



Tay Road Bridge

TAY ROAD BRIDGE JOINT BOARD

Mainstreaming Equality Report 2025 - 2029

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1.0 **Introduction**

The mainstreaming equality report supersedes and builds upon the work taken forward in meeting the equality outcomes set out in the Tay Road Bridge Joint Board's Mainstreaming Equality Report 2021-2025. Appendix 1 confirms the actions taken to complete the equality outcomes noted in the 2021 - 2025 report.

The Equality Act 2010 (the Act), which harmonised and replaced previous equalities legislation came into force on 5 April 2011. The Act placed a general equality duty on public authorities to pay due regard to the need to:

- eliminate discrimination;
- promote equality of opportunity; and
- foster good relations across the range of protected characteristics.

The general equality duty expanded the range of those protected under equality

legislation to include the following protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The equality duty also covers marriage and civil partnerships, regarding eliminating unlawful discrimination in employment.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a specific duty on the Tay Road Bridge Joint Board to:

- Publish a report on the progress it has made to make the equality duty integral to the exercise of its functions so to better perform that duty.
- Assess the impact of proposed new or revised policies and practice against the needs of the general equality duty.
- Publish a set of equality outcomes which it considers will enable it to better perform the Equality Duty. (Publish new equality outcomes every 2 years).
- Publish a report on the composition, recruitment, development and retention of employees with respect to the number and relevant protected characteristics of employees.
- Publish its equality reports in a manner that is accessible to the public.
- As far as practicable equality reports should use existing public performance reporting systems.
- Report every 2 years on the progress made to achieve the equality outcomes.
- Have due regard that relevant public procurement agreements, conditions should include considerations to enable the Tay Road Bridge Joint Board to better perform the equality duty.

2.0 **Progress**

Mainstreaming Equality: The Tay Road Bridge Joint Board's commitment to mainstreaming equality is best demonstrated by its actions to integrate equality into all its mainstream planning structures from the Senior Management Level to front line delivery of service. This is taken forward by:

- Ensuring timely and appropriate reporting of the Equality Duty.
- Identifying gaps in meeting our Equality Duty and make appropriate recommendations.
- Promoting the engagement of people with protected characteristics in service planning.
- Reporting and advising the Tay Road Bridge Joint Board Members and Senior Board Officers on equalities.

The TRBJB team have made changes to infrastructure and in-house procedures between 2021 and 2025 that have improved equality matters. This has included the installation of new safety signage to the walkway across the full length of the bridge and the introduction of a Trauma Risk Management (TRiM) framework that allows the TRBJB to support staff effectively after any incident. The TRBJB have also adopted the E-Learning modules that are offered to all Dundee City Council employees and this has helped raise awareness of the protected characteristics. A bespoke training course covering the common types of personality disorders was also made available to all staff in 2025 and was delivered by a senior health practitioner from NHS Scotland.

3.0 **Assessing the Impact and Reviewing Policies and Practices**

All policies adopted by the Tay Road Bridge Joint Board are assessed for their impact on Equalities issues by means of Equalities Impact Assessments (EQIA) where appropriate using Dundee City Council guidance.

4.0 **Equality and Diversity Training:**

The Tay Road Bridge is committed to providing ongoing Equality and Diversity Awareness training for all staff. Staff are made aware of equalities issues as part of the induction process and further specific training provided via third party trainers and e-learning modules to support staff as required and determined through Employee Development Reviews.

The Tay Road Bridge Joint Board Elected Members are briefed in the Equality Act Duties by Officers from their own Council.

5.0 **Equality Outcomes**

The Tay Road Bridge Joint Board's Equality Outcomes 2025-2029 are set out in Appendix 3 of this report.

Outcome number 1 aims to maintain the awareness of mental health issues throughout the TRBJB workforce and has been chosen to build on the training delivered previously around stress management, mindfulness, and resilience to make sure that staff feel equipped to maintain a healthy lifestyle.

Outcome 2 looks to improve the website to make it more modern and engaging and ensure it does not disadvantage any one user group. The website must provide easy to access, accurate and up-to-date bridge status for all user groups. Prior to release of a new website, consideration will be given to sharing it with third sector organisations and local community groups to obtain feedback and allow TRBJB management to make further improvements as may be necessary before release.

