

# Pay Gap Report

## 2025

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# Introduction

# Introduction

City of Glasgow College is committed to equal opportunities for all staff. This means all employees should receive equal pay for work of equal value regardless of their protected characteristics.

## Protected characteristics

Age	Disability	Gender Reassignment
Marriage & Civil Partnership	Pregnancy & Maternity	Race
Religion or Belief	Sex	Sexual Orientation

We aim to eliminate any bias in our pay systems, not only to protect the UK legal rights of our employees, but also to increase their confidence that the work men and women undertake is equally valued.

The Equality Act 2010 requires all public bodies that have 250 employees (during the data snapshot date of 5th April 2022 – 5th April 2023) to provide a progress report on their Gender Pay Gap every two years. To comply with the Public Sector Equality Duties (PSED) the College is also required to publish an Equal Pay Statement, which is renewed every four years.

This report focuses on demonstrating progress in fulfilling the following specific duties:

- Publish gender pay gap information.
- Publish the percentage difference in average hourly pay (excluding overtime) between male and female staff based on the most recent available data.
- Publish statements on equal pay.
- Publish information on occupational segregation.

The statutory reports are required to be published and accessible. These are hosted on the City of Glasgow College web site.

***All data reported relates to the period 5th April 2023 to 5th April 2024, and was extracted from the College’s HR Information system (iTrent), on the 5th April 2024.***

## Executive Summary

- There is a gender balance in favour of females (54.2%) compared to males (45.8%).
- The highest concentration of female staff is in the lower paid support staff grades.
- The overall College Pay Gap is 7.83%, a slight increase from 2024.
- The data indicates that City of Glasgow College has consistently outperformed the UK in reducing the Gender Pay Gap between all staff.
- The College Ethnicity Pay Gap (6.21%) is well below Scotland's Median Ethnicity Pay Gap.
- The College's Median Disability and Ethnicity Pay Gaps have increased, however, these are well below the national average.

## Approach

As part of its specific reporting duties, the College is required to report on the Gender Pay Gap. This term refers to the difference in pay between male and female staff members.

This report utilises the terms 'male' and 'female' for the purpose of complying with Gender Pay Gap reporting requirements. However, the College acknowledges and respects the diverse spectrum of gender identities, including non-binary and transgender individuals.

This report will present the Gender Pay Gap using both mean and median figures, providing a comprehensive overview of the College's progress in reducing the gap as mandated by the Equalities Act Scotland 2010.

An Equal Pay Audit involves:

- The comparison of pay between males and females.
- The identification of any pay gaps.
- The explanation and justification of gaps using objective criteria.
- The addressing of any gaps that cannot be satisfactorily explained on the grounds of work role and responsibilities.
- Ongoing monitoring.

Equal pay audits identify and rectify pay disparities, ensuring fair and transparent compensation practices. This strengthens employee trust, enhances the organisation's reputation, and demonstrates a commitment to equality, all while fulfilling legal and ethical obligations.



# Pay Gap Calculations

## Mean Calculation:

The mean is the average of all salaries divided by the total number of staff.

M = mean hourly rate of pay for male employees.

F = mean hourly rate of pay for female employees.

Mean Pay Gap % =  $(M - F) / M * 100$ .

## Median Calculation:

The median is the middle point of a range of numbers arranged in order from lowest to highest. If there is an even number in the range, the median is the mean (average) of the two middle numbers.

M = median hourly rate of pay for male employees.

F = median hourly rate of pay for female employees.

Median Pay Gap % =  $(M - F) / M * 100$ .

For the purpose of this report, 'Salary' is defined as basic annual salary and does not include any overtime. All salaries have been adjusted to represent a full-time equivalent hourly salary to allow direct comparisons, regardless of whether an employee is full or part time.

## Definitions

Pay gaps are defined as follows:

1. **Gender** - The Gender Pay Gap is the difference between men's and women's average hourly earnings (excluding overtime).
2. **Ethnicity** - The Ethnicity Pay Gap is the difference between Black and Minority Ethnic staff (BME)\* and White staff.
3. **Disability** - The Disability Pay Gap is the difference between staff that have disclosed a disability and staff that have stated they do not have a disability.

Reporting in relation to Ethnicity and Disability does *not* include staff who stated they Prefer Not to Say (PNS) in relation to these characteristics.

\* The numbers for staff who identified themselves as Asian, Black, mixed or belonging to another ethnic group have been categorised together as BME.

# Summary of Findings

This analysis investigates the Gender Pay Gap at City of Glasgow College by comparing pay grades. These grades categorise jobs with similar levels of responsibility and skill, as determined by a standardised job evaluation system.

At the time of producing this report, the College employed 1,135 staff, of which 54.2% were female and 45.8% were male. Of these staff, 62% were full time (FT) and 38% were part time (PT). Figure 1 shows the gender split of male and females across FT and PT contracts.

Figure 1 – Gender distribution by working contracts\* (2025)

