

Gender Pay Gap



As at April 2019

Introduction

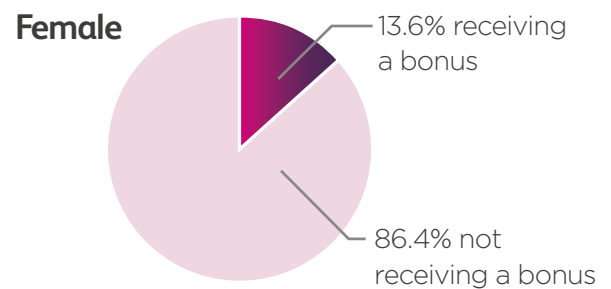
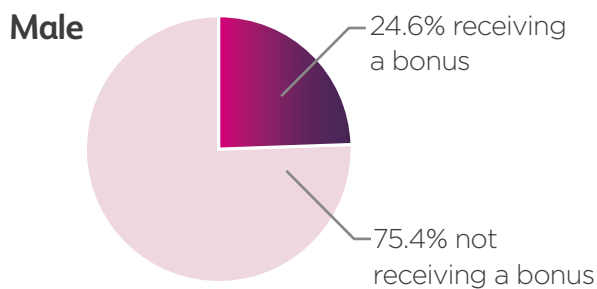
The Equality Act 2010 (Gender Pay Gap Regulations), which came into force in April 2017, requires any company employing over 250 staff to publish gender pay gap figures based on pay data as at 5 April each year.

Pinnacle Group's figures

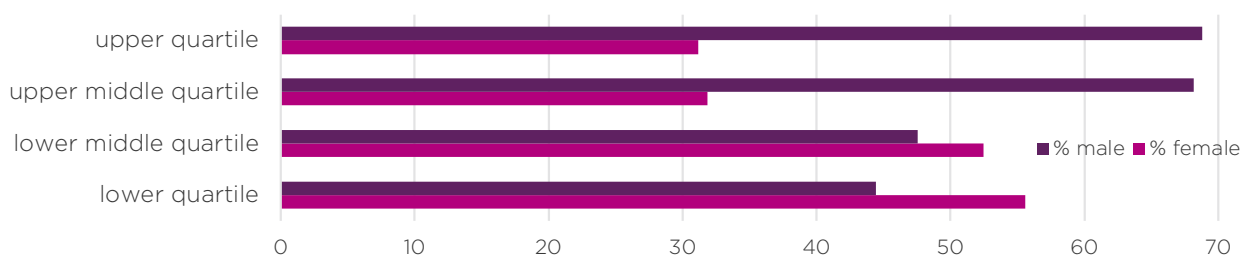
This is the third year for which we have published our gender pay gap figures. As at 5 April 2019, 2,627 staff, as defined by the Regulations, worked for the Group. Our overall figures are shown below.

Pinnacle Group	Mean	Median
Gender pay gap (hourly pay)	15.5%	4.5%
Gender bonus pay gap	34.1%	-40.0%

Proportion of male and female staff receiving a bonus:



Proportion of male and female staff in each pay quartile band:



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 reason for our gap can be seen most sharply in the pay quartile band data, which is a picture that is mirrored in the national data. Proportionately more female staff (nationally and in Pinnacle) are employed in part time roles, which are more likely to be lower paid, and female staff are under-represented in the most senior, higher paid roles.


Some positive highlights

-0.9%
Negative median pay gap for full-time staff

If we just looked at the situation with regard to full-time staff, we have a negative pay gap, ie female staff are paid on average more than male staff. We have always had a negative pay gap for full-time staff since we started reporting. This is a sign of a good distribution of female and male staff in full-time roles at different levels across the organisation.

