



**Cartrefi
Cymunedol
Cymru**

**Community
Housing
Cymru**

**Chief Executive Pay Transparency Report
for Housing Associations**

2024



Contents

1. Introduction	2
2. The Survey Sample	4
3. CEO Pay - Quartile Results Summary	5
4. Pay Increases	6
5. Chief Executive Base Salary	9
6. Race and Ethnicity	13
7. Chief Executive Benefits	14
8. Board payment	15
9. Gender pay analysis	16
10. Appendix	18

I. Introduction

- 1.1. Community Housing Cymru (CHC) is working in partnership with TBP2 Inbucon to provide this report on Chief Executive pay. The aim of this Report is to provide clear and transparent information on Chief Executive (CEO) pay in Housing Associations in Wales. This full report has been prepared for Housing Associations. CHC will produce a separate external briefing note.
- 1.2. This is an important sector in Wales not just in terms of the provision of affordable housing but also as an employer.
- 1.3. CHC is the voice of Housing Associations in Wales. CHC represents 33 not-for-profit Housing Associations that provide almost 174,000 homes to 10% of the Welsh population.
- 1.4. Since April 2017, CHC have published a Chief Executive Pay Report on behalf of Housing Associations in Wales.
- 1.5. Some housing associations provide registered social care services and/or homelessness and housing support services. For those providing registered social care services, there are distinct regulatory and governance responsibilities that are in addition to those associated with providing social housing. They are responsible for delivering commissioned contracts, often on behalf of local authorities or local health boards.
- 1.6. It is well documented that care and support roles are typically lower paid across the whole of the UK. For those organisations that provide care and or homelessness and housing support services this means that they will likely have a higher proportion of lower paid staff, because of the quantum of funding provided by commissioners to meet the cost of wages.
- 1.7. For the purpose of this report, we refer to units in management as this language is consistent with Welsh government reporting and more accurately reflects the variety of accommodation provided by our members.

Date of Data

- 1.8. The data was collected in August 2024.
- 1.9. 2024 refers to current salaries being paid.
- 1.10. 2023 refers to the financial year April 2023 to March 2024.
- 1.11. 2022 refers to the financial year April 2022 to March 2023.
- 1.12. The Gender Pay Data relates to 5th April 2024.

Companies Covered

- 1.13. The Survey contains data from 33 Housing Associations.

Who We Are

- I.14. TBP2 Limited is a business specialising in the collection, analysis and application of remuneration data. We have two brands, Inbucon and MEIS.

Limitations

- I.15. While every effort is made to ensure that the data and the analysis is correct TBP2 Ltd accepts no responsibility or liability (other than those that cannot by law be excluded) in respect of any inaccuracy.

2. The Survey Sample

- 2.1. The tables below shows the split in turnover, units in management (UIM) and number of full time employees (NOE) by organisation size.
- 2.2. Figures given are the latest available figures from each organisation.

Units in Management		NOE		Turnover	
Under 750	2	Under 50	4	Under £5m	1
750 - 1,999	5	50-200	9	£5m-£10m	3
2,000 - 4,999	13	200-500	15	£10m-£20m	6
5,000 - 9,999	9	500-1,000	3	£20m-£50m	15
10,000 - 25,000	4	Over 1,000	2	£50m-£100m	7
				Over £100m	1
Total	33	Total	33	Total	33

- 2.3. As can be seen there is a weighting to the data with almost half of the organisations falling in the £20m to £50m turnover range.

3. CEO Pay - Quartile Results Summary

3.1. The table below shows the overall results (current base salaries) by quartiles and average, as well as by group structures.

	Lower Quartile	Median	Upper Quartile	Average
All	£115,424	£130,721	£143,550	£134,331
Non Group / Single Organisation	£111,699	£127,077	£138,412	£127,662
Group	£129,283	£141,037	£156,534	£146,177
Groups with a turnover below £30m	£115,424	£127,844	£133,793	£134,313
Groups with a turnover above £30m	£142,296	£155,126	£156,986	£157,143

3.2. The table below shows the quartiles and average of all the results (current base salaries) by turnover.

Turnover	Lower Quartile	Median	Upper Quartile	Average
Under £15m	£96,660	£107,384	£111,916	£103,172
£15m-£30m	£126,744	£127,844	£130,055	£126,417
£30m-£60m	£137,537	£146,072	£154,276	£144,099
Over £60m	£157,043	£168,657	£183,450	£176,938

4. Pay Increases

- 4.1. A table for the underlying information is at the end of this section.
- 4.2. The following tables show the percentage increases for the raw data, and is therefore unadjusted. It should be taken into account that increases in pay will reflect not only inflation but also many other factors such as changes in organisations size etc. The table below shows that pay increases continue at a higher level than historically, reflecting the period of high inflation. Since Jan 2022 official government consumer price inflation has increased by over 16%.
- 4.3. Median pay increases are falling at the median now 5% down from c.6% last year. Interestingly however, the lower quartile is higher than last year.

