

# Paragon Asra Housing Gender Pay Gap Report 2017

At Paragon Asra Housing (PA Housing) our aim is to provide excellent customer service delivered by a highly effective workforce. Our workforce is diverse, and our aim is to reflect the make-up of the customers and geographical areas we serve. We value our staff and are investing in their learning and development to ensure the delivery of our objectives. Decisions to employ or promote people are based entirely on their ability to deliver excellent service to our customers.

We have a mean gender pay gap of 15.1% and a median gender pay gap of 7.1%.

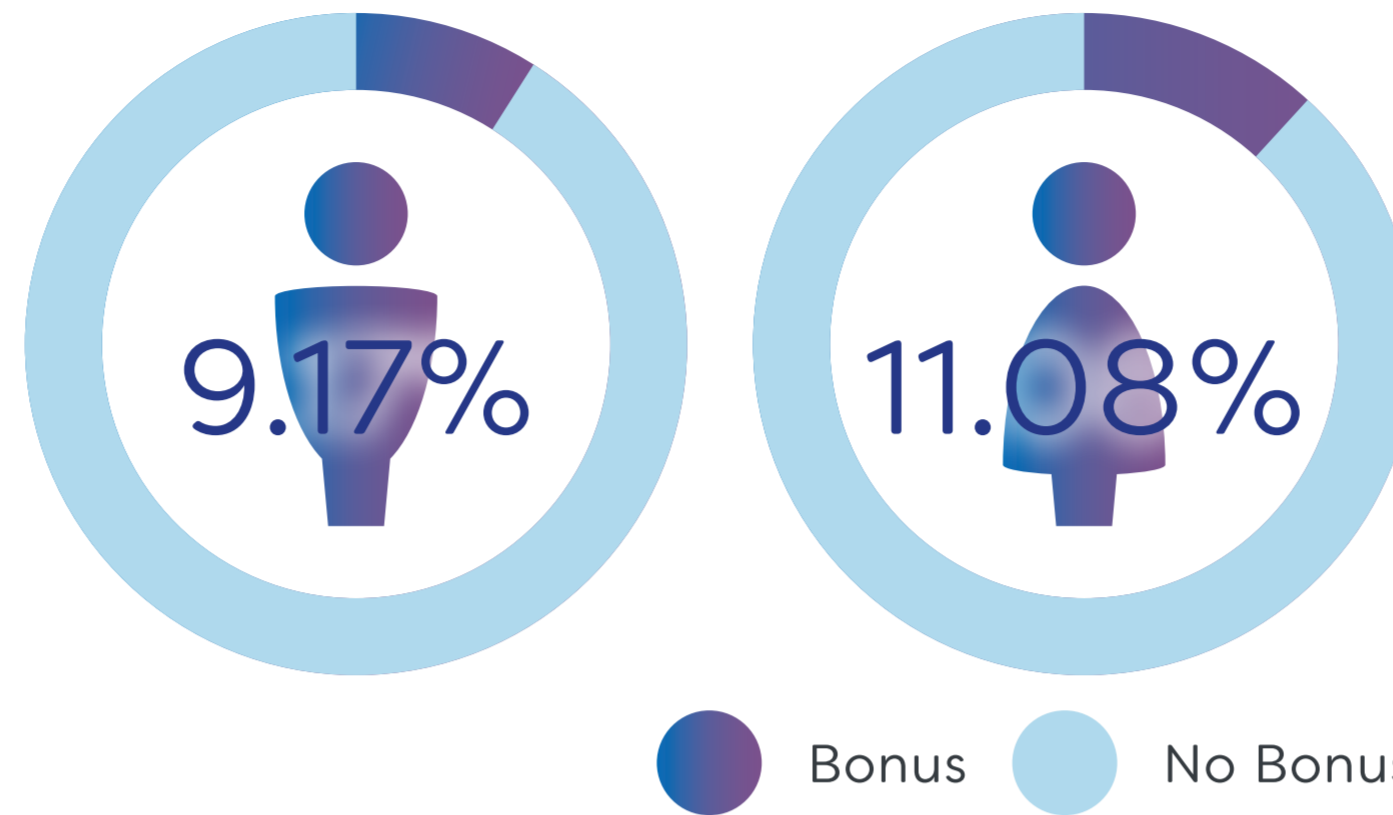
By way of context, this is smaller than the national average of 18.1%, and these figures relate to April 2017, before pay and conditions were harmonised following the formation of PA Housing through the merger of Paragon and asra.

