



Gender pay gap report 2023



About us

At Hafod our passion lies in creating positive change and fostering connections within communities. As a not-for-profit organisation with a strong social conscience, we've dedicated ourselves to improving lives by delivering high-quality affordable homes and providing vital support for individuals to maintain their independence and well-being.

Since our inception in 1968 as Hafod Housing Association with a modest beginning of three hundred properties in Cardiff, we have evolved significantly. Today, we operate across nine local authority areas in Wales, impacting the lives of over 16,000 people annually. With a team of 1,200 dedicated colleagues and a turnover exceeding £81 million, our commitment to growth and development remains unwavering.

We take pride in our mission, shared by every member of the Hafod family, which revolves around making lives better and creating an enriching workplace for our colleagues.

Guided by our culture principles as a collective force and demonstrated through individual behaviours, we continue to evolve, grow, and stand as a pillar of support throughout the lifetime journey of those we serve.

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 81% 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.

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 achieving the status of being a Great Place to work. We also achieved accreditation as a Great Place to Work for Women.



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 2023.

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 have 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.

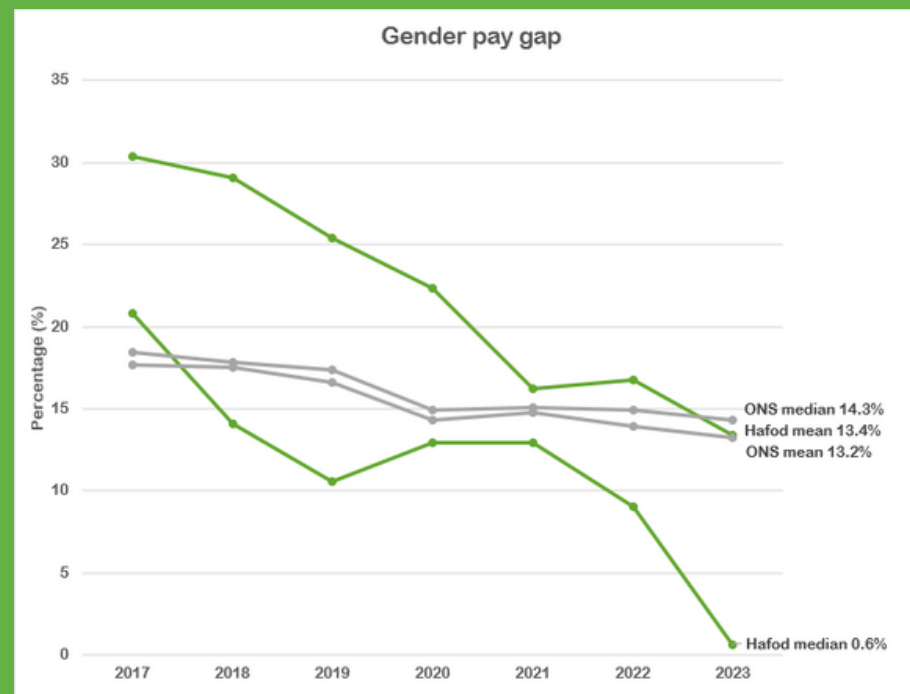
Our median gender pay gap for 2023 is 0.6% which is a significant improvement of 8.4 percentage points (pps) on the previous year.

This means we have seen an overall improvement of 20.2 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 14.3% in 2023.

Our mean gender pay gap has also reduced by 3.4% at 13.4% and has improved by 17.0 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.

Gender pay gap over the years



Bonus pay gap

0%

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

Overall: Hafod Care, Housing, Support and Resources

Median gender pay gap	Mean gender pay gap
0.6%	13.4%

Pay distribution		
Pay quartiles	Women	Men
Upper	67%	33%
Upper middle	88%	12%
Lower middle	81%	19%
Lower	82%	18%

Highlights

- Hafod's overall median has reduced by 8.4 pps compared with last year's results.
- All parts of Hafod have reduced their mean and median pay gap since 2017 by at least 17.0 pps.



19%
(222)



81%
(932)

Hafod Care

Median gender pay gap	Mean gender pay gap
-2.3%	-1.4%

Pay distribution		
Pay quartiles	Women	Men
Upper	89%	11%
Upper middle	90%	10%
Lower middle	82%	18%
Lower	81%	19%

Highlights

- Within Care, the median result has reduced by 4.6 pps compared with last year.
- We have seen an increase of 26% in the number of male colleagues in Care compared to last year.



13%
(106)



87%
(683)

Hafod Housing

Median gender pay gap	Mean gender pay gap
-2.9%	0.1%

Pay distribution		
Pay quartiles	Women	Men
Upper	52%	48%
Upper middle	63%	37%
Lower middle	48%	52%
Lower	60%	40%

Highlights

- The pay gap in Housing has improved by 1.9 pps for the mean and 0.8 pps for the median since last year.
- There has also been a 12.2 pps improvement in the mean pay gap since 2017.



