



Equality, Diversity & Inclusion Report

2023-2024

Introduction

A2Dominion's Equality, Diversity & Inclusion 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.**

Executive summary

This report contains:

Highlights of our ED&I delivery in 2023/24 and plans for 2024/25

Our key activities and progress towards our ED&I ambition

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

It shows that:

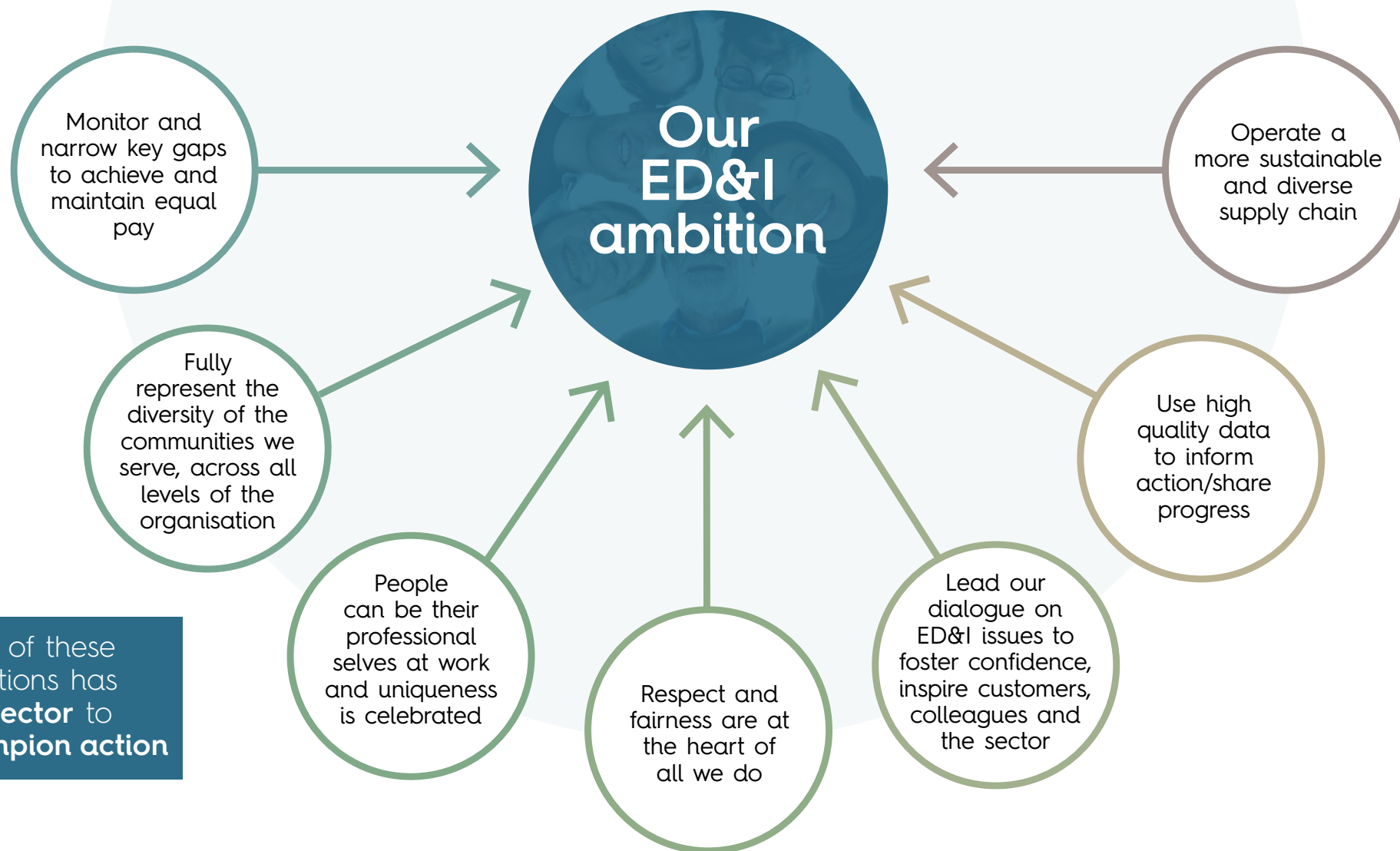
The ethnic diversity of our customers and colleagues increased in 2023/24 and older customers (age 60+) make up a larger proportion of the total

Our most recent gender pay gap assessment, carried out in 2023, shows a reduction in the pay gap between male and female staff

We have reviewed our compliance to new Consumer Standards to ensure we apply fairness, respect and diverse needs standards across our services

We are taking action to ensure that we are inclusive in our recruitment and more women are supported into leadership.

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 2023/24

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...

Continued to report our gender pay gap and **ethnicity pay gap** report.

Launched our second module for inclusive resourcing toolkit with e-learning available for all hiring managers.

Recruited an Early Talent Manager to create a more targeted apprenticeship programme to address our diversity gaps and grow our internal talent.

Started a reverse mentoring programme between CEO and ethnically diverse employees.

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.

Key ED&I data on customers, colleagues and our local benchmark: 2023/24

In 2023/24, ethnic diversity among both customers and colleagues increased despite our local benchmark showing a slight reduction.

The proportion of customers and colleagues who are married or in civil partnerships also showed an increase, which echoes the local benchmark. The proportions of female customers and colleagues Continue to be above the local benchmark. Diversity at Group Board and the wider composition of Board and Committees continues to lag behind, but we expect this to improve in the coming year as new members are recruited.

