

Employee Equality, Diversity and Inclusion Action Plan 2025-2029

August 2025





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Introduction

Aberdeen City Council is committed to fostering an inclusive, diverse and equitable environment for our workforce, where employees are valued and respected. This action plan has been developed from the feedback provided by employees and citizens through the employee experience survey, equalities outcomes consultation, Equality Ambassadors Network and Employee Equality working groups, as well as feedback received from employees who proposed actions on how we can achieve improved equality outcomes.

The new set of Employee Equality Outcomes were approved on 25 March 2025 at the [Anti-Poverty and Inequality Committee](#). This Action Plan sets out the steps we will take to deliver these agreed outcomes and the indicators that will be used to measure whether improvement has been achieved. We acknowledge that creating quantifiable measures for Equity, Diversity, and Inclusion (EDI) initiatives can be challenging because these efforts often involve complex, qualitative aspects of human behaviour, cultural change, and systemic transformation. While numerical data, such as representation statistics or survey results, can offer some insight, they may not fully capture the depth of impact EDI programs have on individuals' lived experiences, organizational culture, and social dynamics. Our aim is to address this through the use of focus groups to improve our understanding.

The Action Plan and improvement measures focus on the areas where improvement is needed most. Our proposed actions aim to:

- Foster a culture of respect, equity, and inclusion with consideration given to our workforce and their individual protected characteristics and experiences.
- Improve engagement with our workforce to ensure the diverse needs of employees are being considered into policy design, delivery and implementation.
- Equip all employees, managers and leaders through training, information and highlighting role models to build equality, diversity and inclusion into everything we do.
- Use data to track progress and ensure that Aberdeen City Council is making progressive steps in achieving Equality Diversity and Inclusion outcomes.
- Enhance recruitment and retention of a diverse employee workforce that will bring a range of perspectives that will add to existing capabilities and offer more innovative solutions and action.
- Raise awareness of equality, diversity and inclusion initiatives with the aim of involving all employees across different services.
- Ensure that there is compliance with the legislative requirements and ensuring that Aberdeen City Council works to enhance its reputation as an equitable employer
- Support the wider outcomes as listed in the [Council Delivery Plan 2025](#).

Background

Our equality outcomes and action plan have been informed by comprehensive data and insight gathering through the feedback from our diverse workforce. To develop our outcomes as an employer, an internal Employee Experience Survey was carried out with 1,711 respondents. We have also considered feedback provided through focus groups with our Equality Ambassadors, Employee Equality Groups and Trade Unions and drawn from guidance and requirements from legislation and accreditations. The new action plan builds on the learning and experience from our previous equality, diversity and inclusion action plan.

The outcomes, underlying action and indicators have been identified based on:

- A review of previous equality outcomes and the supporting action plan
- Consultation, engagement and feedback from employee working groups
- Results of our Employee Experience Survey
- Guidance from the Equality and Human Rights Commission
- Guidance from the Equally Safe and Work programme
- Legislation and changing requirements to meet the needs of the General Duty under the Equality Act 2010
- Research from Chartered Institute of Personnel and Development (CIPD) and other organisations for best practice

Guiding Principles

Our Guiding Principles were designed by our staff and strengthen our commitment to creating the kind of culture that our employees say they want, with associated capabilities to support our workforce with the right tools and support to carry out their roles which then supports their awareness of their responsibility and duty to deliver fair and equitable services to our citizens.



These principles are rooted in a collective commitment to creating a vibrant, inclusive, and sustainable workforce. Since 2023, we have had a capability framework for employees that is aligned to our Guiding Principles, and a specific core capability for employees that sets out the necessity duty for all employees to have awareness, skills and behaviours around equality, diversity and inclusion.

The Action Plan 2025 – 2029

The action plan has been structured by the following improvement themes to achieve the outcomes:



Leadership and Management

Our goal is to have a workplace where leaders actively and visibly champion and model Equality, Diversity, and Inclusion (EDI). This includes senior managers sponsoring events that celebrate cultural, social, and individual diversity. We are also committed to attracting new talent and improving representation by reviewing and refining our processes to ensure they foster an inclusive environment for everyone.



