



NHSGGC Workforce Monitoring Report 2024 – 2025

December 2024

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1. Overview – Legal Basis/Purpose

1.1 Introduction

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, directs public bodies to produce an annual Workforce Monitoring Report which outlines their ongoing commitment to meeting the regulations contained therein. As a public body, NHS Greater Glasgow and Clyde (NHSGGC) is required to produce such a report which includes details of:

- The number of staff and their relevant protected characteristics
- Information on the recruitment, development and retention of employees, in terms of their protected characteristics.
- Details of the progress the public body has made to gather and use the above information to enable it to better perform the equality duty.

1.2 Purpose

NHSGGC workforce data shows that as at December 2024, the Board employs 42,203 people. Our whole time equivalent (WTE) at that date was 36,511. This Workforce Monitoring Report demonstrates the country's largest health Board's adherence to the legislative requirements of the Act, as well our commitment to the intrinsic values underpinning this.

This report will be published on the NHSGGC Website and will be made available to our partner organisations with whom we strive to tackle inequality both in the workplace and across all our service functions.

The report will be made available to our staff via Core Brief and will be internally hosted on NHSGGC's HR Connect website. The report aims to assure current and prospective NHSGGC employees of the importance the Board places on ensuring the working environment is free from prejudice and discrimination and, where this is found not to be the case, the importance of taking measures to rectify this.

In addition to the Workforce Monitoring Report and in line with legal duties outlined in the Equality Act 2010 (Specific Duties) (Scotland) Regulation 2012 NHSGGC has prepared an Equal Pay Statement that can be viewed here: [NHSGGC : Equal Pay Statement](#).

2. Current Employees, Recruitment, Promotion and Retention data for each protected characteristic

2.1 Recruitment context

NHSGGC had over 100,000 applications throughout 2024 across a range of job families and contract types from candidates based in over one hundred different countries. Due to the scale of the activity, there were numerous factors influencing the overall figures and skewing this from providing a true reflection of the recruitment activity. To best present this the following criteria has been used from data collected from the national Job Train Recruitment system:

- Permanent and fixed term contracts
- Applicants with a valid UK address
- Applicants deemed eligible
- Unique candidates only

2.2 NHSGGC Employees - Age

The table below shows the age profile of the NHSGGC workforce as at 31 December 2024 using survey age ranges (as applied in the National Census) as both a percentage of the overall workforce and compared to the age demographic of the NHSGGC territorial area. The data is further categorised across pay bands.

% of Workforce by Pay Band: Age Group - NHSGGC	Total Workforce	16-29	30-44	45-59	60+	Data Not Available
Band 1 & 2	6,049	11.4%	24.3%	37.0%	27.3%	0.0%
Band 3	6,578	9.1%	30.7%	38.1%	22.1%	0.0%
Band 4	3,190	10.5%	33.3%	38.8%	17.5%	0.0%
Band 5	9,104	27.8%	40.0%	25.2%	7.0%	0.0%
Band 6	6,859	10.3%	45.5%	35.7%	8.5%	0.0%
Band 7	4,493	2.8%	40.1%	46.4%	10.7%	0.0%
Band 8+	1,764	0.3%	33.0%	55.8%	10.8%	0.0%
Medical and Dental	4,166	19.0%	44.2%	31.1%	5.7%	0.0%
Total	42,203	5,778	15,545	15,087	5,793	0
% of Total Workforce	100.0%	13.7%	36.8%	35.7%	13.7%	0.0%
% GGC Demographic	100.0%	20.4%	20.5%	20.8%	21.3%	0.0%

2.2.1 Recruitment (Age)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by age group. The second table shows the age profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Age: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
15-19 Years	129	45	34.9%
20-24 Years	1,332	647	48.6%
25-29 Years	2,222	760	34.2%
30-34 Years	1,885	610	32.4%
35-39 Years	1,423	465	32.7%
40-44 Years	1,098	319	29.1%
45-49 Years	681	225	33.0%
50-54 Years	587	200	34.1%
55-59 Years	380	93	24.5%
60-64 Years	151	47	31.1%
65+ Years	18	5	27.8%
Prefer Not to Say (Age)	71	17	23.9%
Information Not Available (Age)	2	1	50.0%

% of Total - Age: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
15-19 Years	1.3%	1.3%
20-24 Years	13.3%	18.8%
25-29 Years	22.3%	22.1%
30-34 Years	18.9%	17.8%
35-39 Years	14.3%	13.5%
40-44 Years	11.0%	9.3%
45-49 Years	6.8%	6.6%
50-54 Years	5.9%	5.8%
55-59 Years	3.8%	2.7%
60-64 Years	1.5%	1.4%
65+ Years	0.2%	0.1%
Prefer Not to Say (Age)	0.7%	0.5%
Information Not Available (Age)	0.0%	0.0%

2.2.2 Promotion (Age)

The table below shows staff whose grade has gone up, split by age range. The percentage that each age range makes up of the workforce as a whole is shown.

The table also shows the proportion that each age range accounts for, as percentage, of the overall movement (e.g. 40-44 year olds make up 13.9% of the 1,657 staff whose grade went up).

The data compares the staff member's grade in December 2023 with their grade in December 2024.

Age	% of Workforce Dec 24	% of Staff whose Grade went up
Under 20	0.2%	0.1%
20 - 24	4.2%	4.5%
25 - 29	10.4%	17.4%
30 - 34	12.7%	21.6%
35 - 39	12.4%	17.4%
40 - 44	12.0%	13.9%
45 - 49	11.0%	9.5%
50 - 54	12.0%	7.3%
55 - 59	12.8%	5.3%
60 - 64	9.2%	2.6%
65 +	3.0%	0.4%
Staff (headcount) whose grade went up		1,657

2.2.3 Retention (Age)

The below table shows staff who left the organisation during the period 1st January 2024 to 31 December 2024. For each leaving reason, the proportion that each age group makes up, as a percentage of the whole, is shown (e.g. 2.7% of dismissals were in the age range 20-24).

