# London Metropolitan University Annual HR report 2025

# Introduction and Background



London Met is proud to be one of the most diverse, socially inclusive and transformative universities in the UK.



Addressing inequality and social justice sits at the heart of our mission and we consider ensuring an inclusive culture to be the responsibility of all members of our community.



Our strategic plan commits us to procatively seek, through our underlying strategies and action plans to tackle systemic barriers and replace them with cultural and structural change.



This report supports our work by helping us understand our workforce profile, to examine trends over time, identify areas of focus for positive action and to evaluate our equality action planning.

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# Glossary

- BAME Black Asian Minoritized Ethnic
- EDI Equality, Diversity and Inclusion
- EPG Ethnicity Pay Gap
- GDPR General Data Protection Regulations
- GPG Gender Pay Gap
- HESA Higher Education Statistical Agency

### Data explanations

- The HESA year covers the 1 August to 31 July, with the last year for which data is available being 2023/24.
- Numbers, unless otherwise stated, are presented on a headcount basis.
- The coding appearing on our bar chart presentations throughout relates to HESA coding levels (an explanatory key for which is opposite). Please note that Vice Chancellor coding A0, does not appear on the table opposite.
- The term 'Senior' is used to group staff in <u>HESA staff levels</u> A0 I0. This encompasses Vice-Chancellor (A0), Senior Leadership grades (B0, C1, C2), Academic and Professional Senior Management grades (E1, E2, F1), Professor and Senior Professor (F1), Associate Professor, Principal Lecturer and Reader (I0) and Professional Services Grades 8/9, and Head of Division (I0)

#### Data limitations:

- For GDPR reasons and sector practice, if we have a small sample size, numbers are not included (i.e. below 3 is recorded as 0). Similarly, a minimum of five is shown where the count is 3, 4 or 5.
- Data is generally rounded off to the nearest five unless otherwise stated.
- HESA data benchmark references are those published in the Advance HE Staff statistical report 2024 and present data for AY 2022/23

| Staff Group                  | Grades on IT0008 Levels (Codes) on HESA IT0615 |    | Levels (Text)    |
|------------------------------|--|----|------------------|
| Academic                     | GRAD AST                                       | L0 | XpertHR level L  |
| Academic                     | Research Assistant                             | LO | XpertHR level L  |
| Academic                     | ASL  | К0 | XpertHR level K  |
| Academic                     | Lecturer                                       | К0 | XpertHR level K  |
| Academic                     | Research Fellow                                | К0 | XpertHR level K  |
| Academic                     | Senior Lecturer                                | JO | XpertHR level J  |
| Academic                     | Senior Research Fellow                         | J0 | XpertHR level J  |
| Academic                     | Associate Professor                            | 10 | XpertHR level I  |
| Academic                     | Principal Lecturer                             | 10 | XpertHR level I  |
| Academic                     | Reader   | 10 | XpertHR level I  |
| Academic                     | Academic Leader                                | E1 | UCEA level 4A    |
| Academic                     | Professor                                      | F1 | UCEA level 5A    |
| Academic                     | Senior Professor                               | F1 | UCEA level 5A    |
| Professional                 | PSG 1 & EPSG 1                                 | P0 | XpertHR level P  |
| Professional                 | PSG 2 & EPSG 2                                 | 00 | XpertHR level O  |
| Professional                 | PSG 3 & EPSG 3                                 | N0 | XpertHR level N  |
| Professional                 | PSG 4 & EPSG 4                                 | M0 | XpertHR level M  |
| Professional                 | PSG 5 & EPSG 5                                 | LO | XpertHR level L  |
| Professional                 | PSG 6 & EPSG 6                                 | К0 | XpertHR level K  |
| Professional                 | PSG 7 & EPSG 7                                 | JO | XpertHR level J  |
| Professional                 | PSG 8 & EPSG 8                                 | 10 | XpertHR level I  |
| Professional                 | PSG 9 & EPSG 9                                 | 10 | XpertHR level I  |
| Senior (both Academic & PSD) | SEN0   | B0 | UCEA level 2     |
| Senior (both Academic & PSD) | SEN1   | B0 | UCEA level 2     |
| Senior Academic              | PMG1   | E1 | UCEA level 4A    |
| Senior Academic              | PMG2   | E1 | UCEA level 4A    |
| Senior Academic              | PMG3   | E1 | UCEA level 4A    |
| Senior Academic              | PMG4   | E1 | UCEA level 4A    |
| Senior Academic              | SEN2   | C1 | UCEA level 3A    |
| Senior Academic              | SEN3   | C1 | UCEA level 3A    |
| Senior Academic              | SEN4   | D1 | UCEA level 3/4A1 |
| Senior PSD                   | PMG1   | E2 | UCEA level 4B    |
| Senior PSD                   | PMG2   | E2 | UCEA level 4B    |
| Senior PSD                   | PMG3   | E2 | UCEA level 4B    |
| Senior PSD                   | PMG4   | F2 | UCEA level 5B    |
| Senior PSD                   | SEN2   | C2 | UCEA level 3B    |
| Senior PSD                   | SEN3   | C2 | UCEA level 3B    |
| Senior PSD                   | SEN4   | D2 | UCEA level 3/4A2 |

### Successes

#### **Our Gender Pay Gap**

Our Mean GPG is 4.39% (our lowest reported value ever). Our Median GPG is 5.82% which is significantly lower than the UK median GPG of 13.1% (ONS, 2024) and the HE sector median of 9.0% (Advance HE, 2024).

#### Staff Declarations

Staff declarations are increasing across all categories with the exception of disability. However, disability declaration at 92% is notably high overall.

#### **Increased BAME representation**

- Increased female and BAME representation at senior levels and within our academic staff group.
- BAME representation within our low middle grades is now proportionate to overall workforce representation.
- BAME representation is increasing most in our upper middle and above academic grades (Lecturer, Senior Lecturer, Reader) creating a talent pipeline but is still below the overall workforce representation.

#### Gender balance at Professorial level

Professor and Senior Professors roles have the lowest representation of women at 15 out of a total of 45 roles in 2023/24.

### **Gender Pay Gap**

Women are less well represented in the upper pay quartile and over-represented in the lower pay quartile, which contributes to our remaining Gender Pay Gap (GPG).

### Challenges

### **Ethnicity Pay Gap**

Our Ethnicity pay gap is significantly above the sector average and is explained by the over-representation of BAME staff, at lower - mid grades within our structure. A positive link to this is an increase in BAME representation overall and a growing pipeline which points to the importance of targeted positive action to support BAME staff to develop, secure promotions and help the institution close the gap.

### **Seniority**

Minoritised staff (particularly BAME and LGBTQ+ Professional Service) are less likely to be represented in senior grades. For LGBTQ+ Professional Staff, out of a population of 45, there are no reportable senior staff.

# Other Insights

#### **Disability**

- The proportion of staff who declared a disability rose from 6% in 2020/21 to 8% in 2023/24 which is above the UK Higher Education disability disclosure rate of 7.2% (Advance HE reported in 2024).
- Learning difference such as dyslexia, dyspraxia or ADHD is most commonly cited (43%), followed by long term illness or health condition (21%) and an impairment, health condition or learning difference not listed (18%).

#### Age

- 73% of our staff fall within the 31-60 age range. Recent years have seen a slight increase in the proportion of younger staff (aged < 30).
- Our Professional Services staff tend to be younger than our Academic group.
   Academic staff have more than twice the proportion of 60+ staff and a reducing proportion in the 51-60 age group (reducing from 27% to 24% between 2020-24)
- Men are better represented in the older age groups (51 to 60 and Over 60). Women are better represented in the younger age groups (21 to 30 and 31 to 40).

#### **Sexual Orientation and Gender Identity**

- The data demonstrates increasing confidence in declaring, with 74% of staff disclosing their sexual orientation, up from 66% in 2020. In 2023/24, 7% of staff who have declared sexual orientation identify as LGBTQ+, up from 5% in 2020/21.
- Increasing numbers of staff are disclosing their gender identity status (79% in 2023/24)

### What's next?

#### 1. Strategy and action planning

Data will inform a review of priorities within our Charter Mark work (Athena SWAN, Stonewall and Disability Confident renewal, Race Equality Charter application and the Inclusive Culture strand of our People Strategy.

