



The pay gap is percentage difference in average hourly pay. We have calculated our pay gaps between men and women, disabled and not disabled and white and BME employees by:

- Determining the basic (excluding overtime) hourly rate of pay for each employee.
- Calculating the average hourly rate of pay for male employees and female employees, disabled and non disabled employees and white and BME employees. Determining the mean average by adding together all of the individual hourly rates for both groups we are reviewing the pay gap of and dividing this by the total number of both groups of employees.
- Dividing the female average hourly rate by the male average hourly rate, the disabled average hourly rate by the non disabled average hourly rate and the BME average hourly rate by the white average hourly rate and multiplying each of these figures by 100 to give a total. Subtracting the total of each calculation from 100 to give the pay gaps for gender, disability and ethnicity.
- It should be noted that in the case of disability and ethnicity, we have a 'non disclosed' rate of 53.5% for non-teaching staff and 57.8% of teaching staff in disability and 20% for non-teaching staff 33% of teaching staff in ethnicity. These employees are not included in pay gap calculations.

Gender Pay Gap

Our gender pay gap for 2021, 2022 and 2023 is shown below:

	2021	2022	2023
All employees (excluding teachers)	7.42% (in favour of men)	7.03% (in favour of men)	5.43% (in favour of men)
Teachers	1.86% (in favour of men)	1.62% (in favour of men)	1.78% (in favour of men)

Our employees (excluding teachers) gender pay gap has decreased by 1.6% to 5.43% (in favour of men) since 2022. Further investigation indicates that grades 12-15 saw no change to the number and percentage split of employees in those grades. Grade 11 saw an increase of 14.9% in favour of women (women's head count increased by 4 and men's reduced by 4). Grade 8 and 9 both showed an increase in the number of women and a reduction in the number of males. The remainder of grades showed marginally increases and decreases by gender

Our gender pay gap for teachers has increased by 0.24% and is now 1.78% in favour of men. There has been a decrease in the percentage of women at teacher (lower grade) and Psychologist and Depute Head Teacher (Middle Grades) and an increase in the

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percentage of women is Principal Teachers (lower grade), Head Teacher and Quality Improvement Officer (higher Grades)

Disability Pay Gap

Our disability pay gap for 2021, 2022 and 2023 is shown below.

	2021	2022	2023
All employees (excluding teachers)	9.13% (in favour of disabled employees)	7.53% (in favour of disabled employees)	6.89% (in favour of disabled employees)
Teachers	6.93% (in favour of non disabled employees)	10.51% (in favour of non disabled employees)	7.74% (in favour of non disabled employees)

Our employees (excluding teachers) disability pay gap is 6.89% in favour of disabled employees; a decrease of 0.64% since 2022. Further investigation highlighted an overall increase of number of non disabled employees by 93 since 2022, whereas there was only an increase of 25 disabled employees in this time. This could account for the change in pay gap. This information sits against a backdrop of non-disclosure rate for disability of 54%.

Our disability pay gap for teachers has decreased by 2.77% and is now 7.74% in favour of non-disabled employees. Further investigation highlighted an overall increase in the number of non disabled teachers by 211 since 2022, whereas disabled teachers only increased by 8 during the same period. This could account for the change in pay gap. This information is against a backdrop of non disclosure rate of 57.8%

Ethnicity Pay Gap

Our ethnicity pay gap for 2021, 2022 and 2023 is shown below:

	2021	2022	2023
All employees (excluding teachers)	1.96% (in favour of white employees)	2.35% (in favour of white employees)	6.15% (in favour of white employees)
Teachers	5.54% (in favour of white employees)	6.5% (in favour of white employees)	5.33% (in favour of white employees)

Our employees (excluding teachers) ethnicity pay gap has significantly by increased by 3.8% to 6.15% in favour of white employees since 2022. Further investigation highlights an overall increase of 211 white employees since 2022 compared to a decrease of 46 BME employees during the same period. The average hourly rate for white employees has



increased by £1.15 per hour since 2022 compared to £0.52 during the same period. This information is against a backdrop of non-disclosure rate for ethnicity of 20.2% for non-teaching staff.

The ethnicity pay gap for teaching staff has decreased by 1.17% to 5.33%(in favour of white employees) since 2022. Further investigation has shown no change to the number of BME employees compared to 2022 whereas the number of white employees included in the calculation has increased by 50. This could account for the change in pay gap. This information sits against a backdrop of non-disclosure rate for ethnicity of 31.3%.

