

# Gender Pay Gap



As at April 2020

## Introduction

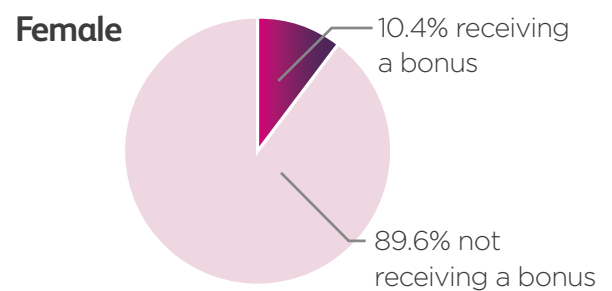
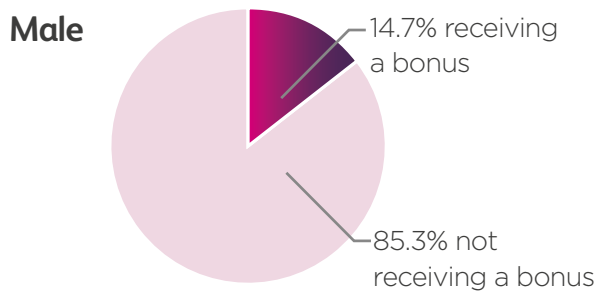
The Equality Act 2010 (Gender Pay Gap Regulations), which came into force in April 2017, requires any company employing over 250 staff to publish gender pay gap figures based on pay data as at 5 April each year.

## Pinnacle Group's figures

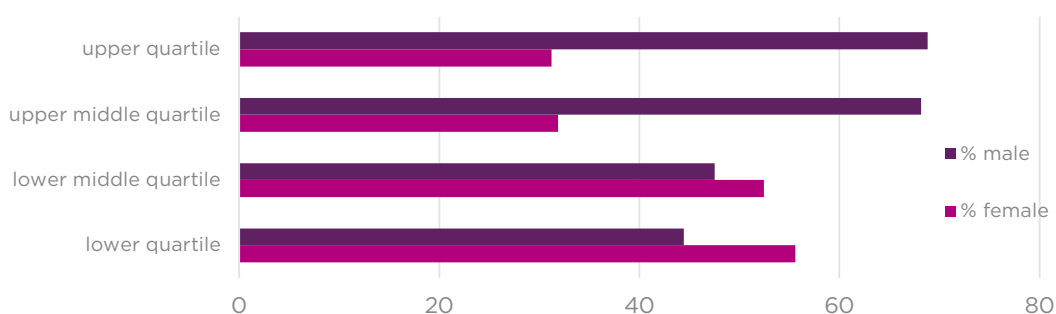
This is the fourth year for which we have published our gender pay gap figures. As at 5 April 2020, 2,758 staff, as defined by the Regulations, worked for the Group. Our overall figures are shown below.

| Pinnacle Group              | Mean  | Median |
|-----------------------------|-------|--------|
| Gender pay gap (hourly pay) | 11.2% | 3.6%   |
| Gender bonus pay gap        | 45.9% | -0.6%  |

### Proportion of male and female staff receiving a bonus:



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

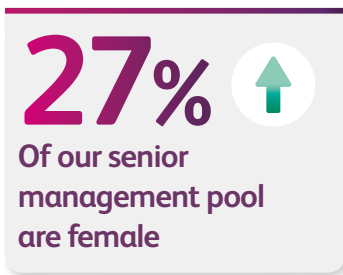


# Understanding our gap

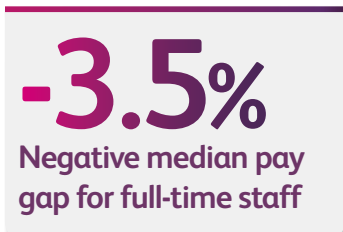
The gender pay gap shows how pay is distributed across a whole workforce. The existence of a gap is not an indication that men and women are paid differently for the comparable jobs that they do.

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, albeit that this has been improving as explained below.

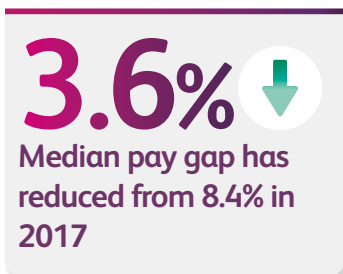
## Some positive highlights



27% of our senior management population are now female, an increase from 11% in 2017, which is excellent progress. Looking at the overall management population, we have seen an increase from 32% to 37% female in the same time frame. This progress helps explain why our pay gap continues to decrease. We would like this to continue until the percentage of female managers replicates the overall split of our staff, which is 44% female and 56% male.

