

# Equal Opportunities Monitoring Report 2017



## **Introduction and Background**

The Royal Veterinary College (the College) is committed to the promotion of equal opportunity for all staff and students. Our commitment is that staff and students are to be treated equally regardless of age, disability, ethnic origin, gender, gender reassignment, marriage or civil partnership status, pregnancy or maternity, religion or belief or sexual orientation.

This report provides a summary of the work carried out by the Equality and Diversity Committee (EDC) and the progress made against the Athena SWAN Action Plan (2017-2021) and the Equality Objectives and Action Plan (2015-2019). As part of our obligations under the Equality Act 2010 and public sector equality duty, we are committed to publishing annual equality monitoring information, in order to demonstrate transparency in having due regard to;

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people from different groups.

The report also provides equality monitoring statistics for current staff as well as equality monitoring statistics for the recruitment of staff (during the period 1 August 2016 to 31 July 2017). The report further provides a data benchmark covering a three year period. The report will be published on the College internet and intranet in line with legislative requirements set out in the Equality Act 2010.

## **Remit of monitoring**

The report provides monitoring information on staff within the College covering age, disability, ethnicity and gender. This report will monitor:

- Staff recruitment data
- Current staff profile

The following report has been produced using data collected and held on the College database. The ethnicity categories currently used are in line with current best practice. At the present time, the College does not require staff to provide details relating to the following protected characteristics: Religion & Belief and Sexual Orientation. As such, figures relating to these characteristics are not included.

## **Update of Equality Activities**

The College was awarded the Athena SWAN Charter Mark Bronze Award in October 2017, which reflects its commitment to progressing gender equality throughout the institution. To support this aim, the College is working towards meeting the actions set out in the Athena SWAN Action Plan (2017-2021). The Equality and Diversity Committee (EDC) oversees the delivery of the Athena SWAN Action Plan and the Equality Objectives and Action Plan. These action plans set out initiatives and actions aimed at developing and retaining a diverse workforce. In addition, the action plans include a series of approaches to recruit, support and develop under-represented staff into senior grades within the College;

### **Activities in 2017**

- Departmental equality and diversity action plans have been drawn up within each department of the College, which include specific and measurable actions on recruitment, development and promotion of under-represented BAME and female staff groups;
- The appraisal process has been reviewed with a focus on development for all staff. Briefing sessions have been delivered to both appraisees and appraisers to ensure that appraisals are conducted in a fair and transparent manner;
- The revised Management Development Programme now includes a module on 'Managing Development' which further supports the development of under-represented staff groups;
- We are addressing barriers to the progression and recruitment of under-represented groups across the College by addressing unconscious bias in the recruitment and selection, promotion and appraisal process. Unconscious bias training has been incorporated into all management and development programmes;
- Modernisation of the senior grade pay structure is underway, to create four objectively measured pay bands at Grade 9. A career profile framework has already been developed for academic staff up to Senior Lecturer level, and this is being extended to cover staff at Grade 9. The new pay structure has undergone an equality analysis, to ensure it has no adverse impact on all under-represented staff groups across the College, and thus promoting fairness and transparency across senior appointments and promotions;

- The Academic Probation and Promotion Process is being adapted to include an equality analysis. Individual Career Profiles have been simplified to provide staff with generic templates, providing set competencies for the job role. These templates have the flexibility to include work patterns, with the barriers removed to support part-time workers to enable them to progress their careers;
- We are raising awareness of flexible working opportunities for all staff, including opportunities at senior levels, via departmental equality and diversity action plans and by extending flexible working training to all staff;
- HR will engage with recruiting managers when discussing job roles and advertisements to ensure that flexible working is considered;
- Trans Awareness Training has been delivered to EDC members and HR colleagues by the Equality Challenge Unit;
- A guidance on how to conduct an Equality Analysis has been produced for use when reviewing or developing a new or proposed policy or practice;
- HR colleagues have received an update on the principles of the Disability Confident Scheme, to increase their awareness of understanding the needs and requirements of potential and current disabled staff;
- Online recruitment information now includes a statement about the College being a 'Disability Confident Employer';
- The Equal Opportunities policy now includes the promotion of fairness for our transgender staff and students;
- A Gender Pay Gap Report 2017 outlining the mean and median pay gap between men and women. A list of recommendations to address the gender pay gap has been developed and will be overseen by the EDC;
- A project is underway to introduce a Workload Allocation Model with the aim of allocating academic work in a fair and transparent manner.