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 2022/23 (not tested for statistical significance)
- Customer & local disability data based on households (not individuals)
- Response rates provided on page 21

	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%	↑ 16%	↑ 46%	↑ 28%	35% Christian 27% No religion ↓ 13% Muslim	2%	1.6%	↑ 29% Married ↑ 0.3% Civil partnerships
ALL A2D COLLEAGUES	63.2%	9.6%	↑ 48.2%	8.2%	49.6% Christian 27% No religion 9.8% Muslim	4.5%	Not measured	↑ 48.5% Married or Civil partnerships
SENIOR A2D COLLEAGUES	51.9%	13.8%	↑ 24.7%	2.5%	62.9% Christian 34.3% No religion 2.9% Muslim	6.8%	Not measured	71.9% Married or Civil partnerships
GROUP BOARD	↑ 33%	↓ 33%	↓ 0%	0%	Not measured	Not measured	Not measured	Not measured
BOARD & COMMITTEES	↓ 37%	↓ 32%	↓ 19%	0%	Not measured	Not measured	Not measured	Not measured

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

N/A

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.

We provide grants to support customers and communities most in need.

Colleagues

Our most recent gender pay gap report (2023) returned a 20.92% pay gap compared with 24.89% in 2022 (based on mean pay excluding our subsidiaries).

Our ethnicity pay gap has been assessed and returned a gap of 16.99% (2023).

We have developed an inclusive resourcing training module for hiring managers to equip them with best practice recruitment techniques.

Our colleague diversity is similar to that of our customers in terms of gender (9.2 percentage point (pp) difference), people from diverse ethnic groups (2.2 pp difference), and LGBTQ+ representation (2.5 pp difference).

Disability is significantly lower among colleagues than customers (19.8 pp difference) but these figures are not totally comparable as customer data is recorded by household.

Diversity is lower than among customers for senior managers except for LGBTQ+ representation, where it is 4.9 pp higher.

We continue to hold specific events focusing on ED&I such as Black History Month. Colleague groups are in place, including LGBTQ+ and Menopause Natters.

Corporate

External reporting and benchmarking to support transparency is carried out.

We undertake regular reviews and reporting of customer and colleague diversity compared with local benchmarks.

We participate in G15 pledges and are represented on other industry bodies.

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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

A review of customer ED&I data is carried out every 2 years and used by operational teams to inform delivery and targeted intervention.

We carry out community and customer engagement and support to foster inclusion, training, as well as work to tackle inequality and promote inclusion.

We ensure equal access to services and treatment of different groups in relation to repairs, complaints and community issues.

N/A

Colleagues

N/A

86% of our colleagues who responded to our YourView survey feel they can be themselves at work (87% last year).

69% of colleagues who responded to YourView feel that A2Dominion treats people fairly (73% last year).

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

N/A

Corporate

We use and contribute to the National Housing Federation's ED&I tool, playing our part to improve our local benchmark.

N/A

N/A

We include targets on sustainability (including use of responsibly sourced products) our procurement contracts. Social value is included as part of our procurement framework.

Our Customers

Our diversity, highlights and priorities

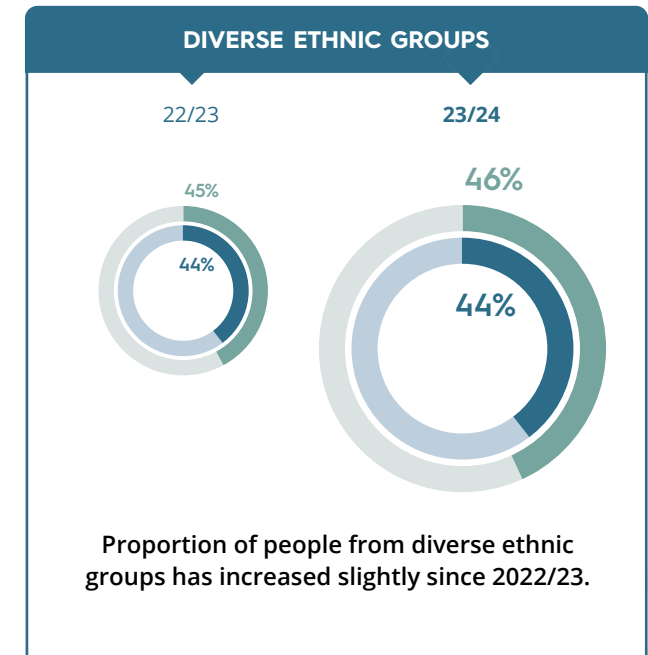
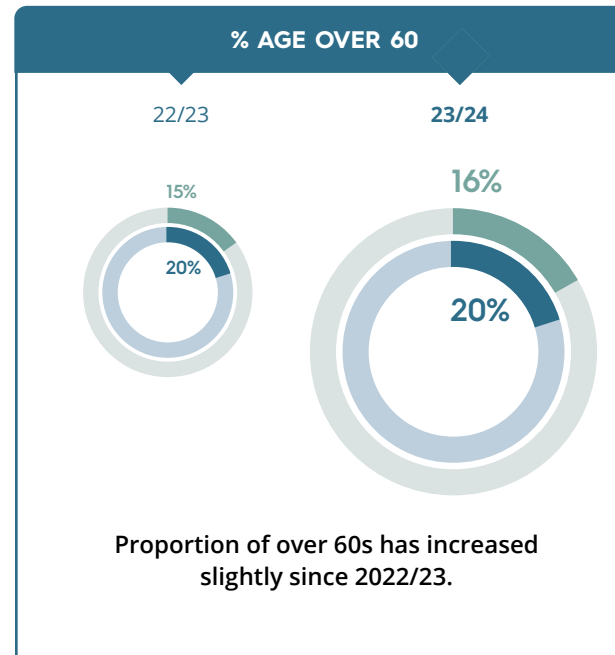
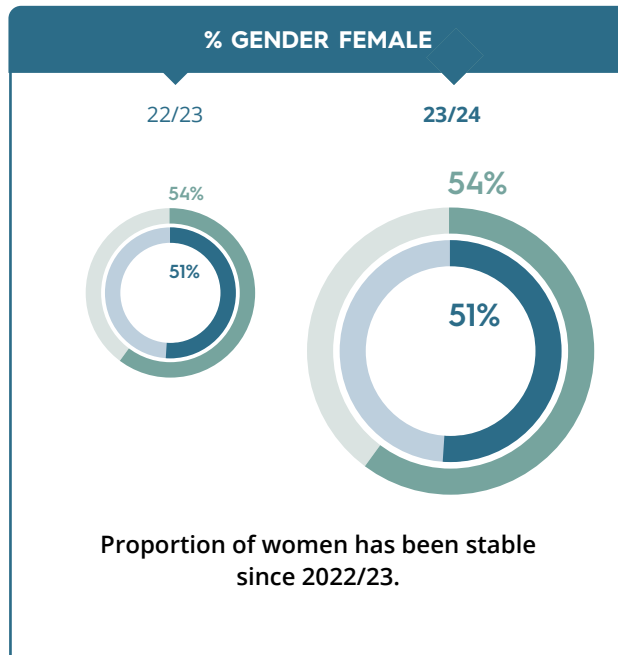


