

Equality, Diversity and Inclusion

Report 2024–25

The logo consists of a blue speech bubble shape pointing downwards and to the left, containing the word "Paradigm" in white italicized text.

Paradigm

Our Vision

We are committed to creating a truly inclusive culture where everyone feels welcomed, respected and able to thrive. Our goal is to ensure our services are accessible to all and that everyone – whether a resident, colleague or stakeholder – is treated fairly and with dignity.

We continue to embed Equality, Diversity and Inclusion (EDI) in everything we do, guided by our values, informed by data and shaped by meaningful engagement with residents and colleagues alike.

Key achievements in 2024–25

Our EDI Working Group

Our cross-organisational EDI Working Group remains central in embedding inclusive practices. In 2024–25, the group:

- Coordinated awareness events across the year from our EDI calendar.
- Led multiple in-depth “deep dives” to understand resident demand on services, and any accessibility and inclusion improvements required, resulting in changes to:
 - Increase contact channels to give residents more choice, including webchat and video-calling to report repairs
 - Website accessibility toolbar which means people can easily translate and adjust communications to meet their needs
 - The way we manage and record safeguarding cases to make it easier to update residents
 - Gaining a deeper understanding of those more likely to be in arrears allowing us to work more proactively with these residents in advance.
- Rolled out a full EDI training and awareness plan for all staff, to continue to improve our approach, as well as meet the regulatory Consumer Standards’ requirement.

Resident inclusion

Over the past year, we’ve taken major steps to understand and support our residents more effectively:

- **Improved resident data**
We increased the amount of disability data we hold for all household members by 5.7%, now covering 63% of our customer base. This gives us a better understanding of any support or housing needs and informs service planning and accessibility improvements.
- **Inclusive service delivery**
We have started using our case management system to add Aids and Adaptations cases, which means we can monitor them alongside other services to that resident.

- **Video calls for repairs**

We launched video calls at the first point of contact to improve the accuracy of repairs diagnoses, allowing us to deliver a quicker, more efficient service tailored to each household.

- **Equality Impact Assessments (EIAs)**

Eleven EIAs were completed across service areas, ensuring that new and existing policies are inclusive and aim to avoid unintentional impacts.

Resident satisfaction and insight

This year, our satisfaction surveys helped us identify how different groups experience our services:

- Rental residents continue to report higher satisfaction than homeowners, though we saw positive improvement across all homeowner areas.
- Disabled residents showed increased satisfaction – up nearly 10% for homeowners and 2% for rental residents – indicating the success of our tailored support efforts.
- Older rental residents (55+) remain our most satisfied group. Among homeowners, the under-55s report the highest satisfaction.
- A rise in mental health disclosures among residents underscores the need for ongoing support and targeted wellbeing initiatives.

To strengthen our understanding, we are running new feedback systems and undertaking a full Customer Census (known as Getting to Know You Better) throughout 2025 and 2026.

Colleague inclusion:

This year we saw excellent levels of engagement in our EDI-specific colleague survey, with colleagues sharing feedback on events, learning needs, and personal experiences.

Key initiatives included:

- **Awareness and inclusion events**

Our calendar featured events on Black History Month, World Week of Happiness at Work, Menopause and Nutrition, and International Men's Day. Colleagues also participated in health and wellbeing webinars and shared their lived experiences through blogs.

- **Disability Confident and Age Friendly Employer**

We upgraded our status to a Disability Confident Committed Employer and achieved Age Friendly Employer status complementing our partnership with Rest Less. Both reflect our commitment to accessible recruitment and employment practices.

- **Inclusive recruitment practices**

We improved accessibility in job applications, encouraged disability disclosure, and responded with reasonable adjustments – including offering interview questions in advance or additional time for tasks.

- **Zero-tolerance campaign**

In October, we ran a company-wide campaign reinforcing our zero-tolerance policy on sexual harassment, harassment, discrimination, and bullying, including updated training and policy guidance for managers.

Gender and ethnicity pay gap

The mean gender pay gap moved to 1.59% in favour of men, with the median at 1.45%. This change reflects the appointment of more men into senior roles and more women in individual contributor and team leader positions during the preceding 12 months.