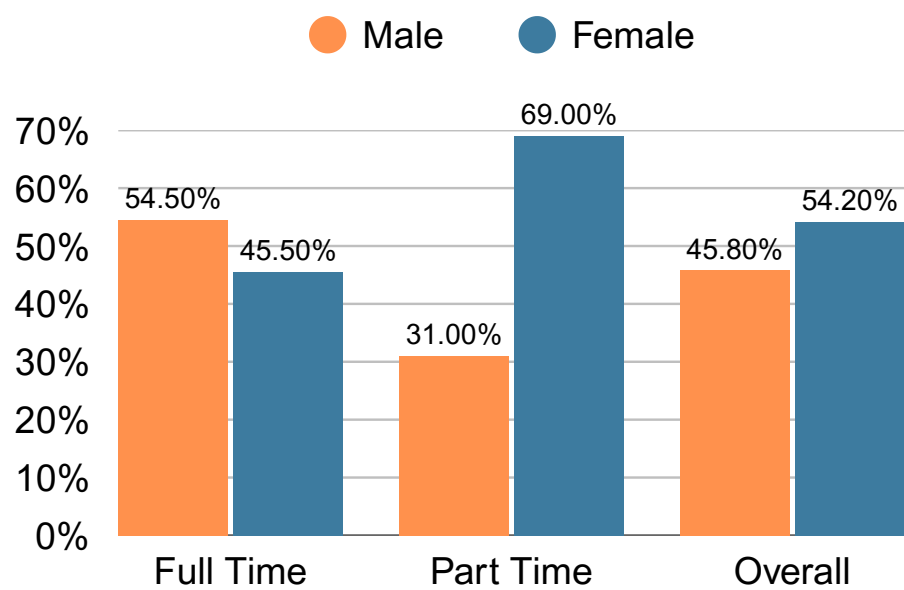


Figure 2 - City of Glasgow College Gender Pay Gap (2021 - 2025)

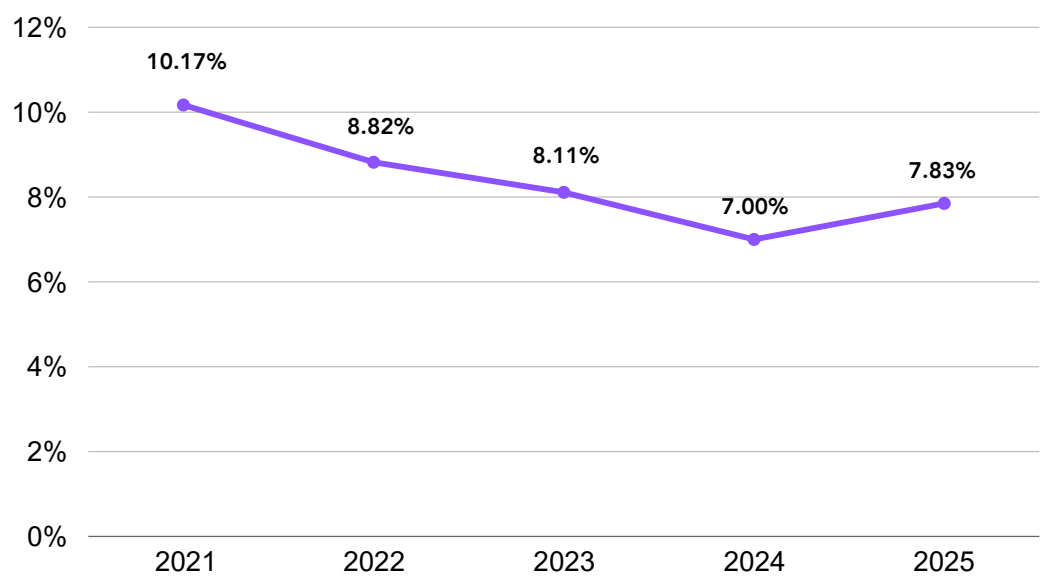


Figure 2 shows the College Gender Pay Gap from 2021-2025. Based on data from the College's Pay Gap report published in April 2021, the Gender Pay Gap was 10.17%. The average hourly rate for male employees was £20.66, compared to £18.56 for female employees, resulting in a differential of £2.10.

In 2023, the College Pay Gap decreased to 8.11%, a reduction of 2.06% from 2021.

This year the Pay Gap is 7.83%. This represents a reduction of 0.28% from 2023 and an overall reduction of 2.34% since 2021. The slight increase from 2024 can be attributed to loss of staff which has changed the gender balance within grades and affected the overall Pay Gap this year. The average hourly rate for male employees was £23.49, compared to £21.64 for female employees, resulting in a differential of £1.85.

The Disability Pay Gap at City is 5.6%, while the UK disability pay gap in 2023/24 was 17.2%. The Scottish Disability Pay Gap, when last reported, was 16.2%, so the College is significantly better than both the UK and Scottish pay gap on this measurement.

The Ethnicity Pay Gap at City is 6.21%; by comparison, in the latest analysis of the Scottish Labour Market's Pay Gap in 2019, the Ethnicity Pay Gap was 10.3%. In other words, for every £1 a white employee earned, a minority ethnic person earned £0.90. Again, the College compares favourably to the national average.

The College is pleased with the continued reduction in the Gender Pay Gap. However, recognising the Equality and Human Rights standards, we are committed to further



As a result of these efforts, we successfully regained gender balance on the Board on the 1st of August 2024, with the appointment of three female non-executive directors.

Moving forward, the Ccollege will continue to prioritise diversity and inclusion in the Board recruitment and development. This will involve:

- Expanding our outreach: Continue to collaborate with organisations such as Women on Boards and Black Professionals Scotland to reach a wider pool of qualified candidates from diverse backgrounds.
- Building a talent pipeline: Utilise co-option to Board committees as a valuable mechanism to provide individuals with governance experience and to identify potential future Board members.
- Promoting inclusivity: Provide ongoing training for Board members on topics such as unconscious bias and offer support mechanisms to foster a welcoming and inclusive environment.
- Sharing best practices: Actively engage with other organisations and networks to learn from and share best practices in promoting diversity and inclusion on governing boards.

By consistently implementing these activities and monitoring our progress, we aim to ensure that our Board truly reflects the diverse community we serve.

Investigating and addressing any pay gaps exceeding **5% Pay gaps** exceeding this threshold are highlighted in **red** for immediate attention.



