



Homes
England

Gender and Ethnicity Pay Gap Report

1 April 2024 to 31 March 2025



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Foreword

At Homes England, we are committed to fostering a fair, inclusive and transparent workplace.

This report presents our Gender and Ethnicity Pay Gap analysis for the period 1 April 2024 to 31 March 2025, offering a clear view of where we have made progress and where further attention is needed.

We are pleased to report a year-on-year reduction in our mean gender pay gap, which now stands at 9.46%, the lowest since reporting began in 2017. This progress reflects our continued efforts to improve representation and progression, particularly at senior levels. We've seen a steady increase in female representation in senior roles, supported by opportunities to diversify leadership.

While the median gender pay gap has increased slightly, this is largely driven by the concentration of female colleagues in lower pay quartiles, an area we continue to focus on. We recognise that further work is needed to ensure equitable progression pathways, especially for part-time staff.

Our Graduate and Apprenticeship programmes have played a key role in increasing representation across all groups, helping us build a more inclusive pipeline of talent and positively impacting our long-term diversity profile.

On ethnicity, our pay gap analysis shows a mean gap of 11.75% and a median gap of 14.40% when comparing Ethnic Minority



Amy Rees
Chief Executive Officer

colleagues to White colleagues. While these figures have remained stable since last year, they highlight the need for continued focus on improving representation at senior levels.

We have taken steps to test the statistical significance of observed differences in performance ratings and bonus eligibility, and initial findings suggest these differences need further investigation. We recognise that this is a complex picture, and we are continuing to explore these areas carefully. Our focus is on ensuring that our performance and reward processes are consistently fair, transparent, and inclusive.

This report reinforces our dedication to equality and inclusion. Through our 2025/26 EDI priorities, including strengthening gender and ethnicity representation, supporting disabled colleagues and carers, and embedding inclusive behaviours, we remain focused on driving sustainable, positive change and ensuring equitable outcomes for all colleagues.

Gender pay gap



Gender pay gap

We have continued to make progress in reducing the gender pay gap, achieving the smallest pay gap since 2017. We're encouraged by the progress and yet continue to work on reducing it.

As part of our commitment to transparency and equality, we have reviewed our Gender Pay Gap (GPG) data as of 31 March 2025. This analysis provides a detailed view of pay between female and male colleagues across the agency and highlights progress made, as well as areas requiring continued attention.

The GPG at Homes England is:

- **9.46% (mean)** and **8.19% (median)**

This reflects a 1.37% decrease in the mean gap from the previous year. However, the median gap has increased by 0.89%. Since 2017 there has been an 8.94% decrease in the mean gap and a 11.41% decrease in the median gap.

The average hourly pay is:

- **£32.08 (mean)** and **£31.62 (median)** for female colleagues
- **£35.44 (mean)** and **£34.44 (median)** for male colleagues

This equates to a pay difference of **£3.36 (mean)** and **£2.82 (median)**.



Representation and distribution

Females make up **51.7%** of Full Pay Relevant Employees (FPREs), and **43.2%** of the upper pay quartile, up slightly from **41.9%** in March 2024.

In contrast, **62.2%** of the lower pay quartile is comprised of female staff, a figure that has remained unchanged.

This difference in representation across pay quartiles continues to influence the GPG and highlights the importance of our ongoing work to support progression and balance across all levels. As part of this, we have introduced new pay controls to bring greater consistency and transparency to starting salaries, particularly for roles in the upper quartile. These measures aim to ensure fairer entry points and strengthen our approach to equitable progression.

