Table 2	Clinical	MPA	Operational	Research & Teaching	SMG	Technical & Related
Age < 20	0	0.3	2.2	0	0	0.2
Age 20-25	0	3.6	11.4	2.0	0	3.8
Age 26-30	11.1	9.8	6.6	11.3	0	9.0
Age 31-35	26.7	12.6	7.2	17.7	0	10.9
Age 36-40	11.1	14.5	6.7	15.9	0	11.1
Age 41-45	12.2	14.1	9.3	14.4	0	11.3
Age 46-50	11.8	14.7	15.5	13.6	8.3	17.3
Age 51-55	12.8	14.9	17.0	10.2	50.0	20.3
Age 56-60	9.7	11.2	13.5	7.2	16.7	12.9
Age 61-65	4.2	3.6	7.5	5.5	25.0	3.2
Age 66-70	0.3	0.7	2.0	1.1	0	0
Age > 70	0	0.1	1.1	1.2	0	0.2

Again, Chart 11 above gives a quick visualisation of the distribution within each job family. From this it can be seen that the MPA staff profile is most similar to the University average (Chart 1), whilst Research and Teaching staff have a slightly younger profile, and Operational and Technical and Related staff have a slightly older profile. Table 2 gives the relevant percentage figures which are very similar to those seen in 2011-12.
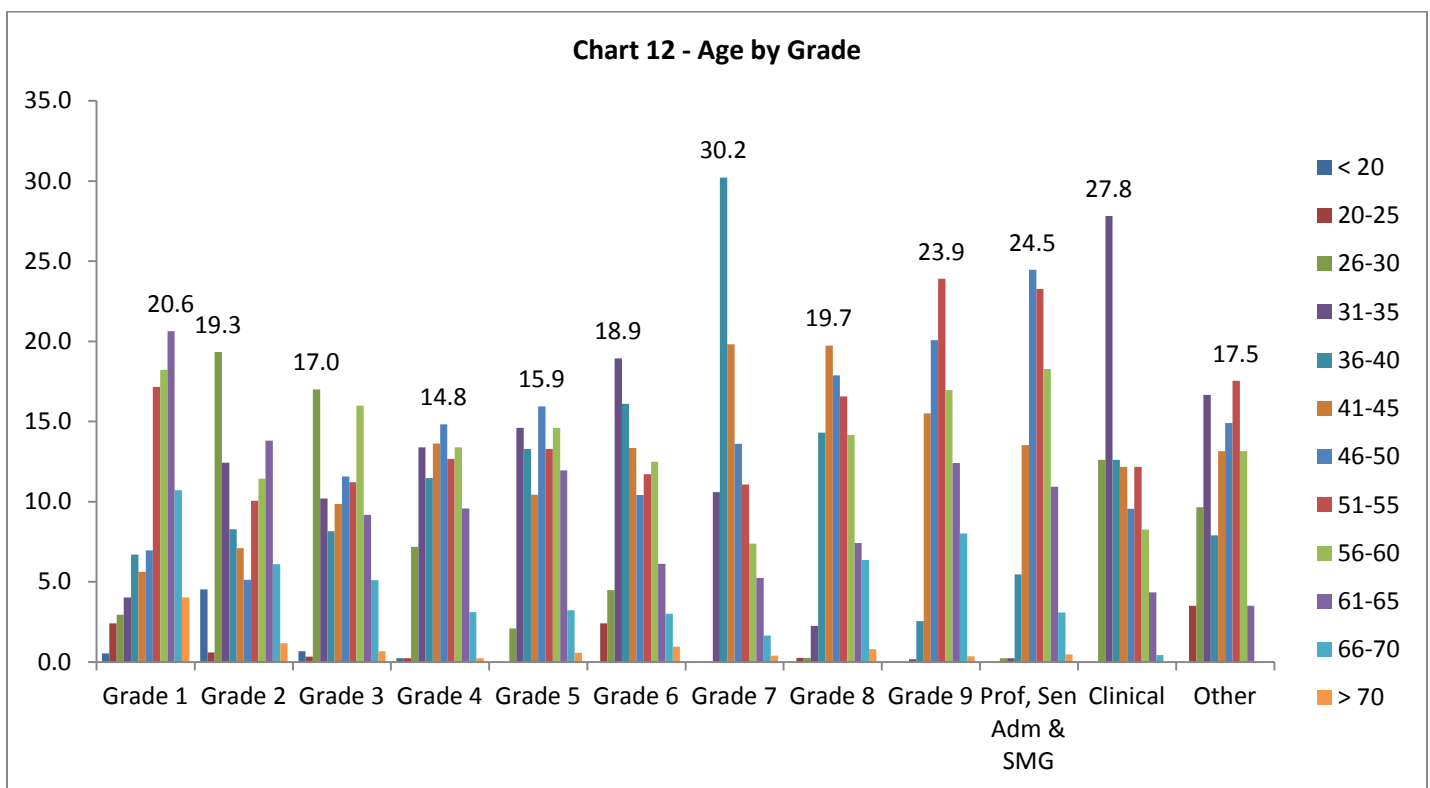
By Grade

Chart 12 - Age by Grade

Table 3	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Prof, Sen Adm & SMG	Clinical	Other
< 20	0.5	4.5	0.7	0.2	0	0	0	0	0	0	0	0
20-25	2.4	0.6	0.3	0.2	0	2.4	0	0.3	0	0	0	3.5
26-30	2.9	19.3	17.0	7.2	2.1	4.5	0.0	0.3	0	0.2	12.6	9.6
31-35	4.0	12.4	10.2	13.4	14.6	18.9	10.6	2.3	0.2	0.2	27.8	16.7
36-40	6.7	8.3	8.2	11.5	13.3	16.1	30.2	14.3	2.6	5.5	12.6	7.9
41-45	5.6	7.1	9.9	13.6	10.4	13.4	19.8	19.7	15.5	13.5	12.2	13.2
46-50	7.0	5.1	11.6	14.8	15.9	10.4	13.6	17.9	20.1	24.5	9.6	14.9
51-55	17.2	10.1	11.2	12.7	13.3	11.7	11.1	16.6	23.9	23.3	12.2	17.5
56-60	18.2	11.4	16.0	13.4	14.6	12.5	7.4	14.2	17.0	18.3	8.3	13.2
61-65	20.6	13.8	9.2	9.6	12.0	6.1	5.2	7.4	12.4	10.9	4.3	3.5
66-70	10.7	6.1	5.1	3.1	3.2	3.0	1.7	6.4	8.0	3.1	0.4	0.0
> 70	4.0	1.2	0.7	0.2	0.6	0.9	0.4	0.8	0.4	0.5	0.0	0.0

Chart 12 and Table 3 show the general profile for age range reflects the norm; that staff who are in senior grades (9 and above) are likely to be older. However there are spikes in grades 1 and 2 for staff who are aged 50 or over, which is possibly linked to the job family profiles.

By Full/Part Time

Chart 13 - Age Profile by Full/Part Time
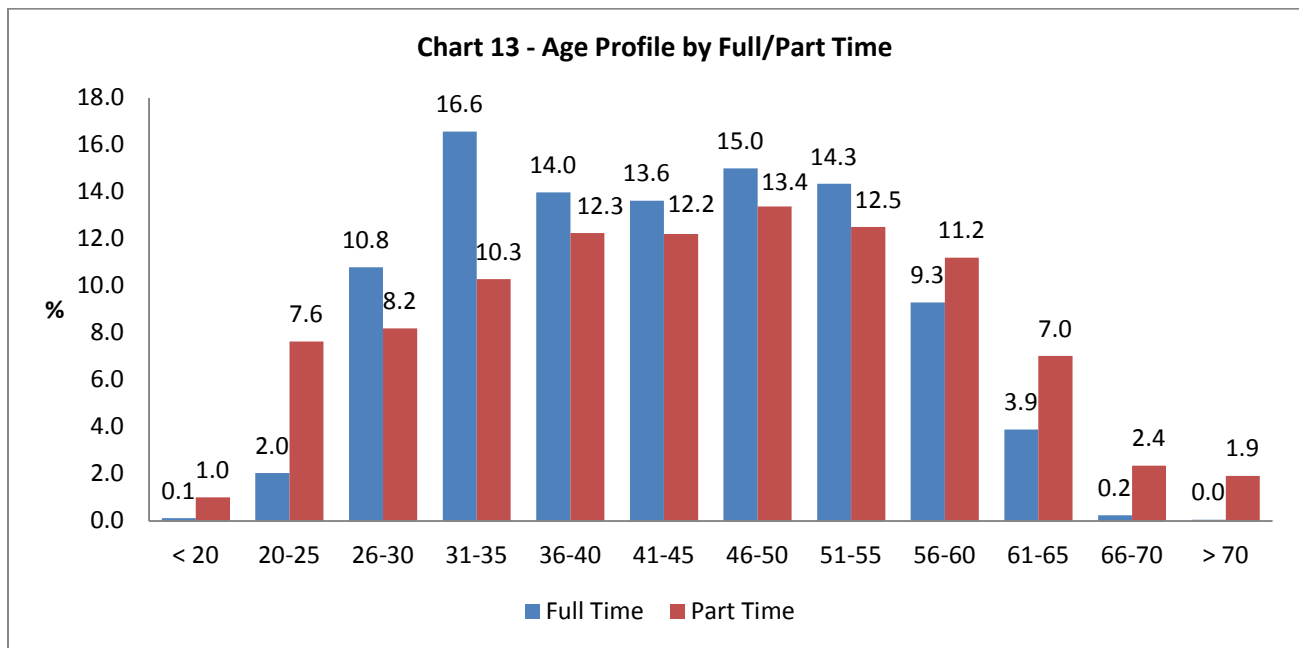
As in 2011-12, Chart 13 shows the part time staff age profile mirrors that of the University profile as shown in Chart 1. Part-time workers outnumber full-time workers in age ranges 20 – 25, and 61 and over. As noted last year, with the abolition of the default retirement age there may well be a rise in the number of older workers over the next few years.
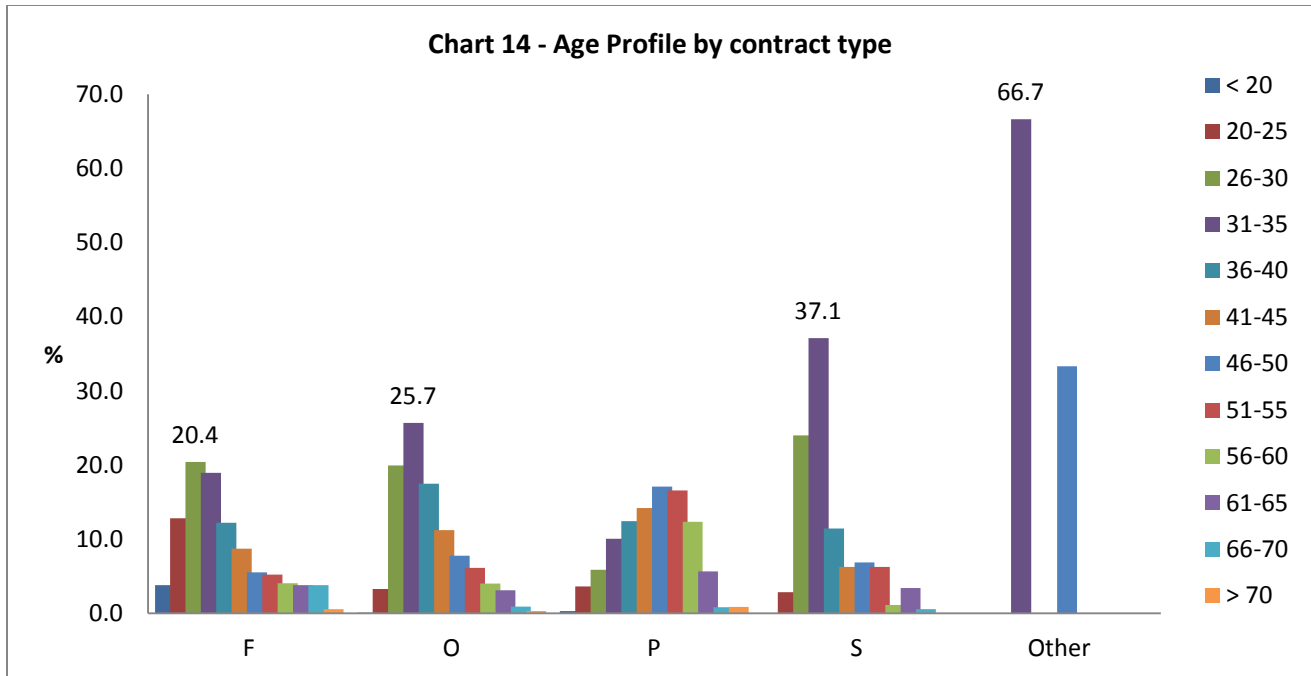
By Contract Type

Chart 14 - Age Profile by contract type

Table 4	F	O	P	S	Other
< 20	3.8	0.1	0.3	0	0
20-25	12.8	3.3	3.6	2.9	0
26-30	20.4	20.0	5.9	24	0
31-35	19.0	25.7	10.1	37.1	66.7
36-40	12.2	17.5	12.4	11.4	0.0
41-45	8.7	11.2	14.2	6.3	0.0
46-50	5.5	7.8	17.1	6.9	33.3
51-55	5.2	6.1	16.6	6.3	0.0
56-60	4.1	4.0	12.3	1.1	0.0
61-65	3.8	3.1	5.7	3.4	0.0
66-70	3.8	0.9	0.8	0.6	0.0
> 70	0.6	0.3	0.9	0	0

