

Gender Pay Gap Report 2018

We have a mean gender pay gap of **14.46%** and a median gender pay gap of **8.38%**.

We undertook an early 2018 gender pay analysis to ascertain the impact of our harmonisation of terms and conditions of employment and the comprehensive review of salaries, which addressed historical differences. We gained useful insight from the analysis, since it showed that although these reviews achieved equality and fairness across the organisation, they had only a marginal effect on the gender pay gap.

The main influence on our pay gap was shown to be the low proportion of male staff in areas of our work which traditionally attract lower quartile salaries. This has highlighted a gap that we did not intend to cause. Current low turnover in these areas means that we can only expect any change to happen over time,

Our continued focus has been on good practice in recruitment and selection, and the encouragement of training and development to aid career progression. This has delivered the following results:

- Equal numbers of males and females studying to obtain professional qualifications.
- A high take-up of apprenticeships amongst existing employees. 73% of those being trained through the Apprenticeship Levy are female.
- A higher proportion of females recruited, but vacancies so far have not been for senior positions. We have yet to be able to apply our target of 50% of shortlisted candidates for senior positions to be women.

- Since April 2018 10% of employees have been promoted or have taken sideways moves to widen their experience. 66% of these are women, but the jobs on offer have been at the more junior level.

We have started major recruitment campaigns to employ more staff following our Board's agreement to invest a further £1m in frontline services and due to the expansion of our development programme. This is an ideal opportunity to monitor whether our processes are effective in recruiting diverse staff at all levels and there will be a statistical analysis of each stage of recruitment. We will be able to report on the outcomes next year.

We have undertaken a full review of our HR policies and procedures, with full staff consultation through our staff committee. We now have a full set of family friendly policies and our aim is to increase the number of statutory flexible working agreements across the organisation.

Our Talent Management programme will be launched shortly and other activities planned include a Senior Leadership Development programme; the encouragement of job swaps and work shadowing; and mentoring opportunities to support career progression.

PA Housing is committed to having a diverse workforce and our aim is to have a workforce that is reflective of the make up of our customers and geographical areas we serve.



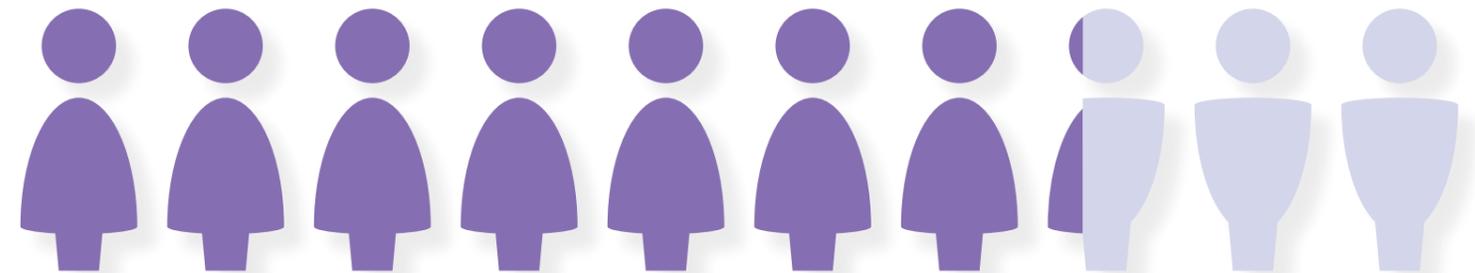
Emma Macnish,
Head of HR



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