

Appendix 1 – Suggested equality, diversity and inclusion action list

Employer Outcome 1: Improve the diversity of our workforce and address any areas of underrepresentation, ensuring that there are equal opportunities for all protected groups (with consideration for both internal employees and external applicants), with a particular and prioritised focus on age, disability, ethnicity / race and sex			
Driver(s)	Potential Action(s)	Outcome	Prioritised Area?
<p>Despite significant efforts on Developing our Young Workforce including achieving Investors in Young People Gold in 2020, our workforce data suggests that there has been a downward trend with the employment of those under 20. Moreover, in 2020, a higher proportion of those aged 20-29 and those aged 60+ left the organisation than the proportion they make up of the workforce – suggesting that work needs to be undertaken to recruit and retain more of these groups.</p> <p>In addition, the Council’s delivery plan outlines a commitment to developing the young workforce and future talent, and supporting young people into employment.</p>	<p>Improved knowledge and skill sharing process amongst the younger workforce or between different generations in the workforce including mentoring – including ‘ACC alumni’.</p>	<p>Action in this area will ensure that younger people can progress in the organisation more easily, should they wish to, and can become more represented at different capability framework levels and will also have a reverse mentoring effect on older colleagues involved in the programme. Younger employees can also mentor and support each other through career journeys.</p> <p>Measurement: number of those participating, number of those aged 16-24 moving to new roles in the organisation and at different capability framework levels in the organisation.</p>	Yes
<p>According to 2020 Scottish Government research into the impact of Covid-19 on equality groups, there could be implications for older generations</p>	<p>Establish a wellbeing programme targeted at an ageing workforce</p>	<p>This will prevent loss of resource due to sickness / ill health. As an organisation, we will retain knowledge and skills long enough to allow these to be</p>	Yes

<p>and those with long-term disabilities and health conditions who may have missed healthcare and screening appointments during this period which may have long-term impacts on their health and ultimately work and attendance.</p> <p>Our workforce plan identifies that there is now a multi-generational workforce with different expectations and needs. We have new generations coming into the workforce and those which are eventually leaving so knowledge capture and succession planning is paramount.</p>		<p>transferred to future generations. This will also ensure that our older workforce feels valued and that they can remain in the organisation longer and will be represented across the organisation. There should be fewer barriers for them to remain in our employment and remain healthy & well.</p> <p>Measurement: number of those in older age brackets remains consistent, improved attendance.</p>	
<p>In addition to challenges faced by young people, care-experienced young people often face additional barriers to employment.</p> <p>The Council Delivery Plan, in addition to developing the young workforce and future talent, outlines a focus on support young people into employment,</p>	<p>Provide internships for care-experienced young people and / or ensure care-experienced young people have supported access to existing internships and apprenticeships along with a portal / web pages for care-experienced young people to access outlining available opportunities. This might include a supported programme involving peer support.</p>	<p>Action in this area ensures that care-experienced young people have access to employment with ACC and that we have more lived experience in our workforce.</p> <p>Measurement: number of care-experienced young people undertaking internships with ACC. Increase in number of</p>	<p>Yes</p>

including improving pathways for care-experienced young people.

According to the Scottish Throughcare and Aftercare Forum, care-experienced young people have lower rates of employment than their peers. Furthermore, statistics from 'Education Outcomes for Looked After Children' (Scottish Government) show that while 94% of young people go on to positive destinations three months after school, only 76% of looked after children go on to positive destinations in the same time period (2016/17). Looked after children are also less likely, according to the Scottish Government, to leave school with at least one qualification or go on to get any higher or further education-level qualifications. They are also more likely to face exclusion during their school lifetime. This will, as a result, have an impact on their employability.

We have a commitment to Investors in Young People and

care-experienced young people employed by ACC.

