

**UNIVERSITY OF
CHANGE
FOR GOOD
WESTMINSTER** 冊

Colleague Equality, Diversity & Inclusion Annual Report 2019-20

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Section 1: Executive Summary

1.1: Introduction

From our inception, the University of Westminster has provided an environment and culture committed to the principles of equality, diversity and inclusivity. In 2019-20 developments in this area were significantly scaled up, both through ongoing and new internal collaborative work and as a response to major global events.

The COVID-19 pandemic, the murder of George Perry Floyd and the Black Lives Matter movement have triggered cultural, political and personal reflection and action across the world. As a socially engaged University responsive to the concerns of our students and colleagues, we resolved to do even more to embed EDI in the everyday culture and practice of our working lives.

The Equality, Diversity and Inclusion (EDI) Group, established in 2018-19, continued to develop our response to challenges we face internally and externally, working through and with our established Colleague networks. The group was composed of the co-chairs of Colleague networks, the Vice Chancellor and President and the Head of Corporate Social Responsibility and was joined in April 2020 by our newly appointed EDI Officer. The group continued to meet regularly through 2020 to progress implementation of the EDI Action Plan.

A key element of our action plan, the formalisation of a governance structure for EDI, was realised in October 2020 with the establishment of the Equality, Diversity and Inclusion Committee.

The EDI Committee is tasked with making recommendations to the University Executive Board with regard to the strategic direction, priorities and objectives for EDI at the University. The committee will support university-wide engagement with EDI and will help enable the development and delivery of EDI programmes of work and action plans.

Key to the work of the Committee is engagement with the Colleague networks. Our Colleague networks represent a critical way in which the EDI agenda is brought to life and implemented at Westminster. Engagement with and by all Colleague networks has increased significantly in 2020, allowing us to hear more voices and to realise a diversity of input into EDI planning and activity

In response to conditions imposed by the pandemic, the BME Network, with a membership of approximately 80 colleagues, was moved on line and used this opportunity to expand its membership to over 185 BME colleagues and allies.

In June 2020, a Statement of Demands was drawn up, published and presented to the University as a collective response to the murder of George Perry Floyd, the Black Lives Matter movement and perceptions of the unequal treatment of BME colleagues. This statement acted as the catalyst for the creation of the Westminster Commitments, also published in June 2020.

In July 2020 senior managers engaged with the BME Network for an open discussion about the issues that prompted the Statement of Demands. Over 130 colleagues attended, and the benefit of continuing such meetings was clear. Further meetings will be held across this academic year.

In October 2020 The BME Network formed a newly expanded committee and has developed work streams to promote and establish (i) Strategic Collaboration and (ii) Research, Learning and Development.

The BME Network continues to support allyship at the University. Colleagues have published analysis that recognises the challenges for EDI work across the sector while arguing for the importance of agitation, for culture change, and allyship, for culture growth.

The BME Network is developing a National Forum to support solidarity and to share good practice among university BME networks. Its realisation will bring further prominence to the work of EDI at the University of Westminster.

The Women of Westminster (WOW) network established four working groups to provide support and enable progress in the following areas: Research and Knowledge; Teaching and Learning; Equality and Career Progression; Mentoring and Support.

The WOW Research and Knowledge Working Group is focussed on issues such as the transparency of research hours allocation and the variability in approaches between Colleges; lower numbers of female senior research colleagues and professors; support and training for early career researchers and staff with little experience in research.

The WOW Mentoring and Support Working Group is focussed on the challenges faced by colleagues who are parents or have caring responsibilities.

The WOW Equality and Career Progression Working Group is focussed on the implementation of equality and progression charters and their potential effectiveness in highlighting problem areas, training needs and improved practices.

For 2021 the aim is to continue effective progress through the WOW working groups in collaboration with senior colleagues and the other networks.

The development of the EDI agenda and its intersectionality has also prompted new directions of activity within the other extant Colleague network. This covers those who identify as LGBTQI+.

This group has been active nationally as well as locally. Members have played a leading role in the Non-Binary in Higher Education Project, as well as the Royal Historical Society's report on LGBT+ histories and historians.

Within Westminster it actively works with the Student Union LGBTI+ Society on events, awareness and tackling phobia. It also contributes with the other networks to reviews of HR processes, complaints procedures and related matters of internal management. As might be expected, the network has been particularly active on issues such as access to gender-neutral toilets and other facilities or the development of a University policy on pronouns.

We will continue to support our existing Colleague networks and facilitate the establishment of additional networks, if the demand is there.

EDI is also actioned and enabled through our research. In October 2019, the Diversity and Inclusion (D&I) Research Community was established to research issues of exclusion and inequality at Westminster and externally. Through interdisciplinary collaborations, inclusivity is promoted as the crucial component of every scientific, political and broader social research effort.

The D&I Research Community has facilitated networking events to build engagement and has developed seed funded projects connected to emerging EDI-related themes, including: migration, sexuality, health & social inequalities.

During the current pandemic the D&I Research Community has pivoted research to support new on-line activity, launching the QHT COVID-19 funding round in May 2020 with 23 projects funded totalling £218,592.

The D&I Research Community is due to complete a review of equality charters to inform best practice and fit for Westminster.

Through 2021, the D&I Research Community will continue to support seed-funded projects and COVID-19 projects. It will also aim to increase income generation and industry funding, continue to develop external partnerships and collaborations within the Higher Education sector and with charitable partners and work further to transform research culture within the University.

In 2020, for the first time, the university submitted to The *Times Higher Education* Impact Rankings, the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs). For Goal 5: Reduced Inequalities we were ranked 88th globally against 549 universities that submitted and for Goal 10: Gender Equality we were ranked 41st globally against 459 universities that submitted. We will be submitting again in December 2020, with continuous improvement our aim.

The University of Westminster was awarded the Social Enterprise Gold Mark in September 2020. Our accreditation report highlighted the following as a key strength; *“The University of Westminster embraces equality, diversity, and inclusion as virtues through which all other social objectives can be better pursued and successfully realised. Promoting inclusivity, breaking down barriers and facilitating access to higher education has been central to the University of Westminster (UoW) ethos from your first inception as a Higher Education Institute. Over the decades this has clearly evolved, encompassing emerging areas of social exclusion or exposed prejudices that ghettoise communities and prevent people from realising their potential. These interests go hand in hand with a sensitivity to individual and community wellbeing – healthy individuals create healthy society”*.

Inclusivity is a major factor in our individual and collective wellbeing too. In the 2020 Colleague Wellbeing Survey we recorded an improvement in personal wellbeing. Over one third of colleagues have moved from the centre and ‘less well’ side of the scale to the ‘more well’ side with almost two-thirds of us feeling positive levels of wellbeing.

The work we have planned for 2021, detailed in this report, will aim to continue to have a positive impact on wellbeing at Westminster.

This report records the progress made in 2020 and actions envisaged for 2021. In 2021 we will prioritise translating the Westminster Commitments into tangible actions. Our 15 steps towards equity and inclusivity for all students and colleagues will shape what we will do, in order to ensure that we are an actively anti-racist, inclusive and safe environment in which to work and study.

1.2 Purpose of Report

The purpose of this annual report is to:

- Summarise the monitoring and benchmarking of the University’s effectiveness in delivering the equality, diversity and inclusion agenda for all Westminster colleagues
- Report on progress in 2020, highlight issues and detail actions for 2021
- Satisfy compliance requirements

Accurate equality information enables the University’s management teams to understand what steps need to be taken to; address diversity and equality issues in the structure and management of the workforce; prevent direct and indirect discrimination and identify appropriate support for a diverse colleague profile.

1.3 Summary of Analysis

The following are 'thumbnail' summaries for each of the protected characteristics.

Disability:

- Disability disclosure has risen by 0.4% to 5.8% of colleagues.
- The three-year trend maintains a recorded increase 1.9% on 2016-17 with a slight increase, 0.4% on last year
- Professional Services Disability disclosure increased 0.5% on last year, Academic colleagues was fixed at 5.4% comprised of a decrease of 0.9% (WBS) and increases of 0.3% (DCDI) and 0.6% (LAS)

Ethnicity:

- The University of Westminster BME profile stands at 26.7%, an increase of 0.3% from the previous year.
- The three-year trend shows continued recorded increase 2.3% on 2016-17
- The BME profile of senior colleagues shows no change in the following categories; Rectorate (0%) Heads of College (0%), Associate Heads of College (0%), Heads of Schools (16.7%); a decrease of 4% Assistant Heads of Schools (33.3%) an increase of 1.9% Professors (10%) and an increase 1.8% L1-L5 senior management grades (8.9%)
- Professional Services has maintained a BME profile of 33.8%, the three-year trend shows a 1.9% increase.
- Academic Colleges have a BME profile of 23.5%. When comparing percentage representation by College, WBS remains the highest at 35%, an increase of 3.8%, LAS 19.8%, an increase of 0.5% and DCDI 15.6%, a decrease of 0.3%
- We have measured CETI; The Westminster Centre for Education and Teaching Innovation as a separate category in 2019-20; with a BME profile of 15.8%

Gender

- The overall gender split is 54.2% female, a 0.1% decrease from last year, 45.8% male
- 49.08% of academic staff, and 61.9% of Professional Services staff are female
- The gender split at senior grades (all noted figures represent female%) has seen a slight decrease of 0.16% to 54.16 with an increase of 40% Rectorate (40%), an increase of 3.7% L1-L5 (48.9%) and increase of 6.5% Heads of School / Assistant Heads of School (48.7%); Professor (33.3%), all 6 Professor's newly appointed this year were female however this figure (33.3%) is below the gender split (54.2%) and a decrease of 0.6% from the previous year.
- We have a new senior level category Head of College / Assistant Head of College with a gender split of female 22%
- The three-year trend highlights that the gender balance has remained fairly static with 49.18% of Academic colleagues, (+1.8%) and 61.9% of Professional Services colleagues (-0.7%) being female.

Staff Turnover:

- The headline figures show that the percentage of leavers has fallen to 12.71%, from the previous two year's of higher levels due to organisational restructure for both academic and professional support departments and associated Employee Release Scheme and Voluntary Redundancies; 2017-18 (24.85%) and 2018-19 (24.28%). This is moving back toward pre-restructure level 2016-17 (9.5%)
- Turnover for Academic colleagues (4.27%) is still significantly lower than Professional Services colleagues (17.42%)
- For a third year running turnover of Researchers is high at 57.35%, The large increase from 7.3% turnover in 2016/17 is due to an increase in fixed term contracts over the last three years, increasing the number of researchers (68) but also the annual turnover (39)
- When comparing Voluntary Leavers to 'All Leavers', the difference is negligible, 0.1%. Please note that in the Colleague turnover figures, 'All Leavers' **includes** voluntary and compulsory redundancies, including the ending of fixed term contracts. 'Voluntary turnover' figures **do not** include voluntary severances, end of fixed term contracts, retirements, redundancies, death in service, failed probations, dismissals etc. It is important to note that low turnover provides less scope for changes in the profile of the University's workforce year on year.

Age:

- The colleague age profile has not changed significantly since the last report. There has been no change 16-24, slight increase 65+ (1%) and slight decreases 25-34 (0.3%), 35-44 (0.2%), 45-54 (0.4%) and 55-64 (0.3%)
- There is a lower percentage of colleagues in age groups 16-24, 25-34, 35-44 and higher percentage 45-54, 55-64 and 65+
- Numbers in the 65+ group are low (5.2%). While this figure will increase over time in line with the removal of the statutory default retirement age at 65 and the University's chosen default retirement age of 75, there is no notable impact to report at this time.
- The age profile for Professional Services 'peaks' in the 35-44 age category, whilst Academic colleagues 'peak' in the 45-54 age category.
- 67% of Researchers are in the 44 and below age category

Sexual Orientation / Religion and Belief Disclosure:

- Recorded Sexual Orientation Return has increased by 3.6% to 66%
- Recorded Religion and Belief return has increased by 2% to 64.9%
- Despite the trend in positive disclosure rates, it is difficult to make any concrete conclusions while the 'Unrecorded' disclosures remain at such a high rate.

