

# Our pay gap report 2025



## Valuing everyone

Improving equality, diversity and inclusion is key to achieving our ambition of improving trust in our sector. It also goes to the heart of who we are as an organisation and what the social housing sector stands for. We are driven by strong social values, but there is always more we can do to ensure our leadership is diverse, and that our workplaces embrace equality. We know that to do this well requires a diverse and inclusive workforce in which a wide range of different voices are being heard at every level of our business.

Part of realising this vision is our commitment to reduce our gender and ethnicity pay gaps. We continue to make active efforts to address the gaps that exist in our business, striving to ensure that every colleague can succeed at Settle.

## What are the gender and ethnicity pay gaps?

The gender pay gap shows the difference in the mean and median hourly pay between all men and women in an organisation. The ethnicity pay gap shows the difference in the mean and median hourly pay. We have reported on two ethnicity groups: white and white minorities, and non-white and non-white minorities, in line with Government guidance and our reporting from previous years.

We have used a snapshot of colleague data from 5 April 2025 to calculate our pay gaps for this report. The numbers are based on hourly rates of pay for full time and part time colleagues. We calculate both the mean and the median pay gaps. You can find out how these calculations are done [here](#).

**NB:** The gender pay gap is not the same as equal pay, which compares two people or groups of people carrying out the same work or work of equal value.

## The bonus pay gap

At Settle we have no bonus pay gap (mean or median) because bonus payments are standardised. This means that when bonuses are paid, they are paid to everyone [who was employed by 31<sup>st</sup> December of the previous year] and everyone receives the same amount, regardless of their role or whether they work full or part time.

Under current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. However, we understand that some of our colleagues may not identify with these categories. We continue to support the LGBTQ+ community and colleagues of all gender identities through the work of our **EDI** groups.



# Gender

Settle's mean gender pay gap for 2025 is 11.69%. This means that women earn on average 11.69% less than their male colleagues per hour. Our median gender pay gap is 5.15%.

	Settle 2025	Settle 2024	Settle 2023	UK national average 2025 (ONS)
Mean	11.69%	8.15%	8.76%	n/a
Median	5.15%	8.08%	9.18	6.9%

## What does this tell us?

- Our mean gender pay gap has increased by 3.14 percentage points
- Our median gender pay gap has decreased by 2.93 percentage points
- Our median gender pay gap is lower than the UK national average of 6.9% (2025)

At the time of our data snapshot, we were employing

**176** women (57%)

**135** men (43%)

## What's driving our gap?



High proportions of women in the middle quartiles



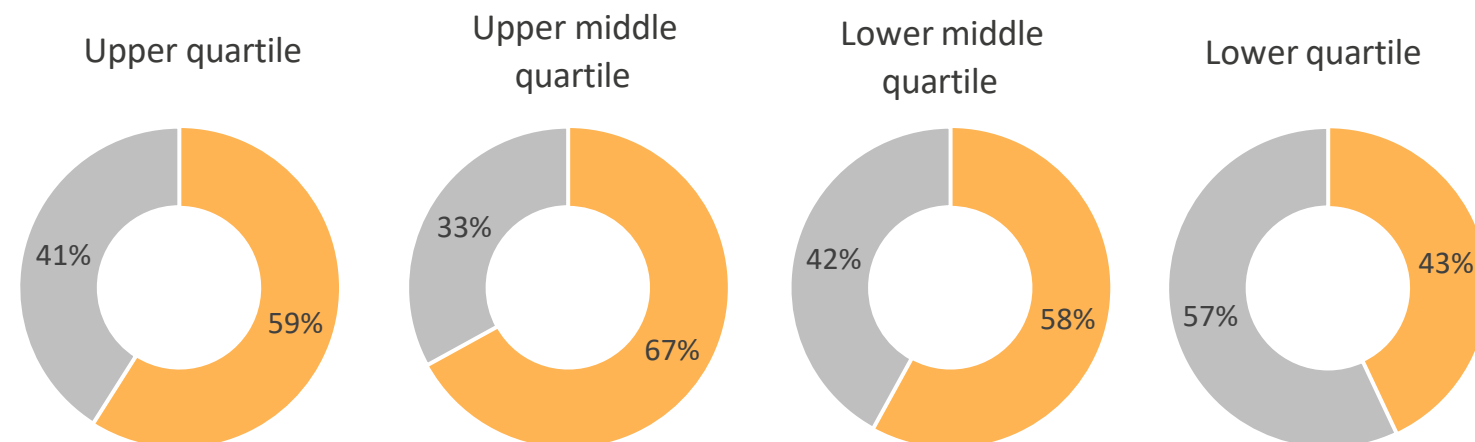
Representation among traditionally male and female jobs



Significant hourly rate variation in the upper quartile

## Pay quartiles

Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay. This gives an indication of women's representation at different levels of the business. However, it's important to remember that more women work at Settle than men. Therefore, completely equal distribution would look more like 57% of women and 43% of men sat in each quartile as opposed to 50:50. (grey = m, orange = f)



## What does this tell us?

- The proportion of women in the lower quartile has decreased by a 16 percentage points, a significant shift
- The proportion of women in the upper quartile has increased by 9 percentage points to 59%.
- Men are now most likely to be in the lower quartile, while women are most likely to be in the upper middle quartiles, reflecting a strong switch from last year indicating that average earnings for females is increasing faster than the average earnings for males.

