Accent

Gender, ethnicity and disability *pay gaps*

2026-27



We are caring
We are driven
We are smart
We are inclusive

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.*

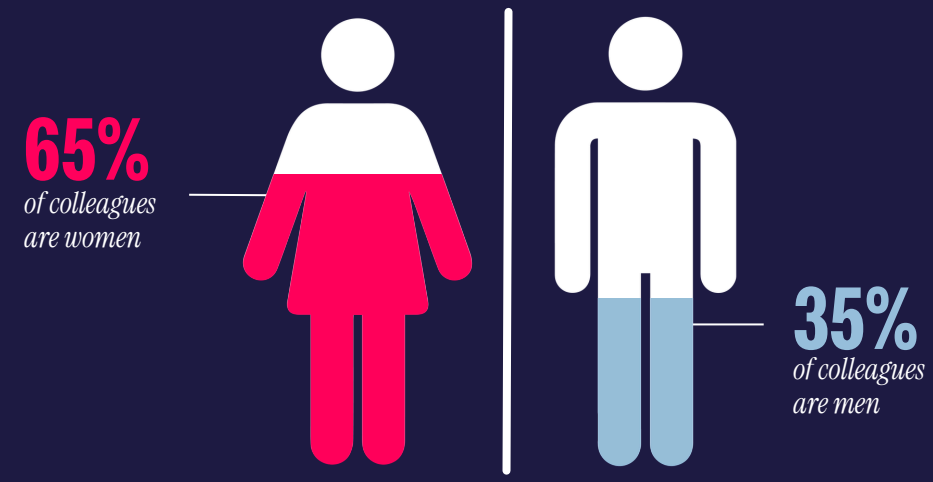
What is the *gender pay gap?*

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 11.4%, which is an increase of 3.3% from last year.

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

What is the gender split at Accent?



Accent is a trans-inclusive organisation, and we recognise that a binary presentation of gender does not represent all of our colleagues and customers. The use of men and women as categories here conforms to legal HMRC and gender pay gap reporting service templates.

Hourly *rates of pay*

Our mean pay gap is 12%. 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 11.4%. 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 *Fairness and inclusion*

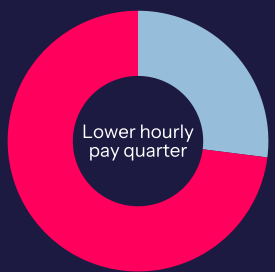
Accent is a place to thrive and be rewarded fairly. Embedding equity and inclusion as key parts of decision-making is a core part of our corporate strategy. It's our aim to make sure that the impact of every decision and change is considered with an intersectional lens.

Over two thirds of Accent colleagues are women – we're proud to be sector leaders with this – and over 55% of our leadership team are women.

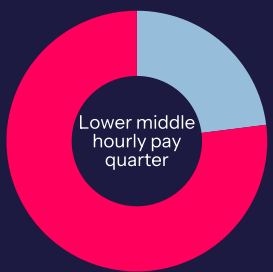
This year we've unfortunately seen our gender pay gap increase slightly. Our Executive and Senior Leadership Team have spent time analysing the data behind this, understanding where we've gone wrong and how we can work towards closing the gap.

Ahead of legislative changes in April 2027, we've updated our **pay gap action plan** - focusing on recruitment, promotion, accountabiltiy and decision-making across all levels of Accent.

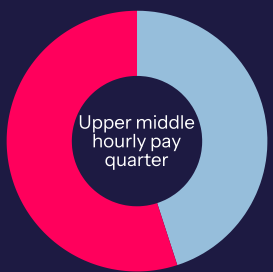
Quartiles Reporting – *Proportions of genders in quartile bands*



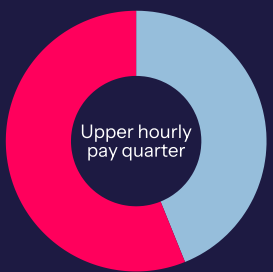
Men: 24.6% | Women: 75.4%



Men: 26.4% | Women: 73.6



Men: 45.2% | Women: 54.8%



Men: 42.9% | Women: 57.1%

Additional pay gaps

Reporting our ethnicity and disability gaps

Last year we committed to publishing more than just the gender pay gap.