Data

Our goal is to have data-informed practices that boost our understanding, track progress, and tackle underperformance and underrepresentation. This includes system changes to enhance workforce value and participation. We will achieve this by implementing a robust framework to collect, analyse, and report diversity and inclusion data. This includes monitoring workforce demographics, tracking recruitment and retention, and using surveys to gauge employee perceptions, all supported through the ethical use of technology.



Learning and Development

Training and development are key to our success as a local authority. They equip our workforce with the skills and knowledge needed to excel in our roles and provide effective services to colleagues and the diverse citizens we serve. Our goal is to provide a variety of tailored new and existing learning and development programs and toolkits that will address role-specific needs, foster leadership development and improve cultural competency. We will use technology to support accessibility of programs we deliver.



Policies and Practices

Our goal is to embed diversity and inclusion in every Council policy and practice. By prioritising these principles in our daily decision-making and actions, we aim to foster an equitable environment that values the unique contributions of each employee, boosts participation, representation, and impact across our operations. We will refine our recruitment practices to attract diverse talent, regularly assess progress through feedback and data, and recognise and reward employee contributions. Through ongoing workforce engagement, we will continue to build a more inclusive environment where everyone's contributions are valued.



Recruitment, Selection and Retention

Our goal is to improve the diversity of our workforce to reflect that of our city's varied experiences and needs. We will enhance and regularly monitor recruitment practices by removing biases and barriers, ensuring diverse talent is attracted through inclusive recruitment packs, having diverse hiring panels, and broadening our recruitment channels to improve recruitment, development and retention.



Consultation and Engagement

We will build a culture of consultation and meaningful engagement by actively seeking feedback from employees of diverse backgrounds through accessible platforms for open dialogue and collaboration. By valuing and integrating this feedback, we will refine our policies and practices, strengthen relationships with our workforce, and ensure our actions align with their needs.

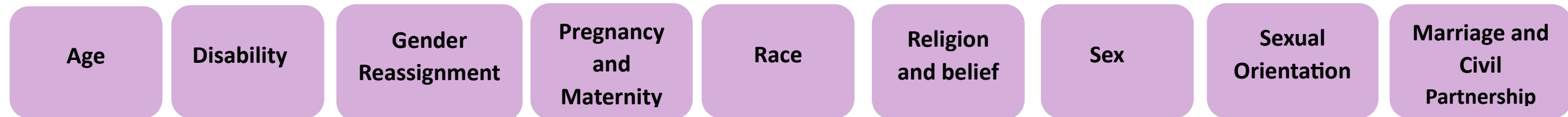


Communication and awareness-raising

We will promote diversity and inclusion through targeted communication and awareness campaigns across platforms like the Intranet, Viva Engage, webinars, workshops, social media, and newsletters. By educating our workforce, elected members and citizens about Equality Diversity and Inclusion, we will raise visibility of initiatives and achievements, creating an environment where all individuals feel represented, valued and supported.

All actions listed in the plan work to meet the general duty under the Public Sector Equality Duty where the outcomes and underpinning actions must relate to eliminating discrimination, promoting equal opportunities, and fostering good relations between people with and without protected characteristics.

Protected Characteristics as defined by the Equality Act 2010 are:



To achieve better outcomes, solutions need to be inclusive and consider how the intersection of all protected characteristics can affect experiences. The focus of the action plan has been grouped under the broader themes to inspire collaborative actions, broken down by equality group to identify specific needs, and used to set key measures for driving action planning on each theme.

Measuring success will be a multifaceted process and we anticipate topics and measures under the themes will evolve as actions and updated legislation will lead to desired outcomes. The action plan will respond to emerging needs, ensuring continuous improvement, and avoids complacency.

Employer Outcomes 2025- 2029



Equality Outcome 1: Our workforce is as diverse and representative of the city we serve, with a focus on sex, disability, race and sexual orientation.


To achieve this, our focus is on enhancing recruitment and selection processes, collecting good quality equality data, improving retention rates, and therefore increasing workforce diversity. This includes increased representation of individuals with protected characteristics such as sex, disability, race, or sexual orientation.


Equality Outcome 2: Employees feel their voice and experience is heard, valued and helps shape decisions that affect them.


Success will be evaluated based on qualitative and quantitative data gathered from employee feedback and increased participation rates.

