

Gender pay gap statement

2021

The logo for Paradigm, featuring the word "Paradigm" in white text inside a blue speech bubble shape.

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 2020. This showed results for a total of 469 people, of which 219 were women and 250 were men.

The results show that Paradigm has:

- a **mean gender pay gap of 10.49% in favour of men** (compared with 12.07% in 2019)
- a **median gender pay gap of 2.93% in favour of men** (compared with 0.12% in 2019)

The number of men and women according to quartile pay bands

	Number of employees	Males	Females	Split
Quartile 1 (Lowest paid)	117	42	75	36:64
Quartile 2	117	75	42	64:36
Quartile 3	117	60	57	51:49
Quartile 4 (Highest paid)	117	72	45	62:38

At headline level, our workforce remains reasonably well balanced, although the proportion of male employees has increased slightly.

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. However, we have seen some encouraging signs of a shift in the first and second pay quartiles towards a more equal balance of male and female employees.

The balance in the fourth quartile remains the same as in 2019, and there has been an increase in the proportion of male employees in the third quartile. We had double the number of male new starters at mid-senior level over this period compared with female, mainly in Finance, IT, Legal and Risk. However, we have analysed data from April 2020 to date and are satisfied this is not an ongoing trend.

The fourth quartile includes Executive Directors and senior managers. This group is predominantly

male and salaries of a small number of these employees have a considerable bearing on the overall mean gender pay gap. That said, salary increases for female staff at senior levels of the organisation have resulted in a reduction in the mean gender pay gap.

Bonus payments

340 people received a bonus. Bonus payment was contingent on employment starting before 1 April 2019 (as the bonus that was paid in August 2019 related to the financial year 2018-2019). There were 100 employees who started work for Paradigm between 1 April 2019 and 5 April 2020 (when the gender pay gap snapshot was taken), who were therefore included in the results for the salary pay gap, but did not qualify for a bonus due to their start date.

- a mean bonus gender pay gap of 20.11% in favour of men
- a median bonus gender pay gap of 12.89% in favour of men

We are required to report on the difference in the actual amount of bonus received by staff, which does not reflect the hours worked by individual employees. This differs from the calculations on salary which are a comparison of hourly pay rates. As we have a higher number of female employees working part time and bonus payments were made on a pro rata basis for part time employees, this has given rise to a larger bonus pay gap than salary pay gap. However, the number of women receiving one of the two highest ratings was greater than the number of men.

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 also anticipate adopting the new NHF Code of Governance.

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

- reviewing Paradigm’s broader Equality, Diversity and Inclusion stance and establishing our future vision to ensure we provide an inclusive and welcoming environment, that promotes equality.
- 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.
- embedding the identified benefits to our working practices, which have resulted from the pandemic. Changes of this nature tend to have a positive impact on career prospects for women, who in general are likely to have the majority of care responsibilities. However, we are aware of the risk of unintended consequences if these female staff only attend the office infrequently and miss out on opportunities to network.
- continuing to review our talent at every career stage, providing support and encouragement to those who wish to develop to 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.



Matthew Bailes
Chief Executive