#### 2. Staff declarations

We will periodically encourage our staff to declare using Oracle self-service to reduce unknown data.

#### 3. People data dashboard

We are developing a People Dashboard as part of the Digital First Strategy which will focus on enhancing the quality and availability of demographic and intersectional data to our organisation and to leaders and managers, to enable the examination of trends by area.

#### 4. Provision of applicant and appointee data

Following the implementation of the Oracle People and Finance system, we are focusing on being able to provide applicant and appointee data to support our Charter Mark work and equality plans.

#### 5. Pay gap analysis

We will continue with our gender pay gap action plan with the aim of making more progress in closing our gap. We will focus on gaining a better understanding of our ethnicity pay gap, through an ethnicity equal pay audit and intersectional equal pay audit and develop an action plan to address it in a swift, impactful way.

#### 6. Talent management and pipeline support

We will design professional development interventions with our pipeline in mind, paying particular attention to where there are representational disparities in staff profile.

### 7. Impact of age-related policies

We will consider the impact of age-related policies as part of our staff engagement work, including understanding why there are differences between the Academic and Professional Staff profiles in the 60+ age group.

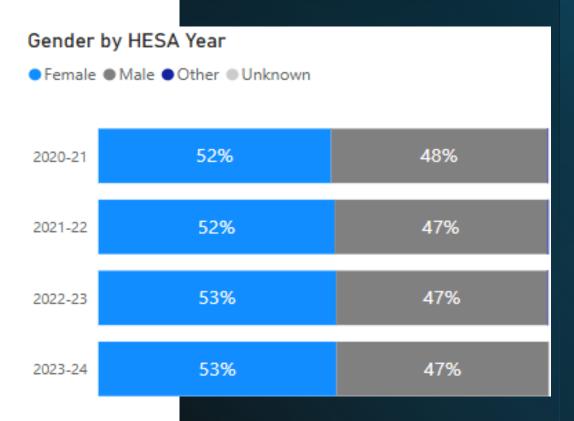
### London Met Data Dashboard



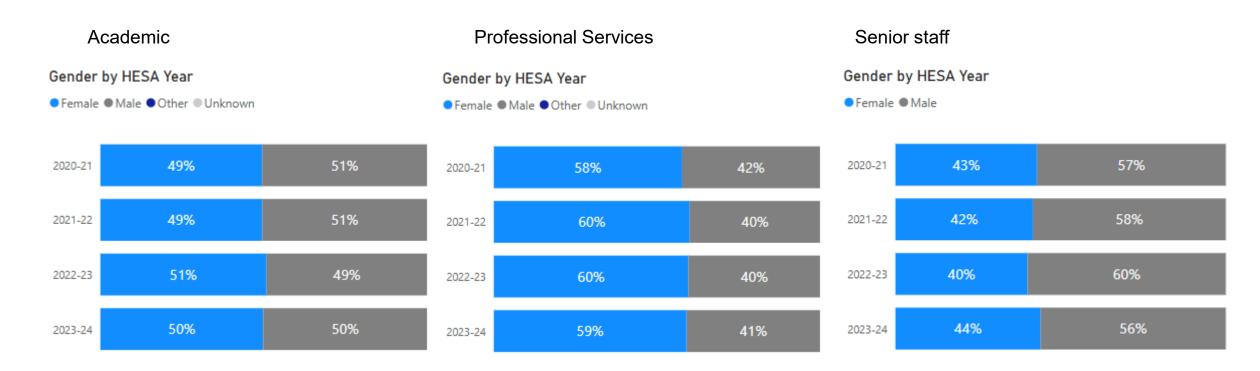
### Gender

### **Insights**

We have a gradual increase in the proportion of women in the workforce, rising by from 52% to 53% in 2023/24.



# Gender by staff group

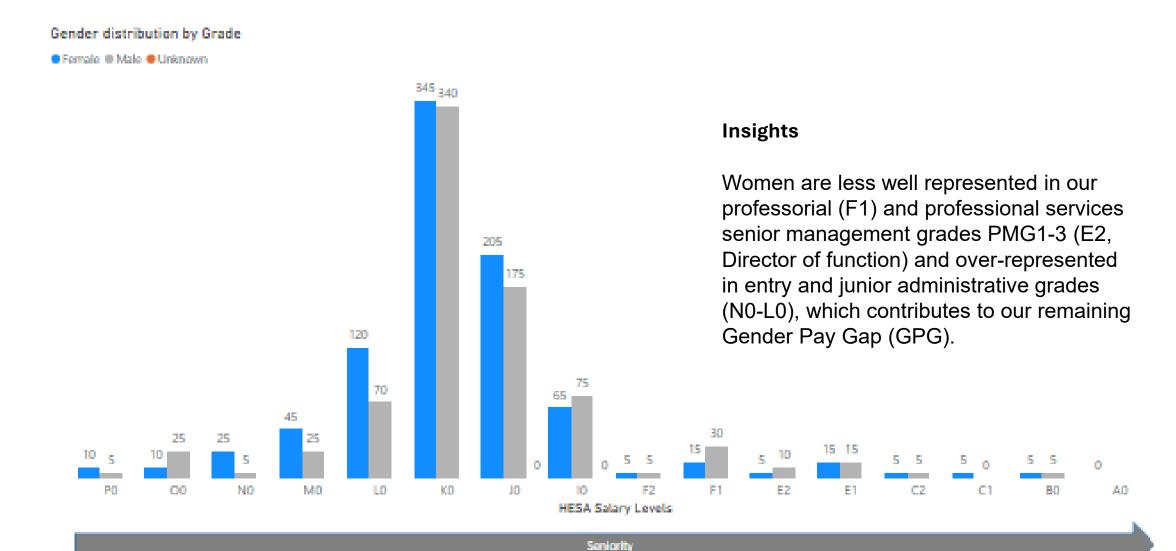


#### Insights

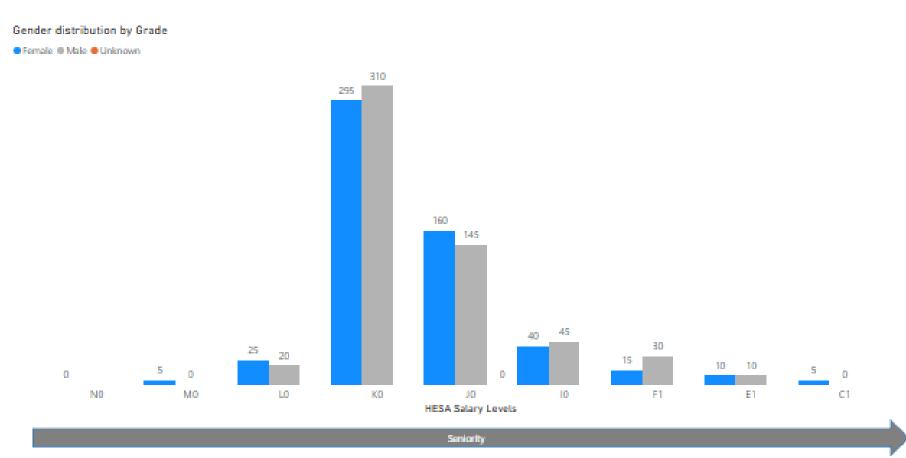
The gender balance within our academic and professional services staff groups has been relatively stable for the past four years.

We have seen a broadly stable senior gender profile, with an increase in women in 2023/24 (by 4%) reversing a decline in the preceding years.

