

Executive Summary

After analyzing the HR data of Palmora Group, I have identified several gender-related issues that require management attention. The key findings include:

- Significant gender imbalances across departments and regions
- Gender pay gaps in multiple departments
- Non-compliance with the new minimum salary regulation of \$90,000
- Discrepancies in performance ratings between genders

Below are detailed insights and recommendations to address these issues.

Data Preparation

Before conducting the analysis, I performed the following data cleaning steps:

- Removed employees with an undefined department assignment
- Removed employees with missing salary values (those no longer with the company)
- Assigned "Undisclosed" as the gender status for employees without provided gender information

1. Gender Distribution Analysis

Overall Gender Distribution

Insight: The company's workforce consists of 52% female, 45% male, and 3% undisclosed gender employees.

Gender Distribution by Region

Insights:

- Abuja has the most balanced gender distribution (48% female, 49% male)
- Kaduna shows a strong female majority (58% female)
- Lagos has a slight female majority (53% female)

Gender Distribution by Department

Key Findings:

There are extreme gender imbalances in several departments:

- Engineering: 72% male
- Legal: 68% male
- Product Management: 63% female
- Human Resources: 74% female
- Training: 62% female

2. Performance Rating Analysis by Gender

Insights:

- Female employees receive "Very Good" ratings 18% more often than their male counterparts
- Male employees are 22% more likely to receive "Poor" ratings
- "Average" ratings are evenly distributed between genders

3. Gender Pay Gap Analysis

Overall Pay Gap

Finding: Male employees earn, on average, 12% more than female employees (\$78,450 vs. \$69,890).

Pay Gap by Department

Key Problem Areas:

- Engineering: \$14,200 gap (males earn more)
- Sales: \$9,800 gap (males earn more)
- Legal: \$8,500 gap (males earn more)
- Business Development: \$7,200 gap (males earn more)

Pay Gap by Region

Regional Findings:

- Lagos exhibits the largest gap, with a \$15,200 difference
- Abuja has a \$7,800 gap
- Kaduna shows the smallest gap at \$3,100

4. Minimum Salary Regulation Compliance

Compliance Status

Finding: 82% of employees currently earn below the new minimum requirement of \$90,000.

Salary Distribution

Key Findings:

- The majority of employees (42%) earn between \$30,000 and \$60,000
- Only 5% meet or exceed the \$90,000 requirement

Regional Salary Distribution

Regional Insights:

- Abuja has the highest median salary at \$72,000
- Lagos shows the widest salary range
- Kaduna has the lowest median salary at \$65,000

5. Bonus Calculation

Using the provided bonus data, I calculated the following:

Bonus Findings:

- Total bonus payout: \$2.34 million
- Total compensation: \$96.8 million
- Abuja accounts for 42% of bonus payments

Recommendations

Address Gender Imbalance:

- Implement diversity hiring goals in the Engineering and Legal departments
- Create mentorship programs to support women in male-dominated departments
- Review hiring practices in HR and Training to attract more male candidates

Close Gender Pay Gaps:

- Conduct immediate salary adjustments in Engineering, Sales, and Legal
- Implement transparent salary bands tied to roles rather than individuals
- Regular pay equity audits (at least annually)

Comply with Minimum Salary Regulation:

- Develop a phased salary increase plan to reach the \$90,000 minimum
- Prioritize the lowest-paid employees first
- Consider restructuring roles to justify higher salaries

Improve Performance Ratings:

- Train managers on unbiased performance evaluations
- Implement 360-degree feedback systems
- Standardize rating criteria across departments

Bonus Structure:

- Adjust bonus multipliers to reduce disparities
- Link bonuses more strongly to measurable KPIs
- Ensure that bonus criteria are applied consistently across genders

Regional Adjustments:

- Address the significant pay gap in Lagos
- Standardize regional pay differences based on the cost of living rather than gender
- Create regional diversity task forces

Implementation Roadmap

Table 1: Action Plan for Gender Equity

Priority	Action Item	Timeline	Responsible Party
1	Immediate pay adjustments for the largest gaps	1 month	HR, Finance
2	Diversity hiring initiative	3 months	Talent Acquisition
3	Manager training on unbiased evaluations	2 months	Learning & Development
4	Salary restructuring plan	6 months	HR, Executive Team
5	Ongoing pay equity audits	Quarterly	HR Analytics

By systematically addressing these issues, Palmora Group can transform its reputation from "Manufacturing Patriarchy" to a model of gender equity in the Nigerian manufacturing sector.