The percentage that each age group makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Age	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
Under 20	0.0%	1.3%	2.7%	0.0%	0.2%	1.9%	0.7%	0.0%	27	0.2%
20 - 24	0.0%	2.7%	7.5%	0.0%	9.4%	13.1%	10.4%	0.0%	255	4.2%
25 - 29	0.0%	10.7%	25.2%	1.7%	19.4%	19.1%	19.7%	0.0%	470	10.4%
30 - 34	2.0%	8.0%	12.2%	3.0%	21.9%	16.6%	17.7%	0.2%	434	12.7%
35 - 39	5.9%	20.0%	12.9%	3.8%	14.3%	14.5%	12.9%	0.0%	348	12.4%
40 - 44	9.8%	6.7%	10.9%	8.9%	12.4%	8.3%	10.5%	0.1%	269	12.0%
45 - 49	3.9%	9.3%	5.4%	6.3%	10.2%	5.6%	7.7%	0.0%	197	11.0%
50 - 54	15.7%	8.0%	6.8%	12.7%	6.6%	7.3%	7.8%	4.5%	256	12.0%
55 - 59	23.5%	18.7%	3.4%	23.6%	4.3%	7.3%	6.2%	25.5%	466	12.8%
60 - 64	33.3%	8.0%	7.5%	22.8%	1.2%	3.8%	3.6%	33.6%	478	9.2%
65 +	5.9%	6.7%	5.4%	17.3%	0.2%	2.4%	2.9%	36.0%	447	3.0%
	51	75	147	237	588	833	753	963	3,647	

2.3 NHSGGC Employees – Disability

The table below shows the disability disclosure status profile of the NHSGGC workforce as at 31 December 2024 using survey categories (as applied in the National Census) as both a percentage of the overall workforce and compared to the disclosure rate of the NHSGGC territorial area. The data is also categorised by pay band.

% of Workforce by Pay Band: Disability - NHSGGC	Total Workforce	No Registered Disability	Registered Disability	Data Not Available
Band 1 & 2	6,049	44.8%	1.3%	54.0%
Band 3	6,578	46.4%	1.0%	52.6%
Band 4	3,190	42.8%	1.8%	55.4%
Band 5	9,104	58.6%	1.0%	40.4%
Band 6	6,859	50.0%	1.2%	48.8%
Band 7	4,493	45.1%	0.9%	54.0%
Band 8+	1,764	39.3%	0.9%	59.8%
Medical and Dental	4,166	42.9%	0.5%	56.7%
Total	42,203	20,395	448	21,360
% of Workforce (with Known Data)	100.0%	97.9%	2.1%	50.6%
% GGC Demographic	100.0%	78.5%	21.5%	

2.3.1 Recruitment (Disability)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by disability status. The second table shows the disability status profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Disability: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
Registered Disability	1,012	299	29.5%
No Registered Disability	8,962	3,132	34.9%
Information Not Available (Disability)	5	3	60.0%

% of Total - Disability: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
Registered Disability	10.1%	8.7%
No Registered Disability	89.8%	91.2%
Information Not Available (Disability)	0.1%	0.1%

2.3.2 Promotion (Disability)

The table below shows staff whose grade has gone up, split by their disability disclosure status. The percentage that each status makes up of the workforce as a whole is shown.

The table also shows the proportion that each status accounts for as percentage of the overall movement (e.g. staff who disclosed a disability make up 0.5% of the 1,657 staff whose grade went up).

The data compares the staff member’s grade in December 2023 with their grade in December 2024.

Disability	% of Workforce Dec 24	% of Staff whose Grade went up
Staff who disclosed disability	1.1%	0.5%
Staff who disclosed not disabled	48.3%	60.4%
Information not available	48.9%	38.9%
Prefer not to say	1.8%	0.2%
Staff (headcount) whose grade went up		1,657

2.3.3 Retention (Disability)

The below table shows staff who left the organisation during the period 1 January 2024 to 31 December 2024. For each leaving reason, the proportion that each disability disclosure status makes up as a percentage of the whole is shown (e.g. 0.6% of retirees were staff who disclosed a disability).

The percentage that each disability disclosure status makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Disability	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
Staff who disclosed disability	2.0%	0.0%	1.4%	0.8%	1.5%	1.4%	1.5%	0.6%	43	1.1%
Staff who disclosed not disabled	23.5%	48.0%	60.5%	24.9%	54.1%	52.5%	53.9%	18.1%	1,531	48.3%
Information not available	74.5%	52.0%	38.1%	74.3%	44.4%	45.9%	44.2%	81.2%	2,067	48.9%
Prefer not to say	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.4%	0.1%	6	1.8%
	51	75	147	237	588	833	753	963	3,647	

2.4 NHSGGC Employees – Race

The table below shows the race data of the NHSGGC workforce as at 31 December 2024 using survey categories (as applied in the National Census) as both a percentage of the overall workforce and compared to the disclosure rate of the NHSGGC territorial area. In the tables in this section, where ethnicity is less than five people and not expressed as a percentage, these have been reported under “other ethnic groups”.

