



Gender pay gap report 2022

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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.

Our team of colleagues deliver a wide range of services across the communities we serve. The majority of our colleagues work within our Care area of the business followed by Resources (central services), Support and Housing.

Throughout our organisation, women are well represented and make up 83% of our workforce. Women occupy a wide range of roles including front line roles, junior and middle management and our senior and executive management team. We are also pleased that we have a number of women working in traditionally male-led areas such as finance, IT/digital and development.

At Hafod we run an annual colleague satisfaction survey with Great Place to Work. Last year we saw an improvement of 2% across our trust index which we are delighted with and demonstrates our continued commitment to our colleagues.



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 2022.

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

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

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 2022 is 9.0% which is an improvement of almost 4 percentage points (pps) on the previous year. This means we have seen an overall improvement of 11.8 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 14.9% in 2022.

Our mean gender pay gap has increased slightly by 0.5% at 16.7% but has improved by 13.7 pps since 2017 when the gender pay gap reporting started.

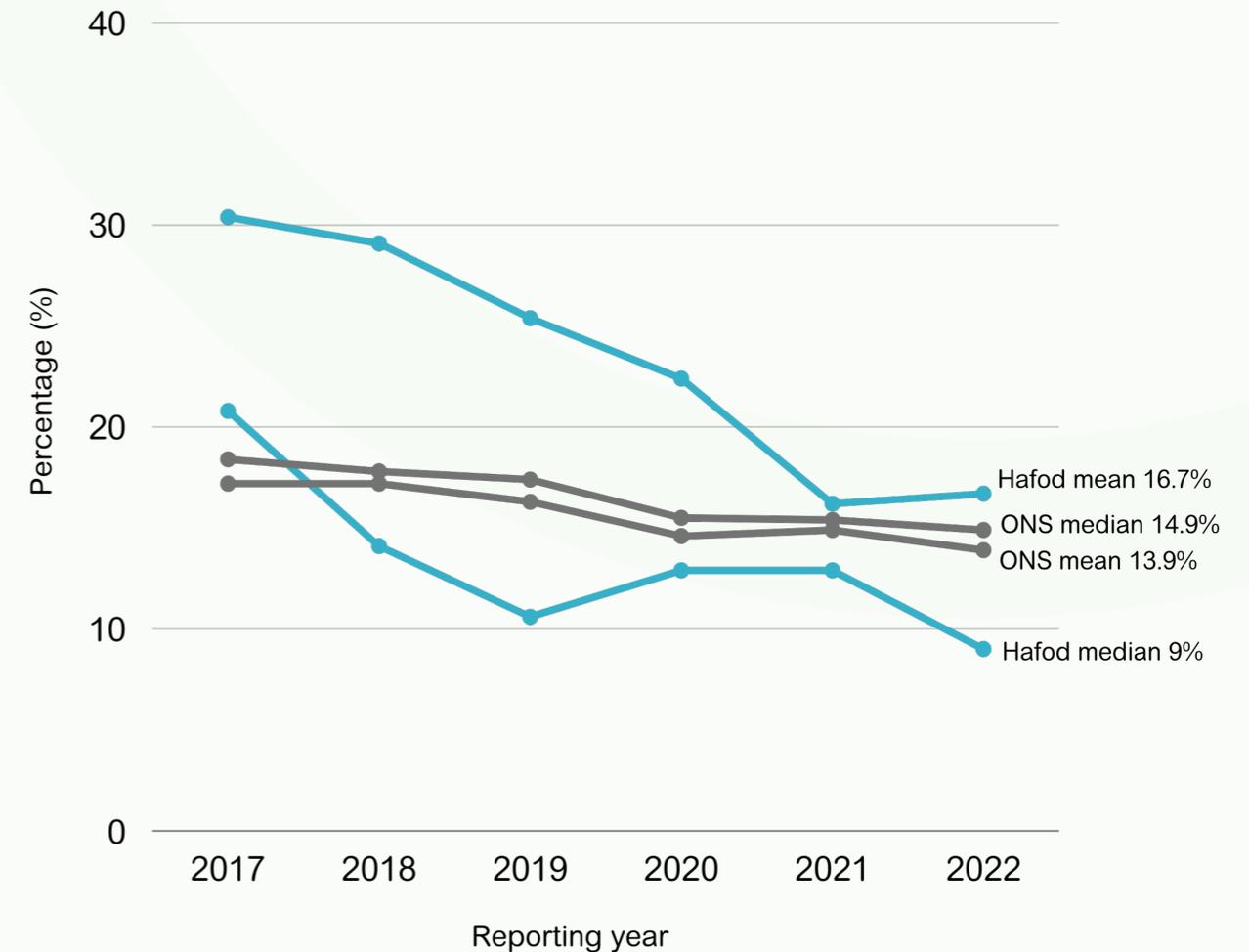
Our workforce is made up mainly of women and we are therefore subject to sensitivities in both the mean and median data with a small shift in men's roles impacting the overall GPG% either positively or negatively.

