

Gender and Ethnicity Pay Gap Report

2025



Introduction

We're happy to share our **Gender and Ethnicity Pay Gap Report** for 2024/25. This report takes a close look at pay differences within our organisation and explains what we plan to do to make things fairer.

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Executive Summary

We are pleased that our **gender pay gap narrowed again in 2024/25 to 15%** (a 2.4% improvement). This reflects the positive impact of the steps we took following last year's report including changes and improvements in our talent sourcing.

This is our third year of reporting on pay for people across our diverse ethnicities and we are pleased to say the ethnicity pay gap has reduced to 16.5%, which is 0.7% lower than in 2024.

We have 29.6% of employees who haven't disclosed their ethnicity - this figure remains too high. Increasing our data will allow us to identify where we have underrepresentation and help us to make better informed decisions relating to recruitment, retention and talent development.

We are committed to reducing our gender pay gap further and have several other initiatives and actions planned. Further details have been captured in the report.

Our gender pay gap reduced to 15% in 2025.



2.4% lower than in 2023/24.

Our ethnicity pay gap reduced to 16.5% in 2025.



0.7% lower than in 2023/24.

Understanding our report

As an organisation with **more than 250 employees**, we must by law publish our gender pay gap results every year.

The gender pay gap refers to the difference in average pay between men and women, expressed as a percentage of the average earnings of men regardless of the job they do. The gender pay gap is not the same as equal pay which mandates that men and women doing the same job, or work of equal value, should be paid the same.

Our ethnicity pay gap means the difference in average pay when we compare our White British employees and our employees from diverse ethnic groups (which also includes White non-British colleagues) regardless of the roles they carry out. Although it is still not a legal requirement, providing this

data shows our commitment to diverse ethnic groups who work at A2Dominion (now and in the future).

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

The figures in this report represent a snapshot in time and are accurate as of 5 April 2025. Actions and initiatives that influenced the pay gaps in this report took place between April 2024 and March 2025.

Understanding our organisation

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

A2Dominion Housing Group Ltd
Pyramid Plus Ltd

This report covers A2Dominion Housing Group Ltd only, in accordance with government guidelines for gender and ethnicity reporting.

Pyramid Plus Ltd is a subsidiary of A2Dominion and is not included in the figures for the gender pay gap report because it is externally managed by Mears Group Ltd. As a provider of repairs and maintenance services, it operates in an industry where roles tend to have more males than females.

Understanding our gender pay gap

To help explain our gender pay gap clearly and transparently, we use several measures that show **how men and women are represented and rewarded across our organisation.**



Understanding our gender pay gap

These measures provide a rounded picture of pay, bonuses, and workforce distribution, and help us understand the factors that contribute to the overall gap.

In this section, we outline the key elements that make up our gender pay gap reporting including:

- Our overall gender pay gap
- Our gender split
- Our headcount
- Our mean gender pay gap
- Our median gender pay gap
- Our gender pay quartiles
- Our mean bonus gender pay gap
- Our median bonus gender pay gap
- Our proportion of men and women who received bonus pay.

Our overall gender pay gap

Our overall gender pay gap has continued to narrow this year, reducing to 15%, a 2.4% improvement from 2024.

This positive shift reflects the progress made through actions taken over the past year, including improvements in how we source and attract talent.

While this shows we are moving in the right direction, the gap remains, influenced largely by the higher proportion of men in senior, higher paid roles. We are committed to reducing this further through continued focus on representation, progression, and inclusive recruitment and development practices.



2.4%
improvement
in our overall
gender pay gap
in 2025

Our gender split



Our headcount

The headcount we are reporting on in this report is **953 (371 male, 582 female)**, as we can only include employees who are on full pay and are actively working on this date. This figure excludes any employees on leave, such as maternity leave or sickness absence.

371

Male
38.97%

582

Female
61.03%

Our mean gender pay gap

The results show an **overall reduction in the mean pay gap of 2.4%** from 2024 to 2025.

