



NHSGGC Workforce Monitoring Report 2025/26

December 2025

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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 and publish 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.

This report covers the twelve month period of 1 January 2025 to 31 December 2025. Where a point in time figure is required, we have used the date 31 December 2025.

1.2 Purpose

NHSGGC workforce data shows that as at December 2025, the Board employs 42,362 substantive staff. Our whole time equivalent (WTE) at that date was 36,513. 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. Workforce Equality Data

2.1 Recruitment context

NHSGGC had over 100,000 applications throughout 2025 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 Age

The table below shows the age profile of the NHSGGC workforce as of 31 December 2025 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	5,792	10.7%	24.2%	36.1%	29.0%	0.0%
Band 3	6,548	8.6%	31.1%	37.1%	23.2%	0.0%
Band 4	3,125	8.6%	33.8%	39.4%	18.2%	0.0%
Band 5	9,043	26.1%	41.5%	24.8%	7.6%	0.0%
Band 6	7,275	10.1%	45.2%	35.6%	9.1%	0.0%
Band 7	4,548	2.3%	38.7%	47.4%	11.6%	0.0%
Band 8+	1,774	0.3%	32.6%	55.3%	11.8%	0.0%
Medical and Dental	4,257	17.9%	45.0%	30.9%	6.2%	0.0%
Total	42,362	5,416	15,788	15,040	6,118	0
% of Total Workforce	100.0%	12.8%	37.3%	35.5%	14.4%	0.0%
% GGC Demographic	100.0%	20.4%	20.5%	20.8%	21.3%	0.0%

The below provides a similar view of the NHSGGC workforce as at 31 December 2020. This suggests that over this five-year period, there has been a marked increase in staff aged under 29 and a corresponding decrease in staff aged over 60.

% of Workforce by Pay Band: Age Group - NHSGGC	Total Workforce	16-29	30-44	45-59	60+	Data Not Available
Band 1 & 2	7,059	4.5%	20.8%	32.4%	42.3%	0.0%
Band 3	5,495	2.9%	22.7%	34.9%	39.5%	0.0%
Band 4	2,743	2.0%	25.1%	39.4%	33.4%	0.0%
Band 5	9,074	9.0%	46.3%	30.2%	14.5%	0.0%
Band 6	6,306	0.9%	36.9%	42.9%	19.3%	0.0%
Band 7	4,009	0.1%	24.5%	50.5%	24.9%	0.0%
Band 8+	1,616	0.0%	17.0%	53.7%	29.3%	0.0%
Medical and Dental	3,945	1.9%	49.1%	36.3%	12.7%	0.0%
Total	40,247	1,484	13,135	15,052	10,576	0
% of Total Workforce	100.0%	3.7%	32.6%	37.4%	26.3%	0.0%

2.2.1 Recruitment (Age)

The table shows the volume of staff who were interviewed and received a conditional offer of employment by age group. The figures are from recruitment activity where the Job Live date was between 1 January 2025 to 31 December 2025.

Candidates Protected Status: Age Group	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	23,469	100.0%	6,995	100.0%
15-29 Years	8,362	35.6%	2,694	38.5%
30-44 Years	10,710	45.6%	3,092	44.2%
45-59 Years	3,735	15.9%	1,037	14.8%
60+ Years	451	1.9%	118	1.7%
Information Not Available	211	0.9%	54	0.8%

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 13.5% of the 1,781 staff whose grade went up).

The data compares the staff member's grade in December 2024 with their grade in December 2025.

Age	% of Workforce	% of Staff Whose Grade Went Up
Under 20	0.2%	0.2%

20-24	4.0%	5.4%
25-29	9.9%	18.3%
30-34	12.9%	18.9%
35-39	12.5%	17.0%
40-44	12.0%	13.5%
45-49	11.5%	10.8%
50-54	1.3%	7.5%
55-59	12.7%	5.4%
60-64	9.7%	2.4%
65+	3%	0.6%
Staff (headcount) whose grade went up		1,781

2.2.3 Retention (Age)

The below table shows staff who left the organisation during the period 1st January 2025 to 31 December 2025. For each leaving reason, the proportion that each age group makes up, as a percentage of the whole, is shown (e.g. 3.4% 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 2025
Under 20	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	1.3%	0.0%	27	0.02%
20-24	0.0%	3.4%	16.5%	0.5%	9.2%	11.5%	9.1%	0.0%	207	4.0%
25-29	4.2%	4.6%	13.9%	0.9%	23.6%	19.4%	20.8%	0.0%	415	9.9%
30-34	0.0%	18.4%	23.5%	4.1%	17.1%	14.0%	16.6%	0.0%	344	12.9%
35-39	8.3%	11.5%	8.7%	5.5%	14.7%	14.1%	12.7%	0.0%	291	12.5%
40-44	4.2%	6.9%	11.3%	4.1%	14.7%	13.2%	11.1%	0.02%	271	12.0%
45-49	4.2%	9.2%	3.5%	9.2%	8.0%	7.4%	9.3%	0.0%	186	11.5%
50-54	10.4%	13.8%	1.7%	12.0%	4.5%	5.0%	6.5%	4.4%	179	11.3%
55-59	33.3%	9.2%	5.2%	18.4%	6.2%	5.1%	6.7%	23.2%	369	12.7%
60-64	27.1%	11.5%	11.3%	25.3%	1.5%	5.1%	4.6%	30.1%	406	9.7%
65+	8.3%	11.5%	4.3%	19.8%	0.3%	2.3%	1.5%	41.9%	429	3.3%
	48	87	115	217	584	645	615	813	3,124	

