



Paragon Asra

**PA** Housing

# Gender Pay Gap Report **2021**

# Introduction

2021 was a year of uncertainty and challenges for many people as we continued to grapple with the disruption caused by COVID-19. The UK economy saw a general trend of increasing vacancies and reducing employee loyalty, branded by some as 'the great resignation'. Employees have leveraged the increased flexibility introduced by the switch to blended home and office working, which has opened up a wider range of career development opportunities. As a result employers have faced increasing challenges in recruiting and retaining staff.

PA has continued to work in a blended way. As an organisation we've continued to pull together for each other and our residents when they needed us most. We know we aren't perfect, and we haven't got everything right over the past year, but we've plans in place to address this.

We've achieved some progress in a challenging year, but we know we have much more work to do to achieve gender balance particularly in our more senior roles. Our ethnicity pay gap is smaller, but again we want to achieve greater balance in our management roles.

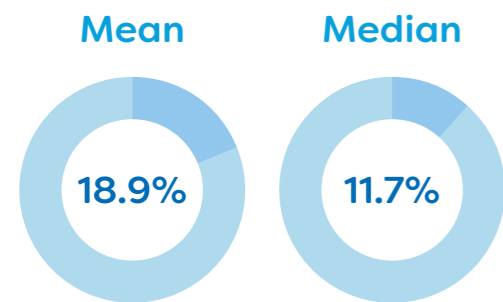
## Equality, Diversity, and Inclusion

Our 'everybody is unique' campaign aligns well with a blended working environment and offer. We value and celebrate what makes us different to create an environment where everyone has the opportunity to succeed. We're striving to create a feeling of belonging, where everyone can be themselves without fear or judgement, no matter our background, identity or circumstances. Achieving a sense of inclusion for everybody means making sure we know about and understand the experiences of all our colleagues.

## Gender Pay Gap

The pay gap data was collected on the snapshot date of 5 April 2021. At this time there were 671 people employed: 393 females (59%) and 278 males (41%).

PA Housing reports a mean gender pay gap of **18.9%** (2020: 17.3%) and a median gender pay gap of **11.7%** (2020:12.4%), as at April 2021.



This shows a declining position versus 2020 on the mean result, and an improved position on the median. We compare favourably in terms of our median pay gap against the national picture, where the median is 15.4% – up from 14.9% in 2020. (Source ONS).

We've clear, externally benchmarked spot salaries in place for all job roles. This ensures that everyone is paid fairly for undertaking the same or a similar role. So, we do not have an equal pay issue. We do have an unusually large number of females at median salary and this presents challenges around moving our metric in a positive direction.

In April 2021, 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 63% female colleagues. 51% of line managers at levels below Heads of Service were female.

2021	Male	Female
Senior Management Team	71%	29%
Leadership Team	37%	63%
Line Managers	49%	51%
All PA colleagues	41%	59%

Our gender balance is not consistent across the quartiles. It shifts from a majority male demographic in the most senior levels to a more balanced demographic at the junior and middle levels. We want to continue to support the progression of females into a greater proportion of the higher-paying roles, but we don't expect to significantly shift the overall proportion of females to males across the organisation.

We continue to work to create career progression opportunities for females across the organisation. This includes our flexible working culture which promotes inclusion and fairness, alongside a range of learning and development opportunities where we've taken positive action to encourage female participation.

When comparing average hourly wages (median), women receive 88p for every £1 that men receive. Our gender breakdown by salary banding as at April 2021 was as follows:

Gross salary	Male	Female
£50,000+	61%	39%
£40,000 - £49,999	66%	34%
£30,000 - £39,999	45%	55%
£20,000 - £29,999	30%	70%
Under £20,000	8%	92%

Our gender pay gap reflects the fact that we have a larger proportion of males in senior roles, and in some technical specialist roles where remuneration is higher. We have made some progress on recruitment with 38% of those recruited to roles paying between £30k-£60k being females over the last 12 months. However, we still have a large proportion of females in roles which attract a lower salary. 92% of our employees paid less than £20k are females - most of these roles are as domestic assistants in our hospital accommodation scheme, where applicants tend to be almost exclusively female.

