



Gender pay gap report 2018



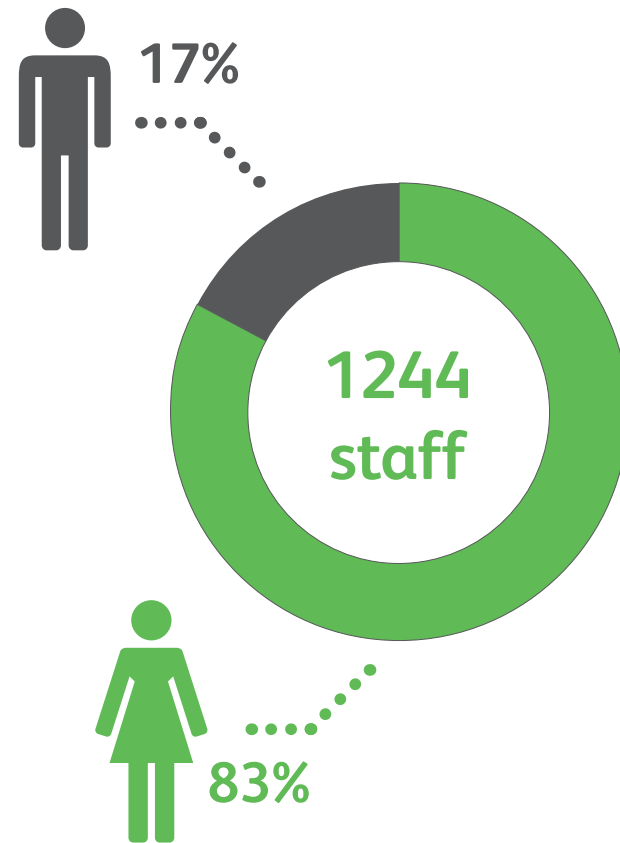
Making Lives Better

About us

Hafod is a charitable group of not-for-profit companies who work together to provide a wide range of housing, personalised care and support services across South Wales. Working under the direction of parent company Hendre, the Group consists of Hafod Housing, Hafod Care and Hafod Resources.

As a Group we employ over 1,200 people, with nearly 84% of them working in our care services. 83% of our overall workforce are women who are represented across all levels and areas of our organisation including senior management and board members.

At Hafod, we are committed to the diversity and inclusion agenda and in this report, we have highlighted our plans to address our gender pay gap.



What is gender pay gap reporting?

Regulations introduced in 2017 require private organisations with more than 250 employees to report on six different measures of gender pay based on a snapshot date of 5th April 2018.

The regulations require our organisation to publish its gender pay gap (GPG) annually on the government website and ensure the information is easily available on our company website.

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 companies employ over 250 employees. However, as an open and transparent organisation we have calculated and reported on all parts of the business, going beyond the requirements of the legislation.



Each icon represents approximately 25 people in our organisation.

A talented and diverse organisation

As one of the leading providers of housing, support and care in South Wales, we are committed to recruiting and retaining a talented and diverse workforce. We place our colleagues and customers at the heart of everything we do to help them to be the best they can be.



Jas Bains
Chief Executive

Our vision is to improve health, well-being and prosperity in communities by helping to integrate the systems of housing, health, social care and support. To help us achieve this we have recently launched our new strategic plan for 2019 – 2024 which sets out our eight key priorities. Our priorities reflect our approach to Making Lives Better to communities across South Wales.

The median pay gap for the Hendre Group in 2018 was 14.1%. This sees an improvement from 2017 where the gap was 20.8% and also compares favourably with the national median pay gap of 17.9% provided by the Office of National Statistics (ONS).

While we are pleased that we've made positive steps in the right direction, we recognise that a gap still exists and we need to continue addressing the difference.

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 priorities





Why we have a gender pay gap

Across our organisation, men and women are well represented throughout our two highest pay bands. Within our two lowest pay bands however, these are mainly occupied by women who make up 89% of our frontline teams.

This is quite common in the care and support industry, where women make up the majority of the frontline workforce.

This means that our organisational shape translates into a gender pay gap because

despite women being well represented at senior and middle manager levels in our organisation, they hugely outnumber men in lower-paid frontline roles.

Our biggest gender pay gap can be seen in our Resources area of the organisation where we have a larger proportion of men in the upper middle and upper pay bands. They occupy roles in areas such as senior management, I.T. and technical services, just as in many other organisations.

Consolidation of 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
14.1%*	29.1%**

Pay distribution

Pay quartiles	Women	Men
Upper	69%	31%
Upper middle	82%	18%
Lower middle	91%	9%
Lower	90%	10%

Hafod Care



Our Median Gender Pay Gap in Care is significantly below the national average of 17.9% (ONS data 2018)

Median Gender Pay Gap	Mean Gender Pay Gap
3.1%*	6.8%**

Pay distribution

Pay quartiles	Women	Men
Upper	80%	20%
Upper middle	89%	11%
Lower middle	93%	7%
Lower	91%	9%

*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
0%*	9.6%**

Pay distribution

Pay quartiles	Women	Men
Upper	42 %	58 %
Upper middle	63 %	37 %
Lower middle	63 %	37 %
Lower	45 %	55 %

Hafod Resources



Median Gender Pay Gap	Mean Gender Pay Gap
36.5%*	40.7%**

Pay distribution

Pay quartiles	Women	Men
Upper	41 %	59 %
Upper middle	44 %	56 %
Lower middle	78 %	22 %
Lower	82 %	18 %

*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

Addressing our pay gap

Over the last 12 months, we have focused on four key areas. Here's how we are progressing:

Recruitment and selection

Naturally, we all use language that is subtly gender coded without realising it. We now screen our adverts for male and female coded words to ensure our recruitment process doesn't encourage nor discourage either gender from applying for a job role, regardless of the role type or seniority. We are committed to selecting the best person for a role based on their skills and experience.