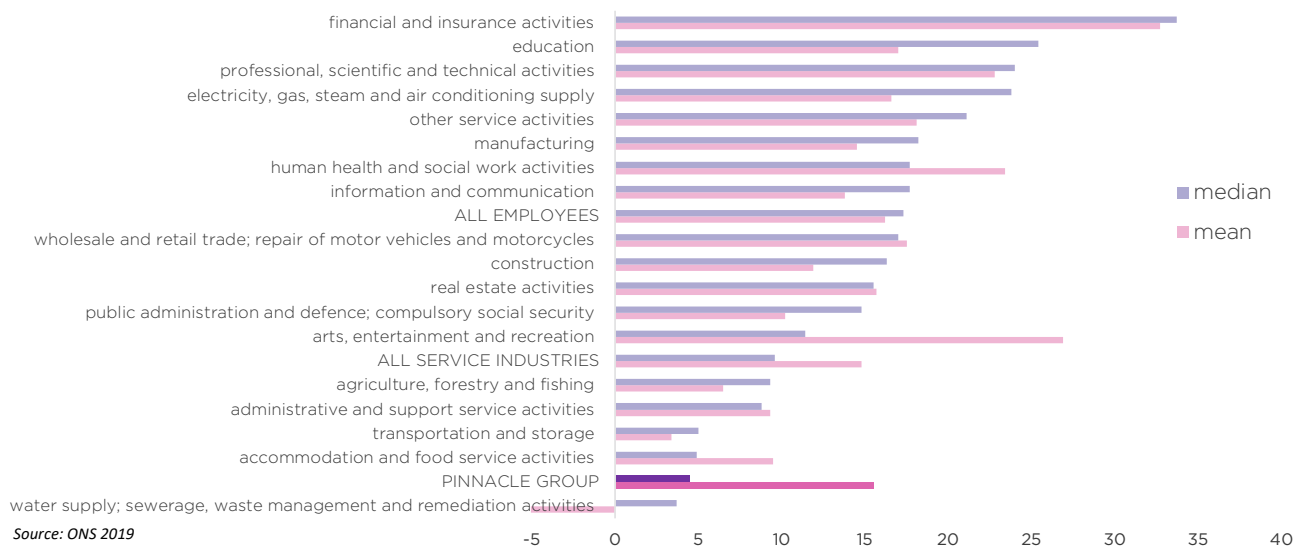
27% 
Of our senior management pool are female

27% of our senior management population are female, an increase from 21% in 2018. Looking at the overall management population, we have seen an increase from 32% to 35% female. While this is progress, more is needed, as the overall split of our staff is 44% female and 56% male, which we would want to replicate at all levels in the organisation.

4.5% 
Median pay gap has reduced from 8.4% in 2017

Our median pay gap has reduced from 8.4% in 2017 and, as shown in the chart below, compares very well with the national picture. Some commentators prefer the median as a measure as it can mitigate against the effect of extremes, at each end of a distribution.

Comparison of Pinnacle's gender pay gap with breakdown by industry



Our continued commitments

We will continue with our commitments already made;

- Given that women generally are more likely than men to work part-time, we will continue to commit to advertising manager level and other senior roles, wherever possible, as potential flexible, part-time or job share opportunities.
- To foster a climate where female staff and potential staff are encouraged to apply for senior roles, we will continue to ensure that there is at least one female member of staff on every selection panel for manager level and other senior roles.

For a number of reasons, one of which being the commitments above, we are currently reviewing our overall approach to recruitment, which is likely to result in a more co-ordinated approach. This will have the following likely impacts with regard to gender pay;

- It will make these commitments easier to track and therefore fulfil.
- It will result in more consistency and robustness in our selection methods, ensuring that only skills-based and structured interviewing techniques are used.

