



Tai Calon
Community Housing

**Gender pay
gap report**

2023



What Is Gender Pay Gap Report?



Gender Pay Gap reporting was introduced in 2017 as a way of analysing pay and reward in Britain according to gender. Tai Calon's Gender

Pay Gap report will give the following pieces of key information:

- The mean (average) difference in pay between women and men;
- The median difference in pay between women and men;
- The mean (average) difference in bonus pay between women and men;
- The median difference in bonus pay between women and men;
- The proportion of women and men in each pay quartile band.

All information published is based on a capture date of 31st March 2023.



Why Do a Gender Pay Gap Report?

Organisations with over 250 employees are legally obligated to publish their gender pay gap.

Publishing our Gender Pay Gap shows Tai Calon's commitment to openness and honesty for our employees, tenants and stakeholders.

We are passionate about promoting equality, diversity and inclusion. We hope that by understanding more about how we pay our employees, we can make a positive difference and ensure fair treatment to everyone.

Jargon Busting

There are some words and phrases used in Gender Pay Gap reporting that aren't always easy to understand.

This guide should help you get to grips with the jargon.



Mean – Sometimes called the *average*. This is the value reached when we add all of our different hourly pay rates together, then divide by the total number of employees.

Median – This is the value reached when we put all of our different hourly pay rates in order and select the middle value.

Pay Quartile – This is the range of values we get when we put all of our different hourly pay rates in order and split them equally into four sections.

Bonus – This word refers to any pay that isn't part of someone's normal salary. Some organisations offer bonus payments as a reward for extra work, or work of a particularly high standard.

Equality – This word refers to equal and fair treatment of employees, regardless of gender or any other characteristic.

Diversity – This word refers to having a healthy blend of employees, with different characteristics, personalities and opinions.

Equal Pay – Equal pay means that people are paid at the same, fair rate for doing the same (or similar) jobs – regardless of personal characteristics such as gender.