2.3 Disability

The table below shows the disability disclosure status profile of the NHSGGC workforce as at 31 December 2025 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	5,792	46.3%	1.6%	52.2%
Band 3	6,548	49.0%	1.3%	49.7%
Band 4	3,125	44.8%	1.9%	53.3%
Band 5	9,043	60.9%	1.1%	38.0%
Band 6	7,275	52.4%	1.2%	46.4%
Band 7	4,548	46.9%	0.9%	52.2%
Band 8+	1,774	40.9%	1.4%	57.7%
Medical and Dental	4,257	43.2%	0.5%	56.3%
Total	42,362	21,304	509	20,549
% of Workforce (with Known Data)	100.0%	97.7%	2.3%	48.5%
% GGC Demographic	100.0%	78.5%	21.5%	

The below provides a similar view of the NHSGGC workforce as at 31 December 2020. Over this five-year period, we can see a significant reduction in the number of staff we do not hold disability data on from 62.2% to 48.5%. However, with only 2.3% of our workforce of whom we hold data recording a disability, this is still significant under reporting. The annual iMatter survey records that 8% of NHSGGC employees have a disability. Improving our data collection will continue to be an area of focus.

% of Workforce by Pay Band: Disability - NHSGGC	Total Workforce	No Registered Disability	Registered Disability	Data Not Available
Band 1 & 2	7,059	29.4%	0.6%	70.0%
Band 3	5,495	33.0%	0.7%	66.2%
Band 4	2,743	28.4%	1.0%	70.6%
Band 5	9,074	48.7%	0.6%	50.8%
Band 6	6,306	37.8%	0.8%	61.4%
Band 7	4,009	34.2%	0.5%	65.3%
Band 8+	1,616	27.9%	0.6%	71.5%
Medical and Dental	3,945	41.7%	0.5%	57.7%
Total	40,247	14,940	260	25,047
% of Workforce (with Known Data)	100.0%	98.3%	1.7%	62.2%

2.3.1 Recruitment (Disability Status)

The table below shows the number of candidates who were interviewed and subsequently received a conditional offer of employment, broken down by disability status. Almost 10% of all appointments were offered to candidates who disclosed a disability, indicating that our work as a Disability Confident employer is having a positive impact.

The figures reflect recruitment activity for posts with a Job Live date between 1 January 2025 and 31 December 2025.

Candidates Protected Status: Disability	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	15,667	100.0%	4,325	100.0%
Registered Disability	1,792	11.4%	426	9.8%
No Registered Disability	13,733	87.7%	3,850	89.0%
Information Not Available	142	0.9%	49	1.1%

2.3.2 Promotion (Disability Status)

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 0.6% of the 1,781 staff whose grade went up).

The data compares the staff member's grade in December 2024 with their grade in December 2025. However, this table must be considered with caution given that the majority of staff with a disability are not recorded in our system, as set out at 2.3.

Disability	% of Workforce December 2025	% of Staff whose Grade went up
Staff who disclosed disability	1.2%	0.6%
Staff who disclosed not disabled	5.4%	63.4%
Information not available	46.5%	35.8%
Prefer not to say	2.0%	0.2%
Staff (headcount) whose grade went up		1,781

2.3.3 Retention (Disability Status)

The below table shows staff who left the organisation during the period 1 January 2025 to 31 December 2025. For each leaving reason, the proportion that each disability disclosure status makes up as a percentage of the whole is shown (e.g. 2.0% 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. As before, these figures must be considered with caution given how few of our staff have recorded on our system they have a disability.

Disability	Death in Service	Dismissal	End of Fixed Term Contract	Ill Health	New Employment With NHS	Other	Resignation	Retirement	Leavers (Headcount)	% of Workforce December 2025
Staff who disclosed disability	4.2%	1.1%	1.7%	1.4%	1.4%	1.1%	1.1%	2.0%	46	1.2%
Staff who disclosed not disabled	35.4%	40.2%	64.3%	28.6%	62.7%	61.1%	61.1%	19.8%	1,485	50.3%
Information not available	60.4%	58.6%	33.9%	70.0%	35.6%	37.7%	37.6%	78.1%	1,588	46.5%
Prefer not to say	0.0%	0.0%	0.0%	0.0%	0.3%	0.2%	0.2%	0.1%	5	2.0%
	48	87	115	217	584	645	615	813	3,124	

2.4 NHSGGC Employees – Race and Ethnicity

The table below shows the ethnicity data of the NHSGGC workforce as at 31 December 2025 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 minimal and not expressed as a percentage, these have been reported under “other ethnic groups”.

