

# Gender Pay Gap Report 2025

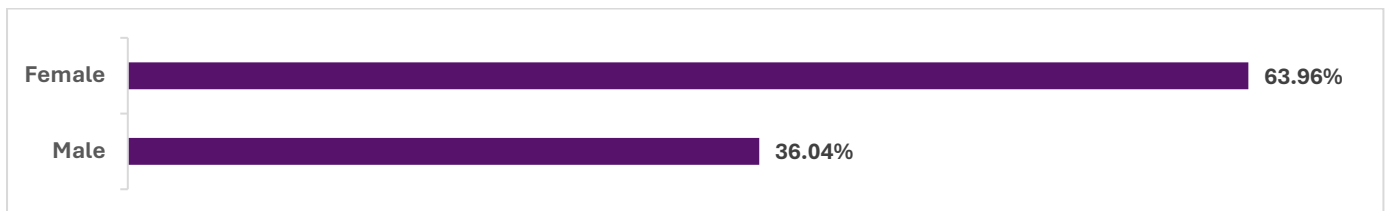
## What are pay gaps?

Pay gaps are a measure used to assess the difference in average earnings between different groups of people in an organisation e.g. men and women. At ClwydAlyn, we have been publishing our gender pay gap data since 2018. We provide a written statement on our website and report our data via the government pay gap reporting service. This report sets out our gender pay gap data as at April 2025.

## Gender Pay Gap

The gender pay gap measures the gap between the hourly rate of women and the hourly rate of men.

## Our Workforce Profile:

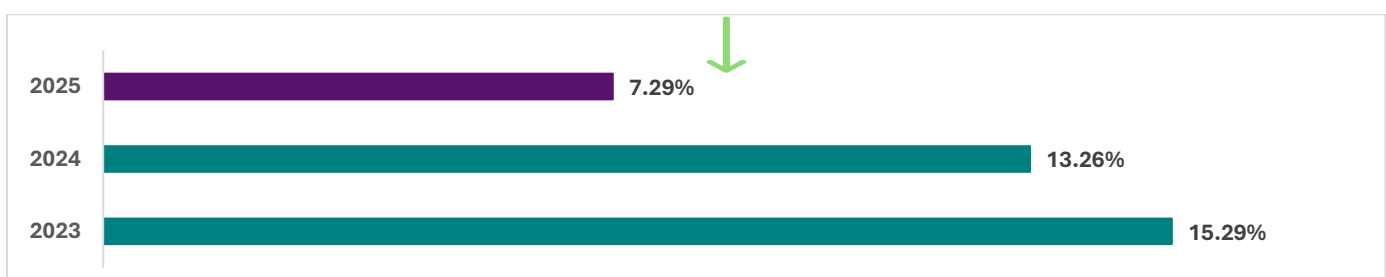


## The Median Gender Pay Gap

The median gender pay gap is calculated by listing all salaries from highest to lowest and then selecting the number (or two numbers) in the middle of that list. The median gender pay gap is the difference between the middle figure(s) for women and for men.



