

Environmental, social and governance report

2025-26



Contents

Introduction

03	Introduction
04	Our mission and our behaviours

Our ESG report

06	Summary of ESG themes
07	Environmental
15	Social
26	Governance



Introduction

Hafod Housing Association began in 1968 with 300 properties in Cardiff, seven colleagues and a turnover of £100,000. Over fifty years later, Hafod is one of the leading providers of housing, care and support in South Wales. We own and manage approximately 6000 homes across eight Local Authority areas, and seven care homes offering 400 bed spaces. We help over 16,000 people each year through our workforce of 1,000 colleagues and have a turnover in excess of £80 million.

Hafod is proud to now have adopted status of the Sustainability Reporting Standard for Social Housing (SRS) and this is our first report with that status. It is our aspiration that regular and incrementally more in-depth Environmental, Social & Governance (ESG) reporting and analysis of data will provide us with an increased understanding of risks and opportunities for the organisation. We believe that it will also provide us with a platform to demonstrate links between financial and non-financial information as well as capturing added value. ESG reporting will provide us with increasingly more detailed information to help us understand our performance and how we can continue our journey of improvement and development.

We are also committed to delivering on the seven goals of The Wellbeing of Future Generations Wales Act (2015); considering the long-term impact of the decisions we make, working to improve our environment, our economy, our society and our culture. Reporting on ESG sets out our performance to date, progress made and provides a focus for the short and long-term future.

The seven wellbeing goals



A prosperous Wales



A resilient Wales



A more equal Wales



A healthier Wales



A Wales of
cohesive communities



A Wales of Vibrant
Culture & Thriving Welsh
Language



A globally responsible
Wales

Our mission

Hafod's mission is simple; get the basics right, connect with our customers and invest for a better future.

Our behaviours

Hafod is a socially conscious, non-for-profit organisation providing housing, care and support services across south Wales. Our colleagues work together with purpose and pride, delivering services that make a real difference to our customers and communities.

Our behaviours describe how we need to act as individuals and work together to deliver a consistent experience for customers of Hafod. They reflect a range of behaviours – from communicating and influencing, to delivering results.

They help us all be more effective in our working lives, so that together we're able to do our best work for those we support and those who support us. Behaviours allow us to break down our principles into individual action and approaches that can be taken by everyone to help us achieve our goals, deliver great service and grow.



Our ESG report



Summary of the ESG themes

ESG area	Theme	Theme name	Description
Environmental	T1	Climate	This theme assesses how the housing provider acts to prevent and mitigate the risk of climate change
	T2	Nature	This theme assesses how the housing provider is protecting the local environment and promoting ecological sustainability
	T3	Resource management	This theme considers the sustainable management of natural resources and responsible procurement
Social	T4	Affordability	This theme assesses the extent to which the housing provider provides affordable and secure housing
	T5	Building safety and quality	This theme assesses how well the housing provider manages resident safety and building quality
	T6	Residents and community	This theme covers the effectiveness of the housing provider in listening to and supporting residents and local communities
Governance	T7	Structure and board	This theme covers the legal structure of the organisation to ensure there is high-quality organisational leadership, accountability and oversight
	T8	Employees	This theme assesses how well the organisation supports its employees

Environmental



T1 – Climate

Climate change is sharply in focus for housing associations as it remains an ever-increasing global priority. We recognise our responsibility to ensure that we take appropriate action to mitigate and reduce our own impact on the environment and make a valued contribution towards this global issue.

C1- Distribution of EPC ratings of existing homes (those completed before the start of the previous financial year)

The distribution of EPC ratings for Hafod's existing homes as at 31 March 2025:

EPC Band	Number	Percentage
A	104	2.00%
B	2277	44.00%
C	2587	50.00%
D	187	3.50%
E or worse	21	0.50%
No rating		0.00%

C2 – Distribution of EPC ratings of new homes (those completed in the previous financial year)

The distribution of EPC ratings for Hafod's new homes as at 31 March 2026. Those which have not achieved the EPC A rating are properties which have been acquired by Hafod rather than built during the period and therefore have been subject to retrofit activity only.