Key
F = Fixed term as per FT & OE Contract policy
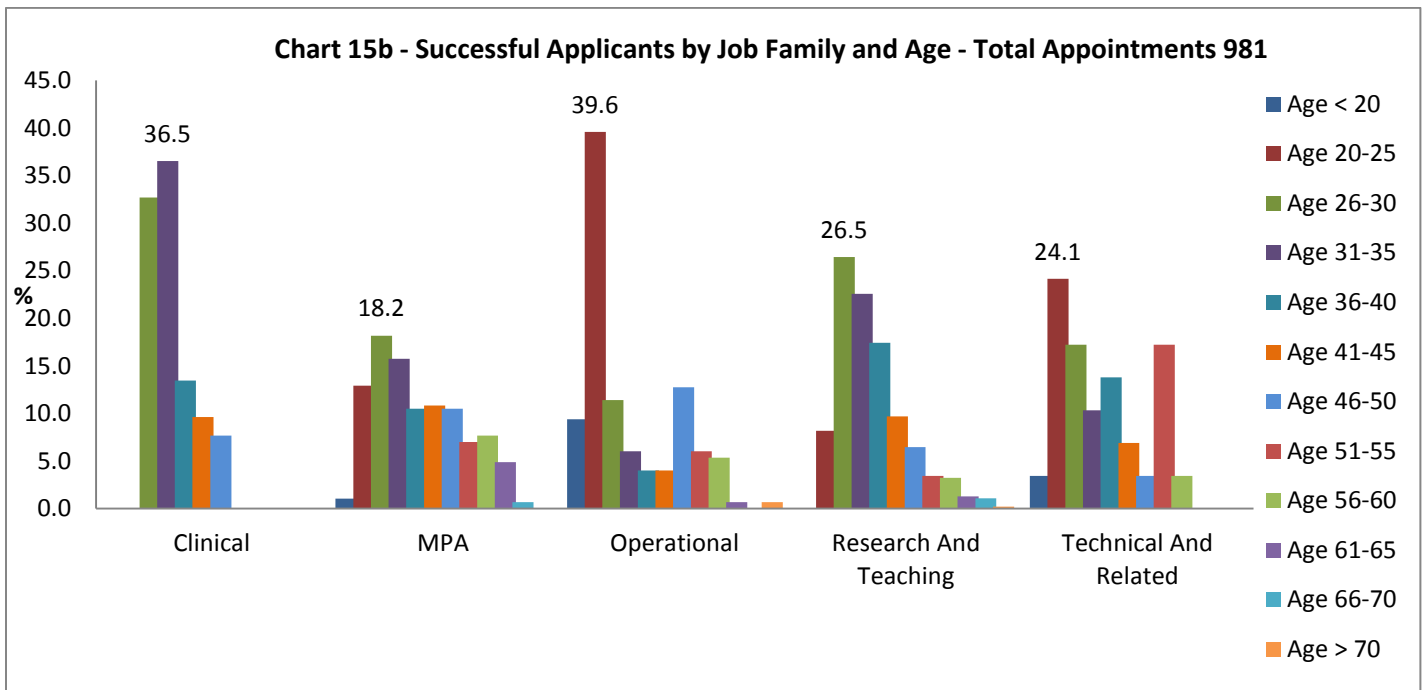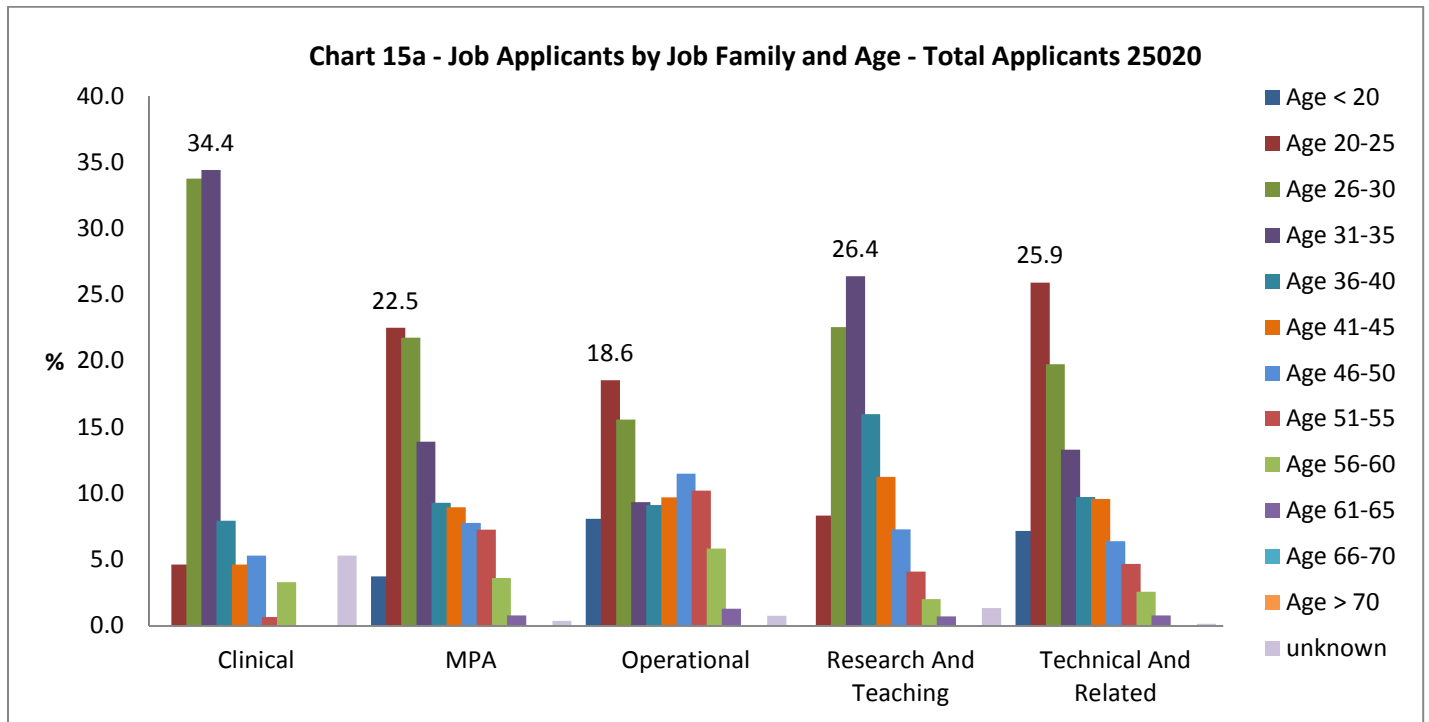O = Open ended with funding end date
P = Open ended ('Permanent')
S = Fixed term - SOSR e.g. Maternity leave cover
Other = Non contracted status and Associate to School/RI

It can be seen that Open ended with Funding End Date and both types of Fixed Term workers are relatively young compared to the overall University profile in Chart 1. Staff on Open ended contracts (code P) tend to be slightly older compared to the University profile.

Recruitment – by Applications and Appointments

Chart 15a - Job Applicants by Job Family and Age - Total Applicants 25020

Chart 15b - Successful Applicants by Job Family and Age - Total Appointments 981

Charts 15a and 15b show the age of applicants are generally reflective of the appointments, although the proportion of 20-25 year olds appointed in the Operational job family is significantly higher than the proportion applying. Similarly, the proportion of 51-55 year olds appointed in the Technical and Related job family is significantly higher than the proportion applying. However, the numbers are fairly small so there is perhaps not much to be gleaned from this.

Profile by Disability

By College

Chart 16 - Disability by College

Arts: Yes 3.2, No 87.2, Prefer not to say 9.6
MVLS: Yes 2.5, No 82.7, Prefer not to say 14.8
Science and Engineering: Yes 3.0, No 82.9, Prefer not to say 14.1
Social Sciences: Yes 4.8, No 87.4, Prefer not to say 7.7
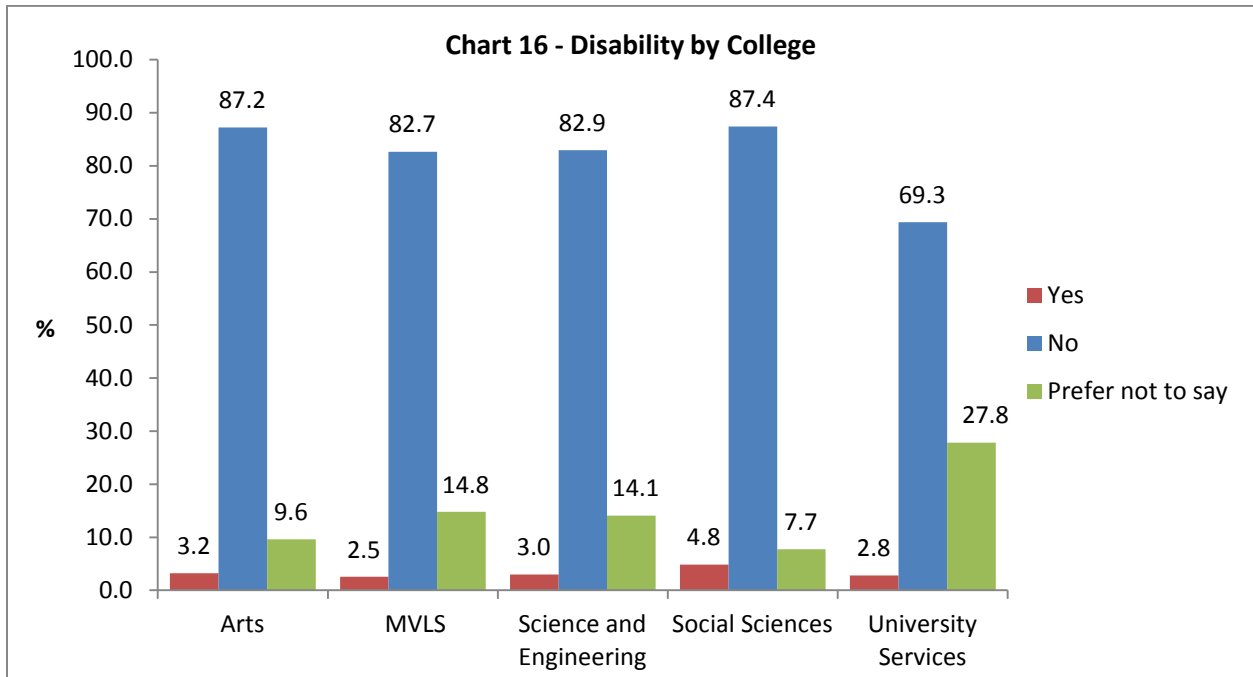University Services: Yes 2.8, No 69.3, Prefer not to say 27.8

Chart 16 illustrates that disabled staff are fairly evenly spread across each of the four Colleges and University Services, although Social Sciences seems to have a higher percentage of disabled staff, with 4.8%. There are significant numbers of 'prefer not to say' across the University, but particularly in University Services with 27.8%. Further investigation would be required to determine the reason for this.

By Level 10 staff (Professors, Senior Administrators, SMG)

Chart 17 - Disability for Professor/Level 10/SMG
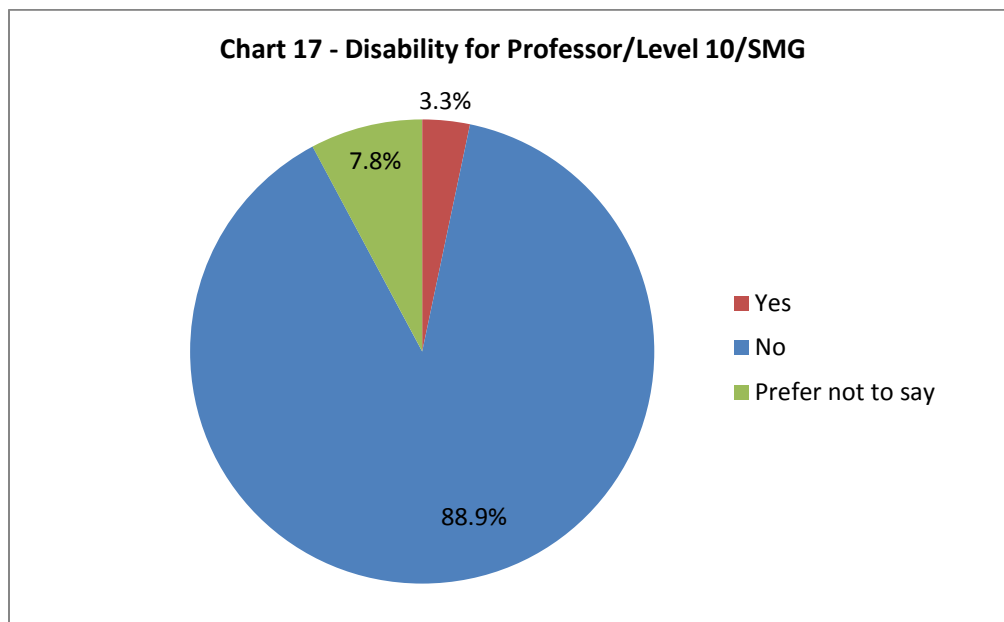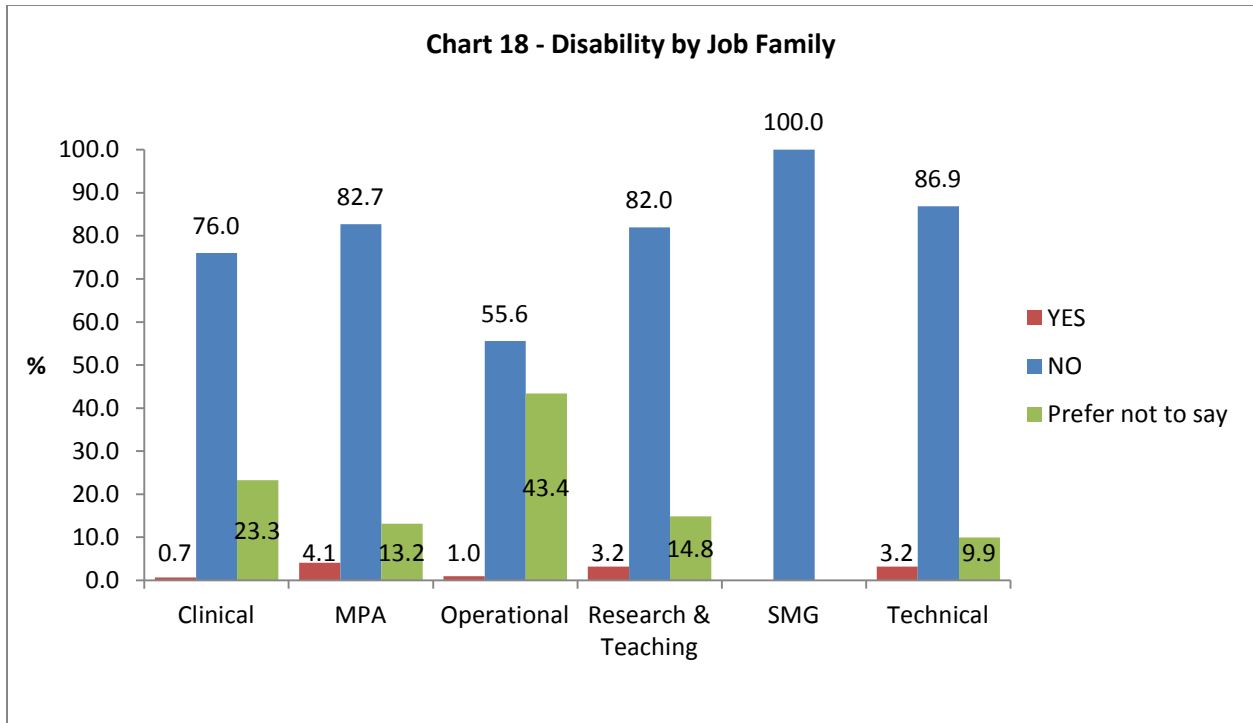
Yes 3.3%
No 88.9%
Prefer not to say 7.8%

Chart 17 shows that 3.3% of senior staff have declared a disability; this is a noticeable increase on last year's figure of 1.8%, and is now slightly above the University average.

By Job Family Profile

Chart 18 - Disability by Job Family

Management, Professional and Administrative staff have a higher declaration rate than the University average (4.1% against an average of 3.0%). Clinical and Operational staff have a disproportionately low response rate at 0.7% and 1.0% but a high rate of 'prefer not to say' (23.3% and 43.4% respectively) responses. These 'prefer not to say' responses are an increase on last year, as noted under Chart 2, and the reason for this is yet to be determined.