Ethnicity

% of Workforce by Pay Band: Ethnicity - NHSGGC	Total Workforce	Asian	Black	Other Ethnic Groups	White - All Other	White - Scottish	Data Not Available
Band 1 & 2	6,049	1.8%	2.7%	0.4%	10.6%	50.7%	33.8%
Band 3	6,578	1.9%	3.3%	0.5%	9.9%	56.2%	28.1%
Band 4	3,190	1.6%	1.6%	0.3%	10.4%	59.3%	26.8%
Band 5	9,104	4.3%	5.4%	0.7%	8.9%	55.9%	24.9%
Band 6	6,859	2.1%	1.1%	0.6%	13.1%	62.9%	20.1%
Band 7	4,493	1.3%	0.5%	0.6%	13.7%	65.5%	18.4%
Band 8+	1,764	2.0%	0.1%	0.7%	18.8%	57.6%	20.7%
Medical and Dental	4,166	12.5%	1.9%	3.4%	29.3%	24.4%	28.4%
Total	42,203	1,436	1,101	350	5,501	23,041	10,774
% of Workforce (with Known Data)	100.0%	4.6%	3.5%	1.1%	17.5%	73.3%	25.5%
% GGC Demographic	100.0%	7.6%	1.2%	4.2%	11.3%	75.7%	

2.4.1 Recruitment (Race)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by ethnicity. The second table shows the ethnicity profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Ethnicity: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
African	1,632	255	15.6%
Arab	118	24	20.3%
Asian - Other	102	29	28.4%
Chinese	95	28	29.5%
Indian	514	96	18.7%
Other Ethnic Background	292	90	30.8%
Pakistani	379	48	12.7%
White - British	676	269	39.8%
White - Irish	165	80	48.5%
White - Other	432	169	39.1%
White - Polish	117	43	36.8%
White - Scottish	5,309	2,261	42.6%
Information Not Available (Ethnicity)	148	42	28.4%

% of Total Candidates - Ethnicity: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
African	16.4%	7.4%
Arab	1.2%	0.7%
Asian - Other	1.0%	0.8%
Chinese	1.0%	0.8%
Indian	5.2%	2.8%
Other Ethnic Background	2.9%	2.6%
Pakistani	3.8%	1.4%
White - British	6.8%	7.8%
White - Irish	1.7%	2.3%
White - Other	4.3%	4.9%
White - Polish	1.2%	1.3%
White - Scottish	53.2%	65.8%
Information Not Available (Ethnicity)	1.5%	1.2%

2.4.2 Promotion (Race)

The table below shows staff whose grade has gone up, split by race. The percentage that each race makes up of the workforce as a whole is shown.

The table also shows the proportion that each race accounts for as percentage of the overall movement (e.g. White Scottish make up 53.3% of the 1,657 staff whose grade went up).

The data compares the staff member's grade in December 2023 with their grade in December 2024.

Ethnicity	% of Workforce Dec 24	% of Staff whose Grade went up
Indian	1.4%	0.8%
Pakistani	0.8%	0.6%
Other Asian	0.8%	0.4%
African	2.3%	11.0%
Chinese	0.4%	0.2%
Other Ethnic Background	1.0%	1.1%
White British	8.7%	4.3%
White Irish	1.1%	1.0%
White Polish	0.2%	0.1%
White Scottish	54.6%	53.3%
Other White	3.1%	1.7%
Information not available	24.9%	25.0%
Prefer not to say	0.6%	0.4%
Staff (headcount) whose grade went up		1,657

2.4.3 Retention (Race)

The below table shows staff who left the organisation during the period 1 January 2024 to 31 December 2024. For each leaving reason, the proportion that each race makes up as a percentage of the whole is shown (e.g. 13.5% of retirees were White British).

The percentage that each race makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Ethnicity	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
African	2.0%	8.0%	4.8%	0.8%	2.9%	3.2%	3.1%	0.1%	84	2.3%
Chinese	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.0%	11	0.4%
Indian	0.0%	0.0%	1.4%	0.4%	1.9%	0.7%	0.8%	0.4%	30	1.4%
Other Asian	0.0%	0.0%	1.4%	0.0%	0.2%	0.4%	0.3%	0.2%	10	0.8%
Other Ethnic Background	0.0%	1.3%	2.0%	0.8%	0.7%	0.7%	1.1%	0.3%	27	1.1%
Other White	5.9%	5.3%	3.4%	3.0%	2.6%	2.2%	2.8%	3.9%	111	3.1%
Pakistani	0.0%	0.0%	1.4%	0.8%	0.5%	0.7%	0.7%	0.2%	20	0.8%
White British	13.7%	5.3%	6.8%	5.1%	5.3%	5.6%	5.6%	13.5%	283	8.7%
White Irish	0.0%	0.0%	2.0%	1.3%	1.7%	2.3%	2.3%	0.3%	55	1.1%
White Polish	0.0%	0.0%	2.7%	0.0%	0.3%	0.0%	0.9%	0.0%	13	0.2%
White Scottish	37.3%	42.7%	40.8%	50.2%	45.9%	43.2%	46.5%	47.9%	1,671	54.6%
Information not available	41.2%	37.3%	32.7%	37.1%	37.1%	40.0%	35.1%	32.2%	1,310	24.9%
Prefer not to say	0.0%	0.0%	0.7%	0.4%	0.5%	0.5%	0.5%	0.9%	22	0.6%
	51	75	147	237	588	833	753	963	3,647	

2.5 NHSGGC Employees - Religion and Belief

The table below shows the religion and belief data of the NHSGGC workforce as at 31 December 2024 using survey categories (as applied in the National Census) as both a percentage of the overall workforce and compared to the disclosure rate of the NHSGGC territorial area.