Number of Employees



Female
93

Male
171



Number of Managers



Female

13

Male

37



Mean (Average) Hourly Pay Rate



Female

£15.45

Male

£17.00

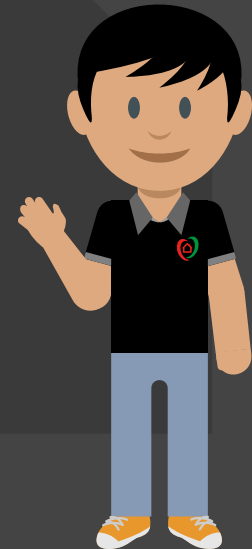


Median Hourly Pay Rate



Female
£13.96

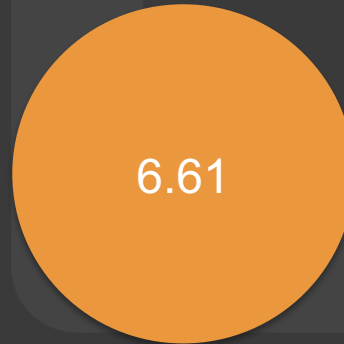
Male
£14.94



Mean (Average) Gender Pay Gap

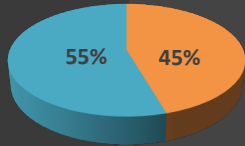


Median Gender Pay Gap



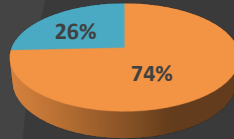
Pay Quartiles

Q1



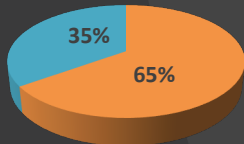
Male Female

Q2



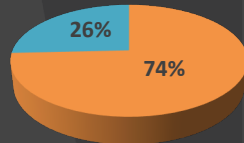
Male Female

Q3



Male Female

Q4



Male Female

Q1 - £9.18 / Hour - £13.01/ Hour

Q2 - £13.01 / Hour - £16.82 / Hour

Q3 - £14.94 / Hour - £15.20 / Hour

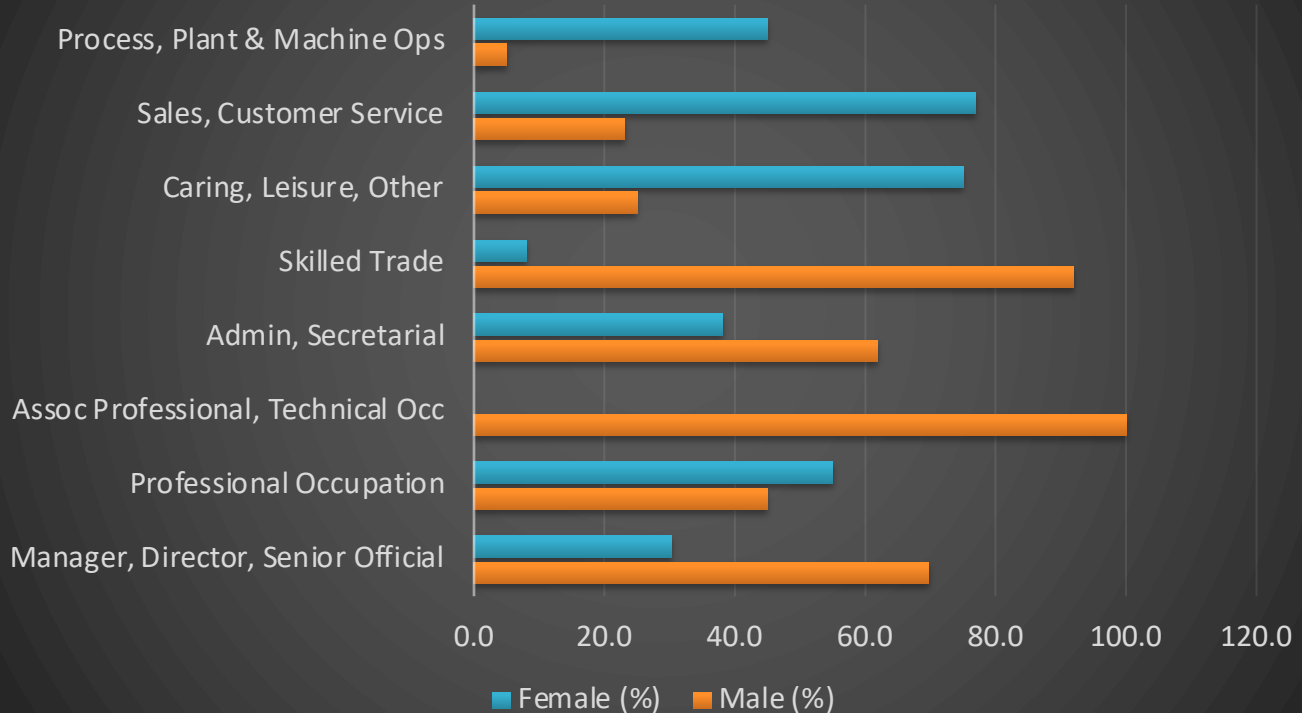
Q4 - £16.99 / Hour and above

Bonus Pay

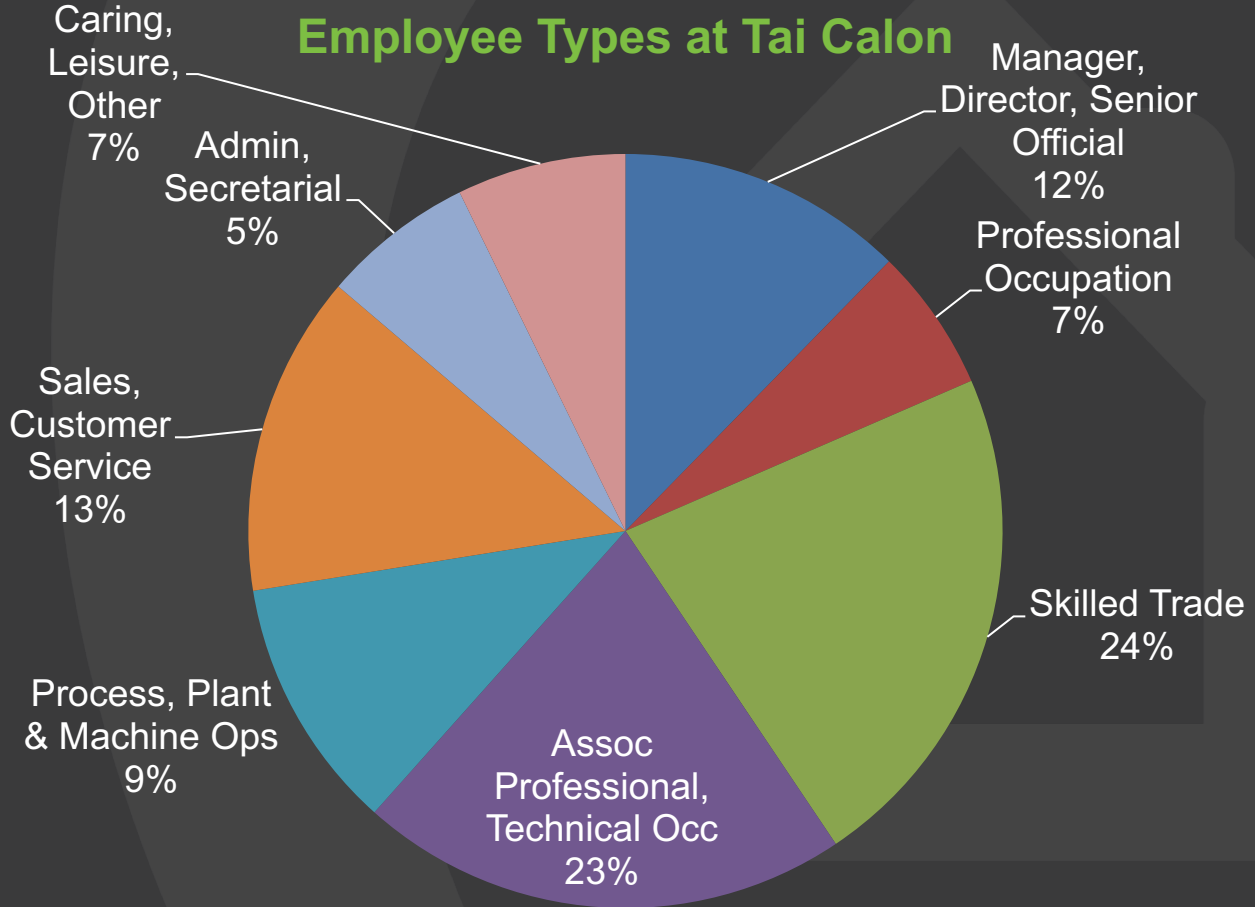


We did not award bonus pay at the time of reporting.

Employee Types by Gender at Tai Calon



Employee Types at Tai Calon



Top female under-represented roles
All Trade Roles are female under-
represented

- All multi-skilled Trade roles - 100% Male



Top 3 Male Under-represented Roles

1. Project Support and TLO – 100% Female
2. Customer Service Adviser – 84% female
3. Administrators - 75% Female



Part-Time Employees

(Employees who work 30 or fewer hours per week)



Female
55%

Male
45%



Gender Pay Gap Comparison

Tai Calon
Median 2021

10.2%

Tai Calon
Median 2022

9.1%

Tai Calon
Median 2023

9.1%

National Median
2022

(ONS April 2022 – 2023 data not yet published)

8.3%

Gender Pay Gap Report

Why Do the Facts Show This?

Tai Calon's Gender Pay Gap report shows that female employees' hourly pay is, on average, 9.1% less than male employees, the same as the previous year.

The report also indicates a higher percentage of male employees in the top three pay quartiles than female employees.

The statistics also indicate that the three job types that carry the highest average hourly pay rates (Senior management/directors, professional/technical roles, and skilled trades) are mostly male employees.

Gender Pay Gap Report

Why Do the Facts Show This?

Most organisations will have a gender pay gap of some kind, whether this be in favour of male or female employees.

A gender pay gap doesn't necessarily mean employees are treated unfairly (see Equal Pay). However, organisations must consider the reasons behind the Gender Pay Gap.

Equal Pay

Tai Calon is an equal-pay employer, meaning that people in the same jobs will earn the same hourly pay rate. Our pay rates do not change because of gender or other protected characteristics.

Gender Pay Gap Report

Why Do the Facts Show This?

Recruitment

Tai Calon is committed to recruiting the most talented and suitable people for the jobs we seek to fill. When recruiting, we make decisions based on a person's suitability for the job using the person's specification and not by gender or any other protected characteristic.