## **Activities for 2018**

Some of the activities that will take place during 2018 include:

- Identification of a variety of approaches for supporting leadership development, such as leadership programmes, mentoring and coaching workshops for all staff with a particular focus on those from under-represented staff groups ;

- A working group will be formed to explore opportunities for part-time and flexible working at senior level positions across the College;
- The College Executive Committee (CEC) have received a briefing session on Unconscious Bias, which focused on increasing their understanding of how unconscious bias can impact leadership and managerial decision making. A further session will be extended to Departmental Managers;
- LGBT and BAME staff network groups will be established. EDC will receive feedback from these groups which will subsequently inform the equality and diversity agenda;
- Refresher recruitment and selection training sessions with a focus on unconscious bias will be developed for existing recruiting managers;
- We will review and monitor progress made towards the Athena SWAN Action Plan and the Equality Objectives and Action Plan.

### **Key Findings from the Equal Opportunities Monitoring Report 2017**

The data presented covers the period of (during the period of 1 August 2016 to 31 July 2017). The data in this report does not include those applicants who do not have the right to work in the UK. The categories included for this report are: Academic (including staff clinician), Non-Academic and Research. When reviewing the data the main observations are listed below.

#### *Recruitment by Age*

- 11% decrease in Academic applications for those aged 40 and under, down from 83% in 2016 to 72% in 2017, which is also 6% lower than the 2015 figure at 78%
- In 2017, majority of Non-Academic applications were received from those aged 40 and under, in line with trends seen during the last three years
- Applications received for Non-Academic positions from the 31-40 age category showed a higher proportion of applicants shortlisted compared to other age categories.

#### *Recruitment by Disability*

- A gradual increase in the number of disabled applicants over the last three years from 3.3% in 2015 to 5% in 2017
- Disabled applicants for Academic posts remained constant over the last three years at around 3%
- No offers made to disabled applicants applying for Academic positions over the last three years

- An increase in the number of disabled applicants for Non-Academic posts from 3.1% in 2015 to 5.1% in 2017
- Proportion of offers made to disabled applicants for Non-Academic positions is significantly lower compared to non-disabled applicants.

### *Recruitment by Ethnicity*

- BAME applications have increased by 3.4% during 2016 from 13.7% in 2016 to 17.1% in 2017
- An increase in overall BAME offers from 3.2% in 2015 to 6.95% in 2016 and 9.6% in 2017
- BAME applications for Non-Academic positions accounted for 17.1%, an increase from the 13.5% in 2016 but lower than the 19.6% in 2015
- Proportion of BAME applicants shortlisted for Non-Academic roles was lower compared to 'white' applicants
- A lower proportion of job offers made to BAME applicants for Non-Academic positions at Hawkshead whilst a higher proportion of BAME offers were made at Camden
- Higher proportion of BAME offers were made for Research positions when compared to 'white' applicants.

### *Recruitment by Gender*

- A higher proportion of female applicants were shortlisted in 2017 when compared to previous years; in 2017 proportionately 56.4% female applicants shortlisted compared to 50% male applicants shortlisted, (2016 female applicants shortlisted: 42.5% and 30.1% male applicants shortlisted);
- During 2017 a slight increase in the female offer rate at 27% and 25% in 2016 compared to male offer rate for 2017 at 28% and male 16.3% in 2016
- An increase in male applications from 23.3% in 2016 to 42.6% in 2017. This is an encouraging move to further diversify our male staff population which is 33.5% for 2017
- During 2017, there has been an increase in offers for Academic positions made to female applicants, compared to previous years

### **Staff Profile**

- Gradual increase in the total staff profile of 16.75% from 800 in 2013 and 934 staff in 2017
- There has been an overall increase in the disability staff disclosure rate over the last three years, 3.4% in 2017 compared to 2.4% in 2016 and 2015
- During 2017, data shows a higher proportion of disabled staff in fixed term positions at 6.9% compared to permanent positions at 2.8%, in line with previous years trends
- Overall representation of BAME staff during 2017 was at 11.2%, an increase on previous years, which has been 9.4% in 2016 and 10.4% in 2015
- Proportionately a lower representation of BAME staff in part time positions compared to white staff
- A higher proportion of BAME staff are represented in grades 5-8 compared to white staff, however a noticeable decline within grade 9

- 66.5% of workforce are female and 33.5% are male
- A higher proportion of male staff are Academics compared to female staff
- The ratio of female staff in fixed term positions is almost double when compared to male staff, which is in line with similar trends over the last three years
- A higher proportion of female staff are represented across part-time positions compared to male staff 32.4%, 7.4% respectively, again in line with similar trends
- Proportionately a lower representation of female staff across grades 7-9. Female representation across grade 6 is comparable to male staff.

