

# Gender and Ethnicity Pay Gap Report 2025



# Introduction

We are pleased to share our first combined **Gender and Ethnicity Pay Gap Report**, highlighting our pay gap figures for 2024 and action plan together in one report. Although we are publishing this report on 4 April 2025, the figures in this report represent a snapshot in time from 5 April 2024.

We have made the decision to combine these reports because many of our planned activities to reduce our gender and ethnicity pay gaps are very similar. Having one action plan allows us to focus our efforts on the key areas that are impacting our pay gaps, and gives us a simple, targeted action plan for improvement.

## This report covers:

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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.

When we refer to our ethnicity pay gap, we mean the difference in average pay when we compare our white British employees and our employees from diverse ethnic groups (which also includes white non-British colleagues), regardless of the roles they carry out.



## 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 males than females. Pyramid Plus Ltd is not included in the figures for the gender pay gap report because the company is managed by an external company (Mears Group Ltd).

This report covers A2Dominion Housing Group Ltd only.

The figures in this report represent a snapshot in time and are accurate as of 5 April 2024. The headcount we are reporting on in this report is 1,087. We only include employees who are on full pay. This figure excludes any employees on leave, such as maternity leave or sickness absence.

Actions and initiatives that influenced the pay gaps in this report took place between April 2023 and March 2024.

# Executive Summary

We are pleased to share that our **gender pay gap fell for the second year in a row in 2024 – by 3.5% from 20.9% to 17.4%** for the second year in a row.

We are committed to reducing our gender and equality pay gaps and in addition have several actions in place to make this happen.

Our ethnicity pay gap saw a **slight increase of 0.21% from 16.99% to 17.20%** in 2023/24.

This is primarily due to a low number of employees who have disclosed their diversity data. We have around 27% of employees who haven't disclosed their ethnicity, which has impacted our ethnicity pay gap data as a large proportion of our employees are not accounted for. Understanding the ethnicity make up of our colleagues will mean we can identify where we have underrepresentation and allows us to then make better informed decisions relating to recruitment, retention, and talent development.

As part of our ongoing gender equality plan, we have recruited several females into senior roles in previously male dominated teams, as well as maintaining our female leadership in other directorates.



# Gender pay gap analysis

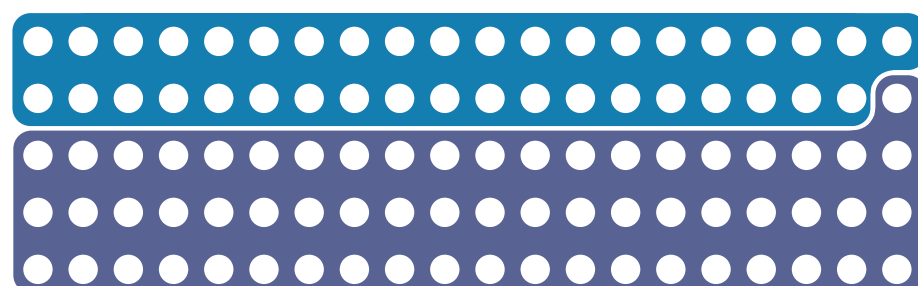
Organisations with more **than 250 employees** are required to disclose gender pay gap information each year.

## We are required to publish:

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



## The gender split of our organisation is:



418

**Male**  
38.45%

669

**Female**  
61.55%



## Our mean gender pay gap

We have seen a **fall in our mean gender pay gap of 3.5%** from 2023 to 2024.

2024

17.4%

2023

20.9%

**Note:** The mean pay gap is calculated by deducting the average hourly wage of females from the average hourly wage of males. 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.

**3.5%**  
decrease  
in our  
mean gender  
pay gap

## Median gender pay gap

The results show a **slight increase in the median pay gap of 0.2%** from 2023 to 2024.

2024

18.3%

2023

18.1%

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

## Pay quartiles

### Upper

46% (+5%)

54% (-5%)

### Upper Middle

56% (-4%)

44% (+4%)

### Lower Middle

69% (+0%)

31% (+0%)

### Lower

71% (-4%)

29% (+4%)

This figure shows 2024 data excluding subsidiaries, with changes from 2023 figures in brackets. There has been slight movement in the 'Upper Middle' and 'Lower' moving towards male, but nothing significant.

