

TAFF

Colleague Diversity Report May 2025



1.0 Executive Summary

At Taff, we want to enable our colleagues to thrive at work, creating an environment where people feel they truly belong, are valued, and have the right skills, attitudes and behaviours to deliver outstanding housing and support services to our diverse communities; an environment where opportunity exists for all.

We aim to be sector leaders in our approach to diversity and wellbeing; being more reflective of the communities we serve and embracing a zero-tolerance approach to discrimination of any kind. In October 2020, we adopted an ambitious plan 'Deeds Not Words' to address race inequality and take an actively anti-racist approach with everything we do. At the end of 2024, we replaced our Deeds Not Words plan with our Equity, Diversity and Inclusion Strategy 2025-2029, which sits alongside our ambitious five-year Strategic Plan 2024-2029.

In 2024, we embarked on a Cultural Competency Scheme working with Diverse Cymru Wales, aimed at bringing all our colleagues together to embed our commitments. To date the leadership team and operational managers have participated in the scheme and in 2025, the scheme is being rolled out to include all colleagues. We will also commence work to achieve Tai Pawb's QED Accreditation in 2025 to support and further develop our EDI ambitions.

We continue to see an increase in colleagues from a Black, Asian, and Ethnic Minority background from 30.5% of our workforce in 2024, to 34.0% in 2025.

Our Median Ethnic Pay Gap has decreased from 19.2% in 2024 to 15.8% in 2025, and our Mean Ethnic Pay Gap has also decreased from 22.0% to 18.9%.

Over the last 12 months, the male to female ratio of colleagues has remained the same with 59% of the workforce being female and 41% male. There has been a slight increase in the % of females holding senior roles from 5.6% to 6.31%, as result of an increase in the number of leadership roles.

This year saw the median gender pay gap increase from 4.50% in 2024 to 9.05% in 2025, a rise of 4.55 percentage points. In addition, the mean gender pay gap increased by 2.57 percentage points from -0.73% in 2024 to 1.84%. We offer the same employment terms and conditions to both male and female employees, and we support all employees to work flexibly. This reflects our commitment to reward people fairly for their contribution, without any discrimination based on gender or other protected characteristics. We are confident that our gender pay gap data is mainly due to the unequal representation of a specific gender in certain roles rather than any other factor.

We recognise these statistics show us we still have more to do to achieve our ambitions. We also know that real progress takes time and will not come about as a result of any single action. We will endeavour to improve our performance; indeed, we remain impatient and want to see change happen more quickly. Even though we recognise the long term and entrenched systemic issues we are trying to address, we remain positive about our direction of travel.

2.0 ETHNICITY

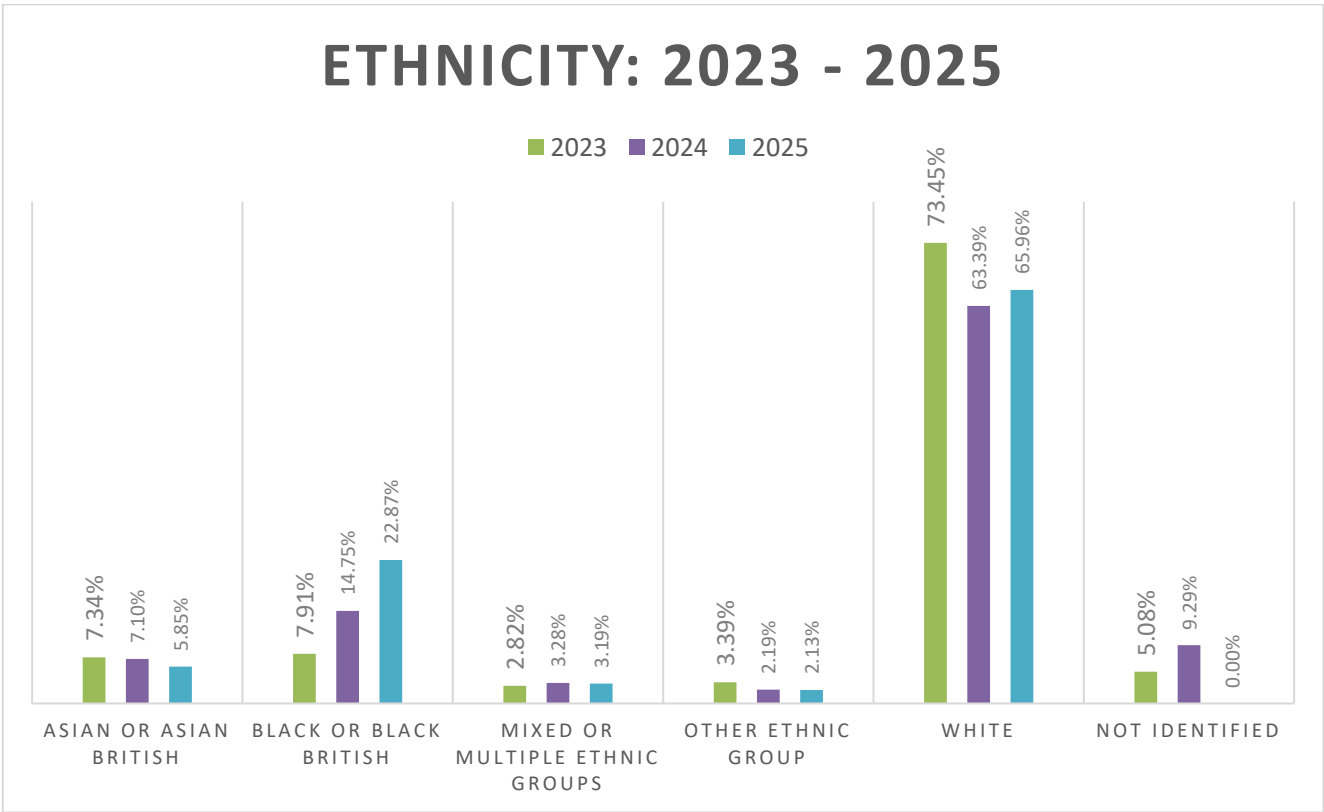
2.1 Definition

Under the Equality Act 2010, race can mean an individual's colour or nationality (including their citizenship). It can also relate to the ethnic or national groups, which may not be the same as the individual's current nationality.