Occupational Segregation

Since 2017 the council has produced its occupational segregation data by gender, ethnicity and disability.

We have been working with our employees raising awareness of the importance of diversity information, telling them why we need it and how we use it and asking them to update their personal data to allow us to produce meaningful information.

We do however still have a high rate of non-disclosure. Whilst we have provided analysis this is based on the information available; the high non-disclosure rates should be considered when reviewing this analysis. Our research has shown that we are not unique in this regard and that many organisations struggle to increase non-disclosure in these categories, particularly in the public sector. The work to improve disclosure rates will continue.

Our occupational segregation data is included in three excel workbooks; one each for disability, ethnicity and gender. Each workbook contains six tables as explained below:

Table Number	The table provides a summary of:
One	Our workforce (excluding teachers) by grade.
Two	Our workforce (excluding teachers) by job family (see below for job family explanation).
Three	Our workforce (excluding teachers) across grades one to eight and job family (see below for job family explanation).
Four	Our workforce (excluding teachers) across grades nine to fifteen in our leadership job family (see below for job family explanation).
Five	Our workforce (excluding teachers) by occupational groupings (see below for definitions of occupational groupings)
Six	Our workforce (excluding teachers) by occupational groupings and grades one to fifteen within each occupational grouping.
Seven	Our teaching workforce by grade and job designation

- [Click here to view occupational segregation by disability](#)
- [Click here to view occupational segregation by ethnicity.](#)
- [Click here to view occupational segregation by gender.](#)



Job family Summary

Please [click here](#) to view a summary of typical jobs within each of our job families. We hope this will assist an understanding of our job family structure.

Occupational Grouping Summary

Please [click here](#) to view definitions for our occupational groupings which explain the types of roles included in each group.

Occupational Segregation Analysis

There are two types of occupational segregation, vertical and horizontal. Vertical segregation is where people are clustered into different levels of work. Horizontal segregation is where people are clustered into different types of work. We analyse this segregation by looking at the differences between men and women, disabled and non-disabled and BME and white employees both horizontally and vertically.

Vertical segregation (excluding teachers)

We carried out analysis on each of our pay grades by disability, ethnicity and gender and provided comparisons against the 2022 data. We have provided some headline information below:

Disability

- 2.8% of the council's workforce are disabled, 43.7% are not disabled and 53.5% have not disclosed. There continues to be an increase in number of employees who have disclosed their disability status. Since 2022 the non disclosure rate has decreased by 0.9%.
- The data provides a summary of the information we have available. Due to the high rate of non-disclosure (53.5%), it wouldn't be appropriate to conduct an in-depth analysis as we cannot rely on the data being reflective of the make-up of the organisation.
- The percentage of the council's workforce in grades 1 to 4 who are disabled is 2.5%; no change since 2022.
- The percentage of the council's workforce in grades 5 to 7 who are disabled is 3.3%: an increase of 0.3% since 2021.
- The percentage of the council's workforce in grade 8 who are disabled is 3.3%. This has increased by 0.1% from 3.2% in 2022.
- The percentage of the council's workforce in grades 9-15 who are disabled is 2.2%, a decrease of 0.1% since 2022.



Ethnicity

- 76.4% of the council's workforce are white, 3.6% are BME and 20% have not disclosed their ethnicity. Since 2022, there has been a 0.9% decrease in white employees, a 0.4% increase in BME employees and a 0.5% increase in employees who have chosen not to disclose their ethnicity.
- Since March 2022 the number of BME employees has risen by 81 from 730 to 811
- This information provides a summary of the information available. Due to the high rate of non-disclosure (20%) it wouldn't be appropriate to conduct in depth analysis as we cannot rely on the data being reflective of the make-up of the organisation.
- The percentage of the council's workforce in grades 1-4 who are BME is 3.9%, this is an increase of 0.8% compared to 2022.
- The percentage of the council's workforce in grades 5-7 who are BME is 3.3%, a decrease of 0.3% since 2022.
- The percentage of the council's workforce in grade 8 who are BME is 2.1%, this is an increase of 0.1% since 2022.
- The percentage of the council's workforce in grades 9-15 who are BME is 0.9%; a decrease of 0.1% in this figure since 2022.