Organisation	2024 Increase	2023 Increase	2024 Reduction on 2023
Lower Quartile	5.00%	3.00%	-2.00%
Median	5.00%	5.84%	0.84%
Upper Quartile	6.50%	6.50%	0.00%
Average	5.65%	6.00%	0.35%

- 4.4. In 2023 (and 2024) there were a few increases above 10%. These reflected abnormal circumstance such as a change in organisation circumstance, change in role etc and it can be argued skew the results. Therefore, in the following table we show the results with the increase above 10% excluded..
- 4.5. This shows the median to be 5% for both years but increasing rates at the lower quartile (and average).

Organisation	2024 Increase	2023 Increase	2024 Reduction on 2023
Lower Quartile	4.90%	2.77%	-2.13%
Median	5.00%	5.00%	0.00%
Upper Quartile	6.50%	6.00%	-0.50%
Average	5.27%	4.55%	-0.72%

4.6. We also wondered if there was a relationship between those organisations that awarded higher increases last year and the level of increase this year. The following graph shows that there is certainly a light relationship showing that organisations with higher increases last year have lower increases this year.

4.7. The graph opposite shows the results for the group excluding those with above 10% increases in either year. The green line shows those organisations' increases for 2023 and is ranked in order.

4.8. The blue line shows the increases for 2024 and are matched to each organisation. Therefore where the blue line is above the green line, the pay increase in 2024 was greater than in 2023.

4.9. Where the green line is above the blue line, this indicates that the pay increase for 2024 is less than it was for 2023.

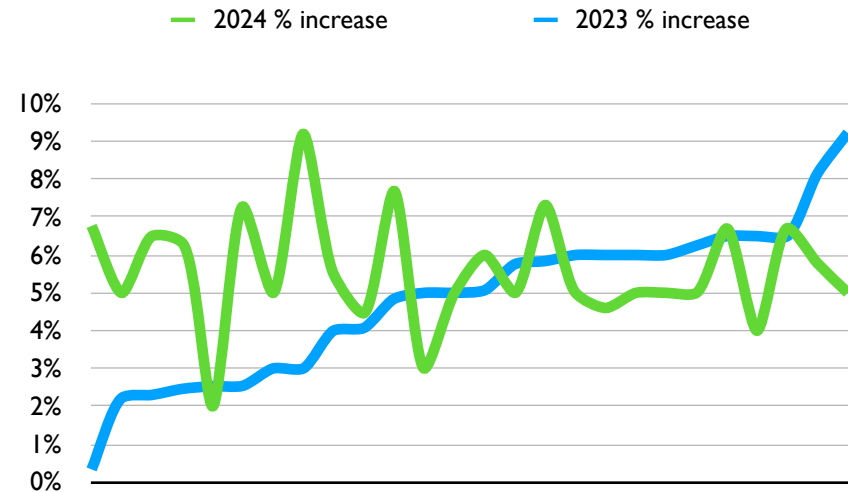
4.10. While there are some exceptions it does appear to show that those organisations whose increases were above 5% in 2023 have made increases of circa 5% or less this year. A number of those organisations with increases less than 5% in 2023 have award higher increases in 2024.

4.11. Finally we considered if size of organisation has an impact on the level of increases. There is no correlation and therefore no evidence that larger organisations provide higher increases than smaller organisations.

