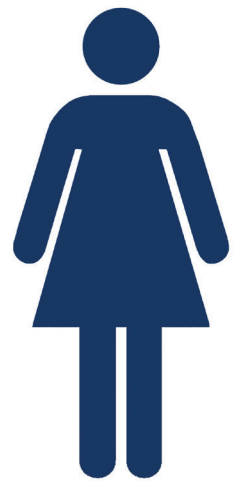
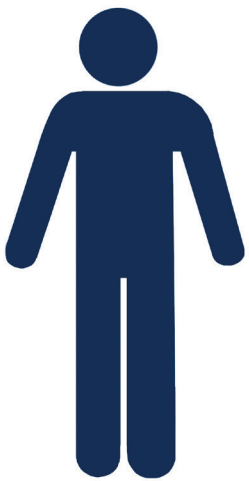


Closing the Gap

Gender Pay Gap in Housing Associations in Wales



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1. Introduction

This short report has been produced by Tai Pawb to help organisations to understand the gender pay gap in the sector. Whilst it analyses the gender pay gap data from housing associations in Wales, it can also be used by wider housing and related sectors, including local authorities, third sector and commercial organisations to inform their perspectives on gender equality. The report enables organisations to compare their position in respect of the gender pay gap both within the sector and across a wider context. The data used is publicly available on both the UK Government Gender Pay website and on individual organisations websites.

The reasons for gender pay gaps are many and varied. Some causes are outside of the control of organisations themselves. The purpose of this report is to help them understand the causes of any gaps and to identify and implement appropriate actions to address them.

We have used gender pay gap data from 14 Welsh housing associations.

Groups

Clwyd Alyn Housing Association is part of the Pennaf group but has submitted data separately. The Hendre Group submitted as a whole group but broke down the separate companies in their report and so just the figures for Hafod Housing have been used. Pobl submitted as a whole group but did not provide a full breakdown for their housing specific companies.

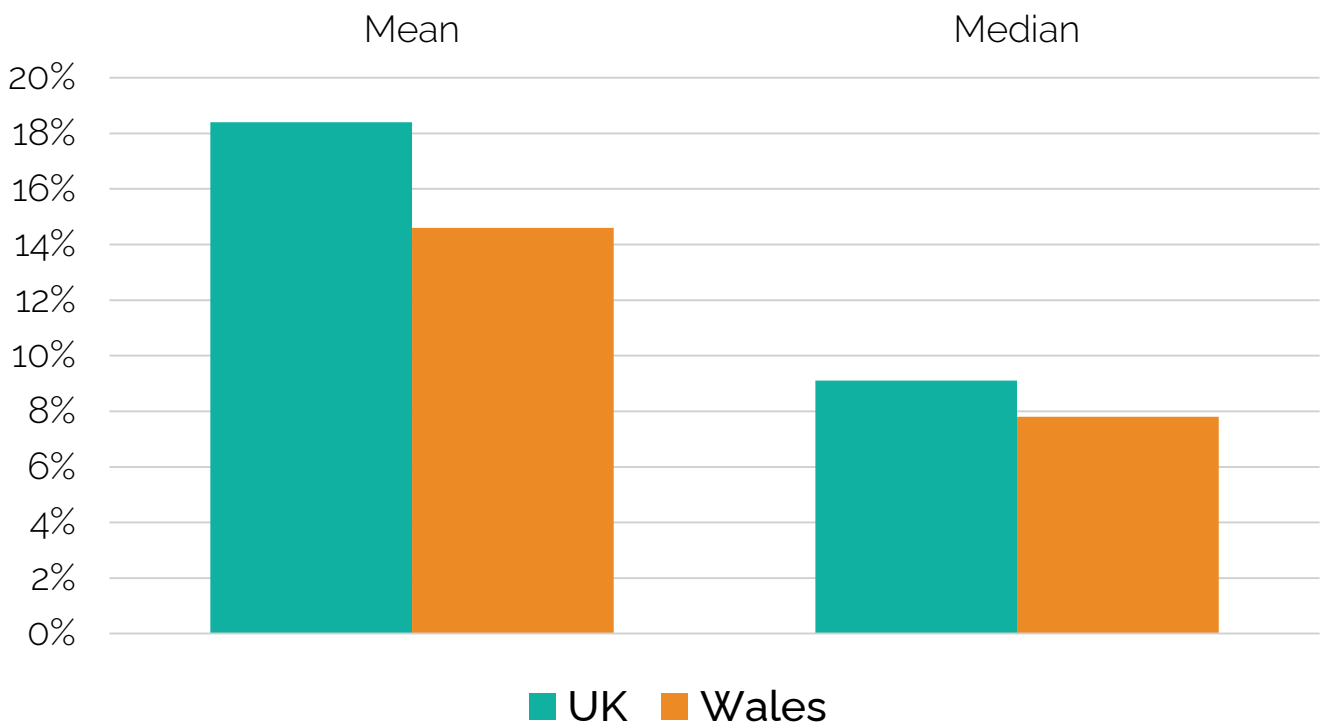


2. Gender Pay Gap in the UK

All employers with 250 or more employees are now required by law to publish their gender pay gap each year on their own and the UK Government's website. Further details of the legal requirements are detailed below in section 3.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men. The mean hourly rate is the average hourly wage across the entire organisation so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

