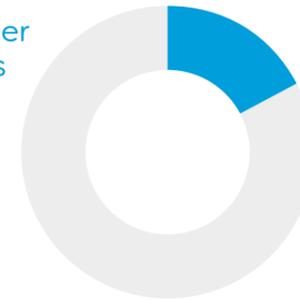




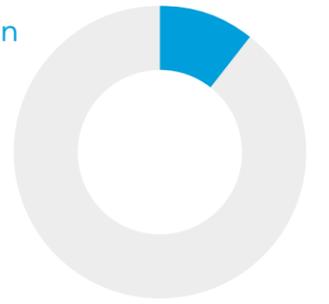
PA Housing

Gender Pay Gap Report **2023**

Our mean gender pay gap is **17.4%**

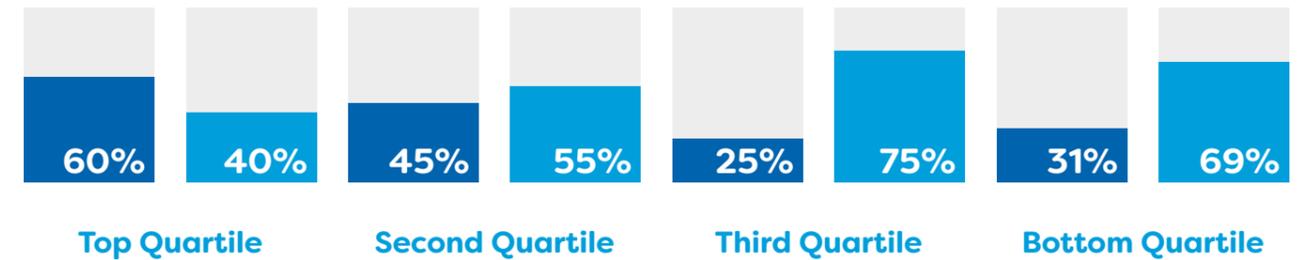


Our median gender pay gap is **10.8%**



Pay Quartiles by gender

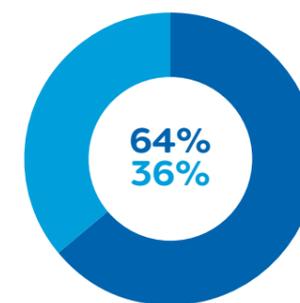
● Male
● Female



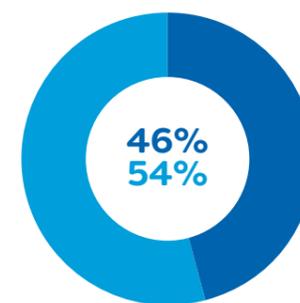
The above shows our workforce divided into four equal sized groups.

Quartile	Total Number of Colleagues	Male	Female
1	174	104	70
2	175	78	97
3	174	44	130
4	175	55	120
Total	698	281	417

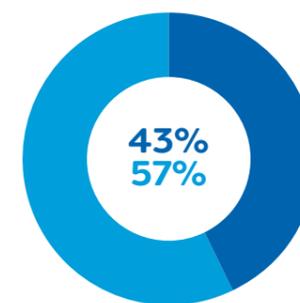
2023



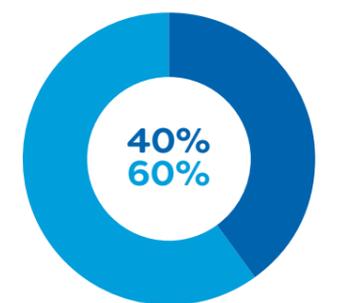
Senior Management Team



Heads of Service



Line Managers



All PA Colleagues

Some progress has been made in the last 12 months and the percentage of females in our SMT has increased by 9% and the percentage of females who are 'Heads of Service' has increased by 12%.

- At Executive level, **three** are male and **three** are female.
- At Senior Manager level, **five** are female and **six** are male.
- At Head of Service level, **six** are female and **seven** are male.
- At Line Manager level, **sixty nine** are female and **fifty one** are male.

