



Gender pay gap report 2021

Yvette Tyndell
Cartrefi Manager

Jeremiah St Louis
Neighbourhood Housing
Coach

Making Lives Better

About us

We are a socially conscious, not-for profit organisation providing housing, care and support services across south Wales for the benefit of our customers.

We deliver high-quality affordable homes and support for people to enable them to maintain their independence and well-being for as long as possible. We also provide care to people in their own homes, in supported housing or in our residential care and nursing homes.

Our ambition is to transform housing, health, social care and support in order to improve the well-being of our customers and our communities.

Throughout this reporting period, we have continued to respond to the Covid-19 pandemic. Our priority has been to focus on our customers and colleague well-being ensuring that we provide timely and effective support. We have also been able to move forward a number of equality, diversity and inclusion priorities which supports the narrowing of our pay gap, more details can be found on pages 12 and 13.

Declaration:

The data contained in this report is accurate and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Karen Rosser

Corporate Director - People, Communications and IT

Gender pay gap reporting

Since 2017, private organisations with more than 250 employees are legally required to report every year on six different measures of gender pay. The pay information contained in this report is from 5 April 2021.

Gender pay gap is the difference between the average hourly rate received by men and women and is not a comparison of pay rates for men and women doing work of equal value.

We have reported on the organisation as a whole and also broken down each business area, to give an open and transparent view of our organisation.

Definitions

Median pay gap is the difference between the middle hourly salary of men and women, when all salaries are lined up from lowest to highest

Mean pay gap is the difference between the average hourly earnings of men and women



Our gender pay gap

As an organisation, we are committed to equality, diversity and inclusion and our people practices ensure that we recruit, retain and develop the best colleagues for the role regardless of sex, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief or sexual orientation.

Our median gender pay gap for 2021 is 12.9%. While this has remained the same as last year, we have seen an overall improvement of 7.9 percentage points (pps) since gender pay gap reporting began in 2017. This also compares positively against the Office of National Statistics (ONS) median gender pay gap of 15.4% in 2021.

We are pleased however that our mean figure continues to reduce, seeing a 6 pps improvement compared to 2020 and an improvement of 14 pps since 2017. This demonstrates that on average we are closing the pay gap between males and females in our business through the measures we are taking.

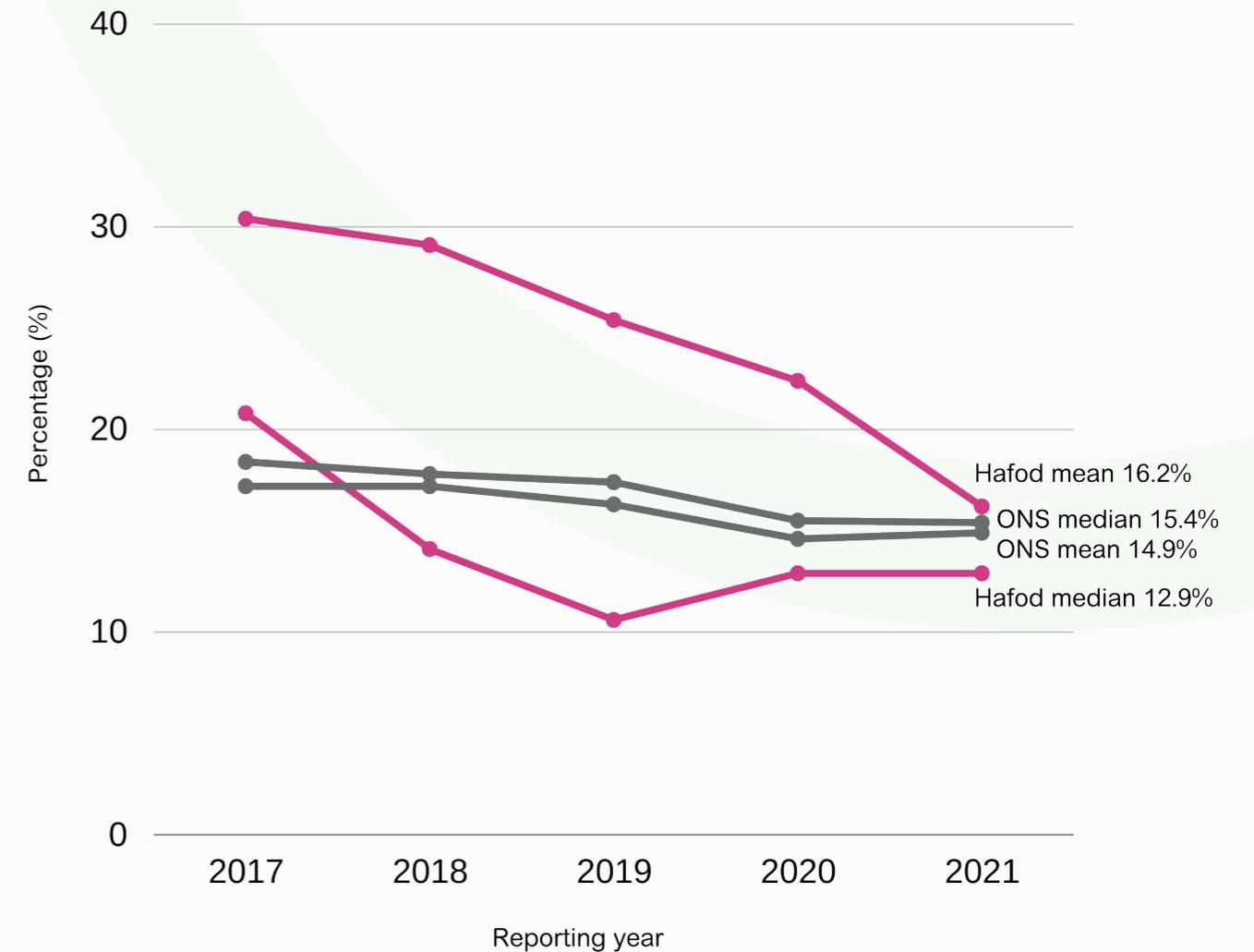
Our full results can be seen in this report alongside an overview of how we are investing in our people which will help us further close our gender pay gap.