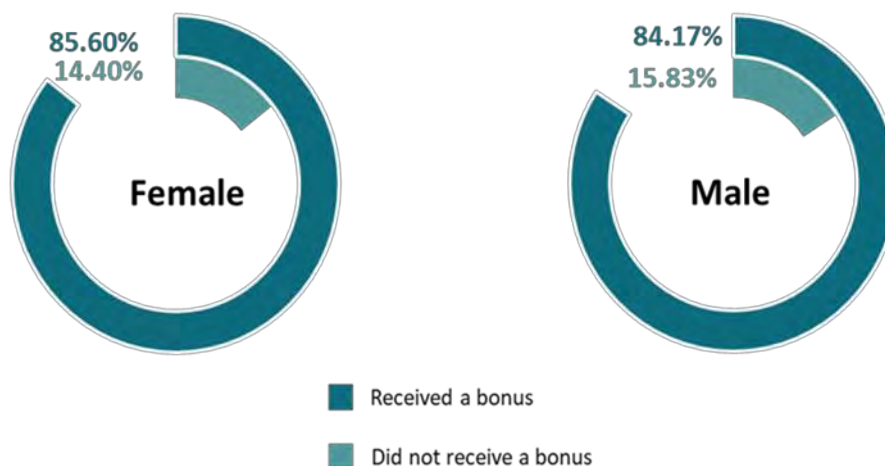
Bonus pay gap



The mean bonus pay gap shows that females received slightly higher bonuses than males on average, with a gap of **-3.92%**. The median bonus pay gap is **0.00%**, indicating equal bonus amounts between male and female employees.

(see [Glossary](#) for definitions)

Gender diversity in bonus payments



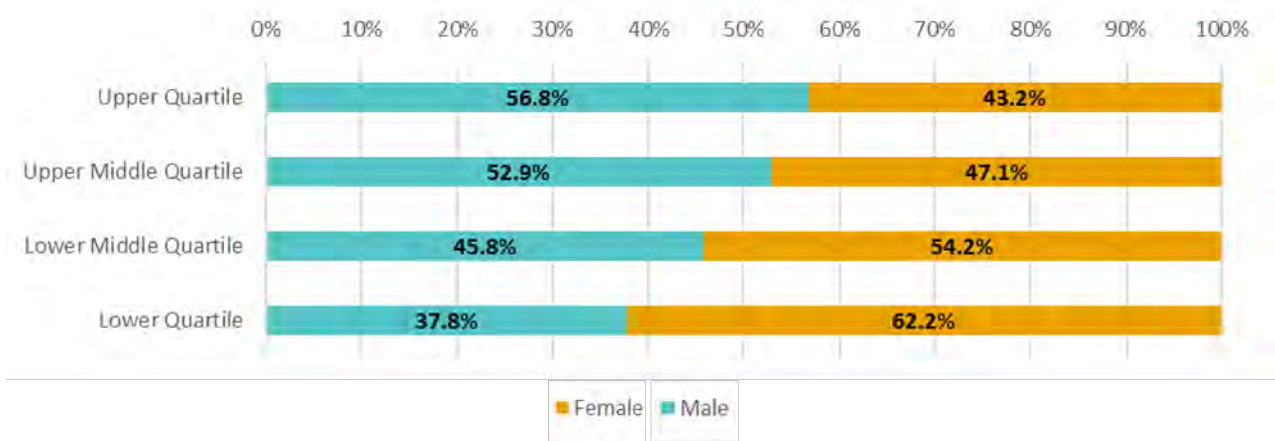
This year, **85.60%** of females received a bonus, compared to **84.17%** of males. These figures are broadly consistent with previous years.

In terms of bonus value:

- The **mean bonus amount** for females was **£282.52**, compared to **£271.86** for males.
- The **median bonus amount** was **£205.00** for both females and males, reflecting the **0%** median gap.

These figures suggest continued progress in bonus equity, with a narrowing of the mean gap and parity at the median level. We will continue to monitor bonus distribution to ensure fairness and transparency across all employee groups.

