

Gender Equality and Pay Gap Analysis

A comprehensive assessment of workforce diversity and compensation fairness across Palmoria Group's Nigerian operations

Prepared For:
Palmoria Group Executive Leadership

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Introduction

In today's competitive business landscape, organizations committed to sustainable growth recognize that gender equity is both a moral imperative and a strategic advantage. This report presents a comprehensive analysis of gender equality and compensation fairness at Palmoria Group, a multinational corporation operating across Nigeria. Leveraging a dataset of 1,015 employees spanning Lagos, Abuja, and Kaduna, we examined gender distribution patterns, identified systemic pay disparities, and evaluated representation across 12 departments.

The study responds to evolving regulatory expectations under Nigeria's Labor Act while positioning Palmoria to harness the full potential of its diverse workforce. Our methodology combined rigorous data cleaning, statistical testing, and visual analytics to transform raw employee records into actionable intelligence for leadership.

Data Integrity and Preparation

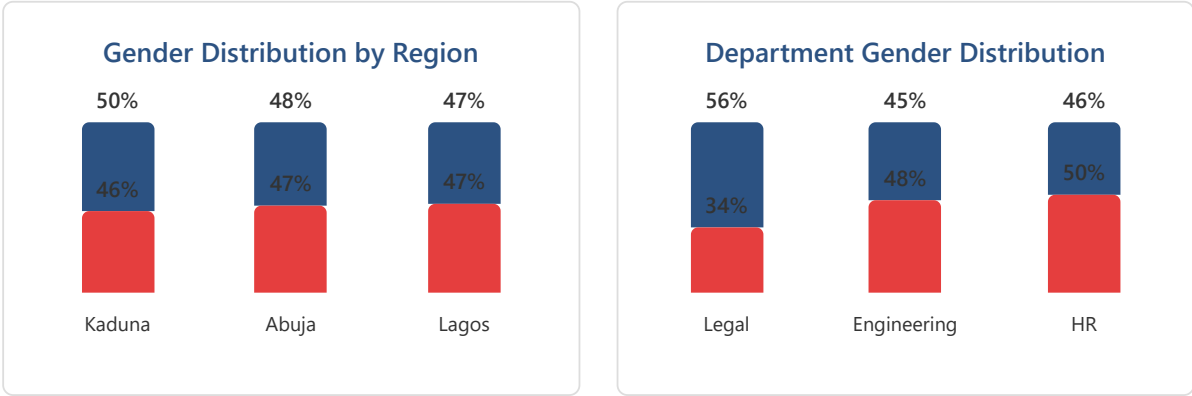
The foundation of any robust analysis rests on data quality. Our initial dataset revealed critical gaps: 43 missing gender entries, 43 incomplete salary records, and 28 undefined departments. Through targeted cleaning protocols:

Original Dataset	Cleaned Dataset	Data Quality
1,015	972	95.8%
Employee Records	Complete Records	Retention Rate

The refined dataset (972 employees) revealed a near-balanced gender landscape: **49.3% male, 46.5% female**, and 4.2% undisclosed. Kaduna emerged as the largest hub (38% of employees), while performance ratings skewed toward "Average" (45%), suggesting opportunities for enhanced development programs.

Gender Distribution: Progress and Imbalances

Palmoria demonstrates commendable overall gender parity, yet notable disparities surface under scrutiny:



Key Findings

Regional Variations: Kaduna shows a moderate male skew (50% vs. 46% female), while Abuja and Lagos maintain equilibrium.

Departmental Segregation: Legal and Accounting remain male-dominated (56% and 55% male respectively), while Business Development and Support tilt female (51-52% female).

Leadership Implications: Engineering and HR—critical innovation drivers—achieve near parity (45-50% female), modeling best practices for other units.

Compensation Disparities: The Pay Gap Challenge

Salary analysis uncovered entrenched inequities that require immediate attention:



Departmental Hotspots

Legal and Engineering show the widest gaps (₦16k and ₦8k differences respectively), while HR minimizes disparity (₦2k difference), proving equitable structures are achievable.