Bonus pay gap

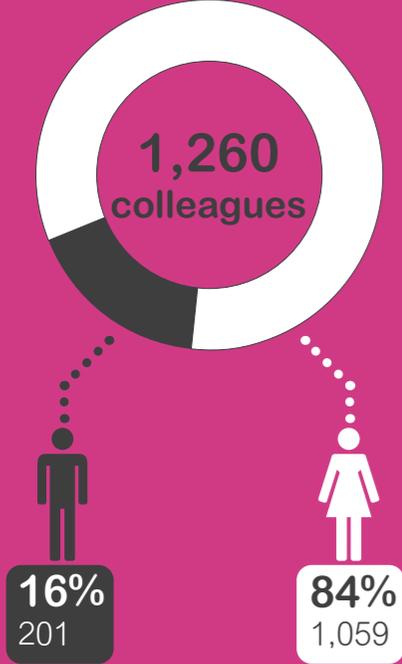
0%

Nobody at Hafod receives a bonus and therefore there is no gap

Gender pay gap



Overall: Hafod Care, Housing and Support, and Resources



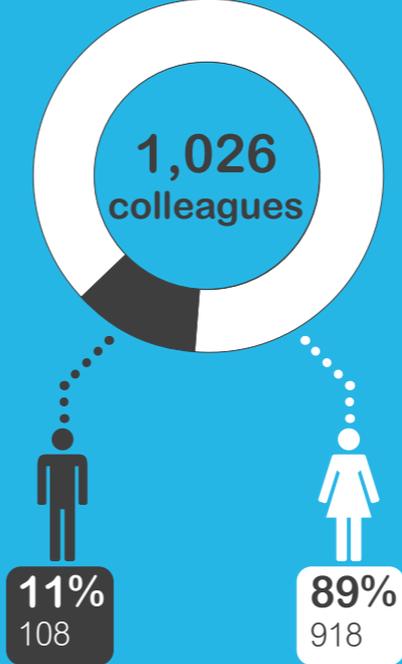
Median Gender Pay Gap	Mean Gender Pay Gap
12.9%	16.2%

Pay distribution

Pay quartiles	Women	Men
Upper	69%	31%
Upper middle	89%	11%
Lower middle	91%	9%
Lower	86%	14%

- Highlights**
- ★ All parts of Hafod have reduced their mean and median pay gap since 2017 by at least 6.8 pps.
 - ★ Hafod's overall mean has reduced by 6.2 pps compared with last year's results.