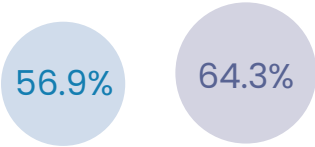
Having a high proportion of men in the 'Upper' quartile remains the key contributing factor in our gender pay gap result. Across all other quartiles, we do have a higher proportion of women. This data shows that the distribution of our females (669) falls predominantly in the 'Lower Middle' and 'Lower' quartiles.

Female

Male

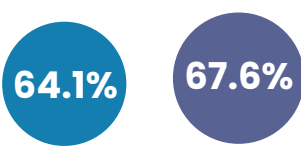
# Gender bonus gap

% with bonus in 2023



Male Female

% with bonus in 2024



Male Female

Gender	Had Bonus	Total Headcount	% with Bonus
Male	268	418	64.1%
Female	452	669	67.6%
Total	720	1087	66.2

# Mean gender bonus pay gap

2024 35.6%

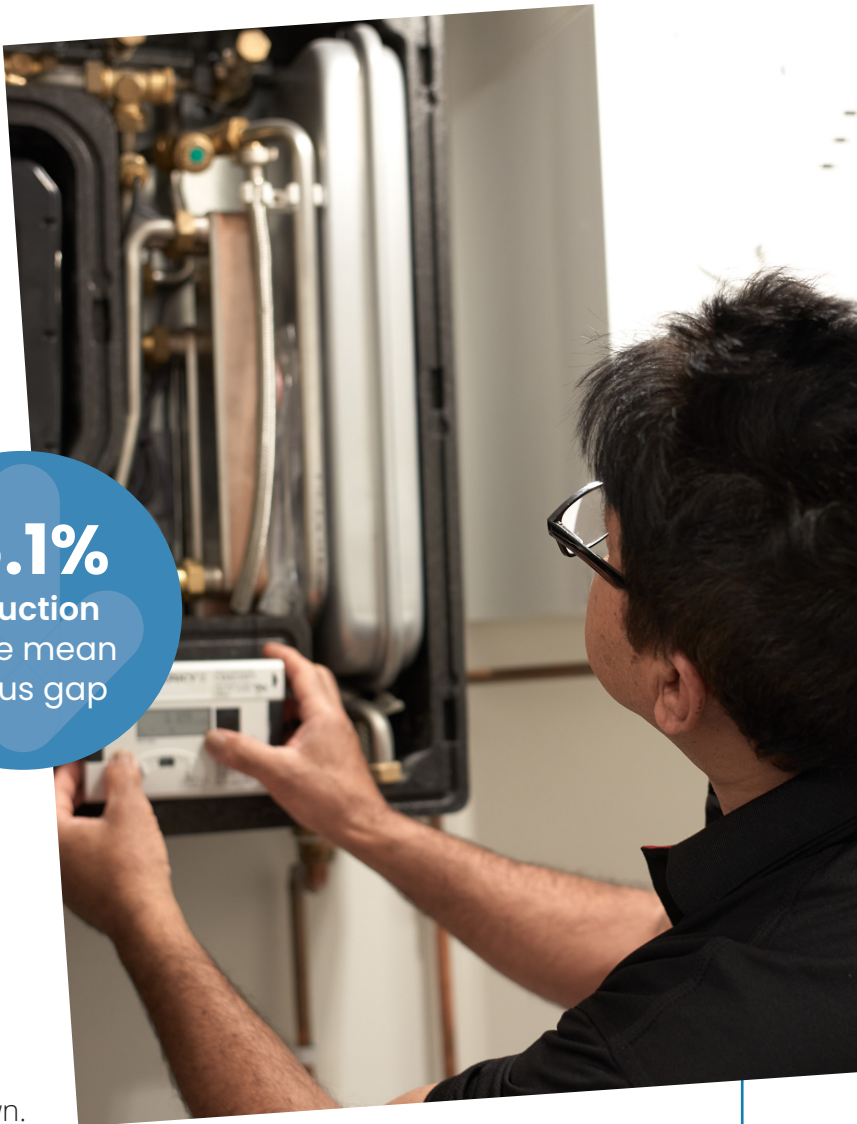
2023 50.8%

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.

