

Staff Equality Monitoring Report 2014-15

Executive Summary

This is the fourth annual staff equality monitoring report produced by the Equality and Diversity Unit, and follows largely the same format as the previous reports to allow comparison between years. This report supports the University's obligations to publish annual staff equality monitoring data as part of the Public Sector Equality Duty under the Equality Act 2010.

The publishing cycle for the 2014-15 mirrors that of last year, and reflects the previous academic cycle (August-July).

There have been small but important changes since the last report. For example,

- The overall gender split for staff has remained the same as 2013-14 at 55% female and 45% male, with a slight increase of female staff again this year at Level 10¹ (from 25.7% to 26.3%).
- The percentage of Black and Minority Ethnic (BME) staff has increased by 0.4% to 6.8% (up from 5.3% in 2011-12).
- 3.2% of staff have declared a disability compared with 3.1% in 2013-14.
- There has been a steady improvement in declaration rates for diversity information across most of the protected characteristics for most staff since the start of reporting.

It is also clear from the data where we need to do further work: for example,

- A low percentage of successful BME applicants compared to applications.
- The percentages of staff for whom we have no information in relation to sexual orientation (44.4%) and religion or belief (60.2%) remains high.
- Staff within the Operational and Clinical job families have lower declaration rates than other roles, especially in relation to disability.

We report for the first time on staff by nationality (UK, EU/EEA and International) and also types of disability declared.

¹ See Table 6, page 4 for definition

Introduction

The Staff Equality Monitoring Report allows the University to have a standard base for all staff equality information across the organisation. This report will assist the further development of the Equality and Diversity Strategy and Action Plan, and ongoing work towards the equality outcomes for the Public Sector Equality Duty.

The aim of this report is to provide transparent data for all functions in the institution to use when equality information is required, such as when conducting Equality Impact Assessments.

Structure

This report has been structured to provide a 'Whole University' overview by all the protected characteristics plus full/part time working, followed by specific sections on age, disability, ethnicity and sex, with a breakdown of data by the following:

- College
- Level 10 staff
- Job Family Profiles
- Grade
- Full/Part Time
- Contract Type
- Nationality
- Recruitment – by all applications and successful applicants

We have not provided a further breakdown beyond 'Whole University' on data for religion and belief, nor on sexual orientation, as the proportion of staff answering these questions is too small to give meaningful information.

Further information has then been provided by sex on:

- Academic Promotions
- Equal Pay

Notes and definitions

The census date for this information was 19 August 2015, unless otherwise stated. Percentages have been used, as there are some instances where numbers are very small and using actual numbers carries a risk of identifying individual staff. Overall figures for each of the sections have been provided in Tables 1-6 below.

Whole University - this is the head count for all staff in the University, with those on multiple contracts only being counted once. Total head count is **6865** (including multiple contracts this would be 7105). The three previous years were 6144 (2011-12), 6377 (2012-13) and 6592 (2013-14).

College/University Services Split

When using the term 'By College' this includes University Services as a College.

Table 1 - College	#	%
Arts	502	7%
MVLS	2188	32%
Science and Engineering	999	15%
Social Science	720	10%
University Services	2456	36%

Job Family Profile

Some members of the Senior Management Group are classed as 'Research and Teaching' under the Job Family profile. For reporting purposes these have been moved into Senior Management Group, and the Research and Teaching figures have been amended accordingly.

Table 2 - Job Family	#	%
Clinical	292	4%
MPA	2152	30%
Operational	936	15%
Research & Teaching	2851	42%
SMG	13	0%
Technical & Related	610	9%

By Full/Part Time

All staff who work less than one FTE are considered part time.

Table 3 - Full Time / Part Time	#	%
Full Time = FTE 1.0	4716	69%
Part Time = FTE - 0 + anything < 1.0	2149	31%

By Contract Type

The contract types are as follows;

F = Fixed term as per FT & OE Contract policy

O = Open ended with funding end date

P = Open ended + Permanent in Temporary Fixed Term Appointment

S = Fixed term - SOSR e.g. Maternity leave cover

Table 4 - Contract Type	#	%
F = (F) Fixed term	474	7%
O = (O) Open ended with funding end date	1386	20%
P = (P) Open ended + (C) Permanent in Temporary Fixed Term Appointment (HoC/Principal/VP roles etc)	4819	70%
S = (S) Fixed term - SOSR e.g. Maternity leave cover	175	3%

Grade Grouping

Table 5 - Grade Grouping	#	%
Grade 1	363	5%
Grade 2	476	7%
Grade 3	313	5%
Grade 4	445	6%
Grade 5	636	9%
Grade 6	1106	16%
Grade 7	1190	17%
Grade 8	826	12%
Grade 9	599	9%
Level 10 (see Table 6 for definition)	467	7%
Clinical	236	3%
Other	208	3%

Table 6 - Level 10 staff (based on Actual Grade Description)	#	%
Clinical Professor	1	0%
Professor	415	89%
Senior Administrative Group	38	8%
Senior Management Group	13	3%

Ethnicity

Two charts have been provided for the whole University ethnicity data. For all subsequent charts all ethnic minority categories have been combined into Black and Minority Ethnic (BME).

Nationality

We have included in this year's report consideration of staff by nationality. This is based on information provided by staff about their right to work in the UK. For the purpose of this report we have used the following categories: UK, EU/EEA and International.

Academic Promotions

The data for promotion is currently only available by sex.

Recruitment - Applications and Successful Applicants

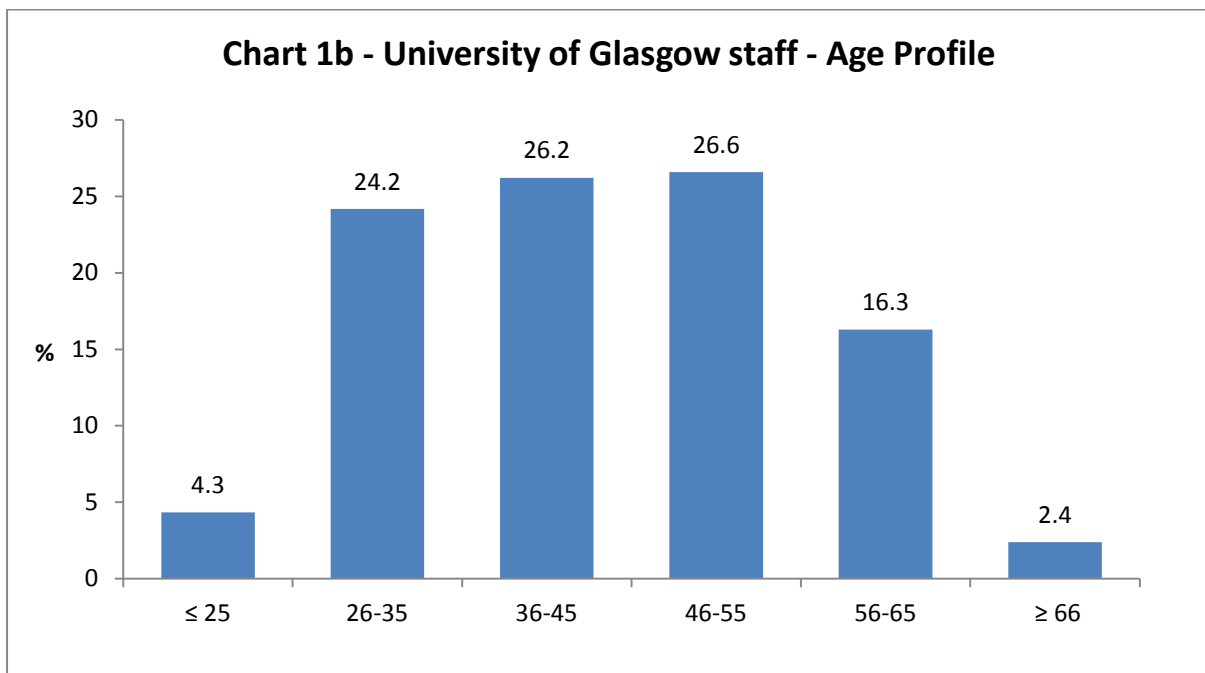
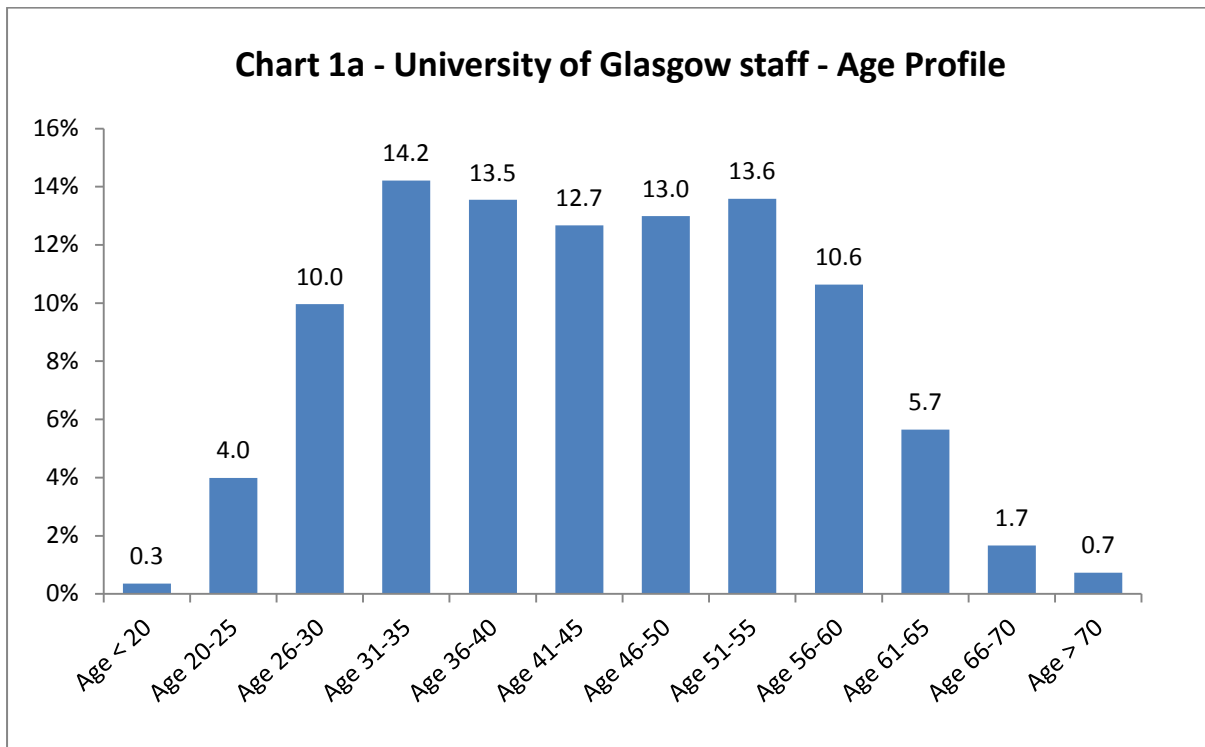
The census date for applications and successful applicants was 01 August 2014 – 31 July 2015. The information excludes those who withdrew during the application process and direct appointments.

Equal Pay

The data for equal pay is currently only available by sex.

Whole University Profile

Age



The University's age profile follows more or less a bell curve, as shown in Charts 1a and 1b above. The age profile has remained similar since 2011-12. In 2013-14 we saw an increase in the percentage of staff aged 66-70+ (to 1.2 %), following the removal of the default retirement age. The percentage of all staff over 60 years has again shown a slight increase, with staff aged 66-70 increasing to 1.7% in 2014-15.

Disability

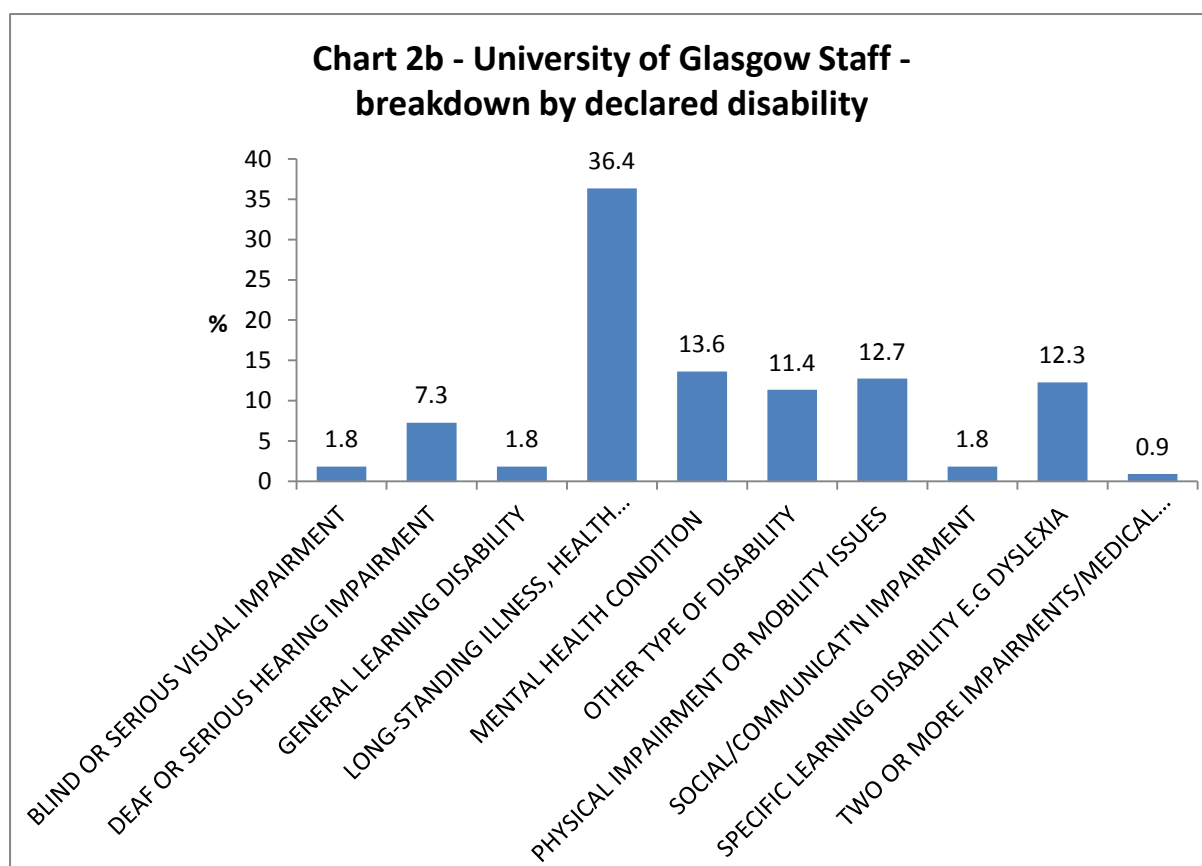
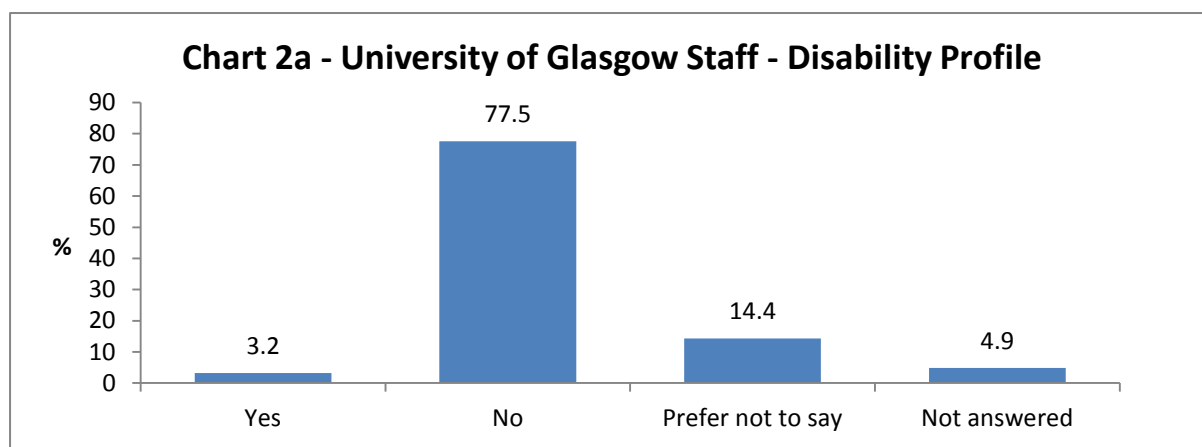


Chart 2a above shows 3.2% of University staff has declared a disability. This figure is 0.1% higher than last year, continuing a marginal rise since 2007. The figure is lower than the average for the UK Higher Education sector (4.2%) but higher than the Scottish average (3.4%).²

We are including in the report for the first time a breakdown of the type of disabilities staff have declared, shown in Chart 2b above. More than a third of staff declaring a disability have a long-standing illness or health condition.