We are committed to identifying any explicit and systemic factors that create a pay difference between disabled and non-disabled colleagues, and between Global Majority colleagues and white colleagues.

From this year, we are reporting our top-level **ethnicity** and **disability** pay gaps. Our internal EDI approach includes looking at how these identities intersect, to understand how the different combinations of identities may create different experiences for colleagues.

11.1% ethnicity pay gap

For every £1 that white colleagues earn, Global Majority colleagues earn 89p on average.

74% of colleagues are white, and 11% of colleagues are Global Majority (with 15% of colleagues not disclosing their ethnicity).

-1.9% disability pay gap

For every £1 that non-disabled colleagues earn, disabled colleagues earn £1.02 on average.

65% of colleagues have no disability, and 20% of colleagues do have a disability (with 15% of colleagues not disclosing).

Extended pay gap reporting here uses the mean pay gap, excluding any colleagues who have declined to share their ethnicity and disability status. These figures are based on the April 2026 snapshot date data.

Framework for fairness

Our approach to pay ensures equity for every role

We recognise that we need to do more to completely eliminate our pay gaps.

From April 2024-April 2026 there has been a significant focus on implementing and embedding a fair, competitive and transparent pay structure. This makes sure that every role is paid a spot salary - so regardless of who is doing that role, pay will be consistent. This 'Framework for Fairness' also introduced a number of new benefits, which includes the launch of a new platform in 2026, and represents the largest investment in colleagues that Accent has ever made.

All of these measures are designed to attract and retain colleagues from a wide range of backgrounds. 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 affirming care and menopause-related appointments), enhanced family leave, enhanced sick pay, a medical cash-back plan, health MOTs with option add-ons for a number of specific health tests, and a host of cost-saving interventions.

As we work on implementing our **action plan**, focus will be placed on promotions, succession planning and continuing to attract talented colleagues from a range of backgrounds for all levels of leadership.

In April 2027 legislation will require us to publish our new **Equality Action Plan** on the government portal. For Accent, this means sharing our refined plan - as well as including the specific measures we have in place to support colleagues going through the menopause.

Our ultimate goal is to truly represent our customers at all levels of Accent, and to make sure that we are an employer of choice for all of our colleagues.

Pay gap action plan 2026-27

We've completely re-written our action plan, looking towards the legislative changes in 2027. This draft will be updated in April 2027 to reflect our progress and prioritise key areas for attention.

Our ambition beyond the core goal of eliminating our pay gaps are to:

- Reflect the organisational gender ratio across **all** levels of leadership
- Represent our customers across all levels of Accent
- Represent our customers at Board level

We will take an intersectional approach to analysing our pay gap data, focusing on gender, ethnicity and disability as priority areas in line with legal requirements. These will be reviewed annually at a minimum. We will achieve our ambitions through dedicated actions focusing on:

- Recruitment interventions
- Positive action accelerators
- Talent and succession initiatives

Oversight (Board)
- Review and approve action plan, including aspirational targets
- Hold leaders to account for decreasing the pay gap

Recruitment agencies and interview panels
- Increase involvement from Housing Diversity Network for diverse recruitment
- Utilise Good Good People for diverse recruitment
- Continue to identify and partner with targeted recruitment agencies to continually improve diverse recruitment
- Review partnerships quarterly
- Develop proactive and clear recruitment plan, including looking at job board
- Create a new script for agencies on diverse candidate expectations

Oversight (Board)
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Diverse shortlists for leadership roles
- Explicitly request recruitment partners to provide diverse shortlists based on aspirations
- Challenge where shortlists are not appropriate and extend timeline where relevant

Recruitment reports
- Create EDI summaries for closed recruitment campaigns
- Create and utilise a top-level decision report for all Line Manager and above roles, for hiring managers to use

Identify talent as a part of succession planning and accelerator programmes
- Identify key talent and determine what resources are needed to support them
- Link this talent to **aspirational targets**, and provide support as needed

Introduce interview preparation sessions for underrepresented candidates
- Utilise positive action prior to inverview - using a data-informed approach and the STAR method

Introduce accelerator positive action initiatives
- Create a 'women in leadership' stream
- Create an 'unlocking your potential' stream
- Introduce reverse mentoring