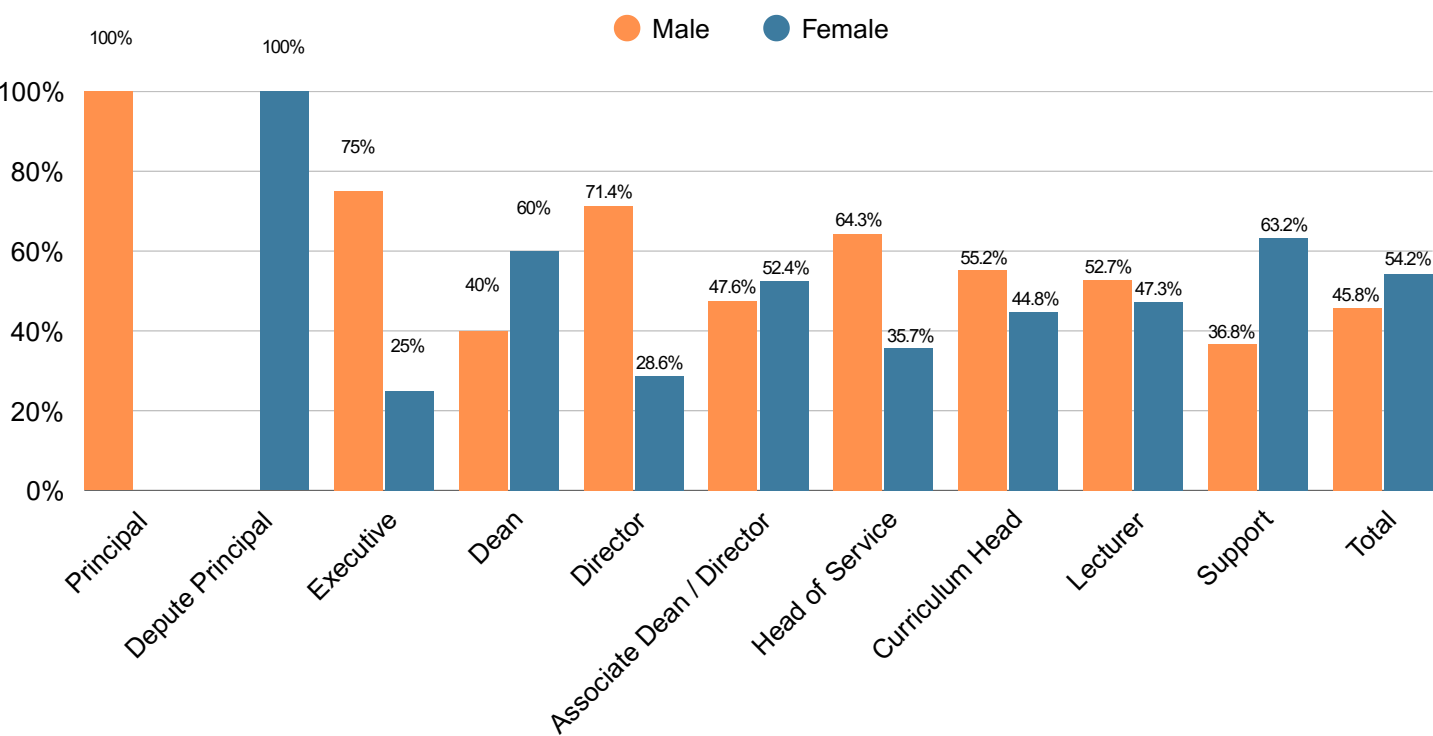
# Staff Distribution

# Staff Distribution

## Distribution of Male and Female staff by Staff Category

Figure 3 illustrates the distribution of male and female staff by staff category and shows an uneven distribution within the College. In general, there is a higher proportion of females in lower grade support roles, and a lower proportion of females in higher grade roles. The closest we see to a gender balance is within the lecturer category, however, this split is still in favour of men.

Figure 3 – Gender Distribution by Staff Category (2025)



It is evident that there is a higher concentration of female staff in lower pay grades, and a lower proportion in higher grades, as shown in Table 1. To address this, the College continues to closely monitor and review the recruitment process for senior management roles to ensure that there are fair and equitable opportunities for all qualified candidates, regardless of gender.

**Table 1 – Staff Count (2025)**

Gender	Principal	Depute Principal	Exec	Dean	Director	Associate Dean / Director	Head of Service	Curriculum Head	Lecturer	Support	Total
Male	1	0	3	2	5	10	9	32	268	189	519
Female	0	1	1	3	2	11	5	26	241	326	616
Total	1	1	4	5	7	21	14	58	509	515	1135

In this reporting cycle, a notable trend emerged: pay gaps favouring females were identified across more pay grades compared to previous years. This shift can be attributed to the College's revised recruitment processes and organisational restructuring initiatives. These changes reflect a cultural shift towards becoming a more inclusive employer, aligning with the College's core value of delivering on Equality, Diversity, and Inclusion.

There is a significant concentration of female staff in both part and full-time support roles in the workforce. The most pronounced gender imbalance is observed amongst Executive positions. The following section explores how this disparity may contribute to the overall Pay Gap.