By Grade

Chart 19 - Disability by Grade

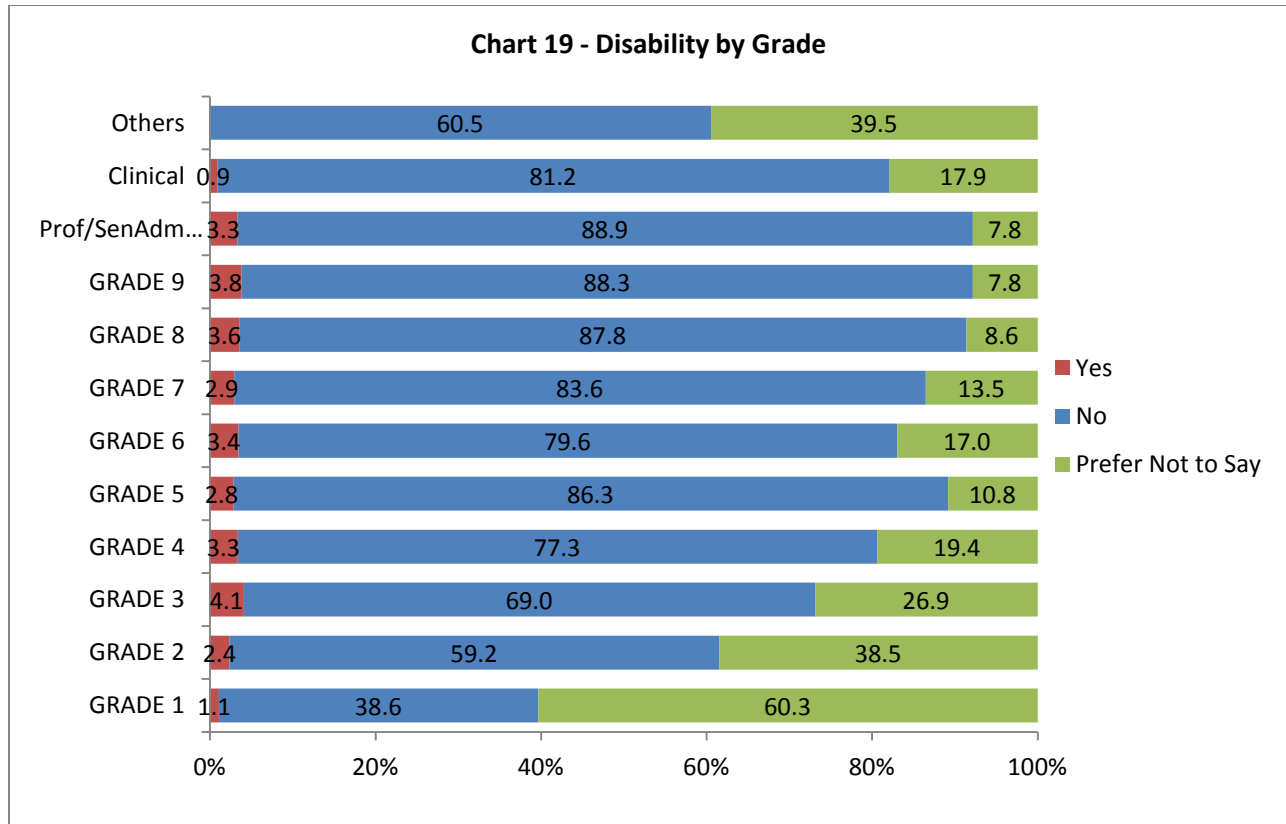| Grade	Yes	No	Prefer Not to Say
Others		60.5	39.5
Clinical	0.9	81.2	17.9
Prof/SenAdm…	3.3	88.9	7.8
GRADE 9	3.8	88.3	7.8
GRADE 8	3.6	87.8	8.6
GRADE 7	2.9	83.6	13.5
GRADE 6	3.4	79.6	17.0
GRADE 5	2.8	86.3	10.8
GRADE 4	3.3	77.3	19.4
GRADE 3	4.1	69.0	26.9
GRADE 2	2.4	59.2	38.5
GRADE 1	1.1	38.6	60.3

Chart 19 above shows there is a relatively even spread of disabled staff across the grades, with the exception of Grade 1 and Clinical staff. A high proportion of staff have stated they would 'prefer not to say' for this question, particularly in Grades 1, 2 and 'other'.

By Full/Part Time

Chart 20 - Disability by Full/Part Time

	Yes	No	Prefer Not to Say
Part Time	2.8	67.9	29.3
Full Time	3.1	84.0	12.9
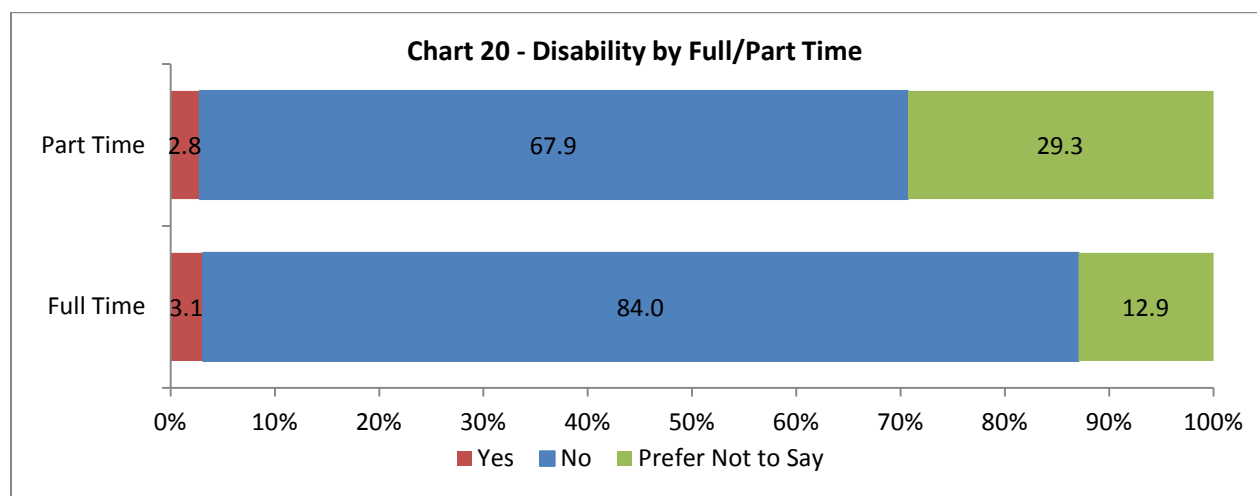
Disabled staff are almost equally likely to work full or part time, as shown in Chart 20. Part-time staff are less likely to declare a disability, and show higher rates of 'prefer not to say' responses.

By Contract Type

Chart 21 - Disability by Contract Type

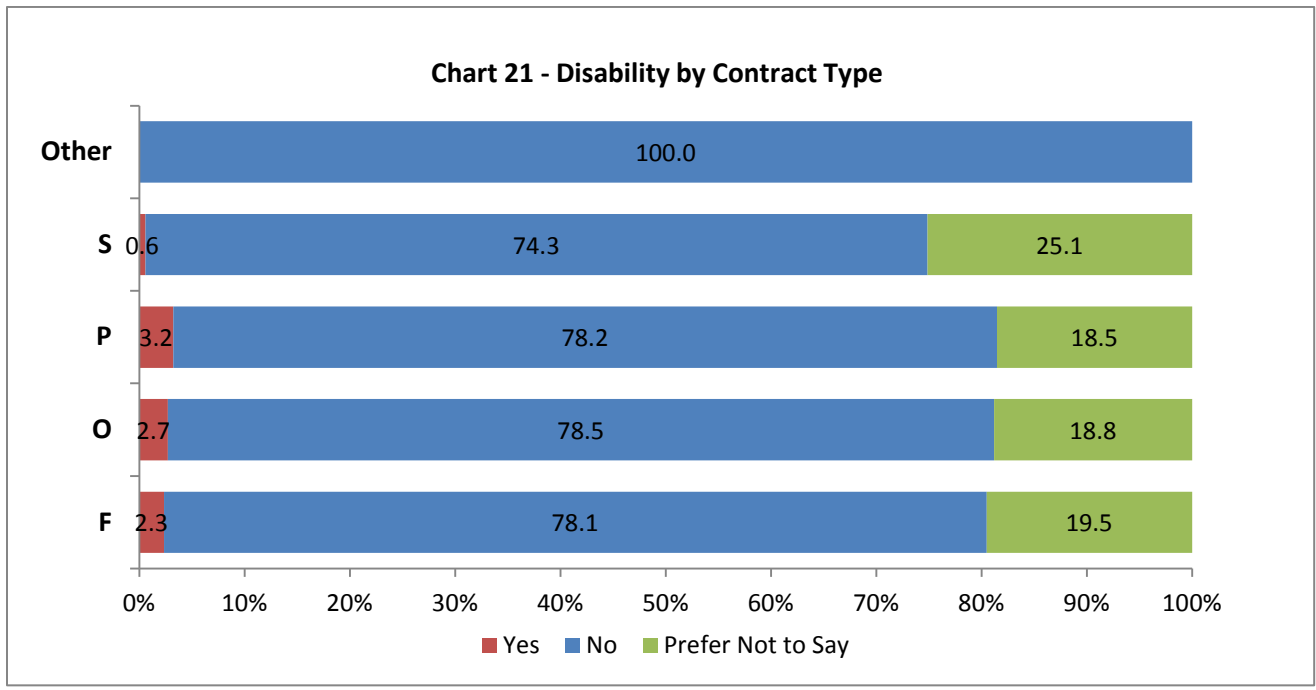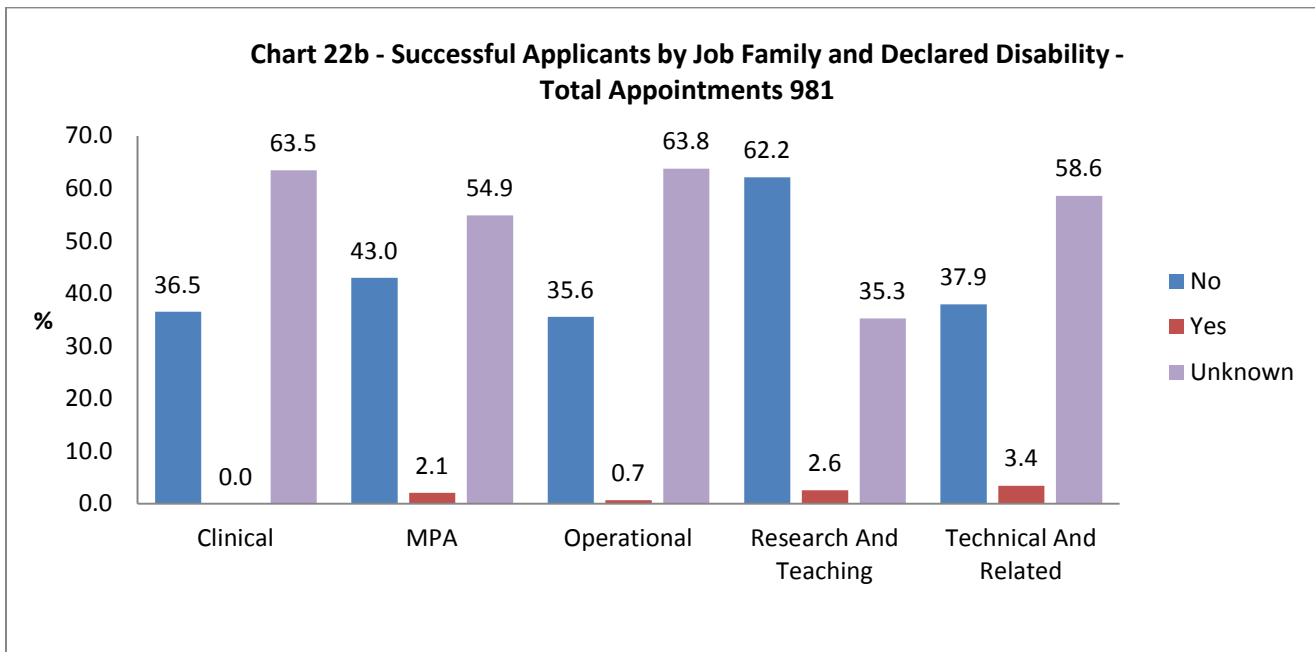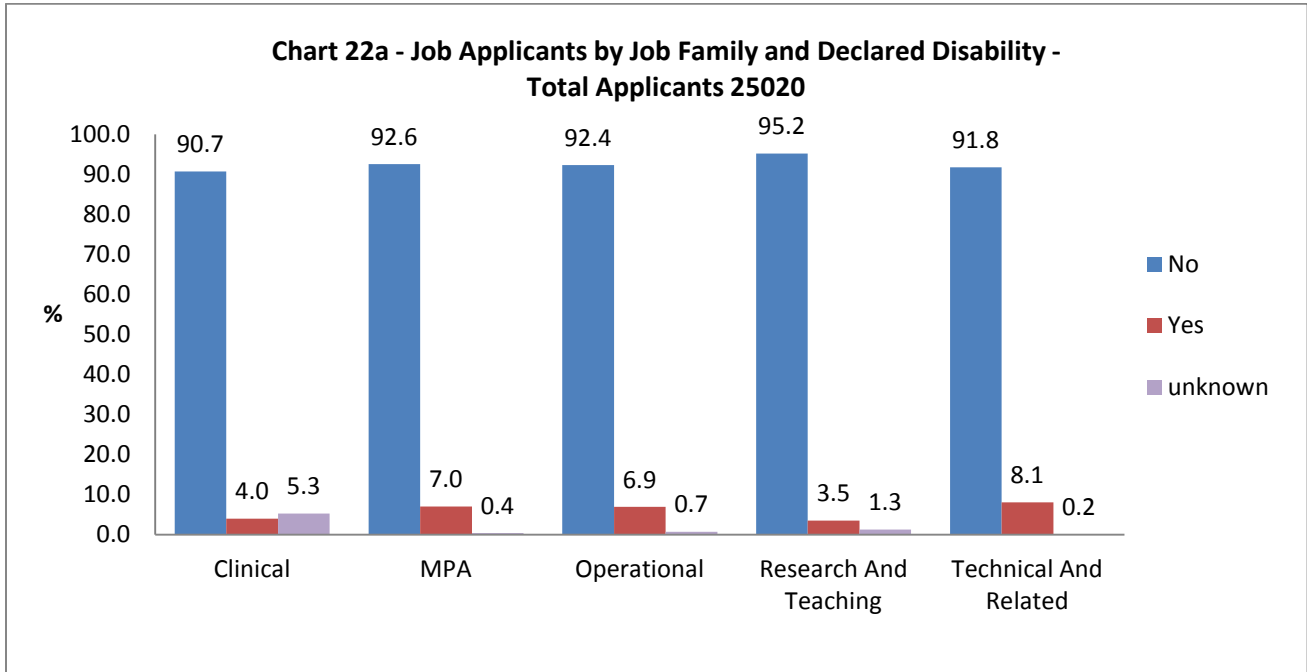| Contract Type	Yes	No	Prefer Not to Say
Other		100.0	
S	0.6	74.3	25.1
P	3.2	78.2	18.5
O	2.7	78.5	18.8
F	2.3	78.1	19.5