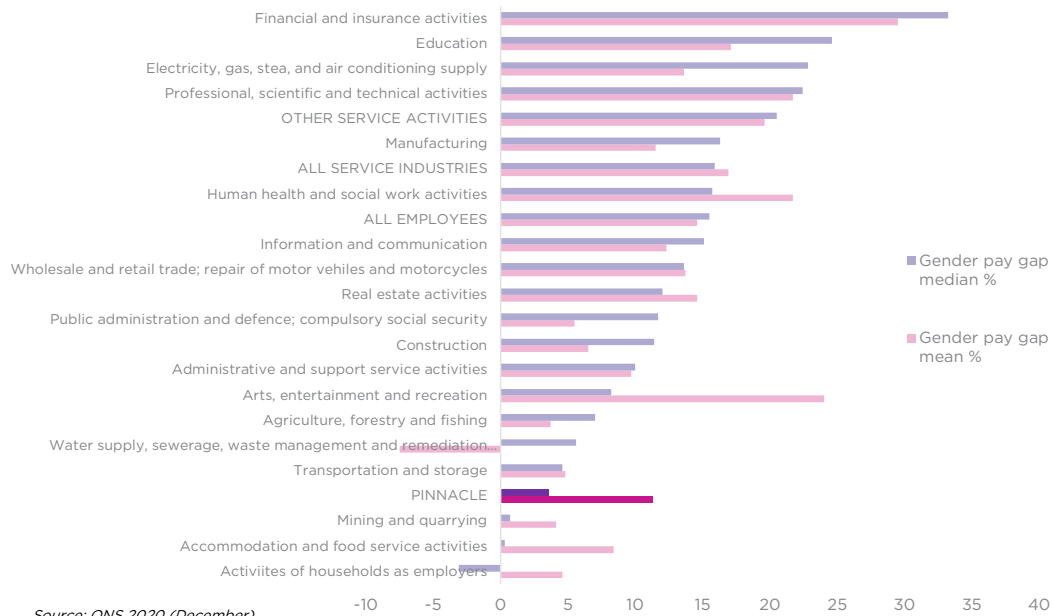


If we just looked at the situation with regard to full-time staff, we have a negative mean pay gap, ie female staff are paid on average more than male staff. We have always had a negative pay gap for full-time staff since we started reporting. This is a sign of a good distribution of female and male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



Our median pay gap has reduced every year from 8.4% in 2017 to 3.6% now 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.
- As indicated in the April 2019 report, following the review of our approach to recruitment, we have overhauled our processes, introducing much more co-ordinated methods to allow us to;
  - o track and fulfil these commitments
  - o ensure that only the skills, experience, knowledge and abilities required for the role are listed in our job advertisements and job profiles, so potential candidates are not dissuaded from applying unnecessarily
  - o ensure that recruiting managers are adequately trained, particularly with regard to equality, diversity and inclusion, and adequately supported, in using selection tools and techniques to ensure that only the skills, experience, knowledge and abilities required for the role inform the recruitment decision.

