

Our gender and ethnicity pay gap 2025

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.

Our commitment to equality, diversion and inclusion

We know that to reflect and serve our residents we need a diverse workforce. We are committed to improving equality, diversity and inclusion throughout our organisation and are pleased with the progress we have made. We continue to make active efforts to address the gaps that exist in our business, striving to ensure that every colleague can succeed at Paradigm.

This report sets out our gender pay gap, as required by the Government. This includes the mean gender pay gap, the median gender pay gap, and the number of men and women in different salary groups.

We have also included an analysis of our ethnicity pay gap. While this is not a statutory requirement, it reflects our commitment to equality, diversity, and inclusion.

What’s the difference between the gender or ethnicity pay gap and equal pay?

The gender pay gap shows the difference in the mean and median hourly pay between all men and women in an organisation. The ethnicity pay gap shows the difference in the mean and median hourly pay between white and white minorities and non-white and non-white minorities.

The gender pay gap is not the same as equal pay, which compares two people or groups of people carrying out the same work or work of equal value. Paradigm is an equal pay employer.

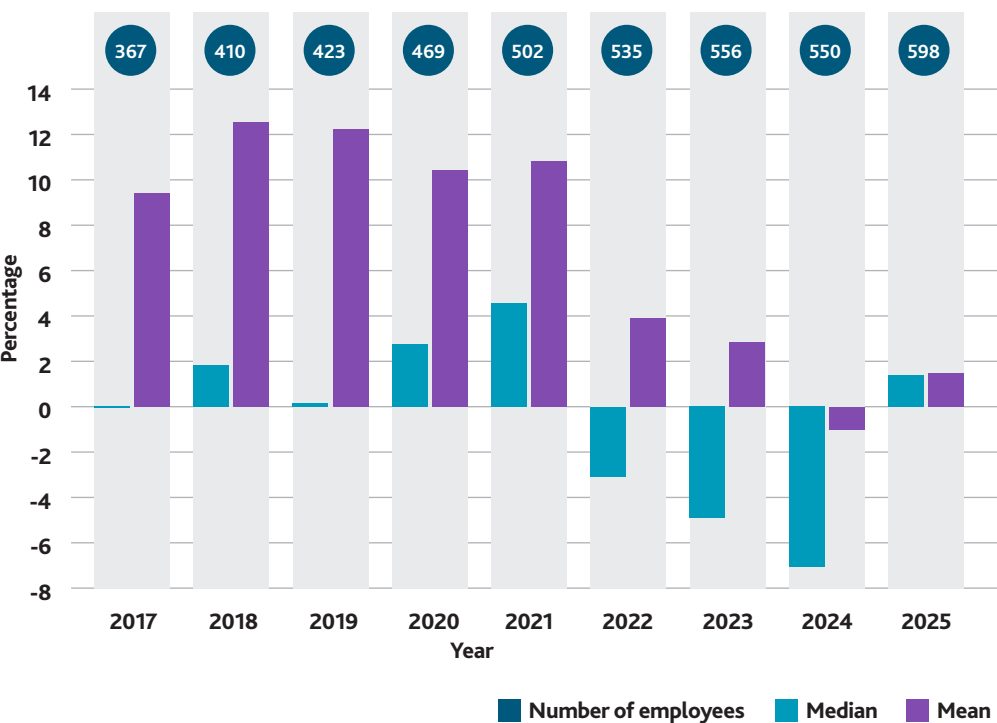
”This is Paradigm’s final gender and ethnicity pay gap report as a separate entity before merging with Settle Group. It shows that the new organisation is on firm foundations as we move forward as one company. One of our corporate priorities as SettleParadigm is to become an employer of choice. But this can’t be done without demonstrating transparency in our pay gaps, and minimising those gaps in our goal of equity across the business. We’re proud of what we’ve achieved so far, and we’re confident we can continue to improve.”

Sarah Nickson
Executive Director, People, Strategy & Corporate Services

The results show Paradigm has a:

- **Mean gender pay gap of 1.51% in favour of men**
(compared with -1.02% in favour of women in 2024).
- **Median gender pay gap of 1.45% in favour of men**
(compared with -7.22% in favour of women in 2024).

