



AMGUEDDFA CYMRU



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1. Introduction

Amgueddfa Cymru's Annual Strategic Equality Plan Report outlines the progress made in 2024/25 against our Strategic Equality Objectives, 2022-2025.

As a Welsh Government Sponsored Body, Amgueddfa Cymru has a statutory duty under the Equality Act 2010 and the Public Sector Equality Duty to publish and monitor equality objectives and progress, see Appendix for Amgueddfa Cymru's Legal Duties and Policy Framework.

The seven objectives set for the 2022-25 plan include:

- **Objective one:** Recruit and retain staff and volunteers to be representative of the population of Wales.
- **Objective two:** Support all employees and volunteers to achieve their personal and professional ambitions and remove the barriers to them achieving these.
- **Objective three:** Ensure that everyone has equal opportunity to participate in and access our services.
- **Objective four:** Ensure equality is embedded into the procurement process and is managed throughout delivery.
- **Objective five:** Recognise our unique role in representing and celebrating the histories and creativity of Wales's diverse communities.
- **Objective six:** Ensure that strategic leadership is accountable and that governance arrangements are in place, ensuring standards are high and consistent across all areas of responsibility.
- **Objective seven:** Continue to reduce the pay gap between men and women.

This report sets out the work done to conclude the delivery of the Strategic Equality Plan for 2022-25. It highlights the progress Amgueddfa Cymru has made to advance equality, strengthen accessibility, and widen engagement.

The Board agreed to publish a new set of equality objectives and plan for 2025-28, see [Strategic-Equity-Plan-2025-2028.pdf](#)

We continue to work with communities, staff, volunteers, Welsh Government and sector partners to build a museum that truly belongs to

everyone. Amgueddfa Cymru remains committed to delivering across our statutory duties, including:

- The Wellbeing of Future Generations (Wales) Act 2015
- The Equality Act 2010 and Public Sector Equality Duty
- The Welsh Language Standards
- The Anti-racist Wales Action Plan, 2024 update
- The Disability Confident Employer Scheme
- The LGBTQ+ Action Plan for Wales, 2023

We extend our sincere thanks to the Widening Engagement Taskforce, facilitated jointly with Arts Council of Wales, and composed of partners, community leaders and individuals with lived experience, whose challenge and expertise has helped shape this work.

2. Key Achievements

Key achievements in 2024/25 include:

- Delivery of initiatives to support anti-racism and decolonisation such as Safbwynt(iau)/ Perspective(s) across all seven Amgueddfa Cymru museums.
- Development of community-led collecting methodologies with targeted collection development in collaboration with organisations and communities across Wales.
- Membership of the Hynt scheme, the first museum in the UK to join.
- Improvements in recruitment inclusivity and a growth in workforce diversity.
- Investment in anti-racist and Welsh language learning and development.
- Publication of the new strategic Equality Plan, 2025-28 bringing together internal action plans such as the Widening Engagement Action Plan, the Equality Plan and the Welsh language plan.

3. The Strategic Equality Plan, 2025-28

In March 2025, Amgueddfa Cymru published its new Strategic Equality Plan, 2025–2028. The plan has been shaped through extensive review and consultation and is structured around three high-level objectives which focus on:

Our Visitors and Communities

Our Culture

Our Leaders

The plan places equity, representation, accessibility, anti-racism, anti-ableism, the Welsh language, and community voice at the centre. Our approach intentionally integrates work in terms of the Welsh language and equalities; ensuring they inform organisational policy, planning and delivery in a holistic and mutually reinforcing way. A detailed three-year Delivery Plan underpins the objectives. Progress is monitored and reviewed quarterly. This is overseen by:

- The Equality & Welsh Language Monitoring Group
- The Leadership Forum and Senior Executive Team
- The Board of Trustees' People, Resource & Culture Committee.

An annual report is presented to the Board of Trustees. The publication of the new Strategic Equality Objectives provides a unified framework for all future equality work, see [Strategic-Equity-Plan-2025-2028.pdf](#)

4. Progress Against the Strategic Equality Plan, 2022-25

4.1. **Objective 1: Recruit and retain staff and volunteers to be representative of the population of Wales**

Key activities delivered include:

- Reviewing and revising HR recruitment policies for example implementing a new recruitment system and running community-based job fairs with application, CV and interview support workshops. See Section 6, Our Culture, Leaders and Staff Profile, for more detail and data regarding this objective.

