

United Welsh Anti-Racist Action Plan

January 2026 - January 2027

What's working BRS.
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Foreword

“The United Welsh Group provides homes and services across South Wales, and we are very proud to be a part of culturally rich communities.

“This is the fifth year that we are publishing our actions and progress for tackling racism, with the long-term vision of becoming an anti-racist organisation.

“Inclusion is a guiding principle for United Welsh and remains central to our culture. We hope the reported progress and actions outlined in this year’s plan, across our three focus areas of representation, service provision and communication and engagement, demonstrates to our customers and communities that we are determined to learn and adapt.

“We know that progress takes time and singular actions won’t lead to long-term change, but we remain positive about the journey we are on. In September 2025, we signed the Tai Pawb Deeds Not Words 2.0 pledge to reinforce our commitment to end racial inequality in housing.

“We want United Welsh homes, communities and workspaces to be places where all customers and staff feel heard and feel they belong. That continues to be our goal and we are determined to keep on driving change.”

Richard Mann

Group Chief Executive



Introduction

Welsh Government launched its Anti-Racist Wales Action Plan in June 2022.

After consulting with Black, Asian and Minority Ethnic people about how to make Wales a stronger, fairer nation, the government said that an anti-racist approach was required to “look at the ways that racism is built into our policies, formal and informal rules and regulations and generally the ways in which we work.”

In creating the plan, Welsh Government has outlined its vision for Wales to become anti-racist by 2030. The plan speaks to all aspects of public life – housing, education, health, employment and more.

As a provider of homes and services in diverse communities across South Wales, United Welsh has an important role to play. We currently provide over 6,800 homes and we aim to build 1,300 within our current five-year strategy. Our services also support thousands of people to live happily and independently.

United Welsh’s Anti-Racist Action Plan consists of three focus areas:

1. Representation
2. Service delivery
3. Communication and engagement.

The plan will be updated and published each year, and we will include information about how we are progressing our commitments.



1. Representation

What?

We will remain focused on maintaining and improving the ethnic diversity of the United Welsh Board and staff at all levels.

Why?

Because we need to reflect the communities that we serve. We want to be able to relate to and understand our customers' perceptions and experiences. Being a diverse workforce will strengthen our ability to provide more accessible, compassionate services.



Outcome	What we did in 2025	Actions for 2026
<p>Improve and maintain a diverse Board membership, advisory groups, and the wider workforce, including senior leadership positions</p>	<p>According to the 2021 Census, minority ethnic people make up 6.3% of the Welsh population. This increases to 14.4% in Cardiff.</p> <p>17% of United Welsh Board members identify as minority ethnic.</p> <p>A Board member who joined through the Pathway to Board project, which supports ethnically diverse people into Board member roles, became the Board Diversity Champion.</p> <p>7% of United Welsh staff identify as minority ethnic.</p> <p>Our Senior Leadership Team (14 staff consisting of Group CEO, Executive Directors, Directors and Heads of Service) has no representation from people of Black, Asian or Minority Ethnic origin. In 2025 there was only one vacancy and appointment at senior level (Director).</p>	<ul style="list-style-type: none"> • We will continue to support the Pathway to Board project with housing association partners to encourage more ethnically diverse people into Board member roles. • We will continue to monitor recruitment and retention data to identify under-represented groups, and we will consider if we can improve information for hiring managers about tackling under-representation. • We will continue to encourage staff to share information about identity within their employment records to understand our workforce and promote inclusivity. As of May 2025, 91% of staff have disclosed their ethnicity.
<p>Provide anti-racist training to Board members and senior leaders as a priority, and across the wider workforce</p>	<p>EDI and unconscious bias training is mandatory for all United Welsh staff and Board members, including refresher training. 99.96% of employed staff have completed Equality, Diversity and Unconscious Bias training.</p> <p>In 2025:</p> <ul style="list-style-type: none"> • 40 people completed an online Introduction to Equality Action module • 36 people attended Equality and Diversity and Unconscious Bias training. 	<ul style="list-style-type: none"> • We will continue to include anti-racism and unconscious bias training as part of inductions for new staff, and assess the training needs of Board members.