% 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	5,792	2.1%	2.7%	0.4%	10.5%	51.3%	33.0%
Band 3	6,548	2.1%	4.6%	0.5%	9.7%	55.4%	27.8%
Band 4	3,125	1.7%	1.0%	0.5%	10.3%	60.7%	25.8%
Band 5	9,043	4.4%	6.5%	0.7%	8.5%	55.5%	24.3%
Band 6	7,275	2.3%	1.3%	0.7%	12.5%	63.3%	20.0%
Band 7	4,548	1.4%	0.5%	0.5%	13.8%	65.9%	17.9%
Band 8+	1,774	1.8%	0.1%	0.7%	18.8%	57.7%	20.9%
Medical and Dental	4,257	13.0%	2.2%	3.7%	29.9%	23.9%	27.3%
Total	42,362	1,526	1,279	385	5,478	23,153	10,539
% of Workforce (with Known Data)	100.0%	4.8%	4.0%	1.2%	17.2%	72.8%	24.9%
% GGC Demographic	100.0%	7.6%	1.2%	4.2%	11.3%	75.7%	

The below provides a similar view of the NHSGGC workforce as at 31 December 2020. Over this period, our BME workforce has increased from 5.2% of our workforce to 10%.

% 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	7,059	1.4%	1.1%	0.3%	11.7%	50.0%	35.4%
Band 3	5,495	1.3%	0.7%	0.5%	13.1%	58.4%	26.0%
Band 4	2,743	1.1%	0.2%	0.2%	11.8%	60.6%	26.0%
Band 5	9,074	3.1%	1.1%	0.4%	9.8%	61.9%	23.6%
Band 6	6,306	1.5%	0.5%	0.5%	14.3%	62.8%	20.3%
Band 7	4,009	1.1%	0.5%	0.4%	16.2%	62.6%	19.2%
Band 8+	1,616	1.6%	0.1%	0.7%	21.7%	55.0%	20.9%
Medical and Dental	3,945	8.9%	0.7%	2.3%	22.5%	26.5%	39.1%
Total	40,247	998	302	241	5,561	22,427	10,718
% of Workforce (with Known Data)	100.0%	3.4%	1.0%	0.8%	18.8%	75.9%	26.6%

2.4.1 Recruitment (Race and Ethnicity)

The table shows the volume of staff who were interviewed and received a conditional offer of employment by ethnicity. The figures are from recruitment activity where the Job Live date was between the 1 January 2025 to 31 December 2025.

Ensuring equity in our recruitment processes has been a key focus for NHSGGC and with 21% of our offers being to applicants from a BME background, this suggests we are making good progress.

Candidates Protected Status: Ethnicity	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	23,469	100.0%	6,995	100.0%
BME	8,881	37.8%	1,468	21.0%
White	14,237	60.7%	5,446	77.9%
Information Not Available	351	1.5%	81	1.2%

2.4.2 Promotion (Race and Ethnicity)

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

The table also shows the proportion that all ethnic groups combined accounts for as percentage of the overall movement (e.g. White Scottish make up 64.0% of the 1,781 staff whose grade went up). The data compares the staff member's grade in December 2024 with their grade in December 2025.

Ethnicity	% of Workforce Dec 25	% of staff whose grade went up
Bangladeshi	0.1%	0.0%
Indian	1.5%	1.1%
Pakistani	0.9%	0.6%
Other Asian	0.8%	0.4%
African	2.8%	2.2%
Caribbean	0.2%	0.0%
Chinese	0.4%	0.3%
Other Black	0.1%	0.0%
Other Ethnic Background	0.9%	0.4%
White British	8.6%	5.6%
White Irish	1.1%	1.1%
White Polish	0.2%	0.2%
White Scottish	54.7%	64.0%
Other White	3.1%	2.7%
Information not available	24.2%	21.1%
Prefer not to say	0.7%	0.3%
Staff (Headcount) whose grade went up		1,781

2.4.3 Retention (Race and Ethnicity)

The below table shows staff who left the organisation during the period 1 January 2025 to 31 December 2025. For each leaving reason, the proportion that each race and ethnicity makes up as a percentage of the whole is shown (e.g. 13.3% of retirees were White British).

The percentage that each race and ethnicity 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 (Head count)	% of Workforce Dec 2025
African	4.2%	8.0%	1.7%	0.9%	2.9%	5.4%	5.2%	0.6%	102	2.8%
Bangladeshi	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%	2	0.1%
Caribbean	0.0%	1.1%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	5	0.2%
Chinese	0.0%	0.0%	1.7%	0.0%	0.0%	0.9%	0.3%	0.1%	11	0.4%
Indian	0.0%	0.0%	0.0%	0.9%	1.7%	1.6%	0.7%	0.4%	31	1.5%
Other Asian	0.0%	0.0%	0.0%	0.5%	0.7%	1.1%	0.2%	0.5%	17	0.8%
Other Black	0.0%	0.0%	0.0%	0.5%	0.0%	0.2%	0.0%	0.1%	3	0.1%
Other Ethnic Background	0.0%	0.9%	0.9%	0.0%	0.5%	0.6%	0.7%	0.2%	14	0.9%
Other White	0.0%	2.3%	5.2%	3.2%	1.4%	1.7%	2.8%	4.1%	84	3.1%
Pakistani	0.0%	1.1%	3.5%	0.5%	0.9%	0.5%	1.0%	0.4%	23	0.9%
White British	6.3%	3.4%	6.1%	10.6%	5.7%	6.0%	6.8%	13.3%	258	8.6%
White Irish	2.1%	1.1%	6.1%	0.0%	2.6%	0.9%	1.5%	0.5%	43	1.1%
White Polish	0.0%	0.0%	1.7%	0.0%	0.2%	0.3%	0.2%	0.0%	6	0.2%
White Scottish	45.8%	42.5%	43.5%	39.2%	53.9%	46.8%	47.6%	49.1%	1,503	54.7%
Information not available	41.7%	40.2%	27.8%	43.3%	29.6%	33.2%	32.7%	29.3%	1,007	24.2%
Prefer not to say	0.0%	0.0%	0.0%	0.5%	0.0%	0.2%	0.3%	1.4%	15	0.7%
	48	87	115	217	584	645	615	813	3,124	

