**PALMORA ANALYSIS**

**GENDER PAY GAP ANALYSIS**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| |  |  |  |  | | --- | --- | --- | --- | | **GENDER PAY GAP ANALYSIS IN DEPARTMENT** | | |  | | **Departments** | **Gender** |  |  | |  | **Female** | **Male** | **Prefer not to say** | | Accounting | $ 2,042,290.00 | $ 2,868,610.00 | $ 205,120.00 | | Business Development | $ 3,059,740.00 | $ 3,034,610.00 | $ 149,870.00 | | Engineering | $ 2,866,040.00 | $ 2,445,010.00 | $ 460,140.00 | | Human Resources | $ 2,729,730.00 | $ 2,804,250.00 | $ 282,850.00 | | Legal | $ 2,329,230.00 | $ 3,576,900.00 | $ 383,870.00 | | Marketing | $ 2,452,340.00 | $ 2,432,160.00 | $ 105,870.00 | | Product Management | $ 2,901,700.00 | $ 3,576,740.00 | $ 36,480.00 | | Research and Development | $ 2,530,950.00 | $ 2,140,940.00 | $ 393,070.00 | | Sales | $ 2,534,640.00 | $ 2,881,590.00 | $ 356,500.00 | | Services | $ 3,069,170.00 | $ 2,939,880.00 | $ 201,200.00 | | Support | $ 2,521,050.00 | $ 3,251,410.00 | $ 304,900.00 | | Training | $ 2,774,960.00 | $ 2,825,030.00 | $ 254,830.00 | | | | | |  |  | |  | | |  |  | |  | |  | |
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| **GENDER PAY GAP ANALYSIS BY REGION** | | |  |
| **REGION** | **Gender** |  |  |
|  | **Female** | **Male** | **Prefer not to say** |
| Abuja | $ 11,131,420.00 | $ 11,646,040.00 | $ 1,338,820.00 |
| Kaduna | $ 11,929,130.00 | $ 13,622,690.00 | $ 1,101,000.00 |
| Lagos | $ 8,751,290.00 | $ 9,508,400.00 | $ 694,880.00 |
| **Grand Total** | **$ 31,811,840.00** | **$ 34,777,130.00** | **$ 3,134,700.00** |

Department-Level Findings

* Engineering is a standout for equity — female staff earned more than male staff, indicating fair practices.
* Legal and Support showed the largest pay gaps in favor of male employees ($1.25M and $730K respectively), suggesting systemic imbalance.
* Product Management also had a notable gender gap ($675K), requiring focused review.
* Business Development, Sales, and Services showed near-parity, signaling progress in some business units.

Regional-Level Findings

* Kaduna had the widest regional gap — males earned $1.69M more than females.
* Abuja showed a moderate gap (~$514K) but had the highest share of undisclosed gender salaries, indicating possible trust or cultural concerns.
* Lagos was relatively balanced, with a $757K gap, and fewer cases of gender non-disclosure.

Key Insight

Palmora Group has made progress in some areas, but significant pay disparities remain in specific departments and regions. These findings call for targeted equity reviews and improved workplace transparency to ensure fairness across the organization.

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| **Pay distribution by Salary Band**  **Pay distribution of employees grouped by salary band** | | |
|  |  |  |
|  | **Salary Band** | **Number of Employees** |
|  | 20000 - 30000 | 26 |
|  | 30000 - 40000 | 103 |
|  | 40000 - 50000 | 105 |
|  | 50000 - 60000 | 96 |
|  | 60000 - 70000 | 99 |
|  | 70000 - 80000 | 117 |
|  | 80000 - 90000 | 108 |
|  | 90000 - 100000 | 90 |
|  | 100000 - 110000 | 105 |
|  | 110000 - 120000 | 97 |
|  | **Grand Total** | **946** |

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| --- | --- | --- | --- | --- |
| **Pay distribution of employees grouped by salary band per Region** | | | | |
|  |  |  |  |  |
| **Number of Employees** | **Column Labels** | |  |  |
| **Salary Band** | **Abuja** | **Kaduna** | **Lagos** | **Grand Total** |
| 20000 - 30000 | 9 | 11 | 6 | 26 |
| 30000 - 40000 | 37 | 41 | 25 | 103 |
| 40000 - 50000 | 45 | 33 | 27 | 105 |
| 50000 - 60000 | 37 | 41 | 18 | 96 |
| 60000 - 70000 | 36 | 37 | 26 | 99 |
| 70000 - 80000 | 35 | 48 | 34 | 117 |
| 80000 - 90000 | 39 | 39 | 30 | 108 |
| 90000 - 100000 | 29 | 32 | 29 | 90 |
| 100000 - 110000 | 39 | 41 | 25 | 105 |
| 110000 - 120000 | 29 | 38 | 30 | 97 |
| **Grand Total** | **335** | **361** | **250** | **946** |