% of Workforce by Pay Band: Religion - NHSGGC	Total Workforce	Christian - Other	Church of Scotland	Muslim	No Religion	Other Religion	Roman Catholic	Data Not Available
Band 1 & 2	6,049	5.4%	11.3%	1.2%	21.9%	1.3%	15.5%	43.4%
Band 3	6,578	6.0%	13.1%	1.1%	22.6%	1.5%	18.8%	36.9%
Band 4	3,190	5.5%	15.0%	0.9%	23.9%	1.3%	16.9%	36.5%
Band 5	9,104	8.6%	9.4%	1.5%	30.1%	1.8%	18.2%	30.3%
Band 6	6,859	5.9%	15.2%	1.1%	30.1%	1.4%	17.7%	28.6%
Band 7	4,493	5.7%	18.8%	0.7%	28.0%	1.3%	17.8%	27.7%
Band 8+	1,764	5.7%	18.2%	0.7%	28.1%	1.8%	14.6%	30.8%
Medical and Dental	4,166	11.6%	6.6%	5.9%	18.4%	7.9%	8.1%	41.5%
Total	42,203	2,930	5,362	668	10,905	899	6,980	14,459
% of Workforce (with Known Data)	100.0%	10.6%	19.3%	2.4%	39.3%	3.2%	25.2%	34.3%
% GGC Demographic	100.0%	4.3%	29.8%	3.4%	31.5%	1.8%	29.1%	

2.5.1 Recruitment (Religion and Belief)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by religion. The second table shows the religion profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Religion: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
Buddhist	69	17	24.6%
Christian - Other	0	0	-
Church of Scotland	746	291	39.0%
Hindu	231	40	17.3%
Jewish	11	1	9.1%
Muslim	775	116	15.0%
No Religion	0	0	-
Other (Religion)	0	0	-
Roman Catholic	1,739	656	37.7%
Sikh	45	12	26.7%
Information Not Available (Religion)	6,363	2,301	36.2%

% of Total - Religion: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
Buddhist	0.7%	0.5%
Christian - Other	0.0%	0.0%
Church of Scotland	7.5%	8.5%
Hindu	2.3%	1.2%
Jewish	0.1%	0.0%
Muslim	7.8%	3.4%
No Religion	0.0%	0.0%
Other (Religion)	0.0%	0.0%
Roman Catholic	17.4%	19.1%
Sikh	0.5%	0.3%
Information Not Available (Religion)	63.8%	67.0%

2.5.2 Promotion (Religion and Belief)

The table below shows staff whose grade has gone up, split by religion and belief. The percentage that each religion and belief makes up of the workforce as a whole is shown.

The table also shows the proportion that each religion and belief accounts for as percentage of the overall movement (e.g. No Religion makes up 27.4% of the 1,657 staff whose grade went up).

The data compares the staff member’s grade in December 2023 with their grade in December 2024.

Beliefs	% of Workforce Dec 24	% of Staff whose Grade went up
Church of Scotland	12.7%	10.4%
Roman Catholic	16.5%	15.7%
Christian - Other	6.9%	13.4%
Muslim	1.6%	1.6%
No Religion	25.8%	27.4%
Buddhist	0.3%	0.2%
Hindu	0.6%	0.4%
Jewish	0.1%	0.1%
Sikh	0.2%	0.0%
Other	0.9%	0.7%
Information not available	30.9%	27.6%
Prefer not to say	3.3%	2.5%
Staff (headcount) whose grade went up		1,657

2.5.3 Retention (Religion and Belief)

The below table shows staff who left the organisation during the period 1 January 2024 to 31 December 2024. For each leaving reason, the proportion that each religion and belief makes up as a percentage of the whole is shown (e.g. 9.3% of retirees disclosed no religion).

The percentage that each religion and belief makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Beliefs	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
Buddhist	0.0%	0.0%	0.0%	0.0%	0.2%	0.7%	0.3%	0.0%	9	0.3%
Christian - Other	5.9%	10.7%	7.5%	3.8%	5.1%	6.4%	7.4%	3.7%	206	6.9%
Church of Scotland	11.8%	12.0%	8.2%	16.9%	9.0%	6.8%	7.6%	19.5%	422	12.7%
Hindu	0.0%	0.0%	0.7%	0.0%	0.9%	0.6%	0.3%	0.2%	15	0.6%
Jewish	0.0%	0.0%	0.0%	0.4%	0.2%	0.0%	0.1%	0.0%	3	0.1%
Muslim	0.0%	0.0%	6.1%	1.7%	0.9%	1.4%	1.6%	0.4%	46	1.6%
No Religion	15.7%	21.3%	27.9%	11.8%	26.4%	27.9%	28.8%	9.3%	787	25.8%
Other	0.0%	0.0%	0.7%	0.8%	1.7%	0.6%	1.1%	0.6%	32	0.9%
Roman Catholic	11.8%	14.7%	12.9%	17.3%	13.1%	11.8%	11.8%	16.8%	503	16.5%
Sikh	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.1%	0.0%	3	0.2%
Information not available	52.9%	38.7%	32.7%	44.7%	40.3%	41.8%	38.1%	45.6%	1,521	30.9%
Prefer not to say	2.0%	2.7%	3.4%	2.5%	2.0%	2.0%	2.8%	3.7%	100	3.3%
	51	75	147	237	588	833	753	963	3,647	

2.6 NHSGGC Employees - Sex

The table below shows the sex data of the NHSGGC workforce as at 31 December 2024 using survey categories (as applied in the National Census) as both a percentage of the overall workforce and compared to the disclosure rate of the NHSGGC territorial area.

% of Workforce by Pay Band: Age Group - NHSGGC	Total Workforce	Female	Male	Data Not Available
Band 1 & 2	6,049	71.4%	28.6%	0.0%
Band 3	6,578	77.9%	22.1%	0.0%
Band 4	3,190	85.6%	14.4%	0.0%
Band 5	9,104	87.0%	13.0%	0.0%
Band 6	6,859	84.8%	15.2%	0.0%
Band 7	4,493	84.8%	15.2%	0.0%
Band 8+	1,764	76.5%	23.5%	0.0%
Medical and Dental	4,166	53.2%	46.8%	0.0%
Total	42,203	33,287	8,916	0
% of Total Workforce	100.0%	78.9%	21.1%	0.0%
% GGC Demographic	100.0%	51.9%	48.1%	0.0%

2.6.1 Recruitment (Sex)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by their gender. The second table shows the gender profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Gender: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
Female	7,134	2,674	37.5%
Male	2,755	731	26.5%
Other	88	28	31.8%

% of Total Candidates - Gender: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
Female	71.5%	77.9%
Male	27.6%	21.3%
Other	0.9%	0.8%

2.6.2 Promotion (Sex)

The table below shows staff whose grade has gone up, split by sex disclosed. The percentage that each sex makes up of the workforce as a whole is shown as a comparison.