The mean ethnicity pay gap was 0%, while the median gap stood at 0.83% in favour of non-white/minority ethnic colleagues. We are encouraged by this trend and will continue promoting disclosure and fair pay practices.

Data and representation

Our updated data provides valuable insight into the diversity of our residents and workforce:

- **Gender:** Resident facing applicants remain predominantly female; workforce distribution remains balanced.
- **Ethnicity:** There was a small increase in non-white representation across housing types. Our ethnicity data for residents improved by 5.63%.
- **Disability:** While resident household disability data has increased by 5.7% to 63%, we are confident that disabilities – especially among homeowners – are underreported. We are focusing efforts to close this gap.
- **Age and mental health:** Data shows an increase in younger residents and a rise in mental health vulnerabilities, guiding our planning for support services and community wellbeing.

Paradigm's Board and Committees

We remain committed to ensuring our Board and committees reflect the communities we serve. While there is strong representation from those with lived experience of social housing, we are reviewing composition as members complete their terms.

Alternative: Looking Ahead: Our Commitments for 2025–26

We will continue to build on the foundations laid this year, focusing on:

- Reviewing the structure and focus of our EDI Working Group to ensure it aligns with future strategic priorities
- Embedding EDI into compliance with new legislation, such as the regulatory consumer standards
- Maintaining and strengthening our inclusive recruitment and employment practices

- Continuing to ensure our services reflect the voices, needs, and lived experiences of the people we serve.

Conclusion

We are proud of the steps we've taken to promote equality, diversity, and inclusion across Paradigm. From improving how we engage with residents and support our colleagues to analysing data that drives real change, our commitment remains clear and unwavering.

As we move into 2025–26, our focus is on continuing this momentum, learning from our successes, acting on our insights, and ensuring EDI is woven into the fabric of all we do as a larger organisation following our merger.



Hannah Manyewu
Executive Director, Customer



Sarah Nickson
Executive Director, Strategy and Business Services

Case studies

Men's health in the spotlight

For Men's Health Week 2024 we wanted to raise awareness of some 'less discussed' male specific health problems to encourage early detection and treatment.

Nine men from across the business made impassioned pleas on video to colleagues to look out for signs or seek checks/support for a range of conditions including testicular cancer, heart problems, high blood pressure and cholesterol, bowel cancer, diabetes, prostate cancer and mental health.

The video has been watched 231 times as well as being played in two all-staff Town Halls.

Later in the year, alongside the launch of Movember, we invited Andy's Man Club to present to the company. With 30 colleagues on the call, we know 2 followed up with our presenter to explore how to support and even set up new Clubs in the area.

Menopause and nutrition: supporting each other where we can

To recognise World Menopause Day, Paradigm hosted a webinar with Laura Clark, a dietitian with over 20 years' experience. The session explored how diet and nutrition can support people during

menopause, and 55 colleagues joined. Some shared their own journeys, while others attended to better understand how to support friends, family and colleagues.

The webinar created space for open conversations, reflecting our values of flexibility and inclusion. It also reinforced the support available from our Health and Safety and HR teams to help managers make adjustments where needed, ensuring everyone can contribute fully.

This initiative forms part of our holistic wellbeing approach, helping to normalise discussions around menopause, build empathy, and equip colleagues with practical tools. By fostering understanding and flexibility, we continue to create a supportive, responsive workplace where everyone can thrive.

Live webchat and video calling

In addition to adding the accessibility toolbar to our website in the previous year, in this period we added in greater accessibility options for the Contact Centre launching a webchat channel in May 2024 and one way video chat in July 2024.

Webchat

- Option to use language translation service
- Always speaking to a live agent
- Ability for both parties to attach files
- We have handled 1602 web chats since launch

Video elevation

- Simple text link for residents to enable video chat
- Ability for agent to take recordings and screenshots
- Supports first point of contact resolution when diagnosing repairs
- Reporting now available to review how many video calls are made

Email

For all general enquiries – including complaints and compliments – please email:
ContactUs@paradigmhousing.co.uk

Telephone

You can reach our Customer Services team by telephone on 0300 303 1010.
Our telephone lines are open Monday to Friday 8am – 5.30pm.
Please be aware that calls are recorded for training purposes.

Post

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