The results show a **reduction in the mean bonus gap of 15.1%** from 2023 to 2024.

This reflects positive change, seeing proportionately more females (67.6%) receiving a bonus than males (64.1%). However, the mean bonus gap remains. This is due to the nature of where these roles sit. The bonus difference in Property (which includes what were the Commercial Teams) was £1280.70 male compared to £667.88 female. Retention bonuses were also used within the Change & IT Teams as part of the Fit for Future Transformation Programme, these however were higher for female employees (£1,290.62 female compared to £758.70 male), helping to bring the gap down.

15.1%  
reduction  
in the mean  
bonus gap



## Median gender bonus pay gap

2024 0%

2023

43.4%

The median bonus gap is the difference between the midpoints in the range of our men and women's bonuses. It takes all bonus payments 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 bonuses.

The results show a **reduction in the median bonus gap of 43.4%** from 2023 to 2024.

This reduction is due to how bonuses were awarded within the year. A decision was made to reward all employees achieving a successful performance review rating or above a one-off discretionary payment of £250 (for employees at Grade 10 and below). This means the median bonus across the organisation was £250.

## Why do we have a gender pay gap?

**We are working to decrease our gender pay gap, but it remains due to a range of factors within our organisation:**

- Our team and organisational structures have changed significantly over the last year which means that it is harder to make a direct comparison to our previous structures due to this change.
- We have several gender-typical teams and departments where the current skills market makes it more difficult to bring in talent of the opposite gender. For example, the Property and Change & IT Directorates are typically male-dominated, and the Specialist Housing Directorate is typically female-dominated.
- Within some male dominated areas, we have made progress to reduce our gender pay gap. The roles of Building Safety Director, Director of Repairs & Maintenance, Head of Project Delivery and Head of Repairs are now held by women.
- The Customer Directorate saw some significant change and now has two female Directors and a female Assistant Director, whilst the Head of Service is an even split (five vs. five).
- The Specialist Housing Directorate operates in a female dominated market, within which job bands are typically lower paid due to the sector (Social Care). These roles are also more open to flexible and part time working, which generally makes them more attractive to female workers. There are 124 females and 41 males within this Directorate.





- Change & IT sees the biggest gender pay split (11% mean gap). The senior management positions are held by males, although this year did see several women achieving internal promotions (Head of Data and Service Desk Manager) which will have helped to bring down the percentage.
- We have retained our female talent within the Central & Financial Services Directorate. Across six Director roles, five are held by females. This has led to a gender pay gap in favour of women. Our preferred position would be that across all directorates the gap is 0% rather than in favour of a single gender.
- Although we have recruited more females than males into the organisation, those taking the more senior roles (Grade 11 and above) have been externally recruited males.
- Additional changes since the data reporting will impact on next year's results:
  - The Director of Governance & Compliance role holder has changed (still female) and there is an additional Finance Transformation Director (male role holder).
  - Further organisational change within the Commercial Directorate will see four senior male roles removed and two female held roles will remain: Director of Development, Regeneration & Sales, and Commercial Director (Programme and Compliance).

# Ethnicity pay gap analysis

Although we are not legally required to publish our ethnicity pay gap, we have chosen to do so alongside our gender pay gap to highlight **our commitment to increasing pay equality** across the organisation.

**We also recognise that many of our actions to reduce our gender pay gap will also support the reduction of our ethnicity pay gap.**

We assessed the pay gap between employees who declared their ethnicity to be White British compared to all other ethnic groups including White Non-British. We excluded any employee who had not disclosed this information at the point we collected the data.

