

Gender Pay
Gap report
2024

Background

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

- **The mean 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 regardless of the job they do. The gender pay gap is not the same as equal pay which mandates that men and women doing the same job, or work of equal value, should be paid the same.

The figures in this report represent a snapshot in time and are accurate as of 5 April 2023. Actions and initiatives that influenced the pay gaps in this report took place between April 2022 and April 2023. We also mention actions we have taken since April 2023 as we continue to strive towards full gender pay quality.

Introduction

We are pleased that our gender pay gap fell in 2022/23 by 3.97% after reporting a slight increase the previous year. The main reason for this reduction is our recruitment of more women into more senior positions as well as a review of our pay policy.

We want every colleague to deliver their best for customers of A2Dominion, and to feel that their personal achievements are fairly rewarded for delivering the Group's collective ambitions.

To support this aspiration, we introduced a new pay policy, which came into effect in April 2022, underpinned by regular benchmarking which enables colleagues to progress through their pay band and rewards high performance. Our pay modelling tool provides us with the ability to model market movement, position in band and performance ratings to aid analysis for equal pay monitoring. We have also created a set of inclusive resourcing training modules for hiring managers, giving them the tools to report inclusively and therefore reduce bias in the hiring process.

By embedding these actions, as well as others covered in this report, we have made sure that we have the right measures and practices in place, which are consistent with our values, and we are already starting to see the results.

We will continue to work towards reducing our gender pay gap.



Tracey Barnes
Chief Finance Officer

A stylized, handwritten signature in black ink, appearing to read 'Tracey Barnes'.

Our Group structure

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

A2Dominion Housing Group Ltd

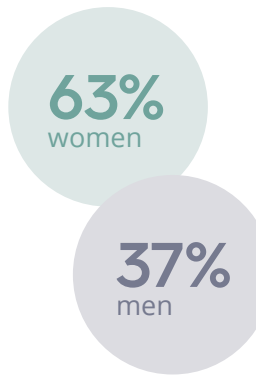
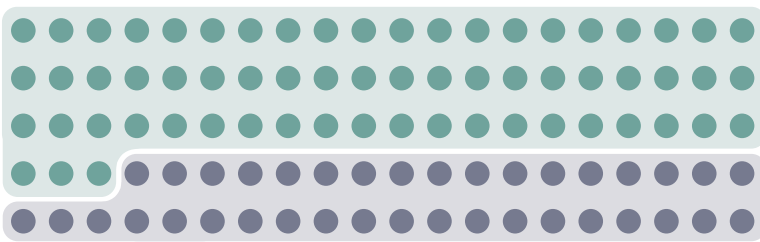
Pyramid Plus Ltd

Pyramid Plus Ltd is a subsidiary of A2Dominion. The subsidiary provides repairs and maintenance services and operates in an industry where roles tend to have more men than women. Pyramid Plus Ltd is not included in the figures for the gender pay gap report because they are managed by an external company (Mears Group Ltd).

This report covers A2Dominion Housing Group Ltd only.

Our people

A2Dominion Housing Group Ltd employees

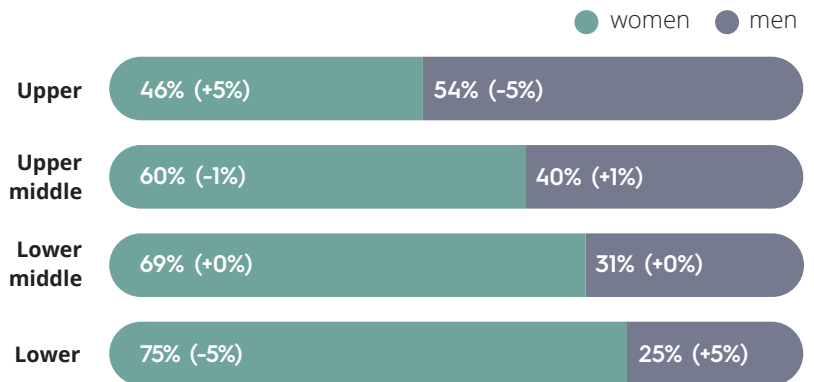


1,116 703 women
413 men
A2Dominion Housing Group Ltd employees
as of 5 April 2023

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

Having a high proportion of men in the top quartile at executive level remains the key contributing factor in our gender pay gap result.

Across all other quartiles, we have a higher proportion of women.



This figure shows 2023 data excluding subsidiaries, with changes from 2022 figures in brackets.