According to the latest statistics issued by the Welsh Government in April 2024, those who identify themselves as Black, Asian and Minority Ethnic make up only 6.3% of the population. In Cardiff this increases to 14.4%.

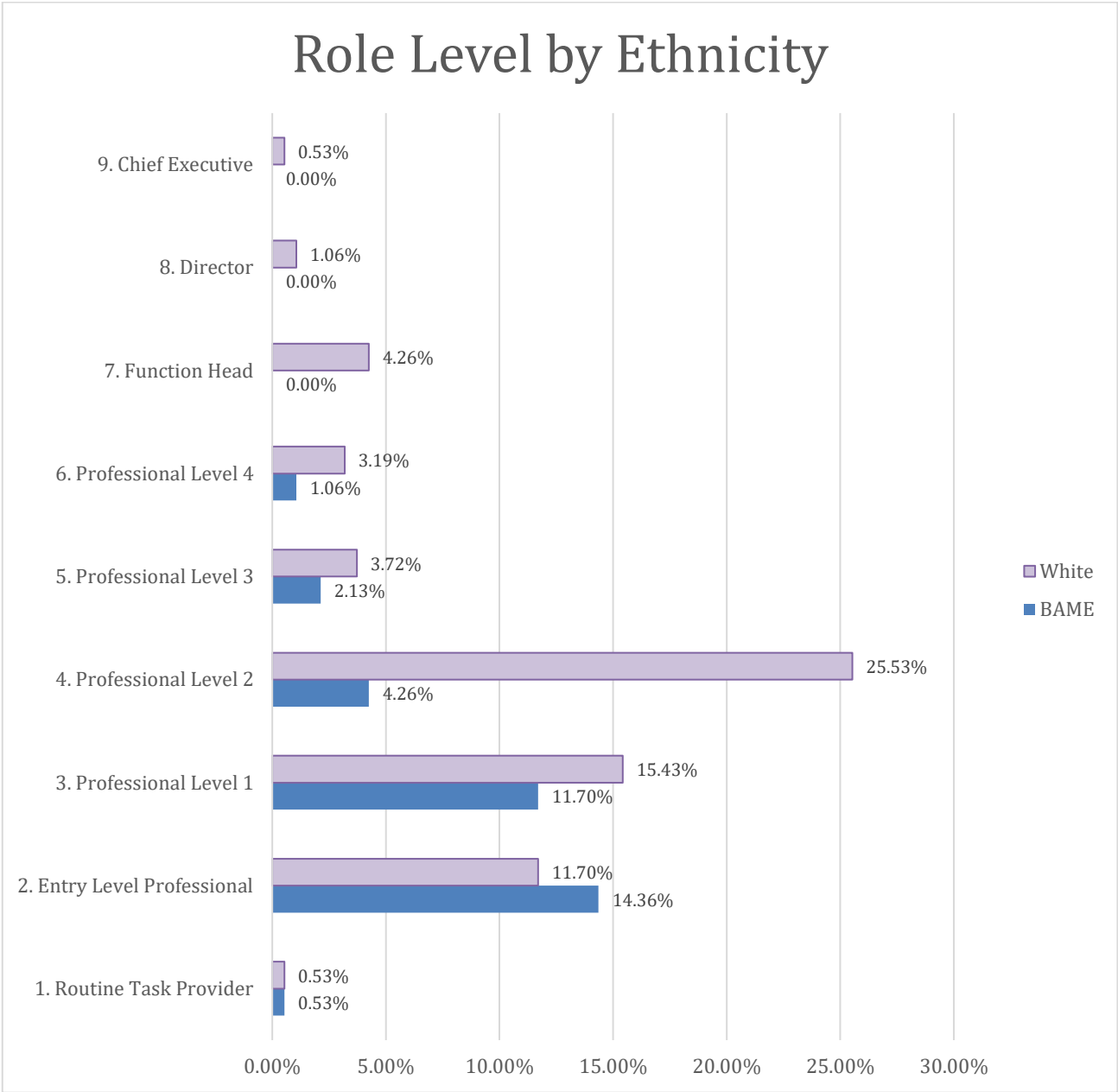
2.2 Ethnic Groups at Taff

Taff has a more diverse population than the country as a whole with 34% of colleagues identifying themselves as Black, Asian, and Minority Ethnic, which is an increase from last year of 3.5%. 66.0% of our colleagues identify as White, compared to 57.5% last year. Our Senior Leadership Team (Function Heads, Directors, CEO) have no representation from people of Black, Asian or Minority Ethnic origin. This has not changed since last year and represents a significant disparity between ethnicity and seniority at Taff. In 2025 there was only one vacancy at senior level (Head) which was filled internally. This led to an operational manager post becoming vacant and filled by candidate from a BAME background.



Taff appointed 30 applicants from Black, Asian and Minority Ethnic backgrounds during 2024/25, representing 46.2% of vacancies compared to 53.8% of candidates from White backgrounds being appointed to posts.

There continues to be no representation of Black, Asian and Minority Ethnic colleagues in Head of service roles or above. As referenced above there was only one vacancy in 2025 at this level. However, there has been a change in the role distribution of Black, Asian and Minority Ethnic colleagues with 9.38% of Black, Asian and Minority Ethnic colleagues holding operational manager roles compared to 5.88% the year before.



3.0 SEX

Female



59%

Of whom

33.3% identify as Black, Asian or Minority Ethnic

40.5% work part-time

14.4% are employed on temporary contracts

57.7% work in professional Level 1 and Level 2 roles

6.31% work in Senior Leadership roles

Average Age: 43 years and 6 months

Average FTE: 0.83

Average (Median) Pay: £14.87 per hour

Male



41%

Of whom

35.0% identify as Black, Asian or Minority Ethnic

15.8% work part-time

14.3% are employed on Temporary Contracts

56.6% work in Professional Level 1 and Level 2 roles

5.19% work in Senior Leadership roles

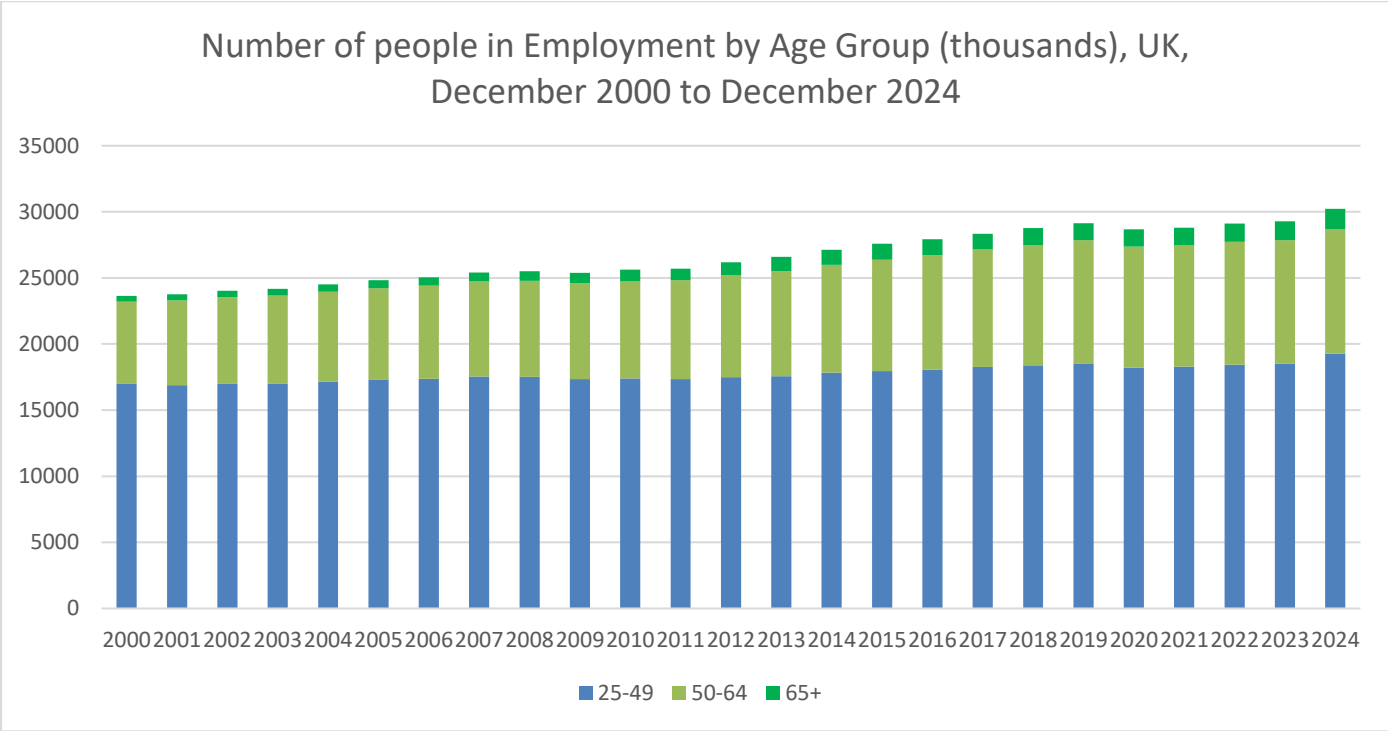
Average Age: 44 years and 2 months

Average FTE: 0.93

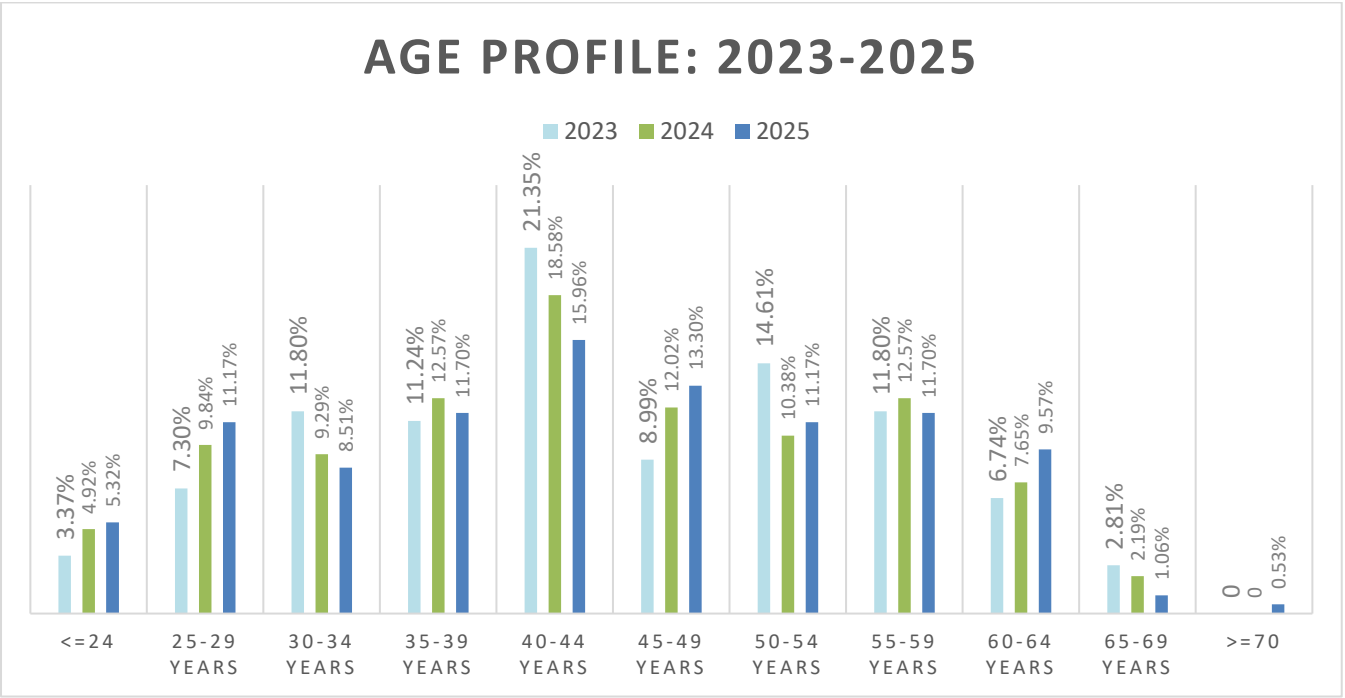
Average (Median) Pay: £16.35 per hour

4.0 AGE

4.1 The percentage of over 50's in UK workplaces has remained static over the last 12 months at around 31%, and for those over 65 years it has remained at 5%:



4.2 66% of our colleagues are under 50 and 34% colleagues 50 and above. This mirrors the national data reported above.



5.0 DISABILITY

5.1 Definition

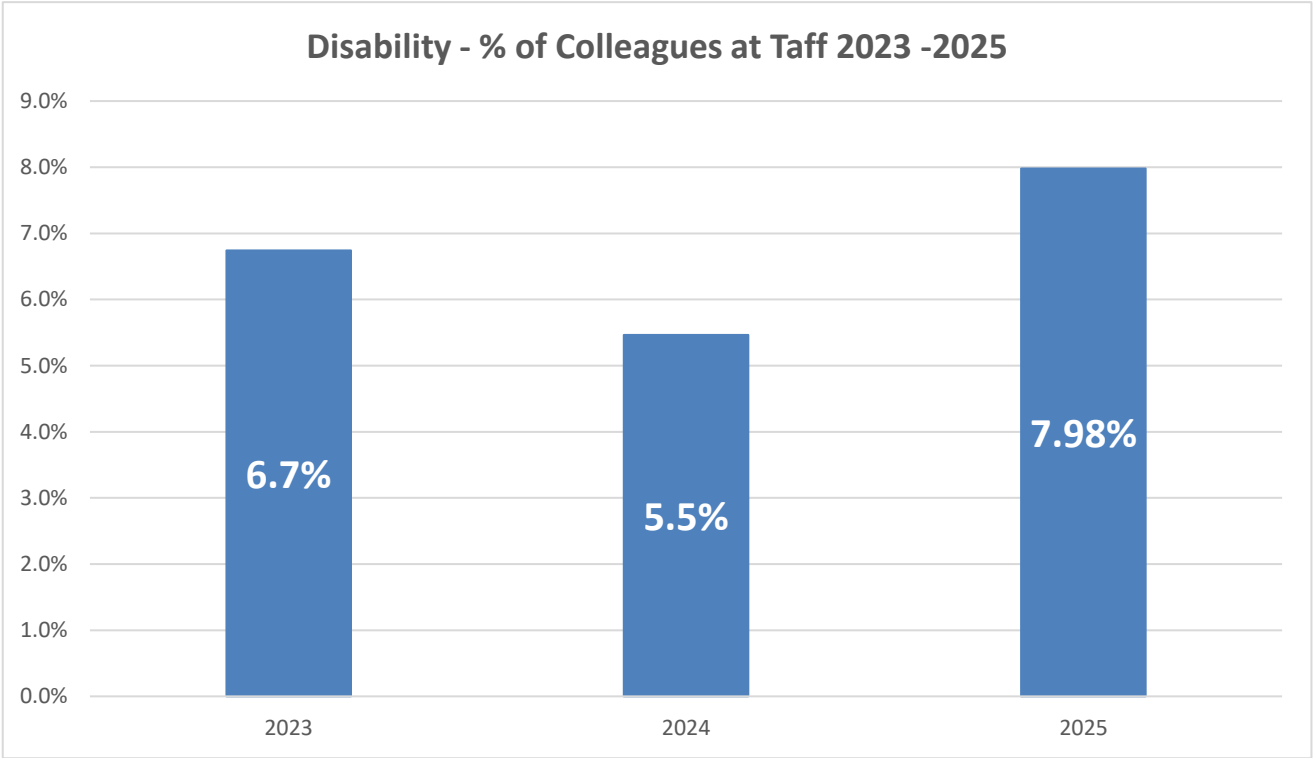
The employment rate for disabled people in the UK was approximately 54.2% in early 2024. This compares to 82.3% for non-disabled people, resulting in a disability employment gap of 28.1 percentage points. The disability employment gap has narrowed slightly compared to previous years, though progress remains slow¹.

The overall employment rate in the UK has slightly declined, which may have impacted both disabled and non-disabled groups.

Around 24% of the working-age population reported having a disability², consistent with previous years. This equates to nearly 1 in 4 of the working population report having a disability as defined by

5.2 Disability at Taff

At Taff 8.0% of colleagues report having a disability (5.5% in 2024, 6.74% in 2023), with 86.1% (86.5% in 2024) stating they do not and 5.9% (6.7% in 2024) opting not to specify.



¹ ONS (2024) Employment in the UK: June 2024.

² ONS (2024) Employment in the UK: June 2024.