2025

15%

2024

17.4%

Note: The mean pay gap is calculated by deducting the average hourly wage of females from the average hourly wage of males. The difference between the two is expressed as a percentage. This figure places the same value on every hourly salary in our calculation and this gives a good overall indication of the gender pay gap.

2.4%
reduction
in our
mean gender
pay gap

Our median gender pay gap

The results show a **reduction in the median pay gap of 2.1%** from 2024 to 2025.

2025

16.2%

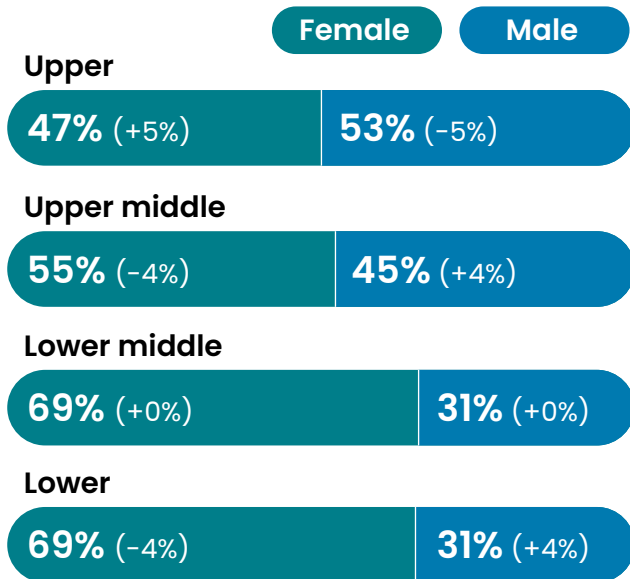
2024

18.3%

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

2.1%
reduction
in our
median gender
pay gap

Our gender pay quartiles



Having a high proportion of men in the upper quartile remains the key contributing factor in our gender pay gap result. Across all other quartiles, we do have a higher proportion of women.

This figure shows 2025 data excluding subsidiaries, with changes from 2024 figures in brackets. There has been slight movement in the upper middle and lower quartiles, moving towards male but not significantly. There has been a shift towards females in the upper quartile, this is due to a female Chief Information Officer joining our Executive Management Team (EMT).

Our mean gender bonus gap

Bonus payments are made up of employee recognition schemes, commissions, honoraria, recruitment payments and retention bonuses.

The mean bonus pay gap is the difference between the average bonuses awarded to men compared to women expressed as a percentage.

The results show an **increase in the mean bonus gap of 19.8% (35.6% to 55.45%)** from 2024 to 2025.

The bonus difference in the Property Directorate (which includes the Development & Regeneration teams) was £12,825.35 male versus £3,062.28 for females. Retention bonuses were also still used within the Change and IT teams as part of our legacy Fit for Future Programme; however, these were proportionately higher for female employees (£2,448.20 female versus £862.83 male).

