



Tai Calon
Community Housing

Gender Pay Gap Report 2025

Reporting Period: March 2024

CREATING VIBRANT COMMUNITIES ACROSS BLAENAU GWENT.



What Is a Gender Pay Gap Report?



Reporting the Gender Pay Gap was introduced in 2017 to analyse pay and reward in the UK according to gender.

“The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce”. GOV.UK (2024)

The gender pay gap is not the same as unequal pay. Unequal pay is giving women less than men for the same work and this has been against the law since the Equal Pay Act was introduced in 1970. Tai Calon is confident that men and women are paid equally for carrying out equivalent roles across our organisation.

The regulations require us to report the following:

- The mean difference in pay between women and men.
- The median difference in pay between women and men.
- The mean 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 snap-shot date of 31st March 2024.

The importance of the Gender Pay Gap Report

Legal Requirements

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

This reporting requirement is in accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Our commitment to colleagues

Tai Calon exists to inspire its people and go beyond affordable housing, creating vibrant, inclusive communities across Blaenau Gwent.

Central to our vision, mission and values is our commitment to diversity and inclusion. Tai Calon believes in being an inclusive and diverse organisation where all of our customers, colleagues and partners feel welcome and supported. Tai Calon strives to consistently be a great place to work where colleagues can be themselves and thrive.

We recognise that an ongoing reduction in our gender pay gap will contribute to us achieving our wider diversity and inclusion aspirations.



Defining the Terms

There are some words and phrases used in the Gender Pay Gap reporting that isn't always easy to understand. This guide should help you get to grips with the jargon.

Mean – The mean pay gap is the difference between an organisation's total salary spend for men and total salary spend for women. The number is calculated by taking the total salary bill for each and dividing it by the number of men and women employed.

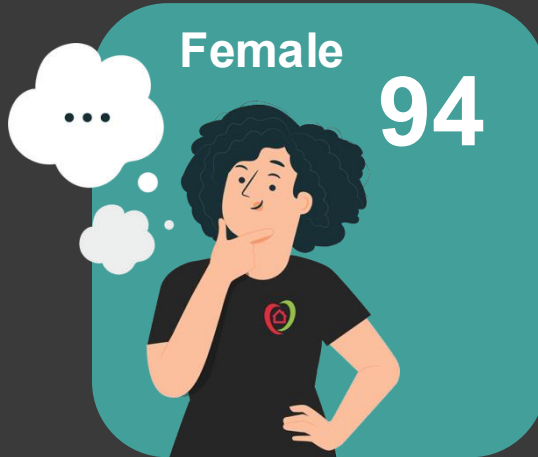
Median—The median pay gap is the difference in pay between the salary of the middle-ranking woman and the middle-ranking man. The number is calculated by listing the salary values of men and women in two separate lines, and the median gap will be the difference between the middle values.

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.