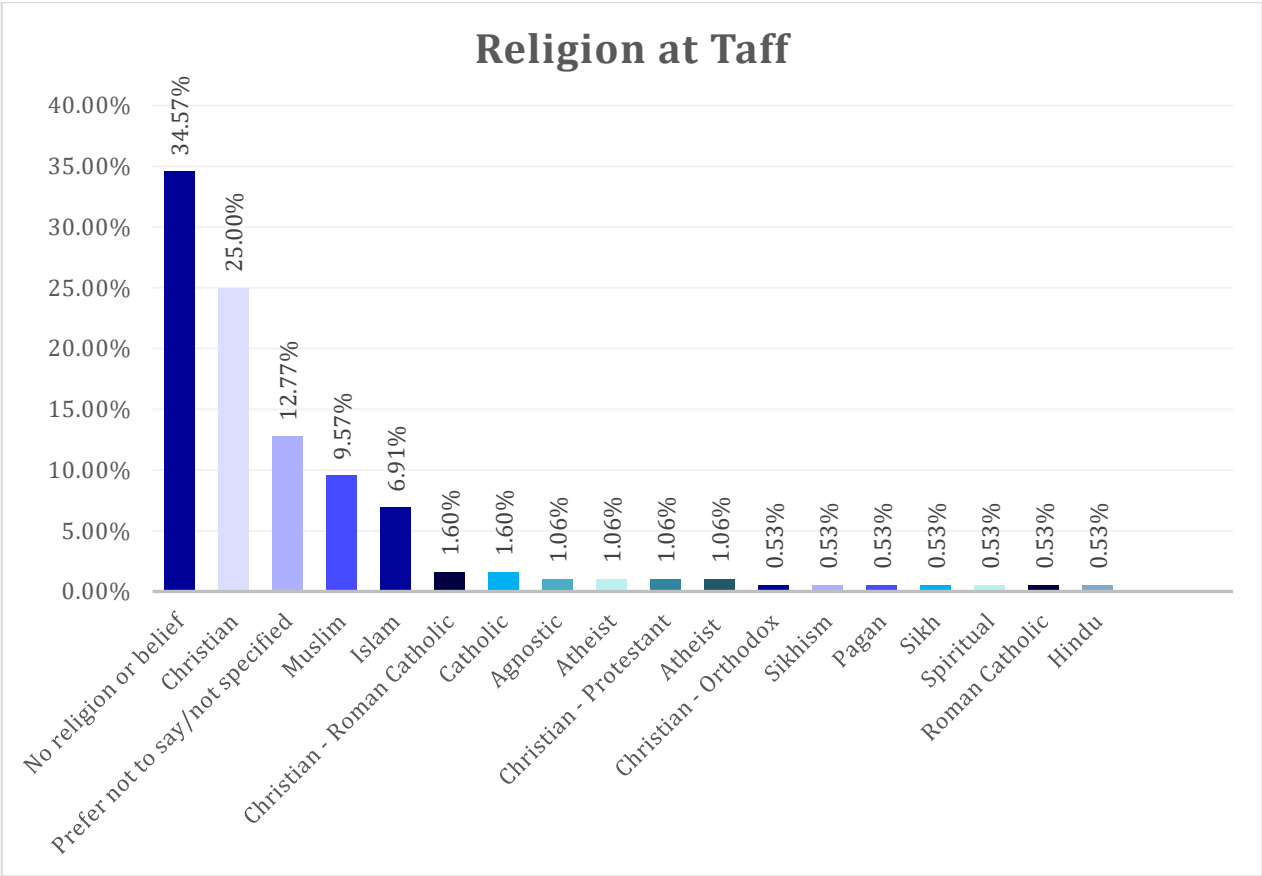
6.0 RELIGION AND BELIEFS

6.1 Definition

Under the Equality Act 2010, a religion or belief can mean any religion, for example an organised religion such as Buddhism, Christianity, Islam, or Judaism, or a smaller religious group like Rastafarianism or Paganism, as long as it has a clear structure and belief system. In terms of belief, a philosophical belief must be genuinely held and more than an opinion. It must be cogent, serious and apply to an important aspect of human life or behaviour³. The Act also covers non-belief or a lack of religion or belief.

6.2 Religion and Belief at Taff

Taff has a diverse range of religions and beliefs amongst its colleagues. 34.6% of colleagues state they do not have a religion or belief. The primary religion of colleagues is Christianity 25.0% followed by Muslim 9.6%.