Planning with purpose – our Goals, Measures and Actions


Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead	
<div>LEADERSHIP AND MANAGEMENT</div> <div></div> <p>Our leaders and management are key to creating a culture that builds an inclusive workplace.</p> <p>Our goal is to have a workplace where leaders actively and visibly champion and model Equality, Diversity, and Inclusion (EDI).</p> <p>This includes senior managers sponsoring events that celebrate cultural, social, and individual diversity. We are also committed to attracting new talent and improving representation by reviewing and refining our processes to ensure they foster an inclusive environment for everyone.</p>	<p>% increase in employee perception of managers and leaders being trained and educated about Equality, Diversity and Inclusion standards.</p> <p>% increase of managers have completed the mandatory Equality Diversity and Inclusion mandatory training.</p> <p>Number of senior managers sponsored Equality Diversity and Inclusion events, communications or initiatives</p> <p>% increase in the value of Continuous Review and Development (CR&D) meetings.</p> <p>Current Baseline 24/25: 41% of the workforce agreed as part of the employee experience survey that managers and leaders are well trained and educated about Equality Diversity and Inclusion standards and 48% remained neutral on this.</p> <p>42% of the workforce find CR&D meetings useful.</p>	<p>Increase active engagement between decision makers and with employee equality groups to help shape system and policy changes.</p> <p>Senior managers sponsoring events that recognise cultural, social, and individual diversity. Link to visible leadership activity.</p> <p>Scope and deliver a variety of Equality, Diversity and Inclusion development training for our leaders through the Leadership Forum.</p> <p>Review the CR&D process to ensure it supports inclusive development and career progression.</p> <p>Deliver a leadership forum session on relevant and changing legislation including the Supreme Court's ruling on the definition of 'Sex' and the Scottish Government's guidance.</p> <p>Develop an inclusive leadership and management toolkit that provides key guidance and practical tips for day-to-day visible inclusive leadership that fosters a respectful and inclusive environment. Include links to frontline communication methods.</p> <p>Monitor and increase the % of managers completing the Equality, Diversity and Inclusion Mandatory Training</p>	<p>Ongoing with a review every 6 months.</p> <p>Ongoing</p> <p>Ongoing with an annual review.</p> <p>Report on progress by April 2027</p> <p>2025/2026</p> <p>August 2026</p> <p>Ongoing with a review every 6 months</p>	<ul style="list-style-type: none">People DevelopmentEqualitiesInternal CommsEqualitiesPeople DevelopmentInternal commsPeople DevelopmentLegalEqualitiesTalentPeople DevelopmentPeople Development	
	<div>DATA</div> <div></div>	<p>% increase recording of Equality Diversity and Inclusion data into CoreHR by employees.</p> <p>Current Baseline 2024/25:</p>	<p>Develop a framework to capture intersectional data on:</p> <ul style="list-style-type: none">RecruitmentPromoted postsPay Gap (Gender, Disability and Ethnicity reporting)	<p>Report on progress by April 2027</p>	<ul style="list-style-type: none">TalentPeople Development


Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
<p>Our goal is to have data-informed practices that increase our understanding, track progress, and tackle underperformance and underrepresentation. This includes enhance workforce value and participation in data capture.</p> <p>We will achieve this by implementing a robust framework to collect, analyse, and report diversity and inclusion data. This includes monitoring workforce demographics, tracking recruitment and retention, and using surveys to gauge employee perceptions, all supported through the ethical use of technology.</p>	<p>% of people who have answered each diversity question</p> <p>Sex – 100% completion Age – 100% completion Disability – 24% completion Ethnicity – 25% completion Gender identity – 24% completion Religion/ Belief – 24% completion Sexual orientation – 24% completion Marriage and civil partnership – 22% completion</p>	Review corporate employee and citizen forms to ensure data fields are in line with latest guidance, are consistent and flexible to allow individuals to add multiple disabilities.	Report on progress by April 2027	<ul style="list-style-type: none"> Equalities
		Develop targeted communication campaigns on why we collect Equality, Diversity and Inclusion data, what it is used for and how it is managed and stored. The aim being to raise awareness and provide assurances to employees on why this data is important and to increase the number of employees completing the Equality, Diversity and Inclusion questions on CoreHR.	Every 6 months	<ul style="list-style-type: none"> Equalities Internal Comms
		Review of new start process to include improved guidance on equality data collection.	April 2026	<ul style="list-style-type: none"> Talent
		Review corporate data dashboards and explore the Employee Data Forum's abilities to disaggregate data across Equality Diversity and Inclusion to include intersectionality of data.	Report on progress by April 2027	<ul style="list-style-type: none"> Equalities
<p>Learning and Development</p>  <p>Training and development are key to our success as a local authority. They equip our workforce with the skills and knowledge needed to excel in our roles and provide effective services to colleagues and the diverse citizens we serve.</p> <p>Our goal is to provide a variety of tailored new and existing learning and development programs and</p>	<p>% increase in the completion of Equality, Diversity and Inclusion mandatory training by all employees.</p> <p>Current Baseline 24/25: In 2024 there was a 72% mandatory training completion rate, showing significant improvement during the last Equality Diversity and Inclusion action plan cycle.</p> <p>Our aim is to achieve over 80% and 100% having completed as new starts</p>	Redevelop and relaunch of the Equality, Diversity and Inclusion mandatory training for all staff on ACC learn.	April 2026	<ul style="list-style-type: none"> People Development Equalities
		Develop tailored Equality, Diversity and Inclusion training for managers to equip them with tools to foster a respectful and inclusive environment.	April 2026	<ul style="list-style-type: none"> People Development Equalities
		Frontline operational version to be developed and rolled out across frontline teams including the recording of completion.	August 2026	<ul style="list-style-type: none"> People Development
		Review communication and promotion on Equality, Diversity and Inclusion development – mandatory and non-mandatory e.g. an Equality, Diversity and Inclusion week to showcase what is available for employees.	April 2026	<ul style="list-style-type: none"> People Development Internal Comms

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
<p>toolkits that will address role-specific needs, foster leadership development and improve cultural competency. We will use technology to support accessibility of programs we deliver.</p>		<p>Expand current equality, diversity and inclusion training and development programmes to address gaps identified in our training needs, accounting for frontline operation teams, to ensure we maintain current knowledge and understanding of equality agendas and are aligned to current legislation.</p> <p>Additional focus areas include:</p> <ul style="list-style-type: none"> ▪ Inclusive language and terminology ▪ Gypsy / Traveller awareness ▪ Religion, Faith and Belief ▪ Gendered budgeting ▪ Violence Against Women ▪ Social model of disability ▪ Disability Awareness ▪ Cultural awareness ▪ Integrated Impact Assessments ▪ Allyship ▪ Incident reporting ▪ UK Supreme Court Ruling ▪ Fostering a respectful and inclusive environment 	Ongoing and reviewed every 6 months.	<ul style="list-style-type: none"> • People Development • Equalities
		Develop refresher training modules for Recruitment and Selection training on ACC Learn.	August 2026	<ul style="list-style-type: none"> • Talent/People Development
		Develop a guide on chairing inclusive meetings to ensure equitable participation and needs of participants are met in the meeting.	April 2027	<ul style="list-style-type: none"> • Equalities
<p>Policies and Practices</p>  <p>We use policies and guidelines to shape our practices including decision making, risk management, compliance and consistency.</p>	<p>Increase % of policies reviewed and developed to support an inclusive working environment.</p> <p>Current Baseline 24/25:</p> <p>The Policy Review group is responsible for supporting the</p>	As part of ongoing policy review develop or refresh policies to ensure equality impact is considered, supports inclusive working environment and reflects the needs of current and potential workforce.	Ongoing and reviewed every 2 years	<ul style="list-style-type: none"> • All Policy review owners
		Respond to any updated legislative requirements relating to our Public Sector Equality Duty.	As per any formal guidance	<ul style="list-style-type: none"> • Equalities
		Adopt and implement a social model of disability approach to identify physical, attitudinal, communication and systemic barriers for our workforce.	Report on progress by April 2027	<ul style="list-style-type: none"> • Equalities

