



Gender and Ethnicity Pay Gap Report

April 2025

Introduction from Stephen Burns

Executive Director, Care, Supported Housing and Inclusion

Along with residents, Peabody colleagues are at the heart of our organisation. Without them, we wouldn't be able to continue to provide safe, warm and affordable homes, and targeted support and services in local communities.

As a not-for-profit housing association, we're responsible for 109,000 homes with around 220,000 residents across London and the Home Counties.

We prioritise equality, diversity, and inclusion in everything we do, and believe that everyone – colleague, resident or partner – should be valued, respected, and given equal access to opportunity.

To live these values, we need to treat our colleagues fairly. This includes publishing our pay gap findings and acting, where necessary, to reduce them. Doing this is not only fundamental to who we are as an organisation, but it will also help us attract and retain a skilled and diverse workforce, as well as seeing where we need to improve.

Our latest report shows a mixed picture: the average pay gaps between men and women, and between white and ethnically diverse colleagues, both narrowed over the past year.

This means that pay for women and ethnically diverse colleagues is now closer to that of their male and white colleagues, suggesting improved balance, especially at higher pay levels.

However, our median gender pay gap rose slightly by 0.6 percent to 3.4 percent. While disappointing, this remains well below the national average of 7 percent.

More positively, our median ethnicity pay gap widened from -0.6 percent to -1.3 percent, meaning ethnically diverse colleagues earned slightly more than their white colleagues.

We know there's more to do, and we're determined to keep making progress.

Our new Equality, Diversity and Inclusion Strategy for 2026-28 focuses on three priorities:

1. Inclusive services for residents
2. An inclusive culture and sense of belonging for colleagues
3. Inclusive places and partnerships

As part of this, we're reviewing pay and grading to ensure fairness, transparency and consistency. This long-term work will help us attract, retain and develop talent, promote pay equality and reduce pay gaps over time.

Celebrating diversity remains a core value, guiding us to build an organisation where everyone feels welcome, valued and able to give their best.



The findings in this report reflect data as of 5 April 2025 (the snapshot date) and include colleagues from Peabody Trust, Town & Country Housing (TCH), Peabody Group Maintenance, and Connect Property Services

What is the Gender and Ethnicity Pay Gap?

It is the percentage difference between the average hourly earnings of all men and all women in a workforce. It doesn't compare what men and women are paid for doing the same job.

How is it measured?

Mean pay gap

This looks at the average pay.

- We add up everyone's hourly pay for men and divide by the number of men. Then we do the same for women.
- The difference between these two averages, shown as a percentage, is the mean pay gap.

Median pay gap

This looks at the middle pay.

- We line up all men's hourly pay from lowest to highest and pick the one in the middle. Then we do the same for women.
- The difference between these two middle points, shown as a percentage, is the median pay gap.
- The median is often seen as a better reflection of typical earnings, as it's less affected by very high or very low salaries.

Ethnicity pay gap

We calculate this the same way, but instead of men and women, we compare white colleagues with ethnically diverse colleagues.

Positive vs negative gap

- A positive gap means men or white colleagues earn more per hour on average
- A negative gap means women or ethnically diverse colleagues earn more per hour on average.

Pay quartiles

The tables show how men, women, white and ethnically diverse colleagues are represented across different pay levels in the organisation.



Gender pay and bonus gap: the numbers

Our colleagues:

Of the 3,354 full-time colleagues employed on 5 April 2025:

57.7%

Female

42.3%

Male

Gender pay gap:



Median gender pay gap increased from

2.8%

to

3.4%



Mean gender pay gap reduced from

11.9%

to

11.2%

Gender bonus gap:



Median bonus pay gap increased from

0.00%

to

70.0%



Mean bonus gap reduced from

24.4%

to

23.5%

Gender pay and bonus gap: the story

This year, our average (mean) gender pay gap fell from 11.9 percent to 11.2 percent, continuing a positive trend and showing better pay balance at higher levels. On average, men earned £23.45 per hour and women £20.83.