Hafod Care



Median Gender Pay Gap	Mean Gender Pay Gap
-0.4%	3.3%

Pay distribution

Pay quartiles	Women	Men
Upper	87%	13%
Upper middle	91%	9%
Lower middle	89%	11%
Lower	88%	12%

- Highlights**
- ★ We have seen an increase of 9.0 pps in the number of female colleagues in the upper pay band since 2017.
 - ★ Within Care, the mean result has reduced by 4.7 pps compared with last year.

Hafod Housing and Support



Median Gender Pay Gap	Mean Gender Pay Gap
-7.0%	-8.2%

Pay distribution

Pay quartiles	Women	Men
Upper	58%	42%
Upper middle	71%	29%
Lower middle	26%	74%
Lower	57%	43%

Highlights

- ★ In Housing there has been an increase of 16.2 pps in the number of female colleagues in the upper pay band since 2017.
- ★ There has also been a 9.2 pps improvement in the number of female colleagues in the upper middle pay band when compared with lasyt year.

Hafod Resources



Median Gender Pay Gap	Mean Gender Pay Gap
14.2%	22.8%

Pay distribution

Pay quartiles	Women	Men
Upper	62%	38%
Upper middle	72%	28%
Lower middle	72%	28%
Lower	88%	12%

Highlights

- ★ The pay gap in Resources has improved by 22.2 pps for the mean and 20.8 pps for the median since 2017.
- ★ There has also been a reduction in the median gap by 9.6 pps since last year.

Why we have a gender pay gap

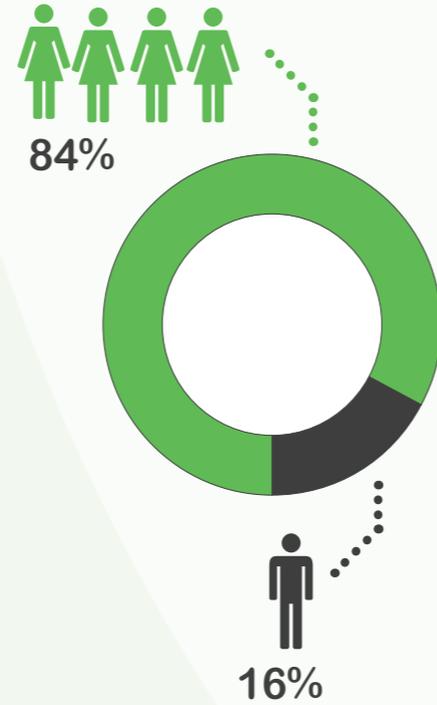
Women are well represented throughout our organisation, with many of our female colleagues occupying the two highest pay bands. However, they also make up the majority of the two lowest pay bands.

This is common in the care and support industry, where there is a higher proportion of women in the frontline workforce. At Hafod 89% of our frontline teams are women, and across our whole organisation 84% of our colleagues are women.

This means that our organisational shape translates into a gender pay gap because although women are well represented at senior and middle manager levels in our organisation, they greatly outweigh the number of men in lower paid frontline roles.

We are pleased however that for our frontline services, Care, Housing and Support, our gender pay gaps are below the ONS average and in Housing women occupy a greater percentage of senior roles which means that there is a -7.0% median gender pay gap.

Within our resources area our median gender pay gap has been greatly reduced by 22.2 pps since 2017, which reflects the senior female appointments which have been made since gender pay gap was first introduced.



Closing our pay gap

At the heart of our organisation are our colleagues. Each colleague plays a vital role in providing services to our customers and are central to the delivery of our strategic priorities.

Our People Strategy which was introduced in 2019 is focused on empowering each of our colleagues to make lives better for our customers by enabling each of them to have 'Great Days at Work'.

This focus on enabling great days at work is at the heart of our Equality, Diversity and Inclusion (EDI) agenda. Our focus is simple it is about ensuring that all colleagues feel able to bring their whole selves to work each day free from bias and discrimination.

Throughout 2021 we have continued to focus on closing our pay gap by both providing opportunities for women to improve their career opportunities and through focusing on bringing more men into our care services.

This focus has supported us in achieving improvements in our average (mean) pay gap. However, as we are a mainly female workforce this is not translated to our median result.

Other areas of focus include:

- Reviewing and improving the terms and conditions for our frontline teams including offering all colleagues a death in service benefit which provides safeguards for colleagues' families
- Setting out career development pathways for all roles in our organisation, helping our colleagues see the opportunities there are to progress and improve their earnings

- Investing in development programmes such as the Nursing Assistants Programme and Pre-registration Nursing degree programme to support our colleagues to further their careers. Our Pre-registration Nursing programme has been running for three years and we are on track for five colleagues to successfully graduate as Nurses (more details can be found in the case studies below)
- Reviewing and improving our recruitment processes to ensure there are no unconscious bias in the processes we adopt
- Role modelling our senior female leaders which will be an increased focus throughout 2022.