Legend: Yes, No, Prefer Not to Say

Chart 21 above shows disabled staff are slightly more likely to have an Open Ended contract than Open Ended with Funding End date or Fixed Term. Staff are substantially less likely to have a Fixed Term (SOSR) contract. This mirrors the data for 2011-12, although, as mentioned earlier, the number of 'prefer not to say' records has increased markedly.
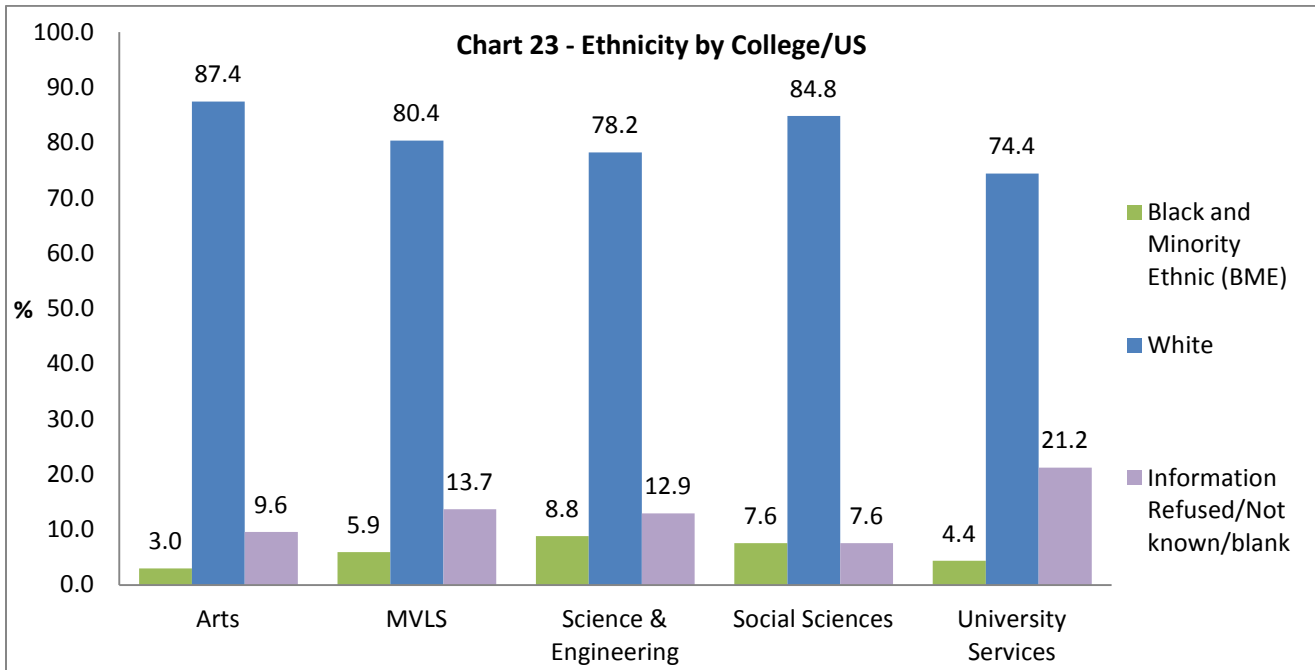
Recruitment – by Applications and Appointments

Chart 22a - Job Applicants by Job Family and Declared Disability - Total Applicants 25020

Job Family	No	Yes	unknown
Clinical	90.7	4.0	5.3
MPA	92.6	7.0	0.4
Operational	92.4	6.9	0.7
Research And Teaching	95.2	3.5	1.3
Technical And Related	91.8	8.1	0.2

Chart 22b - Successful Applicants by Job Family and Declared Disability - Total Appointments 981

Job Family	No	Yes	Unknown
Clinical	36.5	0.0	63.5
MPA	43.0	2.1	54.9
Operational	35.6	0.7	63.8
Research And Teaching	62.2	2.6	35.3
Technical And Related	37.9	3.4	58.6

Charts 22a and 22b appear to show that the proportion of declared disabled job applicants who are actually appointed is low across all categories. Disabled job applicants are more likely to be appointed in job families MPA, Research and Teaching, and Technical and Related, however proportionally less likely to be appointed in Clinical and Operational job families. It is difficult to draw valid conclusions from this data, though, as the number of unknowns is so high across all categories of successful applicant.

Profile by Ethnicity

By College

Chart 23 - Ethnicity by College/US

Arts: Black and Minority Ethnic (BME) 3.0, White 87.4, Information Refused/Not known/blank 9.6
MVLS: BME 5.9, White 80.4, Information Refused/Not known/blank 13.7
Science & Engineering: BME 8.8, White 78.2, Information Refused/Not known/blank 12.9
Social Sciences: BME 7.6, White 84.8, Information Refused/Not known/blank 7.6
University Services: BME 4.4, White 74.4, Information Refused/Not known/blank 21.2

In 2011-12, the University's Black and Minority Ethnic (BME) staff worked in the highest proportion in the Colleges of Science and Engineering and MVLS. This year, Social Sciences has overtaken MVLS to become the college with the second highest level of BME staff. This is an increase from 5.5% to 7.6% for Social Sciences. The lowest proportion of BME staff work in the College of Arts, as illustrated in Chart 23 above. The percentage of information not known is fairly significant in all categories, with the highest in University Services at 21.2%.

By Level 10 staff (Professors, Senior Administrators, SMG)

Chart 24 - Ethnicity in Professors/Level 10/SMG

Black and Minority Ethnic 4%
White 85.1%
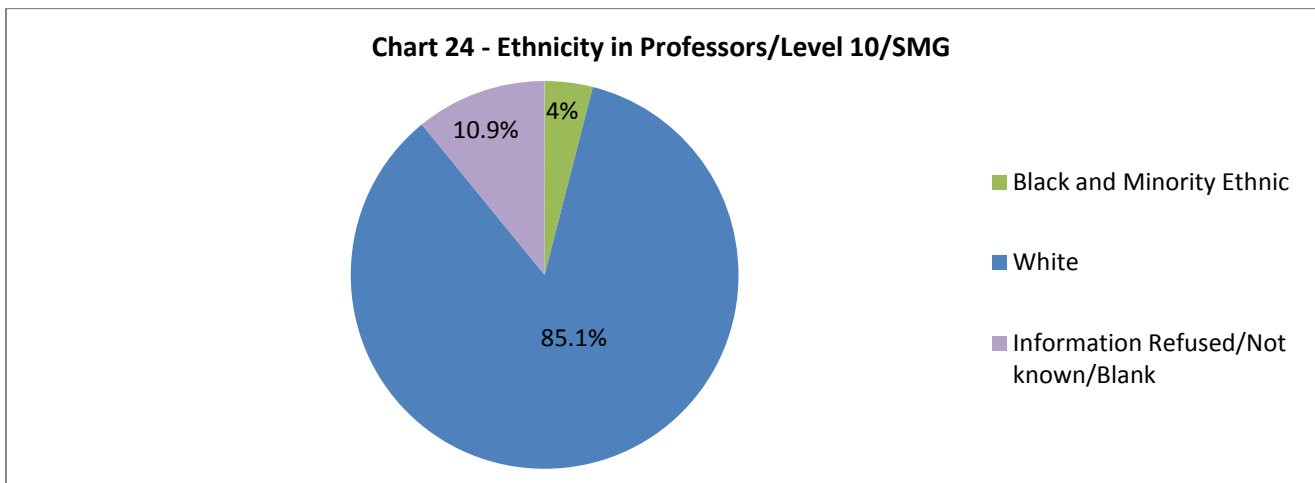Information Refused/Not known/Blank 10.9%

Chart 24 shows the proportion of BME staff in senior roles (4%) is lower than the University average of 5.7% (see Chart 4a), but this still represents an improvement on last year's figure of 2.3%.
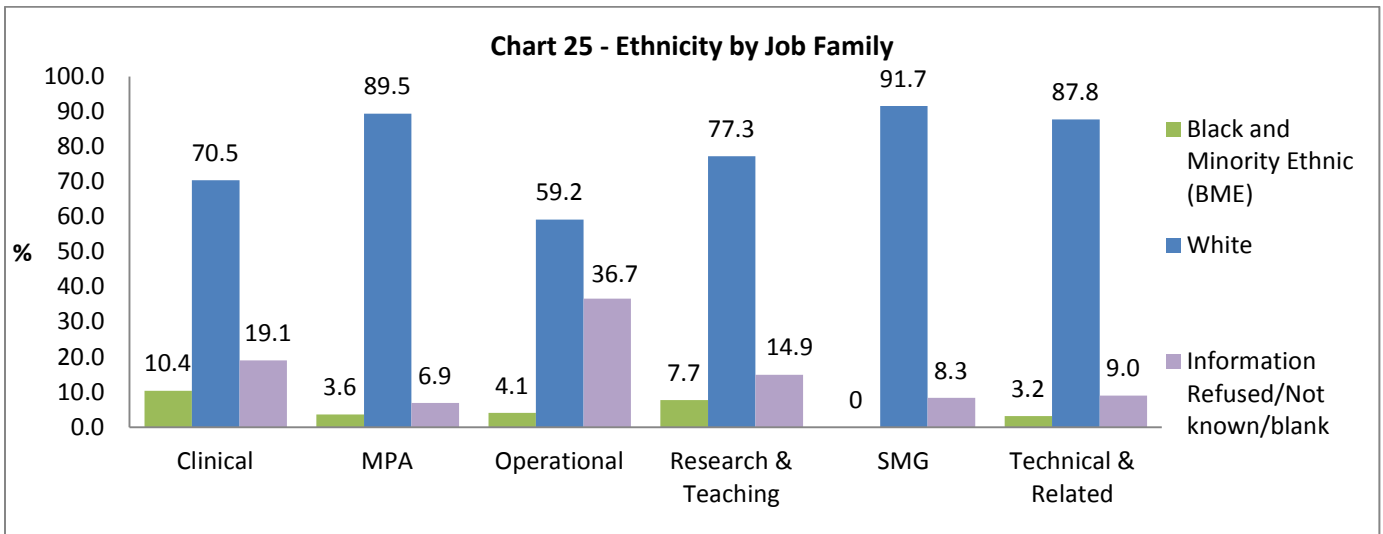
By Job Family Profile

Chart 25 - Ethnicity by Job Family

Legend:
- Black and Minority Ethnic (BME)
- White
- Information Refused/Not known/blank

Job Family	BME	White	Info Refused/Not known/blank
Clinical	10.4	70.5	19.1
MPA	3.6	89.5	6.9
Operational	4.1	59.2	36.7
Research & Teaching	7.7	77.3	14.9
SMG	0	91.7	8.3
Technical & Related	3.2	87.8	9.0

Chart 25 shows the highest proportion of BME staff is represented in the Clinical (10.4%) and Research and Teaching (7.7%), this possibly reflects the international market this group of staff is pulled from, and represents a small increase from the 2011-12 figures (which were 9.4% and 7.1%). There is a lower proportion of BME staff in the MPA and Technical and Related job families – 3.6% and 3.2% respectively. For these job families we would expect the BME staff to reflect the local population, so this may be considered fairly low.

By Grade

Chart 26 - Ethnicity by Grade

Legend:
- Black and Minority Ethnic (BME)
- White
- Information Refused/Not known/blank

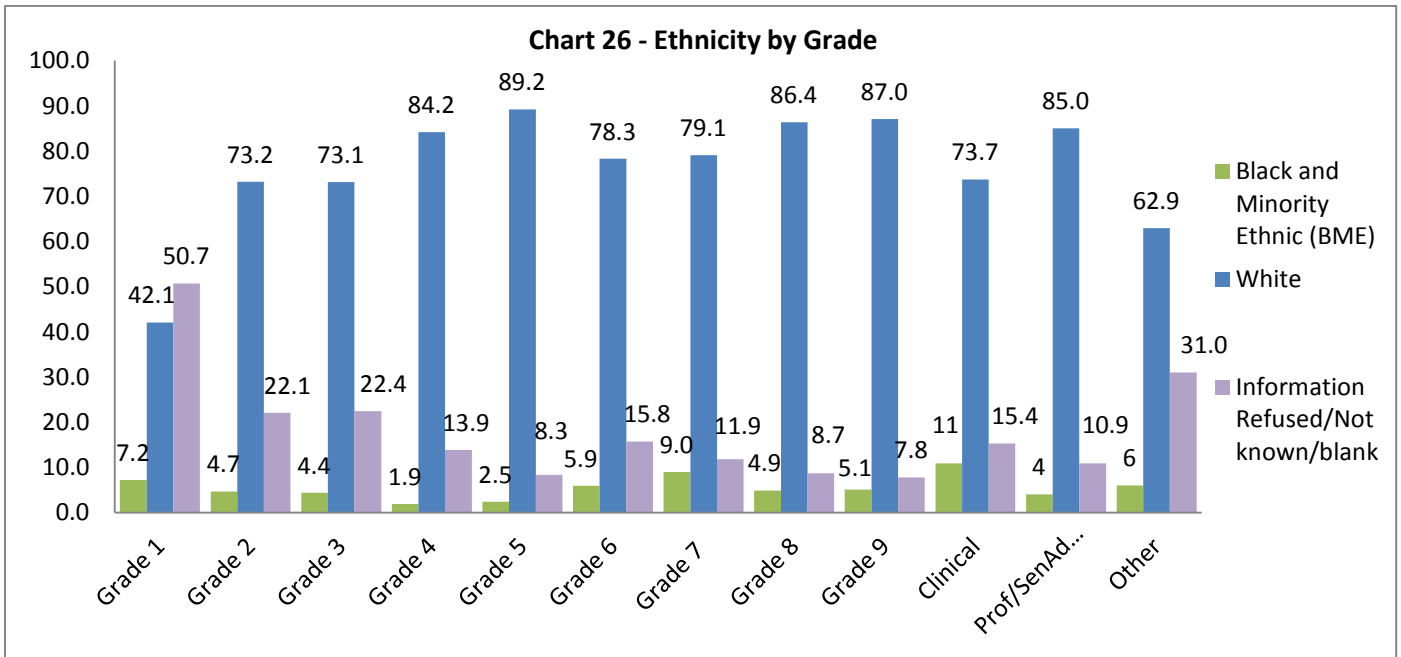| Grade	BME	White	Info Refused/Not known/blank
Grade 1	7.2	42.1	50.7
Grade 2	4.7	73.2	22.1
Grade 3	4.4	73.1	22.4
Grade 4	1.9	84.2	13.9
Grade 5	2.5	89.2	8.3
Grade 6	5.9	78.3	15.8
Grade 7	9.0	79.1	11.9
Grade 8	4.9	86.4	8.7
Grade 9	5.1	87.0	7.8
Clinical	11	73.7	15.4
Prof/SenAd...	4	85.0	10.9
Other	6	62.9	31.0

Chart 26 above shows there no real pattern for which grade the University's BME staff are employed in. There are however lower proportions in grades 3-5 and grade 10, as mentioned before. The reasons for this would require further investigation.