² Equality in Higher education: Statistical Report 2015, Part 1: Staff, Equality Challenge Unit, Table 2.1 <http://www.ecu.ac.uk/publications/equality-higher-education-statistical-report-2015/>

Marital Status

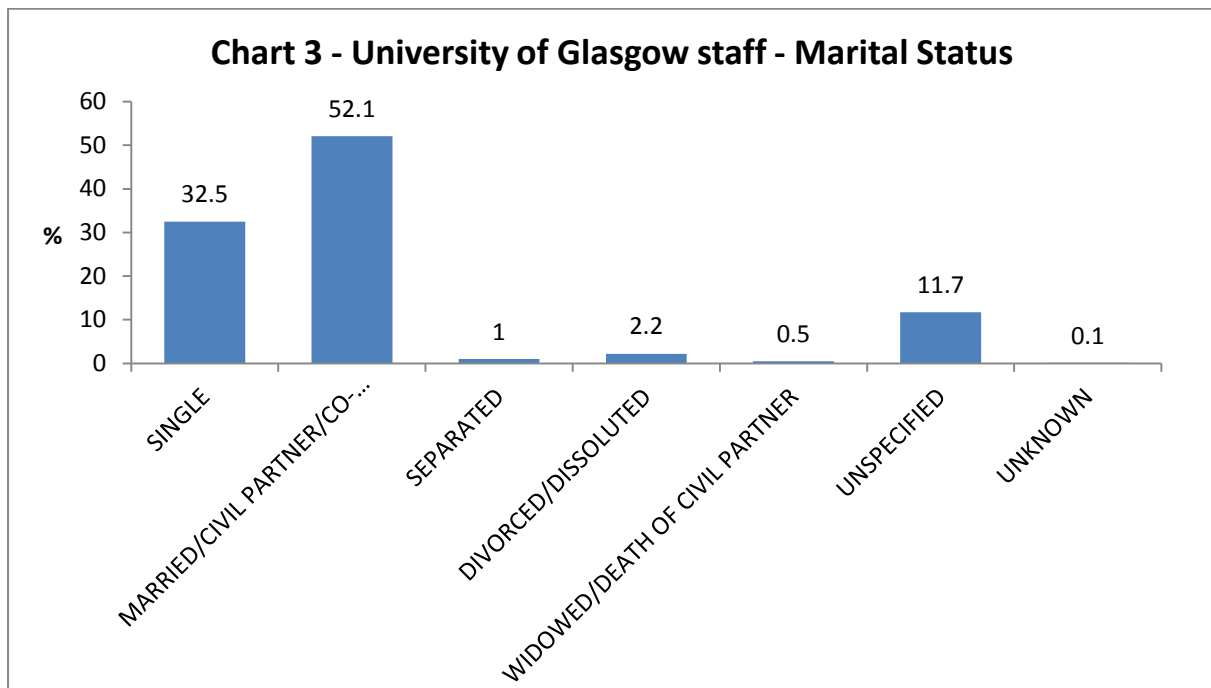
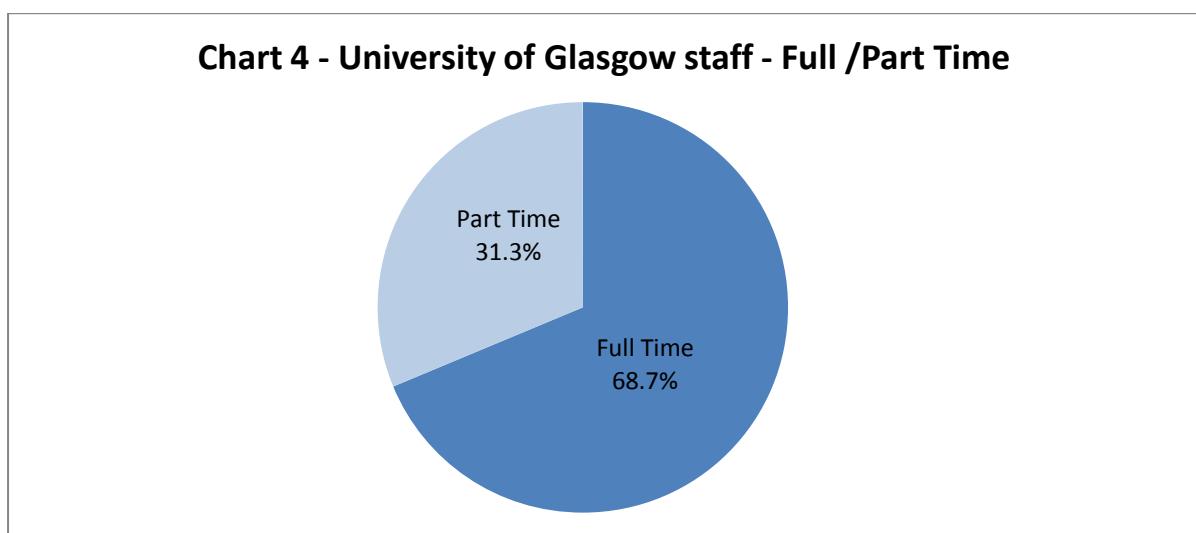


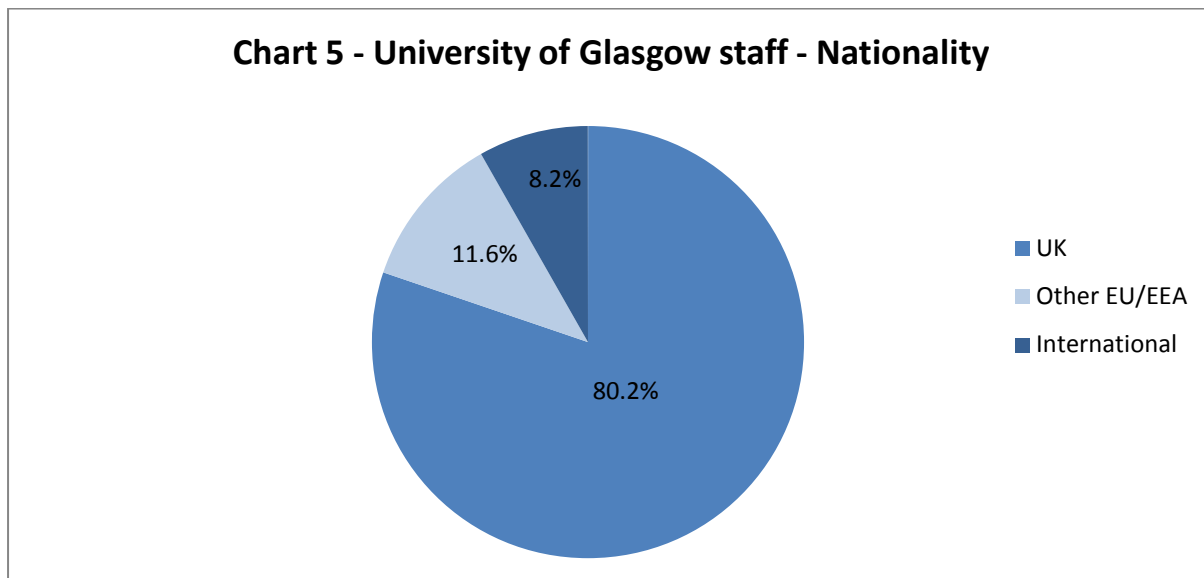
Chart 3 shows 52.1% of staff are either married, in a civil partnership or co-habiting, whilst 31.2% are single. This is very similar to the data reported from 2011-12 to 2013-14. The 'unspecified' figure has dropped from 16.5% to 11.7% across the four years, which may indicate staff are more comfortable disclosing this type of information than other diversity information such as disability or sexual orientation.

Full Time/Part Time



The University has 4716 full time staff and 2149 part time staff. Chart 4 shows this in percentage terms.

Nationality



We include for the first time in this report a breakdown of staff's origins. 11.6% of staff come from other EU/EA countries and 8.2% from elsewhere overseas. 80.2% of staff in 2014-15 are from the UK.

Ethnicity

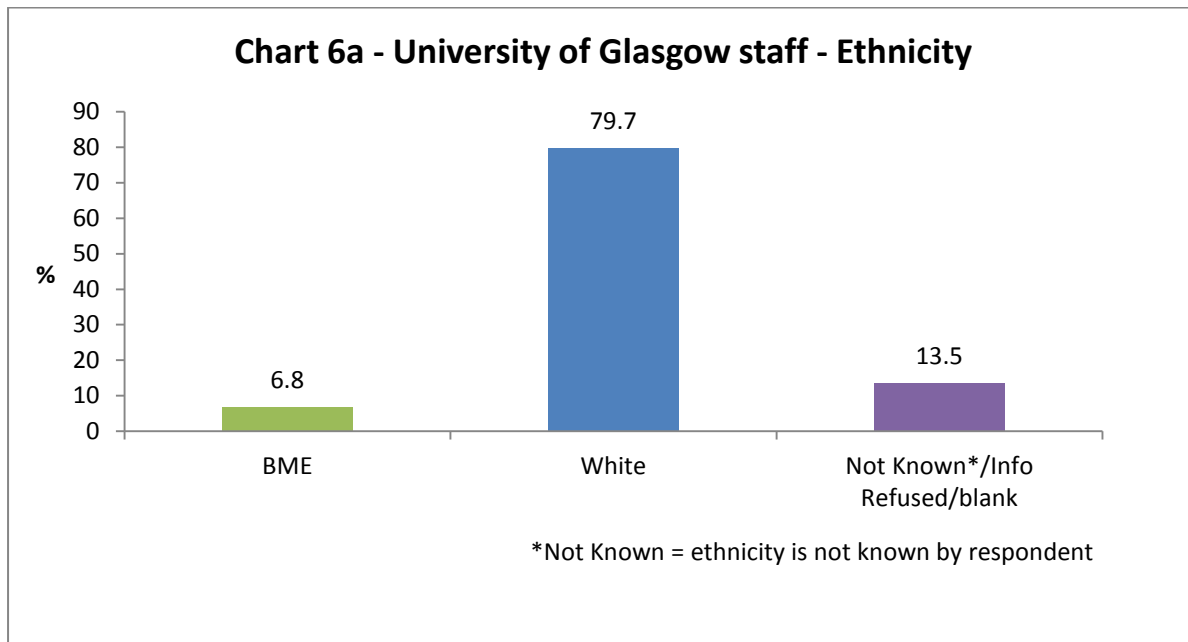
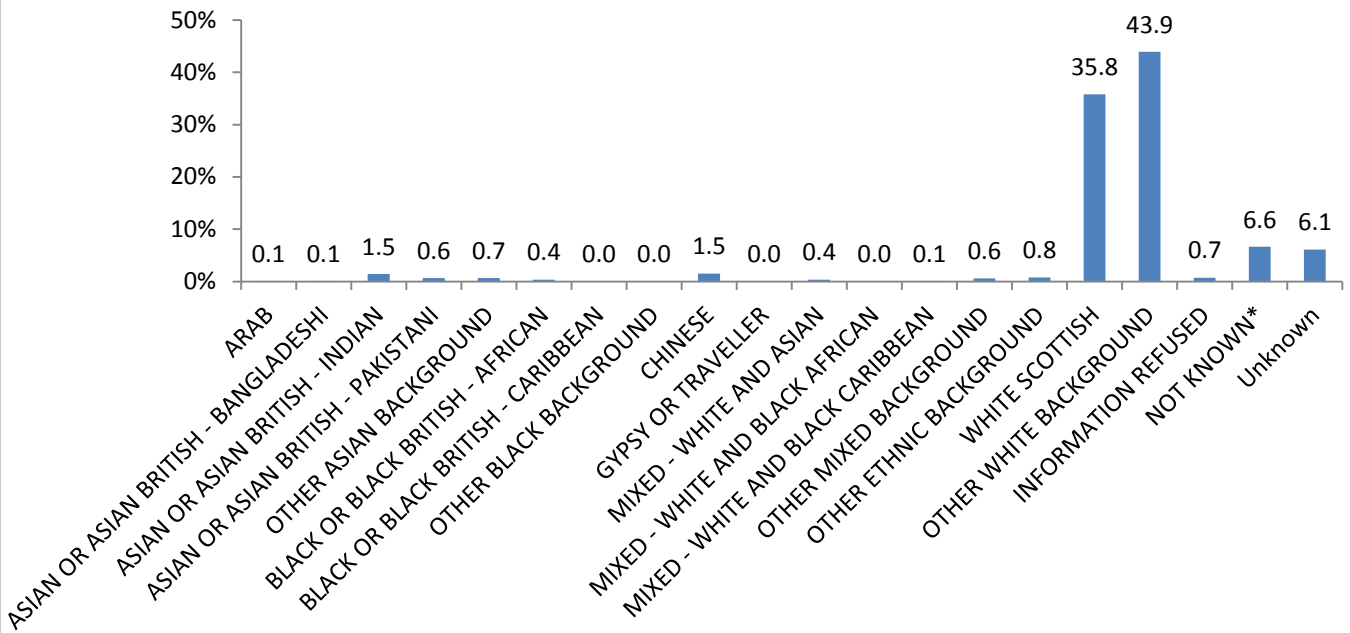


Chart 6a shows 6.8% of University staff are from a Black or Minority Ethnic background (up from 5.3% in 2011-12, 5.7% in 2012-13 and 6.4% in 2013-14); this is higher than the Scottish national average from the 2011 census (4%), but lower than the Glasgow City average from the same census (11.6%). It should be noted 13.5% have not completed, or refused to respond to the question (down from a high of 16.7% in 2011-12). The full ethnic breakdown is provided for information in Chart 6b below.

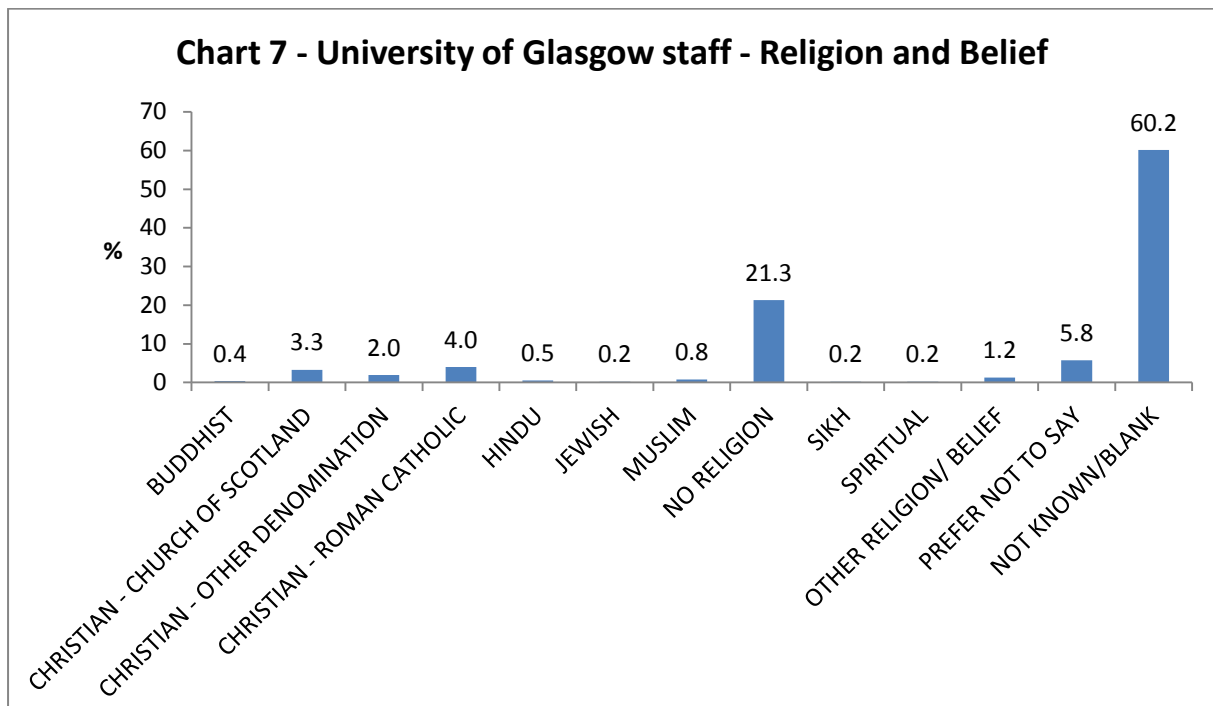
Chart 6b - University of Glasgow staff - Ethnicity (all)



*Not Known = ethnicity is not known by respondent

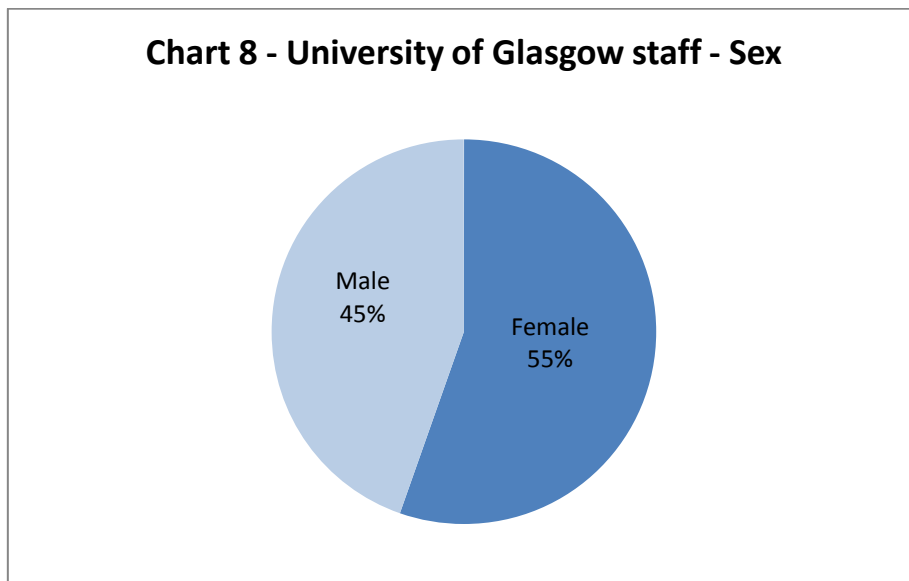
Religion or belief

Chart 7 - University of Glasgow staff - Religion and Belief



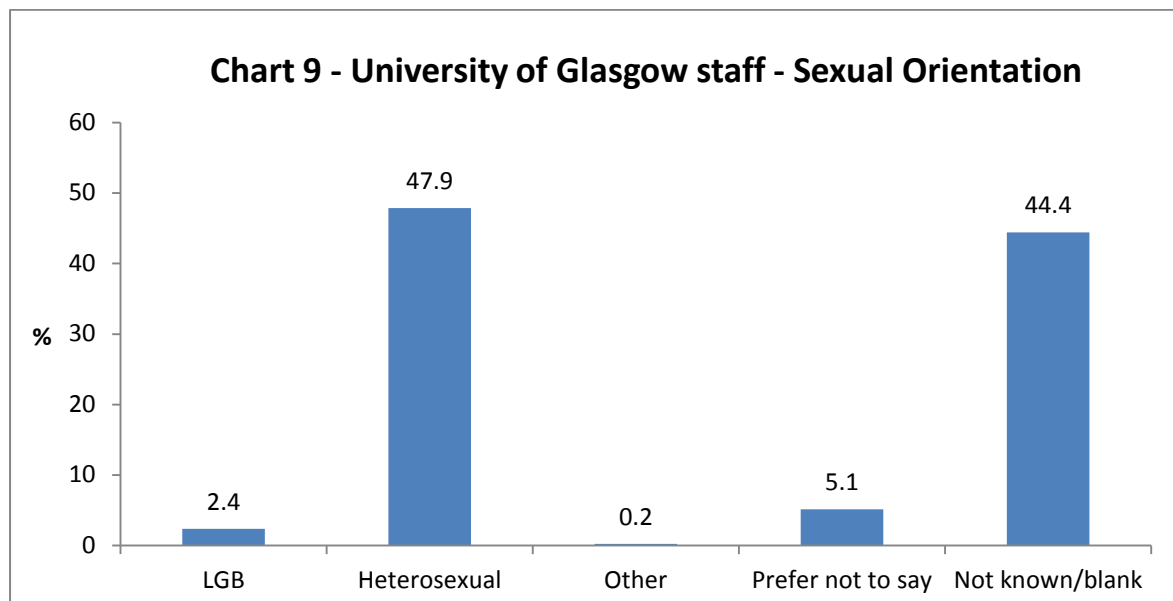
Data for 2014-15 shows a reduction of 9% in the percentage of staff for whom we have no information in relation to religion and belief. We saw an increase in staff selecting Christian categories (from 5.4% to 9.3%) and a 5.1% increase in the percentage of those selecting 'No Religion'.