EPC Band	Number	Percentage
A	132	96.00%
B	5	3.50%
C	1	0.50%
D	0	0.00%
E or worse	0	0.00%
No rating	0	0.00%

C3 – Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?

As part of our overall Asset Management Strategy, Hafod is committed to meeting the requirements of the Welsh Government's pledge to meet net zero by 2050.

Hafod is committed to ensuring that all our customers have access to a warm, dry, secure and energy efficient home which we believe is the

foundation for good health, educational attainment and securing and maintaining employment.

We are committed to complete all whole stock assessments and target energy pathway requirements in line with the requirements of Welsh Housing Quality Standard (WHQS) 2023. To date we have completed 100% of the whole stock assessments and 35% of the target energy pathways. We are committed to completing 80% of the target energy pathways by 30th September 2026 and 100% of the target energy pathways by 31st March 2027.

C4 – What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

Hafod has continued to deliver new affordable homes in accordance with Welsh Government Development Quality Requirements (WDQR), ensuring new developments achieve EPC A standards and incorporate low-carbon technologies and fabric-first design principles.

Hafod has also secured Welsh Government funding to support the delivery of 100 new affordable homes and continued to embed sustainability and energy efficiency considerations throughout the development process.

Using Welsh Government Optimised Retrofit Programme (ORP) Funding during the past 12 months Hafod have fitted Solar PV panels and environmental sensors to 460 properties across its stock. This year using ORP funding we are looking to upgrade a further 250 properties with solar panel, battery storage and environmental sensors alongside our capital replacement programme for the replacement of window, doors and roofs

Hafod have also introduced a salary sacrifice programme to where possible encourage colleagues to take advantage of this when choosing an electric vehicle.



C5 – Scope 1, Scope 2 and Scope 3 Green House Gas Emissions

Hafod previously commissioned a consumption report from the Carbon Trust in 2021 with a baseline of 2020. This report provided a robust and validated estimate of Scope 1 and 2 emissions at that time. Hafod is currently reviewing whether to repeat this exercise.

Hafod does not currently collect and is therefore unable to report on any Green House Gas emissions. At present we do not have a date by which we will be able to do this.

C6 – Has the housing provider mapped and assessed the increased flood risks to its homes caused by the climate change in the last 2 years? How is the housing provider mitigating these risks?

Hafod has assessed the increased flood risks to its homes caused by climate change in the last two years.

We have a very small number of let properties which have a known flood risk or flood history. We are taking action to ensure that all flood risk information and history is captured and monitored where necessary going forward by building the notification of flood risk into our property and lettings process. All flood incidents will be logged in our housing management system, warning notices will be applied to any properties with a known flood history, and our lettings pack has been reviewed to include clear information for Contract Holders where relevant about any flood risk or history of an individual property.

We are also utilising geographic information technology to create, manage, analyse and map flood data to our properties and are making use of an early alert warning system provided as part of our insurance policy to identify changes to landscape or risk as they are presented. Our properties are mapped with a flood risk overlay.

In relation to our new build programme, we review flood risk information available through the Environment Agency and Natural Resources Wales and Local Authority flood risk data. Considering flood risk and mitigation forms part of the ongoing due diligence process for new developments and acquisitions.

C7 – Has the housing provider mapped and assessed the increased water stress risks to its homes caused by the climate change in the last 2 years? How is the housing provider mitigating these risks?

Hafod has not mapped or assessed the increased water stress risks to its homes caused by climate change in the last two years.

C8 – Has the housing provider mapped and assessed the increased overheating risks to its homes caused by the climate change in the last 2 years? How is the housing provider mitigating these risks?

Hafod has not mapped or assessed the increased overheating risks to its existing homes caused by climate change in the last two years, however this is a growing area of focus for us presently.

All new homes are designed in accordance with current WDQR and applicable Building Regulations. This includes the installation of mechanical ventilation systems to provide a continuous supply of fresh air, alongside design measures such as optimised orientation, solar shading considerations where appropriate, and cross-ventilation within flatted developments to reduce the risk of overheating from solar gain.

We are installing environmental sensors to monitor internal temperatures in some of our new build homes (flats) to ensure that thermal efficiency measures are not creating overheating risks. Where these are identified mitigation measures will be taken.

