



Employment Equality Diversity & Inclusion Strategy 2023 to 2025



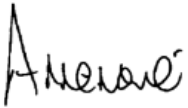
Chief Executive Commitment

Ensuring equality and achieving diversity in our workforce is important to us. It isn't just about complying with the law it's about recognising and valuing each other's differences and treating each other fairly.

We want to recognise everybody's worth regardless of their age, disability, gender, gender identity, religion or belief, race, sexual orientation, or socioeconomic background. We understand that these characteristics are not separate and that those with several characteristics often face additional barriers and challenges in life, that's why we take an intersectional approach. We want to respect others and be a sensitive and understanding employer and ensure equality across all areas.

We want to do this because that's how we will be a truly inclusive employer where people can bring their whole selves to work in a supportive and inclusive workplace which reflects the make-up of the city we serve.

Along with the rest of the Corporate Management Team we give our continued commitment to ensuring we do all that we can in line with this strategy to become a truly inclusive employer.



Annemarie O'Donnell
Chief Executive



Equality Diversity & Inclusion Lead Commitment

We set our first Employment Equality Outcomes in 2017 and have made significant progress since then, for example we introduced ED&I training programmes, took specific positive action which resulted in an increase in Black & Minority Ethnic and Disabled Employees in our workforce, developed our ED&I Employee Networks and much more. Our activity was externally recognised in 2021 with a bronze award from The Employer's Network for Equality & Inclusion followed by a silver award in 2022, a Bronze Stonewall Award and continued accreditation as a Carer Positive Exemplar Employer and Disability Confident Employer.

Our journey continues and this strategy sets out our plans until 2025, confirms our commitment and provides an overview of our approach and governance structure.

Thom Hughes

HR Manager – Corporate, ED&I Lead

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Strategic Plan & Legal Context

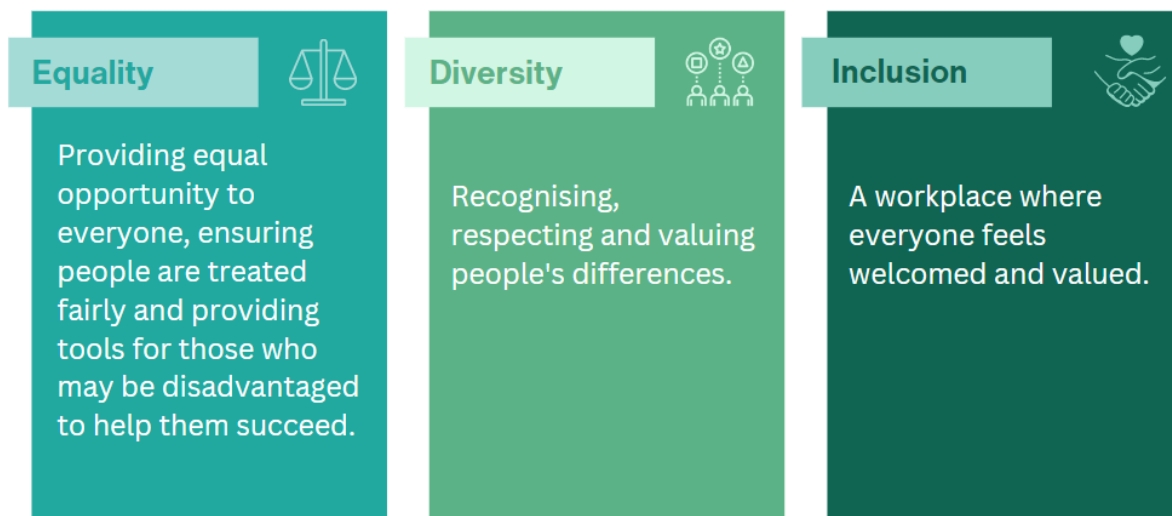
The activity we take to support Equality Diversity & Inclusion (ED&I) links to our Strategic Plan vision, grand challenges and missions as shown below. Whilst the link may not always be direct may of our employees will be Glasgow citizens and any action, we take will in turn impact and hopefully improve life for them.



There is a range of legal duties in relation to ED&I which we must meet. Our activities regularly exceed any legal requirements as our ethos is to do what’s right rather than what’s legally required, we can’t however forget that these duties are there including The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. We also regularly review and take action to meet relevant strategies from Scottish and UK Government in relation to employment equality, diversity, and inclusion.