Sex



In 2014-15 there was no change to the overall gender makeup of the University's workforce.

Sexual Orientation



There has been a steady increase in staff reporting they are gay, lesbian or bisexual (up from 1.3% in 2011-12). Although the number of 'Not known/Blank' has continued to fall over the past three years from 60% in 2011-12, the overall percentage of staff for whom we have no information in relation to sexual orientation remains high. The percentage of 'Prefer not to say' has increased from 4.4% in 2013/14.

Profile by Age

By College

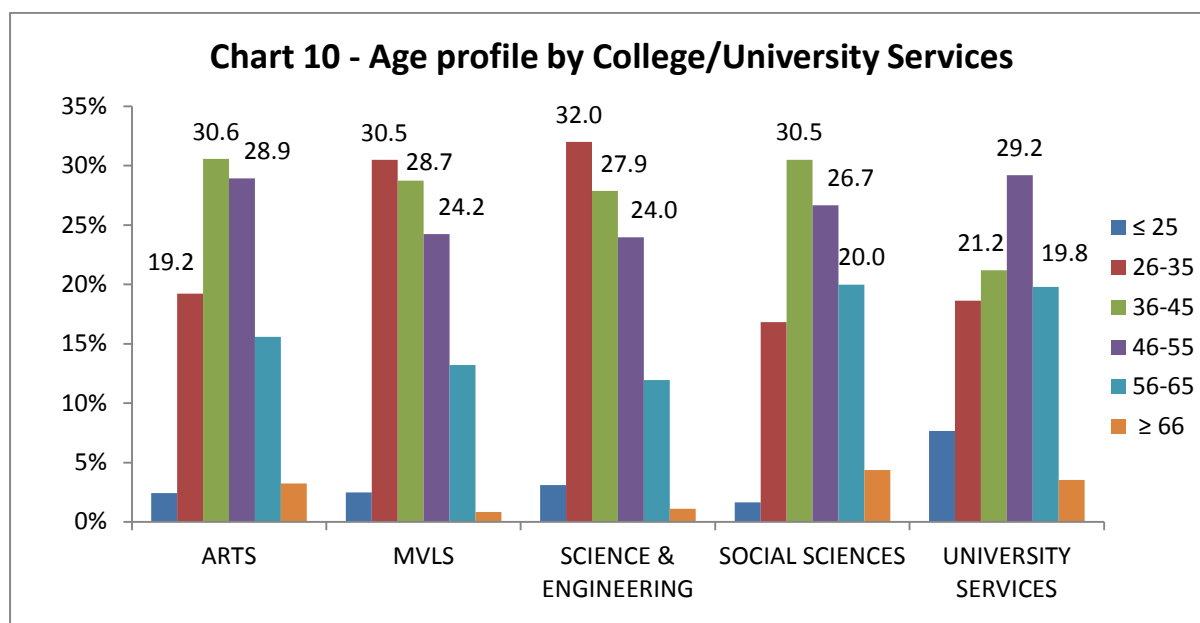


Table 7	ARTS	MVLS	SCIENCE & ENGINEERING	SOCIAL SCIENCES	UNIVERSITY SERVICES
Age Range	%	%	%	%	%
≤ 25	2.4	2.5	3.1	1.6	7.7
26-35	19.2	30.5	32.0	16.8	18.6
36-45	30.6	28.7	27.9	30.5	21.2
46-55	28.9	24.2	24.0	26.7	29.2
56-65	15.6	13.2	11.9	20.0	19.8
≥ 66	3.2	0.8	1.1	4.4	3.5

Chart 10 above allows a quick visualisation of the distribution of ages in each College which can be compared with the Whole University distribution in Chart 1. Table 7 above gives the relevant percentages. Arts and Social Sciences have a usual bell curve of age ranges, whilst MVLS and Science and Engineering have more staff in the 26-35 age ranges. Social Sciences and University Services have the highest percentage of staff age 56 and over.

By Level 10 staff

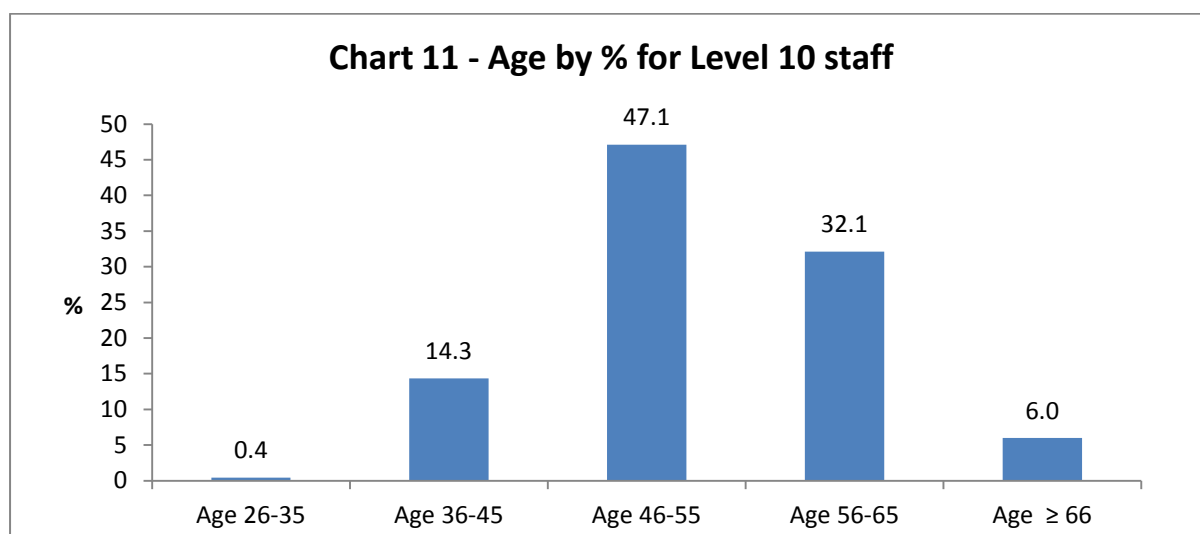
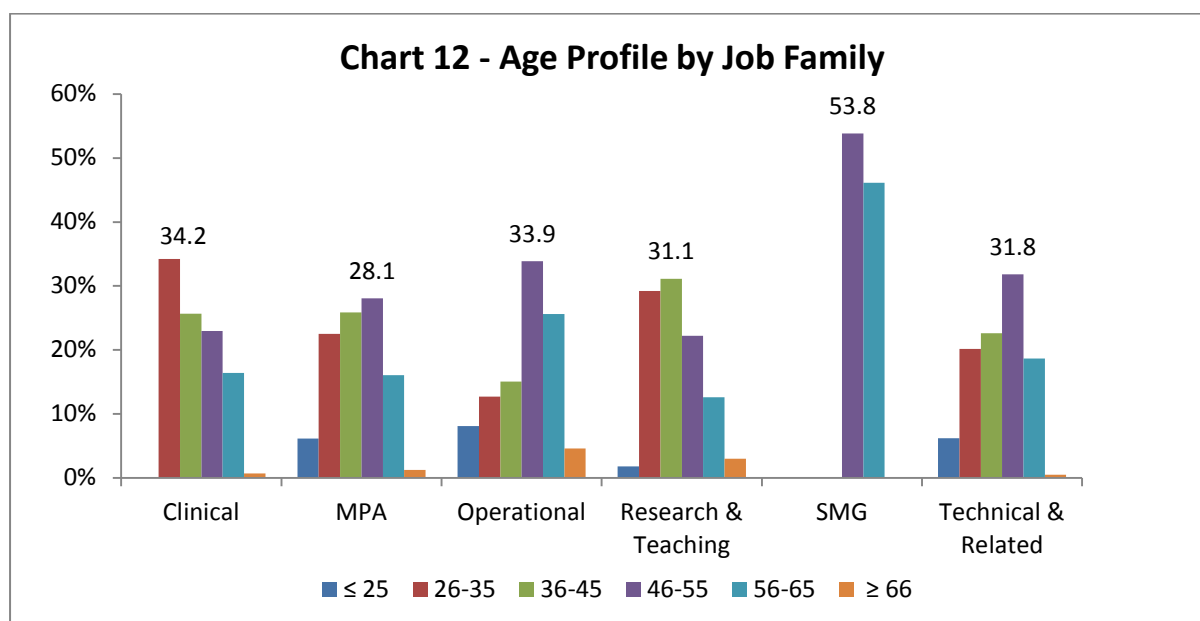


Chart 11 above shows the majority of Level 10 staff are aged 46 or over; this reflects last year's data, but is a shift from the 2011-12 profile which clearly showed the majority were aged 51+ years.

By Job Family Profile



Again, Chart 12 above gives a quick visualisation of the distribution within each job family. From this it can be seen the MPA staff profile is most similar to the University average (Chart 1), whilst Research & Teaching staff have a slightly younger profile. Operational and Technical & Related staff have an older profile. Note the numbers of Clinical staff are quite low, so it is difficult to draw conclusions. Table 8 below gives the relevant percentage figures which are very similar to those seen in previous years.

Table 8	Clinical	MPA	Operational	Research & Teaching	SMG	Technical & Related
Age Range	%	%	%	%	%	%
Age ≤25	0.0	6.2	8.1	1.8	0.0	6.2
Age 26-35	34.2	22.5	12.7	29.2	0.0	20.2
Age 36-45	25.7	25.9	15.1	31.1	0.0	22.6
Age 46-55	22.9	28.1	33.9	22.2	53.8	31.8
Age 56-65	16.4	16.1	25.6	12.6	46.2	18.7
Age ≥66	0.7	1.3	4.6	3.0	0.0	0.5

By Grade

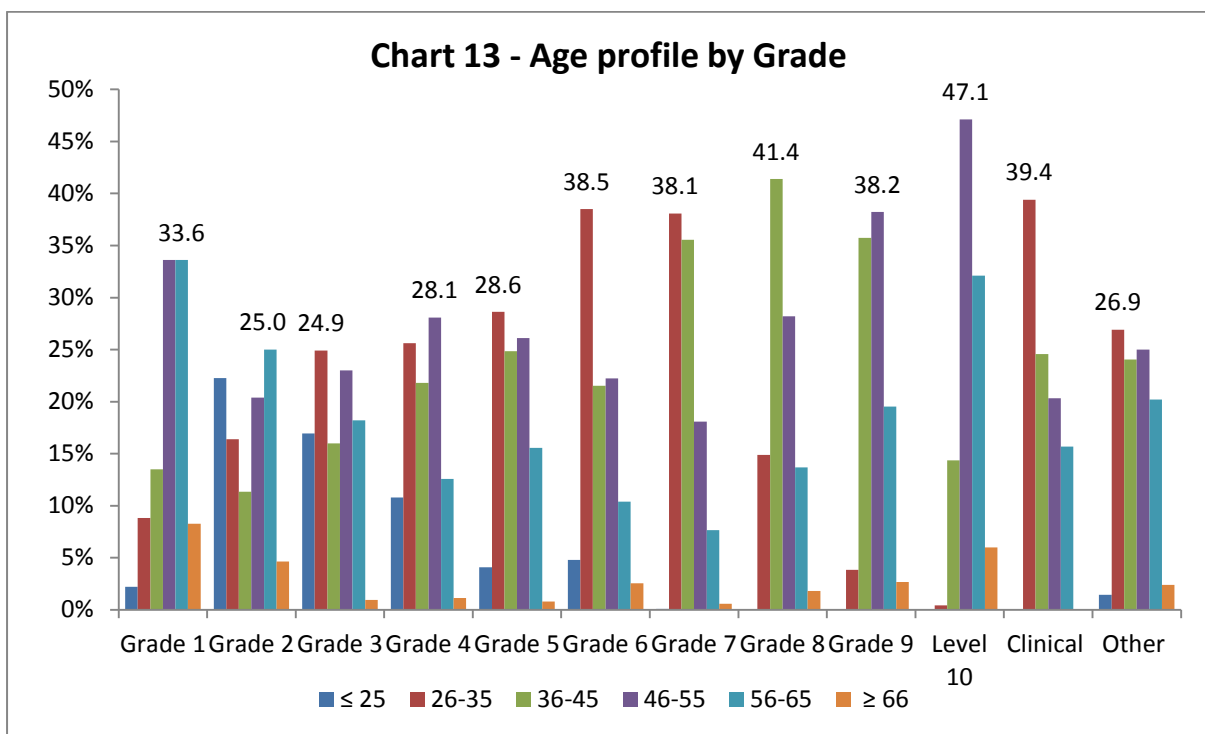
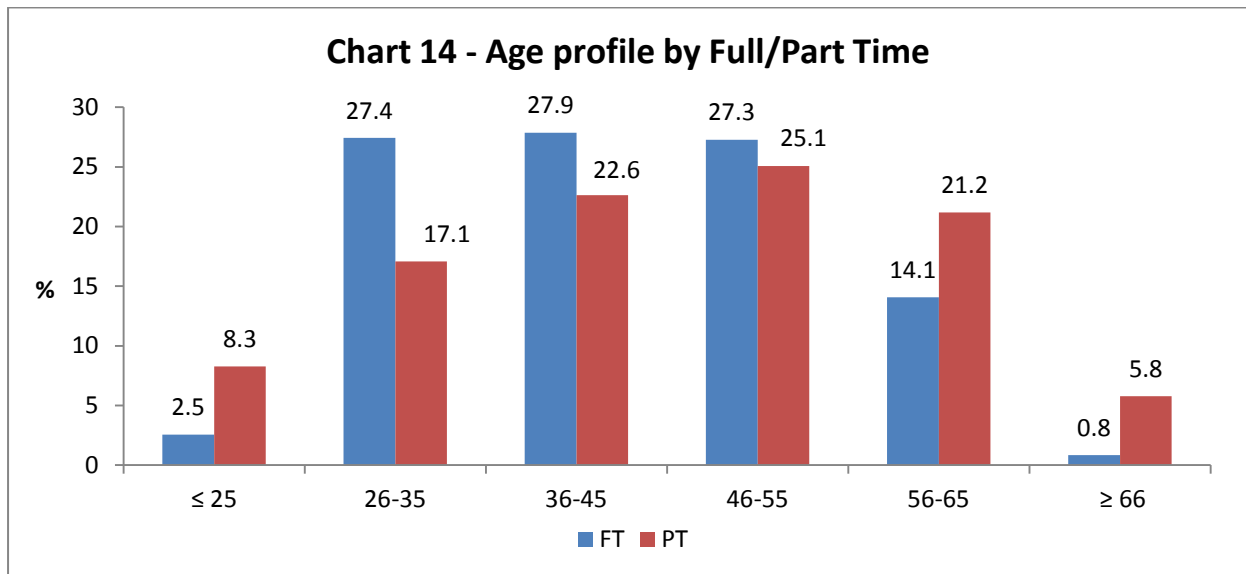


Table 9	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Clinical	Other
Age Range	%	%	%	%	%	%	%	%	%	%	%	%
Age ≤ 25	2.2	22.3	16.9	10.8	4.1	4.8	0.1	0.0	0.0	0.0	0.0	1.4
Age 26-35	8.8	16.4	24.9	25.6	28.6	38.5	38.1	14.9	3.8	0.4	39.4	26.9
Age 36-45	13.5	11.3	16.0	21.8	24.8	21.5	35.5	41.4	35.7	14.3	24.6	24.0
Age 46-55	33.6	20.4	23.0	28.1	26.1	22.2	18.1	28.2	38.2	47.1	20.3	25.0
Age 56-65	33.6	25.0	18.2	12.6	15.6	10.4	7.6	13.7	19.5	32.1	15.7	20.2
Age ≥ 66	8.3	4.6	1.0	1.1	0.8	2.5	0.6	1.8	2.7	6.0	0.0	2.4

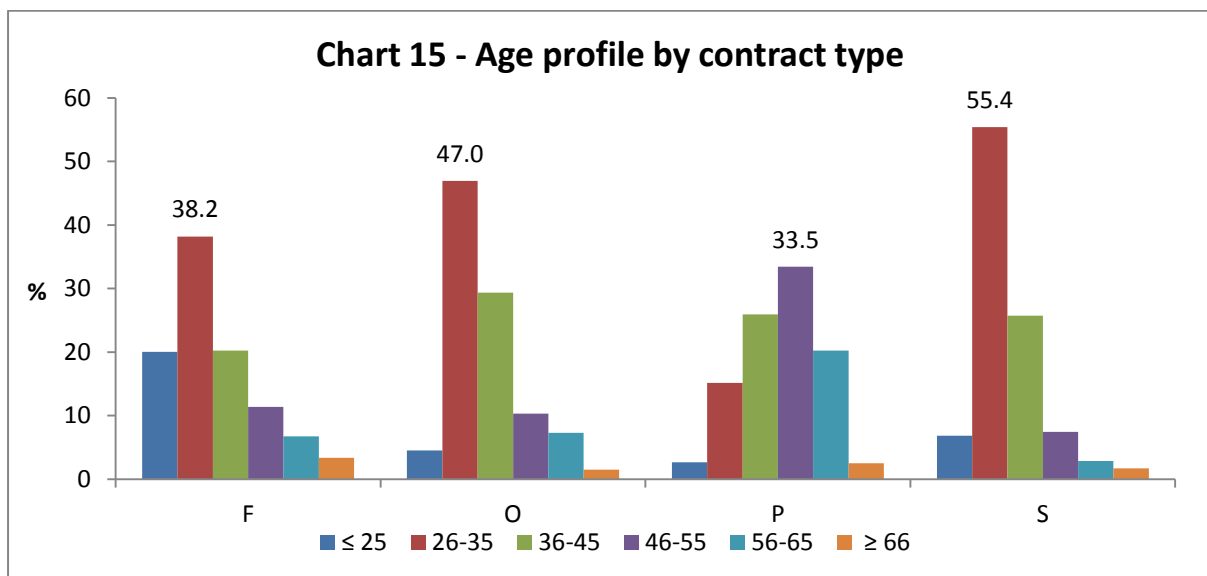
Chart 13 and Table 9 show the general profile for age range reflects the norm; staff who are in senior grades (9 and above) are likely to be older. However there are spikes in grades 1, 2 and 3 for staff who are aged 50 years or over, which is possibly linked to the job family profiles. This profile is similar to previous reported years.

By Full/Part Time



As in previous reported years, Chart 14 shows the part time staff age profile mirrors the University profile as shown in Chart 1. Part-time workers outnumber full-time workers in age ranges less than 25, and 56 and over.

By Contract Type



Key

F = Fixed term as per FT & OE Contract policy

O = Open ended with funding end date

P = Open ended ('Permanent') + Perm in Temp Fixed Term Appointment (HoC/Principal/VP role)

S = Fixed term - SOSR e.g. Maternity leave cover

Table 10	F	O	P	S
Age Range	%	%	%	%
Age ≤25	20.0	4.5	2.7	6.9
Age 26-35	38.2	47.0	15.2	55.4
Age 36-45	20.3	29.4	26.0	25.7
Age 46-55	11.4	10.3	33.5	7.4
Age 56-65	6.8	7.3	20.3	2.9
Age ≥66	3.4	1.5	2.5	1.7

It can be seen in Chart 15 above 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. The Fixed term contracts (code S) are relative few in number, hence the spike in age range 26-35 years.

By Nationality

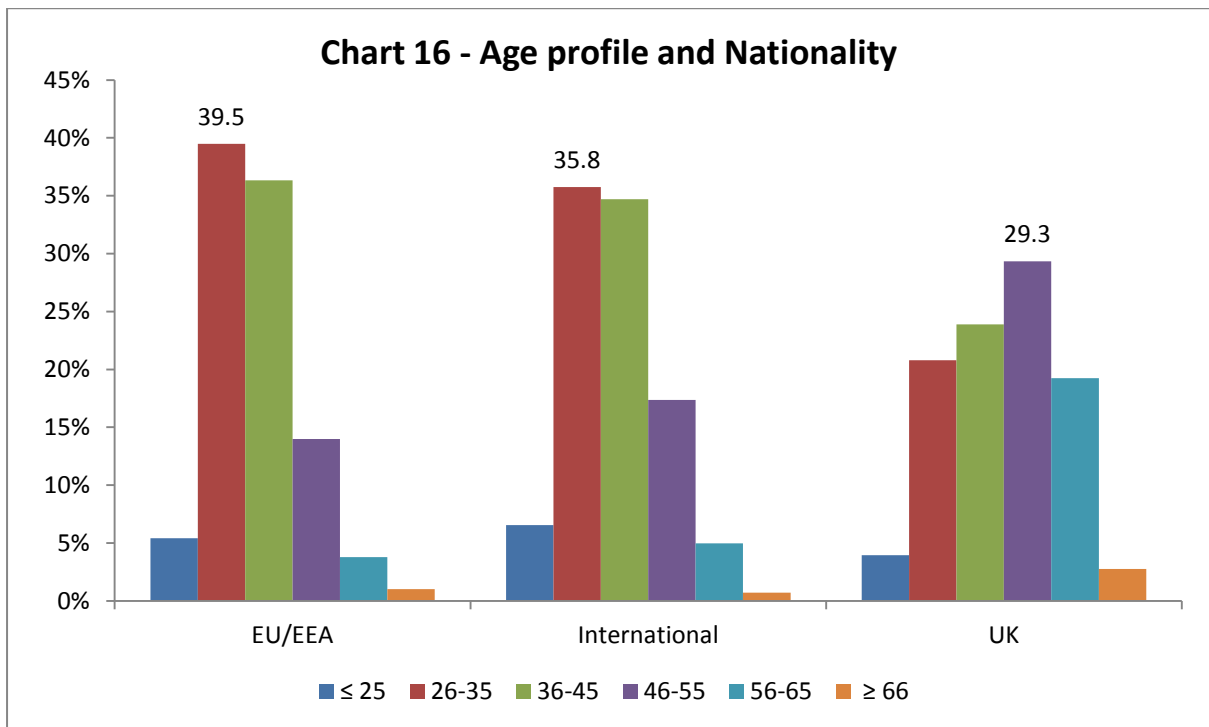
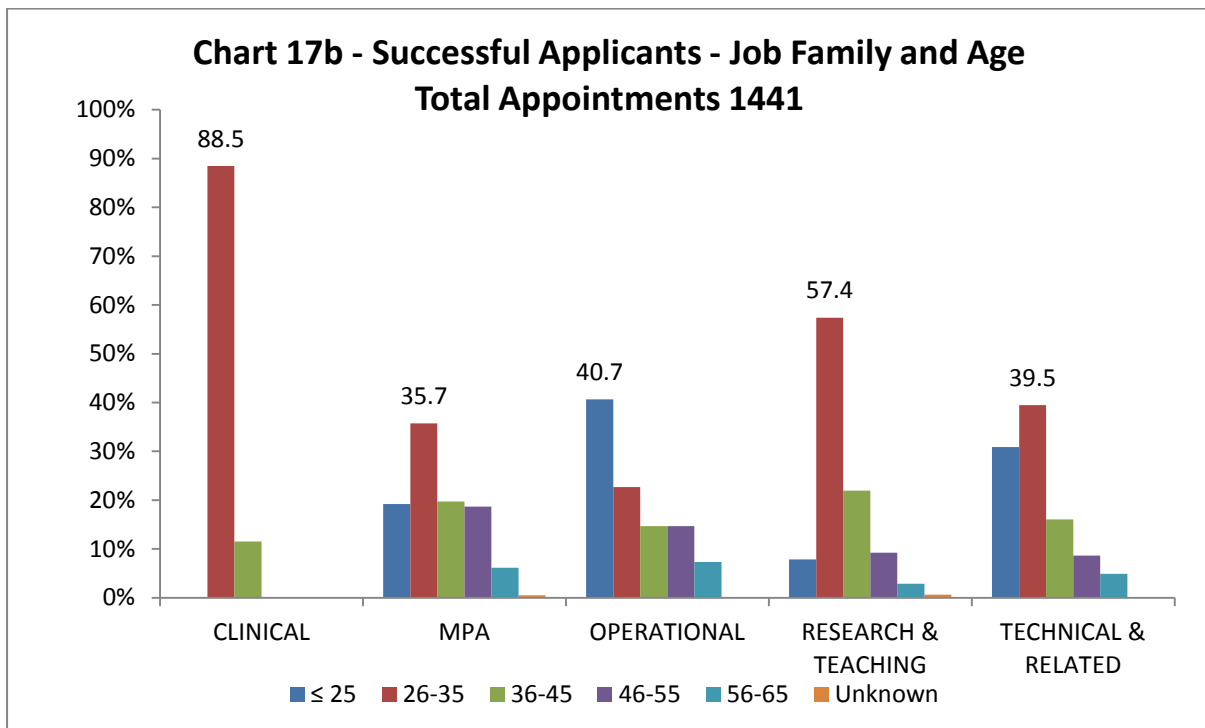
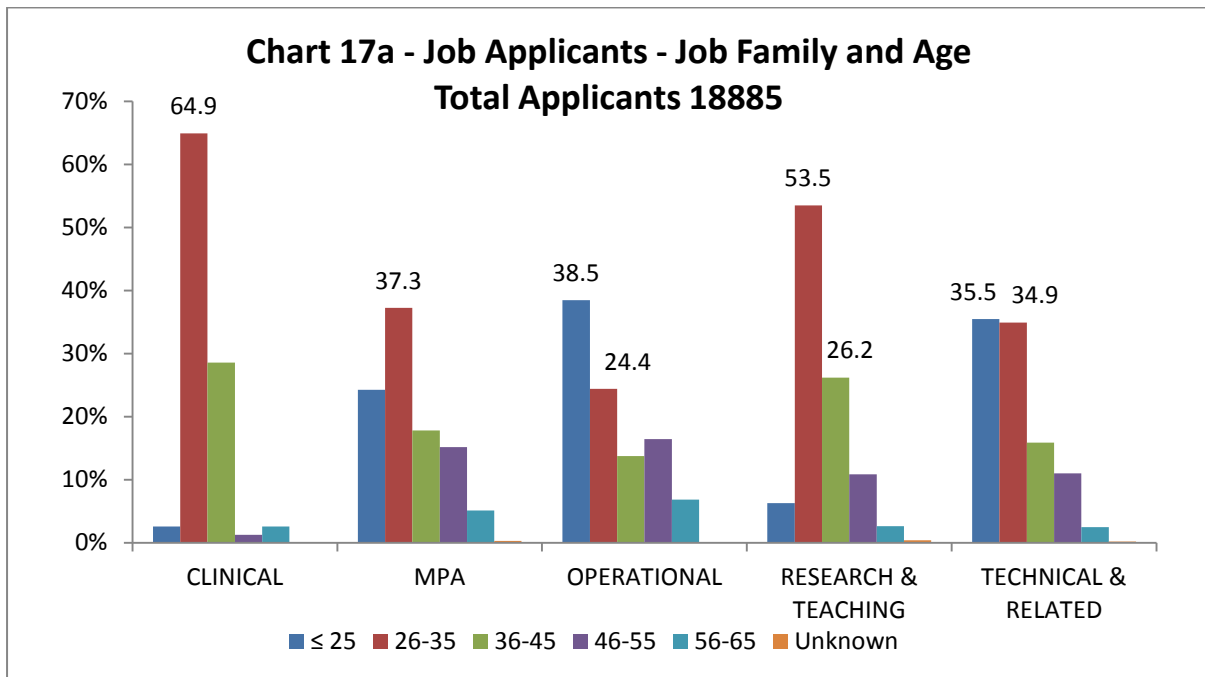


Chart 16 tells us a higher percentage of our EU/EEA and International staff are younger than our UK staff.

Recruitment – by Applications and Successful Applicants



As in previous years Charts 17a and 17b show the age of applicants are generally reflective of the appointments. Although the proportion of 26-35 year olds appointed in the Clinical job family is particularly high, this is a comparatively small group of staff (<30 individuals)³.

³ The Clinical job family makes up 4% of overall staff: see Table 2.

Profile by Disability

By College

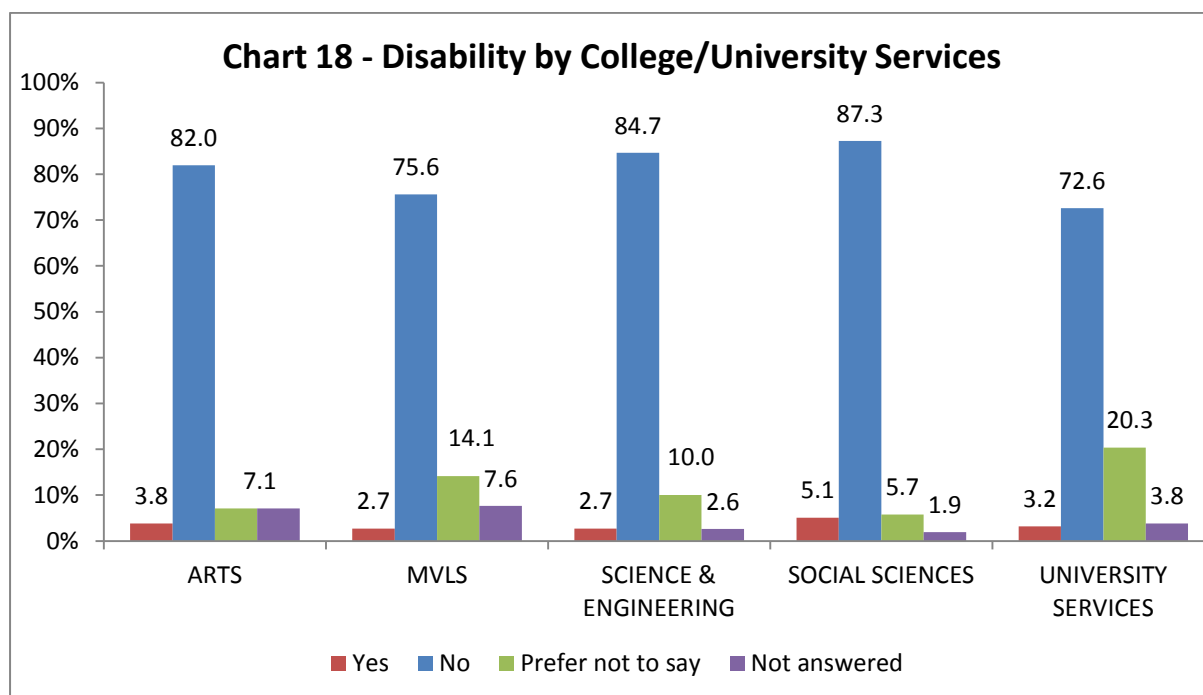


Chart 18 illustrates disabled staff are fairly evenly spread across each of the four Colleges and University Services, although Social Sciences seems to have a higher percentage of disabled staff, with 5.1%. Significant numbers of staff still 'prefer not to say' whether they have a disability. This is particularly high in University Services where 20.3 % of staff 'prefer not to say'. This is, however, less than in 2013/14 (23.8%). Arts and MVLS have higher percentages for staff for whom we hold no information. We will take steps during 2015-16 to encourage staff to declare diversity information.

