Environmental, Social and Governance Report

2025

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About Us

We are a housing association with a vision to provide homes people love to live in.

With over 38,000 homes in management across London and southern England, we provide a wide range of homes for social, affordable and private rent, specialist housing services, as well as homes for sale and shared ownership.

Our 70,000 plus customers come from a diverse range of backgrounds with varying levels of income and we're here to provide them all with homes that are safe, high quality and sustainable.

And with social housing roots going back eight decades, we continue to ensure that every penny of surplus is reinvested into our charitable social purpose – delivering more homes and better services for customers.

Our purpose

To be a trusted housing association providing safe, high-quality homes and services.

Our vision

To provide homes people love to live in.

Where we operate

We work with customers and communities across London and southern England.

Chief Financial Officer’s Introduction

Sustainability is core to A2Dominion. It’s a vital part of our vision to provide homes people love to live in.

Our history of providing homes started in the 1940s and we’ll be with our customers and the communities they live in for the long term. Therefore, we have clear motivation for ensuring our continuing impact on the world is a positive one for future generations.

We recognise that this Environment Social and Governance (ESG) report (which covers the period 1 April - 31 March) is a snapshot of where we are in our sustainability journey; this year we have seen progress in many areas as we continue to implement our recovery plans for the business. Our Governance rating was downgraded by the Regulator of Social Housing on 4 January 2024 and with it our compliant status. We have been working closely with them to deliver our Road to Recovery Plan (formally known as a Voluntary Undertaking). This ESG report refers to some of the important work in the plan, as we continue to focus on the core services we provide to our customers.

We should all be proud of our achievements against a challenging economic and regulatory backdrop but recognise there is work still to do.

Highlights include:

Environmental

In 2024/25 we strengthened our commitment of becoming a net zero organisation by 2050, reducing our emissions by 12% compared to 2023/24. We launched our first-ever Climate Resilience Strategy, which focuses on aligning our ambition to decarbonise existing homes and reduce overall energy demand, with the United Nations 17 Sustainable Development Goals.

We remain committed to achieving the target of 100% of our homes being rated EPC C or above by 2030. To hit the target, we developed a plan outlining the energy efficiency improvements that need to take place and have allocated c.£14m to achieve this goal. For example, we are already investing £1.5m in thermal improvement works in the 2025/26 financial year. During 2024/25, 95% of new homes built achieved EPC ratings of B and above, which is nearly a 12% improvement on the 2023/24 figures. In January 2025, we reached a landmark of 100% building waste diverted from landfill.

Social

The Tenancy Sustainment Team helps customers to make the best use of their finances and access help if they need it; through them, 2,396 customers received cost of living support worth more than £11m. Our focus on safety means that we undertook 1,723 damp and mould surveys and carried out a fire risk assessment for every building 18 metres tall and over. Our rents remain competitive and in 2024/25 we were able to provide our tenants with a 3% decrease compared to Local Housing Allowance rates.

Governance

This continues to be an area where we have seen further improvement. We’re proud that we continue to be a Real Living Wage employer. We continue to work towards improved equality, diversity and inclusion, with 50% female representation on shortlists for senior roles.

At Board level work continued to ensure that the voice of a resident is at the board table. We are delighted that we appointed a resident with lived social housing experience to our Board on 1 January 2025.

I hope this report demonstrates to our customers, partners, funders and other key stakeholders that we’re on the right track and moving towards a stronger future.

Tracey Barnes,
Chief Financial Officer

ESG at a glance

Environmental

100%
new homes at EPC C or above

100%
building waste diverted from landfill

12%
Total Scope 1, 2 and 3 emissions decreased by over 12% during 2023/24

Social

58%
of new homes are affordable

132
132 customers supported to reduce energy bills(1)

100%
Completed fire inspections for buildings 18m or taller

Governance

£12.60
We pay the Real Living Wage

7:1
CEO - worker pay ratio

50%
Women on senior role shortlists

(1). 366 vouchers to the value of £17,934 also issued to top up electric and gas meters. 536 customers helped to manage their new tenancy. More that £124,000 used to assist with homelessness prevention.

ESG Priorities for 2025/26

Environmental

- Continue to execute the Climate Resilience Strategy and associated action plan.
- Continue to deliver on the plan, which will see us achieve EPC C targets across our affordable housing portfolio by 2030. Be able to report on Standard Assessment Procedure (SAP) and EPC C progress frequently and robustly.
- Establish an updated carbon emissions baseline working with SHIFT Environment Consulting to set reduction targets across scope 1, 2, and 3. Be able to report on SAP and EPC C progress frequently and robustly.
- Develop and improve appropriate asset registers for all A2Dominion current zero carbon technology and improve knowledge throughout the business on its use and benefit.
- Ensure our readiness as an organisation and onward compliance with respect to the Heat Network Regulations.

Social

- Continue progress on damp and mould and prepare for Awaab's law through improved policy and process and use of new technologies.
- Following the development of the Consumer Standards Action Plan (CSAP) work continues to integrate these standards into the new Quality Assurance framework and monthly review process to ensure that evidence of improvements is captured across all service areas.
- The introduction of a new Customer Participation Panel will strengthen our approach to ongoing consultation and engagement regarding our compliance. By involving customers more directly, we can ensure that their voices are consistently heard at a strategic level, aligning with the Consumer Standards for Transparency, Influence and Accountability.
- We engaged with the Vantage peer group, which monitors and shares best practices across the sector. Engagement with this group will continue.
- We will continue to promote the use of Tenant Satisfaction Measures (TSM) insights across the business to support data-led decision making, identify trends, and drive localised service improvements.

Governance

- Complete the actions and meet the outcomes in our Voluntary Undertaking.
- Board and Committees to continue to strengthen and improve their effectiveness and therefore our overall governance.
- Continue to strengthen and embed our risk management processes and approach across A2Dominion, regularly reviewing risks and risk appetite with the Board and ensuring that Board and Committees focus on key controls and the assurance they have over the operation of those controls.
- Increase colleague wellbeing as evidenced by our Wellbeing Index results, including perception that colleagues are treated fairly, they feel valued for the work they do, and they can comfortably cope with their workload.
- Build upon increases in diversity at Board and senior level.

UN Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS

A2Dominion has integrated the United Nations (UN) Sustainable Development Goals (SDGs) with our corporate strategy in order to build safe, high-quality, and sustainable homes and neighbourhoods.

