



# Gender Pay Gap Report **2020**

# Introduction

**2020 was a year like no other. The COVID-19 pandemic has had a terrible impact on many people. It has also brought about fundamental changes to how we work.**

In the initial stages of the pandemic, we had very little time to think about the pros and cons of various workforce models. There was only one option on the table, being an immediate transition to remote home-based working. Most of our staff adapted well although some faced challenges around their home working environment. We continued to provide services to our residents.

More than ever before we have supported each other and valued our collective skills and expertise to respond to and find opportunities in the new challenges we have faced. We have used the experience to design a new and permanent blended working approach, giving the majority of our staff the opportunity to work in a more flexible way to improve their work / life balance.

## Equality, Diversity, and Inclusion

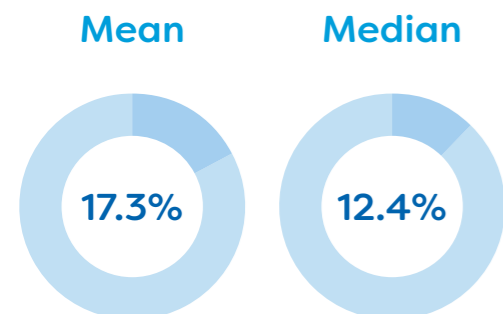
Our 'everybody is unique' campaign aligns well with a blended working environment and offer. Our offer is tailored to really embrace and demonstrate this ethos.

We recognise the positive impact on decision making and management of the business that can be brought about by diversity. There is genuine power and value in harnessing the views, skills and experiences of people from different backgrounds. We are working to develop our approach to recruitment and talent management so that this can be better achieved – including addressing our key ambition to bring more females and people from minority ethnic backgrounds into senior roles.

In a challenging year we have remained focused on a range of initiatives to close our gender pay gap. We recognise that we still have more to do to achieve gender balance across all our teams. We share our gender pay gap numbers with all our colleagues and we encourage them to be part of our diversity and inclusivity journey. Our ethnicity pay gap is smaller, but again we have put in place a number of actions to make further progress in this area.

## Gender Pay Gap

PA Housing reports a mean gender pay gap of **17.3%** (2019: 19.1%) and a median gender pay gap of **12.4%** (2019:12.7%), as at April 2020.



This shows a slight improvement versus 2019 on the mean result, and a static position on the median.

Our analysis has confirmed that the reported gender pay gap is not an equal pay issue, but it does reflect a lack of female representation at senior levels of our organisation, particularly in technical, business development and IT roles.

As at April 2020 female colleagues represented **29%** of our Senior Management Team, comprising of Executive Directors and Assistant Directors. However, our next tier Leadership Team, comprising of Heads of Service, was represented by **56%** female colleagues. **55%** of line managers at levels below Heads of Service were female.

2020	Male	Female
Senior Management Team	71%	29%
Leadership Team	44%	56%
Line Managers	45%	55%
All PA colleagues	40%	60%

At PA we have a spot salary for each job role. However, because jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists. The majority of lower paid roles are filled by females. We have a shortage of females in middle salary range technical specialist roles, but we are taking active steps to address this.

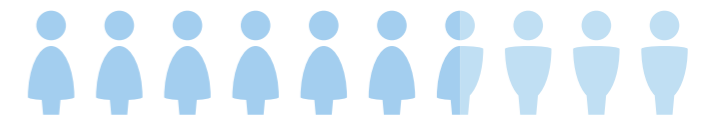
Gross salary	Male	Female
£50,000+	61%	39%
£40,000 - £49,999	66%	34%
£30,000 - £39,999	46%	54%
£20,000 - £29,999	31%	69%
Under £20,000	28%	72%

Our pay gap position is informed by the distribution of male and female staff across salary bandings. **58%** of the female workforce is below the overall median salary level of £30k, compared to only **38%** of males.

