



# Equality, diversity and inclusion annual update 2021





## Foreword

I am delighted to be the Board Champion for equality, diversity and inclusion (EDI) within Hafod. Since joining in 2020, I have seen first-hand how Hafod makes lives better each day for our customers and colleagues across south Wales.

I understand that the key to delivering good quality housing, care and support services is aligning them around individuals' desires, ambitions and needs. This can only be achieved by ensuring that every customer and colleague is able to be their true selves every day and be treated with respect, consideration and compassion, free from bias and discrimination.

As a white, heterosexual male from a middle-class background I am very aware of the privileges I have. I want to use this insight to help others understand and challenge practices that mean all people

are not afforded these privileges. Too many people in our society feel that they must apologise or hide who they are and this is not something that we will accept or tolerate at Hafod.

This report makes clear our strong commitments to EDI and how we are embedding good practice in everything we do - from service provision to recruitment to data monitoring to training and awareness and much more. We are passionate and focused about challenging inequalities in our communities and workplace, making inclusion central to our strategic and operational plans.

I am delighted that as part of our focus on EDI we are working with partners across south Wales to truly come together to change outdated ways of working and to also learn and be challenged.

Our commitment to the Tai Pawb 'Words not Deeds' pledge, Time to Change Wales and the Pathway to Board programme demonstrates our commitment to change.

We will widen these partnerships in the years ahead and are open to suggestions and ideas from our communities and colleagues on areas for improvement.

We are also committed to strengthening the diversity of our board to represent a range of skills and experiences that contribute to sound decision-making.

We know the journey ahead is not an easy one but as individuals and as an organisation we are ambitious to reflect the communities we serve and ensure that we are confidently inclusive.



**Jonathan Morgan**  
Board Chair





We are delighted to be Executive sponsors for Hafod's Equality, Diversity and Inclusion (EDI) Steering group.

Over the last year we have been working with our customers and colleagues to understand what would really make a difference to them in terms of EDI.

From this information we have developed the following EDI statement which is a point of reference for our organisation in the services we provide.

We have a strategic focus on EDI, making it central to everything we do and our aims and commitments are clear, which you can read more about on the next page.



**Karen Rosser**

Corporate Director - People, Communications and IT



**Elke Winton**

Corporate Director - Homes and Communities

## Equality, diversity and inclusion statement

As an organisation we are on a journey that embraces equality, diversity and inclusion for our customers and communities alongside the colleagues and teams that work across Hafod.

Accommodating difference, welcoming individuality, and creating positive environments where people can be their true selves and feel able to shine and flourish is essential for so many reasons.

Our mission is clear. We are about making lives better and putting our customers and communities first. These values are already essential and represent our ways of working and the delivery of services and homes for so many people.

Ensuring that there is a true shift towards breaking down some of the societal, organisational and infrastructure traditions or norms that don't go far enough in tackling inequalities requires challenge and focused attention and that is what we are committed to doing.



## Our aims:

Within Hafod we have four strategic aims for equality, diversity and inclusion (EDI)

### One

Enable a diverse and inclusive organisation where the status quo is subject to meaningful and constructive challenge to ensure inclusive practices are in place for customers and colleagues.

### Two

Enable a diverse and inclusive organisation which improves outcomes for customers, colleagues, communities and the wider society.

### Three

Play our part to deliver a positive shift in societal norms where structural inequalities are dismantled.

### Four

Take positive action by setting out an annual action plan and publicising the progress we have made.

## Our commitments:

In order to deliver our aims, we pledge these five commitments which form our EDI action plan



### One

Promoting, championing and celebrating equality, diversity and inclusion.



### Two

Representing our diverse communities.



### Three

Removing bias and inequalities in our customer and colleague processes.



### Four

Collating and publishing meaningful equality, diversity and inclusion data.



### Five

Growing and learning about equality, diversity and inclusion together.

Each year we will review our progress against our commitments and publish these results and our actions for the year ahead.

## Deeds not Words

Informing our equality, diversity and inclusion (EDI) aims and commitments is our commitment to Tai Pawb's Deeds not Words pledge which we signed in 2020. The Deeds not Words pledge is focused on creating tangible changes to improve racial inequality within the Welsh housing sector.

The pledge spoke to Hafod as it draws attention to the wide disparities in experience of ethnic minority communities in relation to their housing needs. As a housing provider we understand that housing is more than providing a roof over someone's head, it is about providing people with the foundations so that they can thrive.

Within the Deeds not Words pledge there are four commitments that we have pledged to support and are integral to our action plan for 2021 and our focus for 2022:

- **Mitigate the impact of Covid-19 on ethnic minority colleagues and communities**
- **Improve the ethnic diversity of Board and colleagues at all levels**
- **Communicate and engage**
- **Develop an inclusive culture**

We have taken the approach to integrate our Deeds not Words actions into our EDI aims and commitments to ensure that they are part of our strategic focus and intent, details of which are outlined in the next few pages of this report.

