



Workforce EDI Action Plan 2025-2026



Introduction

Our workforce EDI action plan for 2025-2026 sets out our planned activity to progress towards a working environment where every one of our colleagues has an equal voice and where we work together to prevent discrimination of any kind that is based on who you are or appear to be. This includes age, disability status, ethnicity, faith, gender identity, sex, sexual orientation or socio-economic background.

The priority areas we intend to focus on for the next 12 months are as follows:

- Becoming an anti-racist organisation
- Creating a more inclusive and supportive culture for colleagues with disabilities or long-term health conditions
- Increasing access to opportunity for under-represented groups
- Making recruitment and onboarding more inclusive
- Embedding understanding about EDI

We've identified these areas as priority based on engagement with key stakeholders, internal and external subject-matter experts and through analysis of our data, including pay gap/s data and our workforce equalities profile data. We're also taking account of the current political climate and our understanding of what is, and is not, working well for our colleagues.

How our work is influenced

Our Equalities, Diversity and Inclusion (EDI) work is informed by extensive engagement with internal and external stakeholders including trade unions, elected members, colleagues, specialist external organisations, local and national government bodies and colleague networks.

Drawing on the lived experience of subject matter experts underpins our approach to Equality, Diversity and Inclusion (EDI) work. The proposed actions in our 2025-26 Action Plan are informed by the following external drivers:

- Commitment to Equally Safe at Work accreditation
- Participation in Stonewall Proud Employer Accreditation benchmarking
- Pursuit of Disability Confident Leader status
- CEC anti-racist action plan
- TIDE benchmarking recommendations
- Internal priority / HR People Strategy
- Pay Gap(s) analysis
- Equal Pay Audit findings
- Analysis of Equalities Workforce Profile Data
- Partnership with external subject-matter experts
- Engagement with colleague networks and trade union partner

Workforce EDI Action Plan – Priority 1



Inclusivedinburgh
respect and equality in the workplace

Becoming an anti-racist organisation

We understand that simply ‘not being racist’ is not enough to challenge deep-rooted prejudice or to create meaningful, long-term change in the experience of our colleagues from minority ethnic backgrounds. We’re striving to become an anti-racist organisation, one where **all colleagues at all levels** of the organisation understand their **responsibility to recognise, identify, challenge and address** racist and discriminatory behaviour and feel they have the **skills and knowledge to approach this with confidence**.

COMMUNICATE	Communicate clearly to existing and prospective colleagues that we are an inclusive organisation and that racism in all its forms will not be tolerated
DEVELOP	Develop managers’ understanding of their responsibility to demonstrate inclusive leadership and anti-racism in their everyday actions.
SUPPORT	Support all colleagues and managers to understand what anti-racism means and what the expectations of them are in creating an anti-racist culture.
IMPROVE	Improve and make sure all colleagues are aware of how to report, record and respond to racist incidents
BUILD	Build partnerships, projects and initiatives that promote racial justice beyond the organisation and communicate the benefits of the reverse mentoring programme internally and externally.

Workforce EDI Action Plan – Priority 2

Creating a more inclusive and supportive culture for colleagues with disabilities or long-term health conditions

We want colleagues to feel valued and understood when they require support. We're aiming for a workplace culture where flexibility is encouraged and supported by managers as a reasonable adjustment, where assistive technology and physical arrangements are easily accessible and where barriers to full participation in the workplace are identified and addressed as a matter of routine.

COMPLETE	Complete a cultural review of the organisation from a disability perspective and agree actions to remove social barriers, tackle bias and prejudice, educate colleagues and leaders, and improve support
BUILD	Build organisational understanding of disability and long-term health conditions with a focus on humanising and normalising conversations and actions, helping colleagues feel safe in disclosing and seeking support.
CREATE	Create and deliver a targeted campaign to improve manager accountability, knowledge, skill and confidence in managing workplace adjustments
DEVELOP	Develop and promote the employee support service and associated learning, guidance and support.
ENGAGE	Engage with colleagues to ensure that their input is core within related organisational changes (including engaging with colleagues who are deaf or have hearing loss to understand how we can better support them)

Workforce EDI Action Plan – Priority 3

Increasing access to opportunity for under-represented groups

We're committed to building a workforce that reflects the population of the city it serves, at every level. This means creating opportunities for under-represented groups to reduce occupational segregation, both horizontal and vertical. It means looking at how we operate to identify and address barriers and thinking creatively about how we can attract and retain a diverse workforce.

PROGRESS	Progress pilot programmes to reduce occupational segregation – Trades, Education, Business Support.
DEVELOP	Develop our work with employability services to widen access to employment through internships, placements and work experience.
IMPROVE	Improve support for women returning to work after maternity leave.
INCREASE	Increase representation of colleagues from ethnic minority backgrounds in leadership roles
IDENTIFY	Identify and address systemic barriers within organisational recruitment policies, procedures, and practices

Workforce EDI Action Plan – Priority 4

Making recruitment and onboarding more inclusive

We want to attract the best people for our jobs so we can deliver the highest quality services to the people of Edinburgh. This means ensuring job descriptions, person specifications and application forms are inclusive and accessible, using varied selection methods to reduce bias or barriers, and offering reasonable adjustments throughout the process to get the best out of all our candidates.

ATTRACT	Attract the best candidates for our roles and reduce barriers
IMPROVE	Improve the candidate experience by reviewing our selection process for bias, barriers and lack of clarity
SUPPORT	Support recruiting managers to understand relevant EDI issues including differentiated selection, flexibility and reasonable adjustments, bias and inclusive language.
REVIEW	Review onboarding process and materials to ensure clarity about our commitments as an inclusive employer and signposting to colleague networks, EDI learning and wellbeing support.
ENGAGE	Engage with SMEs and key stakeholders to improve appointment rates for under-represented groups

Workforce EDI Action Plan – Priority 5



Embedding understanding about EDI issues

We want all colleagues to have a deeper understanding and awareness about the importance of EDI in the workplace. Building on significant work to raise awareness about EDI, we're planning to work closely with colleagues and managers to help create a workplace culture where the lived experience of colleagues from marginalised groups is truly recognised, understood and where everyone is involved in creating a better place to work.

BUILD	Build trust in equalities data disclosure by training managers, employee engagement, sharing positive outcomes and offering a dedicated contact for data-related queries.
IMPROVE	Improve the system for reporting and responding to sexual harassment.
DEVELOP	Develop our colleague networks to stay connected, build membership and shape inclusion across the organisation.
COMPLETE	Complete all Equally Safe At Work actions required to achieve bronze level accreditation
PROMOTE	Promote new digital EDI learning and deliver face to face training on active bystander, sexual harassment, disability and anti-racism.