

Annual Equality Report 2024-25

September 2025



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Annual Equality Report 2024-25

of the Public Services Ombudsman for Wales for the year ended 31 March 2025

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Foreword

I am pleased to present this annual report on our equality, diversity and inclusion work during 2024-25.

We continue to deliver actions under our Equality Plan. The Plan contributes to the delivery of our new Strategic Plan 2023-2026, and aims to be targeted and impact orientated, focusing on areas where we can make and influence change.

One of the positive stories this year is that awareness of our office has remained high and that confidence in us – including among several equality groups that we monitor – has been the highest on record. We are thankful for the confidence placed in us by the Welsh public.

I am also delighted to report that this year our median and mean gender pay gaps were negative. Although we know that, in a small organisation such as ours, even a few new appointments can make a big difference, we see this as a testament to our commitment to being an equal opportunities and fair employer.

Finally, I am also very pleased that this year we saw a big increase in the proportion of our staff with Welsh language skills. Very few people still complain to us in Welsh and we will continue to work to change this, but we can do so with confidence that we have the resources to offer the best quality Welsh medium service.

This year, we also continued to raise awareness of our office among Welsh speakers, with an estimated 1000 people visiting our stand at the National Eisteddfod.

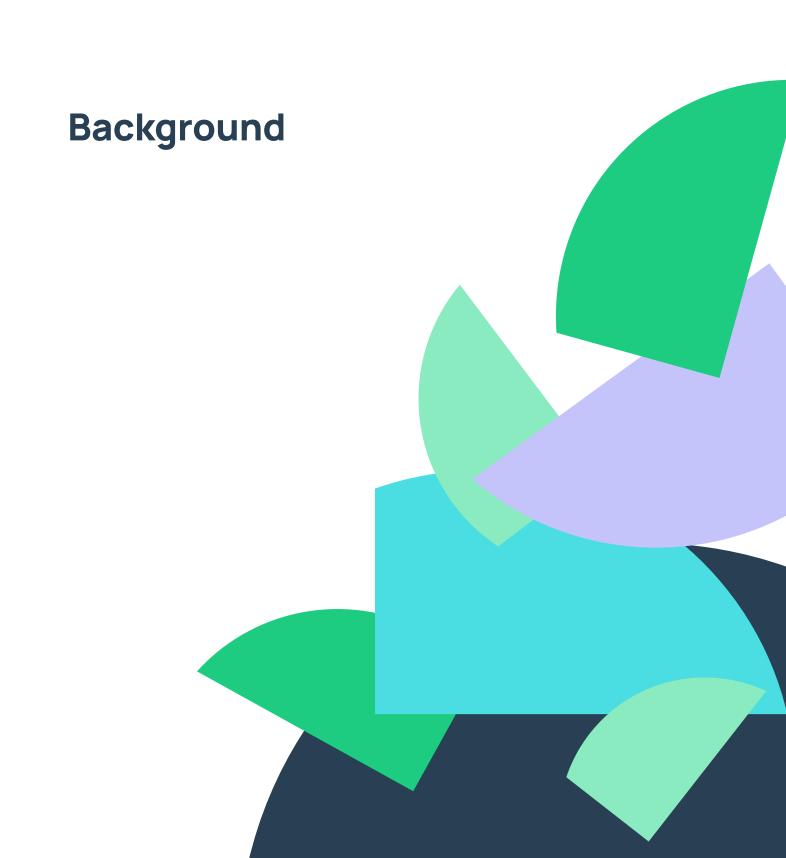
There is more work to be done.
One of our key challenges is that,
despite increased outreach and
communications activity, we have
struggled to diversify the profile of
people who use our service. We will do
this by refocusing our outreach efforts
and developing more accessible
resources about our work.

As always, we will continue to support and promote diversity, equality and inclusion across the Public Services Ombudsman for Wales, ensuring that every voice is heard and valued.

Michelle Morris

Public Services Ombudsman for Wales September 2025





Our role

We have three main roles.



We investigate complaints about public services.



