



NHS Grampian
Equality and Diversity Workforce
Monitoring Report 2025

DRAFT REPORT – SUBJECT TO APPROVAL

April 2026

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Key Message

- 1 NHS Grampian produces an annual report on workforce diversity. We are committed to using data to understand and enhance our efforts to promote equality, diversity and inclusion across our workforce.
- 2 As at 31 December 2025, NHS Grampian employed 17,047 staff* (*substantive posts only, excluding bank contracts and locum contracts).
- 3 81.48% of employees are women and 18.52% are men. Traditionally, most members of the nursing and Allied Health Professions (AHP) have been female, which means that all Health Boards in Scotland have a much higher proportion of female staff to male staff. The distribution of female and male staff has been generally consistent over the last 5 years.
- 4 A total of 77.98% of colleagues have chosen to declare their ethnicity. NHS Grampian has a broad level of diversity across the workforce, with 47.06% identifying as White Scottish, 8.73% White British, 16.24% from an ethnic minority group and 5.95% responding 'do not know' regarding their ethnicity.
- 5 The diversity of the workforce cannot be directly compared to the Grampian or Scotland population due to missing data (prefer not to say and don't know ethnicity). However, the available workforce data shows that we employed staff from all ethnic groups based on the Scottish census data set.
- 6 NHS Grampian is committed to attracting and nurturing talent through demonstrable career development and progression opportunities. Younger colleagues, under the age of 20, represent 0.02% of our workforce.
- 7 The number of colleagues who reported having a disability is 0.55%. NHS Grampian recognises and acknowledges that employees who have declared a disability remain under-represented because this data is based on the answers given by staff when they joined the organisation and any member of staff who becomes disabled during employment does not generally have their record updated. NHS Grampian continues to actively support staff who require reasonable adjustments and remains committed to removing barriers for people with disability in the workplace.
- 8 NHS Grampian's workforce is religion and belief diverse. Whilst 35.08% of staff indicated that they had no religion and 25.28% prefer not to say, the remainder includes representation from all other religious groups within the Scottish Census data set with Church of Scotland at 12.10% followed by Other Christian (10.51%).

- 9 Data on training and promotion showed that NHS Grampian offered equal opportunities to all staff with protected characteristics. Diversity data shows proportionate promotion and completion of training in all protected characteristics. This indicates we are an equal opportunities employer and is an indicator of a non-discriminatory workplace.
- 10 Recruitment data showed 9,481 individuals applied to work in NHS Grampian. Consequently, a diverse successful candidates were offered posts.
- 11 NHS Grampian collects, monitors and publishes information about the diversity of our staff. This help us ensure that we are supporting a culture of diversity and inclusion, as well as identifying areas for improvement. Equality, diversity and inclusion remain at the heart of NHS Grampian's values.

1 Introduction

This report meets a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In particular, it responds to the duty to gather and use employee information. The report shows comprehensive workforce data and different states of employee experience including promotion, training, new starts and leavers' data.

The annual report for the workforce covers the 9 "protected characteristics", as defined in the Equality Act 2010. The 9 "protected characteristics" are: race, disability, sex, religion or belief, sexual orientation, gender reassignment, age, pregnancy and maternity, and marriage and civil partnership.

The employee data provides supporting evidence that NHS Grampian is making progress in paying due regards to the 'public sector equality duty', also known as the general duty, more specifically the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act
- Advance equality of opportunity among all people
- Foster good relations

NHS Grampian will continue to foster a culture in which employees feel supported and included. We aim to exceed the basic legislative and compliance requirements placed on our organisation to ensure all our colleagues are able to thrive. We promote fairness and equality and, as an employer, recognise and appreciate that everyone has different values, beliefs and personal requirements.

NHS Grampian benefits from the diversity of our workforce and encourages all colleagues to contribute to creating a culture where everyone feels safe, supported and confident in being themselves at work.

2 Workforce Data

NHS Grampian Engagement Form

Employees of NHS Grampian complete an Engagement Form at the start of their employment. This serves a dual purpose of (1) ensuring staff will be paid correctly and (2) collecting information required for the workforce information repository. This national database is used to support workforce planning within NHS Scotland and ensures that NHS Grampian meets or exceeds its legal requirements in respect of equality and diversity monitoring. This information is held confidentially and used only for purposes of equality monitoring to ensure no group of staff are discriminated against or disadvantaged.

Staff have the legal right not to disclose information about their protected characteristics if they so choose. Any information staff supply is therefore on a purely voluntary basis. The completeness of our information therefore varies by protected characteristics as a result.

Data collection

The workforce diversity report is based on employee data provided for the period of 1st January 2025 to 31st December 2025. The primary sources of data were from eESS (the national NHS Scotland standardised HR function), ePayroll, JobTrain (NHS Scotland's recruitment website) and Turas Learn (the learning management system for health and social care staff in Scotland).

Staff in Post

As at 31 December 2025, NHS Grampian employed 17,047 staff (substantive posts only, excluding bank contracts or locum contracts).

New Starts and Leavers

There were 2,527 New Starts and 1,959 Leavers.

Promotion

The number of staff in substantive posts who were promoted was 869 (5.09% of the workforce).

Completion of training

The data collected for staff who completed training was sourced from Turas Learn, which includes all staff employed by NHS Grampian including bank staff and locums. The number of staff who completed training was 18,103.

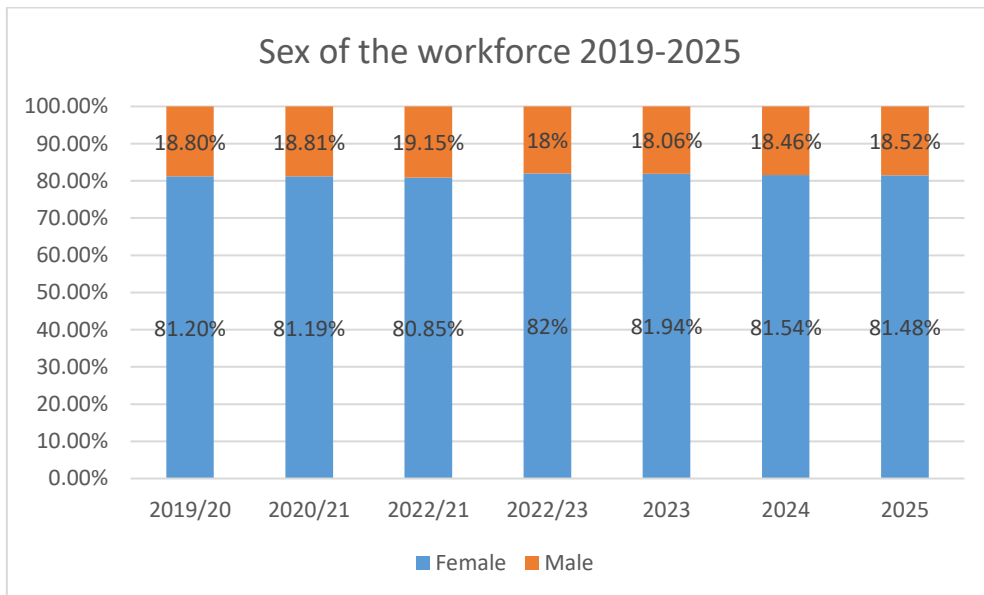
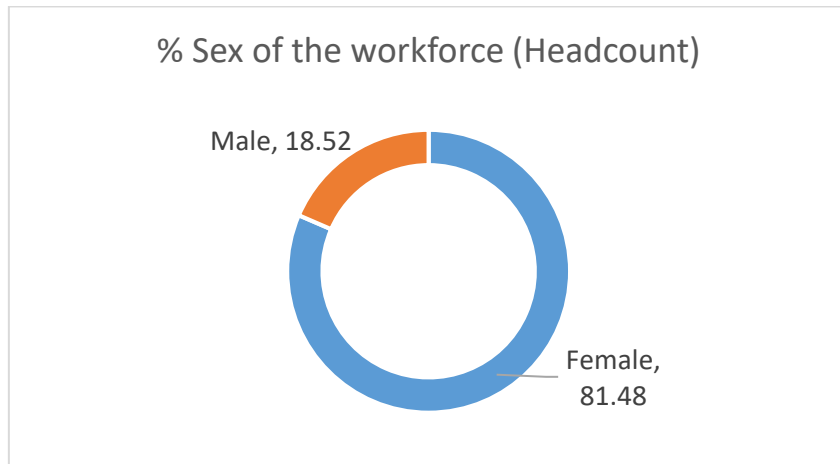
3 Workforce Diversity Data

The percentage of data collected for each protected characteristic is shown on Table 1. The values show the percentage of data which is available (i.e. not missing or blank). The values do not mean that staff have answered all the questions relating to their protective characteristics, as they have an option to “prefer not to say” or can leave the question unanswered.

Table 1. Percentage of data collected for each protected characteristic.

Protected Characteristic	As at 31/12/22	As at 31/12/23	As at 31/12/24	As at 31/12/25
	% Data	% Data	% Data	% Data
Ethnicity	99.48	99.99	100.00	99.99
Disability	98.68	99.97	99.99	99.98
Sex (Male or Female)	100.00	100.00	100.00	100.00
Religion or Faith	99.46	99.99	100.00	99.99
Sexual Orientation	98.69	99.99	100.00	99.99
Gender Reassignment	-	-	-	-
Age	100.00	100.00	100.00	100.00
Pregnancy and Maternity	-	-	-	-
Marriage and Civil Partnership	100.00	100.00	100.00	100.00

3.1 Sex of the workforce



- In NHS Grampian, 81.48% of staff are women and 18.52% are men. Nursing and Allied Health Professions have traditionally been female-dominated, resulting in consistently higher female staffing over the past six years.

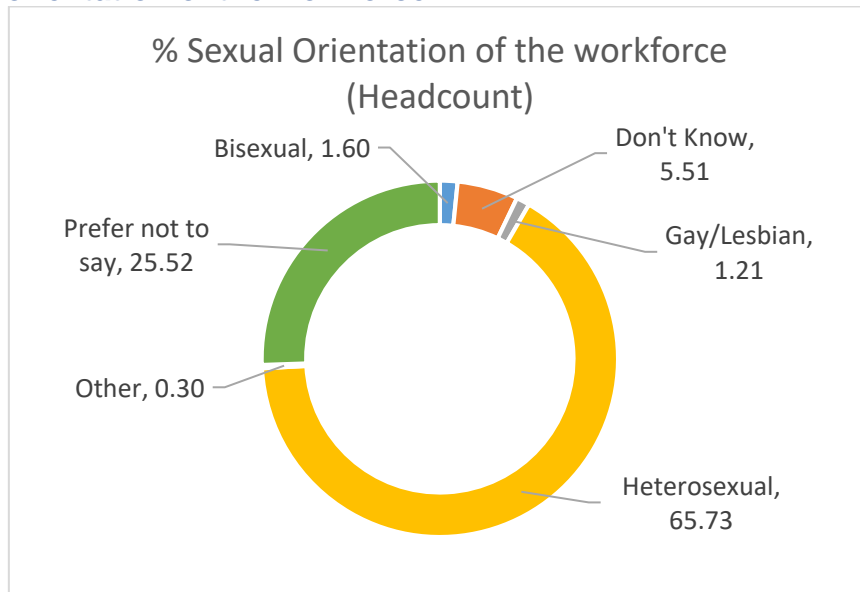
NHS Grampian Board

- Gender Representation on Public Boards (Scotland) Act 2018 is monitored to help address the historic and persistent underrepresentation of women in public life. Statutory guidance has been prepared by the Scottish Government on behalf of Scottish Ministers in accordance with section 7 of the Act.
- The Act sets a “gender representation objective” that a board has 50% of non-executive members who are women. The gender representation is not a cap and does not require board non-executive membership to be precisely 50:50 men and women.
- The membership of NHS Grampian Board reflects the partnership approach which is essential to improving health and health care. Non-Executive Board Members are appointed by the Health Minister on the basis of their particular expertise or position, which enables them to contribute to making strategic decisions about health and healthcare in Grampian. Scottish Ministers are committed to having Boards reflect the diversity of the communities they serve.
- Table 2 shows the gender distribution of NHS Grampian’s Board.
- In 2026, there will be 4 Non-Executive members (3 male, 1 female) who are due to retire. The Public Appointment Team at Scottish Government look after the Appointments of Board Members across Scotland.

