

our 2025



Gender and Ethnicity

Pay Gap Report



Introduction

At Hafod, we're driven by a commitment to create positive change and strengthen connections within our communities. As a socially conscious, not-for-profit organisation, we focus on improving lives by providing high-quality, affordable homes and delivering essential support that helps individuals maintain their independence and well-being.

In 2024, colleagues helped shape our mission commitments: get the basics right, connect with you, and invest for a better future. These commitments reflect our role in helping customers and communities to thrive by hearing people's voices, giving support when it matters, on the terms people want.

To achieve this, we're building a culture where everyone can belong, participate and thrive – empowering colleagues to make a real difference for our communities.

We're proud to continue reporting a gender pay gap that remains below the national average. This report provides a detailed overview of our pay gap data since we began reporting in 2017, highlighting the areas where we've made progress as well as the challenges that remain.

We have also been monitoring our ethnicity pay gap since 2020 to help us understand the challenges and opportunities within our organisation. In keeping with our commitment to transformation through transparency, we started publishing this data last year alongside our gender pay gap results.

Aligned with our mission, we're committed to making sure our workplace is truly inclusive, giving every colleague, regardless of their personal characteristics, the same opportunities to belong, participate and thrive. By looking closely at the data in this report, we can identify ways to improve colleague experiences, which also has a positive impact on our customers and the communities we serve.

79%
of our colleagues
are female

21%
of our colleagues
are male

5.9%
median gender
pay gap

5.3%
median ethnicity
pay gap

8.5%
mean gender
pay gap

8.1%
mean ethnicity
pay gap

15%
of care
colleagues
are male

18
overseas colleagues
sponsored between
April 2024 and
March 2025



**Committed
2025**

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 a snapshot of our data from 5 April 2025.

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.

Emma Eccles
Director of People

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.

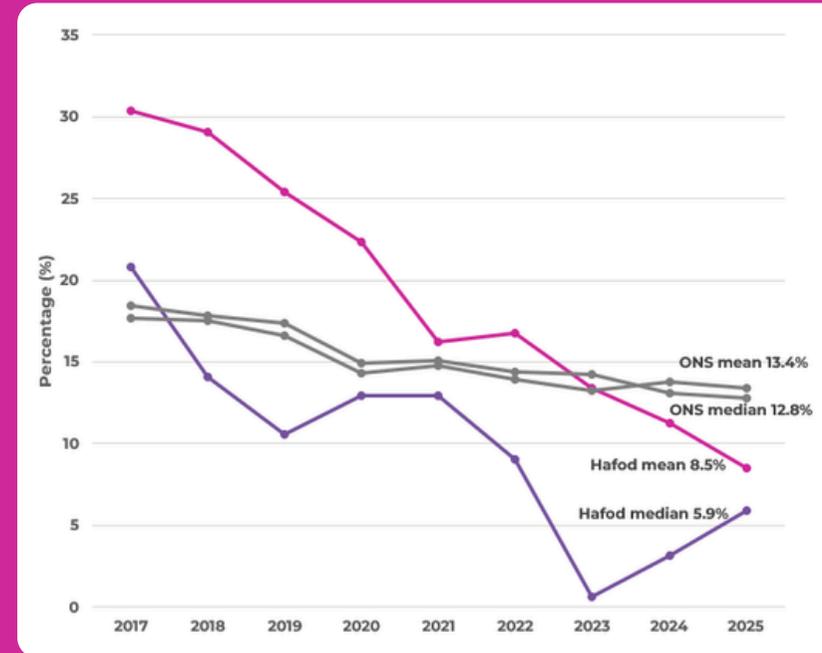
Our median gender pay gap for 2025 is 5.9% which is an improvement over four years of 7 percentage points (pps).

This means we have seen an overall improvement of 14.9 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 12.8% in 2025.

Our mean gender pay gap has also reduced by 2.8% at 8.5% and has improved by 21.9 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 & Resources

Median gender pay gap	Mean gender pay gap
5.9%	8.5%

Pay distribution		
Pay quartiles	Female	Male
Upper	70%	30%
Upper middle	78%	22%
Lower middle	82%	18%
Lower	85%	15%

Highlights

- Hafod's overall mean has reduced by 8.2 pps in the last three years.
- All parts of Hafod have reduced their mean and median pay gap since 2017 by at least 14.9 pps.