# Gender by grade 2023/4



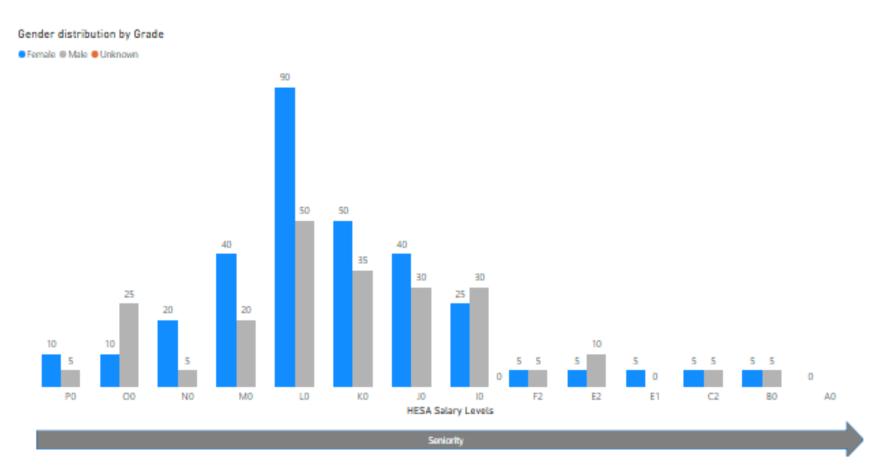
# Academic staff by gender 2023/4



- Women are less well represented in higher grades compared to men, whilst having higher representation at the lower grades.
- Women are evenly represented in Lecturer roles (K0), overrepresented in Senior Lecturer roles (J0) and under-represented in higher paid academic roles (Principal Lecturer, Reader, Associate Prof (I0), Prof and Sen Prof (F1).
- Professor and Senior Professors
   (F1) roles have the lowest
   representation of women at 15 out of a total of 45 roles in 2022/23.
- At leadership level (C1, Dean of School), representation of men and women is balanced (3 women, 2 men), however due to rounding of small numbers, this does not show in the chart.

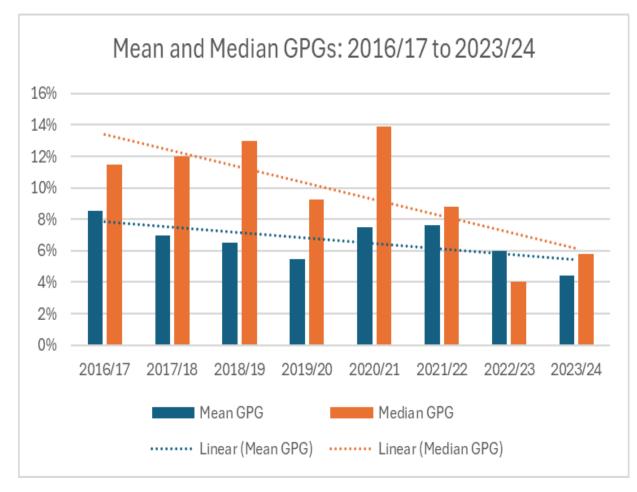
## Professional Services staff by gender 2023/4

#### **Professional Services**



- Women are overrepresented in the majority of grades across professional services and remarkably in grades N0-J0 (Professional Services Grades 3-7. Entry level administrative mid management roles) making up just under 68% of staff.
- At Professional Services Grades 8
   and 9 (HESA I0), 9 being the highest
   grade on our spinal salary scales and
   generally made up of Heads of
   Division, men are slightly
   overrepresented.
- Within leadership and senior leadership grades (C2-B0) men and women are evenly represented.

# Gender Pay Gap (GPG)

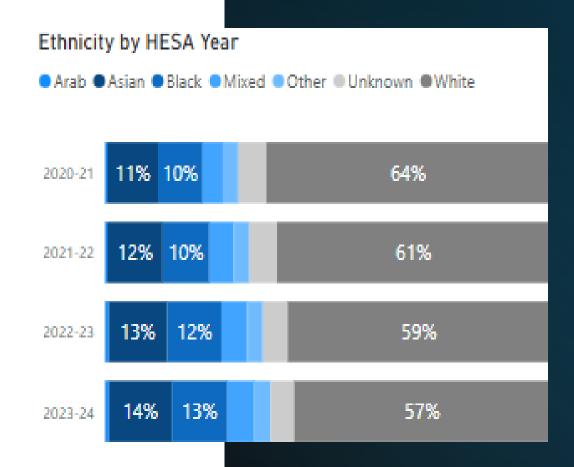


<sup>\*</sup>Mean GPGs, whilst still a good indicator are generally less robust than Median GPGs, as the Mean is more heavily influenced by outliers

- For 2023/24 our **Median GPG**, is 5.82%, above our lowest ever value of 4.04% since reporting started, but consistent with our downward trend.
- For 2023/24 our **Mean GPG** is 4.39%, our lowest reported value ever, both below last year's value of 5.99% and down from a high of 8.55% in 2016/17.
- Our mean and median gap is below average for the sector and significantly below averages in wider society. Advance HE reported the median pay gap for the HE sector as 9% in 2022/3 and mean to be 13.7% in 2024.
- Factors contributing most to our gender pay gap are:
  - The over-representation of women in the lower, lower middle and upper middle pay quartiles and;
  - The under-representation of women in our upper pay quartile.
- Factors contributing to our reducing gap and better performance compared with the sector are:
  - The relative balance in gender profile in Academic roles,
  - The over-representation of women in Professional Services grades,
  - Even or slight over-representation of women at leadership level grades which might explain why we may have a higher median gap due to more women at lower grades but a smaller mean).

# **Ethnicity**

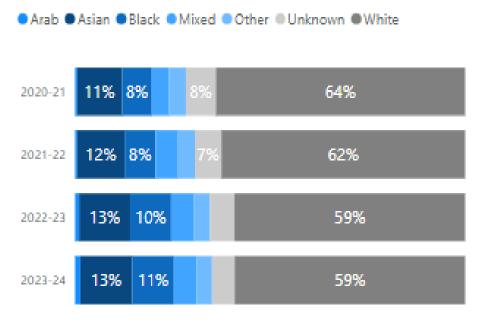
- Our ethnicity profile has changed appreciably since 2020, with greater racial diversity.
- Between 2020/21 and 2023/24, London Met saw an increase in the representation of Asian staff (+3%; +50), Black staff (+3%; +45), and a proportionate reduction in White staff (-7%; -85).



### Ethnicity by staff group

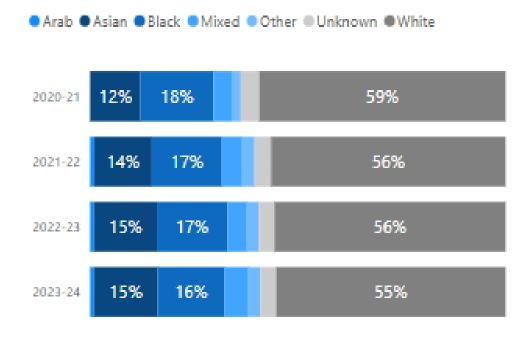
#### Academic

#### Ethnicity by HESA Year



### **Professional Services**

#### Ethnicity by HESA Year



- BAME representation is increasing, most notably within our academic staff group whilst being stable within our Professional Services group for the past three years.
- The increase in BAME academic staff is primarily at Lecturer /Senior Lecturer levels as London Met tends to recruit at this
  level. Efforts have been made to proactively seek diverse applicants, including implementing our policy of reducing reliance
  on Associate Lecturers by seeking to recruit staff internally from the pool of Associate Lecturers, which we know to be
  diverse.

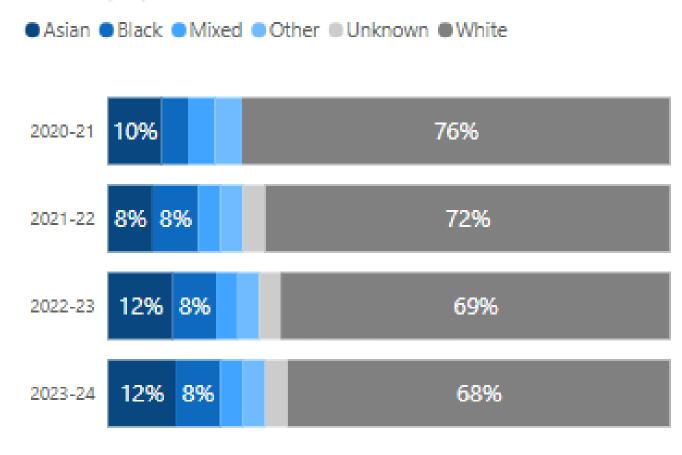
# Ethnicity - Senior staff

#### Insights

BAME representation in our senior staff group has increased since 2020, with a 3% increase in the proportion of Black (from 5 to 8%) and a 2% increase in Asian (from 10 to 12%) staff.