### Overall Recruitment Data

#### *How the data is presented*

The data on pages 7-45 shows the breakdown of number of applications received, shortlisted candidates, and offers made to candidates by reference to age, disability, gender and ethnicity. The recruitment data is presented firstly by a table with raw numbers; this is followed by a table which presents the data as proportions. In the figures, the first column shows the percentage of total applicants; the second column shows the percentage of applicants that were shortlisted, e.g Table 1b shows that 7.5% of all applicants were Academic applicants and in this group, 53.6% were shortlisted. The third column shows the percentage of shortlisted candidates that were made offers. For example table 1b shows of the 53.6% of the applicants shortlisted for Academic posts, 43.8% were made offers.

2016-17			
Category	Applied	Shortlisted	Offered
Academic	166	89	39
Non Academic	1843	774	193
Research	215	90	28
<b>Grand Total</b>	<b>2224</b>	<b>953</b>	<b>260</b>

**Table 1a** Number of applicants in each employment category

2016-17			
Category	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Academic	7.5	53.6	43.8
Non Academic	82.9	42.0	24.9
Research	9.7	41.9	31.1

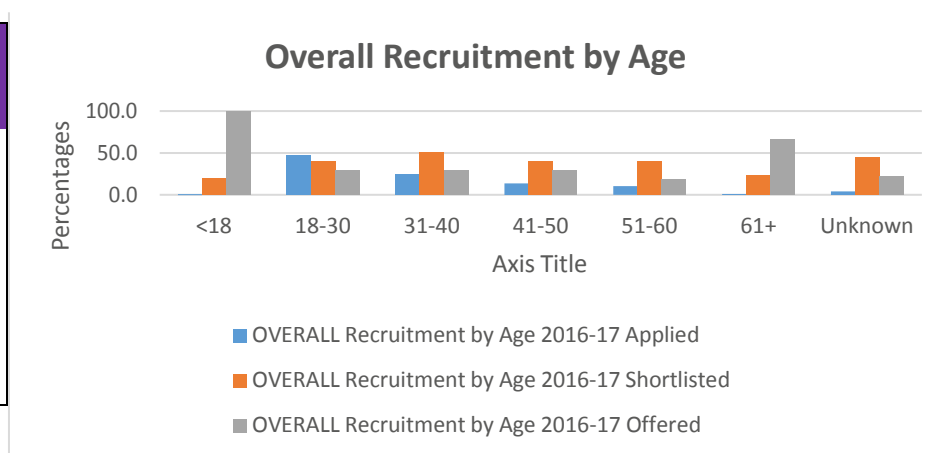
**Table 1b** Percentage of applicants in each employment category

The staff recruitment process has been monitored (via the online recruitment system) from 1 August 2016 to 31 July 2017. For the purpose of this report a bench-marking exercise was carried out over a period of three years. During 2017, 2,224 applications were received representing an increase of 31% over the 1,695 applications received in 2016 and a 14.17% increase over the 1,948 applications received in 2015. This is reflected in the considerably higher number of jobs advertised during 2017 (293 compared to 182 in 2016 and 172 in 2015).

Table 1b shows that Academic applications account for 7.5% of total applications. There has been a steady increase in this proportion from the previous years - 7% in 2016, and 3% for 2015. During 2017, the highest number of applications received were within the Non- Academic staff category. Table 1b shows that the highest proportion of applicants shortlisted and job offers made was within the Academic category – the difference is statistically significant.

### Staff Recruitment by Age

OVERALL Recruitment by age 2016-17			
Age range	Applied	Shortlisted	Offered
<18	5	1	1
18-30	1059	429	123
31-40	532	270	78
41-50	304	121	31
51-60	221	89	16
61+	13	3	2
Unknown	90	40	9



**Table 2** Number of applicants in each age group

**Figure 1** Percentage of total applicants in each age group, the percentage shortlisted in each age group and the percentage of shortlisted candidates made offers in each age group



ACADEMIC Recruitment by Age			
2016-			
Hawkshead	17		
Age range	Applied	Shortlisted	Offered
<18	0	0	0
18-30	27	19	10
31-40	75	44	18
41-50	17	7	4
51-60	11	4	3
61+	1	0	0
Unknown	6	3	1
<b>Grand Total</b>	<b>137</b>	<b>77</b>	<b>36</b>

**Table 3a** Number of applicants for academic positions at Hawkshead in each age group

ACADEMIC Recruitment by Age			
Camden			
2016-17			
Age range	Applied	Shortlisted	Offered
<18	0	0	0
18-30	1	0	0
31-40	16	9	3
41-50	7	1	0
51-60	3	1	0
61+	0	0	0
Unknown	2	0	0
<b>Grand Total</b>	<b>29</b>	<b>12</b>	<b>3</b>

**Table 3b** Number of applicants for academic positions at Camden in each age group

In 2017, the majority of applications received for Academic positions across the College (87%) were from those aged 40 or under, a slight increase of 4% from 2016 (83%). Applications received for Academic posts for 2015 and 2014 were 75% of the total applicants. Data from table 3a and 3b shows the highest proportion of applicants shortlisted for an Academic post across the College were from the 31-40 age group.