## In this report we will give data on:

- The mean ethnicity pay gap
- The median ethnicity pay gap
- Quartile pay band figures by ethnic group
- The mean ethnicity pay gap for bonus pay
- The median ethnicity pay gap for bonus pay
- Workforce by ethnic group who received bonus pay

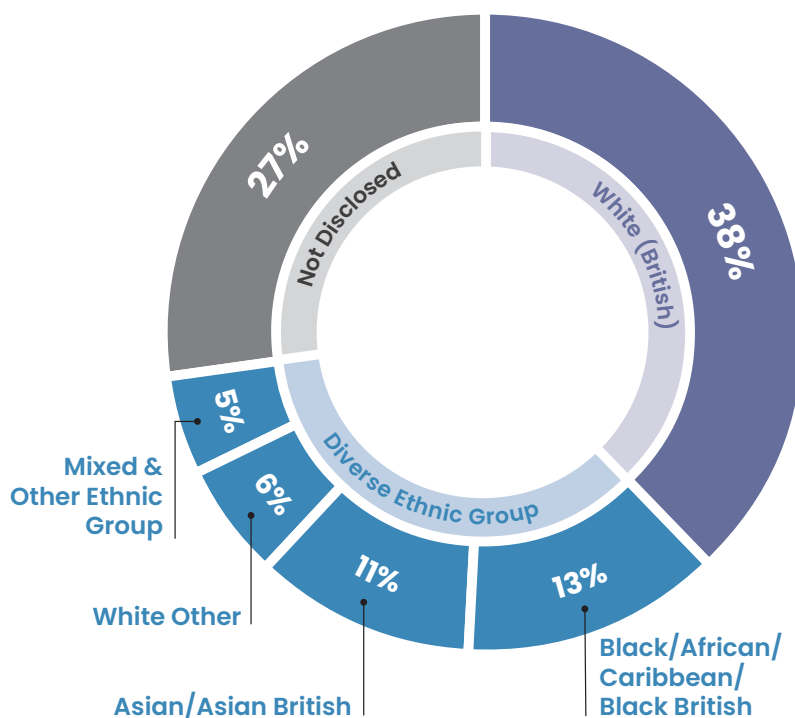


**Note:** The classification of our diverse ethnic group used in our calculation included: Arab, Asian or Asian British (Bangladeshi), Asian or Asian British (Indian), Asian or Asian British (Pakistani), Black or Black British (African), Black or Black British (Caribbean), Chinese, Gypsy/Romany/Irish Traveller, Mixed (White & Asian), Mixed (White & Black African), Mixed (White & Black Caribbean), Other Asian background, Other Black background, Other Ethnic background, Other Mixed background, Other White background, White (Irish) and White British alongside those who have not disclosed/preferred not to say.

## Breakdown of our people by ethnicity

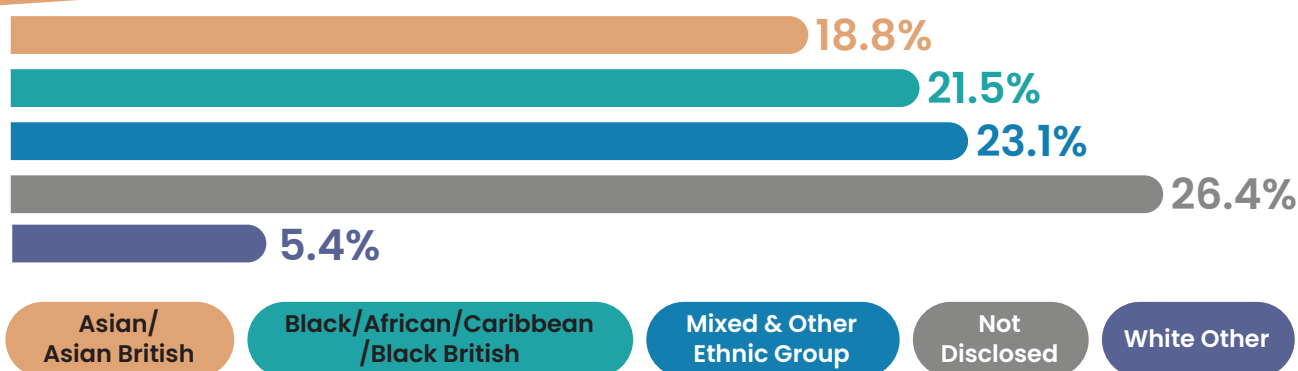
White British is the largest ethnic group at A2Dominion, accounting for **almost 38%** of the workforce. Of those who have disclosed, **nearly 36%** are from a **diverse ethnic group**.

