

Our gender and ethnicity pay gap 2024



Paradigm

Our
Vision

We provide
excellent
services to
customers

and build
new homes
to help more
people.

We make
sure our homes
are safe and
sustainable

and strive to do
more by making
the most of our
resources.

Introduction

From 2017 onwards, all UK organisations employing 250 or more employees were required to publicly report on their gender pay gap. This includes the mean gender pay gap, the median gender pay gap, and the number of men and women in different salary groups. Gender pay gap reporting does not mean that organisations are required to report on equal pay. Equal pay issues arise when there are differences in the actual earnings of men and women doing equal work. Paradigm is an equal pay employer.

For the first time, we have recorded a mean gender pay gap in favour of women. For the third year in a row we have reported a median gender pay gap in favour of women.

In addition to gender, this year’s report also includes an ethnicity pay gap analysis. While this is not currently a statutory requirement, it reflects our commitment to equality, diversity, and inclusion. In line with Government guidance, and to protect anonymity, two ethnicity categories have been used: white and white minorities and non-white and non-white minorities. Our ethnicity pay gap results show a median ethnicity pay gap of 0% and a mean ethnicity pay gap of 3.5% in favour of white and white minority employees.

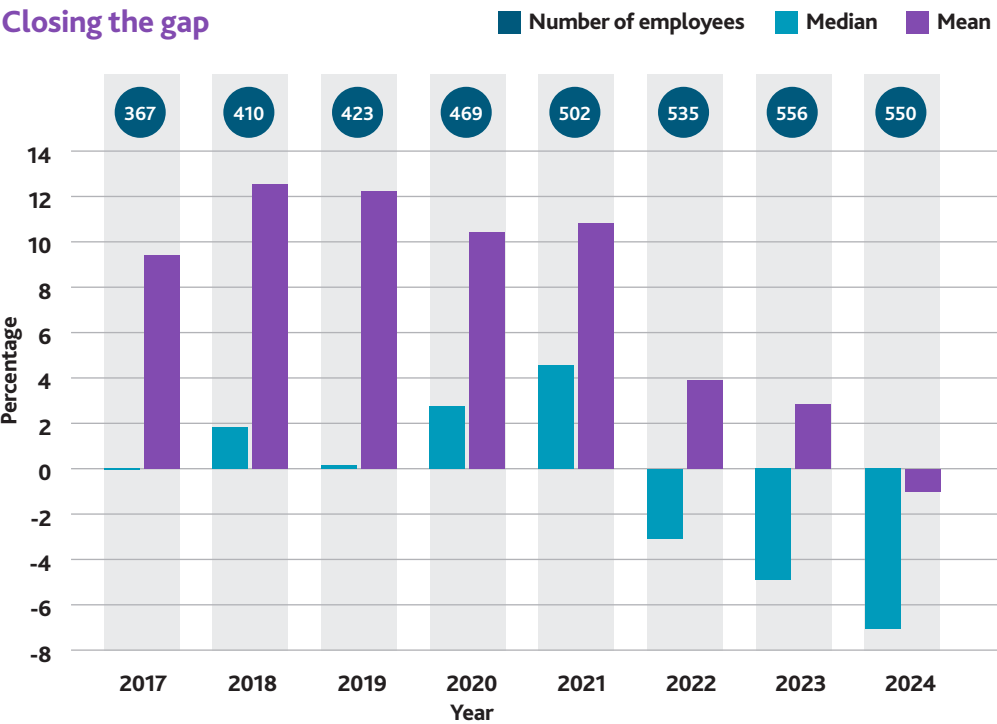
“We are pleased to publicly share this year’s gender and ethnicity pay and bonus gap report. Monitoring our pay gaps remains a priority for us as a key element of our commitment to EDI. We are proud of the progress we have made, and we will continue to act upon our learning.”

Sarah Nickson
Executive Director, Strategy and Business Services

The results show Paradigm has a:

- **Median gender pay gap of -7.22% in favour of women** (compared with -4.98% in 2023).
- **Mean gender pay gap of -1.02% in favour of women** (compared with 2.94% in favour of men in 2023).