<p>Developing the Young Workforce as well as our responsibility as a Corporate Parent.</p>			
<p>In addition to data outlined earlier about the retention of certain age groups, our recruitment data suggests that our proportion of successful applications from 20-29-year olds has also reduced over the last year.</p> <p>The majority of our recruitment applications are from women with the proportion of our successful recruitment applications being 75%. This is much higher than the overall Aberdeen City community data. However, according to the EHRC's 'Is Scotland Fairer' report, women continue to be under-represented in senior positions, even where women accounted for the majority of the workforce and that modern apprenticeships continued to show strong segregation within sectors by sex. Aberdeen City's workforce data suggests that there are areas of the organisation with significant</p>	<p>A review of job profiles across the organisation to ensure that they are accessible for all protected characteristics as well as those from backgrounds such as the armed forces and those with overseas qualifications.</p>	<p>Fewer barriers for people with protected characteristics to gain employment with ACC which should ultimately result in more diversity and representation across the organisation.</p> <p>Measurement: number of job profiles reviewed / clusters covered. Recruitment diversity data is monitored for positive trends showing increased % of successful applicants from protected groups.</p>	<p>Yes</p>
	<p>A review of the external recruitment and selection process to ensure there are no barriers for protected groups and for those from varied backgrounds such as ex-forces and ex-offenders. This will also include a review of any positive action required to be created to support access to employment with Aberdeen City Council.</p>	<p>For applicants, this means that there should be no unnecessary barriers to any careers and roles at ACC. This should result in more diversity and representation across the organisation.</p> <p>Measurement: Statistics for each protected group at each stage of the process.</p>	<p>Yes – initial focus on age, disability, ethnicity / race and sex. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

<p>segregation by sex and this includes at the higher capability framework levels.</p> <p>According to a joint survey by ACC and Grampian Regional Equality Council which was issued to citizens of Aberdeen, 2/3 respondents felt that their protected characteristic restricted access to their employment of choice.</p>	<p>Creation of application / recruitment packs with our equality and diversity statistics and commitments.</p> <p>This will need to take into consideration the Scottish Government's minority ethnic toolkit.</p>		
<p>Of these, more than half of participants with a disability made that statement, more than half of those from minority ethnic backgrounds and more than two-thirds of those who identified as transgender or non-binary. Across all participants, age was mentioned as a concern; particularly those aged over 50 and over 60. Particular mention from the survey included:</p> <ul style="list-style-type: none"> • Invisible disabilities affecting interview performance • Overseas qualifications being devalued 	<p>Establishment of vertical and horizontal occupational segregation programmes across each protected characteristic. A particular focus for each group should also be around modern apprenticeships (if applicable in that area).</p> <p>Initiatives that could be included within an occupational segregation programme could include targeted development & training, targeted coaching & mentoring, work experience & placements, targeted recruitment advertising campaigns and targeted work in schools, colleges & universities.</p>	<p>Benefits of working towards resolving this could include having a more engaged & high-performing workforce, more diversity of thought and improved innovation, access to a wider pool of candidates for recruitment purposes, easier workforce planning / talent pipelining and an improved employer of choice status.</p> <p>For employees / applicants, this means that there should be no unnecessary barriers to any careers and roles at ACC. This should result in more diversity and representation across the organisation.</p> <p>Measurement: Improvement in occupational segregation. Also,</p>	<p>Yes – with initial focus on age, disability, ethnicity / race and sex. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

<ul style="list-style-type: none"> • Frustration over frequent rejections and setbacks • Being overlooked for jobs & opportunities <p>According to Scottish Government 2020 research on the impact of Covid-19 on Equality Groups:</p> <ul style="list-style-type: none"> • The impact of Covid-19 is felt more economically by those who are currently living in poverty or lower-income roles. The equality groups most impacted by this are women, those from minority ethnic backgrounds and those with a disability • There has been a rise in unemployment, particularly felt amongst 16-24-year olds • 96% of young people who were surveyed felt worried about the impact of coronavirus on their future • Disruption to schooling and ultimately employability may impact more significantly on gypsy / traveller groups 		<p>longer-term measurement on overall organisational workforce diversity statistics.</p>	
---	--	--	--

