

Gender pay gap statement

Since 2017, all UK organisations with 250 or more employees have been required to publish their gender pay gap. This includes the mean gender pay gap, the median gender pay gap and the number of men and women in the different salary groups.

We took a snapshot of our salary data on 5 April 2018. This showed results for a total of 410 people, of which 194 were women and 216 were men.

The results show that Paradigm has:

- a **mean gender pay gap of 12.6% in favour of men** (compared with 9.67% in 2017)
- a **median gender pay gap of 1.91% in favour of men** (compared with 0% in 2017)

The number of men and women according to quartile pay bands

	Number of employees	Males	Females	Split
Quartile 1 (Lowest paid)	103	32	71	31:69
Quartile 2	103	69	34	67:33
Quartile 3	103	54	49	52:48
Quartile 4 (Highest paid)	101	61	40	60:40

At headline level, our workforce remains reasonably well balanced - 53% male and 47% female (as was the case in 2017).

Our practice of paying salaries at the market “spot rate” has clearly been effective in maintaining a relatively low median gender pay gap. The pay gap has increased slightly in favour of men; the primary cause of this is due to new appointments at senior level.

When analysing pay according to gender across the four salary levels, our results broadly reflect the distribution of roles within our current society. For example, the disproportionate number of men

employed in our Property Services department explains the gender balance in Group 2.

The fourth quartile includes Executive Directors and most senior managers. This group is predominately male, which is a reflection of the available talent pool. However, the results of our most recent Talent Management and Succession Planning review identified that 63% of potential successors to Senior Management positions are female. This means that, over time, we should see gender rebalancing in the fourth quartile.

Our action plan

Although our figures reflect the national picture, we are keen to do our part in addressing role imbalances as detailed above. We will continue to base salaries on the market “spot” salary and will ensure there is no bias towards either gender from the point of recruitment right through to career development opportunities.

We will also continue to:

- advocate flexible working practices to ensure that everyone at Paradigm has the opportunity to work in a way that provides the best balance for their career goals and home life.
- place pressure on our recruitment partners for senior and specialist roles to include multiple women on their shortlists.
- continue to explore how we can attract more men into our organisation in the roles that tend to be dominated by women and how to attract more women in the roles that tend to be dominated by men.
- review our Talent at every career stage, providing support and encouragement to those who wish to develop into a senior management role, irrespective of gender.

As an equal opportunities employer, we will appoint the best candidate into each role, regardless of their gender or other factors covered by the Equality Act.

A handwritten signature in black ink that reads "Matthew Bailes".

Matthew Bailes

Chief Executive

For and on behalf of Paradigm Housing Group Limited