- Many Universities do not provide numbers and percentages of the total number of colleagues with these protected characteristics.
- We acknowledge that a number of colleagues consider this information, in particular, to be sensitive, personal information

Section 2: Progress and Actions 2020-2021

2.1 UN Sustainable Development Goals – Times Higher Education Impact Rankings 2020

The *Times Higher Education* Impact Rankings are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs), using carefully calibrated indicators to provide comprehensive and balanced comparisons across three broad areas: research, outreach and stewardship. 768 universities from 85 countries submitted for accreditation. The University of Westminster was placed 101 - 200 in the overall rankings with the following global rankings for directly relevant equality, diversity and inclusion goals:

Goal 5: Gender Equality: Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.



University of Westminster Global Ranking 88 out of 549 institutions

Goal 10: Reduced Inequalities: To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.



University of Westminster Global Ranking 41 out of 459 institutions

2.2 Equality, Diversity and Inclusion Action Plan 2020 Progress Report

ACTION	PROGRESS
Equality, Diversity and Inclusion (EDI) Working Group to be established	The University Executive Board approved the terms of reference and membership for the Equality, Diversity and Inclusion (EDI) Committee on 28 July 2020 which met for the first time on 30 th September 2020, Co-chaired by Alex Hughes, Deputy Vice Chancellor – Employability and Global Engagement and Dibyesh Anand, Head of School – Social Sciences and Co-Chair of BME Network, to agree draft schedule of business for the remainder of 2020 and going forward into 2021.
<p>Call to Action developed and agreed with the following items for consideration:</p> <ul style="list-style-type: none"> - Commitment to make all heads of colleges, schools and professional services units take ownership and responsibility for diversity and inclusion of all colleagues. - Commitment to an agreed time-scale and working methods to move forward the agenda. - Commitment to recruit EDI Officer - Commitment to WAM hours (academic) / Development hours (professional) to be allocated to colleagues taking on voluntary leading roles in the Networks and to those who simply want to participate. - Commitment to funding and yearly budget to Networks. - Commitment for all Networks to have reporting line through to UEB - Commitment to EDI principles to be embedded in University policy and senior management job descriptions. 	<p>Equality Diversity and Inclusion Officer recruited April 2020</p> <p>Funding agreed for Colleague Networks with additional funding for Black History events throughout 2021</p> <p>All other items to be considered for incorporation into EDI Committee schedule of business 2021</p>

ACTION	PROGRESS
Develop full 5-year 2020-2025 EDI Action Plan to follow on from 2020 Action plan	Incorporated into EDI Committee schedule of business under development of EDI Strategy
Change job descriptions of senior management roles to include commitment to support and implement the work of EDI team all Networks.	Incorporated into EDI Committee schedule of business
Undertake a review and update of the Single Equality Policy & Action Plan for 2020 to ensure that it supports the objectives set out in the Being Westminster (BW) and Being Me, Being Westminster (BMBW) strategies	Review underway along with EDI policy rationalisation for completion November 2020
Undertake review and update of all other EDI related policy to ensure alignment with SEPP, BW, BMBW	Review underway along with EDI policy rationalisation for completion November 2020
Review university participation in the Athena Swan Charter Mark, Race Equality Mark, Stonewall Trial self-assessment and HR Excellence in Research award	Review to be incorporated into EDI Committee schedule of business
Review of resource requirements for EDI work	Incorporated into EDI Committee schedule of business
Align all work to the Sustainable Development Goals with particular reference to Goal 5: Gender Equality and Goal 10: Reduced Inequalities	<p>Time Higher Education Impact Rankings 2020: Goal 10: Reduced Inequalities: University of Westminster Global Ranking 41</p> <p>Goal 5: Gender Equality: University of Westminster Global Ranking 88</p>

ACTION	PROGRESS
Continued support and resourcing for staff networks, BME, WOW, LGBTQ to support stakeholder engagement, internal and external communities and the Westminster 2023 Strategy including agreement on availability of hours for participation (WAM for academic, Personal Development / Volunteering for Professional Services) Stakeholder engagement process to measure interest in development of additional networks related to protected characteristics, for example Disability Network	Funding agreed for Colleague Networks with additional funding for Black History events throughout 2021
Investigate a possible standard objective as part of the PDR process to examine individual contribution to Westminster citizenship	Incorporated into EDI Committee schedule of business
Ensure the new EDI Policy & Plan 2021-2023 is published, widely available and properly communicated to all members of the University of Westminster community and metrics for measurement are developed and reported on	Incorporated into EDI Committee schedule of business
Review of content and focus of the annual EDI report through collection and analysis of available data and information and develop knowledge of gaps ('unknowns') in the characteristics reported to date	Staff Equality, Diversity and Inclusion Annual Report 2019-2020 presented for publication November 2020
Continue to conduct equal pay audit, looking at gender, race, disability and other appropriate protected characteristics	Equal Pay Audit 2019-2020 presented for publication November 2020

ACTION COMPLETED
ACTION ONGOING
ACTION NO PROGRESS

2.3 Actions for Progress 2021

Action 1: Translate our set of commitments towards equity and inclusivity for students and colleagues into tangible prioritised action points, in dialogue with our Networks and Unions, that will identify where we may need to add or move resource. We are committed to:

1. Decolonising and diversifying our curriculum and teaching practices
2. Addressing awarding gaps and eliminating all gaps associated with success measures for all BME students
3. Further developing safe ways for colleagues and students to disclose and/or report harassment and unwanted behaviour supported by fair and transparent processes that enable required intervention
4. Assessing and developing cultural sensitivity and competence across a range of student facing activities and services
5. Conducting equal pay audits across all levels of our organisation, evaluating and acting on any BME-related salary disparities
6. Creating protocols for racial accountability at each level of the recruitment and promotion process and providing BME colleagues with access to professional development and advancement opportunities
7. Conducting regular monitoring to ensure EDI principles and actions are embedded in our structures and externally validated
8. Continuing to support the work of the Equality, Diversity and Inclusion Committee
9. Championing the work of the Diversity and Inclusion Research Community
10. Ensuring that every colleague undertakes equality and diversity training and can demonstrate cultural competence and sensitivity, together with high-quality development in cultural competence and sensitivity for all in leadership positions.
11. Financial support for the BME, LGBTIQ and Women of Westminster Networks alongside committed development hours for colleagues to join these and work within them
12. Working with the Students' Union, Trade Unions, UCU and Unison, and the BME, LGBTIQ and Women of Westminster Networks to hear and take action, where appropriate, on direct feedback from colleagues and students facing discrimination
13. Expanding our reporting by ethnicity and use data to inform key strategic actions to continue to improve the workplace
14. A University-wide celebration of Black History Year
15. Ensuring that EDI forms part of the Terms of Reference of all University, College and School committees.

Action 2: Report on implementation of our EDI Commitment Plan at a corporate level through our Equality Diversity and Inclusion Committee and annual report.

Action 3: Equality, Diversity and Inclusion Policy Rationalisation

- Review of Being Me Being Westminster People Strategy in light of EDI developments over the last 12 months
- Define and agree Policy requirement of Being Me Being Westminster People Strategy in relation to EDI
- Review of current policies fit for purpose and gaps including the Single Equality Policy
- Review and development of any additional Policy requirements for external / statutory purposes

Action 4: Agree proposed resources to support EDI in 2021-22 for recommendation to the University Executive Board via the University Resources Committee

Action 5: Develop Equality, Diversity and Inclusion Strategy for agreement and recommendation to the University Executive Board

Action 6: EDI Committee effectiveness review report 2020-21

Action 7: Continued support and funding for existing colleague networks and planned or required networks related to protected characteristics, for example Faith and Spirituality and Disability

Action 8: Align all work to the Sustainable Development Goals with particular reference to Goal 5: Gender Equality and Goal 10: Reduced Inequalities

2.4 University governance and management approval of strategy and policy implications

The following University Management and Governance Groups have approved this report and recommendations for action.

	Board/Committee	Date
Approved by:	UEB	10 November 2020
Endorsed by:	Resources Committee	12 November 2020
Endorsed by:	Equality, Diversity and Inclusion Committee	18 November 2020
Endorsed by:	Court of Governors	25 November 2020

Publication: Open

Section 3: Legislative Issues and Casework

3.1 Formal case work for the period 01 August 2019 to 31 July 2020

The small number of formal cases continues to make statistically significant comparisons difficult. We run the risk of identifying individuals if we report in detail, therefore in order to reflect Data Protection principles and protect the confidentiality and credibility of this exercise, we have included this point in the narrative rather than showing numbers. We continue to monitor casework closely and undertake regular impact assessments.

CASE TYPE	2015-16	2016-17	2017-18	2018-19	2019-20
DISCIPLINARY	13	15	10	7	1
GRIEVANCE	2	7	12	11	10
SUB-TOTAL	15	22	22	18	11
EMPLOYMENT TRIBUNAL	0	0	1	2	1
TOTAL	15	22	23	20	12

The overall number of formal cases is lower than the previous two years. The number of grievances is fairly consistent however the number of disciplinary cases has reduced significantly in 2019-20.

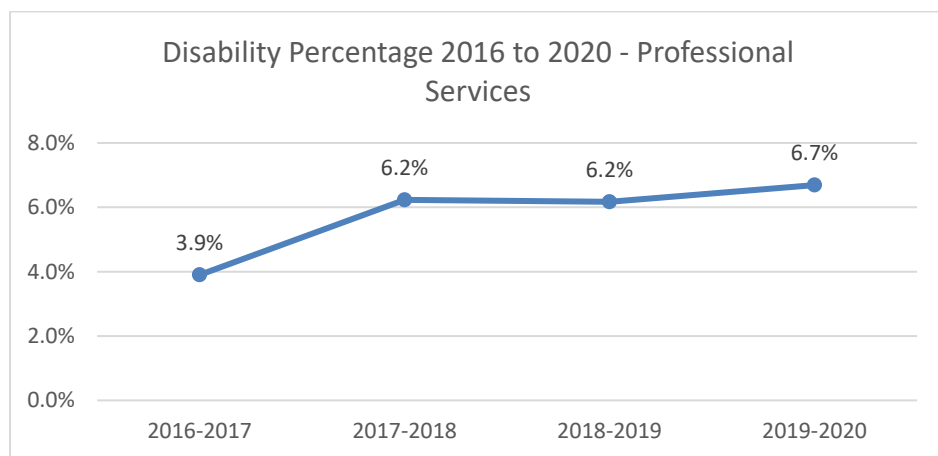
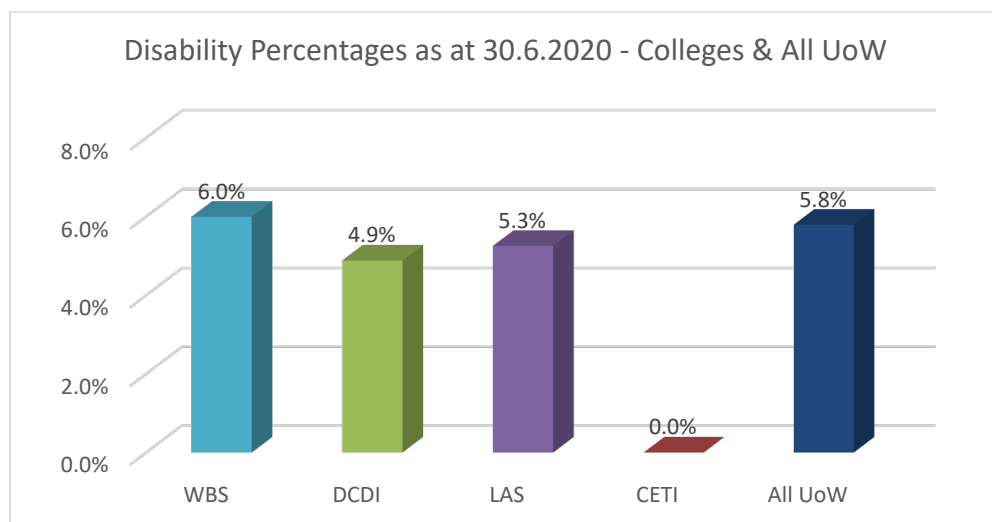
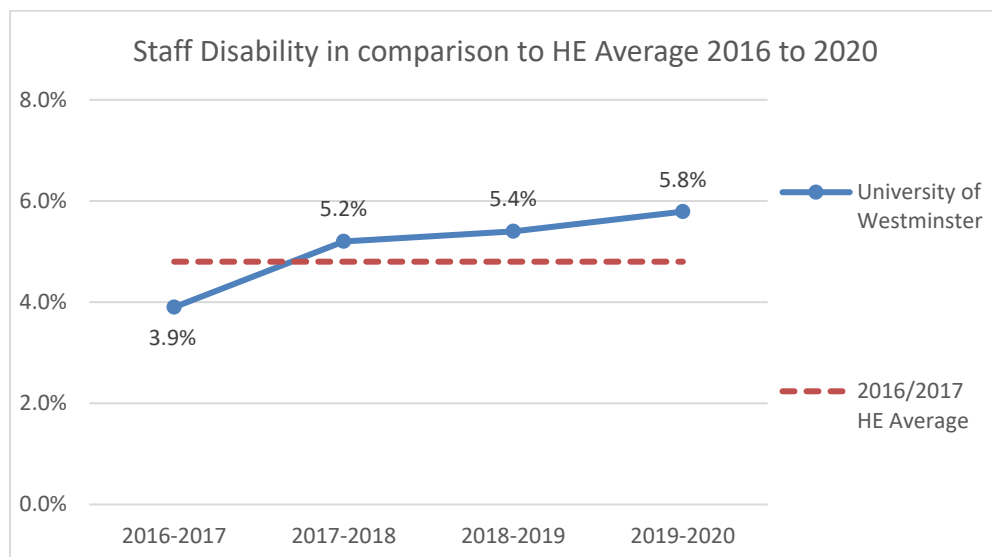
Out of approximately 2,600 colleagues, the 12 cases represent less than 1% of this number. Although this level of formal cases is relatively low, proportionate to the number of colleagues, the HR Advisory Support team routinely carry out 'lessons learnt' exercises, to monitor any potential patterns or trends, and review individual cases and make wider recommendations where appropriate. In most circumstances, informal resolution is encouraged in the first instance, before initiating formal procedures.