The table also shows the proportion that each sex accounts for as percentage of the overall movement (e.g. females make up 80.4% of the 1,657 staff whose grade went up).

The data compares the staff member's grade in December 2023 with their grade in December 2024.

Sex	% of Workforce Dec 24	% of Staff whose Grade went up
Female	78.9%	80.4%
Male	21.1%	19.6%
Staff (headcount) whose grade went up		1,657

2.6.3 Retention (Sex)

The below table shows staff who left the organisation during the period 1 January 2024 to 31 December 2024. For each leaving reason, the proportion that each sex makes up as a percentage of the whole is shown (e.g. 82.2% of retirees are female).

The percentage that each sex makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Sex	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
Female	64.7%	74.7%	74.8%	80.6%	80.6%	77.7%	81.1%	82.2%	2,914	78.9%
Male	35.3%	25.3%	25.2%	19.4%	19.4%	22.3%	18.9%	17.8%	733	21.1%
	51	75	147	237	588	833	753	963	3,647	

2.7 NHSGGC Employees - Sexual Orientation

The table below shows the sexual orientation data of the NHSGGC workforce as at 31 December 2024 using survey categories (as applied in the National Census) as both a percentage of the overall workforce and compared to the disclosure rate of the NHSGGC territorial area.

% of Workforce by Pay Band: Sexual Orientation - NHSGGC	Total Workforce	Bisexual	Gay/Lesbian	Heterosexual	Other	Data Not Available
Band 1 & 2	6,049	1.1%	1.2%	54.5%	0.5%	42.8%
Band 3	6,578	0.7%	1.6%	59.9%	0.4%	37.4%
Band 4	3,190	1.0%	1.3%	60.2%	0.2%	37.4%
Band 5	9,104	1.5%	1.8%	64.9%	0.2%	31.5%
Band 6	6,859	1.0%	1.9%	66.7%	0.2%	30.2%
Band 7	4,493	0.5%	1.7%	69.1%	0.1%	28.6%
Band 8+	1,764	0.6%	1.7%	66.4%	0.0%	31.2%
Medical and Dental	4,166	1.8%	2.3%	64.6%	0.2%	31.1%
Total	42,203	460	713	26,607	108	14,315
% of Workforce (with Known Data)	100.0%	1.6%	2.6%	95.4%	0.4%	34.9%
% GGC Demographic	100.0%	0.9%	2.1%	96.7%	0.4%	

2.7.1 Recruitment (Sexual Orientation)

The first table shows the volume of staff who were interviewed and received a conditional offer of employment by religion. The second table shows the sexual orientation profile of all those that had an interview and of those that received a conditional offer.

The figures are from recruitment activity where the Job Live data was between the 1 January 2024 to 31 December 2024.

Sexual Orientation: 2024	Interviewed	Offer Made	% Successful
NHSGGC	9,979	3,434	34.4%
Bisexual	366	150	41.0%
Gay/Lesbian	361	167	46.3%
Heterosexual	8,721	2,963	34.0%
Other (Sexual Orientation)	81	15	18.5%
Prefer Not to Say (Sexual Orientation)	448	138	30.8%
Information Not Available (Sexual Orientation)	2	1	50.0%

% of Total - Sexual Orientation: 2024	Interviewed	Offer Made
NHSGGC	9,979	3,434
Bisexual	3.7%	4.4%
Gay/Lesbian	3.6%	4.9%
Heterosexual	87.4%	86.3%
Other (Sexual Orientation)	0.8%	0.4%
Prefer Not to Say (Sexual Orientation)	4.5%	4.0%
Information Not Available (Sexual Orientation)	0.0%	0.0%

2.7.2 Promotion (Sexual Orientation)

The table below shows staff whose grade has gone up, split by sexual orientation. The percentage that each sex makes up of the workforce as a whole is shown.

The table also shows the proportion that each sex accounts for as percentage of the overall movement (e.g. Lesbian makes up 0.6% of the 1,657 staff whose grade went up).

The data compares the staff member’s grade in December 2023 with their grade in December 2024.

Sexual Orientation	% of Workforce Dec 24	% of Staff whose Grade went up
Bisexual	1.1%	0.7%
Gay	1.0%	1.4%
Heterosexual	63.0%	66.7%
Lesbian	0.7%	0.6%
Other	0.3%	0.2%
Information not available	31.3%	28.5%
Prefer not to say	2.6%	1.9%
Staff (headcount) whose grade went up		1,657

2.7.3 Retention (Sexual Orientation)

The below table shows staff who left the organisation during the period 1 January 2024 to 31 December 2024. For each leaving reason, the proportion that each sexual orientation makes up as a percentage of the whole is shown (e.g. 56.0% of dismissals relate to staff whose disclosed sexual orientation is heterosexual).

The percentage that each sexual orientation makes up of the workforce as a whole is shown for comparison, with absolute numbers shown for context.

