



# Gender pay gap report 2020



**Making Lives Better**

## About us

Hafod is one of the leading providers of housing, care and support services in south Wales.

We are a not-for-profit organisation who 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.

During this reporting period we have been responding to the Covid-19 pandemic. This has had a significant impact on our customers and colleagues, and we have prioritised a focus on well-being whilst continuing our commitment to equality, diversity and inclusion.

### 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

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 5 April 2020.

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 2020 is 12.9%. While this is 2.3% higher than 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 15.5% in 2020.

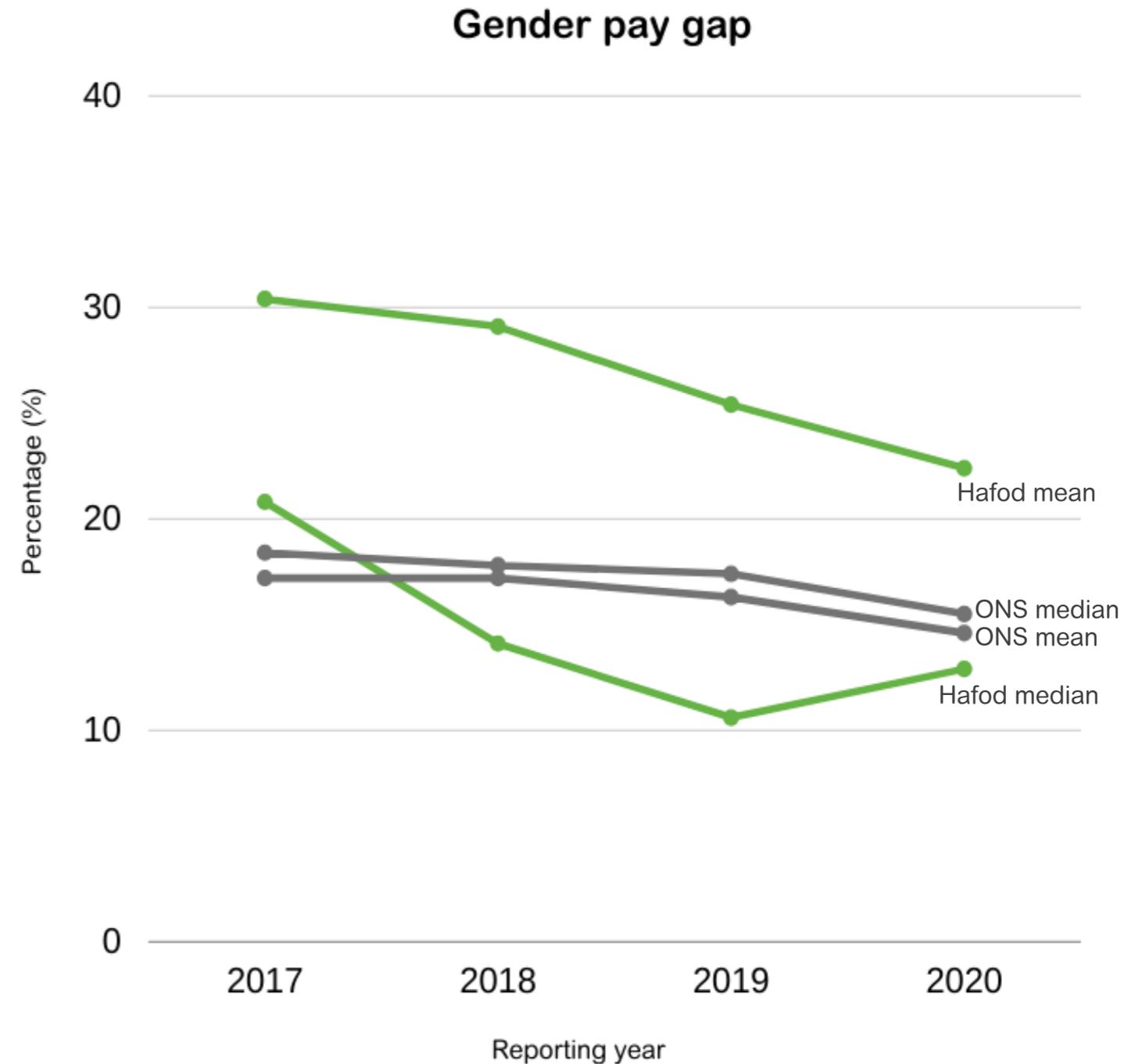
We are pleased however that our mean figure continues to reduce, seeing a 3 pps improvement year on year and an improvement of 8 pps since 2017. This demonstrates that on average we are closing the pay gap between males and females in our business through the measures we are taking.

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



# Overall: Hafod Care, Housing and Support, and Resources



Median Gender Pay Gap	Mean Gender Pay Gap
12.9%	22.4%

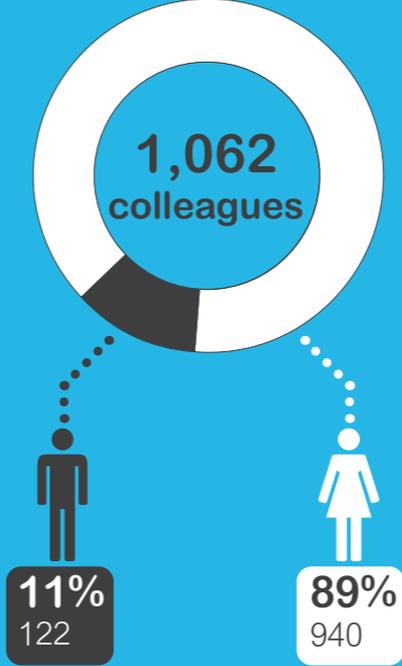
### Pay distribution

Pay quartiles	Women	Men
Upper	69%	31%
Upper middle	87%	13%
Lower middle	92%	8%
Lower	87%	13%

### Key success

All parts of Hafod have reduced their mean and median pay gap since 2017 by at least 5.3 pps.

