

A photograph of two women sitting at a table, laughing and engaged in conversation. The woman on the left has long, wavy grey hair and is wearing a red top. The woman on the right is wearing a black hijab and a black and white striped sweater. They are in a room with a large blue abstract painting on the wall behind them. A small green plant is on the table in front of them.

Equality, Diversity & Inclusion Report

2024-2025

Introduction

A2Dominion's **Equality, Diversity & Inclusion (ED&I)** plan for 2020-25 was 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 2024/25 and plans for 2025/26.

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

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

It shows that:

In 2024/25 we successfully launched additional ED&I training for managers.

We appointed a person with lived social housing experience to the Group Board.

Our most recent Gender Pay Gap report (2024) returned a 17.4% pay gap compared with 20.9% in (2023).

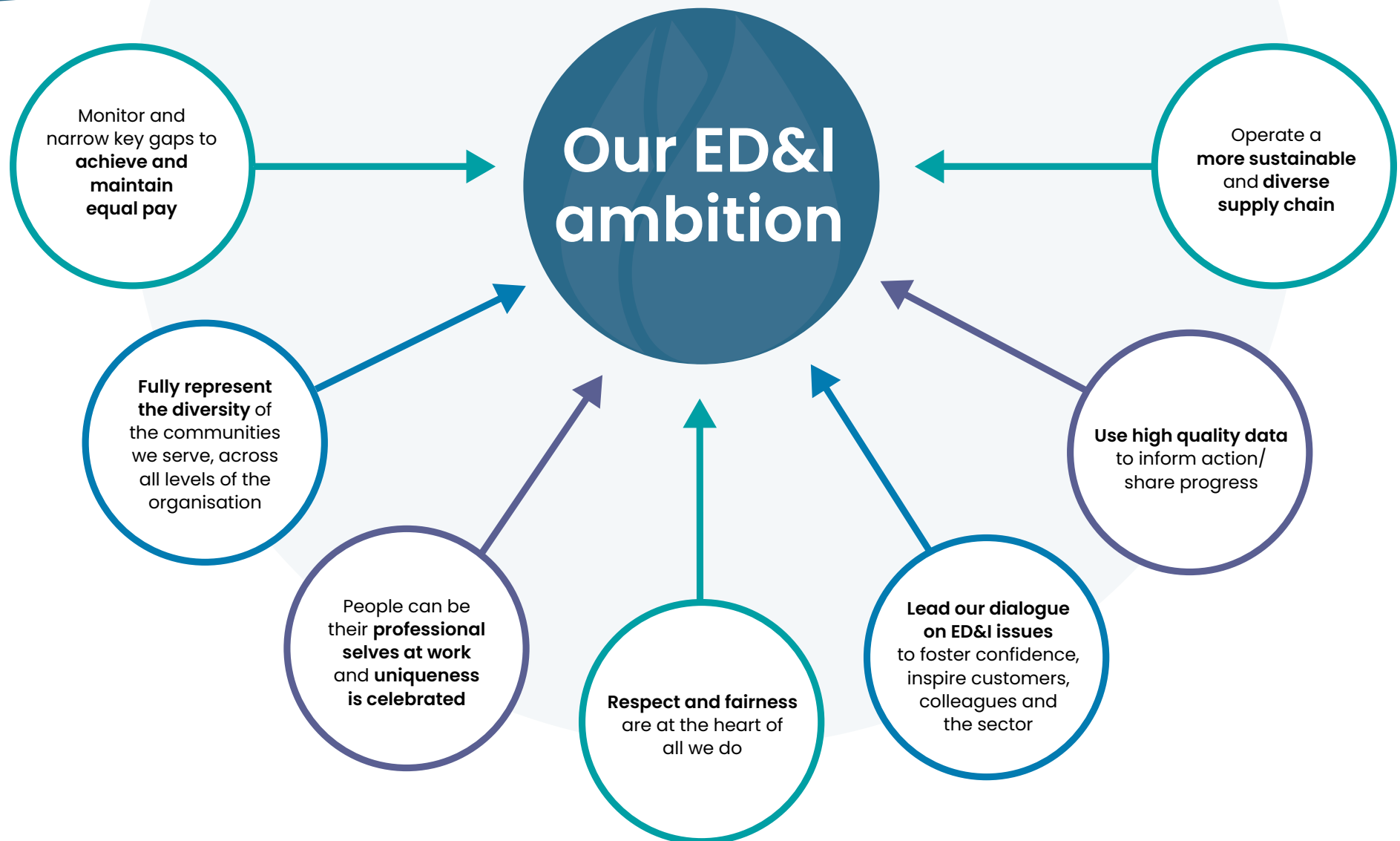
We recruited over 220 customers to our engagement programme, ensuring they reflect the demographics of our customer base.

We launched women in leadership initiatives.

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

Our ED&I ambitions

for customers, colleagues and the sector for 2020-2025



Highlights of our ED&I work in 2024/25

Customers

We have...



Recruited over 220 customers to our engagement programme, ensuring they reflect the demographics of our customer base.

Launched a customer affordability co-creation group for customers to scrutinise the financial support offered to customers through various programmes.

Consulted with customers with additional support needs about our Prioritisation Policy and colleague training to ensure we provide equitable access to our services.

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

Colleagues

We have...



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

Continued rollout of our reverse mentoring programme between Executive Management Team (EMT) and female and/or ethnically diverse employees.

Launched women in leadership initiatives.

Successfully launched additional ED&I training for managers.

Corporate

We have...



Appointed a person with lived social housing experience to the Group Board.

Retained our Investors in People Gold Accreditation award.