All sensitive data is withheld from shortlisting managers to ensure a fair and unbiased process is carried out.

Interview questions are checked by a People & Culture team member to ensure the questions asked are also fair and free from bias.

Gender Pay Gap Report

Why Do the Facts Show This?

Length of Service

Employees with more years of service tend to earn more than those with less service. This may be due to a number of factors; many higher-paid jobs require significant experience, whereas *entry-level* jobs tend to be lower-paid.

Additionally, those with a higher length of service may have been subject to internal promotion.

Gender Pay Gap Report

So What?

Now that we understand what our Gender Pay Gap is, and what influences it, Tai Calon needs to consider how it will respond to the information.

Updating Policies and Procedures

Tai Calon is committed to updating its family-friendly policies and procedures – specifically, those that affect parents, guardians and carers. The updated policies will ensure that employees know the support and flexibility the organisation can give those with family responsibilities.

Tai Calon also promotes Shared Parental Leave to a male employee. The Shared parental scheme emphasises the ability of parents to share the balance of maternity leave between the mother and the father, thus granting greater equality.

In addition to this, Tai Calon is starting to look at bringing in more Family Friendly Policies which will help sustain females in our employment and also attract females.

Gender Pay Gap Report

So What?

Recruitment Review

Our recruitment and selection process is regularly monitored via the People & Culture team at Tai Calon, and we will continue to upskill managers in ED&I areas. We will also work closely with managers to identify roles where certain genders may be under-represented and look at strategies to help support improvements.

The People & Culture team works closely with managers to consider where best to advertise vacancies to promote a greater diversity of candidates and representation of all genders and characteristics.

Tai Calon has also embraced diversity by becoming a disability-committed employer. This initiative supports people of all abilities to have a fair opportunity to begin and develop their careers.

Gender Pay Gap Report

So What?

Organisation Development

Tai Calon has specialist OD partners within the business that work closely with Senior Managers to help promote workforce planning and succession planning principles and support and promote female leaders.

Tai Calon is committed to creating a culture where employees of all genders and backgrounds can aspire to develop, improve and achieve their career ambitions.

Sources

Office of National Statistics:

[Women in the labour market: 2013](#)

[Gender pay gap in the UK: 2018](#)

[Understanding the gender pay gap in the UK](#)

UK Government:

<https://www.gov.uk/government/news/uk-gender-pay-gap>

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