The table below shows how our work aligns with the SDGs:

UN SUSTAINABLE DEVELOPMENT GOAL	ALIGNING ACTIONS
SDG 1: End Poverty	Provision of affordable and energy efficient housing, as well as cost of living support.
SDG 2: Zero Hunger	Indirectly supported through community initiatives, though not a primary focus.
SDG 3: Good Health and Wellbeing	Our provision of safe housing underpins good health and wellbeing of our Tenants. The prevention and treatment of condensation, damp and mould is also a key KPI we track.
SDG 4: Quality Education	Educational support is given through the Springboard Fund. A2Dominion also provides quality student accommodation near campuses as well as safe and affordable housing, an essential building block for education, particularly in early education.
SDG 5: Gender Equality	Supporting leadership development for women via the ATHENA network (transitioning to WISH membership and apprenticeships), trialling gender-balanced recruitment shortlists for senior roles, and enhancing maternity benefits with full pay for the first 13 weeks.
SDG 6: Clean Water and Sanitation	Resource management strategies and water efficiency schemes such as using rainwater to provide "grey water" in toilets.
SDG 7: Affordable and Clean Energy	Energy-efficient homes and solar PV installations reduce energy bills. Two of our offices also produce electricity from solar PV.
SDG 8: Decent Work and Economic Growth	Employment opportunities, colleague wellbeing, and support for residents' economic resilience.
SDG 9: Industry, Innovation and Infrastructure	Sustainable construction practices and investment in modern housing infrastructure, such as heat networks.
SDG 10: Reduced Inequalities	Affordable housing, inclusive governance, and support for vulnerable groups.
SDG 11: Sustainable Cities and Communities	Placemaking, building safety, community engagement, and ecological initiatives help make the cities we operate in places people want to live in.
SDG 12: Responsible Consumption and Production	Sustainable supply chain management and procurement have become a pillar of our strategy to enhance resource efficiency.
SDG 13: Climate Action	We are committed to net zero carbon emissions by 2050. Energy upgrades, and emissions reporting help to measure our progress.
SDG 15: Life on Land	Ecological initiatives and biodiversity considerations in housing developments, such as the Biodiversity Net Gain legislation.

Environmental

Climate Change

C1 Distribution of EPC ratings of existing homes

(those completed before the last financial year).

Over 80% of A2Dominion's homes are rated at EPC C and above, which is a marked improvement from just five years ago when this figure was only 51%.

However, there is more to do to improve the condition of our existing homes, and our investment strategy focuses on doing this, including refurbishing homes to ensure they meet a minimum of EPC C.

EPC rating of homes in management

	Homes in management **2024/25**	Homes in management **2023/24**	Homes in management **2022/23**	Homes in management **2021/22**	Homes in management **2020/21**
EPC RATING	%	%	%	%	%
HOMES RATED A	<1%	<1%	<1%	<1%	<1%
HOMES RATED B	21%	20%	19%	19%	15%
HOMES RATED C	60%	61%	61%	61%	35%
HOMES RATED D	17%	18%	18%	18%	28%
HOMES RATED E (OR BELOW)	1%	1%	1%	1%	3%
DATA NOT AVAILABLE	0%	0%	0%	0%	19%
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**

C2 Distribution of EPC ratings of new homes

(those completed in the last financial year).

We are pleased that every new home meets a minimum standard of EPC C and above, and we expect this to improve in coming years as our design guide includes a minimum B rating for all homes.

At present 95% of new homes achieved an EPC B rating or above, which is nearly a 12% increase on the figure achieved in 2023/24. Unfortunately, some may slip below this rating, for example individual apartments with a lot of exposed surfaces such as corner flats at roof level or ground/first floor flats adjoining unheated spaces. This is something we are considering for future design, including use of Passivhaus standards.

EPC rating of new homes

	New Homes **2024/25**	New Homes **2023/24**	New Homes **2022/23**	New Homes **2021/22**	New Homes **2020/21**
EPC RATING	%	%	%	%	%
HOMES RATED A	5%	6%	15%	8%	6%
HOMES RATED B	90%	79%	76%	81%	91%
HOMES RATED C	5%	15%	8%	9%	3%
HOMES RATED D	0%	0%	1%	1%	0%
HOMES RATED E (OR BELOW)	0%	0%	0%	0%	0%
DATA NOT AVAILABLE	0%	0%	0%	0%	0%
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**

(Note that percentages are rounded; without rounding the total share is 100%)

Climate Change

C3 Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?

In 2024/25, A2Dominion started implementation of a Climate Resilience strategy that sets out our ambitions to achieve net zero by 2050.

Through this strategy we will implement a set of measures to:

- Decarbonise our existing homes, aligned to our investment strategy
- Meet our needs for goods, services, works and utilities through ethical procurement
- Deliver our ambition towards net zero for new homes
- Transition our energy from fossil fuels for heating and transport to electric heating and transport and reducing demand for energy where possible.

We have a costed plan for the decarbonisation of our housing stock in place to continue support of these ambitions.

NET ZERO

Our ambition is to achieve net zero by

2050

C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

A successful bid for the Social Housing Decarbonisation Fund (SHDF) has seen 107 homes retrofitted in line with the PAS 2035 standard and resulted in significant improvements to the energy performance of the homes.

These D & E EPC rated properties were retrofitted adopting the PAS 2035 approach resulting in a fabric first no regrets approach. Subsequently the properties now achieve a high level of thermal performance in preparation for the switch from gas central heating to electric heating.

Climate Change

C5 Scope 1, Scope 2 and Scope 3 Greenhouse Gas emissions.

The following information summarises the energy and carbon emissions for A2Dominion Housing Group, as required by The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

A2Dominion Housing Group's carbon emissions, using a location-based approach to calculating emissions, were 792.06 tonnes CO2e for 2024/25, this is 12% lower than in 2023/24.

A2Dominion Housing Group's carbon emissions, using a market-based approach to calculating emissions, were 601.34 tonnes CO2e for 2024/25, this is 11% lower than in 2023/24.

These include the emissions associated with electricity, gas, stationary combustion of diesel and travel in company and employee-owned vehicles.

A2Dominion Residential Limited and A2Dominion Developments Limited, are the two entities in the Group that meet Streamlined Energy and Carbon Reporting (SECR) qualification criteria, and the data is therefore for these two entities alone. The data included below covers the reporting requirements detailed in the SECR regulations.

The reported carbon emissions have been calculated following the guidance in the UK Government's Environmental Reporting Guidelines, 2019, and the methodology outlined in The GHG Protocol Corporate Accounting and Reporting Standard (revised edition). Carbon Emission factors have been obtained from the UK Government's GHG Conversion Factors for Company Reporting 2024.

An 'operational control' methodology has been adopted to outline the scope of carbon emissions reporting for A2Dominion Housing Group. Operational control refers to the ability of an organisation to direct the activities of a facility or operation. In the context of greenhouse gas (GHG) reporting, a company is considered to have operational control over a facility, if it has the authority to introduce and implement operating policies at that facility, regardless of ownership. This means the organisation is responsible for the GHG emissions from the 'operations it controls'.

This report includes the material carbon emissions, in line with the emissions categories, as required to be reported under the SECR regulations.

This summary has been compiled on the best available data at the time of production, in accordance with the baseline compliance SECR criteria for unquoted businesses with an annual energy consumption below 40 MWh, as it includes the total UK energy use of electricity, natural gas and direct transport (company-owned vehicles).

This includes UK energy use, and the associated Greenhouse Gas (GHG) emissions, which are classified as:

Scope 1
Activities for which the Group is responsible involving the combustion of gas, or consumption of fuel for the purposes of transport.

Scope 2
The purchase of electricity by the Group for its own use, including for the purpose of transport.

Scope 3
Emissions associated with third party logistics providers which occur at sources which A2Dominion does not own or control. Although not mandatory for inclusion in the SECR summary, Scope 3 emissions have been considered for "well to tank" of natural gas and diesel fuels and also for the transmission and distribution losses (T&D) element of delivered electricity.

Methodology
The SECR report relates to A2Dominion and covers the emissions from its operations from 1 April 2024 to 31 March 2025, aligning with the fiscal year.

Climate Change

Energy efficiency initiatives

A2Dominion Housing Group is committed to continually improving energy efficiency and reducing environmental impact while operating as a responsible and sustainable business. Over the past year, we have undertaken several initiatives that will result in carbon emissions reductions for the company.