2025

55.4%

2024

36.5%

19.8%

increase in our mean bonus pay gap

Our median gender bonus pay gap

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

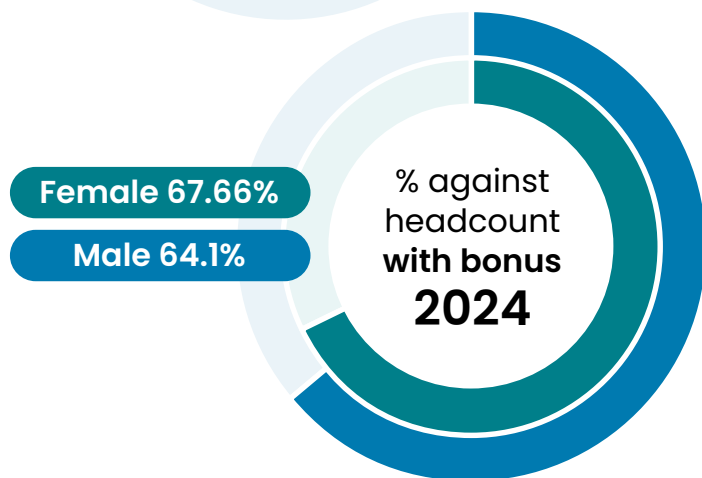
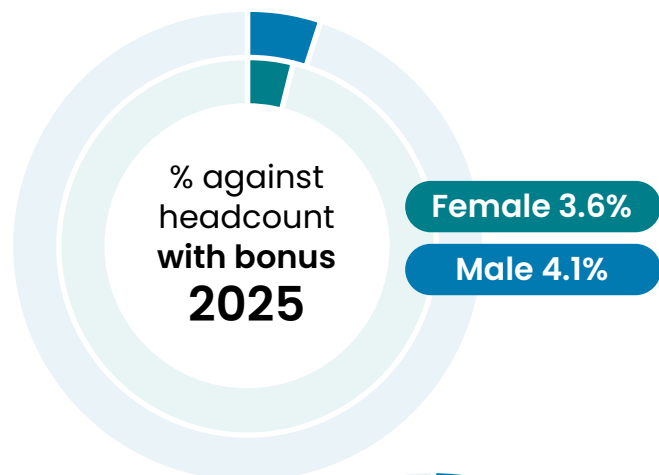
The results show **no change in the median bonus gap** from 2024 to 2025.



Our proportion of men and women who received bonus pay

A2Dominion typically gives bonus payments for performance, retention or recognition. This year, however, we did not award any performance bonuses and only a small number of other bonuses, such as those for retention or recognition, were paid.

In total, **3.6% of women** and **4.1% of men** received these bonuses.



Understanding our ethnicity pay gap

We have volunteered to publish our ethnicity pay gap to highlight **our commitment to increasing pay equality** across the organisation.



Understanding our ethnicity pay gap

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

In this report we will give data on:

- Our overall ethnicity pay gap
- Breakdown of our people by ethnicity
- Our mean ethnicity pay gap
- Our median ethnicity pay gap
- Our ethnicity pay quartiles
- Our ethnicity bonus pay gap.

Our overall ethnicity pay gap

Our overall ethnicity pay gap has also improved this year, reducing to 16.48%, a 0.72% decrease from 2024.

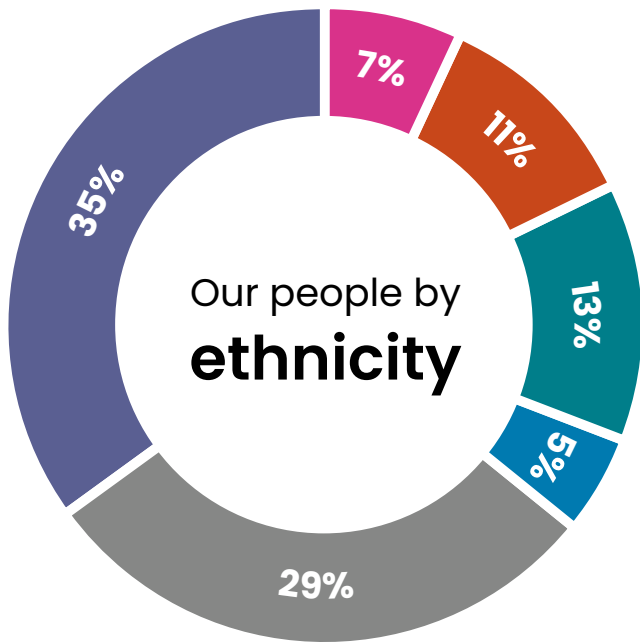
This progress reflects the steps we have taken to strengthen inclusive recruitment, development and progression practices, many of which support both our gender and ethnicity ambitions. However, the gap remains influenced by the underrepresentation of colleagues from diverse ethnic groups in senior and higher paid roles, as well as the high level of nondisclosure within our workforce.