## Gender pay and bonus gap

Difference between men and women	Mean (Average)	Median (Middle)
Gender pay gap	15.1%	7.1%
Bonus pay gap	38.6%	0%

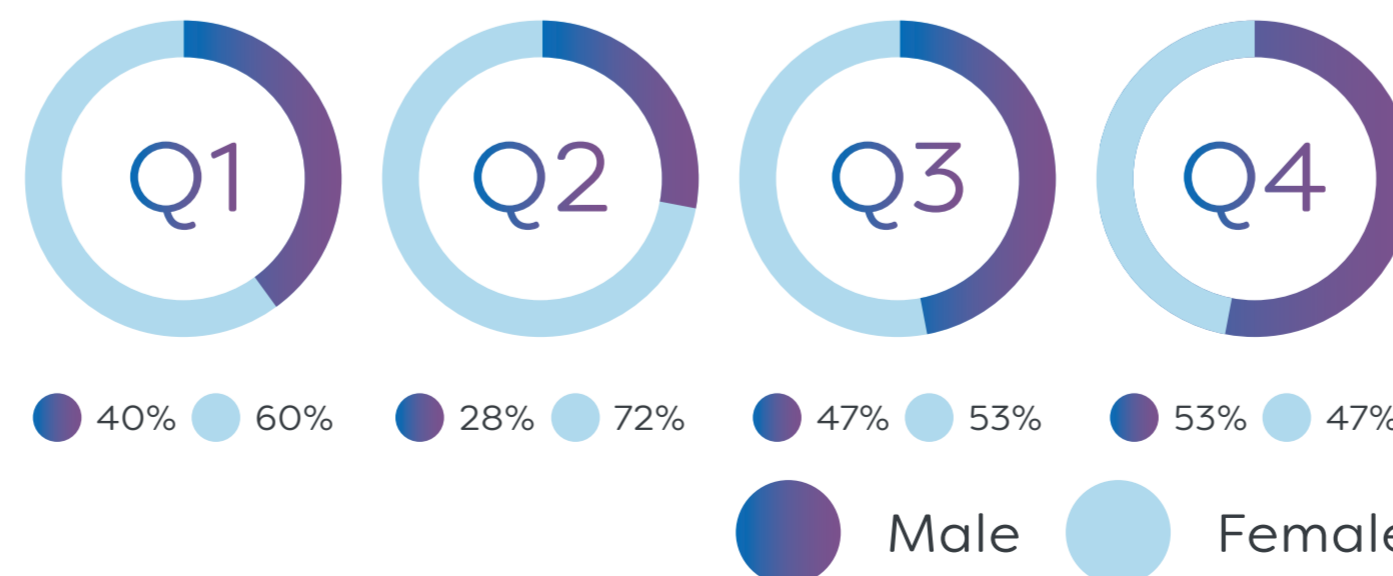


59 employees received a bonus.  
9.2% were male and 11.1% female



## Pay quartiles – proportion of males and females in each pay quartile

Quartile	Number of employees	Male	Female
1	144	57	87
2	144	41	103
3	144	67	77
4	142	75	67
Total	574	240	334



## Employee breakdown

- At executive level **one** employee is female and **six** are male
- At senior manager level, **seven** are female and **five** are male
- At supervisor and manager level **57** are female and **41** male

## What we are doing

Since the merger we have made changes which will reduce the gender pay gap. We have harmonised terms and conditions of employment and benefits for all staff and completed a comprehensive review of salaries. The salaries review has addressed historical differences with pay structures inherited from previous mergers and TUPE transfers. Our aim is fairness and equality across the new organisation.

From 1 April 2018 our staff will be paid a spot salary for each job role. This will give the same hourly rate of pay. The spot salary is not influenced by gender, age or length of service, or any other protected characteristic, only by geographical location and job evaluation.

The benefit of our merger is that we can bring together best practice in recruitment and selection, and how we encourage career progression, in order to attract, develop and retain the best candidates regardless of gender, or any other protected characteristic, to our top jobs. We are implementing a new development and engagement strategy with a big focus on talent management and succession planning.

The gender pay gap will be a continuing area of focus. We will work closely with our new Staff Committee to support us in this work.

## What we plan to do

We will undertake further pay gap analysis based on our April 2018 salaries and structures and then set ambitious gender and diversity aims to hold us to account.

We will review and harmonise our HR policies and procedures, including making flexible working more family friendly.

We will use our data to inform where and how we advertise our jobs and which recruitment agencies we use in order to attract more diverse lists, including more women candidates, with a target of 50%, onto shortlists for senior positions.

Dilip Kavi, Chief Executive