By Full/Part Time

Chart 27 - Ethnicity by Full/Part Time
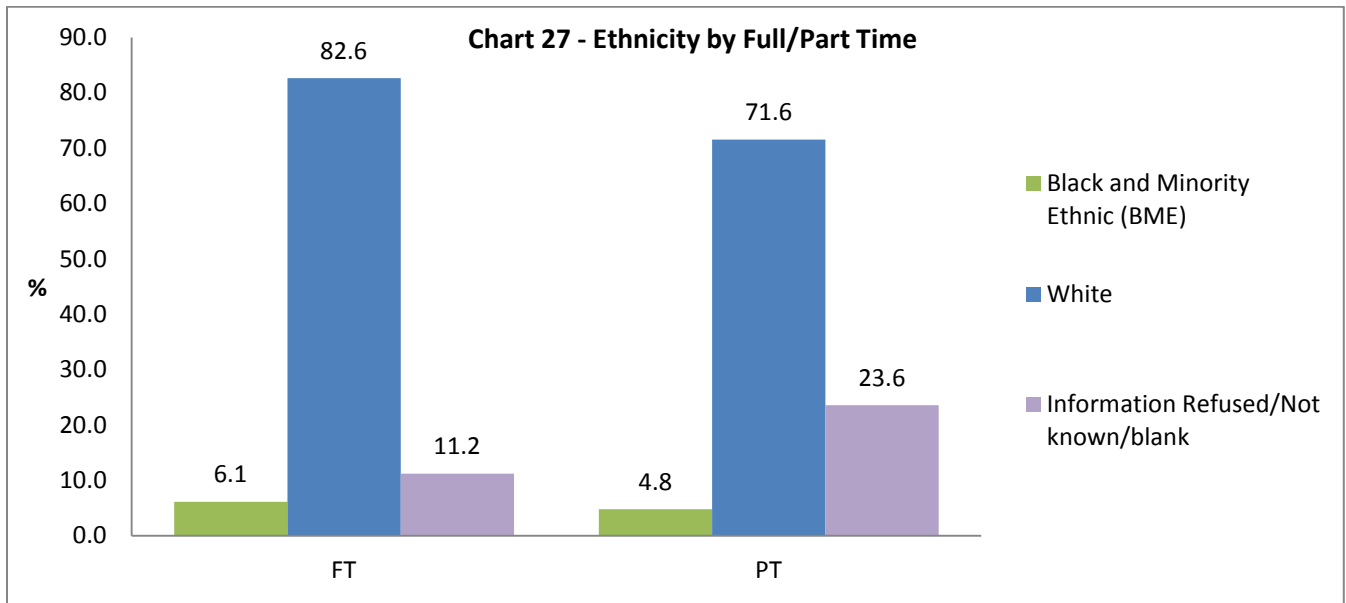
There seems to be fewer BME part time staff than full time, however a significant number of part time staff (over 23%) have not informed us of their ethnicity, as illustrated by Chart 27. These figures are very similar to those for 2011-12.
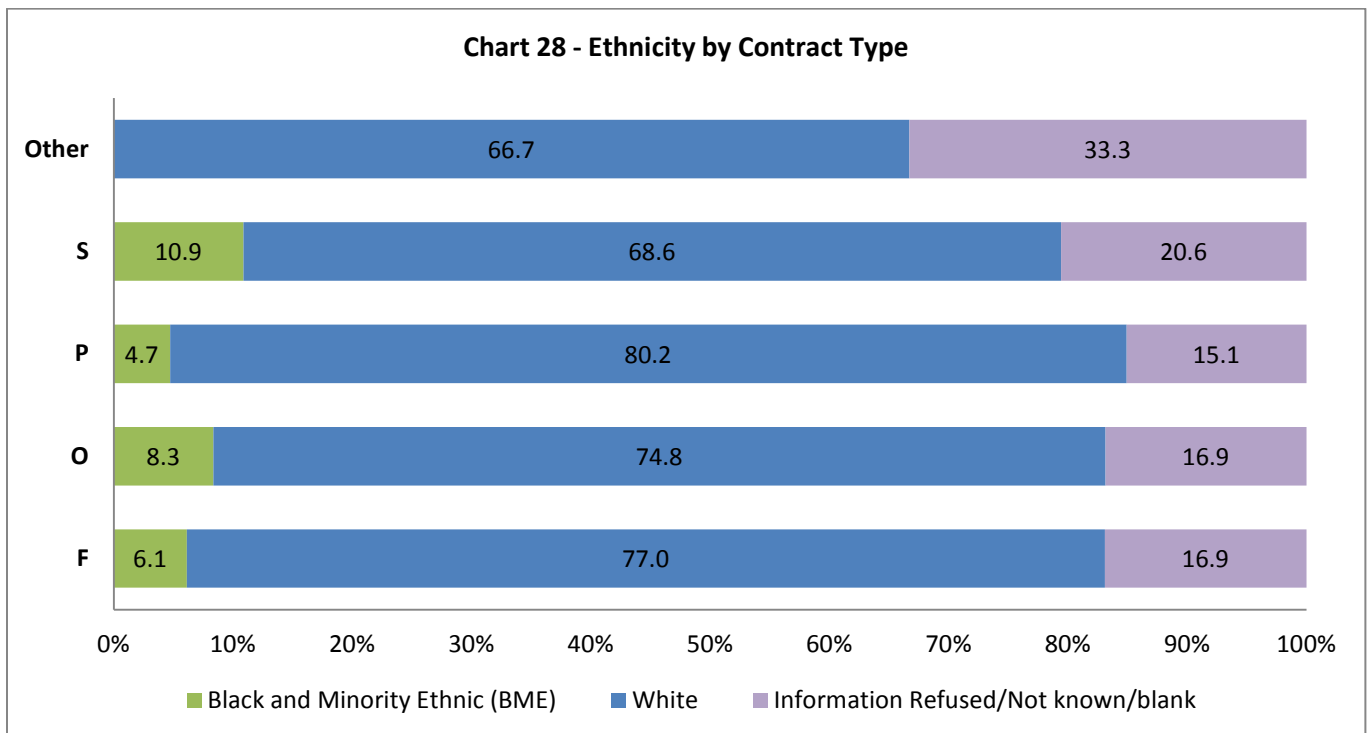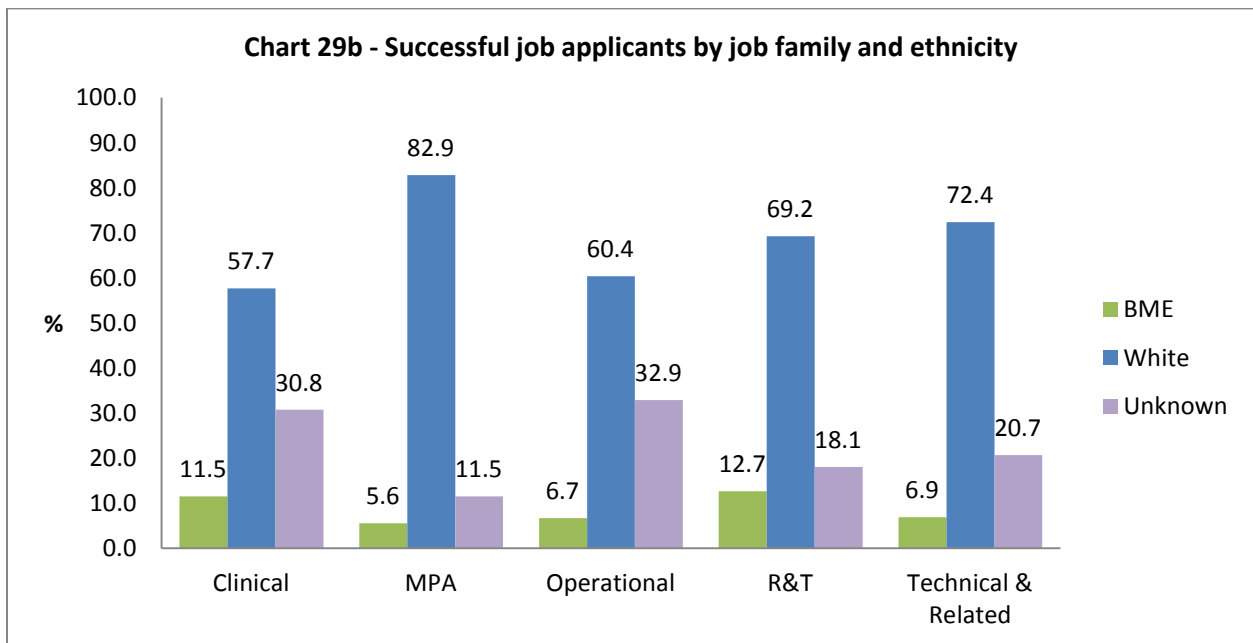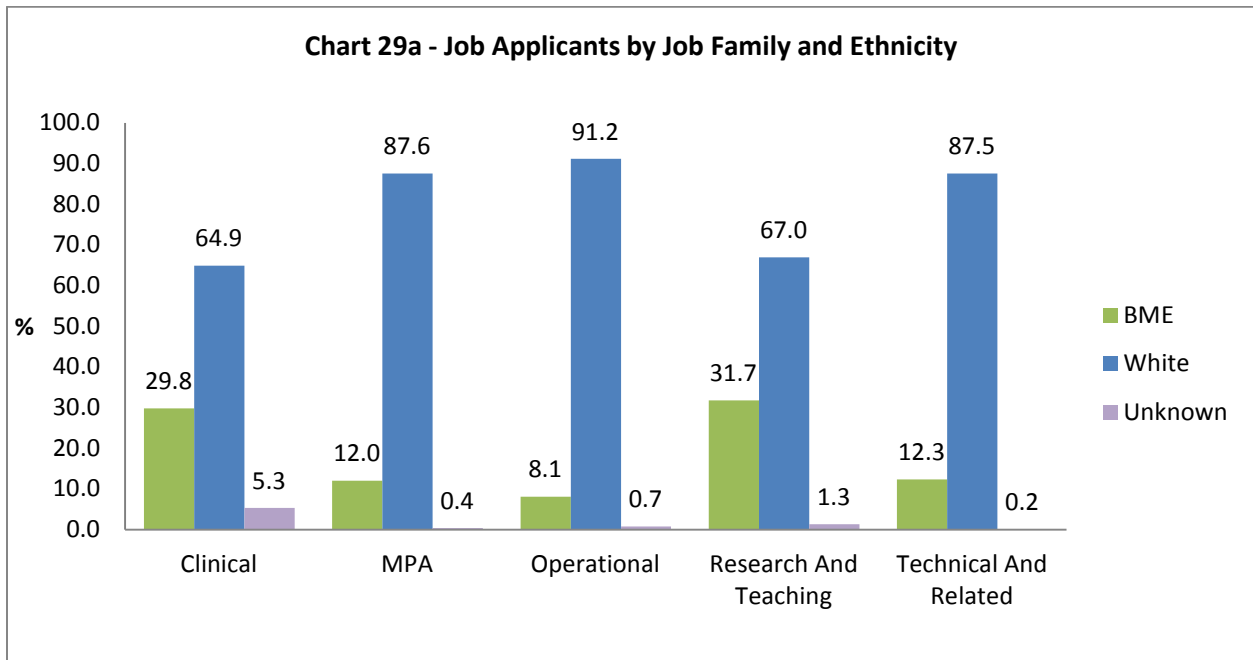
By Contract Type

Chart 28 - Ethnicity by Contract Type

Chart 28 indicates that the proportion of BME staff on an Open ended contract (P) is lower than on any other main contract type.

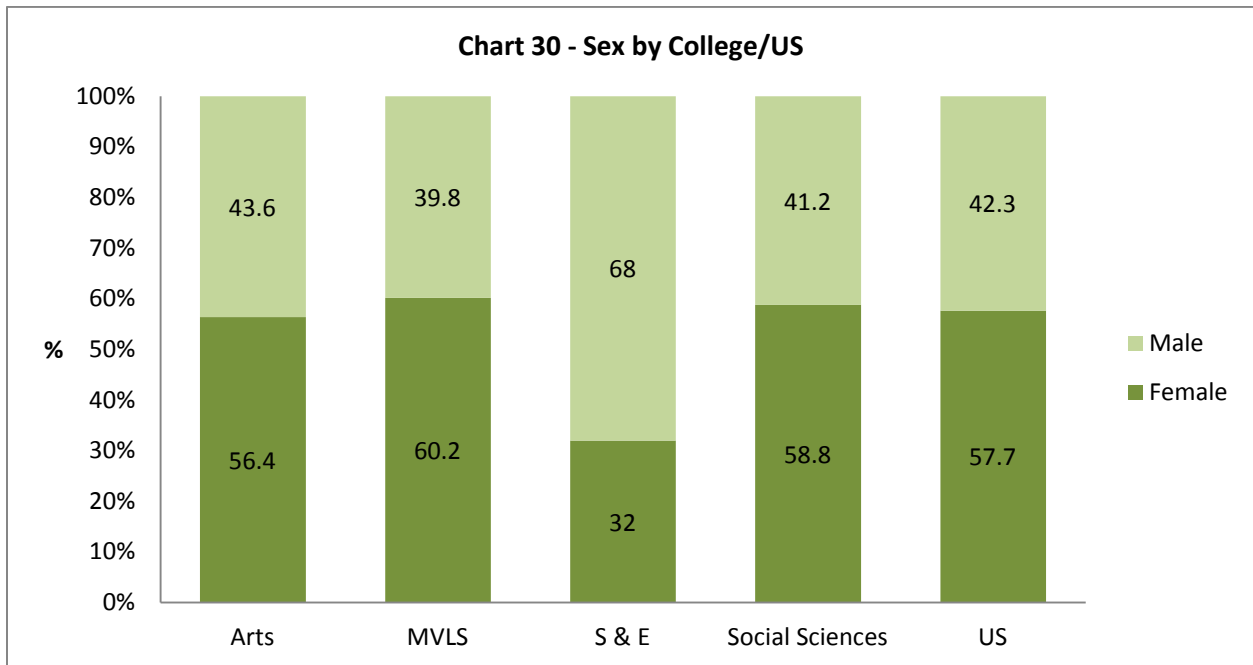**Recruitment – by Applications and Appointments**

Chart 29a - Job Applicants by Job Family and Ethnicity

Legend: BME, White, Unknown

Job Family	BME	White	Unknown
Clinical	29.8	64.9	5.3
MPA	12.0	87.6	0.4
Operational	8.1	91.2	0.7
Research And Teaching	31.7	67.0	1.3
Technical And Related	12.3	87.5	0.2

Chart 29b - Successful job applicants by job family and ethnicity

Legend: BME, White, Unknown

Job Family	BME	White	Unknown
Clinical	11.5	57.7	30.8
MPA	5.6	82.9	11.5
Operational	6.7	60.4	32.9
R&T	12.7	69.2	18.1
Technical & Related	6.9	72.4	20.7

The data, as illustrated by Charts 29a and 29b, appears to show that White and BME staff are proportionally less likely to be appointed in all job family profiles; however there is a significant increase in the levels of 'unknown' responses, so no real conclusions can be drawn.

Profile by Sex

By College

Chart 30 - Sex by College/US

College	Female	Male
Arts	56.4	43.6
MVLS	60.2	39.8
S & E	32	68
Social Sciences	58.8	41.2
US	57.7	42.3

MVLS continues to have the highest proportion of female staff, and Science and Engineering continues to have the lowest (although this has risen by 2% since last year). These proportions are similar to other academic institutions.

By Level 10 staff (Professors, Senior Administrators, SMG)

Chart 31 - Sex by Professor/Level 10/SMG

Female 24.6%

Male 75.4%
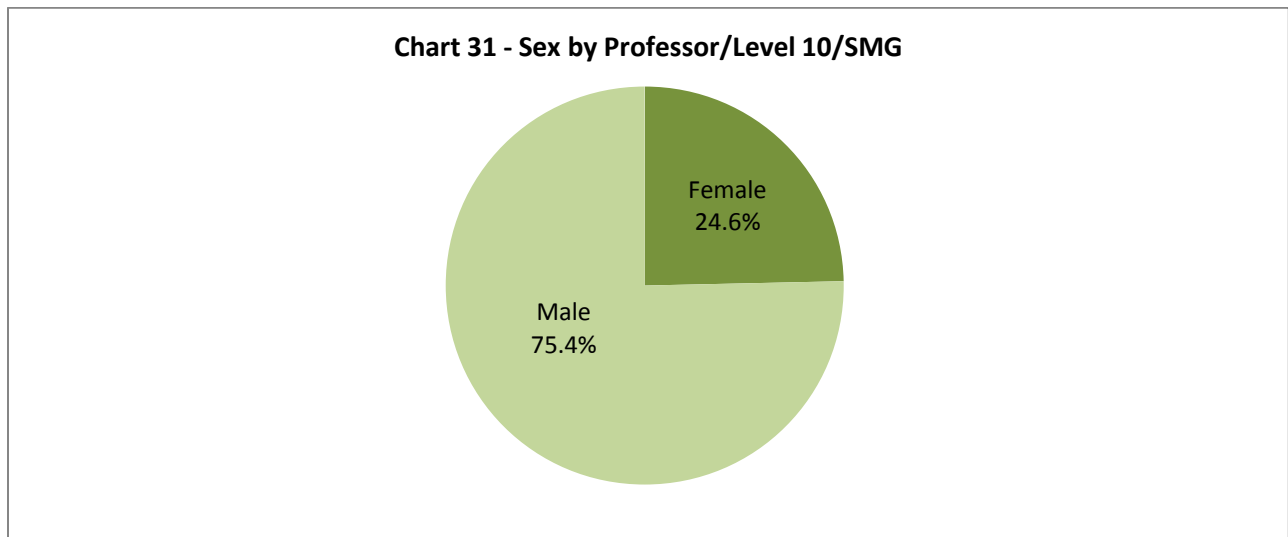
Chart 31 illustrates that just under 25% of senior staff are female. These figures are not significantly different from those for 2011-12. This has been identified as an area of concern for the University and improving this is a key priority for the organisation.