<p>Our workforce data suggests that of employees who took unpaid parental leave in 2019 and 2020, a large majority were women. In addition, women make up a much larger proportion of part-time employees in the organisation.</p> <p>According to EHRC's 'Is Scotland Fairer' report, women are more likely to be in part-time work. According to 2020 Research by the Scottish Government on the impact of Covid-19 on equality groups, with women still having primary caring responsibilities in society, the additional caring / childcare / home-schooling because of Covid-19 could have a significant impact on women's working lives and employment</p>	<p>Creation of a support programme for women returning from career breaks or maternity leave.</p> <p>Encourage senior males in the organisation to be more visible about caring responsibilities / parental & family leave / flexible and part-time working</p> <p>Review all roles across the organisation to establish that flexible and / or part-time working is available (and is not a detriment to career progression) and that support is in place should a woman with childcare or other caring responsibilities wish to undertake full-time employment, they are able to do so with support.</p>	<p>As an organisation, we will retain knowledge and skills and be able to access a much wider talent pool when recruiting – which could be useful, particularly with hard-to-fill posts. This should result in more diversity and representation across the organisation. Our female employees should also feel that they are able to access most career options across the organisation on a flexible or part-time basis, or that they have support available to be able to continue in full-time employment.</p> <p>Measurement: The number of women who return after maternity and remain in employment. While we might wish to increase the number of women in full-time roles, there are societal factors to consider so the first measurement will be to ensure that as many roles as possible across the organisation have flexible and part-time options.</p>	<p>Yes</p>
<p>Data reporting and analysis can take quite a bit of time using</p>	<p>Improvement to collation and analysis of diversity data,</p>	<p>Quicker and easier access to more of this data will ensure that</p>	<p>Yes</p>

<p>current processes and systems. Having data that is easily accessible and easily analysed would be beneficial to ensure that our proactive and reactive equality, diversity and inclusion work is targeted.</p>	<p>ensuring it is quickly accessible, up to date and easily analysed. This will also include ability to compare community and workforce data to ensure representation. This should also include the reporting of any incidents / issues – how this is done and how it is analysed.</p>	<p>our ability to be more proactive and respond to immediate issues will be improved.</p> <p>Measurement: Number of aspects of equality, diversity and inclusion we are able to access and how quickly they are accessible.</p>	
<p>In addition to the existing reporting on gender pay gap and equal pay, it is expected that statutory ethnicity pay gap reporting may be introduced so preparatory work would be beneficial to ensure statutory compliance. The Scottish Parliament's Equality and Human Rights Committee has requested that organisations should be publishing their ethnicity pay gap statistics.</p>	<p>Prepare and be ready for disability and begin ethnicity pay gap monitoring and reporting</p>	<p>Ensures that we are monitoring this based on the Is Scotland Fairer report outcomes and are ready to comply quickly with any new statutory / legislative obligations.</p> <p>Measurement: We are able to report on disability and ethnicity pay gap and can make this transparent.</p>	<p>Yes. As per Equality and Human Rights Committee recommendations, the first priority will be looking at the ethnicity pay gap reporting and voluntarily producing this when possible.</p>
<p>According to the Equality and Human Rights Commission's 'Is Scotland Fairer' (2018) report, disabled people continued to earn less than non-disabled people and the disability pay gap has widened.</p> <p>Staff engagement identified a need to have better reporting</p>	<p>Engage with an organisation such as Project Search or an equivalent for an internship / work placement programme for their interns. This is a supported work placement / internship programme for people with disabilities. This will require the support in place for the interns as well as for managers of services.</p>	<p>Ensures that we are providing people with disabilities employability support as well as introducing them to the Council as a potential employer. This will also support managers to understand more about disabilities and employment.</p>	<p>Yes</p>

procedures for equality incidents with more confidence in what is done with this required.	This would be done in partnership with the Employability Team in City Growth.	Measurement: Increased employee disclosure of disability status and subsequent increase in proportion of employees who have a disability	
	Creation of a specific reporting form for prejudice or discrimination incidents for employees which is used by People and Organisational Development to put in place support for employees and analyse incidents to identify any targeted work required.	Ensures that there is a reporting process for employees and that incidents that are reported are looked into by the organisation as an employer. Gives more confidence to employees that this is taken seriously. Measurement: This form is in place and being used. The number of incidents reported and interventions / support put in place is consistent and comparable.	Yes

In addition, we have ongoing work that will continue which includes:

- Guaranteed Interview Scheme which includes candidates who consider themselves to have a disability, care-experienced young people, young people aged 16-24 year-olds (from within Aberdeen City) and New Scots
- Working in partnership with DYW and Aberdeen City schools at recruitment events and in Skills for Work classes
- Equality and diversity statements on all recruitment advertising
- The internal re.cr.uit scheme
- Equal pay and gender pay gap reporting
- Mainstream reporting
- Occupational Health Provision
- Mental Health and Wellbeing Programme
- Ongoing relationships with colleges and universities
- Flexible working and smarter worker schemes

Employer Outcome 2: Ensure that all of our employees who have protected characteristics feel fully valued, safe and included at work, with a particular and prioritised focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation

Driver	Potential Action(s)	Measurement / Outcome	Prioritised Area?
<p>Research by the EHRC and the Chartered Institute for Personnel and Development (CIPD) suggests that unconscious bias training is effective for awareness raising and can reduce implicit bias. However, it cannot eliminate implicit bias and may sometimes have a negative effect.</p>	<p>Review of unconscious bias training and inclusion of unconscious bias in training and development in light of CIPD review.</p>	<p>This review will ensure that we are following current best practice, theory and research on unconscious bias training. If we have best practice training, we can ensure that all of our employees and managers are behaving and making decisions in a way that is free from any unconscious bias and that those with protected characteristics will (continue to) have positive working lives as a result.</p> <p>Measurement: If it has been reviewed and outcome of review implemented</p>	<p>Yes</p>
<p>Since the Equality Act (2010) was introduced, our recruitment and selection training has been refreshed on a number of occasions.</p> <p>There are a number of managers within the Council who may have</p>	<p>Mandatory recruitment and selection training refreshers for all managers who have not done training since introduction of Equality Act (2010)</p>	<p>This will ensure that all recruiting managers are fully aware of equality and diversity in the context of recruitment and selection. This will be complementary to all the available guidance on People Anytime. This will ensure that</p>	<p>Yes</p>

<p>only done the training pre-2010. This means that they may not have had the latest training which includes the Equality Act (2010).</p>		<p>recruiting managers are making decisions which are free from discrimination and bias and will ultimately ensure that we are an employer of choice for those with protected characteristics, who should feel supported, respected and included as part of the recruitment and selection process.</p> <p>Measurement: Managers who had done the previous training will have all done the refresher course.</p>	
<p>According to a joint survey by ACC and Grampian Regional Equality Council which was issued to citizens of Aberdeen, over one-third of participants felt that they were treated differently at work because of their protected characteristics. 41% of participants from minority ethnic backgrounds gave this statement as did 34% of participants with a disability and 19% of LGBT+ participants. Age was mentioned in the survey and gender was also mentioned as something</p>	<p>Improved and more accessible Equality and Diversity training (including 'safe space' training and EHRIA process training). Additional training / learning / resources for digital champions across the organisations to allow them to further support all protected groups.</p>	<p>This will ensure that employees are fully aware of equality and diversity. It will also ensure our employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics.</p> <p>By providing additional training / learning / resources for digital champions we will address issues resulting from any protected groups being left behind on the organisation's digital journey.</p>	<p>Yes. As per Equality and Human Rights Committee Report, the first priority will be looking at ensuring there is sufficient training for anti-racism.</p>

<p>which resulted in different treatment at work.</p> <p>Particular mention from the survey included:</p> <ul style="list-style-type: none"> • Impact of institutional hierarchies • Subtle and overt racism, sexism and disablism • Malicious gossip • Stereotypes used to judge work 		<p>Measurement: Number of employees who have completed equality and diversity training has increased. Over 90% of employees undertaken the mandatory training. Qualitative data captured by employees to monitor trends on how they feel at work regarding their protected characteristic.</p>	
<p>According to 2020 research by the Scottish Government on the impact of Covid-19 on equality groups, there has been an increase in hate crime incidents in the UK directed towards people who are perceived to be from Asian – Chinese, South Asian or East Asian ethnicities since the beginning of the pandemic.</p> <p>During staff engagement, it was highlighted that employees specifically wanted more events, awareness-raising and that ACC should celebrate diversity more</p>	<p>Introduction of diversity and inclusion days once a quarter which includes staff communication.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation. This will demonstrate the importance of equality, diversity and inclusion and will also ensure that employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics.</p> <p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