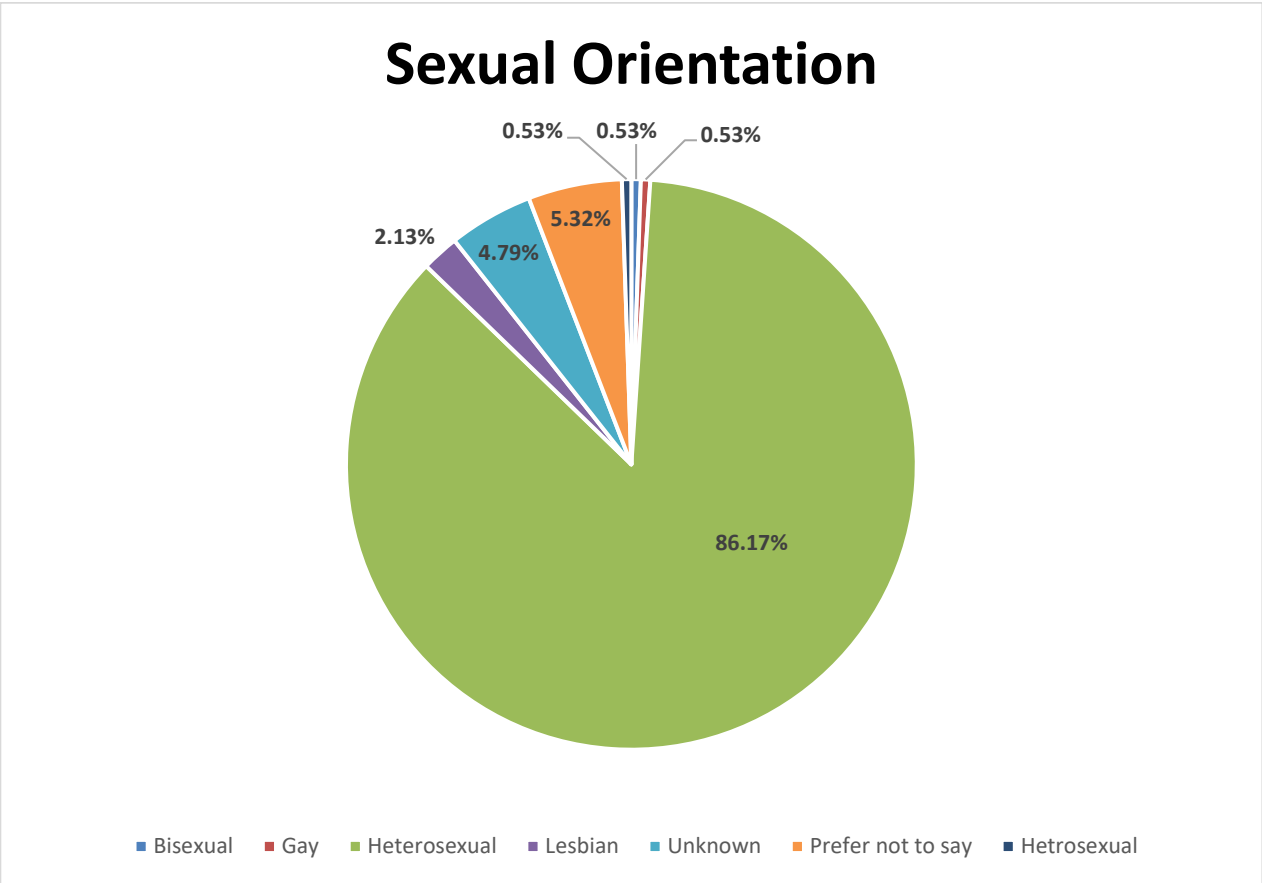
7.0 SEXUAL ORIENTATION

7.1 Definition

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

7.2 Sexual Orientation at Taff

Currently 3.19% of our colleagues at Taff Identify as being LGBTQ+, representing a rise of 0.5 of a percentage point on last year’s figures. 86.2% have described themselves as heterosexual (a decrease of 2.3% on last year); with 10.1 % unknown or declining to specify.



8.0 LANGUAGE

8.1 Taff is fortunate to have colleagues who speak 32 languages, which is incredible and such a great help given the diverse community we serve. Specific action has been taken by specifying some customer facing roles require a community language as an essential skill.

9.0 EQUAL PAY ANALYSIS

9.1 GENDER PAY ANALYSIS

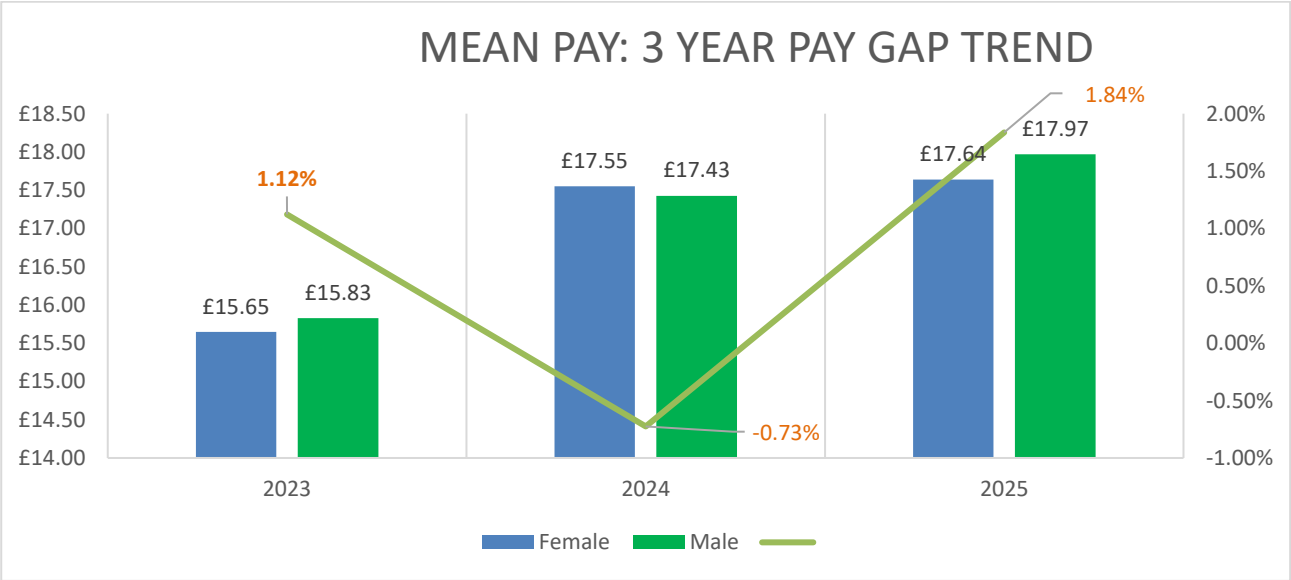
9.1.1 Pay Quartiles

Analysis undertaken shows that males make up 41% of all colleagues in the organisation and in pay terms they make up 44.7% of colleagues in the top quartile⁴ (up from 43.5% in 2024), 57.5% (up from 56.5% in 2024) of colleagues in the second quartile, 19.2% of staff in the third quartile (down from 23.9% in 2024) and 42.6% (up slightly from 42.2% in 2024) of colleagues in the fourth quartile.

9.1.2 Mean Hourly Pay

The mean male hourly pay is £17.97 whilst the mean hourly pay for females is £17.64. This equates to a mean pay gap of 1.84%, which is higher than last year, where the figure stood at -0.73%. Last year we saw the first year since reporting that the female mean hourly pay was higher than males.