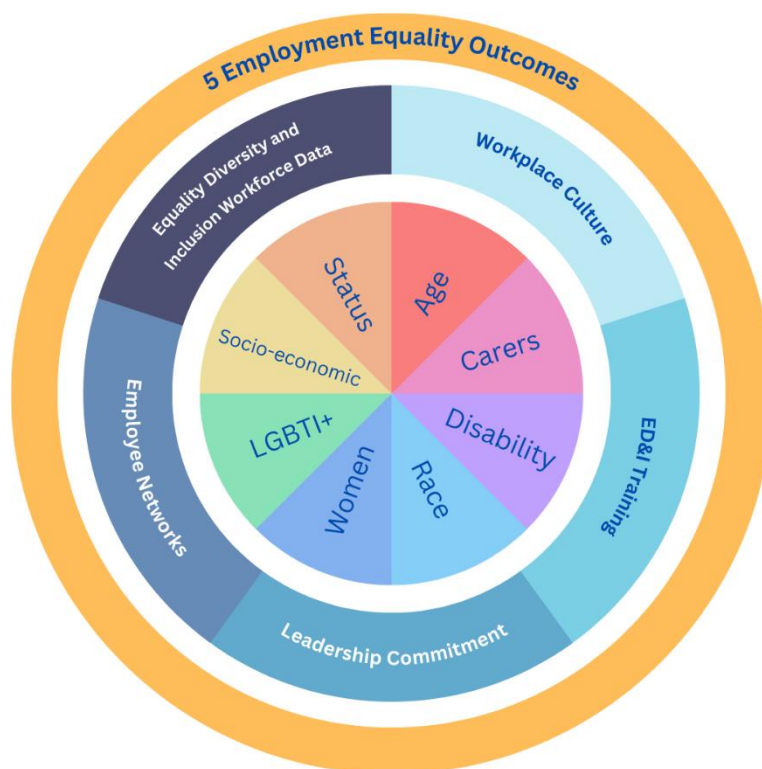
Equality Diversity and Inclusion Approach

What do we see as Equality, Diversity & Inclusion?



When achieving equality, diversity and inclusion what do we consider?

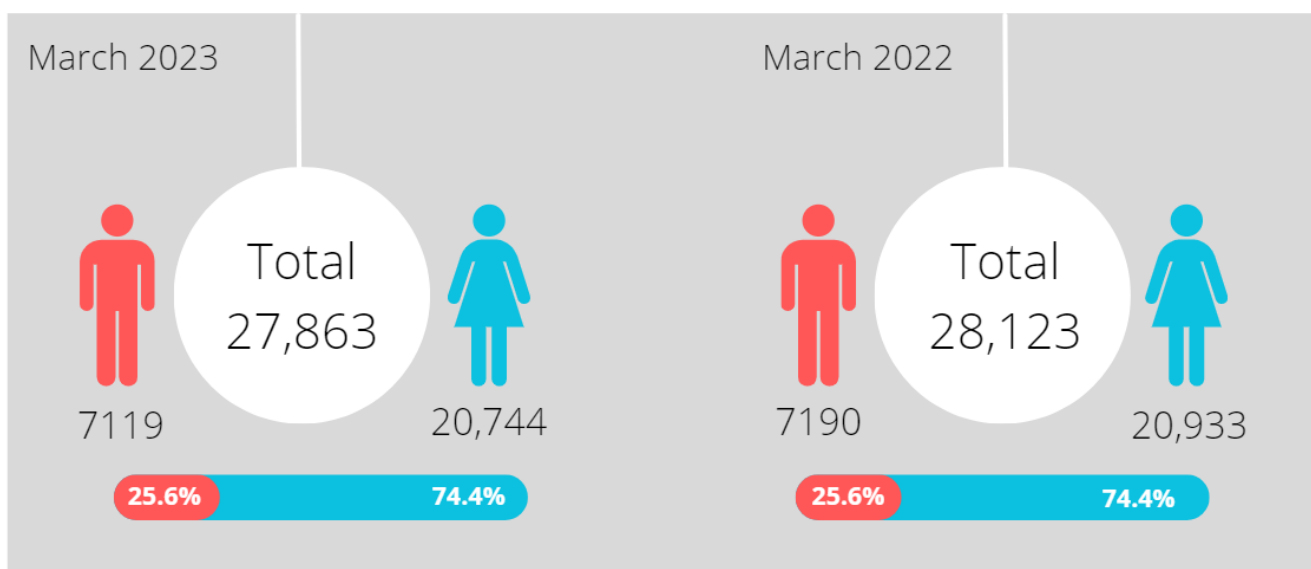
Our employment equality outcomes set out our focus areas however our approach and activity are wider than just the outcomes, the image below shows the intersectional characteristics we consider, our current key areas of activity, and how our outcomes support this:



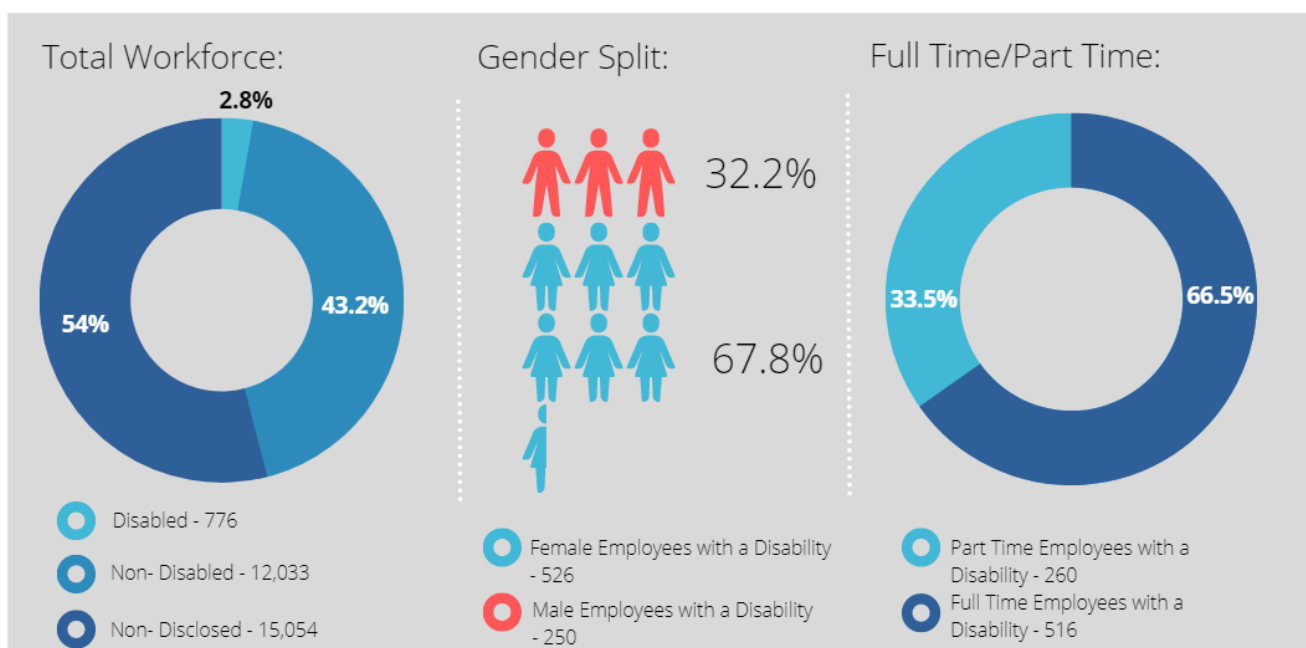
Workforce Make-up

The images here show our workforce make-up. As at 31st March 2023, the Council had 27,863 employees, a decrease of **0.92%** from March of the previous year. Of the total workforce in March 2023, 60.3% were employed full time, which is consistent with the 59.7% of full-time employees recorded in March 2022.

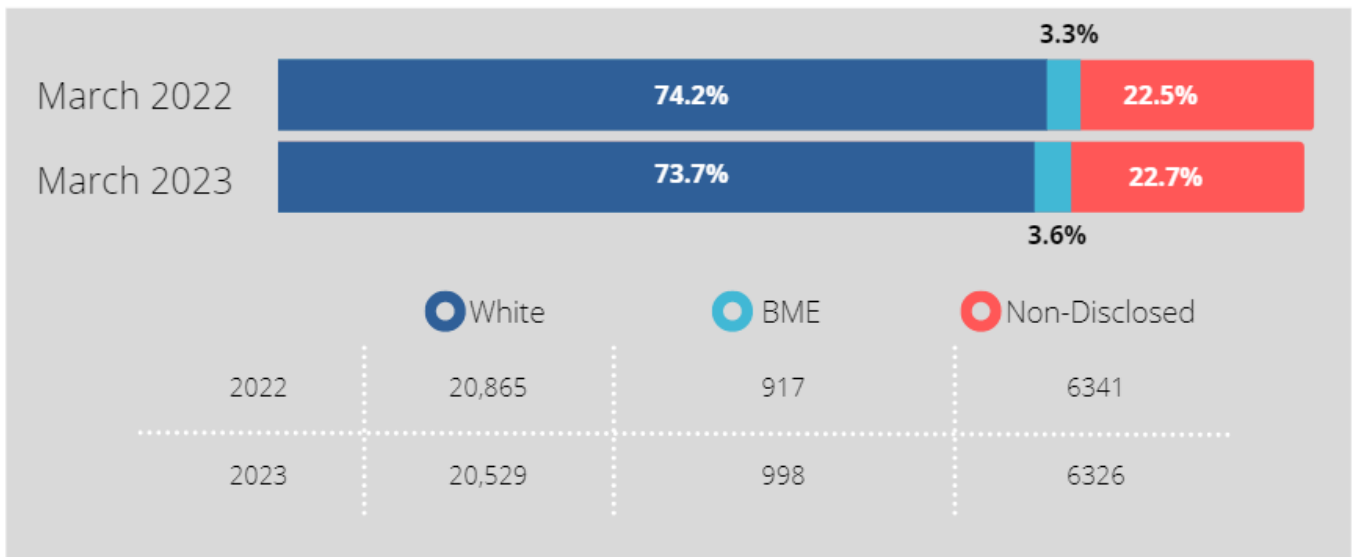
Gender



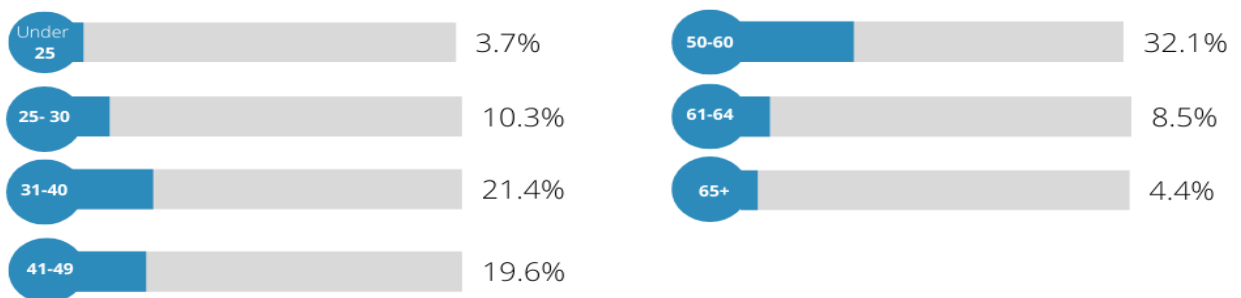
Disability



Ethnicity

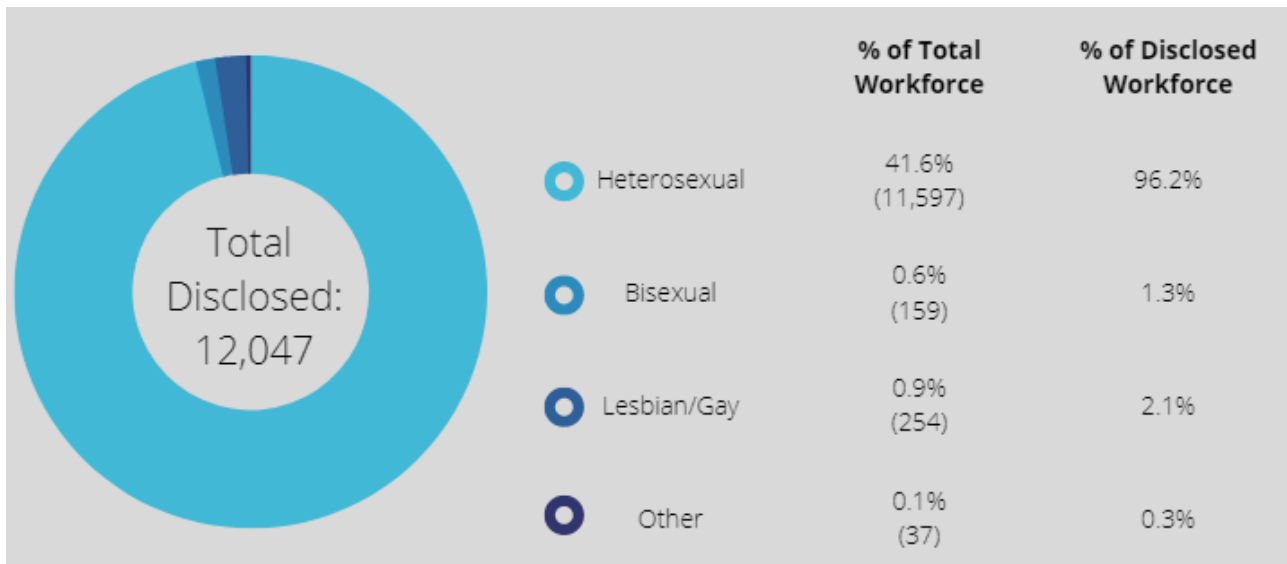
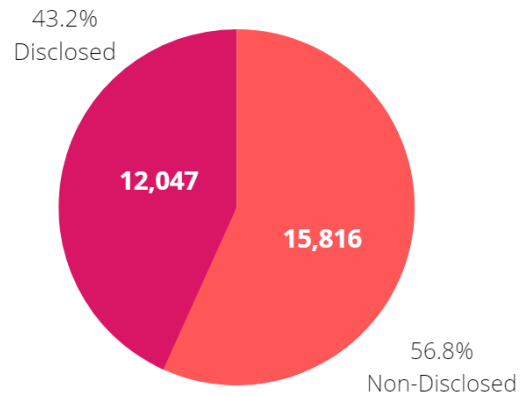


Age



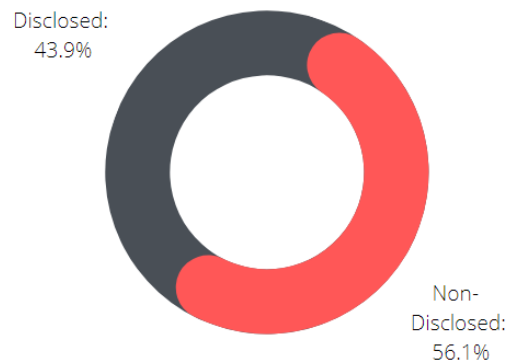
Sexual Orientation

The disclosure rate for employees of Glasgow City Council in regard to Sexual Orientation is less than half. The rate of disclosure is consistently less than half across paygrades, with a non-disclosure rate of between 54.1% and 64.8% from paygrades 1-9+.