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
<p>Our goal is to embed diversity and inclusion in every Council policy and practice. By prioritising these principles in our daily decision-making and actions, we aim to foster an equitable environment that values the unique contributions of each employee, boosts participation, representation, and impact across our operations.</p> <p>We will refine our recruitment practices to attract diverse talent, regularly assess progress through feedback and data, and recognise and reward employee contributions. Through ongoing workforce engagement, we will continue to build a more inclusive environment where everyone's contributions are valued.</p>	<p>Council's policy review process which includes review and scrutiny of the policies to ensure that equality, accessibility and compliance with legislative requires and embedded with our / the Council's policies. 58 policies have been reviewed of which 15 are People related policies.</p> <p>10% of those who responded to the employee experience survey selected Training for managers and 4% selected improved policy and 4% guidance as actions that may support improvements.</p>	Explore the development and clarification of routes to raise concerns out with the normal line management structure to further enhance confidence in reporting issues of discrimination, harassment and victimisation as part of our dignity and respect at work policy.	December 2025	<ul style="list-style-type: none"> People Development Employee Relations Mental Health and Wellbeing
		Develop an anti-racist strategy through co-production with key employees and partners tackle racial inequality	April 2026	<ul style="list-style-type: none"> Equalities
		Maintain accreditation of the Disability Confident Employer where the Council supports people with disabilities in employment.	Achieved and reviewed in 2028.	<ul style="list-style-type: none"> Equalities
		As our workforce is made up of 70% women with 37% over the age of 50, we will ensure adequate support is in place for women through the development of a menopause policy.	April 2026	<ul style="list-style-type: none"> Mental Health and Wellbeing Advisor
		Update and implement policy and guidance to align with any current legislative requirement.	Ongoing	<ul style="list-style-type: none"> Policy Group
		Following the Supreme Court Ruling, there has been a confirmed position of 'Sex' under the Equality Act. Any formal guidance following this ruling will have implications on our policies and practices.	2025/2026	<ul style="list-style-type: none"> People and Citizen Services
		Review of policies, procedures, and guidance that mention gender recognition certificates, ensuring alignment with EHRC and Scottish Government guidance and inclusion of relevant definitions in training.		
<p>Recruitment, Selection and Retention</p> 	<p>% increase from underrepresented groups participating and completing management and leadership development programmes.</p>	Implementing trauma-informed practices in the workplace to ensure safety, trust, choice, collaboration, and empowerment.	April 2027	<ul style="list-style-type: none"> People Development
		Continue to develop a pipeline of future leaders with a focus on underrepresented groups. This includes the Aspiring Leaders and the Accelerator Programme as well as a focus on career progression pathways and links to CR&D process for career development.	Ongoing	<ul style="list-style-type: none"> Talent People Development

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
<p>People make the organisation and Aberdeen City Council aspires to be a diverse and inclusive employer that reflects the communities we serve.</p> <p>Our goal is to improve the diversity of our workforce to reflect that of our city's varied experiences and needs. We will enhance and regularly monitor recruitment practices by removing biases and barriers, ensuring diverse talent is attracted through inclusive recruitment packs, having diverse hiring panels, and broadening our recruitment channels to improve recruitment, development and retention.</p>	% of applications received from those in under-represented groups	Regularly review our recruitment data and identify and update actions to address under-representation across all characteristics.	April 2027	<ul style="list-style-type: none"> Talent Equalities
	Increased diversity within our workforce including within management roles from targeted underrepresented groups	Promote ACC as an employer of choice to a diverse audience to attract new talent and engaging with the community. This includes targeted social media campaigns, linking with community / external groups and Third sector partners.	Ongoing	<ul style="list-style-type: none"> Talent
	<p>Current Baseline 24/25:</p> <p>A robust data collection is needed offer insights into the equality data in order to increase the proportion of staff from underrepresented groups who participate and successfully complete management and leadership development programs.</p> <p>As part of the Employee Experience Survey, 49% of respondents agreed that all employees have fair and equal access to promotion.</p> <p>Feedback through consultation highlighted a desire for increased emphasis on diversity in recruitment panels. Currently, all lead recruiting managers must complete the Recruitment and Selection training with a refresher every 3 years.</p>	Increase awareness of and support programmes and opportunities that support external applicants with applying for jobs.	Ongoing	<ul style="list-style-type: none"> Talent ABZ Works
		Promote internal CV workshops and Interview Skills training programmes for development of internal employees.	Ongoing	<ul style="list-style-type: none"> Talent People Development
		Continue to undertake targeted recruitment campaigns to promote vacancies to as diverse an audience as possible, using a wide range of recruitment channels and platforms. This includes inclusive recruitment job adverts, promoting the Equality, Diversity and Inclusion Recruitment Pack and social media campaigns and promotion.	Ongoing	<ul style="list-style-type: none"> Talent
		Through the employee groups, explore what barriers are perceived to career progression and consider areas of improvement.	Ongoing	<ul style="list-style-type: none"> Equalities Talent
		Review employee turnover and exit reasons by protected characteristics.		<ul style="list-style-type: none"> Talent
		Continue to develop our Developing the Young Workforce initiatives including our Apprenticeship Programme, Career Ready Programme and ABZ Employability Pathways Programme, work experience and internships.	Ongoing	<ul style="list-style-type: none"> Talent
		Ongoing evaluation of our recruitment and selection process to ensure it continues to be current, accessible and inclusive and make any identified improvements. This includes the information on the ACC website, My Job Scotland website, the Equality, Diversity and Inclusion Recruitment Pack, the Guaranteed Interview Scheme, Recruitment and Selection Training and inclusive promotion of our vacancies.	April 2026 and ongoing	<ul style="list-style-type: none"> Talent