T2 - Nature

C9 – Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe, with reference to targets in this area. If no, is the housing provider planning on producing one in the next 12 months?

Hafod does have a strategy to enhance green space and promote biodiversity on or near its homes.

As a Welsh Social Landlord we have to achieve the targets laid out in the Welsh Housing Quality Standard and report on our progress annually.

Part 8c of the standard states "Biodiversity opportunities should be introduced by landlords who own or manage verges, parks, grounds and open green spaces by changing their management of these areas to make them more wildlife friendly". There are no set number of projects in place at present and we are required to continuously improve from 1 April 2024.

All new Hafod developments are designed in accordance with Welsh planning policy, which requires the delivery of a Net Benefit for Biodiversity alongside the preparation of a Green Infrastructure Statement or Plan as part of the planning process.

Planning Policy Wales requires development proposals to avoid biodiversity loss and to protect, enhance and restore habitats through the integration of green infrastructure and ecological enhancements. In

response, all new Hafod developments incorporate measures to maximise biodiversity value and create multifunctional green spaces that support wildlife, improve environmental quality and enhance customers' wellbeing.

In addition, all new developments comply with the Sustainable Drainage Systems (SuDS) Approval Body (SAB) requirements introduced in Wales in 2019. Sustainable drainage features are designed not only to manage surface water and improve climate resilience but also to provide opportunities for habitat creation, increased biodiversity and attractive green spaces for customers.

Together, these requirements have resulted in Hafod delivering developments with significantly enhanced green infrastructure, incorporating features such as native planting, habitat creation, sustainable drainage, and biodiversity enhancements that contribute to healthier, more resilient places for people and nature.



C10 – Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance? If planning to develop one, when does the housing provider expect it to be established?

Hafod does not currently have a strategy to identify, manage and reduce pollutants that could cause material harm. However, all new homes comply with the Sustainable Drainage Systems (SuDS) which play an active role in filtering rainwater to remove pollutants before they enter the hydrological cycle.

Our Asset Management Strategy provides a framework for how we undertake repair and maintenance works in line with best practice and legislation. We prioritise reactive maintenance and planned maintenance programmes where there is an immediate risk to the health, safety and security of any tenants or causing immediate damage to the property.

We undertake a regime of regular estate and block inspections, and this enables us to identify repair issues such as damp within common parts

and external to buildings. We also actively encourage tenants to alert us to any repair issues in their homes.

Water hygiene and asbestos surveys are undertaken by our partner contractors in line with our Health & Safety Compliance Policy. Where compliance issues arise, corrective actions are taken to eliminate the risk and ensure that we comply with legislation and regulatory requirements.

T3 – Resource management

C11 – Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance? If planning to develop one, when does the housing provider expect it to be established?

Hafod does have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works.

Repairs and maintenance teams focus on using sustainable materials with sustainability written into all procurements. As part of each procurement process we request that our supply chain partners source materials locally and ethically.

It is the aim that suppliers sourcing decisions are questioned and scrutinised at regular contract management meetings. Procurement as a team do not contract manage on a regular basis this is generally managed by contract managers throughout the business.

C12 – Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance? If planning to develop one, when does the housing provider expect it to be established?

Hafod does not currently have a strategy for waste management incorporating building materials, however this is something we are considering in the near future. We require our contractors to have a waste management policy in place. This is a key consideration and requirement when undertaking procurement exercises and forms part of the PQQ or essential criteria.

The majority of our waste is generated through void clearance, with repairs and planned maintenance upgrades, and bulky waste removal contributing. We are compliant with the new workplace recycling Welsh legislation and have installed recycling bin provision in our head office and other office environments.

C13 – Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance? If planning to develop one, when does the housing provider expect it to be established?

Hafod does have a strategy for water management.

As a Welsh Social Landlord, Hafod must achieve the targets laid out in the Welsh Housing Quality Standard and report on its progress annually.

3g – Measures to improve water efficiency and alleviating water poverty must be installed when replacing fittings and fixed appliances.

