



**Gender and
ethnicity
pay gap report**

April 2025

Who we are

SNG (Sovereign Network Group) is one of the largest housing associations in England, providing over 85,000 homes across the South of England. Our purpose is to provide good, affordable homes that are the foundation for a better life – and our vision is thriving communities, over generations.

This is the first year SNG will be reporting combined figures since becoming a single legal entity in April 2025, following the merger between Network Homes and Sovereign Housing Association. The specific and unique demographic compositions of both organisations are reflected in this year's results.

As one organisation, we're focussed on building a workforce that is diverse, gender-balanced and fairly paid.

On the snapshot date of 5th April 2025, SNG had a team of 2,940 colleagues, each contributing their valuable and diverse expertise which allow us to deliver quality, affordable homes to our customers in thriving communities.

This year, we launched our new ambitious Equality, Diversity & Inclusion (EDI) strategy, shaped through engagement with colleagues from across SNG. It marks a key milestone in our journey to build a workplace and culture where everyone feels they belong, are respected, and have the opportunity to thrive.



Foreword from Sally Hyndman

Chief People and Transformation Officer

This year marks our first full gender and ethnicity pay reporting cycle as Sovereign Network Group. Our combined results reflect the different demographic profiles and historic pay structures of the two former organisations, as well as the significant organisational change through the merger.

We're pleased that SNG's gender pay gap remains low and well below the national average, and we're transparent about the factors shaping our figures, including the concentration of minority ethnic colleagues in London.

Over the next year, we'll continue to embed our EDI strategy across the organisation and enhance

our inclusive practices in our culture, leadership and decision making – so that every colleague can thrive and work confidently.



Sally Hyndman,
Chief People and
Transformation
Officer

Our gender pay gap

Our gender pay gap reflects the amalgamation of data from former Sovereign and former Network statistics.

Sovereign's gender pay gap figures were historically well below the national Office for National Statistics (ONS) average for gender pay gap, while Network's figures sat slightly above the national averages.

This year, SNG's combined gender pay gap results for 2025 show a mean of 2.8% and a median of 3.1%. This is significantly below the national averages of 13.4% and 12.8% respectively, as reported by the ONS.

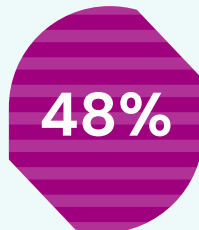
At the time of the collection of data for this report, 52% of our workforce identified as male, and 48% identified as female.

Our gender pay gap

The difference in pay between men and women.

Year to	Mean (average)	Median (middle)
5 April 2025	2.8%	3.1%
National gender pay gap (ONS figures)	13.4%	12.8%

of our workforce identified as **female**



of our workforce identified as **male**

Our gender bonus pay gap

In April 2025, there was a small difference between the percentage of women and men receiving bonus at SNG showing that access to bonus payments included in the data requirements is broadly consistent across genders.

The median gender bonus pay gap was also relatively small at 2.5%. The wider mean gender bonus pay gap of 10.6% in favour of men, can be attributed primarily to a higher proportion of men in the upper pay quartiles and the annual bonus structure for senior levels.

Additionally, higher percentage of women at SNG work part time compared to men and part time status impacts the amount of bonus for which employees are eligible, further impacting the gender bonus pay gap.

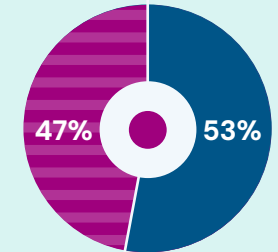
Our gender bonus pay gap

The difference in bonus pay between men and women.

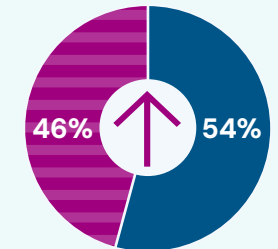
Year to	Mean (average)	Median (middle)
5 April 2025	10.6%	2.5%

Gender proportions in each pay quartile

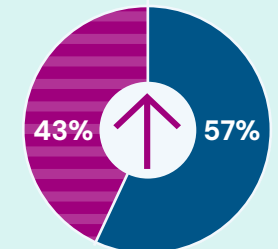
Upper



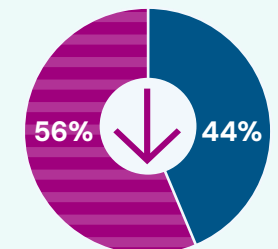
Upper middle



Lower middle



Lower



Our ethnicity pay gap

We are continuing the drive to improve colleague representation and ethnic diversity at all levels within SNG, especially at a leadership level. This is one of our main focuses in our new EDI Strategy.

SNG has a workforce of 85% of people who identify as white and 15% who identified as having a minority ethnic background.

Our mean ethnicity pay gap lies at -11.9%, with the median higher at -23.5% in favour of minority ethnic colleagues. This is a marked increase on the smaller ethnicity pay gaps seen in previous years at both Network and Sovereign. Following the merger, most SNG minority ethnic employees are now based in London, an area that attracts higher salaries. Therefore, it is the location of SNG's minority ethnic employees that is predominantly driving the larger gap in favour of minority ethnic staff.