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
Consultation and Engagement  <p>Listening and valuing the diverse employee voices creates the basis for change and through consensus there is collective ownership of changes that need to happen.</p> <p>We will build a culture of consultation and meaningful engagement by actively seeking feedback from employees of diverse backgrounds through accessible platforms for open dialogue and collaboration. By valuing and integrating this feedback, we will refine our policies and practices, strengthen relationships with our workforce, and ensure our actions align with their needs.</p>		Build partnerships with local groups that represent minority groups / underrepresented groups to collaborate on Equality Diversity and Inclusion and employment initiatives.	April 2026 with a review every 6 months.	• Talent
		Participate in targeted community events and job fairs to promote Aberdeen City Council as an attractive employer of choice.	Ongoing	• Talent
	<p>% increase in employees reporting on feeling included at team meetings.</p> <p>% increase in employee awareness of the Council's Equality Ambassadors Network and Employee Equality Groups.</p> <p>% increase in membership in the Equality Ambassadors Network and Employee Equality Groups.</p> <p>Increase in the number of targeted engagement activities the networks and actively involved in.</p> <p>Increase in the number of our younger workforce engaged in Equality, Diversity and Inclusion initiatives.</p> <p>Current baseline 2024/25: While 78% say team meetings happen, 61% feel included in decision making.</p> <p>39% of respondents are not aware of the Council's Equality Ambassadors and Employee Equality Groups.</p>	Promote inclusive team practices, such as equitable participation in meetings and decision-making.	Initially by April 2026	• People Development • Equalities
		Support team leaders to continue to build positive team relationships through effective team meetings that enable inclusion and to focus on Equality, Diversity and Inclusion positive awareness, through comms, training and toolkits	Ongoing with an annual review	• People Development • Equalities
		Refresh the terms of reference of employee groups to ensure groups can meet to connect and learn, have peer to peer support and deliver on actions in this action plan.	November 2025	• Equalities
		Raise awareness of the Equality Ambassadors Network and Employee Equality Groups and promote participation in the groups.	Ongoing	• Equalities
		Promote the Employee Equality Groups as a source of consultation across services and with decision makers to get a variety of feedback.		• Internal Comms
		Improve engagement with our younger workforce to explore and understand their needs around Equality, Diversity and Inclusion.		•
		Monitor staff experience via employee experience surveys, leaver information, absences and employee relations cases and instigate remedial actions where required.	Ongoing	• Employee Relations • People Development
		Increase consultation with employees to inform Integrated Impact Assessments and while developing / refreshing policies and practices.	Ongoing	• Equalities
		Promote the use and adoption of the Community Planning Aberdeen Engagement toolkit to support effective engagement with workforce and citizens.	Ongoing	• Equalities