Reducing water consumption reduces:

- energy and chemical inputs required to supply hot and cold water
- the cost of metered water and potential water poverty
- the potential for Wales to be in water deficit by 2050

Landlords should seek to reduce potential consumption to less than 110 litres per person per day by adhering to the performance standards below when replacing fittings and fixed appliances. Reduction of overall pressure to the property is not an acceptable solution.

3h – Water butts to be installed when appropriate.

Water butts are suitable for nearly all gardens and can provide a ready supply of water for all gardening purposes. They can provide savings to customers on water meters. When undertaking any external work in gardens or at a change of tenancy a water butt should be installed when appropriate

C14 – How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of the supply chain when procuring goods and services?

A sustainability focussed quality question is asked when goods are procured compliantly and through the procurement team. This is then scored depending on supplier response given. Weighting of this is set at a minimum of 2.5% of overall available quality score.

Social



Social

T4 – Affordability

At Hafod, we are committed to ensuring that our homes remain affordable for our customers. We follow the Joseph Rowntree model when undertaking our annual rent-setting exercise and we have a specific and dedicated team to work with customers who may need additional support in ensuring that they can maintain their tenancy, focusing on sustainability wherever possible.

C15 – Housing Provider Affordability Metric

We have a rent model in place which assesses affordability as part of determining our rent charges each year. Based on the Joseph Rowntree Foundation (JRF) model, it considers the affordability of our proposed rent charges in the context of the size of the property, the likely average household income and other costs of living.

The model determines that the cost of rent should not exceed 28% of net income, or 33% where rent and service charges are combined. Our affordability modelling enables us to identify individual customers or groups of customers who are most likely to find any proposed rent uplifts unaffordable.

We work closely with our Local Authority (LA) partners to meet housing need and alleviate homelessness across the areas in which we operate. We are partners to the Common Housing Register and Joint Housing Allocation Scheme. This means that the majority of our homes are allocated via the housing waiting list that the local authorities manage and administer. They assess each applicant based on their circumstances and allocate them a priority banding. This ensures that we are housing applicants who are deemed to be in greatest need. The vast majority of our tenancies are let according to benchmark social rents; however we also have a number of intermediate rent homes in our portfolio. These rents are also benchmarked annually to ensure they are below market rent levels.

We have a Customer Assistance Fund to help address the cost-of-living crisis and to supplement our Affordable Rent Policy. The Fund ensures that there is a sustained focus on value for money, affordability and improving financial inclusion and wellbeing for contract holders and licensees. Working proactively and closely with our customers and communities, Coaches and Support Workers are the main frontline practitioners delivering the Customer Assistance Fund.

The fund enables us to provide a variety of individual tailored financial hardship support such as:

- rent and service charge arrears
- to assist in routes into training, education and/or employment
- purchase of essential items for the home
- food and utility / energy costs
- servicing of debts
- clothing, toiletries and hygiene
- rent incentives
- transport
- community development initiatives
- promotion of other financial inclusion opportunities and signposting.

In addition, we have utilised the fund through our “Here for You” campaigns.

Examples include:

- Assisting 115 children via our "back to school" campaign with uniform and equipment
- Supporting customers through our Christmas Kindness campaign, with a 295 toy donation from Hasbro secured and £10,000 available via the fund to assist with gifts, energy and food over the festive period

The following table shows the average monthly rents for a Hafod property, benchmarked against the Private Rent Sector (PRS) for each regional area.

Region	Hafod Benchmark Rent £/per month	Private Rent (PRS) £/per month
Bridgend	584	1200
Cardiff	630	1500
RCT/Merthyr	543	850
Vale of Glamorgan	615	1300

Hafod’s benchmark rents are significantly cheaper than those in the private sector, as would be expected, ranging from between 42% to 64% of PRS.

C16 – Share, and number of existing homes (homes completed before the last financial year) allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector, private market sale, other

As at 31 March 2026 we owned 6,348 homes.

Tenure	No of Homes	Percentage
General needs	4336	68%
Intermediate rent	33	1%
Affordable rent	438	7%
Supported housing	473	7%
Housing for older people	142	2%
Low cost home ownership	362	6%
Care home	404	6%
Private rented sector	0	0%
Private market sale	0	0%
Other	160	3%

C17 – Share, and number of new homes (homes completed before the last financial year) allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector, private market sale, other

During 2025/26 we completed 138 new build homes which are broken down as below:

Tenure	No of Homes	Percentage
General Needs	115	83%
Supported Housing	23	17%



C18 – How is the housing provider trying to reduce the effect of high energy costs on its residents?