Bonus pay gap

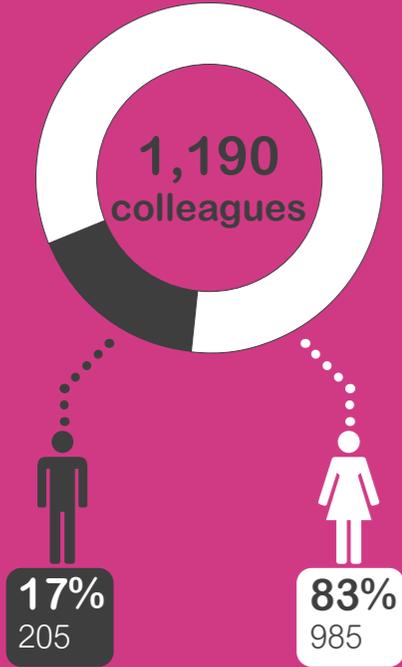
0%

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

Gender pay gap



Overall: Hafod Care, Housing, Support and Resources



Median Gender Pay Gap	Mean Gender Pay Gap
9.0%	16.7%

Pay distribution

Pay quartiles	Women	Men
Upper	67%	33%
Upper middle	88%	12%
Lower middle	85%	15%
Lower	88%	12%

- Highlights**
- ★ Hafod's overall median has reduced by 4% pps compared with last year's results.
 - ★ All parts of Hafod have reduced their mean and median pay gap since 2017 by at least 11.8 pps.

Hafod Care



Median Gender Pay Gap	Mean Gender Pay Gap
2.3%	1.8%

Pay distribution

Pay quartiles	Women	Men
Upper	90%	10%
Upper middle	83%	17%
Lower middle	92%	8%
Lower	92%	8%

- Highlights**
- ★ We have seen an increase of 11.9 pps in the number of female colleagues in the upper pay band since 2017.
 - ★ Within Care, the mean result has reduced by 1.5 pps compared with last year.

Hafod Housing



Median Gender Pay Gap	Mean Gender Pay Gap
-2.2%	2.0%

Pay distribution

Pay quartiles	Women	Men
Upper	52%	48%
Upper middle	56%	44%
Lower middle	41%	59%
Lower	63%	37%

Highlights

- ★ The pay gap in Housing has improved by 10.3 pps for the mean and 2.2 pps for the median since 2017.
- ★ There has also been a 10.3 pps improvement in the mean pay gap since 2017.

Hafod Support



Median Gender Pay Gap	Mean Gender Pay Gap
0.0%	2.8%

Pay distribution

Pay quartiles	Women	Men
Upper	78%	22%
Upper middle	93%	7%
Lower middle	74%	26%
Lower	70%	30%

Highlights

- ★ There has been an increase of 3.2 pps in the number of female colleagues in the upper and upper pay band since last year.
- ★ There has also been an increase of 4.6 pps in the number of male colleagues working within Support when compared with last year.

Hafod Resources



Median Gender Pay Gap	Mean Gender Pay Gap
27.5%	21.8%

Pay distribution

Pay quartiles	Women	Men
Upper	59%	41%
Upper middle	56%	44%
Lower middle	94%	6%
Lower	81%	19%

Highlights

- ★ In Resources there has been an increase of 26.1 pps in the number of female colleagues in the upper pay band since 2017.
- ★ There has also been a reduction in the mean gap by 1.1 pps since last year.

Why we have a gender pay gap

Our organisation is predominantly made up of women and although many of them feature in the highest two pay bands, female colleagues are also largely present throughout the two lowest pay bands.