# Hafod Care



Median Gender Pay Gap	Mean Gender Pay Gap
0.7%	8%

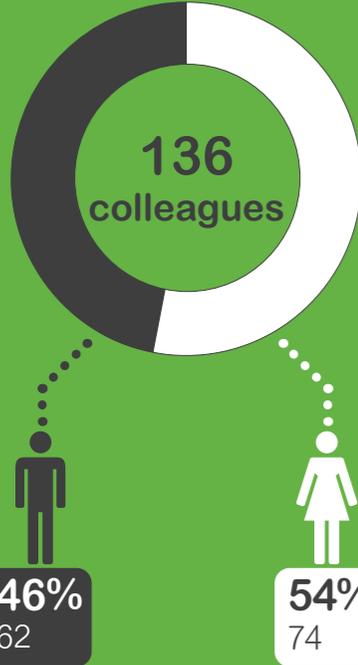
### Pay distribution

Pay quartiles	Women	Men
Upper	86%	14%
Upper middle	88%	12%
Lower middle	91%	9%
Lower	90%	10%

### Key success

We have seen an increase of 7.5 pps in the number of female colleagues in the upper pay band since 2017.

# Hafod Housing and Support



Median Gender Pay Gap	Mean Gender Pay Gap
-5.3%	-6.4%

### Pay distribution

Pay quartiles	Women	Men
Upper	59%	41%
Upper middle	62%	38%
Lower middle	38%	62%
Lower	59%	41%

### Key success

In Housing there has been an increase of 17.1 pps in the number of female colleagues in the upper middle pay band since 2017.

# Hafod Resources



Median Gender Pay Gap	Mean Gender Pay Gap
23.8%	30.6%

### Pay distribution

Pay quartiles	Women	Men
Upper	50%	50%
Upper middle	58%	42%
Lower middle	74%	26%
Lower	84%	16%

### Key success

The pay gap in Resources has improved by 12.6 pps for the mean and 13 pps for the median since 2017.

This means that we now have a 50/50 split for the colleagues being paid at the upper quartile pay grade as compared to a 34 females/64 males in 2017.

## Why we have a gender pay gap

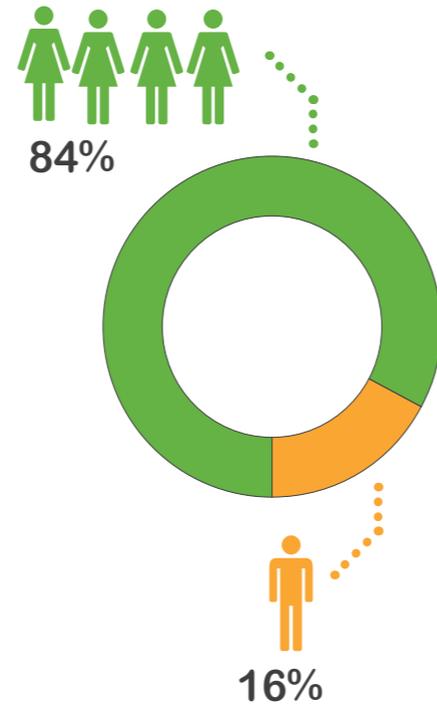
Across our organisation, women are well represented throughout our two highest pay bands. However, they also occupy the majority of the two lowest pay bands.

This is common in the care and support industry, where women make up the majority of the frontline workforce. At Hafod 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 outnumber 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 there is a -5.3% median gender pay gap.

Within our resources areas we have reduced our median gender pay gap year on year by 12.6 pps, which reflects the senior female appointments which have been made in 2019/2020.



## Closing our pay gap

As a people-focused organisation, our colleagues are central to what we do and empowering and enabling them to make lives better for our customers is the key to us achieving our strategic priorities.

In 2019 we launched a comprehensive people strategy which enables the delivery of our organisational goals and sets out our commitment to foster a truly inclusive organisation. At the heart of our people strategy is the focus on enabling great days at work for our colleagues through great people practices such as:

- career pathways and development opportunities
- improving terms and conditions
- development programmes for our leaders and managers
- demonstrating our commitment to equality, diversity and inclusion
- embracing our social credentials in the way we work
- building a strong engagement culture where colleagues are involved in decision-making and feel valued for the work they do

Our priorities have helped us make strides in closing our gender pay gap since reporting began in 2017. We believe that a continued focus on our priorities will help reduce our pay gap further and improve the lives of our colleagues.



**Karen Rosser**  
Corporate Director -  
People, Communications  
and IT



## Pre-registration nursing programme

In 2019, we launched a new career pathway programme, offering colleagues the opportunity to apply for funded places on the Pre-registration Nursing degree with the Open University (OU).

The part-time programme typically takes four years to complete, with successful students qualifying as a registered adult or mental health nurse.

Three colleagues successfully applied for the first programme which began in 2020 and now our second co-hort of four colleagues have started their journey in February.

The part-time home study with the OU is primarily delivered through distance learning such as webinars and digital resources which is flexible around other commitments. Support is also provided from a tutor throughout the duration of the programme.

Students will also gain vital practical experience from work placements in partnership with the NHS, where they will benefit from the supervision of qualified nurses who also act as mentors.

The programme is part of our commitment to invest in our people, creating a structured career pathway for our colleagues to become registered nurses. For our female workforce this has provided a new opportunity that previously didn't exist, allowing them to study part-time and progress in their career.

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I'm thankful for this opportunity, and I am very excited and eager to start my new journey to study adult nursing.

Lorita Zammit

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