Our customers Diversity profile (1 of 2)

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

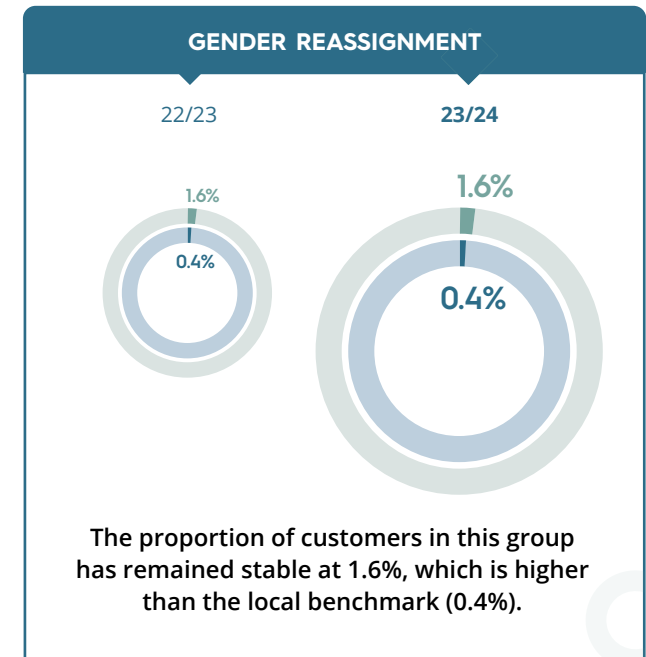
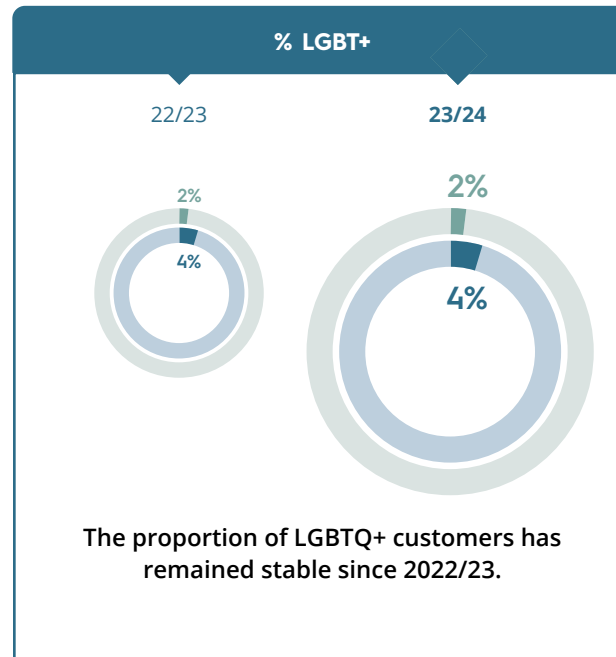
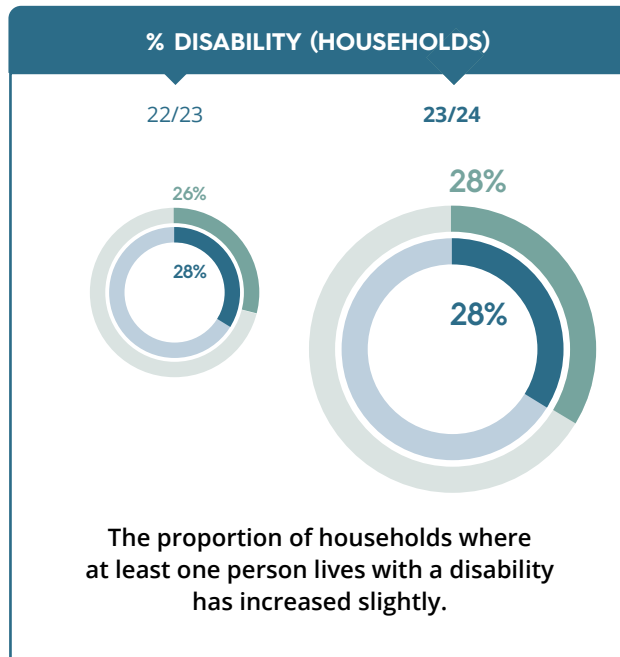