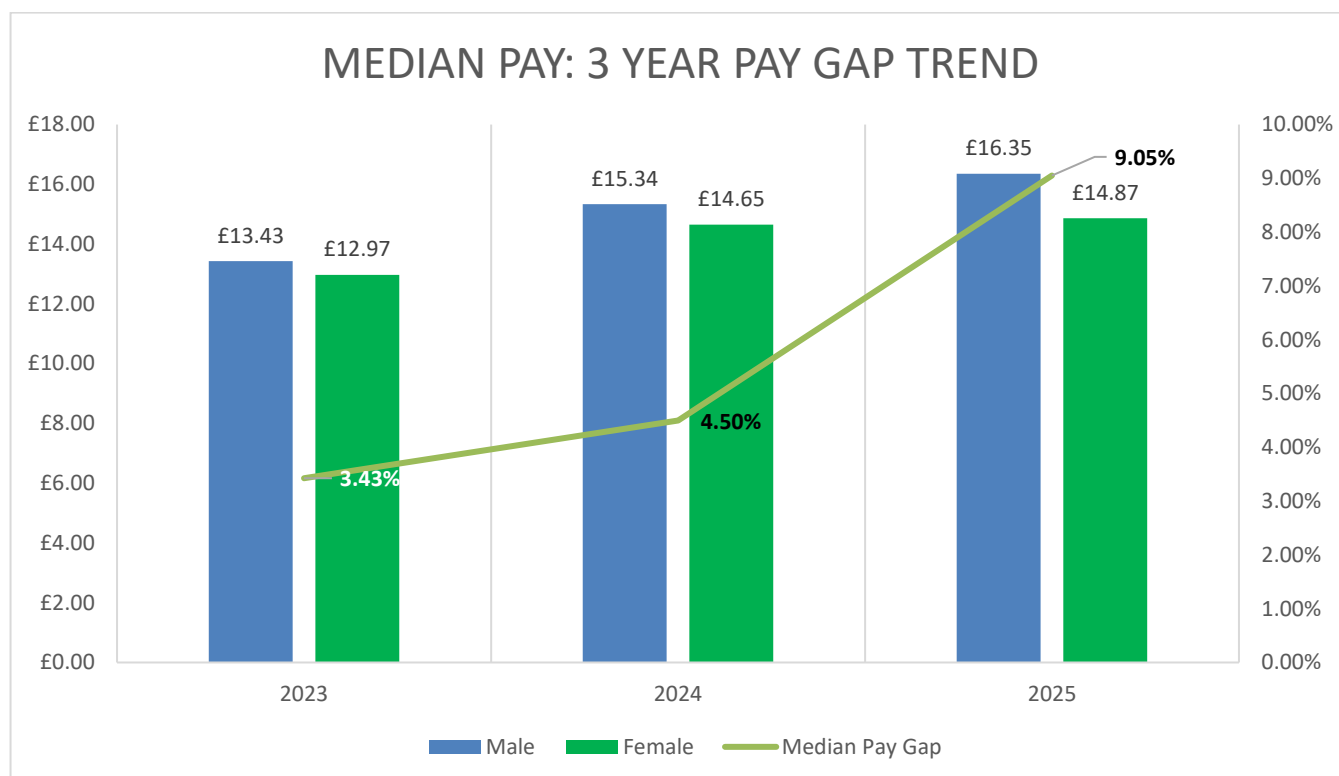
This shift occurred because the average hourly rate for males increased by 3.1% whereas the female average hourly rate did not keep pace with the male rate, only increasing by 0.5%. Also as set out in 9.1.1 there has been a slight increase in males making up the pay in the upper quartiles. In 2024, women earned slightly more than men in several levels (3,5,6 & 8). In 2025 men’s average hourly rate increased more significantly in some levels, especially level 3 compared to female rates. This shift, particularly at Level 3 – Professional level 1) where many colleagues are concentrated, contributed to the overall increase in the mean gender pay gap. We are confident that our gender pay gap data is mainly due to the unequal representation of a specific gender in certain roles rather than any other factor.



9.1.3 Median Hourly Pay

The median pay gap almost doubled in 2025 to 9.05%, an increase of 4.55% on the previous year. The male median hourly pay being £16.35 (an increase of £1.01 on 2024) and the median female hourly pay being £14.87 (an increase of £0.22 pence on 2024).

⁴ 2025 - Quartile 1: £19.45 - £67.53 per hour; Quartile 2: £15.07 - £19.45 per hour; Quartile 3: £13.52 - £15.00 per hour; Quartile 4: £12.60 - £13.45 per hour



In 2025, more women were concentrated in the lower-middle quartile (Q2), while men increased their presence in the upper-middle and top quartiles (Q3 & Q4). This shift in distribution pulled the female median downward and pushed the male median upward.

Whilst females are well represented in senior positions at Taff, there is still an over representation of females in lower paid roles, which impacts the median pay differential. This is very common in the housing sector and is mainly driven by the disproportionate number of women employed in care and support roles which are generally relatively low paid.