<p>and have equalities more visible. There was also a request for better access to resources and guidance for managers.</p>		<p>about equality, diversity and inclusion.</p>	
	<p>Introduce diversity and inclusion moments into meetings of 5 or more people, along with a bank of regularly updated topics and suggestions. These moments will be a maximum of five minutes at the start of a meeting and will allow for a topic to be raised and briefly discussed.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation. This will also encourage discussions about equality, diversity and inclusion in smaller groups and teams and create an environment where an employee with protected characteristics may feel more comfortable disclosing or discussing their protected characteristic with their colleagues and managers. This will demonstrate the importance of equality, diversity and inclusion and will also ensure that employees and managers are behaving and making decisions in a way that supports, includes and respects individuals with protected characteristics. It will also ensure a cultural shift in the organisation in that those who perhaps are not yet fully bought-in to all aspects of equality, diversity and inclusion are receiving promotional material about this.</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation. As per Equality and Human Rights Committee Report, the first priority will be looking at this from an ethnicity / race perspective.</p>

		<p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel about equality, diversity and inclusion.</p>	
	<p>Establish an equality and diversity calendar for recruitment marketing and staff activities / events (or re-purpose the existing calendar from the Equalities Team). The CIPD has an inclusion calendar for employers which would be a useful tool to adapt.</p>	<p>This will ensure that regular knowledge and information about diversity is shared across the organisation and will also encourage discussions about equality, diversity and inclusion. It will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee with protected characteristics may feel more comfortable disclosing or discussing their protected characteristic with their colleagues and managers.</p> <p>Measurement: These are in place and are engaged with. Qualitative data capture to establish how valuable people find these and how knowledgeable employees feel</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation</p>

		about equality, diversity and inclusion.	
	Introduction of an additional STAR award for diversity and inclusion.	<p>This will demonstrate the importance of equality, diversity and inclusion and also encourage more employees to get involved and be more proactive in Equality, Diversity & Inclusion matters.</p> <p>Measurement: This is in place and there are success stories</p>	Yes
	Address gender-based negative language in the workplace using posters and communications or other materials.	<p>This will demonstrate the importance of equality, diversity and inclusion and also encourage positive conversation. It will also ensure that women in the organisation are treated equally and fairly. It is also in line with our Equally Safe at Work Accreditation.</p> <p>Measurement: These are in place. Qualitative data capture to establish how valuable people find these</p>	Yes
	Run campaigns against the stigma of HIV and discrimination against HIV positive individuals. Link with communities team and	This will demonstrate the importance of equality, diversity and inclusion and also	Yes

	<p>ACHSCP colleagues to support the promotion of testing.</p>	<p>encourage positive conversations. This is also in line with our Fast Track cities pledge.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	
	<p>Targeted promotional material across the organisation to dispel myths associated with disability and to promote support.</p>	<p>This will ensure that regular knowledge and information about disability is shared across the organisation. This will also encourage discussions about disability. This will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee with a disability may feel more comfortable disclosing or discussing this with their colleagues and managers.</p> <p>Measurement: Increased employee disclosure of disability status.</p>	<p>Yes</p>
	<p>Review and improve the process for managers seeking support with reasonable adjustments for employees. Engagement with various teams across the</p>	<p>This will ensure that more managers get support they need when it comes to reasonable adjustments. Having better support and guidance will ensure</p>	<p>Yes</p>