2.5 Religion and Belief

The table below shows the religion and belief data of the NHSGGC workforce as at 31 December 2025 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	5,792	5.6%	11.2%	1.3%	22.3%	1.4%	15.6%	42.6%
Band 3	6,548	7.0%	12.4%	1.3%	23.3%	1.6%	18.9%	35.6%
Band 4	3,125	4.9%	14.8%	1.0%	25.4%	1.5%	16.9%	35.5%
Band 5	9,043	9.4%	8.9%	1.6%	30.9%	1.7%	18.1%	29.3%
Band 6	7,275	6.0%	14.3%	1.0%	31.1%	1.6%	18.0%	28.0%
Band 7	4,548	5.8%	18.6%	0.7%	28.9%	1.4%	17.8%	26.9%
Band 8+	1,774	5.6%	18.2%	0.6%	29.1%	1.8%	14.1%	30.7%
Medical and Dental	4,257	10.9%	6.5%	6.6%	21.7%	7.9%	8.9%	37.7%
Total	42,362	3,048	5,211	734	11,419	932	7,051	13,967
% of Workforce (with Known Data)	100.0%	10.7%	18.4%	2.6%	40.2%	3.3%	24.8%	33.0%
% GGC Demographic	100.0%	4.3%	29.8%	3.4%	31.5%	1.8%	29.1%	

The table below provides a baseline view of the NHSGGC workforce as at 31 December 2020, categorising staff by religion and belief across all pay bands to facilitate a five-year comparison of our organisational diversity.

% 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	7,059	3.3%	14.3%	0.6%	17.6%	1.1%	15.8%	47.3%
Band 3	5,495	3.7%	16.8%	0.7%	18.7%	1.2%	20.7%	38.2%
Band 4	2,743	4.5%	19.4%	0.6%	19.4%	1.3%	17.1%	37.7%
Band 5	9,074	5.5%	13.4%	0.7%	28.9%	1.6%	19.5%	30.4%
Band 6	6,306	5.6%	18.4%	0.7%	24.8%	1.5%	17.6%	31.4%
Band 7	4,009	5.9%	20.6%	0.5%	23.1%	1.3%	17.7%	30.9%
Band 8+	1,616	5.8%	19.0%	0.6%	24.3%	1.9%	13.8%	34.5%
M&D	3,945	9.2%	7.6%	3.3%	15.4%	7.1%	8.4%	48.9%
Total	40,247	2,109	6,283	355	8,912	778	6,869	14,941
% of Workforce (with Known Data)	100.0%	8.3%	24.8%	1.4%	35.2%	3.1%	27.1%	37.1%
% GGC Demographic	100.0%	4.3%	29.8%	3.4%	31.5%	1.8%	29.1%	

The most significant change in our faith profile is the increase in the number of our colleagues who identify as Muslim; since 2020, the number of staff identifying as Muslim has risen from 355 to 734. At 2.6% of our total workforce, we are closing the gap toward the 3.4% local demographic.

Religion / Belief Category	Dec 2020 Headcount	Dec 2025 Headcount	Numerical Change
Muslim	355	734	+379
No Religion	8,912	11,419	+2,507
Roman Catholic	6,869	7,051	+182
Church of Scotland	6,283	5,211	-1,072
Christian - Other	2,109	3,048	+939
Other Religion	778	932	+154
Data Not Available	14,941	13,967	-974
Total Workforce	40,247	42,362	+2,115

2.5.1 Recruitment (Religion and Belief)

The table shows the volume of staff who were interviewed and received a conditional offer of employment by religion. The figures are from recruitment activity where the Job Live date was between the 1 January 2025 to 31 December 2025.

Candidates Protected Status: Religion & Belief	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	23,469	100.0%	6,995	100.0%
Christian - Other	4,060	17.3%	701	10.0%
Church of Scotland	1,900	8.1%	598	8.5%
Muslim	1,723	7.3%	297	4.2%
No Religion	9,353	39.9%	3,507	50.1%
Other Religion	995	4.2%	137	2.0%
Roman Catholic	4,135	17.6%	1,365	19.5%
Information not Available	1,303	5.6%	390	5.6%

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 36.1% of the 1,781 staff whose grade went up).

The data compares the staff member's grade in December 2024 with their grade in December 2025.

Belief	% of Workforce – December 2025	% of Staff whose Grade went up
Church of Scotland	12.3%	11.2%
Roman Catholic	16.6%	17.9%
Christian - Other	7.2%	5.3%
Muslim	1.7%	1.2%
No Religion	27.0%	36.1%
Buddhist	0.3%	0.2%
Hindu	0.7%	0.4%
Jewish	0.1%	0.1%
Sikh	0.2%	0.1%
Other	1.0%	0.7%
Information Not Available	29.7%	24.1%
Prefer Not to Say	3.2%	2.8%
Staff (headcount) whose grade went up		1,781

2.5.3 Retention (Religion and Belief)

The below table shows staff who left the organisation during the period 1 January 2025 to 31 December 2025. For each leaving reason, the proportion that each religion and belief makes up as a percentage of the whole is shown (e.g. 11.6% 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.