Hafod has undertaken a significant programme of Solar PV panel and environmental sensor installation to assist customers in managing high energy costs in the short and long term.

Hafod has a plan to bring all its homes to EPC C/SAP75 by 31 March 2030 with a further plan to produce target energy pathways (TEP) for all its homes by 31 March 2027.

Hafod has 977 homes with Aico Homelink Environmental Sensors installed. These allow us to identify homes that are in need of fabric improvements such as insulation. They also help to identify homes that have high energy costs where they have given consent for Hafod to view their Smart Meter energy use. This currently stands at 59 out of 977 homes but we are currently working with Aico and our customers to grow this number, we will then be able to target energy efficiency measures where they are needed most in a more precise manner.

Hafod has spent £9.5 million improving energy efficiency in homes over the last two years.

We send out a monthly Connect Newsletter where a lot of the content is around saving energy and reducing cost.

Hafod currently delivers all new affordable homes to an EPC A standard, in line with Welsh Government funding requirements. Our homes are designed using a fabric-first approach, incorporating high levels of insulation and airtight construction to maximise energy efficiency, reduce heat loss and minimise energy demand.

All new homes are equipped with low-carbon technologies, including air source heat pumps (ASHPs) and solar photovoltaic (PV) panels, with no reliance on fossil fuel heating or gas connections. This helps to significantly reduce customers' energy bills while also avoiding daily gas standing charges.

In addition, our developments increasingly utilise Modern Methods of Construction (MMC), supporting improved build quality, reduced waste, faster delivery and lower embodied carbon, while enhancing the long-term sustainability and performance of our homes.

T5 – Building safety and quality

At Hafod we have a true commitment to ensuring the health and safety of our homes and customers. Our colleagues take all health and safety matters seriously and keep themselves up to date with changes or updates in legislation to ensure that Hafod continues to remain compliant within this. We regularly provide updates to our customers on specific health and safety matters within our newsletter.

C19 – Describe the condition of the housing provider's portfolio in respect of compliance checks (gas safety, fire risk assessments, electrical safety checks)

As at 31 March 2026, our compliance statistics were as below:

Compliance Item	Percentage
Gas safety checks	99.80%
Fire safety regulations	100.00%
Electrical safety checks	99.60%
Asbestos checks	100.00%
Legionella checks	100.00%
Lift safety checks	100.00%

Any gaps in compliance are addressed immediately, and due process is undertaken to ensure that compliance is achieved as soon as possible. These measures include a no access procedure and legal action where required.

C20 – What percentage of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?

As at 31 March 2026, 92% of our homes met the Welsh Housing Quality Standard which was set at that time.

We recognise that there are significant gaps in our data which we are working on resolving which should then provide a more accurate measurement of properties that meet the quality standard.

Our Asset Management Strategy aims to ensure that all properties are compliant with the national housing quality standard, WHQS 2023, by 2036 in line with Welsh Government requirements.

C21 – How do you manage and mitigate the risk of emergency hazards, including damp and mould? How do you reduce the likelihood of damp and mould hazards occurring?

All Housing, Health & Safety Rating System (HHSRS) hazards (except overcrowding) which present a potential significant risk to the customers or occupier and where the hazard results from building component defects or disrepair within the landlord's control must be investigated and remedied within specific timescales.

A hazard which may present a significant risk with an assessed likelihood of imminent harm to the customers/occupier must be investigated within 24 hours and remedied within a further 24 hours. Any work to make safe should be carried out as soon as possible in any event.

A hazard which may present a significant risk with no assessed likelihood of imminent harm will be investigated within 10 working days and remedied within a further 10 working day period.

On occasion and on the assumption of best endeavours, it will not be possible to remedy a hazard within these timescales. In this case, a written summary plan must be provided to the customers (hard copy or electronic) within 5 working days.

We have a new reporting function to capture all hazards and manage the outcomes of these.