Proportion of females and males in each pay quartile

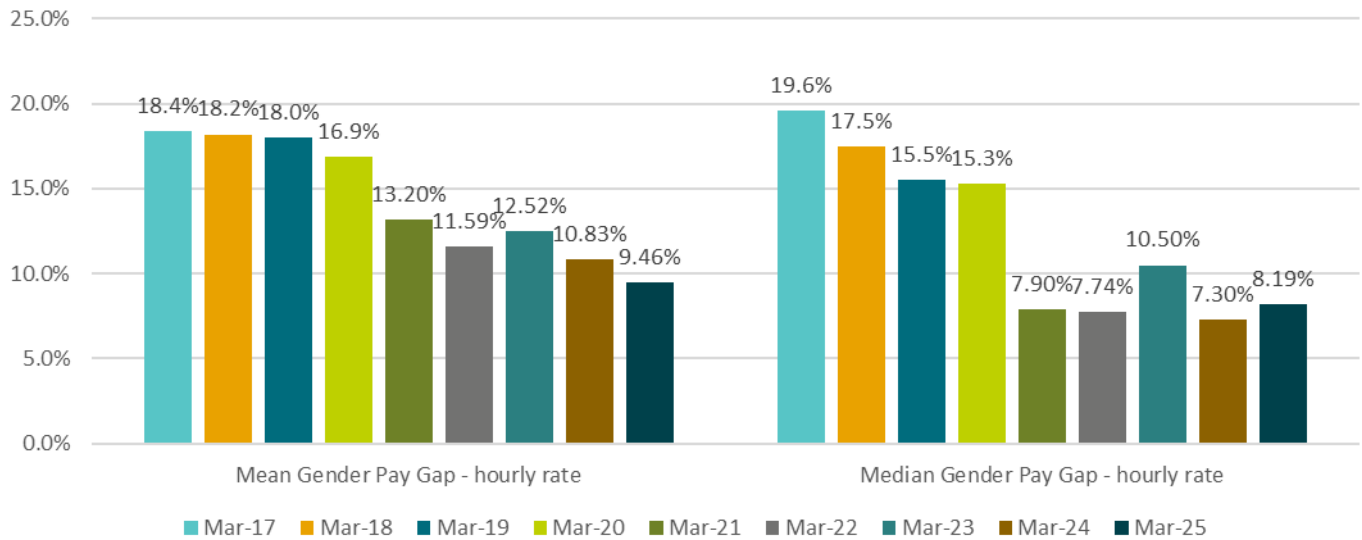


There has been a steady increase in female representation at senior levels (Grades 19 and above), rising from 35.4% in March 2022 to 45.87% in March 2025. This progress reflects our continued focus on diversifying leadership and creating opportunities for females to progress into higher-grade roles.

Part-time roles continue to be predominantly held by females (80.59%), and while representation at higher grades among part-time colleagues remains lower, with 10.19% at Grade 18 or above compared to 22.03% of full-time colleagues, this remains an area of focus. Supporting career progression for part-time staff is key to addressing this imbalance and reducing the gender pay gap.

At junior levels (Grades 14 and below), female representation remains higher at 61.18% in March 2025, down slightly from 62.9% in March 2022. This consistency reflects the agency's broader workforce profile and highlights the importance of ensuring progression pathways are accessible across all grades and working patterns.

Our gender pay gap since 2017



Conclusion and next steps

While the mean gender pay gap (GPG) has reached its lowest point to date, the data continues to highlight areas where further progress is needed. These include:

- Continuing to increase female representation at senior levels
- Addressing the concentration of female colleagues in lower pay quartiles
- Supporting career progression for part-time colleagues

Looking ahead, our Equality, Diversity and Inclusion (EDI) priorities for 2025/26, as outlined in our **EDI Report 2024/25 Second Edition**, will guide our efforts to build a fairer and more inclusive workplace. These priorities include:

- Strengthening gender representation, equity and pay
- Advancing ethnicity representation, opportunity and pay
- Improving support and working environments for Disabled colleagues and Carers
- Embedding inclusive behaviours across all levels of the agency

These priorities are underpinned by our agency's values and behaviours, shaping how we work together every day. Homes England remains committed to monitoring and addressing pay disparities, and to driving sustainable, positive change that supports equitable outcomes for all colleagues.

Gender identity

For the purposes of gender pay reporting we are required to report gender in binary terms (males or females) however we recognise that some colleagues may not be represented by this breakdown.