Developing opportunities for women

To support all colleagues on every step of their learning journey, we launched 'academi Hafod' in late 2018 which includes a new bespoke leadership programme providing development opportunities for every level of leadership. From aspiring first line managers to senior leaders, there's something for everyone.

To date, 93 colleagues have been enrolled onto our 'Taking the Lead' and 'Leading Edge' programmes of which 68% are female.

Flexible working

This year we have reviewed and updated our flexible working policy to make it clearer for our colleagues and managers to understand.

At Hafod, we recognise that our teams have various priorities in their lives and therefore feel it is important to offer flexible ways of working.

Culture and behaviours

We are committed to an open and transparent environment where we welcome our colleagues' views, ensure they feel listened to and provide them with support.

We have reviewed and updated our people policies and introduced 'Speak Up – Raising Concerns at Work' which encourages colleagues to talk about any concerns they may have. We have also started work within our care homes to promote positive ways of working through the creation of team charters.

We will continue this work and this year we are also focusing on the following areas:

Talent development

Providing equal development opportunities to all colleagues will ensure we meet our current and future talent needs as well as attracting a diversity of talent from within and outside our sectors.

We will be introducing a talent framework which will provide our leaders with tools and tips on how to identify and manage talent.

Practical tools for managers

A new toolkit is being created comprising of short workshops, leaflets and animated content to support and enable managers to understand and interpret our people policies around diversity, inclusion and concerns.

Inclusion

The introduction of an inclusion group will aim to work with colleagues from across the business to identify initiatives and ways of working that promotes inclusive practices.

One of the first actions of this group will be to set goals and targets for the business which will be focused on closing our gender pay gap.

Recruitment and selection

We are continuing our work to create a balance at both ends of the pay distribution. For example, we have a lower percentage of male workers in roles such as care and are therefore developing a 'Men in Care' campaign to attract more males into care roles.

We have lots of amazing colleagues who contribute to Making Lives Better for our customers and communities every day. Meet Keeli and Matthew who are helping to challenge the stereotype of gender related roles.

Keeli Morgan - Senior Maintenance Surveyor

I joined Hafod in 2008 as a maintenance surveyor and energy assessor. They say that variety is the spice of life and that's certainly the case in my role; no day is ever the same and I love that I am constantly learning.

My role includes dealing with reactive repairs, inspecting properties, carrying out energy surveys as well as our annual maintenance programme. What's most rewarding for me is working with residents and knowing that I'm helping them and improving their environment.

I represent the organisation on a number of external working groups and often attend forums and conferences. This helps me keep up to date with industry best practice and gives me the opportunity to network with like-minded professionals.

This combined, with my interest in new technology and smarter working, has enabled me to drive improvements in energy performance in our homes and reduce fuel poverty for our residents.

My role allows me to work with colleagues from all departments and I have been lucky to learn from many people. This has included an opportunity to mentor others and to lead on our annual 'Give and Gain' community project.

I've recently been promoted and I'm really excited about my new role. It will give me the opportunity to expand on my experience and learn new skills. I've also been selected to take part in Hafod's new leadership programme and it's great to know that I'm being supported to further develop my career.





Matthew Washington – Nursing Care Assistant

Following a change in career, I joined the care sector to make a difference and in search for better job satisfaction. I'm proud to have worked for Hafod for over seven years and I haven't looked back.

I've been fortunate to work with excellent nurses, senior care assistants and managers who have all guided me and given me the confidence to progress. My first role was as a night carer and then I started working day shifts which I found a lot better for me and my family.

I was then promoted to a senior carer and now I'm a nursing care assistant. I've particularly benefitted from being part of Hafod's new Nursing Care Assistant programme which is delivered in partnership with the University of South Wales and Aneurin Bevan Health Board.

The programme aims to give nursing care assistants the opportunity to develop new skills which allow them to support their nurse colleagues more closely. This has created a new career pathway for care staff, including myself, where other

development opportunities may not have been possible previously.

Joining the care sector was not at all what I expected. It was a steep learning curve but I'm glad I challenged myself to try. My typical day varies but my priority is to look after my residents as well as administering medication and arranging doctor's appointments.

The job satisfaction and enjoyment I get is unbelievable. Just being able to be around people who've lived such fruitful and amazing lives and just making that little bit of a difference is what makes it for me.

I've really enjoyed it since I came into the care sector. It's not about being a man or a woman in care, it's just being a person who can be there to make a difference to somebody. If my story encourages more men into this amazing sector and experience the career pathway that I have, then that would be the icing on the cake!

