

Improving every journey



Delivery plan
Workforce equalities plan

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Executive summary

At Caledonian MacBrayne (CalMac), we are committed to building a workforce that reflects the communities we serve and upholds the principles of fairness, dignity and respect. This workforce equalities plan — based on our workforce equality, diversity & inclusion (EDI) Plan 2025–2028 — sets out our strategic approach to promoting equality, diversity and inclusion (EDI) across all areas of employment, ensuring our people feel valued, supported and empowered to thrive.

Our vision is to be a leader in EDI within Scotland's maritime, ports and transport sectors. We aim to eliminate discrimination, harassment and victimisation, while advancing equality of opportunity and fostering good relations across diverse groups. This plan outlines how we will meet our obligations under the Equality Act 2010 and go beyond compliance to deliver meaningful change.

We will achieve this through inclusive recruitment practices, targeted development programmes, and a workplace culture that celebrates diversity and promotes wellbeing. Our commitments include mandatory EDI training, inclusive leadership development, and proactive engagement with underrepresented groups. We will continue to partner with organisations such as Women in Maritime and Inclusion Scotland to improve representation and progression.

Governance and accountability are embedded throughout the plan. The HR Team, led by the HR Director, will oversee delivery and ensure progress is reviewed regularly. Success will be measured through performance indicators, equality impact assessments, and feedback from staff surveys — enabling us to track progress and continuously improve.

By embedding equality, diversity and inclusion into everything we do, we will build a stronger, more representative workforce — one that delivers a public service rooted in fairness, resilience and community.

1. Introduction

At CalMac, we believe that a fair, inclusive and representative workforce is essential to delivering a high-quality public service. This workforce equalities plan — developed from our workforce equality, diversity & inclusion (EDI) Plan 2025–2028 — sets out our strategic approach to embedding EDI across all aspects of employment, ensuring our people feel respected, supported and empowered to succeed.

Our commitment goes beyond compliance. We aim to lead by example in the Scottish maritime, ports and transport sectors by fostering a workplace culture that values difference, promotes dignity and eliminates discrimination. This plan outlines how we will meet our obligations under the Equality Act 2010 and deliver meaningful progress through inclusive policies, proactive engagement and continuous improvement.

The plan applies to all employees — whether permanent, temporary, full-time or part-time — and is designed to reflect the communities we serve. It includes our strategic objectives, governance arrangements, and the practical steps we will take to promote fairness in recruitment, progression, training and day-to-day working life.



By aligning our equalities work with our broader HR and organisational goals, we will ensure our workforce is equipped to deliver a safe, accessible and customer-focused ferry service — one that reflects Scotland's diversity and supports the wellbeing of every employee.

2. Equality objective

Our equality objective is to create a fair, inclusive and respectful working environment where every employee can thrive. We aim to eliminate discrimination, harassment and victimisation, while advancing equality of opportunity and fostering good relations across all parts of our workforce and the communities we serve.

We will achieve this by:

- Providing equality, fairness and respect for all employees, regardless of contract type, working pattern or role.
- Complying fully with the Equality Act 2010, ensuring protection across all nine protected characteristics:
 - › Age
 - › Disability
 - › Gender reassignment
 - › Marriage and civil partnership
 - › Pregnancy and maternity
 - › Race (including colour, nationality, and ethnic or national origin)
 - › Religion or belief
 - › Sex
 - › Sexual orientation
- Opposing and avoiding all forms of unlawful discrimination from occurring in:
 - › Pay and benefits
 - › Terms and conditions of employment
 - › Grievance and disciplinary procedures
 - › Dismissal and redundancy
 - › Parental leave and flexible working
 - › Selection for recruitment, promotion, training and development.

These objectives are embedded across our employment practices, policies and culture. We will continue to review and improve our approach to ensure it remains aligned with legal requirements, best practice and the expectations of our workforce.

By delivering on these commitments, we will build a more inclusive organisation — one that reflects the diversity of our communities and supports every employee to reach their full potential.



3. Our commitment

At CalMac, we are committed to creating a working environment where every individual is treated with dignity and respect. We believe that a diverse and inclusive workforce is essential to delivering a public service that reflects the communities we serve and meets the needs of all our customers.

We oppose all forms of bullying, harassment, victimisation and unlawful discrimination. Our policies and practices are designed to promote fairness, encourage open dialogue and ensure that every employee feels safe, supported and empowered to contribute. We recognise and value the unique perspectives and contributions of our people, and we are committed to fostering a culture where difference is not only accepted but celebrated.

Training and awareness are central to our approach. All employees will receive equality, diversity and inclusion (EDI) training, and all managers will complete mandatory unconscious bias and inclusive leadership programmes. These initiatives are designed to build understanding, promote accountability and ensure that EDI principles are embedded across all levels of the organisation.