Outcome	What we did in 2025	Actions for 2026
<p>Report annually and act on the findings for pay gap, recruitment, promotion and retention data for ethnic minority groups</p>	<p>7.5% of the total workforce is ethnically diverse.</p> <p>In 2025, 154 candidates from an ethnic minority applied for roles at United Welsh. We are currently unable to report on how many ethnic minority people were shortlisted for roles without conducting a lengthy manual exercise. Three people from ethnic minorities were recruited.</p> <p>The average length of service of our ethnic minority colleagues is five years and four months and our average length of service across the organisation is six years and two months.</p> <p>18 staff members have identified as an ethnic minority within their personal employment record. 21 staff members have not disclosed their ethnicity, and one person preferred not to disclose.</p> <p>We calculated and published our 2024/25 minority ethnic median pay gap for colleagues in our Annual Report, based on data up to March 31st 2025.</p> <p>The median pay gap is the difference in hourly pay between the middle-paid (the person at the mid-point if you were to line all colleagues up from low to high pay) White colleague and middle-paid Black, Asian or Minority Ethnic colleague.</p> <p>For the United Welsh Group (United Welsh, Celtic Horizons and Celtic Offsite), the pay gap based on median hourly pay is 14% (2024: 7%).</p> <p>The demographic of our workforce, and our recruitment and retention approach, was discussed by the Board. Pay gap data was also reported in our Annual Report and ESG report.</p>	<ul style="list-style-type: none"> • We have some work to do to bring more people from ethnic minority backgrounds to more senior roles. We will review and improve the information provided to shortlisted job candidates to better support people with interview preparation. We will also consider if we can improve information for hiring managers about tackling underrepresentation, for example, through reverse mentoring sessions. • We will continue to report recruitment, retention and pay gap data for discussion at Executive Team and Board meetings and within Board newsletters.

Outcome	What we did in 2025	Actions for 2026
<p>Invest in our recruitment channels to attract candidates of different ethnic minorities</p>	<p>United Welsh continues to support the Get Into Housing project, which works with people from Black, Asian and Minority Ethnic backgrounds to start a career in housing or gain work experience through mentoring and on-the-job work experience placements.</p> <p>Three people joined us for work placements in 2025; one of whom is still employed in our staff relief pool. One person who joined through the programme in 2022 remains working with us.</p> <p>For general United Welsh recruitment, any staff member can volunteer to join a recruitment panel and support Employing Managers with the hiring process. This helps to make recruitment more inclusive, as a more diverse group of people shape the assessment and make decisions. It also means that seeking people that contribute positively to our culture is an integral part of our recruitment assessments.</p> <p>We have also continued to fulfil our pledge obligations with the Community Jobs Compact to help tackle under-representation within our staff group. Job applicants can also ask for their applications to be considered under the Rooney Rule.</p>	<ul style="list-style-type: none"> • We will continue to monitor the number of job applications from ethnic minority people and subsequent appointments. • We will continue to support the Get Into Housing project with our housing association partners. This will include the delivery of paid six-month work placements for customers from a Black, Asian and Minority Ethnic background.

What we did in 2025 (continued)

We considered the feasibility of United Welsh voluntarily adopting a 'positive action' approach to recruitment and promotion. It covers all protected characteristics and means shortlisting a designated number of candidates from an underrepresented group who meet all the essential criteria through to interview stage when there is proven underrepresentation for that staff group, while also ensuring that candidates who are not from an under-represented group and score equal or higher compared to the candidates previously mentioned, are also shortlisted.

With our current recruitment efforts to attract a diverse group of applicants, we decided not to pursue it, but we will reconsider it for vacancies that may arise within the Executive and Senior Leadership Team.

The leadership team proactively champions and monitors progress for tackling racial inequality

Progress with this action plan was discussed by the Executive Team and Senior Leadership Team as dedicated agenda items to monitor progress with our anti-racism work. In September, we signed up to the Tai Pawb Deeds Not Words 2.0 pledge to reinforce our commitment to ending racial inequality in housing.

- We will continue to monitor and report our progress for tackling racial inequality in line with our Anti-Racist Action Plan, within Executive team meetings.
- The Executive team and other leaders in the business will continue to attend our staff EDI Forum and partnership meetings, such as Tai Pawb's Anti-Racism Leaders group, to discuss learning, opportunities and challenges.

2. Service provision

What?

We will embed anti-racism and race equality throughout our service design and delivery.

Why?

To be a part of the solution. To become anti-racist, we must look at our structures and services through the lens of race, and design out racism from our systems.



Outcome	What we did in 2025	Actions for 2026
<p>Close data gaps and track ethnicity data across service areas, improving collection, analysis, usage, and publication</p>	<p>Ethnicity data is monitored for recruitment and retention. To improve our data governance, insights and usage overall, we recognised that additional resource was required.</p> <p>A new Data Quality Analyst joined us in February, and the creation of a new Data team was approved in the autumn. A Data and Insights Manager has also been appointed. The new team will improve how we consistently collect, maintain and use data to evolve our services.</p>	<ul style="list-style-type: none"> • We will continue recruitment for the new Data team. • We will assess the accuracy and completeness of the data we currently hold about customer characteristics, including ethnicity data, to decide how we approach future collection of EDI data sets.
<p>Review policies and processes for reporting racism and discrimination including hate crime and harassment and monitor regularly.</p>	<p>A new Hate Crime Policy and Procedure was approved by the Executive Team in December 2025.</p> <p>The Home Office reported a 6% increase in race hate crimes and a 3% increase in religious hate crimes recorded by the police (excluding Metropolitan Police Service) for England and Wales, compared with the year before.</p> <p>While reports of hate incidents and hate crime to United Welsh are very low compared to other forms of ASB, we recognise that around 70% of hate crimes go unreported, and incidents are highly likely to happen in and around people's homes. Customers may also report to a different organisation before or instead of the police.</p> <p>The Hate Crime Policy and Procedure was developed to improve our capabilities for responding to incidents and supporting customers, staff and stakeholders working on our behalf.</p>	<ul style="list-style-type: none"> • We will promote the Hate Crime Policy and Procedure with staff to increase understanding about our responsibilities and what support is available. • We will develop and provide hate crime training to staff to upskill people to manage conversations and tackle disinformation.