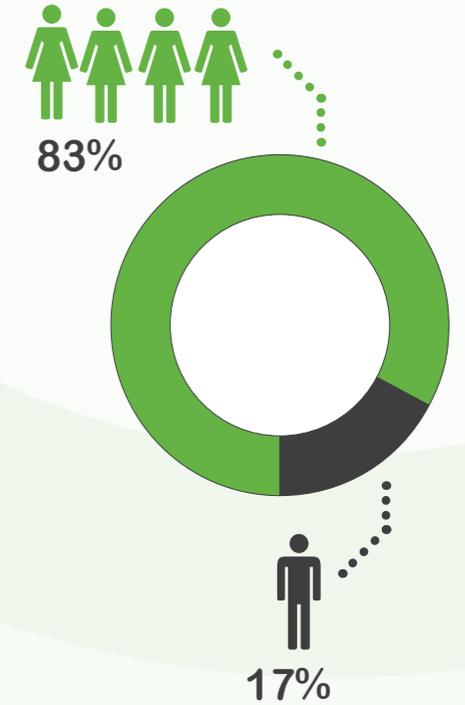
Given the nature of the care and support sector, it is common to have a higher proportion of women in frontline roles.

At Hafod, 85% of our frontline teams are women, and across our whole organisation 83% of our workforce 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 that in Care, Housing and Support, our gender pay gaps are below the ONS average. In Housing, women occupy a greater percentage of senior roles which means that there is a -2.2% median gender pay gap.

Within our resources area our median gender pay gap has reduced by 8.9 pps since 2017, and our mean gender pay gap has halved since reporting was first introduced which shows that the steps we are taking are having an impact.



Closing our pay gap

Since the development of our People Strategy in 2019 we have made considerable progress in closing our gender pay gap.

In 2017 when we first reported our gender pay gap, our median gap was 20.8% and we are delighted that it is now at 9% - an overall improvement of nearly 12 percentage points. We have also seen improvements in our mean pay gap from 30.4% to 16.7%.

We are also pleased that in our latest Great Place to Work colleague satisfaction survey, 91% of our colleagues gave a positive response to the question 'People here are treated fairly regardless of their gender'. We do however recognise that there is always more to do and aspire for this question and all questions relating to diversity to be at 100%.

Over the last four years we have worked hard to achieve our people strategy vision of 'enabling each of our colleagues to have a 'great day of work' by introducing working practices that meet our colleagues' needs.

During this period, we have invested in frontline pay, we have introduced improved healthcare and wellbeing benefits, we have invested in significant training and development for our teams upskilling them to improve their earnings potential, enhance their career choices and better support our customers.

We have also introduced a Hafod Principles and Behaviour framework which sets out the expectation of Hafod colleagues and leaders. This framework outlines the behaviours expected of Hafod colleagues and leaders in how they deal with customers and each other and has been fully integrated into all our people working practices.

During the reporting period we have also had a significant focus on our Equality, Diversity and Inclusion (EDI) agenda. We have rewritten our EDI policy gaining feedback from our customers and colleagues and have developed a positive statement around the importance of inclusivity and fairness at Hafod. We also launched our first EDI annual report and run an EDI week which was focused on helping our colleagues understand more about the lived experience of minority groups to aid understanding and compassion.

For the year ahead our focus is on embedding our people practices further as there is always room for improvement in this area. This includes:

- Embedding our behaviours framework further into our performance review and development processes.
- Providing change management and resilience training for our teams.

- Further implementation of our digital skills programme to ensure that all colleagues are digitally included.
- Embedding a coaching culture throughout the organisation by upskilling leaders in coaching skills and providing colleagues with options for coaching including career coaching to enhance their earnings.
- Continuing to learn upon and improve ways of working by scrutinising our Great Places to Work survey results.

At Hafod we are committed to fairness and equality throughout the organisation and feel that all colleagues should be afforded the opportunity to develop and increase their earning potential regardless of their background or demographic.



Karen Rosser
Corporate Director -
People, Communications
and IT

Developing our people

We are passionate about work-based coaching as a way of enabling our colleagues to develop skills and achieve their personal ambitions. Coaching can increase self-awareness, empower colleagues and improve performance and job satisfaction.

Colleague feedback from a learning questionnaire in October 2022 highlighted the preference of a blended range of learning opportunities to meet the variety of roles, learning preferences and geographical locations.

Through our learning and development offer, we have established a team of eight ILM qualified in-house coaches, with a further two colleagues currently completing their qualification.

