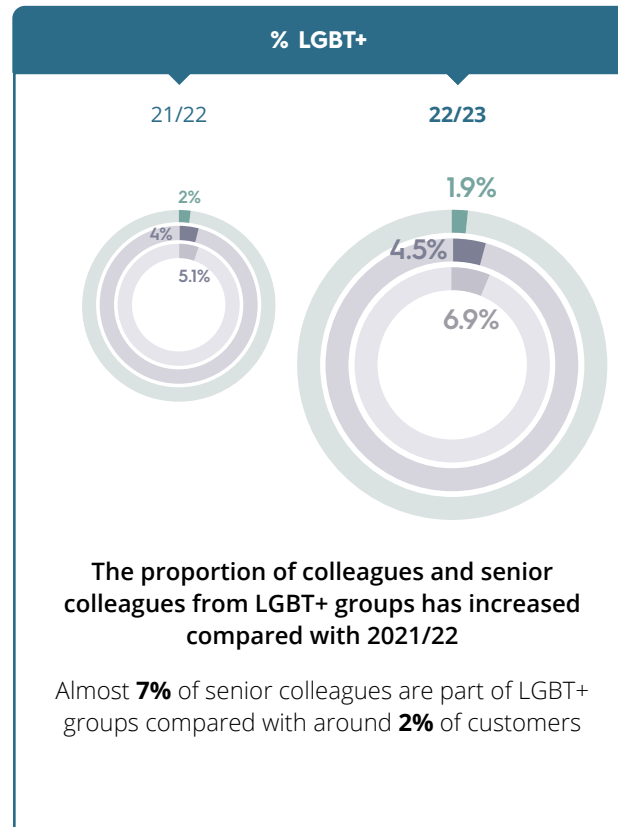
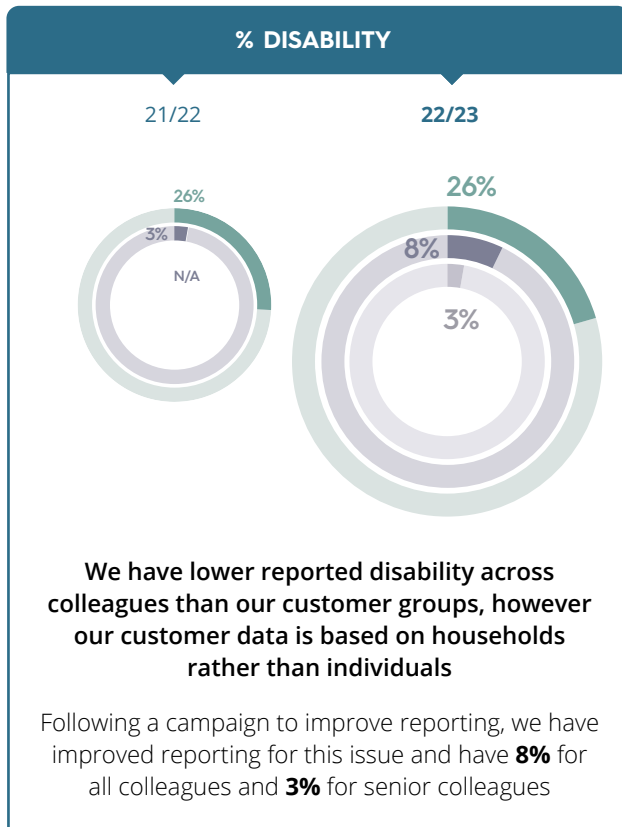


Our colleagues profile (2 of 2)

We have very low reported levels of disability among colleagues and higher reported proportions of people from LGBT+ groups

KEY

● OUR CUSTOMERS ● OUR COLLEAGUES ● OUR SENIOR COLLEAGUES



Colleagues: highlights of our work and priorities for 2023/24

In 2022/23

We have...

- ✓ **Reported our 2022 gender pay gap** which shows a slightly worse position at 24.9% compared with 24% in 2021. Excluding subsidiaries, the gap would be 16.7%, slightly above the national average of 14.9%
- ✓ **Maintained our Investors in People Gold Standard** & our Good Practice Health and Wellbeing Award
- ✓ Completed and **launched our inclusive resourcing toolkit** with e-learning available for all hiring managers
- ✓ Improved our **data disclosure**, particularly in relation to disability and diverse ethnic groups, through an engagement campaign and more meaningful descriptors
- ✓ Completed our **first ethnicity pay gap report**, which shows a gap of 17%
- ✓ Begun to develop a **new career development programme**, 'Advance', to provide a consistent action around narrowing ethnicity pay gaps, with input from our reverse mentors
- ✓ Launched a **women's network, Athena** (on International Women's day), to foster and encourage the next generation of female leaders
- ✓ Established a **reverse mentoring programme** for our new Chief Executive with two reverse mentors who are women and from diverse ethnic groups
- ✓ Continued to support the **G15 ethnicity pledges** and celebrated a colleague who won the 'future leader award' at the celebration event
- ✓ Updated our policies including a **zero tolerance** approach to bullying and harassment and enhanced our mandatory training to incorporate this approach
- ✓ Established an **LGBT+ network group** and held a trans awareness training
- ✓ Run a **neurodiversity campaign** to grow awareness and engagement and raised awareness of mental health and importance of **managing burnout** through interviews with senior leaders and hints and tips about managing workload

In 2023/24

We will...

- ➔ Build on the **inclusive resourcing toolkit** to cover neurodiversity support and unconscious bias
- ➔ Launch the **Advance** career development programme
- ➔ Continue the **Athena network** and focus on initiatives for women from diverse ethnic groups
- ➔ Continue to use our **annual colleague survey** to understand (and act upon) any issues that are specific to particular groups, at department or organisation level
- ➔ Launch zero tolerance mandatory training

Notes on the data



Response rates for customers and colleagues 2022/23

	All colleagues	Senior colleagues	Customers
GENDER	100%	100%	96%
AGE	100%	100%	86%
SEXUAL ORIENTATION	66%	90%	36%
DISABILITY	57%	78%	76%
RELIGION/BELIEF	66%	88%	33%
ETHNICITY	70%	91%	56%
MARRIAGE AND CIVIL PARTNERSHIPS	58%	80%	21%
PREGNANCY AND MATERNITY	Not reported	Not reported	Not Reported
GENDER REASSIGNMENT	Not collected	Not collected	18%

The table shows response rates for the demographic information provided in this report. Response rates vary and the higher the rate, the better confidence and understanding of the attributes and needs of particular groups.

We use data

to support fair and equal access to our services

to understand and prioritise customers and colleagues who have particular needs

to inform and improve our service

to understand our progress towards our ED&I ambition

For more information, visit our corporate website at
www.a2dominiongroup.co.uk

If you have any further queries with regard to the ED&I report
then please contact **corporate.strategy@a2dominion.co.uk**



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