Conclusion

4.12. We would expect to see the future awards dropping further as inflation is now more under control.

4.13. The table below shows the Chief Executive (CEO) raw information.



Pay Increases Table

Organisation	2024 Increase	2023 Increase	Group Structure
Adra Tai Cyf ¹	6.77%	0.33%	no
Aelwyd Housing	7.69%	4.84%	n/d
Ateb Group	6.00%	5.07%	yes
Barcud Cyf ²	0.00%	11.37%	yes
Bro Myrddin Housing Association	5.00%	6.00%	no
Bron Afon Community Housing	5.00%	5.00%	no
Cadwyn Housing Association	5.00%	6.00%	yes
Cardiff Community Housing Association ³	4.50%	16.05%	no
Caredig	5.50%	4.00%	no
Cartrefi Conwy	4.46%	4.07%	yes
ClwydAlyn Housing ⁴	7.32%	5.84%	yes
Coastal Housing Group	5.00%	3.00%	yes
Cynon Taf	1.94%	12.19%	yes
First Choice Housing Association Ltd	6.00%	12.07%	no
Grŵp Cynefin ⁵	17.57%	12.99%	yes
Hafod Housing Association	3.00%	5.00%	yes
Melin Homes	9.20%	3.00%	yes
Merthyr Tydfil Housing Association	6.71%	6.50%	no
Merthyr Valleys Homes ⁶	4.00%	6.50%	no
Monmouthshire Housing Association	4.60%	6.00%	yes
Newport City Homes	5.78%	8.16%	no
Newydd Housing Group	5.00%	9.23%	yes
North Wales Housing	5.00%	6.25%	no
Pobl Group	5.00%	6.00%	yes
RHA Wales	6.50%	2.30%	no
Stori ⁷	2.00%	2.53%	no
Taff Housing Association	5.00%	2.22%	no
Tai Calon Community Housing Association	6.50%	10.59%	no
Tai Tarian	6.70%	6.50%	no
Trivallis ⁸	5.00%	-2.29%	no
United Welsh Group	7.28%	2.54%	yes
Valleys to Coast Housing	5.00%	5.76%	yes
Wales & West Housing	6.32%	2.46%	yes
Average	5.65%	6.00%	

Notes Pay Increase Table

- 1 Adra Tai Cyf appointed a new CEO in 2023
- 2 Barcud Cyf appointed a new CEO in 2024
- 3 In 2023-24 the Board of Cardiff Community agree to consolidate car allowance, which was the equivalent 10% of salary into the base salary. The remaining increase from 2023 is due to the cost of living aware which was uniform across all staff, except for lower paid staff which received a higher award.
- 4 The CEO pay award for ClwydAyn for 2023/2024 was paid in two stages. The basic cost of living increase was 5% with the additional % paid in Q4 to align with market median.
- 5 Grŵp Cynefin appointed an interim CEO in 2023. This incumbent became permanent 2024
- 6 Merthyr Valleys Homes work a 4 day week with 100% base pay
- 7 Stori appointed a new CEO in September 2023
- 8 The increase for Trivallis between 2023 and 2024 at -2.29% is due to the new CEO working 30 hours compared to 37 hours a week.

5. Chief Executive Base Salary

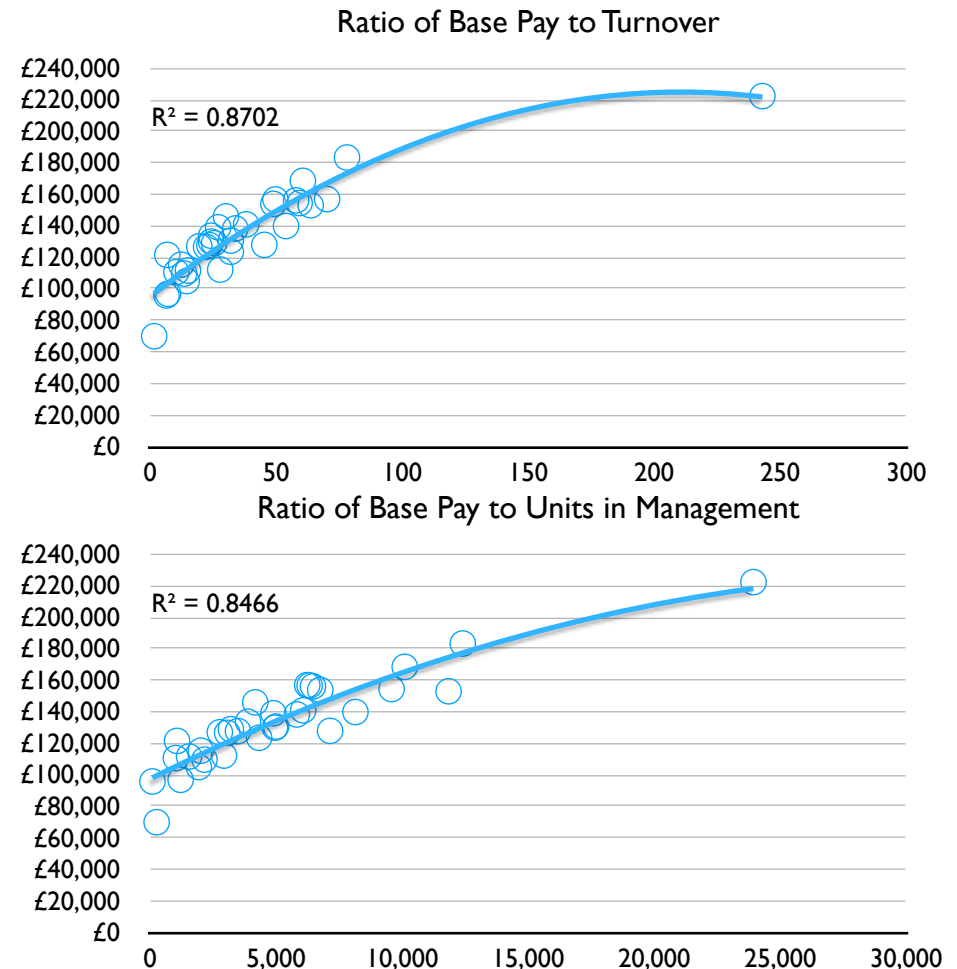
5.1. The table below shows the Chief Executive (CEO) pay for the current 2024 year and 2023-2024 (1 April 2023 to 31 March 2024). The information is based on base salary and excludes pension contributions, expenses and benefits in kind.