Gender

- The council is predominantly female at 74.7% of the workforce, with 25.3% men, this is an increase of 0.1% women since 2022.
- The majority of our employees in grades one to four are women at 76.1%; a decrease of 0.1% since 2022.
- Grade three continues to have the highest concentration of employees. The number of employees in this grade has decreased since 2022 by 14 and the split by gender is now 81.7% female 18.3% male.
- The percentage of the council's workforce in grade 7 who are women is 69.5%, an increase of 0.3% since 2022.
- There has been an increase in the number of women in grades 9-15 (leadership job family): 53% compared to 52.3% in 2022. There continues to be one post in Grade 13 and one post in Grade 15, both of which are held by women. Grades 9 and 10 continue to be held predominantly by women (53.2% and 54.1% respectively) with Grade 10 seeing a decrease of 4% in women since 2022. Grades 11 has had a significant increase in the number of women from 37% in 2022 to 51.9% in 2023; an increase of 14.9% Grades 12 and 14 are mainly populated by men (this is similar to 2022) containing 55.6% and 75% men respectively.



Percentage of women in the top 5% of the organisation

As part of our statutory performance indicators, we also monitor the top 5% of earners in the organisation. This allows us to understand and monitor the number of women in senior positions. Details are shown below

	2020/21	2021/22	2022/23
Top 5% of earners who are women	60.78%	61.55%	63%

Horizontal segregation (excluding teachers)

We publish this information by job family and occupational grouping. Our job families' information provides a general summary, however we understand that job families contain many different types of roles. The occupational grouping information therefore allows us to have a better understanding of the types of roles and occupations people are employed in by disability, ethnicity and gender. We have provided a summary of this below:

Disability	
Job families populated predominately by disabled employees.	<ul style="list-style-type: none"> • GCSS 35 Hrs – 7.3% • Technical Services – 4.2% • Infrastructure Planning – 4.1% • Clerical & Admin - 4% • Business Support - 3.9% • Physical & Environmental Services - 3.1% • Security – 2.9% • People Care & Support - 2.7% • Vehicle - 2.6% • Catering - 2.5% • Construction Repairs & Maintenance - 2.4% • Leadership - 2.3% • Community Standards & Enforcement - 1.8% • Social Renewal, Learning & People Development - 1.7% • Community Facility User Support - 1.1%
Occupational groupings populated predominately by disabled employees.	<ul style="list-style-type: none"> • Linguistics – 20% • Pensions – 14.3% • Unit Managers – 14.3% • Democratic Services – 13.6% • Welfare Rights – 10.4% • Addiction Workers – 9.1% • Criminal Justice – 8.3% • Valuation Team – 8.3% • Procurement – 8.1% • Economic & Development - 7.7% • Learning & Organisational Development – 7.6%



	<ul style="list-style-type: none"> • Roads – 7.3% • City Parks & Open Spaces – 5.8% • Service Reform & Modernisation – 5.7%
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<p>Notes:</p> <ul style="list-style-type: none"> • This information should be considered against a backdrop of a non-disclosure rate of 53.5% • Occupational Groupings Clerical & Admin (4.1%) Cleaning (2.4%), Communications & PR (2.1%), Criminal Justice (8.3%), Driving (2.7%), Economic & Development (7.7%), Environment & Sustainability (3.2%), Financial Inclusion (2.9%), Government Audit & Compliance (2.3%), Homelessness (3.2%), Hospitality (3%), Human Resources (4.1%), Janitorial (1.4%), Learning & Organisational Development (7.6%), Legal Services (1.4%), Linguistics (20%), Occupational Therapists (4.3%), Older Person Residential (1.7%), Pensions (14.3%) Planning & Building Control (3.8%), Procurement (8.1%), Roads (7.3%), School Crossing (2%), Senior Leadership (3.4%), Senior Residential Workers (1.8%), Service Reform & Modernisation (5.7%), Transport & Maintenance of Equipment (3.8%), Unit Manager (14.3%), Valuation Team (8.3%) and Waste (1.1%) have all shown increases in the percentage of disabled employees. • Occupational Groupings Addiction Workers (9.1%), Assets & Estates (3%), Assistant Supervisors (1.5%), Business & Innovation (0%), Business Support (0%), Care at Work (0%) Catering (2.3%), City Cleansing & Waste (0%), Cleaning (2.3%), Day Care (3.3%), Democratic Services (13.6%), Enforcement (0.7%), Finance (2.7%), Operatives Function (4.7%), Scientific & Regulatory Services (3.8%), Security (4.6%), Service Development (3.2%), Social Work Team Leaders (3.8%) and Welfare Rights (10.4%) have all shown a decrease in the percentage of disabled employees. • 28 Occupational Groupings have no disabled employees; this is a reduction by 5 groupings since 2022. • The percentage of disabled employees in the Business Support, Catering, Clerical & Admin, Community Facility User Support, Construction Repairs and Maintenance, GCSS 35 Hrs, Infrastructure Planning, People Care & Support, Social Renewal, Learning & People Development, Technical Services and Vehicle job families have increased. • The percentage of disabled employees in the Physical & Environmental Services and Security job families has decreased. • There has been no change to the percentage of disabled employees in the Leadership job family • All job families and occupational groupings listed above all contain employees who have not as yet disclosed if they have a disability. 	
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Ethnicity	
Job families populated predominately by BME employees.	<ul style="list-style-type: none"> • Security – 8.8% • Social Renewal, Learning & People Development – 5.3% • Infrastructure Planning – 5% • GCSS 35 Hrs – 4.7%