ACADEMIC Recruitment by Age (%) Hawkshead 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0.0	0	0
18-30	19.7	0.0	0.0
31-40	54.7	58.7	40.9
41-50	12.4	41.2	51.1
51-60	8.0	36.4	75.0
61+	0.7	0.0	0.0
Unknown	4.4	50.0	33.3

**Table 4a** Percentage of applicants for academic positions at Hawkshead

ACADEMIC Recruitment by Age (%) Camden 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0.0	0	0
18-30	3.4	0.0	0.0
31-40	55.2	56.3	33.3
41-50	24.1	14.3	0.0
51-60	10.3	33.3	0.0
61+	0.0	0.0	0.0
Unknown	6.9	0.0	0.0

**Table 4b** Percentage of applicants for academic positions at Camden

In 2017, the majority of applications received for Academic positions were from the 31-40 age group. The highest proportion of candidates that were shortlisted were from the 31-40 age group. The highest proportion of offers made were from the 41-50 age group, please note the small numbers of applicants within this age group.

NON-ACADEMIC Recruitment by age Hawkshead 2016-17			
Age range	Applied	Shortlisted	Offered
<18	3	1	1
18-30	589	266	73
31-40	253	123	32
41-50	192	84	22
51-60	141	63	9
61+	4	2	1
Unknown	46	19	4

**Table 5a** Number of applicants per age group for non-academic positions at Hawkshead

NON-ACADEMIC Recruitment by age Camden 2016-17			
Age range	Applied	Shortlisted	Offered
<18	2	0	0
18-30	331	109	30
31-40	124	56	11
41-50	68	20	2
51-60	56	16	3
61+	5	1	1
Unknown	29	14	4

**Table 5b** Number of applicants per age group for non-academic positions at Camden

NON-ACADEMIC Recruitment by age Hawkshead 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0.2	33.3	100
18-30	48.0	45.2	27.4
31-40	20.6	48.6	26.0
41-50	15.7	43.8	26.2
51-60	11.5	44.7	14.3
61+	0.3	50.0	50.0
Unknown	3.7	3.4	2.8

**Table 6a** Percentage of applicants per age group for non-academic positions at Hawkshead positions

NON-ACADEMIC Recruitment by age Camden 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0.3	0.0	0.0
18-30	53.8	32.9	27.5
31-40	20.2	45.2	19.6
41-50	11.1	29.4	10.0
51-60	9.1	28.6	18.8
61+	0.8	0.5	100.0
Unknown	4.7	48.3	28.6

**Table 6b** Number of applicants per age group for non-academic positions at Camden

The majority of Non-Academic applicants were received from those aged 40 and under across the College. This follows similar trends from the previous three years. The 31-40 age category across the College shows the highest proportion of applicants shortlisted.

RESEARCH Recruitment by age Hawkshead 2016-17			
Age range	Applied	Shortlisted	Offered
<18	0	0	0
18-30	74	17	7
31-40	32	20	7
41-50	11	4	2
51-60	3	1	1
61+	1	0	0
Unknown	3	1	0

**Table 7a** Number of applicants per age group for research positions at Hawkshead

RESEARCH Recruitment by age Camden 2016-17			
Age range	Applied	Shortlisted	Offered
<18	0	0	0
18-30	37	18	3
31-40	32	18	7
41-50	9	5	1
51-60	7	4	0
61+	2	0	0
Unknown	4	2	0

**Table 7b** Percentage of applicants per age group for research positions at Camden

RESEARCH Recruitment by Age			
Hawkshead 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0	0	0
18-30	59.7	23.0	41.2
31-40	25.8	62.5	35
41-50	8.9	36.4	50
51-60	2.4	33.3	100
61+	0.8	0.0	0
Unknown	2.4	33.3	0

**Table 8a** Percentage of applicants per age group for research positions at Hawkshead

RESEARCH Recruitment by Age			
Camden 2016-17			
Age range	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
<18	0	0	0
18-30	40.7	48.6	16.7
31-40	35.2	56.3	38.9
41-50	9.9	55.6	20.0
51-60	7.7	57.1	0.0
61+	2.2	0.0	0.0
Unknown	4.4	50	0