3.2 Informal case work

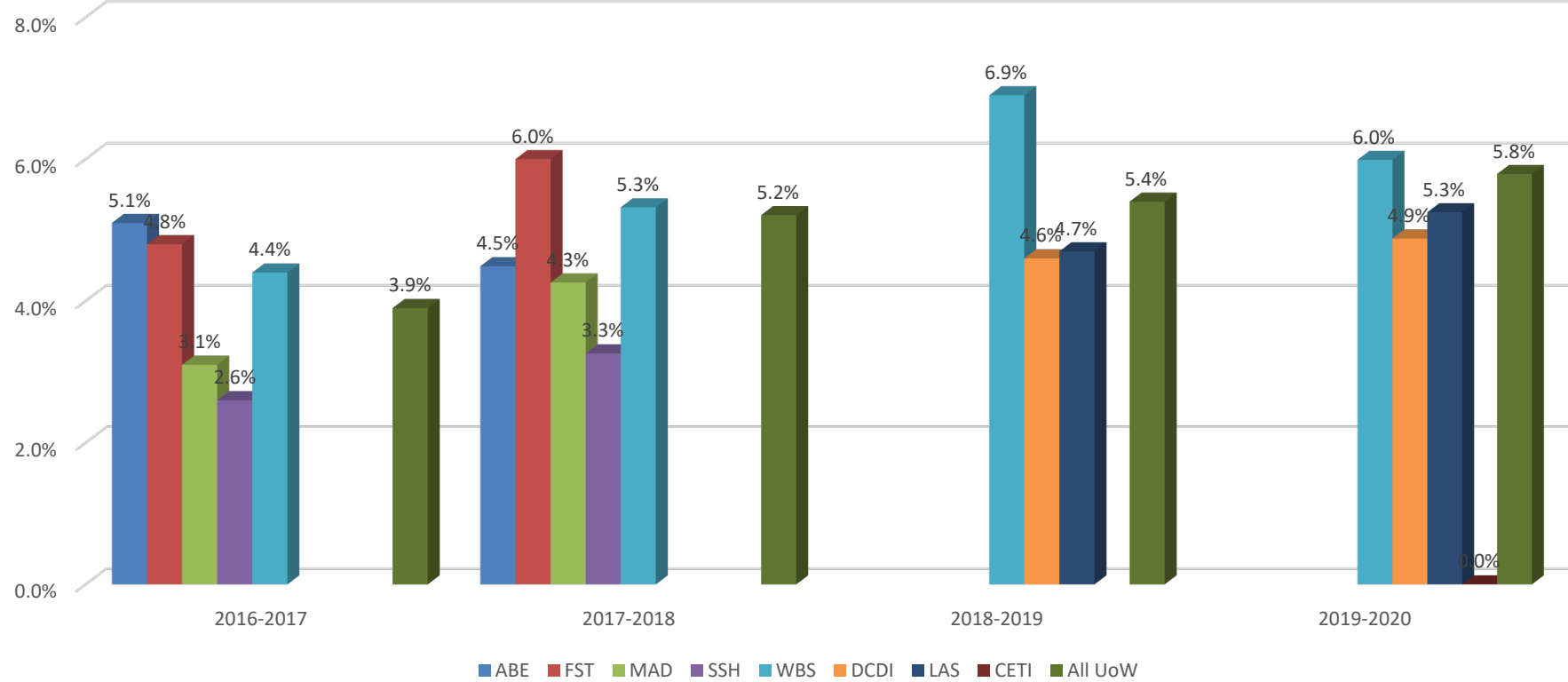
The amount of time spent on informal casework continues to represent a high proportion of each HR Partner/Adviser's workload.

Section 4: Colleague Profiles

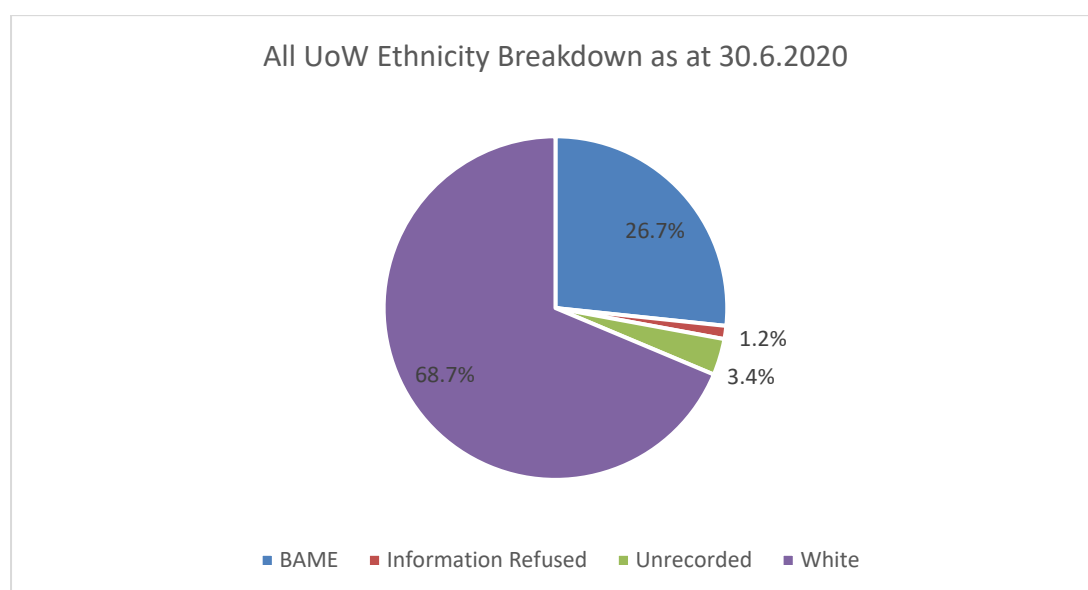
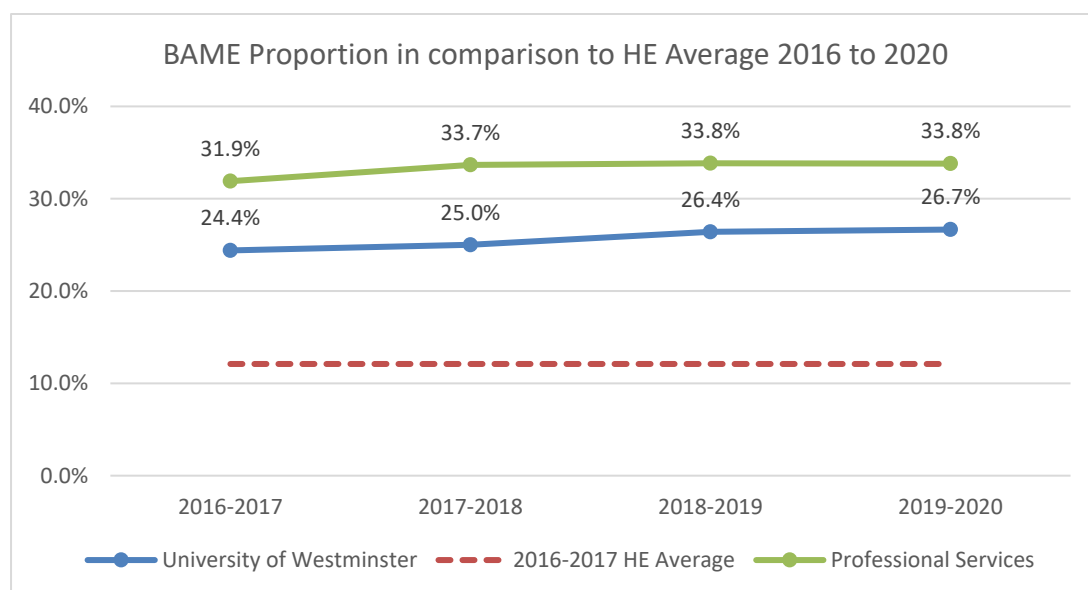
4.1 Disability



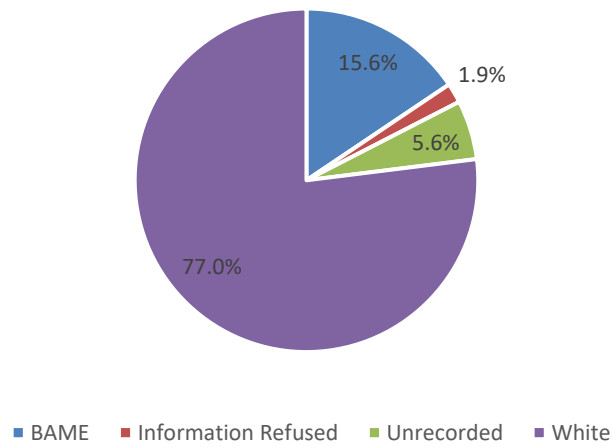
Disability Percentage 2016 to 2020 - Colleges & All UoW



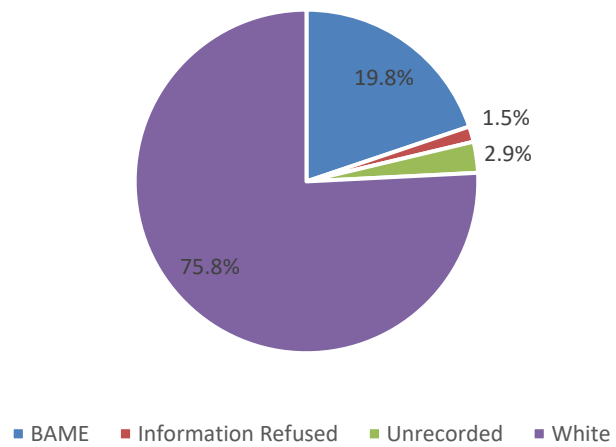
4.2 Ethnicity



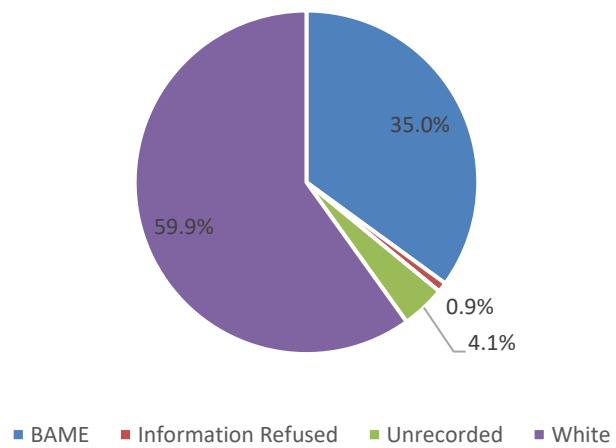
DCDI Ethnicity Breakdown as at 30.6.2020



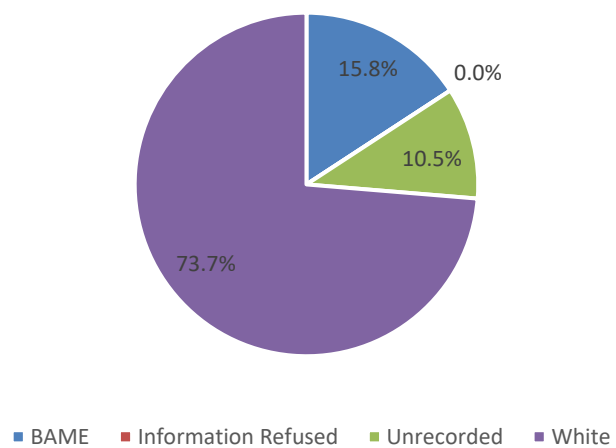
LAS Ethnicity Breakdown as at 30.6.2020



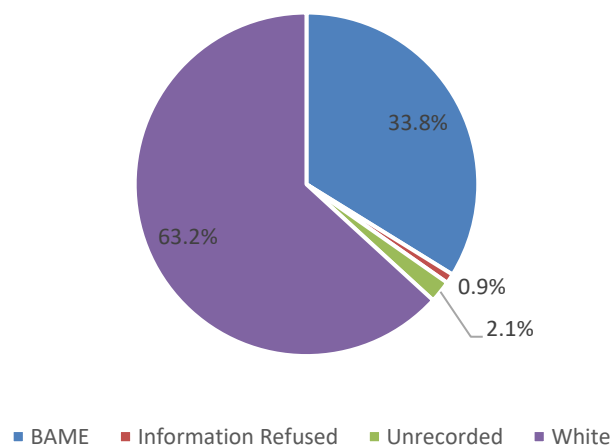
WBS Ethnicity Breakdown as at 30.6.2020



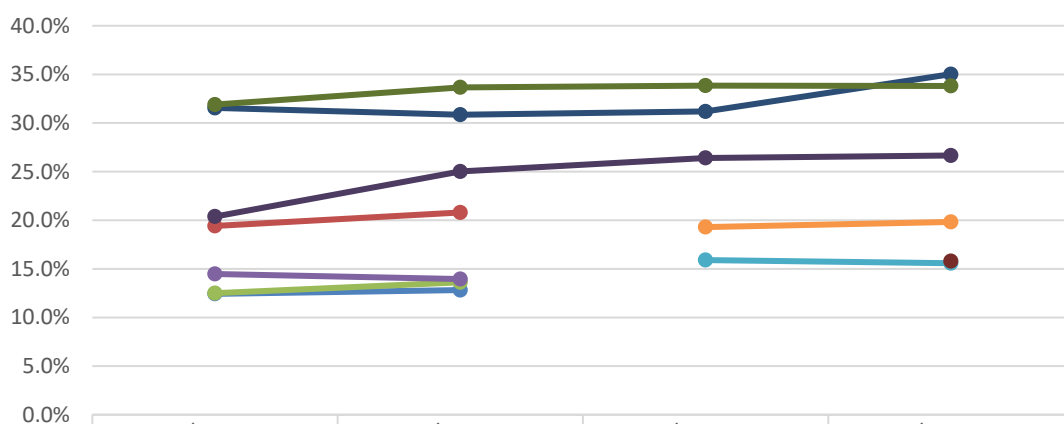
CETI Ethnicity Breakdown as at 30.6.2020



Professional Services Ethnicity Breakdown as at 30.6.2020

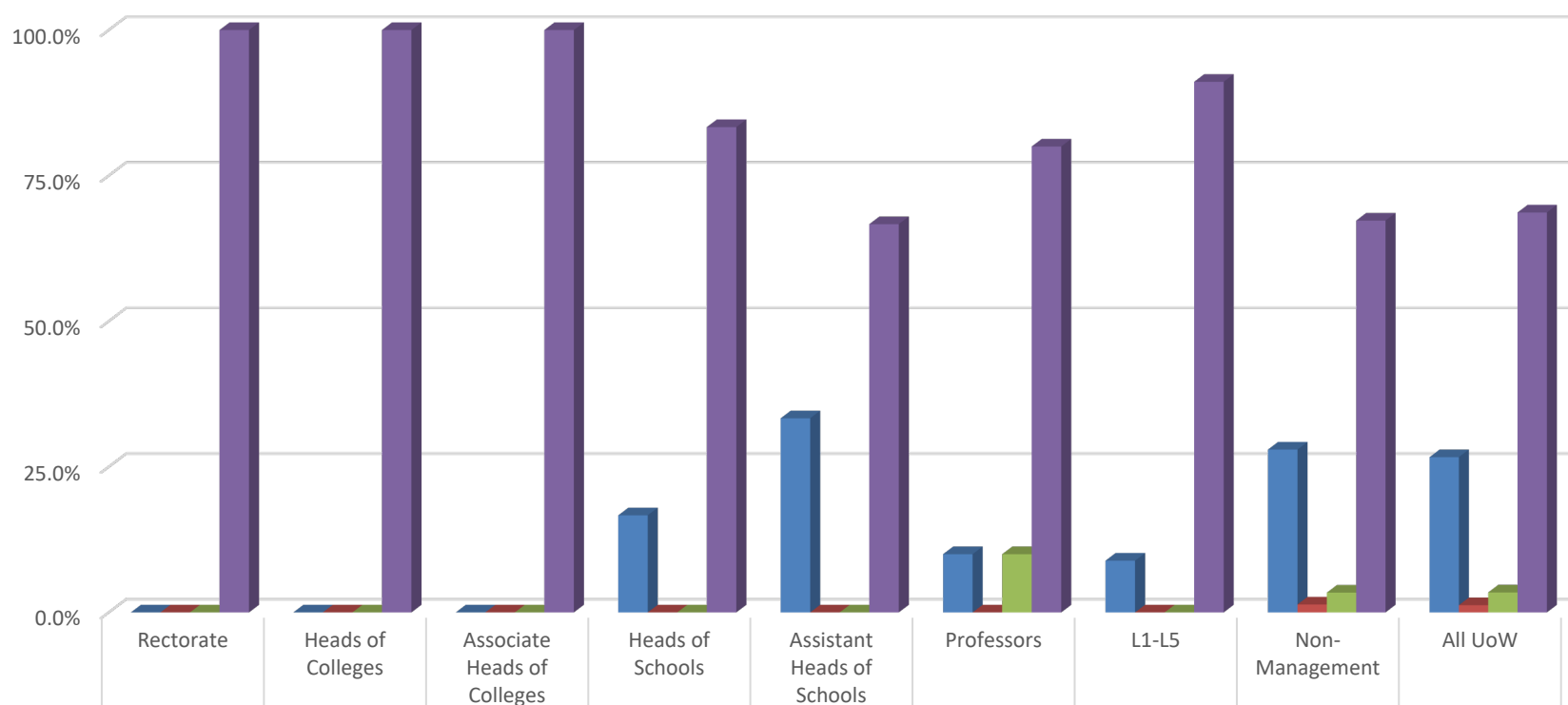


UoW Ethnicity Breakdown 2016 to 2020 - For all UoW Colleagues and by Faculty/College and Professional Services



	16/17 BME	17/18 BME	18/19 BAME	19/20 BAME
ABE	12.4%	12.8%		
FST	19.4%	20.8%		
MAD	12.5%	13.6%		
SSH	14.5%	14.0%		
DCDI			15.90%	15.58%
LAS			19.30%	19.83%
WBS	31.6%	30.9%	31.19%	35.02%
CETI				15.79%
Professional Services	31.9%	33.7%	33.84%	33.81%
All UoW	20.4%	25.0%	26.41%	26.66%

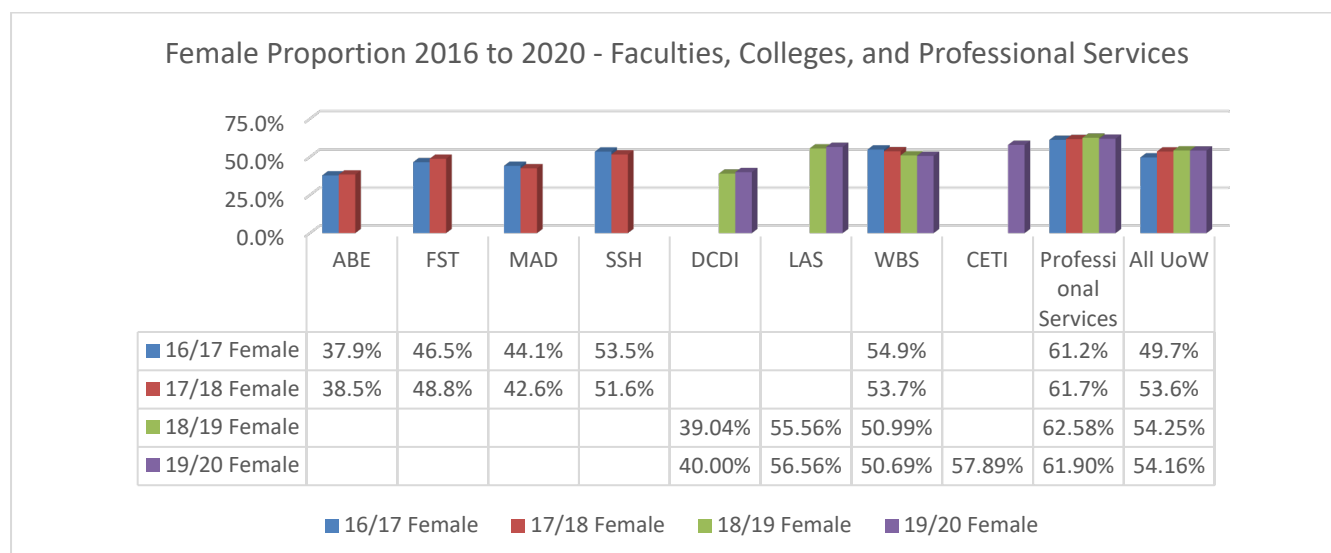
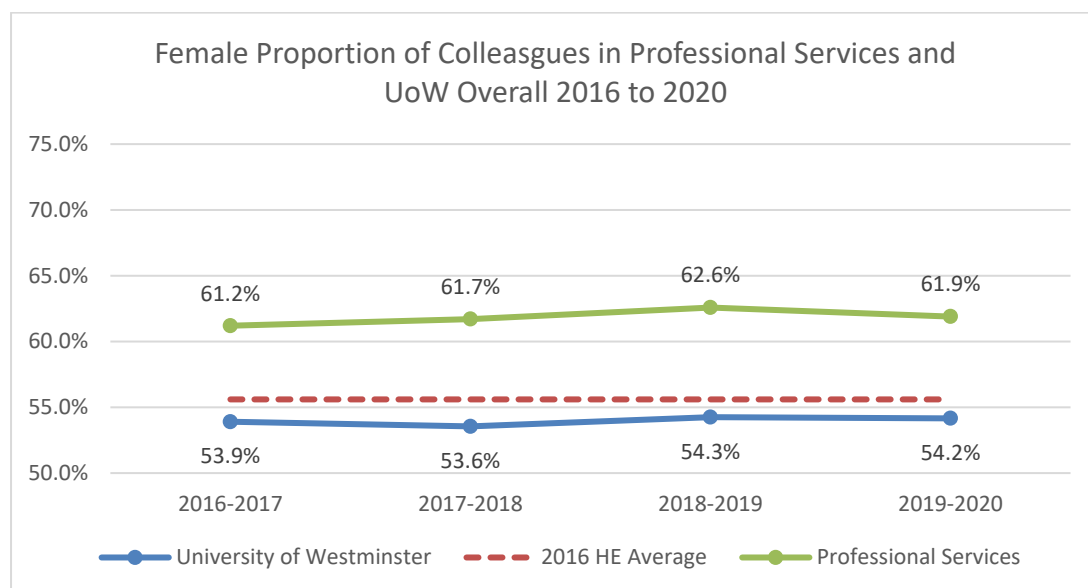
Comparative Ethnicity Breakdown across Management Groups as at 30.6.2020



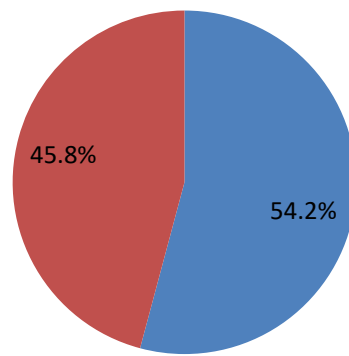
BAME	0.0%	0.0%	0.0%	16.7%	33.3%	10.0%	8.9%	28.0%	26.7%
Information Refused	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.2%
Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	3.4%	3.4%
White	100.0%	100.0%	100.0%	83.3%	66.7%	80.0%	91.1%	67.3%	68.7%

■ BAME ■ Information Refused ■ Unknown ■ White

4.3 Gender

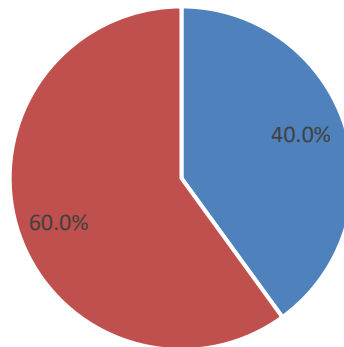


Gender Breakdown as at 30.6.2020 - UoW Overall



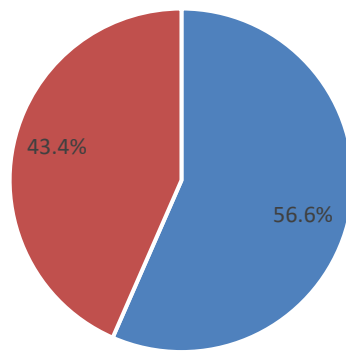
■ Female ■ Male

Gender Breakdown as at 30.6.2020 - DCDI



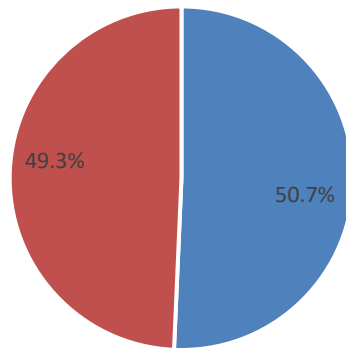
■ Female ■ Male

Gender Breakdown as at 30.6.2020 - LAS



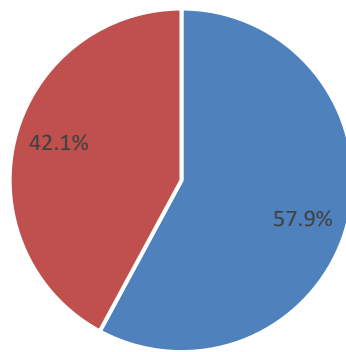
■ Female ■ Male

Gender Breakdown as at 30.6.2020 - WBS



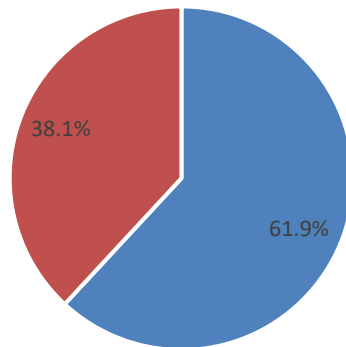
■ Female ■ Male