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
	<p>Currently there are 91 members in the Equality Ambassadors Network some of whom are members of the Employee Equality groups.</p> <p>Workforce aged Under 25 have a higher neutral or disagree response to awareness and participation in Equality, Diversity and Inclusion initiatives. 51% under the age of 25 are not aware of the Council's Equality Ambassadors and Employee Equality Groups.</p>			
Communication and awareness-raising  <p>We will promote diversity and inclusion through targeted communication and awareness campaigns across platforms like the Intranet, Viva Engage, webinars, workshops, social media, and newsletters.</p> <p>By educating our workforce, elected members and citizens about Equality Diversity and Inclusion, we will raise visibility</p>	<p>Increase % of employees that agree that we clearly communicate our commitment to equality diversity and inclusion.</p> <p>Increase % of employees that know how to access or participate in internal equalities activities</p> <p>Increase in number of visits to the Employee Diversity and Inclusion hub pages.</p> <p>Current baseline:</p> <p>As part of the Employee Experience Survey, 60% agree that Aberdeen City Council clearly communicates its commitment to equality, diversity,</p>	Include a quarterly internal newsletter on the Equality, Diversity and Inclusion Hub information on initiatives, events, training and other opportunities.	Start by September 2025	<ul style="list-style-type: none"> Internal Comms Equalities
		Promote digital inclusion which supports accessibility, collaboration and supports inclusive communication through delivery of digital training on tools like Co-pilot and accessibility features on Microsoft.	Ongoing	<ul style="list-style-type: none"> People Development
		Increase topics covered to promote and support council's commitment to equality, diversity and inclusion.	Ongoing	<ul style="list-style-type: none"> Equalities Internal Comms
		Regular update of the Equality, Diversity and Inclusion Hub to ensure employees are aware of any new changes in legislation, policy and guidance.	Ongoing	<ul style="list-style-type: none"> Equalities Internal Comms
		Utilisation of Toolbox Talks and Education specific communication channels to increase awareness amongst frontline staff.	Ongoing	<ul style="list-style-type: none"> People Development Internal Comms

Improvement Theme	Improvement Measures	Improvement Actions	Timescale for Delivery	Delivery Lead
of initiatives and achievements, creating an environment where all individuals feel represented, valued and supported.	<p>and inclusion as an employer; and just over half at 52% agree that the council actively promotes workforce diversity through its internal communications.</p> <p>38% of respondents do not know how to access or participate in internal equalities activities and 36% had a neutral response.</p> <p>The Equality, Diversity and Inclusion Hub was launched March 2024</p> <ul style="list-style-type: none"> • 455 employees visited the page since development • 2,231 total number of visits over the lifetime of the page 	Ensure alongside all other actions that there is an element of awareness raising for lesser engaged employee groups.	Ongoing	<ul style="list-style-type: none"> • Internal Comms

Governance

To support and build on an inclusive workplace culture, it needs everyone in the organisation to work together. The intention to achieving our equality outcomes is underpinned by this action plan which will be reported to the Staff Governance Committee every 2 years for the duration of this plan. A progress report will also be presented to the Anti-Poverty and Inequality Committee by April 2027.

Monitoring and Reporting Progress

It is essential that we evaluate our Equality, Diversity and Inclusion interventions to understand their effectiveness and determine whether they are achieving their intended outcomes. By reporting regularly and ensuring that we are compliant, we can understand what works and what does not. A statutory progress report will be next presented to Anti-Poverty and Inequality Committee in 2027. Any changes, updates or new areas of focus based on the data and analysis from the Equality Outcomes Mainstreaming Progress Report will be highlighted and shared through a future meeting of the Staff Governance Committee.

The Action Plan will remain a 'live' document where actions and indicators will be revised based on reviews, achievements and current needs. Progress on activity will be gathered and reported through the Equality Working Groups and will be added to the progress report for 2027. Regular updates will also be provided to Equality Ambassadors Network, Equality Working Groups and Trade Unions.

Managing Risks

As part of developing this action plan, the following risks and barriers were identified that could prevent or slow down progress in delivering on actions.

- Low uptake by employees on completing their equality data.
- Time and resource to deliver training.
- Poor attendance at training.

Further Information

If you have any comments, suggestions and ideas or would like to be a part of the equality working groups, please contact:

equality_and_diversity@aberdeencity.gov.uk

The full report and supporting documents are available on the website:

[Equality Outcomes and Mainstreaming Report | Aberdeen City Council](#)