

# Gender Pay Gap



## 2018 Report

### Introduction

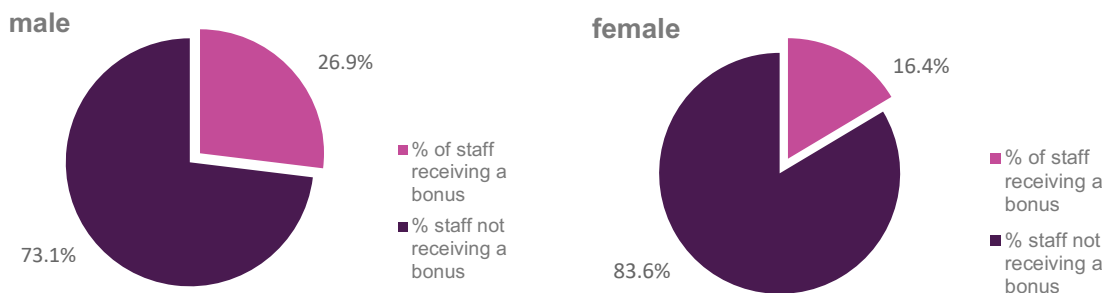
The Equality Act 2010 (Gender Pay Gap Regulations), which came into force in April 2017, requires any company employing over 250 staff to publish their gender pay gap figures based on pay data as at 5 April each year.

### Pinnacle Group's figures

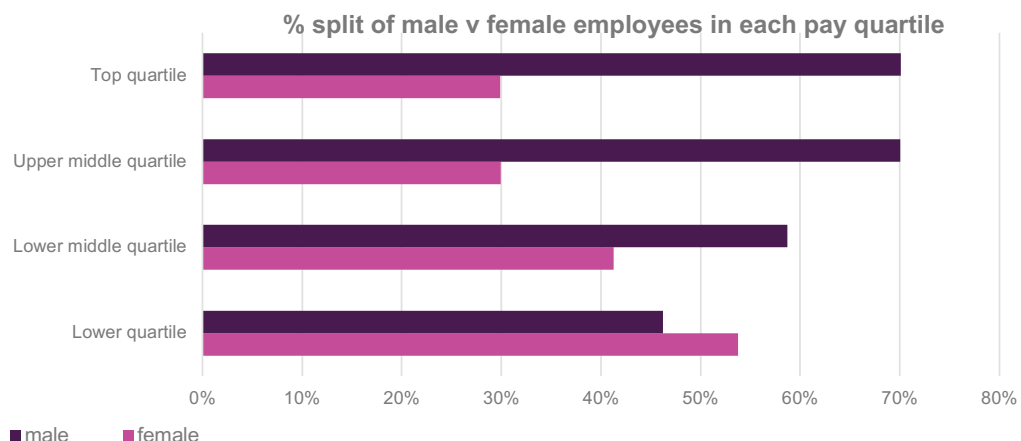
As at 5 April 2018, 2,497 staff, as defined by the Regulations, worked for the Group. The table and charts below show our overall mean and median gender hourly pay and bonus gaps, proportion of male and female staff receiving a bonus, and the proportion of male and female staff across four equally sized pay quartiles.

Pinnacle Group	Mean	Median
Gender pay gap (hourly pay)	14.2%	6.9%
Gender bonus pay gap	72.1%	-50.0%