Gender Breakdown as at 30.6.2020 - CETI



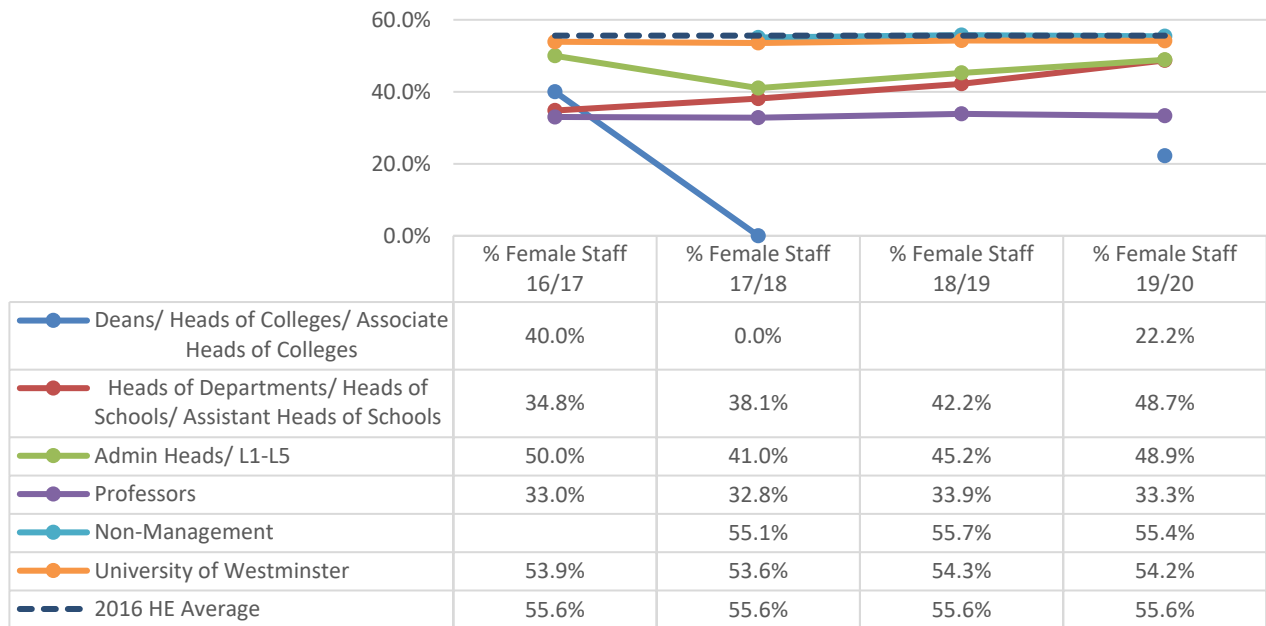
■ Female ■ Male

Gender Breakdown as at 30.6.2020 - Professional Services



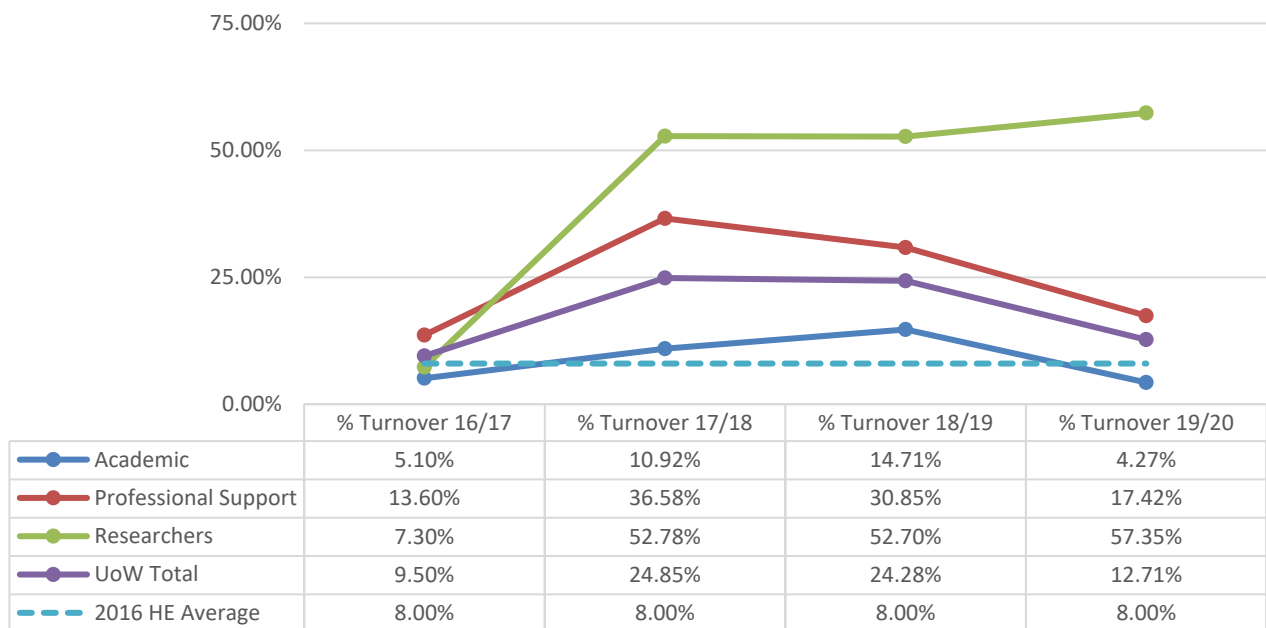
■ Female ■ Male

Female Proportion in Senior Grades 2016 to 2020

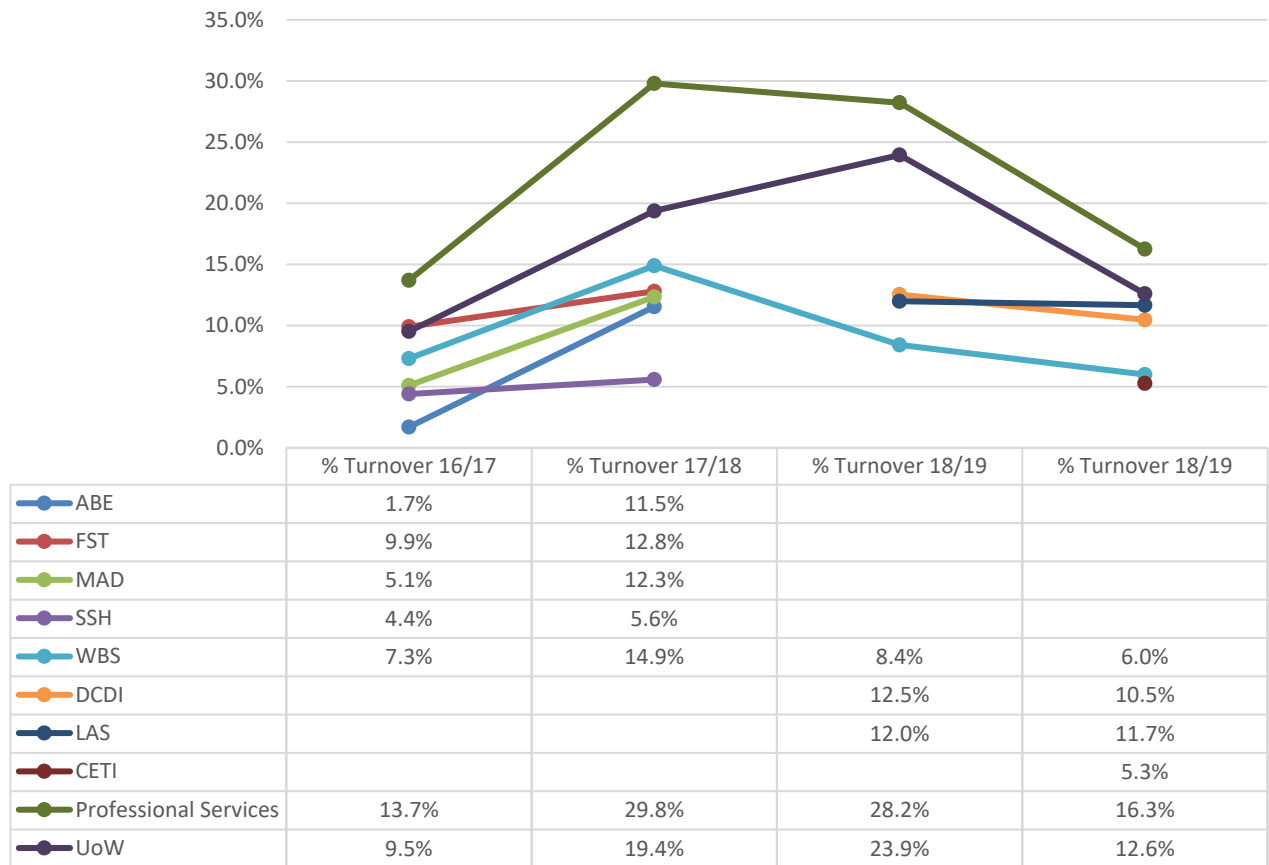


4.4 Colleague Turnover

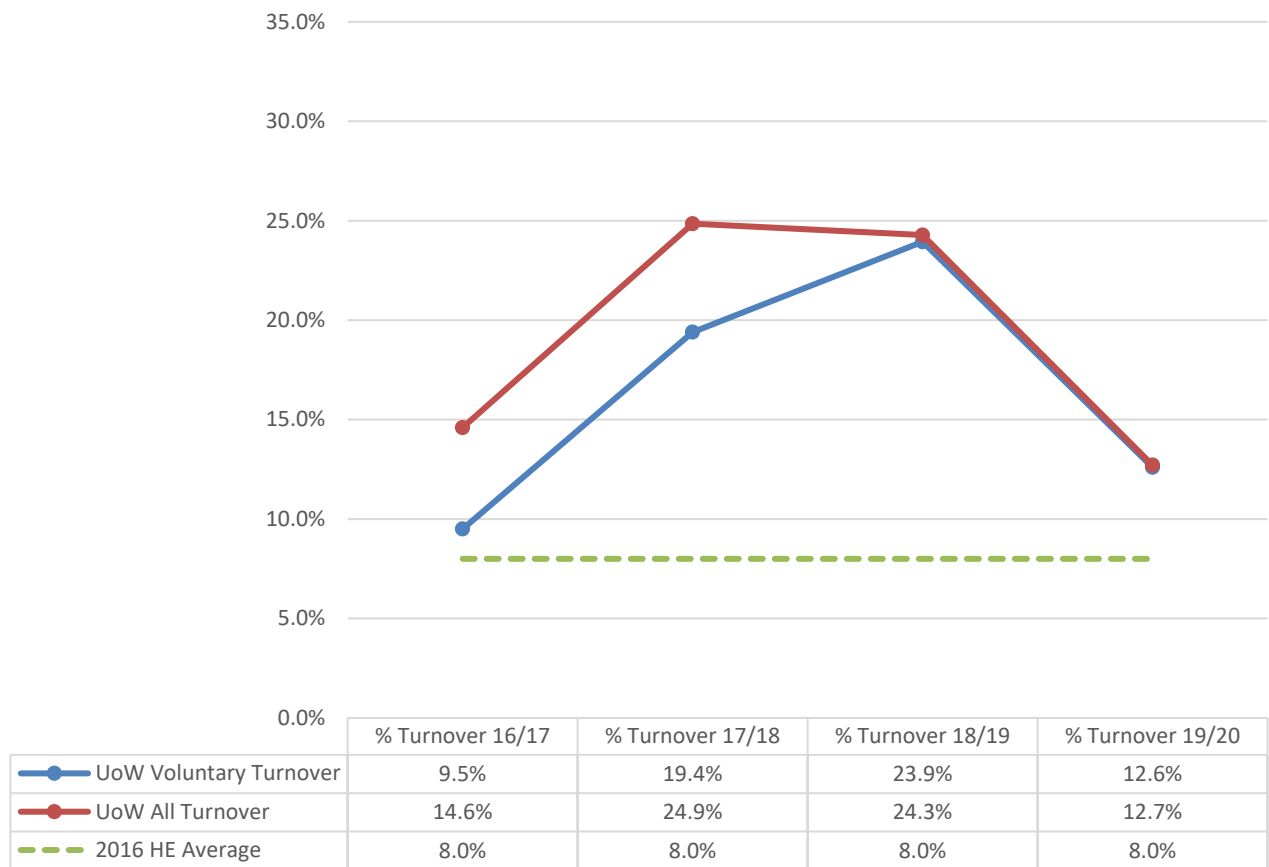
Colleague Turnover in comparison to 2016 HE Average 2016 to 2020



Colleague Voluntary Turnover - Colleges and Professional Services 2016 to 2020

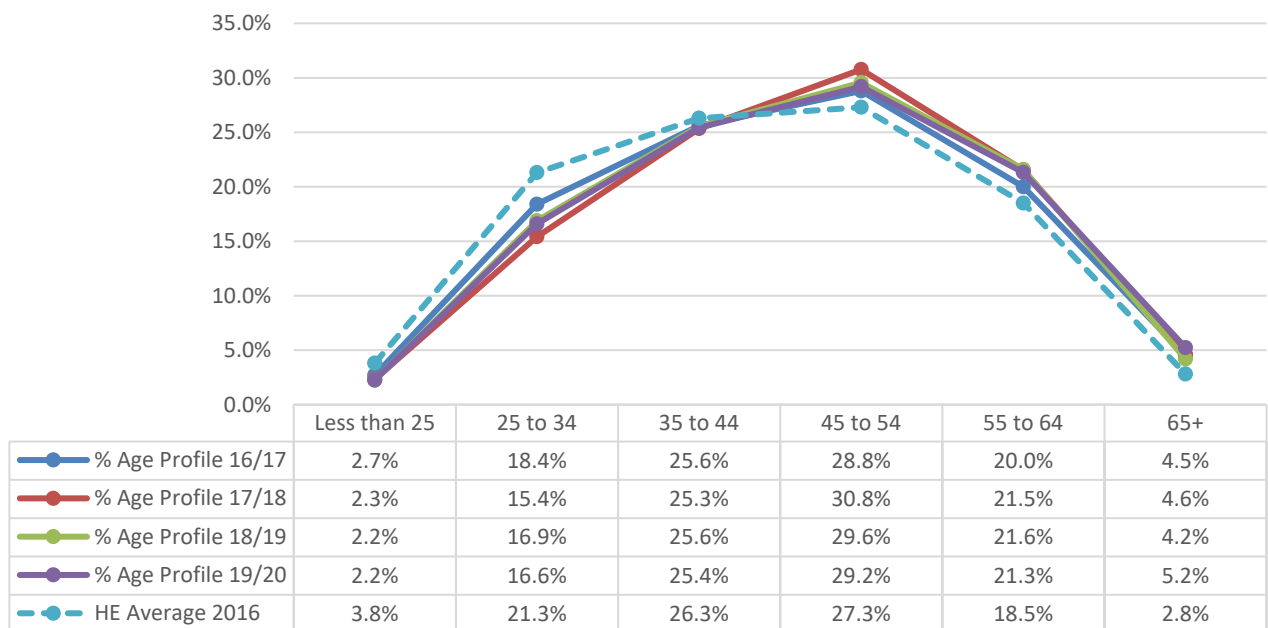


Colleague Turnover - Voluntary compared to All Leavers 2016 to 2020

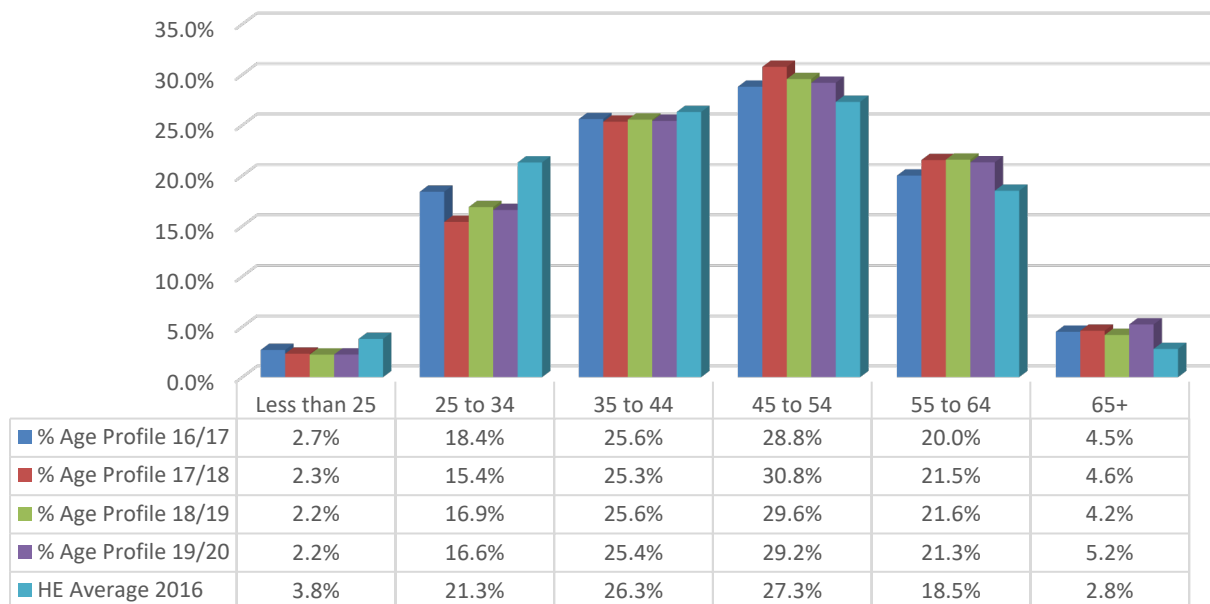


4.5 Age

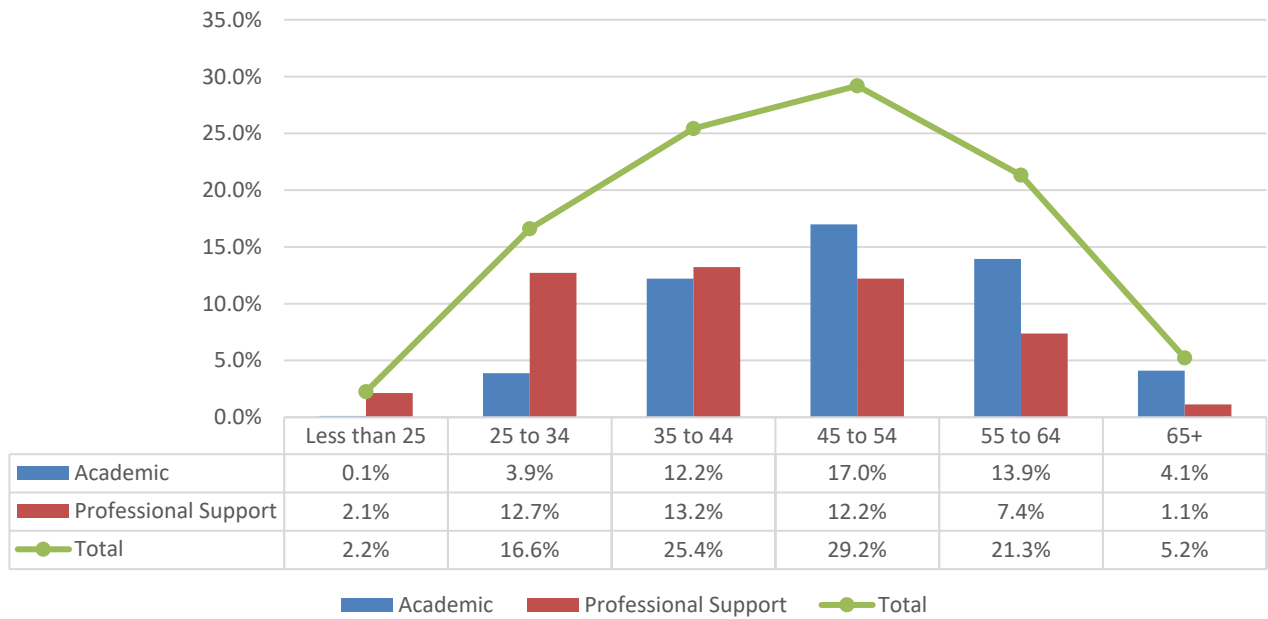
UoW Colleague Age Profile compared to 2016 HE Average - 2016 to 2020