9.2 Ethnicity Pay Analysis

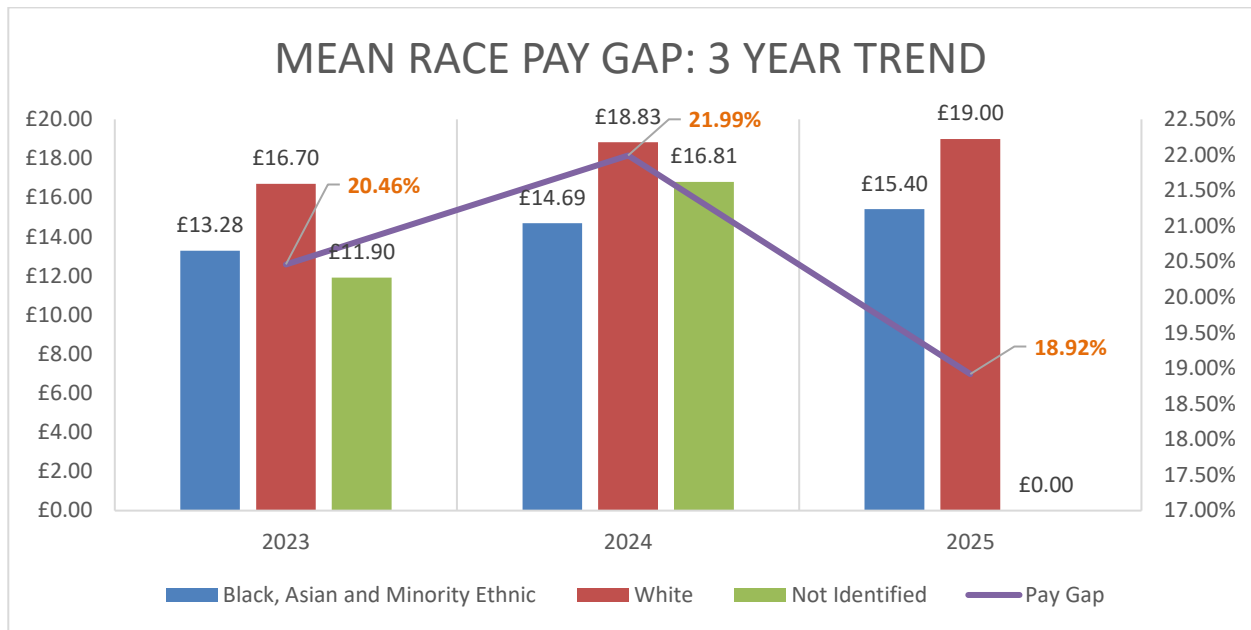
9.2.1 Pay Quartiles

Analysis undertaken shows that Black, Asian and Ethnic Minority colleagues make up 34.0% of all colleagues in the organisation. In pay terms they make up 14.9% of colleagues in the top quartile⁵, 34.0% of colleagues in the second quartile, 31.9% the third quartile, and 55.3% in the fourth quartile.

9.2.2 Mean Hourly Pay

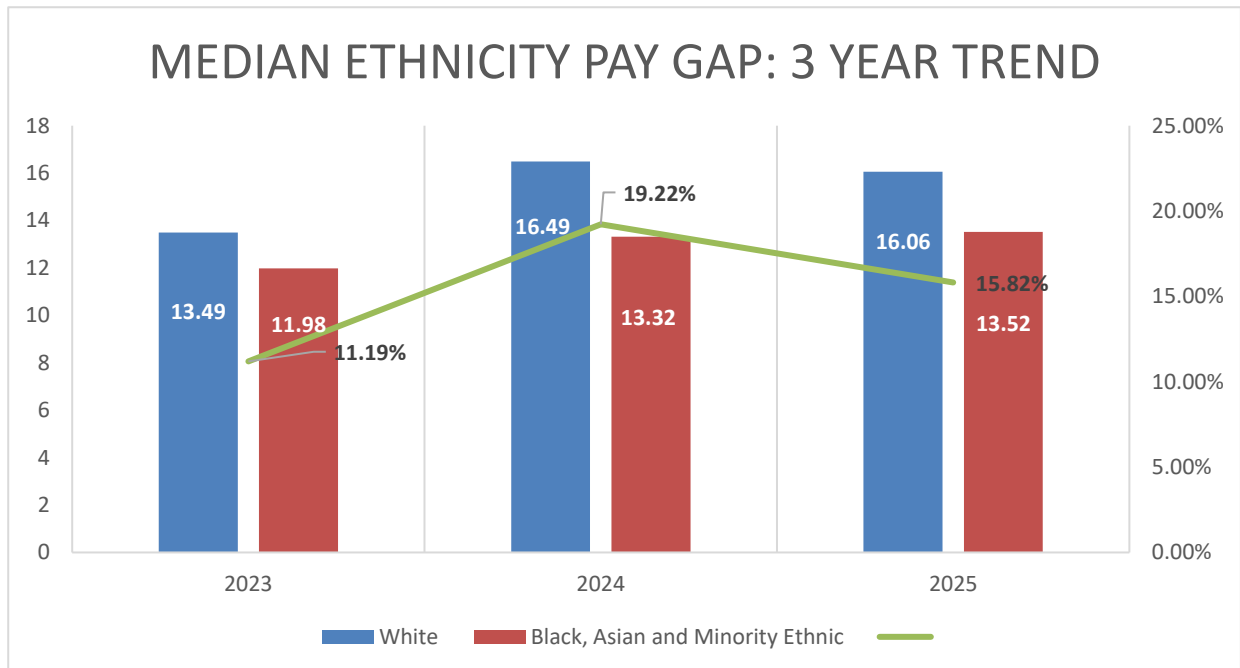
The mean hourly level of pay for White colleagues is £19.00, an increase of £0.17 on the previous period. For Black, Asian and Minority Ethnic colleagues, there was an increase in the mean hourly pay of £0.71 compared to 2024, taking the mean hourly rate to £15.40. This equates to a mean difference of 18.9%, which has decreased by 3 percentage points on last year.

⁵ Quartile 1: £19.45 - £67.53 per hour; Quartile 2: £15.07 - £19.45 per hour; Quartile 3: £13.52 - £15.00 per hour; Quartile 4: £12.60 - £13.45 per hour



9.2.3 Median Hourly Pay

The median hourly ethnicity pay gap between White (£16.06) and Black, Asian and Minority Ethnic colleagues (£13.52) has decreased from 19.22% to 15.82%.



The reduction in the ethnicity pay gap is as a result of a higher number of BAME colleagues in higher paid roles in 2025 as well as a broader distribution of roles filled by BAME colleagues. There has been a particular increase in BAME colleagues filling Professional Level 2 roles.

10.0 BOARD COMPOSITION

- 10.1

As of 1 May 2025, there were 14 Board members, of which there were 9 males and 5 females. 14.3% of our Board are Black, Asian and Minority Ethnic members, which is 12.7% less than reported in 2024.
- 10.2

In terms of age distribution, the majority of Board Members are aged between 40-44 years and 60-64 years old: However, there is representation at each of the reported age ranges.