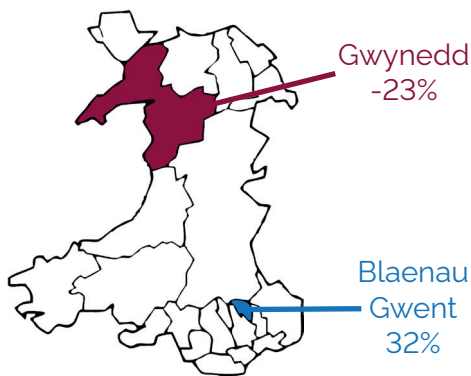
The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle; so the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).



The current median UK pay gap is 9.1% and mean is 18.4%. In Wales the median pay gap is 7.8% and the mean is 14.6%. Both figures come from the Office for National Statistics.

The mean can be pushed up by a very small number of high values. If Bill Gates walks into your local pub, the mean wealth there will shoot up by millions, but the median won't change much.

Taking into account all workers, both full and part time, the mean average gap has risen slightly from 18.2% in 2016 to 18.4% this year.



The gender pay gap varies by area, for example Blaenau Gwent in Wales has the highest percentage gap between male and female full-time workers, with the average man on £14.07 an hour and average woman on £9.54, a difference of 32%. That is equivalent to women not being paid from September 4th.

This compares to Gwynedd, where women earn on average 23% more than men.

The gender pay gap should not be confused with unequal pay. Unequal pay is the unlawful practice of paying men and women differently for performing the same or similar work or work of equal value, whereas the gender pay gap is a measure of the difference between the average hourly earnings of men and women.

The causes of the gender pay gap are varied and overlapping. Some causes originate outside of the workplace, such as stereotypical representations of men and women and standards in careers advice and guidance for girls. Factors which hold women back in the workplace in terms of pay have been identified by ACAS.¹ These are not specific to the housing sector, but are true in general and include:

- fewer women working in certain more highly-paid professions or areas of an organisation
- unsupportive and rigid corporate cultures
- direct sex discrimination or a culture of sexism
- lack of well-paid part-time/flexible work
- women remaining less likely to progress to senior levels in an organisation, making up just over a third of managers, directors and senior officials
- constrained individual choice, unconscious bias and discrimination - women keen to move into senior or managerial roles are sometimes held back by:
 - a. a lack of diverse senior female role models; mentoring and or sponsorship; networking opportunities
 - b. particular assumptions about mothers not wanting, or not being in a position to accept, promotion.

One of the first and most fundamental changes needed in many cases is greater transparency about gender pay difference. This greater transparency increases the likelihood that action will take place.

¹ ACAS Guidance - Managing gender pay reporting December 2017

Business in the Community² surveyed over 1,000 employees and found that:

- 93% want to see their employer's pay gap,
- 92% said they would use this information if they were looking for a job and deciding between two employers, and
- more than half of female employees would favour a company that was more proactive in closing their gap.

Closing the gender pay gap is not only the right thing to do; it's good for business. Research shows that a more diverse and inclusive workforce helps business by bringing in new skills, creativity and innovation, sounder decision-making and higher staff satisfaction and retention. McKinsey³ estimates that closing gender gaps in work could add £150 billion to the UK GDP by 2025 and could translate into 840,000 additional female employees.

Gender diversity has been found to be a competitive differentiator and companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians. Meanwhile, companies in the bottom quartile are statistically less likely to achieve above-average returns.

The gender pay gap varies by occupation, age group and even working patterns. For example:

- Whilst both public and private sectors need to take action to eliminate the gender pay gap, the gap tends to be higher in industry sectors such as finance, energy and construction sectors and lower in sectors such as public administration, support services and health and social work.
- Occupations where women are under-represented typically produce higher pay gaps; these can be significant for senior level occupations such as finance and investment analysts.
- Even for women who do not have parental responsibilities there is a gender pay gap, as ACAS have identified. This is then exacerbated by the general unequal sharing of care responsibilities that leads to a higher proportion of women taking part-time work, which is generally lower paid. Consequently the gender pay gap widens, particularly for those employees aged over 40.⁴

The social housing sector has always had equality and diversity issues embedded into its culture, policies and processes. There is no doubt that we care about equality issues including gender pay issues. This report seeks to assist organisations to understand their gender pay gap data and to identify appropriate actions to address it.

2 BITC (2015) The gender pay gap: what employees really think

3 McKinsey (2016), The Power of Parity: Advancing Women's Equality in the UK and OECD (2012), 'Effects of reducing gender gaps in education and labour force participation on economic growth in the OECD'.