Refreshed our approach to assessing ED&I impact.

Key ED&I data on customers, colleagues and our local benchmark: 2024/25

In 2024/25, 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' refers to customers in our homes
- Top five religious groups included. 20% customers did not respond
- Senior colleagues comprise Executive Management Team (EMT) Operational Management Team (OMT) and Heads of Service
- 'Board' refers to Group Board members (excluding committee members and EMT members). Board and Committees includes committee members
- Diverse ethnic groups include all groups apart from White British
- Arrows show where proportions have changed compared with 2023/24, (except for statistical significance)
- Customer and local disability data based on households (not individuals)
- Response rates provided on page 19

	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
A2Dominion customers	54% -	↑ 17%	46%	↑ 30%	35% Christian 27% No religion	13% Muslim 1% Hindu 1% Sikh	2%	↓ 1.4%	29% Married 0.3% Civil partnerships
All A2Dominion colleagues	↑ 61.2%	↑ 12.2%	↑ 49.9%	↑ 10.6%	↑ 47.6% Christian ↓ 28.2% No religion	↓ 9.3% Muslim ↑ 4.4% Hindu ↑ 3.7% Sikh	4.5%	Not measured	↑ 48.6% Married or Civil partnerships
Senior A2Dominion colleagues	↑ 52.3%	↑ 13.8%	↓ 23.7%	↑ 18.6%	↑ 64% Christian ↓ 29% No religion	↑ 2% Buddist ↑ 2% Hindu ↓ 2% Muslim	6.8%	Not measured	↑ 80.4% Married or Civil partnerships
Group Board	↑ 42%	33%	8.5%	0%	Not measured		Not measured	Not measured	Not measured
Board and Committees	39%	50%	16.5%	0%	Not measured		Not measured	Not measured	Not measured



**Progress towards
our ED&I ambitions**



Progress towards our ED&I ambitions

Ambition

Progress







	Customers 	Colleagues 	Corporate 
<p>We monitor and narrow key gaps to achieve and maintain equal pay.</p> <p> TARGET to lower gaps.</p>	N/A	<p>Our most recent gender pay gap report (2024) returned a 17.40% pay gap compared with 20.90% in 2023 (based on mean pay excluding our subsidiaries).</p> <p>Our ethnicity pay gap has been assessed and returned a gap of 17.20% (2024).</p>	<p>We carry out external reporting and benchmarking to support transparency is carried out.</p>
<p>We fully represent the diversity of the communities we serve, across all levels of the organisation.</p> <p> TARGET to bring our colleague profile closer towards customers and communities.</p>	<p>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.</p>	<p>Our colleague diversity is similar to that of our customers in terms of gender (7.2 percentage point (pp) difference), people from diverse ethnic groups (3.9 pp difference), and LGBTQ+ representation (3.2 pp difference).</p> <p>Disability is significantly lower among colleagues than customers (17.4 pp difference) but these figures are not totally comparable as customer data is recorded by household.</p>	<p>We undertake regular reviews and reporting of customer and colleague diversity compared with local benchmarks.</p> <p>In 2025/26 we will bring forward a new 5-year ED&I strategy to set out our longer-term ambitions for equality, diversity and inclusion.</p>
<p>We lead our dialogue on ED&I issues to foster confidence, inspire customers, colleagues and the sector.</p>	<p>We provide grants to support customers and communities most in need.</p> <p>We promote positive customer stories and outcomes through our communication channels.</p>	<p>We continue to hold specific events focusing on ED&I such as National Inclusion Week, Black History Month and Menopause Awareness Month. A colleague group called Equality, Diversity and Inclusion Network (EDIN) supports these events as well as raising awareness of other ED&I topics through blogs.</p>	<p>We participate in G15 pledges and are represented on other industry bodies.</p>

continued over >

Progress towards our ED&I ambitions

Ambition

Progress

	Customers 	Colleagues 	Corporate 
<p>We use high quality data to inform action/share progress</p> <p> TARGET Target 5% improvement in disclosure each year</p>	<p>A review of customer ED&I data is carried out every two years and used by operational teams to inform delivery and targeted intervention.</p>	N/A	N/A
<p>Our colleagues feel they can be their professional selves at work, and that uniqueness is celebrated</p> <p> TARGET 90% feel they can be themselves at work by 2025</p>	<p>We celebrate the successes of our Community Champions through customer awards, recognising their individuality and what it's helped them to achieve.</p> <p>We carry out community and customer engagement and support to foster inclusion.</p>	<p>84% of our colleagues who responded to our employee engagement survey (2024) feel they can be themselves at work (86% last year).</p>	N/A
<p>Respect and fairness are at the heart of all we do</p> <p> TARGET 80% of colleagues feel treated fairly and with respect by 2025</p>	<p>We ensure equitable access to services in relation to repairs, complaints and communication.</p>	<p>67% of colleagues who responded to our employee engagement survey (2024) feel that A2Dominion treats people fairly (69% last year).</p> <p>85% of colleagues who responded to our employee engagement survey (2024) feel that A2Dominion treats people with respect (86% last year).</p>	N/A
<p>Operate a more sustainable and diverse supply chain</p>	N/A	N/A	<p>We include targets where relevant on sustainability (including use of responsibly sourced products) in our procurement contracts. Social value is included as part of our procurement framework.</p>