We consider complaints about councillors breaching the Code of Conduct.



We drive systemic improvement of public services and standards of conduct in local government in Wales.

Our ambition



People of Wales feel that public services treat them fairly and respond when things go wrong.



Welsh public services listen to individuals and use their complaints to learn and improve.



Welsh local government is trusted to deliver the highest standards of conduct.



The Public Services Ombudsman for Wales continues to be an influential and respected voice in public service improvement.

Our principles

We are independent, impartial, fair and open to all who need us.

Our equality duties and commitments

We must comply with general and specific duties under the Equality Act 2010 in relation to protected characteristics. We are also committed to acting in the spirit of the socio-economic duty and to supporting the Welsh language.

General equality duty

The Equality Act 2010 introduced a public sector equality duty (the 'general duty'), replacing the separate duties on race, disability and gender equality.

Under the general duty, we must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The general duty covers the following protected characteristics: age; disability; sex; sexual orientation; gender reassignment; race (including ethnic or national origin, colour or nationality); religion or belief (including lack of belief); pregnancy and maternity and marriage and civil partnership (but only in respect of the requirement to have due regard to the need to eliminate discrimination).

Specific equality duties

The general equality duty is not prescriptive about the approach a public authority should take in order to comply with their legal obligations. Listed bodies in Wales also have specific duties to help them in their performance of the general duty.

Under the specific duties in Wales, we must set Equality Objectives and prepare Strategic Equality Plans.

We must also collect and monitor equality data (including in relation to employment and pay differences); assess the impact of our policies and procedures on equality; engage with protected groups; provide training on equality to staff and consider equality in procurement.

Socio-economic duty

Part 1 of the Equality Act 2010 requires specified public bodies to consider how their strategic decisions may help to reduce socio-economic inequalities – resulting, for instance, from differences in occupation, educational opportunities or place of residence. This is referred to as the socio-economic duty.

The Welsh Government published Guidance on the Socio-Economic Duty in March 2022. The duty requires public bodies to consider how their strategic decisions can help reduce inequalities of outcome caused by socio-economic disadvantage. Strategic decisions are those key decisions that affect how a public body fulfils its statutory purpose. We are not bound by the Act; we are committed to its principles and have already taken steps to strengthen the consideration of socio-economic inequalities in our work.

Welsh language

We are committed to ensuring that the Welsh language is welcomed and treated no less favourably than English in all aspects of our work and that we meet the needs of Welsh speakers.

Under our Act, we are required to comply with Welsh Language Standards. Click here to see the details of the Standards that we are required to comply with and to find our Welsh Language Policy.

We give more details of our performance under the Standards during 2024-25 in a separate Welsh Language Standards Report, published in September.

How we manage our Equality Plan

Our Management Team has the overall responsibility for the strategic direction and governance of the office and ensures that operational management complies with all legal, statutory and good practice guidance requirements. The Management Team receives quarterly reports on the implementation of the Plan and planning, moving forward.

The Head of Equality, Diversity and Inclusion is responsible for the coordination of the implementation of actions under the Plan; the evaluation and review of the Plan; the preparation of annual equality reports and the formulation of new actions, moving forward. They also assist staff in completing Equality and Welsh Language Impact Assessments (EIAs).

All staff assigned responsibilities for actions are responsible for completing the actions assigned to them, with progress monitored on an ongoing basis, at team level.

All staff receive information about actions under the Plan and are encouraged to contribute ideas and feedback and participate, as relevant.

How we prepared this Report

In developing this Report, we drew on our own performance and equality data about our service users, staff and people who apply to join us. We analysed this data in the context of broader statistics available through the Office for National Statistics; the Welsh Government; the UK Government Equalities Office and many others.

We also drew on the data published by the Equality and Human Rights Commission in its 'Is Wales Fairer?' Report 2023. Unfortunately, there is very little research available on the experiences of different groups when using public services and on their experiences of the administrative justice system.

Our equality objectives

In 2023, we adopted our new Equality Plan. Its mission is to have a positive impact on people and public services in Wales and will contribute to all four aims of our Strategic Plan.