Sexual Orientation	Death In Service	Dismissal	End of Fixed Term Contract	Ill Health	New employment with NHS	Other	Resignation	Retirement	Leavers (headcount)	% of Workforce Dec 24
Bisexual	3.9%	0.0%	4.8%	0.8%	1.0%	1.7%	1.2%	0.2%	42	1.1%
Gay	0.0%	1.3%	1.4%	1.7%	1.7%	1.7%	1.2%	0.1%	41	1.0%
Heterosexual	41.2%	56.0%	58.5%	43.5%	55.8%	52.8%	57.8%	44.8%	1,886	63.0%
Lesbian	0.0%	0.0%	1.4%	0.8%	0.7%	1.1%	0.9%	0.4%	28	0.7%
Other	0.0%	0.0%	0.0%	0.4%	0.0%	0.2%	0.1%	0.2%	6	0.3%
Information not available	54.9%	42.7%	30.6%	50.6%	38.8%	40.3%	36.8%	51.2%	1,559	31.3%
Prefer not to say	0.0%	0.0%	3.4%	2.1%	2.0%	2.2%	2.0%	3.1%	85	2.6%
	51	75	147	237	588	833	753	963	3,647	

2.8 NHSGGC Employees – Marriage and Civil Partnership

The table below shows the relationship status data of the NHSGGC workforce as at 31 December 2024 using survey categories comparable to those applied in the National Census.

Relationship Status	Headcount	NHS GG&C %	Census 2022 %
Dissolved Civil Partnership	5	0.0%	8.4%
Divorced	1,060	2.5%	
Civil Partnership	86	0.2%	46.5%
Married	17,847	42.3%	
Single	23,045	54.6%	38.1%
Widowed	160	0.4%	7.0%
Total	42,203		

2.9 NHSGGC Employees – Pregnancy and Maternity

The table below shows the number of employees returning to work following maternity leave in the period 1 January 2024 to 31 December 2024 with 18 employees leaving employment before their due 'return to work date'.

	Headcount	%
Returned to work	1938	99.1%
Did not return to work	18	0.9%
Total	1956	

3. Observations and Actions

3.1 Age

When comparing the age profile of NHSGGC to the wider community and census data, our largest age groups are within the age ranges of 30-44 and 45-59 (36.8% and 35.7% respectively). This is to be expected given the majority of NHSGGC staff are within nursing and midwifery, allied health professional and medical and dental job families that require experience to be built over a number of years and then years putting that experience into practice.

Reflecting demographic changes, our workforce is getting older. Compared to 2021, our workforce that is 16-20 has reduced from 16% to 13.7% whereas our workforce over 60 has increased from 10.4% to 13.7%. Reflecting the demographic profiles of our communities, our BME workforce tend to be younger than our white workforce.

3.2 Disability

Of all our protected characteristics, disability has our lowest data collection levels. As at December 2024, we had information about 50.6% of our workforce and of those staff members of whom we have data, 2.1% have indicated they have a disability, which is 441 staff. This contrasts with 8% of our workforce who respond via iMatter that they have a disability and 21.5% of the population in the Greater Glasgow and Clyde region with a registered disability. This means that any analysis of the data related to disability at banding or job family level should be treated with caution as the numbers are relatively small.

We continue to seek to improve data collection through improved recording of data for all new starts. We routinely collect and record this for over 90% of new employees, with the hardest to reach groups remaining staff with over ten years' service. We also share reminders via our core communications and, from 2024, have integrated prompts to record data into our occupational health processes, a service through which disabled staff are more likely to seek support.

NHSGGC values the diversity in its workforce and is committed to the Disability Confident programme which replaced the Two Ticks Positive About Disabled People scheme. NHSGGC recognises that disabilities can take many forms and that some employees with a disability can face challenges in the workplace.

The Disability Confident programme means that NHSGGC has made the following commitments:

- To ensure our recruitment process is inclusive and accessible.
- To communicate and promote vacancies through appropriate channels and feature our Disability Confident badge to make sure potential candidates know we are an inclusive employer.
- To offer an interview to all disabled candidates who meet the minimum requirement for the post.

- To anticipate and provide reasonable adjustments as required.

Each year NHSGGC reviews these commitments and what has been achieved, to plan ways to improve on them and to let employees and the Jobcentre know about progress and future plans.

NHSGGC's Staff Disability Forum which was established in response to engagement with disabled staff, continually seeks to make positive changes in the organisation and provide a support network for disabled staff. The Staff Disability Forum is further supported by a non-Executive Board Member Diversity Champion.

With 360 staff on the Forum's email distribution list, the Forum is an important route for NHSGGC to promote equality and protect disabled staff against discrimination. We want staff to feel confident to disclose their disability without fear of stigma or negative response and will continue to work with Forum members to contribute to their action plan to improve the experience of staff with disabilities. For example, in 2024 we launched our updated Reasonable Adjustment Guide, providing clear guidance to managers about how to discuss required adjustments with staff. This work aligns to previous work to develop our Workplace Adjustment Passport. We promoted both through our annual celebration of Disability History Month with the Forum.

Following engagement with employees, the Staff Disability Forum established a Neurodivergent Sub Group in order to:

- Provide Neurodivergent staff members with support and a safe place to be our Neurodivergent selves.
- Provide input into NHSGGC policy and procedures where appropriate.
- Provide, where appropriate and where group members have the time, advice to the wider NHSGGC staff group regarding matters related to Neurodivergence.

In 2024, this group worked together with Staff Experience and trade union representatives to develop a new guide for how best to support Neurodivergent colleagues. This guide was launched at the start of 2025.

3.3 Race

NHSGGC has a diverse minority ethnic workforce with 9.2% of our workforce now BME, a substantial increase since 2021 when it was 5.2% (of staff who's data we have recorded). 13% of the population in the greater Glasgow and Clyde area is BME as per the most recent census.

Some of this increase has been related to the successful international recruitment campaigns, particularly for nurses in 2022, 2023 and 2024. We see this in the large increase in band 5 with black ethnicity. We also have a high percentage of doctors from a BME background at 25% (18% if including "data not known" in the calculation).