Our pay gap results

A2Dominion Housing Group Ltd mean pay gap

2023	2022
20.92%	24.89%

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.

A2Dominion Housing Group Ltd median pay gap

2023	2022
18.11%	22.70%

The **median pay gap** is the difference between the midpoints in the range of our men and women's hourly wage. It takes all hourly wages in the sample, lines them up in order from lowest to highest, and picks the middle one. This figure helps indicate the 'average' situation without distortions from very high or low hourly pay.

A2Dominion Housing Group Ltd mean bonus gap results

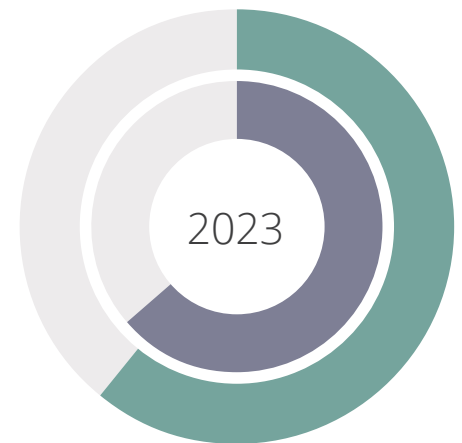
As of 5 April 2023, A2Dominion awards bonus payments based on performance, retention and recognition. The bonus pay gap is the difference between the average bonuses awarded to men compared to women expressed as a percentage.

2023	2022
50.75%	42.54%

Proportion of employees receiving bonus payments

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.

2023	2022
56.9% men	78.9% men
64.3% women	72.4% women



Why do we have a pay gap?

Whilst we have worked hard to decrease our gender pay gap from 2022, our gap remains due to the range of factors within our organisation such as development and social care, as well as the way gender mix at each level of our organisation.

For example:

65.56%
women

of females are employed at an 'employee' (non-senior) level.

34.44%
men

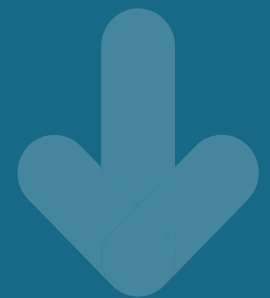
of males are employed at an 'employee' (non-senior) level.

The construction sector is traditionally more male-dominated, and if we did include Pyramid Plus in our calculations, this would have a significant impact on the number of males employed at a non-senior employee level. We have not included our Pyramid Plus repairs service in the report as it is managed by an external company (Mears Group Ltd).

Additionally, we took the decision to gradually exit our care service over the course of 2023. We phased our exit over a 9-month period, ending our final care services on 1 October 2023. Care work is often associated with low-paying female roles. We can expect this factor to have an impact on our gender pay gap in future.

Closing our gender pay gap

We have already seen some improvement towards closing our gender pay gap this year. We have implemented some significant changes and have identified other areas we will focus on during the year ahead.



What we've done



We **have recruited more women to senior positions**, in particular within the Central & Financial Services Directorate. We expect these changes to be reflected in the pay gap next year.



We introduced a **new pay policy which has helped us to maintain pay equity and to reward high performance regardless of gender**. Our pay modelling tool provides us with the ability to model market movement, position in band and performance ratings to aid analysis for equal pay monitoring.



We saw **an increase in the number of leavers that were males at higher grades** of which some have not yet been replaced, or have been replaced by females, which has led to a shift in the gender split and minority representation.




We launched a **suite of inclusive resourcing training modules** for hiring managers that has equipped them with best practice techniques to recruit inclusively.

What's in the pipeline?




The makeup of our Executive Management Team has changed. **We have appointed women to senior positions** as Chief Customer Officer and Chief Finance Officer and our male Managing Director of Commercial and Executive Director of Finance & Strategy will both be retiring. **We have also recently appointed a female to the role of Director of Repairs & Maintenance – a traditionally male dominated area.**




As previously mentioned, **we phased out our care services in 2023. The sector is dominated by female workers at the lower end of the earnings scale**, and we anticipate that our decision to end our care service will be reflected in future pay gaps.



We will **continue to attract and develop and more diverse workforce, focusing on increasing representation of females and diverse ethnic groups through anonymised CVs** and guiding hiring managers on how to introduce more women onto interview shortlists.



We will **continue our successful internal mentoring programme**, which has a larger take up from women, to support those who want to progress.



We are **continuing to expand our early careers programme focussing on inclusive resourcing** and ensuring our roles appeal to female candidates.