We remain committed to addressing these challenges by improving data disclosure, widening access to development opportunities, and continuing to build a more diverse leadership pipeline.



Our overall ethnicity pay gap reduced to **16.48%**

Breakdown of our people by ethnicity



White British	34.94%
White Other	6.61%
Asian/Asian British	11.02%
Black/African/Caribbean/Black British	12.91%
Mixed & Other Ethnic Group	4.93%
Not Disclosed	29.59%

White British is the largest ethnic group at A2Dominion, accounting for **almost 35%** of the workforce and around 35% are from a diverse ethnic group.

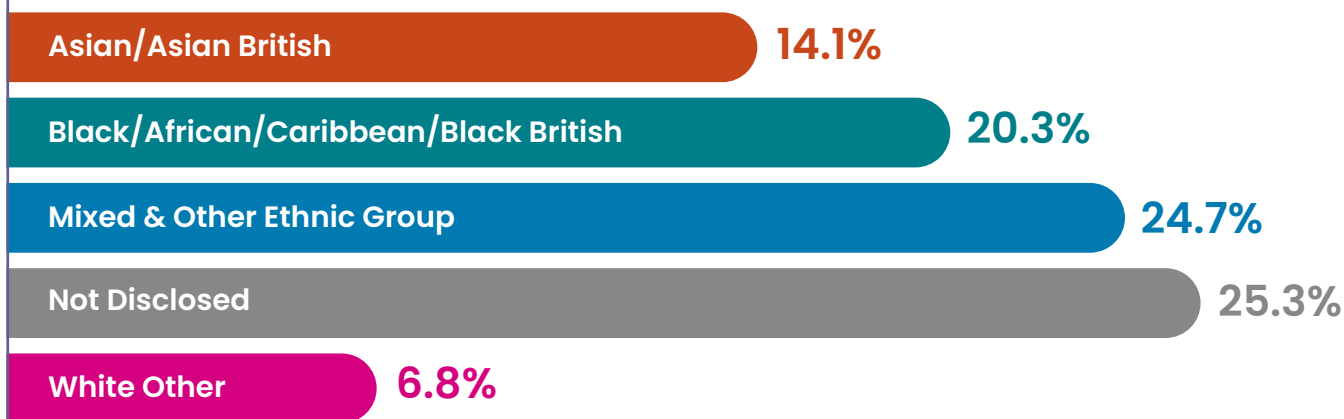
Currently, **just under 30%** of our people have **not disclosed** their ethnicity data. This has increased from 27% in 2024. The highest non-disclosure rate is among Directors and Executive Directors at 45.8%, employees at 34.8 %, managers at 22.6 % and the lowest is among Senior Managers at 2.5 %.

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

We will be running a data disclosure campaign to encourage employees to add their ethnicity data which will include targeted communications explaining why it their data is important and how it influences decision making.

If we compare this to last year, the percentage of White British has decreased (3%), ethnically diverse groups have decreased (1%) and those not disclosed has increased (2%).

Our mean ethnicity pay gap



Our mean ethnicity pay gap is 16.48% when we compare colleagues from all diverse ethnic groups with White British colleagues. This is the highest (24.7%) when compared to mixed and other ethnic groups and the lowest (6.8%) when compared to White Other.

The mean pay gap for colleagues who have not disclosed their ethnicity is 25.3% when compared with White British colleagues.

The directorates where there is the biggest mean pay gaps are Property (35.4%) for Mixed and Other Ethnic Group, and Central & Financial Services (26.9%) for Black /African / Caribbean / Black British.