Outcome number 3 focuses on maintaining staff awareness and providing up-to-date information to aid understanding about all the protected characteristics and how and why different types of discrimination are against the law.

Outcome number 4 will build on the development of the bio-diversity project by helping us to deliver targeted community engagement through schools and colleges. The long-term aim, or rationale for this project, is to help people disassociate the bridge as a cluster point for self-harm and replace it with the understanding that the bridge is a safe community asset.

6.0 **Occupational Segregation**

The majority of posts are traditionally occupied by men, although all jobs are open to men and women and their descriptions reflect this.

7.0 **Equal Pay Statement**

The Tay Road Bridge Joint Board is committed to the principle that all our employees should receive equal pay for doing equal work, or work of equal value. The Tay Road Bridge Joint Board is also an equal opportunities employer and positively values the different backgrounds, perspectives and skills that a diverse workforce brings. The Tay Road Bridge Joint Board is committed to review it's pay and grading structure on a regular basis in line with appropriate guidance and take appropriate remedial action if necessary.

8.0 **Employee Equality Monitoring**

Duties

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires all listed public authorities to take steps to gather information on the composition of the authorities workforce and information on recruitment, development and retention of employees relating to the relevant protected characteristics.

The public sector equality duty covers the following characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The purpose of the legislation is to ensure that public authorities:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.

Information

The information detailed in this report had been completed from several different and independent information systems, including recruitment records.

The Equality Act requires local authorities to report on the composition of the authorities' employees.

For data protection purposes no record of less than five has been reported in the attached appendices.

Non-Disclosure of Equality Information

The following levels of non-disclosure of information from existing employees were recorded:

Topic	Non Disclosure Rate
Disability	0%
Race	0%
Religion and Belief	20%
Sexual Orientation	0%
Marriage and Civil Partnership	0%

Recruitment

The statistics gleaned from the Equalities Questionnaire attached to the applications are given in Appendix 2.

Further Action

Equality monitoring issues will be reported to the Tay Road Bridge Joint Board as per the Single Equalities Scheme and any resulting actions will be taken by the Senior Officers of the Board.

**Tay Road Bridge Joint Board
Equality Outcomes
2021 – 2025**

Assessment at End of Period

Equality Outcomes 2021 – 2025, End of Period Assessment

No.	Outcome	Actions	Completion	Key Successes	Key Challenges
1	Increase awareness of mental health issues throughout the Tay Road Bridge work force.	Roll out initiatives: Develop a mindfulness programme for employees. To continue to support the delivery of relaxation programmes to staff. Rollout Manager’s awareness training on mental health	All actions completed over period of plan	Roll out of e-learning was smooth and delivery of in-person awareness training around personality disorders was well received and helpful for staff dealing with vulnerable people on the bridge	Delivering in-person awareness to all staff due to shift working.
2	Bridge information is accessible in suitable mediums for all groups	Engage and consult with local communities to eliminate disadvantage. Give consideration to designing a public questionnaire regarding the new website to gather information to check service delivery is effective to all groups as hoped and improve as required.	All actions ongoing over period of plan. More work is required from 2026	Website was updated and launched in 2021 and was checked for accessibility by Dundee City Council and was deemed to be accessible for user groups.	Questionnaire was not delivered due to challenges around reaching a wide audience after X removed the ability to embed posts on website. Technology/social media is changing very quickly and website will need another refresh in 2026 to keep up to date.
3	Increase knowledge and understanding of staff about religion and belief in the workplace to demonstrate inclusivity.	Consider formal training for managers and staff to raise awareness and understanding.	All actions completed ongoing over period of plan	Roll out of e-learning was smooth.	N/A