Currently, just **under 27%** of our people have **not disclosed** their ethnicity data. Of this group, 28% are employees, 6% are at a manager level and 1% are at a senior manager level. This means that we are missing diversity data for over a quarter of our people.



If we compare this to last year, the percentage of White British has increased (1%), ethnically diverse groups have increased (0.4%) and those not disclosed has reduced (1.4%).

## Mean ethnicity pay gap



The average pay of all employees who come from a diverse ethnic group vs. White British (the mean ethnicity pay gap) is **17.20%** when we compare colleagues from all diverse ethnic groups with White British colleagues, (17.98% when directly compared to last year's figures). This is the highest (23.1%) when compared to Mixed and Other Ethnic Groups and the lowest (5.4%) when compared to White Other.

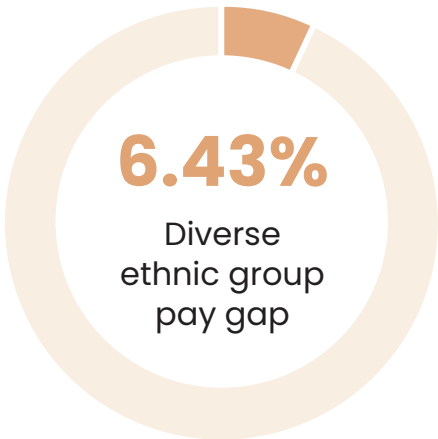
This year we have provided a further breakdown of our mean ethnicity pay gap across ethnicities. This has allowed us to understand that the average pay of all employees who come from a diverse ethnic group is lower than those who identify as White British. This shows a slight increase on 2023 (16.99%). The mean pay gap for colleagues who have not disclosed their ethnicity is 26.4% when compared with white British colleagues.

**Note:** The mean pay gap is calculated by deducting the average hourly wage of colleagues from diverse ethnic groups from the average hourly wage of white British colleagues. 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 ethnicity pay gap.

# Median ethnicity pay gap

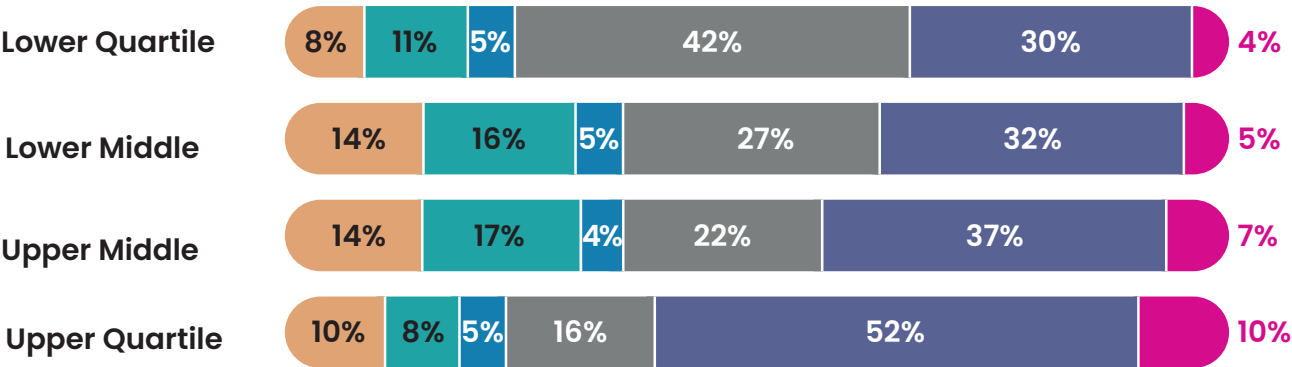
Our median ethnicity pay gap is 6.43% when we compare colleagues from a diverse ethnic group with White British colleagues (8.97% when directly compared to last year's segmentation). This is the highest (13.9%) when compared to Mixed and Other Ethnic Groups and the lowest (-8.3%) when compared to White Other. This shows a **positive reduction** when comparing to last year (8.81%)

The median pay gap for colleagues who have not disclosed their ethnicity is 21.1% when compared with White British colleagues.