Table 2. The Gender distribution of NHS Grampian Board as at 31st December 2025.

	Total	Male	Female
Non-Executive Members	16	11	5
Executive Members	5	2	3
Board Members	21	13	8

3.2 Sexual orientation of the workforce



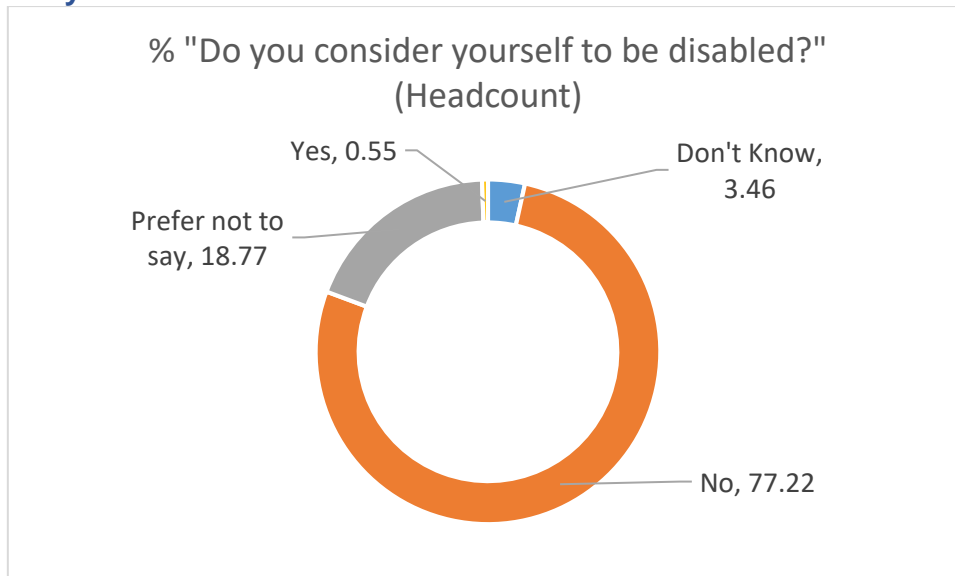
- The current practice of collecting data on sexual orientation of the workforce is consistent with the Equality Act 2010 and cross referenced with the Employment Statutory Code of Practice (page 295).

“13. The recommended way to ask job applicants and workers about their sexual orientation is outlined below:

What is your sexual orientation?

- Bisexual
 - Gay man
 - Gay woman/lesbian
 - Heterosexual/straight
 - Other
 - Prefer not to say
- 22.52% staff chose not to disclose their sexual orientation, but many are comfortable in sharing it.

3.3 Disability declared % of the workforce

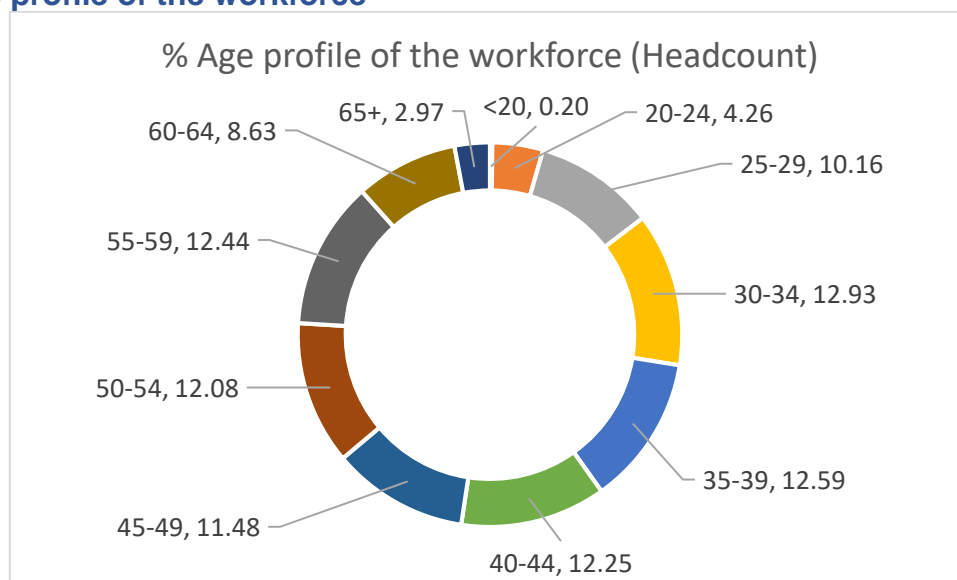


- The Equality Act 2010 defines disability as a person having (a) a physical or mental impairment; (b) an impairment that has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities.
- A person is recognised as disabled whether their condition is either visible or hidden, and/or has a substantial and long-term (12 months or longer) impact on their ability to do normal daily activities. It should be noted that disability is also self-defined by the individual.
- Only 94 staff members (0.55%) responded "Yes" to the question 'Do you consider yourself to be disabled?'
- The actual number of staff employed by NHS Grampian who have a disability is likely to be higher than 0.55% because:
 - The disability data is based on the answers given by staff when they joined NHS Grampian. Thus, any member of staff who becomes disabled during employment is not recorded.
 - Disability can be self-defined by the individual.
- In recent years, NHS Grampian actively supports staff who require reasonable adjustments to ensure staff remain in employment and offer positive impact on wellbeing, experience and performance.
- NHS Grampian achieved the Disability Confident Employer Level 2 Standard in 2022. As an employer, NHS Grampian recognises that disabled people can bring value to the organisation and is committed to equality of opportunity through the recruitment, retention and development of disabled people. NHS Grampian is committed to removing barriers for disabled people to become and remain valued members of staff.
- Two of NHS Grampian's five Equality Outcomes 2025-2029 focus on workforce and disability, These are: (1) "meet the needs of staff with

disabilities so they can access and progress in employment” and (2) “provide a safe, supportive and inclusive environment for staff to discuss issues relating to a particular protected characteristics, e.g. disability.

- One of the key actions underway is to develop a guide for staff and managers on reasonable adjustments and Access to Work, including the introduction of a Workplace Adjustment Passport.
- NHS Grampian held its first Disability Staff Network meeting on 17th February 2026 with 36 attendees. The Network is developing its Term of Reference and considering what the name of the Network will be.
- NHS Grampian's Neurodiversity Empowerment Group aims to make the workplace more neuro-inclusive, supporting both personal and professional interests. It is a key component of NHSG's equalities and inclusion efforts.

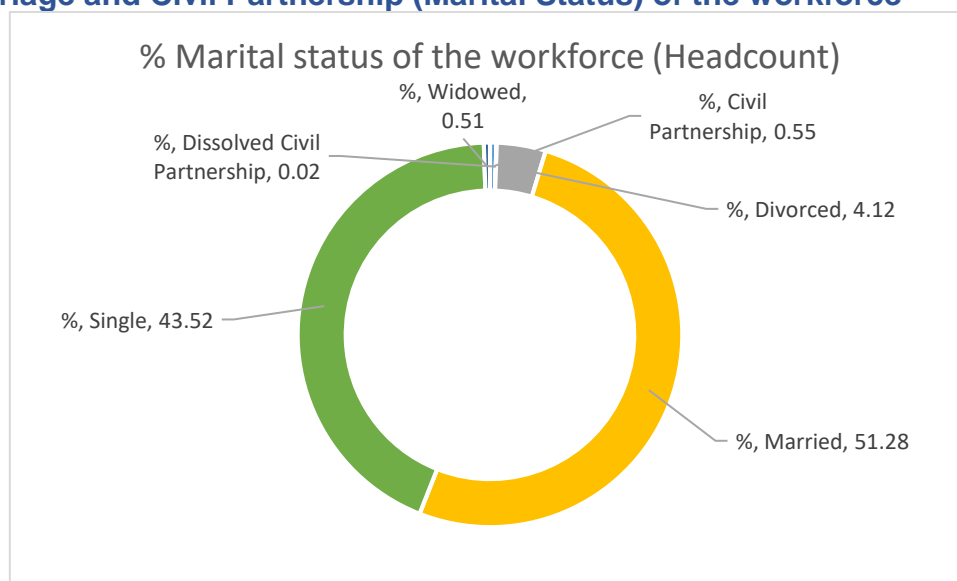
3.4 Age profile of the workforce



- The proportion of staff in the prime working age groups (25 to 59 years) is nearly the same.
- Monitoring the age profile of the workforce allows the organisation to look at its make-up and plan for the future at an organisation level. Age profiling assists in workforce planning by enabling patterns and trends across the workforce to be observed.
- NHS Grampian employs 506 staff members who are over the age of 65, comprising 2.97% of the workforce. These employees remain in service for various reasons despite reaching their statutory retirement age. These include: sustaining essential expertise and skills, contributing to patient care, and benefiting from flexible or part-time employment opportunities.

- The organisation acknowledges the significant value older workers bring, and their continued presence reflects a supportive environment that encourages retention.
- Additionally, the “Retire and Return to the NHS” scheme offers an avenue for former staff to re-join the workforce post-retirement, facilitating the retention of critical skills and knowledge while sustaining appropriate staffing levels.
- NHS Grampian is recruiting young people to support diverse careers in health. Currently, 34 staff are under 20 and 727 are aged 20-24. The organisation offers modern apprenticeships and supports wider employment access.

3.5 Marriage and Civil Partnership (Marital Status) of the workforce



- The workforce’s marital status is varied, reflecting a diverse range of personal circumstances. According to the data, just over half of staff are married (51.28%), while a significant proportion are single (43.52%). There are small percentages for those who are divorces (4.12%), in a civil partnership (0.55%), widowed (0.515%) or have had a dissolved civil partnership (0.02%). Notably, none of the staff selected ‘prefer not to say’, indicating openness in this aspect of identity.
- This diversity in marital status is an important facet of equality of opportunity within NHS Grampian. The presence of staff from a wide array of marital status demonstrates an inclusive environment where individuals are not limited or advantaged based on their personal relationships.
- Supporting staff from all marital backgrounds, the organisation shows its commitment to treating everyone fairly, promoting sense of belonging and enabling all employees to thrive professionally.

