



Pennaf Housing Group Gender Pay Report March 2018

All organisations employing over 250 people are required to publish their gender pay gap figures from 5 April 2017. This information is posted on the Government website.

Within Pennaf Housing Group, Clwyd Alyn employs over 250 staff and it is this information that we must report. This report contains both the gender pay information for Clwyd Alyn and Pennaf Housing Group as a whole.

The gender pay gap looks at the difference in the average pay of men and women in an organisation. This is not the same as equal pay which is where men and women are paid the same pay for the same work within the Group in line with our Pay and Job Sizing Policy.

‘Mean’, ‘Median’ and ‘Quartiles’ explained

Like all organisations who employ over 250 staff, we must publish the difference in ‘mean’, ‘median’ and ‘quartiles’ as these measures ensure everyone publishes their data in a consistent way for ease of comparison. This is how each measure is calculated:

Mean is worked out by adding all the men’s salaries and dividing by the number of men in the organisation. All the women’s salaries are then added up and divided by the number of women.

The mean gender pay gap is the difference between these two numbers.

The overall Pennaf Housing Group Mean pay gap is 23.04%

The Clwyd Alyn Housing Association Mean pay gap is 13.68%


Median is calculated for each gender by listing all the salaries from highest to lowest and then selecting the number in the middle of that list. The median gender pay gap is the difference between the middle figure for women and for men.

The Pennaf Housing Group Median pay gap is 18.38%

The Clwyd Alyn Housing Association Median pay gap is 18.18%

Quartiles are where all the salaries of both men and women are sorted by size and divided into equal quarters

Pennaf Quartile & Earnings	Example Roles	Number of Female Staff	Number of Male Staff
Lower Quartile (up to £8.12 per hour)	Care Staff, Cleaners, Café Staff	128 (83.66%)	25 (16.34%)
Lower Middle Quartile (£8.13 - £9.75 per hour)	Night Care Practitioner, Relief Project Workers	113 (76.35%)	35 (23.65%)
Upper Middle Quartile (£9.76 - £13.25 per hour)	Project Workers, Admin and Contact Centre	90 (61.22%)	57 (38.78%)
Upper Quartile (£13.26 and above per hour)	Housing Roles, Nurses, Operatives, Directors, Managers	77 (52.03%)	71 (47.97%)



Why are there differences?

A key factor is that we are a very diverse group and work across several different areas from Care and Extra Care to General Needs Housing, IS and Finance.

Salaries will vary depending on the nature of the role and what other organisations are paying for similar roles. The amount paid by those commissioning our services will also have an impact.

We have more women than men working in our Care and Extra Care Services where salaries are typically lower. This reflects national trends which is recognised within these sectors and are not specific to Pennaf Housing Group.

Another key factor is that the majority of senior roles within the Group are fulfilled by men.

How can we address the differences?

Through the People Strategy agreed by the Board in July last year, we have been looking at ways in which we can raise awareness of the range of opportunities that exist across the Group.

- To help address this, we have implemented **Job Shadowing** where members of staff are spending time with other colleagues to gain greater visibility of the work they do.
- We are monitoring the number of staff who make **internal moves** and have set the following targets: 5% of roles are filled by internal moves in 2017/18, 15% of roles are filled by internal moves in 2018/19.
- We have developed a simple **one-page summary** of all roles across the Group, organised into Job Families. Each role has a **Learning Pathway** which, once published, will enable staff to understand the skills and knowledge required for each role. It will also help staff understand the range of opportunities across the Group.
- We are piloting approaches to help us identify staff who could take on **different or broader roles** within the organisation supported by a development plan.

What else will we do?

- We will review our **recruitment approaches** and job descriptions for our Care, Technical and Senior roles to ensure we can attract both men and women into these roles.
- We will actively **promote opportunities** in the organisation to underrepresented groups.
- We will externally **benchmark our existing arrangements** for those returning from maternity leave and those with carer responsibilities; changes will be implemented to ensure best practice.
- We will **survey** our part time staff and relief staff to understand whether they chose to work part time or whether they desire more flexible full-time roles or other working arrangements.
- We will seek further advice and guidance from organisations who can further help us **support women to enter the workplace**, develop their skills and build rewarding careers with the Group.

Report approved by Pennaf Board on 12th March 2018