Declaration

We confirm the data reported is accurate and in accordance with the Equality Act 2010 (Gender Pay Gap) Regulations 2017. The pay relates to the period between 1 April 2024 and 31 March 2025.

Ethnicity pay gap



Ethnicity pay gap

We remain committed to analysing and sharing our ethnicity pay gap. Now in our third year of reporting, the data continues to highlight areas where further progress is needed. Closing the gap remains a priority, and we are taking meaningful steps to better understand the drivers and support long term change.

As part of our ongoing commitment to transparency and equality, we have reviewed our Ethnicity Pay Gap (EPG) data for March 2025.

This analysis provides insight into the distribution of pay across different ethnic groups within Homes England and helps us identify where to focus our efforts.

The EPG at Homes England is:

- **11.75% (mean)** and **14.40% (median)** when comparing Ethnic Minority colleagues to White colleagues.

These figures are higher than our Gender Pay Gap (GPG), reflecting a wider variation in average earnings by ethnicity and reinforcing the importance of continued focus in this area.

The average hourly pay is:

- **£30.16 (mean)** and **£29.49 (median)** for Ethnic Minority colleagues
- **£34.17 (mean)** and **£34.44 (median)** for White colleagues

This equates to a pay difference of **£4.01 (mean)** and **£4.95 (median)**.



Representation and distribution

Currently, **11.68%** of Full Pay Relevant Employees (FPREs) have identified as being from an Ethnic Minority background. An additional **130 colleagues** (approximately 9%) have not disclosed their ethnicity, either selecting 'prefer not to say' or leaving it undeclared. Increasing disclosure rates will help strengthen the accuracy and robustness of our reporting.

The distribution of Ethnic Minority colleagues across pay quartiles reveals an ongoing imbalance:

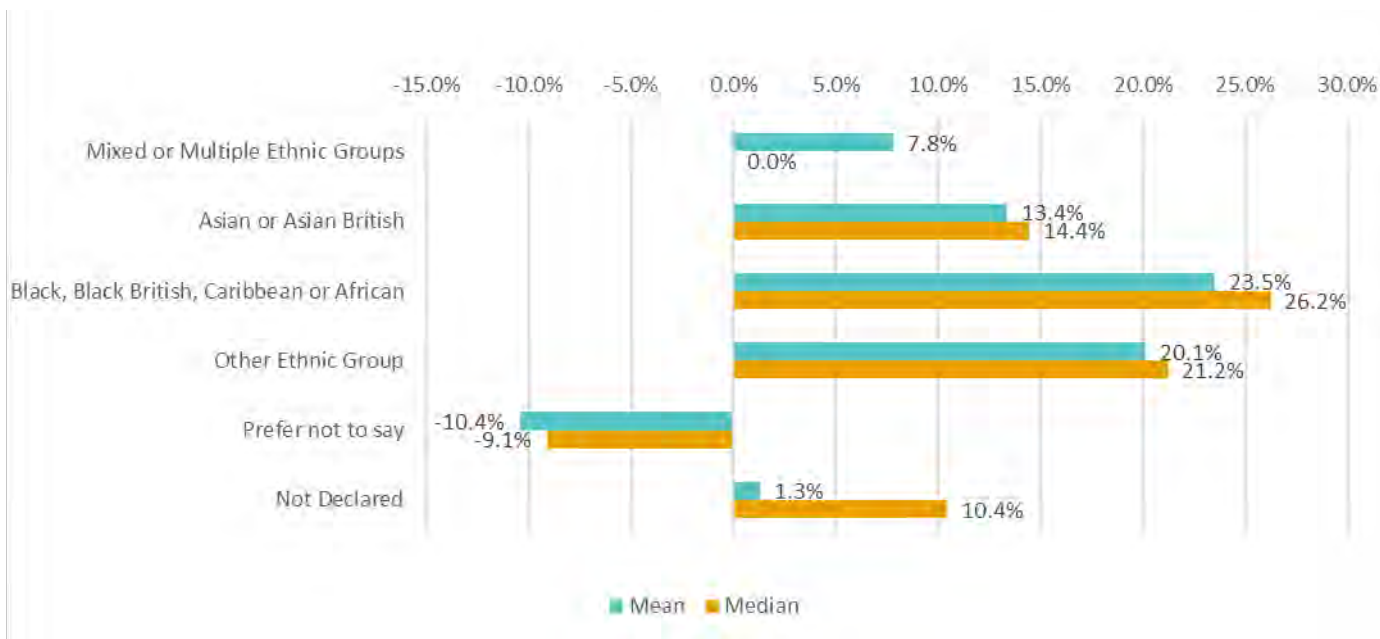
- **63.69%** of Ethnic Minority colleagues are in the lower two quartiles, compared to **36.31%** in the upper and upper-middle quartiles.
- Among White colleagues, **47.98%** are in the lower two quartiles, with **52.02%** in the upper and upper-middle quartiles.