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

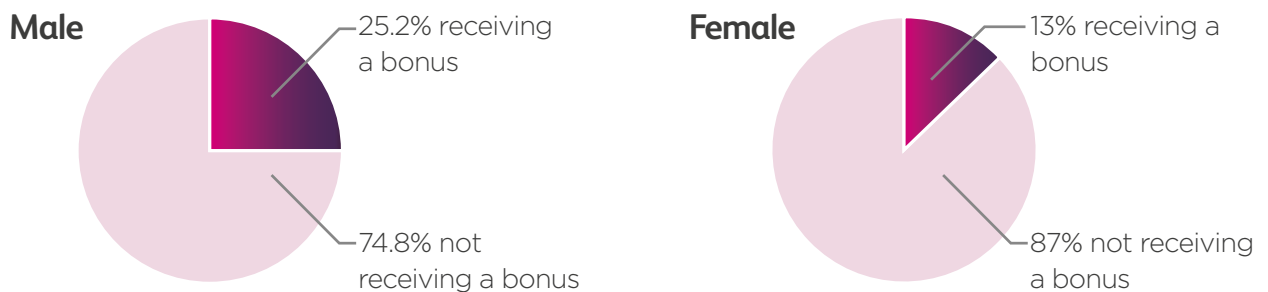
Pinnacle Housing Ltd

Statutory disclosure

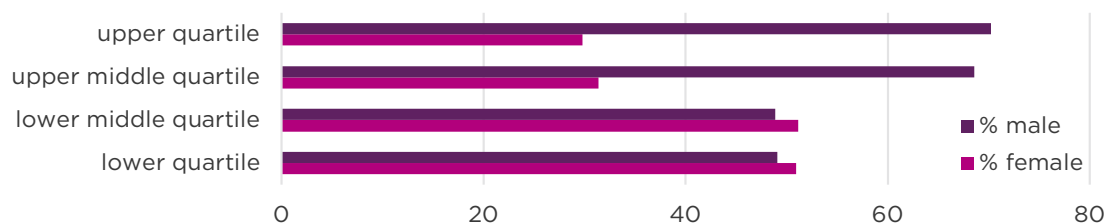
Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2019, 1,959 staff, as defined by the Regulations, worked for Pinnacle Housing Ltd. Its figures are shown below:

Pinnacle Housing Ltd	Mean	Median
Gender pay gap (hourly pay)	5.3%	3.4%
Gender bonus pay gap	16.0%	-16.7%

Proportion of male and female staff receiving a bonus:



Proportion of male and female staff in each pay quartile band:



Declaration

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HR Director

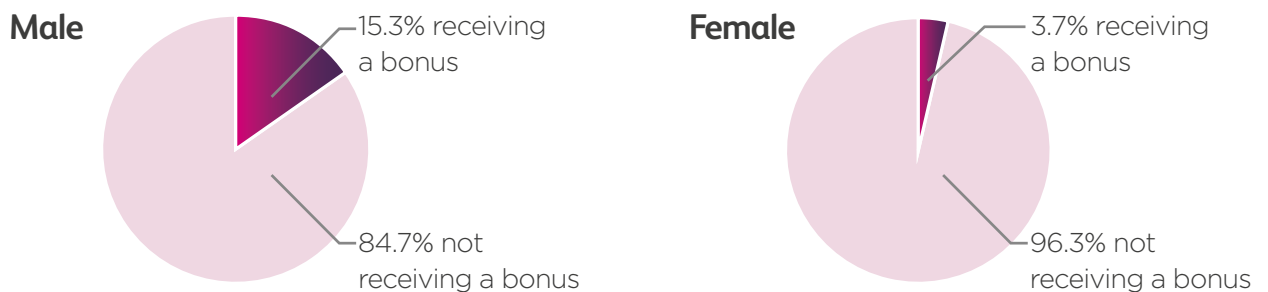
Pinnacle FM Ltd

Statutory disclosure

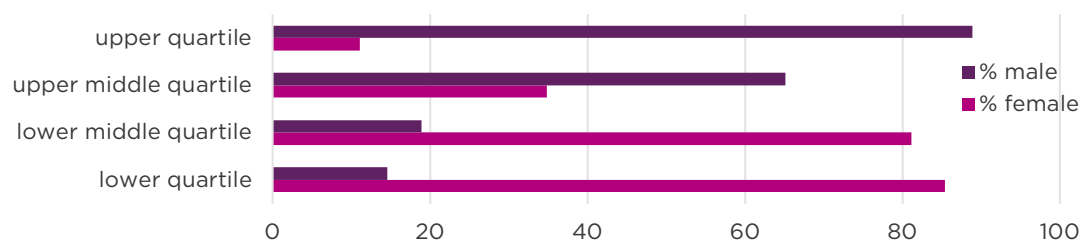
Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2019, 358 staff, as defined by the Regulations, worked for Pinnacle FM Ltd. Its figures are shown below

Pinnacle FM Ltd	Mean	Median
Gender pay gap (hourly pay)	45.8%	24.8%
Gender bonus pay gap	73.7%	11.1%

Proportion of male and female staff receiving a bonus:



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

Perry Lloyd
Chief Executive Officer

Andy Lee
HR Director