An illustration of a person with dark hair, wearing a teal long-sleeved shirt and a dark purple vest, holding a white sign that reads "Deeds Not Words" in bold black text. The person is standing against a dark red background. The sign is tilted upwards and to the right. The overall image is set against a light teal background with a dark red shape on the right side.

**Deeds Not  
Words**





## Promoting, championing and celebrating equality, diversity and inclusion (EDI)

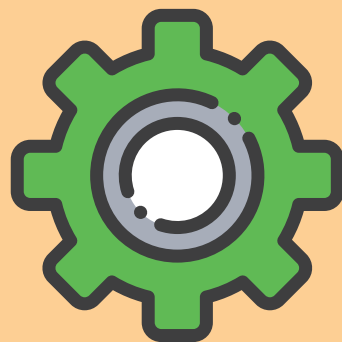


### What we achieved in 2021

Established an EDI steering and champion group supported by colleagues across Hafod and sponsored by our Board.

Reviewed our EDI policies and procedures and agreed our future aims and commitments.

Celebrated EDI in our colleagues' weekly e-update and in our colleague Facebook group.



### Priorities areas 2022

#### One

Implementing an awareness programme focused on race and gender equality.

#### Two

Dedicating an area on our website to celebrate our commitment to EDI, and include our annual report.

#### Three

Celebrating diversity in our internal communications through an EDI calendar.

#### Four

Reviewing our EDI priorities with our customers and colleagues.



### Key success indicators

○ Improved colleague satisfaction with how Hafod champions EDI matters.

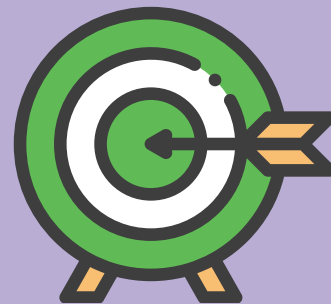
○ Increased engagement from colleagues and customers in our EDI activities.

○ Customers and colleagues shape our future EDI priorities.



# Two Representation

## Representing our diverse communities

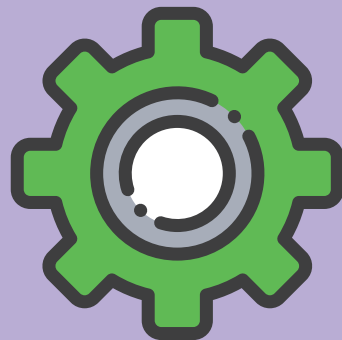


### What we achieved in 2021

Tai Pawb commissioned to complete a 'Deeds not Words' health check on behalf of Hafod with findings integrated into our equality, diversity and inclusion (EDI) action plan.

Undertook an EDI deep dive and presented findings to our Board, and Audit and Risk Committee to highlight key opportunities, challenges and risks.

Committed to the Time to Change (Wales) and Tai Pawb's Deeds not Words pledges and developed action plans to monitor progress.



### Priorities areas 2022

#### One

Sponsoring and supporting the 'Pathway to Board' programme focused on providing opportunities for ethnic minorities groups to become Board members.

#### Two

Sponsoring and supporting a work placement programme 'Get into Housing' to provide career opportunities for ethnic minority groups.

#### Three

Integrating EDI best practices into all Hafod processes such as procurement and contract management.

#### Four

Sourcing other diversity and inclusion partners to help support Hafod in the delivery of its aims and commitments.



### Key success indicators

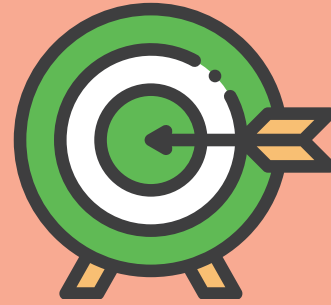
● Improvements in workforce diversity.

● EDI best practice integrated into key organisation processes.

● Career opportunities secured for cohorts of both the Pathway to Board and Get into Housing development programmes.



## Removing bias and inequalities in our customer and colleague processes

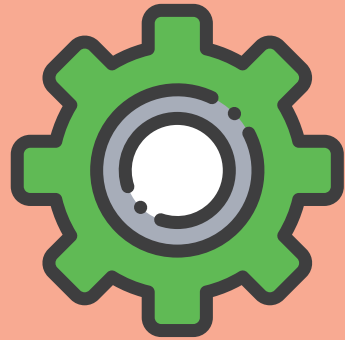


### What we achieved in 2021

Improved our recruitment practices and policies including introducing the Rooney Rule for Board recruitment, involving customers in recruitment activity, strengthening our data anonymity and improving our diversity advertising.