4.2. Objective 2: Support all employees and volunteers to achieve their personal and professional ambitions and remove the barriers to them achieving these

Key activities delivered include:

- Delivery of the Amgueddfa Cymru Producers scheme, with approximately 80 young people across Wales involved. The Amgueddfa Cymru Producers are a group of young people aged 16 – 25 living in or from Wales who collaborate with the museum through paid opportunities, see [Bloedd – Amgueddfa Cymru Producers | Museum Wales](#)
- Supporting staff with learning and development for example Welsh language learning at all levels and BSL training for visitor experience staff, including Level 1 BSL pathways.

4.3. Objective 3: Ensure that everyone has equal opportunity to participate in and access our services

Key activities delivered include:

- Developing best practice standards with Arts Council of Wales to improve the visitor experience at Amgueddfa Cymru museums.
- Implement the Hynt scheme, as the first museum in the UK to join the scheme.
- Embed delivery of BSL as part of the events programmes.
- Use free ticketing pilots to better monitor the demography profile of visitors and use the data to inform future programming.

4.4. Objective 4: Ensure equality is embedded into the procurement process and is managed throughout delivery

Key activities delivered include:

- Using a set of procurement principles which address equality and inclusion and the Welsh language.

4.5. Objective 5: Recognise our unique role in representing and celebrating the histories and creativity of Wales's diverse communities

Key activities delivered include:

- Delivering the first year of the Safbwynt(iau) / Perspective(s) initiative, funded through the Welsh Government Anti-racist Wales Action Plan, in partnership with Arts Council of Wales, arts organisations and seven creative practitioners including Nasia

Sarwar-Skuse, Lal Davies, Lucille Junkere, Jasmine Violet, Hannan Jones, Sophie Mak-Schram and Sadia Pineda Hameed, see [Perspective\(s\) | Museum Wales](#)

- Delivering co-designed programmes including Ramadan celebrations, Chinese Cultural Heritage programmes, LGBTQ+ programmes, Somali Heritage initiatives, and Nowruz programmes.
- Increasing community-led collecting methodologies and collection development plans for example:
 - Through oral history collecting, enabling people to share their own stories in their own words and languages by working in partnership with organisations including Refugee Wales, Windrush Cymru, BAWSO Stories, Memories from the Dancefloor CIC and the Bloedd youth collective.
 - Through targeted LGBTQ+ collection development working with LGBTQ+ organisations and communities across Wales, including Pride Cymru, local Pride groups and the Museum of Transology. This work contributed to one of the first permanent displays of LGBTQ+ histories in the UK, launched at St Fagans National Museum of History in February 2025.
 - Through the delivery of the Hip Hop Collecting Plan and exhibition.
 - Through rapid response collecting, enabling the timely documentation of significant social and political movements affecting communities in Wales. Examples include materials from pro-Palestine and trans rights demonstrations and Royal College of Nursing pay strikes.
- Delivering the Portable Antiquities Scheme (PAS) Cymru to support widening engagement by working with members of the public who may not traditionally engage with museums. Through the Treasure Act, museums across Wales have been able to acquire objects of national significance, supported by external funding and the introduction of a Welsh Government acquisition fund in 2025.

4.6. Objective 6: Ensure that strategic leadership is accountable and that governance arrangements are in place, ensuring standards are high and consistent across all areas of responsibility

Key activities delivered include:

- Developing a revised Board of Trustees committee structure to provide transparency and accountability.
- We continue to explore opportunities to diversify governance and senior leadership pipelines.
- Participating in the Museum Association’s Anti-Racism Training and Cross-Museum Alumni Network. The programme provided structured training on anti-racist leadership, reflective practice, and sector-wide transformation. The sessions equipped senior leaders with practical tools and a reflective space to deepen their understanding of anti-racist practice.

4.7. Objective 7: Continue to reduce the pay gap between men and women.

Key activities delivered include:

- Amgueddfa Cymru continues to demonstrate strong progress in maintaining pay equality. In 2024 and 2025 statutory reporting years, the median gender pay gap remained at 0.00%, with women and men earning the same median hourly rate.
- See Section 7.2, Gender pay gap, for detail and data regarding this objective.

5. Welsh Language, Accessible Communication and Language Inclusion

5.1. Language Policy

The Welsh language is an intrinsic part of the heritage and culture of Wales; as such, Amgueddfa Cymru has a key role in developing people’s knowledge and understanding of the history of the language and Welsh culture, as well as using and celebrating the language in our work. We are proud of the wider work we do to increase the use and promotion of the Welsh language and our developments in the field of bilingual interpretation and design.

Amgueddfa Cymru has a [Language Policy](#) which outlines how we conform to the Welsh Language Standards.