We manage the likelihood of damp and mould hazards occurring through engagement with and education of our customers, providing regular reminders around ventilation in homes through newsletters and social media, carrying out regular stock condition surveys to have early sight on any potential issues, the installation of appropriate fans and other ventilation systems, use of environmental sensors where possible and early action and intervention where damp and mould is reported.

T6 – Residents and community

Hafod is invested in working closely within its communities and has recently established a regional model. By expanding and enhancing our neighbourhood coaching offer, we want to improve life outcomes for our customers, as well as work together with them, partners and stakeholders to develop the civic and social infrastructure to enable the places where we operate to flourish, socially, economically and environmentally, both now and into the future.

C22 – What are the results of the housing provider’s most recent tenant satisfaction survey? How has the housing provider acted on these results?

Hafod’s last customer satisfaction survey (STAR) was completed in late 2025. 62% reported that they were satisfied with the overall service provided by Hafod. Other STAR satisfaction indicators place Hafod in the lower quartile of Welsh Housing Associations. Customer Satisfaction has been prioritised by the Executive team, and an improvement plan has been developed with ongoing Board monitoring.

C23 – What arrangements are in place to enable residents to hold management to account for the provision of services?

We offer a flexible approach for customers to engage with us, ensuring that customer voice is embedded in everything we do. This includes the following:

- Scrutiny panel
- Recruitment panels
- Tender processes
- Mystery shoppers
- Physical adaptation panel
- Specialist focus groups
- Connect e-newsletter
- Customer surveys
- Contractor consultations
- Question of the month

C24 – What are the percentages of Stage 1 and Stage 2 complaints responded to within target timeframes? What is the average time in working days to respond to Stage 1 and Stage 2 complaints? How have reported complaints resulted in change of practice within the housing provider?

Hafod provides its customers with a two stage complaints process. Stage one complaints are those dealt with informally but still recorded on our housing management system and Stage two are formal complaints.

In 2025/26, 61% of all complaints were responded to within Hafod’s target timeframes. Hafod currently works to a response timeframe of 10 days for informal complaints and 20 days for formal complaints. The overall average response time in dealing with complaints across the same period was 25 days. We recognise that this is an ongoing area for improvement, however, our focus has been around dealing successfully and fully with complaints before addressing timescales and response times.

Reported complaints to Hafod have led to a number of significant changes within the practice of the organisation:

1. Set up of an action plan around complaints
2. Review of the complaints policy, procedure and information available on the website
3. Weekly meetings held across departments to review and update existing complaints
4. Monthly reporting to the Senior Leadership Team
5. Complaints training with the customer experience team
6. Complaint reporting to Board within quarterly performance reports
7. Direct oversight and management of all complaints within the Governance Team



C25 – In the last 12 months, what additional support have you provided to your tenants, particularly in the areas of employment & skills, wellbeing and mental health and for vulnerable tenants?

In the last 12 months, Hafod has provided a range of additional support to its customers:

- Financial support through our customer assistance fund, enabling customers to maximise their income and sustain their occupation contract with support from our Neighbourhood Coaches, tenancy sustainability team, our financial inclusion coach and our support workers
- Specific activities at one of Hafod's hubs such as the warm hub, pantry sessions, activities and financial support sessions
- Coaching support where required through our Neighbourhood Coaches
- Digital inclusion coaching through a pilot scheme being run by Hafod around ensuring a minimum digital living standard including the provision of devices and the launch of the DigiHwb
- Referrals for vulnerable tenants to supporting agencies around victim support in relation to anti-social behaviour and domestic

abuse, substance misuse, financial hardship and mental health services

- Hafod has held regular surgeries and drop-in sessions to assist customers with housing management issues
- Hafod also attends partnership meetings with police, local authorities and other agencies to support vulnerable customers and find solution-based outcomes
- Colleagues working from another community-based location alongside partner agencies to support customers into employment and reduce food insecurity through initiatives such as the local food pantry

C26 – In the last 12 months, what interventions has the housing provide made to foster stronger communities and places, considering physical changes to share spaces or public realm and events, activities and signposting

In the last 12 months, Hafod has embraced a regional model which has taken us directly into communities. We have established four multi-disciplinary regional teams working collaboratively to deliver our tenure neutral housing management and repairs service, ensuring we are more visible in our communities and enabling faster decisions and solutions to meet the needs of our customers and communities. We have employed community caretakers, we have regionally based repairs contractors, regionally based repair surveyors and generic neighbourhood coaches who can offer support with all elements of a customer's occupation contract, allowing the opportunity to build valuable trust and open up lines of communication and engagement.