4 ACAS Guidance - Managing gender pay reporting December 2017

Intersectionality

The current gender pay gap reporting does not require any measure of intersectionality, i.e. how much factors such as race, disability, sexual orientation, age, employment status, faith, and location also affect someone's pay. These elements can be cumulative and it is crucial to understand how they interact with gender and each other.

For example, white people in Britain earn on average 50p more per hour than people from ethnic minorities. There are also differences in pay between men and women of different ethnicities which are not broken down by current gender pay gap reporting.

According to the Equality and Human Rights Commission these pay gaps are widening, women and ethnic minorities are less likely to be in senior roles, and disabled people experience a pay gap of around 7%, which for women is additional to their gender pay gap.

It is important to understand how all of these factors affect pay and prospects, and we hope that intersectionality is included in future pay gap reporting.

3. Reporting requirements

The UK Government has a commitment to eliminating the gender pay gap, and gender pay gap reporting is seen as a key tool to achieving this.

Members who have already reported will be well aware of the requirements and the organisational interrogation and detail which needs to go into producing them.

While the following is only a summary, further information and detail is available from various sources including the UK Government website:

<https://gender-pay-gap.service.gov.uk>

There are six basic calculations. The calculations are:

1. mean gender pay gap
2. median gender pay gap
3. mean bonus gender pay gap
4. median bonus gender pay gap
5. proportion of men and women receiving a bonus payment
6. proportion of men and women in each quartile band

4. Findings

The following table is a summary of the gender pay gap report data found for Tai Pawb members on the UK Government reporting website.

From this table you will be able to see and compare your own organisation's performance.

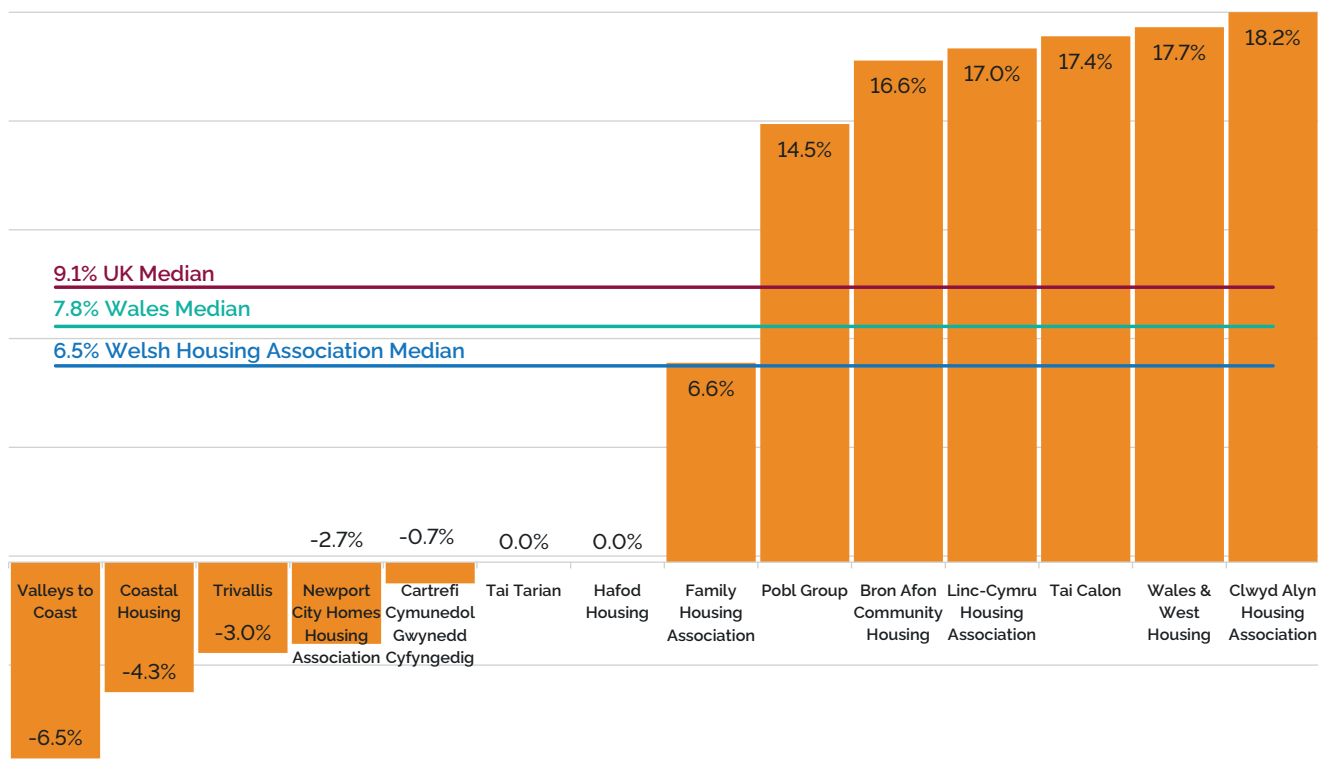
Organisation	Hourly Rate*		Top Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Median	Mean	Men	Women	Men	Women	Men	Women	Men	Women
Valleys to Coast	-6.5%	5.6%	62.3%	37.7%	61.7%	38.3%	78.1%	21.9%	49.1%	50.9%
Coastal Housing Group	-4.3%	-2.9%	51.8%	48.2%	39.3%	60.7%	69.6%	30.4%	50%	50%
Trivallis	-3.0%	-5.1%	61%	39%	43%	57%	67%	33%	60%	40%
Newport City Homes Housing Association	-2.7%	-0.2%	45.8%	54.2%	45.1%	54.9%	72.2%	27.8%	36.1%	63.9%
Cartrefi Cymunedol Gwynedd Cyfyngedig	-0.7%	6.9%	68.8%	31.2%	59.4%	40.6%	90.6%	9.4%	43.1%	56.9%
Tai Tarian	0.0%	-3.2%	71%	29%	63%	37%	72%	28%	54%	46%
Hafod Housing	0.0%	12.3%	58.1%	41.9%	32.3%	67.7%	35.5%	64.5%	51.6%	48.4%
Family Housing Association	6.6%	10.9%	39.7%	60.3%	30.2%	69.8%	30.2%	69.8%	21%	79%
Pobl Group	14.5%	14.1%	35.5%	64.5%	26.9%	73.1%	23%	77%	20.7%	79.3%
Bron Afon Community Housing	16.6%	8.4%	71.6%	28.4%	69.5%	30.5%	49.2%	50.8%	51.2%	48.8%
Linc-Cymru Housing Association	17.0%	20.4%	32%	68%	19%	81%	12%	88%	21%	79%
Tai Calon	17.4%	9.5%	75%	25%	76%	24%	78%	22%	43%	57%
Wales & West Housing	17.7%	13.5%	43.5%	56.5%	35.2%	64.8%	19.6%	80.4%	34.1%	65.9%
Clwyd Alyn Housing Association	18.2%	13.7%	48%	52%	61.2%	38.8%	23.7%	76.3%	16.3%	83.7%
Average	6.5%	7.4%	54.6%	45.4%	47.3%	52.7%	51.5%	48.5%	39.4%	60.6%
Wales	7.8%	14.6%								
UK	9.1%	18.4%								