A2Dominion continues to purchase green electricity for our offices and all landlord supplies. Our main offices have been constructed within the last 10 years, but we have still completed an upgrade to the lighting at 113 Uxbridge Road.

A2Dominion continues to purchase green electricity, or 100% renewable backed electricity from Electricity Supplier EDF. A2Dominion is on green tariffs for its development sites, the sites are in Joint Venture with contractors who are responsible to get green certificates from suppliers. A2Dominion also generates its own electricity from solar panels from two of our offices.

The table below includes a reduced 'net' carbon emission figure, the 'net' figure is based on our purchase of a 'contractual arrangement' for the supply of renewable electricity, the emissions reduction is reported as 'market-based'. This is voluntarily reported.

Greenhouse gas emissions by year (tonnes CO2e) Source: 2024/25 SECR Report

ACTIVITY CATEGORY	2024 (tCO2e)	2025 (tCO2e)	Percentage Change (%)	Actual Change (tCO2e)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment				
Scope 1 Total (tCO2e)	663.26	601.30	-9.34%	-61.96
Scope 2: Indirect emissions from the production of purchased energy				
Scope 2 Location-Based Total (tCO2e)	229.06	190.72	-16.74%	-38.34
Scope 2 Market-Based Total (tCO2e)	0.00	0.00	-	0.00
Scope 3: Indirect emissions from the value chain				
Category 6. Business travel	10.69	0.05	-99.53%	-10.64
Scope 3 Location-Based Total (tCO2e)	10.69	0.05	-99.53%	-10.64
Scope 3 Market-Based Total (tCO2e)	10.69	0.05	-99.53%	-10.64
Total Gross Emissions - Location-Based (tCO2e)	903.01	792.06	-12.29%	-110.94
Total Net Emissions – Market-Based (tCO2e)	673.95	601.34	-10.77%	-72.60
Intensity Ratio tCO2e per Units in management Location-Based	0.03	0.02	-12.29%	0.01
Intensity Ratio tCO2e per Units in management Market-Based	0.02	0.02	-10.77%	0.00
Intensity Ratio tCO2e per FTE Location-Based	4.75	4.40	-7.41%	-0.35
Intensity Ratio tCO2e per FTE Market-Based	**3.55**	**3.34**	**-5.81%**	**-0.21**
Intensity Ratio tCO2e per Units in Development Location-Based	1.35	0.86	-36.66%	-0.49
Intensity Ratio tCO2e per Units in Development Market-Based	**1.01**	**0.65**	**-35.56%**	**-0.36**

From April 2024 to March 2025 the Intensity Ratio based on total Scope 1,2 and 3 emissions (location based) are as follows.

The intensity of 0.02 tonnes CO2e per Units in Management is -12% lower than last year. The intensity of 4.40 tonnes CO2e per FTE is -7 % lower than last year. The intensity of 0.86 tonnes CO2e per Units in Development is -36 % lower than last year.

Climate Change

Energy consumption

Annual quantity of energy consumed by the company, in the UK resulting from the purchase of electricity, combustion of gas and consumption of fuel for transport purposes.

SCOPE AND EMISSIONS SOURCE CATEGORY	Energy Source	2024 (kWh)	2025 (kWh)	Percentage Change (%)	Actual Change (kWh)
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment					
Stationary combustion	Natural Gas	3,480,497.00	3,150,899.10	-9.5%	-329,597.90
Stationary combustion	Plant and Machinery Diesel	111,053.67	104,563.43	-5.8%	-6,490.24
Stationary combustion	HVO	4,965.50	0.00	-100.0%	-4,965.50
Scope 2: Indirect emissions from the production of purchased energy					
Generation of purchased energy	Electricity - Location Based	1,106,167.00	921,108.31	-16.7%	-185,058.69
Generation of purchased energy	Electricity - Market Based	-	-	-	-
Scope 3: Indirect emissions from the value chain					
Upstream emissions - 6. Business travel	Employee-owned Vehicles Diesel	42,049.93	121.90	-100.0%	-41,928.03
Upstream emissions - 6. Business travel	Employee-owned Vehicles Petrol	166.61	76.90	-53.8%	-89.71
	Total kWh	4,744,899.71	4,176,769.64	-12.0%	-568,130.07
	Intensity Ratio kWh per Units in management	132.58	116.71	-12.0%	-15.87
	Intensity Ratio kWh per FTE	24,973.16	23,204.28	-7.1%	-1,768.88
	Intensity Ratio kWh per Units in Development	7,103.14	4,515.43	-36.4%	-2,587.71

Definitions

tCO2e
Tonnes of carbon dioxide equivalent, which is a measure that allows you to compare the emissions of other greenhouse gases relative to one unit of CO2. It is calculated by multiplying the greenhouse gas emissions by its 100-year global warming potential.

Location based
This refers to reporting emissions based on the average emissions intensity of the local electricity grid where the company operates, regardless of the company's energy contracts. It reflects the general mix of energy sources available in that region, including both renewable and non-renewable sources.

Market based
This refers to reporting emissions based on contractual instruments to lower the GHG intensity of the reported electricity use. This method specifically references the energy contracts a company has, such as an electricity source of generation that has a lower intensity to the national grid for example, a supplier-specific emissions rate, renewable energy purchases via a green tariff or Power Purchase Agreements (PPAs). It reflects the actual energy sources the company has chosen through a contractual mechanism, allowing for a potentially lower emissions figure if they use cleaner energy.

Climate Change

C6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?

A2Dominion considers flood and overheating risks carefully and sets out mitigations for both new and existing homes.

Flood risk
Flood risk is considered when buying sites for new homes and throughout the planning process. We undertake flood risk assessments and suggest mitigations as part of planning applications, enabling us to manage risks throughout the planning process. However, flooding has not been a concern for us as we are careful not to develop on sites that are a high flood risk, as well as the areas we operate in. For existing homes, we monitor flood risks through alerts from an external contractor. This provides us with details of predicted rainfall by postcode, allowing us to prepare for severe flooding events.

Overheating risk
Overheating risk is assessed from the early stages of the design of new homes and during the planning process, allowing us to put necessary mitigations in place. We also provide contractors with full designs to mitigate these risks when designing new homes. We cannot fully mitigate against all risk as there are other considerations, for example ensuring customers have access to outside light and fresh air through their windows. We know overheating is likely to become an increasing issue and we're continually looking at ways of improving mitigation.

Ecology

C7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?

A2Dominion's Climate Resilience strategy recognises the importance biodiversity represents for existing homes and that more work is required to understand our existing habitats and the best way to enhance them.

Biodiversity Net Gain (BNG) is embedded in our planning process, and A2Dominion is a responsible developer with ambition to meet BNG targets. As a housing association that owns and manages most of the homes we build long-term, it is important that we have strong coordination between planning the process and management and operation of the development. However, we have built in performance indicators on biodiversity as part of our contractor arrangements and provide them with advice on how we could increase biodiversity on existing estates and homes.

C8 Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?

A2Dominion does not have a strategy in place as this is managed through our contractor arrangements. Our contractors are required to meet legal requirements under the Control of Substances Hazardous to Health (COSHH) regulations in managing and reducing pollutants that could cause harm to customers and the environment.

Sustainability is considered in all procurement activity, and we are pleased that our contractors are increasing their use of bio-friendly chemicals and pesticides and herbicides that are biodegradable. However, we are aware that there is more we can do to target and measure performance and are considering this as part of wider work to improve our approach to data management.