Organisation	Gender	Current 2024 Salary	2023/24 Salary	% increase	2022/23 Salary	% increase	Group Structure
Adra Tai Cyf ¹	Male	£136,662	£128,000	6.77%	£127,576	0.33%	no
Aelwyd Housing	Female	£70,000	£65,000	7.69%	£62,000	4.84%	n/d
Ateb Group	Male	£129,053	£121,748	6.00%	£115,869	5.07%	yes
Barcud Cyf ²	Male	£123,620	£123,620	0.00%	£111,000	11.37%	yes
Bro Myrddin Housing Association	Female	£121,639	£115,846	5.00%	£109,288	6.00%	no
Bron Afon Community Housing	Male	£146,944	£139,947	5.00%	£133,282	5.00%	no
Cadwyn Housing Association	Male	£115,424	£109,928	5.00%	£103,706	6.00%	yes
Cardiff Community Housing Association ³	Male	£126,744	£121,286	4.50%	£104,512	16.05%	no
Caredig	Female	£112,318	£106,462	5.50%	£102,368	4.00%	no
Cartrefi Conwy	Male	£146,072	£139,839	4.46%	£134,372	4.07%	yes
ClwydAlyn Housing ⁴	Female	£156,252	£145,956	7.32%	£137,561	5.84%	yes
Coastal Housing Group	Female	£156,816	£149,348	5.00%	£144,998	3.00%	yes
Cynon Taf	Female	£105,000	£103,000	1.94%	£91,809	12.19%	yes
First Choice Housing Association Ltd	Male	£110,747	£104,478	6.00%	£93,229	12.07%	no
Grŵp Cynefin ⁵	Male	£130,721	£111,189	17.57%	£98,407	12.99%	yes
Hafod Housing Association	Male	£157,043	£152,469	3.00%	£145,209	5.00%	yes
Melin Homes	Female	£139,172	£127,447	9.2%	£123,734	3.00%	yes
Merthyr Tydfil Housing Association	Female	£96,920	£90,828	6.71%	£85,284	6.50%	no
Merthyr Valleys Homes ⁶	Female	£130,055	£125,052	4.00%	£117,420	6.50%	no
Monmouthshire Housing Association	Male	£133,793	£127,810	4.60%	£120,669	6.00%	yes
Newport City Homes	Female	£168,657	£159,447	5.78%	£147,413	8.16%	no
Newydd Housing Group	Male	£127,844	£121,756	5.00%	£111,466	9.23%	yes
North Wales Housing	Female	£127,077	£121,026	5.00%	£113,908	6.25%	no
Pobl Group	Male	£222,418	£211,827	5.00%	£199,837	6.00%	yes
RHA Wales	Male	£109,767	£103,066	6.50%	£100,748	2.30%	no
Stori ⁷	Male	£95,880	£94,000	2.00%	£91,684	2.53%	no
Taff Housing Association	Female	£111,699	£106,380	5.00%	£104,071	2.22%	no
Tai Calon Community Housing Association	Male	£138,412	£129,964	6.50%	£117,521	10.59%	no
Tai Tarian	Female	£154,551	£144,846	6.70%	£136,006	6.50%	no
Trivallis ⁸	Male	£153,122	£145,830	5.00%	£149,248	-2.29%	no
United Welsh Group	Male	£154,000	£143,550	7.28%	£140,000	2.54%	yes
Valleys to Coast Housing	Female	£141,037	£134,321	5.00%	£127,000	5.76%	yes
Wales & West Housing	Female	£183,450	£172,550	6.32%	£168,400	2.46%	yes

- 5.2. The notes to the table are the same references as in Pay Increase Table above. There is a further table at the end of this section which includes information on the size of organisation etc.