Our customers Diversity profile (2 of 2)

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

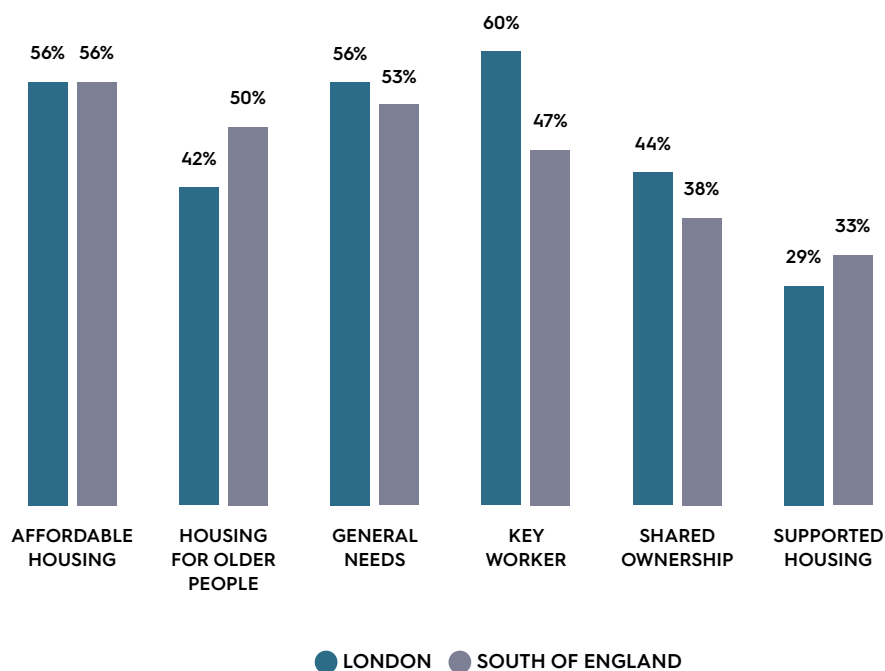
KEY

● OUR CUSTOMERS ● LOCAL BENCHMARK



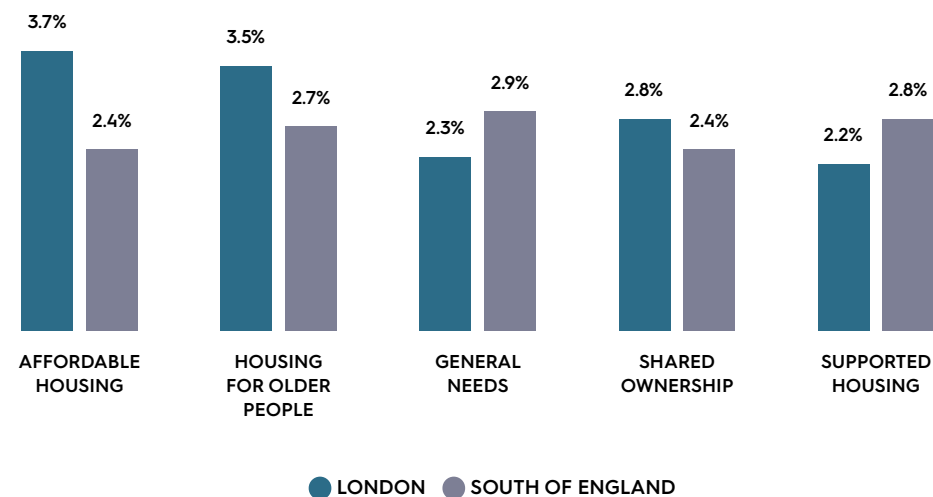
A2Dominion Customers – diversity by tenure type and region (1 of 2)

Gender % Female



The proportion of female customers is relatively low in both shared ownership and supported housing tenures.

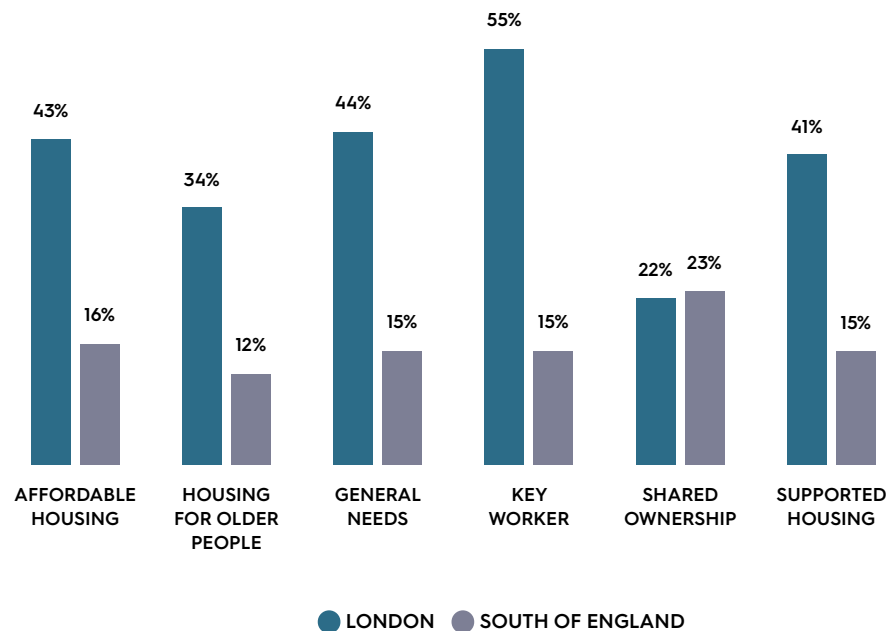
LGBT+ %



The proportion of LGBT+ customers living in affordable housing and housing for older people in London is higher than for other tenure types by region.