*A positive hourly rate means that men are being paid more than women.

5. What the Data Tells Us

Pay Gaps

We can see from the table that the average median and mean pay gaps are below both the UK and Welsh averages.



A positive percentage means that men are being paid more than women.

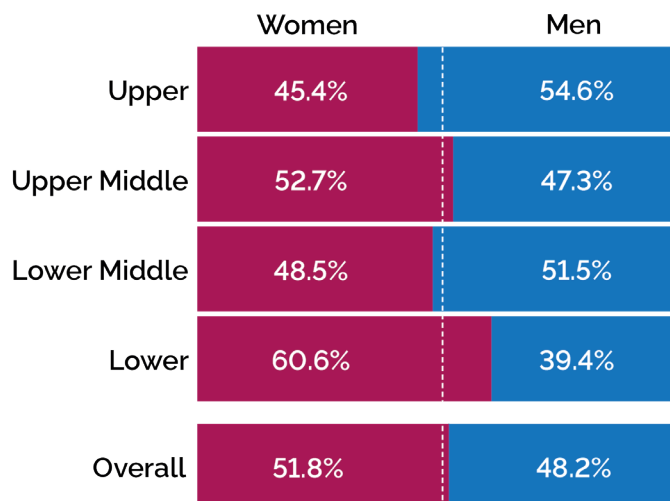
Only one Welsh housing association has a greater mean average than the UK and Wales. The UK Government's preferred measure is the median average. 6 organisations have a greater median average than the UK and Wales.

Bonuses

The data shows that the social housing sector in Wales does not have a general practice of paying bonuses with only 3 paying any (see appendix). Of these, one employer clearly identified that these payments were being made under TUPE entitlements and that they contributed to their gender pay gap.

Women and Men's Representation

Across organisations, women and men's representation appears fairly balanced in each quartile, except the lower quartile where women are over-represented. This correlates to the comments on page 5 regarding job segregation where women tend to cluster in lower paid, lower hours occupations.



It is difficult to draw correlations from women's representation in each quartile and an organisation's overall gender pay gap, especially as we do not know the numbers of employees in each quartile. However the above table does show that those organisations with the largest pay gaps do tend to have a greater number of women in the lowest pay quartile. This correlates to women being over-represented in the provision of care services and some organisations indicate this as a clear factor in their gender pay gap reports.

In contrast, having a higher number of women in the top quartile does not seem to lead to a lower gender pay gap.

Reporting across Housing Associations

The regulations require organisations' reports to contain the data on page 8 and to be publicly available, and assume that this will normally be via the organisation's website. It is also assumed that these will be obviously and easily found.