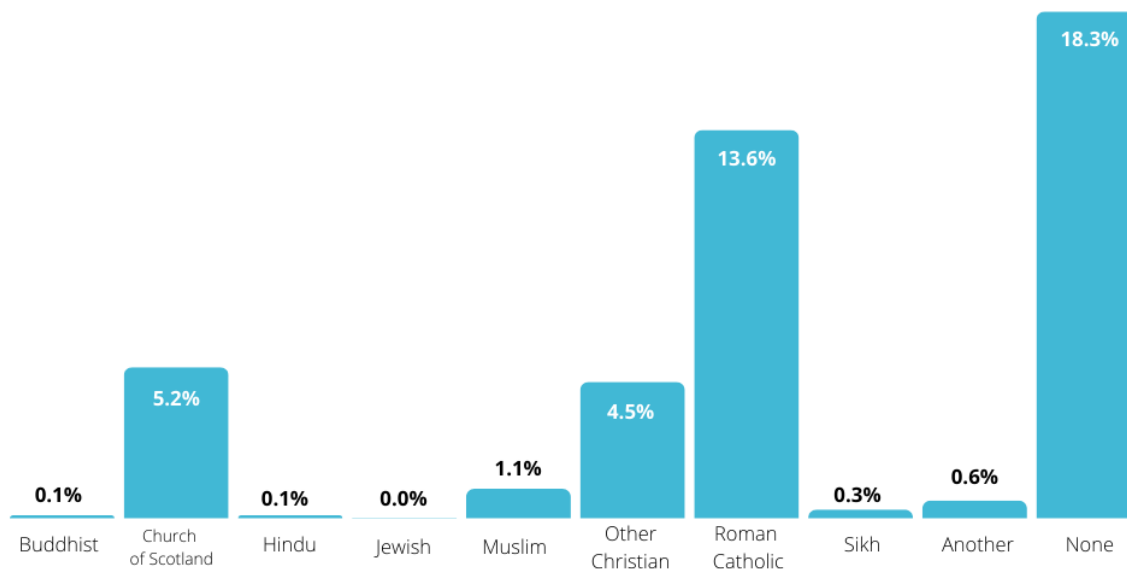


Religion or Belief

As with Sexual Orientation, the disclosure rate for Religion or Belief was less than half, with non-disclosure rates ranging 51.7% to 65% across grades 1-9+.



The chart below depicts the representation of religious beliefs across the council based on what has been disclosed.



Employment Equality Outcomes 2021-2025

Our Employment Equality Outcomes are our key focus areas and were agreed in 2021, they are shown below (the numbers reflect where they sit in the overall organisations equality outcomes):



We have detailed over the next few pages the key activities we will be taking against each of the outcomes.



Outcome - Glasgow City Council Celebrate a diverse and inclusive workplace.

We will achieve this outcome by:

- Taking activity to maintain our accreditations with Employers Network for Equality & Inclusion, Disability Confident, Carer Positive Exemplar Employer and Stonewall Scotland.
- Delivering a calendar of awareness raising activity around all aspects of equality diversity & inclusion with input from employees and our ED&I employee networks.
- Delivering equality diversity & inclusion training across all protected characteristics for all employees with specific input for managers and frontline employees.
- Continue to develop our five equality diversity & inclusion employee and consider developing a youth network to deliver at least four events each per year and work with them to develop 'proposal for change' making recommendation on how we can become a more inclusive employer, our current networks are:
 - **Black and Minority Ethnic Employee Network**
 - **Carers Employee Network**
 - **Disabled Employee Network**
 - **Prism LGBTI+ Network**
 - **Women's Network**
- Ensuring we listen to employees and have mechanisms in place to allow employees to have input to our work on equality, diversity and inclusion.
- Ensure our managers consider ED&I in all their interactions.

- Continually review our ED&I policies, practices, and guidance to ensure they remain up-to-date and relevant.
- Produce and analyse our workforce data across a variety of areas to understand the workforce composition, employee interactions and identify any potential barriers to inform future ED&I activity.
- Take action to increase self-declaration of equalities information from employees to provide a clearer understand of our workforce make-up and better analysis of our equality data.
- Work with equality, diversity and inclusion partners including those from the third sector
- Conduct and publish equality impact assessments on all our proposals and changes which impact our employees.
- Take action in line with Scottish Governments – [Becoming a Leading Fair Work Nation Action Plan](#)



Outcome - Black and minority ethnic people and disabled people have increase representation within Glasgow City Council.

We will achieve this outcome by:

- Continuing to support our BME and disabled networks to deliver at least four events each year.
- Work with the BME and disabled employee networks, the network coordinator and Leadership Sponsor to consider the network's 'proposals for change' and how we can deliver on these.
- Conduct our first BME employee survey.
- Deliver a training and support package to support BME employee's career progression.
- Deliver a BME reciprocal mentoring programme to both assist BME employees career development and leaders in the organisation to understand the lived life experience and barriers faced by BME employees.
- Continue to involve our BME network in recruitment activity including reviewing our practices against the Scottish Government's [Minority Ethnic Recruitment Toolkit](#).
- Implement disability passport scheme to support employees with reasonable adjustments.
- Work with Scottish Union of Supported Employment on their APT PSP programme with Enable Scotland to review our disability employment practices.
- Continue to work with external organisation to deliver programmes of positive action to increase BME and disabled representation within the organisation.
- Take actions to in line with the Scottish Government's [A Fairer Scotland for All - Anti Racist Employment Strategy](#) and [A Fairer Scotland for All – Disabled People Employment Action Plan](#).
- Deliver BME and disabled specific equality training across the organisation.



Outcome – Glasgow City Council has reduced barriers faced by women in the workplace.