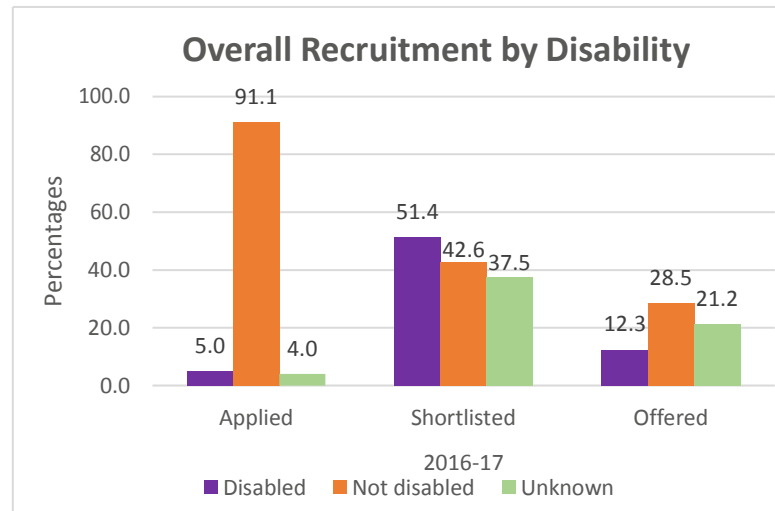
**Table 8b** Percentage of applicants per age group for research positions at Camden

The figures in tables 8a and 8b show that at both campuses it was those aged 40 and under accounted for the highest proportion of applications for Research positions. This is in line with similar trends seen in previous years. Tables 8a and 8b shows the highest proportions of applicants shortlisted across both campuses were within the 31-40 age category. In Hawkshead we saw 100% of offers made to those that were shortlisted though the numbers were very small and therefore statistically insignificant. The highest number of offers made across the College were from those aged 40 and under age category, which represents 85.7% of total offers made in 2017. This is a decrease from the previous years (2016 at 96.2%, 2015 at 90%).

## Staff Recruitment by Disability

OVERALL Recruitment by Disability 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	111	57	7
Not disabled	2025	863	246
Unknown	88	33	7
<b>Grand Total</b>	<b>2224</b>	<b>953</b>	<b>260</b>

**Table 9** Number of applicants – disabled vs not disabled



**Figure 2:** Percentage of total applicants in disability group, the percentage shortlisted in each group and the percentage of shortlisted candidates made offers in each group

Overall, applicants with a disability accounted for 5% of total applications across both campuses, (an increase from 4.3% in 2016, 3.3% in 2015 and 3.1% in 2014). During 2017, there was a decrease in the percentage of offers made to disabled applicants at 2.7% compared to 4.3% in 2016. However, the 2017 figure was broadly in line with offers made in the previous years (2015 2.2% and 2014 2.1%). The above data illustrates that a higher proportion of disabled applicants have been shortlisted compared to non-disabled applicants though non-disabled applicants are more than twice as likely to have an offer of employment.

ACADEMIC Recruitment by Disability			
Hawkshead 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	3	2	0
Not disabled	131	74	36
Unknown	3	1	0
<b>Grand Total</b>	<b>137</b>	<b>77</b>	<b>36</b>

**Table 10a** Number of applicants for academic positions per disability group at Hawkshead

ACADEMIC Recruitment by Disability			
Camden 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	2	1	0
Not disabled	26	11	3
Unknown	1	0	0
<b>Grand Total</b>	<b>29</b>	<b>12</b>	<b>3</b>

**Table 10b** Number of applicants for academic positions per disability group per at Camden

ACADEMIC Recruitment by Disability			
Hawkshead 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	2.2	66.7	0.0
Not disabled	95.6	56.5	48.6
Unknown	2.2	33.3	0.0

**Table 11a** Percentage of applicants for academic positions per disability group at Hawkshead

ACADEMIC Recruitment by Disability			
Camden 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	6.9	50.0	0.0
Not disabled	89.7	42.3	27.3
Unknown	3.4	0.0	0.0

**Table 11b** Percentage of applicants for academic positions per disability group at Camden

The figures from tables 10a and 11b show that for Academic positions across both campuses, disabled applicants accounted for 3% of the total applicants in 2017, an increase from 2016 (at 2.5%) but a decrease from 2015 (at 3.8%). The figures from tables 10b and 11b identify that during 2017 a higher proportion of disabled applicants were shortlisted though there has been no offers made to disabled applicants. It should be noted that due to the small number of disabled applicants this data is statistically insignificant.