Pay Analysis by Size

- 5.3. In this section we consider how pay in organisations vary with the size of the organisation. To generalise the greater the size of an organisation, the more complex the job and hence the higher the pay.
- 5.4. There are many factors that will influence both pay and the size of an organisation therefore caution is always recommended when considering this type of analysis. However, it is a good general indicator of pay.
- 5.5. A full list of the underlying information is in the table above.
- 5.6. The following graphs show the relationship between base pay and size of organisation. We have considered base pay against turnover in one graph and base pay against units in management in the other. Both these measures are reasonable indicators of job size and complexity.
- 5.7. As can be seen in the first two graphs there is a reasonably strong correlation between the size of an organisation and base pay.¹
- 5.8. In respect of turnover the majority of organisations are clustered around the £25m to £50m turnover range.
- 5.9. It is appropriate to use this analysis it to see what the trends are for pay for a given size of organisation and also



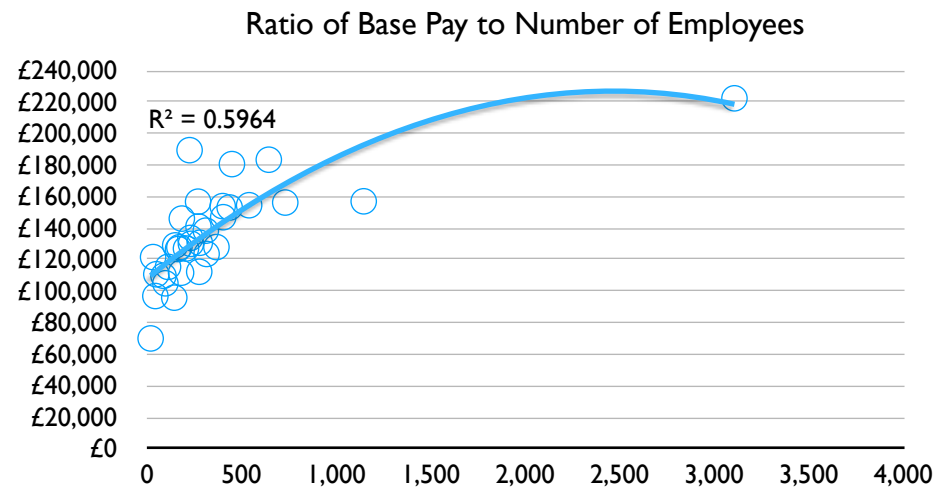
¹ The graphs show the R figure for the correlation. If this figure is 1 this shows a perfect correlation, .75 to 1 is a strong relationship, .5 to .75 is a moderate correlation and below .5 is a weak correlation and .25 or below is no correlation.

if there are meaningful outliers.

- 5.10. However, this type of analysis should never be used to predict a salary. For instance a simple change in the type of correlation used will provide different results².
- 5.11. What can be concluded is that generally the level of base pay is consistent with the size of the organisation in terms of turnover and units in management.

Ratio Turnover to Number of Employees

- 5.12. We would not normally show a graph for number of employees against pay as this can be an unfair analysis as number of employees can be dependent, for instance, on the extent that organisations outsource etc. This does not necessarily reflect the complexity or size of a job.
- 5.13. In the case of this group of organisations there is a strong correlation between number of employees and turnover as well as units in management³. Therefore we have included the analysis.
- 5.14. However as can be seen the correlation of pay to number of employees at circa 0.6 is much less than in the case of units in management and turnover..



² For turnover, a linear correlation will give $R=0.7273$ where as a logarithmic correlation will be $R=0.8403$ and a polynomial correlation is $R=0.8702$.