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



Number of Employees



Number of Managers



Mean (Average) Hourly Pay Rate

Female

£17.44



Male

£18.52



Median Hourly Pay Rate





**Mean Gender Pay
Gap**

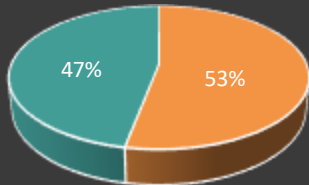
5.8%

**Median Gender
Pay Gap**

0.13%

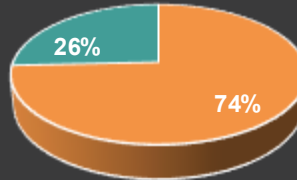
Pay Quartiles

Q1



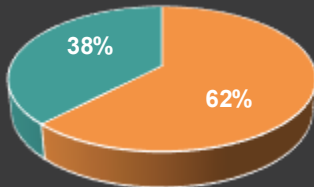
Male Female

Q2



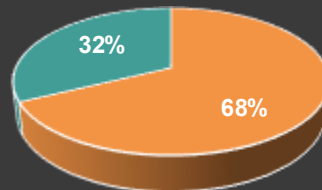
Male Female

Q3



Male Female

Q4



Male Female

Q1 - £8.23 / Hour - £14.09/ Hour

Q2 - £14.10 / Hour - £16.09 / Hour

Q3 - £16.10 / Hour - £19.35 / Hour

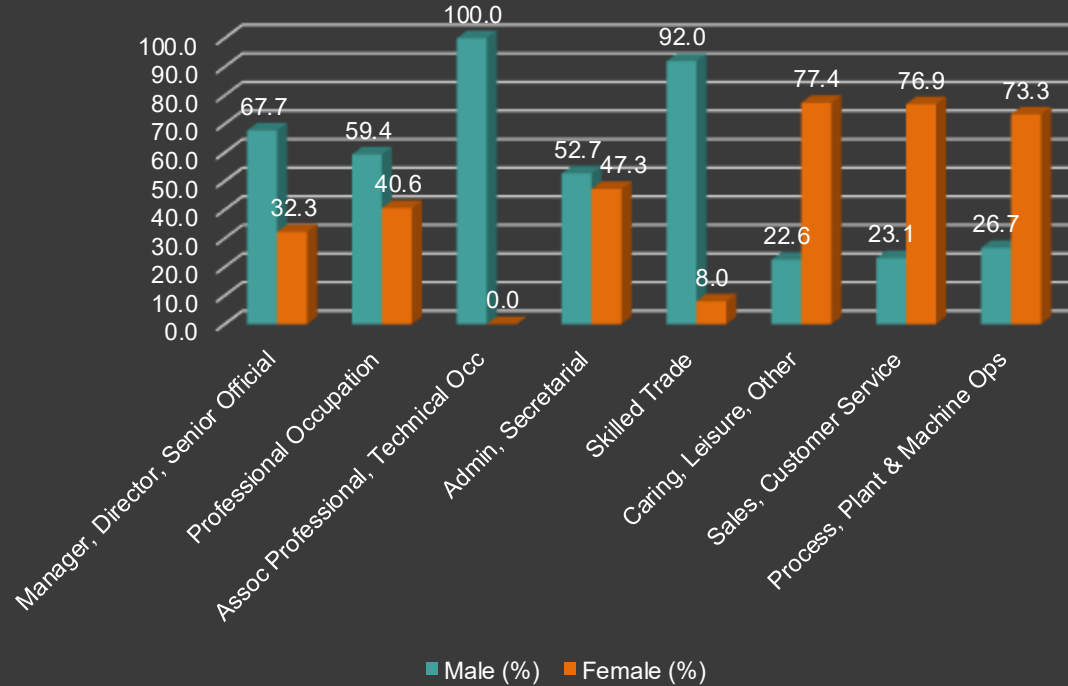
Q4 - £19.36 / Hour and above

Bonus Pay

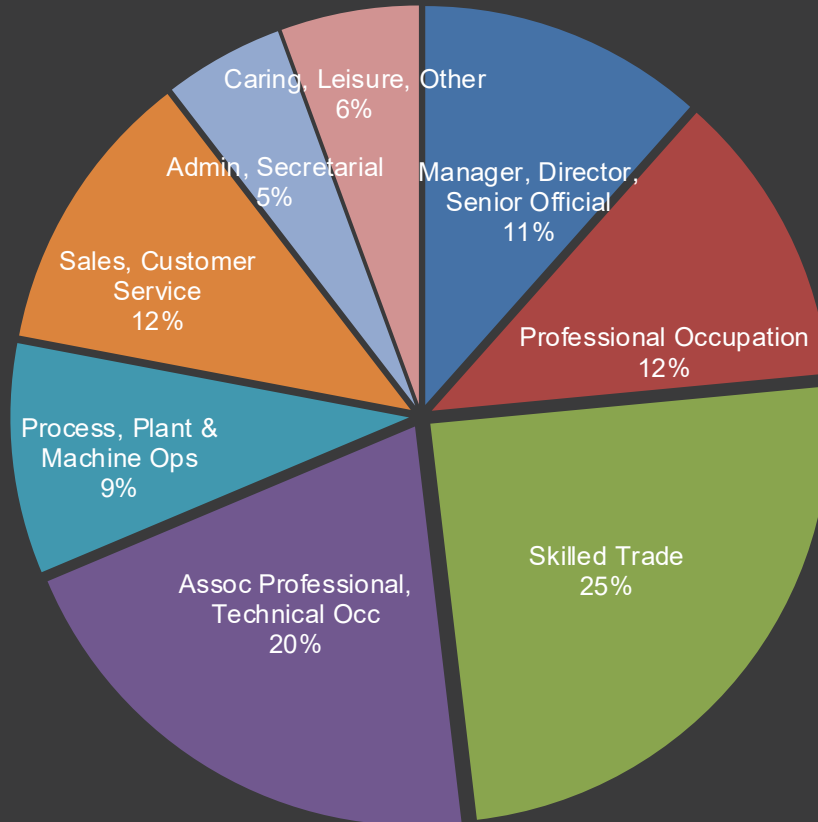


We did not award bonus pay at the time of reporting. Bonus pay is not a part of Terms & Conditions at Tai Calon.