No.	Outcome	Actions	Target Date	Key Successes	Key Challenges
4	Increase awareness of hidden disabilities to Tay Road Bridge work force	Consider formal training for managers and staff to raise awareness and understanding.	All actions completed ongoing over period of plan	Roll out of e-learning was smooth.	N/A
5	Raise awareness and understanding regarding sexual orientation and gender reassignment	Use flag poles fixed to the Tay Road Bridge Walkway to fly flags that demonstrate our commitment to supporting communities, e.g. transgender flag, and explain the reasoning behind the flags on our social media pages and website	All actions completed over period of plan	Roll out of e-learning was smooth.	N/A
6	Increase awareness that the bridge walkway / Dundee is a safe crossing for commuting or social enjoyment.	Deliver signage on the bridge walkway that is universally understood, and work with the third sector to help with initiatives that promote healthy living, both from physical and mental standpoints	All actions ongoing over period of plan. More work is required from 2026	New colourful signs were delivered in 2022 to promote safety messaging across the bridge. The biodiversity project also progressed in our Fife landfall. The bridge's new Instagram account also positively promotes what we do and engagement is increasing month on month.	Gaining delivery of information boards was protracted and is still ongoing. These are important to inform public about our objectives. The tree growth has also been disappointing, in part due to vandalism of saplings.

Appendix 2 – Equalities Statistics 1 January to 31 December 2025

Please note for all tables:

Sub-sets of less than five have not been published.

*This ensures compliance with the Data Protection Act. Sub-sets of less than five are reported as "**".*

TRB Grades	Men	Women
3-6	18	*
7-9		*
10-12		
Above 12	*	

Commentary on Gender Pay Gap for year 1 January to 31 December 2025

The Tay Road Bridge has structured pay grades, a small workforce and is disproportionately staffed by males. Using median pay figures across the organisation the gender pay gap shows that women earn 19.44% more than men. However, this does not adequately reflect the organisation. If the work forces hourly pay rates are split into quarters, arranged in order of highest earners to lowest earners, the following mean pay gaps are reported:

Top Quarter Earners – Men earn 5.43% more than women. This means for every pound a man earns, a woman earns 94 pence.

Upper Middle Quarter Earners – Calculation of a gender pay gap is not applicable because no women work in this quarter.

Lower Middle Quarter Earners– There is no gender pay gap in this quarter; men and women earn the same hourly pay.

Lower Quarter Earners – Calculation of a gender pay gap is not applicable because no women work in this quarter.

Table 2 Job Applicants and Existing Employees broken down by Age for 1 January to 31 December 2025

Age	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Up to 20		*								
21 - 30	*	23	*		*	*	*			
31 - 40	*	34	*		*	*	*			
41 - 50	*	35			*	*	*			
51 - 60	12	33	*		12	12	12		*	
61 - 70	*	*			*	*	*			*
No Entry		*								

No Entry - Applicant/Employee chose not to answer this question

Please note that the Tay Road Bridge has had no “Dismissals” for the period 1 January to 31 December 2025

Table 3

Job Applicants and Existing Employees broken down by Disability for 1 January to 31 December 2025

	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Age										
Yes	*	*			*	*	*			
Yes-No Entry										
Yes- Sensory Impairment										
Yes-Physical Impairment										
Yes-Longstanding Illness or Health Condition										
Yes- Mental Health Condition										
Yes-Other										
Yes-Learning Disability or Cognitive Impairment										
Yes-Prefer not to Answer										
No	19	105	*		19	19	19			*
Prefer Not to Answer		25								
No Entry (Chose not to answer)										

Table 4 Job Applicants and Existing Employees broken down by Race for 1 January to 31 December 2025

Race	Employees in post	Job Applications No	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
African-(Inc.Scottish/British)	*				*	*	*			
Asian-Bangladeshi (Inc.Scottish/British)										
Asian-Chinese (Inc.Scottish/British)										
Asian-Indian (Inc.Scottish/British)										
Asian-Other (Inc.Scottish/British)										
Asian-Pakistani (Inc.Scottish/British)	*	*			*	*	*			
Caribbean or Black - Black (Incl.Scottish/British)										
Caribbean or Black - Caribbean (Inc.Scottish/British)										
Caribbean or Black - Other (Inc.Scottish/British)										
Gypsy/Traveller										
Mixed or Multiple Ethnic Group										
No Entry										
Arab-Other (Inc.Scottish/British)										
Arab-Arab (Inc.Scottish/British)										
Other Ethnic Background										
Prefer Not to Answer										
White-Eastern European		*								
White-Irish										
White-Other British	*	10			*	*	*			
White-Other White Ethnic Group										
White-Scottish	16	118	*		16	16	16			*

Table 5

Job Applicants and Existing Employees broken down by Gender for 1 January to 31 December 2025

Gender	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Female	*	*			*	*	*			
Male	18	124	*		18	18	18			*
No Entry										
Other										
Prefer Not to Answer										

Table 6

Job Applicants and Existing Employees broken down by Religion or Belief for 1 January to 31 December 2025.