We are also committed to inclusive recruitment and progression. We will continue to review and improve our hiring practices to ensure they are fair, transparent and accessible. We will work in partnership with organisations such as Women in Maritime, Women in Transport and Inclusion Scotland to support underrepresented groups and improve representation in leadership roles.

By delivering on these commitments, we will build a workplace culture that supports wellbeing, encourages development and enables every employee to reach their full potential — helping us deliver a ferry service that is fair, inclusive and representative of Scotland's diverse communities.

4. Governance and review

Strong governance is essential to ensuring that our commitment to equality, diversity and inclusion is embedded across CalMac's operations. This Workforce Equalities Plan is supported by clear lines of accountability, regular performance monitoring and a structured review process to ensure progress is sustained and measurable.

Oversight of the plan sits with the HR Director, with day-to-day delivery led by the HR team in collaboration with senior leaders, managers and employee representatives. To support transparency and continuous improvement, we will establish an equality, diversity and inclusion (EDI) steering group, which will meet every six months to review progress, assess impact and agree future actions. The group will be sponsored by the HR Director and include representation from across the business.

We will regularly review employment practices and procedures to ensure they remain fair, inclusive and compliant with current legislation. This includes monitoring the effectiveness of our policies, training programmes and recruitment processes, and making adjustments where necessary to reflect emerging best practice and feedback from employees.

Progress against the plan will be tracked using a set of equality and diversity performance indicators, alongside feedback from staff surveys and equality impact assessments. These metrics will help us identify areas for improvement, celebrate success and ensure that our approach remains aligned with the needs of our workforce and the communities we serve.



By embedding robust governance and a culture of accountability, we will ensure that our equalities work is not only sustained but continues to evolve — helping us build a more inclusive, resilient and representative organisation.

5. Success measures

To ensure our Workforce Equalities Plan delivers meaningful and measurable impact, we will monitor progress through a structured set of success measures. These indicators will help us assess how well equality, diversity and inclusion (EDI) are embedded across our organisation and identify areas for continuous improvement.

We will track performance using a combination of qualitative and quantitative data, including:

- Equality and diversity performance indicators (PIs) — covering workforce representation, training participation, recruitment outcomes and progression rates.
- Annual equalities audit — assessing progress against our equality and diversity Action plan and identifying opportunities for improvement.
- Training metrics — including completion rates for mandatory EDI training, unconscious bias awareness and inclusive leadership programmes.
- Community impact — measuring employment from local communities and the number of people without employment who have been supported back into work.
- Staff feedback — gathered through EDI pulse surveys and engagement forums to understand employee experience and perceptions.
- All significant workforce policies, organisational change programmes and people-related decisions will be subject to Equality Impact Assessment.

Progress will be reviewed annually, with findings used to inform future actions and updates to the plan. We will also report on our performance to Transport Scotland, demonstrating our commitment to transparency, accountability and continuous improvement.

By embedding these success measures into our governance framework, we will ensure our equalities work remains focused, responsive and aligned with the needs of our workforce and the communities we serve.

6. Fair work first commitment

As part of delivering these commitments listed, we continue to uphold the Fair Work principles by ensuring CalMac is a workplace that is respectful, inclusive and supportive for all employees. CalMac are committed to providing fair reward through payment of at least the Real Living Wage, ensuring effective employee voice through enhanced engagement strategy and partnership working, continuous investing in workforce development, and offering flexible and family-friendly working practices. We do not make inappropriate use of zero-hours contracts and actively work to address workplace inequalities. We of course remain opposed to the use of fire and rehire practices.

Through these actions, we demonstrate our ongoing commitment to creating a positive working environment where colleagues are valued, supported and able to contribute to the success of the organisation.



7. Conclusion

This workforce equalities plan sets out our commitment to building a fair, inclusive and representative workforce — one that reflects the communities we serve and supports the delivery of a safe, reliable and customer-focused ferry service.

By embedding equality, diversity and inclusion into our recruitment, development and day-to-day practices, we will create a working environment where every employee feels respected, supported and able to reach their full potential. Our approach goes beyond compliance, focusing on continuous improvement, proactive engagement and meaningful cultural change.

Through strong governance, clear accountability and measurable success indicators, we will ensure our equalities work remains focused, transparent and responsive. We will continue to listen to our workforce, collaborate with partners and act on feedback to strengthen our impact and drive progress.

By delivering this plan, we reaffirm our commitment to fairness, dignity and respect — helping to shape a more inclusive future for our organisation, our industry and the communities we serve.

Through measurable equality outcomes, inclusive employment practices and strong governance, CalMac will create a workforce that reflects Scotland's diverse communities and supports the reliable delivery of CHFS3 services. By embedding fairness, dignity, respect and opportunity throughout the employee lifecycle, we will strengthen workforce resilience, enhance employee experience and contribute to wider social and economic outcomes across the communities we serve.