Paradigm mean and median gender pay gap (2017–2025)



Gender pay gap

The UK average median gender pay gap in 2025 was **6.9% in favour of men**, indicating Paradigm is significantly better than national benchmarks.

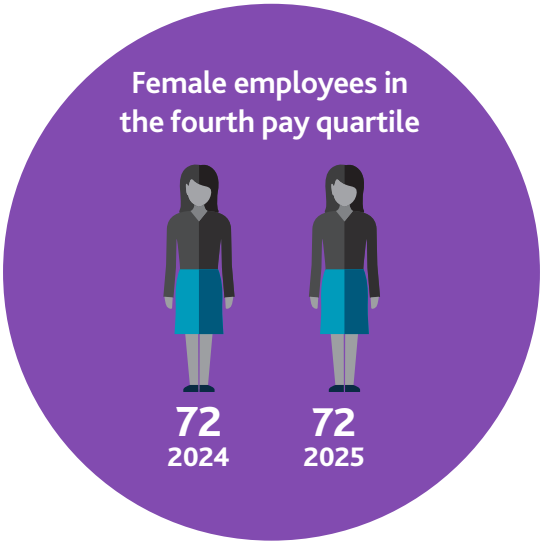
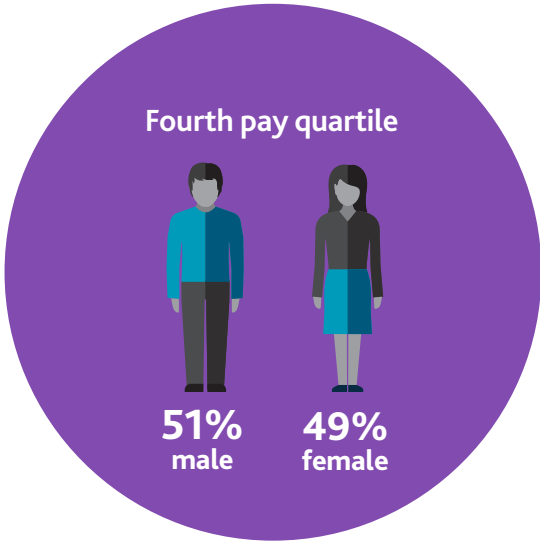
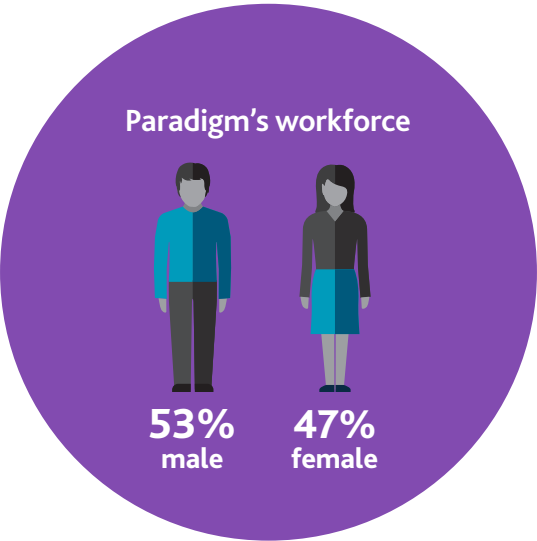
We took a snapshot of our salary data on 5 April 2025, covering 598 people consisting of 316 men and 282 women (compared with a total of 550 employees in 2024 consisting of 290 men and 260 women). The snapshot data excludes employees who were not in receipt of their full pay on 5 April for reasons including family friendly leave, absence or sabbatical, for example.

At headline level, Paradigm’s workforce remains reasonably well balanced – 53% male and 47% female. This year we are reporting means and medians slightly in favour of men. This is largely due to the appointment of relatively more males into higher paid positions.

As the table illustrates, we have a near balance in the highest pay quartile. The proportion of men in the second pay quartile has grown significantly however and represents the greatest gender disparity of any quartile.