Strategic Aim 1: Delivering justice with a positive impact for people and public services

Ensure that we support people with additional access needs to use our complaints service.

Help to improve our services and impact through better engagement with equality groups.

Strategic Aim 2: Increasing accessibility and inclusion

Raise public awareness of the office and its role and powers among target groups.

Maintain and develop more accessible information explaining who we are and how we work.

Strategic Aim 3: Increasing the impact of our proactive improvement work

Through our Complaints Standards role, seek to influence positively the accessibility of local complaints processes.

Strategic Aim 4: Ensuring that we are a healthy, efficient and accountable organisation

Work to improve representation of target groups among our workforce.

Continue to monitor our gender pay gap and identify any opportunities to reduce it further.

Our Race and Ethnicity at Work Charter

We are committed to strengthening our contribution to race equality, justice and inclusion in Wales. Our Race and Ethnicity at Work Charter is aligned with our broader equality actions but also includes additional and more specific commitments in relation to our work to support and promote race equality and inclusion at PSOW as an employer and service provider.

Click here to see more information about the Charter on our website.



Objective 1: Ensure that we support people with additional access needs to use our complaints service.

Accessibility

Every year, we commission research to check what people think about the service they have received from us. As part of that, we want to know if people agree that we are accessible.

This year, 86% of our complainants said that we are easy to contact. This figure rose to 95% for people who were satisfied with the outcome of their complaint.

While most people complain to us online, by email or by post, we can accept complaints that are not in writing. This year, we took 162 oral complaints, a much higher number than last year (103).

We want to make sure that everyone who may need to use this service knows about it. Nation-wide awareness research that we commission shows consistently that about three quarters of respondents know that we can accept oral complaints.

Just over a half know that we can accept a complaint via British Sign Language (BSL). This shows that the level of awareness of this option to complain is generally good but could still be improved. Therefore, we will continue to raise awareness of this power through our outreach and communications activity.



86% of our complainants said that we are easy to contact – a higher proportion than last year.



We accepted just over 160 oral complaints, improving access to our services.

Additional support

When someone contacts us, we ask how they prefer to communicate with us: by phone, email, or post, and if they need us to adjust our service to better meet their specific needs.

This year, 157 people requested extra help using our service – compared to 79 last year.

83% of our staff this year said that they felt confident they could accommodate reasonable adjustment requests. This was a large increase from 75% last year.

Welsh language users

It is important to us to see an increase in the use of our Welsh language services.

This year, only 27 people asked us to communicate with them in Welsh. We recognise that this is a very low number. Our complaint process is fully available in Welsh. Our research last year suggested that even confident Welsh speakers would generally choose to complain in English. Nevertheless, next year we will continue our efforts to promote our Welsh language services.



157 people requested additional help and support to use our service.



Very few people use our service in Welsh.

Objective 2: Help to improve our services and impact through better engagement with equality groups.

Feedback from service users with specific access needs or from our target groups helps us understand how to better target our services and support people to access our services. We have committed to engaging with people from under-represented groups to understand how they feel about our service and the barriers they may be facing.

After gathering some feedback from Welsh language users last year, we turned our attention to people who may be experiencing socio-economic disadvantage.

We started a conversation about reaching out to tenants' groups with Tai Pawb, an organisation whose mission is to promote equality and social justice in housing in Wales. However, due to insufficient capacity, we did not progress this work during the year. We will revisit this project during 2025-26.

Objective 3: Raise public awareness of the office and its role and powers among target groups.

Our ambition under this objective is to ensure that diverse communities in Wales know about our service and understand what we can and cannot do. We want to see a change in the profile of our complainants, with diverse communities being noticeably better represented.

We do not have the capacity to reach all communities in equal measure.
We are focusing on specific groups, identified as priorities through our review of research and equality monitoring.

During 2024-25, our taget groups were:

- young people
- people from diverse ethnic and national backgrounds
- disabled people
- Welsh speakers
- people experiencing socioeconomic disadvantage.