3.6 Race of the workforce

Table 3. Ethnicity of NHS Grampian workforce as at 31st December 2024

	Staff in Post at 31st December 2025	
	Number	%
WHITE		
White - Gypsy Traveller	8	0.05
White - Irish	166	0.97
White - Other	706	4.14
White - Other British	1489	8.73
White - Polish	47	0.28
White - Scottish	8022	47.06
MIXED OR MULTIPLE ETHNIC GROUP		
Any mixed or multiple ethnic group	86	0.50
ASIAN, ASIAN SCOTTISH or ASIAN BRITISH		
Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	25	0.15
Asian - Chinese, Chinese Scottish or Chinese British	69	0.40
Asian - Indian, Indian Scottish or Indian British	528	3.10
Asian - Other	295	1.73
Asian - Pakistani, Pakistani Scottish or Pakistani British	75	0.44
AFRICAN		
African, African Scottish or African British	336	1.97
African - Other	261	1.53
CARIBBEAN or BLACK		
Caribbean or Black	3	0.02
Caribbean or Black - Black, Black Scottish or Black British	10	0.06
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	22	0.13
Caribbean or Black - Other	36	0.21
OTHER ETHNIC GROUP		
Arab, Arab Scottish or Arab British	15	0.09
Other	80	0.47
Don't Know	1015	5.95
PREFER NOT TO SAY	3753	22.02
	17047	100

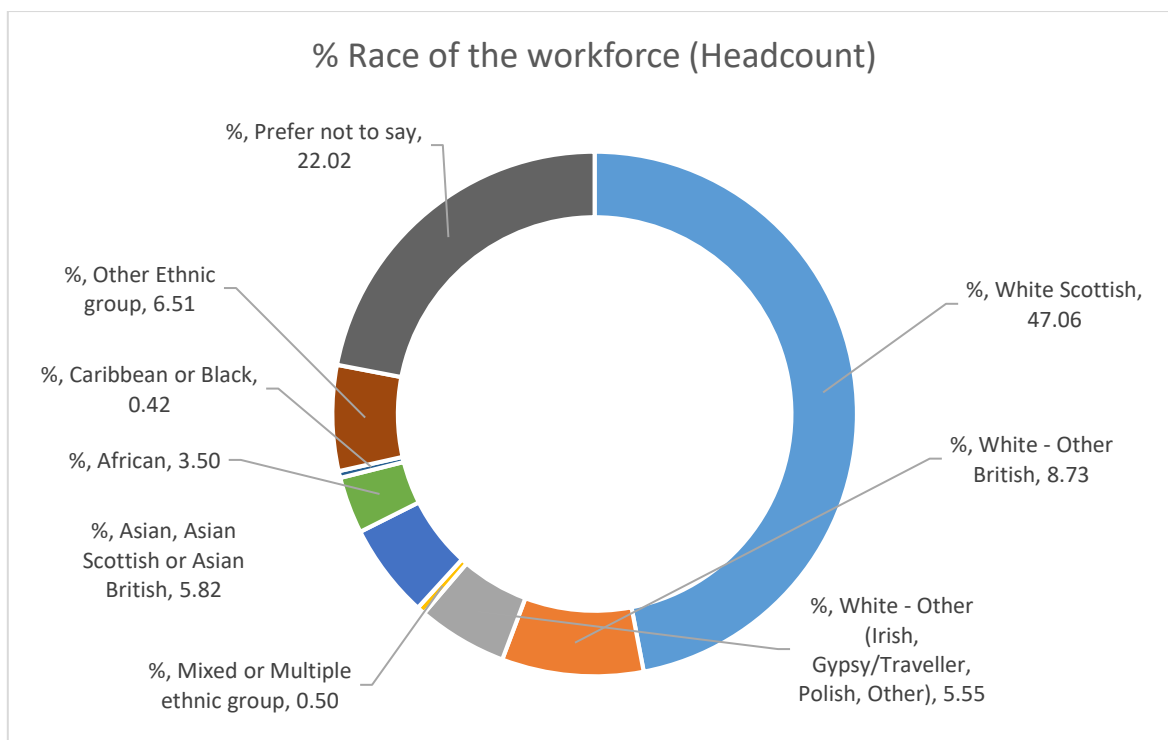


Table 4. Ethnicity of staff in NHS Grampian and 2022 Census (Grampian and Scotland)

	NHS Grampian		2022 Census (Grampian)		2022 Census (Scotland)
Scottish	47.06	55.79%	74.21	85.91	87
Other British	8.73		11.70		
Other White	5.44		7.22		5.8
Mixed or Multiple Ethnic Group	0.50		1.16		1.1
Asian, Asian Scottish or Asian British	5.82		2.92		3.9
African	3.50		1.78		1.1
Caribbean or Black	0.42		0.15		0.1
Other ethnic group	6.51		0.87		0.91
Prefer not to say	22.02		-		-

Comparison of NHSG workforce and the 2022 Census of Grampian and Scotland

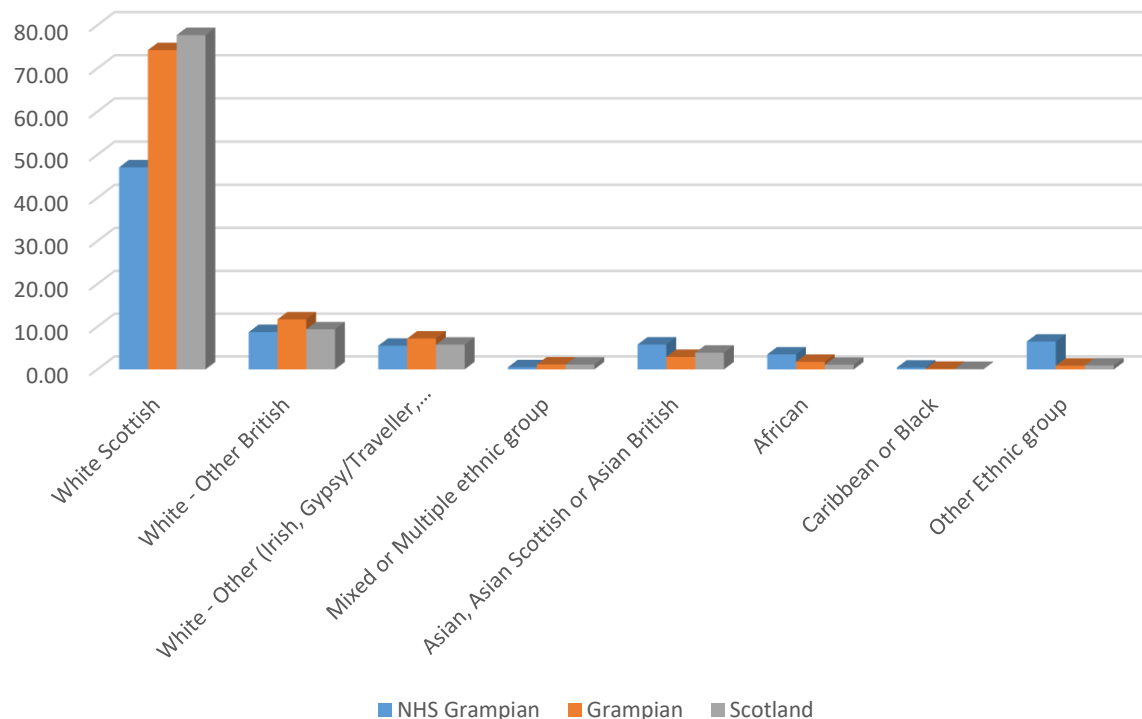


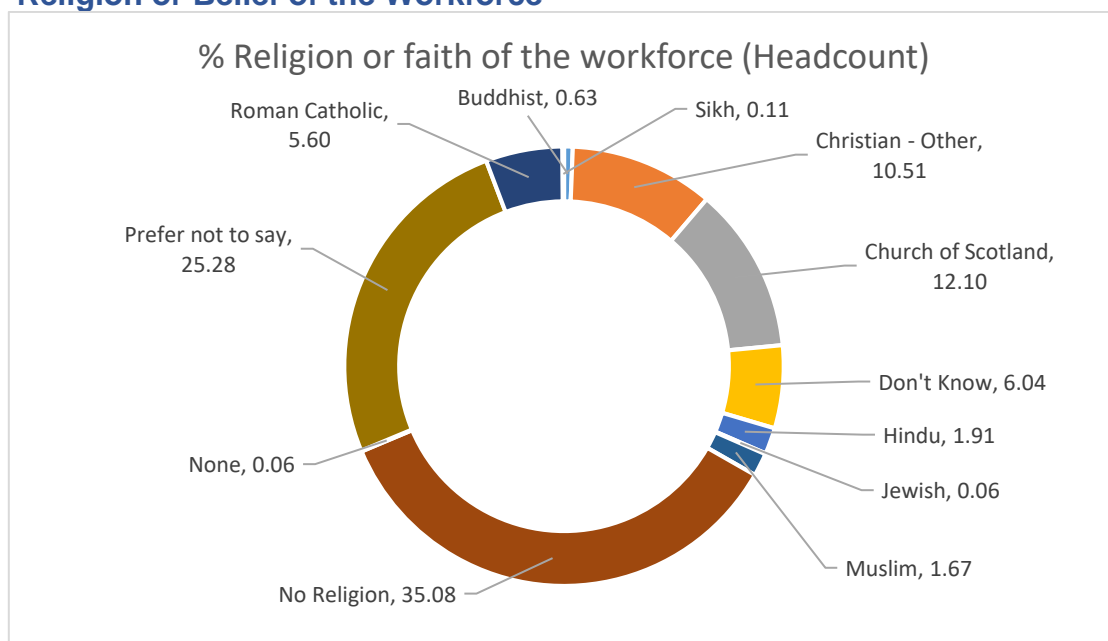
Table 5. Ethnicity of NHS Grampian staff compared to Grampian and Scotland Population based on the 2022 Scotland Census

	NHS Grampian*	Grampian Population	Scotland Population
White Scottish	47.06	74.21	77.7
White Other British	8.73	11.7	9.38
Other White	5.44	7.22	5.78
Mixed or Multiple Ethnic Group	0.50	1.16	1.12
Asian	5.82	2.92	3.9
African	3.50	1.78	1.08
Caribbean or Black	0.42	0.15	0.12
Other ethnic group	6.51	0.87	0.91

*22.02% of NHS Grampian staff “Prefer not to say their ethnicity”

- 'Minority ethnic group' in this report refers to all other ethnic groups, as used in the Scotland Census. This includes some ethnic groups that were in the White category such as Irish, Polish, Gypsy/Traveller and other White Ethnic Group. The 'minority ethnic group' is 14.09% and 13% for Grampian and Scotland, respectively.
- The employee data supports the position that NHS Grampian's workforce is diverse and represents different ethnic communities in Grampian.
- The NHSG workforce has a combined 55.79% White Scottish and White Other British and 22.19% staff from ethnic communities.
- NHS Grampian data showed that we employed nearly a quarter of the workforce from a 'minority ethnic group' and all ethnic groups were represented, with the Asian being the largest minority ethnic group (5.82%).
- The ethnicity data of the workforce cannot be directly compared with the Scottish Census due to the 22.02% workforce who did not share their ethnicity (prefer not to say).
- The Scotland Census 2022 results showed that the population of Grampian was an estimated 581,037 with 74.21% Scottish and 11.70% Other British within the White category.
- The Scotland Census 2022 results showed that the population of Scotland was an estimate of 5,439,842 with 77.7% White Scottish and 9.38% Other White British.