The reporting requirements are minimal and it is at an organisation's discretion how much further detail they put into their report. We reviewed Welsh Housing Association websites and easily found gender pay gap reports on all those required to report. The detail of the reports varied from a mere statement that the data produced was true, to a comprehensive summary of the identified causes and actions being taken to address them. One organisation provided further detail on women and men by occupation and different sections of the organisation. This further breakdown, which is not mandatory, greatly assists organisations and others interested, to identify 'blockage points' and key areas to address.

Of course different organisations deliver different types of service across the sector and have different historical and inherited issues that impact their gender pay gap. While the quantitative measures in gender pay gap reporting help to reveal the scale of the male / female earnings differential, they do little to explain the context and causes. Nor do they indicate any actions organisations have already been taking or are planning with a view to closing these gaps.

The figures also only indicate the current situation, rather than what organisations intend to do in the future. The purpose of a narrative is:

- to describe the relevant organisational context, both internally and externally
- to explain the calculations to your employees
- to explain as far as possible the causes of any gender pay gaps shown by the data
- to explain what actions have been taken or are planned to address significant gaps
- to describe how employees and employee representatives are being involved in this process.

The reports seen as part of this research can be found on our website:

www.taipawb.org/genderpaygap

Key Issues

It is impossible to draw overall conclusions regarding the sector. Individual organisations will be able to understand their own data and the reasons and causes of gender pay gaps. However, we can, from the above data and reports, identify trends and patterns.

Welsh housing association reports indicate 4 main areas are critical to contributing to the gender pay gap. They all relate to either vertical or horizontal job segregation.

1. Men tend to cluster in trades and manual roles. Women tend not to apply for, and to be under-represented in these roles. These roles often attract bonus payments, many of which are historical, subject to TUPE rules and will take time to eradicate.
2. Women tend to cluster in care roles in the lower quartile of pay. Again much of this is societal and historical. However it is noted that current commissioning processes drive down pay in this sector of work which has a disproportionate negative impact on women's pay rates.
3. Recruitment of women and men into non-traditional (i.e. previously under-represented) roles is difficult and takes a long time to address.
4. Some organisations recognise the under-representation of women in senior roles or in certain quartiles of their organisation. This can often identify 'sticking points' in women's careers and wider organisational issues. For example, if the data is cross referenced with age, organisations can find that women are better represented up to a certain grade at which point historically and culturally there is an expectation of working full time or long hours which does not facilitate caring responsibilities.

This list is not exhaustive, and the issues are not insurmountable. Some organisations for example have implemented positive action in attracting women into non-traditional trade roles, reserving apprenticeship places for them. Some have approached a general

apprenticeship recruitment, giving all applicants an opportunity to experience all apprenticeships before specialising, which has shown a positive impact on the numbers of women into non-traditional roles.

Organisations have implemented positive action regarding women's progression and increase in their hours.

These pay gaps were cross referenced with a number of other factors (see Appendix) but no significant correlation was found. Only 3 organisations have living wage status, but these were the organisations with the highest, second highest and the second lowest median pay gaps. Amongst the 6 organisations that had boards with either an equal or greater number of women or where there were more women than men, there was a slight trend towards a higher pay gap.

Of course a correlation between data does not prove causation. More extensive research on women and men's representation suggests that a gender balanced board/workplace is better for all business outcomes and better engagement with customers. Drawing definite conclusions from small data sets should always be treated with caution.

6. What You Can Do About Your Gender Pay Gap

Individual organisations need to understand their own pay gap data and identify appropriate action to address issues. There are a number of examples of actions which can help you devise an action plan. These are generic and you should be able to identify those which address your own organisation's issues.

a. Data

The gender pay gap is an indicator of the roles female employees have in a business in relation to male employees.

Having detailed and effective monitoring in place can help you understand your gender pay gap.

Examples of the types of data which can help you are:

- Recruitment proportions of men and women
- Reviews of starting salaries
- The number of women and men in each job or pay band
- Reward components at different levels
- Separate gender pay gap figures for full-time and part-time employees (for employers with a large number of part-time employees e.g. 25% or more of their workforce)

There are many more ways of collecting and analysing data which will help you understand your gender pay gap. For more information on monitoring our pay gap, see the framework at www.gov.uk/think-act-report. Tai Pawb are able to offer help and expertise in collecting and understanding your data and in identifying actions to address the causes of any gender pay gap (see section 6).

b. Conducting an Equal Pay Audit

Although the gender pay gap and equal pay are different things, they are underpinned by many of the same issues. Collecting and understanding the above data list informs both your gender pay gap actions and equal pay audits.

c. Consultation and Engagement

Understanding your employees' perspective on these issues is vital. Whether true or not, their perceptions of what is expected of them and the culture of the organisation may well be contributing to your gender pay gap. Collecting and understanding employee views and disaggregating them and examining them from women's and men's perspectives can be vital in identifying actions.