Awareness of our service

We regularly commission a survey to check how many people in Wales know about our services. This survey is based on a representative quota sample, consisting of a minimum of 1,000 adults aged 16+ who are resident in Wales.

In January 2025, 48% of people asked said that they knew about us – only a slightly lower proportion than last year. Positively, of our target groups, only people from diverse ethnic backgrounds were less aware of us.

It was also positive that confidence in our office has remained high.

This year, 79% of respondents said that they had confidence in us – the highest proportion on record. However, confidence was slightly lower among people who were over 55 or disabled.

We took a pro-active approach to increasing awareness of our service to people in our target groups, focusing our outreach work on events and areas where our target communities are especially well-represented. We attended several events to promote our work, including the National Eisteddfod, the Minority Ethnic Communities Health Fair and the Mastering Diversity Conference.



According to our national awareness research, 48% people in Wales knew about us.



Confidence in our office was at the highest level ever – at 79%.

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Representation of our target groups among our complainants

We ask all those who make a complaint to us to complete an equality questionnaire. We provide a variety of channels for people to return their completed questionnaires to us.

As well as being able to complete forms online or on paper, we will also telephone people, with their permission, so they can complete them verbally, too. As a result, we have a relatively high return rate of 44%.

Our equality data suggests that disabled people, people over 55 and people from LGBTQ+ communities are well-represented among our complainants.

However, some other groups remain under-represented. These include:

- · Welsh speakers
- younger people
- people from diverse ethnic and national backgrounds
- people following diverse religions.

Although awareness of our office among these groups is overall good, we will continue our efforts to increase it, as well as seek to improve the accessibility of our resources and processes.

More detailed equality profile of our complainants can be found in Appendix 1.

Objective 4: Maintain and develop more accessible information explaining who we are and how we work.

It is essential that our communications channels and content are accessible. We tailor our communications to the needs of specific groups, including producing EasyRead and video versions of our key reports.

Website

Last year, we launched our new website, with additional features to enhance accessibility and improve the user experience. The website continues to feature a tool called ReachDeck toolbar, to assist users with website accessibility.

This year, we reviewed our Accessibility Statement. In addition, our Communications Team undertook intensive training to ensure that they have skills to complete all essential accessibility steps and checks on PDF files that we publish to our website. In parallel, we have committed to reducing the number of PDF files on our website by 40%, by October 2025.

Social media

We are steadily increasing our following on our social media platforms. The engagement rate on LinkedIn has been especially positive. However, we have not succeeded in maintaining the high reach of our Facebook content this year. We know that Facebook is a better platform to reach the slightly older demographic and so will continue to work to improve the reach of our Facebook content next year.



Our new website is now fully operational and much more accessible.

Advice and advocacy organisations

According to our national awareness research, 26% of people heard about our services by word of mouth. This figure rises to 33% with young people and people in lower-paid occupations. This is why, as well as attending events, we have continued to engage with advice and advocacy bodies and other gatekeeper organisations to raise awareness of our work.

This year, 9 advice and advocacy bodies took part in online training about our powers and processes.

We also held a round-table event for these organisations to gather feedback on our use of the power to investigate on our own initiative. Our website continues to feature our directory of advice and advocacy support available in Wales. This year, 64% agreed that they can offer high quality information on advice and advocacy support available. This is the first time we asked this question, and we will continue to monitor the uptake and staff opinions of our support resources.



9 advice and advocacy bodies took part in training about our powers and process.

Objective 5: Through our Complaints Standards role, seek to influence positively the accessibility of local complaints processes.

We want to support the better collection and analysis of equality data by organisations under our Complaints Standards. This not only helps these organisations to better support complainants, but also helps us to understand to what extent the profile of people using our service reflects the profile of people complaining about Welsh public services.

Based on initial queries to key organisation in our jurisdiction, public bodies across Wales do not have in place robust practices to collect complainant equality data. We raised this issue with the All Wales Local Authority network in July 2024.