Brooklands Park, Surrey

Resource Management

Amber Parkside

C9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?

We do not have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works or plans to develop one. This is because this is embedded in our procurement policy, with requirements to purchase goods and services responsibly. For example, our design guide requires all timber used for internal joinery to be sustainably sourced.

C10 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

Waste management is carried out through our contractors, who currently divert 100% of waste from landfill and are committed to achieving net zero carbon emissions by 2030.

Our contracts include the requirement to measure performance against waste management of building materials and share this with us as part of monthly progress reports. In addition, contractors must:

- Adopt best practice construction methods which minimise waste
- Use materials and components which minimise energy use and waste
- Collect recyclable waste on site, dispose of responsibly and provide a summary of waste removed and percentage sent to landfill
- Minimise over-ordering
- Provide "take back" schemes of surplus materials
- Identify waste streams.

C11 Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?

A2Dominion has a water management plan to ensure we meet our obligations as a landlord and ensure the health and safety of our tenants, leaseholders, and the public by keeping the property safe and free from health hazards, in particular Legionnaires' disease.

In addition to that we have measures in place to ensure that we make best use of water under our management, and we have piloted using rainwater to provide "grey water" in toilets in our Bicester eco-village development, reducing the demand for domestic (drinkable) water and providing customers with low-cost flushes.

Social

Affordability and Security

C12 For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

On average our customers **spend 45p for every pound** they would spend on a comparable home in the private rental sector.

- Rent compared to median private rental sector (PRS) rent across the relevant Local Authority
- Rent compared to the relevant Local Housing Allowance (LHA).

Overall affordability

	2024/25	2023/24	2022/23
Average A2Dominion weekly social rent	£150.03	£139.21	£129.92
A2Dominion rent as a percentage of median private rental sector (PRS)	N/A	45%	42%
A2Dominion rent as a percentage of Local Housing Allowance (LHA) rates	51%	54%	50%

Portfolio-wide figure for % of Private Rental Sector (PRS) rent and/or % of Local Housing Allowance (LHA) rent compared to A2Dominion social rent

Local Authority	Median A2Dominion weekly social rent	A2DOMINION WEEKLY SOCIAL RENT COMPARISONS		
		As a percentage of private rental sector	As a percentage of Local Housing Allowance	A2Dominion rent compared to average local wages*
BROMLEY	£146.26	N/A	47%	20%
EALING	£155.34	N/A	46%	22%
HAMMERSMITH & FULHAM	£165.73	N/A	42%	23%
HARROW	£179.00	N/A	50%	25%
HILLINGDON	£153.60	N/A	49%	21%
HOUNSLOW	£158.94	N/A	49%	22%
OXFORD	£138.46	N/A	55%	19%
SPELTHORNE	£142.87	N/A	53%	20%
WINCHESTER	£140.83	N/A	61%	20%

https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours

In the areas where we have most homes, our social rents vary from over half the cost of the Local Housing Allowance with 61% in Winchester to 42% in Hammersmith & Fulham. A2Dominion rents continue to be competitive in most areas compared to the Local Housing Allowance. On average, A2Dominion customers spend 51% of their Local Housing Allowance on rent, which is a 3% decrease on 2023/24.

Housing charity Shelter defines affordable housing as costing no more than 35% of a household's income after tax and benefits. While we recognise that many of our customers live on a very low income, our general needs (social) rent is around a fifth of local median wages, which means we believe that it meets the Shelter definition for affordable housing.

Affordability and Security

C13 Share, and number, of existing homes (owned and/or managed) completed before the last financial year broken down by tenure

A2Dominion has more than 38,000 homes in management across London and southern England.

We operate nearly 80% of our homes as affordable and social housing which includes homes for social rent, affordable rent, supported housing, retirement living, key workers, temporary and intermediate housing and shared ownership.

Homes in management

Tenure	2024/25	
	Homes	Share
Affordable rent	1,866	5%
General needs (social rent)	17,076	45%
Retirement living	925	2%
Intermediate rent (includes key worker intermediate)	578	2%
Leasehold and freehold	7,840	20%
Low-cost home ownership (shared ownership)	3,909	10%
Private rented	1,193	3%
Student, key worker, temporary	3,687	10%
Supported housing	1,192	3%
TOTAL	**38,266**	**100%**

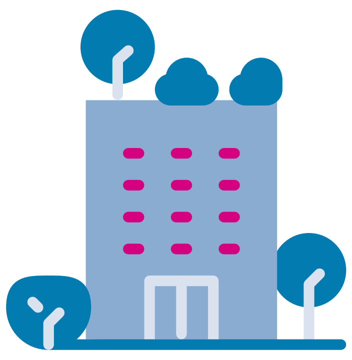
(Note that percentages are rounded; without rounding the total share is 100%)

Affordability and Security

C14 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year broken down by tenure.

In 2024/25, A2Dominion completed 925 new homes, which is greater than in previous years. This figure excludes the Private Development (PD) units, which are owned by our partners in the Joint Ventures.

We have moved away from our previous strategy on new developments, particularly around those for private sale. This year we have started implementing our change in strategic direction around our development focus. This involves reducing the number of new developments starting on site to allow us to focus on redevelopment and improvement of our customers' existing homes. This year 536 new homes were affordable homes, making up 58% of homes completed.



58%
of new homes completed were affordable in 2024/25

New homes

TENURE	2024/25	
	Homes	Share
Affordable rent	249	27%
General needs (social rent)	0	0
Retirement living	0	0
Intermediate rent (includes key worker intermediate)	25	3%
Leasehold and freehold	387	41%
Low-cost home ownership (shared ownership)	72	8%
Private rented	2	1%
Student, key worker, temporary	190	20%
Supported housing	0	0
TOTAL	**925**	**100%**

(Note that percentages are rounded; without rounding the total share is 100%)

Affordability and Security

A2Dominion disposed of 535 homes in 2024/25. Our Asset Management policy guides our approach to disposals, as we seek to ensure we get optimal benefit from our resources and assets through this policy. This includes ensuring our overall stock portfolio is in a good state of repair and financially viable, supporting us to meet our core social purpose through good management of our stock.

Homes disposed in 2024/25

Tenure	NUMBER
Affordable rent	0
General needs (social rent)	3
Retirement living	0
Intermediate rent (includes key worker intermediate)	0
Leasehold and freehold	0
Low-cost home ownership (shared ownership)	0
Private rented	49
Student, key worker, temporary	474
Supported housing	9
TOTAL	535

(Note that percentages are rounded; without rounding the total share is 100%)

We have not acquired any homes in the last 12 months.

C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

As a housing provider we are aware of the impact that the cost-of-living crisis has on our customers, especially the increase to energy costs. Via our Tenancy Sustainment team, we have been able to support our customers when they are struggling with these extra costs.

The Tenancy Sustainment Team are always on hand to assist with information and guidance regarding money management and reducing energy costs. The team also made 100 referrals to Pocket Power, an inclusive phone service that saves people money on their household bills and connects them to financial support.

In 2024/2025, we supported 132 customers via our in-house cost of living fund, by issuing £5,328 worth of vouchers to enable customers to top up their electric/gas meters. Alongside our own fund, our Tenancy Sustainment team also secured access to charitable funding via HACT. The team issued 366 vouchers to the value of £17,934 to top up electric and gas meters.