3.7 Religion or Belief of the Workforce



- 46.72 % of the workforce have disclosed a religious belief.

- Religious diversity offers substantial benefits to organisations. Integrating religious and belief accommodations into equality, diversity, and inclusion policies and practices can enhance belonging and acceptance while encouraging greater understanding.
- NHS Grampian actively promotes inclusivity and understanding of different religion and beliefs. An example, the catering team in ARI and other hospital cafeterias hold special menu days to commemorate religious festivities which enriches the workplace culture and demonstrate a commitment to diversity.
- It is important to foster an equitable and inclusive environment and remove any form of discrimination and unfair treatment.

3.8 Pregnancy and Maternity of the Workforce

Table 6. Maternity leave applications and staff returning to work

Year	No. of applications	Staff choosing “Return to work” option”	Undecided option	No. who actually returned to work	% Returning to work
2025	512	504	8	*	*
2024	520	513	7	498	95.7%
2023	464	457	7	430	92.7%

*Data not yet available as staff may take up to 52 weeks maternity leave.

- The Once for Scotland Maternity Policy outlines the procedures for requesting maternity leave, detailing statutory and contractual rights for NHS employees.
- NHS Scotland provides a structured and supportive environment that allows for phased return to work, which is beneficial for both the employee and the organisation. Women return to work after maternity leave due to the need to balance their professional and personal responsibilities.
- NHS Grampian has in place a Maternity Leave Officer. Their role is to ensure that every pregnant employee is made aware of their maternity leave rights at an early stage, as well as their entitlement to appropriate payments. They also provide advice and support to line managers on maternity leave issues. The Maternity Leave Officer acts as a channel of communication during pregnancy and is a point of contact for women who have opted to return to work when that time comes.
- In 2025, there were 512 applications for maternity leave. The number of staff

who chose to “Return to work” option is 504 (98.4%).

- In 2024, 498 (95.7%) staff returned to work after their maternity leave.
- The high percentages of women who opt for “Return to Work” and who “Returned to work” could be influenced by a number of factors such as:
 - The opportunities for flexible or part-time working offered
 - The availability of nursery places
 - The availability of refresher training
 - The high cost of living and accommodation in Grampian
 - The uncertain job situation in the other sectors of employment
- Staff are not obliged to provide reason why they decide not to return to work.

3.9 Gender Reassignment

As at 31st December 2025, 21 staff answered Yes to the question asking “If they have transgender history.”

4 New Starts and Leavers

In 2025, there were 2,527 new starts and 1,959 leavers, a difference of 568.

This report only provides qualitative information on new starts and leavers.

It is acknowledged that knowing the diversity of staff who are leaving the NHS is important because it helps the organisation understand whether everyone has an equal and fair experience at work, and whether systems or cultures may be unintentionally pushing some groups out.

1. Meeting legal and ethical equality duties

NHS Boards have clear duties under the Public Sector Equality Duty to eliminate discrimination, advance equality of opportunity and foster good relations. If we only look at *overall* turnover, we can miss whether people with certain protected characteristics (for example disability, ethnicity, age, sex, religion, sexual orientation) are leaving at higher rates. Analysing leavers by diversity characteristics allows the organisation to:

- Identify potential indirect discrimination
- Spot patterns that may suggest barriers or unequal treatment
- Demonstrate due diligence if concerns are raised externally or internally

Without this insight, the NHS risks unintentionally breaching both the spirit and the letter of equality legislation.

2. Understanding whether workplace culture is inclusive in practice

NHS Grampian places great emphasis on celebrating diversity, improving staff experience and establishing staff networks. However, representation alone does not tell the full story. Leaver diversity data helps answer critical questions such as:

- Are disabled staff leaving because reasonable adjustments are not sustained?
- Are minority ethnic staff leaving due to lack of progression or inclusion?
- Are carers, older workers or younger staff exiting because roles are inflexible?

If certain groups join the NHS but do not stay, this may indicate problems with:

- Line management practices
- Workplace adjustments
- Psychological safety and belonging
- Career development opportunities

This kind of insight cannot be gained from entry or headcount data alone.

3. Targeting retention efforts where they will make the most difference

Workforce intelligence shows that leaver experience varies significantly when viewed through an EDI lens, and that risks are often higher for particular groups.

Understanding *who* is leaving enables the NHS to:

- Design targeted retention actions rather than generic initiatives
- Focus resources on the groups and roles at greatest risk
- Improve manager guidance, policies and support mechanisms

For example, if disabled staff are leaving at higher rates, this points towards reviewing:

- How reasonable adjustments are agreed and reviewed
- Manager confidence and consistency

4. Protecting patient care and service quality

Diverse staff bring different skills, perspectives and lived experiences that directly benefit patient care. When particular groups leave disproportionately, the NHS risks:

- Losing cultural competence
- Reducing trust with diverse communities
- Weakening innovation and problem-solving

Retention of a diverse workforce is therefore not just a staff issue, but a patient safety and quality issue, especially in communities with increasing diversity and complex needs.

5. Transparency, trust and organisational learning

Correspondence relating to workforce monitoring highlights the expectation that data on staff leaving should lead to **learning and action**, not just publication. Analysing diversity of leavers helps:

- Build trust with staff networks and trade unions
- Respond robustly to scrutiny from equality organisations
- Show that the NHS listens, learns and improves

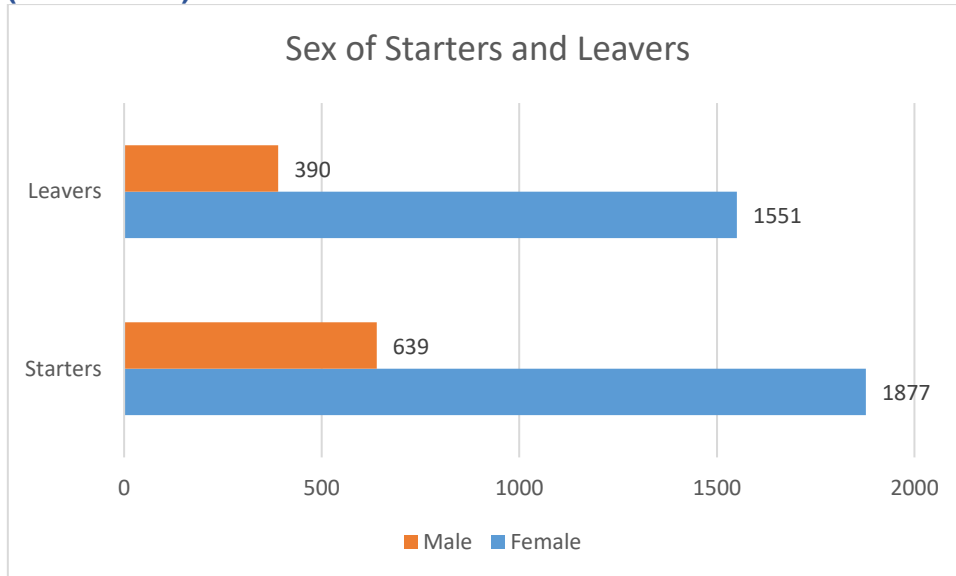
When staff see that their reasons for leaving are understood and addressed, it also strengthens confidence among those who remain.

In summary,

It is important to know the diversity of staff leaving the NHS because it allows the organisation to:

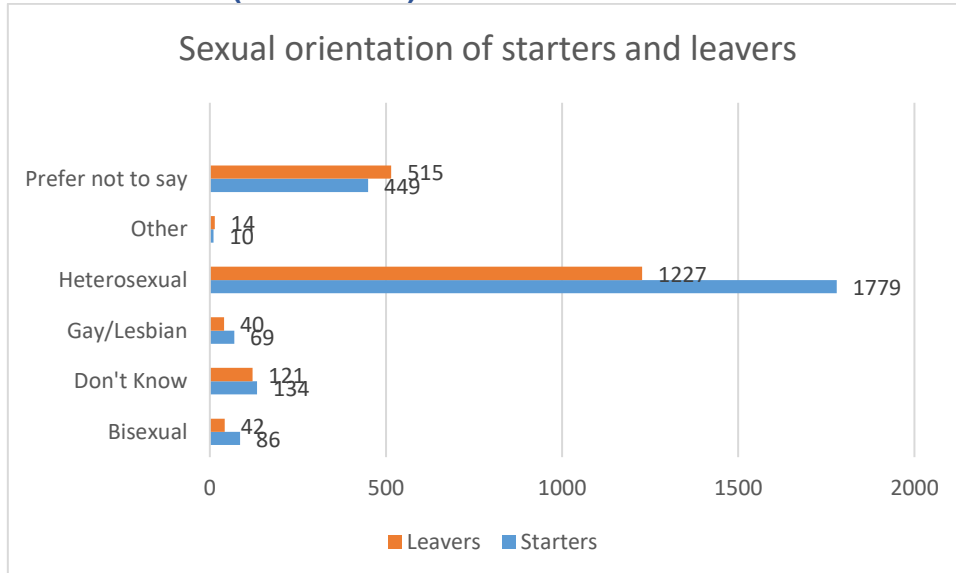
- Fulfil its **legal equality duties**
- Identify and address **systemic barriers**
- Improve **retention and workforce sustainability**
- Protect **patient care and organisational reputation**
- Turn equality data into **meaningful action**

4.1 Sex (Headcount)

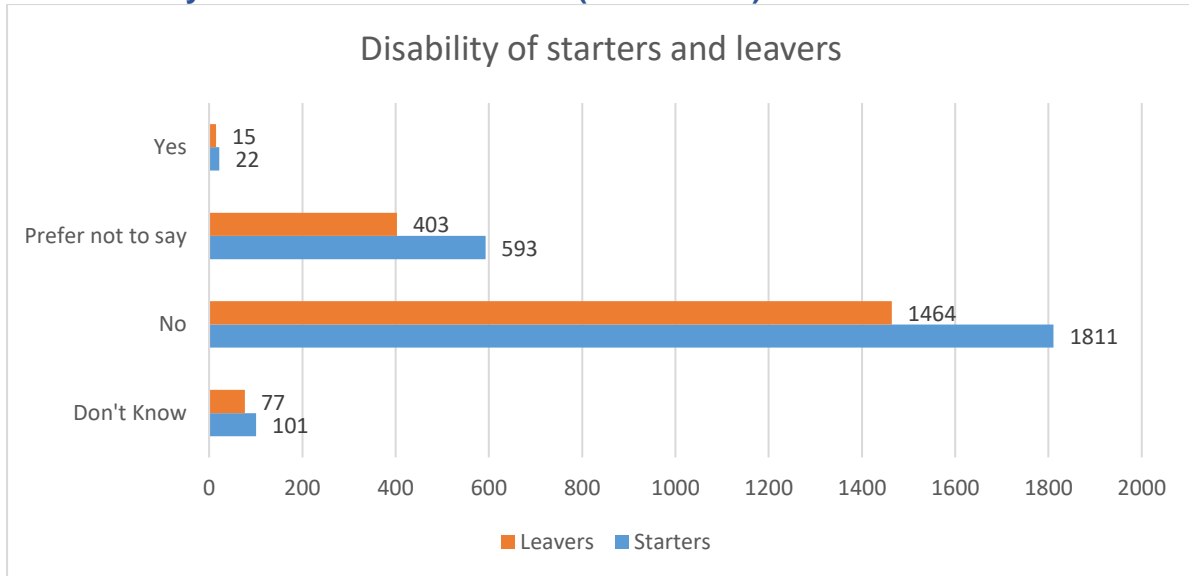


- In both sexes, there were more starters than leavers in 2025.