For example, one organisation knew that many women were working in low pay, low hours jobs in their organisation. Leadership and HR had assumed that this was a choice

both of occupation and hours, which the women had made. When the women were specifically consulted, most of them wanted to work more hours and progress, and were working more than one job. The nature of their work meant that they had little access to formal recruitment communications. However, they all used Facebook on their mobile phones. By creating a Facebook page for employees and advertising additional hours there first before external recruitment, the employer saw a huge increase in existing employees increasing their hours and pay. This saved recruitment and training costs for the employer and contributed to closing their gender pay gap.

d. Training and Awareness

It is good practice to ensure that all managers have appropriate training to ensure they understand what behaviours and actions are required of them and their staff in the workplace. Similarly, any employee involved in the recruitment and promotion of staff should be trained to ensure fair, non-discriminatory and consistent processes are followed. This could include unconscious bias training.

When developing an action plan to tackle the gender pay gap, managers in particular should receive awareness training around the positive action provisions of the Equality Act 2010. The action plan may include positive action measures for women and these managers would have a key role in ensuring delivery and success of any such strategy.

e. Family friendly policies

Reducing the gender pay gap can be achieved where an organisation goes further than the legal family-friendly rights listed below and actively encourages the use of these rights to all their employees. These can include simple steps, such as encouraging male employees to consider taking shared parental leave. More sophisticated measures such as reviewing maternity, adoption, paternity and shared parental pay schemes to give them comparable financial value can be effective but should be considered carefully to ensure any changes are legally compliant.

Family-friendly legal rights include:

- pregnancy-related absences and antenatal appointments
- maternity, paternity, adoption and shared parental leave
- parental leave (following a return to work)
- returning from leave to the same or similar job
- keeping in touch with, and updating, employees absent for any form of family friendly leave
- additional protections related to redundancy situations

Flexible working is used increasingly by both male and female employees and handled strategically at an organisational level. It is very beneficial to both employer and employees, with clear business benefits.

However, flexible working uptake levels in many workplaces vary significantly by employee gender, as do certain types of flexible working arrangements (such as condensed hours, job shares or term time work). For example, some workplaces have cultures or practices that effectively reserve flexible working in lower level positions for female employees, or even only for mothers. Organisations may also feel that flexible working arrangements may sometimes be an obstacle to career development for certain roles, particularly at senior levels of employment.

These approaches can have a negative effect on the gender pay gap, and potentially open an organisation to claims of indirect discrimination on the grounds of sex too. The first step to take here is for an organisation to make sure they look at flexible working from the right perspective – it is not flexible working arrangements that present an obstacle, but often the lack of flexible working in more senior roles. Ensuring that (so far as possible) all promotions can successfully function with flexible working arrangements in place, including those to senior levels, will help.

f. Career progression

There is a risk that even well-intentioned organisations might focus on the female employees, when what they really need to do is change their structure and processes so that capable employees can progress regardless of sex.

Options to develop within the workplace should be made as accessible as possible to all employees. However, simple measures can often be taken where it becomes clear female employees are less likely to make use of development or upskilling opportunities.

Some of the common issues that may be easily fixed include:

- Female employees may be more likely to have responsibilities that limit their ability to travel. Arranging events such as training more locally or on site can help to tackle this, as can support for childcare arrangements.
- Male employees may feel there are obstacles to their working flexibly or taking leave for domestic and caring responsibilities. This may be down to individual or workplace cultures, or a lack of awareness of equality rights or workplace policies. Raising awareness and encouraging such practices can help.
- If there is a high proportion of female employees on flexible working or part time arrangements, running week-long events can create a problem. Similarly, if there is an opportunity to be involved in a career-developing project that requires full-time resource, invite job-sharing proposals from employees and challenge the full-time requirement.
- Where certain teams or levels of seniority are dominated heavily by male employees, it can be useful to monitor recruitment in these areas to identify what may be causing the situation.

g. Positive Action

The above examples involve relatively simple fixes that do not exclusively advantage female employees, but simply remove some of the barriers they may have been more likely to face than their male colleagues. However, the Equality Act 2010 also permits an organisation to go further than this and take what is called 'positive action' to actively approach and encourage women into particular job roles or management levels.

Under the Equality Act, an organisation can take what the law terms 'positive action' to help employees or job applicants it thinks:

- are at a disadvantage because of their sex, and/or
- are under-represented in the organisation, or whose participation in the organisation is disproportionately low, because of their sex and/or
- have specific needs connected to their sex.

This is a valuable tool for organisations wanting to reduce their gender pay gap, particularly where they wish to remove obstacles deterring female employees from applying for jobs or promotions.

An organisation taking positive action must show specific evidence that any positive action is both reasonably considered and appropriate and will not discriminate against others.

Where this is the case, an organisation may legally:

- take proportionate steps to remove any barriers or disadvantages
- provide support, training and encouragement to increase the participation of female employees.