Our ethnicity pay gap

The difference in pay between employees identifying as white, and employees identifying from a minority ethnic background.

Year to	Mean (average)	Median (middle)
5 April 2025	-11.9%	-23.5%

Our ethnicity bonus pay gap

While our ethnicity pay gap figures favour those from a minority ethnic background, our pay bonus gap is at 16.2% for the mean and 4.2% for the median, meaning SNG employees identifying as white received more in bonuses over the year.

This can be attributed to a low number of former Network employees – and therefore fewer minority ethnic colleagues – receiving bonuses due to previous consolidation of bonuses into basic pay. This has contributed to a strong contrast between ethnicity pay gap and ethnicity bonus pay gap.

Our ethnicity bonus pay gap

The difference in bonus pay between employees identifying as white, and employees identifying from a minority ethnic background.

Year to	Mean (average)	Median (middle)
5 April 2025	16.2%	4.2%

85%

of our workforce identified as white

15%

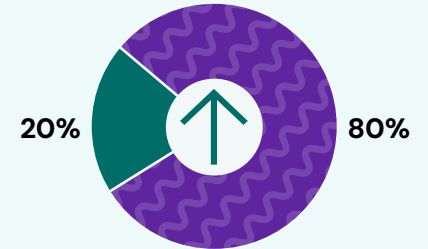
of our workforce identified as minority ethnic background

Ethnicity proportions in each pay quartile

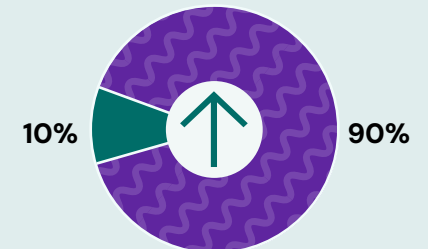
Upper



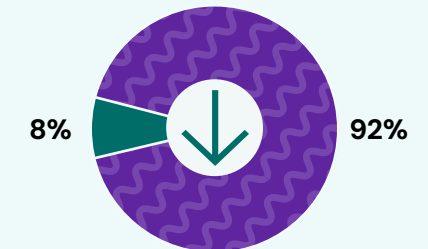
Upper middle



Lower middle



Lower



How we're addressing our pay gaps

SNG is going through a period of significant change and while structures, systems and processes are a huge part of the integration, we also need to build a culture of inclusivity and trust. We want to ensure everyone feels valued and included, regardless of who they are. We're putting EDI at the heart of this and have developed a new EDI Strategy.

The previous EDI strategy from Sovereign Housing Association and Network Home's 10-Point Plan provided the joint foundations for this new combined approach to EDI at Sovereign Network Group.

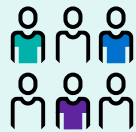
Core elements, such as inclusive leadership programmes, data-driven decision-making, and equitable service delivery, have been carried forward, refined, and scaled to reflect the expanded scope of SNG.

Building on the strengths of our two merging organisations, our strategy has three main focuses:



Improving colleague representation

We want more diversity at all levels, especially leadership. And we want our workforce to be representative of the communities we work with too. We want to see more people with different ages, religions, ethnic backgrounds and genders, as well as people with differing abilities. We'll be offering more early-career opportunities, making sure hiring and succession plans are fair, and holding managers accountable for promoting EDI.



Building an inclusive culture

Building an inclusive culture is all about us creating an inclusive 'way we do things around here'. We'll weave this into our values, behaviours, employee engagement and performance so that EDI is a part of how we work every day.



Enhancing customer and community impact

We're making sure that our services are accessible and meet the needs of diverse communities. We'll also be aligning our partnerships and procurement practices to EDI values. The strategy will roll out in three phases over the next three years, and we'll track progress along the way.

The three phases of our EDI Strategy to guide us over the coming years are:

Consolidation (2025/26) – We'll focus on making improvements to what we've already got. This includes expanding early-career programmes, increasing diversity at leadership level and ensuring our recruitment practices are inclusive. We'll also run training for senior leaders on creating an inclusive culture, launch an all-colleague EDI survey and set up forums for EDI ambassadors to support our initiatives.

Strengthen (2025/26) – Next, we'll expand mentoring programmes and leadership pathways, focusing on under-represented groups. We'll strengthen local partnerships to attract diverse talent, and we'll start publishing annual EDI reports to show our progress. We'll also ensure that EDI networks are fully supported.

Evolve (2026/27) – By this stage, we'll have EDI fully embedded in our workforce plans and we'll start sharing our EDI progress with the public through our annual report. We'll also focus on promoting inclusivity in housing services, community engagement, and expanding our recruitment efforts to show that SNG is a leader in diversity and inclusion.

The information contained within this gender and ethnicity pay gap report is true and accurate and meets the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Sally Hyndman
Chief People and Transformation Officer

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