	<ul style="list-style-type: none"> • People Care & Support – 3.7% • Business Support – 3.6% • Clerical & Admin – 3.5% • Catering – 3.4% • Technical Services – 2.8% • Construction Repairs & Maintenance – 2.4% • Physical & Environmental Services – 2.1% • Community Standards & Enforcement – 1.5% • Community Facility User Support – 1.1% • Leadership – 1.0% • Vehicle – 0.4%
<p>Occupational groupings populated predominately by BME employees.</p>	<ul style="list-style-type: none"> • Casework - 100.0% • Information Technology - 20.0% • Older Persons Residential – 11.1% • Support for Learning – 7.9% • Business & Innovation – 7.7% • Learning & Organisational Development – 7.6% • Criminal Justice – 6.3% • Day Care - 6.1% • Financial Inclusion – 5.9% • Registrars - 5.9% • Project Management & Analytical – 5.7% • Finance – 5.4% • Procurement - 5.4% • Social Care Worker - 5%
<p>Notes:</p> <ul style="list-style-type: none"> • This information should be considered against a backdrop of a non-disclosure rate of 20% • Occupational Groupings Asset & Estates(0%), Care (2.4%), Care at Home (1.9%), Care at work (3.7%), Catering (4.5%), Catering & Facilities Management (2.8%), City Parks & Open Spaces (3.8%), Clerical & Admin (3.5%), Criminal Justice (6.3%), Early Years (3%), Finance (5.4%), Financial Inclusion (5.9%), Governance, Audit & Compliance (3.5%), Hospitality (2.1%), Human Resources (2.5%), Learning & Organisational Development (7.6%), Occupational Therapists (3.4%), Older Persons Residential (11.1%), Planning & Building Control(3.8%), Project Management & Analytical (5.7%), Registrars (5.9%), Residential Care (1.7%), Roads (3.1%), School Crossing (2.3%), Senior Leadership (1.7%), Support for Learning (7.9%), Transport & Maintenance of Equipment (2.3%), Waste (2.1%), and Welfare Rights (2.1%) have all shown an increase in the percentage of BME employees. • Occupational Groupings Addiction Workers (2.3%), Assets & Estates (0%), Cleaning (3.6%), Day Care (6.1%), Electricians (5.3%), Enforcement (0.7%), Environment & Sustainability (3.2%), Legal Services (4.1%), Linguistics (0%), Procurement (5.4%), 	



Scientific & Regulatory Services (3.8%), Security (2.3%), Service Development (3.8%), Service Reform & Modernisation (3.8%), Social Care Worker (5%), Social Work Team Leaders (2.1%), Technicians (0.7%), Technology (0%) and Vocational Guidance & Partnership (3%) have all seen decreases in the percentage of BME employees.