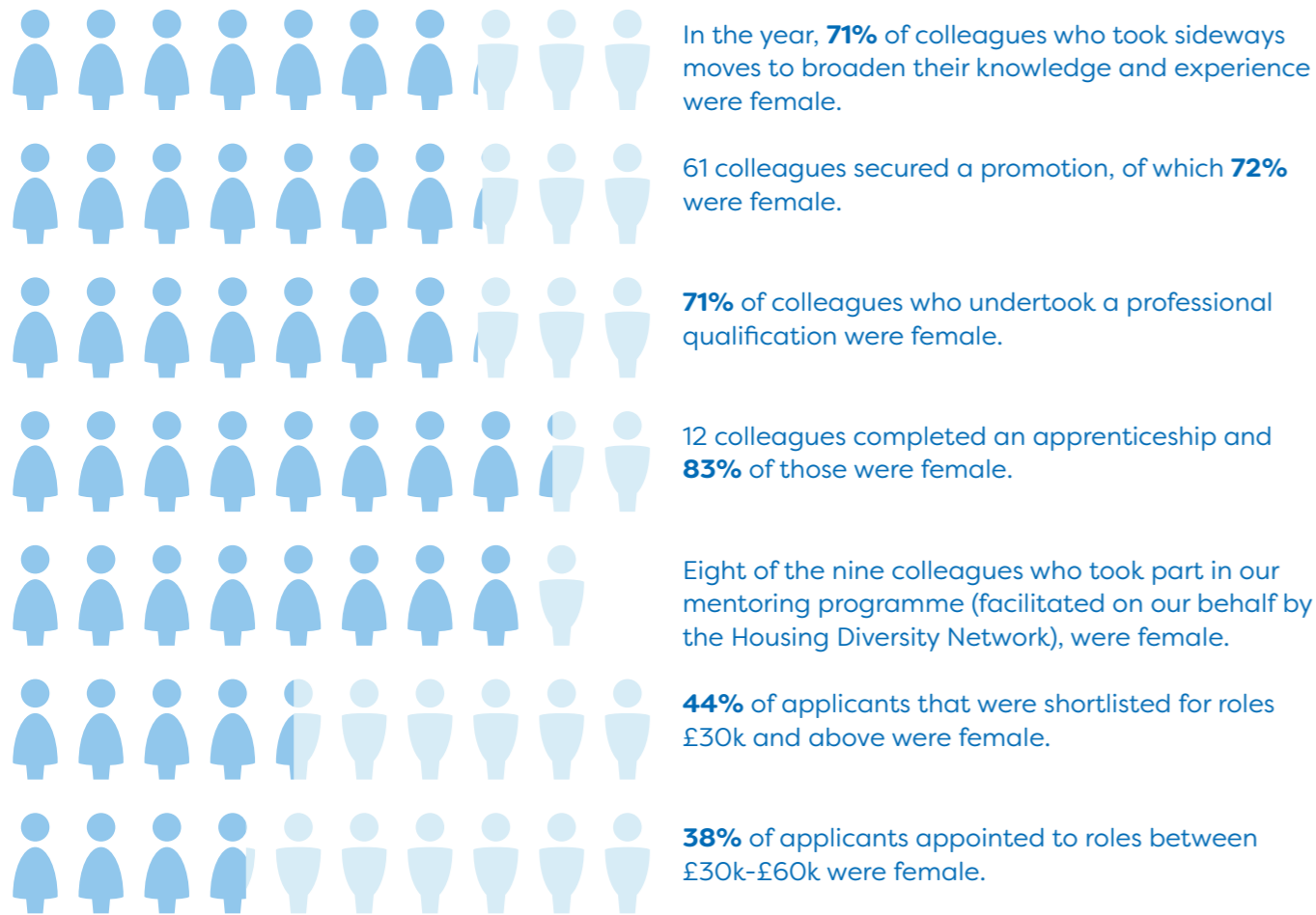
## 2021 Pay Quartiles

2021	Male	Female
Top quartile	62%	38%
Second quartile	47%	53%
Third quartile	26%	74%
Bottom quartile	30%	70%

We're working to further improve our ability to attract and retain talented females wishing to achieve their personal and professional ambitions.

### Recruitment and career progression

Between April 2020 and April 2021, 57% of our new starters were female and 43% 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:



### Ethnicity Pay Gap

We've chosen to report on our ethnicity pay in the same way that organisations are required to report on gender pay. The pay gap data was collected on the snapshot date of 5 April 2021. At this time there were 671 people employed: 412 colleagues were white (including white British, White Irish, and any other white people) (61%), and 259 colleagues were from other ethnic backgrounds (39%).