There remains a higher proportion of White Senior staff relative to the overall institutional staff profile.

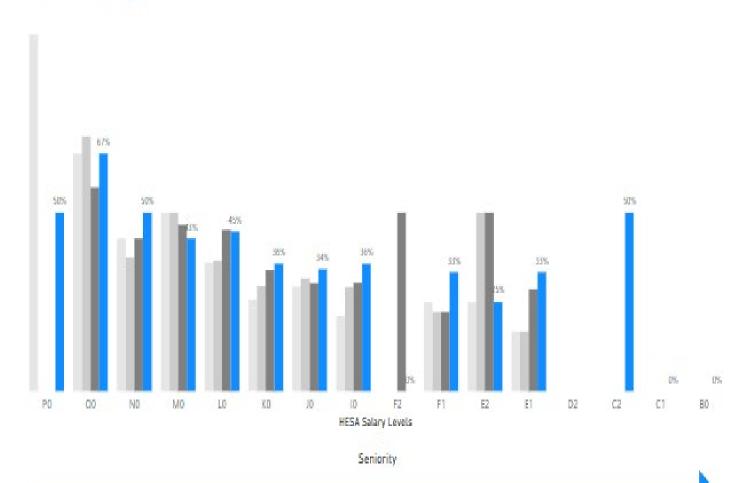
### Ethnicity by HESA Year



### Ethnicity – BAME representation by grade

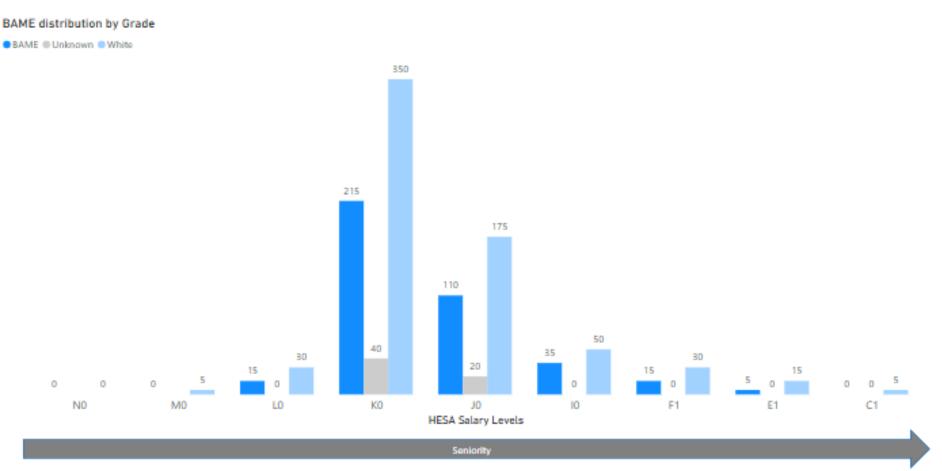
BAME staff representation across all grades

@2020 21 @2021 22 @2022 23 @2023 24



- BAME representation within our entry level, manual and administrative grades is reducing but is still disproportionately high
  - P0, O0 Professional Service Grades 1 and 2.
- BAME representation within our low- middle grades is decreasing and proportionate to overall workforce.
  - N0 and M0 Professional Services administrative and Estates grades 3 and 4.
  - L0 graduate assistant, research assistant / associate and administrative roles, grade 5.
- BAME representation is increasing most in our upper middle and above grades but is still below the overall workforce representation.
  - K0 Associate Lecturer, Lecturer, Research Associate/ Fellow. Professional Services Grade 6 (Senior administrative).
  - J0 Senior Lecturer, Senior Research Fellow, Professional Services management grade 7.
  - I0 Associate Professor, Principal Lecturer, Reader, Professional services grades 8 and 9.

# Academic staff by ethnicity and grade

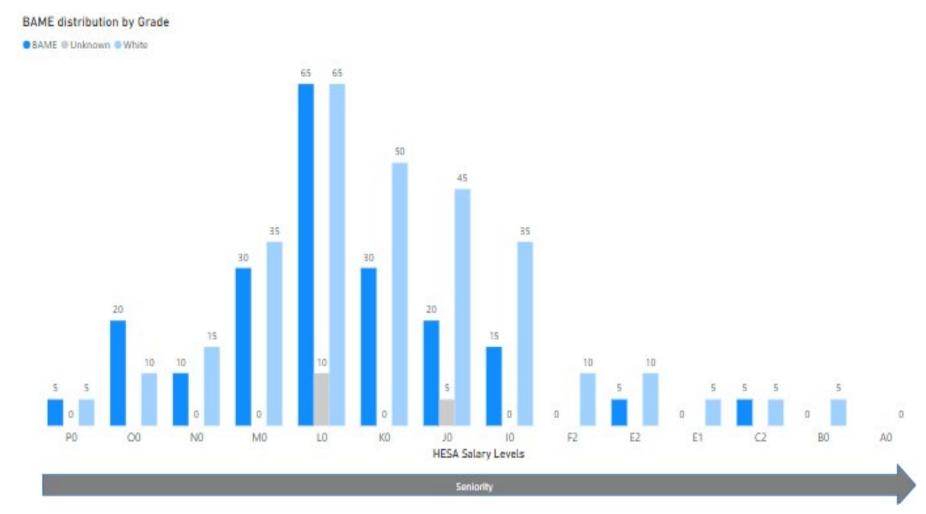


### Insights

Over half of BAME academic staff are at level K0 (Associate Lecturer, Lecturer, Research Associate/ Fellow).

White staff make up the significant majority at senior academic level from Senior Lecturer (J0) through to Professor/Senior Professor (F1) and at Leadership level (C1).

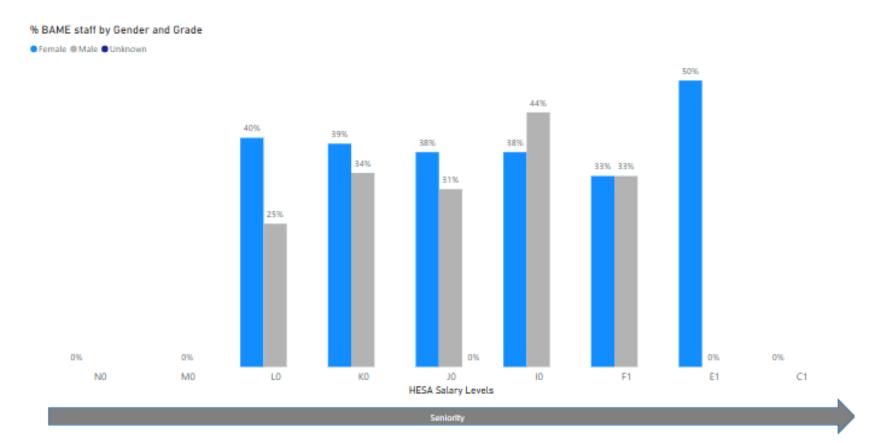
### Professional services staff by ethnicity and grade



BAME Professional Services staff are disproportionately concentrated at lower gradesentry level to senior administrative roles (P0-L0).

White staff are significantly overrepresented at middle to senior management grades (K0, Professional Services Grade 6 upward) upwards.