# Gender Pay Gap

# Gender Pay Gap

## Overall Workforce

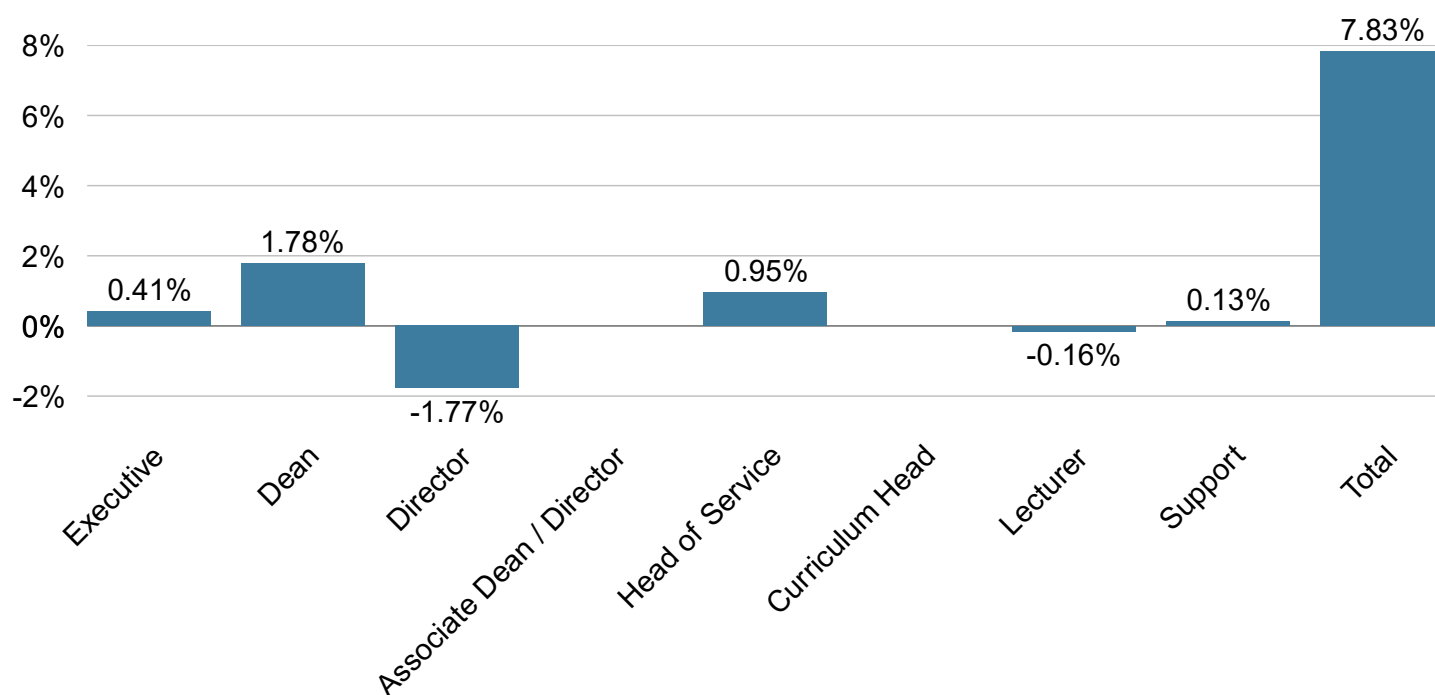
The overall Mean Pay Gap at the College is 7.83%, a 2.34% reduction since 2021. The mean Gender Pay Gap for Scottish colleges increased from 6.4% in 2023 to 8.3% in 2024. The College Pay Gap therefore aligns with that of the Scottish sector.

Table 2 and Figure 4 show the Mean Pay Gap across different staff categories for this year. The overall Mean Pay Gap is influenced by the higher average basic pay of the Principal and Depute Principal. Notably, no mean Gender Pay Gap exists within Associate Dean/Director and Curriculum Heads.

Table 2 – Mean Pay Gap by grades (2025)

Grade	Mean Hourly (M & F)	Male Hourly Mean	Female Hour Mean	Difference (M - F)	Mean Pay Gap %
Principal	/	£95.20	/	/	/
Depute Principal	/	/	£61.54	/	/
Executive	£57.02	£57.07	£56.84	£0.23	0.41%
Dean	£44.43	£44.91	£44.11	£0.810	1.78%
Director	£43.88	£43.66	£44.43	-£0.77	-1.77%
Associate Dean / Director	£34.18	£34.18	£34.18	£0	0.00%
Head of Service	£30.99	£31.09	£30.80	£0.29	0.95%
Curriculum Head	£29.61	£29.61	£29.61	£0	0.00%
Lecturer	£25.48	£25.46	£25.50	-£0.04	-0.16%
Support	£16.95	£17.04	£17.02	-£0.02	0.13%
Overall	£22.49	£23.49	£21.64	£1.84	7.83%

**Figure 4 - Percentage Mean Gender Pay Gap across Staff Category (2025)**



To address the observed Gender Pay Gap, and promote a more equitable workplace, the College should prioritise several key areas. These include implementing targeted recruitment and development programmes to increase female representation in senior leadership roles, conducting thorough reviews of job descriptions and salary structures to ensure fair compensation, and fostering a culture of transparency and open communication regarding salary information.

Additionally, regular pay equity audits, unconscious bias training for all staff, and the establishment of mentorship and sponsorship programmes for female employees are crucial steps towards achieving a more inclusive and equitable workplace for all.

# Gender Pay Gap Support Grades

This analysis focuses on the Gender Pay Gap within the Support Grades at the College.

Figure 5 and Table 4 shows the distribution of female and male staff across support grades, and the corresponding mean pay gap percentages. The biggest concentration of the overall female workforce is within Support Grades, where the majority of female support staff fall into lower grades (1-4).