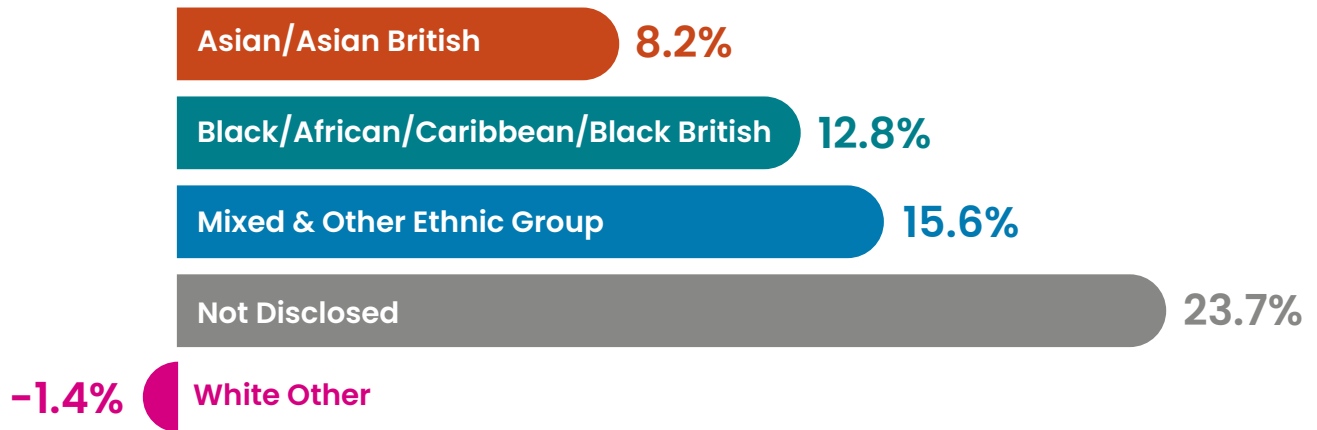
The directorates where there are the smallest mean pay gaps are Change & IT (1.7%) for Asian/Asian British and Change & IT (-2.7%) for White Other.

16.48%

Our mean
ethnicity
pay gap

Note: The mean pay gap is calculated by deducting the average hourly wage of colleagues from diverse ethnic groups from the average hourly wage of White British colleagues. The difference between the two is expressed as a percentage. This figure places the same value on every hourly salary in our calculation and this gives a good overall indication of the ethnicity pay gap.

Our median ethnicity pay gap



Our median ethnicity pay gap is 8.8% when we compare colleagues from a diverse ethnic group with White British colleagues. This is the highest (15.6%) when compared to Mixed and other ethnic groups and the lowest (-1.4%) when compared to White Other.

The median pay gap for colleagues who have not disclosed their ethnicity is 23.7% when compared with White British colleagues.

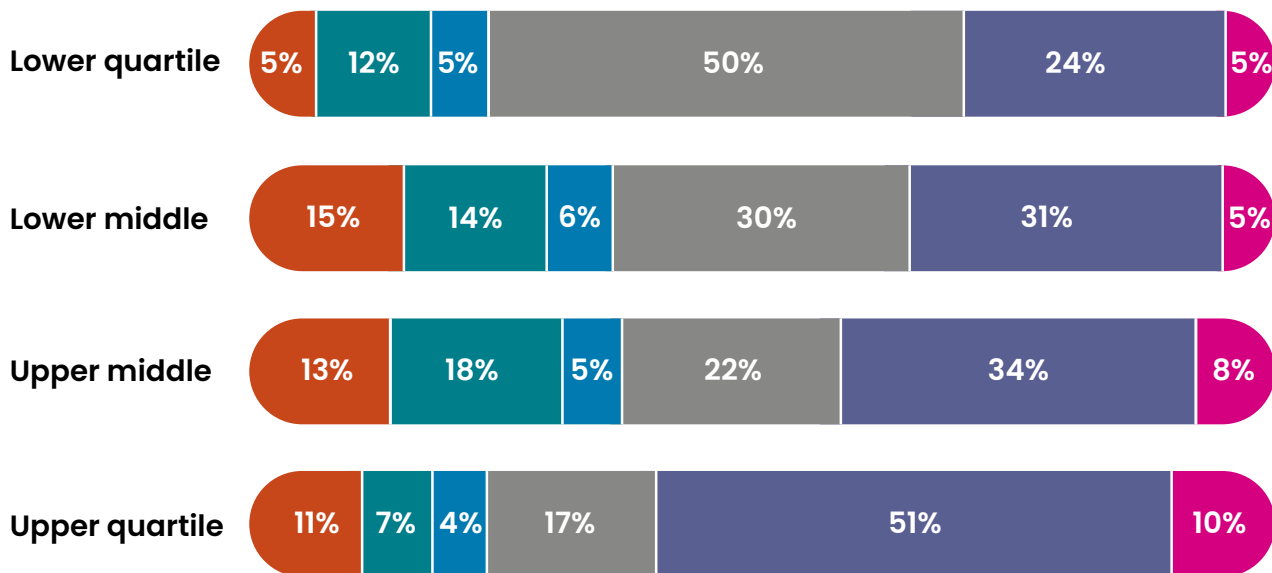
When looking at directorates, the highest median pay gaps are Property (30.5%) for Mixed and Other Ethnic Group and Central & Financial Services (27.80%), for Black /African / Caribbean / Black British.