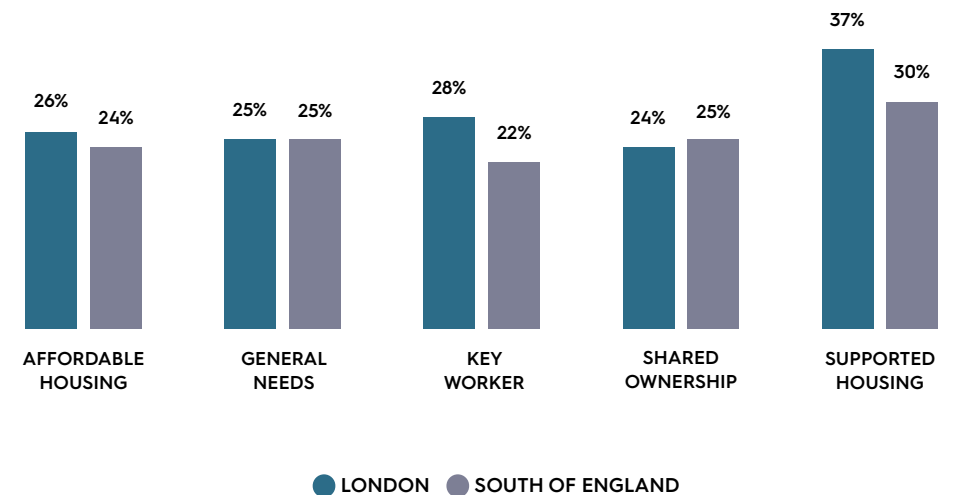
A2Dominion Customers – Tenure Type by Region (Protected Characteristics 2 of 2)

Diverse ethnic groups



The proportion of customers from diverse ethnic backgrounds is higher in the London region across all tenures shown except for shared ownership.