NON ACADEMIC Recruitment by Disability Hawkshead 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	49	27	3
Not disabled	1127	511	136
Unknown	52	20	3
<b>Grand Total</b>	<b>1228</b>	<b>558</b>	<b>142</b>

**Table 12a** Number of applicants for non-academic positions per disability group at Hawkshead

NON ACADEMIC Recruitment by Disability Camden 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	46	23	2
Not disabled	542	181	45
Unknown	27	12	4
<b>Grand Total</b>	<b>615</b>	<b>216</b>	<b>51</b>

**Table 12b** Number of applicants for non-academic positions per disability group at Camden

NON ACADEMIC Recruitment by Disability Hawkshead 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	4.0	55.1	11.1
Not disabled	91.8	45.3	26.6
Unknown	4.2	38.5	15.0

**Table 13a** Percentage of applicants for non-academic positions group at per disability group at Hawkshead

NON ACADEMIC Recruitment by Disability Camden 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	7.5	50.0	8.7
Not disabled	88.1	33.4	24.9
Unknown	4.4	44.4	33.3

**Table 13b** Percentage of applicants for non-academic positions per disability group at Camden

During 2017, the number of disabled applicants for Non-Academic positions represented 5.1% of the total applicants for Non-Academic posts across the College -an increase from the previous two years (4.1% in 2016 and 3.1% in 2015). The data in table 12b and 13b shows a higher proportion of disabled applicants being shortlisted for Non-Academic positions. The proportion of offers made to disabled applicants for Non-



Academic positions is considerably lower in comparison to non-disabled applicants but the difference was not statistically significant at either campus, probably due to the small number of disabled applicants.

RESEARCH Recruitment by Disability			
Hawkshead 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	6	2	1
Not disabled	115	41	16
Unknown	3	0	0
<b>Grand Total</b>	<b>124</b>	<b>43</b>	<b>17</b>

**Table 14a** Number of applicants for research positions per disability group at Hawkshead

RESEARCH Recruitment by Disability			
Hawkshead 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	4.8	33.3	50
Not disabled	92.7	35.7	39.0
Unknown	2.4	0	0

**Table 15a** Percentage of applicants for research positions Per disability at Hawkshead

RESEARCH Recruitment by Disability			
Camden 2016-17			
Disability	Applied	Shortlisted	Offered
Disabled	6	2	1
Not disabled	115	41	16
Unknown	3	0	0
<b>Grand Total</b>	<b>124</b>	<b>43</b>	<b>17</b>

**Table 14b** Number of applicants for research positions per disability group at Camden

RESEARCH Recruitment by Disability			
Camden 2016-17			
Disability	% of total applicants	% of applicants shortlisted	% of shortlisted applicants who received an offer
Disabled	5.5	40	50
Not disabled	92.3	53.6	22.2
Unknown	2.2	0	0

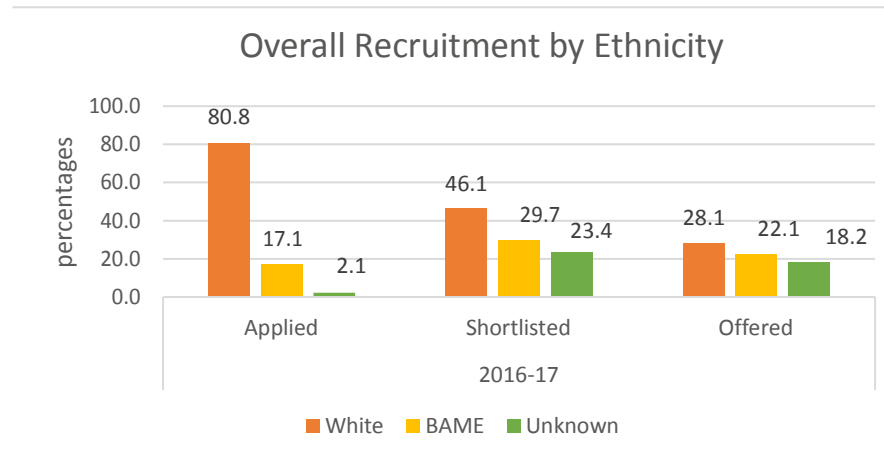
**Table 15b** Percentage of applicants for research positions per disability group at Camden

The figures in tables 14a and 14b show that in 2017, for overall Research positions, disabled applicants accounted for 5.1% of the total application, a decrease from 2016 which represented 6.3% but an increase from previous years (2015 at 3.1% and 2014 at 3.4%). The figures in table 28 and 29 show that across the College a higher proportion of offers were made to disabled applicants. Although it is useful to check the recruitment trends from disabled applicants, due to the small number of applicants this data cannot be analysed statistically.