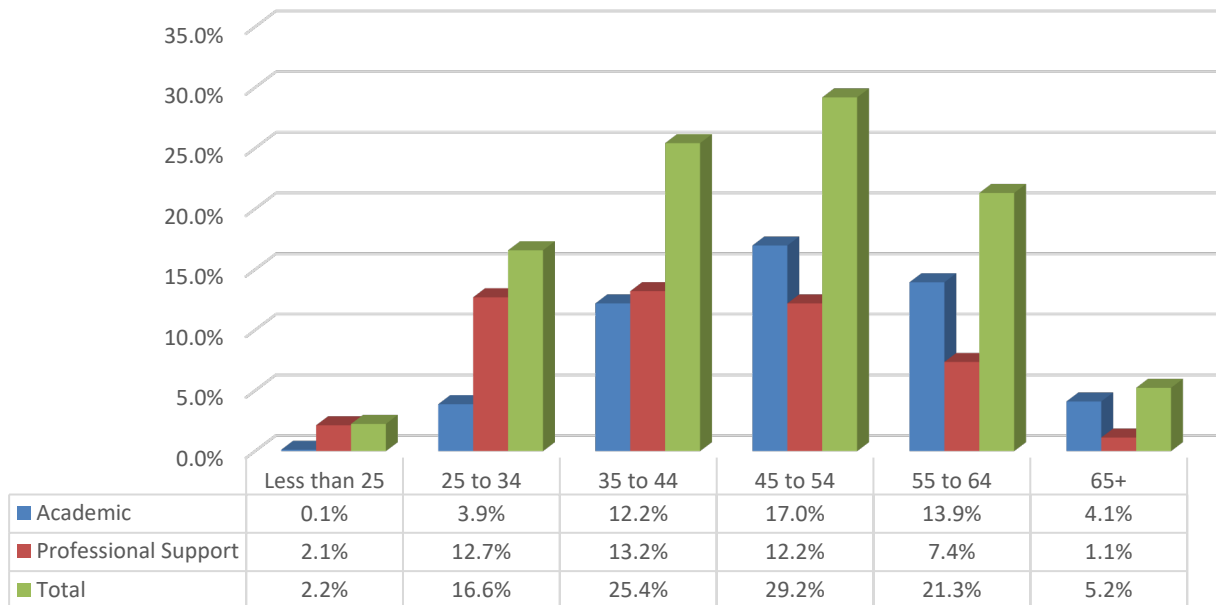
UoW Colleague Age Profile compared to 2016 HE Average - 2016 to 2020



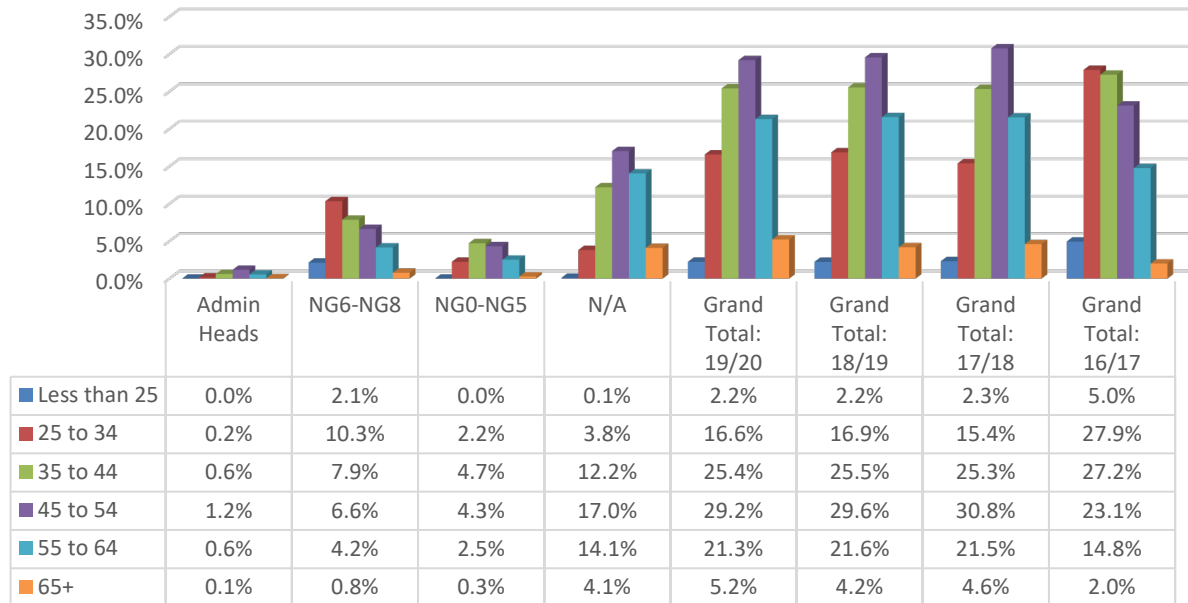
Age Profile Percentage - By Colleague Group at 30.6.2020



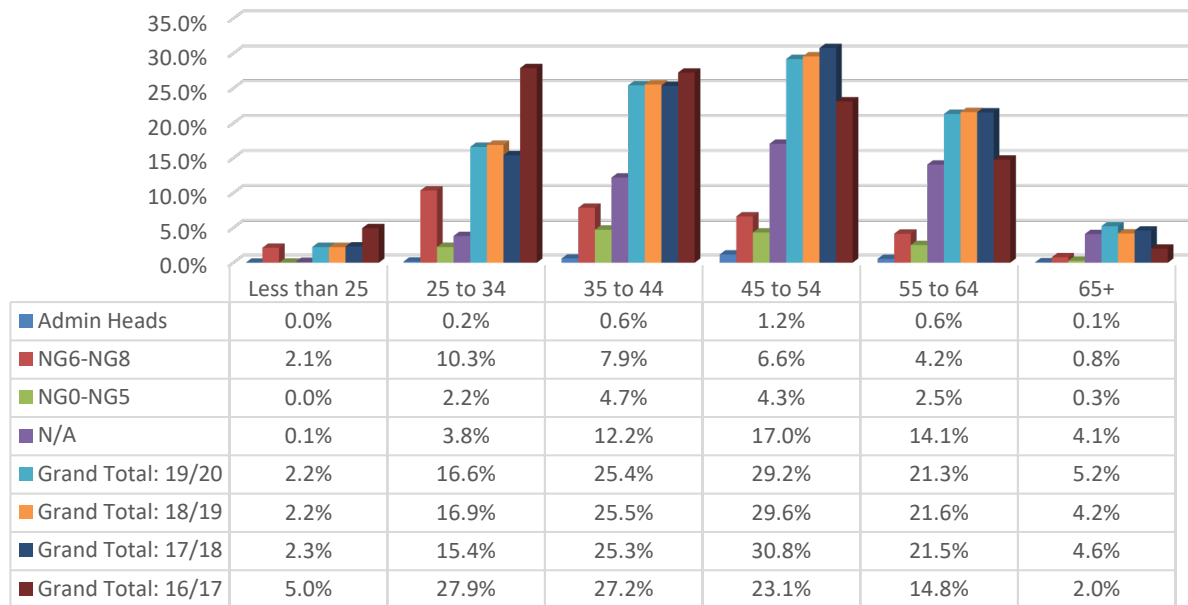
Age Profile Percentage - By Colleague Group at 30.6.2020



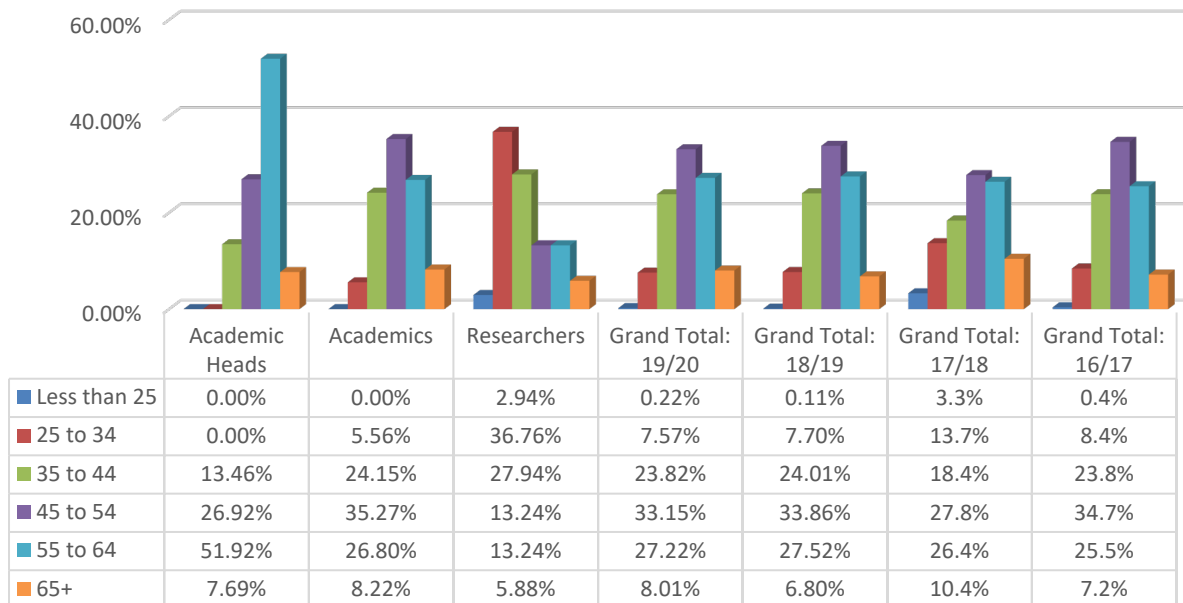
Age Profile Percentage - by Grade Groups as at 30 June 2020



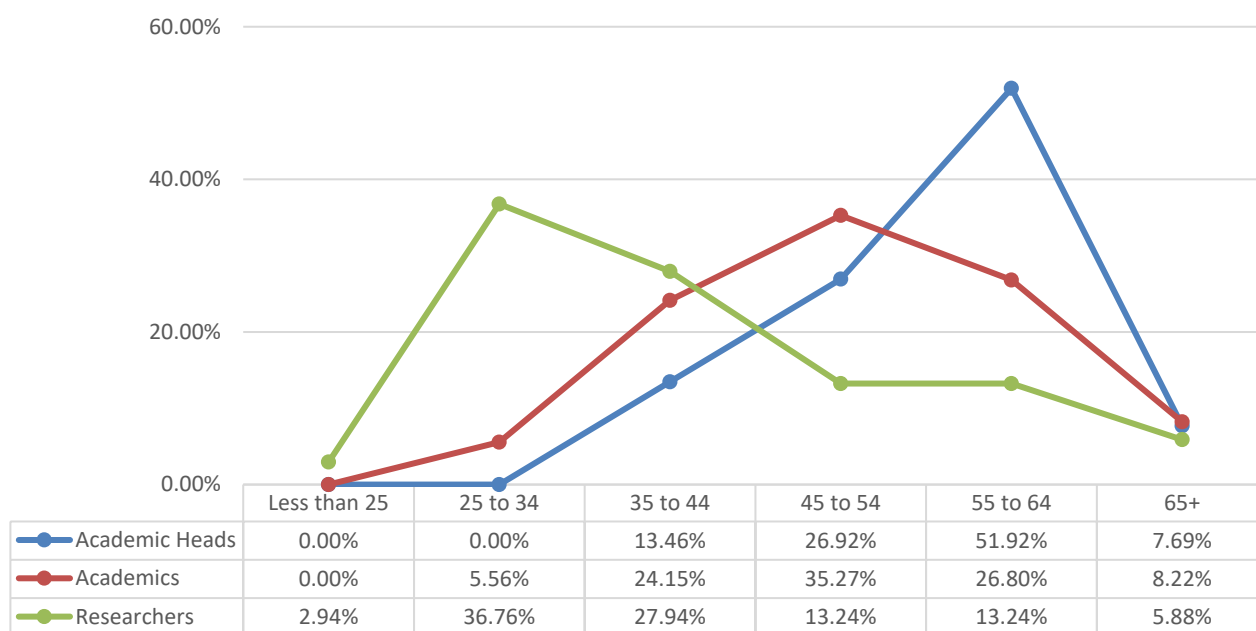
Age Profile Percentage - by Grade Groups as at 30 June 2020