Our Customers

Our diversity, highlights
and priorities



Our customers

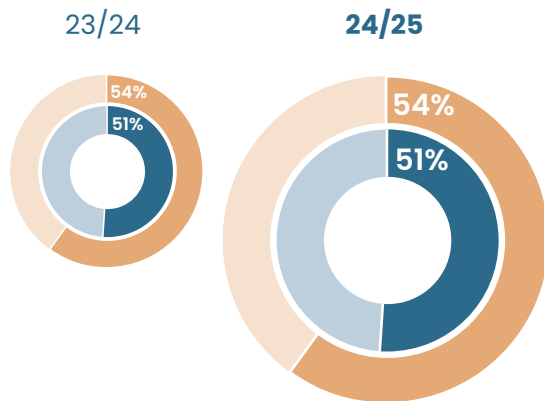
Diversity profile (1 of 3)

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



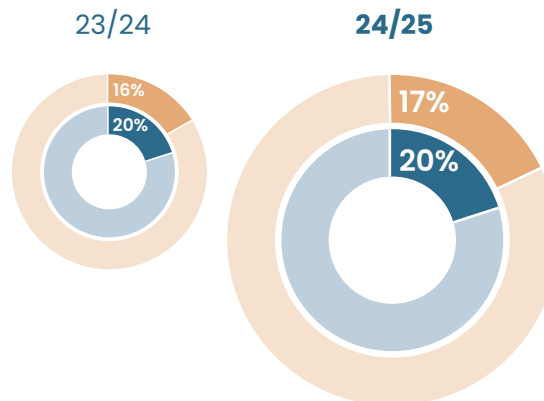
Key ● Our customers ● Local benchmark

% Female



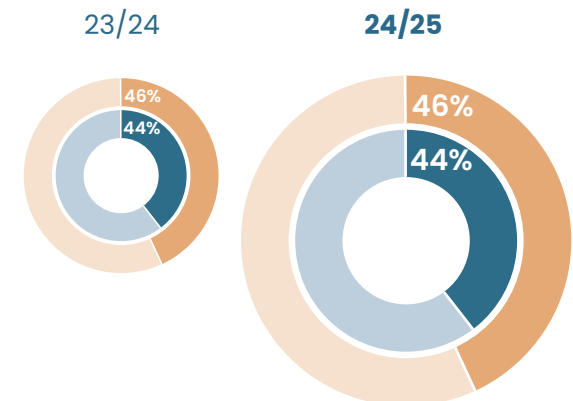
The proportion of females in our customer base and locally have been stable since 2022/23.

% Age over 60



The proportion of over 60s has increased slightly since 2022/23 and continued this increase in 2024/25.

Diverse ethnic groups %



The proportion of people from diverse ethnic groups has increased slightly since 2022/23 but has remained stable through 2023/24 and 2024/25.

Our customers

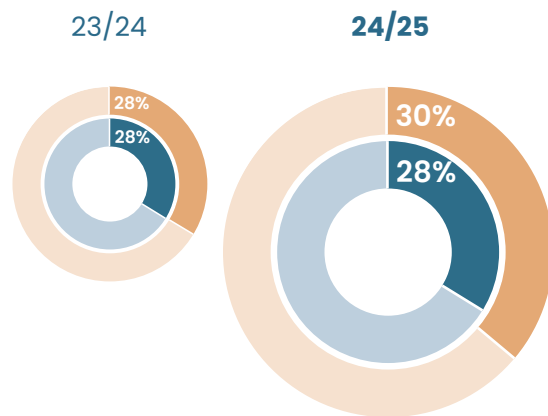
Diversity profile (2 of 3)

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



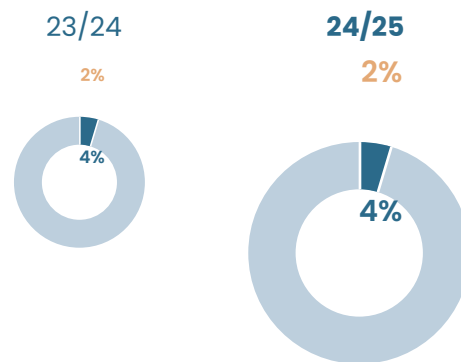
Key ● Our customers ● Local benchmark

Disability (households) %



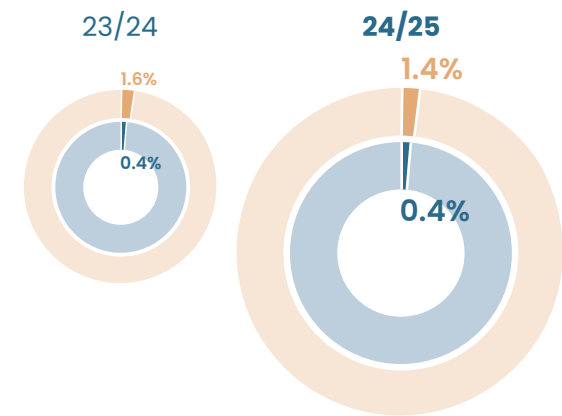
The proportion of households where at least one person lives with a disability has increased slightly from 28% in 2023/24 to 30% in 2024/25.

LGBT+ %



The proportion of LGBTQ+ customers has remained stable since 2022/23.

