



Gender pay gap report 2019



Making Lives Better

About us

We are one of the leading providers of housing, care and support services in south Wales. Providing high-quality affordable homes and support for people to maintain their independence and well-being for as long as possible.

We provide care to people in their own homes, in supported housing or in our residential care and nursing homes.

We have a significant history of successful delivery that spans over 50 years and we are very proud of what we have achieved in that time.

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

Working under the direction of our parent company Hendre, our group consists of Hafod Housing, Hafod Care and Hafod Resources.

Gender pay gap reporting

In 2017, the UK government introduced new regulations which require private organisations with more than 250 employees to report annually on six different measures of gender pay. This report is based on pay information from 5th April 2019.

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.

At Hafod only one of our Group of companies employs over 250 employees. However, as an open and transparent organisation we have calculated and reported on all parts of our business, going beyond the requirements of the legislation.

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

Executive Director of People and Change

Our gender pay gap

Our aim is to reduce our gender pay gap on an annual basis.

We are committed to equality and diversity and our people practices ensure that we recruit and retain 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 2019 is 10.6%, we are delighted that this is a 3.5% point improvement on 2018. Since gender pay gap reporting commenced in 2017 this is an improvement of over 10% points, and compares positively against the Office of National Statistics (ONS) median gender pay gap of 17.3% in 2019.

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.



Overall: Hafod Care, Housing and Resources



Bonus pay gap
0%
Nobody at Hafod receives a bonus and therefore there is no gap

Median Gender Pay Gap	Mean Gender Pay Gap
10.6%*	25.4%**

Pay distribution

Pay quartiles	Women	Men
Upper	71%	29%
Upper middle	87%	13%
Lower middle	90%	10%
Lower	87%	13%

*The 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

**The mean pay gap is the difference between the average hourly earnings of men and women

Hafod Care



Median Gender Pay Gap	Mean Gender Pay Gap
0.6%*	6.8%**

Pay distribution

Pay quartiles	Women	Men
Upper	86%	14%
Upper middle	88%	12%
Lower middle	89%	11%
Lower	89%	11%

*The 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

**The mean pay gap is the difference between the average hourly earnings of men and women

Hafod Housing



Median Gender Pay Gap	Mean Gender Pay Gap
-2.1%*	2.9%**

Pay distribution

Pay quartiles	Women	Men
Upper	45%	55%
Upper middle	66%	34%
Lower middle	56%	44%
Lower	52%	48%

*The 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

**The mean pay gap is the difference between the average hourly earnings of men and women

Hafod Resources



Median Gender Pay Gap	Mean Gender Pay Gap
27.6%*	36.2%**

Pay distribution

Pay quartiles	Women	Men
Upper	44%	56%
Upper middle	61%	39%
Lower middle	61%	39%
Lower	94%	6%

*The 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

**The mean pay gap is the difference between the average hourly earnings of men and women

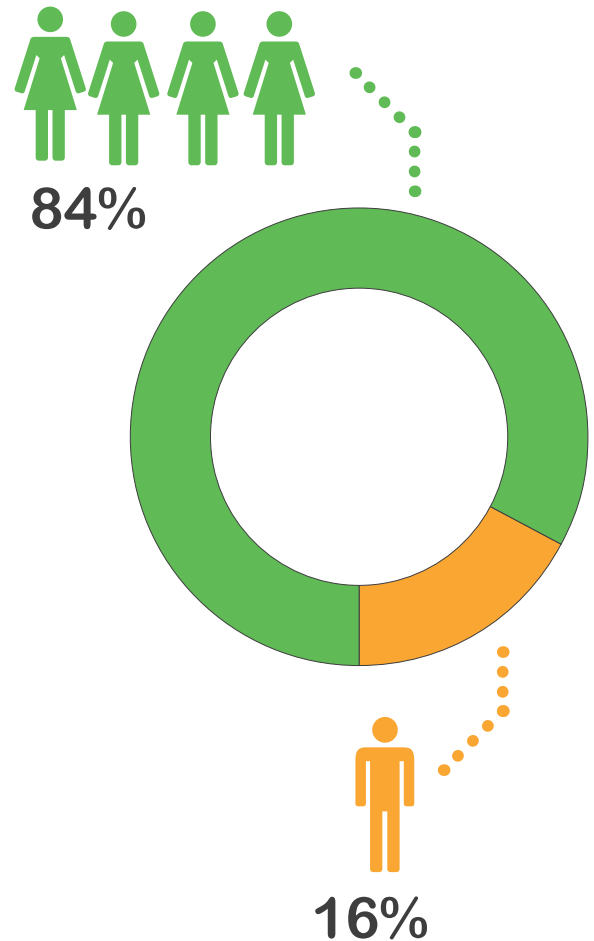
Why we have a gender pay gap

Across our organisation, women are well represented throughout our two highest pay bands. However they also occupy the majority of the two lowest pay bands.

This is common in the care and support industry, where women make up the majority of the frontline workforce. At Hafod 88% 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 outnumber men in lower paid frontline roles.

We are pleased that in care and housing our gender pay gaps are below the ONS average. In housing women are occupying a greater percentage of senior roles which means there is a -2.1% median gender pay gap. Within our resources areas we have reduced our median gender pay gap year on year by 8.9% points, which evidences the senior female appointments which have been made in 2019. We do however have a large gender pay gap in resources due to the high percentage of men in the upper pay bands.





Closing our pay gap

We believe that all of our colleagues play a vital role in providing our services and making lives better for our customers and communities.

Investing in our people is one of our strategic priorities as set out in our Strategic Plan 2019-2024. This priority is about creating great days at work for all our colleagues and has four key ambitions.