Belief	Death in Service	Dismissal	End of fixed term contract	Ill Health	New Employment with NHS	Other	Resignation	Retirement	Leavers (Head count)	% of Workforce Dec 2025
Buddhist	0.0%	1.1%	2.6%	0.0%	0.2%	0.5%	0.3%	0.4%	13	0.3%
Christian - Other	0.0%	6.9%	7.0%	5.1%	7.7%	10.4%	8.0%	4.1%	219	7.2%
Church of Scotland	18.8%	10.3%	7.0%	9.2%	6.5%	7.3%	7.8%	19.4%	337	12.3%
Hindu	0.0%	0.0%	0.9%	0.0%	1.0%	0.5%	0.3%	0.1%	13	0.7%
Jewish	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.0%	4	0.1%
Muslim	2.1%	2.3%	4.3%	0.5%	1.2%	0.8%	1.8%	1.1%	41	1.7%
No Religion	16.7%	19.5%	27.8%	15.7%	33.6%	29.6%	28.0%	11.6%	744	27.0%
Other	0.0%	0.0%	0.9%	0.5%	0.7%	0.3%	0.7%	0.5%	16	1.0%
Roman Catholic	12.5%	13.8%	15.7%	13.8%	13.5%	14.0%	13.5%	15.5%	444	16.6%
Sikh	2.1%	0.0%	0.9%	1.4%	0.2%	0.6%	0.2%	0.1%	12	0.2%
Information Not Available	43.8%	46.0%	31.3%	53.5%	31.8%	34.4%	35.9%	43.5%	1,196	29.7%
Prefer Not to Say	4.2%	0.0%	1.7%	0.5%	3.3%	1.4%	3.6%	3.7%	85	3.2%
	48	87	115	217	584	645	615	813	3,124	

2.6 NHSGGC Employees – Sex

The table below shows the sex data of the NHSGGC workforce as at 31 December 2025 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: - NHSGGC	Total Workforce	Female	Male	Data Not Available
Band 1 & 2	5,792	71.4%	28.6%	0.0%
Band 3	6,548	77.9%	22.1%	0.0%
Band 4	3,125	85.6%	14.4%	0.0%
Band 5	9,043	86.4%	13.6%	0.0%
Band 6	7,275	85.3%	14.7%	0.0%
Band 7	4,548	85.3%	14.7%	0.0%
Band 8+	1,774	76.4%	23.6%	0.0%
Medical and Dental	4,257	53.5%	46.5%	0.0%
Total	42,362	33,442	8,920	0
% of Total Workforce	100.0%	78.9%	21.1%	0.0%
% GGC Demographic	100.0%	51.9%	48.1%	0.0%

The table below provides a similar view of the NHSGGC workforce as of 31 December 2020:

% of Workforce by Pay Band: - NHSGGC	Total Workforce	Female	Male	Data Not Available
Band 1 & 2	7,059	74.4%	25.6%	0.0%
Band 3	5,495	79.5%	20.5%	0.0%
Band 4	2,743	86.1%	13.9%	0.0%
Band 5	9,074	86.5%	13.5%	0.0%
Band 6	6,306	84.0%	16.0%	0.0%
Band 7	4,009	85.2%	14.8%	0.0%
Band 8+	1,616	74.9%	25.1%	0.0%
Medical and Dental	3,945	52.4%	47.6%	0.0%
Total	40,247	31,816	8,431	0
% of Total Workforce	100.0%	79.1%	20.9%	0.0%

2.6.1 NHSGGC Employees – Staff Profile (Sex - 5 Year Trend)

Date	Total Workforce	Female Headcount	Male Headcount	% Female	% Male
31/12/2020	40,247	31,816	8,431	79.10%	20.90%
31/12/2025	42,362	33,442	8,920	78.90%	21.10%

2.6.2 Recruitment (Sex)

The table shows the volume of staff who were interviewed and received a conditional offer of employment by sex. The figures are from recruitment activity where the Job Live date was between the 1 January 2025 to 31 December 2025.

Candidates Protected Status: Sex	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	23,469	100.0%	6,995	100.0%
Female	17,069	72.7%	5,477	78.3%
Male	6,248	26.6%	1,480	21.2%
Other	148	0.6%	34	0.5%
Information not Available	4	0.0%	4	0.1%

2.6.3 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 82.8% of the 1,781 staff whose grade went up). The data compares the staff member’s grade in December 2024 with their grade in December 2025.

Sex	% of Workforce – December 2025	% of Staff whose Grade went up
Female	78.9%	82.8%
Male	21.1%	17.2%
Staff (headcount) whose grade went up		1,781

2.6.4 Occupational Segregation by Pay Band (Comparison 2020 and 2025)

The following table illustrates the 5-year trend in female representation across pay bands. Overall, the sex split of the Board remains stable at approximately 79% (Headcount).