**GENDER DISTRIBUTION**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **GENDER DISTRIBUTION BY REGION** | | |  | | |
|  |  |  |  | | |
| **Count of Name** | **Column Labels** |  |  | | |
| **Gender** | **Female** | **Male** | **Prefer not to say** | | |
| Abuja | 158 | 159 | 18 | | |
| Kaduna | 165 | 182 | 14 | | |
| Lagos | 118 | 124 | 8 | | |
|  |  |  |  | | |
| **GENDER DISTRIBUTION BY DEPRATMENTS** | | | | | | |  |
|  | | | |  |  | |  |
| **DEPARTMENTS** | | | |  |  | |  |
|  | | | | **Female** | **Male** | | **Prefer not to say** |
| Accounting | | | | 28 | 37 | | 2 |
| Business Development | | | | 41 | 37 | | 3 |
| Engineering | | | | 38 | 36 | | 6 |
| Human Resources | | | | 41 | 38 | | 3 |
| Legal | | | | 34 | 49 | | 5 |
| Marketing | | | | 31 | 33 | | 1 |
| Product Management | | | | 41 | 47 | | 1 |
| Research and Development | | | | 38 | 31 | | 5 |
| Sales | | | | 36 | 40 | | 4 |
| Services | | | | 42 | 37 | | 3 |
| Support | | | | 35 | 42 | | 4 |
| Training | | | | 36 | 38 | | 3 |

Across Regions

* Kaduna has the highest headcount overall, with slightly more male than female employees.
* Abuja shows a near-equal split between male (159) and female (158), which suggests strong gender balance.
* Lagos, while smaller in staff count, follows a similar pattern, though there is still a slightly higher number of male employees.

Across Departments

* Most departments show moderate gender balance, but:
  + Legal and Support departments have a noticeable male majority.
  + Engineering has a more inclusive mix with 6 employees preferring not to disclose gender — the highest such number across departments.
  + Accounting, Training, and Services lean slightly toward female representation.

Overall Reflection

While Palmora demonstrates a generally healthy gender spread, some departments still show traditional role clustering (e.g., more males in Legal and Support). The presence of a significant "Prefer not to say" group in certain units may point to underlying concerns about disclosure comfort, signaling the need to improve psychological safety and inclusion practices.

**RATING DISTRBUTION**

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| --- | --- | --- | --- | --- |
| **Ratings** | **Gender** | |  |  |
|  | **Female** | **Male** | **Prefer not to say** | **Grand Total** |
| Average | 190 | 212 | 18 | 420 |
| Good | 89 | 82 | 9 | 180 |
| Not Rated | 35 | 34 | 2 | 71 |
| Poor | 58 | 70 | 3 | 131 |
| Very Good | 49 | 36 | 5 | 90 |
| Very Poor | 20 | 31 | 3 | 54 |
| **Grand Total** | **441** | **465** | **40** | **946** |

* "Average" is the most common rating, given to 420 employees, with slightly more males (212) than females (190).
* 71 employees were not rated at all — nearly 8% of the workforce. This raises concerns about inconsistency in performance evaluation practices.
* Females were more frequently rated “Very Good” (49) compared to males (36), but males were more often rated “Very Poor” (31) than females (20).
* The relatively even distribution of ratings suggests some effort at fairness, but the presence of unrated employees and outliers in extreme ratings indicates room for improvement.

What This Tells Us:

Palmora needs a more consistent and transparent performance review system. The gap in “Not Rated” staff shows potential oversight or bias in how evaluations are managed, which could impact bonuses, promotions, and morale

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| **TOTAL PAYOUT BY REGION AND COMPANY WIDE** | | |
|  |  |  |
|  | **Region** | **Total Payouts** |
|  | Abuja | $ 24,917,424.21 |
|  | Kaduna | $ 27,478,731.78 |
|  | Lagos | $ 19,526,793.31 |
|  | **Total Company Payout** | **$ 71,922,949.30** |

Total Payout Insights

Palmora Group spent over $71.9 million in total employee compensation across all three regions.

Regional Breakdown:

• Kaduna had the highest payout at $27.48 million, likely due to a larger headcount or higher salary allocations in specific departments.

• Abuja followed with $24.91 million, showing a fairly balanced compensation structure.

• Lagos, despite being the commercial hub, had the lowest payout at $19.52 million, which may suggest either fewer employees or more staff in lower salary bands.

What This Means:

The variation in payouts highlights regional differences in either staffing levels, salary structures, or role distributions. This insight can guide resource planning, cost optimization, and future compensation audits.