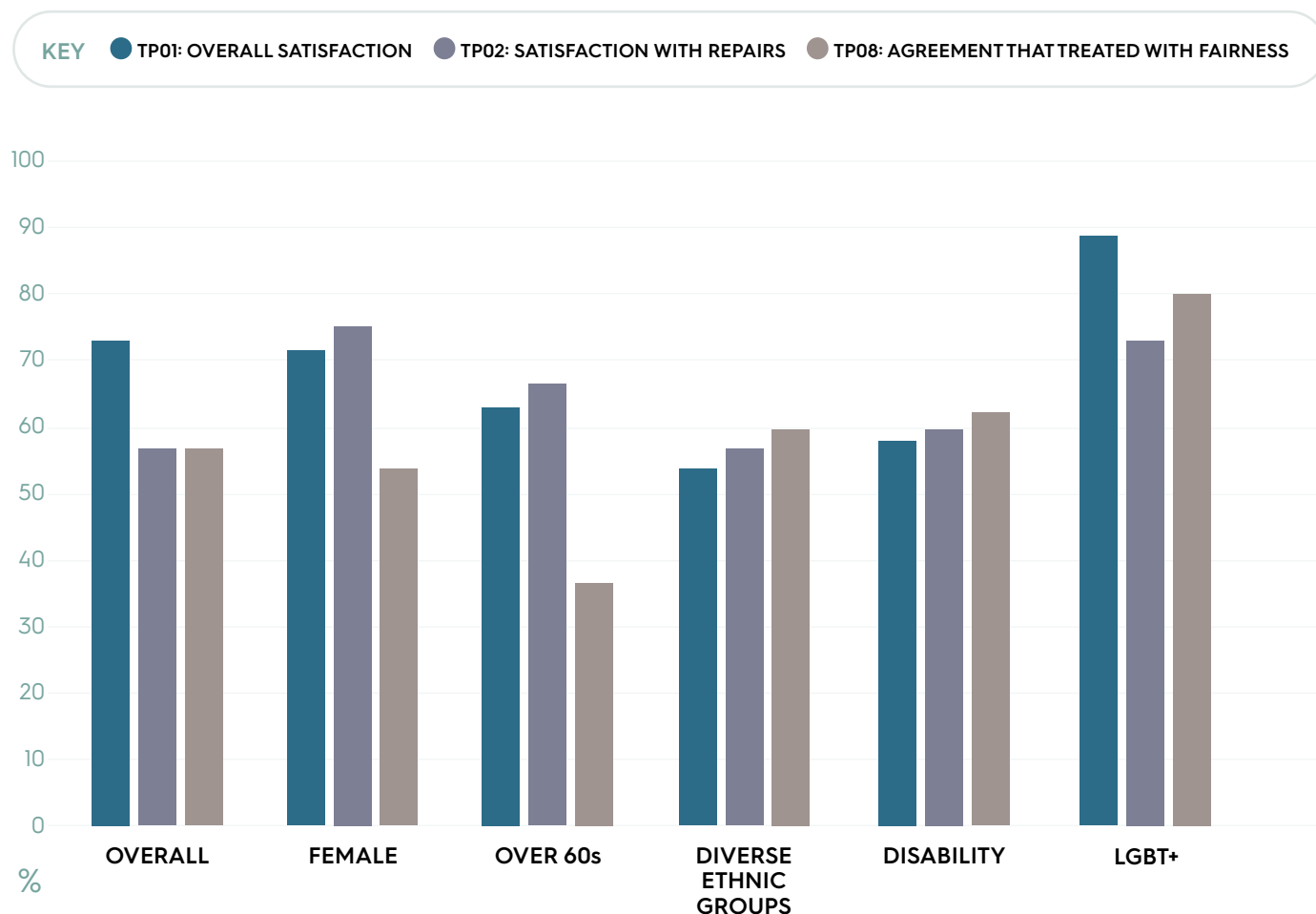
Age % over 60



The highest proportion of customers over 60 is found in supported housing in London.

A2Dominion Customers – TSM satisfaction with our services by demographic group

TSM measures by Demographic Group



TP01: Overall Satisfaction.

The overall satisfaction experience scores vary across demographic groups except for respondents in the gender reassignment group, which had a low sample size. Female respondents over 60 were more likely to be satisfied than other demographic groups.

TP02: Satisfaction with the

repairs service was rated overall at 57%. Female and LGBT+ respondents were most likely to be satisfied with repairs, albeit in the latter case based on a small sample.

TP08: agreement that treated with fairness and respect is lower for customers over 60. Overall, 57% of respondents agreed that they were treated fairly and with respect. Disabled (63%) and LGBT+ respondents (80%) showed higher returns.

Our customers highlights of our work and priorities for 2024/25

In 2023/24

We have...

- ✓ **Used our insight and business information to inform action around key priorities:** increased cost of living, damp and mould, repairs priorities, mental health and digital exclusion.
- ✓ **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 center to help identify and trigger early interventions for those at risk.
- ✓ **Improved our customer records:** we have been collecting customer demographic information to enable us to better tailor our services to meet customers' needs particularly around disabilities and additional needs.
- ✓ **Launched our customer engagement policy:** we have worked collaboratively with customers to shape involvement opportunities prioritising engagement opportunities most important to customers. The customers actively involved are representative of our customer base.
- ✓ Commissioned an independent review of our compliance to **new Consumer Standards** to inform priority actions, ensuring we apply fairness, respect and diverse needs standards across our services.

In 2024/25

We will...

- ➔ **Roll out training to ensure that all customers are treated fairly and with respect** in their dealings with us.
- ➔ **Carry out a review of all letter templates** we use to ensure appropriate tone, use of plain English, and clear messaging appropriate to the diverse needs of residents.
- ➔ **Review our Equality Impact Assessment framework** to ensure that the diverse needs of all our customers are reflected in our policies and practices and carried out as part of any change proposal.
- ➔ Continue to improve the quality of customer records through our **Make Every Contact Count** initiative and tailor services to meet needs.
- ➔ **Expand opportunities** for customers to be actively involved in business improvement activities through the customer engagement framework.

