



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board



Cwm Taf Morgannwg University
Health Board

Annual Equality Report

April 2024 – March 2025



Contents

Foreword – Hywel Daniel, Executive Director for People	3
Our Legal Duties	4
Our Commitments	6
Our People and Population	6
Workforce Data Updates: 2024-2025	7
Vision and Values	8
Our Staff Networks	8
Strategic Equality Plan Achievements	10
Services	10
People	12
Community	14
Infrastructure	14
Acknowledgements	18
Useful Links	18
Contact Us	18

Foreword – Hywel Daniel, Executive Director for People

I am pleased to present Cwm Taf Morgannwg University Health Board's (CTMUHB) Annual Equality Report for the year 2024-2025. This presents a summary of work undertaken to progress our commitments to being a more diverse and inclusive organisation for both our staff and the people we serve.

This work includes the Maternity Databank Initiative, aimed at supporting pregnant service users experiencing data poverty by providing SIM cards and data packages, and our Public Health team have continued to work with community partners, addressing barriers to vaccination uptake and access to health information. We have started to ensure accessibility and inclusion are fundamental to the design of Llantrisant Health Park, a cutting-edge diagnostic and treatment centre for which construction should start early in 2026. These are just a few examples of us working with our communities to better meet their needs.

For our staff, we have also continued our work to be a more inclusive employer, with increased Staff Network activity and supported colleagues with more education and development. Our Supported Interns, with the support of and leadership from local colleges, continue to thrive in placements across the Health Board and enjoy opportunities that have led to education, volunteering and employment.

This has also been a year of evolving our People priorities and the supporting mechanisms of our Strategic Equality Plan 2024-2028, improving how we resource equality diversity and inclusion and starting to refresh our governance and assurance structures and delivery plans, reflecting our Board and Executive Team's continued commitment to us being a more diverse and inclusive CTMUHB.

Whilst I proudly share these achievements and the progress we've made; I acknowledge we have more work to do. We are an ambitious organisation that understands that we need to adapt how we provide services to meet the changing and increasing needs of our population. Equality, diversity and inclusion must be embedded across everything we do: decisions we make, services we provide and our people's experience in work. You can read more in the conclusion and forward look, but this includes improving our recruitment processes and outcomes, the quantity, quality and use of data.

In coming years, I look forward to showing you the measurable difference that these, and other activities, are making to patients, families, communities and our colleagues, reporting on both actions and impact.

Please do take time to read more about our work, achievements and plans set out in this report, and I continue to invite you get in touch with comments and feedback.

Hywel Daniel - Executive Director for People

Our Legal Duties

The Equality Act 2010 is a comprehensive piece of legislation designed to ensure fairness and prevent discrimination against individuals in the United Kingdom. At its core, the Act mandates that everyone should be treated equitably and with respect. This law protects individuals from being treated less favourably than others due to protected characteristics.

These characteristics include:

Sex	This covers both men and women.
Disability	This encompasses individuals with physical or mental impairments that have a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.
Age	This protects both younger and older individuals from age-based discrimination.
Race	This includes a person's colour, nationality, ethnic or national origins. It also recognises that individuals from different racial groups may speak different languages, and discrimination based on this is also prohibited.
Religion or Belief	This covers individuals who follow any religion, as well as those who would hold no religious beliefs. It also includes philosophical beliefs
Sexual Orientation	This protects individuals who are gay, lesbian or bisexual
Gender Reassignment	This refers to individuals who are taking steps to live in a different gender to the one they were assigned at birth, are undergoing a process of gender reassignment, or have already transitioned.
Marriage and Civil Partnership	This protects individuals who are married or in a civil partnership
Pregnancy and Maternity	This safeguards the rights of women who are pregnant, have recently given birth or are breastfeeding

To ensure we are upholding the principles of the Equality Act 2010 and treating everyone fairly, we are obligated to inform you about how we collect and utilise information. This transparency is crucial for demonstrating that our practices are equitable and non-discriminatory.

Furthermore, our services must be designed and delivered in a way that effectively meets the diverse needs of all the groups of people we serve. We are also committed to ensuring that all individuals are treated fairly and with respect within our workplace.



The Health Board has several legal duties concerning equality and inclusion. These obligations include: developing and implementing a **Strategic Equality Plan 2024 – 2028 (SEP)**, which details our commitment and approach to promoting equality across all functions; ensuring **public engagement in decision-making** by actively seeking and considering the views of diverse communities; maintaining **transparency** through the publication of equality-related workforce and pay data to demonstrate our commitment to equal opportunities; and guaranteeing the **accessibility of our services and information** for all individuals, taking into account the diverse needs of the population we serve in Cwm Taf Morgannwg and the surrounding area.