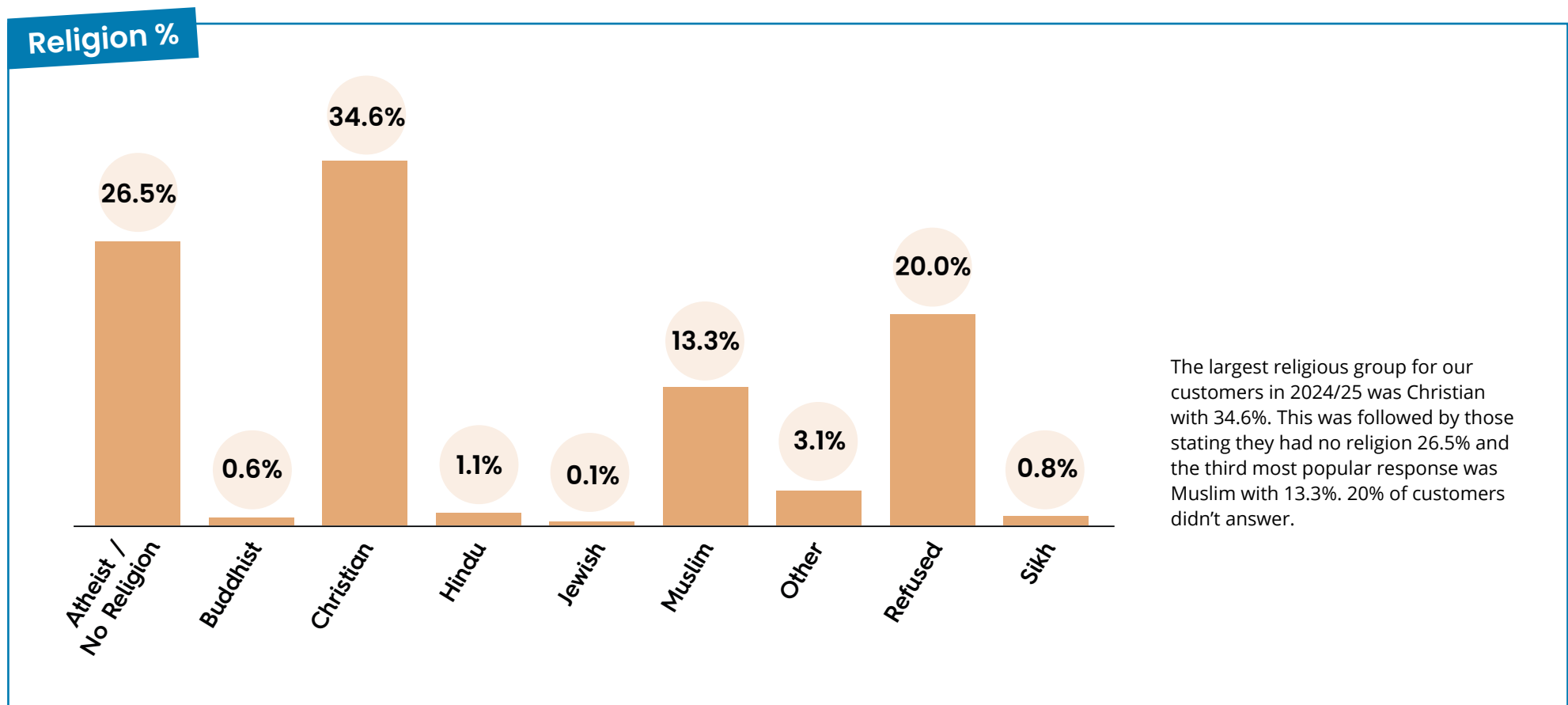
Gender reassignment %



The proportion of customers in this group has declined slightly from 1.6% to 1.4% in 2024/25 but remains higher than the local benchmark (0.4%).

Our customers

Diversity profile – Religion (3 of 3)

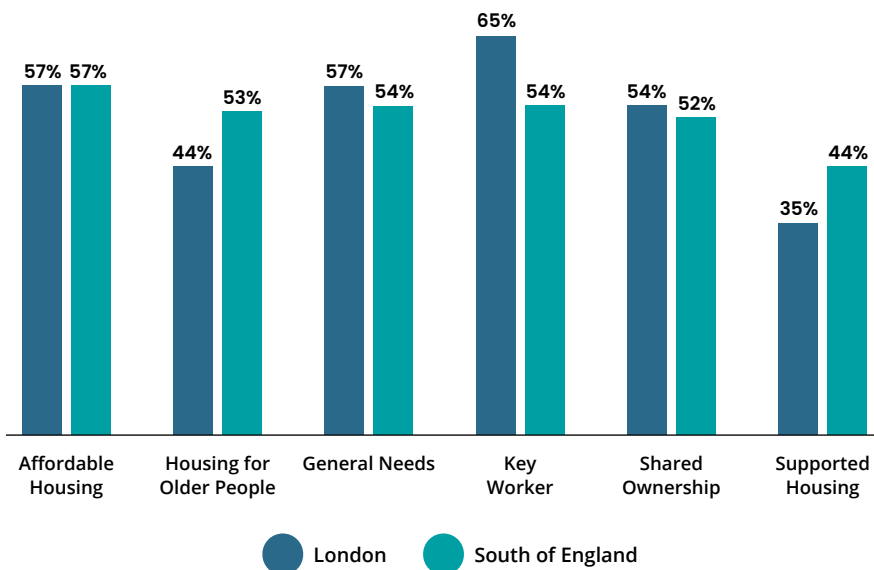


Our customers

Diversity by tenure type and region (1 of 2)