21%
(211)



79%
(807)

Hafod Care

Our care colleagues

Median gender pay gap	Mean gender pay gap
0.5%	0.4%

Pay distribution		
Pay quartiles	Female	Male
Upper	86%	14%
Upper middle	80%	20%
Lower middle	88%	12%
Lower	86%	14%

Highlights

- Within Care, the mean result of 0.4% has reduced by 12.9 pps compared with 2017, when first reported.
- We have seen an increase of 6.4% in the number of male colleagues in the lower quartile in the last three years.



15%
(98)



85%
(561)

Hafod Housing

Our housing colleagues

Median gender pay gap	Mean gender pay gap
-2.4%	0.8%

Pay distribution		
Pay quartiles	Female	Male
Upper	48%	52%
Upper middle	61%	39%
Lower middle	33%	67%
Lower	67%	33%

Highlights

- There has also been a 2.7 pps improvement in the mean pay gap since last year.
- We have noted that there has been a 4.7% increase in female representation in the upper quartile since last year.



47%
(63)



53%
(71)

Hafod Support

Our support services colleagues

Median gender pay gap	Mean gender pay gap
0.0%	-2.0%

Pay distribution		
Pay quartiles	Female	Male
Upper	76%	24%
Upper middle	79%	21%
Lower middle	92%	8%
Lower	67%	33%

Highlights

- Support has maintained a 0.0% median for the fifth successive year.
- The mean value has had a 0.7% improvement since last year to -2.0%.



22%
(22)



78%
(80)

Hafod Resources

Our head office colleagues

Median gender pay gap	Mean gender pay gap
31.5%	17.6%

Pay distribution		
Pay quartiles	Female	Male
Upper	68%	32%
Upper middle	63%	37%
Lower middle	90%	10%
Lower	87%	13%

Highlights

- In Resources there has been an improvement of 2.8% in the median compared to last year.
- There has also been a 26 pps improvement in the mean pay gap since 2017.



23%
(28)



77%
(95)

Ethnicity pay gap reporting

We have been monitoring our ethnicity pay gap since 2020 to enable us to identify challenges and opportunities, and to also enable us to track our progress and help to set actions to reduce any pay gap.

We believe that transparency is an integral element to ensure that our commitments in this area translate to real results and therefore in our 2024 report we decided to start voluntarily publishing our data.

The ethnicity pay gap is the difference between the average hourly rate received by white colleagues and the average hourly rate of ethnic minority colleagues. It is not a comparison of pay rates for 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.

The ethnicity information contained in this report is a snapshot of our data as of 5 April 2025 in the same way as the gender pay gap report.

Definitions

Median pay gap is the difference between the median hourly pay of white employees and the median hourly pay of employees from other ethnic groups.

Mean pay gap is the difference between the average hourly earnings of white and ethnic minority colleagues.

Our ethnicity pay gap

We believe having a truly diverse colleague base, where differences are welcomed and colleagues can belong, participate and thrive, is imperative.

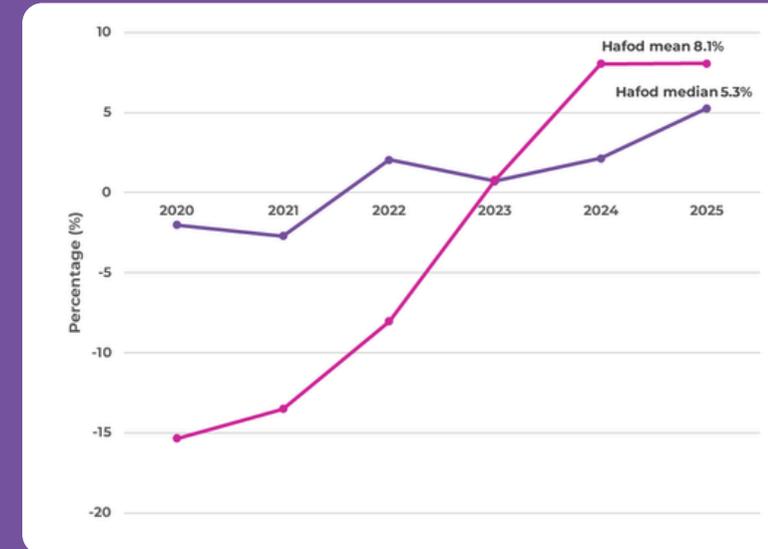
An environment where everyone is able to use their strengths and insights ensures that we are able to connect with our customers and respond to their needs. We are also mindful that diversity of thought improves our decision-making ability.

Our median ethnicity pay gap for 2025 across the whole organisation is 5.3%. Our mean ethnicity pay gap is 8.1%.