We will achieve this outcome by:

- Continuing to support our women's employee network deliver at least four events each year.
- Work with the women's network, the network coordinator, and leadership sponsor to consider the network's 'proposals for change' and how we can deliver on these.
- Achieve accreditation as an [equally safe at work employer](#) to advance gender equality and prevent violence against women.
- Review our gender pay gap, and occupational segregation data to understand our workforce make-up to drive activity.
- Review our guidance on supporting menopause in the workplace and deliver menopause cafes.
- Take action in line with Scottish Governments [A Fairer Scotland for Women – Gender Pay Gap Action Plan](#).
- Complete negotiations for equal pay claimants and implement pay and grading structure which is equality compliant.
- Deliver gender specific equality training across the organisation.



Outcome – Glasgow City Council employees are supported to have improved mental and physical health and wellbeing.

We will achieve this outcome by:

- Achieving the commitments which we have set out in our [Health & Wellbeing Strategy 2021 - 2024](#).
- Create a positive and healthy working environment, engaging in the Healthy Working Lives.
- Deliver the necessary health, safety and wellbeing factors relevant to a physically and psychologically safe workplace.
- Engage all staff with easy access to opportunities and resources to champion their own health and wellbeing.
- Work with our expert partners to continually improve our arrangements to meet the health and wellbeing needs of our diverse workforce.
- Support attendance using our workforce data to design meaningful employee supports that make a difference.
- Procure a provider to deliver our combined employee assistance and occupational health contracts until 2026.



Outcome – Glasgow City Council has progressed LGBTI+ Inclusion in the Workplace.

We will achieve this outcome by:

- Continuing to support our Prism LGBTI+ employee network deliver at least four events each year.
- Work with the Prism employee network, the network coordinator, and Leadership Sponsor to consider the network's 'proposals for change' and how we can deliver on these.
- Take part in Stonewall Scotland Workplace Equality Index and working with the Prism network develop an action plan to ensure true inclusion for our LGBTI+ workforce.
- Deliver LGBTI+ specific equality training across the organisation.

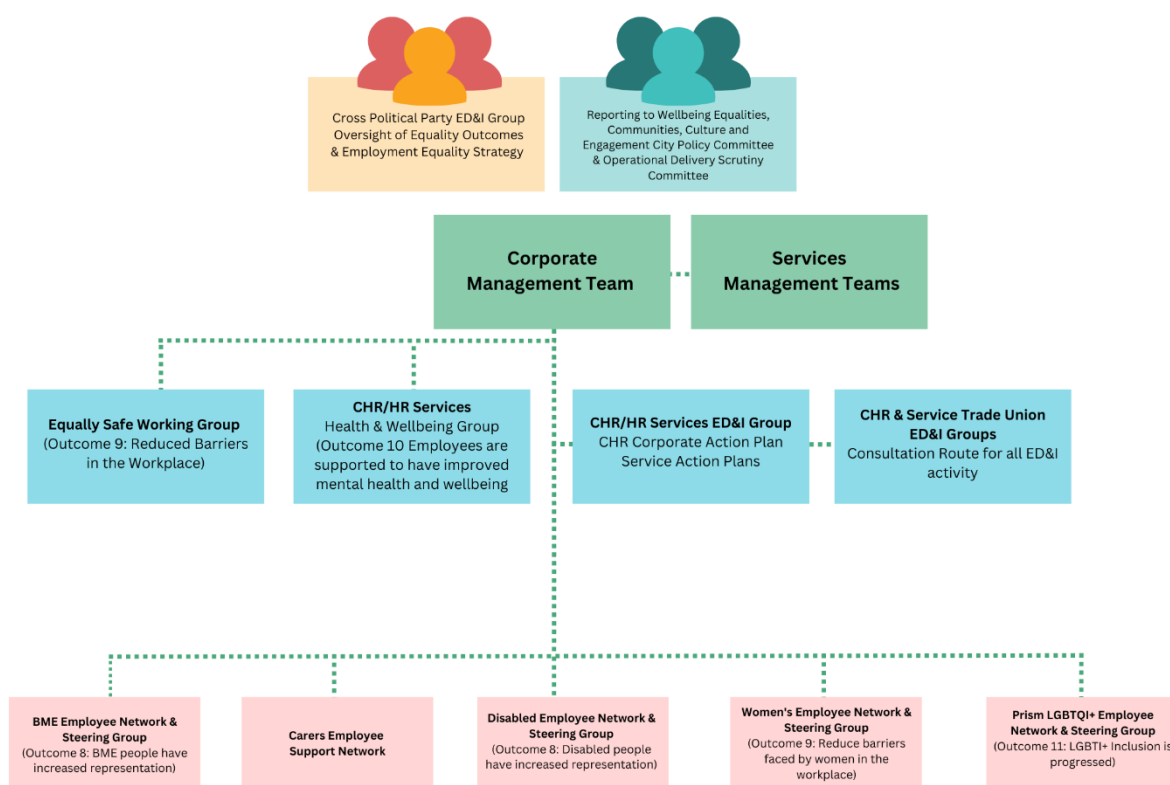
Governance Model

It's important as we take action to achieve our equality outcomes that we involve with our employees with live life experience and our trade unions as well as providing updates to our corporate management team and elected members.