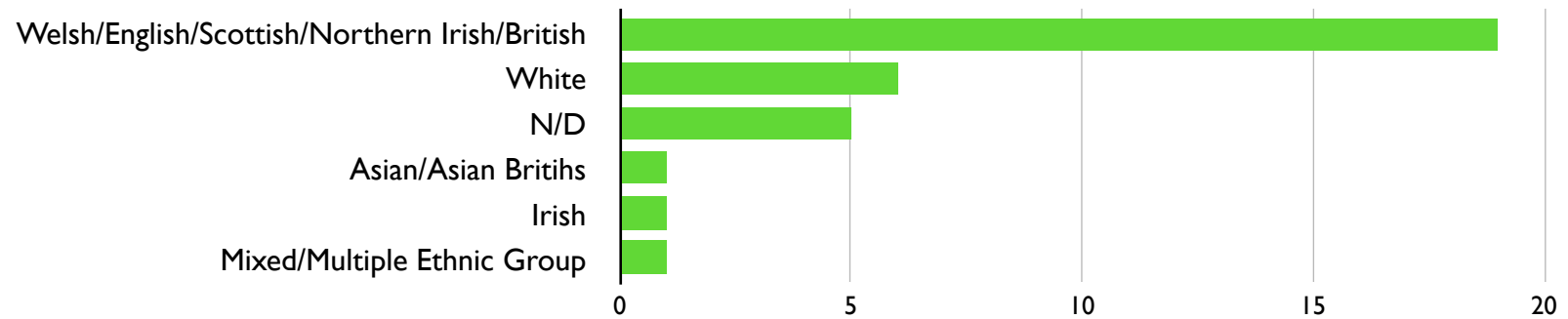
³ Details of the correlation between number of employees and turnover and units in management and turnover can be found in the Appendix.

Organisation	NOE	Annual Turnover (£m)	Units in Management	Current CEO Salary	CEO Salary per £m Turnover	CEO Salary per UIM	Median Salary	Compa-Ratio (base against median)
Adra Tai Cyf	367	45.3	7,139	£136,662	£3,017	£19		105%
Aelwyd Housing	19	1.6	258	£70,000	£43,750	£271		54%
Ateb Group	149	25.4	3,203	£129,053	£5,081	£40		99%
Barcud Cyf	315	32.0	4,324	£123,620	£3,863	£29		95%
Bro Myrddin Housing Association	32	6.8	1,067	£121,639	£17,888	£114		93%
Bron Afon Community Housing	403	53.9	8,145	£146,944	£2,726	£18		112%
Cadwyn Housing Association	111	12.3	2,013	£115,424	£9,384	£57		88%
Cardiff Community Housing Association	164	22.2	3,056	£126,744	£5,709	£41		97%
Caredig	276	27.8	2,929	£112,318	£4,040	£38		86%
Cartrefi Conwy	184	30.1	4,170	£146,072	£4,860	£35		112%
ClwydAlyn Housing	731	57.9	6,460	£156,252	£2,699	£24		120%
Coastal Housing Group	270	49.7	6,327	£156,816	£3,155	£25		120%
Cynon Taf	108	14.5	1,930	£105,000	£7,241	£54		80%
First Choice Housing Association Ltd	49	10.4	1,020	£110,747	£10,649	£109		85%
Grŵp Cynefin	279	32.0	4,998	£130,721	£4,085	£26		100%
Hafod Housing Association	1,146	70.2	6,233	£157,043	£2,237	£25		120%
Melin Homes	225	27.0	4,889	£139,172	£5,155	£28	£130,721	106%
Merthyr Tydfil Housing Association	44	7.1	1,210	£96,920	£13,651	£80		74%
Merthyr Valleys Homes	232	24.2	4,950	£130,055	£5,374	£26		99%
Monmouthshire Housing Association	229	24.2	3,884	£133,793	£5,529	£34		102%
Newport City Homes HA	449	60.6	10,100	£168,657	£2,783	£17		129%
Newydd Housing Group	171	23.5	3,485	£127,844	£5,440	£37		98%
North Wales Housing	206	19.5	2,764	£127,077	£6,517	£46		97%
Pobl Group	3107	242.9	23,934	£222,418	£916	£9		170%
RHA Wales	87	13.5	2,158	£109,767	£8,143	£51		84%
Stori	144	6.5	92	£95,880	£14,751	£1,042		73%
Taff Housing Association	180	15.0	1,544	£111,699	£7,447	£72		85%
Tai Calon Community Housing Association	311	33.8	5,819	£138,412	£4,095	£24		106%
Tai Tarian	540	59.3	9,579	£154,551	£2,606	£16		118%
Trivallis	437	63.7	11,839	£153,122	£2,404	£13		117%
United Welsh Group	400	48.9	6,749	£154,000	£3,149	£23		118%
Valleys to Coast Housing	272	38.1	6,072	£141,037	£3,702	£23		108%
Wales & West Housing	644	78.1	12,402	£183,450	£2,349	£15		140%

Link Cymru merged with Pobl on 1st April 2024. The figures in the table are a combined total.