Outcome	What we did in 2025	Actions for 2026
Commissioning meets the needs of ethnic minority people	We reviewed and updated our Equality Impact Assessment (EqIA) process to improve consistency in the organisation. This included the creation of new guidance for staff that reaffirms the need for an EqIA when developing a new policy, procedure or service, or reviewing an existing policy, procedure or service.	<ul style="list-style-type: none"> To enhance customer involvement in our service delivery, we are forming a Customer Scrutiny Partnership. Customers who sit in the CSP group will be trained to support United Welsh with service scrutiny and improvements. When relevant to their workstreams, the group can scrutinise EqIAs together, so the assessments better capture the customer experience.
Ensure the barriers faced by the full diversity of ethnic minority people are specifically addressed to ensure they have equal access to homelessness services and homes.	<p>We agreed a plan for reviewing our lettings process, to be conducted with a new Customer Scrutiny Partnership mentioned above.</p> <p>The review will include gaining feedback from customers waiting for re-housing, and assessing whether those people are disproportionately from an ethnic minority background. It may raise awareness of issues or barriers being faced by ethnic minority people that is motivating their decision to move out of United Welsh housing that we are not aware of.</p>	<ul style="list-style-type: none"> We will reach out to customers from an ethnic minority who are currently on housing waiting lists with Caerphilly and Cardiff Council. This is to better understand their motivation to move and provide support if needed.

3. Communication and engagement

What?

We will show our support for racial equality and provide platforms for people from ethnic minority backgrounds to shape, influence and change the services we deliver.

Why?

Because we have a platform to amplify the voices of Black, Asian and Minority Ethnic people and we want to use it. The experiences of ethnically diverse people matter, and we must always actively listen. We can't effectively remove barriers if we don't listen to the people facing them.



Outcome	What we did in 2025	Actions for 2026
<p>Improve communication and engagement with ethnic minority people and reflect diversity within communication strategies and campaigns.</p>	<p>We have continued to publicise our support for minority ethnic colleagues and communities.</p> <p>Examples include a blog for Black History Month to celebrate Welsh Black people who have positively shaped history, a video with United Welsh staff member Hassan about observing Ramadan, and promotional support for the Pathway to Board project.</p>	<ul style="list-style-type: none"> • We will publish factual information about immigration and housing to prevent and challenge harmful narratives, such as website information, social media campaign posts and factsheets for staff. • We will continue to celebrate multiculturalism and promote our commitment to racial equality through service delivery, case studies, and educational and training content, using diverse images and artwork that reflects our communities.
<p>Maintain a Delivery Plan to outline how anti-racism and race equality will be embedded throughout service design and delivery.</p>	<p>In January, we published our progress about the actions we have taken since signing the Tai Pawb Deeds Not Words pledge and forming our Anti-Racist Action Plan.</p> <p>Our 2025 Anti-Racist Action Plan and progress to date was published on our website and social media channels, and via internal channels for staff.</p>	<ul style="list-style-type: none"> • Progress on the Anti-Racism Action Plan will continue to be monitored by the Executive Team and Senior Leadership Team. • The plan will be published and re-promoted.

Outcome	What we did in 2025	Actions for 2026
<p>Promote an inclusive culture where people are comfortable talking about race; can bring their whole self to work and voice concerns</p>	<p>We continue to hold our Staff Forum; a space for staff representatives from across the business to progress the workplace.</p> <p>We also continue to hold a quarterly EDI Forum with an open-door policy for any staff member to join and add discussion items.</p> <p>In July we launched Polly, a new anonymous monthly staff survey tool. Polly is anonymous so staff have an alternative way to share their thoughts about working for United Welsh, and focus areas for the business. The surveys will focus on one topic per quarter. Via Polly, staff are also encouraged to speak to our HR Business Partners and Employee Voice Business Partner if they have specific concerns.</p>	<ul style="list-style-type: none">• We will explore if staff would like to be involved in specific groups, such as a forum for ethnic minority staff to discuss issues of interest and celebrate key dates in the diversity calendar.• We will use Polly to ask staff questions about belonging at work, and EDI areas of focus.• We will re-promote how staff can report racism; support available following a racist experience, and what to do if you witness racist behaviour.



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Proud to be part of the United Welsh Group
We **build** homes, **create** communities and **transform** lives