By Job Family Profile

Chart 32 - Sex by Job Family

Job Family	Male	Female
Clinical	55.9	44.1
MPA	26.7	73.3
Operational	47.9	52.1
R&T	54.2	45.8
SMG	83.3	16.7
Technical & Related	53.3	46.7
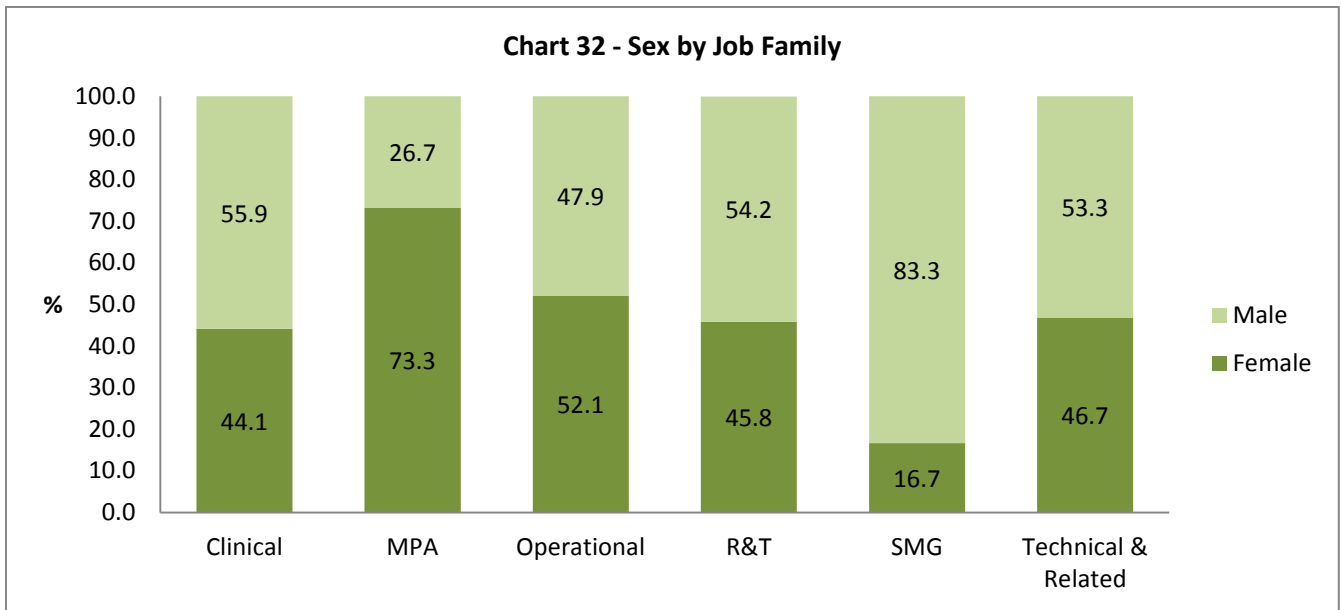
As in 2011-12, this chart again demonstrates the significant issue of occupational segregation within SMG and MPA staff.
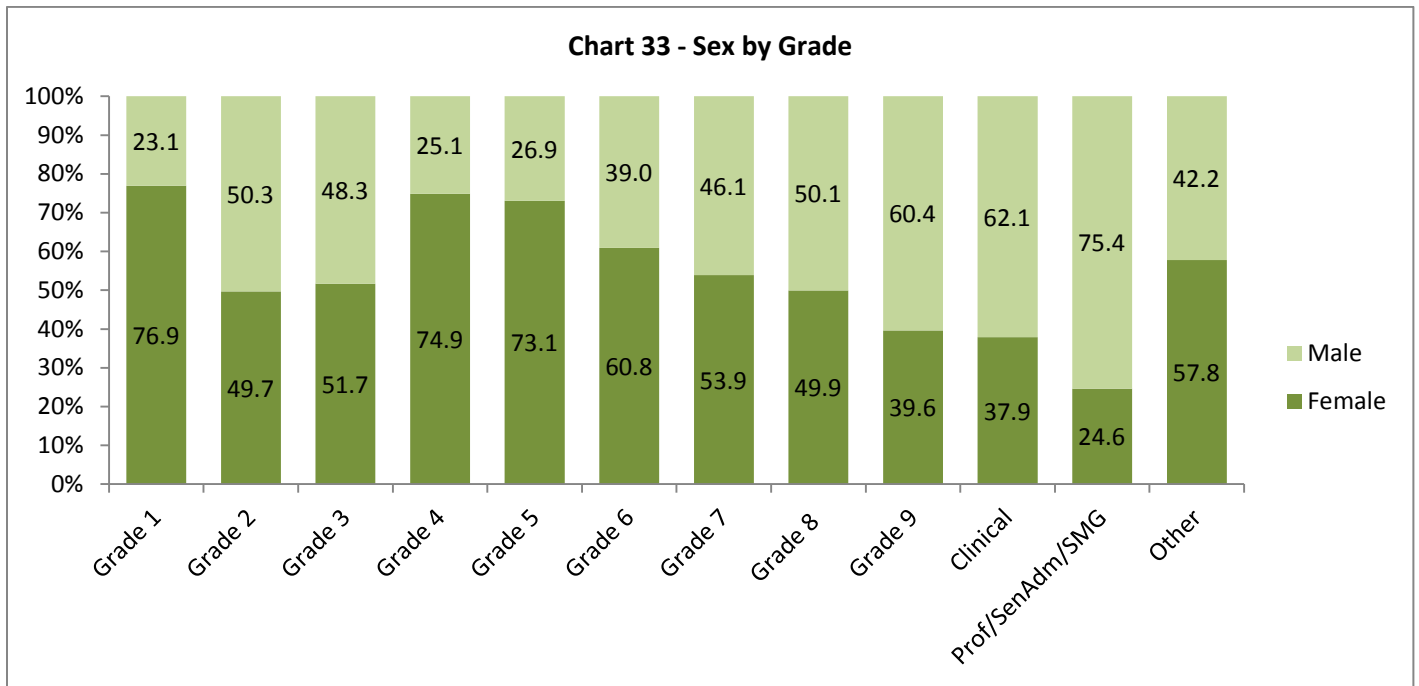
By Grade

Chart 33 - Sex by Grade

Grade	Male	Female
Grade 1	23.1	76.9
Grade 2	50.3	49.7
Grade 3	48.3	51.7
Grade 4	25.1	74.9
Grade 5	26.9	73.1
Grade 6	39.0	60.8
Grade 7	46.1	53.9
Grade 8	50.1	49.9
Grade 9	60.4	39.6
Clinical	62.1	37.9
Prof/SenAdm/SMG	75.4	24.6
Other	42.2	57.8

Chart 33 above shows the lower grades are proportionally almost three-quarters female, with the exception of grades 2 and 3 which are roughly equal. Grade 6 has proportionally slightly fewer women, but they are still in the majority at 60%. Grades 7 and 8 are roughly equal between the sexes. Grade 9 is just under 40% female and senior grades are just under 25% female. Therefore as we move up the grades the proportion of females reduces.

By Full/Part Time

Chart 34 - Sex by Full/Part Time

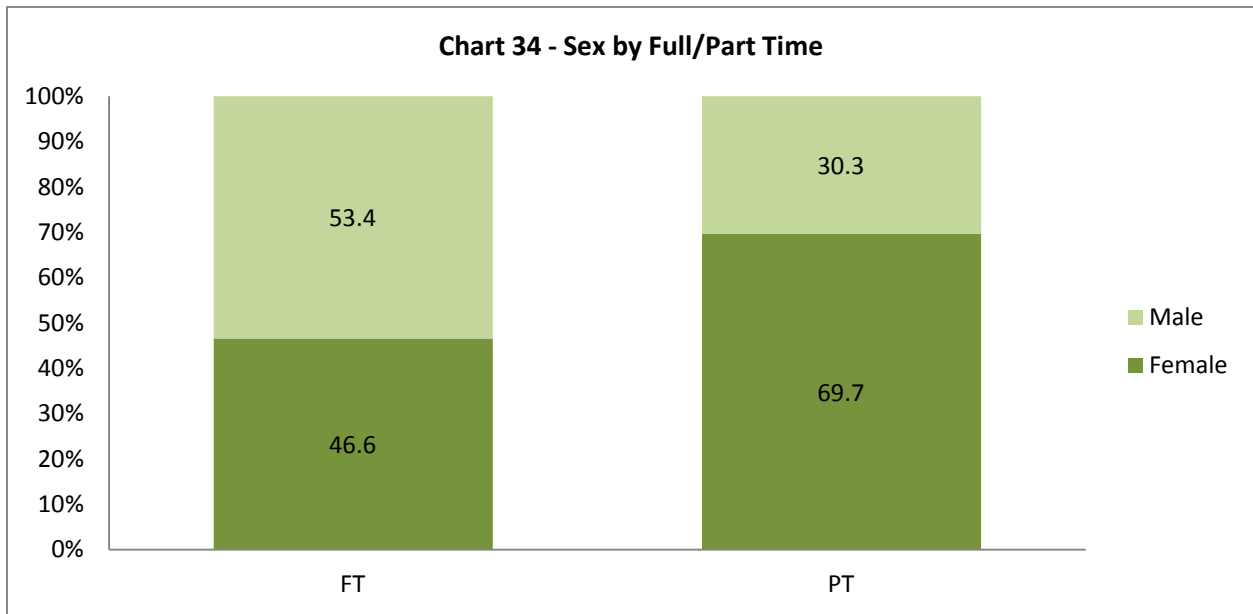|	FT	PT
Male	53.4	30.3
Female	46.6	69.7

Chart 34 illustrates the proportion of male and female full time staff is almost equal, but nearly 70% of part time workers are female. These figures are almost identical to those for 2011-12.
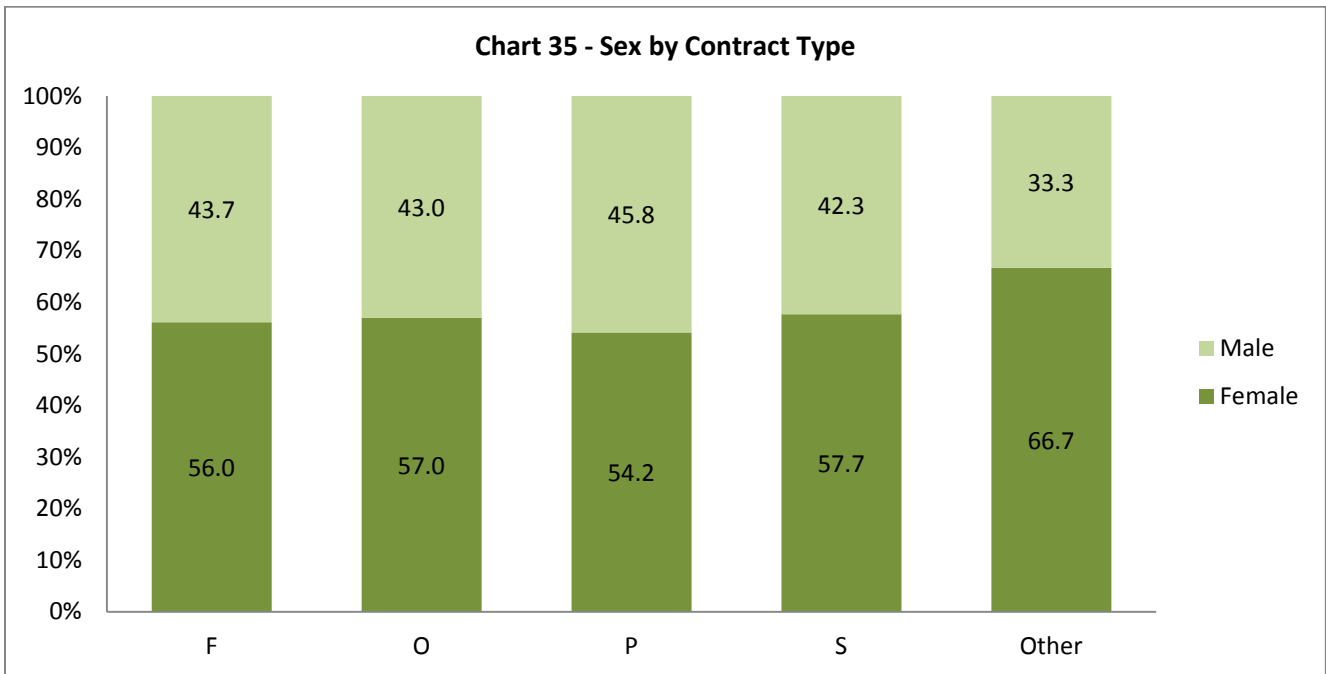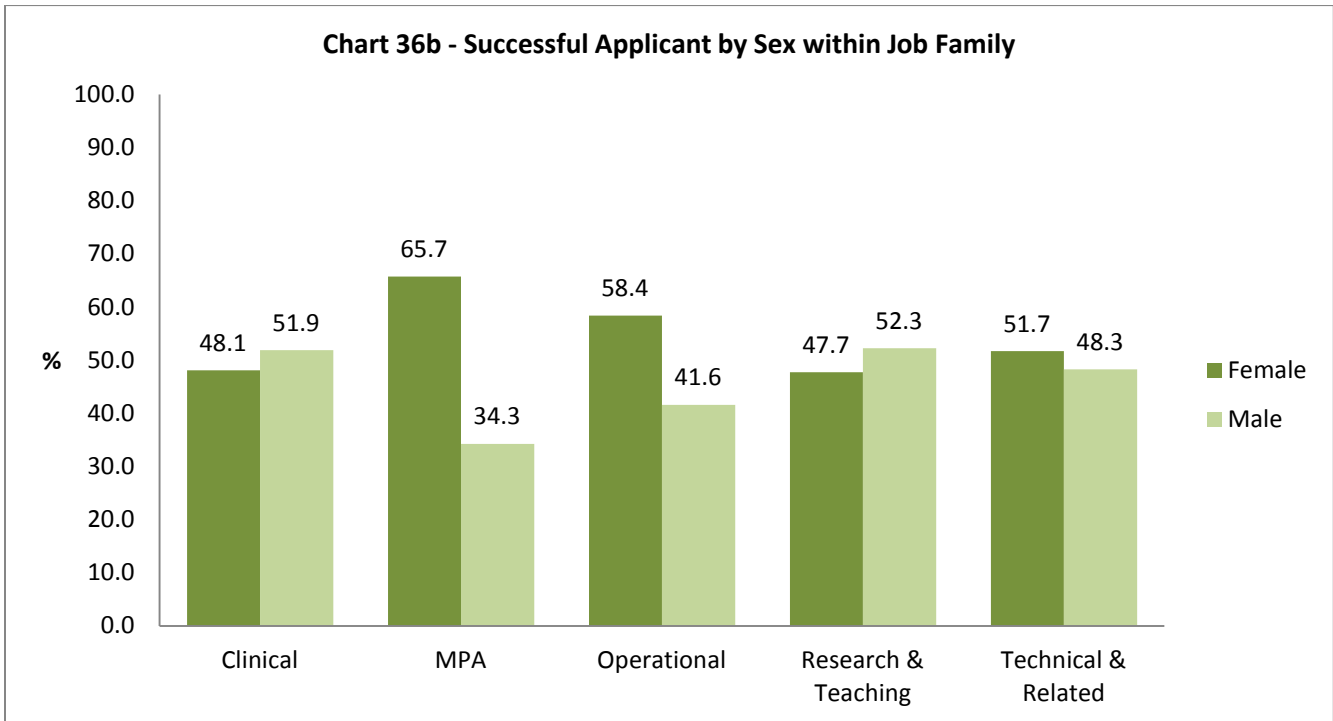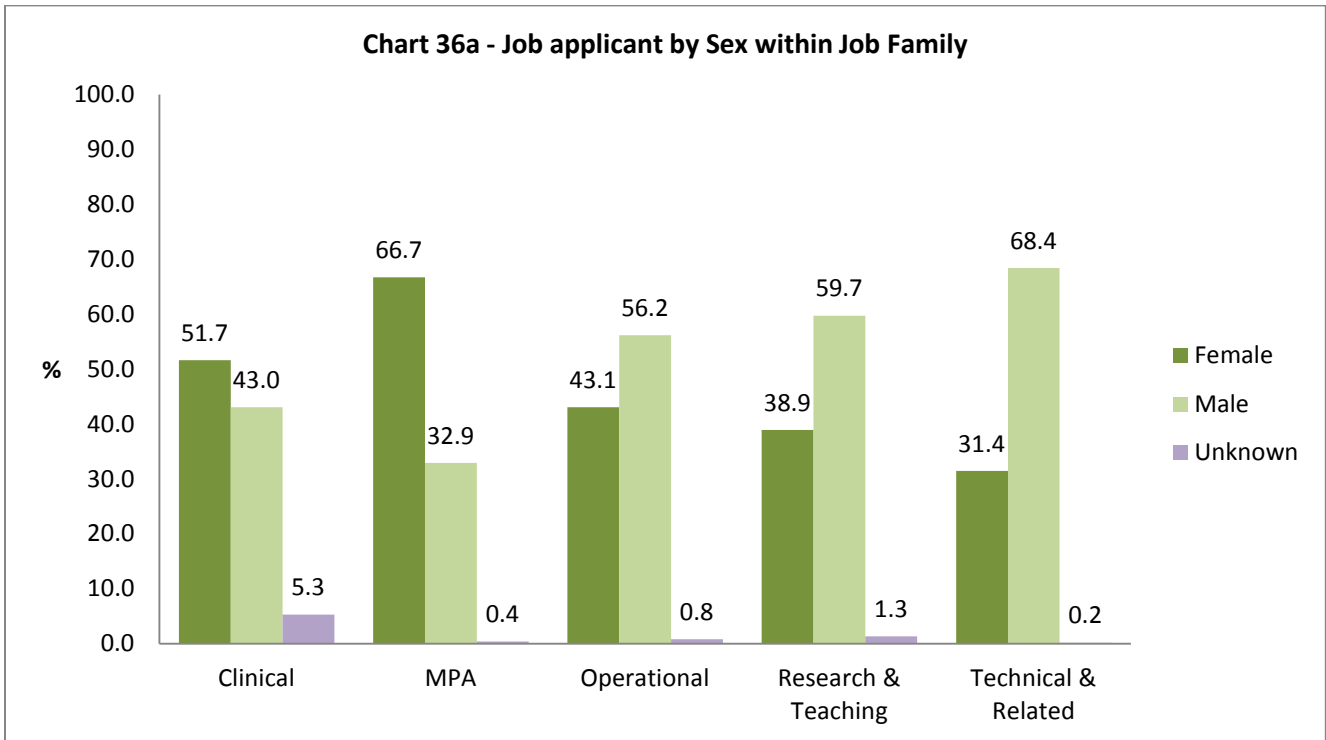
By contract type