We will create great days at work where:

- talented people want to work and stay and everyone's contribution is valued
- skills are developed and ambitions are achieved, enabling us to be recognised for our excellence in work based learning
- culture, leadership and behaviours enable a high performance culture
- people practices enable us to achieve our objectives

We are focused on building a strong engagement culture where colleagues feel valued and where diversity and inclusivity is embraced.

Delivering our people plan and continuing to invest in our people will support us to further close our pay gap.



Karen Rosser
Executive Director
of People and Change



Ambition one

We will create great days at work where talented people want to work and stay and everyone's contribution is valued

We will do this by providing fair, transparent and consistent rewards and benefits that help us attract and retain our colleagues.

We are committed to recruiting the best talent through a strong employer brand. We are continuously improving our attraction and selection methods and our recruitment practices to ensure they are inclusive and without bias.

We are tackling the challenges around low-paid work by improving terms and conditions. Our colleagues have benefitted from improved rates of pay and enhanced sick pay. Issues with low pay are particularly common for women in care and we want to change this.

We were delighted to see a shift in economic policy by the Welsh Government in 2019 which has led to the introduction of a new foundational economy approach.

The foundational economy consists of basic services and products which people rely on and keep them safe. Importantly for us, this includes care and health services and housing.

We are committed to delivering more economic value to Wales through fair work, fair pay and career development.

It's not just about the extra money that would be retained in our communities and spent in our high streets, it's about the self-worth, resilience and well-being, and the aspirations of our future generations.



Ambition two

We will create great days at work where skills are developed and ambitions are achieved, enabling us to be recognised for our excellence in work based learning

We will achieve this through our academi which provides a range of courses, programmes and experiences. Our academi supports all our colleagues on their learning journey from induction and technical training to leadership development.

We're working in partnership with Cardiff and Vale College, the University of South Wales (USW) and the Open University (OU) to give every colleague the opportunity to flourish.

Our 12-week Nursing Care Assistant programme, developed with USW and the NHS provides a career pathway for our care colleagues. Those wanting a career in nursing are supported on the Pre-Registration Nursing degree with the Open University. This allows successful participants to become eligible to apply for registration with the Nursing and Midwifery Council (NMC) and awards a BSc (Honours) Nursing.

By creating new career pathways we are giving our colleagues the opportunity to progress and improve their incomes, which in turn will help us close our gender pay gap.

Keisha Walters, our Learning and Development Facilitator, won the 2019 CIPD Wales Award for 'Emerging Practitioner of the Year'.

Starting as an apprentice in 2017, Keisha has progressed into a permanent role. With support from our academi Keisha has undertaken a CIPD qualification and has secured a place on our 'Learn to Lead' programme.

Keisha looks for every opportunity to learn and gain new skills in her role. She has implemented an induction scheme, mentored placement students and designed and delivered leadership training.

The CIPD Wales judging panel said: "Keisha has used her people-centric approach and drive to find new and better ways of working which have made a significant impact on those around her".



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I've had invaluable opportunities at Hafod from beginning my journey as an apprentice and working towards a level 3 in Business Administration, to becoming a Learning and Development Facilitator.

I'm now studying for my CIPD in Human Resources and I've secured a place on one of Hafod's leadership programmes aimed at aspiring leaders. My knowledge is continuously growing and I feel really ambitious about what the future holds.

Keisha Walters

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Ambition three

We will create great days at work where culture, leadership and behaviours enable a high performance culture

We will achieve this ambition by developing strong people leaders who enable and empower their teams to achieve high quality outcomes.

To do this we have created four leadership programmes, suitable for our colleagues at every stage of their leadership development journey.

Our 'Learn to Lead' and 'Taking the Lead' programmes are the ideal platform for aspiring leaders to learn the ropes, or to build the confidence of those leading teams for the first time.

To support our leaders to develop high performing teams we have our 'Step up' and 'Leading Edge' programmes. Delivered in conjunction with the University of South Wales, Leading Edge challenges the way our colleagues currently lead, and is aimed at those leading a department, service or directorate.

To date, over 100 colleagues have been enrolled onto our bespoke leadership programmes with 66% of them being female.

Great leadership can help us deliver great days at work for our colleagues, and to support a high performance culture. By providing opportunities to develop leadership and management skills we are giving our colleagues the opportunity progress in their careers, have the potential to earn more and further improve our gender pay gap.



Ambition four

We will create great days at work where people practices enable us to achieve our objectives

We have reviewed and improved our people policies and practices to support us in creating an inclusive environment which enables great days at work.

We have upskilled our people managers and leaders in our new policies and practices and have launched a new colleague handbook to ensure our colleagues have access to the information they need throughout their employment with us.

Our colleagues are key to us being able to deliver the services our customers and communities deserve. To support the health and well-being of our colleagues we have held a number of health awareness weeks with a focus on both male and female health. We have launched LifeWorks, an employee assistance programme with access to a range of well-being resources and advice, and trained mental health first aiders across the organisation.

We have also signed the Time to Change Wales pledge and are committed to changing the way we think and act about mental health at work. Focusing on well-being allows all our colleagues the opportunity to flourish and grow regardless of their gender.

Our HR team won the 2019 CIPD Wales Award for 'Best In House Team' for the huge strides made in partnering with the organisation, in promoting transformational HR and supporting initiatives to improve the terms and conditions and well-being of our colleagues.

The judges said: "Hafod has demonstrated a fully co-ordinated team effort through collaboration, engagement and by influencing line managers to take responsibility for people-focused change".