This pattern of representation at senior levels contributes to the EPG. At present, out of 38 colleagues, **two** from Ethnic Minority backgrounds are at grade 21 or above.

Pay gap by ethnic group

When disaggregated further:

- The largest pay gaps are observed for Black, Black British, Caribbean or African colleagues (mean: 23.5%, median: 26.2%) and Other Ethnic Groups (mean: 20.1%, median: 21.2%).
- Asian or Asian British show a smaller gap (mean: 13.4%, median: 14.4%) and Mixed or Multiple Ethnic Groups (mean: 7.8%, no median gap).
- Some groups, such as those who preferred not to disclose their ethnicity, show a negative pay gap, but these figures are excluded from formal calculations due to data limitations.



The figure above shows the difference in mean and median hourly earnings per ethnic group compared to White colleagues.

Bonus pay gap

Mean Bonus Gap



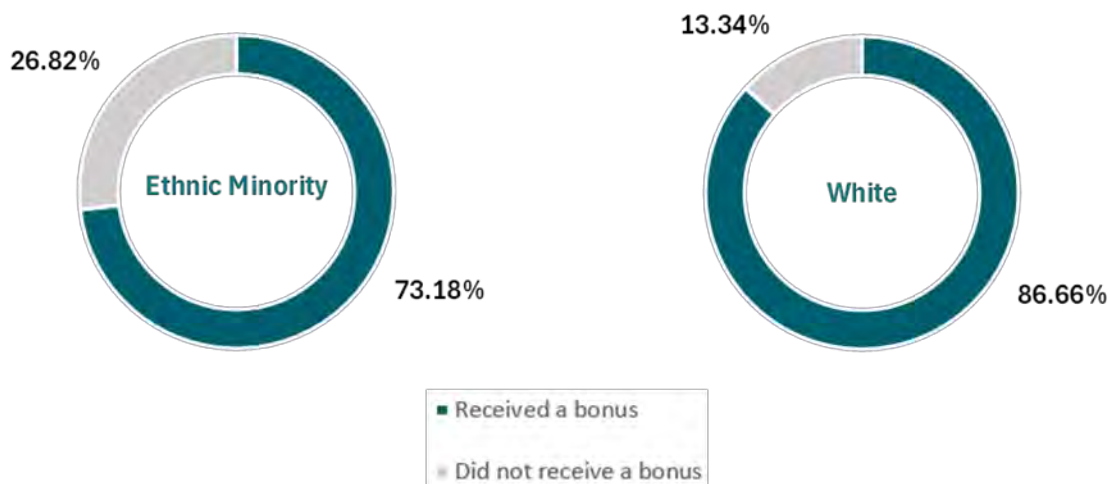
Median Bonus Gap



The mean bonus pay gap between Ethnic Minority and White colleagues is **17.99%**, indicating that, on average, Ethnic Minority colleagues received lower bonus amounts. The **median bonus pay gap is 0.00%**, meaning that the midpoint bonus received was the same for both groups. While this suggests parity at the median level, it does not reflect the full range of bonus outcomes across the wider distribution.