The coaches are all female and provide coaching to colleagues across the business on a range of topics including personal effectiveness, career development and management and leadership style.

The coaches each hold an ILM level 5 qualification in coaching and mentoring which was facilitated by the University of South Wales on a part time basis. Learning was provided through a mix of seminars, workshops, coursework and practical coaching. Students gained valuable insight into the practice from both sides as they also received coaching as part of the training.

Katie Jones, Recruitment Advisor, is one of our qualified coaches. She said: "I thoroughly enjoyed this learning opportunity; it taught me so much about the positive impact coaching can have. It's empowering to be able to help others and I'm looking forward to supporting colleagues on their coaching journey."

Work-based coaching offers confidential one-to-one support either in-person or virtually to explore a colleague's personal development such as developing new skills, finding a solution to work-based challenges or taking the next step their career.

So far, a total of 30 colleagues (24 female and six male) have received coaching with an additional four currently working with coaches.

Phil Thomas, Payroll and Pensions Manager, has recently received coaching. He said: "I had a wonderful experience working with my coach over a period of months. They supported me through some difficult situations that I was facing. They helped me come up with solutions to problems and used a variety of different techniques to identify what approach worked for me.

"I continue to use the tools and knowledge I gained during my coaching sessions and would recommend it to anyone."



Phil Thomas
Payroll and Pensions
Manager

Spotlight: Nikhat and Get into Housing

Nikhat joined our Learning and Development (L&D) team for a Get into Housing placement and now has a permanent, full time role with Hafod.

Get into Housing launched in 2022 providing paid placements to those who are over 25, long term unemployed, identify as coming from an ethnically diverse community and are interested in exploring what a career in housing has to offer.

The first cohort of the project was funded by the WCVA, and we are proud to be part of a consortium of seven registered social landlords offering the 16-week placements where participants can gain on-the-job skills and experience.

The aim of the project is to encourage more people from ethnic minority backgrounds to consider a career in housing, support and care. During their placement, participants receive the Real Living Wage and while gaining experience, training, and access to employment opportunities with the long term goal of achieving meaningful careers within and outside the sector.

Hafod welcomed five placement students to various areas of the organisation including Customer Services, Support, Housing, Assets and Learning and Development.

During her placement, Nikhat said: "I am truly thankful to have secured a 'Get into housing' placement as this project is giving me the much-needed confidence to go back to work.

"My role in Hafod as a Learning & Development Assistant gives me the opportunity to explore various aspects of the L&D field. The team have been very supportive and encouraging."

As Nikhat's placement was coming to an end, she was interested in other opportunities at Hafod and applied for the role of HR Assistant. She was successful and is now a permanent member of the team.

On securing her new role, Nikhat told us: "I was so happy to get a permanent job; it gives me and my family financial security. I want to take this opportunity to upskill myself and grow my career in the housing sector."

We are pleased to say that all placement students found their time at Hafod beneficial and helped to improve their confidence in the workplace and increase their skills and knowledge. As a result, they have all go on to employment or volunteering.

The programme will run again in 2023 and we look forward to welcoming new placement students to the organisation.



Nikhat Shaikh
HR Assistant



Michaela Williams
Digital Project
Advisory Lead

Spotlight: Michaela

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I joined Hafod in January 2022 as a Digital Advisor and have progressed into the Digital Project Advisory Lead.

Prior to that, I worked for a not for profit organisation that focused on gender equality in Wales, so I have experience of working in the third sector prior to joining Hafod.

My previous role was working in IT Projects and Support. I was fortunate that given the organisation I worked for, they were always very supportive in helping me to progress and learn in my role. I was able to complete my ILM Level 2, Microsoft 365 Fundamentals and PRINCE2 qualifications.

At Hafod, my learning journey has continued to be supported, with me completing my Azure Fundamentals and ITIL qualifications.

In my current role, I manage some of our key Digital projects in the organisation in line with our Digital Strategy, as well as managing a team of two other project managers, both women who run our digital projects.

I am passionate about the positive results that Digital Change can bring. We've seen such a huge change in the digital landscape since Covid and it's encouraging to see how Digital is transforming the way we work and how it can support people to work more flexibly and can help people balance home and work life.

It's exciting to see some of the innovations that are happening in technology and how this can benefit Hafod and our customers.

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Hafod