Building Safety and Quality

C16 How does the housing provider provide security of tenure for residents?

We know security of tenure makes a huge difference to our customers' lives, so we are proud that 99.9% of our social rent tenancies are assured tenancies.

In addition, our Tenancy Sustainment team plays an essential role supporting customers facing financial difficulty by preventing tenancy failure and potential homelessness. In 2024/25 more than £124,000 worth of funding was obtained from Local Authority funding to assist with homelessness prevention.

C17 Describe the condition of the housing provider's portfolio, with reference to:

Condition of A2Dominion's portfolio

% of homes for which all required gas safety checks have been carried out.	99.9% (target 100%)
% of homes for which all required fire risk assessments have been carried out.	100% (target:100%)
% of homes for which all required electrical safety checks have been carried out.	84.7% (target: 90%)
ENHANCED REPORTING	
% of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%
% of homes for which all required legionella risk assessments have been carried out.	100%
% of homes for which all required communal passenger lift safety checks have been carried out.	92.6%

A2Dominion is committed to ensuring our homes are safe and well maintained, and we are committed to learning lessons from previous failures.

In 2024/25:

- 332 in-depth fire safety inspections have been completed across our mid to high-rise buildings which have potential external wall issues.
- 83 buildings have been identified as requiring remedial fire safety works, and we are progressing detailed plans for their resolution.
- 9,000 fire doors have been inspected in buildings that we manage that are over 11 metres in height and we have invested £3.8m replacing fire doors.

Customers can find out more about building and fire safety, including information on staying safe, on our website.

Building Safety and Quality

C18 What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?

As of 2024/25, 99.63% of our homes meet the national housing quality standard. This is a similar position to last year.

Currently, 81 properties (0.4%) are non-compliant—76 due to Category 1 hazards and 5 with an EPC Band F rating, failing on thermal comfort criteria. Each of these cases has been referred to the appropriate teams, and tailored action plans are in place to address the issues. We are actively working to bring all non-compliant homes up to standard.

99.6% decent homes compliance figure

C19 How do you manage and mitigate the risk of damp and mould for your residents?

A2Dominion's website includes a link to a leaflet about condensation, damp and mould for our customers explaining how we deal with reports of damp and mould and tips on how customers can reduce condensation in their homes and recognising that this is something everyone must deal with.

There is also a video linked to this that customers can watch.

We have also started a pilot to provide customers with hygrometers for their homes where condensation is thought to be the cause of mould growth. This will enable them to monitor when moisture levels in their homes increase, and take the action advised in our leaflet/video to reduce this, e.g. keeping bathroom doors shut when running a bath.

We have introduced case management of damp and mould cases from initial survey through to completion of works with customer contact points along the way. Use of our case management system (D365) means that dashboards can be used by the Case Managers to monitor progress of cases and see when next steps are due and for managers to review performance. We are also looking to go live with a Totalmobile repairs system which will have dynamic repair/survey booking functionality. This will facilitate truly mobile working with surveyors who are able to complete and send surveys immediately after their inspection and to raise any repairs straight from site. Both these ways of managing surveys and repairs will prepare us to meet Awaab's Law timescales, due to be implemented 27 October 2025.

As we move into autumn, we will start our programme of contacting customers with repeat cases to check if the most recent works have addressed the issue. We also now have the ability to link damp and mould cases with complaints and to identify repeat cases more easily and therefore focus our investigations.

Resident Voice

C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?

The Tenant Satisfaction Survey or Measures (TSM) is a feedback mechanism used by social housing providers in England to measure how well they are performing in key areas, as required by the Regulator of Social Housing (RSH).

The results allow providers of social housing to identify areas for improvement and help the RSH to hold them accountable for providing quality services.

Overall satisfaction

For our social and affordable rent customers, the higher scoring areas were:

- Home that is safe – 71.8%
- Treated fairly and with respect – 69.3%
- Kept informed – 66.9%.

The lowest scoring area was satisfaction with how we handle complaints (30.9%). This highlights a consistent area of concern and reinforces the need for us to continue to focus on improvements in how complaints are managed and resolved.

Repairs
We've seen an improvement in the proportion of repairs completed within our target timescales. This was 85.4% for emergency repairs and 74.2% for routine repairs, compared to 68.8% and 66.6% respectively the year before.

Health and safety
Customer safety is our number one priority, and this year's results show that our compliance with required health and safety standards is high for gas safety (96%), fire risk assessments (99.5%) and legionella risk assessments (92.6%). We had carried out the required lift checks on 83.7% of our lifts, and work is on-going to make improvements in this area. This mainly relates to 400 blocks that are managed by third-party managing agents.

Anti-social behaviour
Anti-social behaviour (ASB) remains a key area of focus. In 2024/25, we recorded 38 ASB cases per 1,000 homes, which was an increase from 23 the year before. We believe this may in part be due to the work we've done to raise awareness around reporting ASB among residents.

Whilst the (TSMs) measure the volume of anti-social behaviour cases, they don't reflect how effectively we are managing these cases, for example, to say how quickly we are getting in touch with customers and resolving cases. To help us understand and measure this better, we conduct a transactional ASB survey.

Complaints
We received 8,234 complaints in 2024/25. This was a 49% rise compared to the year before, reflecting increased customer scrutiny and greater confidence in using our complaints process to raise dissatisfaction. We responded to 70.4% of complaints at stage one and 73.7% at stage two. This is an improvement from the year before, demonstrating early impact from our Complaints Improvement Plan.

Key themes raised include delays, poor communication, and dissatisfaction with service quality. We have centralised how we handle complaints, expanded our team and introduced a new quality assurance process. Further work is under way to respond to all complaints within the set timeframes, reduce the number of complaints escalated to stage 2, improve the quality of our responses, and rebuild trust with customers.

To ensure we are held to account for feedback from these mechanisms we publish 'You Said, We Did' information on our website.

Resident Voice

C21 What arrangements are in place to enable residents to hold management to account for the provision of services?

We provide a range of ways to enable customers to meaningfully engage with us, including:

- **Customer Services Committee (CSC)** made up of A2Dominion customer members, Board members and industry experts.
- **Resident Scrutiny Panel (RSP)** made up of A2Dominion customers who are compensated for their time and expertise. The RSP enables customers to scrutinise the way we organise ourselves and hold us to account, including providing comment and feedback on our policies and taking part in our annual self-assessment. There will be a recruitment drive in 2025 to expand the number of members of our scrutiny panel, provide more flexible opportunities for scrutiny, provide an enhanced training programme, and a new Quality Assurance programme which is in development.

As part of the enhancement to our customer engagement programme, alongside the expansion of our RSP, we have recruited nine members to a new Customer Participation Panel that will meet six to eight times per year and act as a 'critical friend' collaborating with colleagues at all levels, and will help us improve the way we deliver services by giving feedback on important issues, working with our teams to influence decisions and reviewing how we're performing.

The panel will share their views directly with our Customer Service Committee, executive management team and directors.

Further enhancements to our customer engagement programme will take place towards the end of 2025 when five new Service Improvement Groups will be implemented. These groups will have a specific focus area for scrutiny and the themes for these groups have been developed in accordance with areas our customers have told us we need to improve. The panels will focus on repairs, homeowners, communication, income and affordability and anti-social behaviour.

