

## WHAT IS THE GENDER PAY GAP?

The gender pay gap is the percentage difference between average hourly earnings for men and women regardless of the type of work they undertake across the whole organisation, business sector, industry or the economy as a whole.

## THE GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

An equal pay assessment would involve direct comparison of two people, normally a man and a woman carrying out the same or similar jobs.

## MEAN GENDER PAY GAP



The mean gender pay gap is the difference in the average hourly rate of pay at Linc between men and women.

## MEDIAN GENDER PAY GAP



If all the women at Linc stood in a line in order of hourly rate of pay, and all the men did the same in another line, the median gender pay gap is the difference in hourly rate of pay between the woman in the middle and the man in the middle.

## LINC WORKFORCE PROFILE

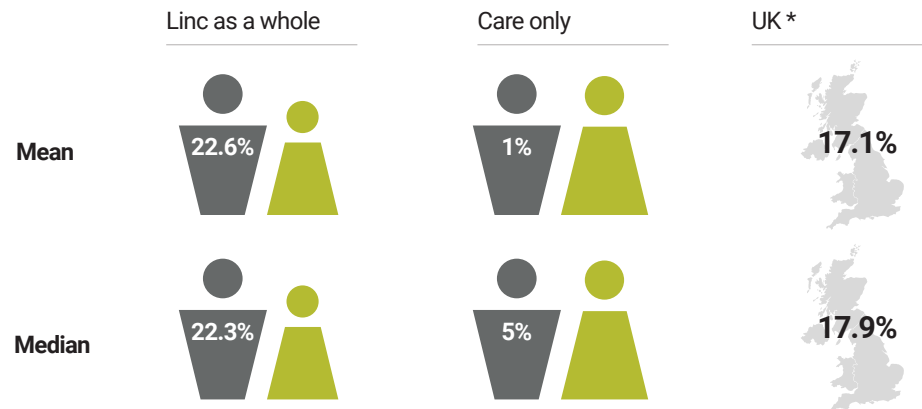
At Linc we are very proud of our diverse and inclusive workforce. We have built an environment that encourages our colleagues to thrive and fulfil their potential, regardless of gender or background. Whilst we would like there to be no gender pay gap, the factors contributing to our gender pay gap are not exclusive to Linc and reflect wider norms in the industry and society.



**76%**  
of which 40% work part time

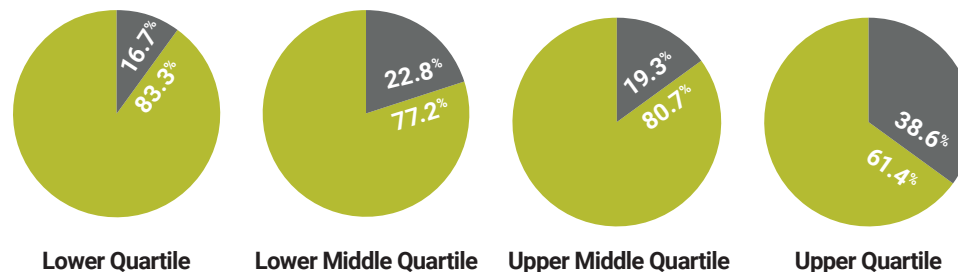
**24%**  
of which 20% work part time

## OUR RESULTS



## PROPORTION OF MEN AND WOMEN IN EACH QUARTILE PAY BAND

\*Based on provisional figures from ASHE Survey 2018



## PROPORTION OF MEN AND WOMEN EMPLOYED ON 5<sup>TH</sup> APRIL 2018 WHO RECEIVED A BONUS:



## BONUS PAY DIFFERENCE BETWEEN MEN AND WOMEN:

Median **8.6%** Mean **17.3%**

## UNDERSTANDING THE DATA

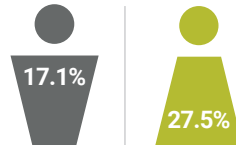
In line with many other companies, we are reporting wider gender pay gaps than we did last year. In March 2018 Linc welcomed a new CEO to the Executive Team. In the GPG snapshot period both the incoming and outgoing CEO were employed by Linc which has had an impact on the 2018 Gender Pay Gap figure. If we included only the current CEO, then our Mean GPG would be 19.8% and our Median GPG would be 22.1% - the Mean being an improvement on last year's figure.

A key factor behind our gender pay gap is that 80% of our workforce in the lowest paid jobs in our Care sector are women. However, 82% of our professional nursing staff are women. It is also important to note that 54% of those in our highest paid senior leadership roles are women, which supports our commitment to equality. While there remains a higher proportion of men in the upper pay quartile, there is a more even distribution of women across all pay quartiles.

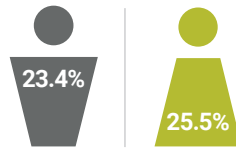
There is a much higher proportion of both men and women who received a bonus in comparison to the 2017 figures. This is due to the fact that a large number of employees last year had transferred over to Linc under TUPE arrangement and were not eligible to receive a bonus at that time.

## DISTRIBUTION OF MEN & WOMEN BETWEEN QUARTILES

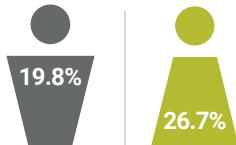
### Lower Quartile



### Lower Middle Quartile



### Upper Middle Quartile



### Upper Quartile



## OUR ACHIEVEMENTS AND COMMITMENTS

We are keen to ensure that we have the right customs and practices in place to support our ambition to create an environment where everyone can flourish. The 'One Linc' Business Plan 2019/21 is full of actions to achieve this, and staff will have the opportunity to help shape what this looks like. We will ensure that the people who get involved, particularly in our modernisation programme, will be those with the most appropriate skills, ambition and passion.

Over the last year we have fulfilled our commitment to strengthen access to coaches and mentors for our employees. The management team are currently undertaking coaching and mentoring skills training as part of the leadership development programme. This demonstrates our commitment to progression and personal development for everyone who wishes to undertake it.

In the nursing home part of our business, where in approximately 60% of our staff work and more than 80% are women, we have actively promoted the undertaking of formal vocational qualifications. We now have a considerable number of Care Assistants currently undertaking an apprenticeship in Health and Social Care.

To help us to monitor the attraction and recruitment profile of our candidates and prospective employees, we utilise a recruitment software programme, Recruitiv. This has a comprehensive reports function which allows for better analysis of candidates at the point of application. We will regularly analyse the data and where necessary update, the nature and style of our adverts to ensure our vacancies are accessible to the widest audience.

Linc are working towards the Investors in Diversity Standard, and as part of this will be adopting the FREDIE Principles: Fairness, Respect, Equality, Diversity, Inclusion, Engagement. A revised e-learning module detailing these principles will be launched shortly, together with an accompanying action plan.

This report covers employees of Linc Cymru Housing Association at all levels, including the Executive Team.

As CEO for Linc Cymru Housing Association, I, Scott Sanders can confirm that the information contained herein is accurate.

**Scott Sanders,**  
CEO - Linc Cymru Housing Association