**Note:** The median pay gap is the difference between the midpoints in the pay range of our colleagues from diverse ethnic groups and white British colleagues. 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).

## Pay quartiles

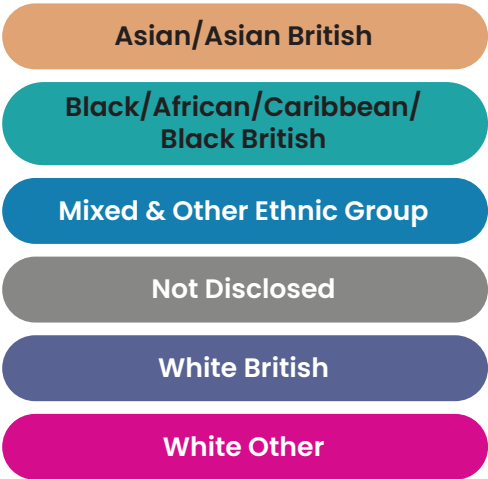


The representation of White British increases in higher quartiles, the 'Upper' quartile contains **52% White British**.

White Other also shows increased representation in higher quartiles (4% in 'Lower' and 10% in 'Upper'). 34% of White British employees are in Q4.

Asian (14%) and Black (17%) groups have the highest levels of representation in the middle quartiles.

Not disclosed employees are represented decreasingly at higher levels, with 42% of the lower quartile and 16% of the upper quartile.





## Mean ethnicity bonus pay gap

Our mean ethnicity bonus pay gap is **-21.5%** when we compare colleagues from a diverse ethnic group with White British colleagues (-1.54% when directly compared to last year's figures). This means the number of people from diverse ethnic groups who received a bonus in the past year is **higher** than those who identify as White British.

The mean ethnicity bonus pay gap for colleagues who have not disclosed their ethnicity is 26.3% when compared with White British colleagues.

Last year we did not have our usual performance related bonuses, instead a one-off discretionary payment of £250 was given to all employees (Grade 10 and below) achieving a minimum successful performance rating.

Due to this, any other bonuses, in particular commission and retention bonuses (within the Property Directorate and Central and Financial Services), have had a disproportionately large influence on the bonus pay gaps.