Closing the gap



Gender pay gap

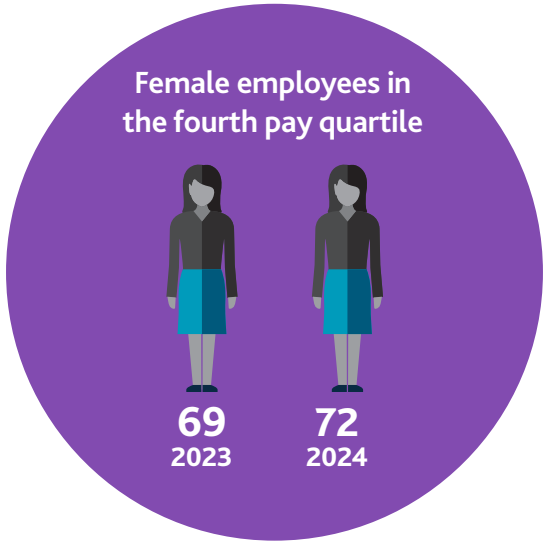
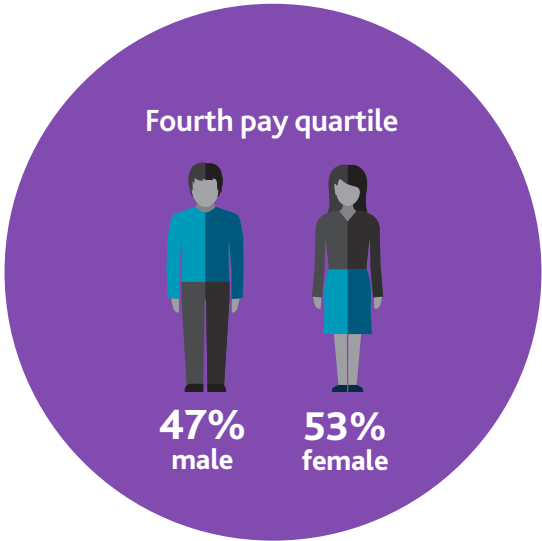
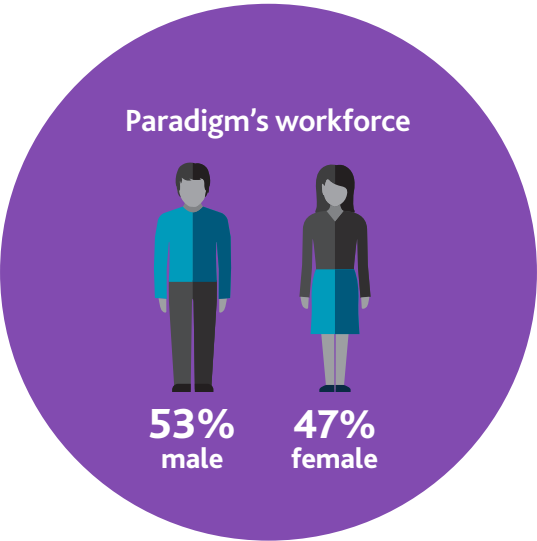
We took a snapshot of our salary data on 5 April 2024, and this returned pay gap results for a total of 550 employees consisting of 290 men and 260 women (compared with a total of 556 in 2023 consisting of 282 men and 274 women). The snapshot data excludes employees who were not in receipt of their full pay on 5 April for reasons including family friendly leave, absence or sabbatical, for example.

At headline level, Paradigm’s workforce remains reasonably well balanced – 53% male and 47% female. As the table illustrates, we have a greater proportion of women in the highest and third pay quartiles. The proportion of men in the second pay quartile has grown significantly however and represents the greatest gender disparity of any quartile.

This has resulted in us seeing a median gender pay gap in favour of women for the third year in a row and a mean pay gap in favour of women for the first year on record.

The number of men and women according to quartile pay bands

	Number of employees	Males	Females	Split	Split prior year (2023)
Quartile 1 (Lowest paid)	138	72	66	52:48	50:50
Quartile 2	138	91	47	66:34	61:39
Quartile 3	138	63	75	46:54	42:58
Quartile 4 (Highest paid)	136	64	72	47:53	49:51