Figure 5 - Gender Distribution by Staff Category (2025)

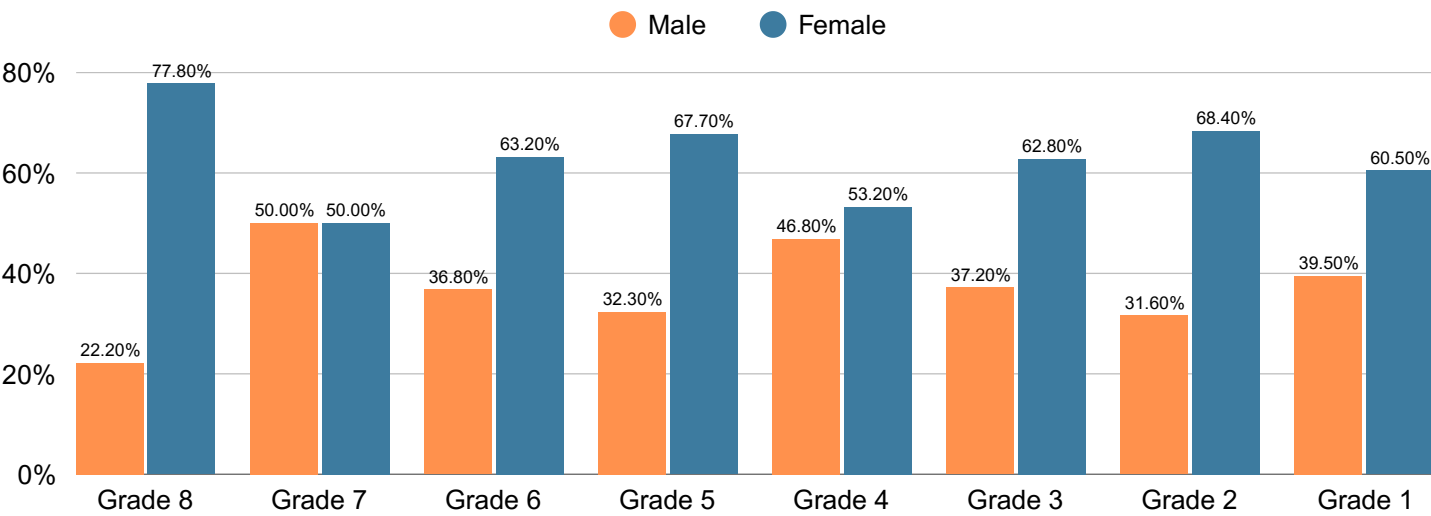


Table 3 - Support Staff count (2025)

Gender	Grade 8	Grade 7	Grade 6	Grade 5	Grade 4	Grade 3	Grade 2	Grade 1	Total
Male	4	13	14	31	29	16	36	46	189
Female	14	13	24	65	33	27	78	72	326
Total	18	26	38	96	62	43	114	118	515

Although females make up most of the staff across nearly all Support grades, a gender balance is only achieved at grade 7. Despite women comprising over 63% of support staff, the overall Gender Pay Gap is 0.13% (see Figure 6) in favour of males. Table 5 shows that in grades with the highest imbalance of female representation, the pay gap favours women. This is attributed to the uneven gender distribution across the salary range's spinal points within those grades.



Figure 6 - Percentage Mean Gender Pay Gap across Support Grades (2025)

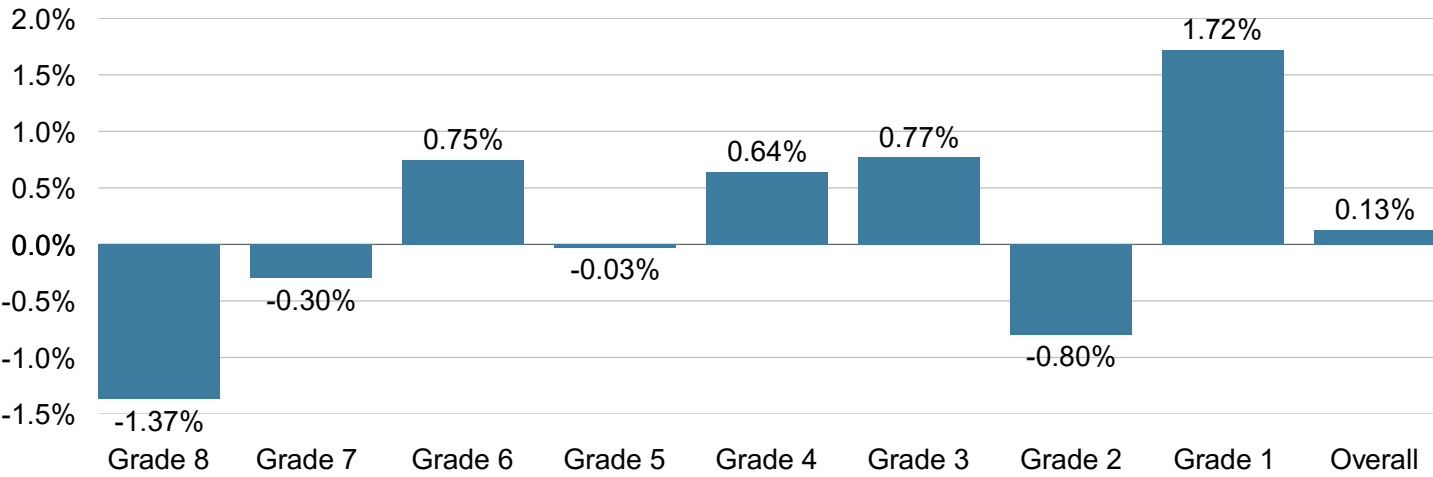


Table 4 - Average Gender Basic pay Gap by Support Grades

Grade	Mean Hourly (M & F)	Male Hourly Mean	Female Hour Mean	Difference (M - F)	Mean Pay Gap %
G8	£26.75	£26.47	£26.83	-£0.36	-1.37%
G7	£24.10	£24.06	£24.13	-£0.07	-0.30%
G6	£21.72	£21.83	£21.66	£0.17	0.75%
G5	£19.77	£19.77	£19.78	-£0.01	-0.03%
G4	£17.69	£17.75	£17.64	£0.11	0.64%
G3	£15.52	£15.60	£15.48	£0.12	0.77%
G2	£14.22	£14.14	£14.25	-£0.11	-0.80%
G1	£13.14	£13.27	£13.05	£0.22	1.72%
Support	£16.95	£17.04	£17.02	£0.02	0.13%

# Part-Time and Full-Time Analysis

This analysis focuses on the distribution of female and male employees at City of Glasgow College, examining their employment status as part or full time, and its relation to the Gender Pay Gap.