When looking at directorates, the lowest median pay gaps are Change and IT (-23.50%) for White Other and Customer (-0.9%) for Black /African / Caribbean / Black British.



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

Our ethnicity pay quartiles



The representation of White British increases in higher quartiles - the Upper quartile contains **51% White British**.

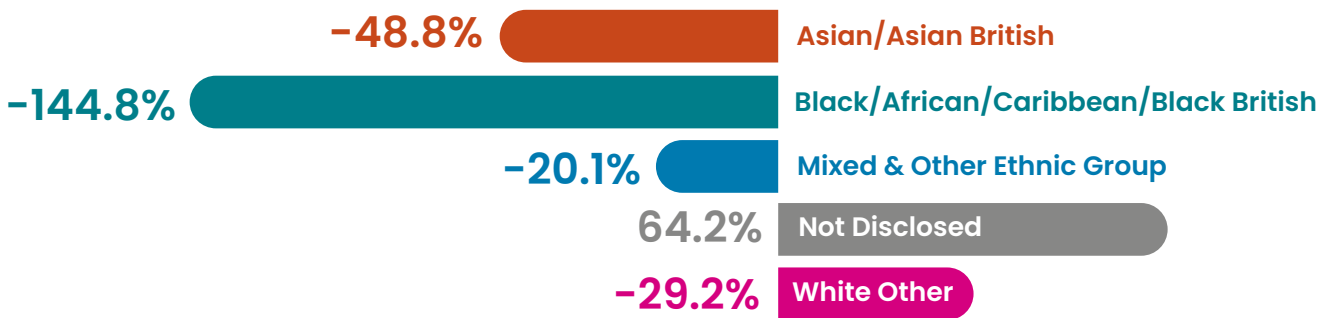
White Other also shows increased representation in higher quartiles (5% in Lower middle and 8% in Upper middle). 34% of White British colleagues are in the Upper middle quartile.

Asian and Black groups have the highest levels of representation in the middle quartiles, in the Lower middle Asian with 15% and Black with 14%, and Upper middle Asian with 13% and Black with 18%.

Not Disclosed employees are represented decreasingly at higher levels, with 30% of the Lower middle quartile and 17% of the Upper quartile.

Our mean ethnicity bonus pay gap

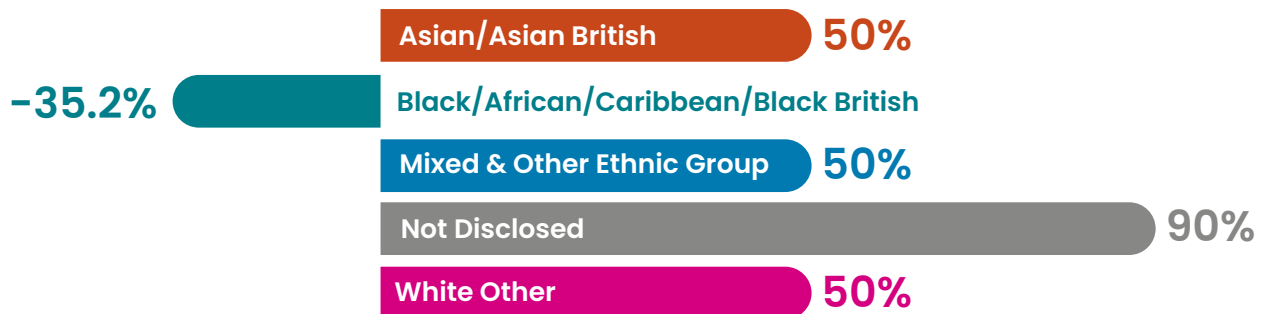
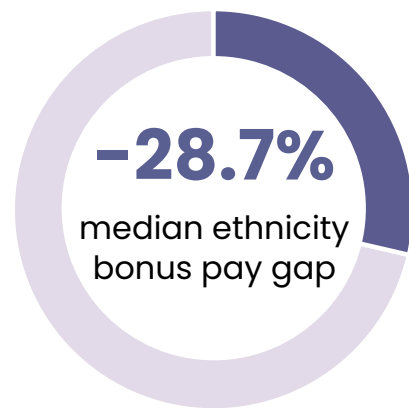
Our mean ethnicity bonus pay gap is -46.1% when we compare colleagues from a diverse ethnic group with White British colleagues. This indicates that, on average, colleagues from diverse ethnic groups received higher bonus payments than their White British counterparts. The mean ethnicity bonus pay gap for colleagues who have not disclosed their ethnicity is 64.2% when compared with White British colleagues.



Our median ethnicity bonus pay gap

The median ethnicity bonus pay gap is 28.7% when we compare colleagues from a diverse ethnic group with White British colleagues. This shows us that most ethnically diverse employees received smaller bonuses than White British colleagues, which is why the median is positive.

The median ethnicity pay gap for colleagues who have not disclosed their ethnicity is 90% when compared with White British colleagues.



Why we have pay gaps

Despite ongoing efforts to reduce our gender and ethnicity pay gaps, several **structural and demographic factors** continue to influence these disparities within our organisation.



Why we have pay gaps

Occupational segregation

Certain teams and departments remain gender-typical, making it challenging to attract talent of the underrepresented gender. IT is traditionally a male dominated field, which is true of our IT population. The low turnover in this directorate (average length of service 8.5 years) provides fewer opportunities to address this. Most recent appointments of Chief Information Officer and Head of Data & Business Intelligence have provided opportunities to redress the balance.

Organisational change

Ongoing changes to our team structures and directorates, such as the transition of the Commercial Directorate to Development & Regeneration and its integration into the Property Directorate, make direct year-on-year comparisons more complex and impact pay gap trends.

Leadership composition

While there have been positive changes such as appointing a female Chief Information Officer and strong female representation in the Customer and Central & Financial Services Directorates, senior roles, especially at the highest levels, are held by men and by White British colleagues.

Workforce demographics

The Customer Directorate is predominantly female, with many roles being part-time, which traditionally attract more female workers, or in sectors that are typically lower paid. In contrast, senior and higher-paid roles across the organisation are less diverse in terms of both gender and ethnicity.



Recruitment and progression

We have implemented the Rooney rule and other Equality, Diversity and Inclusion targets that show we have made progress in recruiting more ethnically diverse employees at entry and mid-levels. The Rooney Rule, originally established in the NFL, ensures that at least one ethnically diverse candidate is considered for every role, provided they meet the minimum criteria.