Employee Type by Gender



Employee Types at Tai Calon



Top 3 female under-represented roles

1. Gas Engineer - 100% Male
2. Electrician - 100% Male
3. Bricklayer - 100% Male

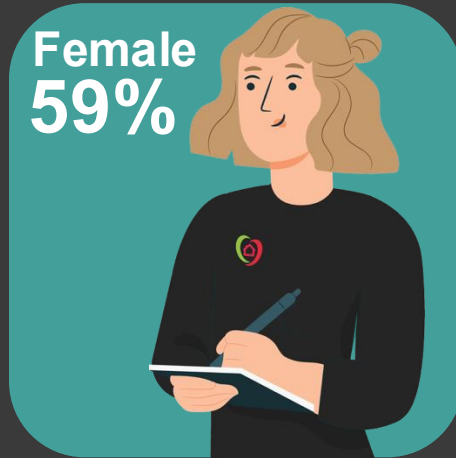
Top 3 Male Under-represented Roles

1. Support & Sustainability Worker – 100% Female
2. Administrators - 100% Female
3. Customer Service Adviser - 78% female



Part-Time Employees

(Employees who work 30 or fewer hours per week)



Comparison of Tai Calon's Gender Pay Gap



National mean 2024

(ONS April 2024)

7%

Our Gender Pay Gap Report Explained

We value the diversity of our colleagues and are committed to creating a working environment that is inclusive to all. We are also confident that men and women are paid equally for carrying out equivalent roles across Tai Calon.

The analysis of our Gender Pay Gap of 5.8% (based on snapshot information dated 31st March 2024) is largely driven by the following:

- Tai Calon employs significantly more males than females overall.
- Our levels of turnover are relatively stable.
- A significantly higher percentage of males occupy roles within the top three pay quartiles.
- The three job types with the highest average hourly pay rate (Senior Management / Directors, Professional / Technical roles, and Skilled Trades) are mostly held by male employees.
- The three job types with the lowest average hourly pay rates (Customer Service, Care/Support, and Administrative roles) are mostly held by female employees.
- At the time of reporting, there were three vacancies at the senior management level. A female senior manager had also recently been promoted to Executive Director.

We will continue to regularly review and ensure our people policies and practices are fair, and this includes actively reviewing decisions around pay.

Our CALON Voice Group will support in shaping and progressing the below actions ensuring colleague voice is captured, listened to and acted upon to strengthen the delivery and impact of all initiatives.

Our commitment moving forward is to:

Continue to review and implement initiatives that support Equality, Diversity & Inclusion

We will complete a review on Equality, Diversity and Inclusion with the aim of setting out focused actions that will accelerate our approach. Based on insights and data (such as this report), we will map out our priority areas and build in a programme of awareness raising, development and action.

Continue to implement consistently our processes for fair recruitment

We will consider how we can improve our 'Employer Brand' and review our recruitment and selection processes, ensuring these are implemented fairly and objectively.

We will also ensure that new roles and vacancies are advertised across a wide spectrum of platforms to reach the widest possible audience. We will also ensure that the diversity of our recruitment panellists is considered to tackle any unconscious bias further.

Address gender distribution in certain areas of Tai Calon

Tai Calon recognises that further strategic marketing and advertising is required to specifically encourage more females into roles such as Director, Manager, skilled professional or trade. Similarly, we can seek to attract more males into roles such as care, support, customer service and administration.

Tai Calon will also develop a Learning & Development Strategy that seeks to strengthen partnerships between the local college and other training providers to support with skills development and the implementation of Apprentice & Graduate Schemes.

Actively develop our talent pool

Linked to the above, we will also continue to implement our various leadership development programmes and launch a new mentoring programme.

Over the next 18 months we will also develop a clear succession plan for middle managers and leaders that is supported by focussed coaching and development plans.

Actively encourage flexible working

We will continue to actively encourage flexible and agile ways of working to ensure we can support colleagues in achieving a positive work-life balance.

We are also committed to updating our family-friendly policies and procedures. The updated policies will ensure that employees are aware of the support and flexibility the organisation can give to those with family responsibilities.

Closing Statement

It is an incredibly exciting time at Tai Calon as we move into our next chapter and launch our new Corporate Plan for 2025 -2029.

Our purpose is to “*inspire our people and create vibrant, inclusive communities across Blaenau Gwent.*” *While our purpose is to serve our customers—the families and individuals in our homes and our communities—it is also imperative that we create an internal culture and working environment where colleagues are inspired, engaged, and feel pride about the work that we do and the difference we make.*

Tai Calon is dedicated to creating a culture where everyone can develop, improve and achieve their career ambitions in an environment where we are comfortable in being ourselves and one where our differences are celebrated.

We are committed to the actions within this report and look forward to updating our Gender Pay Gap in 2026 and highlighting the progress made.

We confirm that the data reported within this document is accurate.

Jo Curtis

Jo Curtis

Director of People & Culture

Sources

Office of National Statistics:

Gender pay gap in the UK: 20124

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

UK Government:

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

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