

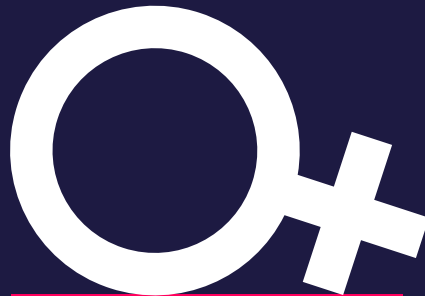
Accent

# Gender *pay gap*

**2024-25 Report**

**We are caring**  
**We are driven**  
**we are smart**  
**we are inclusive**

[accentgroup.org](https://accentgroup.org)



Whilst legislation requires that Accent (and other companies with more than 250 staff) report their gender pay gap to the government on an annual basis, we also believe that transparency in reporting our pay gaps is a measure we need to take to *recognise and accept that we still have work to do*.

## What is the gender pay gap?

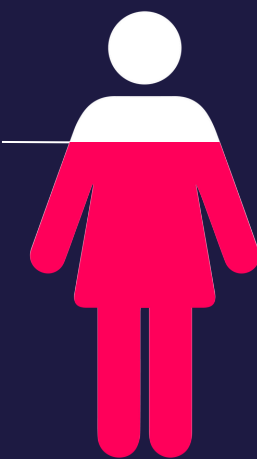
The gender pay gap is the percentage difference between average hourly earnings for men and women.

Here at Accent, our median gender pay gap is 8.9%, which is a decrease of 2.3% from last year.

(This information is a snapshot taken on 05 April each year.)

## What is the gender split at Accent?

67%  
of colleagues  
are female



33%  
of colleagues  
are male

## Hourly rates of pay

Our mean pay gap is 12.3%. The mean is our average pay. This is calculated by adding up all our salaries and dividing by the number of colleagues.

Our median pay gap is 8.9%. The median is the middle value in our pay. This value is calculated by organising all of our salaries in order and picking the middle number.

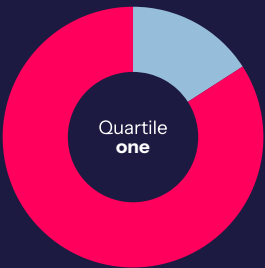
## Closing the Gap Our fairness and inclusion update

Accent is a place to thrive and be rewarded fairly. Embedding equity and inclusion as key parts of decision-making are a core part of our corporate strategy: it's our aim to make sure that the impact of every decision and change is considered with an intersectional lens.

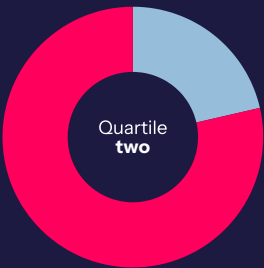
That's why we're proud that our gender pay gap has decreased once again, by 2.3% this year.

Over two thirds of Accent colleagues are women – we're proud to be sector leaders with this – and 57% of our senior leadership team are women. Our newly introduced reward and appreciation framework – the Framework for Fairness – also makes sure that every role is compared to both median private sector and housing sector data to give a salary that is fair and competitive, regardless of who is in the role

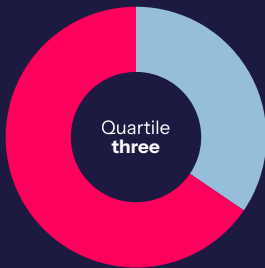
## Quartiles Reporting – Proportions of genders in quartile bands



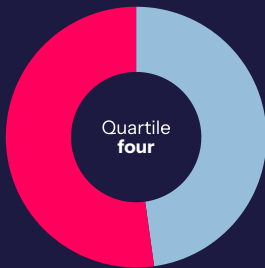
Men: 28.3% | Women: 71.7%



Men: 25.2% | Women: 74.8%



Men: 37.5% | Women: 62.5%



Men: 42.9% | Women: 57.1%

## Framework for fairness

*How Our Framework Is Closing Pay Gaps and Driving Inclusion*

**We also recognise that we need to continue to do more to completely eliminate our gender pay gap.**

In 2024/25 the creation of the Framework for Fairness was our most significant intervention: in addition to creating a fair, competitive and transparent pay structure, it also revitalised all of our benefits. So when we look at reward at Accent it goes far beyond salary: it includes the additional 10 days off for medical leave (including for gender reassignment and menopause-related appointments); enhanced family leave; enhanced sick pay; a host of cost-saving interventions; and much more. 2024/25 saw the most significant investment in colleagues Accent has ever made.

So, in 2025/26 we're building on this. Our Board has passed a new EDI Plan, as a part of our People Strategy, which sets areas of focus. Within this, we have our pay gap action plan. This outlines all of the immediate steps that senior leaders will be taking to understand why we continue to have pay gaps, and what we can do to address these – spanning recruitment and promotion specifically.

We're also committing to publishing extended pay gaps: in 2025/26 we'll be analysing gender, ethnicity and disability pay gaps.

## Pay Gap Action Plan

*Our pay gap action plan for 2025/26 sets out the following actions and targets as priorities:*

- Publish our ethnicity and disability pay gaps for the 2025/26 financial year
- Review promotion decisions from 2024/25 and identify opportunities for growth and intervention
- Customise our approach to succession planning, within our People Strategy, ensuring it is informed by EDI data
- Review leaver data for 2024/25 to identify opportunities for intervention
- Create a deep-dive internal analysis of pay gaps linked to the Framework for Fairness, our new approach to reward and recognition
- Conduct a half year update analysis in October 2025
- Work towards a pay gap of 5.5% as minimum by April 2027
- Undertake training with the Accent Board to reaffirm the commitment to addressing inequity at all levels
- Improve our recruitment data and create a new programme of training on inclusive interview and shortlisting techniques
- Deliver 'Inclusive Leadership' training as a part of the Learning Academy
- Introduce a refreshed approach to CV shortlisting