## The Mean Gender Pay Gap



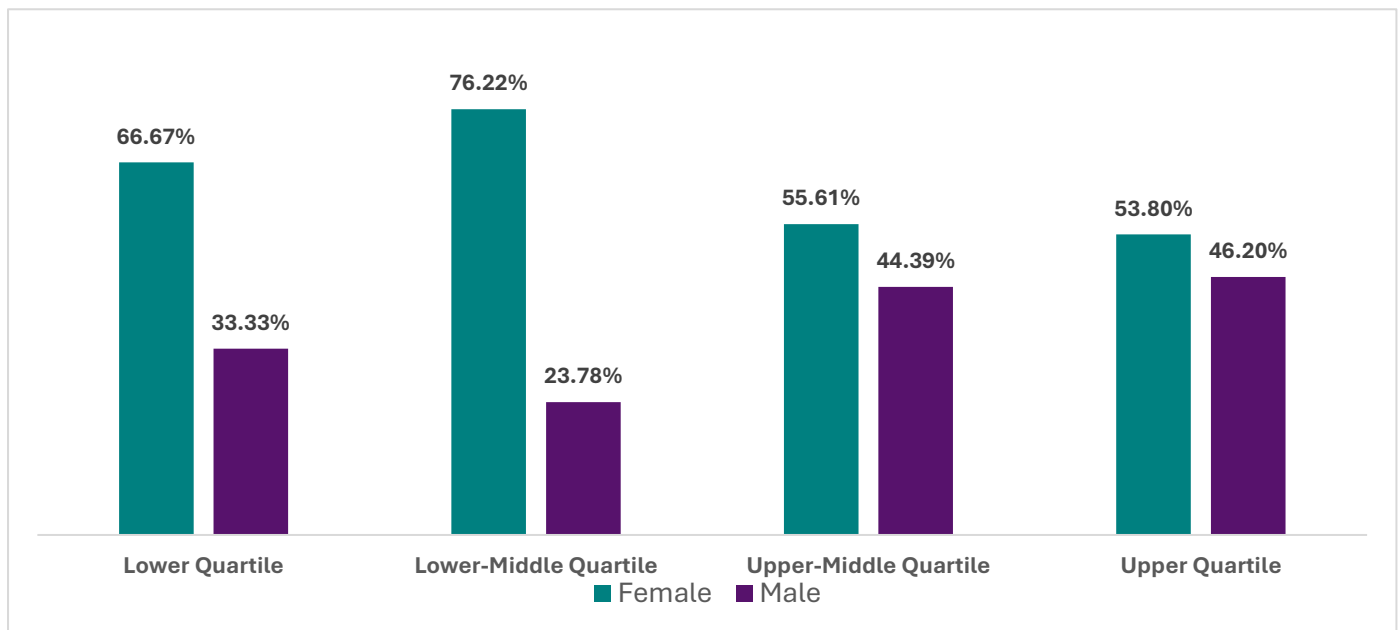
The mean gender pay gap is calculated by adding all the men's hourly salaries and dividing that figure by the number of men in the organisation. This formula is repeated

for female employees. The mean gender pay gap is the difference between those two figures.

## Quartile Pay Bands

These quartiles are calculated by listing salaries of men and women from lowest to highest and splitting the list into four equal segments, known as quartiles.

The proportion of male and female employees in the lower, lower-middle, upper-middle and upper quartile pay bands is as follows:



## Our Progress & Future Priorities

During the 12 months to April 2025, we recruited 160 new staff, 51.25% of which were female and 48.75% were male. 22 of these appointments were into managerial, professional or technical roles, 10 of which were female. During the same period, we saw a total of 36 internal promotions, 69.44% were female.

Of our Executive and Senior Leadership Team, 60% are female and 40% are male. We hope that a continued higher number of female role models will continue to attract more women into professional, managerial, or technical roles.

We continue to use Pathway, Trainee and Apprenticeship roles across the business. In the 12 months to April 2025, we recruited into 16 Pathway, Trainee or Apprenticeship roles of which, six were female. Moving forward, we are committed to continuing to introduce new Pathway roles across the business and we continuously consider whether roles which become vacant could be replaced with a Pathway or Trainee role, aiming to create greater opportunities for career progression and development.

Over the last 12 months, we have worked collaboratively with local schools, colleges and universities to promote careers within social housing and to help break down stereotypes

relating to roles which have historically been viewed as female or male-dominated. We are committed to continuing and strengthening this work over the next 12 months.

We have rolled out unconscious bias training as part of our Leadership Development Programme (LDP). This work will continue with the LDP becoming a mandatory part of all management training. This year, we also plan to begin to introduce 'blind recruitment', facilitated by our new applicant tracking system, Talos. The aim to reduce any unconscious bias in recruitment processes thus improving opportunities for underrepresented groups.

Last year, we undertook a comprehensive data collection exercise ('Getting to Know You') and we have continued to try to fill gaps in data where we have them and will continue to do so. We want to continue to create a culture of trust which promotes people having confidence in sharing their information with us.

We are currently busy shaping what our updated Inclusion Plan will look like in line with our brand-new Corporate Plan. Our Inclusion Plan will continue to encourage equality of opportunity, diversity and inclusion within ClwydAlyn and the communities that we are part of, promoting fulfilling and truly inclusive work experiences.