# Academic staff - BAME and Gender by grade

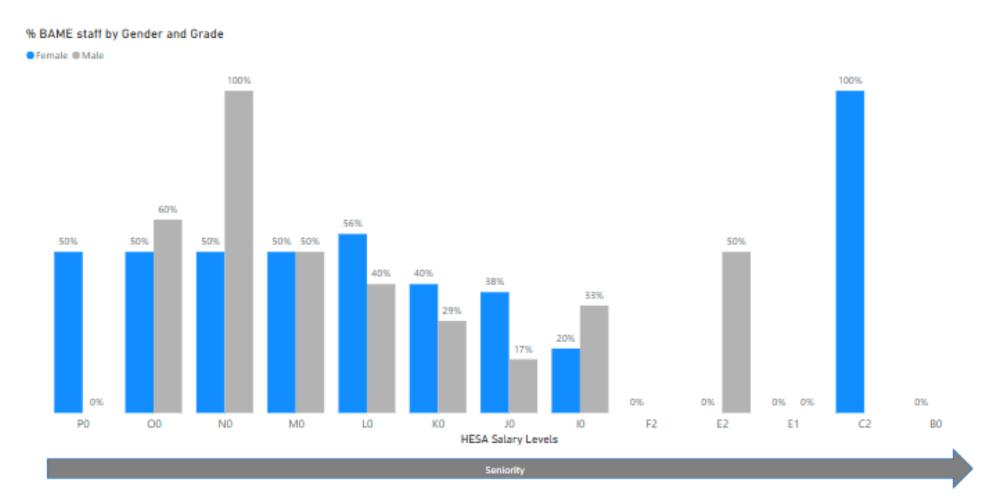


### Insights

BAME Academic staff are disproportionately concentrated at lower grades, with below-profile for both males and females at higher grades.

Despite senior BAME females, there are no BAME males in grades (C1, Dean level) (note: small numbers).

### Professional Services staff - BAME and Gender by grade

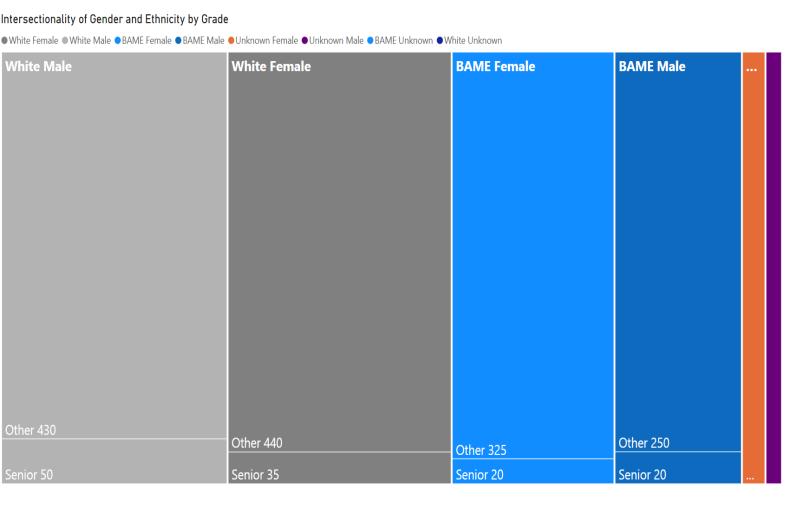


### Insights

BAME Professional Services staff, particularly male staff, are more likely to be in lower professional services grades (P0 to N0) which are manual and administrative roles.

Across mid - senior grades (J0) upwards, BAME staff have low representation.

### Ethnicity and Gender representation by Seniority



**Insights** 

Summarising Intersectional (gender and ethnicity) and seniority\* there is a plurality of White Males. However, as London Met has a relatively smaller number of BAME Males, there are fewer males overall.

The overall proportion of Senior staff is 7.5%. However, there are variances between intersectional groups.

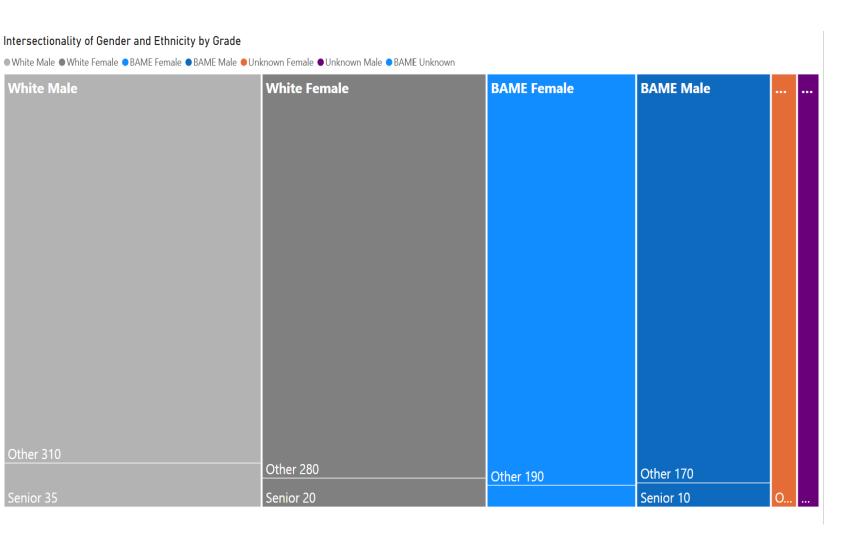
BAME Senior Females have the lowest at 5.8% whilst the proportion of White Senior Male staff is 10.4%.

White Female and BAME Males have the same proportion of senior staff (7.4%).

85 staff (50F,35M) have unknown ethnicity with no senior representation.

<sup>\*</sup>HESA grades A-I, This encompasses the Vice-Chancellor (A0), Senior Leadership grades (B0, C1, C2), Academic and Professional Senior Management grades (E1, E2, F1), Professor and Senior Professor (F1), Associate Professor, Principal Lecturer and Reader (I0) and Professional Services Grades 8/9, Heads of Division (I0)

### Ethnicity and Gender representation by Seniority - Academics



### **Insights**

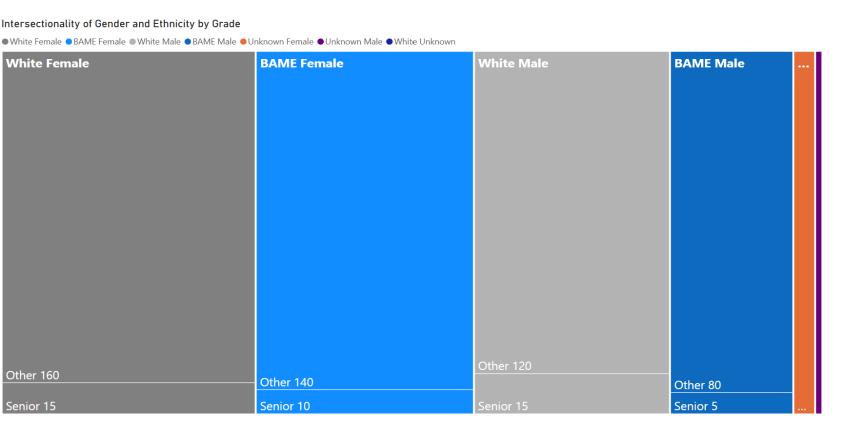
Summarising Intersectional (gender and ethnicity) by seniority for Academic staff, the overall proportion of Senior staff is 6.9%.

There are large variances between intersectional groups. White Male Seniors is highest at 10.1% and White Females Seniors is 6.7%.

BAME Female Seniors have the lowest proportion at 5.0%, with BAME Male Seniors at 5.6%.

65 staff (35F,30M) have unknown ethnicity, with no senior representation.

### Ethnicity and Gender representation by Seniority – Professional Services



### Insights

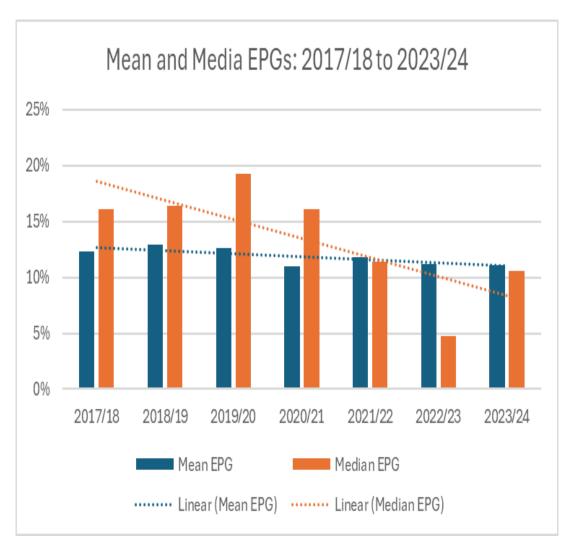
Summarising Intersectional (gender and ethnicity) by seniority (HESA grades A-I) for Professional Services staff, the overall proportion of Senior staff is 8%.