- **Focus groups:** We regularly host focus groups with customers to get feedback on specific topics and have had a huge amount of customer influence in our approach to our digital transformation, ensuring customers are involved in early stages of development, through to testing and checks through our Quality Assurance programme.
- **Providing opportunities for customers to bid for funding** to enhance their own personal circumstances (such as neighbourhood improvements or accessing education & training).
- Encouraging and enabling **'resident associations'** within our communities.
- **Provision of information on our website** for customers to see how we are performing and what our plans are for service improvements.
- **Customer surveys**
- **We carry out surveys for our Tenant Satisfaction Measures**, and a number of transactional surveys to understand where customers are satisfied with our service and where we need to do better.

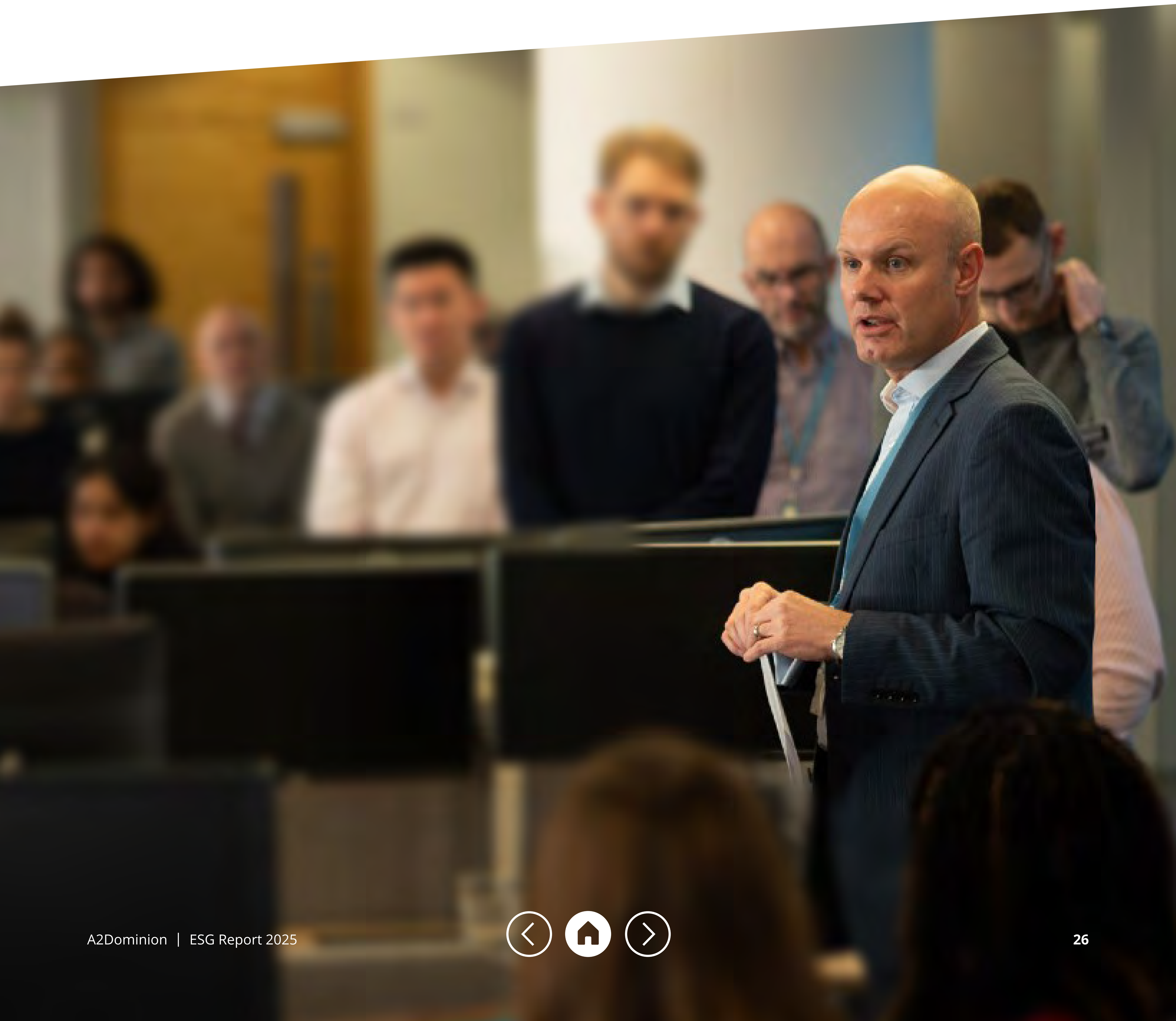
Resident Voice

C22 In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?

In 2024/25, 2.85% of complaints were escalated to the Housing Ombudsman for investigation which resulted in 80 determinations.

We regret that there were four cases where the Housing Ombudsman Service issued Complaint Handling Failure Orders. This was because we took too long to respond or provide information to the Ombudsman. We reviewed the reasons why each order was made, and any learnings have been built into our wider improvement plans to reduce the risk of future orders being made. There were also nine cases where the Housing Ombudsman Service determined severe maladministration. In each of these cases, we took too long to address issues and were required to provide a higher level of redress. We've offered our apologies to the individual residents affected and fully accept the Ombudsman's findings and recommendations.

We've made improvements to our systems and structures by implementing new complaint tracking and dashboard systems, giving better awareness and visibility to our complaints at an executive and director level. Monthly meetings are now held with Heads of Service to review complaint trends and address service area issues. We are also expanding our complaints team and have created a new centralised team to focus on improving Stage 2 responses.



Customer Support

C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?

Supporting customers is key to A2Dominion's core social purpose and we work with our customers to manage money and access financial and other support through our Tenancy Sustainment Team.

In 2024/25 the Tenancy Sustainment Team supported 2,396 customers, providing more than £11m of financial support. This included the following services:

Maximising income
We assisted 1,100 customers with benefit claims (including Housing Benefit, Universal Credit, Disability Benefits, Child Benefit and Carers Allowance). We successfully helped seven customers to challenge benefit decisions through tribunals – resulting in backdated benefit awards of £36,853.

Cost of living
Our internal funding provided nearly £33,000 in funding to directly support 111 customers to buy essential items such as white goods, furniture, school uniform, and reduce debt. We also made 107 food bank referrals and provided 220 food vouchers and 366 energy top up vouchers.

Preventing homelessness
Our support helped customers to access more than £124,000 in local authority funding to prevent homelessness. In addition, we also provided employment advice, Universal Credit support and emotional wellbeing services, from which 249 clients were supported last year.

1,100
customers assisted with benefit claims

£33,000
of funding directly supported **111** customers

249
clients supported in preventing homelessness

Placemaking

C24 Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

A2Dominion provides support services for customers across its areas of operation, which contribute to positive neighbourhood outcomes in the community by providing support to the most vulnerable individuals to develop the skills to live independently.

Services are provided for homeless adults, unaccompanied asylum-seeking children, domestic abuse victims/survivors, and young people and young parents.

These services support the local communities as well as the individuals themselves by, for example: supporting people to reduce substance misuse, offending behaviours, and anti-social behaviour; integrating marginalised groups back into the community, improving community cohesion; reducing the number of street homeless individuals, and supporting them to manage a tenancy to prevent a return to the streets; and improving the outcomes for children of victims of domestic abuse and young parents.

The successes of these projects are measured by recording the Social Value delivery of the services. In 2024/25, supported services contributed £8.2m in social value.