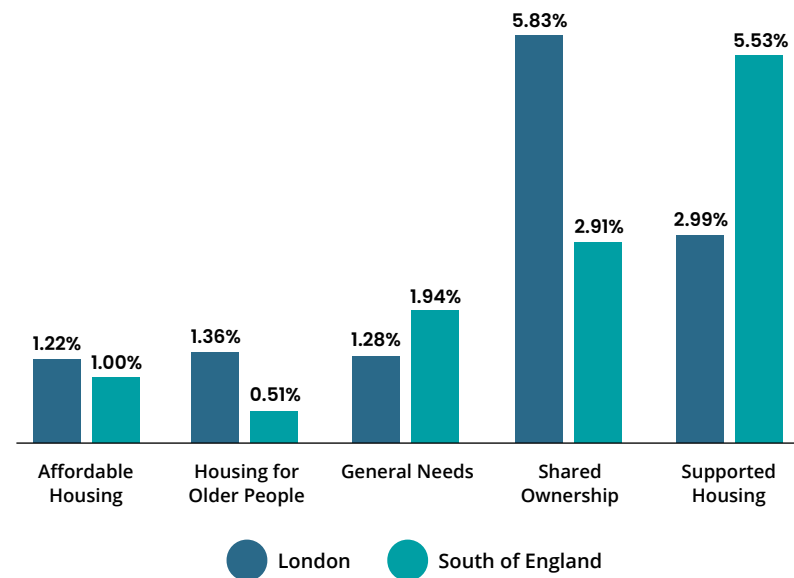


% Female customers



The proportion of female customers is above 50% in both London and the South of England across all tenures, except for housing for older people and supported housing.

LGBT+ customers %



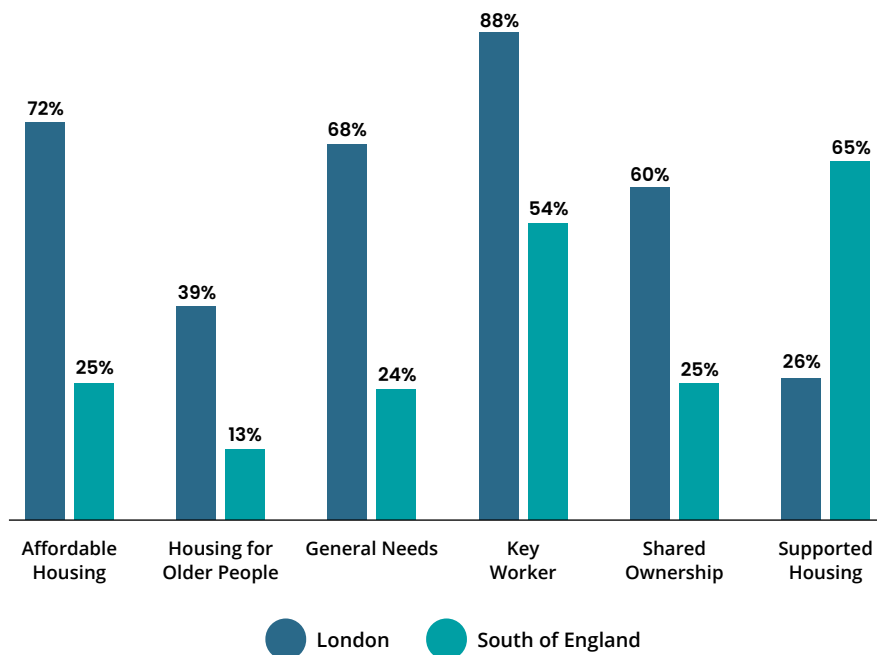
The proportion of LGBT+ customers living in shared ownership and supported housing in both London and South of England is significantly higher than all other tenure types.

Our customers

Diversity by tenure type and region (2 of 2)

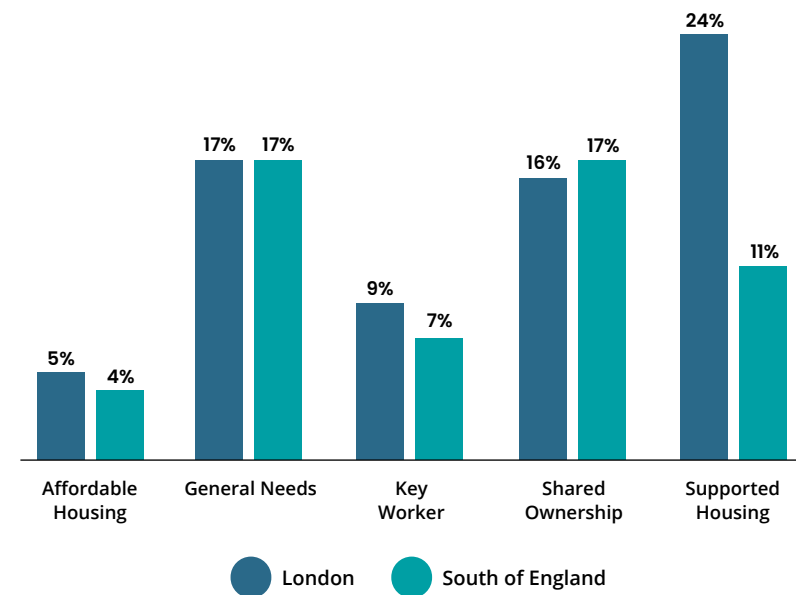


Customers from diverse ethnic groups



The proportion of customers from diverse ethnic backgrounds is significantly higher in London across all tenures shown.