Figure 7 shows the distribution by gender and work contract as of this year. Tables 5, 6 and 7 break down the Mean Pay Gap between FT and PT Male and Female staff, and by role. Female representation in part-time roles has remained relatively stable, fluctuating between 66% and 70% over the three years. This suggests a consistent trend with a majority of part-time employees being female. There has been a noticeable increase in the proportion of female full-time employees from 42% in 2021 to 54% in 2023.

Figure 7 – Overall Workforce Distribution by Gender and Work Contract (2025)

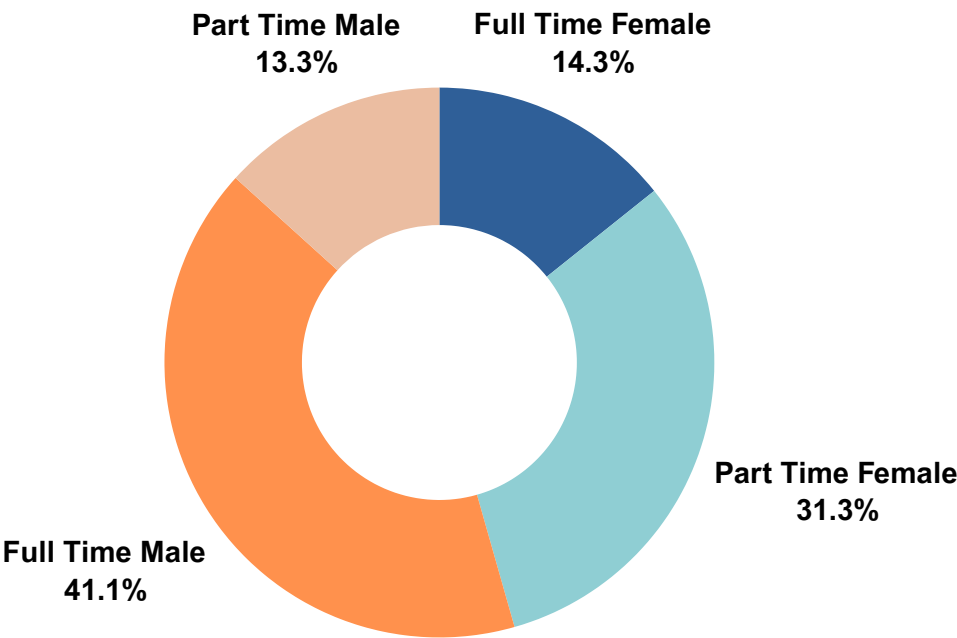


Table 5 – Mean Pay Gap (2025)

	Gender Pay (All)	Gender pay gap (FT)	Gender pay gap (PT)
Female	£21.62	£22.49	£20.66
Male	£23.44	£24.02	£21.65
Mean %	7.76%	6.37%	4.57%

**Table 6 - Gender Distribution FT & PT (2025)**

	Female Full Time	Male Full Time	Female Part Time	Male Part Time	Overall
Executive	2	4	0	0	6
Dean	3	2	0	0	5
Director	2	5	0	0	7
Associate Dean / Director	11	10	0	0	21
Head of Service	5	9	0	0	14
Curriculum Head	24	2	31	1	58
Lecturer	89	181	152	87	509
Support	187	143	140	45	515
Grand Total	323	356	323	133	1135

The full-time Support grade has the highest concentration of female staff. The second highest concentration of female staff is within the part-time Lecturer grade. Conversely, there are fewer male part-time staff, and these are predominantly found within the Support grade. This occupational segregation, where females are concentrated in lower-paid roles, contributes to the overall Gender Pay Gap.

Within each grouping there is an uneven distribution of part and full-time staff. The College should review its recruitment and promotion procedures, and flexible working arrangements, to ensure there are no barriers for staff in full-time roles who may wish to work part-time. This will facilitate a more even distribution of part-time staff across all staff groups.

**Table 7 - Gender Distribution FT & PT (2025)**

	2021	2022	2023	2024	2025
Gender Pay Gap (Mean)	10.17%	8.82%	8.11%	7%	7.83%
FT Pay Gap (Mean)	7.55%	*	10%	8%	6.37%
PT Pay Gap (Mean)	15.48%	*	3.26%	3%	4.57%

While the College has observed some positive trends in reducing the gap, further investigation and targeted interventions are necessary to achieve true pay equity for all employees, regardless of gender.

This reporting period has been significantly affected by external factors, including government education budget cuts, and major organisational restructuring within the College. These events have affected workforce composition and overall gender pay equity.

## Median Pay Gap

The Median Pay Gap represents the midpoint of the pay distribution. It focuses on the pay difference between the middle-earning woman and the middle-earning man within the organisation. The median is more sensitive to changes in the earnings of employees around the middle of the pay scale. However, unlike the mean, it is less affected by extreme values, such as the salaries of a few very high or low earners.

Table 8 shows the median hourly rate and demonstrates that there is no pay gap difference for a significant number of grades, the exceptions being Directors and Deans. Any small gender gaps in other grades will be due to automatic annual incremental pay increases for length of service in the job, which are not gender related.