We will ask for this information again in 2025-26, to establish if any improvements have been introduced since our last query.

We also continued to promote improvements in accessibility of public services through other channels. In January, we published a thematic report 'Equality Matters', gathering some key themes and learning points highlighted in our casework. These included:

- the lack of reasonable adjustments for individuals with disabilities.
- challenges arising from poor communication with people who have language needs or sensory loss.
- concerns about public bodies failing to align service delivery policies with their legal duties under equality and human rights legislation.

The report makes several recommendations for all public bodies in Wales, focusing on improving inclusion and accessibility across public services.

Objective 6: Work to improve representation of target groups among our workforce.

We want our workforce to be representative of the Welsh public. For us to reflect the diversity in society, our aim is to attract more applicants from diverse backgrounds and target people from communities that are under-represented in our workforce.

As an organisation with a relatively small workforce, our data can be significantly affected with one or two changes in the number of staff. This has been the case this year, when representation in some of our key equality groups has reduced.

Our staff

The proportion of people in our workforce who identified with diverse ethnic backgrounds in 2024-25 was 5%, a slightly lower proportion than last year. It is slightly lower than the Welsh average of 6% according to the 2021 Census.

4% of our staff identified as disabled, a decrease, compared to 6% last year. This was significantly lower than the proportion of disabled people in Wales. 12% of our staff said that Welsh was their main language. This was an increase from 8% last year. The proportion of people who spoke Welsh fairly well or fluently has also increased compared to the previous year.

We also look at gender equality in our workplace. 74% of our current staff identified as female (compared to 77% last year).



More of our staff this year said they had Welsh language skills.

Job applicants

For us to reflect the diversity in society, our aim is to attract more applicants from diverse backgrounds.

We are proud to be an equal opportunities employer and we seek to ensure that, in our recruitment, we do not discriminate against any group in society. We gather equality data from applicants, to see if we need to make improvements to ensure our processes are fair.

Women, among our job applicants and staff, consistently outnumber men by a significant margin.

In 2024-25, of the people applying to join us:

- 8% were from diverse ethnicities
 about the same as last year
- 8% said that they were disabled
 about the same as last year
- 13% said their main language was Welsh – a much higher proportion than last year
- 5% were under 25 a slightly higher proportion than last year.

Objective 7: Continue to monitor our gender pay gap and identify any opportunities to reduce it further.

In line with the trends in previous years, women among our job applicants and workforce consistently outnumber men, by a significant margin.

Under specific duties in Wales, we must look at the Gender Pay Gap in our organisation.

In 2019, when we prepared our last Equality Plan, our mean Gender Pay Gap was 23% and our median Gender Pay Gap was 21%. This year our median and mean gender pay gaps were negative.

For comparison, the UK Government-commissioned research suggests that, in 2024, the mean gender pay gap in the UK stood at 6.9% and median at 4.4%.



Our median and mean gender pay gap were negative.

	March 2025	March 2024
% of staff female	77%	77%
Median Gender Pay Gap	-6%	0%
Mean Gender Pay Gap	-5%	8%

The information presented in this table is based on assumed gender identity, so that it reflects the full workforce.





Appendix 1: Equality profile of our complainants

The following tables present the equality profile of our complainants in 2024-25, compared to 2023-24. In 2024-25, 44% of our new complaints were accompanied by equality data.

Equality characteristic	Representation among our complainants (2024-25)	Representation among our complainants (2023-24)	Our analysis
Age (under 25)	3%	3%	This group is under-represented compared to about 11% of Welsh population that is between 16 and 24 years old (StatsWales).
Age (over 55)	32%	36%	The representation of this group is in line with the Welsh average of about 32% of the Welsh population that is 55 or over (Census 2021).
Sex (female)	49%	53%	The representation of this group is broadly in line with the Welsh average of 51% (Census 2021).
Diverse ethnic backgrounds	5%	5%	The representation of this group remains below the Welsh average of 6% (Census 2021).