There are large variances between intersectional groups. White Male Seniors is highest at 11.1% and White Females Seniors is 8.6%.

BAME Male Seniors have the lowest proportion at 5.9%, with BAME Female Seniors at 6.7%

20 staff (15F,5M) have unknown ethnicity, with no senior representation.

# Ethnicity pay gap (EPG)



### Insights

- Our 2023/24 Mean EPG was 11.07% and Median EPG 10.55%.
- Our Mean EPG is relatively stable and gradually declining whilst our Median EPG is more variable.
- Our Mean and Median EPG is above sector averages. Advance HE reports (2024) that the Mean EPG was 0.6% and Median EPG 0.0%).

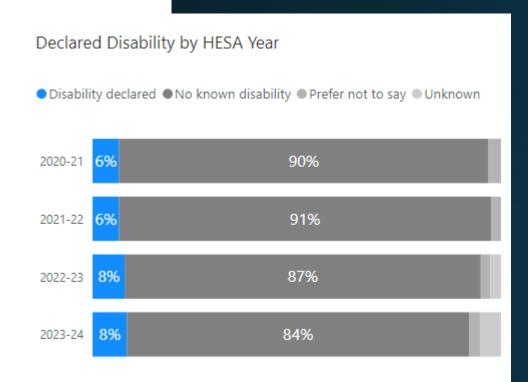
Factors contributing to the gap also strongly link to opportunities for us to close it and include:

- The over-representation of BAME staff, at lower grades within our structure,
- Some of the gap may also be a consequence of our work to formalise employment which has seen historically marginalised staff being brought into the mainstream, leading to starker inequalities,
- Focusing our recruitment at Lecturer and Senior Lecturer level
- Recruiting from our diverse student body via our Met temps service.

All of the above should be seen as a positive step in building a diverse talent pipeline and highlights the need to catalyse the next steps by supporting professional development and promotion.

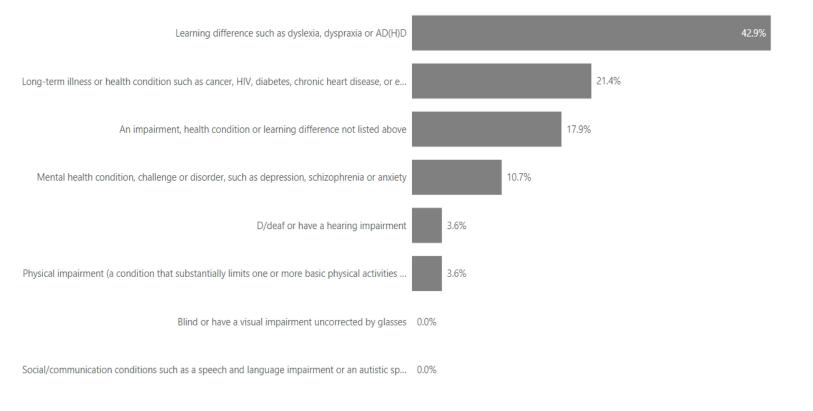
## Disability

- The proportion of staff who declared a disability rose from 6% in 2020/21 to 8% in 2023/24 which is above the UK Higher Education disability disclosure rate of 7.2% (Advance HE reported in 2024).
- 92% of our staff have declared their disability status.
- There is a 2% prefer not say and 5% unknown rate.
- There is an increase in unknown and Prefer Not to Say categories due to data migration issues associated with our new People and Finance Oracle system implementation which we expect to see corrected next year.



### What disabilities to our staff declare?

What disabilities do our staff declare?

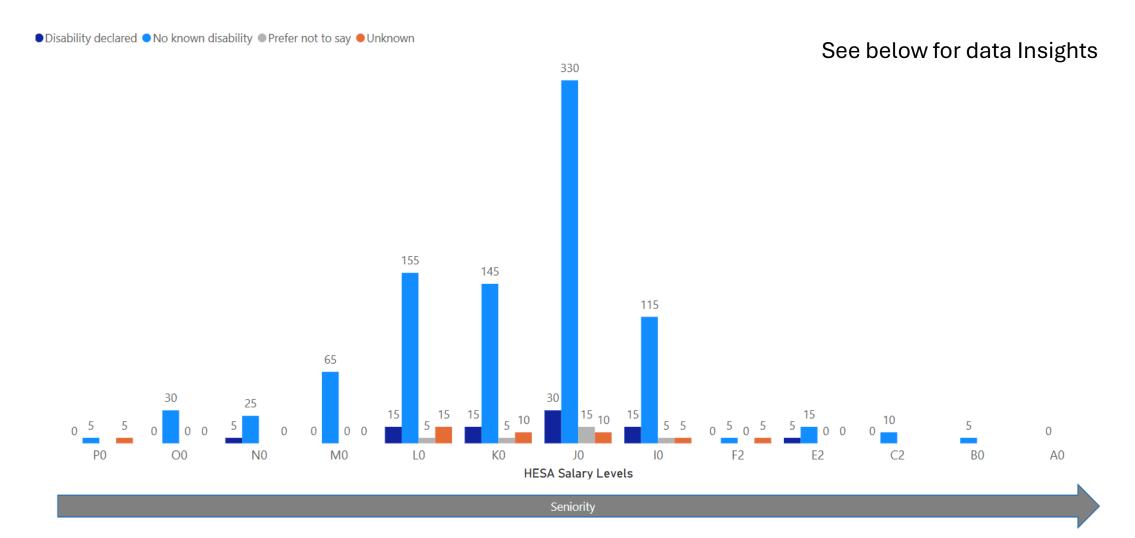


### **Insights**

Learning difference such as dyslexia, dyspraxia or ADHD is most commonly cited (43%), followed by long term illness or health condition (21%) and an impairment, health condition or learning difference not listed (18%).

Advance HE reports that of the 7.2% of HE staff declaring a disability, 23.7% have a Learning Difference.

### Disability representation by grade



### Disability representation by Seniority



### **Insights**

Summarising Disabled staff by seniority, the proportion of Senior staff is 7.5% overall.

Whilst there are variances between groups, for those with No Known Disability (n=1380), 7.6% are Senior Staff, compared with 7.1% for Disabled Staff (n=140) the proportion relatively is balanced.

For those whose disability status is Unknown (n=85), the rate is 5.9% and Prefer Not To Say (n=50), 10.0%.

### Disability representation by Seniority - Academic



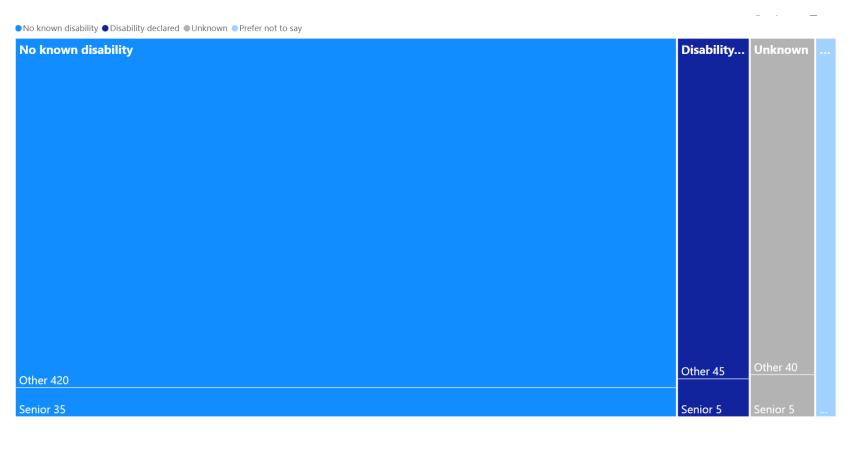
### Insights

Summarising Disabled staff by seniority, the proportion of Academic Senior staff is 6.9% overall.

However, there are variances between groups. For those with No Known Disability (n=930), 7.5% are Senior Staff, compared with 5.6% for Disabled Staff (n=90), notably lower than no-known disability.