In 2020, we had 5.4% of our workforce, 68 colleagues identifying as ethnic minorities. In this reporting period we have 194 colleagues which is 19.6%, just under one fifth of our total workforce.

We are unable to give any national comparisons for our data as it is yet to be a legal requirement to report ethnicity pay gaps.

Ethnicity pay gap over the years



Bonus pay gap

0%

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

Overall Hafod

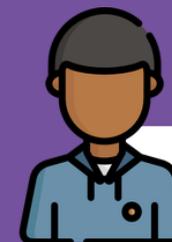
Care, Housing, Support & Resources

Median ethnicity pay gap	Mean ethnicity pay gap
5.3%	8.1%

Pay distribution		
Pay quartiles	White	Ethnic Minority
Upper	89%	11%
Upper middle	87%	13%
Lower middle	69%	31%
Lower	79%	21%

Highlights

- There has been an increase of 125 colleagues from an ethnic minority background in the last three years.
- Colleagues from an ethnic minority background make up 19.6% of our total population.



20%
(194)



80%
(797)

27 colleagues chose not to disclose

Hafod Care

Our care colleagues

Median ethnicity pay gap	Mean ethnicity pay gap
-0.2%	2.4%

Pay distribution		
Pay quartiles	White	Ethnic Minority
Upper	81%	19%
Upper middle	65%	35%
Lower middle	70%	30%
Lower	80%	20%

Highlights

- Within Care, the median result has remained at 0.6% or lower since 2020.
- Care has a median value of -0.2% this year.



26%
(168)



74%
(468)

Hafod Housing

Our housing colleagues

Median ethnicity pay gap	Mean ethnicity pay gap
-18.9%	1.3%

Pay distribution		
Pay quartiles	White	Ethnic Minority
Upper	97%	3%
Upper middle	88%	12%
Lower middle	94%	6%
Lower	97%	3%

Highlights

- The mean in Housing is at 1.3% which is the best value Housing has seen since reporting began in 2020.
- The median has improved by 10.7% since last year.



6%
(8)



94%
(125)

Hafod Support

Our support services colleagues

Median ethnicity pay gap	Mean ethnicity pay gap
2.2%	-0.9%

Pay distribution		
Pay quartiles	White	Ethnic Minority
Upper	96%	4%
Upper middle	100%	0%
Lower middle	96%	4%
Lower	92%	8%

Highlights

- Support has maintained a median within 2.2% for the fourth successive year.
- There has also been a 1.7% improvement in the mean pay gap since last year.



6%
(6)



94%
(93)

Hafod Resources

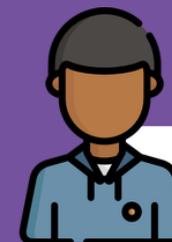
Our head office colleagues

Median ethnicity pay gap	Mean ethnicity pay gap
24.4%	-4.0%

Pay distribution		
Pay quartiles	White	Ethnic Minority
Upper	93%	7%
Upper middle	93%	7%
Lower middle	93%	7%
Lower	81%	19%

Highlights

- Within Resources, we now have three times as many colleagues from ethnic minority backgrounds compared to 2020.
- There has also been a 1% improvement in the number of colleagues from ethnic minority backgrounds in the upper pay band.



10%
(12)



90%
(111)

Our gender and ethnicity pay gaps

Our Gender Pay Gap for the company overall in 2025 is 5.9%, which is an improvement of 7 percentage points (pps) in the last four years.

Our Ethnicity Pay Gap is 5.3% and we are pleased that in this reporting period we have seen an increase of colleagues identifying as ethnic minority at 19.6% of our total workforce, compared to 5.4% of our workforce 2020.

Why have we got a gender pay gap?

Within Hafod, the majority of our colleagues are female. Whilst females are represented at senior and middle management levels, they outweigh the number of men in lower paid frontline roles. This leads to a gender pay gap.

Why have we got an ethnicity pay gap?

The picture for our ethnicity is similar to that of gender. Whilst we do have ethnic minority colleagues at all levels of the organisation including senior and middle management, the largest percentage of ethnic minority colleagues are in our lower pay bands, which results in a pay gap.

Closing our pay gaps and building our culture

We are continuing our mission to create a working environment where colleagues can truly be themselves and thrive. Significantly, we have stayed true to our commitment to honour the real living wage for our care colleagues despite significant financial pressures during this period.

Alongside our core commitments to inclusivity across the organisation, supported by our behaviour framework, we also moved forward with a number of initiatives throughout the period.

Highlights from our 2024-25 activities include:

Menopause awareness

In October 2024, we celebrated World Menopause Day by holding a lunch and learn webinar to increase awareness of menopause issues for colleagues.