#### The proportion of male and female staff receiving a bonus payment in the year to 5 April 2018;



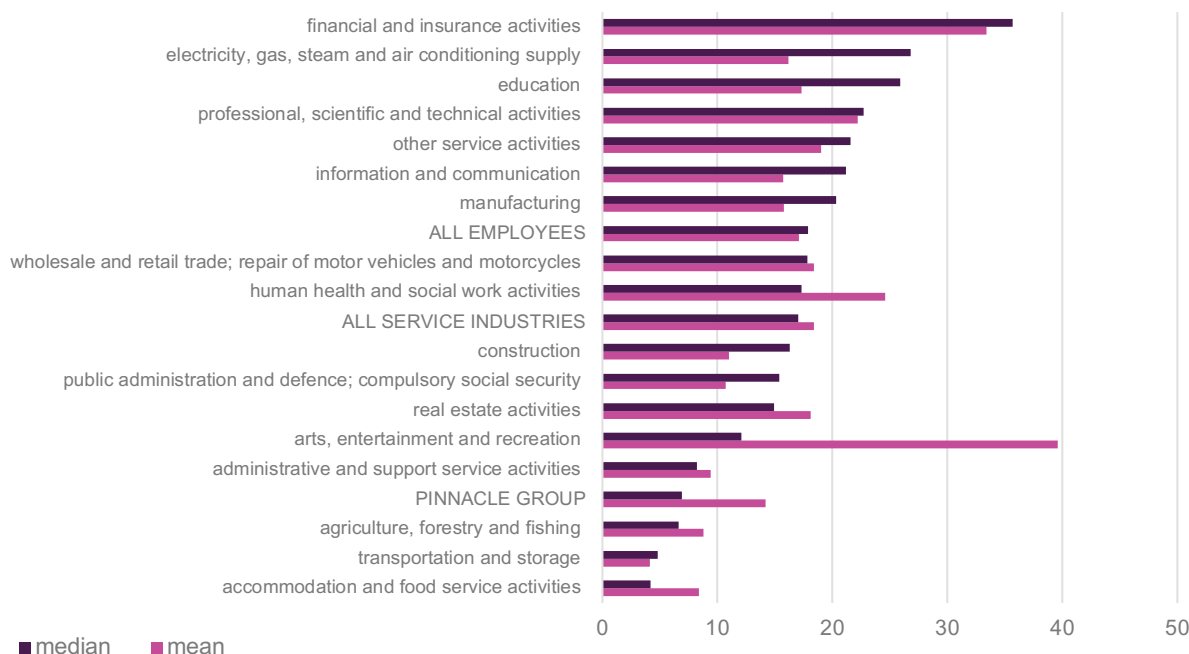
#### The proportion of male and female staff in each pay quartile band;



# Comparison

Our overall gap compares reasonably well with the national picture, shown by the chart below;

## Comparison of Pinnacle’s gender pay gap with breakdown by industry



Source: Office for National Statistics (ONS) 2018

# Understanding our gap

The gender pay gap shows how pay is distributed across a whole workforce. The existence of a gap is not an indication that men and women are paid differently for the comparable jobs that they do.

The reasons for our gap are outlined in full in the narrative to our April 2017 figures, and mirror the national picture, in that;

- Female staff are under-represented in the most senior, higher paid roles and
- Proportionately more female staff (55% as opposed to 10% of male staff) are employed in part-time roles, which are more likely to be lower paid. In fact, when looking solely at full-time staff, female staff are on average paid more than male staff, by 5.0% at the mean, and by 1.8% at the median
- These reasons also explain the existence of the man bonus pay gap and higher proportion of male staff receiving a bonus, as more senior, higher paid roles are more likely to attract a bonus entitlement. The negative median bonus gap is explained by there being a proportionately higher number of male staff with an historically protected entitlement to a small attendance bonus.

# Progress

We are committed to inclusivity at Pinnacle and to ensuring that there is no under-representation of any groups at any level of the organisation.

With regard to gender specifically, there has been a conscious focus over a number of years on recruiting and / or promoting female staff to more senior roles. The success of that focus can be seen in the distribution of female staff in managerial roles (now at 33%, which compares reasonably well to the overall breakdown of 39% female staff), and in the increase in female staff in the senior management team (defined as the Executive Committee and Senior Management Team), up to 18% from 11% last year.

Notwithstanding that the vast majority of new staff come to us through the Transfer of Undertakings Protection of Employment (TUPE) Regulations, meaning we have little or no control over who joins us, we also made the following commitments last year in respect of when we are making our own recruitment decisions;

- Given that women generally are more likely than men to work part-time, we committed to advertising manager level and other senior roles, wherever possible, as potential flexible, part-time or job share opportunities.
- We filled 12 roles at this level in the year (either through recruitment or internal promotion), 4 of which were considered suitable to be advertised as part-time, flexible or job share.
- To foster a climate where female staff and potential staff are encouraged to apply for senior roles, we committed to ensuring there is at least one female member of staff on every selection panel for manager level and other senior roles.
- Of those 12 selection processes, 8 included at least one female member of staff on the selection panel.
- To understand more about any issues that our staff believe may be contributing to proportionately fewer female staff being employed in more senior positions, we committed to undertaking some research. However, given the relatively small number of relevant selection processes, this was put on hold.