	<p>organisation will be required for this.</p>	<p>that reasonable adjustments across the organisation are appropriate and more widely adopted. This should provide a better experience for employees with disabilities.</p> <p>Measurement: Increased employee disclosure of disability status and qualitative feedback suggesting positive experiences of being supported at work.</p>	
	<p>Champion anti-racism by ensuring that the subject of race and racism is communicated across the organisation with shared learning to all. Leaders in the organisation will also regularly communicate the importance of anti-racism. To ensure that work on this is relevant and appropriate, a specific employee network group will be established for anti-racism. Please note, the responsibility will not be on the group itself to do a lot of the work but the group will be a platform for amplifying minority ethnic voices, consultation, feedback, engagement, idea generation</p>	<p>This will ensure that regular knowledge and information about anti-racism is shared across the organisation. It will demonstrate the importance of equality, diversity and inclusion and also encourage positive conversation. It will also ensure that those from minority ethnic backgrounds in the organisation are treated equally and fairly.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	<p>Yes</p>

	and also an overseer of meeting the Equality and Human Rights Committee's recommendations. Full support will be given from People and Organisational Development.		
To encourage more discussion and employee involvement in equality, diversity and inclusion work, spaces and platforms will be required to allow employees a voice for discussion and raising any issues. Some other organisations have groups such as LGBT+ network groups. These allow employees with protected characteristics to engage and connect with others or allies.	Establishment of (virtual) ally and network groups which are employee-led and focus on proactive work and awareness raising.	This will ensure that employees have a space where they can discuss issues and topics which are relevant to them with others from across the whole organisation that they would otherwise not meet or contact. These groups can serve as sounding boards for equality work as well as teams who can provide innovative and proactive ideas to us as an employer. This will demonstrate the importance of equality, diversity and inclusion. Measurement: Number of employee network groups, their success stories and membership numbers.	Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation
We have been made aware that some of our forms are not fully inclusive. Work has been undertaken to improve a lot of	Review all employer forms to ensure gender inclusiveness	General benefits of inclusion – employer of choice, employee engagement, job satisfaction,	Yes

<p>this and CoreHR / My Job Scotland is in the process of being updated. A further review is required of other employee forms to ensure gender inclusivity.</p>		<p>performance, productivity, attendance, retention etc.</p> <p>This should result in more diversity and representation across the organisation.</p> <p>Measurement: More qualitative – employer of choice – longer term overall workforce diversity stats impact.</p>	
<p>There is the possibility that not all employees in the organisation would be comfortable disclosing their sexual orientation or gender identity. Some organisations are putting initiatives in place to create an environment that is more welcoming for LGBT+ employees as well as those with non-binary gender identities. As society progresses, there is an awareness of using gender-neutral or neo-pronouns as a way of accommodating different gender identities. To accommodate this, there needs to be a way to prevent mis-gendering individuals and an environment where individuals</p>	<p>Explore the possibility of having the choice to include preferred pronouns on email signatures.</p>	<p>This will create an environment where more people may be more comfortable disclosing their preferred pronouns because more people will be doing it regardless of whether they are cis-gender or not. This will demonstrate the importance of equality, diversity and inclusion and create an environment where an employee may feel more comfortable disclosing or discussing their gender identity with their colleagues and managers.</p> <p>Measurement: This is in place. Qualitative data capture to establish how valuable people find this.</p>	<p>Yes</p>

<p>feel comfortable sharing their pronouns with others.</p>			
<p>Teachers and the Trade Union, EIS, raised an issue that some teachers were facing discrimination in school by pupils and that more support around this was required for the teachers and their managers.</p>	<p>Continue work on addressing discrimination faced by some teachers with protected characteristics in classrooms. This includes formal working groups made up of school-based staff, school management, People & Organisational Development and Trade Union representatives.</p>	<p>This will also ensure that those with protected characteristics in the organisation are treated equally, respectfully and fairly while doing their job in school. This will ensure that regular knowledge and information about equality, diversity and inclusion is shared with all stakeholders across the school. This will demonstrate the importance of equality, diversity and inclusion.</p> <p>Measurement: qualitative data from teachers and school management as well as number of reported incidents. Incidents may be initially higher as part of the remit is to ensure that incidents are being reported.</p>	<p>Yes – with particular focus on age, disability, ethnicity / race, gender reassignment, sex and sexual orientation</p>

In addition, we have ongoing work that will continue which includes:

- The Young Employee Network
- The Equality Ambassadors Network
- People Anytime pages for Equality and Diversity
- A Multi-faith room
- Various policies, guidance documents and procedures for equality and diversity