Our recruitment data does show improvement in attracting BME candidates with over 16% of all job offers being made to BME candidates. However, it remains true that white candidates who are interviewed are more likely to be appointed than BME candidates and

improving this remains a focus for the Board. We will continue to diversify our workforce through new approaches being implemented through our Recruitment and Attraction Plan and through our new anti-racism plan. We are making particular efforts to better diversify at management and senior levels. Key mechanisms identified through our anti-racism plan include our dedicated leadership programme for 30 BME employees – delivered in partnership with PATH Scotland - which supports the aspirations for employees to move into senior and promoted posts, and a new mentoring programme launching in 2025.

Ensuring BME employees feel safe and supported and equal members of the NHSGGC workforce 'family' is of paramount importance. NHSGGC has established a BME Staff Network as a means of supporting BME employees who want to share their experiences of working with us. By December 2024 Network the network had 393 members is supported by a non-Executive Board Member Diversity Champion and links directly into the Workforce Equality Group (WEG). We continue to improve the support to our BME staff, through our Speak Up! And Active Bystanders campaign to ensure staff are aware and confident around the range of ways they can raise issues and through putting in place new support mechanisms, such as improving the service available via our HR Support and Advice Unit and through our new Peer Support network, which all staff can access.

We have further emphasised to staff across the organisation the importance of inclusivity, through the promotion of diversity in partnership with our staff led forums/ network. For example, every October we celebrate Black History Month with a programme of online seminars, in-person networking events and stalls across our local sites. In August 2023 and 2024 the Network hosted an event to celebrate South Asian Heritage Month.

In 2024, we launched our 'Stand Against Racism' campaign. The campaign is based on feedback received from BME colleagues and promotes two calls to action – the first to report any witnessed experience of racism and secondly to actively challenge racism.

3.4 Religion and Belief

NHSGGC is a multi-faith employer and makes provision for staff to be supported at work through a range of contemplative quiet spaces and prayer rooms and a pro-active Spiritual Care Service offering support to all staff. Important dates for faith and belief groups are highlighted to our staff through regular corporate communications and development of our Equality, Diversity and Inclusion Calendar. We have a monthly Core Brief that exclusively focuses on equality, diversity and inclusion which, for example, was used to raise awareness and support for staff observing Ramadan.

3.5 Sex

The sex profile of NHSGGC varies significantly from the population profile of the areas we serve however the disparity in workforce sex balance is present across all territorial boards and other care settings. Our belief that the NHSGGC workforce should reflect the communities we serve means that longitudinal work to challenge sex-based stereotypes about care providing roles will be required to better understand the perceived and real barriers that prevent men from following caring careers with the NHS.

To support this, NHSGGC avoids stereotypes when advertising roles and gives careful consideration to the use of images of professionals in promotional material.

Reflecting the gender balance of our Workforce, in 2024 NHSGGC has signed up to the Equally Safe at Work accreditation. This programme provides a framework that supports employers to improve their employment practice to advance gender equality at work and prevent violence against women. We are aiming to meet the bronze standard by December 2025. As part of this, NHSGGC has launched our own Sexual Harassment: Cut It Out programme.

3.6 Sexual Orientation

NHSGGC promotes the workplace as a fair and equitable place to work for LGBTQ+ people. The organisation has developed an LGBTQ+ Staff Forum and currently supports more than 200 staff to engage in mainstream decision making. The LGBTQ+ Staff Forum is an active participant in the Workforce Equality Group (WEG) alongside the other Staff Forums. They run a rolling programme of social events and learning programmes for LGBTQ+ staff and their allies and in 2024, for the first time, the forum held a joint event with Police Scotland for the Trans Day of Remembrance.

The Forum has been instrumental in further promoting NHSGGC as an inclusive place to work for LGBTQ+ people by supporting the continued distribution of rainbow lanyards with supporting material across all staff groups. Working in partnership, the forum developed and published good practice guidance for the use of pronouns, which was shared with all staff in 2023. Since the launch of the NHS Scotland Pride Pledge programme in June 2021, more than 9200 pledges have been made (and badges distributed) by NHSGGC staff.

3.7 Marriage and Civil Partnership

Within NHSGGC the rate of reported divorces is lower than reported in the most recent Census. The rate of married people working in NHSGGC is higher than that reported in the Census. The rate of widowers is lower compared to the Census which reflects the typical retirement age of NHSGGC employees and the likelihood of spousal death in the over 70 age category.

3.8 Pregnancy and Maternity

NHSGGC has presented data showing a small number of employees who do not return to work following pregnancy. Each case is managed in a person-centred way with Human Resources support.