For those whose disability status is Unknown (n=40) and Prefer Not To Say (n=30), there is no reportable data.

### Disability representation by Seniority – Professional Services



### **Insights**

Summarising Disabled staff by seniority, the proportion of Professional Services Senior staff is 8.0% overall.

However, there are variances between groups. For those with No Known Disability (n=455), 7.7% are Senior Staff, compared with 10.0%\* for Disabled Staff (n=50).

For those whose disability status is Unknown (n=45), the rate of senior staff is 11.1%, and Prefer Not To Say (n=15), there is no reportable data.

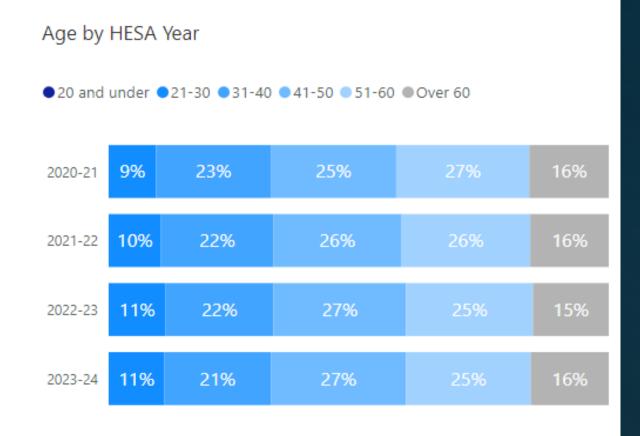
<sup>\*</sup>N/B that for Disabled Staff and Unknown groups, numerical rounding up may impact the rate

# Age profile

### **Insights**

73% of our staff fall within the 31-60 age range.

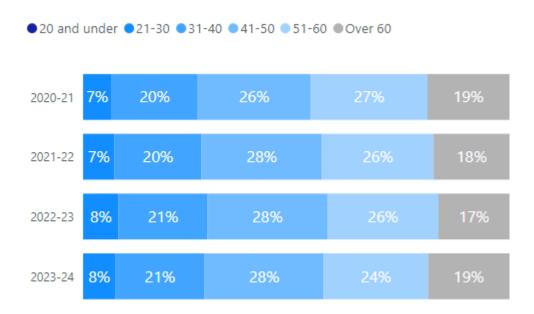
Recent years have seen a slight increase in the proportion of younger staff (aged <30).



# Age profile by Area

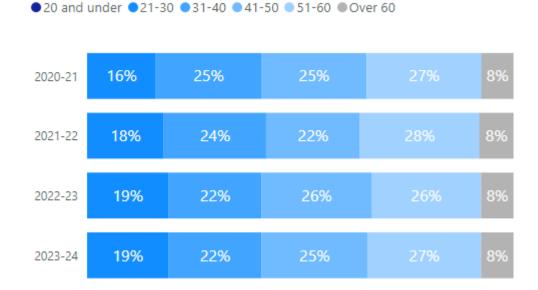
#### **Academics**

Age by HESA Year



#### **Professional Services**

Age by HESA Year

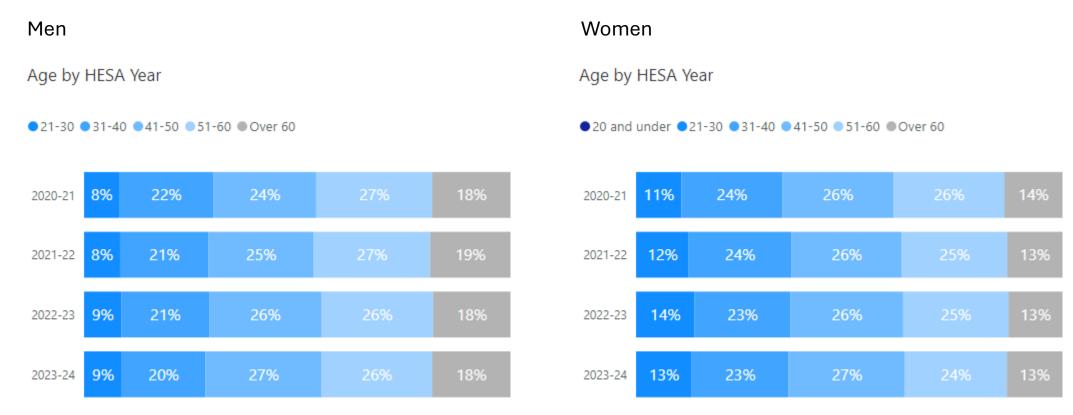


### **Insights**

Our Professional Services staff tend to be younger than our Academic group.

Academic staff have more than twice the proportion of age 60+ staff and has a reducing proportion in the 51-60 age group (reducing from 27% to 24% between 2020-24).

# Age profile by gender



- Men are better represented in the older age groups (51 to 60 and Over 60).
- Women are better represented in the younger age groups (21 to 30 and 31 to 40).
- Gender is more evenly balanced in the 41 to 50 age group.

### Sexual orientation

# Gender identity\*

### Sexual Orientation by HESA Year

| Sexual Orientation | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|--------------------|---------|---------|---------|---------|
| Bisexual           | 1%      | 2%      | 2%      | 2%      |
| Gay or Lesbian     | 4%      | 4%      | 5%      | 5%      |
| Heterosexual       | 60%     | 61%     | 64%     | 65%     |
| Other              | 1%      | 1%      | 1%      | 0%      |
| Prefer not to say  |         | 1%      | 1%      | 2%      |
| Unknown            | 35%     | 31%     | 28%     | 24%     |
| Total              | 100%    | 100%    | 100%    | 100%    |

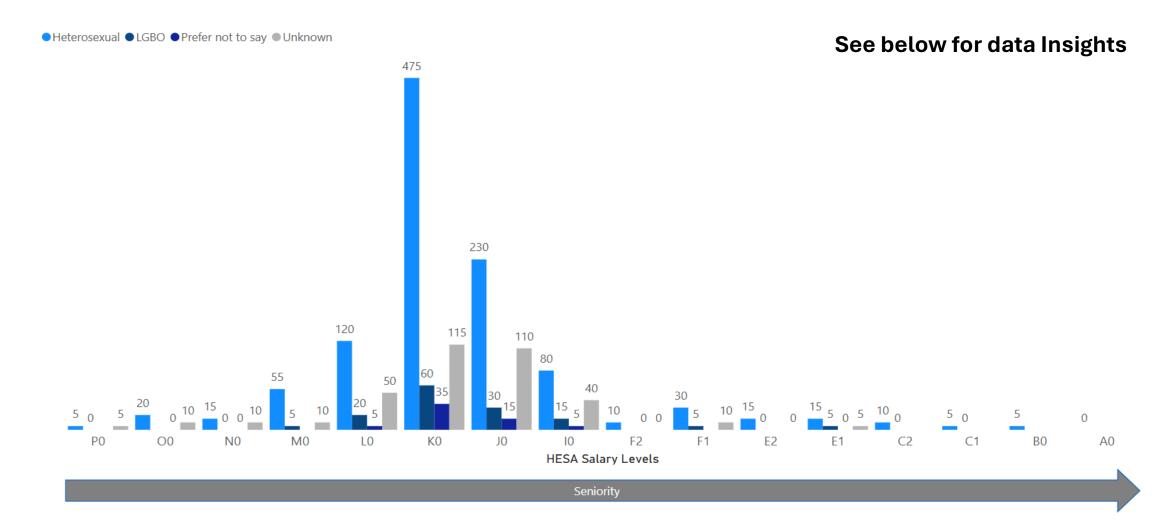
### Gender Identity by HESA Year

| Gender Identity   | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|-------------------|---------|---------|---------|---------|
| Yes               | 71%     | 74%     | 76%     | 78%     |
| No                | 0%      | 0%      | 0%      | 0%      |
| Prefer not to say |         | 1%      | 1%      | 1%      |
| Unknown           | 29%     | 26%     | 23%     | 21%     |
| Total             | 100%    | 100%    | 100%    | 100%    |