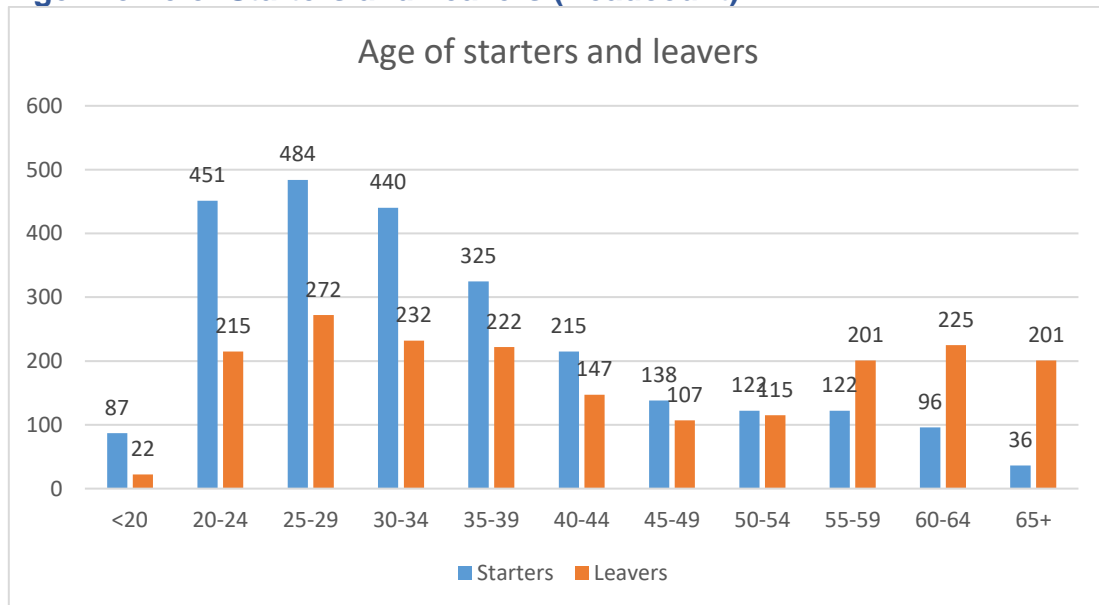
4.2 Sexual Orientation (Headcount)



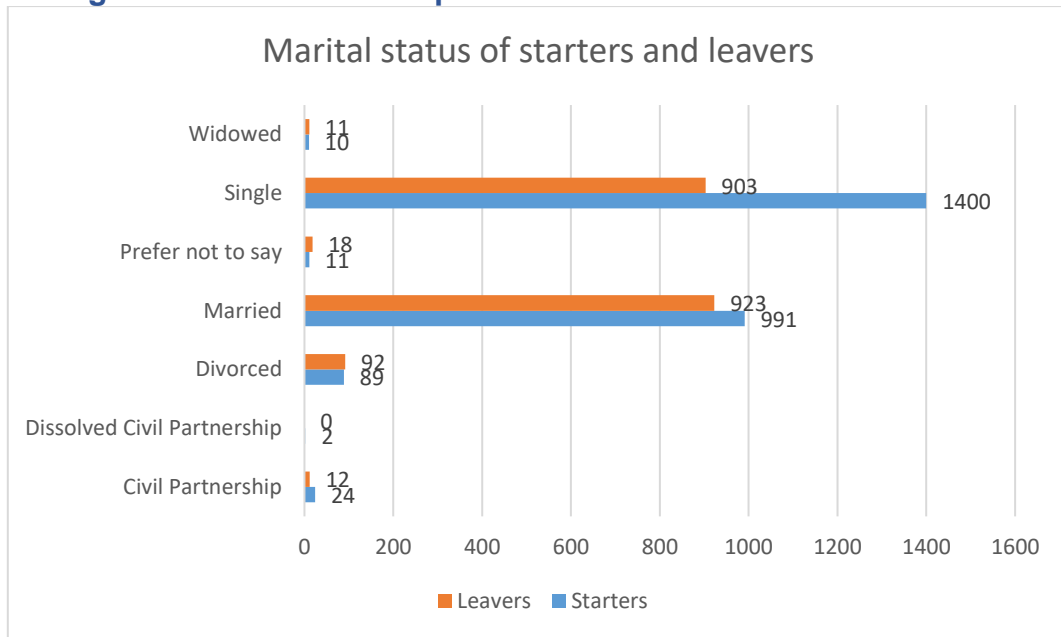
4.3 Disability of Starters and Leavers (Headcount)



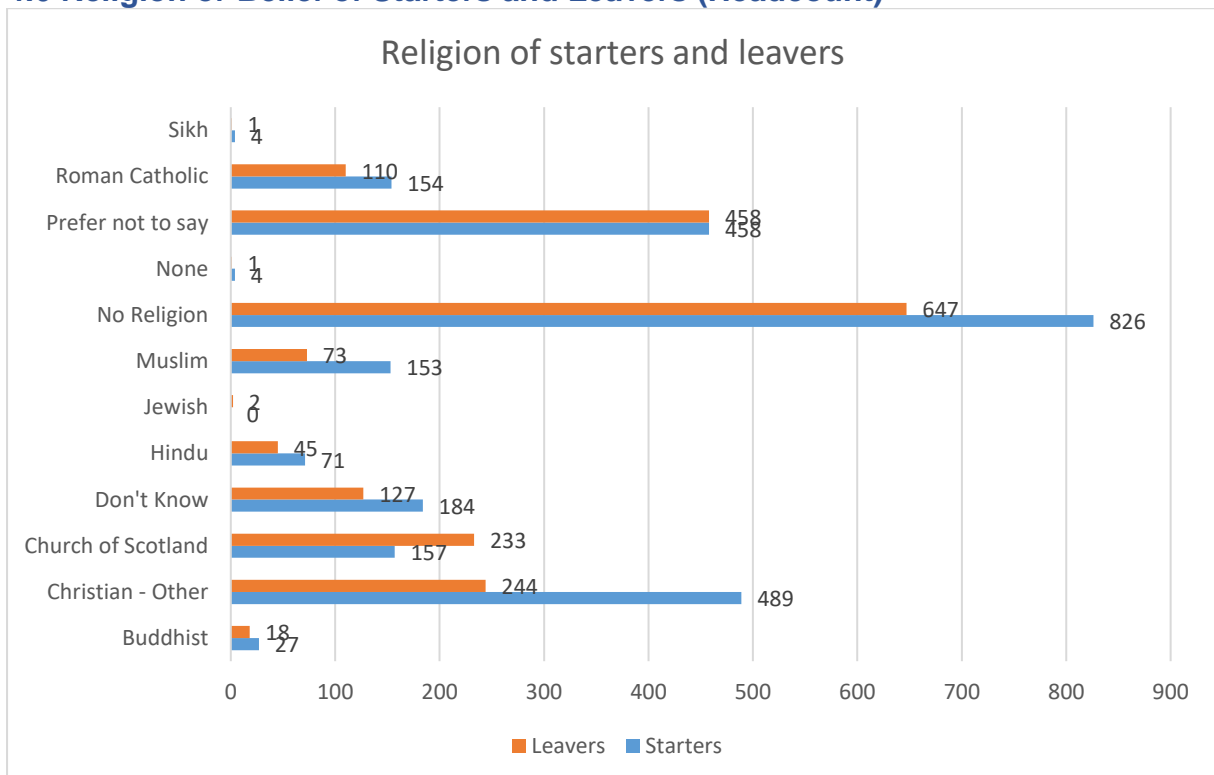
4.4 Age Profile of Starters and Leavers (Headcount)