44%
(54)



56%
(68)

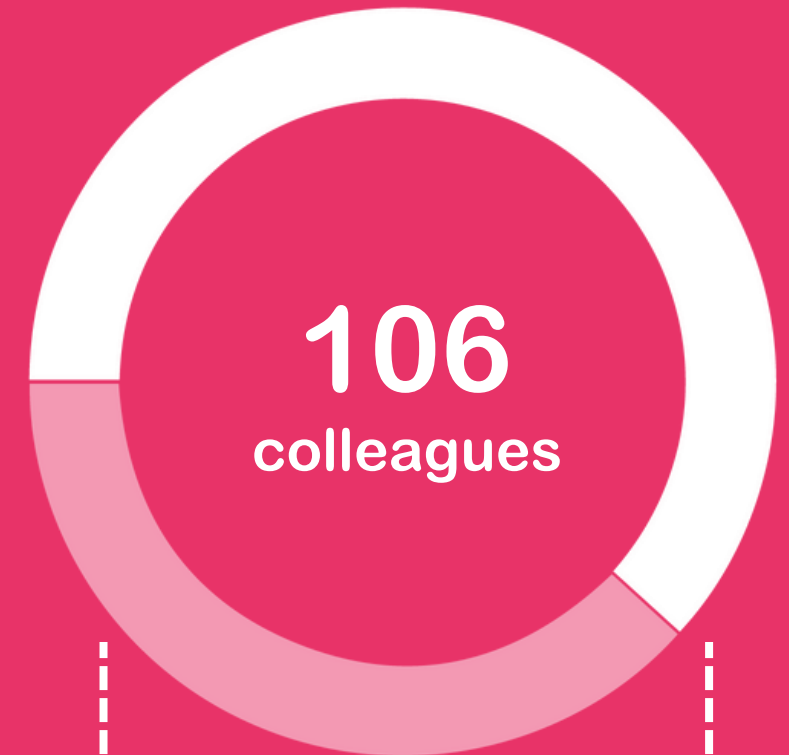
Hafod Support

Median gender pay gap	Mean gender pay gap
0.0%	-0.7%

Pay distribution		
Pay quartiles	Women	Men
Upper	73%	27%
Upper middle	88%	12%
Lower middle	81%	19%
Lower	69%	31%

Highlights

- Support has maintained a 0.0% Median for the third successive year
- The mean value has moved 2.1 pps since last year to get -0.7%



22%
(23)



78%
(83)

Hafod Resources

Median gender pay gap	Mean gender pay gap
33.7%	23.4%

Pay distribution		
Pay quartiles	Women	Men
Upper	56%	44%
Upper middle	61%	39%
Lower middle	82%	18%
Lower	85%	15%

Highlights

- In Resources there has been an increase of 23.0 pps in the number of female colleagues in the upper pay band since 2017.
- There has also been a 20.2 pps improvement in the mean pay gap since 2017.



29%
(38)



71%
(95)

Why we have a gender pay gap

Women occupy the majority of all pay grades

We are delighted that this year our GPG for the Company overall is 0.6%, an improvement of 8.4 percentage points (pps) since 2022.

Over the last few years, we understood that our organisational shape translated 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.

This year however, despite a drop in colleagues overall, there are more males in the organisation compared to last year, especially in care where our frontline roles are located. This has led to a reduction in our gender pay gap. This is partly due to our recruitment of overseas students and also our focus on recruiting men into care.

Whilst we are delighted with the overall GPG picture we are disappointed with our gap in our resources (central functions) part of the business at 33.7% (median). Whilst over half of the senior leadership team is female accounting for the upper (56%) and upper middle (61%) pay bands, the vast majority of colleagues in the lower middle (82%) and lower (85%) pay bands are female.



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 0.6% - an overall improvement of over 20 pps. We have also seen improvements in our mean pay gap from 30.4% to 13.4%

We are also pleased that in our latest Great Place to Work colleague satisfaction survey, 93% of our colleagues gave a positive response to the question 'People here are treated fairly regardless of their gender', 2pps improvement on last year. We were also accredited as a Great Place to Work for Women for the third year running.

Over the last few 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.

We have developed and launched Hafod's Principles and Behaviour framework which has been positively received across our business. This framework sets out 'what we do' in our principles and 'how we do it' in our behaviours.

Over the last 12 months we have been embedding the behaviours across the organisation via workshops with colleagues and managers. We also received a CIH award for our Principle and Behaviours framework in the category of 'excellence in professionalism, learning & development'.

During 2023, we developed and launched our menopause policy and procedure. As an organisation with 81% women, we felt it was necessary to set out our approach and the support offered to our colleagues at this critical period in their lives.