(see [Glossary](#) for definitions)

Ethnic diversity in bonus payments



This year, **73.18%** of Ethnic Minority colleagues received a bonus, compared to **86.66%** of White colleagues, a difference of **13.48 percentage points**.

In terms of bonus value:

- The **mean bonus amount** for Ethnic Minority colleagues was **£223.55**, compared to **£272.60** for White colleagues.
- The **median bonus amount** was **£205.00** for both groups, reflecting the 0% median gap.

These figures include both formal bonus payments and recognition vouchers awarded to colleagues. Difference in average values and receipt rates highlight areas for further exploration and understanding.

It is important to note that bonus eligibility is influenced by several factors beyond performance alone. Bonus calculations for the EPG are based on payments made between 1 April 2024 and 31 March 2025, aligned to the 2023/24 Performance Award (bonus) cycle. However, the EPG population includes all colleagues employed on 31 March 2025, meaning some individuals, particularly new starters or those who did not meet eligibility criteria, were not eligible for a bonus. This includes:

- Not having six months' service by 31 March 2024
- Not having passed probation by that date
- Not being employed on the payment date

This context is especially relevant given the agency's increased recruitment of Ethnic Minority colleagues over the past 18 months, which has contributed to a higher proportion of ineligible individuals within this group.

Employee Recognition Vouchers, which are included in bonus calculations and have no eligibility criteria, help mitigate this to some extent. Of the EPG population, **81 colleagues** received a voucher despite being ineligible for a bonus, and **12 colleagues** rated "not meeting expected performance levels" also received a voucher. Importantly, the mean and median voucher values were nearly identical across ethnic groups, and proportions of recipients aligned with overall population demographics, suggesting limited impact on bonus disparities.

Our analysis of end-of-year performance ratings shows that:

- **5.92%** of Ethnic Minority colleagues received a rating of "not meeting expected performance levels" (internally referred to as "off track"),
- Compared to **2.36%** of White colleagues,
- And **7.81%** of those who did not declare their ethnicity or selected "prefer not to say".

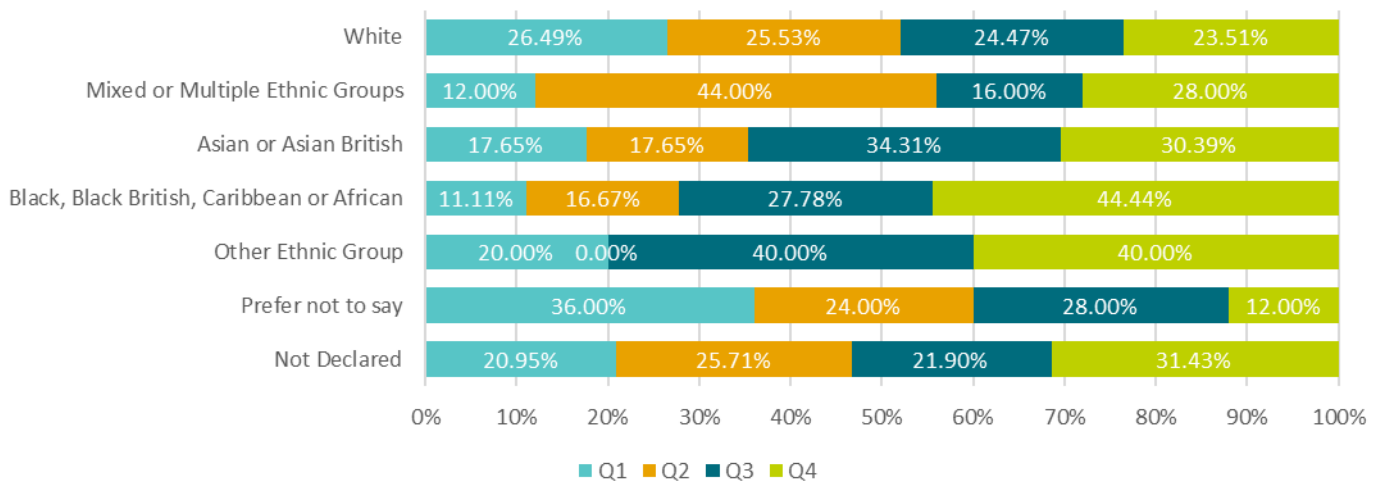
Since performance ratings directly influence bonus eligibility, and those rated "off track" are not eligible for a bonus, this trend is a contributing factor to the overall bonus pay gap. Additionally, a lower proportion of Ethnic Minority colleagues received "Exceeded" ratings, which typically result in higher bonus amounts.