- 34 Occupational Groupings continue to have no BME employees; a decrease of 1 since 2022.
- 5 occupational groupings have had no change in the percentage of BME employees since 2022
- The percentage of BME employees in the Business Support, Catering, Clerical & Admin, Construction Repairs & Maintenance, GCSS 35 Hrs, Infrastructure Planning, People Care & Support Leadership, Social Renewal, Learning & People Development and Technical Services job families have all increased since 2022.
- Compared to 2022, the percentage of BME employees in the Community Facility User Support, Community Standards & Enforcement, Physical & Environmental Services and Security job families have all decreased
- There has been no change to percentage of BME employees in Leadership and Vehicle job families.
- **All job families and occupational groupings listed above contain employees who have not as yet disclosed their ethnicity**

Gender	
Job families populated predominately by women	<ul style="list-style-type: none"> • Social Renewal, Learning & People Development - 94.2% • Catering – 90.9% • People Care & Support – 85.9% • Clerical & Admin - 81.7% • Business Support - 69.6% • Leadership – 53.1% • Infrastructure Planning – 52.3%
Job families populated predominately by men	<ul style="list-style-type: none"> • Community Facility User Support – 100% • Vehicle - 97.5% • Technical Services – 79.3% • Security - 64.7% • Community Standards & Enforcement – 63.9% • Construction Repairs & Maintenance – 59.3% • GCSS 35 Hrs - 52.2% • Physical & Environmental Services – 51.7%
Occupational groupings populated predominately by women.	<ul style="list-style-type: none"> • Casework - 100.0% • Fostering - 100.0% • Early Years - 97.8% • Catering - 97% • Care at Home - 96.4% • Support for Learning - 95.3%



	<ul style="list-style-type: none"> • Care - 94.1% • Care at Work - 92.7% • Emergency Response for Care at Home – 90.9% • Linguistics – 90% • Older Persons Residential – 85.3% • Cleaning - 84.3% • Hospitality - 83% • Clerical & Admin - 81.5% • Project Management & Analytical – 80%
Occupational groupings populated predominately by men.	<ul style="list-style-type: none"> • Electricians - 100.0% • Transport & Technical Services - 100.0% • Works Planners - 100.0% • Operatives Function - 98.3% • Transport – 98.3% • Driving – 98% • Assistant Supervisors – 97.7% • Bereavement Services - 96.4% • Waste - 93.7% • City Cleansing & Waste – 92.3% • Roads – 90.6% • Roads Managers – 89.3% • Supervisors – 87.5% • Security – 87.4% • Information Technology – 80%

Notes:

- The gender split in job families have broadly remained the same when compared to 2022 information. However, Business & Innovation, Business Support, Commercial Business, IT and Road Safety have all seen larger increases in female employees at 22.9%, 61.1%, 26.7%, 20% and 41.1% respectively. The gender split in the Roads Occupational grouping has also changed, with a 44.4% increase in men to 94.4%
- Occupational Groupings Addiction Workers (63.6%), Business Support (70%), Care (94.1%), City Cleansing & Waste (7.7%), Criminal Justice (76.0%), Democratic Services (59.1%), Economic & Development (66.3%), Events Organisation (40%), Finance (69.9%), Health, Safety & Resilience (58.1%) Human Resources (77.9%), Janitorial (27.5%), Laboratory Services (72.2%), Legal Services (71.2%), Linguistics (90%), Occupational Therapists(56%), Older Persons’ Residential (85.3%), Planning & Building control (30.7%), Procurement (59.5%), Roads (9.7%), Roads Managers (10.7%), Scientific & Regulatory Services (17.9%), Senior Leadership (50.8%), Senior Residential Workers (64.9%), Service Reform & Modernisation (69.2%), Social Work Managers (67.4%), Social Work Team Leaders (73.6%), Supervisors (12.5%), Technicians (26.3%), Technology (36.4%), Trading Standards (64.3%), Vocational, Guidance & Partnership (64.2%) and Welfare Rights (54.2%) have all seen increases in percentage of female employees.