There is no legal necessity for an employer to take positive action if it does not wish to do so.

h. Communication

Communication and consultation are essential. We have not been able to identify what communication organisations have undertaken regarding their gender pay gap reports. However, increasing transparency is a key driver behind the requirement to report on gender pay gaps. It is critical that you help your current and potential employees to understand your position and commitment to address any issues. Having a comprehensive communication plan in place is therefore critical.

- Key messages should be communicated consistently to all line managers. Where new or changed actions are required of managers, this should usually be supported through briefings and/or training at first, and then form part of their performance management assessment in the longer term.
- Where there is a recognised trade union, any information and consultation arrangements should be followed. Union and employee engagement (especially with female employees) is essential to forming a constructive process. It is also often beneficial to have early discussions to help inform an action plan. Many trade unions have considerable expertise and experience in dealing with equality matters and could therefore be a valuable source for recommendations as well as commenting on any proposals.
- Employees should also be given the chance to help shape any action plan, and will often have valuable insight to offer at all stages. This insight may be gathered efficiently through various means such as team meetings, suggestion boxes and focus groups.

Concluding remarks

This report is only a brief summary of the issues regarding gender pay gap reporting for Tai Pawb's members. It will be useful to see how the housing sector as a whole performs compared to other sectors and to gather and share good practice on what works in addressing key issues.

You are aiming to take actions that will result in:

- unpaid care being distributed more evenly between women and men
- the elimination of the occupational downgrading and career stalling that occurs when a woman becomes a mother
- all women, including those working part-time, being provided with opportunities for career progression and development on a par with those of their male colleagues
- the gradual elimination of occupational segregation, both horizontal and vertical
- a reward system that is free from sex bias.

In short, you are looking to enable women, just as much as men, to reach their full potential at work.

7. How Tai Pawb can help

The collection and publication of gender pay gap information is only the start of understanding what causes any gender pay gap in your organisation. Tai Pawb can offer tailored help and training to help you use and improve your data to draw up an effective action plan to address any gender pay gap.

Our Gender Pay Gap Package

Our gender pay gap package offers tailored consultancy support for our experienced associate to work with you to:

- examine your data in more detail
- establish key areas which might be the causes of any gender pay gap
- meet with key staff to discuss the data in more detail
- facilitate a workshop with key staff to identify an appropriate action plan
- write up a short report with an action plan

This package is aimed at members who have already collected and reported their data.

Members who have not reported

Even if you are not required to report your gender pay gap data, understanding how you pay women and men in your organisation can be a valuable organisational tool.

Tai Pawb can support members who have not yet collected their data and want help to do so. This advice can be taken up in isolation or as preparation for taking the full gender pay gap package.

Additional Support from Tai Pawb

Tai Pawb offers a range of training courses to support your work on addressing the gender pay gap, including Unconscious Bias, Equality Impact Assessments, Diversity Champions and general Equality and Diversity training. We can also develop bespoke courses to meet your specific needs.

Tai Pawb members receive quarterly policy updates from Tai Pawb and can access a range of resources on our website, which will support you in your work to monitor and address gender pay gaps. In addition, Tai Pawb members can advertise jobs for free on our website, to help you reach a more diverse audience.

For more information, visit www.taipawb.org/genderpaygap or contact Tai Pawb on 029 2053 7630 or info@taipawb.org.

8. Appendix

8a. Case Study

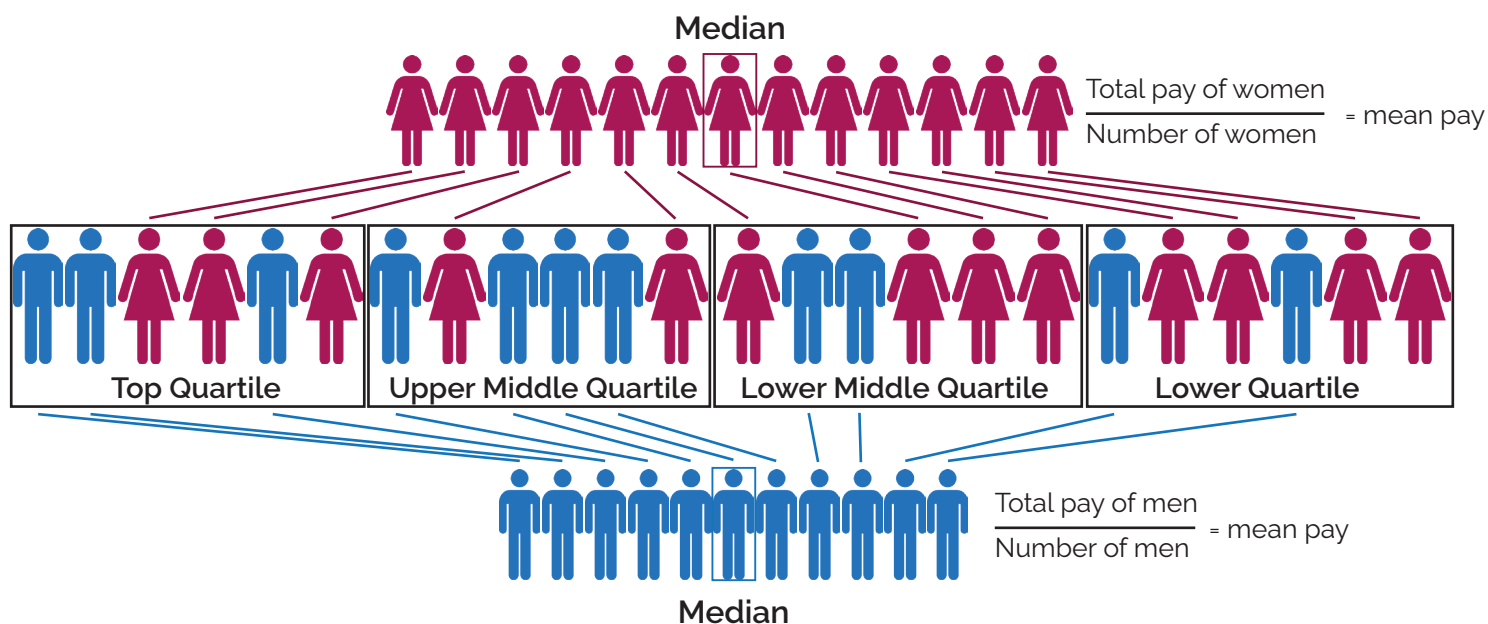
We have created **Tai Castell** as an example of a housing association who are dealing with their gender pay gap.