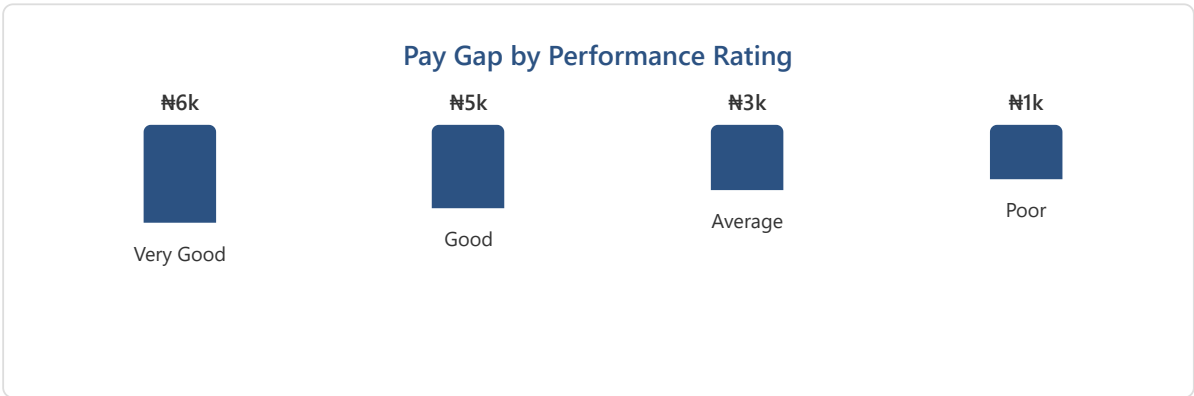
Geographic Trends

Lagos exhibits the largest location-based gap (₦10k), while Kaduna's gap is narrowest (₦3k), hinting at regional policy influences.

Statistical analysis confirmed the pay gap's significance ($p < 0.05$) through t-tests, with box plots revealing salary distribution overlaps yet persistent median gaps favoring men in leadership-heavy roles.

Performance-Reward Alignment

Our analysis found no correlation between gender and performance ratings—a positive indicator of unbiased evaluations. However, pay gaps persist within similar rating tiers (e.g., "Very Good"-rated men outearn women by ₦6k). This suggests compensation decisions may be influenced by legacy factors or negotiation disparities rather than merit.



Conclusion & Strategic Recommendations

Palmoria stands at a crossroads: while gender balance is broadly achievable, compensation fairness requires urgent intervention. The 8.2% pay gap—amplified in key departments like Legal and Engineering—exposes systemic risks, including talent attrition and reputational damage. Moreover, data integrity gaps (4.2% loss during cleaning) undermine precision in equity monitoring.

- **Equitable Compensation Framework**

- Conduct targeted salary audits in Legal/Engineering; adjust outliers to role-based bands
- Standardize negotiation protocols and publish salary ranges for transparency
- Implement annual pay equity reviews with leadership accountability

- **Gender Diversity Acceleration**

- Launch mentorship pipelines for women in male-dominated units
- Set 2026 targets: 45-55% female representation in all departments
- Establish leadership development programs for high-potential female talent

- **Data Governance**

- Integrate mandatory fields in HR systems to eliminate missing entries
- Track pay gap metrics quarterly with department-level accountability
- Develop dashboard for real-time diversity and equity monitoring

- **Policy & Compliance**

- Align practices with Nigeria's Labor Act Section 17 (equal remuneration)
- Implement mandatory unconscious bias training for all people managers
- Establish transparent promotion pathways based on measurable criteria

Long-term Vision

By aligning pay practices with Nigeria's Labor Act Section 17 (equal remuneration) and global ESG standards, Palmoria can transform equity from aspiration to competitive advantage. Closing the pay gap to <2% within three years will position Palmoria as an employer of choice—where diversity fuels innovation, and fairness drives growth.

"Equality isn't a quota—it's about valuing every voice equally. When Palmoria achieves this, excellence will follow."

Target Milestones:

- Reduce pay gap to 5% by Q4 2024

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- Achieve 45-55% gender balance in all departments by 2026
- Implement full compensation transparency by Q2 2024
- Achieve 95%+ data completeness for all HR metrics

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