Our Commitments

Our current **SEP** articulates the specific equality objectives established to underpin and facilitate the achievement of our broader strategic aims. Recognising the importance of continuous improvement, we undertake an annual review to assess our progress against these defined equality objectives, highlighting both successes and areas requiring further development.

- Services:** Improve the experience and health outcomes for our patients, ensuring that every patient has equity of access to the services that they need.
- People:** Improved staff engagement and experience, attracting and retaining diverse talent and creating an inclusive environment in which all colleagues can thrive.
- Community:** Make sure underrepresented groups and seldom-heard voices are involved at the outset of design and delivery.
- Infrastructure:** Make sure equality diversity and inclusion are essential to the way that we operate.

Our People and Population

We provide primary, community, hospital and mental health services to the 450,000 people living in three County Boroughs: Bridgend, Merthyr Tydfil and Rhondda Cynon Taf.

Our population groups aged 65 – 84 and 85+ are projected to have the largest increase by 2036 when an estimated one in four people in Wales will be aged 65 and over. These projections will have significant implications for the way in which we design and provide our increasingly integrated health and social care services, so that we can help the people living in our communities to live long and healthy lives, free from the limiting effects of multiple chronic conditions.

We employ 11,501.30¹ whole-time equivalent (WTE) staff as of 31 March 2025, with a headcount of 13,192. Approximately 80% of our workforce live within the Health Board's footprint with a gender split of 79.58% female: and 20.42% male. Around 40% of our workforce works part-time. Out of the total female workforce, 46.69% work part-time compared with 18.51% of the male workforce. At CTMUHB, providing great health care to our community is our number one priority.

¹ Data from 31/03/25

Workforce Data Updates: 2024-2025

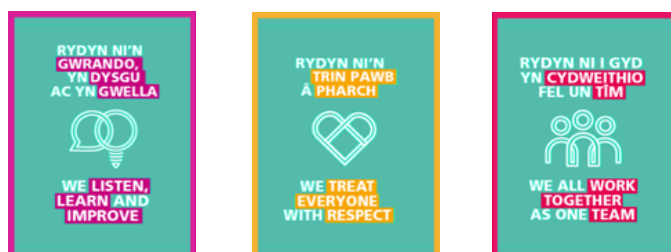
- There has been an increase of our ethnic minority workforce from 7.1% to 7.8% in 2024/25
- We have seen a small reduction in the number of disabled staff in post from last year's figures to 4.56%
- Our average Gender Pay Gap hasn't changed significantly for the past few years, now at 27.52%², with a slight increase in the proportion of men in our highest banded roles

Our Gender Pay Gap (GPG) is significantly above the NHS Wales average and is an area for targeted improvement. This is largely due the distribution of men across the organisation, with few men spread across roles banded lower than Agenda for Change Band 7. Upcoming work on inclusive recruitment will support both our distribution on men in lower banded roles, and recruitment of women into our senior roles. In the past year, the Commitment Awards, the main bonus pay award, has begun to be incorporated into pay scales and has the potential to improve the GPG slightly once fully embedded.

This year, the Workforce Race Equality Standard (WRES) was published for the first time. The primary areas of development for us were:

- Likelihood of ethnic minority staff being appointed after shortlisting.
- Absence of ethnic minority board membership.
- Progression of ethnic minority staff to middle and senior grades.
- Poor levels of declaration of ethnicity.
- Inequitable likelihood of ethnic minority staff being put through disciplinary and capability processes.

Some of these concerns will be addressed through specific actions, such as targeted sessions to the Board on ethnic minority staff and promotions of the importance of declaring ethnicity. Others are part of the improvement process in inclusive recruitment and broader leadership training and development. We will continue to improve the quality and quantity of data, helping us target improvements for our ethnic minority staff.



² Data from 31/03/25

Vision and Values

Our [CTM2030: Our Health, Our Future](#) strategy sets the vision and provides the framework for decision-making and priorities within the Health Board, setting the strategic direction for all areas of our work.

This year, we started to develop a specific People Plan in support of CTM2030. We acknowledged that there was a need for us to be clear about how we need to prepare, enable and evolve our workforce to deliver on the changing needs of the population, including digitising services, bringing care closer to home and focusing on prevention.

The SEP will enable and work alongside this People Plan and, while its focus remains on delivering our obligations under the Equalities Act (2010), we know that equality diversity and inclusion (EDI) is threaded through all of our work.

For example, our values and behaviours help guide the decisions we make and how we treat each other. They help us work better together; improve service user and patient care and outcomes, serve our communities and build a culture we can be proud of.

With every colleague in CTMUHB living our values and behaviours at every opportunity, we can achieve the following:

- We won't just know the values and behaviours; we'll feel supported and empowered by them.
- We'll inspire change in everyone's hearts, minds, and actions; and
- We'll make things better for our colleagues, our organisation, our patients and service users and our community.

Our Staff Networks

This year, we celebrated Staff Network Week with an awareness, education and engagement session on anti-racism, pronouns, and gender inequality, leading inclusively and reasonable adjustments. Since that week, we have seen an increase in engagement and attendance at inclusion events. Our staff networks are:

ACCESS (Disability Network) is an acronym that stands for: Access Considerate Care Experience Services Support. We welcome staff with a range of accessibility needs: Neurological; sensory; physical and anyone with a special interest in others with these protected characteristics and our network has been established to a positive and safe culture where everyone can thrive.

WEN, the **Women's Equality Network**, supports the organisation in gaining a greater understanding of gender equality issues through members' lived experiences. These may intersect with people who share protected characteristics and backgrounds – an intersectional disadvantage.

The **Race Equality Network** (REN) supports Cwm Taf Morgannwg University Health Board's ambition to develop a positive and safe culture where all colleagues in CTMUHB can flourish and thrive and where everyone can be at their best.

Ffrindiau LGBTQ+ Network (Ffrindiau means 'Friends' in Welsh) was originally founded in 2017 and represents the lesbian, gay, bisexual, trans, and minority sexual orientations, gender identities, expressions, and sex characteristics both within Cwm Taf Morgannwg University Health Board and our hosted organisations.

Over 2024/25, our network activities and achievements included:

- Membership and mailing list increased for our Networks
- Contributed to the CTMUHB response to the Gender Pay Gap and Equality Reports
- Hosted discussions that include women's health, gender pay gap and career development, intersectionality, and leadership
- Launched a WEN book club exploring diverse fiction and non-fiction works
- Celebrating and highlighting issues of Racial Inequality through Race Equality Week 2024
- Fortnightly meetings with CTMUHB communications team and corporate nursing to ensure inclusivity in educational opportunities and internal and external communications
- Drop-in sessions for face-to-face discussion at each of the 3 main hospital sites
- Informal mentoring and buddy scheme

Strategic Equality Plan Achievements

Services

This year, CTMUHB has taken further steps to ensure our services are inclusive, accessible and responsive to the diverse needs of our population.

We have introduced **gender-neutral titles in healthcare records** and developed **easy-read health screening guides** for transgender and non-binary individuals, ensuring our communications and services are inclusive and affirming. During **Transgender Awareness Week**, (13th – 19th November) we delivered training on pronouns, psychological safety, and inclusive recruitment practices to support both staff and patients.



3

To address digital exclusion in maternity care, our **Maternity Databank Project** which provides SIM cards and data plans to maternity service users was recognised with a **RCM Quality Improvement Award**. This initiative directly supports the SEP's goal of reducing health inequalities through targeted interventions.

CTMUHB celebrated **Pride Month** with a series of events including **LGBTQ+ awareness training, psychological safety workshops,** and a **coffee morning** with our Ffrindiau LGBTQ+ staff network, all aimed at improving patient care through greater understanding and allyship.

In October 2024, we launched a new **e-learning module** to support staff in helping patients quit smoking in secondary care (a more widely used setting), advising on language and wider content to make this meaningful to everyone. We

³ Photo link - [National award for CTMUHB maternity initiative](#)

also released a **film explaining annual health checks** to people with disabilities, encouraging greater participation and understanding.

To further support accessibility, our Organisational Development and Inclusion (ODI) team developed a **resource guide for staff and patients with sensory loss**, including information on ordering equipment, booking interpreters and basic BSL videos to improve direct communication.

We've also prioritised **religious and cultural inclusion** in healthcare. ODI created a **quick guide on religious rites** covering nutrition, treatment restrictions and death rites to support culturally sensitive care. CTMUHB also published resources to help staff support patients during religious festivals such as **Ramadan** and **Pesach**.

Our safeguarding efforts include the implementation of the Female Genital Mutilation (**FGM Clinical Pathway and Assessment Tool**), and we continue to support staff with resources like our **Health Screening Practical Guide** for Minority Ethnic Communities, aimed at increasing participation in preventative care.



4

In response to health inequalities, we launched a **sexual health drop-in clinic** for young people under 25, relaunched our **Men's Health Support Group** and hosted **World Menopause Month** events to support staff and patients with tailored information and resources.

⁴ Photo link - [New sexual health drop-in clinic for young people - Cwm Taf Morgannwg University Health Board](#)

People



5

A standout achievement this year has been the expansion and celebration of our **Project SEARCH supported internship programme**, which empowers young people with learning disabilities and/or autism through education and employment. We welcomed **54 new interns** from **Merthyr Tydfil and Bridgend**, who completed placements across departments such as Pharmacy, IT, Radiology, Facilities and Catering at Prince Charles and Princess of Wales Hospital. **94%** of whom achieved a positive outcome progressing into employment (including at CTMUHB), volunteering or further study demonstrating the programme's real-world impact.

In addition, our **Jobs Growth Wales+** programme continues to support young people not in education or employment, while our **Schools & Early Careers** initiative has engaged over **200 students** through structured placements and career insight days.



⁵ Photo link - [Project SEARCH interns graduate at Princess of Wales and Prince Charles Hospitals](#)

Complementing this, CTMUHB also celebrated **National Careers Week** (3rd - 8th March). National Careers Week is an annual UK wide event dedicated to empower people by providing them with knowledge, resources and inspiration to make informed career choices.

We've also strengthened our support for neurodivergent colleagues by launching a **Neurodiversity branch** within our ACCESS disability network and appointing a dedicated Neurodiversity chair who also co-chairs the broader ACCESS Network, a **fantastic demonstration of working together**.

To promote inclusive development, we launched **Network75**, a five-year scheme combining part-time study with work placements, currently supporting six students from the University of South Wales.

Training and awareness remain central to our approach. We delivered sessions on **LGBTQ+ inclusion, psychological safety, transgender awareness** and our **REN staff network** hosted a session on **menopause in minority ethnic women**, with more planned. CTMUHB also celebrated diverse voices through storytelling campaigns during **International Women's Day** and **Science Week**. To support staff development, we enhanced our **SharePoint intranet and resource hub**, doubling page views since 2023/24.

We have hosted three recruitment events for entry-level Facilities roles. Attraction focussed on social media and our careers site, with candidates applying to attend the day via a simplified Microsoft Teams form, roles were advertised with Partner organisations including DWP and Working Wales, to widen access. Candidates were invited to attend a specific timeslot, where they received support, on the day, with their application form, adapting interview questions to capture how people can show our values in their work, as well as exploring their skills and abilities, and candidates were offered guidance with their pre-employment check process. We were able to offer roles to successful candidates the following day.

This process removes barriers that can be associated with our recruitment system, allowing assessment to be based on their responses to our values-based questions, and allows our vacancies to be visible to those who may not otherwise see our roles advertised.

Finally, four teams have completed the **Diverse Cymru Cultural Competency Scheme**, earning two Bronze and two Silver awards and demonstrating their implementation of practices that ensure services are fair and equitable to Black, Asian and Minority Ethnic people in the organisation and across our communities.

As many of the initiatives are recent, we're yet to understand and measure the full impact of them. But there has been positive candidate feedback, particularly for interview preparation support and application support.

Community

Between April 2024 and March 2025, our Public Health Team led several impactful, community-driven initiatives across Bridgend, Rhondda Cynon Taf, and Merthyr Tydfil. On 24 January 2025, community leaders from across the region attended the **CTM2030 Community Leaders' Network** session, resulting in the formation of two working groups, **Vaccination & Health Protection** and **Communications & Engagement**, to address local barriers to vaccine uptake and health information access. Insights from this session directly shaped the **April 2025 Community Leaders Forum**, which informed CTMUHB's winter vaccination strategy, particularly for older adults and underserved groups.

We also progressed the **Healthy Travel Charter**, co-designed with local communities to promote walking, cycling and public transport through school pilots and workplace pledges. Alongside this, our **Healthy Weight programme** engaged residents in shaping food environments, supporting community growing spaces, nutrition education and healthier retail policies.

In **November 2024**, we partnered with our three **Community Voluntary Councils (Interlink RCT, BAVO, and VAMT)** to host a large-scale engagement event with over **140 women** from **30 voluntary sector organisations**. The session explored what it means to be "At My Best" through the lenses of **physical, emotional and psychological wellbeing**, and the importance of **community spaces and connections** in managing health and wellbeing.



We also collaborated with the **Paul Ridd Foundation**, which hosted awareness stands across hospital sites in **November 2024** to highlight the health profile and needs of people with learning disabilities.

Infrastructure

Our Employee Experience, Organisational Development and Analytics teams have collaborated to develop a pilot **insights tool**, enabling us to identify and directly support teams that may need support. This has been further enhanced by a **data mapping system** that overlays sickness rates, employee relations cases and survey results providing managers with a more holistic view of team culture and enabling targeted interventions.