We have also had a significant focus on learning and development. We trained a number of colleagues in coaching and mentoring skills, and they are offering these services to other colleagues. This is helping people navigate their working and personal life. We have also commenced a programme of job shadowing where colleagues are empowered to spend time job shadowing another role in the organisation to find out more about it.

Closing our pay gap

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

Workforce of the future

This priority is focused on ensuring that we have the right colleagues in the right place at the right time in order to respond to the changing external markets. It is also focused on ensuring that all roles are adding value to the organisation and ensuring that we are attracting and retaining the right skills to enable us to deliver our current and future priorities.

Skills development

A key area of skills development is continuing to develop digital literacy across the organisation. With the embedding of our Digital Transformation Strategy, we will see a need for all colleagues to utilise new systems and ways of working. We will also be looking at ways that we can up skill colleagues to evolve their roles. A key focus for this year will also be on developing and implementing an early career offering which will be focused on apprenticeships, trainees and work experience opportunities.

Colleague engagement

Colleague engagement is central to our People Strategy and focused on enabling our colleague to have a great day at work. To enhance colleague engagement this year we will be promoting our brand proposition internally and externally

which will be focused on our purpose as an organisation and what we offer our colleagues, we will also continue to focus on recognition providing tools and opportunities to drive forward peer to peer celebration.

People leadership

Having great people leaders is key to Hafod's future success. Each line manager makes a difference every day and ensuring that they have strong people leadership skills ensures that all colleagues can have a great day at work. To support our leaders, we are introducing a managers induction programme, defining what a Hafod leader looks like and working with our leaders to embed our principles and behaviours framework further.

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



Men in Care - Jon Castro

2023 sees Hafod employing more men in the organisation especially in care

As a mainly female workforce, over the last few years we have been actively seeking to bring more men into our organisation.

In this reporting period we are delighted to see a 2 pps increase in the number of males we employ.

The most significant uplift in male numbers has been in our care part of the business where we employ 22 more men, an improvement of 3 pps.

Many of our male workers have joined us through overseas visas, some of which are on student visas and some of which are being sponsored by Hafod.

Our male colleagues occupy roles across the organisation and at all levels.

We hear from Jon Castro, a Care Assistant about his journey in the care sector and his experience working with Hafod.

“I started my journey in the care sector back in 2015. I’ve always wanted to work in the care sector ever since I moved to the UK in 2006. I’ve tried working in other sectors but my fulfilment comes from caring for people.

Every day is different at Hafod. I am a people focused person and I like helping other people.

Hafod is a wonderful and caring organisation. This is the reason I chose to work here, they take very good care of their employees.”

Jon Castro
Care Assistant



Laura Roberts

Laura Roberts started her career as a teaching assistant, before joining the care sector.

Laura now manages Golau Caredig extra care scheme in Barry, having progressed rapidly since beginning her journey with Hafod in 2020.

Laura shares, “Having become a Mum quite young, my first job was as a teaching assistant at my daughter’s school. This role was, of course, very person centred and certainly paved the way for my future career choices.”

Laura moved into the care sector, working as a Care Assistant for six years before becoming a Nursing Assistant.

Passionate about looking after people, she applied for a role at Ty Heulog, a Hafod extra care scheme in Talbot Green.

“At Ty Heulog I learned the ropes, gaining a better understanding of everything that goes into running an extra care scheme.”

Laura’s new passion for the housing sector saw her begin to carve out a fresh career path, and when the opportunity arose to manage one of Hafod’s extra care schemes, Laura was keen to progress. She now has ambitions to complete a housing degree.

Hannah Parker, Integrated Services & Wellbeing Manager said:

“At Hafod, we pride ourselves on creating a great place to work for our colleagues, where they can enjoy working in a supportive and vibrant environment. It’s great to see Laura advance her career within Hafod, enabling us to retain our talented team member while she enjoys a new and challenging role.”

Laura Roberts
Extra Care Manager



Nicola Meredith

Nicola achieves distinction in Masters qualification.

Nicola Meredith, a project officer in our Development team, has recently completed the MSc in Construction Project Management course at the University of South Wales, achieving a distinction.

Accredited by the Royal Institution of Chartered Surveyors (RICS) and the Association for Project Management (APM), the course is practice-based and research focused.

Nicola has worked at Hafod for 12 years and has been studying part-time over the last two years alongside her day-job which involves project management of our new development schemes.

Funded by Hafod as part of Nicola's career development aspirations, the tuition has included traditional lectures and tutorials with problem-based learning through workshops.

Nicola's progress has been assessed via a combination of coursework, written reports, project work, presentations, examination, and a 15,000-word dissertation about the barriers to the delivery of affordable housing.

Nicola, said: "The qualification has given me a strong foundation into construction project management which I have been able to apply to my current role, and will help me in my journey to becoming a project manager.

"Thank you to Hafod for the opportunity and support to further progress my career."

Nicola Meredith
Project Officer





Hafod