6. Race and Ethnicity

- 6.1. One organisation has a CEO with an Asian/Asian British background, and one with a Mixed/Multiple Ethnic background. One CEO identifies as Irish.
- 6.2. The graph shows the division of CEOs between race and ethnicity.



7. Chief Executive Benefits

7.1. The table below shows the CEO pay and benefits (excluding pensions) for the current 2024 year.

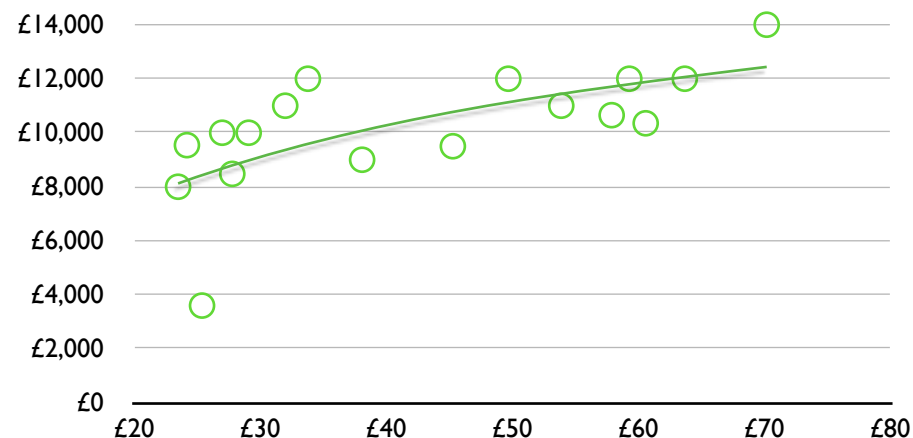
Organisation	Base Pay	Car Allowance	Private Healthcare	Other	Total	Group Structure
Adra Tai Cyf	£136,662	£13,666	£1,636	£49	£152,013	no
Aelwyd Housing	£70,000				£70,000	n/d
Ateb Group	£129,053	£12,905			£141,958	yes
Barcud Cyf	£123,620	£6,000			£129,620	yes
Bro Myrddin Housing Association	£121,639	£7,000		£117	£128,756	no
Bron Afon Community Housing	£146,944		£52		£146,996	no
Cadwyn Housing Association	£115,424				£115,424	yes
Cardiff Community Housing Association	£126,744		£110		£126,854	no
Caredig	£112,318				£112,318	no
Cartrefi Conwy	£146,072	£13,984	£1,599		£161,655	yes
ClwydAlyn Housing	£156,252				£156,252	yes
Coastal Housing Group	£156,816		£609		£157,425	yes
Cynon Taf	£105,000				£105,000	yes
First Choice Housing Association Ltd	£110,747	£6,950	£519		£118,216	no
Grŵp Cynefin	£130,721	£5,000			£135,721	yes
Hafod Housing Association	£157,043		£1,038	£530	£158,611	yes
Melin Homes	£139,172	£9,013		£704	£148,889	yes
Merthyr Tydfil Housing Association	£96,920				£96,920	no
Merthyr Valleys Homes	£130,055				£130,055	no
Monmouthshire Housing Association	£133,793			£12,190	£145,983	yes
Newport City Homes HA	£168,657	£16,866			£185,523	no
Newydd Housing Group	£127,844			£113	£127,957	yes
North Wales Housing	£127,077		£2,499		£129,576	no
Pobl Group	£222,418		£2,809		£225,227	yes
RHA Wales	£109,767		£454		£110,221	no
Stori	£95,880				£95,880	no
Taff Housing Association	£111,699				£111,699	no
Tai Calon Community Housing Association	£138,412				£138,412	no
Tai Tarian	£154,551			£14,484	£169,035	no
Trivallis	£153,122		£198		£153,320	no
United Welsh Group	£154,000				£154,000	yes
Valleys to Coast Housing	£141,037		£300		£141,337	yes
Wales & West Housing	£183,450	£7,000			£190,450	yes

8. Board payment

- 8.1. 23 of the 33 organisations (70%) compensate board members with a non-executive payment.
- 8.2. Three organisations offer expenses only.
- 8.3. The table below shows the quartile results of the fees paid to the roles.