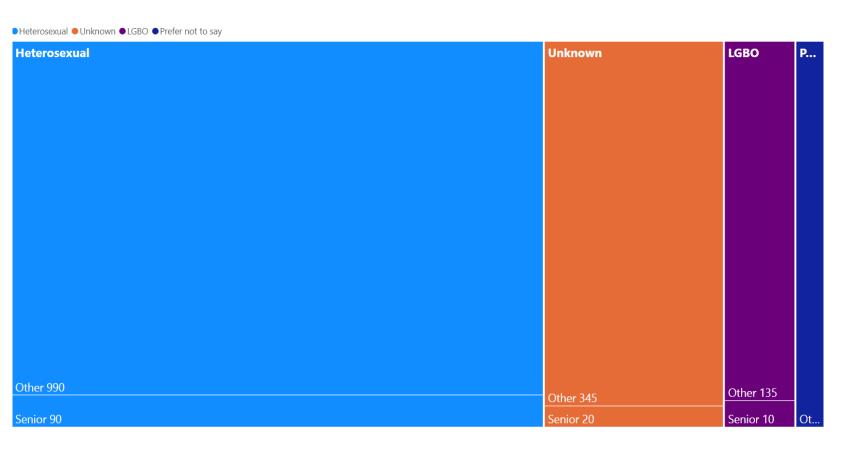
- The data demonstrates increasing confidence, with 74% of staff disclosing their sexual orientation, up from 66% in 2020.
- In 2023/24, 7% of staff who have declared sexual orientation identify as LGBTQ+, up from 5% in 2020/21.
- Unknowns have dropped from 35% to 24% between 2020/21 and 2023/24.
- Increasing numbers of staff are disclosing their gender identity status (79% in 2023/24 from 71% in 2020/1).

<sup>\*</sup>Answers to the question: Gender I identify with is the same as sex registered at birth

### Sexual Orientation representation by grade



### Sexual Orientation representation by Seniority



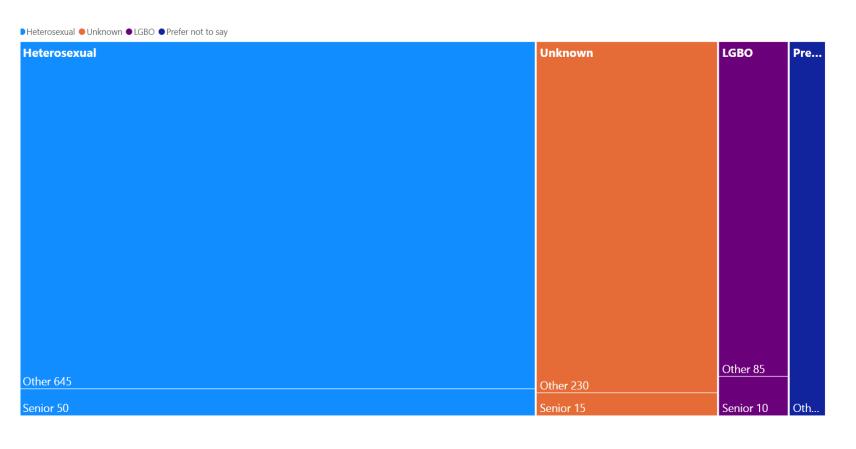
### Insights

Summarising Sexual Orientation status by seniority, the proportion of Senior staff is 7.5% overall.

However, there are variances between groups. For those recorded as Heterosexual (n=1080), 8.3% are Senior Staff, compared with 6.9% for LGB Staff (n=145).

For those whose sexual orientation is Unknown (n=365), the rate is 5.5% and Prefer Not To Say (n=60), there is no reportable data.

### Sexual Orientation representation by Seniority - Academic



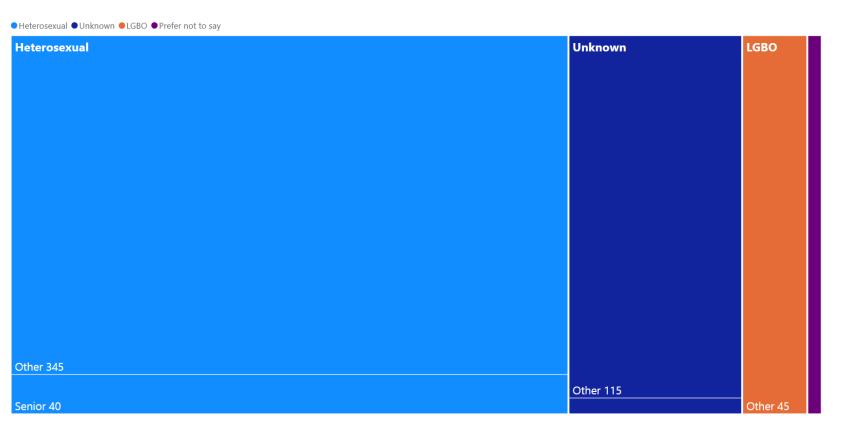
### Insights

Summarising Sexual
Orientation by seniority, the
proportion of Academic Senior staff is
6.9% overall.

However, there are variances between groups. For those who are recorded as Heterosexual, (n=645), 7.2% are Senior Staff, compared with 10.0% for LGB Staff (n=95).

For those whose Sexual Orientation is Unknown (n=245), the Senior Staff rate is 6.1%, with Prefer Not To Say (n=50) having no reportable data.

# Sexual Orientation representation by Seniority – Professional Services (PS)



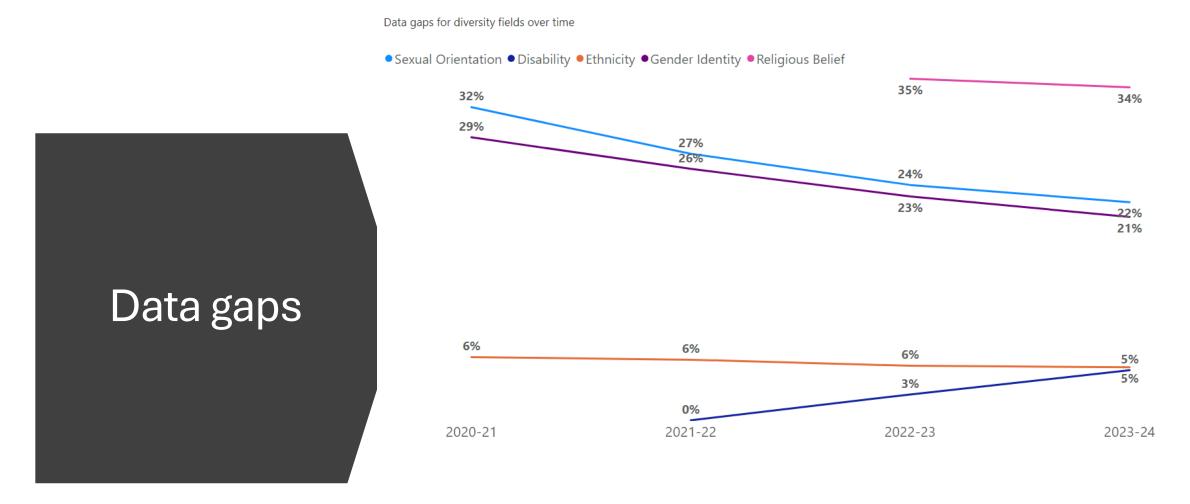
Summarising Sexual

Orientation by seniority, the proportion of PS Senior staff is 8.0% overall.

However, there are variances between groups. For those who are recorded as Heterosexual, (n=385), 10.4% are Senior Staff. There are no reportable Senior PS LGB Staff (n=45).

For those whose Sexual Orientation is Unknown (n=120), the Senior Staff rate is 4.2%, with Prefer Not To Say (n=10) having no reportable data.

PS Staff have lower LGB declaration and seniority compared to academic staff.



- We are seeing significant improvement in our data gaps over time and expect this to improve further following the introduction of our new Oracle People and Finance system.
- We encourage staff to use the self-service function of Oracle periodically to fill any gaps in their personal data.
- The one exception is an increased data gap with disability declaration. There is an increase in unknown and Prefer Not to Say categories due to data migration issues associated with Oracle implementation which we expect to see corrected next year.