Equality characteristic	Representation among our complainants (2024-25)	Representation among our complainants (2023-24)	Our analysis
Diverse national backgrounds	2%	3%	The representation of this group remains well below the Welsh average of 6% of people whose national identity is different to Welsh, English, British, Scottish or Northern Irish and about 6% who were born outside of the UK
Disability: yes	27%	31%	(Census 2021). The representation of this group is higher than the Welsh average of 21% (Census 2021).
Disability: Limited by a health problem or disability a lot or a little	39%	44%	
Diverse sexual orientations	5%	6%	The proportion of our complainants who identified with this group exceeded the Welsh average according to the 2021 Census (3%).
Trans identity	1%	2%	The proportion of our complainants who identified with this group exceeded the Welsh average according to the 2021 Census (0.5%)
Diverse religions	3%	4%	The proportion of people who identified with diverse religions is now lower than the results of the 2021 Census (4%).

Equality characteristic	Representation among our complainants (2024-25)	Representation among our complainants (2023-24)	Our analysis
Main	2%	5%	This group is under-represented
language:			compared to 17.8% of people in
Welsh			Wales who identified as Welsh
			speakers in the 2021 Census.
			However, this question, as
			currently asked is flawed, as
			Welsh is not the first language of
			many Welsh speakers.
Main	0%	1%	The representation of users of
language:			other languages remains very low,
other			compared to 3.3% of the Welsh
			population who reported in 2021
			that their main language was not
			Welsh or English.
Married or	41%	41%	The representation of this group
in a civil			is in line with the Welsh average of
partnership			40% (Census 2021).
Employment:	16%	16%	The proportion of people in this
otherwise not			group remains lower than the
in paid work			Welsh average - according to
			the Welsh Government, in 2024
			24.9% of people in Wales aged
			1664 were not employed and not
			looking for work.
Education:	42%	41%	The proportion of people in this
Degree as			group remains lower than the
the highest			Welsh average – according to
qualification			the Welsh Government, in 2024
			46.4 % of workingage adults in
			Wales held Level 4+ qualifications.

Appendix 2: Equality profile of our workforce

Our workforce equality monitoring is conducted through an anonymous, voluntary internal staff survey. In 2024-25, 95% of our employees completed the survey. Of the two people who did not, one was on long term sickness absence and one was on secondment outside PSOW.

Equality characteristic	Representation among all staff (2024-25)	Representation among all staff (2023-24)	Our analysis
Age (under 25)	6%	0%	The representation of this group has improved significantly, though it remains lower than the Welsh average of about 11% of population that is between 16 and 24 years old (StatsWales).
Age (over 55)	15%	15%	The representation of this group slightly exceeds the Welsh average of about 14% of the Welsh population that is between 55 and 65 (Census 2021).
Sex (female)	74%	77%	The proportion of females in our workforce significantly exceeded the proportion of this group in the Welsh population overall.
Caring duties (yes)	55%	58%	
Diverse ethnic backgrounds	5%	6%	The representation of this group is now slightly below the Welsh average of 6% (Census 2021).

Equality characteristic	Representation among all staff (2024-25)	Representation among all staff (2023-24)	Our analysis
Diverse	3%	3%	The representation of this group
national			remains well below the Welsh
backgrounds			average of 6% of people whose
			national identity is different to
			Welsh, English, British, Scottish
			or Northern Irish and about 6%
			who were born outside of the
			UK (Census 2021).
Disability	4%	6%	This group remains under-
			represented considering that in
			2023, 11% of the population in
			Wales identified as disabled and
			economically active.
Diverse sexual	4%	4%	The proportion of our
orientations			complainants who identified
			with this group exceeded the
			Welsh average according to the
			2021 Census (3%).
Trans identity	0%	0%	According to the 2021 Census
			for England and Wales, about
			0.5% of the population aged
			16 and over in Wales identified
			as transgender or non-binary.
			In a small organisation, it is not
			unlikely that no one will identify
			as trans.
Diverse	1%	2%	The proportion of people who
religions			followed diverse religions has
			decreased to 1% and is now
			much lower than the Welsh
			average of 4%.