Our Colleagues

Our diversity, highlights and priorities

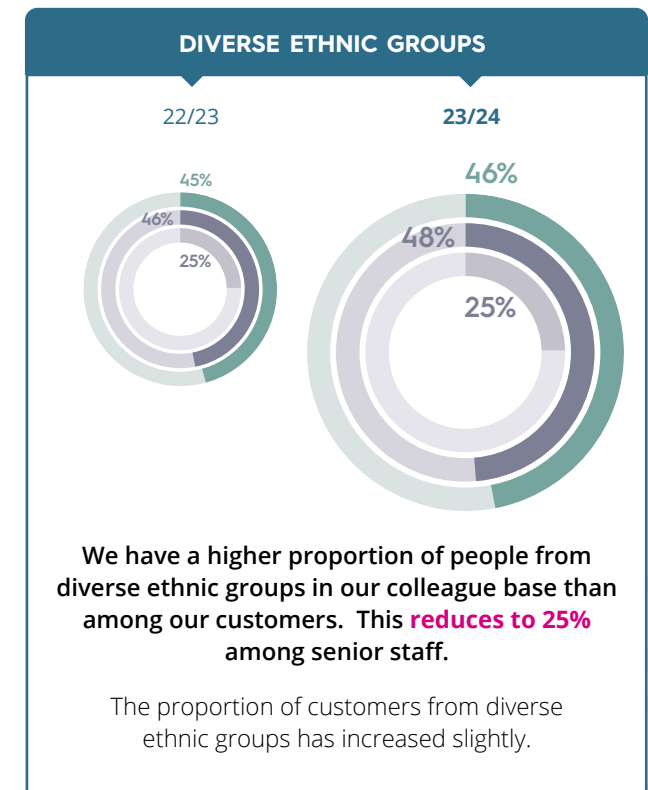
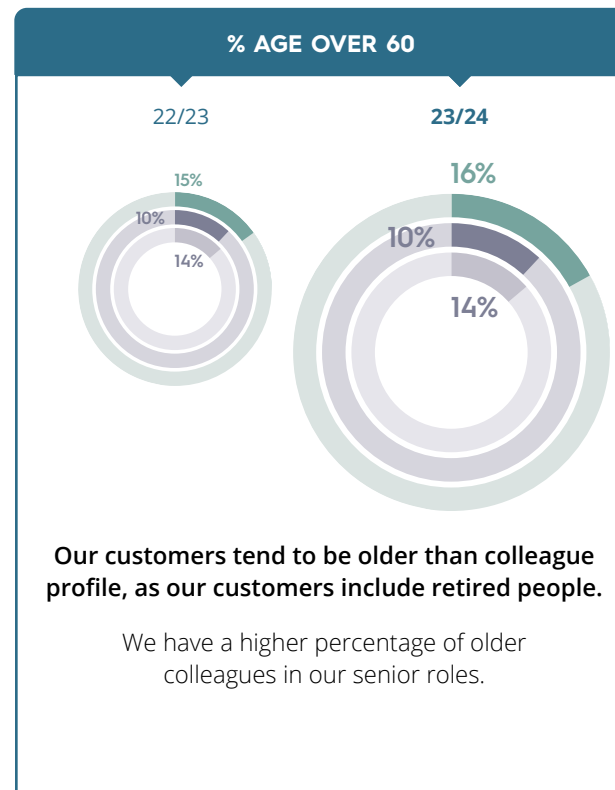
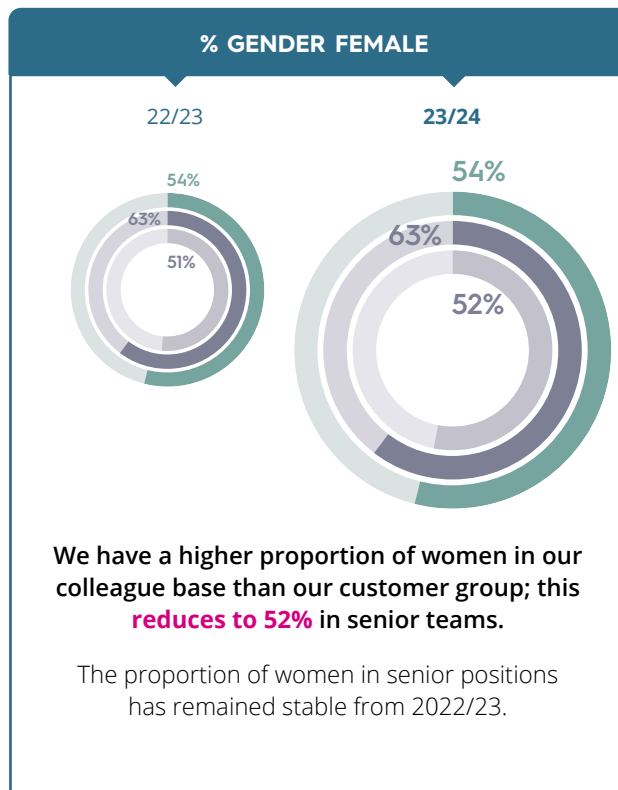


Our colleagues profile (1 of 2)

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

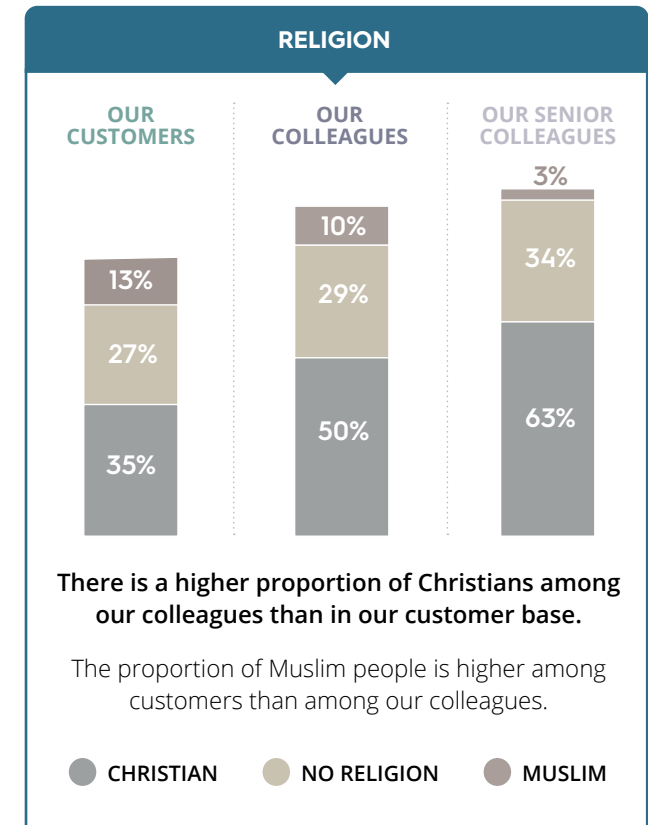
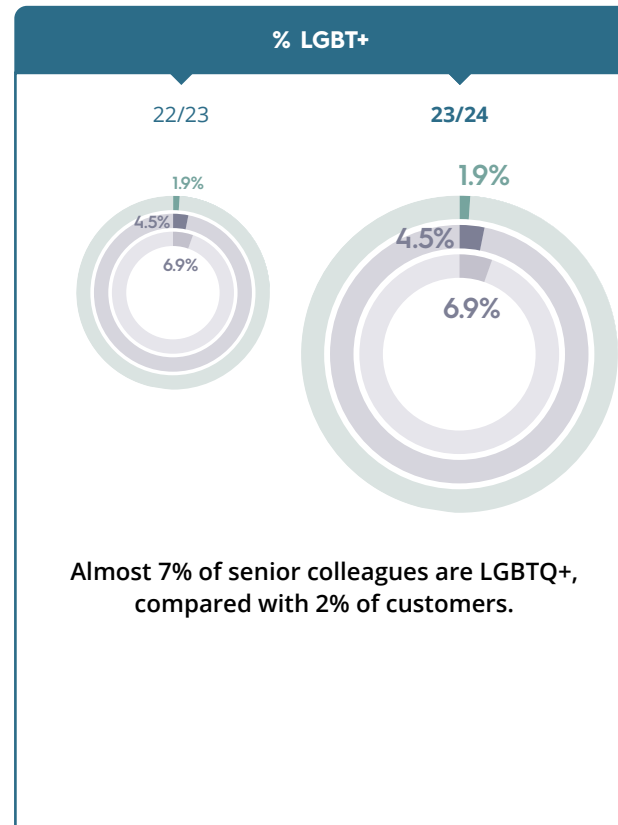
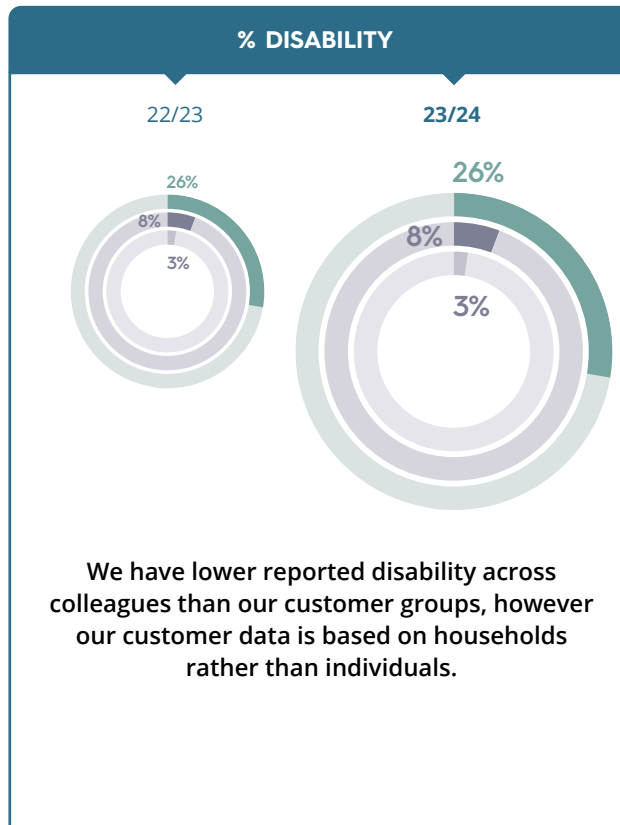