4.5 Marriage and Civil Partnership



4.6 Religion or Belief of Starters and Leavers (Headcount)



4.7 Ethnicity of Starters and Leavers

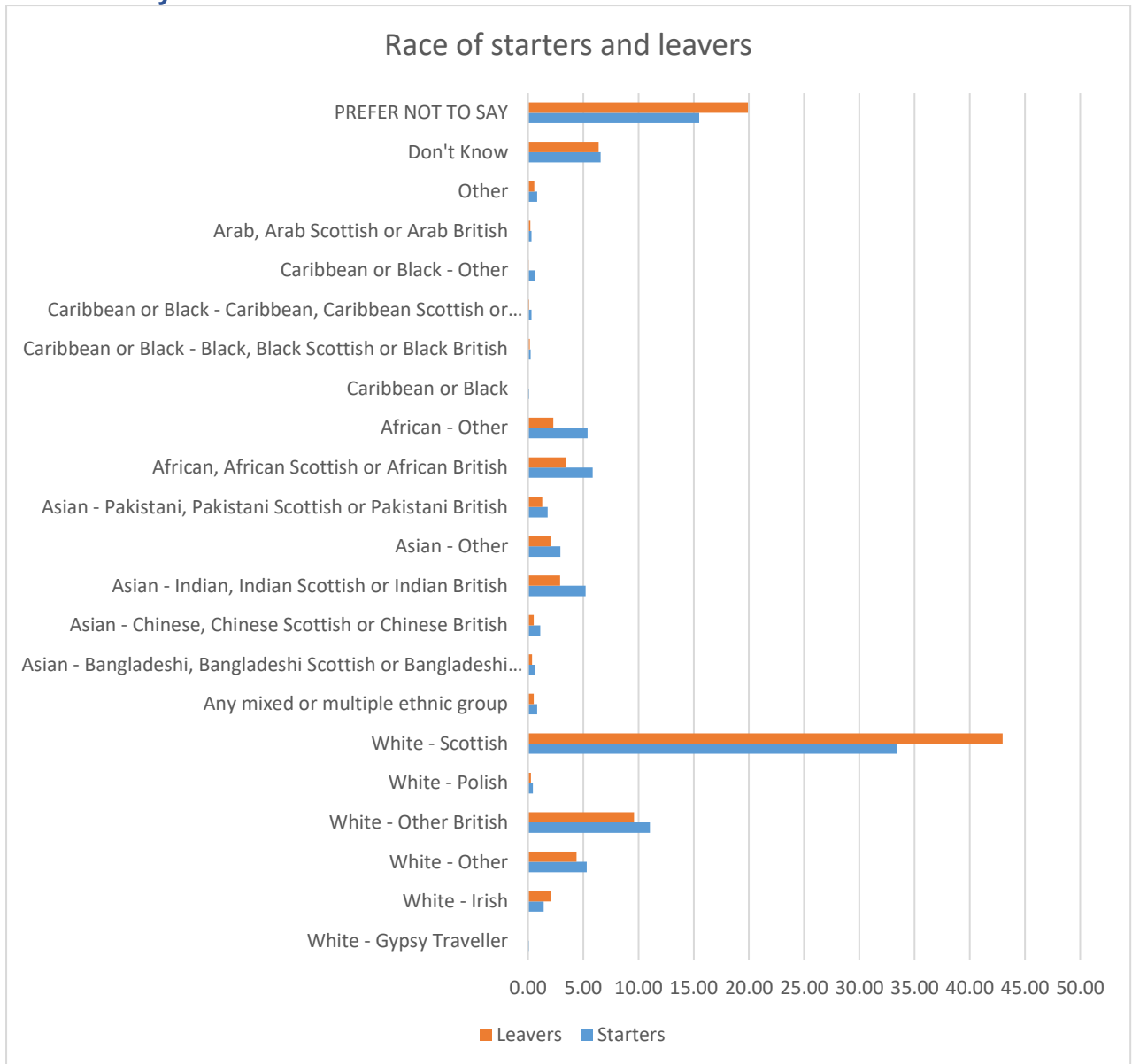


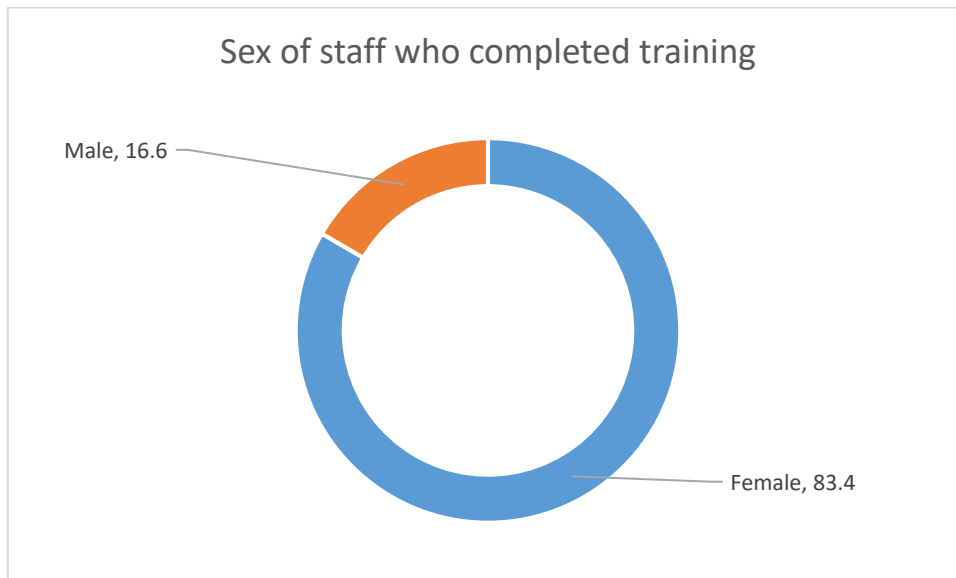
Table 7. Ethnicity of Starters and Leavers (%age headcount)

	% Starters	% Leavers
WHITE		
White - Gypsy Traveller	0.08	0.00
White - Irish	1.42	2.09
White - Other	5.30	4.39
White - Other British	11.04	9.60
White - Polish	0.44	0.26
White - Scottish	33.40	42.98
MIXED OR MULTIPLE ETHNIC GROUP		
Any mixed or multiple ethnic group	0.83	0.51
ASIAN, ASIAN SCOTTISH or ASIAN BRITISH		
Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.67	0.36
Asian - Chinese, Chinese Scottish or Chinese British	1.11	0.51
Asian - Indian, Indian Scottish or Indian British	5.22	2.91
Asian - Other	2.93	2.04
Asian - Pakistani, Pakistani Scottish or Pakistani British	1.78	1.28
AFRICAN		
African, African Scottish or African British	5.86	3.42
African - Other	5.38	2.30
CARIBBEAN or BLACK		
Caribbean or Black	0.12	0.00
Caribbean or Black - Black, Black Scottish or Black British	0.24	0.15
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	0.32	0.10
Caribbean or Black - Other	0.63	0.05
OTHER ETHNIC GROUP		
Arab, Arab Scottish or Arab British	0.32	0.20
Other	0.83	0.56
Don't Know	6.57	6.38
PREFER NOT TO SAY	15.51	19.91

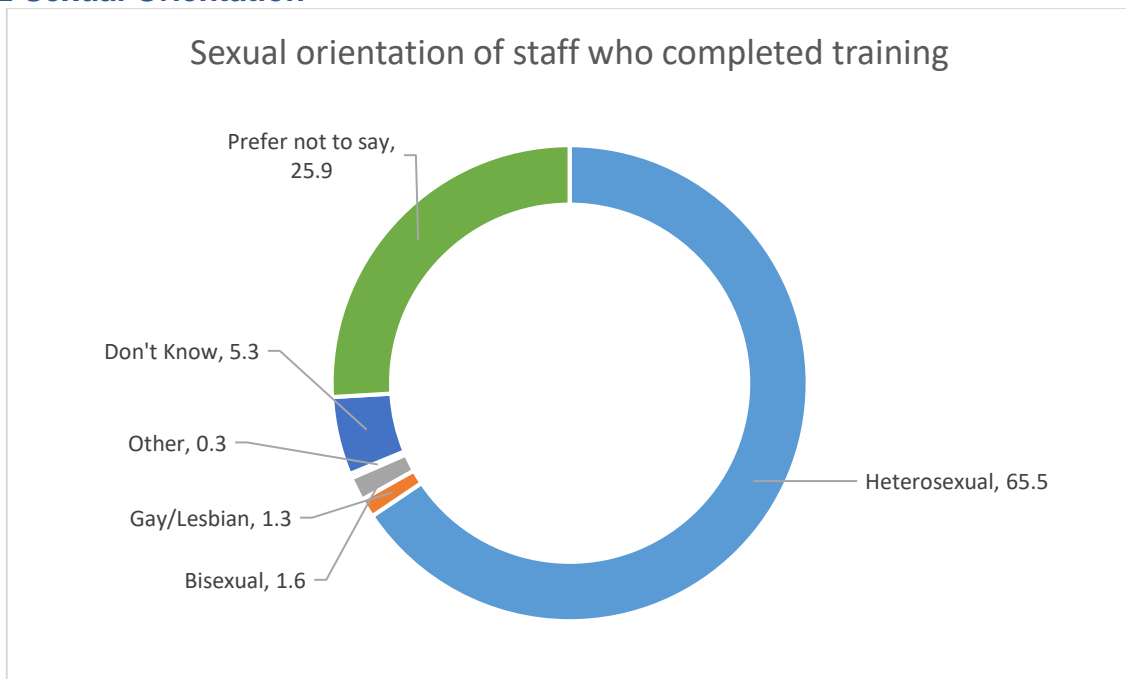
5 Training

- The data source for staff who completed training is from Turas Learn. The total number of staff who completed training is 18,103.
- This figure is higher than the substantive number of staff in post (17,047) because it includes all staff employed by NHS Grampian including bank staff and locums.