Role	Lower Quartile	Median	Upper Quartile	Average
Chair	£8,477	£10,000	£12,000	£10,006
Vice Chair	£5,655	£7,000	£7,500	£6,777
Board Member	£3,978	£5,000	£5,000	£6,004

- 8.4. The graph opposite shows the relationship between turnover and the pay of the Chair.
- 8.5. As can be seen, as with CEO information, there is a trend of Chair pay increasing in line with the size of the organisation albeit not a strong statistical relationship.
- 8.6. General governance is placing more importance on the role of the chair and other Non-Executive Directors (NEDs) to ensure organisations operate correctly. There is also growing demand for good quality NEDs who can both contribute to and challenge management. As such we may therefore see the rates for Chairs and NED increasing.



9. Gender pay analysis

- 9.1. In 2024, out of 33 organisations, 18 of the CEOs were male and 15 were female. This equates to 54.55% males and 45.45% females.
- 9.2. This is in comparison to 2023 where there were 34 organisations (as apposed to 33 due to a merger) with 17 CEOs being male and 17 Female, being a 50/50 split.
- 9.3. The table below looks at the minimum, median, maximum and mean salaries being paid to CEOs of both genders.

Measure	Male	Female	All
Minimum	£95,880	£70,000	£70,000
Median	£129,887	£130,055	£130,055
Maximum	£222,418	£189,506	£222,418
Mean	£135,120	£135,798	£135,428
Number	54.55%	45.45%	100%

- 9.1. The following graph show the relationship between turnover and pay for females (light green cross) and males (dark green circle). We have excluded organisations with a turnover above £100m as this distorts the graph. As can be seen there appears to be no trend that males are paid more than females when working in organisations of similar size.



- 9.2. The UK government requires employers with more than 250 employees to publish gender pay gap data. This means that not all organisations that took part in our survey are represented in this section.
- 9.3. Many housing associations are not required to publish data by law but work to the spirit of the legislation.
- 9.4. Of the 33 housing associations in Wales, 14 are required to publish reports on the gender pay gap. Some housing associations report, even though they are not required by law.
- 9.5. The figures in the table on the opposite relate to 5th April 2024.

Organisation	Median Gender Pay Gap
Adra Tai Cyf	4.4%
Aelwyd Housing	n/a
Ateb Group	n/a
Barcud Cyf	n/a
Bro Myrddin Housing Association	n/a
Bron Afon Community Housing	13.22%
Cadwyn Housing Association	3.2%
Cardiff Community Housing Association	-20.08%
Caredig	10.60%
Cartrefi Conwy	11.6%
ClwydAlyn Housing	20.45%
Coastal Housing Group	n/d
Cynon Taf	n/a
First Choice Housing Association Ltd	n/a
Grŵp Cynefin	16.90%
Hafod Housing Association	0.60%
Melin Homes	0.0%
Merthyr Tydfil Housing Association	-7.6%
Merthyr Valleys Homes	n/a
Monmouthshire Housing Association	14.3%
Newport City Homes HA	6.65%
Newydd Housing Group	n/a
North Wales Housing	n/a
Pobl Group	10.57%
RHA Wales	0.0%
Stori	2.0%
Taff Housing Association	4.5%
Tai Calon Community Housing Association	9.1%
Tai Tarian	-0.34%
Trivallis	8.9%
United Welsh Group	-8.1%
Valleys to Coast Housing	9.25%
Wales & West Housing	13.80%
Average	5.39%

10. Appendix

Explanation of Analysis

- 10.1. Where there is insufficient data to produce analysis the data will be left blank.
- 10.2. In some cases, where there are fewer than 5 matches, there is sufficient data to produce a median figure but not the full interquartile data. In such cases just the median is shown.

Upper Quartile (UQ)

- 10.3. When salaries are ranked in descending order, the upper quartile is the point at which 25% of salaries are higher and 75% are lower.

Median (M)

- 10.4. When salaries are ranked in descending order, the median is the point at which 50% of salaries are higher and 50% are lower.

Lower Quartile (LQ)

- 10.5. When salaries are ranked in descending order, the lower quartile is the point at which 25% of salaries are lower and 75% are higher.

Average (AV)

- 10.6. The sum of all salaries divided by the number of cases.

Note

- 10.7. In tables where the count figure does not add up, there may be up to 2 organisations per cut which are not shown in quartiles but are included in the count.