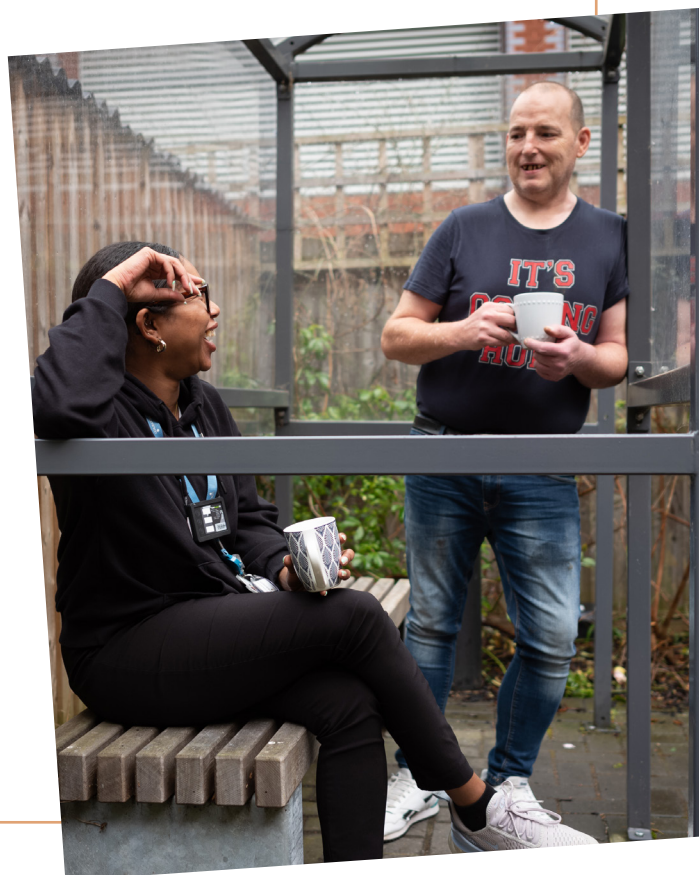
## Median ethnicity bonus pay gap

The median ethnicity bonus pay gap is **0%** when we compare colleagues from a diverse ethnic group with White British colleagues.

The median ethnicity pay gap for colleagues who have not disclosed their ethnicity is 0% when compared with White British colleagues.

This means that there is no difference in the bonus received across ethnic groups. This is due how bonuses were rewarded within the year. A decision was made to reward all employees achieving a successful rating or above a one-off discretionary payment of £250 (Grade 10 and below).

It is worth noting that unless the same approach to bonus is taken for 24/25 there is likely to be an increase in the median bonus gap in future reports.







## Why do we have an ethnicity pay gap?

The main reason we have a pay gap is the under-representation of people from diverse ethnic groups in our **top pay quartile**.

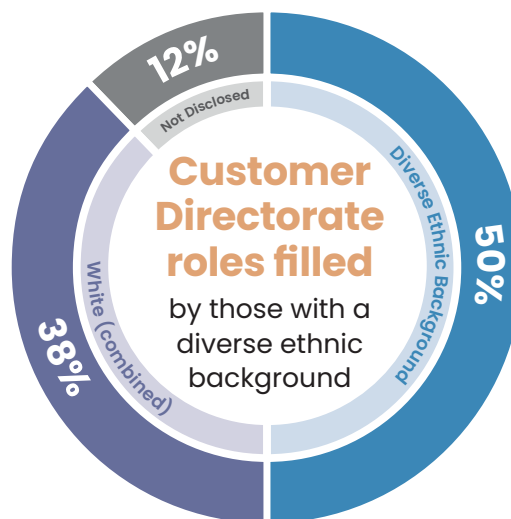
There is a better balance in the lower-middle pay quartile, but we need to do more to increase the number of people from diverse ethnic groups who progress to senior leadership positions.

The table below provides more detail on which level roles our ethnic groups sit within, highlighting further that the more senior roles are occupied by White (British).

Ethnicity	Employee	Manager	Senior Manager	OMT	EMT	Total
Mixed and Other Ethnic Group	34	15	0	0	0	49
White Other	39	22	2	2	0	65
Asian/Asian British	79	34	2	1	0	116
Black/African/Caribbean/Black British	92	37	4	1	0	134
Not Disclosed	205	63	4	2	1	275
White (British)	216	118	34	15	5	388
Total	665	289	43	21	6	1027

### Looking more closely at our recruitment:

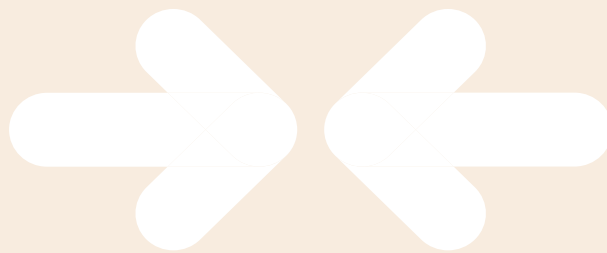
- Across the organisation we have recruited more ethnically diverse employees in Grade five to seven (59%) against 27% White (combined) and 14% not disclosed.
- In the Customer Directorate, 50% of vacancies were filled by those with a diverse ethnic background and 38% by White (combined) and 12% not disclosed.
- We have recruited more White (British and Non-British) into higher roles (11 and above) 75% and 25% not disclosed.
- Where internal recruitment of people from diverse ethnic backgrounds has been most successful has been for Grades four and below. 43% against 26% White (combined) and 19% not disclosed.





## Closing our gender and ethnicity pay gaps

Many of our initiatives to reduce our gender and ethnicity pay gaps are similar, so we have grouped them together.