While we are cautious not to imply a direct causal link between ethnicity and performance outcomes, we conducted a statistical significance test to explore whether the observed differences in ratings and bonus outcomes could be attributed to chance. Initial findings suggest that the differences are statistically significant and merit further investigation.

It is also worth noting that extremities in the bonus payment values awarded to a small number of individuals widened the EPG bonus gap by approximately **7%**, and excluding recognition vouchers from the analysis slightly increases the gap.

To support fair and equitable outcomes, we will undertake further analysis and implement targeted actions. While our current processes may already be robust, this additional work will help us understand whether structural or contextual factors are contributing to the observed patterns. This reflects our broader commitment to equality and inclusion in all aspects of reward and recognition.

Proportion of ethnic groups in each pay quartile

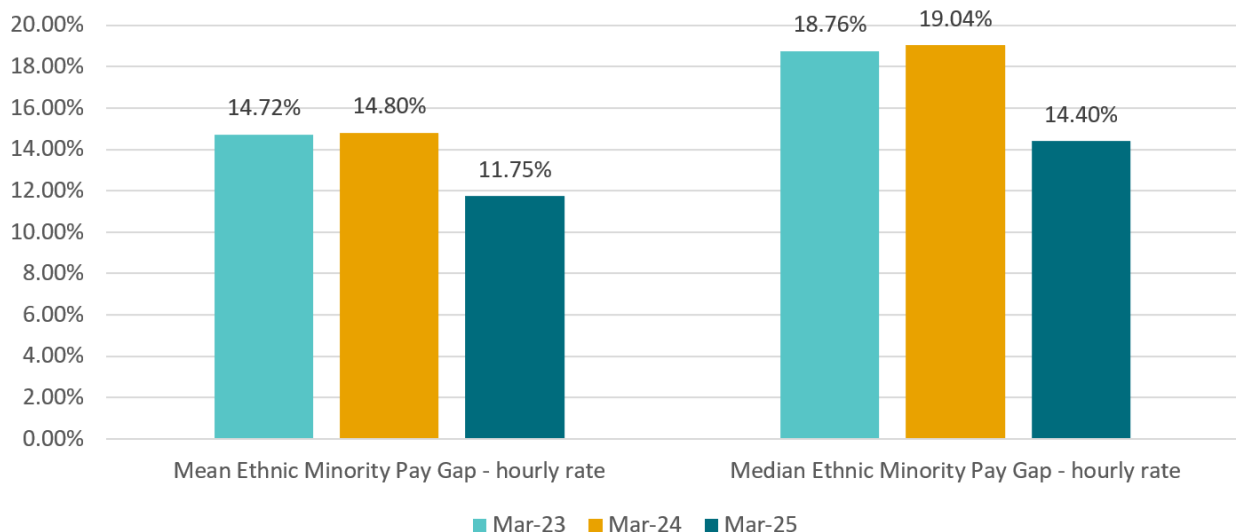


Representation of colleagues who identify as Ethnic Minorities varies across pay quartiles. As of 31 March 2025:

- Ethnic Minority colleagues make up 7.24% of roles in the upper quartile and 9.75% in the upper middle quartile, which include the highest-paid roles in the agency.
- In comparison, 15.56% of colleagues in the lower quartile and 14.17% in the lower middle quartile identified as being from an Ethnic Minority background.