Through the delivery of regional plans we are strengthening our local presence and increasing visibility (through regional hubs, regular drop-ins and estate walkabouts), to develop sustainable communities, provide high quality housing and repairs services that meet the needs and expectations of our customers, and ensure that the customer voice is at the heart of service design and delivery.

Examples of these are below:

- Drop-in sessions and colleagues working from a community-based location to ensure that the right services are available for customers, enabling quicker responses and more face-to-face contact, recognising that customers may be more vulnerable in certain sites or locations and benefit from increased support
- Introduction of community walkabout sessions which involve the neighbourhood coach, surveyor and community caretaker - these

help to identify and respond quickly to any housing management, repair, health and safety or community estate issues



C27 – How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

A social value focussed quality question is asked when goods and services are procured compliantly and through the procurement team. This is then scored depending on supplier response given. Weighting of this is set at a minimum of 2.5% of overall available quality score.

Social value is claimed and monitored by Hafod's community engagement manager which is undertaken through a Social Value Steering Group. Their purpose is to guide and oversee initiatives that create positive, social, economic and environmental impact for communities, ensuring that Hafod's projects and partnerships deliver meaningful benefits beyond core services.

Governance



T7 – Structure & Board

C28 – What is the housing provider's most recent regulatory grading/status?

In July 2022, Hafod received a compliant (green) judgement for both governance (including customer services) and financial viability.

C29 – Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

There are three risks that are ESG related on the Hafod Strategic risk register, one relating to leadership and governance, one sustainability risk and one covering the socio-economic risks faced by customers.

C30 – Has the housing provide been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches, etc) that resulted in enforcement or other equivalent action?

Hafod has not been subject to any adverse regulatory findings within the last twelve months.

C31 – How does the housing provider ensure if gets input from a diverse range of people into the governance processes?

Hafod has a range of initiatives to ensure it involves a diverse range of people within the governance process and community engagement activity takes place on a regular basis. Question of the Month insight enables a wider range of customers to influence our decisions, our award-winning Scrutiny Panel regularly consider issues for the Board; and we have adopted a participatory approach to planning our services and now have a regional model for Housing support as a result. Events also provide an opportunity for our customers to feedback on service quality.

Hafod is committed to promoting equality, inclusion, and social mobility, particularly in board and committee membership. This includes continuing participation in the Pathway to Board programme to increase representation of underrepresented groups.

The current size and mix of the common board membership supports agile decision-making while ensuring diverse viewpoints and experience.

Our board statistics as at 31 March 2026 are below:

- 90% of our board are male and 10% are female
- 10% of board members are in minority ethnic groups

- 0% of board members identify having a disability
- As at 31 March 2026, 43% of our board members were within the 45-64 age bracket

C32 – Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management? How do they do this?

Hafod's Board Membership Policy forms part of an overall Governance Framework and was last reviewed in September 2025.

Hafod is committed to the highest standards of quality, probity, openness and accountability. As part of that commitment, we will promote diversity and equality of opportunity in the appointment of board members, complying with legislation, regulatory requirements as well as following good practice to achieve our operational and organisational objectives.

C33 – What percentage of the housing provider's Board have turned over in the last two years? What percentage of the housing provider's Senior Management Team have turned over in the last two years?

Board turnover in the last two years was 64.3%. This figure appears higher than we would expect due to the consolidation of members into a Common Board.

During the period 1 April 2025 – 31 March 2026, there was a 57% turnover in the Executive team.

C34 – Number of board members on the housing provider's Audit Committee with recent and relevant financial experience

Our Finance, Risk & Audit Committee has five members with recent and relevant financial experience. Two members with experience in treasury management and three members with financial or corporate finance experience and knowledge.