By Level 10 staff

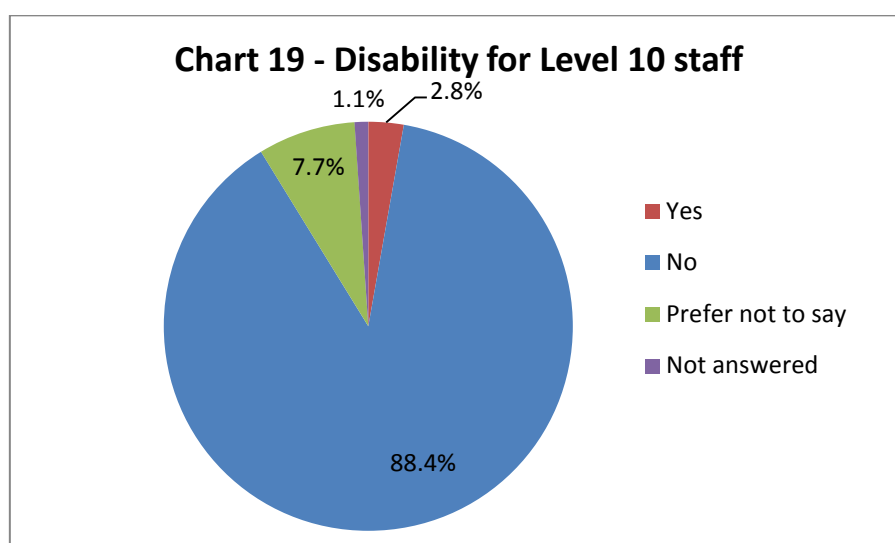
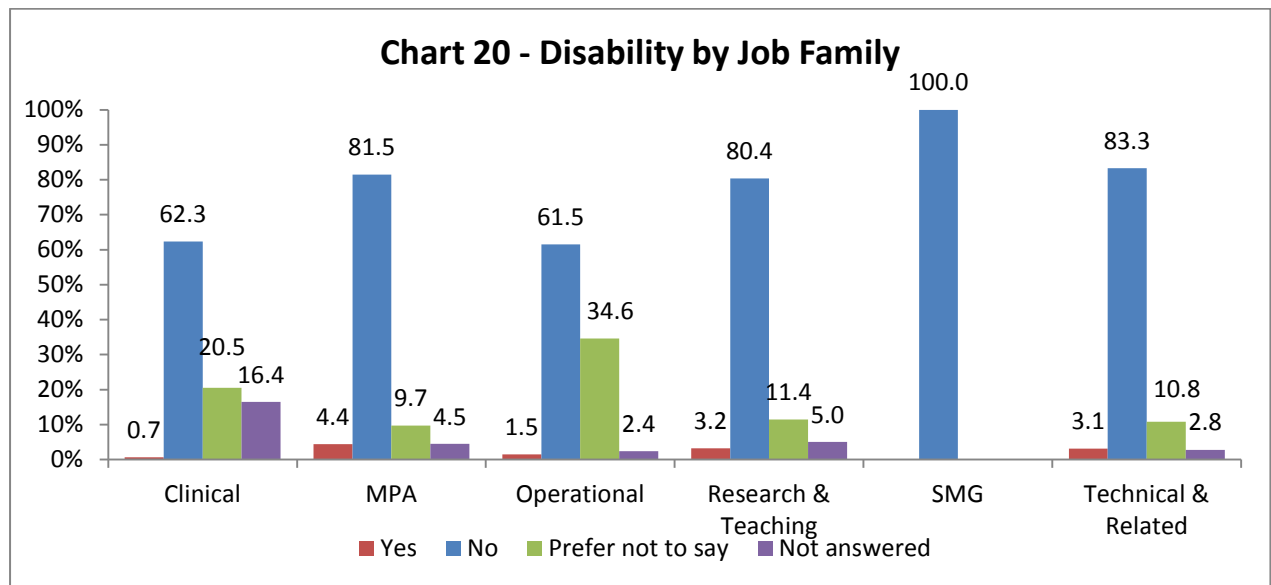


Chart 19 shows that 2.8% of senior staff have declared a disability; this is in line with the University wide figures.

By Job Family Profile



Management, Professional and Administrative (MPA) staff have a higher declaration rate than the University profile (4.4% against 3.2%). Clinical and Operational staff have a disproportionately low response rate at 0.7% and 1.5% but a high rate of ‘prefer not to say’ (20.5% and 34.6% respectively) responses. These results show no change from previous reported years.

By Grade

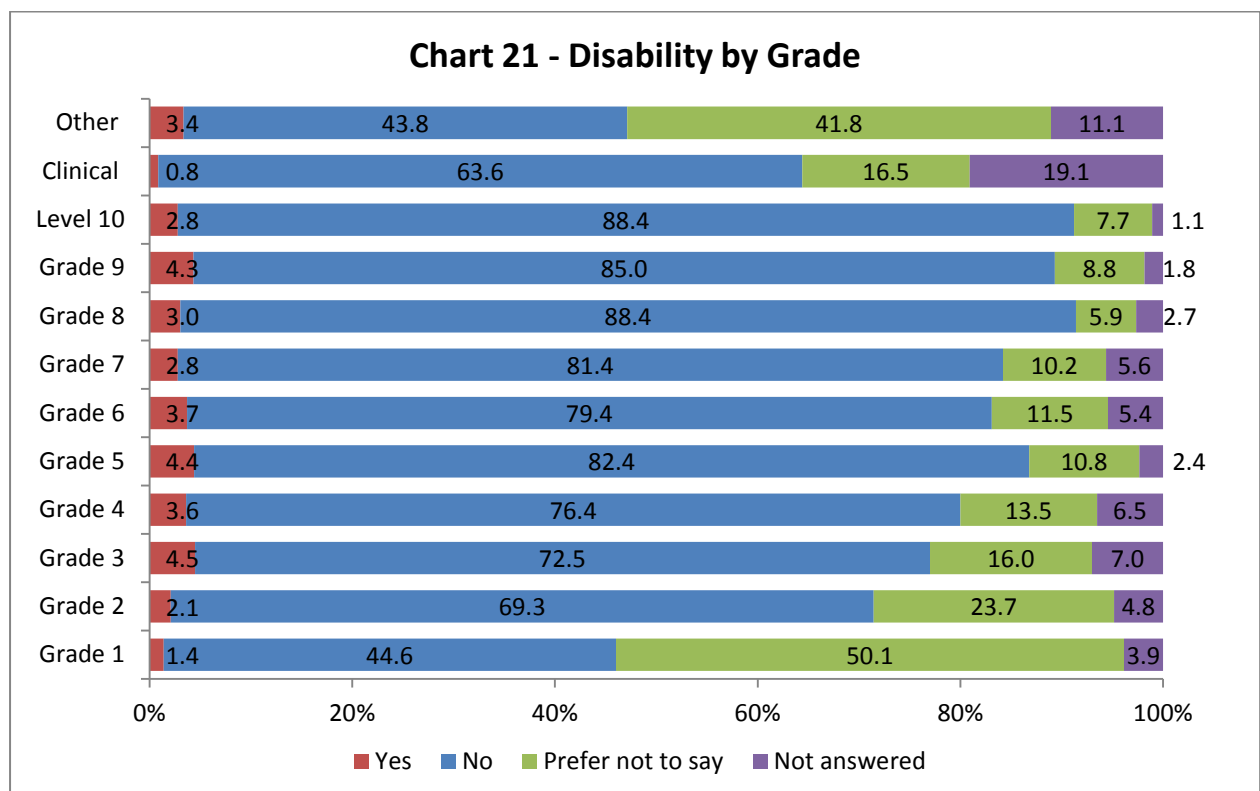
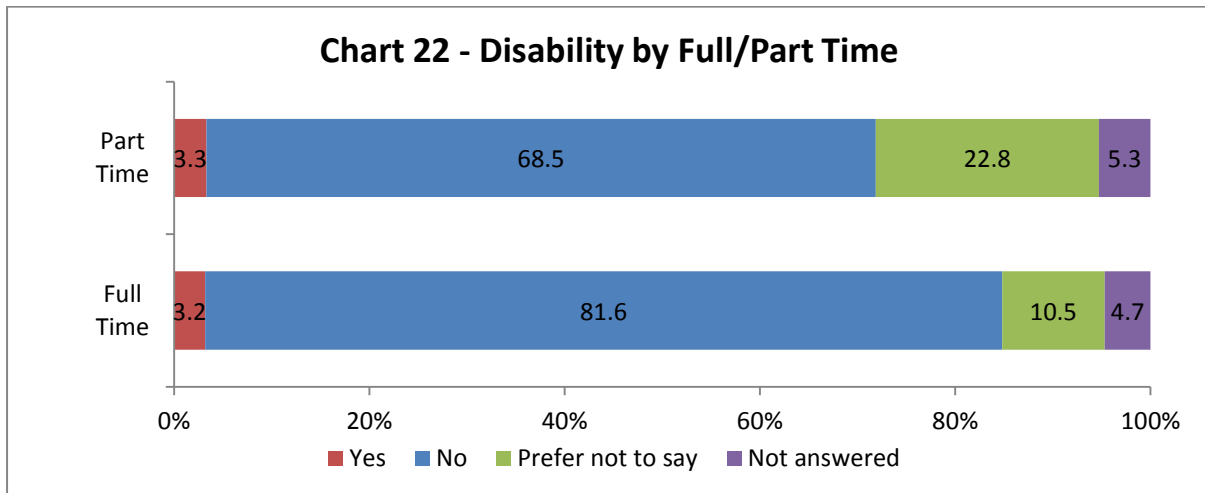


Chart 21 above shows there is a relatively even spread of staff with a disability across the grades, with the exception of Grade 1 and Clinical staff, with a relatively low return. The highest proportions of staff with a disability are Grades 3, 5 and 9. A high proportion of staff have stated they would 'prefer not to say' for this question, particularly in Grades 1 and 'other'. This data shows no significant change from 2011-12.

By Full/Part Time



Staff with a disability are equally likely to work full or part time, as shown in Chart 22. Just as in previous reported years part-time staff are less likely to declare a disability and show higher rates of 'prefer not to say' responses.

By Contract Type

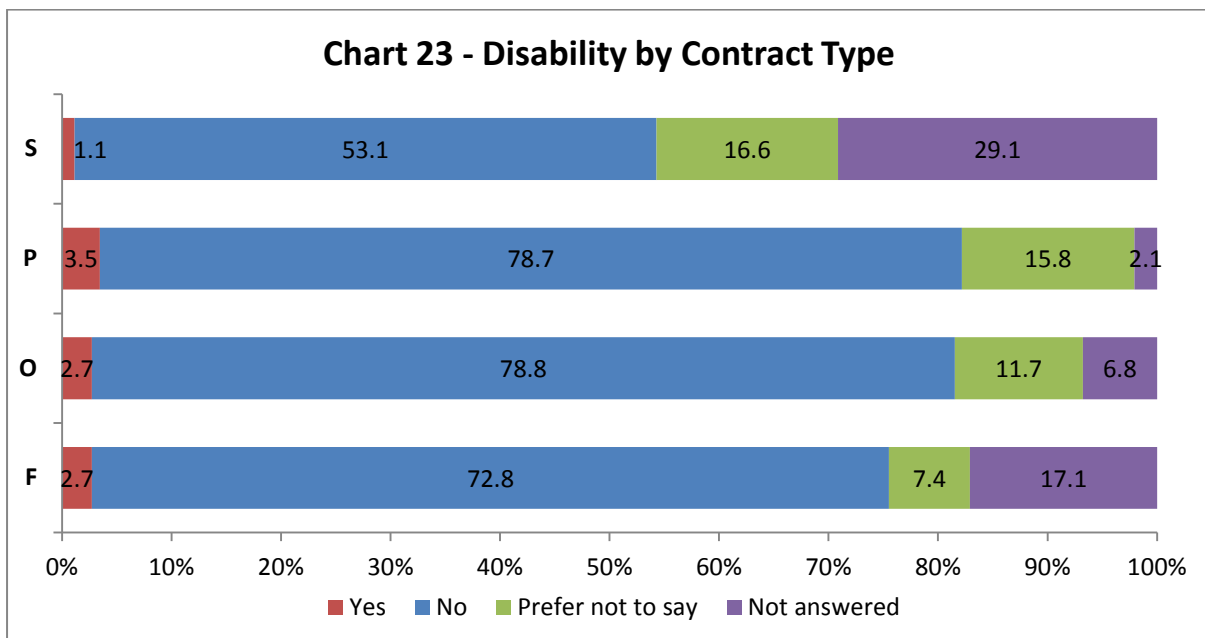


Chart 23 above shows staff with a disability are slightly more likely to have an Open Ended (code P) contract than Open Ended with Funding End date (code O) or Fixed Term (code F). The percentage of staff with a disability on a Fixed Term – SOSR (code S) contract has increased from 0.6% in 2012-13 to 1.1%.

By Nationality

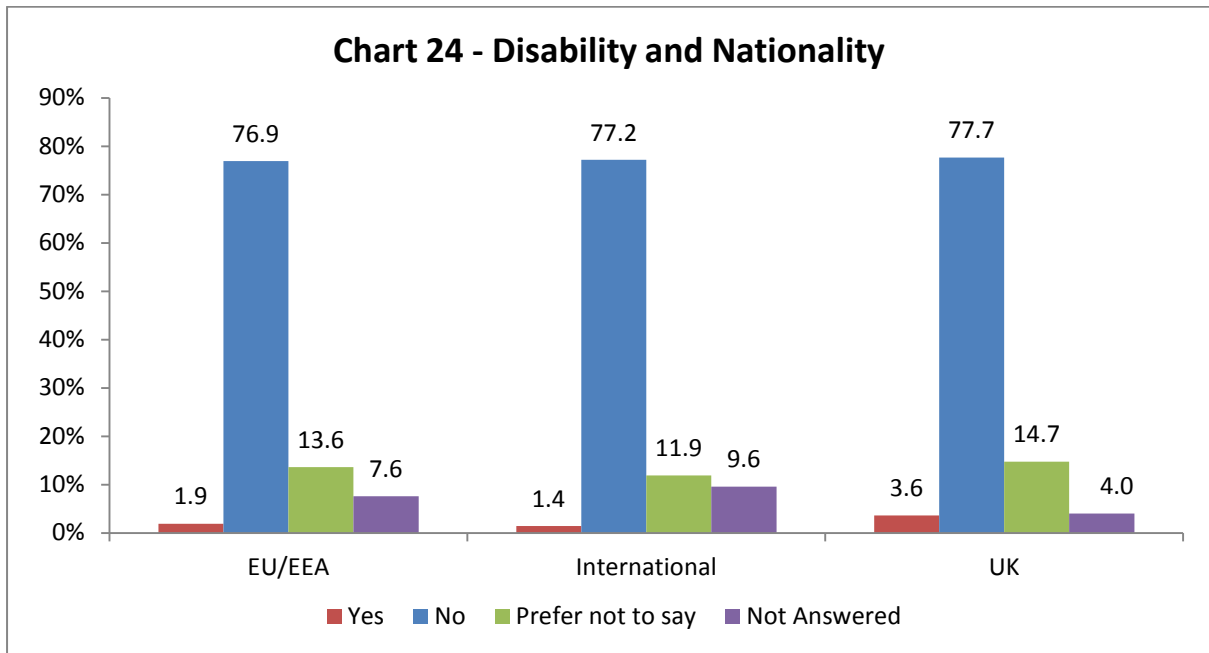
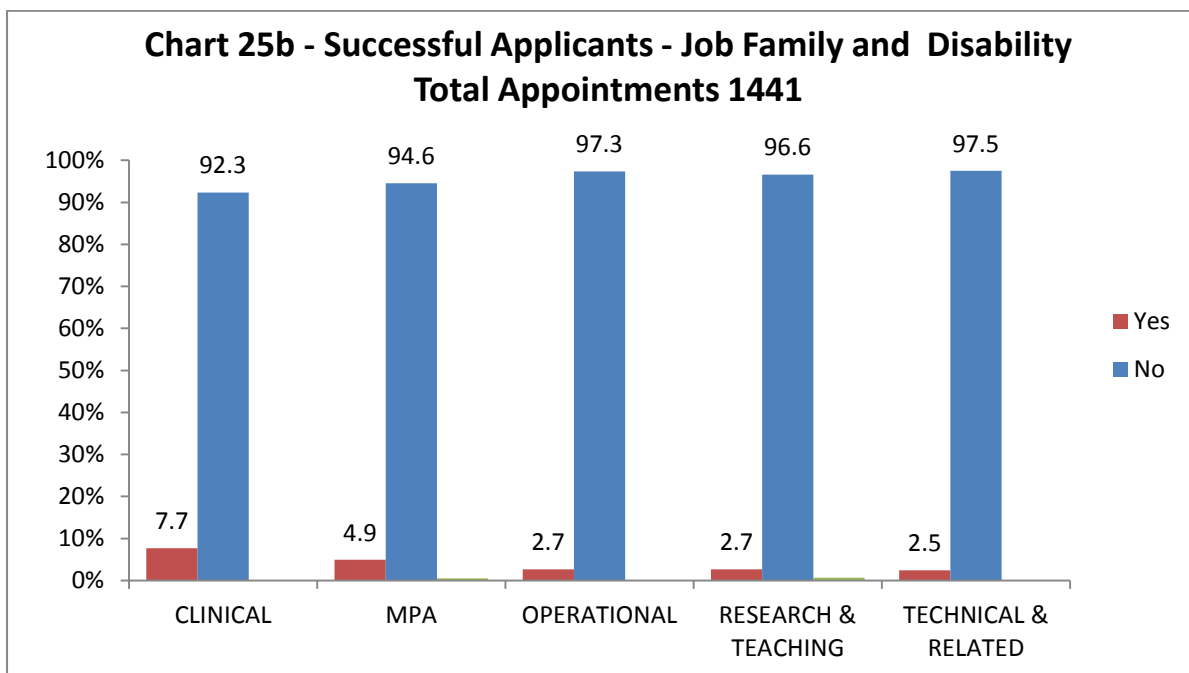
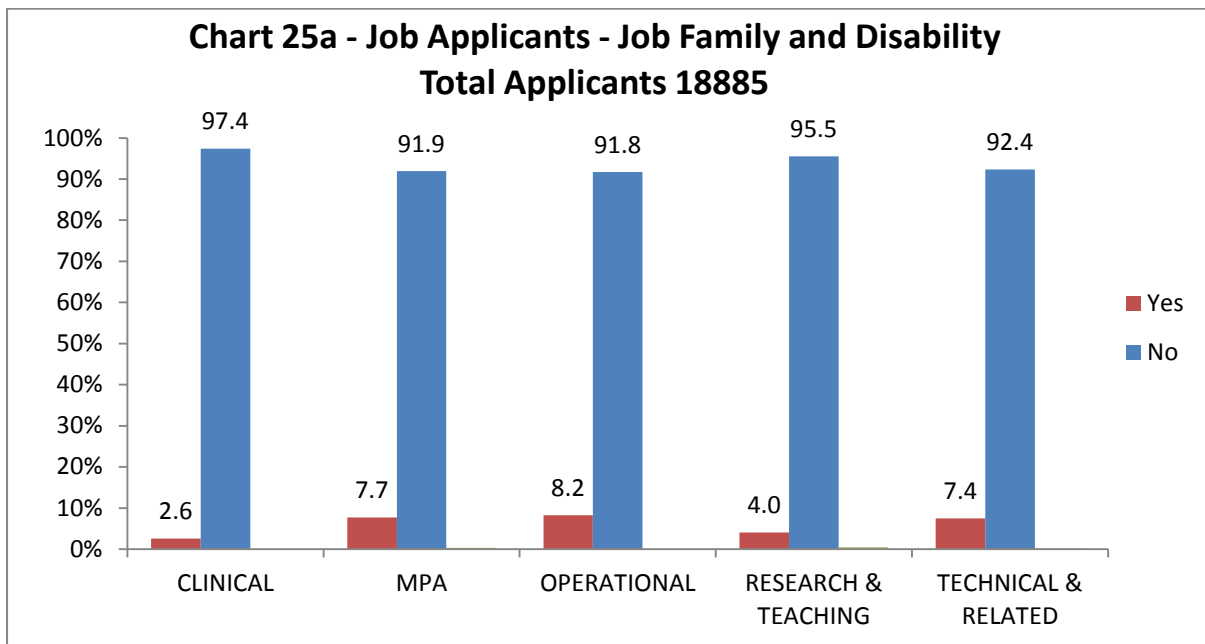


Chart 24 indicates a higher percentage of staff from the UK have declared a disability. Staff from the UK appear more likely to respond to questions about disability. This is the first year we have reported this aspect of diversity and will take the above differences into account when we address declaration rates with staff.