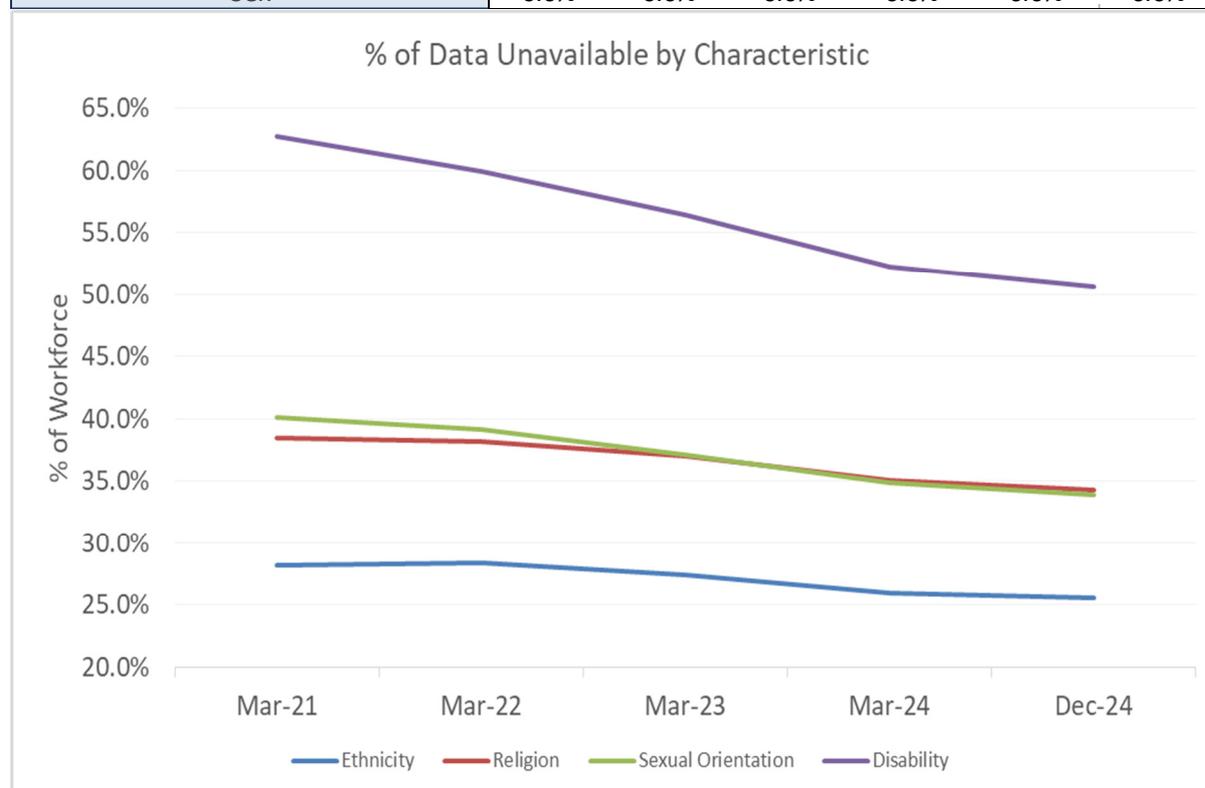
4. Data Considerations

To provide an accurate reflection of the demographics for analysis purposes, NHSGGC is reliant upon high disclosure rates by employees using data systems that are accessible and trusted. Whilst there is 100% complete data available for both Age and Sex, there is variation in disclosure rates across the remaining protected characteristic groups as

shown in the below tables. Missing information is typically comprised of ‘prefer not to answer’ and ‘don’t know’ responses or fields that have been left blank.

Data analysis shows a steady improvement trend in the percentage of protected characteristic data that is unknown for the reporting period 2023-2024. The largest group of staff for which information is missing is for those with over ten years of service, with over 90% completion rate for all new staff joining the organisation

% Data Unavailable	Mar-21	Mar-22	Mar-23	Mar-24	Dec-24	Variance
Ethnicity	28.2%	28.4%	27.4%	26.0%	25.5%	-2.7%
Religion	38.4%	38.1%	37.1%	35.1%	34.3%	-4.2%
Sexual Orientation	40.1%	39.2%	37.2%	34.9%	33.9%	-6.2%
Disability	62.7%	59.9%	56.5%	52.3%	50.6%	-12.1%
Age	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sex	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



This report has not included reference to the protected characteristic Gender Reassignment as this information is not routinely collected within the eESS information management system. Work is underway at a Scotland-wide level to improve and update how we capture and record equality data, including broadening the data we hold.

5. Next Steps

Looking forward to 2025/26, the Workforce Equality Group will continue to work with our staff led forums to identify key priorities for how we continue to improve the experiences of staff with protected characteristics. As set out in the new Equality Scheme for NHSGGC – A Fairer Glasgow – workforce priorities for the coming year include:

- Our staff are treated fairly and consistently, with dignity and respect, in an environment where diversity is valued
- Our data collection is legally compliant and is used to improve equality and diversity of our workforce
- Continuing to build an inclusive culture, where all staff feel listened to and are confident in speaking up.
- We have taken all the actions in our control to reduce equal pay gaps by sex, disability and ethnicity
- Attract, develop, and retain a workforce at all levels that reflects the communities we serve.

Key deliverables over the course of the Equality Scheme for the WEG include:

- Deliver the workforce-facing element of NHSGGC's anti-racism plan in partnership with our BME Staff Network, Staff Side partners and broader Workforce Equality Group membership
- We will deliver the 'Sexual Harassment: Cut it Out' programme, to create an inclusive culture where there is zero tolerance for sexual harassment and everyone at work feels safe.
- Mainstreaming our reasonable adjustment guidance and workforce adjustment passport to ensure a Think Yes culture in every part of NHSGGC
- Continuing to promote an inclusive culture through a programme of events, learning and activities that recognises the contribution of all our staff.

Improvements will be monitored across the lifespan of this report and fed into NHSGGC's Workforce Equality Group (WEG), chaired by the Director of Human Resources and Organisational Development with representation from Staff-Side, Staff Forums, Organisational Development, non-executive Board members and Workforce Planning. NHSGGC will work closely with our three established staff Forums/Network to develop and deliver these improvements, ensuring that the solutions put in place reflect the lived experience of our staff with protected characteristics.

Key to delivering these improvements is that we continue to promote the collection of equality data across all protected characteristic groups. This will create a more robust data set which will facilitate better informed, more meaningful analysis.

The above acknowledges progress made to gather workforce information, but also serves to highlight barriers to use existing data sets to better meet the requirements of the Public Sector Equality Duty.

6. Acknowledgements

Sincere thanks are extended to members of NHSGGC's Workforce Equality Group and NHSGGC Staff Forums and Network, who continue to support our colleagues during difficult times. Thanks also to our Workforce Planning and Analytics Team who compiled this report.

If you require this document in an alternative format or language please contact us at Equality@ggc.scot.nhs.uk.