One member has specialist, up-to-date knowledge and experience in this area. They have worked in this field and may have a relevant qualification. Other members tend to draw on their in-depth knowledge and expertise and recognise them as an authority on this subject.

C35 – What percentage of the housing provider's board are non-executive directors?

91% of Hafod board members are non-executive directors. One Interim Executive Director, who is also Hafod's Responsible Individual, is a co-opted member of the Hafod Board.

C36 – For how many years has the housing provider's current external audit firm partner been responsible for auditing the accounts?

Hafod's current external auditor, Azets, have audited our accounts for the last three financial years, including the year ending 31 March 2026.

C37 – When was the housing provider's last independently-run board effectiveness review?

An independent Board effectiveness review was held for the Hafod Board in February 2024.

C38 – How does the housing provider handle conflicts of interest at the board?

Hafod board members are required to complete an Annual Disclosure of Interest form, and these disclosures are recorded on a central system. Board members are also required to complete this form at any time should their circumstances change.

Board and committee members review and confirm their declarations of interest at every board and committee meeting. If a conflict arises with the items being discussed, a member may be asked to absent themselves from the meeting for that specific agenda item.

T8 – Employees

The wellbeing of colleagues is paramount. We hold regular colleague surveys as well as ongoing training and lunch and learn sessions to promote our Belonging Strategy. We offer colleagues a flexible working pattern as well as the opportunity to work a nine-day fortnight.



C39 – Does the housing provider pay the Real Living Wage?

Hafod is an employer that pays the Real Living Wage.

C40 – What is the housing provider's median gender pay gap?

The median gender pay gap for the year ending 31st March 2026 was 5.9%.

C41 – What is the housing provider's CEO: median-worker pay ratio?

The CEO-worker pay ratio for the year ending 31 March 2026 was 06:11.

C42 – How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Hafod has a dedicated Culture and Inclusion Lead within the People team to ensure that EDI is promoted across all of our colleagues. We have developed a Belonging Strategy and have a belonging steering group, network groups and a diversity and inclusion policy in place.

C43 – What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?

During the past 12 months Hafod has developed and promoted its Belonging Strategy and has a dedicated Culture and Inclusion Lead in place. Work has taken place to upskill managers across the business, and we have held regular 'lunch and learn' sessions on a number of wellbeing topics. We have dedicated Menopause Champions who provide support to anyone affected by the menopause and regular catch-up sessions are held for those wishing to share experiences or learn support mechanisms.

Hafod is thoroughly invested in the wellbeing of its colleagues and provides a benefit programme through Medicash. Through this programme, colleagues can achieve direct access to support with both physical and mental health issues or concerns.

Other Hafod wellbeing initiatives include:

- A dedicated intranet page for inclusion
- Network groups established
- Signing up to the Tai Pawb 'Deeds not Words' pledge
- Fully embracing the Welsh Government Anti-Racism Wales Action Plan
- Sponsorship of the Get into Housing and Pathway to Board programmes
- Taking part in National Inclusion Week

Hafod's investment in wellbeing, culture and inclusion over the past year has strengthened its position as a supportive, values driven employer, resulting in healthier and more engaged colleagues, improved leadership capability, stronger diversity and inclusion outcomes, and enhanced organisational reputation and regulatory alignment. By embedding its Belonging Strategy, upskilling managers, and expanding wellbeing support, Hafod has created a more connected, resilient and psychologically safe workforce, ultimately improving retention, reducing absence and driving better organisational performance.



C44 – What activity has the housing provider undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation?

Hafod has a dedicated learning and development team within the wider People team who are responsible for ensuring that all mandatory training is completed by colleagues across the organisation. They also support individual business areas in sourcing and facilitating any bespoke or specialised training that may be required for colleagues within a certain team or with a certain specification within their role.

Hafod fully invests in the development of its colleagues and examples of training to upskill team members are:

- Belonging and inclusion training
- Leadership training
- Role specific training
- Regulatory training

In 2025/26, 34 colleagues undertook training for their professional development at a total cost of £22k.

Hafod also explores funded opportunities for colleague development, and seven colleagues undertook fully funded training courses within the same period.



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