**Table 8 - Gender Distribution FT & PT (2025)**

Grade	Male Hourly Median	Female Hour Median	Difference (M - F)	Median Pay Gap %
Principal	£95.20	/	/	/
Deputy Principal	/	£61.54	/	/
Executive	£56.84	£56.84	0	0%
Dean	£44.91	£42.50	£2.41	5.35%
Director	£42.50	£44.43	-£1.63	-4.54%
Associate Dean / Director	£34.18	£34.18	£0	0.00%
Head of Service	£31.46	£31.46	£0	0.00%
Curriculum Head	£29.61	£29.61	£0	0.00%
Lecturer	£25.75	£25.75	£0	0.00%
Support	£15.99	£15.76	£0.23	1.43%
Overall	£25.75	£23.50	£2.25	8.74%



This analysis reveals a complex picture of the Gender Pay Gap within the organisation. While the overall Median Pay Gap favours males at 8.74%, significant variations exist across different grades. Senior leadership roles (Executive, Dean, Director), predominantly dominated by males, exhibit positive pay gaps in favour of females within Executive and Director roles. In contrast, grades with higher female representation (Associate Dean/Director and Support) generally show no pay gaps or negative pay gaps, where there are comparable earnings for females.

## Median Pay Gap - Part-Time & Full-Time

The overall Median Pay Gap (see Table 9) is heavily impacted by the full-time pay gap. This uneven distribution of male and female staff by pay grade/spinal point is the cause of the overall Gender Pay Gap.

Table 9 – Median Pay Gap FT & PT (2021-2025)

Grade	2021	2022	2023	2024	2025
Gender Pay Gap (Median)	0%	0%	9.44%	0%	8.74%
FT Pay Gap (Median)	4.83%	*	21.2%	14.53%	13.44%
PT Pay Gap (Median)	0%	*	0%	0%	0%

\*Please note data was not analysed this year.

Table 10 presents the Median Pay Gap for the years 2021, 2023, and 2025, comparing the College's figures to those of Scotland and the UK. The data reveals that City of Glasgow College has consistently outperformed the UK in reducing the Gender Pay Gap between all staff.

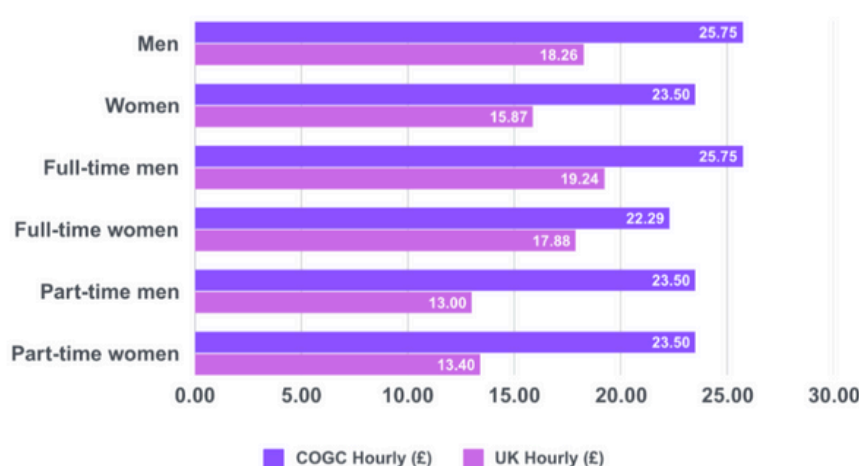
The College has experienced significant fluctuations in the full-time pay gap in recent years. However, a notable improvement occurred in 2023, with the gap dropping dramatically from 21.2% to 9.44%. Importantly, there has been no Gender Pay Gap for part-time employees at the College, with this remaining consistent since 2021.

**Table 10 – Median Pay Gap % Comparison (2021 – 2025)**

	2021			2023			2025		
	COGC	Scotland	UK	COGC	Scotland	UK	COGC	Scotland	UK
Full Time	4.83	3	7.4	21.2	3.7	8.3	13.44	2.2	7
Part Time	0	7.4	-2.99	0	-6.7	-2.8	0	-7.4	-3
Overall	0	10.9	15.5	9.44	12.2	14.9	8.74	9.2	13.1

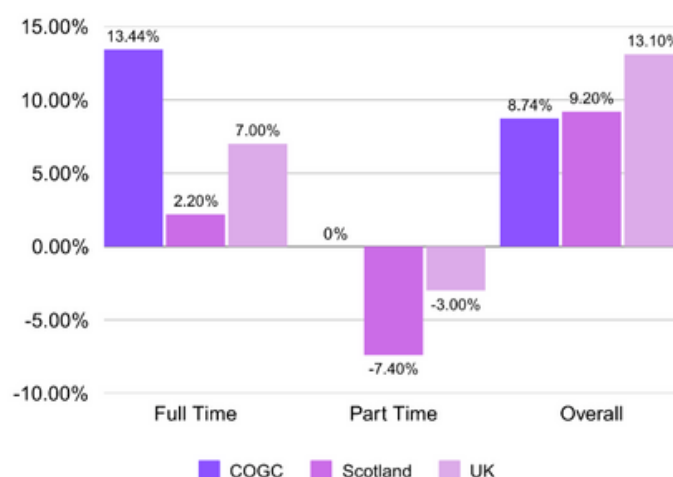
Across all working contracts the College's Median hourly pay is higher than the national average (see Figure 8). As shown in Figure 9, the College's overall Median Pay Gap is lower than that of the UK and Scotland. However, the full-time Median Pay Gap is almost double that of the UK. This indicates that the college offers higher pay to full-time male employees across many grades.

**Figure 8 - Median Gross Hourly Pay comparison (2025)**



\*Gross salary refers to the total payment before any tax deductions or mandatory contributions get removed.

**Figure 9 - Median Pay Gap Comparison (2025)**



# Ethnicity & Disability Workforce Data and Pay Gap

While the distribution of full and part-time staff among BME and disabled employees is broadly similar to that of the College overall, the College should continue to prioritise flexible working options and implement more inclusive work practices to address potential barriers faced by these groups.

While public bodies are not legally required to monitor and publish their Ethnicity Pay Gap at present, the College believes that it is important to use the data to identify gaps and has, since 2024, committed to doing so on an annual basis. Table 12 shows a comparison of the disparity between FT and PT staff by disability and ethnicity.