Our median gender pay gap – the difference between the middle pay rate for men and women – rose slightly by 0.6 percent to 3.4 percent. While disappointing, this remains well below the national average of 7.0 percent. Median hourly pay was £19.22 for men and £18.56 for women.

The increase reflects fewer women in all but the lowest pay quartile, where representation stayed about the same. Women made up 43.7 percent of the upper quartile compared with 56.3 percent men, and 58.9 percent of the lowest quartile compared with 41.4 percent men.

A large proportion of women (72.7 percent) worked in care and support roles, which generally have lower hourly pay. More women also worked in part-time, flexible or zero-hour roles, which tend to be lower-paid overall.

Gender bonus gap

The median gender bonus gap increased from 0.0 percent to 70.5 percent, mainly because of changes to how bonuses were awarded. Over the year, only 4.1 percent of colleagues received a bonus, most of them in TCH, PGM and Investment Sales – all areas with a higher proportion of male colleagues.

The average (mean) gender bonus gap fell slightly from 24.4 percent to 23.5 percent, showing a small improvement in overall bonus equality.

This reflects changes to bonus arrangements during the year. Bonuses were not paid across the group, with limited exceptions. However, bonus reporting includes commission and other incentive payments, which continued in some areas.

The gap is driven by where these payments sit across the organisation, rather than any systemic difference in how men and women were rewarded.

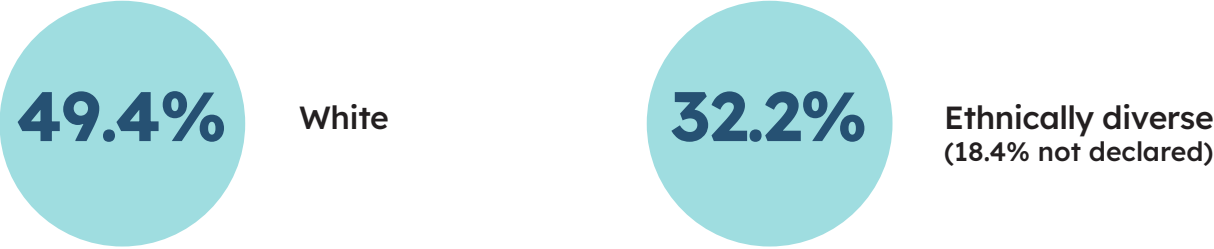
As we continue to review pay and grading, we'll look at how performance and reward are applied across different roles to ensure fairness, consistency and transparency.

Gender	Peabody Consolidated April 2024		Peabody Consolidated April 2025	
	Male	Female	Male	Female
Median	2.8%		3.4%	
Mean	11.9%		11.2%	
Pay quartile	Male	Female	Male	Female
Upper	55.0%	45.0%	56.3%	43.7%
Upper middle	37.4%	62.6%	38.5%	61.5%
Lower middle	45.0%	55.0%	47.2%	52.8%
Lower	41.4%	58.6%	41.1%	58.9%
Bonus	Male	Female	Male	Female
% that received a bonus	83.7%	81.3%	6.6%	2.2%
Bonus gap (Mean) %	24.4%		23.5%	
Bonus gap (Median) %	0.0%		70.5%	

Ethnicity pay and bonus gap: the numbers

Our colleagues:

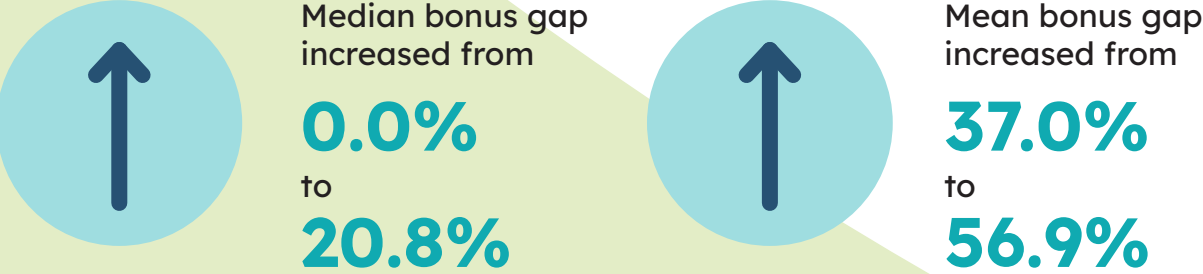
Of the 3,354 full-time colleagues employed on 5 April 2025:



Ethnicity pay gap:



Ethnicity bonus gap:



Ethnicity pay and bonus gap: the story

Our ethnicity pay gap improved this year, continuing the trend of ethnically diverse colleagues earning slightly more on average than white colleagues.

The median ethnicity pay gap widened from minus 0.6 percent to minus 1.3 percent, meaning ethnically diverse colleagues earned more at the midpoint. Median hourly pay was £19.87 for ethnically diverse colleagues and £19.61 for white colleagues.

This improvement partly reflects a small increase in the proportion of ethnically diverse colleagues across most pay quartiles, except for the lower-middle quartile.

Meanwhile, the average (mean) ethnicity pay gap narrowed from 11.4 percent to 10.9 percent, indicating steady progress towards fairer pay overall. On average, white colleagues earned £23.89 per hour, compared with £21.28 for ethnically diverse colleagues.

Ethnicity bonus gap

The median ethnicity bonus gap increased from 0.0 percent to 20.8 percent, and the mean gap rose from 37.0 percent to 56.9 percent. Only a small proportion of colleagues received a bonus, and most were from teams with fewer ethnically diverse colleagues.

This reflects changes to bonus arrangements during the year. Bonuses were not paid across the group, although bonus reporting includes commission and incentive payments that continued in some areas.

Ethnicity	Peabody Consolidated 5th April 2024		Peabody Consolidated 5th April 2025	
	White	Ethnically diverse	White	Ethnically diverse
Median	-0.6%		-1.3%	
Mean	11.4%		10.9%	
Pay quartile	White	Ethnically diverse	White	Ethnically diverse
Upper	70.0%	30.0%	69.9%	30.1%
Upper middle	52.3%	47.7%	49.5%	50.5%
Lower middle	59.7%	40.3%	60.1%	39.9%
Lower	65.0%	35.0%	63.0%	37.0%
Bonus	White	Ethnically diverse	White	Ethnically diverse
% that received a bonus	87.0%	82.3%	4.5%	2.0%
Bonus gap (Mean) %	37.0%		56.9%	
Bonus gap (Median) %	0.0%		20.8%	

What next?

We've made progress in reducing our gender and ethnicity pay gaps, but know we still have more to do.

Real change depends on improving representation at senior levels, ensuring fair and consistent reward, and strengthening the quality of our workforce diversity data.

One key challenge is incomplete ethnicity data - 18.4 percent of colleagues haven't shared their ethnicity, and 8.1 percent chose 'prefer not to say'. If any of these colleagues are ethnically diverse, the pay gap picture could change significantly.

To help improve declaration rates, we'll start by focusing on:

- Analysing patterns in declaration rates across teams and roles
- Developing tools and messaging to help colleagues understand how and why their diversity data is used
- Monitoring progress quarterly and sharing what we learn.

Over the next year, we'll also:

- Identify barriers to progression and build a more balanced talent pipeline, increasing the number of women and ethnically diverse colleagues in senior roles
- Review part-time and flexible roles to understand their impact on progression and pay outcomes
- Strengthen recruitment and progression pathways in less diverse areas, such as trades and sales
- Ensure bonus structures are fair and transparent
- Embed inclusion into pay and grading reviews so decisions remain consistent, equitable, and aligned with our EDI Strategy priorities.

These actions will help us build a clearer picture of our workforce and ensure that pay, progression, and opportunity are shaped by fairness and inclusion.

By focusing on these practical actions, we'll continue building a workplace where everyone can thrive - and where pay reflects fairness, opportunity and a genuine sense of belonging for all.





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