### Current initiatives

#### Since last year we:

- Appointed an Early Talent Manager who has implemented a more targeted apprenticeship programme to both grow our talent and bring in new talent where there are specific skills gaps.
- Launched our second inclusive resourcing training module, focusing on disability awareness. The module is designed for hiring managers and recruiters with practical knowledge to create a more inclusive hiring process for candidates to feel valued and supported throughout the recruitment process.



- Completed our first reverse mentoring programme between our CEO and colleagues. Two of our female ethnically diverse employees had several mentoring sessions providing insight and alternative perspectives on a range of topics.
- Continued to offer flexible and hybrid working options as part of our employee value proposition. This provides an attractive offer for those seeking a healthier work-life balance, offering a reduced commute and increased flexibility around personal commitments. It also offers us greater access to talent across the country.



# Future commitments and targets

Last year saw a significant amount of change across the organisation following our downgrade to a non-compliant G3/V2 rating by the Housing Regulator.

**Alongside the delivery of our Road to Recovery Improvement plan, we are committed to reducing the pay gaps through:**

- Continuing our current **inclusive resourcing efforts**, including anonymised CVs, and using a variety of job boards, to ensure that at least 50% of CVs submitted for roles at Grade 8 and above come from female candidates. This underscores our commitment to diversity and inclusion, enriching our leadership teams with diverse perspectives and experiences that foster innovation and strengthen decision-making.
- Joining the **Women in Social Housing** in October 2024. As part of this membership, we will be utilising their job boards as well as promoting attendance to their networking events and development support.
- Launching a pilot **'women in leadership'** initiative offered to 10 high-performing female leaders with options to commence individual coaching programmes (November) or leadership qualifications (January).
- Ensuring that **Equality Impact Assessments (EIA)** are carried out as part of any reorganisation or restructure. This will allow identification and mitigation of risks that could disproportionately impact certain groups.







- Committing to look at alternative ways to **retain talent** across the business such as development opportunities where individuals can 'act up' or job share.
- Continuing efforts to **reduce talent losses and redundancy costs** through resource optimisation meetings. Identifying appropriate alternative roles to ensure skills and knowledge is kept within the business.
- Working closely with Directors and Senior Managers to **identify and nurture internal talent**, creating succession plans and development actions to grow our own leaders, particularly in areas where there are flight risks.
- Launching a **new inclusive resourcing module** to support our managers, focusing on neuro-inclusion. These modules will help managers create an environment that values neurodiversity, enhancing team collaboration and innovation, while also improving employee engagement and attracting a broader range of talent across all ethnicities.
- **Working with existing colleague groups** such as our Equality, Diversity, and Inclusion Network (EDIN), a voluntary group of colleagues who champion equality and diversity. The group are planning a campaign to attract new members with commitments to promote national events and proactively support diversity across the organisation. This is supported by a corporate sponsored cultural calendar.
- Continuing to have **diverse interview panels** to ensure a broader range of perspectives in the hiring process and promoting inclusivity in candidate selection. Ensuring candidates are more comfortable and confident in the recruitment process.



- Ensuring that **at least one ethnically diverse candidate** is considered for every role, provided they meet the minimum criteria. By adopting this approach, we aim to develop internal talent and create more progression opportunities, building a more inclusive pipeline and addressing skill gaps within our organisation.
- **Aligning our talent and succession planning** to foster development within our permanent Full Time Equivalent headcount, reducing reliance on Interim, Fixed Term Contracts and Consultants, who are often from less diverse backgrounds. This initiative reflects our commitment to more representative workforce.
- Creating a **diversity data campaign**, working with our colleague groups and Communications team to increase disclosure to enable better insight into our employees. This will better inform our priorities and how we best support our employees.
- Focusing our **reverse mentoring programme** on giving female and ethnically diverse employees the opportunity to share insight and new perspectives across the EMT population.





A2Dominion Housing Group Ltd (an exempt charity registered under the Co-operative & Community Benefit Societies Act 2014 Sco. No. 28985R, RSH Reg. L4240).  
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