# Ethnicity

Of the colleagues that shared their ethnicity data (94%)

**10.5%**

told us they are from a non-white or non-white minority

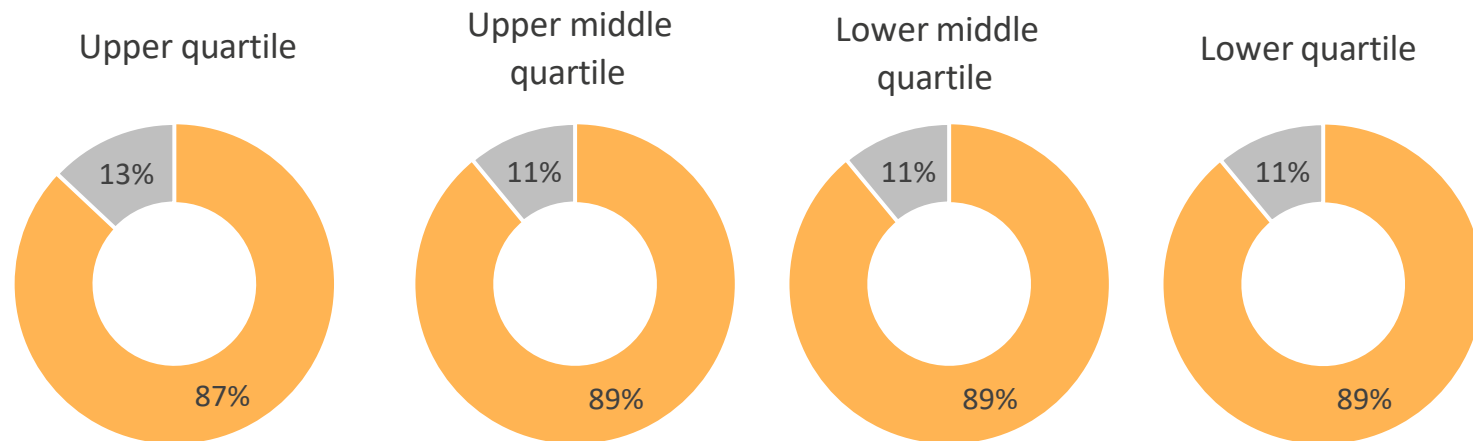
Based on our resident population, the National Housing Federation states

**7.5%**

of people living in North Herts and Central Beds belong to a non-white or non-white minority.

## Pay quartiles

Pay quarters show the percentage of non-white and non-white minority colleagues in four equal sized groups based on their hourly pay. This gives an indication of the representation of different groups of people at different levels of the business. **(grey = non-white/non-white minority, orange = white/white minority)**



	Ethnicity pay gap	
	2025	2024
Mean	-0.45%	1.29%
Median	-0.55%	5.24%

### What does this tell us?

- The data represents marginal pay gaps in favour of non-white and non-white minority colleagues, a small but nevertheless relevant move to near complete equity.
- We have calculated the ethnicity pay gap based on 293 employees. This year's reporting differs to previous years, where four categories were used as April 2025 data put fewer than 10 colleagues in three of the categories previously used.

### What does this tell us?

- As with the overall ethnicity pay gap, these figures represent near equity across the board.
- We have seen an improvement of three percentage points in the representation at the upper quartile since last year.
- There has been an overall shift away from lower quartile dominance last year, to a relatively equal spread across all quartiles.

### Sarah Nickson, Executive Director - People, Strategy & Corporate Services:

“This is Settle’s final gender and ethnicity pay gap report as a separate entity before merging with Paradigm Housing Group. It shows that the new organisation is on firm foundations as we move forward as one company. One of our corporate priorities as SettleParadigm is to become an employer of choice. But this can’t be done without demonstrating transparency in our pay gaps and minimising those gaps. We’re proud of what we’ve achieved so far, and we’re confident we can continue to improve.”

# What are we doing about it?

We are committed to building on our progress and have identified the following priorities:

- 📍 Encourage more male applicants, development and retention in roles traditionally dominated by women (e.g., Housing and Customer Services).
- 📍 Run targeted recruitment campaigns to increase female applicants for technician roles.
- 📍 Increase visibility of workforce diversity in recruitment materials to build confidence among under-represented genders and ethnicities.
- 📍 Continue using anonymised CVs to help minimise bias at early stages of recruitment.
- 📍 Establish a Learning Academy to promote colleague development, including leadership development for women identified through talent mapping and succession planning.
- 📍 Support women seeking to gain experience for Board roles in external organisations, especially following experience gained through acquisition and merger activities.