Tai Castell has published its gender pay gap data according to the UK Government requirements.

Their mean pay gap is 13% and their median pay gap is 18%.

Their mean figure means that when they add up the hourly pay of all their female employees and divide that total by the number of female employees, do the same for men and compare the two figures they are paying men an average of 13% more per hour than women.

Their median pay gap figure means that when they list all of their female employees by hourly pay and compare the middle figure of that list to the middle figure of a similar list of male employees, the middle figure for men is 18% higher than that for women.



Their quartile breakdown shows that:

- they have more women than men in the lower pay quartile. When they look at this in more detail they can see the women paid in that quartile predominantly work in care roles with relatively low associated pay
- the men in the lower quartile are mainly trade operatives where the pay bands are higher than those of care roles
- Their senior management team is fairly evenly balanced between women and men, but there are more men in their middle management tier. The middle management tier is included in the upper middle quartile data

They consult with staff regarding this data and what it tells them. They find that there is a culture which indicates (rightly or wrongly) that higher posts are associated with longer, full time working hours and there are no part-time senior managers. Women working in care roles want to increase their pay and hours although they love the work they do.

Their action plan therefore includes:

- exploring ways of, over time, removing bonus and additional payments in trade operative roles
- working with commissioners to increase care pay and working towards being a real living wage employer
- providing support and targeted training to women middle managers to progress their careers
- ensuring that they communicate and advertise all roles as suitable for part-time and job share
- encouraging take up of flexible working options and in particular targeting men with messages
- identifying case studies with women and men in non-traditional roles, part time senior managers and promoting these stories to all staff by a variety of means
- setting up a mentoring and role modelling programme of women and men in non-traditional roles, senior roles and in part time roles
- monitoring uptake of these actions and the impact they have over time on the gender pay gap

8. Appendix

8b. Further Data

Organisation	Hourly Rate*		Women's Bonus Pay**		Bonus Pay***		Board Members		Living Wage
	Median	Mean	Median	Mean	Men	Women	Men	Women	
Valleys to Coast	-6.5%	5.6%					7	4	Yes
Coastal Housing Group	-4.3%	-2.9%	217.8%	151.3%	2.7%	2.2%	7	5	Yes
Trivallis	-3.0%	-5.1%	-100.0%	-100.0%	4.1%	0.0%	9	3	No
Newport City Homes Housing Association	-2.7%	-0.2%					4	6	No
Cartrefi Cymunedol Gwynedd Cyfyngedig	-0.7%	6.9%					7	5	No
Tai Tarian	0.0%	-3.2%					7	4	No
Hafod Housing	0.0%	12.3%							No
Family Housing Association	6.6%	10.9%					5	5	No
Pobl Group	14.5%	14.1%					7	3	No
Bron Afon Community Housing	16.6%	8.4%					7	5	No
Linc-Cymru Housing Association	17.0%	20.4%	-29.0%	-44.4%	68.2%	65.0%	6	6	No
Tai Calon	17.4%	9.5%					6	6	No
Wales & West Housing	17.7%	13.5%					6	8	Yes
Clwyd Alyn Housing Association	18.2%	13.7%					4	4	No
Average	6.5%	7.4%							
Wales	7.8%	14.6%							
UK	9.1%	18.4%							

* A positive hourly rate means that men are being paid more than women.

** If bonuses are paid, this is how much more or less a woman receives on average

*** The overall percentage of men and women who receive a bonus