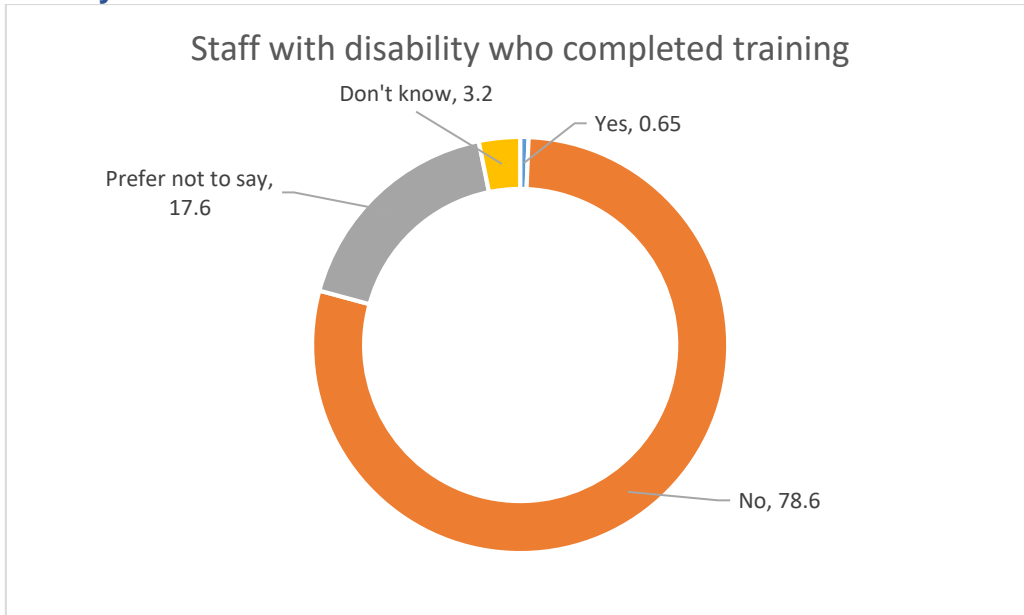
5.1 Sex



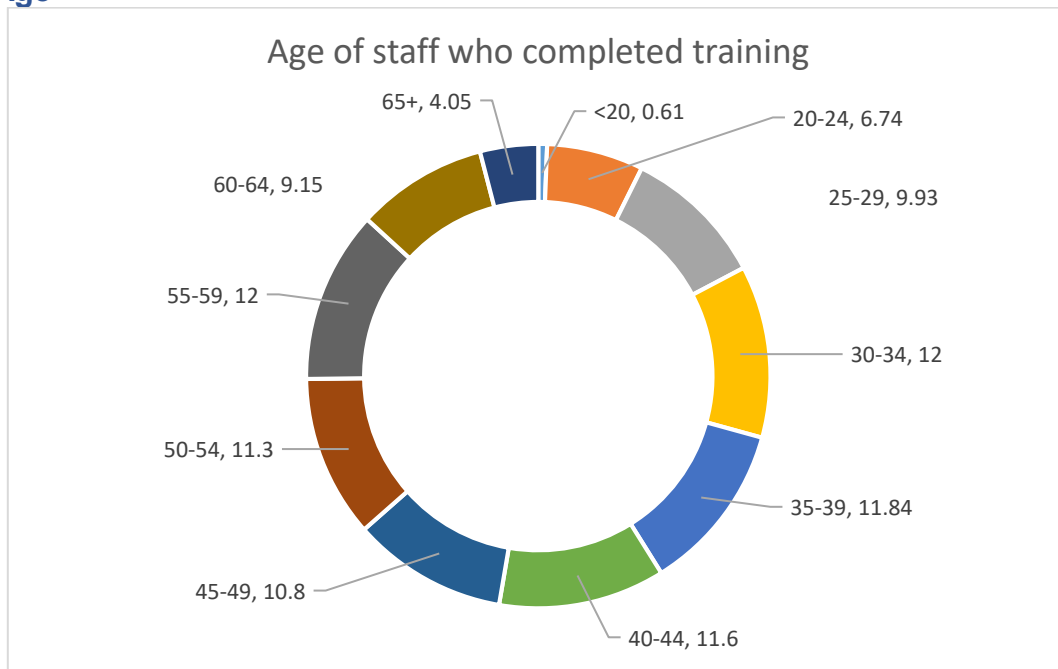
5.2 Sexual Orientation



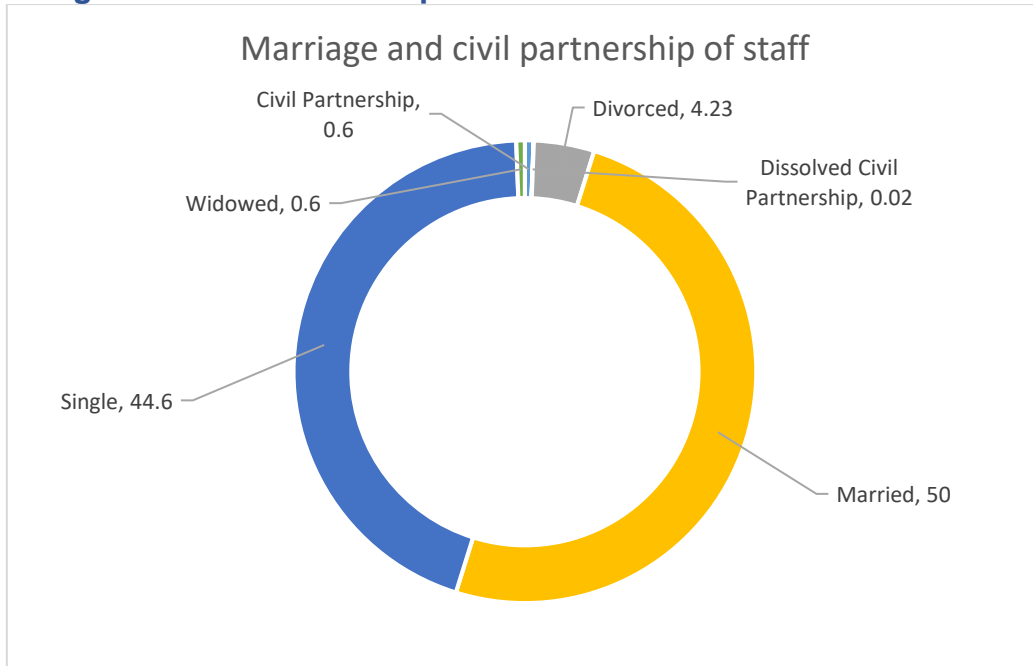
5.3 Disability



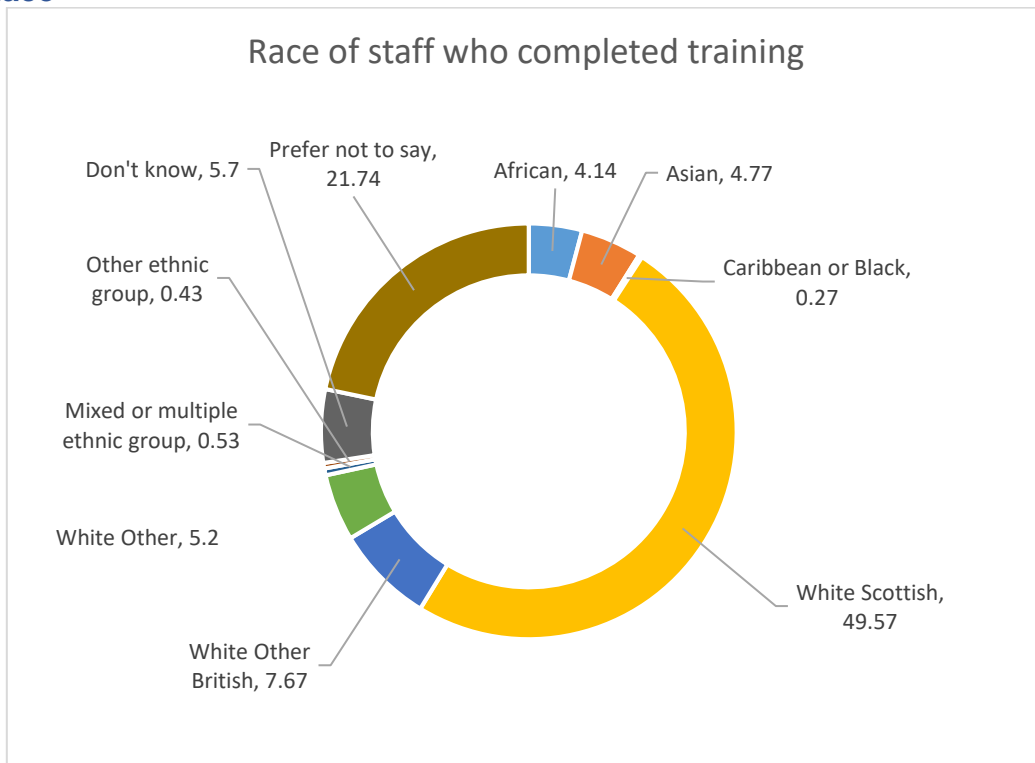
5.4 Age



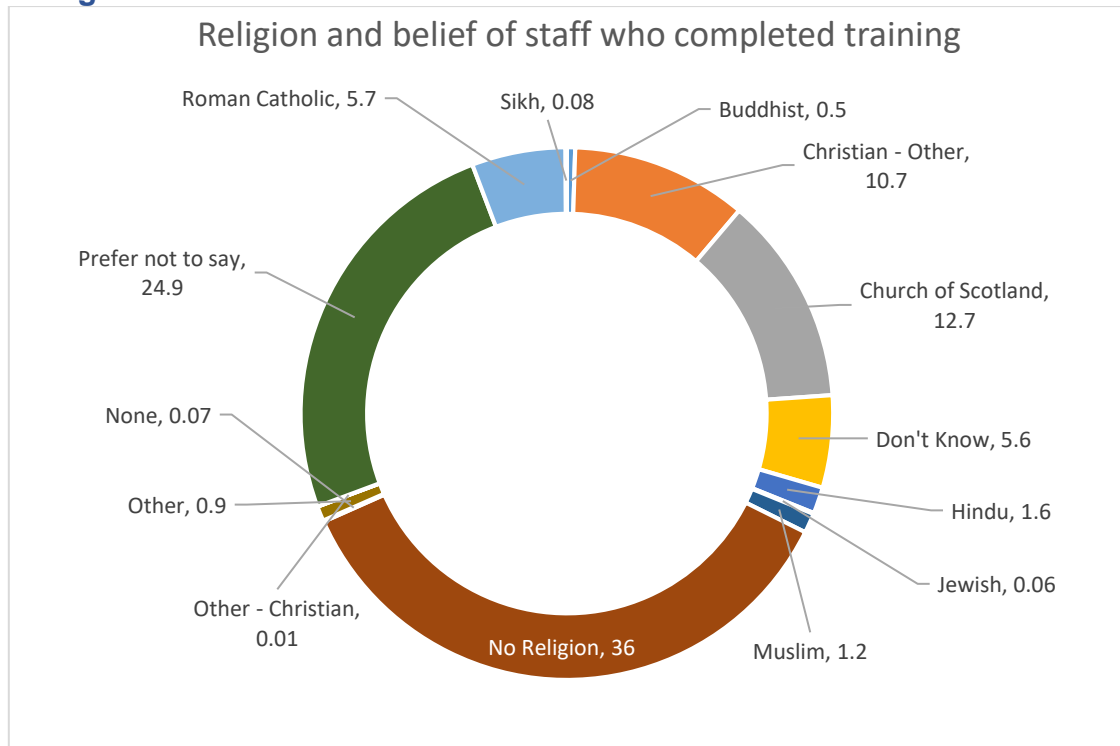
5.5 Marriage and Civil Partnership



5.6 Race



5.7 Religion and Belief



6 Promotion

- From 1 January 2025 to 31 December 2025, a total of 869 staff have been promoted.
- Promotions within NHS Grampian are governed by equality legislation, ensuring that decisions are based on merit and qualifications rather than protected characteristics; the data indicates qualified employees are promoted and protected from unfair treatment.
- 24.4% of promoted staff were male, compared to 18.52% of the overall male workforce
- 70.4 % of promoted staff are heterosexual. It is significant to note that promotion occurs in all sexual orientations considering 16.2% and 5.2% prefer not to say and don't know their sexual orientation respectively.
- 0.46% (four individuals) of promoted staff had a disability, close to the 0.55% representation in the total workforce.
- The data indicates that staff are promoted regardless of their age. It is noteworthy that promotion occurs across all age groups, including among staff members below 35 years old.
- The marital status distribution among promoted NHS Grampian staff shows the largest proportion are single, accounting for 559 individuals (64.32%) of the workforce. Married staff make up the second largest group, with 284 people (32.68%). This breakdown of marital status of staff offers insight into the personal circumstances of the workforce, which may inform considerations around staff support and wellbeing initiatives.
- When considering staff promotions in relation to ethnicity, the data provides insight into the diversity present among staff eligible for advancement. The majority of promotion is staff who identify as 'White Scottish' comprising 37.74%, followed by 'White – Other British' at 22.55%. Mixed or multiple ethnic groups and Asian backgrounds are represented, albeit in smaller numbers with Asian – Indian, Chinese and Other Asian categories collectively accounting for a notable proportion.
- 42.81% of promoted staff identify as having no religion. The data offers insight into the diversity of beliefs among promoted staff, as well as the prevalence of non-religious or undisclosed affiliations. All religion, including no religion, are represented with some in much lower proportions.
- In summary, NHS Grampian's workforce is diverse, and the organisation's promotion practices are designed to be fair and inclusive, in line with equality, diversity and inclusion principles. While the data demonstrates the breadth of diverse representation based on protected characteristics, further information would be required to specifically evaluate the distribution of promoted staff.

