



Hafod

Making Lives Better



Gender Pay Gap Report
2017



It DOESN'T HAVE TO BE Perfect Wonderful!

Unit Lead



With Pain Comes Strength

Staff Carer



About Hafod

Hafod is a group of not-for-profit companies who work together to provide a wide range of housing, 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 85 % 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.

Hafod's Team

over
1,200
colleagues



83%

17%

Gender Pay Gap

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

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

Whilst at Hafod only one of our Group Companies employ over 250 employees we have calculated and reported on all going beyond the requirements of the legislation.



Consolidation of Hafod Care, Housing and Resources

Total number of employees **1,221**



1,014
83%

207
17%

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

Median Gender Pay Gap	Mean Gender Pay Gap
20.8%*	30.4%**

Pay Distribution

Pay Quartiles	Women	Men
Upper	68.0%	32.0%
Upper middle	80.3%	19.7%
Lower middle	91.8%	8.2%
Lower	92.1%	7.9%

*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 Care

Total number of employees **1,037**



908
88%



129
12%

Our Median Gender Pay Gap in Care is significantly below the national average of 18.2% (ONS data 2016)

Median Gender Pay Gap

6.4%*

Mean Gender Pay Gap

13.3%**

Pay Distribution

Pay Quartiles	Women	Men
Upper	78.5%	21.5%
Upper middle	86.9%	13.1%
Lower middle	93.1%	6.9%
Lower	91.9%	8.1%

*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

Total number of employees **124**



69
56%



55
44%

Median Gender Pay Gap	Mean Gender Pay Gap
0%*	12.3%**

Pay Distribution

Pay Quartiles	Women	Men
Upper	41.9%	58.1%
Upper middle	67.7%	32.3%
Lower middle	64.5%	35.5%
Lower	48.4%	51.6%

*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

Hafod Resources

Total number of employees **60**



37
62%



23
38%

Median Gender Pay Gap	Mean Gender Pay Gap
36.4%*	43.6%**

Pay Distribution

Pay Quartiles	Women	Men
Upper	33.3%	66.7%
Upper middle	46.7%	53.3%
Lower middle	73.3%	26.7%
Lower	93.3%	6.7%

*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

About our Gender Pay Gap

Despite women being well represented through our two highest pay bands they also predominate our two lowest pay bands, creating our gender pay gap.

This is quite common in the care and support industry, where women tend to make up the bulk 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.

The proportion of men increases in the upper quarter where professional and management roles are found and some of our jobs in the upper quartile, such as in IT and Technical Services are also mostly occupied by men, just as in many organisations.





How we will be addressing our pay gap

As part of Hafod's Diversity and Inclusion agenda we are committed to ensuring that all our people are treated fairly and equally. To date we have taken the following steps to promote gender diversity in our workforce:

- Reducing unconscious bias in recruitment
- Attracting and developing females into senior roles
- Reviewing and updating our policies and processes

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

Recruitment and Selection

Addressing our gender pay gap is about creating balance at both ends of the pay distribution as we have a low percentage of male workers in the lower quartile. We therefore aim to encourage applicants from genders not typical to the role, such as more men into Care roles. We will also review our recruitment processes and selection tools to reduce any gender bias within the recruitment process.

Flexible working

We will look at how our flexible working practices operate across the organisation and address any barriers that are identified which prevent either males or females entering our business in line with our focus above.

Developing opportunities for women

We will improve the understanding of development needs specific to women and deliver a talent programme to support internal promotions and open more opportunities in the lower quartiles as well as increase representation in senior roles. By improving skills, building confidence and supporting the professional development of our teams, they will be in a better position to compete for more senior roles and progress their careers.

Culture and behaviours

We will continue to embed an organisational culture that values diversity and inclusion and ensures all our people have opportunities to achieve their potential.



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www.hafod.org.uk