We've also made progress in strengthening our **Equality and Welsh Language Impact Assessments (EWLIAs)**. We've relaunched the EWLIA process in collaboration with our Welsh Language team and staff networks and appointed a Head of Policy and Compliance who, in part, leads on embedding this approach

across all Health Board policies. To support this, we've provided **coaching and guidance** to teams on writing inclusive policies and conducting robust impact assessments, ensuring that equity is not an afterthought, but a foundation for decision-making.



Our commitment is also reflected in the development of the new **Llantrisant Health Park**, envisioned as a cutting-edge diagnostic and treatment centre, co-designed with regional partners to meet the evolving needs of our CTMUHB catchment population. Our EDI Strategic Lead has worked closely with the Board to ensure the site includes **gender-neutral facilities** and is designed to be welcoming and accessible to all.

We've strengthened our internal governance through **ongoing engagement with trade union partners**. This forum provides a structured space for collaborative dialogue and shared responsibility in shaping workforce and service delivery priorities.

Finally, we have made changes to the governance of our EDI actions and processes. We determined that the current framework no longer provides the best system for monitoring our growing and dynamic EDI work. Our new governance structure will have clear, measurable outcomes, with regular reporting and updates to the Board. These changes will become our way of working next year, with us bringing together people who share responsibility for action and measuring difference.

These initiatives demonstrate our commitment to building inclusive systems, spaces and governance structures ensuring that equality diversity and inclusion are not just values, but operational principles embedded across CTMUHB.

Conclusion and Forward Look

CTMUHB's commitment to equality diversity and inclusion continues in 2025/26 and beyond.

We have now launched our People Plan 2025-2030 which sets out clear priorities, informed directly by our colleagues, in support of our strategy. These are:

- Getting the Basics Right
- Great Management and Leadership
- Building an Inclusive and Healthy Environment
- Modern Workforce – Skills for the Future

Equality, diversity and inclusion will be embedded across all activity in the People Plan, from ensuring we are robustly impact-assessing decisions, policies and processes, through to education and support for our managers in creating and sustaining healthy team environments in which everyone feels they belong and valued.

Specifically, we will increase the number and improve the quality of Equality and Welsh Language Impact Assessments we undertake, and work with our Corporate Governance colleagues to ensure these are, as mentioned, fundamental to our decision-making processes.

Having already prioritised Recruitment and Selection within this year's policy workbook, we will address how and where we advertise opportunities, take positive action to support current and prospective colleagues with applications and interview preparation, and reduce bias in the selection process. This should help us improve interview outcomes for everyone, particularly ethnic minority people, people with disabilities, and positively affect representation across our organisational structure, including attracting more men into a broader range of roles.

We will continue to design and deliver learning and other resources for staff, having successfully introduced mandatory Anti-Racism Training in March of 2025 to align with the All-Wales Anti-Racist Action Plan (ARWAP). This programme will be informed, in part, by a new EDI Learning Forum, open to everyone who is curious and keen to learn more and improve their understanding and practise. The learning offer will be both proactive and bespoke responses to emerging needs across our varied teams and functions.

We will launch our new governance and assurance framework for EDI, ensuring we are closely monitoring and reporting on activity and, importantly, making sure we know the difference it is making. This framework brings EDI closer to our leadership team, with quarterly reporting into our Executive Lead and an additional annual summary into our Strategic Development Committee. A new SEP Delivery Group will lead on the monthly reporting of activity and impact measurement, and meet four times a year to review progress against our commitments. This group will be led by our Assistant Director of Leadership and Culture, and include representation from our People Directorate, Estates and Facilities, Nursing, Patient Experience, Communications and Public Health teams,

as well as our Staff Network chairs who will both feed into, and share back, updates.

Whilst we generate, receive and report data throughout the year, we will be better at taking action, including tracking trends, to know what is making a difference and where we may need to prioritise resources. We will be better at sharing that information and using it to have honest, and challenging, conversations and to enable our people and communities to hold us to account for making progress.

Acknowledgements

We would like to acknowledge and thank all of our staff at Cwm Taf Morgannwg University Health Board, including our Staff networks, Communications team, Executive team, Board members, Public Health and Nursing Teams for their hard work and ongoing dedication. We would also like to extend a special thanks to Diverse Cymru, our Trade Union partners and our wider colleagues across NHS Wales for their continued support.

Useful Links

[Strategic Equality Plan 2024 – 2028](#)

[CTM2030](#)

[Anti-Racist Wales Action Plan](#)

[People Plan 2025-2030](#)

Contact Us

OD&I_CTM@wales.nhs.uk



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