Table 11 - Disparity comparison of FT & PT (2025)

	Full-time	Part-time
College	63%	37%
Disability	70%	30%
Ethnicity	62%	38%

## Ethnic Workforce & Pay Gap

At City of Glasgow College, 6.9% of staff identify as Black and Minority Ethnic (BME). This represents a slight increase of 0.9% within the overall workforce since 2023. However, due to a decrease in staff numbers, this translates to only two additional BME staff members. Of the current workforce, 15.3% chose not to disclose their ethnicity, with 77.8% of staff identifying as white.

Table 12 shows the disparity of BME staff in the College from 2024-25. Table 14 shows the Ethnicity Pay Gap.

Table 12 - Disparity comparison of FT & PT (2025)

	Associate Dean / Director	Curriculum Head	Lecturer	Support
2024	1%	8%	53%	38%
2025	3%	6%	43%	48%

**Table 13 - Ethnicity Pay Gap COGC (2025)**

	Median Hourly Pay	Mean Hourly Pay
<b>BME</b>	<b>£25.75</b>	<b>£21.30</b>
<b>Black</b>	<b>£25.75</b>	<b>£22.71</b>
<b>White</b>	<b>£25.75</b>	<b>£22.71</b>
<b>Pay Gap</b>	<b>0.00%</b>	<b>6.2%</b>

Note: The numbers for staff who identified themselves as Asian, Black, mixed or belonging to another ethnic group have been categorised together as BME.

While the median pay between employees of different ethnic backgrounds (BME) is equal, the average (mean) Pay Gap has increased significantly this year, rising from 2% to 6.2%. This change is likely due to shifts in the number of BME staff in higher and lower paying roles.

The last analysis of Scotland's Median Ethnicity Pay Gap in 2019 estimated a gap of 10.3%. This demonstrates the College Ethnicity Pay Gap is much lower than the national average. Due to the relatively small number of Black, Asian, and Minority Ethnic (BME) employees, the data on their representation within the College is susceptible to significant fluctuations. This makes it challenging to draw definitive conclusions from the current analysis.

## Disabled Workforce & Pay Gap

This year's workforce data shows that 9.1% of employees identify as disabled, with 16.6% preferring not to disclose their disability status. Table 14 shows the disparity of disabled staff in the college from 2024-25. As shown in Table 15, the College's Median Disability Pay Gap stands at 10.97%. This table also shows that staff without disabilities earn on average, more than their disabled colleagues.

**Table 14 - Disparity of Disabled Staff (2024-25)**

	SMT	Lecturer	Support
<b>2024</b>	<b>8%</b>	<b>50%</b>	<b>42%</b>
<b>2025</b>	<b>10%</b>	<b>40%</b>	<b>57%</b>



**Table 15 - Disability Pay Gap (2025)**

	Median Hourly Pay	Mean Hourly Pay
Disabled	£21.67	£22.93
Non Disabled	£23.02	£25.75
Pay Gap	10.97%	5.85%

Nationally, the UK Disability Pay Gap is 12.7%, while in Scotland this figure reaches 18.5%. The College's current pay gap is lower than these figures, however it is important to actively strive to reduce any disparities. This can be achieved through initiatives that encourage disabled individuals to apply for higher paying roles, and by creating clear internal progression paths for existing disabled staff.

To address pay gaps and improve diversity, the College should prioritise several key recommendations. The College must vigorously pursue equality through the recruitment process and actively encourage ways to have a proportionate balance of disabled staff and staff from BME backgrounds in higher-paying positions. This should be supported by a new employee equality information survey to ensure accurate data collection. To enhance recruitment strategies, the College should actively partner with organisations such as the Coalition for Racial Equality and Rights (CRER) or Glasgow Disability Alliance (GDA), to drive meaningful change in pay gap disparities.

Finally, the College should diversify its job advertising platforms to include targeted recruitment pages like BME Jobs. Furthermore, the College should strive to include individuals from disabled or BME background throughout the recruitment process.



# Equal Pay Statement

# Equal Pay Statement

City of Glasgow College is committed to ensuring equal pay for all employees, regardless of gender, ethnicity, disability, or any other protected characteristic. We believe that equal pay is a fundamental right and a core principle of fairness and justice.

We will continue to transparently publish our Gender Pay Gap data annually, along with our progress in addressing identified disparities. We will continue to enhance our data collection and analysis, particularly regarding ethnicity and disability, to gain a deeper understanding of pay equity across all employee groups.

To achieve this, the College should focus on several key areas:

- **Data Monitoring:** The College will continue to enhance data collection and analysis, especially for ethnicity and disability, to better understand pay equity across all employee groups, while looking at intersectionality of pay gaps across protected characteristics.
- **Recruitment and Promotion Practices:** We will continue to monitor and review our Recruitment and selection process to reduce any identified gender bias.
- **Job Evaluation:** Aligning with the national job evaluation project, a review of job descriptions and salary structures across all grades is crucial to ensure that pay is aligned with responsibilities, skills, and market value, regardless of gender.
- **Transparent Salary Information:** We will continue to promote transparency in salary information to help employees understand pay differences and raise concerns if they perceive inequities.

City of Glasgow College is dedicated to addressing disparities in workforce representation. To achieve this, the College will continue to develop targeted strategies to reach all demographics, collaborate with organisations representing minority groups, and share workforce diversity data.

To address these disparities, the following strategies will be implemented:

- **Enhanced Accessibility:** This will involve reviewing job descriptions for inclusive language to ensure they do not discourage applications from any group and analysing application forms for potential biases. Alternative application methods will also be explored to improve accessibility.
- **Improved Interview Practices:** Interviewers will receive ongoing skills development in unconscious bias training, and structured interview formats will be implemented to promote consistency and minimise bias.