% Customers Aged 60+



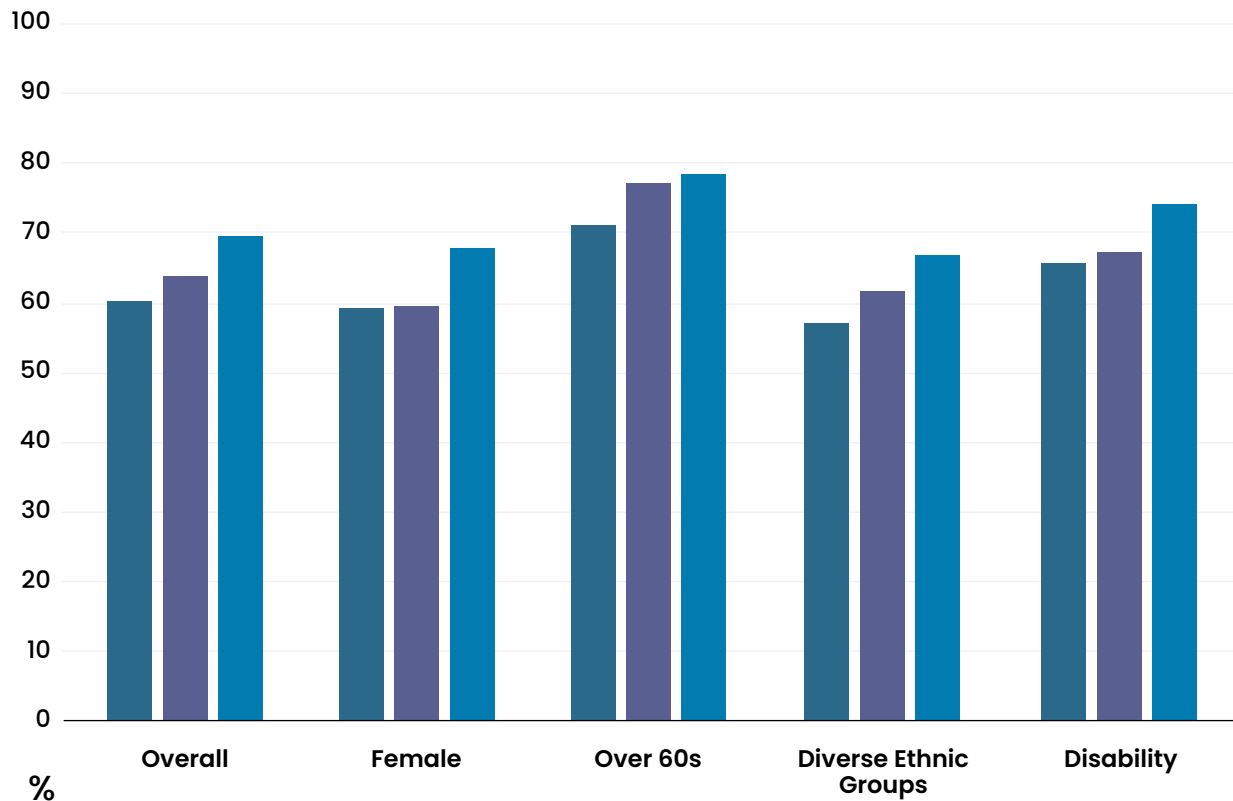
The highest proportion of customers over 60 is found in supported housing in London, which is significantly higher than South of England. The % of over 60's for all other tenures are similar across regions.

Our customers

Tenant Satisfaction Measure with our services by demographic group



TSM measures by Demographic Group Low-Cost Rental Accommodation (LCRA)



Key

TP01: Overall Satisfaction

The overall satisfaction experience scores vary across demographic groups but are significantly higher for the over 60s and lowest for diverse ethnic groups, with a 57% overall satisfaction rating.

TP02: Satisfaction with the repairs service

Satisfaction with the repairs service was more positive for all groups compared with overall satisfaction levels. The lowest score was for females at 60% and the highest was for the over 60s at 77%.

TP08: Agreement that treated with fairness and respect

Agreement that treated with fairness and respect is higher for all groups compared to the other satisfaction measures. Again, the over 60s are the most satisfied 79% and diverse ethnic groups the least satisfied 66%.

The **Tenant Satisfaction Measures** were introduced by the Regulator of Social Housing (RSH) in 2023 as part of the Consumer Standards. They are based on surveys with customers about their satisfaction with key services and made up of two sets of information: 12 tenant perception (TP) measures and 10 management information measures.

Our customers

Highlights of our work and priorities for 2024/25



In 2024/25 we have...



Rolled out Customer First training to ensure that all customers are treated fairly and with respect when they deal with us.



Reviewed 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.



Continued to improve the quality of customer records through our **Making Every Contact Count** initiative and tailor services to meet needs.



Expanded opportunities for customers to be actively involved in business improvement activities through the customer engagement framework.

In 2025/26 we will...

- Launch pilots of our new **Customer Community Model** to improve access to services in our neighbourhoods.
- Recruit a **new and diverse Customer Scrutiny Panel** with varied lived experience, to ensure we are meeting the requirements of the regulator and the expectations of our customers.
- Launch a **Prioritisation Policy** to ensure we provide equitable services to customers who may need additional support.
- Improve the **accuracy of data** we hold about customers to ensure we are providing appropriate services for our diverse communities.
- Launch an **Intensive Customer Support team** encompassing Anti-social Behaviour, Safeguarding, and Community Investment, making it easier for customers to access specialist services.
- Develop **five customer led Service Improvement Groups** reflective of our customers' demographics to work collaboratively with colleagues to improve services.