Recruitment – by Applications and Successful Applicants

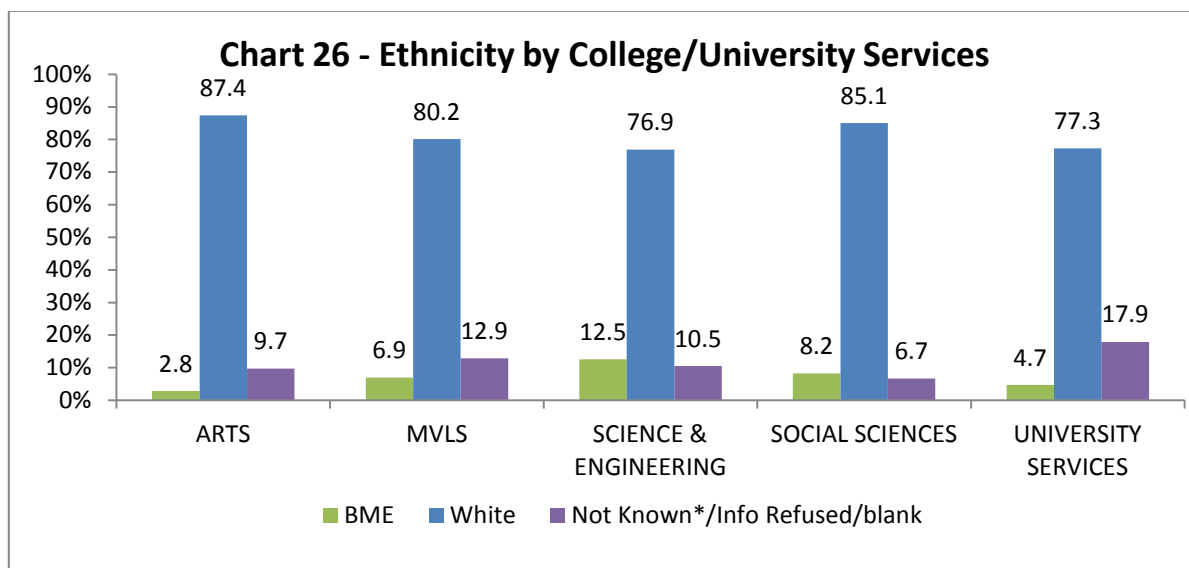


Charts 25a and 25b show a differing picture across the job families. The percentage of applicants with a disability appointed to for all job families except Clinical⁴.

⁴ As noted above at footnote 3, the Clinical job family makes up only 4% of overall staff and there were only 26 appointments to Clinical posts in 2014-15.

Profile by Ethnicity

By College



Most Colleges have continued to see small increases in their proportions of Black and Minority Ethnic (BME) staff. This is more prominent in Science and Engineering who have increased from 8.8% in 2011-12 and 2012-13, 11.6% in 2013-14 to 12.5% in 2014-15. Arts and MVLS have seen marginal increases from last year, whilst Social Sciences and University Services had no increase from last year. The percentage of staff with 'Not known/Information refused/Blank' has declined slightly or remained static in all Colleges and University Services.

By Level 10 Staff

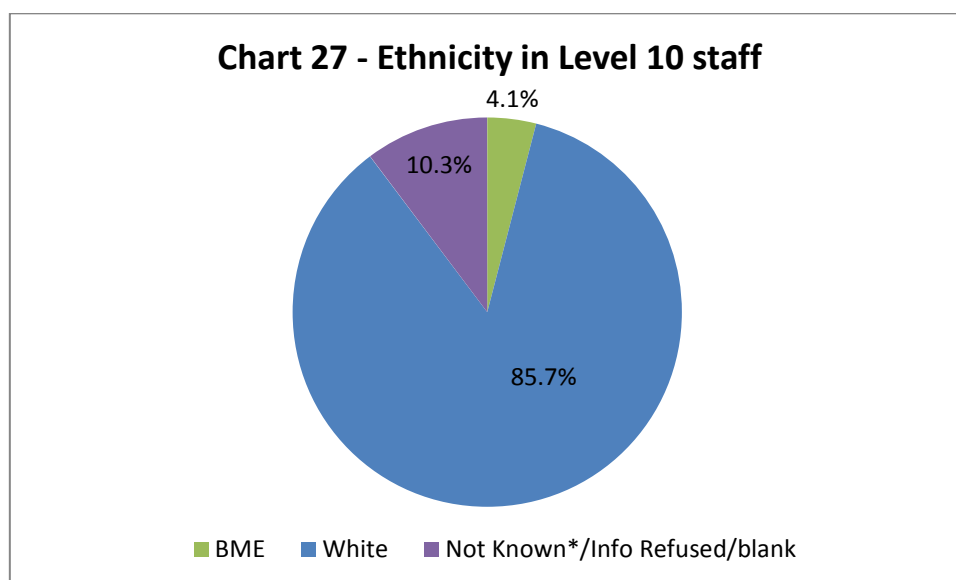


Chart 27 shows the proportion of BME staff in senior roles. Following a steady increase over the three years from 2011-12 (2.3%, to 4% and 4.5%) there has been a slight decrease in 2014-15 to 4.1%, which is lower than the University average of 6.8% (see Chart 6a).

By Job Family Profile

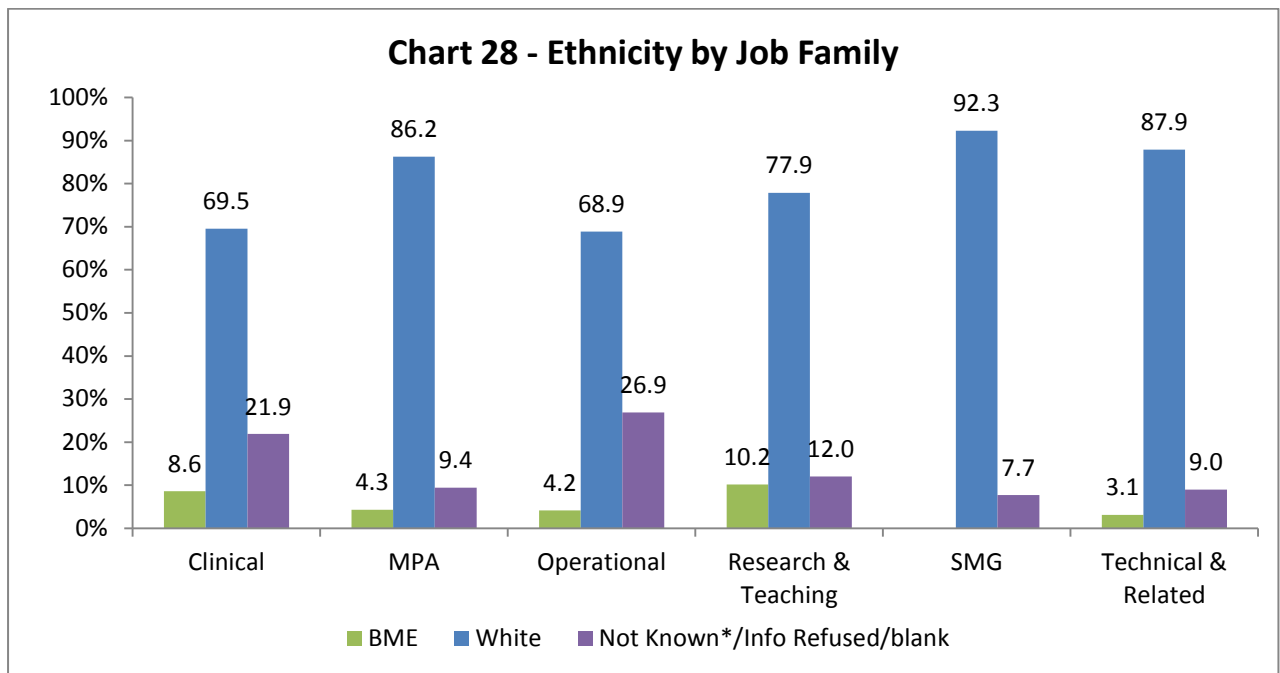


Chart 28 shows the highest proportion of BME staff is now represented in Research and Teaching (10.2%), this is an increase from 9% in 2013-14. The percentage of BME staff in the Clinical has fallen from 9.4%. There is a lower proportion of BME staff in the MPA and Technical & Related job families – 4.3% and 3.1% respectively. This may be considered fairly low as for these job families we would expect the BME staff to reflect the local population. There is a high percentage of ‘Not known/Information refused/Blank’ in both the Clinical and Operational job families, although both have decreased in the last three years.

By Grade

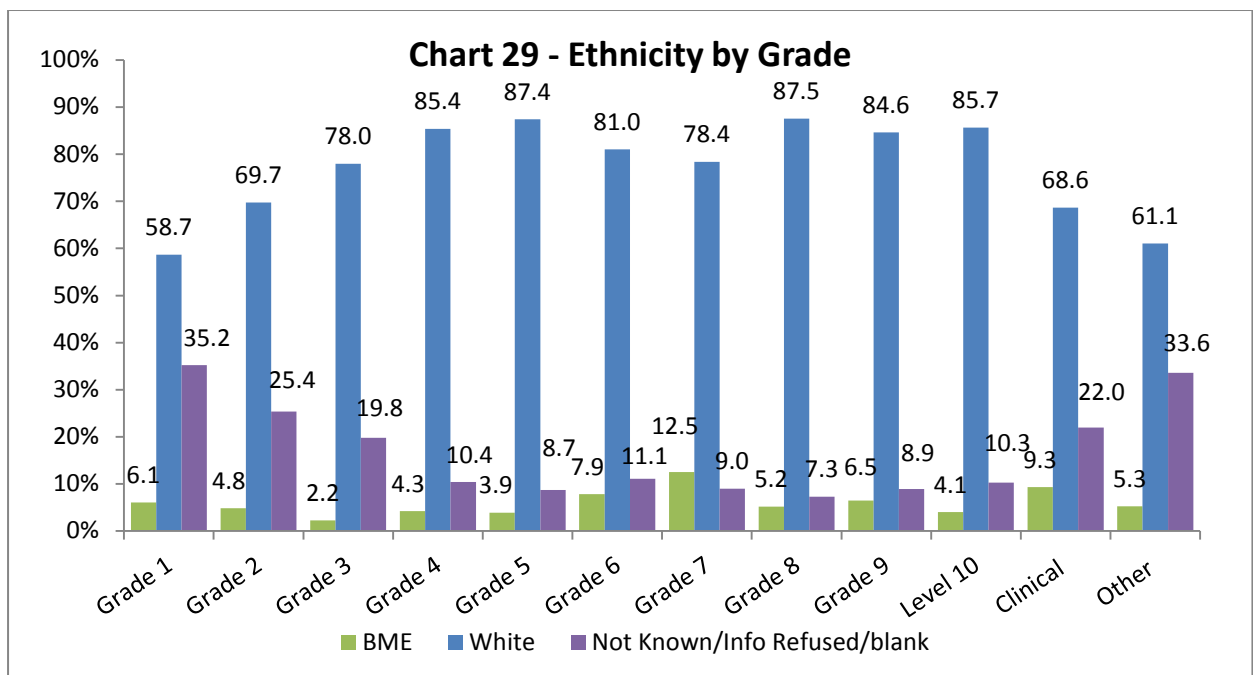
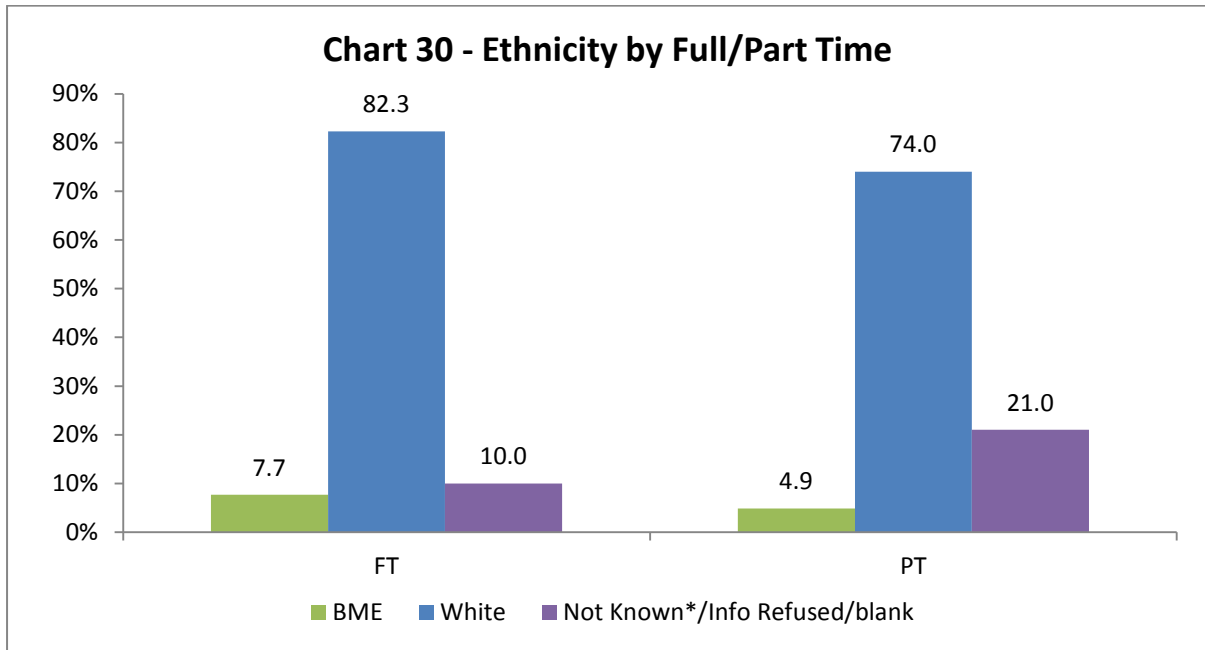


Chart 29 above shows the grade and ethnicities of staff. As in previous years, there were more BME staff at Grades 7 and the Clinical grade and lower percentages of BME staff in grades 3-5 and grade 10. Similarly we hold less ethnicity information about staff at lower grades (Grades 1-3 in particular) compared with higher grades. Lower grades are more likely to relate to Operational job roles, for which we have noted previously that we have a lower overall diversity information declaration rate.

By Full/Part Time



There are fewer BME part time staff than full time, however a significant number of part time staff (over 20%) have not informed us of their ethnicity, as illustrated by Chart 30. There has been a steady increase in BME full time staff from 5.7% in 2011-12 to 7.7% in 2014-15.

