



Gender Pay Gap Statement 2021

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 2021. This showed results for a total of 502 people, of which 261 were men and 241 were women. However, seven employees are excluded from the data below as they were not receiving full contractual pay at the snapshot date as they were on periods of approved absence.

The results show that Paradigm has:

- a mean gender pay gap of 10.92% in favour of men (compared with 10.49% in 2020)
- a median gender pay gap of 4.37% in favour of men (compared with 2.93% in 2020)

The number of men and women according to quartile pay bands

	Number of employees	Male	Female	Split	Split in 2020
Quartile 1 (Lowest paid)	124	35	89	28 : 72	36 : 64
Quartile 2	124	84	40	68 : 32	64 : 36
Quartile 3	124	63	61	51 : 49	51 : 49
Quartile 4 (Highest paid)	123	75	48	61 : 39	62 : 38

At headline level, our workforce remains reasonably well balanced – 52% male and 48% female. This is in line with the overall balance since the first report.

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 quartile 2.

There remains a greater proportion of men in the fourth (highest paid) quartile as well as in the third and second pay quartiles. The proportion of females in the first (lowest paid) quartile increased by 8% year on year and this is one of the factors impacting on the increase in our gender pay gap this year.

Within the report period, the Business Transformation team increased from five to 12 employees, due to a major business transformation programme. Also, the restructure in the Asset Management team resulted in 10 employees moving into more senior roles or receiving a higher salary. These changes had a beneficial impact on nearly twice as many male as female employees.

The fourth quartile includes Executive Directors and senior managers. This group is predominantly male and salary increases of a small number of these employees have a considerable bearing on the overall mean gender pay gap.

Our report doesn't contain the bonus-related metrics as a bonus wasn't paid during the report period.

Our action plan

We are keen to play our part in addressing role imbalances as detailed above and have identified the following action points:

- We adopted the new National Housing Federation Code of Governance in September 2021 and there is a strong emphasis on equalities within the new code. One of our key objectives, both short and long term, is continuing to focus on the factors that contribute to our gender pay gap and work towards greater equality across Paradigm.
- We will continue to review Paradigm's broader EDI stance and establish our future direction and vision to ensure that we provide an inclusive and welcoming environment that promotes equality and respect. Our EDI policy was approved by Board in November 2021 and action to drive and promote greater gender equality is one element of this.
- We will continue to advocate flexible and agile working practices to ensure 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.
- We have made significant changes to our working practices as a result of the pandemic and are continuing to embed the benefits into our longer-term ways of working.
- We will continue to place pressure on our recruitment partners for senior and specialist roles to include multiple women on their shortlists and will scrutinise our recruitment advertising.
- 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.



Matthew Bailes

Chief Executive

For and on behalf of Paradigm Housing Group Limited