We put a call out to the business for volunteers to join a Menopause Champions/ Women's Health Network group and identified 15 willing champions, from across the business, to be developed as internal experts and sources of support to colleagues.

In December, we signed up with Henpicked as a 'committed' member, working to become a Menopause Friendly organisation.

This involves training and upskilling our menopause champions and linking up with Henpicked and other menopause friendly organisations to give them confidence to support colleagues and the wider business through running menopause cuppa and chat sessions, wellbeing activities and one-to-one support.

Customer focus

We implemented Recite Me accessibility software on our website to help customers navigate our website in over 100 languages.

We launched a 'Here for you' customer support programme monitored by gender, ethnicity, vulnerability and other outcomes, which was nominated for a TPAS Cymru good practice award.

Closing our pay gaps and building our culture

We introduced a Physical Adaptions Panel made up of customers, to ensure that the service we provide, and the delivery of the physical adaptions grant process are customer centred and of the highest standard.

The panel provide an independent check and challenge to service delivery and performance as well as making improvement recommendations. In July 2024, this work was recognised by a TPAS Cymru award.

Training

During the year we ran the following training activities to support our inclusion approach:

- Unconscious bias training through Tai Pawb.
- Diversity and inclusion and Anti Racist Wales training for Board and Senior Leadership team.
- Equality Impact assessment training for Board and Senior Leadership team.
- Added modules to the mandatory suite of e-learning for all colleagues on Belonging and Inclusion, Anti Racism Wales and Menopause.

Throughout the year we also ran awareness events to celebrate Time to Talk Day, World Menopause Day and Pride month.

We also launched a podcast series featuring colleagues sharing their experiences and perspectives of inclusion called 'In Our Words'.

Towards the end of the 2024/25 period, we developed our Belonging approach to combine inclusion and cultural development.

This intersectional framework means that we can focus resources to raise awareness and empathy with customers and colleagues. The development resulted in the creation of a specific post of Culture and Inclusion Lead.

“Our drive to ensure colleagues and customers feel a sense of Belonging is central to what we do at Hafod. By taking an intersectional approach, we will break down barriers and maximise resources to build connections, awareness, networks and a true sense of community.”

Emma Eccles, Director of People

Sinead Vatsaloo

Going local strengthens communities

Sinead's journey at Hafod shows exactly what it means to put people, place and purpose at the heart of our work.

She began her Hafod career as a support worker with our Sycamore Service, providing housing-related support to people over 55 across Bridgend county borough.

For two and a half years, she supported older residents with compassion, patience and a deep understanding of their individual needs. Her ability to build trust and create meaningful relationships made a lasting difference to the people she worked with.

Keen to broaden her impact within the community, Sinead took a brand new role as a community coach at Fir Tree Drive. This was the first pilot in our go-local approach, supporting place-based working and community development. Sinead's strengthened connections with local residents, empowering them to lead the changes they want to see in their neighbourhood.

More recently, she added a part-time neighbourhood coach role in the area, combining both positions to support customers in a truly holistic way.

Sinead's work reflects our commitment to going local and connecting with our customers, being visible, accessible and responsive within the communities we serve.

Her dedication shows how our mission becomes real through everyday interactions, supporting people where they live and creating stronger, more confident communities.



"It's great to have helped develop a place where local people can come together to share resources and work towards a stronger and more vibrant community."

Sinead Vatsaloo



Michelle Davies

From care assistant to registered nurse

Michelle joined Hafod in 2013 as a care assistant, progressing to a senior care assistant and then team leader before becoming deputy manager at our Plas y Garn Care Home.

During her time at Hafod, Michelle has been supported through numerous qualifications. She's completed a Level 2, 3 and 5 in health and social care, and completed a Level 3 City and Guilds in dementia care and an ILM award in leadership and management.

Most recently, Michelle was part of the first cohort to study for a Pre-Registration Nursing degree through a career pathway programme launched in 2019 between Hafod and the Open University (OU).

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

We're thrilled to say Michelle completed the programme in May 2024 and is now a registered mental health nurse, practising at our Tŷ Penrhos Care Home.

Talking about qualifying, Michelle, said: "I'm euphoric! It really is a dream come true to have achieved this. I love working for Hafod and the support I've received has been fantastic. I'm always going to be learning, my journey doesn't stop here, and I know Hafod will be there to support my development in this role and beyond."



"I've been incredibly lucky to work with some fantastic managers, carers and nurses along the way who have developed me into the nurse I am today."

Michelle Davies





Hafod

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