### Our 2021 ethnicity pay gap is as follows:

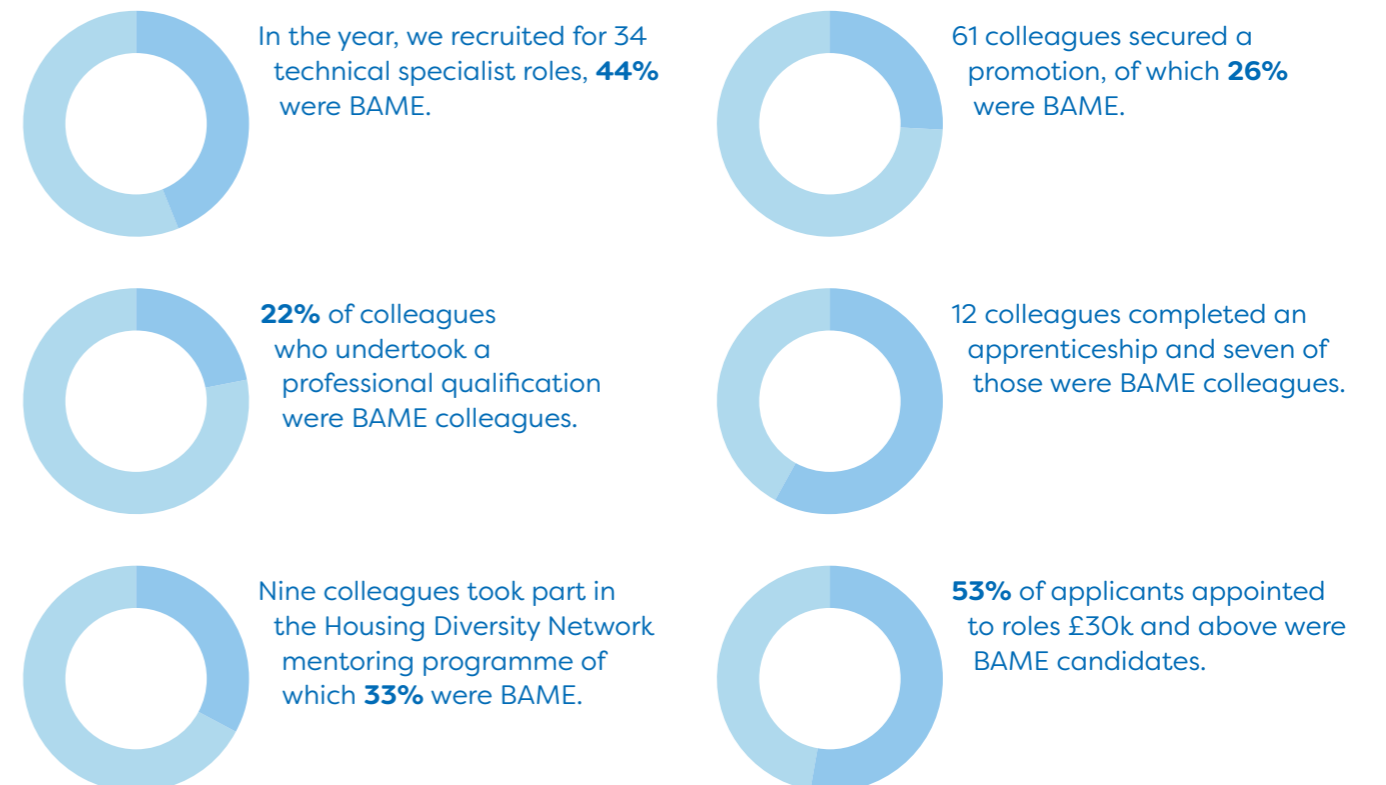
Ethnicity Pay Gap	2021	2020
Median ethnicity pay gap	8.7%	7.3%
Mean ethnicity pay gap	9.6%	10.2%

Our data shows that people from ethnic minorities are more likely to occupy lower paid roles than white people. Only 32% of colleagues paid above £31k are colleagues from ethnic minorities.

Gross salary	White	Other	Black	Asian	Mixed Ethnic Origin
£50,000+	74%	7%	2%	14%	3%
£40,000 - £49,999	70%	1%	8%	18%	3%
£30,000 - £39,999	64%	1%	12%	19%	4%
£20,000 - £29,999	53%	3%	7%	32%	5%
Under £20,000	100%	0%	0%	0%	0%

2021	BAME	White
Senior Management Team	14%	86%
Leadership Team	32%	68%
Line Managers	25%	75%
All PA colleagues	39%	61%

### We continue to work on opportunities to develop BAME talent within the business:



We've 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. When recruiting, focus on recalibration of male / female balance into entry level, middle management, and technical specialist roles. We will focus particularly on departments where gender and / or ethnicity pay gaps are more apparent.
2. Continue with monthly recruitment meetings on hard to fill vacancies in order to review the diversity of applicants and identify positive actions to improve performance.
3. Develop 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. Continue delivery of the well-established PA Leadership Academy for aspiring managers and first line managers, to support career ambitions and enhance capability, with positive action to include female and / or BAME colleagues on the programme.
5. Strictly monitored bias free recruitment and promotion processes, with action taken if results suggest a training need on the part of recruiting managers.
6. Work to ensure that recruitment shortlists for more senior roles include strong female and minority ethnic representation, based on assessment against essential role criteria.
7. Continue to work with the BME colleague network to understand first hand what it feels like to be from a minority background in PA.
8. Continue delivery of Equality, Diversity and Inclusion Bitesize sessions for all colleagues, creating safe spaces to share stories and to have courageous conversations.
9. Ask our managers to focus at least one of their objectives on Equality, Diversity, and Inclusion.
10. Deploy our Talent Management Programme (Foundations for Success) for those colleagues aspiring to become a manager.
11. Improve the pipeline of colleagues from minority backgrounds into more line management and senior roles, by providing support to prepare them for these roles and to help them progress their careers.
12. Launch our new Equality, Diversity and Inclusion Strategy which includes specific measures to tackle the challenges around increasing the diversity of people in our leadership roles.

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

	Target		Performance	
	Mean	Median	Mean	Median
April 2020	17.3%	12.4%	<b>Base Position</b>	
April 2021	15.0%	11.0%	18.9%	11.7%
April 2022	10.0%	7.0%		
April 2023	5.0%	3.0%		