Some examples of how these services have delivered whole community outcomes are:

Bramlings House

Bramlings House is a young people and young parents' scheme in West Berkshire. The team there have worked hard to integrate the service into the local community, inviting local neighbours, police, health visitors, councillors, and other stakeholders to regular open days to improve community relationships. Since A2Dominion has delivered the service at Bramlings, there has been a marked improvement in public perception of the scheme and the customers who live there.

Bramlings also hosts a fortnightly play group for the young parents who live there and local parents and babies in the community. Health Visitors and other professionals often attend this group to support the parents and babies. This provides a low-cost activity for local families and supports the young parents living at Bramlings to integrate successfully into the community when they are ready to move into independent living.

Hospital-Based Independent Domestic Violence Advisor (HIDVA)

A2Dominion's Domestic Abuse team has worked with Standing Together Against Domestic Abuse (STADA) to pilot a new HIDVA service in the John Radcliffe hospital in Oxford. The HIDVA has provided support to victim/survivors of domestic abuse in the hospital setting and has worked closely with the hospital teams to support them with identifying signs of domestic abuse in their patients. The pilot scheme has been so successful and has made such a difference to the lives of victim/survivors, that at the end of the year long trial with STADA, Oxford Council has decided that they would like to fund the continuation of the service, to continue to be delivered by A2Dominion's Domestic Abuse team.

Placemaking

Community Impact Year in numbers

1,066
A2Dominion residents engaged in **community impact projects and events**

9,279
Residents and local people **supported by community impact**

£8.2m
Social value created by **community investment**

£50,000
Grant Funds distributed to community groups

36
Residents supported and **successfully funded through the Bursary programme**

35
Community projects delivered

13
Big Impact Days delivered in priority neighbourhoods

£56,000
External funding secured to deliver key services, supporting cost of living, mental health and wellbeing

35
Community groups supported with grant funding

12
Residents supported through **Business in a box** – business skills programme

Food distribution

6,500
Individuals supported

4,542
Households supported

45,743kg
Weight of **food distributed**

Partnering with The Felix Project at Green Man Lane - Ealing, London

Governance

Structure and Governance

C25 Is the housing provider registered with the national regulator of social housing?

Yes.

C26 What is the housing provider's most recent regulatory grading/status?

A2Dominion's most recent regulatory grading was G3/V2; we have not yet been graded against the new consumer standards.

We were downgraded from G1/V2 in January 2024 because of issues we identified and as a result, we self-referred to the Regulator of Social Housing. Since then, we have developed a plan for improvement, known as a Voluntary Undertaking Action Plan and have been working closely with the Regulator to deliver against it. These improvements should be completed in 2026 at which point the Board will ask the Regulator to reassess our Governance rating.

C27 Which Code of Governance does the housing provider follow, if any?

A2Dominion follows the **National Housing Federation's Code** of Governance published in 2020.

C28 Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Yes, A2Dominion is a not-for-profit organisation. We reinvest all surpluses into the provision of social housing.

C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

A2Dominion's Board oversees all strategic risks, including ESG risks.

All key risks are reported to our Executive Management Team, Audit, Risk and Assurance Committee, and Group Board. Our Board-approved risk management strategy and policy include approved escalation procedures for emerging risks.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

A2Dominion has not been subject to any adverse regulatory findings in the reporting period that resulted in enforcement or other equivalent action.

Board and Trustees

C31 How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?


Coretta Scott - new board member

A2Dominion's customer engagement programme actively recruits to ensure input from a diverse range of people who represent our customer base.

The Customer Service Committee (CSC) is the lead committee to ensure that the customer voice is considered at the most senior level. Additionally, a Customer Voice report is produced for each Board meeting, which provides an overview of our complaints performance, TSM results and other customer feedback, customer engagement activities and outputs, and our adherence to the Consumer Standards.

We appointed our first customer to the Group Board on 1 January 2025. Coretta Scott has been a member of A2Dominion's Customer Service Committee since 2022 and has been actively involved in residents' groups since 2012. In addition, we have two residents serving on our Customer Service Committee to ensure the customer voice is clearly heard throughout our Governance processes. We have a Board recruitment policy which actively promotes diverse candidates to widen diversity on all committees and Board.

The make-up of our Board is presented below:
12 Board members (numbers not % below)

Equality, Diversity and Inclusion characteristic	Number	Percentage
Women	5	42%
BAME	1	8%
Residents	1	8%
Have a disability	0	0%
Average age of the Board	56	N/A
Average tenure of the Board	3 years	

C32 What % of the housing provider's Board have turned over in the last two years? What % of the housing provider's Senior Management Team have turned over in the last two years?

There was a Board turnover of 25% as three Board members left and were replaced and we recruited an additional member, growing the number of Board members from 11 to 12. There was a senior management turnover of 33% as two members left and were replaced.

Board and Trustees

C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

A2Dominion has four Audit Committee Board members. One has recent and relevant financial experience; Paul Fiddaman is currently chief executive of Karbon Homes and has trained as an accountant. He was previously Group Director of Finance and Corporate Services at Fabrick Housing Group (now part of the Thirteen Group). In addition, there are non-Board committee members who also have relevant experience.

C34 What % of the housing provider's board are non-executive directors?

A2Dominion's Board has 12 members, of which 11 (92%) are non-executive directors.

C35 Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes. It is also shared with A2Dominion's Governance, People and Renumeration committee on a quarterly basis.

C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Our external audit partner BDO LLP has been responsible for auditing our financial accounts for more than 17 years.

The contract is tendered at least every five years and partners and lead auditors turnover regularly (we have a new lead auditor this year) to ensure that there remains sufficient impartiality.

C37 When was the last independently-run, board effectiveness review?

The last independently run Board-effectiveness review was held in December 2022 with the final report issued in April 2023. However, we are making progress toward the next review which is due in the Autumn of 2025.


Cavendish Gardens, West London

C38 How does the housing provider handle conflicts of interest at the board?

A2Dominion has a robust process for handling conflicts of interest at the Board.

There is a publicly available register for Board and committee member declarations of interest, which is reported on quarterly to the Board. Should there be a material conflict of interest, any individual concerned will withdraw from the Board discussions and decisions on relevant matters.

In the case of a fundamental or ongoing material conflict, the Board determines whether the person concerned should cease to be a Board member. The Board also has in place a Senior Independent Director and dispute resolution procedure to help deal with any conflicts that may arise.

Colleague wellbeing

C39 Does the housing provider pay the Real Living Wage?

A2Dominion pays the Real Living Wage to employees, including contractors.

We do have apprentices at lower rates of £11.44 per hour, which is significantly above the apprentice minimum rate of £6.40 per hour and will rise to £12.21 in 2025/26.

C40 What is the housing provider's median gender pay gap?

Each year we publish a gender pay gap report showing the difference in average earnings between men and women across the organisation.

Excluding our subsidiaries, the median gender pay gap was 18.3% in 2024/25. We continue to monitor and work to narrow key pay gaps and maintain equal pay.

To support this, we have:

- Continued to deliver our Equality, Diversity & Inclusion strategy and action plan for 2020-25
- Launched a new pay policy to align pay across the organisation and to benchmark to market rates
- Launched our new Employee Value Proposition which helps to attract a diverse pool of candidates.

We have put several initiatives in place to address the gender pay gap, including:

- Trialling a target of 50% female representation on our recruitment shortlist for key senior roles, provided they meet the minimum criteria
- Improving our maternity pay, to offer 100% maternity pay for first 13 weeks.