Our Colleagues

Our diversity, highlights
and priorities



Our colleagues

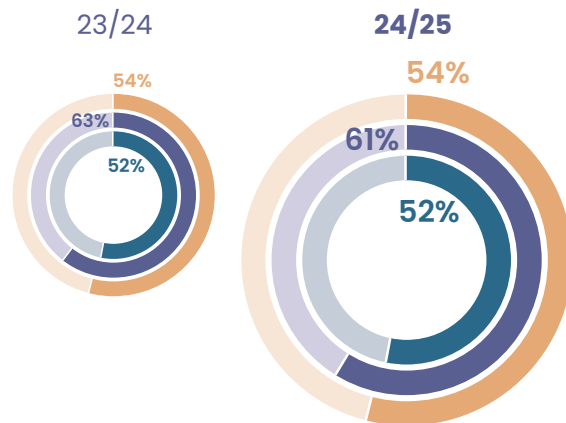
Diversity profile (1 of 3)

Our colleagues are significantly diverse in gender and ethnicity, although this reduces with seniority. Colleague age profile is lower than customers. Senior colleagues are Chief Officers, Directors and Heads of Service.



Key ● Our customers ● Our colleagues ● Our senior colleagues

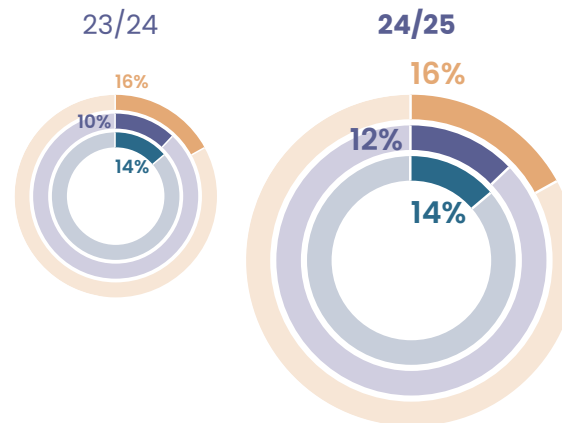
% Gender female



We have a higher proportion of women in our colleague base than our customer group; this **reduces to 52%** among senior colleagues.

The proportion of women in senior positions has remained stable from 23/24.

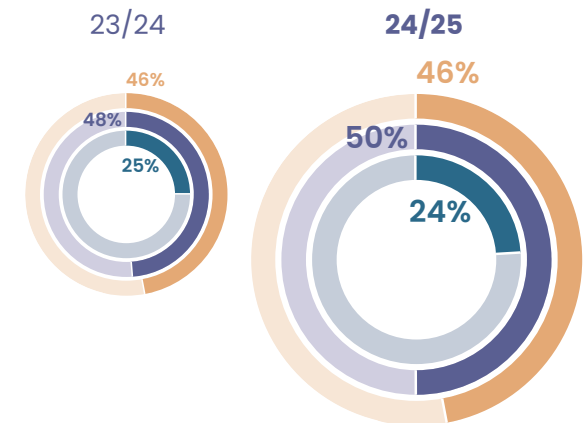
% Age over 60



Our customers tend to be older than colleague profile, as our customers include retired people.

We have a higher percentage of older colleagues in our senior roles.

Diverse ethnic groups %



We have a higher proportion of people from diverse ethnic groups in our colleague base than among our customers. This **reduces to 24%** among senior colleagues.

Our colleagues

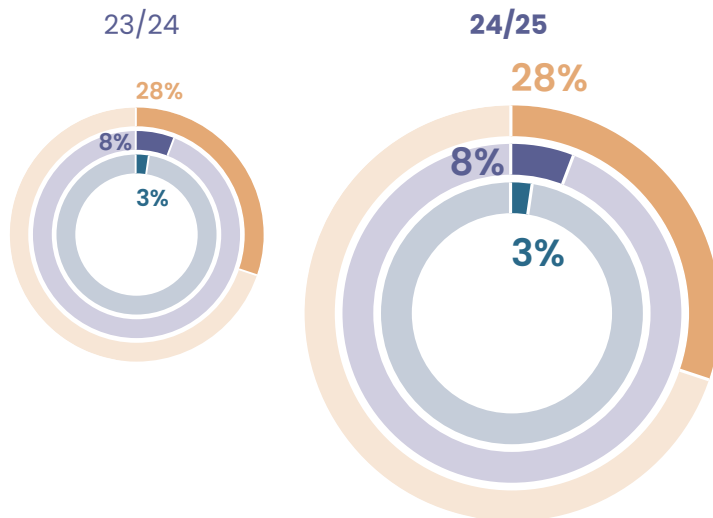
Diversity profile (2 of 3)

We have very low reported levels of disability among colleagues and higher reported proportions of people from LGBTQ+ groups when compared to our customers.



Key ● Our customers ● Our colleagues ● Our senior colleagues

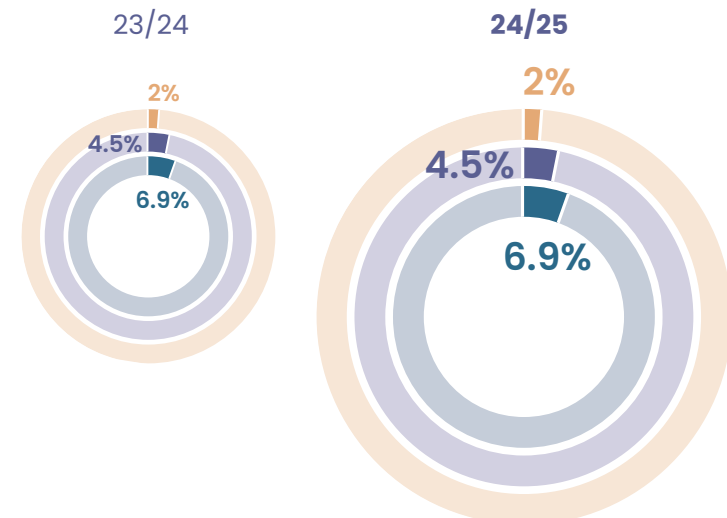
Disability %



We have **lower reported disability across colleagues than our customer groups**, however our customer data is based on households rather than individuals.