The pay gap data was collected on the snapshot date of 5 April 2023. At this time, there were 698 people employed: 417 females (60%) and 281 males (40%).

This year's performance shows an improving position on the mean and median results from 2022.

Reporting Period	Mean	Median
5 April 2023	17.4%	10.8%
5 April 2022	19.7%	11.5%
5 April 2021	18.9%	11.7%
5 April 2020	17.3%	12.4%
5 April 2019	19.1%	12.7%

The pay gap exists because of an imbalance in the proportion of men and women across all levels of the organisation. At PA Housing, we have a greater proportion of men in higher paid roles.

Gross Salary	Male	Female
£50,000+	64%	36%
£40,000 - £49,999	58%	42%
£30,000 - £39,999	36%	64%
£20,000 - £29,999	30%	70%
Under £20,000	57%	43%

Why do we have a gender pay gap?

We have spot salaries in place for all job roles which ensures that everyone is paid fairly for undertaking the same or a similar role. So, we do not have an equal pay issue. Another influence on our pay gap is the low proportion of male staff in areas of work which traditionally attract lower quartile salaries. Our gender pay gap is because men and women work in different roles and these roles have different salaries.

How does our gender pay gap compare with that of others?

The Office for National Statistics (ONS) reported on 1 November 2023 (in its Annual Survey of Hours and Earnings) that among all employees, the gender pay gap had decreased to 14.3% in 2023, so our median pay gap is lower than the whole economy.

We are committed to doing everything we can to reduce the gap and whilst our gender pay gap compares favourably to others, we know that we need to do more. However, we also know that this is not an easy task.

During 2022/23

74% of colleagues (53 out of 72) who secured an internal promotion were female.

47% of people shortlisted for roles paying over £30,000 were female, but only 40% of those appointed were female.

65% of people recruited into roles paying less than £30,000 were female.

83% of participants on the Foundations for Success Programme were female.

56% of participants on the PA Housing Leadership Academy Programme were female.

55% of participants on the Leadership for Performance Programme were female.

75% of participants on the HDN Mentoring Programme were female.

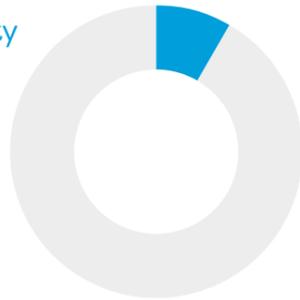
55% of colleagues undertaking a professional qualification were female.

70% of colleagues undertaking an apprenticeship were female.

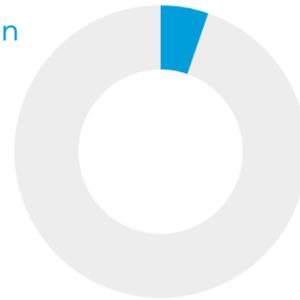
Ethnicity Pay Gap Report

for the snapshot date of 5 April 2023

Our mean ethnicity pay gap is **8.5%**



Our median ethnicity pay gap is **5.5%**



We report on our ethnicity pay in the same way that organisations are required to report on gender pay.

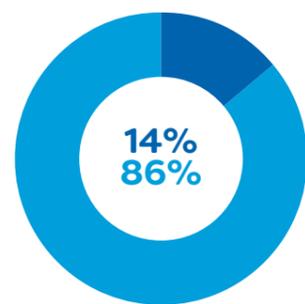
The pay gap data was collected on the snapshot date of 5 April 2023. At this time, there were 698 people employed: 407 colleagues were white — including White British, White Irish, and any other white people — (59%) and 285 colleagues were from other ethnic backgrounds (41%). Six colleagues had not disclosed their ethnicity and have been excluded from this analysis.

This year’s performance shows an improving position on the mean and median results year on year.