Adopted the All Wales Covid-19 Workforce Risk Assessment Tool for all colleagues which recognised the increased risk of Covid-19 to ethnic minority colleagues.

Completed Equality Impact Assessments (EIAs) in the development and implementation of core systems i.e. HR system.



### Priorities areas 2022

#### One

Implementing EIA for all policies, processes and projects and carry out a training exercise for EIAs across the organisation.

#### Two

Continuing to evolve and improve our recruitment processes including re-engineering processes, improving attraction methods, introducing the Rooney Rule for all roles, and including equality, diversity and inclusion related questions as a standard.

#### Three

Developing and implementing an equality monitoring programme.

#### Four

Incorporating equality, diversity and inclusion (EDI) best practices into our principles and behaviours framework.



### Key success indicators

● Improvements in workforce diversity.

● EDI best practice becomes integrated into how Hafod works.

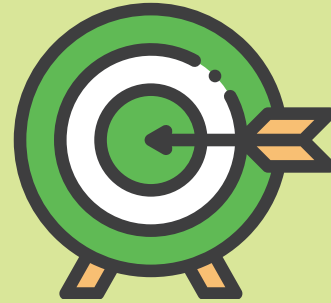
● Colleagues are role-modelling positive equality, diversity and inclusion behaviours.





**Four**  
Meaningful data

## Collating and publishing meaningful equality, diversity and inclusion (EDI) data

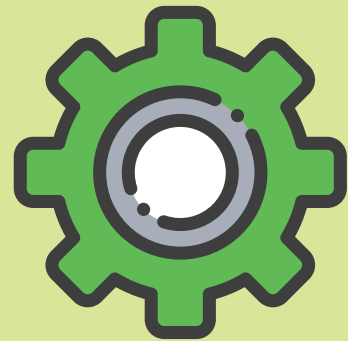


### What we achieved in 2021

Understood the current data sets in place across Hafod to create one data set to inform EDI action.

Collated a ethnicity pay gap report which highlighted no concerns around how ethnic minorities groups are paid when compared against white colleagues.

Reported and acted on our gender pay gap (GPG) and colleague satisfaction data for protected groups.



### Priorities areas 2022

#### One

Updating our systems, processes and training to ensure the collection of our agreed EDI data sets.

#### Two

Correlating the different EDI data sets against national data to understand where Hafod is in line or different to the global statistics.

#### Three

Collecting customer data for minority groups and act on findings. Data to include customer complaints, customer satisfaction, tenancy, occupancy and repairs.

#### Four

Reporting and acting on colleague data including GPG, ethnicity pay gap and colleagues' satisfaction data.



### Key success indicators

● One customer and colleague EDI data set in place across the organisation.

● Customer and colleague action plans in place to address findings of data analysis.

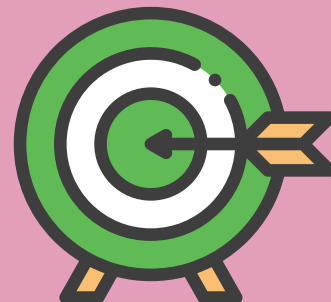
● Improvements in customer and colleague engagement with key reports and information.



# Five

## Awareness and Engagement

### Growing and learning about equality, diversity and inclusion (EDI) together

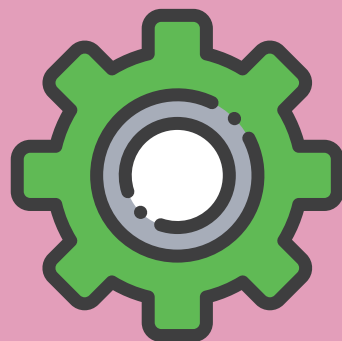


#### What we achieved in 2021

Developed and piloted unconscious bias and white privilege training in our academi Hafod and rolled out to all colleagues.

EDI champions group shared learning and information on a number of EDI matters including Judaism, Gypsy, Roma and Traveller, gender, white privilege and much more.

Shared EDI information and resources with all colleagues across the organisation including podcasts, books and reference materials.



#### Priorities areas 2022

##### One

Developing and implementing an EDI training and awareness programme.

##### Two

Delivering EDI training to Board members and Executive team aligned to the new housing code of governance.

##### Three

Offering unconscious bias and white privilege awareness to our customers.

##### Four

Developing and delivering an EDI virtual roadshow for colleagues.



#### Key success indicators

● 75% or above compliance with Hafod mandatory EDI training.

● 100% of Board and Executive members completed EDI training.

● Customer and colleagues engage with the EDI training provided.