Chart 35 - Sex by Contract Type

|	F	O	P	S	Other
Male	43.7	43.0	45.8	42.3	33.3
Female	56.0	57.0	54.2	57.7	66.7

Chart 35 shows that women are marginally more likely to hold Fixed Term (as per FT and OE contract policy), Open Ended with Funding End Date and Fixed Term – SOSR contracts.

Recruitment – by Applications and Appointments

Chart 36a - Job applicant by Sex within Job Family

Job Family	Female	Male	Unknown
Clinical	51.7	43.0	5.3
MPA	66.7	32.9	0.4
Operational	43.1	56.2	0.8
Research & Teaching	38.9	59.7	1.3
Technical & Related	31.4	68.4	0.2

Chart 36b - Successful Applicant by Sex within Job Family

Job Family	Female	Male
Clinical	48.1	51.9
MPA	65.7	34.3
Operational	58.4	41.6
Research & Teaching	47.7	52.3
Technical & Related	51.7	48.3

In three out of the five job families men are more likely to apply. However women are more likely to be appointed than the applicant profile might suggest. In the MPA job family applications and appointments reflect the percentages of men and women applying, as shown in Charts 36a and 36b above. In the Operational job family, the profile of appointments is almost the exact reverse of the applicant profile.

Case Management - General

**Chart 37 - Case Management - General by Sex %**
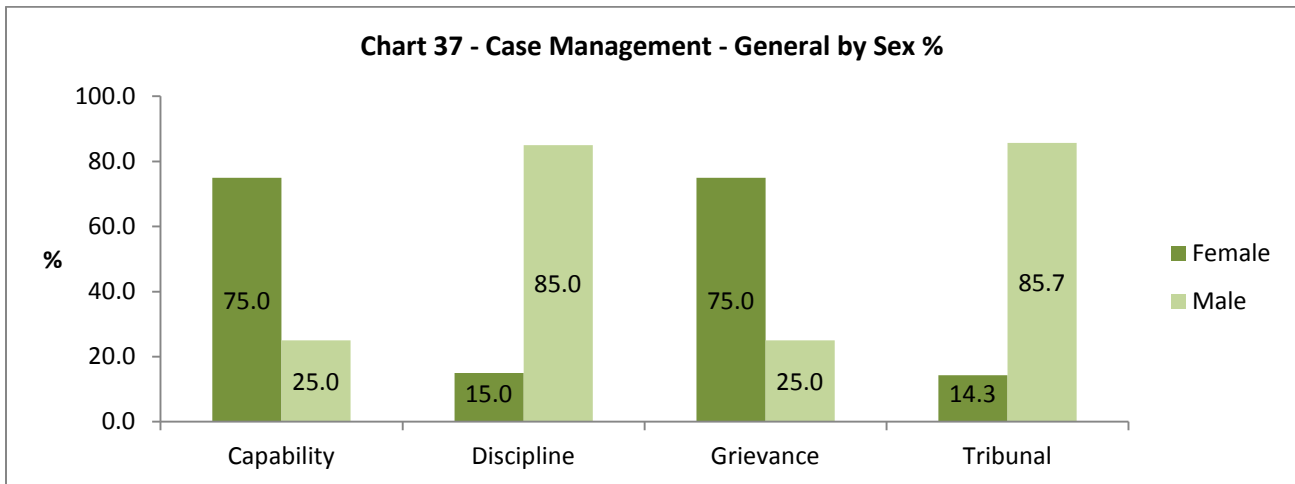
The case management information could only be broken down by sex as the overall numbers are very small. The figures are quite different from last year but, again, because numbers are small, this leads to misleadingly large percentage changes.

Chart 37 shows men were more likely than women to go through the disciplinary procedure in the last year, whilst women were more likely than men to go through the capability procedure. The numbers of grievance and tribunal cases are so small they are insignificant. There were no competency cases recorded.

Case Management – Sickness

The sickness figures relate to staff who have been absent for 20 continuous working days or more between April 2012 and April 2013. This is approximately 340 individuals.

Age

Chart 38 - Sickness by Age %
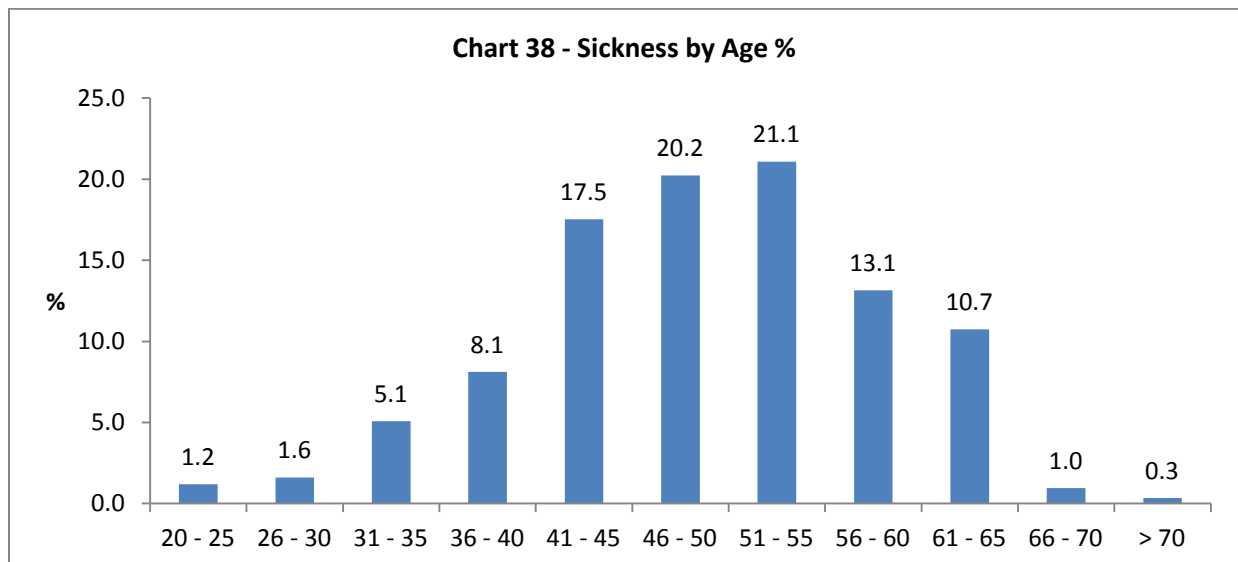
As Chart 38 shows, similar to 2011-12, long term sickness affects predominantly those staff between the ages of 41 and 65, as these figures are greater than those for the population as a whole (Chart 1).

Disability
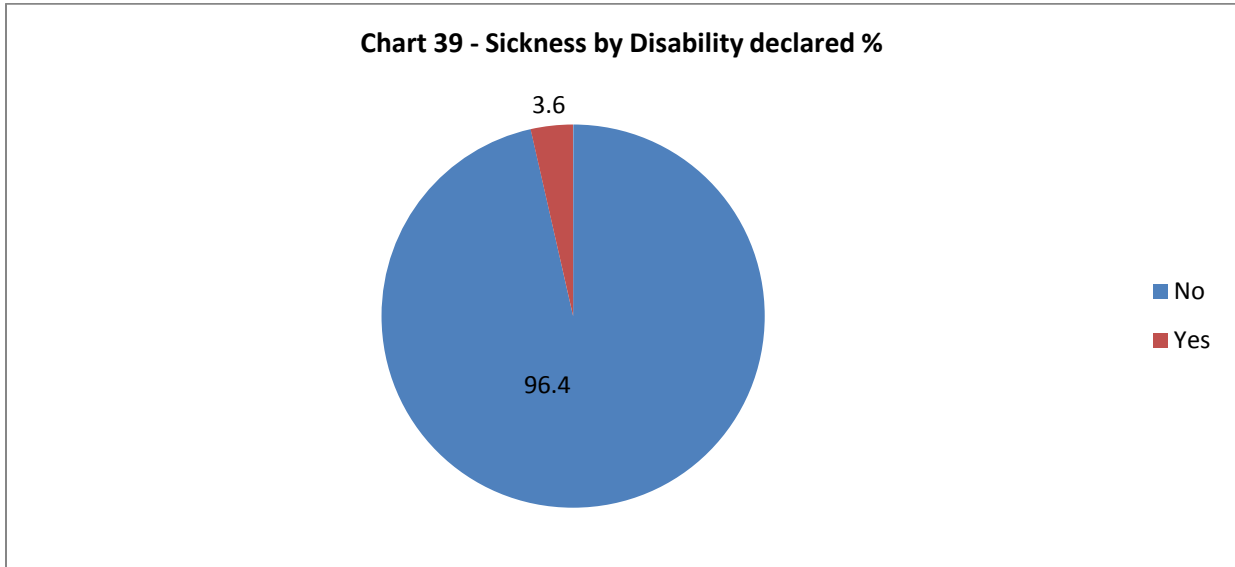
Chart 39 - Sickness by Disability declared %

Chart 39 shows that the proportion of disabled staff absent for 20 days or more is 3.6%. This is higher than the University average of 2.5%, however the actual numbers are very small and therefore this is not a significant difference.
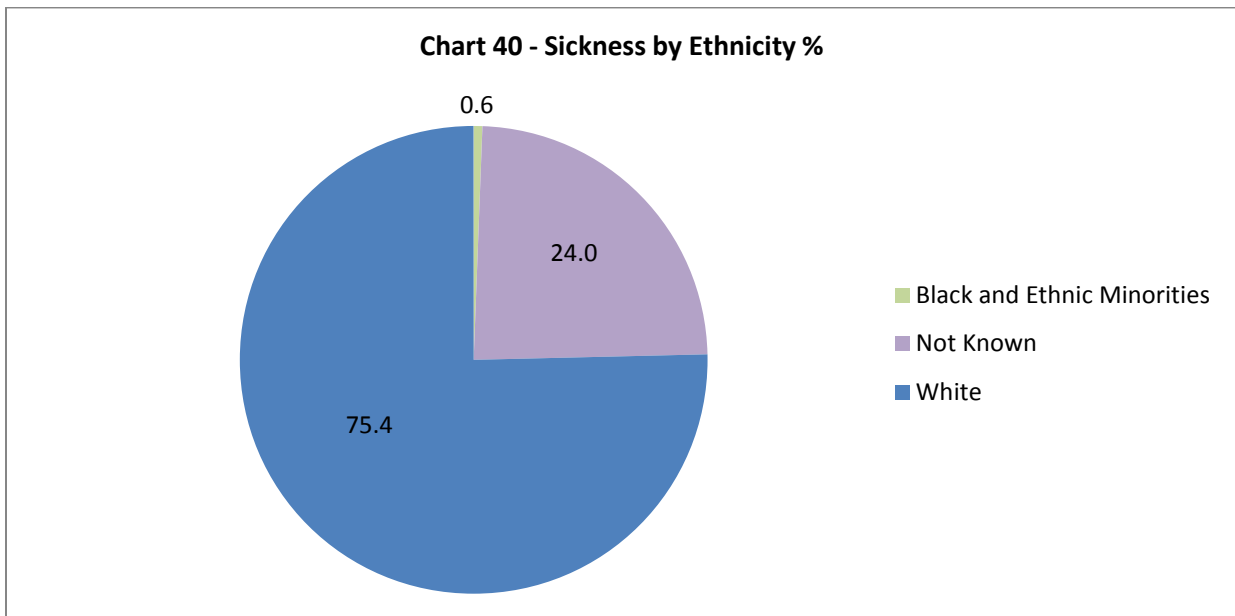
Ethnicity

Chart 40 - Sickness by Ethnicity %

Chart 40 above shows the proportion of BME staff who are off sick for 20 days or more is significantly lower than the proportion of total BME staff in the University (5.7%). However a large proportion of the staff who were absent have not informed us of their ethnicity, so it's not possible to draw any real conclusions from this data.