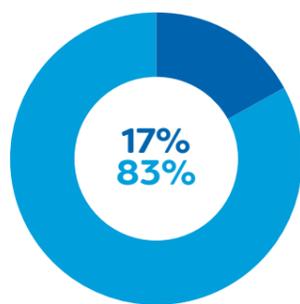
Reporting Period	Mean	Median
5 April 2023	8.5%	5.5%
5 April 2022	9.8%	8.5%
5 April 2021	9.6%	8.7%

2023

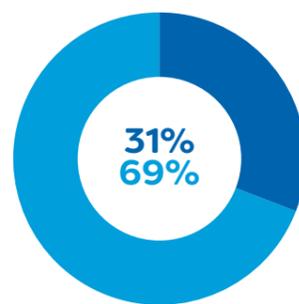
● Other Ethnic Background
● White



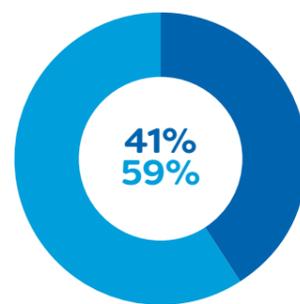
Senior Management Team



Heads of Service



Line Managers



All PA Colleagues

- At Senior Manager level, **twelve** are white and **two** are from other ethnic backgrounds.
- At Head of Service level, **ten** are white and **two** are from other ethnic backgrounds.
- At Line Manager level, **eighty two** are white and **thirty seven** are from other ethnic backgrounds.

Our colleague group is ethnically diverse which makes PA Housing a vibrant and culturally aware place to work, bringing benefits to our activities in the communities communities we operate in. 38% of colleagues paid above £30,000 are from non-white ethnic backgrounds, a small increase from 36% in 2022, and from 32% in 2021.

We have 407 colleagues employed who describe themselves as white and 70% are paid above £30,000. We also employ 285 colleagues from other ethnic backgrounds and 63% are paid above £30,000.

Gross Salary	White	Other	Black	Asian	Mixed Ethnic Origin
£50,000+	65%	6%	8%	18%	3%
£40,000 - £49,999	60%	-	9%	29%	2%
£30,000 - £39,999	61%	1%	9%	25%	4%
£20,000 - £29,999	53%	1%	10%	32%	4%
Under £20,000	57%	-	29%	-	14%

We are committed to doing everything we can to provide opportunities to develop talent from other ethnic backgrounds.

During 2022/23

26% of colleagues (19 out of 72) who secured an internal promotion were from other ethnic backgrounds

41% of people shortlisted for roles paying over £30,000 were female, but only 34% of those appointed were from other ethnic backgrounds

61% of people recruited into roles paying less than £30,000 were from other ethnic backgrounds

42% of participants on the Foundations for Success Programme were from other ethnic backgrounds.



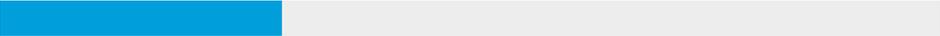
67% of participants on the PA Housing Leadership Academy Programme were from other ethnic backgrounds



55% of participants on the Leadership for Performance Programme were from other ethnic backgrounds



75% of participants on the HDN Mentoring Programme were from other ethnic backgrounds



30% of colleagues undertaking a professional qualification were from other ethnic backgrounds



50% of colleagues undertaking an apprenticeship were from other ethnic backgrounds

Understanding who is accessing development opportunities and who is not is critical to determining how inclusive PA Housing is as an organisation. From the figures presented, our talent and leadership development programmes reflect a healthy and representative balance in alignment with the makeup of the organisation.

We continue to ensure there is equality, diversity, and inclusion awareness and competency across the organisation through the mandatory completion of *Diversity and Inclusion* and *Unconscious Bias in Practice* eLearning modules – both of which require recompletion every two years. The completion rate (as of the end of April 2023) for the *Diversity & Equality* module was 92.76% and for the *Unconscious Bias in Practice* module, it was 88.87%.

We have developed our post-pandemic working practices via our new hybrid working model which has created more inclusive opportunities in respect of when, where, and how we work. This is further underpinned by our flexible working policy and our commitment to considering individual, team, and organisational needs in our ways of working.