**Staff Recruitment Data by Ethnicity**

OVERALL Recruitment by Ethnicity			
2016-17			
Ethnicity	Applied	Shortlisted	Offered
White	1797	829	233
BAME	380	113	25
Unknown	47	11	2
<b>Grand Total</b>	<b>2224</b>	<b>953</b>	<b>260</b>

**Table 16** Applicant numbers by ethnicity



**Figure 3:** Percentage of total applicants in each ethnic group, the percentage shortlisted in each group and the percentage of shortlisted candidates made offers in each group

Table 16 and Figure 3 show that applicants from BAME (Black, Asian and minority ethnic) accounted for 17.1% of the total applications received in 2017 - an increase of 3.4% when compared against the 2016 report but a decrease from 19% in 2015, 25% in 2014 and 23.3% in 2013.

In 2017, figure 3 shows that a significantly lower proportion of BAME applicants were shortlisted compared to 'white' applicants. However trends over the previous years highlight that there has been a gradual increase of BAME applicants shortlisted (25% in 2016 and 21.5% in 2015).

It is encouraging to see that the number of BAME offers for 2017 represent 9.6% of total offers. This has increased from 6.95% in 2016, 3.2% in 2015 and 3.6% in 2014. Data from figure 3 points towards a higher proportion of offers made to 'white' applicants when compared to BAME offers. Overall, Non-Academic positions attracted the largest percentage of BAME applicants, followed by Research and Academic positions.

ACADEMIC Recruitment by Ethnicity			
Hawkshead 2016-17			
Ethnicity	Applied	Shortlisted	Offered
White	125	74	36
BAME	10	2	0
Unknown	2	1	0
<b>Grand Total</b>	<b>137</b>	<b>77</b>	<b>36</b>

**Table 17a** Number of applicants in each ethnic group for academic positions at Hawkshead

ACADEMIC Recruitment by Ethnicity			
Camden 2016-17			
Ethnicity	Applied	Shortlisted	Offered
White	17	8	2
BAME	11	4	1
Unknown	1	0	0
<b>Grand Total</b>	<b>29</b>	<b>12</b>	<b>3</b>

**Table 17b** Number of applicants in each ethnic group for academic positions at Camden

ACADEMIC Recruitment by Ethnicity			
Hawkshead 2016-17			
Ethnicity	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	91.2	59.2	48.6
BAME	7.3	20.0	0.0
Unknown	1.5	50.0	0.0

**Table 18a** Percentage of applicants for academic positions per ethnic group at Hawkshead

ACADEMIC Recruitment by Ethnicity			
Camden 2016-17			
Ethnicity	% of applicant in each group	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	58.6	47.1	25
BAME	37.9	36.4	25
Unknown	3.4	0	0

**Table 18b** Percentage of applicants for academic positions per ethnic group at Camden

In 2017, BAME applicants for Academic positions accounted for 12.6% of applicants, an increase from 5% in 2016, 1.3% in 2015 and 8.3% in 2014. Figures from tables 18a and 18b demonstrate that Camden receives a higher proportion of BAME applications when compared to Hawkshead. The proportion of BAME applicants shortlisted across both campuses is lower compared to 'white' applicants and this difference is statistically significant ( $p < 0.05$ )

NON ACADEMIC Recruitment by Ethnicity			
Hawkshead	2016-17		
Ethnicity	Applied	Shortlisted	Offered
White	1019	494	132
BAME	188	59	8
Unknown	21	5	2
<b>Grand Total</b>	<b>1228</b>	<b>558</b>	<b>142</b>

**Table 19a** Number of applicants in each ethnic group for non-academic academic Positions per ethnic group at Hawkshead

NON ACADEMIC Recruitment by Ethnicity			
Camden	2016-17		
Ethnicity	Applied	Shortlisted	Offered
White	462	176	40
BAME	139	37	11
Unknown	14	3	0
<b>Grand Total</b>	<b>615</b>	<b>216</b>	<b>51</b>

**Table 19b** Number of applicants in each ethnic group for non-academic positions per ethnic group at Camden

NON ACADEMIC Recruitment by Ethnicity			
Hawkshead	2016-17		
Ethnicity	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	83.0	48.5	26.7
BAME	15.3	31.4	13.6
Unknown	1.7	23.8	40

**Table 20a** Percentage of applicants for non-academic positions group at per ethnic group at Hawkshead

NON ACADEMIC Recruitment by Ethnicity			
Camden	2016-17		
Ethnicity	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	75.1	38.1	22.7
BAME	22.6	26.6	29.7
Unknown	2.3	21.4	0.0

**Table 20b** Percentage of applicants for non-academic positions per ethnic Camden

Figures from tables 19a to 19b highlight that during 2017, BAME applications for Non-Academic positions accounted for 17.7%; this is an increase from 13.5% in 2016, but lower than the 19.6% in 2015 and 22.2% in 2014. The proportion of BAME applicants shortlisted across both campuses was significantly lower in comparison to 'white' applicants (H:  $p < 0.001$ , C:  $p < 0.05$ ). Figures from the above tables show that in Camden a higher proportion of Non-Academic job offers were made to BAME applicants though the difference was not statistically significant, however in Hawkshead, a statistically significant lower proportion of BAME applicants were shortlisted and offers made compared to 'white' applicants.