5.2. Welsh Language Standards

A document outlining the Standards Amgueddfa Cymru conforms to is available [here](#). Amgueddfa Cymru publishes an annual report on our compliance with the Welsh Language Standards, see [Annual-Welsh-Language-Monitoring-Report-2024_25.pdf](#)

5.3. The Welsh Language Commissioner

We work closely with the Welsh Language Commissioner, the regulatory body for the Standards. The Welsh Language Manager is the contact person between Amgueddfa Cymru and the Commissioner's Team. No complaints were received from the Welsh Language Commissioner in 2024/25.

According to the 2021 census, 17.8% of the population of Wales were Welsh speakers. Our staff represent a significantly higher % of proficient speakers (26.6%) and those on the journey to develop full proficiency (Entry – Higher, B2, 32.4%).

We have a strong commitment to a plurilingual and trilingual approach using Welsh Language, BSL and English. We are committed to developing the use of Welsh in the workplace and to creating through the medium of Welsh rather than translating into Welsh. Public programmes such as exhibitions along with documentation such as policies, reports, job adverts and staff communications are created in both Welsh and English.

We use Easy Read versions when developing policies, strategies and reporting. We also invested in increased training on BSL for visitor experience staff in 2024/25, including Level 1 BSL pathways.

6. Our Culture, Leaders and Staff Profile

6.1. Inclusive Recruitment and Workforce Reform

We have sustained our Disability Confident Employer status and begun preparing for advancement. In 2024/25 we:

- Introduced guaranteed interviews for applicants who are disabled, socio-economically disadvantaged or from global majority backgrounds – 23.82% of all applicants.

- Created a new LinkedIn recruitment platform to broaden our reach and attract more diverse candidates.
- Updated job descriptions valuing lived experience and removing unnecessary qualifications.
- Developed inclusive advert templates emphasising diversity and Welsh language for all vacancies including attracting diversity in our Trustee representation.
- Continued to develop training modules to support recruitment.

6.2. Workforce Profile and Diversity Progress

Amgueddfa Cymru aims to be an inclusive employer that represents and reflects the population of Wales. Data from the 2021 Census is important in understanding our progress.

The tables below show the staff profile at Amgueddfa Cymru on 31 March 2022, 2023, 2024 and 2025. We recognise that we need to do more work to encourage both staff and volunteers to share information about their protected characteristics. The data indicates key progress in terms of:

- An increase in global majority representation
- An increase in those declaring a disability.

6.2.1. Staff Profile 2022-25, by Age:

Age %			
	Under 15	15-64 ('working age')	Over 65
Census 2021	16.5%	52%	23%
Staff at			
	15-64 (Number)		Over 65
31 March 2022	94.82% (677)		5.18% (37)
31 March 2023	94.00% (701)		6.00% (45)
31 March 2024	93.71% (685)		6.29% (46)
31 March 2025	94.29% (627)		5.71% (38)

6.2.2. Staff Profile 2022-25, Identifying those who declared a disability:

Disability %		
	Disclosed a disability	No disability or did not disclose
Census 2021	21.1%	
Staff at		
31 March 2022	6.29%	93.71%
31 March 2023	7.24%	92.76%
31 March 2024	7.66%	92.34%
31 March 2025	8.42%	91.58%

6.2.3. Staff Profile 2022-25, by declared ethnicity:

Ethnicity %						
	Asian, Asian Welsh, Asian British	Mixed or multiple ethnic groups	Black, Black Welsh, Black British, Caribbean, African	Another ethnic group	White, White Welsh; English, Scottish, Northern Irish, or British	Blank or not disclosed
Census 2021	2.3%	1.6%	0.9%	0.9%	90.6%	
Staff						
31 March 2022	0.56%	1.26%	0.28%	0.84%	65%	28.1%
31 March 2023	0.53%	1.47%	0.40%	0.80%	67.7%	25.2%

31 March 2024	0.55%	1.37%	0.41%	0.82%	68.8%	27.49%
31 March 2025	1.2%	1.8%	0.30%	0.60%	69.92%	25.41%
Amgueddfa Cymru uses the term 'Global Majority', whilst recognising that the lived experience of people from within this group may differ widely.						