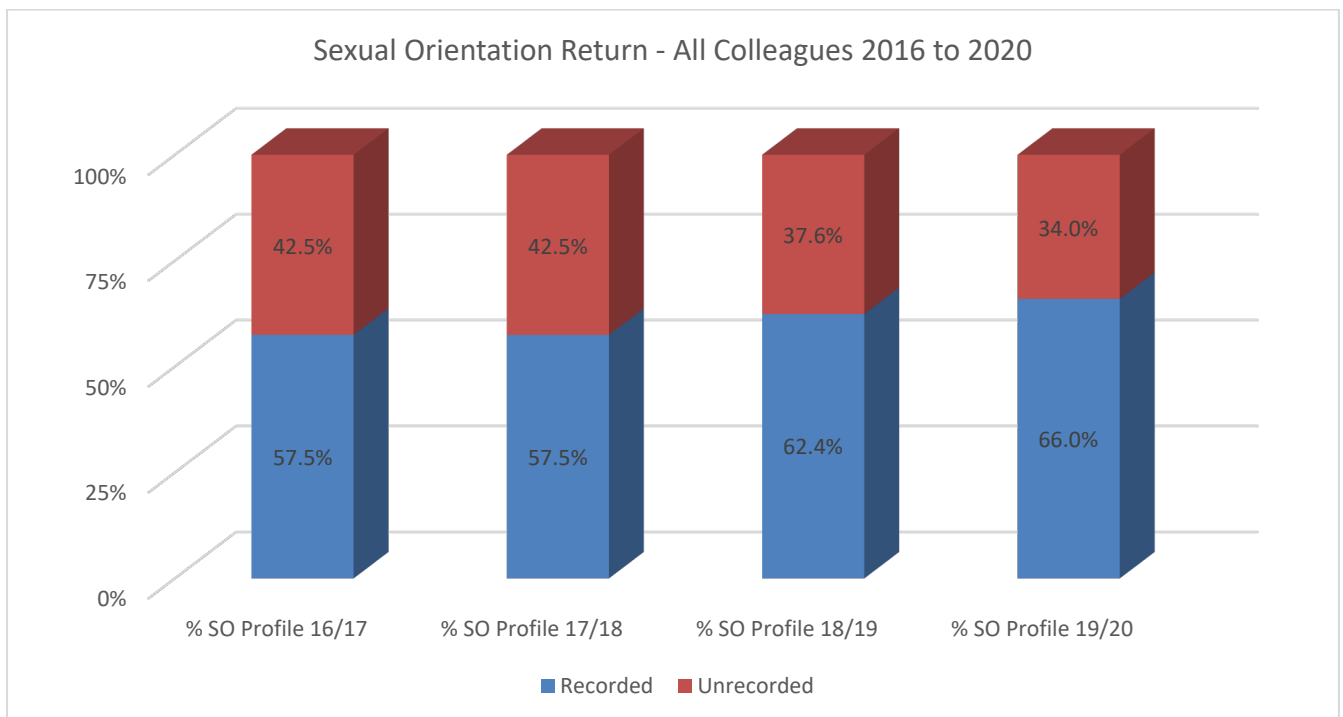
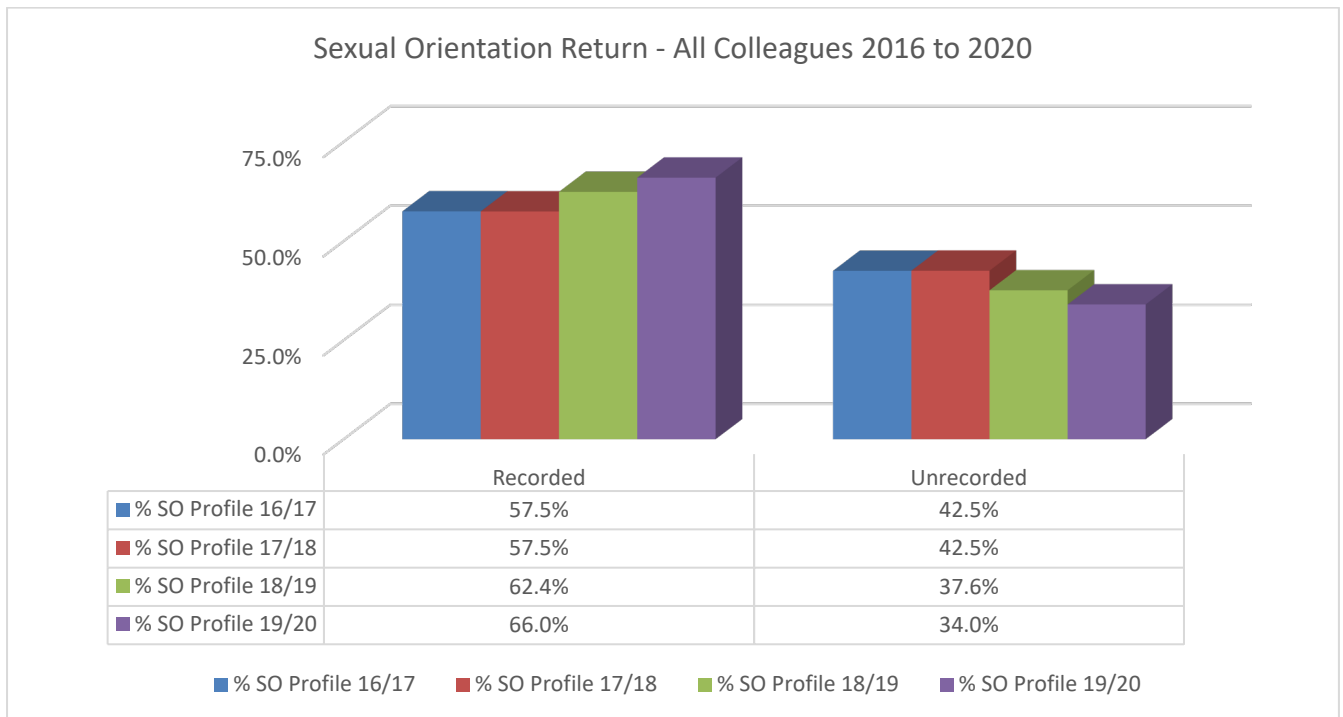
Age Profile Percentage - by Academic Grades as at 30 June 2020



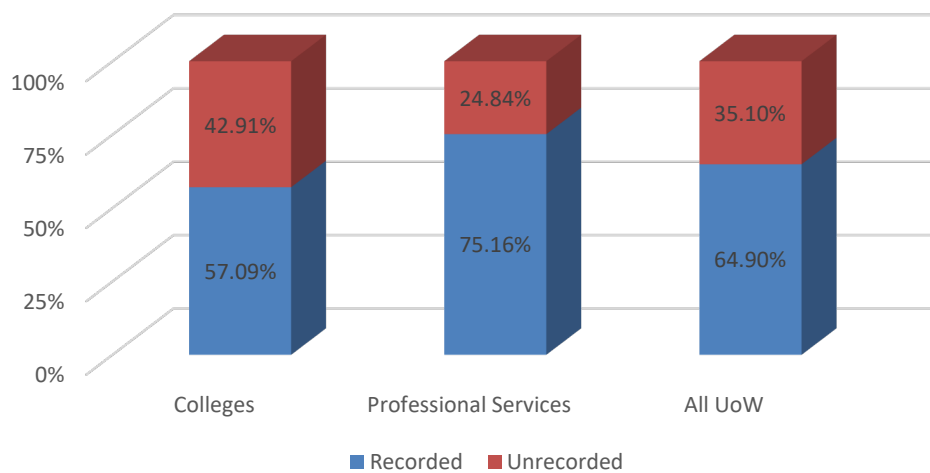
Age Profile Percentage - by Academic Grades as at 30 June 2020



4.6 Sexual Orientation Return

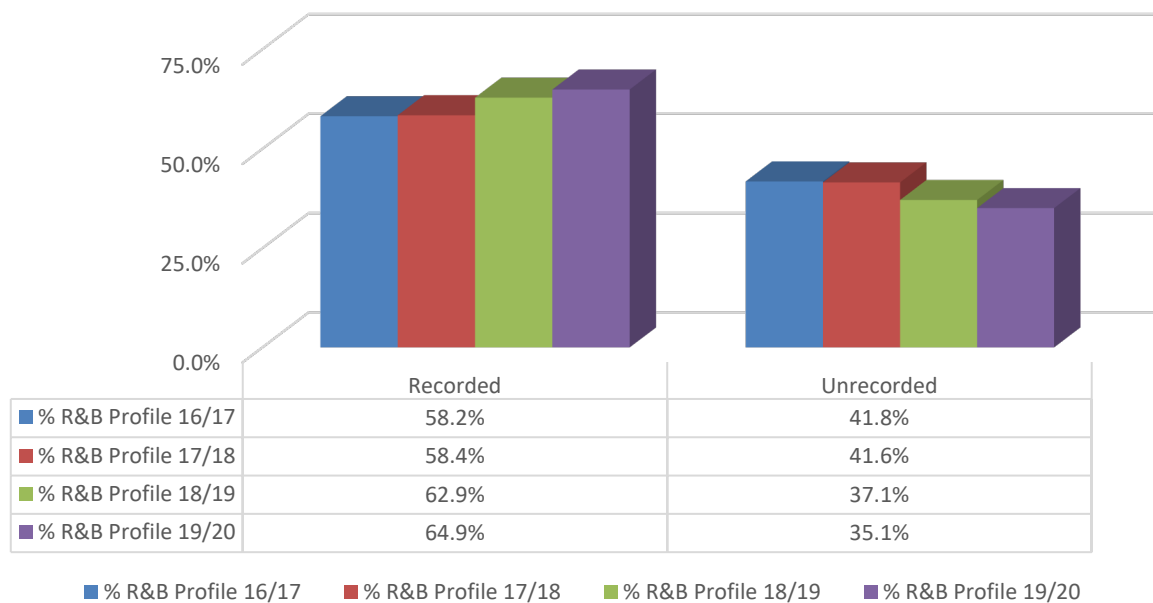


Sexual Orientation Return as at 30.6.2020

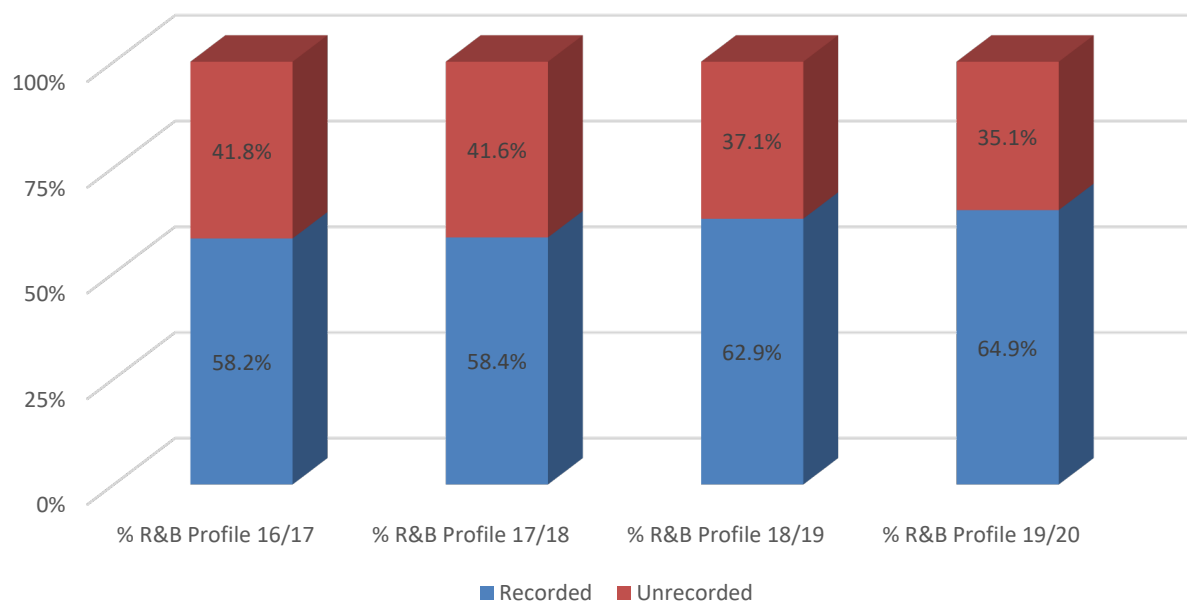


4.7 Religion and Belief Return

Religion & Belief Return - All Colleagues 2016 to 2020



Religion & Belief Return - All Colleagues 2016 to 2020



Religious Belief Return as at 30.6.2020

