



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 2019. This showed results for a total of 423 people, of which 204 were women and 219 were men.

The results show that Paradigm has:

- a **mean gender pay gap of 12.07% in favour of men** (compared with 12.63% in 2018)
- a **median gender pay gap of 0.12% in favour of men** (compared with 1.91% in 2018)

The number of men and women according to quartile pay bands

	Number of employees	Males	Females	Split
Quartile 1 (Lowest paid)	106	34	72	32:68
Quartile 2	106	72	34	68:32
Quartile 3	106	48	58	45:55
Quartile 4 (Highest paid)	105	65	40	62:38

As in previous years, at headline level, our workforce remains well balanced.

We analysed pay according to gender across four different salary levels. The results reflect the composition of our workforce, which broadly reflects the distribution of roles within society as a whole. 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 and the salaries of a small number of these individuals have a considerable bearing on the overall mean gender pay gap. However, the proportion of women in the third quartile has increased increased

and is almost equally balanced between men and women. This means that, over time, we should see gender rebalance in the fourth quartile as a result of succession planning.

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 continue to take steps to help address the gender imbalances detailed above by:

- continuing to advocate flexible and agile working practices to ensure that everyone at Paradigm has the opportunity to explore ways of working with their manager that provide the best balance for their career goals and home life.
- making some positive changes to our Family Friendly policy, including increasing paternity leave to four weeks. We recognise that both parents should have the opportunity to contribute to bringing up children and that poor paternity provision can have a direct impact on widening the gender pay gap over time.
- reviewing 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 "M Bailes". The signature is written in a cursive, slightly stylized font.

Matthew Bailes

Chief Executive

For and on behalf of Paradigm Housing Group Limited