By Contract Type

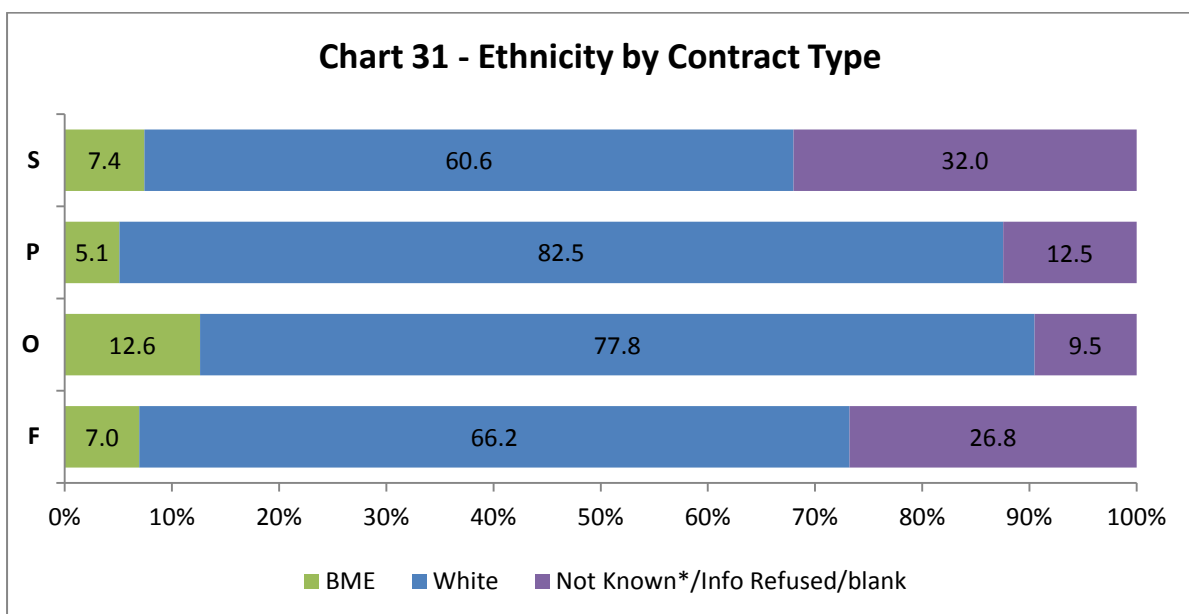
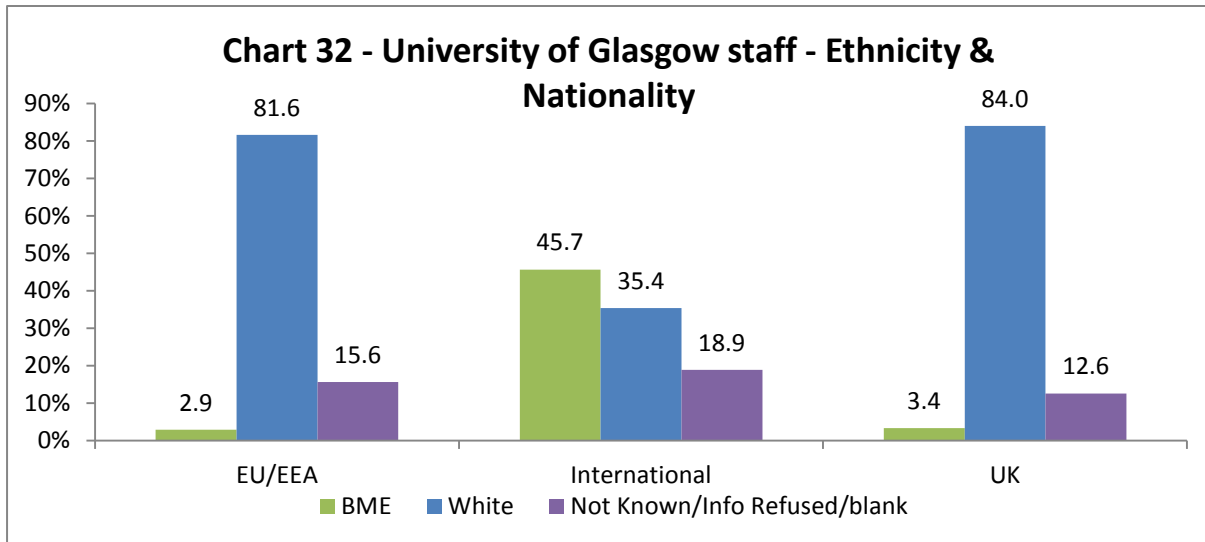


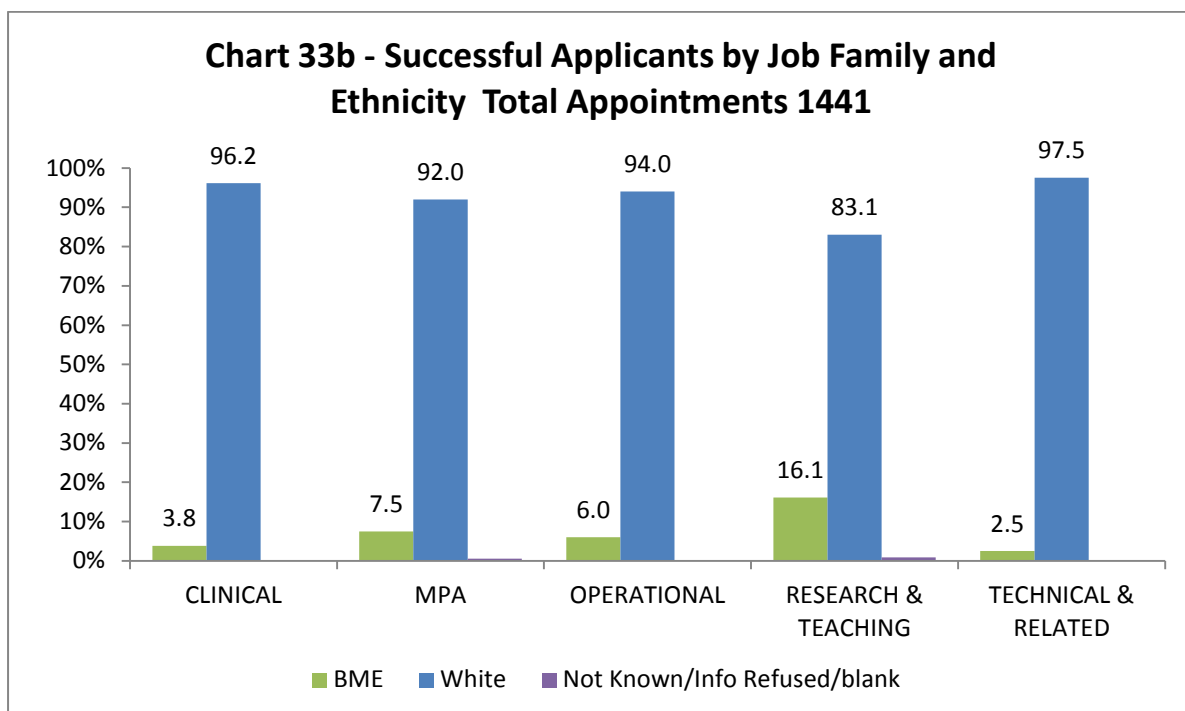
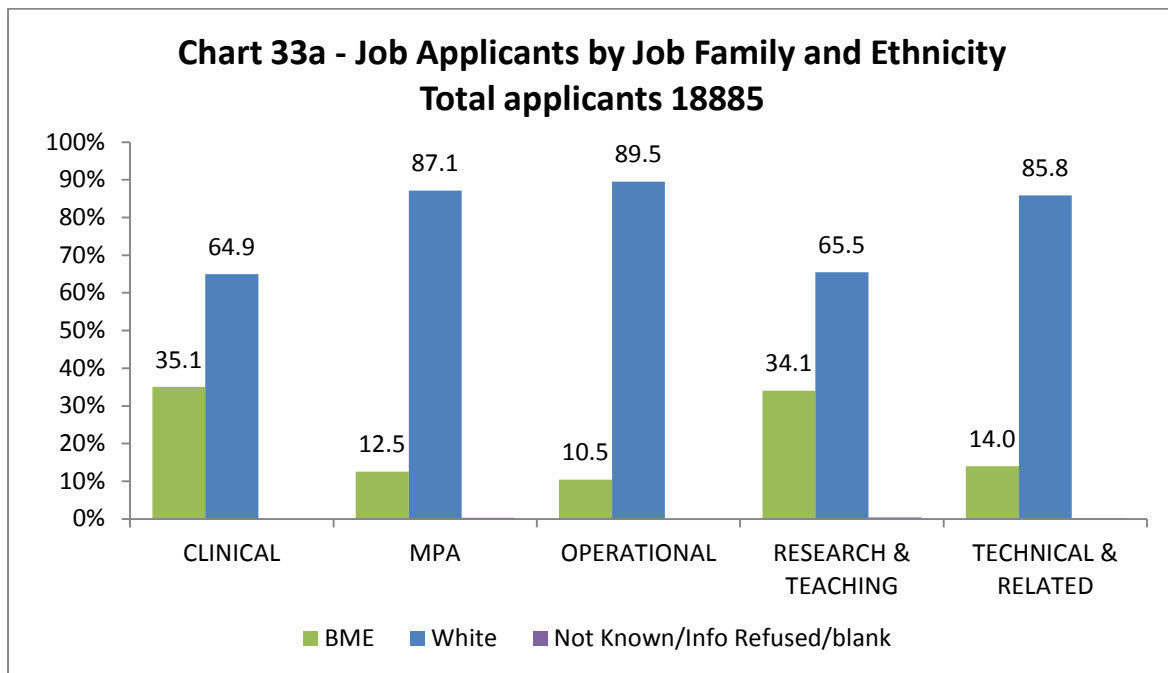
Chart 31 indicates the proportion of BME staff on an Open ended contract (code P) is lower than on any other main contract type, and reflects the data from previous years however there have been small but steady increases from 4.4% in 2011-12 to 5.1% in 2014-15.

By Nationality



In Chart 32 we report for the first time on the ethnicity of staff from the UK, EU/EEA and other countries (International). 3.4% of UK staff are BME, compared with 45.7% of International staff and 2.9% of EU/EEA staff. It is also notable that we have slightly lower declaration rates for EU/EEA and International staff.

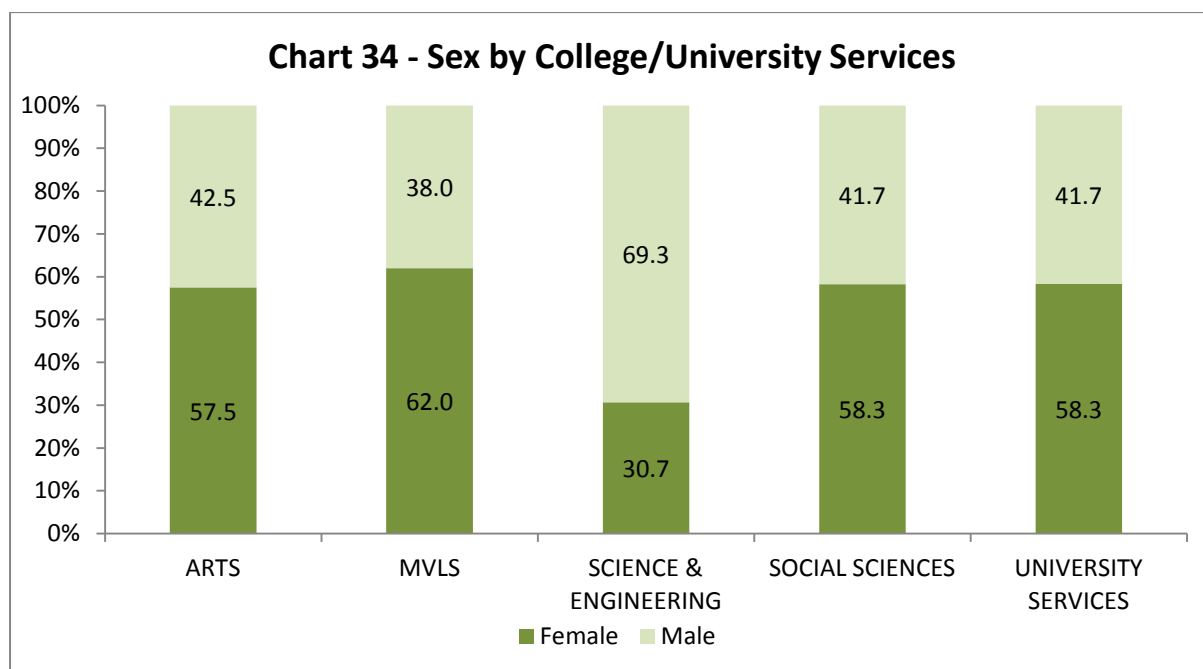
Recruitment – by Applications and Successful Applicants



The data, as illustrated by Charts 33a and 33b, shows that BME staff are proportionally less likely to be appointed in all job family profiles, with the highest differentials in the Clinical and in Research & Teaching job families. However, as previously noted the number of appointments to Clinical roles was less than 30. We will continue to explore the reasons for this disparity, in particular at what stage of the process BME applicants are failing to progress relative to white candidates and why.

Profile by Sex

By College



MVLS continues to have the highest proportion of female staff, and Science and Engineering continues to have the lowest. Arts have increased their percentage of female staff from 54% in 2011-12 to 57.5%, a marginal fall from 58% in 2013-14.

By Level 10 Staff

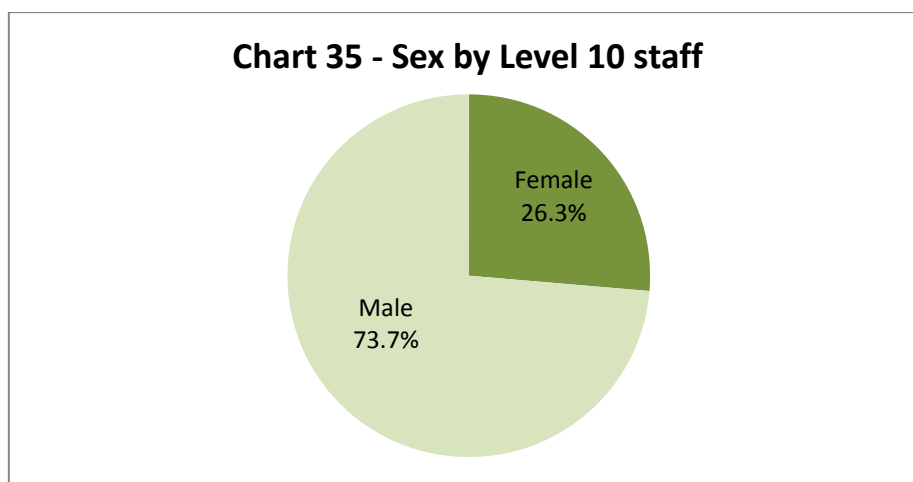


Chart 35 illustrates that 26.3% of senior staff are female. These figures are a slight increase from 24.6% in 2012-13 and 25.7% in 2013-14. This low percentage has been identified as an area of concern for the University and improving it is a key priority for the organisation. The new University Strategy 2015-2020 Inspiring People sets out our ambition to continue to grow the proportion of women in senior managerial, professional and professorial roles to at least 33% by 2020⁵.

⁵ <http://www.gla.ac.uk/about/strategy/>

By Job Family Profile

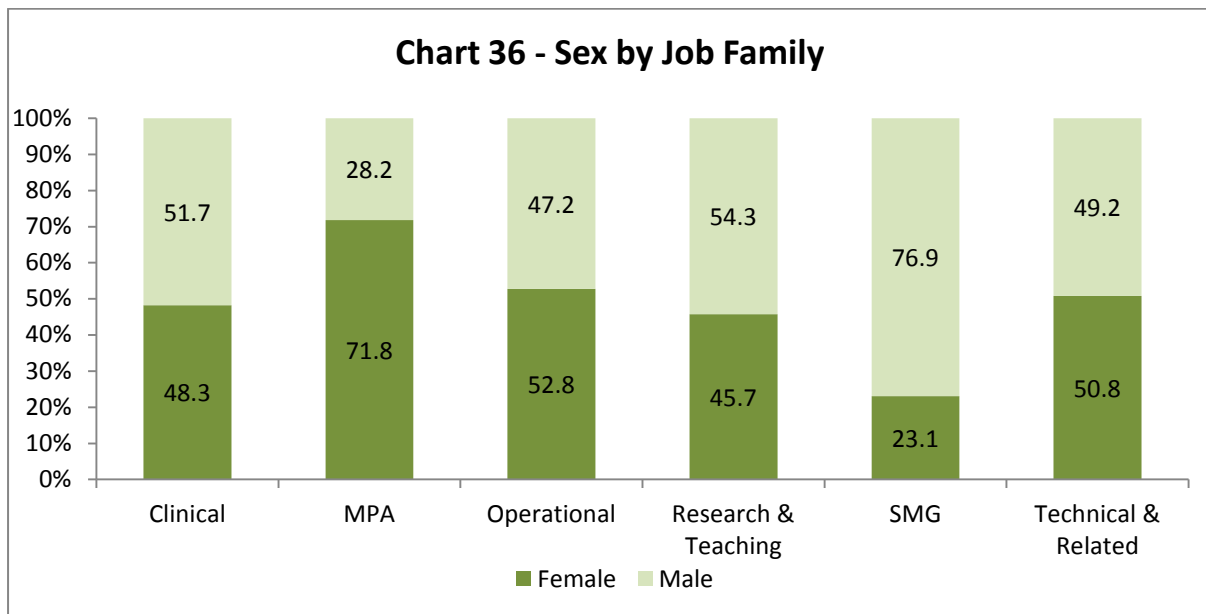


Chart 36 illustrates that over 70% of MPA staff are female, however there has been a steady drop each year from 74% in 2011-12. The gender balance of SMG has fluctuated because of personnel changes and small numbers. 23.1% in 2014-15 is an increase from 15.4% in 2013-14.