6.1 Sex

	Headcount	%
Female	657	75.6
Male	212	24.4

6.2 Sexual Orientation

	Headcount	%
Heterosexual	612	70.4
Gay/Lesbian	27	3.1
Bisexual	39	4.4
Other	4	0.4
Don't know	46	5.2
Prefer not to say	141	16.2

6.3 Disability

	Headcount	%
Yes	4	0.46
No	490	56.38
Don't know	32	3.68
Prefer not to say	343	39.47

6.4 Marriage and Civil Partnership

	Headcount	%
Civil Partnership	3	0.34
Divorced	21	2.41
Married	284	32.68
Single	559	64.32
Widowed	3	0.23

6.5 Age

	Headcount	%
<20	1	0.1
20-24	22	2.53
25-29	326	37.5
30-34	152	17.49
35-39	107	12.31
40-44	91	10.47
45-49	67	7.71
50-54	47	5.4
55-59	37	4.25
60-64	15	1.72
65+	4	0.46

6.6 Race

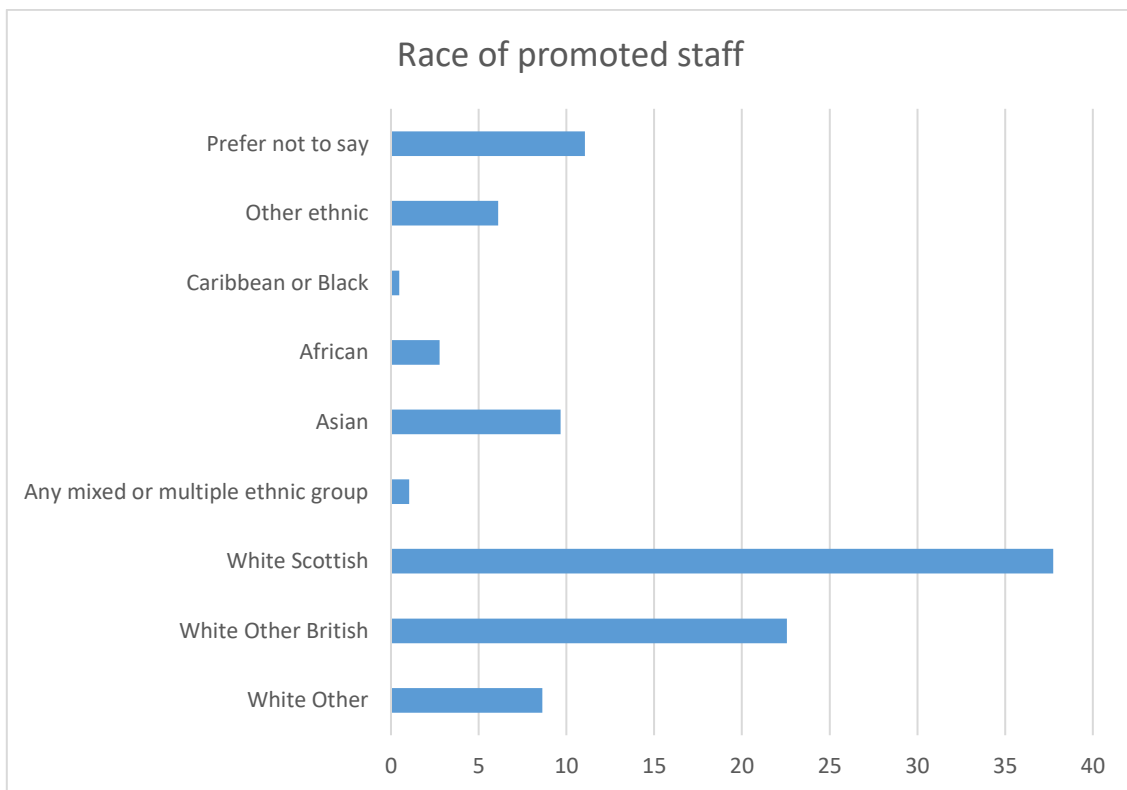


Table 8. Ethnicity of promoted staff

	Headcount	%
White - Gypsy Traveller	1	0.12
White - Irish	20	2.30
White - Other	52	5.98
White - Other British	196	22.55
White - Polish	2	0.23
White - Scottish	328	37.74
MIXED OR MULTIPLE ETHNIC GROUP		
Any mixed or multiple ethnic group	9	1.04
ASIAN, ASIAN SCOTTISH or ASIAN BRITISH		
Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	2	0.23
Asian - Chinese, Chinese Scottish or Chinese British	24	2.76
Asian - Indian, Indian Scottish or Indian British	26	2.99
Asian - Other	23	2.65
Asian - Pakistani, Pakistani Scottish or Pakistani British	9	1.04
AFRICAN		
African, African Scottish or African British	15	1.73
African - Other	9	1.04
CARIBBEAN or BLACK		
Caribbean or Black - Black, Black Scottish or Black British	1	0.12
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	1	0.12
Caribbean or Black - Other	2	0.23
OTHER ETHNIC GROUP		
Arab, Arab Scottish or Arab British	1	0.12
Other	3	0.35
Don't Know	49	5.64
PREFER NOT TO SAY	96	11.05

6.7 Religion and belief

	Headcount	%
Buddhist	9	1.04
Christian - Other	111	12.77
Church of Scotland	80	9.21
Hindu	13	1.50
Jewish	1	0.12
Muslim	22	2.53
Roman Catholic	55	6.33
Sikh	2	0.23
Other	9	1.04
None	1	0.12
No Religion	372	42.81
Don't Know	58	6.67
Prefer not to say	136	15.65

7 Recruitment

From 1 January 2025 to 31 December 2025: 9,481 applications were received, 2050 were invited to interview and 564 offered positions.

The data on recruitment showed the diverse backgrounds on individuals interested in working in NHS Grampian. It also demonstrates equal opportunities for all, regardless of their protected characteristics.

A diverse workforce helps foster a workplace culture that values the unique perspectives and experiences each applicant brings.

7.1 Sex

	Applicants	Interviewed	Offered Position
F	43.38%	73.27%	80.32%
M	23.85%	26.39%	19.33%
No data	0.24%	0.24%	0.18%
Don't Know	32.53%	0.10%	0.18%

7.2 Sexual Orientation

	Applicants	Interviewed	Offered Position
Bisexual	1.53%	2.59%	2.84%
Don't Know	32.53%	0.10%	0.18%
Gay or Lesbian	0.75%	2.15%	2.66%
Other Sexual Orientation	0.14%	0.05%	0.18%
Prefer not to say	2.12%	3.56%	3.37%
Straight/Heterosexual	62.93%	91.56%	90.78%

7.3 Disability

Disability Status	Applicants	Interviewed	Offered Position
Yes	-	-	12.9%
No	-	-	85.4%
Blank/Chosen not to say	-	-	1.7%

7.4 Race

	Applicants	Interviewed	Offered Position
African - African, African Scottish or African British	20.05%	20.10%	9.40%
African - Other	14.09%	10.73%	4.08%
Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.62%	0.73%	0.53%
Asian - Chinese, Chinese Scottish or Chinese British	0.37%	0.54%	0.53%
Asian - Indian, Indian Scottish or Indian British	8.03%	8.20%	4.08%
Asian - Other	2.26%	2.34%	1.95%
Asian - Pakistani, Pakistani Scottish or Pakistani British	4.48%	1.76%	0.89%
Caribbean or Black	0.41%	0.24%	
Caribbean or Black - Black, Black Scottish or Black British	0.27%	0.24%	
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	0.01%	0.05%	
Don't Know	32.53%	0.10%	0.18%
Dual / Multiple Nationalities	0.07%	0.05%	0.18%
Mixed or Multiple Ethnic Group	0.43%	0.63%	0.89%
Other Ethnic Group - Arab, Arab Scottish or Arab British	0.90%	1.17%	0.18%
Other Ethnic Group - Other	0.76%	0.93%	1.06%
Prefer not to say	0.56%	1.17%	1.24%
White - Irish	0.31%	1.61%	2.66%
White - Other	2.19%	5.17%	5.14%
White - Other British	1.85%	7.46%	9.75%
White - Polish	0.53%	1.12%	1.77%
White - Roma	0.00%		
White - Roma	0.01%		

White - Scottish	9.24%	35.61%	55.50%
White - Showman/Showwoman	0.01%	0.05%	

7.5 Religion and Belief

	Applicants	Interviewed	Offered Position
Another Religion or Body	0.39%	0.78%	1.24%
Buddhist	1.01%	1.02%	0.89%
Church of Scotland	3.01%	6.29%	7.45%
Don't Know	32.53%	0.10%	0.18%
Hindu	4.56%	4.29%	2.30%
Jewish	0.03%	0.20%	
Muslim	9.70%	7.37%	3.55%
None	10.73%	36.44%	55.50%
Other - Christian	26.41%	27.56%	15.43%
Pagan	0.05%	0.24%	
Prefer not to say	1.97%	3.17%	2.30%
Roman Catholic	9.49%	12.49%	10.99%
Sikh	0.13%	0.05%	0.18%

7.6 Age

	Applicants	Interviewed	Offered Position
15-19 Years	0.82%	2.98%	8.51%
20-24 Years	6.07%	13.71%	22.52%
25-29 Years	18.38%	17.12%	16.84%
30-34 Years	15.64%	18.68%	14.36%
35-39 Years	11.42%	16.05%	12.41%
40-44 Years	7.64%	11.71%	8.69%
45-49 Years	3.19%	6.63%	6.21%
50-54 Years	2.31%	6.83%	6.03%
55-59 Years	1.23%	3.76%	2.13%
60-64 Years	0.45%	1.80%	1.95%
65+ Years	0.05%	0.15%	0.18%
Don't Know	32.54%	0.10%	0.18%
Prefer not to say	0.25%	0.49%	

8 Conclusions

It is important to acknowledge that collecting workforce data provides evidence to support Equality Outcomes and targeted actions to have “due regard” to the Public Equality Duty defined in the Equality Act 2010, Part 11, Chapter 1, Section 149:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristics and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The NHS Grampian Equality and Diversity Workforce Monitoring Report 2024, shows:

- NHS Grampian to be a fair and equitable employer in terms of the 9 “protected characteristics”
- Data indicating that NHS Grampian has in place fair staff management arrangements and appears to be supportive of the equality protected characteristics.
- Data that supports fulfilment of our duty to report the requirements set out in the Equality Act 2010 General Duty and the Specific Duties Scotland Regulations 2012.
- Diversity data that can be used as a tool to monitor impact and outcome for different groups of employee. It helps identify current and future needs and possible inequalities.
- Positive diversity data regarding proportionate promotion and completion of training in all protected characteristics. This indicates an equal opportunities employer and promoting a non-discriminatory workplace.
- NHS Grampian recognises the value in having diverse teams to bring a range of perspectives and different thinking to the organisation which supports our work.

NHS Grampian recognises the importance of collecting good quality data about our workforce and is committed to improving the quality of data collected for reporting in subsequent years.

At NHS Grampian we care about our employees and are working hard to ensure our work and behaviours have a positive effect on all individuals. We value diverse backgrounds and characteristics and will continue to encourage inclusion.

9 Publicising the report

The NHS Grampian Equality and Diversity Workforce Report is a publication that can encourage better evidence-informed decision making with increased transparency and accountability that will lead to a real change.

The NHS Grampian Staff Governance Committee will be asked to endorse the content of the NHS Grampian Equality and Diversity Workforce Monitoring Report and the above content should be considered a draft until this appropriate governance process has completed.

10 Compilation of the report

Compilation of this Report has been a collaborative effort. Grateful thanks are expressed to the many staff who assisted in the compilation. Special mentions are due to:

- Fiona Maciver, Workforce Information Manager
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- Stacey Thomson, Workforce Intelligence
- Derek Hoodless, Workforce Intelligence Senior Analyst
- Philip Middleton, Senior Systems Support Assistant
- Sandi Powell, Business Hub Co-ordinator
- Gillian Dallas, Maternity Leave Co-ordinator
- Sarah Duncan, Board Secretary

11 Comments and Feedback

All comments on the Report will be warmly welcomed.

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NHS Grampian

April 2026