6.2.4. Staff Profile 2022-25, by sex:

SEX %		
	Female	Men
Census 2021	51.1	48.9
31 March 2022	55.60%	43.69%
31 March 2023	56.43%	42.62%
31 March 2024	55.60%	43.63%
31 March 2025	56.21%	42.23%

6.2.5. Staff Profile March 2025, by contract type:

Contracts by Gender %	Female	Male
Percentage of staff part-time	27.82%	13.53%
Percentage of staff full-time	28.72%	28.57%

6.2.6. Staff Profile 2022-25, by declared sexual orientation:

Census 2021	Staff			
	March 2022	March 2023	March 2024	March 2025

Gay or Lesbian	1.5	2.2%	2.4%	3%	7.59%
Bisexual	1.2	1.4%	2%	2.5%	6.55%
Queer or Questioning		0.5%	0.9%	0.6%	0.45%
Straight Heterosexual	89.4	20.6%	23.7%	26%	32.63%
Chose not to answer/ or no answer	7.6	72.9%	67.4%	64%	56.39%
Prefer not to say		2.24%	3.4%	3.4%	4.36%

6.3. A Learning and Inclusive Culture

During 2024/25 we have strengthened our policies and procedures:

- Delivered a Train-the-Trainer Anti-Racism programme.
- Undertaken a full review of the TWF learning platform to enable more accessible digital learning.
- Undertaken a full review of our Code of Conduct.
- Strengthened dignity at work approaches, including microaggressions guidance.
- Established staff menopause support groups and Menopause Café events.
- Expanded the Mental Health First Aid network.

7. Equality Monitoring, 2024/25

7.1. Recruitment Key Findings

- Over 10% of applicants identified as global majority.

- **Over 60%** of applicants were women.
- **Nearly one quarter (23.82%)** were offered a guaranteed interview.

7.2. Gender Pay Gap Reporting

Amgueddfa Cymru continues to demonstrate strong progress in maintaining pay equality. The statutory gender pay gap reporting framework requires data to be reported using binary gender categories. We recognise that gender is not binary and are committed to supporting all gender identities. Where possible, we collect and analyse data in a more inclusive way to inform our wider equality work.

Across both 2024 and 2025 statutory reporting years, the median gender pay gap remained at 0.00%, with women and men earning the same median hourly rate. The mean gender pay gap improved significantly, shifting from +1.59% in 2024, where men's average pay was marginally higher, towards -0.83% in 2025, meaning women's average hourly pay was £0.14 higher than men's. This improvement reflects changes in role-mix, progression patterns, and recruitment across the year, which collectively strengthened gender balance across pay levels. Women remain well represented in both the lowest and highest pay quartiles, while the upper-middle quartile continues to show a very slight increase in representation of men (51.81% male). This quartile remains a focus for continued action.

Overall, Amgueddfa Cymru has:

- Sustained three consecutive years of a 0% median gender pay gap.
- Improved the mean gender pay gap year-on-year, aligning with our commitment to fair and equitable pay.

These results underscore the impact of our workforce, recruitment and progression initiatives, and provide a strong foundation for future equality actions and our monitoring framework.

8. Conclusion

During 2024/25, Amgueddfa Cymru strengthened its foundations as an inclusive and accessible organisation, with progress across every area of

our equality work. In March 2025 we published our revised Strategic Equality Plan and Objectives, 2025-2028. We remain deeply committed to transparency, accountability and partnership working, ensuring that our museums reflect, represent and celebrate all communities in Wales.

9. Appendix A: Our Legal Duties and Policy Framework

As a Welsh Government Sponsored Body, Amgueddfa Cymru has a responsibility to uphold a wide range of statutory duties that protect people's rights, promote equality and inclusion, strengthen the Welsh language, and ensure fair and equitable access to our museums, services, employment, and volunteering opportunities.

9.1. Public Sector Equality Duty (PSED)

Under the Equality Act 2010, all public authorities and sponsored bodies in Wales, including Amgueddfa Cymru, must demonstrate due regard to the need to:

- **Eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act.
- **Advance equality of opportunity** between people who share a protected characteristic and those who do not.
- **Foster good relations** by tackling prejudice and promoting understanding between different groups.

9.2. Protected Characteristics

The Equality Act protects people from discrimination based on nine protected characteristics: Age; Disability; Gender reassignment; Marriage and civil partnership; Pregnancy and maternity; Race; Religion or belief; Sex; and Sexual orientation.

We apply our Equality Impact Assessment (EqIA) processes to understand how policies, decisions, programmes and practices may affect people who share these characteristics, and to ensure equitable outcomes.

9.3. Recognising Wider Inequalities

We value lived experience and recognise that people may face barriers beyond the legally defined protected characteristics. These include: Caring

responsibilities; Membership of the armed forces community; Socio-economic disadvantage; Financial hardship or poverty; Digital exclusion; and Language-related barriers (including access to Welsh and BSL). We therefore consider these factors across our Strategic Equality Objectives and wider organisational policies.