Overall 11.68% of colleagues identified as being from a Non-White Ethnic Minority, compared to 18.3% in the UK ([ONS, 2021](#)). This suggests that Ethnic Minority colleagues are currently underrepresented within the agency, particularly at senior levels. To help address this, our Equality, Diversity and Inclusion Action Plan includes a focus on increasing ethnicity representation across the agency and within senior leadership roles.

Mean and Median ethnicity pay gap since 2023



Conclusion and next steps

Our analysis indicates an ongoing imbalance in the representation of Ethnic Minority colleagues at senior levels, which continues to influence the ethnicity pay gap. Ethnic Minority colleagues remain less represented in higher grades and are more likely to be concentrated in the lower pay quartiles. This pattern is further reflected in bonus outcomes, where Ethnic Minority colleagues received lower average bonuses and were more likely to receive lower performance ratings, affecting bonus eligibility.

To support fair and equitable outcomes, we will continue to take meaningful action. Our Equality, Diversity and Inclusion (EDI) priorities for 2025/26, as outlined in the EDI Report 2024/25 Second Edition, will guide our efforts. These include:

- Advancing ethnicity representation, opportunity and progression.
- Strengthening gender representation, equity and pay.
- Improving support and working environment for Disabled colleagues and Carers.
- Building a culture where inclusion is consistently demonstrated across all levels of the agency.

In addition, we will:

- Review performance rating processes to ensure fairness and consistency across all ethnic groups.
- Introduce bias mitigation training for managers involved in performance assessments.
- Audit the distribution of recognition vouchers to ensure equitable access.
- Support progression through mentoring, sponsorship, and fairer promotion pathways.
- Encourage greater disclosure of ethnicity data to improve reporting accuracy and insight.

These actions reinforce our commitment to equity and inclusion, and support long-term, meaningful progress in closing the ethnicity pay gap.

Our declaration

Our calculations follow the [guidance for employers on Ethnicity Pay Gap reporting](#). The pay relates to the period between 1 April 2024 and 31 March 2025.

Glossary

Mean and median pay gap explained

The pay gap shows the difference in average pay between groups in the workforce. Mean and median figures are calculated by comparing hourly pay across the organisation, regardless of grade.

- **Gender Pay Gap:** This compares the average hourly pay of female and male colleagues. The mean figure shows the percentage difference between the average hourly rates of men and women. The median figure shows the percentage difference between the midpoints in the ranges of men's and women's pay.
- **Ethnicity Pay Gap:** This compares the average hourly pay of colleagues from Ethnic Minority backgrounds with those who identify as White. The mean figure shows the percentage difference between the average hourly rates of these two groups. The median figure shows the percentage difference between the midpoints in the ranges of pay for each group.

Bonus pay gap explained

The bonus pay gap refers to bonus payments made during the 12-month period prior to the snapshot date. This includes performance-related awards and Employee Recognition Scheme vouchers.

Bonus eligibility is influenced by end-of-year performance ratings. Employees rated as not meeting expected performance levels (internally referred to as "off track") are not eligible for bonus payments.

Pay quartiles gap explained

Pay quartiles are calculated by dividing all employees into four equal groups based on their hourly pay. The **upper quartile** includes the highest-paid employees, while the **lower quartile** includes the lowest-paid.

Specifics of reporting ethnicity pay gap

While the methodology is similar to gender pay gap reporting, ethnicity pay gap analysis is more complex due to voluntary self-declaration. Accurate reporting depends on colleagues sharing their ethnicity data in the HR system.

To ensure statistical robustness and protect anonymity, calculations are only made where there are at least 50 employees in an ethnic group. As many groups fall below this threshold, we report using two aggregated categories:

- **Non-White Ethnic Minorities:** Includes all colleagues who identify as being from a Non-White Ethnic group.
- **White:** Includes all colleagues who identify as White, including White Ethnic Minorities.

Encouraging voluntary disclosure of ethnicity data is essential to improving the accuracy and insight of our reporting.