Pay Band / Grade	2020 % Female	2025 % Female	Trend
Band 1 & 2	74.4%	71.4%	Decreasing
Band 3	79.5%	77.9%	Decreasing
Band 4	86.1%	85.6%	Stable
Band 5	86.5%	86.4%	Stable
Band 6	84.0%	85.3%	Increasing
Band 7	85.2%	85.3%	Stable
Band 8+	74.9%	76.4%	Increasing
Medical and Dental	52.4%	53.5%	Increasing
TOTAL BOARD	79.1%	78.9%	Stable

2.6.5 Occupational Segregation - Whole Time Equivalent (WTE) (2025)

However, when we analyse the workforce by Whole Time Equivalent (WTE), we see a more nuanced picture of where staff are concentrated. While women make up 77.2% of the total WTE workforce, they are disproportionately represented in Agenda for Change (AfC) Bands 4 through 7 (over 84%).

In contrast, the Consultant grade is much more balanced at 47.1% female. This 'vertical segregation', where men hold a higher proportion of the highest-paid medical and executive roles, explains why our Mean Pay Gap remains at 14%, even though our Median Pay Gap is 0%.

Pay Band / Grade	Female (WTE)	Male (WTE)	Total (WTE)	% Female	% Male
Band 2	2,784.3	1,316.9	4,101.2	67.9%	32.1%
Band 3	4,323.1	1,367.8	5,690.9	76.0%	24.0%
Band 4	2,358.4	436.9	2,795.3	84.4%	15.6%
Band 5	6,991.4	1,196.9	8,188.3	85.4%	14.6%
Band 6	5,290.9	1,012.4	6,303.3	83.9%	16.1%
Band 7	3,355.5	633.9	3,989.4	84.1%	15.9%
Band 8A	669.0	204.8	873.8	76.6%	23.4%
Band 8B	271.3	86.8	358.1	75.8%	24.2%
Band 8C	143.7	44.2	187.9	76.5%	23.5%
Band 8D	64.4	35.0	99.4	64.8%	35.2%
Band 9	7.3	5.2	12.5	58.2%	41.8%
Executive	18.6	17.2	35.8	52.0%	48.0%
Consultant	849.3	952.9	1,802.2	47.1%	52.9%
Training Grades	1,011.3	826.5	1,837.8	55.0%	45.0%
Other	177.3	118.9	296.2	59.9%	40.1%
TOTALS	28,315.8	8,356.1	36,671.9	77.2%	22.8%

2.6.6 Gender Pay Gap (Mean / Median)

This table shows a 14% Mean gap alongside a 0.43% Median gap, which is a trend shared across much of NHS Scotland. It suggests that while the "typical" male and female workers are paid the same, the closer gender split amongst men and women in the higher paid medical roles (with a higher female workforce in other job families), affects the mean pay gap.

Category	Mean Pay Gap (%)	Median Pay Gap (%)
Combined (Total)	14.06%	-0.43%

2.6.7 Retention (Sex) Why People Leave - Whole Time Equivalent (WTE)

The table below shows staff who left the organisation during the period 1 January 2025 to 31 December 2025, measured in Whole Time Equivalent (WTE). This provides a more accurate reflection of the resource impact on the Board by accounting for part-time versus full-time hours.

The data shows the proportion of each gender leaving for specific reasons, allowing for a direct comparison of why men and women exit the organisation.

Why People Leave	Women (WTE)	Women (%)	Men (WTE)	Men (%)
Retirement	474.3	24.9%	166.4	28.4%
New NHS Job	409.6	21.5%	87.8	15.0%
Resignation	371.1	19.5%	124.4	21.2%
End of Fixed-Term Contract	346.9	18.2%	94.7	16.1%
Other	124.9	6.6%	42.1	7.2%
Ill Health	90.7	4.8%	23.2	3.9%
Dismissal	41.5	2.2%	32.2	5.5%
Not Disclosed	28.5	1.5%	9.4	1.6%
Death in Service	15.6	0.8%	6.6	1.1%
Mutual Agreement	1.6	0.1%	0.0	0.0%
Redundancy	1.0	0.1%	0.0	0.0%

2.7 NHSGGC Employees - Sexual Orientation

The table below shows the sexual orientation data of the NHSGGC workforce as at 31 December 2025 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	5,792	1.1%	1.3%	55.5%	0.3%	41.8%
Band 3	6,548	0.9%	1.5%	61.3%	0.4%	35.9%
Band 4	3,125	1.0%	1.5%	61.4%	0.3%	35.8%
Band 5	9,043	1.7%	1.9%	65.5%	0.3%	30.5%
Band 6	7,275	1.3%	1.8%	67.6%	0.1%	29.2%
Band 7	4,548	0.6%	1.8%	69.5%	0.2%	27.9%
Band 8+	1,774	0.7%	1.8%	66.3%	0.1%	31.1%
Medical and Dental	4,257	2.0%	2.5%	65.9%	0.3%	29.2%
Total	42,362	531	747	27,135	110	13,837
% of Workforce (with Known Data)	100.0%	1.9%	2.6%	95.1%	0.4%	34.9%
% GGC Demographic	100.0%	0.9%	2.1%	96.7%	0.4%	

The below provides a similar view of the NHSGGC workforce as at 31 December 2020:

% of Workforce by Pay Band: Sexual Orientation - NHSGGC	Total Workforce	Bisexual	Gay / Lesbian	Heterosexual	Other	Data Not Available
Band 1 & 2	7,059	0.4%	0.7%	49.0%	0.3%	49.6%
Band 3	5,495	0.5%	1.3%	56.9%	0.4%	40.9%
Band 4	2,743	0.6%	0.8%	56.6%	0.3%	41.7%
Band 5	9,074	0.7%	1.6%	62.6%	0.2%	34.9%
Band 6	6,306	0.3%	1.6%	64.7%	0.1%	33.2%
Band 7	4,009	0.3%	1.4%	64.6%	0.1%	33.6%
Band 8+	1,616	0.2%	1.3%	62.6%	0.1%	35.9%
Medical and Dental	3,945	0.8%	1.7%	57.8%	0.1%	39.6%
Total	40,247	207	537	23,782	83	15,638
% of Workforce (with Known Data)	100.0%	0.8%	2.2%	96.6%	0.3%	34.9%

2.7.1 Recruitment (Sexual Orientation)

The table shows the volume of staff who were interviewed and received a conditional offer of employment by sexual orientation. The figures are from recruitment activity where the Job Live date was between the 1 January 2025 to 31 December 2025.

Candidates Protected Status: Sexual Orientation	Interviewed	% of Total Interviewed	Successful	% of Total Successful
Total	23,469	100.0%	6,995	100.0%
Bisexual	865	3.7%	270	3.9%
Gay/Lesbian	816	3.5%	287	4.1%
Heterosexual	20,661	88.0%	6,125	87.6%
Information Not Available	1,030	4.4%	298	4.3%
Other	97	0.4%	15	0.2%

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 0.9% of the 1,781 staff whose grade went up).

The data compares the staff member's grade in December 2024 with their grade in December 2025.

Sexual Orientation	% of Workforce Dec 25	% of Staff whose Grade went up
Bisexual	1.3%	2.0%
Gay	1.0%	1.7%
Heterosexual	64.1%	68.2%
Lesbian	0.7%	0.9%
Other	0.3%	0.2%
Information not available	30%	25.4%
Prefer not to say	2.6%	1.6%
Staff (headcount) whose grade went up		1,781

2.7.3 Retention (Sexual Orientation)

The below table shows staff who left the organisation during the period 1 January 2025 to 31 December 2025. For each leaving reason, the proportion that each sexual orientation makes up as a percentage of the whole is shown (e.g. 46.0% 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 (Head count)	% of Workforce Dec 2025
Bisexual	0.0%	2.3%	1.7%	0.5%	2.6%	1.9%	1.1%	0.4%	42	1.3%
Gay	2.1%	0.0%	2.6%	0.9%	1.4%	1.4%	1.8%	1.0%	42	1.0%
Heterosexual	47.9%	46.0%	61.7%	43.3%	61.8%	62.2%	59.2%	48.0%	1,744	64.1%
Lesbian	0.0%	1.1%	0.0%	0.5%	1.0%	0.6%	1.5%	0.4%	24	0.7%
Other	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.2%	4	0.3%
Information not available	47.9%	48.3%	30.4%	52.1%	30.3%	32.9%	34.0%	46.5%	1,189	30.0%
Prefer not to say	2.1%	2.3%	3.5%	2.8%	2.6%	1.1%	2.4%	3.6%	79	2.6%
	48	87	115	217	584	645	615	813	3,124	

2.8 NHSGGC Employees – Marriage and Civil Partnership

The table below shows the relationship status data of the NHSGGC workforce as at 31 December 2025 using survey categories comparable to those applied in the National Census.

Relationship Status	Headcount	NHSGGC %	Census 2022 %
Dissolved Civil Partnership	3	0.0%	8.4%
Divorced	1,061	2.5%	
Civil Partnership	100	0.2%	46.5%
Married	17,772	42.0%	
Single	23,276	54.9%	7.0%
Widowed	150	0.4%	
Total	42,362		

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 2025 to 31 December 2025 with 10 employees leaving employment before their due 'return to work date'.

	Headcount	%
Returned to Work	2010	99.5%
Did not Return to Work	10	0.5%
Total	2020	

2.10 Gender Reassignment.

We have included below, the numbers recorded for staff on our EESS system, in answer to the question "Have you, are you currently or do you plan to undergo Gender Reassignment". Numbers are too small to do further analysis in this area.

Don't Know	18,419
No	10,206
Prefer not to say	48
Yes	20
Blank	13,669
Total Headcount	42,362

3. Observations and Actions

3.1 Age

Our largest age groups are within the age ranges of 30-44 and 45-59 (37.3% and 35.5% 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.

Analysis of the 5-year trend (2020-2025) shows a significant shift in the workforce profile, since 2020, our workforce has become younger; the proportion of staff aged 16-29 years has more than tripled (from 3.7% to 12.8%), while the percentage of staff over 60 has decreased from 26.3% to 14.4%. 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 2025, we had information about 51.5% of our workforce and of those staff members of whom we have data, 2.3% have indicated they have a disability, which is 509 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 due to the gaps in our data.

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. The group of staff with whom we hold the lowest amount of data is 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 holds Leader status for 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 400 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.

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 and Ethnicity

NHSGGC has a diverse minority ethnic workforce with 10.0% of our workforce now BME, a substantial increase since 2020 when it was 5.2% (of staff whose 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 18.9%.