- Occupational Groupings Activity Instruction & Development (26.9%), Assets & Estates (20.2%), Assistant Supervisors (2.3%), Bereavement Services (3.6%), Business & Innovation (53.8%), Care at Home (96.4%), Care at Work (92.7%), Catering (97%), Catering & Facilities Management (41.7%), City Parks & Open Spaces (38.5%), Cleaning (84.3%), Commercial Business (60%), Communications & PR (58.3%), Day Care (78.3%) Driving (2%), Emergency Response for Care at Home (90.9%), Enforcement (36.3%), Environment & Sustainability (27.4%), Financial Inclusion (73.5%), Governance, Audit & Compliance (64%), Homelessness (67.5%), Hospitality (83%), Housing & Regeneration (60%), Leadership (78.1%), Learning & Organisational Development (72.7%), Pensions (50%), Project Management & Analytical (80%), Project Management & Design (25%), Registrars (76.5%), Residential Care (67%), School Crossing (39.3%), Security (12.6%), Service Development (63.3%), Social Care Worker (77.6%), Temporary Accommodation (46.2%), Transport (1.7%), Transport & Maintenance of Equipment (40.9%), Unit Manager (28.6%), Valuation Team (47.2%), and Waste (6.3%) have all seen decreases in female employees.
- Since 2022 there have been no changes to the percentages of women in Care of Animals (42.9%), Casework (100%), Clerical & Admin (81.5%) Early Years (97.8%), Electricians (0%), Fostering (100.0%), Information Technology (20%), Operatives Function (1.7%), Roads Safety (50%), Support for Learning (95.3%), Transport & Technical Services (0%) and Works Planners (0%) Occupational Groupings
- The percentage of females in Business Support, Construction Repair & Maintenance GCSS 35 Hrs, Infrastructure Planning, Leadership, and Technical Services roles have all increased since 2022.
- The percentage of females in Catering, Clerical & Admin, Community Facility User Support, Community Standards & Enforcement, People Care & Support, Physical & Environmental Services, Security, and Vehicle roles have all decreased since 2022.
- The percentage of female in Social Renewal, Learning People & Development has remained the same as 2022.
- There are currently no females in Community Standards & Enforcement; in 2022 35.9% were female.

The high non-disclosure rates for disability and ethnicity mean that we are unable to make any conclusions on the information available.

Occupational Segregation – Teachers

- Our teaching workforce is predominately female at 78.4% with 21.6% male. This is similar to previous years
- Women exceed men in all occupational groupings of our teaching workforce. This is consistent with previous years
- There has been a significant increase in females in Quality Improvement Officer roles (9.2%). Principal Teachers and Head Teachers have an increase in the percentage of females of 1.2% and 0.1% respectively.
- Both teacher and Head teacher roles have seen a 0.1% increase in the percentage of females in these roles when compared to 2022 data.

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- There has been a decrease in percentage of females in Teacher, Psychologist and Depute Head Teacher roles of 0.1%, 0.4% and 0.8% respectively.
- The teacher's pay gap is in favour of men however the wide grade bandings make it difficult to identify where vertical segregation starts.
- Since 2022 there has been an increase of BME employees in Principal Teacher and Psychologist of 0.3% and 1.66% respectively. Compared to 2022, there has been no change in percentage of BME employees in teacher, Depute Head and Head Teacher roles remaining at 3.6%, 0.8% and 0.9% respectively
- There continues to be no employees who identify as BME in Quality Improvement Officer roles. The percentage of people in teaching roles who do not disclose their ethnicity has reduced by 1.1% to 33% since 2022.
- Since 2022, there has been an increase of disabled employees in Teacher, Principal Teacher and Depute Head roles at 0.2%, 0.2%, 0.1% and 0.4% respectively. Compared to 2022, there has been a decrease of 0.5% of disabled employees in psychologist roles and 1.4% in Quality Improvement Officer roles.
- There continues to be 0 disabled people in Head Teacher roles.
- The percentage of people in teaching roles who do not disclose their ethnicity has reduced by 0.7% compared to 2022 information

Next Steps

We have concluded from this information that we will:

- Continue to review our gender pay gap information for non teaching employees to understand reasons why gap is increasing in favour of men year on year.
- Work with Services to review guidance on occupational segregation and develop appropriate recruitment or redeployment activity.
- Work towards achieving the outcomes in our Equal Pay Policy statement, whilst considering the pending changes to our pay and grading structures.
- Work toward the employment outcomes within our published Equality outcomes 2021-2025, .
- Identify activity where possible to help reduce vertical and horizontal segregation.
- Continue to increase awareness of how we use employee's personal data and ask employees to update their protected characteristics information.
- Continue to support all employee peer support network in particular Disabled, BME and Lean In to help reduce barriers to women's progression.
- Take part in Cross party employment working groups, for example Gender, BME and Disability.
- Continue to take part in and develop our BME and disabled employee peer support networks to help support barriers to BME and disabled employee progression.
- Continue to support current and develop new positive action initiatives aimed at addressing the under representation of BME employees in our workforce.
- Where external recruitment is taking place, continue to provide details of available posts to BME, disabled, and LGBT organisations across Glasgow to attempt to increase representation across the organisation.
- Continue to monitor our pay gap and occupational segregation information on an annual basis.