## 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

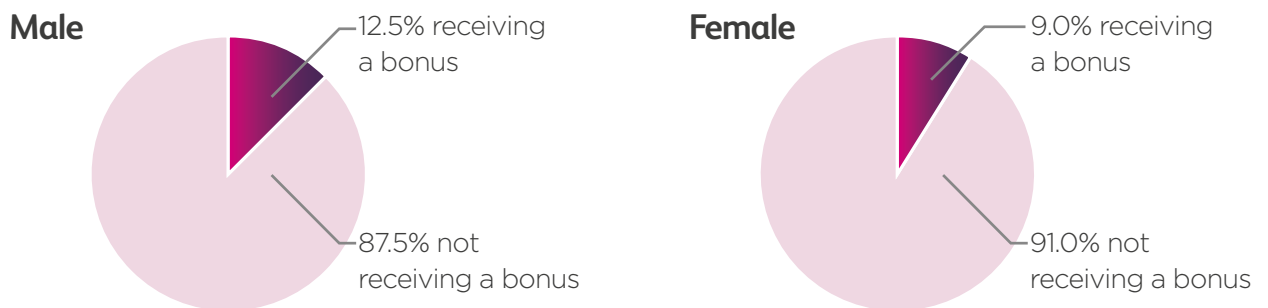
# Pinnacle Housing Ltd

## Statutory disclosure

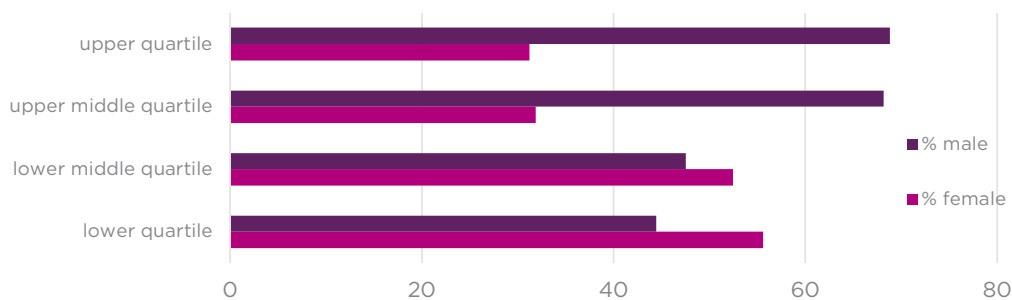
Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2020, 2,025 staff, as defined by the Regulations, worked for Pinnacle Housing Ltd. Its figures are shown below.

| Pinnacle Housing Ltd        | Mean  | Median |
|-----------------------------|-------|--------|
| Gender pay gap (hourly pay) | 5.4%  | 2.2%   |
| Gender bonus pay gap        | -3.5% | -9.1%  |

### 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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Chief Executive Officer

**Andy Lee**  
HR Director

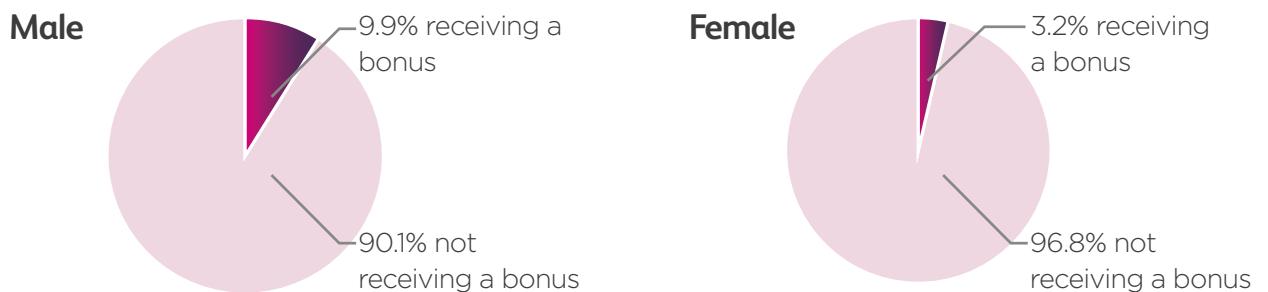
# Pinnacle FM Ltd

## Statutory disclosure

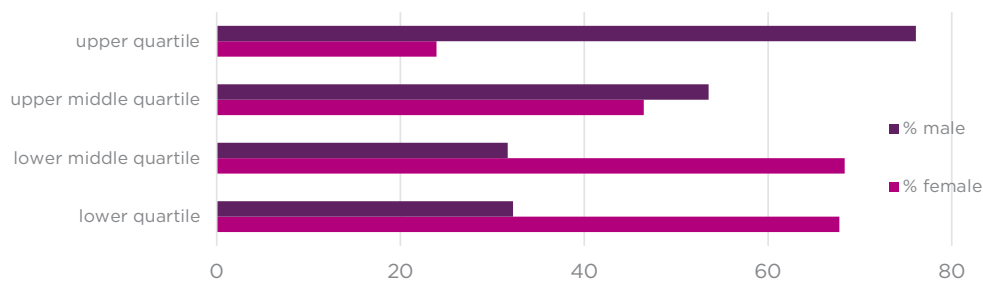
Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2020, 523 staff, as defined by the Regulations, worked for Pinnacle FM Ltd. Its figures are shown below.

| Pinnacle FM Ltd             | Mean  | Median |
|-----------------------------|-------|--------|
| Gender pay gap (hourly pay) | 23.3% | 7.1%   |
| Gender bonus pay gap        | 21.3% | -28.0% |

### 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 of the Regulations.

**Perry Lloyd**  
Chief Executive Officer

**Andy Lee**  
HR Director