Data gaps

A significant proportion of employees (circa 30%) have not yet disclosed their ethnicity, limiting our ability to fully understand and address the ethnicity pay gap. We are working hard to address this with a data diversity campaign.

Bonus distribution

Limited bonuses were awarded this year, mostly within the Property Directorate, which also influences the bonus pay gap figures.

Top pay quartile

Another reason why we have a pay gap is the under-representation of people from diverse ethnic groups in our top pay quartile; while there is better balance in the lower-middle quartile, we need to do more to support progression of diverse colleagues into senior leadership positions.

Closing our pay gaps

The current actions and initiatives to reduce our gender and ethnicity pay gaps have been guided by **A2Dominion's Equality, Diversity & Inclusion (ED&I) Strategy**, launched in 2021, and the **Equality & Diversity Impact (EDI) Plan** set for 2020–2025.



Closing our pay gaps

We are currently undertaking a strategic review to determine the future direction of Equality, Diversity & Inclusion.

A refreshed plan will be developed to ensure that future targets remain impactful, measurable, and aligned with the evolving needs of our workforce and communities. The commitments outlined in this report will form part of that new plan.

Current initiatives

Women in Leadership

The 'Women in Leadership' initiative launched in 2024. This initiative aims to directly address the progression gap by equipping high-potential women with the skills and support needed to move into senior, higher-paid roles. For 2024, seven high-performing female leaders completed individual coaching programmes or leadership qualifications. As part of the initiative, these women also became mentors within our career development programme, helping support others in their careers at A2Dominion.

Talent and succession planning

In areas where either there is a risk of people leaving, or where future skills and capabilities are needed, we are working closely with Directors to identify and nurture internal talent, creating succession plans and development actions to grow our own leaders.

Gender diversity in leadership recruitment

Working towards our aim to achieve a minimum of 50% of CVs submitted from female candidates for middle manager roles and above, as of April 2025, 37.1% of hired candidates were female. This initiative reflects our commitment to diversity and inclusion, enhancing our leadership teams with varied perspectives and experiences that drive innovation and better decision-making.

Rooney rule implementation

We implemented the Rooney Rule for all job postings at grades 8 and above in April 2025 as part of our commitment to advancing ethnic diversity in mid-to-senior level roles and supporting our ethnicity pay gap ambitions. By adopting this approach, we aim to develop internal talent and create more progression opportunities, building a more inclusive pipeline and addressing skill gaps within our organisation. As this is new, we will monitor the progress on this.

Future initiatives

Quarterly EDI reporting

Gender and ethnicity data is to be reported quarterly by directorate against agreed targets. Chief Officers are accountable for progress, enabling the Executive Management Team (EMT) to make informed decisions about resourcing, reorganisation and talent development that support reductions.

External partnerships

We will develop talent pipelines through partnerships with both existing and additional external organisations, ensuring that our recruitment and promotion practices are regularly reviewed for inclusivity. These efforts will be complemented by ongoing initiatives such as the expansion of our Women in Leadership programme.

Internal development programmes and apprenticeships

The expansion of internal development programmes for women, and the introduction of new apprenticeships for women and minority ethnic candidates.

Talent and succession planning alignment

We are working to increase leadership and talent capability across the organisation. Emphasis is placed on directorates such as Change & IT and Property, where targeted actions are needed to address underrepresentation and support a more balanced leadership pipeline.

Diversity in recruitment

Targeted recruitment campaigns will prioritise directorates and roles where gender and ethnicity disparities are most pronounced, especially in Change & IT and Property Directorates, and for technical, engineering, and senior positions with low representation. We will continue working towards our goal of 50% of CVs submitted for middle manager roles and above coming from female candidates, building on the current figure of 37.1%. We will monitor the impact of the Rooney Rule to ensure ethnically diverse candidates are consistently considered for all grade 8+ roles, supporting progression and representation.



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