In the coming year we will continue to focus on reducing the gender pay gap and our ethnicity pay gap. This work will include improving the data we hold and introducing requirements for recruitment shortlists for some roles to include 50% ethnically diverse candidates.

C41 What is the housing provider's CEO: median worker pay ratio?

A2Dominion's CEO: median-worker ratio is 7:1 which means the CEO earns seven times the average of other colleagues.

This ratio is usually much higher in private companies.

Colleague wellbeing

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

A2Dominion promotes Equality, Diversity and Inclusion (EDI) through a comprehensive and embedded strategy that spans recruitment, training, leadership development, and employee engagement. The EDI policy is operationalised through clear actions, measurable targets, and ongoing internal collaboration.

Operationalising the EDI Policy
EDI principles are embedded into recruitment, change programmes, leadership development, and employee engagement processes. All new starters must complete a mandatory EDI training module as part of their induction, ensuring a consistent baseline of awareness and understanding across the workforce.

In October 2024, a highly recommended EDI training playlist was launched for all employees and managers, offering practical tools and knowledge to support inclusive behaviours. Further e-learning modules were introduced during PRIDE 2025, reinforcing the organisation's commitment to LGBT+ inclusion and continuous learning.

National events are regularly promoted, with dedicated campaigns (e.g. during PRIDE month) to foster awareness and engagement across the organisation. The organisation collaborates with internal networks such as EDIN (Equality, Diversity and Inclusion Network), which is undergoing a re-launch with a campaign to attract new members and strengthen diversity advocacy internally.

Gender Pay Gap reporting and actions
Annual gender pay gap reporting is conducted to monitor progress and inform action.

As of 2025, 50% of CVs for roles at grade 8 and above are from female candidates, aligning with set targets. Directorates have been set targets to maintain/improve gender diversity for 25/26 through recruitment to succession planning.

Initiatives to support women in the organisation include:

- Membership with Women in Social Housing (WISH), using their job boards and events for recruitment and professional development.
- A 'Women in Leadership' pilot programme, offering coaching and qualifications to high-potential female leaders. Of the initial group, 3 undertook coaching and 1 began a Level 5 leadership qualification. Further cohorts are planned.
- Plans to develop women-only webinars addressing common barriers such as imposter syndrome, boundary-setting, and delegation.

Ethnicity Pay Gap reporting and actions:

- Ethnicity pay gap reports inform action plans to increase representation and equality.
- Directorates have been set targets to improve ethnicity diversity for 25/26 through recruitment to succession planning.
- The Rooney Rule has been adopted for all vacancies at grade 8 and above, ensuring at least one ethnically diverse candidate is interviewed (if meeting minimum criteria).
- A diversity data campaign is scheduled for Autumn 2025 to further promote disclosure to inform better talent support and planning.

People and Wellbeing

C43 How does the housing provider support the physical and mental health of its staff?

A2Dominion's annual programme of wellbeing events provides useful resources and ideas to support the physical and mental health of our employees.

All colleagues have access to our free and confidential Employee Assistance Programme which offers a range of services including legal and financial advice, counselling sessions and an events programme sharing advice on handling difficult times of the year such as exam season and the rising cost of living.

Other support includes:

- **Wellbeing ambassadors:** providing support to colleagues with any struggles they may face. They also run A2Dominion's wellbeing campaigns throughout the year
- **Mental health first aiders:** colleagues who are trained to offer support to colleagues in difficult times and to raise mental health awareness and reduce stigma
- **Mentoring programme:** an annual programme matching internal mentors and mentees to help colleagues improve their skills and work towards their career aspirations together with a more experienced colleague
- **Menopause support:** through our Menopause Natters support group with menopause champions raising awareness.

In addition, A2Dominion provides occupational health assessments to support colleagues to return to work after a period of ill health. Colleagues have access to free dyslexia assessments, free flu vaccinations and reimbursement for eye tests. Colleagues also have the option to receive private healthcare insurance as part of A2Dominion's employee rewards package.

We have recently trained colleagues to deliver reflective practice sessions, which enables participants to reflect on their experiences as part of a group. We also rolled out a programme to support our domestic abuse champions, safeguarding champions and employee forum representatives to promote resilience when supporting colleagues through difficult circumstances. In addition, we plan to provide online learning resources to support resilience.

We are working towards an increase in our Wellbeing Index results when we redo the survey later in the year.

The results below are from December 2024:

43% of colleagues agree or strongly agree that people at A2Dominion are treated fairly.

52% of colleagues feel valued for the work they do.

52% of colleagues feel they can comfortably cope with their workload.

People and Wellbeing

C44 How does the housing provider support the professional development of its staff? Your answer must include what % of employees have received qualification that are relevant for their professional development, within the last year- Split result by demographic.

A2Dominion demonstrates a strong commitment to the professional development of its employees through a wide range of initiatives and structured programmes.

These initiatives are designed to support both personal growth and career progression across all levels of the organisation.

1. Professional qualification scheme
A2Dominion offers a Professional Qualification Scheme which provides financial and practical support for employees pursuing industry-recognised qualifications. This enables colleagues to gain formal certifications that enhance their expertise and career prospects within the housing sector and beyond.

2. Apprenticeship scheme
The Apprenticeship Scheme supports both new entrants and existing employees to gain work-based qualifications while developing essential skills on the job. This scheme not only supports early career development but also offers pathways for existing employees to upskill and progress within the organisation. In 2024/25 we signed up 47 people to undertake apprenticeships. This included the enrolment of managers on the Level 4 Senior Housing and Property Management programme and 20 employees for the Data Analyst apprenticeship. We're also planning to hire more surveyors and trainee surveyors, fully supporting their professional growth.

3. CONNECT mentoring programme
The internal CONNECT Mentoring Programme pairs employees with experienced mentors to facilitate knowledge sharing, skills development, and personal growth. This initiative supports colleagues in navigating their career journey with guidance and encouragement from peers across the business. We also run reverse mentoring where junior colleagues or those from underrepresented backgrounds mentor senior colleagues. This innovative approach contributes to more empathetic leadership and a stronger, more inclusive workplace culture.

4. Personal development plans
Employees collaborate with their line managers to create Development Plans. These plans:

- Outline career objectives
- Specify development actions
- Include recommended learning resources
- Progress is reviewed and updated during regular check-ins, making these plans an active part of the employee's development journey.

5. Tools and resources for line managers
A2Dominion provides managers with a range of resources to support colleague development, such as:

- Practical tips on having effective career conversations
- Guidance on accessing development budgets
- At present, due to the way we manage and store sensitive data, we are unable to share results by demographic.

Supply Chain

C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

This year we have launched a Social Value in Procurement working group, who have worked to design a new procurement framework in which we will give higher weighting to Social Value (between 10-15% of available scores).

Our new policy, which is almost ready to be launched, details how we expect more Social Value delivery from contracts with the highest value, and that a formal delivery plan will form part of suppliers' contractual obligations going forward.

We have also launched Match My Project this year, which has given us a platform to engage with our suppliers and community organisations and allow suppliers to deliver more social value as part of their contract with A2Dominion. We are proactively approaching suppliers who are not yet registered and linking them with projects that will benefit our customers and communities.

C46 What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

The Procurement Act has placed a greater emphasis on the consideration of sustainability within any contract award evaluations.

During the tender process, there is an assessment of sustainability performance or opportunities evaluated as part of the award criteria - and is appropriate to the nature of the contract being awarded.

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