By Grade

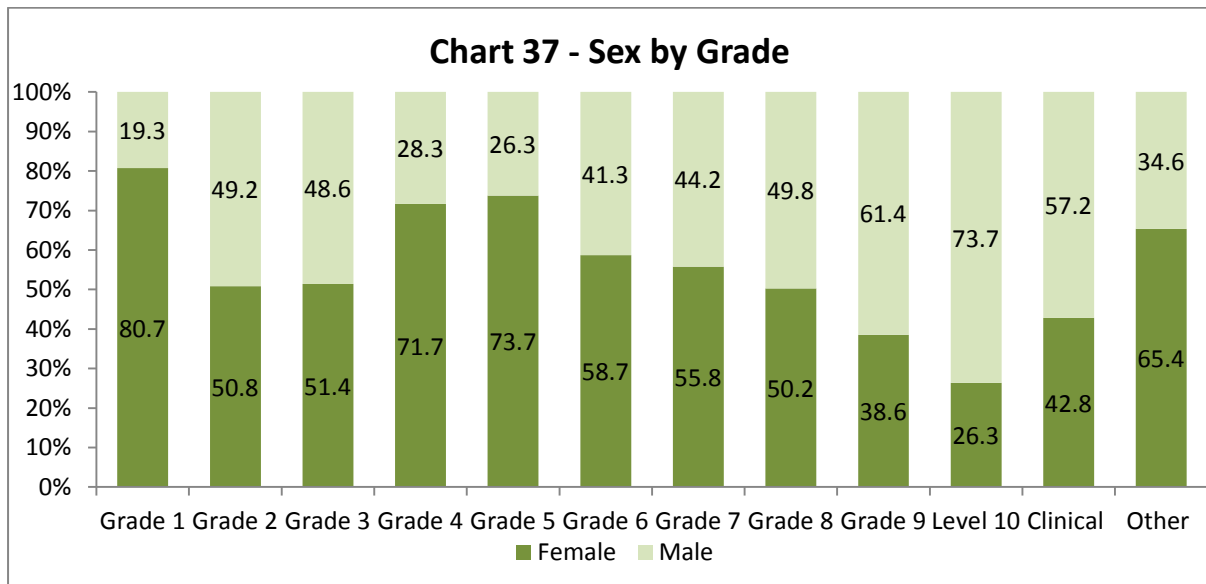


Chart 37 above shows, with the exception of grades 2 and 3, the decline of female staff the more senior the grade. These data show a similar pattern as the three previous reports.

By Full/Part Time

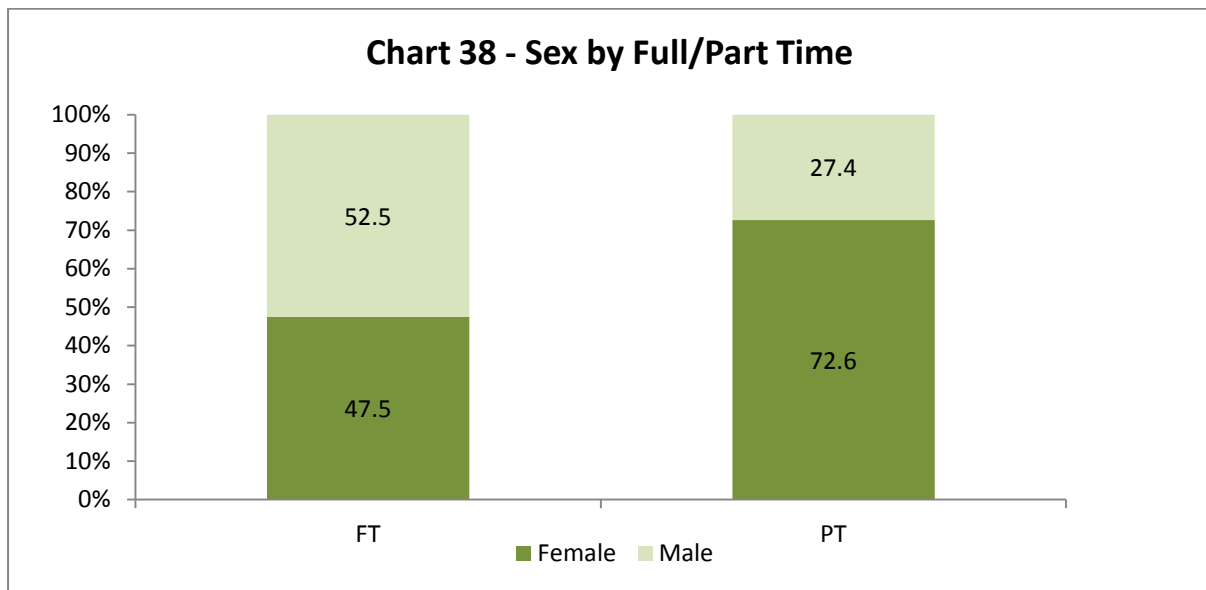


Chart 38 illustrates the proportion of male and female full time staff is almost equal, but over 70% of part time workers are female. These figures are very similar to those for 2011-12, 2012-13 and 2013-14.

By Contract Type

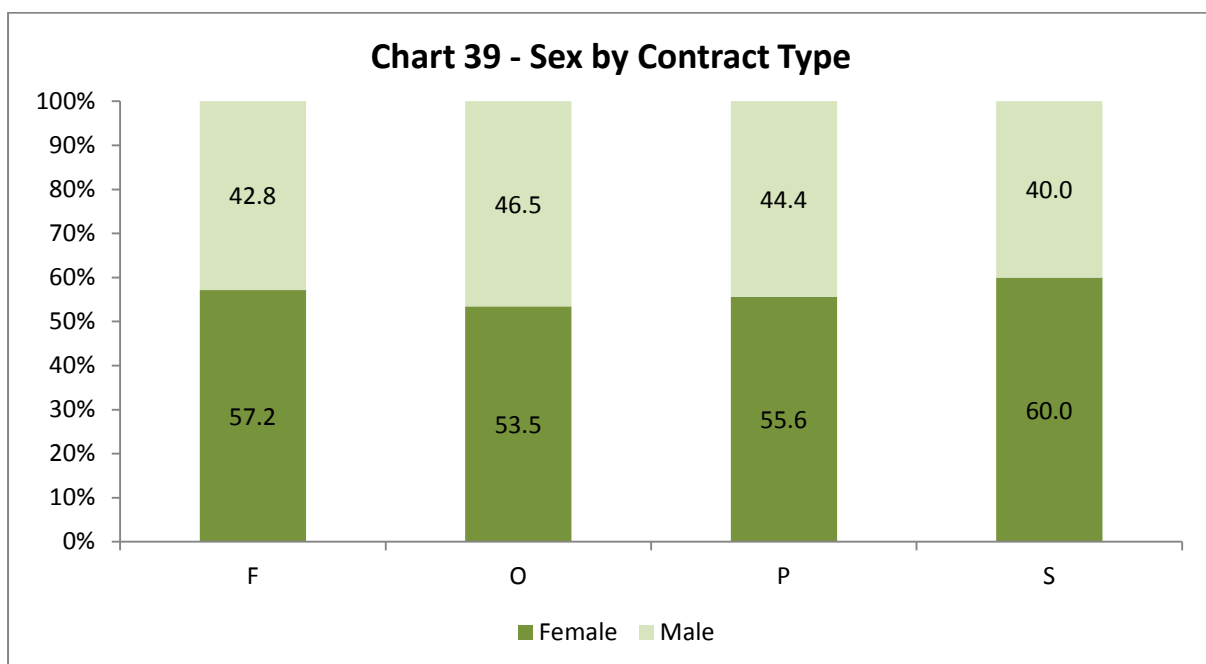
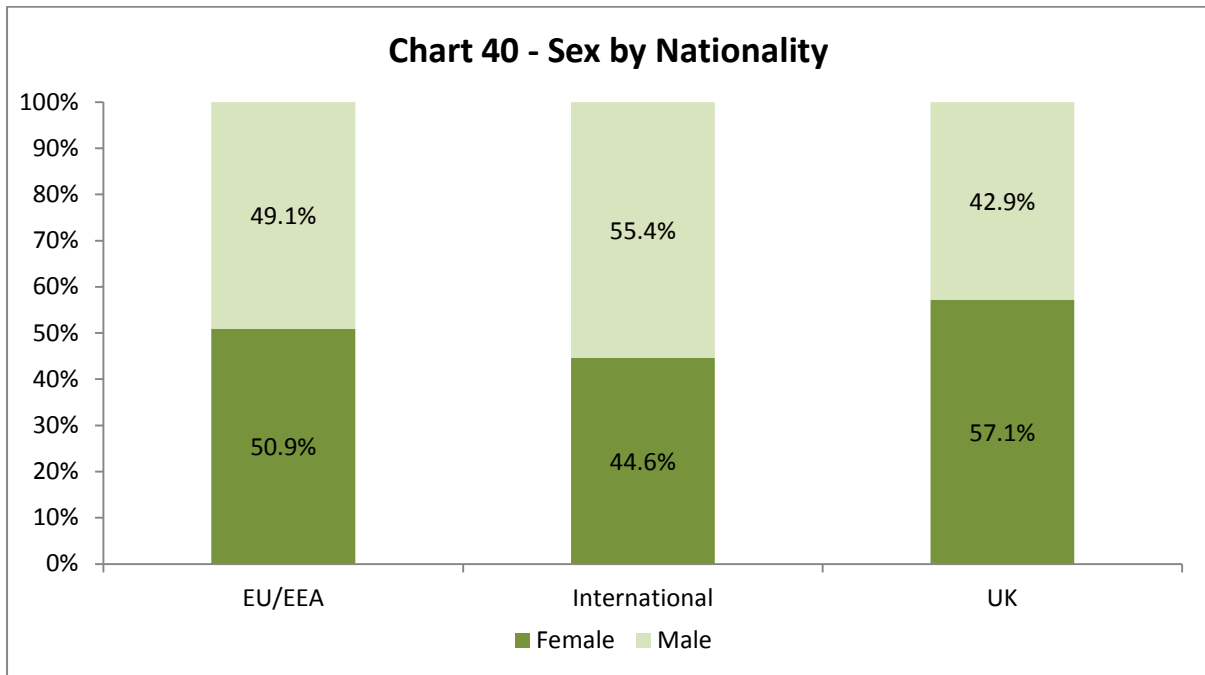


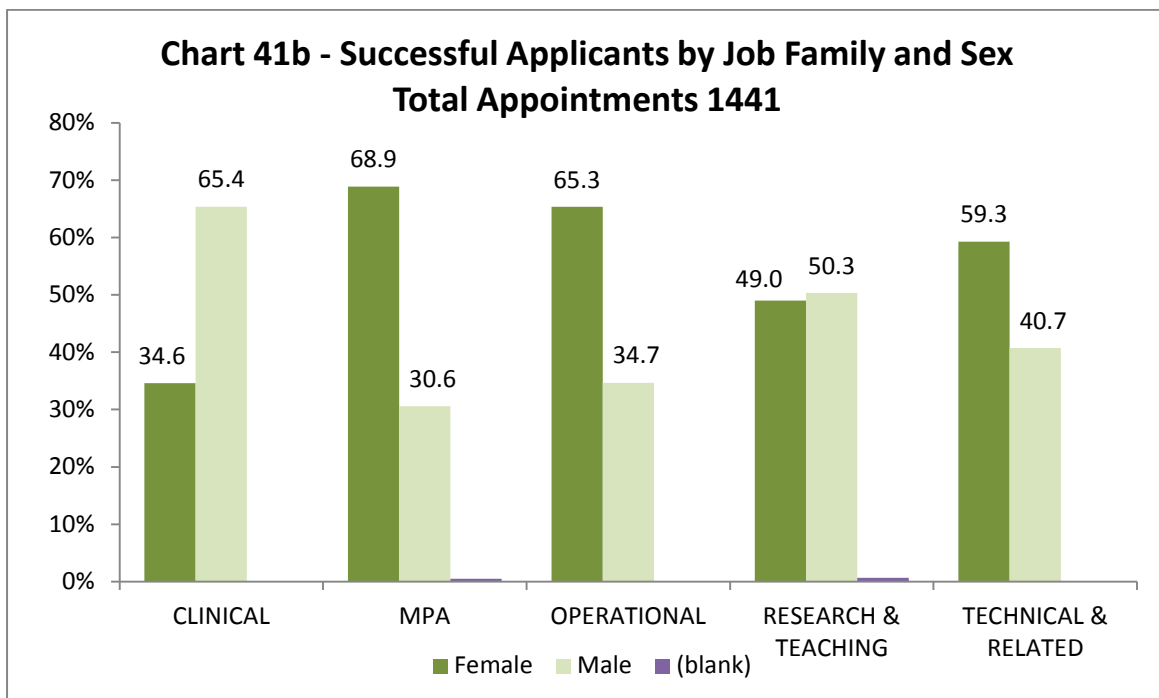
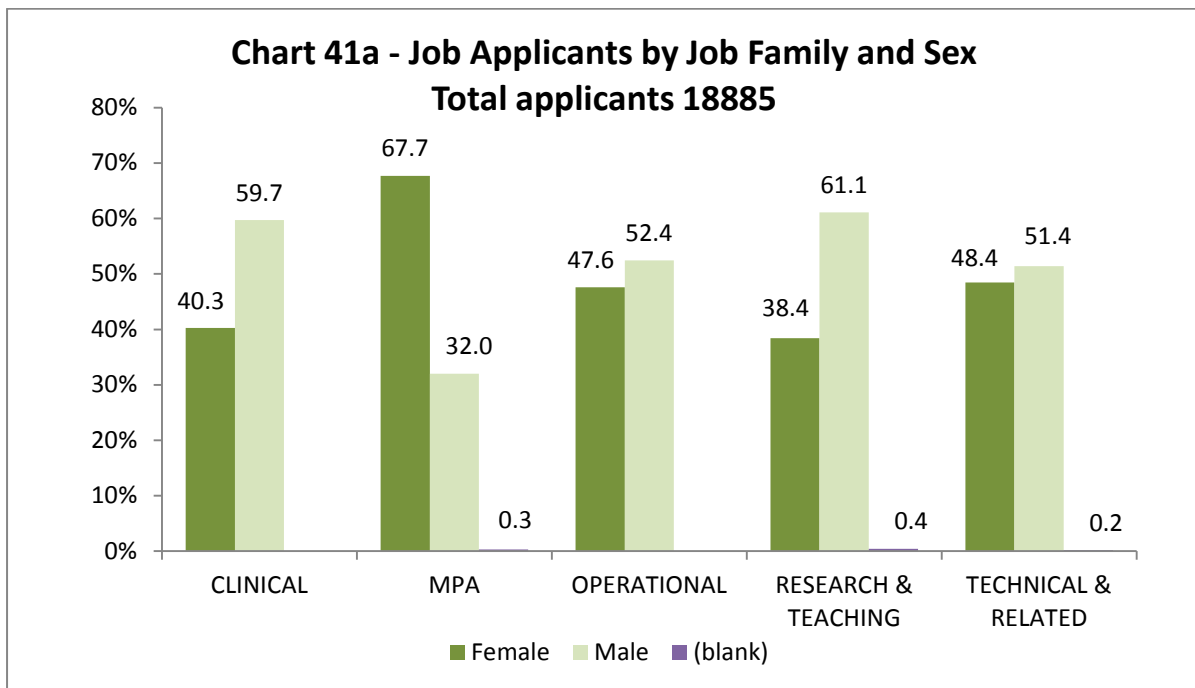
Chart 39 shows women are marginally less likely to hold an Open Ended with funding end date (code O) contract than other contract types. However the figures across the contract types are fairly static when compared to the previous three years.

By Nationality



Looking at country of origin, slightly more staff from the UK and EU/EEA are women, with more men overall coming from non-UK and EU/EEA countries. This compares with the overall gender breakdown for all staff of 45% men and 55% women.

Recruitment – by Applications and Successful Applicants



In four out of the five job families there were more applications from men. However women are more likely to be appointed than the applicant profile might suggest, especially for Operational and Technical & Related job families. This pattern is similar to previous years.

Academic Promotions

Table 11						
Academic Promotions 2015 R&T and Clinical		Female		Male		Total
		No.	%	No.	%	No.
GRADE 7	Apps	17	61%	11	39%	28
	Promotions	14	56%	11	44%	25
	Success Rate (%)	82%		100%		89%
GRADE 8	Apps	13	37%	22	63%	35
	Promotions	10	34%	19	66%	29
	Success Rate (%)	77%		86%		83%
GRADE 9	Apps	19	41%	27	59%	46
	Promotions	9	35%	17	65%	26
	Success Rate (%)	47%		63%		57%
READER	Apps	6	38%	10	63%	16
	Promotions	3	33%	7	70%	10
	Success Rate (%)	50%		70%		63%
PROFESSOR*	Apps	13	35%	24	65%	37
	Promotions	10	53%	9	47%	19
	Success Rate (%)	77%		38%		51%

*** one unsuccessful male applicant to Prof. was promoted to Reader**

The University operates a fair and transparent promotion process⁶. Table 11 provides information about the 2014-15 process by gender. Since the numbers of applications and successful applications are relatively small, conclusions are tentative. In 2014-15 women submitted fewer applications for promotion for all grades with the exception of Grade 7. Notably, women had a higher success rate than men when applying to become a Professor in 2014-15. The University's Gender Equality Steering Group is reviewing gender equality trends over time, in relation to promotion, in the course of applying for an Institutional Bronze Award with the expanded Athena SWAN Charter in April 2016.

⁶ <http://www.gla.ac.uk/services/humanresources/all/pay/promotion/acadpromo/>

Equal Pay

The University has a duty to publish its gender pay gap by 30th April every two years under Regulation 7 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012). In April 2015 the University published information on the gender pay gap, which has been calculated at 20.9%. This is the percentage difference between men's average hourly pay and women's average hourly pay (excluding overtime). The full statement is available below.

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

The University recognises the gender pay gap is significant and is keen to address this. As reported above in this report a higher proportion of men hold senior roles than women (see Chart 32) and a higher proportion of women hold more junior roles (see Chart 34). The University is engaged in a programme of work to address gender imbalance as an Equality Challenge Unit Athena Swan Charter Award holder.

As previously noted the University has also set a stretching strategic target to grow the proportion of women across senior managerial, professional and professorial roles to at least 33% by 2020^{7[1]}. In addition, HR has initiated the following:

- A revision of the Equal Pay Action Plan specifically targeting key areas which will be presented to the HR Committee for approval.
- Director of HR is a member of the JNCHES Gender Pay Working Group, looking to address equal pay across the UK HE sector.

END.

7[1] <http://www.gla.ac.uk/about/strategy/>