We are committed to examining our pay gap and working with leaders, managers and colleagues across the organisation to remove processes that get in the way of closing our gap further.



Karen Rosser
Corporate Director -
People, Communications
and IT

Enabling our colleagues through learning and development

Our Pre-registration Nursing degree with the Open University (OU) is part of our commitment to invest in our people, providing a structured career pathway for colleagues to become registered nurses.

Since launching in 2019, five colleagues have been enrolled on the funded part-time programme which typically takes four years to complete. At the end of the programme, successful students will become a registered adult or mental health nurse and will go on to work in one of our nursing homes.

Students benefit from a combination of distance learning at home via webinars and digital resources which is flexible around personal commitments as well as practical experience from NHS work placements. They also receive support from an OU personal tutor and qualified nurses who act as mentors throughout the time of the programme.

Read what our student nurses have to say about this opportunity on the next page.



Case studies

Robert's story

Before joining Hafod, Robert was working in retail but realised he wanted to give something back to the community, so he started working in care. Robert finds it very rewarding being able to help people realise their own potential by supporting their day to day lives.

"I really enjoy my work and supporting people so I feel very lucky to be able to study while continuing to do my job. I'm also really grateful to be on the programme because for me personally, I couldn't afford the financial implications of the course fees as well as paying for my mortgage."



Robert Bayliss
Community
Care Worker

Lorita's story

Lorita was looking for a role to fit around her children so she joined the care sector and has never looked back. Since starting at Hafod in 2013, Lorita has completed various care qualifications which have enabled her to progress in different roles.

"I'm very thankful for this opportunity. Having completed Hafod's Nursing Assistant programme first, gave me a taste for it and working alongside nurses in our care home has really inspired me a lot. I am looking forward to qualifying and continuing to progress with Hafod."



Lorita Zammit
Senior Care
Assistant



Cal Davies, Head of Support

I joined Hafod in November 2020 as Head of Support. My experience spans over 20 years in housing, support and social care and I am massively passionate and think it's a privilege to do the work we do. I am also proud to be a Cymorth Cymru Board member.

In Support we provide supported accommodation and housing-related support for people who are homeless or may face homelessness without support to maintain their tenancies.

I didn't get into Housing the traditional way via a related degree, instead I have made the most of some really fantastic training, development and mentoring opportunities along the way, including a health and social care qualification.

With the support of Hafod, I'm currently studying for an ILM Level 5 in Leadership and Management, which is a fantastic opportunity to learn with people from different sectors.



Rachael Hopkins, Project Manager

Following my undergraduate degree in City and Regional Planning and my postgraduate Masters in Housing, I spent several years working in both public and private sector in planning roles and later in the housing association sector. In 2015, I joined Hafod as a development surveyor and I have now progressed to project manager.

My role involves project managing the construction of housing developments, both pre and post-contract ranging from £1m to £15m in value. I also act as contract administrator and employers agent on new build projects.

Being a part of a team of 11, seven of which are female, provides a more gender-balanced work environment, creating a diverse range of approaches to problem-solving and offers different perspectives and ideas. Our hybrid working approach also helps to accommodate female colleagues with childcare responsibilities.

I am currently working towards my Royal Institution of Chartered Surveyors (RICS) qualification, funded by Hafod.



Alison Clements, Head of Housing

I joined Hafod as Head of Housing in winter 2020, leading the operational management of our housing services and teams. This includes the transformation of Hafod's housing service through our Neighbourhood Coaching model; a relational model of housing management which ensures we invest in people, maximise strengths and help our customers and communities realise their dreams.

During my 20+ years experience, I have worked in various roles in the housing, care and support sector in Wales with a particular interest in service improvement, customer engagement, equalities and health and safety.

I am a Corporate Member of the Chartered Institute of Housing with a post graduate diploma in Housing studies as well as holding a NEBOSH General Certificate in Occupational Health & Safety and a PRINCE2 Registered Practitioner. I am also a RHA Wales Board Member, having joined in January 2019.

I'm looking forward to starting my ILM Level 5 qualification - it's a great opportunity to develop in my role with the support of the organisation.



Hafod