Equality characteristic	Representation among all staff (2024-25)	Representation among all staff (2023-24)	Our analysis
Main	12%	8%	The proportion of people in
language:			our workforce with their main
Welsh			language as Welsh increased
			compared to last year.
Welsh	Speaking: 28%	Speaking: 21%	The proportion of staff who
language skills			had fairly good or fluent Welsh
	Reading: 27%	Reading: 24%	language skills was much
			higher, but lower than the Welsh
	Writing: 26%	ing: 26% Writing: 21%	average of people who can
	Understanding:	Understanding:	speak Welsh according to the
	28%	21%	National Survey for Wales 2022-
	2070	-	23 (34%).
Main	1%	1%	The representation of users of
language:			other languages remains very
other			low, compared to 3.3% of the
			Welsh population who reported
			in 2021 that their main language
			was not Welsh or English.
Married or	63%	63%	The representation of this
in a civil			group exceeded the Welsh
partnership			average of 40% (Census 2021).

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Appendix 3: Equality profile of our job candidates

We did not include the analysis of this group in the 2023-24 Equality Report.

Equality characteristic	Representation among our job candidates (2024-25)	Our analysis
Age (under 25)	5%	The representation of this group remains lower than the Welsh average of about 11% of population that is between 16 and 24 years old (StatsWales).
Age (over 55)	10%	The representation of this group was lower than the average of about 14% of the Welsh population that is between 55 and 65 (Census 2021).
Gender (female)	58%	The proportion of females among our job candidates significantly exceeded the proportion of this group in the Welsh population overall.
Caring duties (yes)	41%	
Diverse ethnic backgrounds	8%	The representation of this group is now slightly below the Welsh average of 6% (Census 2021).
Diverse national backgrounds	3%	The representation of this group remains well below the Welsh average of 6% of people whose national identity is different to Welsh, English, British, Scottish or Northern Irish and about 6% who were born outside of the UK (Census 2021).

Equality characteristic	Representation among our job candidates (2024-25)	Our analysis
Disability	8%	This group remains under-represented considering that in 2023, 11% of the population in Wales identified as disabled and economically active.
Diverse sexual	8%	The proportion of our complainants who identified
orientations		with this group exceeded the Welsh average
		according to the 2021 Census (3%).
Trans identity	1%	According to the 2021 Census for England and
		Wales, about 0.5% of the population aged 16 and
		over in Wales identified as transgender or non-
		binary.
Diverse religions	2%	The proportion of people who followed diverse
		religions has decreased to 1% and is now much
		lower than the Welsh average of 4%.
Main language:	13%	The proportion of our job candidates who said
Welsh		that their main language was lower than the
		Welsh average (17%).
Welsh language	Speaking: 27%	The proportion who had fairly good or fluent
skills	D 1' 0704	Welsh language skills was much higher, though
	Reading: 27%	lower than the Welsh average of people who can
	Writing: 26%	speak Welsh according to the <u>National Survey for</u>
		Wales 2022-23 (34%).
Main language:	1%	The representation of users of other languages
other		remains very low, compared to 3.3% of the Welsh
		population who reported in 2021 that their main
		language was not Welsh or English.
Married or in a civil	43%	The representation of this group exceeded the
partnership		Welsh average of 40% (Census 2021).

Appendix 4: Gender breakdown by salary and role, contract type and working arrangements

As we have a large number of grades, some with a single post holder, the table below provides the gender breakdown of staff by salary and role.

The information presented in this table is based on assumed gender identity, so that it reflects the full workforce. The total number of employees in this table does not include the Ombudsman.

Role	Salary	Male	Female	Total	%	%
	(FTE)				Male	Female
Administrative and frontline staff	£27k - £39k	6	18	24	25%	75%
Investigation Officers and Support Service Managers	£39k - £53k	7	29	36	19%	81%
Team Managers	£53k - £61k	3	7	10	30%	70%
Senior Managers	£61k+	1	3	4	25%	75%
	Total	17	57	74	23%	77%



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