Roles with technical specialism generally attract higher pay because of scarcity of skills and competition for talent in the market. We are working to address the under-representation of females in these roles through targeted promotion of vacancies via job portals which are designed to promote diversity.

Between April 2019 and April 2020, **48%** of our new starters were female, and **52%** were male. Overall pay gap progress continues to be impeded by the dominance of females recruited into entry level roles. However, we continue to work on opportunities to develop female talent within the business:

In the year, **65%** of colleagues who took sideways moves to broaden their knowledge and experience were female



**47** colleagues secured a promotion, of which **70%** were female



70% of colleagues who undertook a professional qualification were female



25 colleagues completed an apprenticeship and 72% of those were female



18 colleagues took part in the Housing Diversity Network mentoring programme of which 72% were female



## Ethnicity Pay Gap

We have chosen to report on our ethnicity pay in the same way that organisations are required to report on gender pay, based on the same snapshot of pay data used for our gender pay gap report. The data was collected on the snapshot date of 5 April 2020. Ninety-eight per cent of our people openly disclosed their ethnicity to us; of those sixty-three per cent of our people are white (including white British, White Irish, and any other white people) and thirty-seven per cent are from other ethnic backgrounds.

Our colleague group is ethnically diverse which makes PA a vibrant and culturally aware place to work, bringing benefits to our activities in the wider community. Our 2020 ethnicity pay gap is as follows.

Ethnicity Pay Gap	2020
Median ethnicity pay gap	7.3%
Mean ethnicity pay gap	10.2%

Ethnicity Group	Median Pay Gap 2020	Mean Pay Gap 2020	Colleague Numbers 2020
Total Black, Asian, Mixed Race and Other	7.3%	10.2%	248
Black*	-3.2%	9.1%	64
Asian**	7.2%	10.7%	155
Mixed ethnic groups	7.0%	10.1%	20
Other	7.0%	9.4%	9

Please note 7 colleagues did not disclose their ethnicity  
\*Black/African/Caribbean/Black British \*\*Asian/Asian British

We externally benchmark our salaries for all jobs and have spot salaries for all roles meaning that everyone is paid fairly for undertaking the same or similar roles. Our analysis shows that people from ethnic minorities are more likely to occupy lower paid roles than white people, only 31% of colleagues paid above £30k are colleagues from ethnic minorities.

Gross salary	White	Other	Black	Asian	Mixed Ethnic Origin
£50,000+	76%	2%	4%	14%	4%
£40,000 - £49,999	72%	1%	10%	16%	1%
£30,000 - £39,999	66%	1%	13%	17%	3%
£20,000 - £29,999	53%	1%	10%	32%	3%
Under £20,000	94%	-	0%	6%	0%

2020	BAME	White
Senior Management Team	14%	86%
Leadership Team	33%	67%
Line Managers	21%	79%
All PA colleagues	38%	62%

We have a range of workstreams in train to improve our gender and ethnicity pay gap performance, and we continue to review our data and outcomes in order to challenge and develop our understanding of what drives the gap across team functions. Key actions are as follows:

1. Recruitment targets established in order to improve our pay gap position, focused on recalibration of male / female balance into entry level, middle management and technical specialist roles.
2. In-house recruitment team has been established, including a specialist EDI recruitment officer role to enhance inclusive thinking and practices at the point of recruitment.
3. Programmes to address under-representation of female and minority ethnic colleagues at identified levels within PA, and a wider programme to support succession planning across the organisation.
4. Ongoing delivery of PA Housing Leadership Academy for aspiring managers and first line managers to support career ambitions and enhance capability; the majority of participants are females.
5. Development of a new blended working approach which offers increased flexibility and improved work / life balance, supported by family friendly and agile working policies.
6. Strictly monitored bias free recruitment and promotion processes, with action taken if results suggest a training need on the part of recruiting managers.
7. Working to ensure that recruitment shortlists for more senior roles include strong female and minority ethnic representation, based on assessment against essential role criteria

Gender pay gap improvement targets are proposed across a three-year time period as follows:

