



**Cartrefi  
Cymunedol  
Cymru**

**Community  
Housing  
Cymru**

# Chief executive pay transparency report 2022–23

February 2024

## Contents

<b>Introduction</b> .....	<b>02</b>
<b>Background</b> .....	<b>02</b>
<b>Chief executive officer pay</b> .....	<b>03</b>
CEO to median salary and number of staff earning more than £100,000 a year .....	06
CEO benefits .....	10
<b>Senior pay award approval</b> .....	<b>12</b>
<b>Board payment</b> .....	<b>13</b>
<b>Gender pay analysis</b> .....	<b>14</b>

# Introduction

The aim of this report is to provide clear and transparent information on senior pay in housing associations in Wales.

Since April 2017, Community Housing Cymru (CHC) has published a senior management pay report on behalf of housing associations in Wales. Between May and December 2023, we created a task and finish group to review this report. Much of our improvements relate to streamlining the survey that feeds into this report, while the report itself still follows a similar format as it has previously – presenting key information such as:

- CEO salaries and benefits;
- number of staff earning over £100,000;
- salary of CEO, median pay in the organisation, and the ratio between these two salaries;
- board remuneration.

Following external feedback, throughout this report we have endeavoured to provide more detail on how senior pay decisions are approved within housing associations.

In November 2023, 34 Welsh housing associations participated in the CEO survey. The data relates to salary information on 1 April 2021 and 31 March 2022; and 1 April 2022 and 31 March 2023. The gender pay data relates to 5 April 2023.

# Background

Housing associations in Wales are significant contributors to the economy and deliver excellent value for money. In 2021–22 they spent £1.3bn, 83% of which was spent in Wales, and had a collective annual turnover of £1.5bn. The sector supports 27,000 jobs in Wales; 11,000 directly<sup>1</sup>.

The operating environment for housing associations is challenging. As the Minister for Climate Change and the Chair of Community Housing Cymru outlined in the most recent Global Accounts, for financial year 2021/22:

“This year’s Global Accounts of housing associations’ financial performance captures the story of success in the face of adversity. It has been a year of continued turbulence; since March 2021 the macro-economic climate has been subject to considerable uncertainty, from further waves of Covid-19, the rising cost of living and energy costs, supply chain issues and price increases, and the war in Ukraine to name a few.

“However, despite these considerable headwinds this report tells a story of continued confidence across the sector. Whilst times are most certainly tough the unique partnership of associations

---

<sup>1</sup> Community Housing Cymru, Global Accounts, 2022

as social businesses supported by the Welsh Government continues to result in investment in existing homes and much needed new ones.”

The housing association sector in Wales is growing: registered social landlords (RSLs), as of March 2022, own and manage over 173,000 homes for over 300,000 people, housing one in every 10 people in Wales. By 2027 this is predicted to rise to 188,000<sup>2</sup> homes.

Housing associations are complex businesses, and the housing sector competes with other industries for skilled professionals. It is important that the social housing sector can continue to attract talent to retain the confidence of lenders, and continue to deliver for the communities they serve.

## Chief executive officer pay

The table below shows chief executive officer (CEO) pay for the years 2021–22 and 2022–23 (1 April to 31 March).

The information provided is based on gross annual salary and excludes each employer’s pension contributions, expenses and benefits in kind.

**Table 1:** Chief executive officer pay sorted by gender, previous two years and percent change from 2021–22 to 2022–23

Organisation	Gender	Salary 21–22	Salary 22–23	% increase
Adra Tai Cyf	Male	123,261	127,576	3.50
Aelwyd Housing	Female	54,323	62,000	14.13 <sup>3</sup>
ateb Group	Male	113,597	115,869	2.00
Barcud Cyf	Male	114,544	123,620	7.92
Bro Myrddin Housing Association	Female	100,564	109,287	8.67
Bron Afon Community Housing	Male	128,775	133,282	3.50

<sup>2</sup> Community Housing Cymru, Global Accounts, 2022

<sup>3</sup> Staff Remuneration Review recommendations applied to salaries in 2022–23

## CHIEF EXECUTIVE PAY TRANSPARENCY REPORT 2022-23

Organisation	Gender	Salary 21-22	Salary 22-23	% increase
Cadwyn Housing Association	Male	101,176	103,706	2.50 <sup>4</sup>
Cardiff Community Housing Association	Female	104,512	104,512	0
Caredig	Female	99,387	102,369	3.00
Cartrefi Conwy	Male	130,332	134,372	3.10
ClwydAlyn Housing	Female	133,554	137,561	3.00
Coastal Housing Group	Female	140,774	144,998	3.00
Cynon Taf	Female	91,809	103,000	12.19
First Choice Housing Association Ltd	Male	90,076	93,229	3.50
Grwp Cynefin	Male	98,407	111,189	12.99 <sup>5</sup>
Hafod Housing Association	Male	140,980	145,209	3.00
Linc Cymru	Male	134,628	137,321	2.00
Melin Homes	Female	123,734	127,447	3.00 <sup>6</sup>
Merthyr Tydfil Housing Association	Female	82,800	85,284	3.00
Merthyr Valleys Homes	Female	114,000	117,420	3.00
Monmouthshire Housing Association	Male	128,327	131,664	2.60
Newport City Homes Housing Association Limited	Female	139,529	147,413	5.65
Newydd Housing Group	Male	106,652	114,324	7.19
North Wales Housing	Female	110,483	115,263	4.33
Pobl Group	Female	191,782	199,837	4.20

<sup>4</sup> Interim chief executive

<sup>5</sup> Interim chief executive appointed

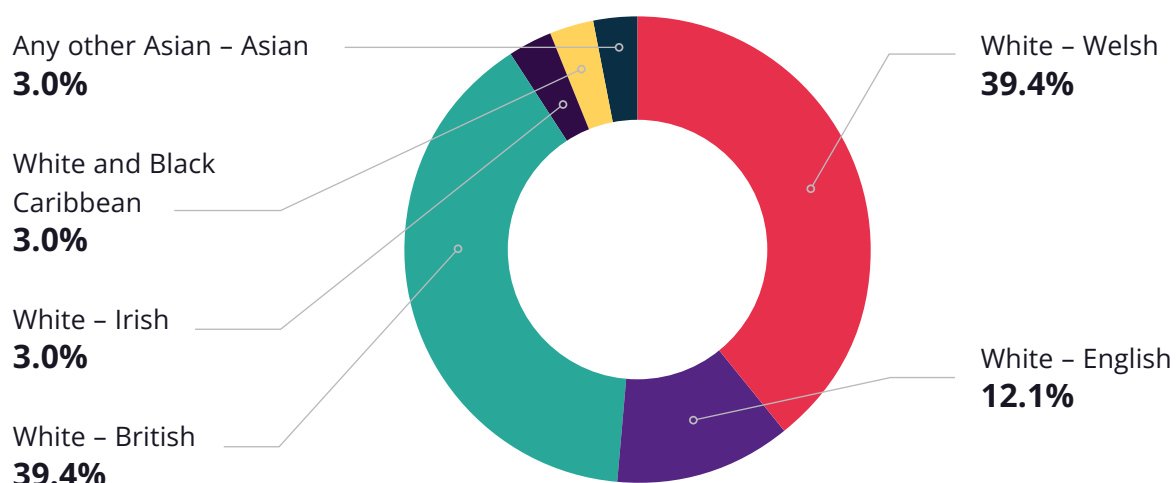
<sup>6</sup> 3% uplift effective 1 April 2022

Organisation	Gender	Salary 21-22	Salary 22-23	% increase
RHA Wales	Male	100,747	103,066	2.30
Stori	Male	89,448	94,000	5.09
Taff Housing Association	Female	101,040	104,071	3.00
Tai Calon Community Housing Association	Male	111,925	117,521	5.00
Tai Tarian	Female	131,917	136,006	3.10
Trivallis	Male	149,248	145,830	-2.29
United Welsh Group <sup>7</sup>	Male	139,394	140,000	0.43
Valleys to Coast Housing	Female	127,000	127,000	0
Wales & West Housing	Female	159,000	166,000	4.40

### Race and ethnicity of CEOs

In this year’s survey, one organisation had a CEO that identified as having an Asian/Asian British background, while another had a CEO who identified as having a Caribbean background. As such, 6% of all CEOs in Wales are from underrepresented groups. This is consistent with 2021.

**Figure 1: Race and ethnicity of CEOs**



<sup>7</sup> New CEO appointed in January 2022

## CEO to median salary and number of staff earning more than £100,000 a year

This part of the report presents information on CEO salaries alongside organisational size and structure factors: annual turnover, number of staff, number of homes managed, CEO pay per £m turnover, and CEO pay per units managed. Comparison between housing associations should be done with caution, as there are potentially factors affecting these figures that are not accounted for in this table.

Executive pay generally increases with size and complexity of the housing association.

The average ratio of median staff salary to CEO salary is 4.48:1 (i.e. the average CEO salary is 4.48 times the median salary in their organisation). The minimum ratio is 2.30:1 and the maximum ratio is 10.10:1.

Some housing associations provide registered social care services and/or homelessness and housing support services. For those providing registered social care services, there are distinct regulatory and governance responsibilities that are in addition to those associated with providing social housing. They are responsible for delivering commissioned contracts, often on behalf of local authorities or local health boards.

It is well documented that care and support roles are typically lower paid across the whole of the UK<sup>8</sup>. For those organisations that provide care and or homelessness and housing support services this means that they will likely have a higher proportion of lower paid staff, because of the quantum of funding provided by commissioners to meet the cost of wages.

The median of the median staff salaries for organisations is £28,842.00 for 2022–23. This is compared to £26,303 for 21–22. This is a 9% increase.

The median gross annual earnings for all full time employees across all different sectors in the UK was £33,061 in 2022<sup>9</sup>.

---

<sup>8</sup> Welsh Parliament, Health and Social Care Committee, [Welsh Government Draft Budget 2024–25](#), February 2024

<sup>9</sup> ONS, [Employee earning in the UK 2023](#), 2023

## CHIEF EXECUTIVE PAY TRANSPARENCY REPORT 2022-23

**Table 2:** Salaries presented in relation to turnover, units, CEO vs staff, and number of staff paid over £100,000

Organisation	Headcount	Annual turnover	Homes under management	CEO salary 22-23	CEO salary per £m turnover	CEO salary per units under management	Median salary	Ratio	No. of staff earning over 100,000
Adra Tai Cyf	356	42,800,000	6,891	127,576	2,981	18.51	26,429	4.83	2
Aelwyd Housing	21	1,400,000	268	62,000	44,286	231.34	27,000	2.30	
ateb Group	147	27,000,000	3,127	115,869	4,291	37.05	30,210	3.84	1
Barcud Cyf	207	27,818,102	4,350	123,620	4,444	28.42			1
Bro Myrddin Housing Association	30	6,100,000	1,043	109,287	17,916	104.78	29,418	3.71	1
Bron Afon Community Housing	418	51,100,000	8,134	133,282	2,608	16.39	31,284	4.26	4
Cadwyn Housing Association	114	11,700,000	1,935	103,706	8,864	53.59	28,746	3.61	1
Cardiff Community Housing Association	163	21,580,000	3,065	104,512	4,843	34.10	30,531	3.42	1
Caredig	264	22,967,000	2,901	102,369	4,457	35.29	22,976	4.46	1
Cartrefi Conwy	183	27,882,000	4,148	134,372	4,819	32.39	28,645	4.69	2
ClwydAlyn Housing	742	52,500,000	6,390	137,561	2,620	21.53	22,926	6.00	3
Coastal Housing Group	269	52,800,000	6,147	144,998	2,746	23.59	29,565	4.90	5

## CHIEF EXECUTIVE PAY TRANSPARENCY REPORT 2022-23

Organisation	Headcount	Annual turnover	Homes under management	CEO salary 22-23	CEO salary per £m turnover	CEO salary per units under management	Median salary	Ratio	No. of staff earning over 100,000
Cynon Taf	97	13,400,000	1,900	103,000	7,687	54.21	29,053	3.55	1
First Choice Housing Association Ltd	45	9,100,000	377	93,229	10,245	247.29	32,897	2.83	
Grwp Cynefin	316	33,000,000	4,230	111,189	3,369	26.29	29,867	3.72	1
Hafod Housing Association	1,198	64,700,000	6,208	145,209	2,244	23.39	14,383	10.10	4
Linc Cymru	654	50,500,000	5,322	137,321	2,719	25.80	22,091	6.22	4
Melin Homes	243	28,700,000	4,691	127,447	4,441	27.17	30,477	4.18	2
Merthyr Tydfil Housing Association	44	6,800,000	1,174	85,284	12,542	72.64	30,440	2.80	
Merthyr Valleys Homes	235	21,800,000	4,947	117,420	5,386	23.74	30,573	3.84	2
Monmouthshire Housing Association	246	24,280,000	3,800	131,664	5,423	34.65	28,423	4.63	2
Newport City Homes Housing Association Limited	437	55,400,000	9,860	147,413	2,661	14.95	32,256	4.57	4
Newydd Housing Group	170	21,100,000	3,356	114,324	5,418	34.07	28,000	4.08	1
North Wales Housing	183	18,254,000	2,717	115,263	6,314	42.42	25,225	4.57	1



## CHIEF EXECUTIVE PAY TRANSPARENCY REPORT 2022-23

Organisation	Headcount	Annual turnover	Homes under management	CEO salary 22-23	CEO salary per £m turnover	CEO salary per units under management	Median salary	Ratio	No. of staff earning over 100,000
Pobl Group	2,490	169,800,000	18,334	199,837	1,177	10.90	21,191	9.43	7
RHA Wales	81	11,965,000	2,119	103,066	8,614	48.64	31,895	3.23	1
Stori	162	6,190,000	97	94,000	15,186	969.07	21,692	4.33	
Taff Housing Association	178	14,000,000	1,544	104,071	7,434	67.40	24,336	4.28	1
Tai Calon Community Housing Association	267	29,300,000	6,000	117,521	4,011	19.59	30,490	3.85	1
Tai Tarian	516	54,900,000	9,532	136,006	2,477	14.27	26,530	5.13	5
Trivallis	424	60,500,000	11,522	145,830	2,410	12.66	45,219	3.22	3
United Welsh Group	393	45,853,000	6,495	140,000	3,053	21.55	28,938	4.84	4
Valleys to Coast Housing	274	37,890,000	6,039	127,000	3,352	21.03	27,519	4.61	1
Wales & West Housing	811	79,470,000	12,320	166,000	2,089	13.47	32,300	5.14	6

## CEO benefits

**Table 3:** Benefits received by a CEO and their total earnings in 22–23

Organisation	Basic pay	PRP	Car allowance	Private healthcare	Other	Total
Adra Tai Cyf	127,576		12,721	1,185		141,482
Aelwyd Housing	62,000					62,000
ateb Group	115,869		11,586			127,455
Barcud Cyf.	123,620		10,000			133,620
Bro Myrddin Housing Association	109,287		7,000		112	116,299
Bron Afon Community Housing	133,282			52		133,334
Cadwyn Housing Association	103,706					103,706 <sup>10</sup>
Cardiff Community Housing Association	104,512		10,451	94		115,057
Caredig	102,369					102,369
Cartrefi Conwy	134,372	4,195	13,437	1,496.49	60	153,560
ClwydAlyn Housing	137,561					137,561
Coastal Housing Group	144,998					144,998
Cynon Taf	103,000					103,000
First Choice Housing Association Ltd	93,229		6,526	522	13,798	114,075 <sup>11</sup>
Grwp Cynefin	111,187		5,000			116,187
Hafod Housing Association	145,209			666	530	146,405 <sup>12</sup>
Linc Cymru	137,321		13,732			151,053 <sup>13</sup>

<sup>10</sup> Salary is pro-rata'd based on contractual hours

<sup>11</sup> Other total broken down: gym membership – £360; training plan – £3,900; professional subscriptions – £216

<sup>12</sup> Other payment is for broadband and telephone allowance

<sup>13</sup> CEO receives income protection and death in service benefit

## CHIEF EXECUTIVE PAY TRANSPARENCY REPORT 2022–23

Organisation	Basic pay	PRP	Car allowance	Private healthcare	Other	Total
Melin Homes	127,447		7,063	750	200	135,460
Merthyr Tydfil Housing Association	85,284					85,284
Merthyr Valleys Homes	117,420					117,420
Monmouthshire Housing Association	120,669	10,994			407.16	132,071 <sup>14</sup>
Newport City Homes Housing Association Limited	147,413		14,741			162,155
Newydd Housing Group	114,324				102	114,426 <sup>15</sup>
North Wales Housing	115,263			2,499		117,762
Pobl Group	199,837			3,859		203,696
RHA Wales	103,066			515		103,581
Stori	94,000					94,000
Taff Housing Association	104,071					104,071
Tai Calon Community Housing Association	117,521					117,521
Tai Tarian	136,006				13,600	149,606
Trivallis	145,830			197.64		146,028 <sup>16</sup>
United Welsh Group <sup>17</sup>	140,000					140,000
Valleys to Coast Housing	127,000			288		127,288
Wales & West Housing	166,000		7,000			173,000

<sup>14</sup> Other – medical cash plan

<sup>15</sup> £101.88 health cash plan

<sup>16</sup> New CEO started with Trivallis on 01.01.2023. Salary information provided is based on a full year

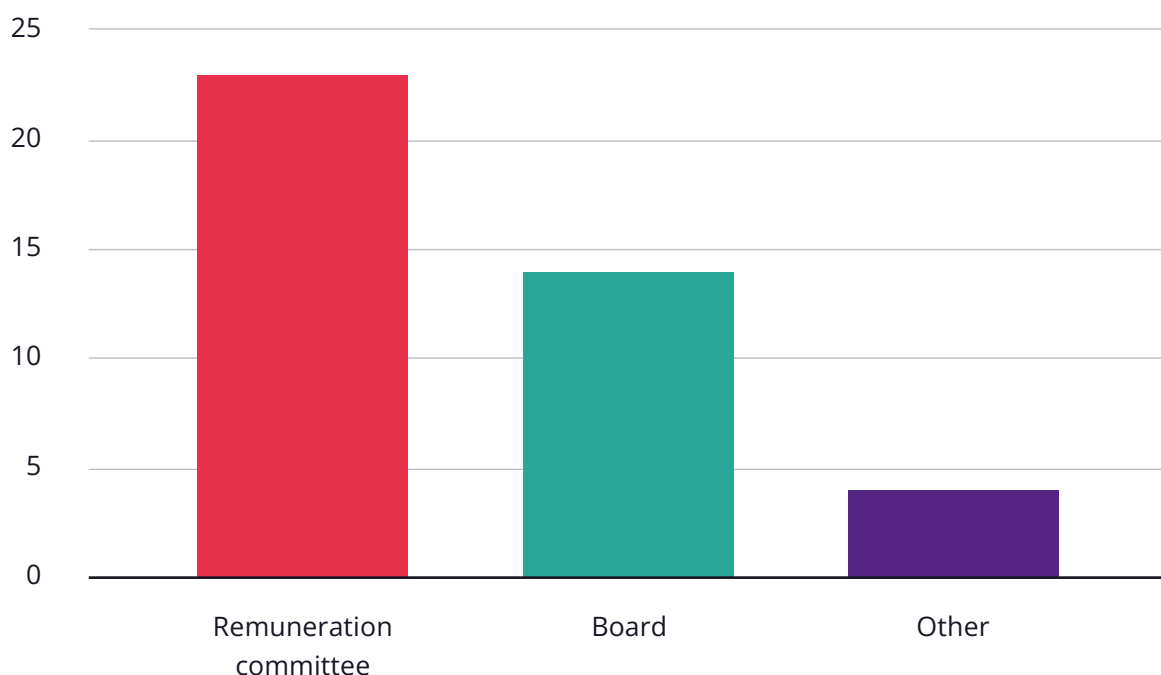
<sup>17</sup> The CEO has a consolidated car allowance within their salary

## Senior pay award approval

In this survey, we asked housing associations how senior pay awards are approved. They were allowed to select more than one approval mechanism.

- 67% said senior pay decisions were approved by a remuneration committee,
- 41% said board and;
- 11% said 'other'.

**Figure 2:** Mechanism for approving senior pay awards



Acting on feedback, this year we wanted to provide more context for the decision-making process, so survey respondents were asked qualitative questions about the remuneration process within their housing associations.

Additional mechanisms that underpin senior pay decisions include:

- external benchmarking;
- business plans and financial modelling;
- some housing associations undertake negotiations with trade unions;
- cost of living.

There are a range of different approaches throughout the sector in regard to senior pay. Many housing associations operate a standard remuneration policy that applies to all levels of the organisation while a few have a specific policy for executive remuneration.

### **Case study 1: One housing association's approach to senior pay remuneration**

This housing association has an executive remuneration policy which details the processes involved. A report is prepared that presents current package paid and sector comparison. When it is deemed necessary by members of board, a report will be commissioned from an independent firm that has expertise in the sector.

## **Board payment**

In this data exercise, we also asked questions about board member remuneration. 62% of housing associations compensate board members with a non-executive payment. 18% offer an expenses only compensation package, while 20% provide an 'other' compensation package; this is predominantly a combination of an expenses policy and non-executive payment.

Housing associations have differing governance structures which can affect the board make-up of their organisations. For example, LSVTs have local authority board members and may not remunerate those board members, but remunerate others.

One housing association noted that in 2022–23 all board positions were paid and its non-executive salaries ranged from £3,605 to £7,725 per annum.

# Gender pay analysis

## CEO gender analysis

In 2022-23, 17 of CEOs across Wales were male and 17 were female. This equates to 50% male and 50% female. This is compared to a 58%:42% ratio of females to males in 2021-22.

**Table 5:** Minimum, median, maximum and mean salaries being paid to CEOs of both genders

Measure	Male	Female	All
Minimum	93,229	62,000	62,000
Median	123,620	117,420	116,644
Maximum	145,830	199,837	199,837
Mean	121,920	122,888	122,403
Number	50%	50%	100%

## Median gender pay gap

[The UK government](#) requires employers with more than 250 employees to publish gender pay gap data. This means that not all organisations that took part in our survey are represented in this section. Many housing associations are not required to publish data by law but work to the spirit of the legislation.

Of the 34 housing associations in Wales, 14 are required to publish reports on the gender pay gap. Some housing associations report even though they are not required by law.

**Table 6:** Median gender pay gap

Organisation	Median gender pay gap
Adra Tai Cyf	0%
Aelwyd Housing	
ateb Group	
Barcud Cyf	
Bro Myrddin Housing Association	
Bron Afon Community Housing	11.5%
Cadwyn Housing Association	4.63%
Cardiff Community Housing Association	-6.43%
Caredig	11.4%
Cartrefi Conwy	11.34%
ClwydAlyn Housing	16.89%
Coastal Housing Group	-1.4%
Cynon Taf	
First Choice Housing Association Ltd	
Grŵp Cynefin	12%
Hafod Housing Association	9%
Linc Cymru	19.9%
Melin Homes	
Merthyr Tydfil Housing Association	0%
Merthyr Valleys Homes	
Monmouthshire Housing Association	14.82%
Newport City Homes Housing Association Limited	6.68%
Newydd Housing Group	-2.8%
North Wales Housing	2.37%
Pobl Group	11.32%

Organisation	Median gender pay gap
RHA Wales	4.99%
Stori	
Taff Housing Association	2%
Tai Calon Community Housing Association	9.3%
Tai Tarian	-2.4%
Trivallis	5.16%
United Welsh Group	-2.80%
Valleys to Coast Housing	
Wales & West Housing	10.9%