## Declaration

We confirm that Pinnacle's gender pay gap calculations are accurate and meet the requirements of the Regulations.

**Perry Lloyd**

Chief Executive Officer

**Andy Lee**

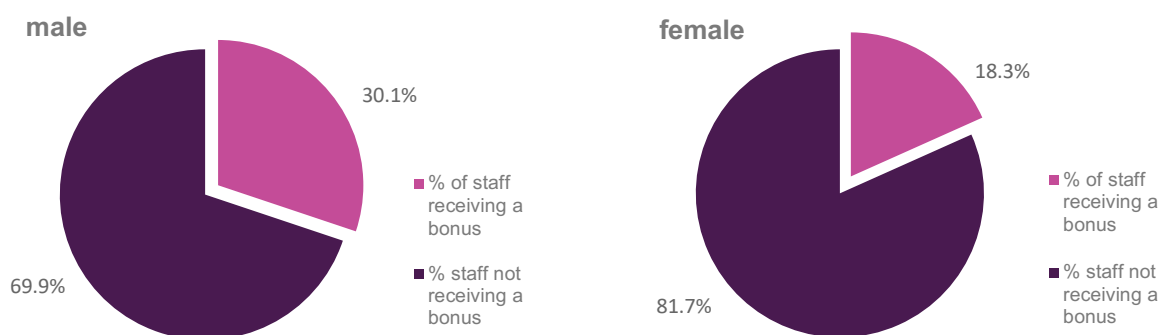
HR Director

# Statutory disclosure – Pinnacle Housing Ltd

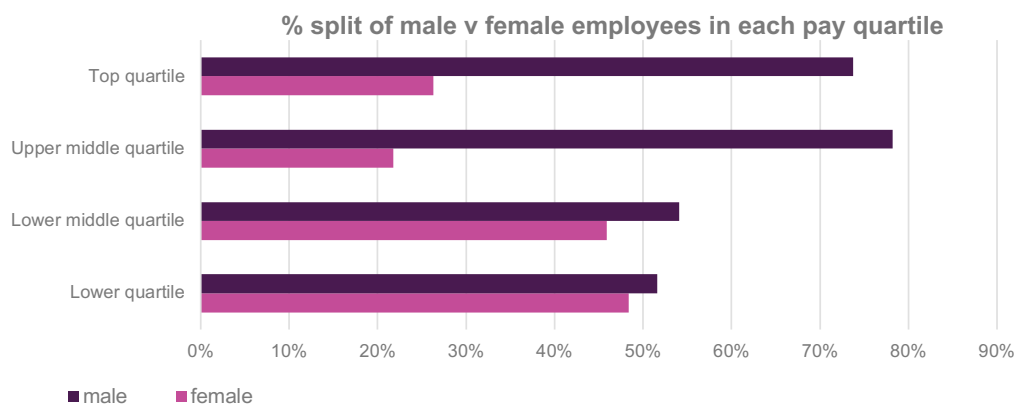
The Pinnacle Group has one legal entity with at least 250 employees, Pinnacle Housing Ltd. Under the Regulations we are, therefore, required to report our gender pay gap data for that entity.

Pinnacle Housing Ltd	Mean	Median
Gender pay gap (hourly pay)	11.2%	4.6%
Gender bonus pay gap	71.2%	-28.6%

## The proportion of male and female staff receiving a bonus payment in the year to 5 April 2018;



## The proportion of male and female staff in each pay quartile band;



## Declaration

We confirm that Pinnacle's gender pay gap calculations are accurate and meet the requirements of the Regulations.

**Perry Lloyd**  
Chief Executive Officer

**Andy Lee**  
HR Director