Our recruitment data does show improvement in attracting BME candidates with 21.0% of all job offers being made to BME candidates. We will continue to diversify our workforce through new approaches being implemented through our Recruitment and Attraction Plan, our workforce planning and through our [NHSGGC Anti-racism Plan 2025-29](#). We are making particular efforts to better diversify at management and senior levels. Key mechanisms identified through our anti-racism plan include our dedicated annual

leadership programme— delivered in partnership with PATH Scotland - which supports the aspirations for employees to move into senior and promoted posts, and a dedicated mentoring programme that launched 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 2025, the Network had approximately 400 members. It 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, 2024 and 2025 the Network hosted an event to celebrate South Asian Heritage Month.

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 this disparity 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 sex balance of our Workforce, in 2024 NHSGGC signed up to the Equally Safe at Work accreditation and in January 2026 it was confirmed we had met the Bronze Standard, the first Board in Scotland to achieve this. This programme provides a framework that supports employers to improve their employment practice to advance sex equality at work and prevent violence against women. As part of meeting the standard, NHSGGC has launched our own Sexual Harassment: Cut It Out programme.

NHSGGC has an active Women's Health Group, which oversees an annual plan of activities and promotion, including support for the health of our female workforce. For example, in 2025 the group worked with an external supplier to pilot an app to provide support and advice related to the menopause and also worked with Occupational Health to provide a range of webinars and communications on issues relating to women's health.

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, such as an LGBTQ+ leadership event in April 2025 and an event to mark LGBT+ History Month in February 2026.

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 has been shared with all staff. 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, whilst the rate of married people working in NHSGGC is higher. 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.

3.9 Gender Reassignment

On the 16 April 2025, The Supreme Court ruled in favour of For Women Scotland in their case against Scottish Ministers. The ruling means that the characteristic of sex as considered in the Equality Act 2010, is understood to mean biological sex. People with a Gender Recognition Certificate retain their biological sex recorded at birth for the purposes of the Equality Act 2010.

NHSGGC has consulted with a range of stakeholders to ensure that we are compliant with the Supreme Court ruling and has withdrawn previous guidance. We continue to engage

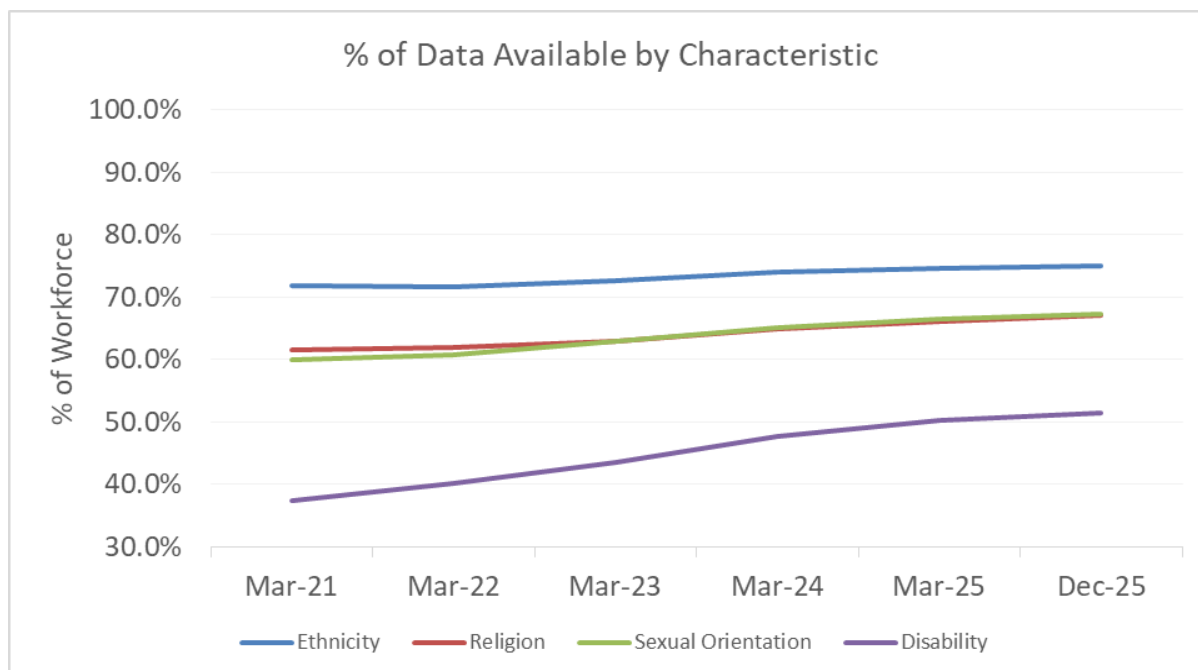
with any affected staff to ensure that appropriate facilities are available for everyone and will develop new guidance based on the permanent national guidance expected to be published by the Equality and Human Rights Commission in 2026.

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 known for the reporting period 2024-2025. 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 Available	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Dec-25	Improvement
Ethnicity	71.8%	71.6%	72.6%	74.0%	74.7%	75.1%	3.3%
Religion	61.6%	61.9%	62.9%	64.9%	66.1%	67.0%	5.5%
Sexual Orientation	59.9%	60.8%	62.8%	65.1%	66.5%	67.3%	7.4%
Disability	37.3%	40.1%	43.5%	47.7%	50.2%	51.5%	14.2%
Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
Sex	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%



5. Next Steps

Looking forward to 2026/27, 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. 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.