Religion or Belief	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Buddhist										
Church of Scotland	*	16	*		*	*	*			
Hindu		*								
Jewish										
Muslim										
No Entry										
None		88	*							
Other Christian		*								
Other Religion or Belief										
Prefer Not to Answer										
Roman Catholic		17			*	*	*			*
Sikh										

Table 7

**Job Applicants and Existing Employees broken down by Sexual Orientation
1 January to 31 December 2025 (details of all existing employees not known)**

Gender	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Hetrosexual/Straight		124								
Bi-sexual										
Gay		*								
Lesbian										
Prefer Not to Answer		*								

Table 8

**Job Applicants and Existing Employees broken down by Marriage/Civil Partnership for
1 January to 31 December 2025**

Mariage/Civil Partnership	Employees in post	Job Applications	Successful Applicants	Part Time - Employees	Full Time - Employees	Training & Development	Annual Employee Development Review	Employees Lodging Grievance	Employees Subject to Disciplinary Procedures	Leavers excl. Dismissals
Married/Civil Partnership	12	56	*		12	12	12			
Single	*	67	*		*	*	*			
Living with Partner	*	*			*	*	*			*
Divorced/Separated	*	*			*	*	*			
Widowed		*								
Prefer Not to Answer		*								

9.0 **Equality Outcomes Introduction**

The Tay Road Bridge Joint Board welcome this opportunity to present our new outcomes for 2025 to 2029. All partially achieved outcomes from the 2021 – 2025 plan have been incorporated into the outcomes and actions set in this plan. The new outcomes reflect our strategic mission of providing the travelling public with a safe, reliable and efficient crossing through the operation, maintenance and improvement of the Tay Road Bridge. The Board recognises the importance of the crossing to the region and understand the reliance users place on the bridge to live their lives normally and fully. Where appropriate, consultation with users will form part of the improvement planning and we will look to engage meaningfully with key stakeholders to ensure we achieve our outcomes as set out in this plan.

**Tay Road Bridge Joint Board
Equality Outcomes
2025 – 2029**

Equality Outcomes 2025 – 2029

No.	Outcome	Actions	Target Date
1	Maintain awareness of mental health issues throughout the Tay Road Bridge work force	Maintain staff access to up-to-date information and continue rolling out in person bridge manager staff briefings and make sure annual reviews cover staff welfare. Management will continue to engage with local health and social care partnerships (Fife and Dundee) and third sector organisations, such as Hope Point, RNLI and all the emergency services.	All actions ongoing over period of plan
2	Bridge information is accessible in suitable mediums for all groups	Look to upgrade website to make it more modern and engaging, including consideration of adding more detailed and up to date information regarding factors affecting the crossing and easy to find planned works information. Engage with bridge users following rollout to monitor its effectiveness and gain feedback for continuous improvement. This will be sought via press release/through our website.	All actions ongoing over period of plan. Website delivery 2026 to coincide with 60 th anniversary of bridge.
3	Maintain knowledge of equality, diversity and human rights within work force.	Maintain staff access to up-to-date information and continue rolling out in person bridge manager staff briefings and annual reviews. Keep staff informed of up to date e-learning that might be available and ensure that all mandatory learning is undertaken.	All actions ongoing over period of plan

No.	Outcome	Actions	Target Date
4	Increase awareness that the bridge walkway / Dundee is a safe crossing for commuting or social enjoyment.	Continue to work with St. Andrew's Botanical Garden to promote the biodiversity project – look to engage with schools to raise awareness and develop visits/classroom work. Look to continue positive promotion of this on Instagram.	All actions ongoing over period of plan
5.	Improve diversity of workforce	Staff structure changes to include Monday to Friday day working opportunities within existing revenue budget.	June 2026