We will develop an Employment ED&I Action Plan which will provide detail of the activities we will take to meet the commitments in this strategy. The CMT will oversee this organisationally with political input at the ED&I Cross Party Working Group and reporting to Wellbeing, Equalities, Communities and Engagement City Policy Committee and Operational Delivery Scrutiny Committee where appropriate. Each service will develop their own Employment ED&I Action Plan overseen by the Service Management Team which will link to the organisational action plan and reporting to Corporate Management Team and Committees.

The visual below shows the governance model for this activity.

Employment ED&I Governance Structure



ED&I Employee Networks

[Our employee networks](#) are instrumental in ensuring we achieve our employment equality outcomes, the networks are:

Black and Minority Ethnic Employee Network

The BME Network is dedicated to achieving equality for BME individuals across the Glasgow City Council family and its ALEOs. The network is a safe space for BME employees and other allies to discuss the BME experience, share ideas, provide each other with support and take steps together towards positive action. The Network hosts 4 meetings annually, and currently has 25 proposals in place to tackle inequality within Glasgow City Council.



Leadership Sponsor: Harjinder Gharyal, Divisional Director, NRS
Network Co-ordinator: Nazim Hamid
Contact: BMENetwork@glasgow.gov.uk

Carers Employee Support Network

The Carers Employee Support Network was created with the understanding that many staff have, or will at some time in the future, have caring responsibilities for an ill, frail, or disabled family member, friend, or partner. Balancing care responsibilities with your own needs and your work responsibilities can sometimes be a challenge. The Carers Network runs events which tackle issues and provide information around topics that members are interested in, such as caring for someone with a particular health issue.

Network Co-ordinator: Jane MacAskill
Contact: equalityanddiversity@glasgow.gov.uk

Disabled Employee Network

Our Disabled Employee Peer Support Network provides a supportive peer environment for our disabled employees and allies. Network events include discussion groups, consultation events, talks from inspirational speakers and disability organisations as well as informal catch ups. The network members work to raise awareness of issues which affect disabled employees and have an input to employment matters to ensure we provide a supportive and appropriate working environment for our disabled workforce.

Contact: equalityanddiversity@glasgow.gov.uk

Women's Network

Our Women's Network provides an opportunity for women – or anyone interested in gender issues – to get together to discuss relevant topics and share ideas, insights, and experiences. The group provides a positive, supportive environment enabling members to relate to one another first and foremost as individuals. The Women's Network have developed the network's priorities along with a plan for events that will support these.



Network Co-ordinators: Corrin Strain, Elaine McHugh
Contact: WomensNetwork@glasgow.gov.uk

Prism Network

Prism is Glasgow City Council's LGBTI+ Employee Network. The Network aims are to attract, support, and develop Lesbian, Gay, Bisexual, Transgender and Intersex colleagues so that they feel confident to be themselves at work. The '+' is representative of those who identify as asexual, pansexual, non-binary, and any other sexual, romantic, or gender identity. The network provides the opportunity for LGBTI+ colleagues – and their straight allies – to get together to discuss relevant topics and share ideas, insights and experiences. The network functions under the belief that if employees can be themselves at work then they will be able to perform better without the burden of hiding or suppressing their identities.



Contact: prism@glasgow.gov.uk

Key Contacts

Organisational ED&I Employment Lead – [Thom Hughes, Corporate HR](#)

ED&I CED/FS HR Contact – [Sharon Kinney](#)

ED&I Education HR Contact – [Katrina Smith](#)

ED&I HSCP Contact – [Linda Cassells](#)

ED&I NRS Contact – [Avril Smith](#)

Get Involved

If you would like to get involved in our equality, diversity and inclusion activities, please email equality&diversity@glasgow.gov.uk