Sex

Chart 41 - Sickness by Sex %
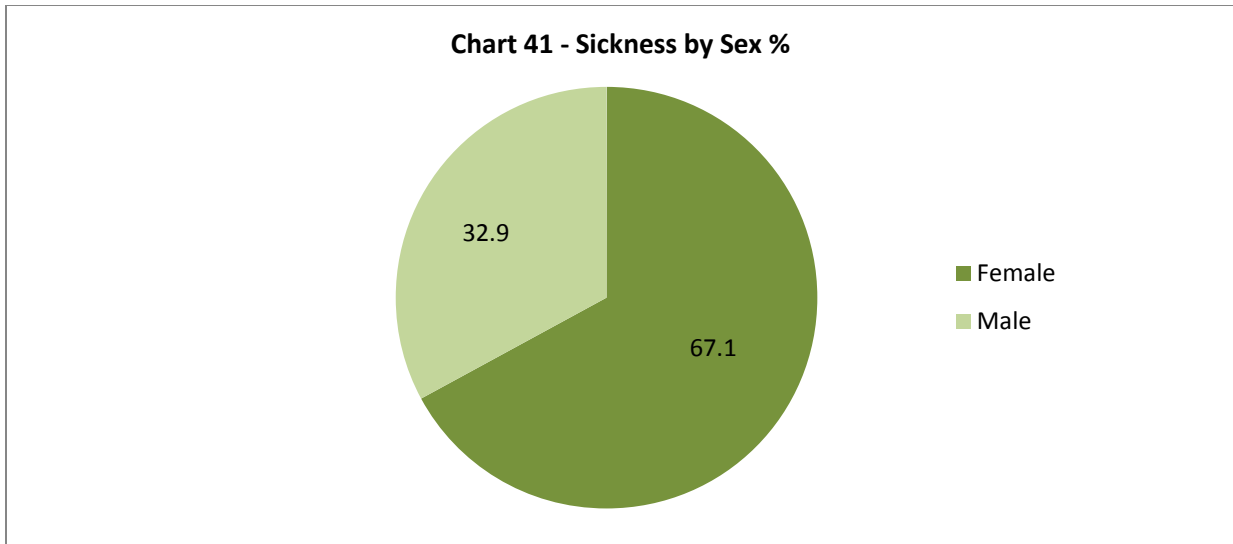
32.9

67.1

- Female
- Male

Chart 41 shows a higher proportion of female staff have been off on sick leave for 20 days or more (67.1%) than the overall University population (see Chart 6). This is an increase on last year's figure of 63.8%.

Academic Promotions

The information in this section is drawn from the University's Athena SWAN Bronze award submission dated 30 November 2012, and covers three years' data rather than just one. The 2013 data is not available at time of writing, as the promotions panels do not meet until July 2013.

Chart 42 - Applicants for academic promotion by sex

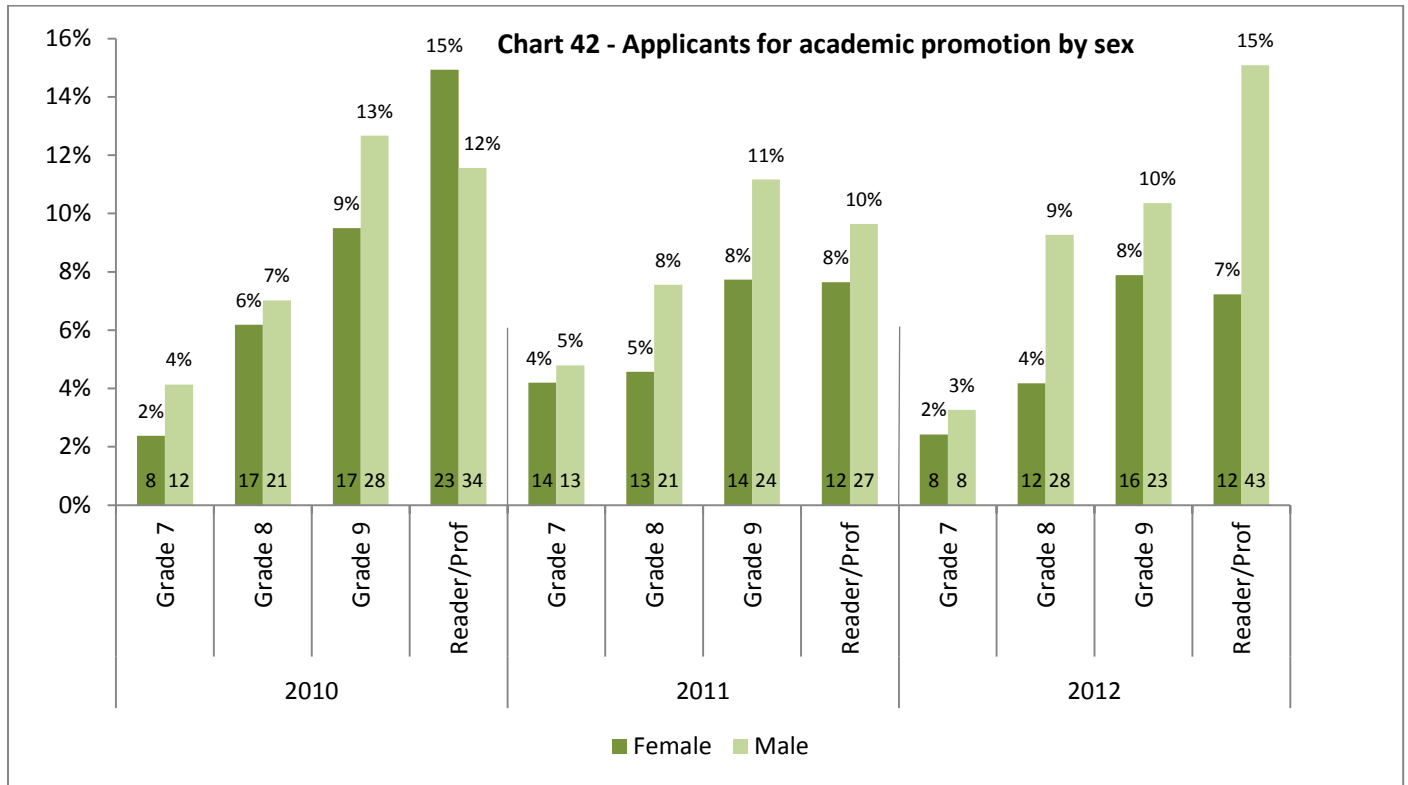| Year	Grade	Female %	Male %	Female n	Male n
2010	Grade 7	2%	4%	8	12
2010	Grade 8	6%	7%	17	21
2010	Grade 9	9%	13%	17	28
2010	Reader/Prof	15%	12%	23	34
2011	Grade 7	4%	5%	14	13
2011	Grade 8	5%	8%	13	21
2011	Grade 9	8%	11%	14	24
2011	Reader/Prof	8%	10%	12	27
2012	Grade 7	2%	3%	8	8
2012	Grade 8	4%	9%	12	28
2012	Grade 9	8%	10%	16	23
2012	Reader/Prof	7%	15%	12	43

Chart 42 outlines the percentage of men and women who applied for academic promotion. As shown, more men than women apply for academic promotion across all grades.

Chart 43 - Successful applications for academic promotion by sex
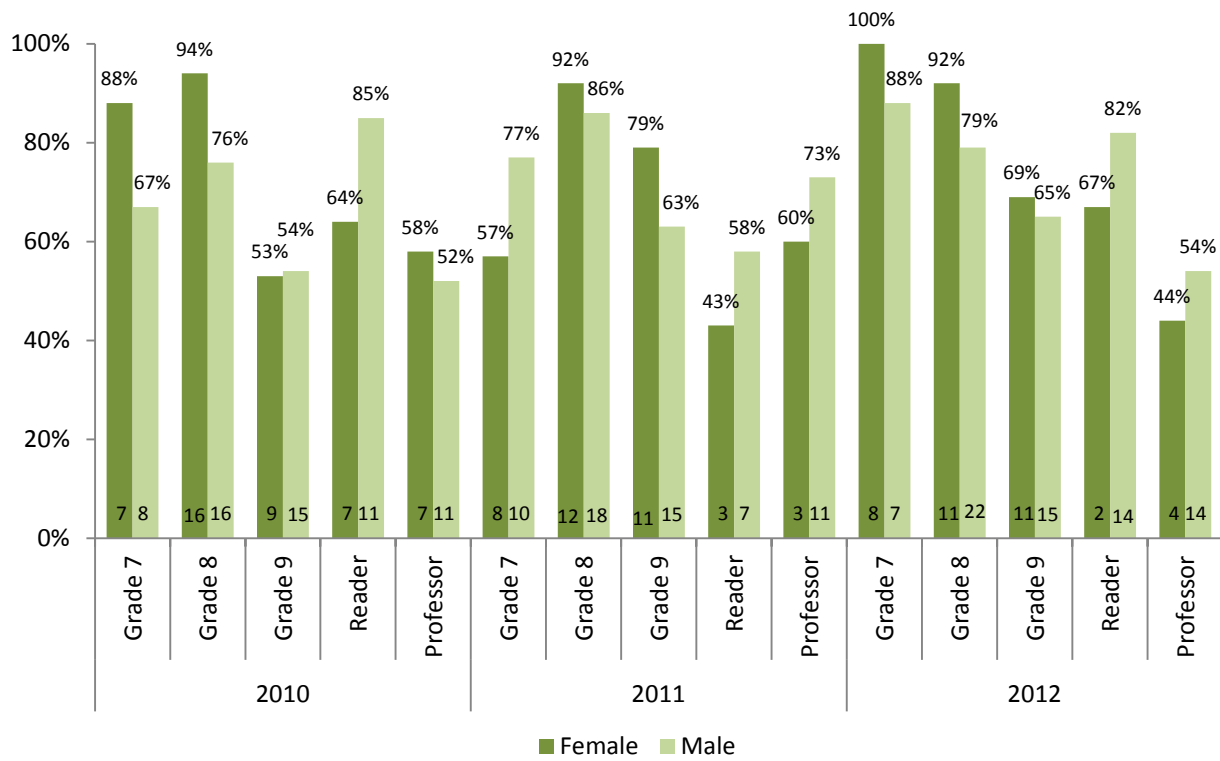
Chart 43 shows that men are more successful in gaining academic promotion at Readership and Professorship, and women are more successful in gaining academic promotion at grades 7 to 9.

Equal Pay

On 30 April 2013 the University published information on the gender pay gap, which has been calculated at 24%. This is the percentage difference between men's average hourly pay and women's average hourly pay (excluding overtime).

http://www.gla.ac.uk/services/humanresources/staff/all/pay/paygrading/genderpaygap/

As the statement notes, this is somewhat higher than the 9.6% figure reported for the UK Labour Market, although closer to 19.8% for the higher education sector as reported by UCEA in February 2013.

The scale of the gender pay gap reflects what is shown in Chart 33 above - that the lower grades are proportionally almost three-quarters female, with the exception of grades 2 and 3 which are roughly equal. Grade 6 has a slightly closer balance but women are still in the majority at 60%. Grades 7 and 8 are roughly equal between the sexes. Grade 9 is majority male at just over 60% and senior grades are just over three-quarters male.

The University is currently producing a more detailed Equal Pay Audit which will be made available once it is finalised.

Conclusions and Recommendations

It is clear from the foregoing that little has changed in the last 12 months – indeed it would have been unrealistic to expect much difference between the two sets of data. However, there have been some notable small positive changes:

- Increase in BME staff at Level 10 from 2.3% to 4%
- Small increases in the percentage of staff disclosing ethnicity (from 83.3% to 84.3%) and marital status (from 83.5% to 85.7%)
- Increase in the number of staff at level 10 declaring a disability from 1.8% to 3.3%, bringing it slightly above the University average.
- A 2% increase in female staff in Science and Engineering

It is also clear from the data that there are areas where further work may be beneficial:

- Only 40.5% of staff were willing to disclose their religion/belief, and only 38.5% of staff were willing to disclose their sexuality. Without more complete data it was not possible to draw conclusions in these areas, far less initiate any actions which might be required.
- An increase in 'prefer not to say' disability records to 18.8% following a data matching/cleansing exercise.
- Numbers of BME staff and female staff at senior levels are still proportionately low.
- Gender pay gap is higher than the average in the HE sector

It is therefore recommended that

1. Consideration is given to how best to encourage staff to complete their diversity profiles in full.   An email reminder is sent out to staff biannually – it is recommended that the next but one email is timed a few weeks before the data is pulled for the 2014 Monitoring report, in order to give the best chance of the information being completed in time for the report.

2. The University continues to implement the Equality and Diversity Strategy Action Plan, and the Athena SWAN Action Plan, in order to make progress toward meeting the staff related Equality Outcomes which form part of the University's requirements under the Public Sector Equality Duty:

- Increase the diversity of the Professoriate and management positions, specifically in gender and ethnicity.
- Foster a supportive culture, which promotes dignity and respect, and where all staff feel valued and inappropriate behaviours are challenged.
- To provide a seamless service provision to disabled staff.

There are various actions within the Equality and Diversity Strategy Action Plan which are directly relevant to these areas:

3.1 To join the Athena SWAN Charter and support the University Bronze submission.

This has now been achieved but further work is ongoing in support of 'Departmental' Bronze submissions, and with the University-wide Action Plan. The overall effect of this should be to increase the diversity of senior positions within the STEMM subject areas.

5.4 To conduct annual equal pay audit and review and implement revised action plan accordingly.

The equal pay audit was not finalised at time of writing but is expected to be made available shortly. It is hoped that the more detailed information will assist in identifying any possible actions to address the gender pay gap.

5.7 Supporting the development and delivery of STELLAR Scotland, a BME leadership programme.

It is hoped that this will have the effect of increasing the numbers of BME staff in leadership and senior roles.

6.1 To roll out the two online equality training modules across the University.
6.2 To provide equality training to staff who cannot access IT facilities.

These two actions are underway, and Senior Management Group has set a target of 90%+ completion rate by 2017. These actions are in pursuit of fostering a supportive culture on campus, which may mean that staff feel more comfortable about completing their diversity profiles, and lead to more robust data on the protected characteristics in the future.

Helen Speirs
Equality & Diversity Officer
May 2013
Updated to correct disability data, January 2014.

GLOSSARY OF TERMS

Athena SWAN - Scheme which recognises excellence in Science, Technology, Engineering, Mathematics and Medicine (STEMM) employment in higher education
BME – Black and Minority Ethnic
FTE – Full Time Equivalent
HE – Higher Education
HESA – Higher Education Statistics Agency
HR – Human Resources
LGB – Lesbian, Gay or Bisexual
MPA – Job Family of Management, Professional and Administrative
MVLS – College of Medical, Veterinary and Life Sciences
ONS – Office of National Statistics
SMG – Senior Management Group
SOSR – Some Other Substantial Reason
UCEA – Universities and Colleges Employers Association