The number of men and women according to quartile pay bands

	Number of employees	Males	Females	Split 2025	Split 2024
Quartile 1 (Lowest paid)	150	57	93	38:62	52:48
Quartile 2	150	97	53	65:35	66:34
Quartile 3	150	86	64	57:43	46:54
Quartile 4 (Highest paid)	148	76	72	51:49	47:53



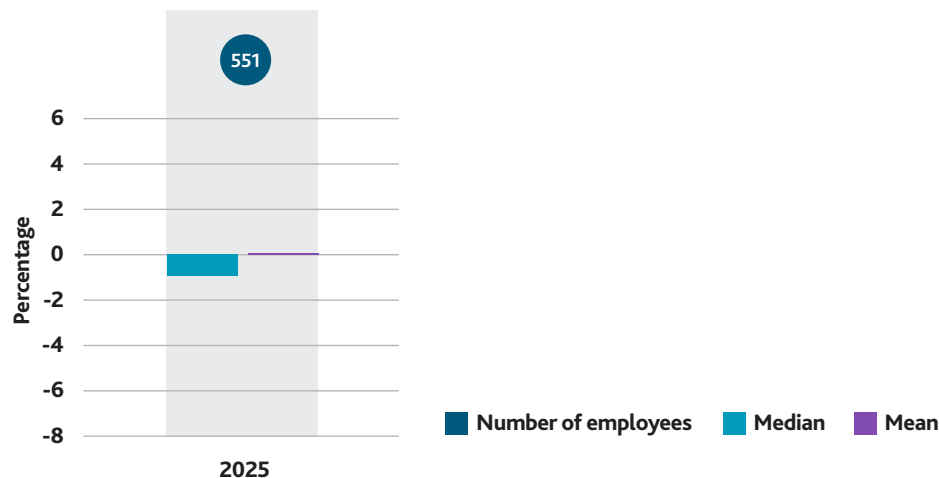
Ethnicity pay gap

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 0.83% in favour of white and white minority employees. This mean represents a 2.67% decrease from the same figure in 2024.

Our pay gap reporting this year also includes a formal ethnicity pay gap analysis for the first time. Snapshot data was taken for 551 employees who were in receipt of their full pay on 5 April 2025 and had disclosed their ethnicity on their personal profiles.

Our ethnicity pay gap results show:

- **Median ethnicity pay gap of – 0.83% in favour of non-white and non-white minorities white**
- **Mean ethnicity pay gap of 0%**



	Number of employees	White & white minorities	Non-white & non-white minorities	Split
Quartile 1 (Lowest paid)	138	109	29	79:21
Quartile 2	138	117	21	85:15
Quartile 3	138	114	24	83:17
Quartile 4 (Highest paid)	137	114	23	83:17

The mean pay gap is currently 0%, with a fluctuation for the median pay gap to just 0.83%. This is based on lower reported numbers than the gender pay gap. 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 2024 – 31 March 2025 and was paid in full to those who were employed on or before 1 April 2024, 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 478 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 432 employees for whom we have a record of ethnicity. This number excludes those who prefer not to disclose their ethnicity.

As in previous years, 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 2024. The bonus pay gap results show 81% of male employees and 78% of female employees received bonuses.

During the year 432 employees who had declared their ethnicity received a bonus. 79% of employees who declared they were of white or white minority ethnic origin received a bonus, compared to 75% of those declaring non-white or non-white minority.

The mean ethnicity bonus pay gap was 14% in favour of white and white minority employees, and the median 7.8% in favour of the same which matches closely to 2024.

Bonus pay gap

Bonus Pay Gap	Mean	Median
Gender	9.66% in favour of males	6.95% in favour of males
Ethnicity	14.62% in favour of white and white minority employees	7.8% in favour of white and white minority employees

Proportion of employees receiving a bonus:

Group	% received bonus
Male	81%
Female	78%
White and white minority	79%
Non-white and non-white minority	75%

Our action plan

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

Encourage more male applicants, development and retention in roles traditionally dominated by women (e.g., Housing and Customer Services).



Run targeted recruitment campaigns to increase female applicants for technician roles.



Increase visibility of workforce diversity in recruitment materials to build confidence among under represented genders and ethnicities.



Continue using anonymised CVs to help minimise bias at early stages of recruitment.



Establish a Learning Academy to promote colleague development, including leadership development for women identified through talent mapping and succession planning.



Support women seeking to gain experience for Board roles in external organisations, especially following experience gained through acquisition and merger activities.



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.

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