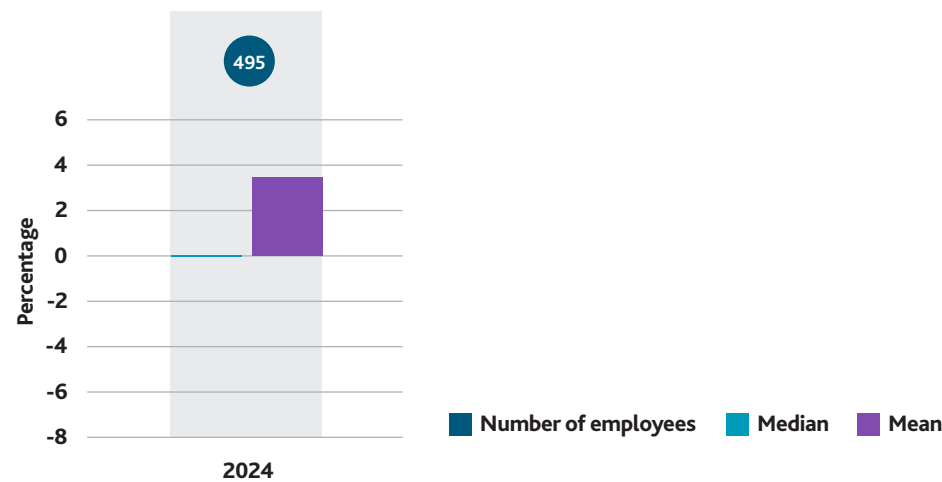


Ethnicity pay gap

Our pay gap reporting this year also includes a formal ethnicity pay gap analysis for the first time. Snapshot data was taken for 495 employees who were in receipt of their full pay on 5 April 2024 and had disclosed their ethnicity on their personal profiles. In line with Government guidance, and to protect anonymity, two ethnicity categories have been used: white and white minorities and non-white and non-white minorities.

Our ethnicity pay gap results show:

- Median ethnicity pay gap of 0%
- Mean ethnicity pay gap of 3.5% in favour of white and white minority employees



	Number of employees	White & white minorities	Non-white & non-white minorities	Split
Quartile 1 (Lowest paid)	124	104	20	84:16
Quartile 2	124	101	23	81:19
Quartile 3	124	105	19	85:15
Quartile 4 (Highest paid)	123	98	25	80:20

The median pay gap is currently 0%. This is based on lower reported numbers than the gender pay gap. This means that relatively small changes in representation will have a significant impact on reported outcomes.

We will continue to encourage ethnicity disclosures and monitor this data closely to ensure fairness and address any emerging disparities.

Bonus pay gap

The bonus relates to a performance period from 1 April 2023 – 31 March 2024 and was paid in full to those who were employed on or before 1 April 2023, with a pro-rated amount paid to those starting after this date, but within the performance period.

The bonus gender pay gap has been calculated for the 457 people who received a bonus, significantly fewer than the number included in the salary pay gap measures. The bonus ethnicity pay gap has been calculated for the 407 employees for whom we have a record of their ethnicity. This number excludes those who prefer not to disclose their ethnicity.

The mean bonus gender pay gap can partly be explained by the fact that more women than men work part time hours. The gender pay gap regulations require us to report on the difference in the actual amount of bonus received and does not reflect the hours worked by individual employees. This is different to the gender pay gap calculations on salary which compares hourly pay rates.

Bonus payments were made to similar proportion of employees as in 2023. The bonus pay gap results show 73.7% of male employees and 81.2% of female employees received bonuses.

During the year 407 employees who had declared their ethnicity received a bonus. 77.45% of employees who declared they were of white or white-minority ethnic origin received a bonus, compared to 72.04% of those declaring non-white or non-white minority.

The mean ethnicity bonus pay gap was 14.62% in favour of white and white minority employees, and the median 6.38% in favour of the same. As this is the first year of analysis, we have no year-on-year comparison but will ensure this is completed next year.

Bonus Pay Gap

Bonus Pay Gap	Mean	Median
Gender	13.62% in favour of men	8.38% in favour of men
Ethnicity	14.62% in favour of white & white minority employees	6.38% in favour of white & white minority employees

Proportion of employees receiving a bonus:

Group	% Received Bonus
Male	73.65%
Female	81.23%
White & White Minority	77.45%
Non-White & Non-White Minority	72.04%

Our action plan

We are committed to building on our progress and have identified the following priorities:

Supporting flexible and agile working practices where appropriate for all employees



Ensuring fair salary structures, continuing to base salaries on market "spot" rates while monitoring pay equity



Enhancing internal mobility and progression opportunities, ensuring fair access to career development



Encouraging employees to complete their EDI profiles to enhance data accuracy and representation



Scrutinising recruitment and selection processes to promote inclusivity at every stage



Developing strategic partnerships with organisations that support our diversity and inclusion goals



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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