Increased data disclosure at a colleague level has seen increases in disability percentages.

LGBT+ %

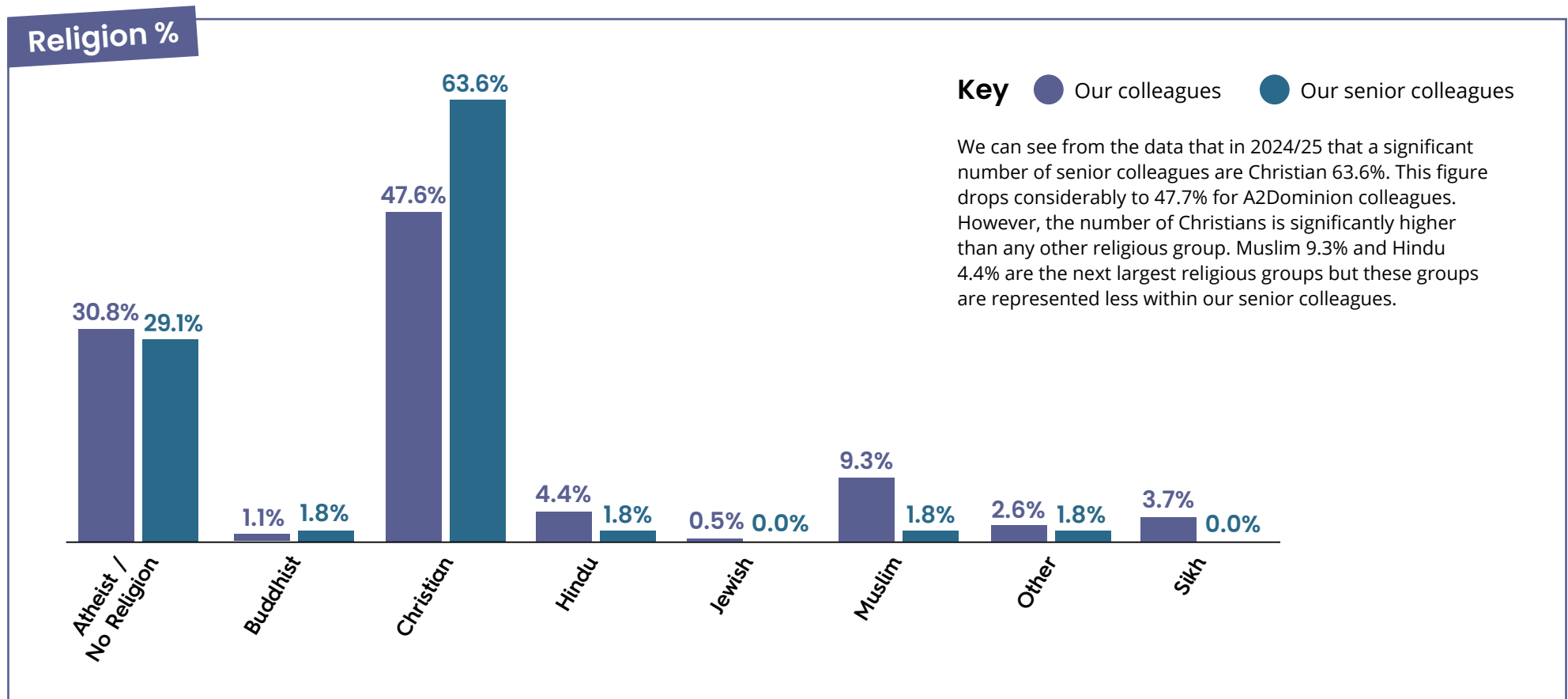


The % of senior colleagues who are LGBTQ+ has **reduced to 5.3%**, which is comparable with non-senior A2Dominion colleagues, and higher than our customers at 2%.

Our colleagues

Diversity profile – Religion (3 of 3)

Christians form the largest religious category amongst our colleagues and senior colleagues. This is then followed by atheist/no religion.



Colleague highlights

Highlights of our work and priorities for 2025/26



In 2024/25 we have...



Reported our **2024 gender pay gap**, which shows an improved position at 17.4% compared with 20.92% in 2023.



Reported **2024 ethnicity pay gap**, which shows a gap of 17.20%.



Continued the rollout of the **reverse mentoring programme** between EMT and ethnically diverse and/or female employees.



Launched the **women in leadership** initiatives supported through WISH membership, professional qualifications and coaching.



Successfully launched additional **ED&I training** for managers in addressing inappropriate behaviour and harassment.

In 2025/26 we will...

- **Publish our 2025 pay gap reports** for gender and ethnicity.
- Continue to build on the **inclusive resourcing toolkit** to cover neurodiversity support.
- Continue to embed our **women in leadership** initiatives.

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 'LGBTQ+' 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 and 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 and prioritise our services (selected PCs) – we assess customers' eligibility and priority for A2Dominion provision.

For service development and improvement – helping us tailor and deliver A2Dominion services and provision – for example we ask customers about language needs and access to digital services.

Response rates for customers and colleagues

	All colleagues (N=1,017)	Senior colleagues (N=65)	Customers (N=69,730)
Gender	100%	100%	95%
Age	100%	100%	86%
Sexual orientation	66%	85%	35%
Disability	53%	66%	75%
Religion/belief	64%	85%	33%
Ethnicity	71%	91%	54%
Marriage and civil partnerships	59%	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 questions about the ED&I report, please email
communications@a2dominion.co.uk



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