Our colleagues profile (2 of 2)

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 2024/25

In 2023/24

We have...

- ✓ **Reported our 2023 gender pay gap**, which shows an improved position at 20.92% compared with 24.9% in 2022.
- ✓ **Recruited more women** to senior positions.
- ✓ Published **2023 ethnicity pay gap**, which shows a gap of 16.99%.
- ✓ **Launched our inclusive resourcing toolkit** with e-learning available for all hiring managers.
- ✓ **Recruited an Early Talent Manager** to create a more targeted apprenticeship programme to address our diversity gaps and grow our internally talent.
- ✓ Started a **reverse mentoring programme** between CEO and ethnically diverse employees.

In 2024/25

We will...

- ➔ Publish our **2024 pay gap reports** for gender and ethnicity.
- ➔ Continue to build on the **inclusive resourcing toolkit** to cover neurodiversity support.
- ➔ Build on our **reverse mentoring programme** to include wider diversity groups and our Executive Management Team.
- ➔ Launch the women in leadership initiatives - **WISH membership and development support**.
- ➔ Source and launch training for managers in addressing **inappropriate behaviour and harassment**.

Notes on the data



Customer and colleague data collection and reporting

We ask colleagues and customers to provide Protected Characteristics (PCs) regularly, a person's PC may change over time. The table opposite shows the response rates (proportion of total group who provided information) for this reporting period. We record 'prefer not to say' as a valid answer within our results.

We ensure we are using appropriate terms with the rationale for why we are using the terms we do. These have recently been updated:

Ethnicity – we use "People from diverse ethnic groups" and we name particular groups where relevant to the issue.

Sexual orientation – we use "LGBT+" in our commentary and narrative and we name particular groups where relevant to the issue.

The key ways in which we use the data are:

To support fair & equal access (all PCs) – we monitor take up of services by different groups to check that employment opportunities and services are accessible, fairly and equally. We agree follow-up action to investigate or address inequality if issues are highlighted

To understand eligibility & prioritise our services (selected PCs) – we assess customers' eligibility and priority for A2D provision

For service development & improvement – helping us tailor and deliver A2D services and provision – for example we ask customers about language needs and access to digital services

To understand and assess progress towards our ED&I strategy 2020-2025.

Response rates for customers and colleagues

	ALL COLLEAGUES (N=1,084)	SENIOR COLLEAGUES (N=83)	CUSTOMERS (N=72,890)
GENDER	100%	100%	95%
AGE	100%	100%	86%
SEXUAL ORIENTATION	71%	88%	36%
DISABILITY	57%	73%	75%
RELIGION/BELIEF	70%	87%	33%
ETHNICITY	73%	90%	55%
MARRIAGE AND CIVIL PARTNERSHIPS	63%	78%	21%
PREGNANCY AND MATERNITY	Not reported	Not reported	Not Reported
GENDER REASSIGNMENT	Not collected	Not collected	19%

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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CO-092023-23