RESEARCH Recruitment by Ethnicity Hawkshead 2016-17			
Ethnicity	Applied	Shortlisted	Offered
White	108	41	15
BAME	12	2	2
Unknown	4	0	0
<b>Grand Total</b>	<b>124</b>	<b>43</b>	<b>17</b>

**Table 21a** Number of applicants in each ethnic group for research positions at Hawkshead

RESEARCH Recruitment by Ethnicity Camden 2016-17			
Ethnicity	Applied	Shortlisted	Offered
White	66	36	8
BAME	20	9	3
Unknown	5	2	0
<b>Grand Total</b>	<b>91</b>	<b>47</b>	<b>11</b>

**Table 21b** Number of applicants in each ethnic group for research positions at Camden

RESEARCH Recruitment by Ethnicity Hawkshead 2016-17			
Ethnicity	% of applicant in each group Applied	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	87.1	50.7	36.6
BAME	9.7	16.7	100.0
Unknown	3.2	0.0	0.0

**Table 22a** Percentage of applicants for non-academic positions per ethnic group at Hawkshead  
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RESEARCH Recruitment by Ethnicity Camden 2016-17			
Ethnicity	% of applicant in each group Applied	% of applicants Shortlisted	% of shortlisted applicants who received an offer
White	72.5	54.5	22.2
BAME	22.0	45.0	33.3
Unknown	5.5	40	0

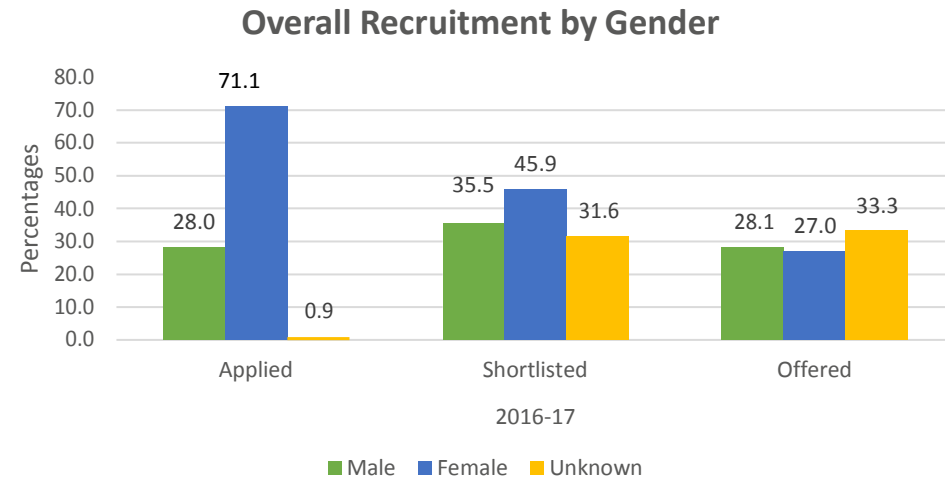
**Table 22b** Percentage of applicants for non-academic positions per ethnic group at Camden

In 2017, Research positions attracted 14.8% of BAME applicants, which is a decrease from 20.5% in 2016 and 21.1% in 2015. Figures from tables 22a and 22b indicate that a lower proportion of BAME applicants are shortlisted compared to 'white' applicants. However a higher proportion of BAME offers were made in comparison to 'white' applicants. It should be noted that the data sample in the above tables is very small and the figures, therefore, cannot be analysed statistically.

### Staff Recruitment Data by Gender

OVERALL Recruitment by Gender			
2016-17			
Gender	Applied	Shortlisted	Offered
Male	623	221	62
Female	1582	726	196
Unknown	19	6	2
<b>Grand Total</b>	<b>2224</b>	<b>953</b>	<b>260</b>

**Table 23** Applicant numbers by gender



**Figure 4** Percentage of total applicants in each gender group, the percentage shortlisted

The 2017 recruitment data in table 23 and Figure 4 shows that the College received a higher proportion of female applications compared to male applicants, this is in line with similar trends over the past few years. The College has a higher female profile in administrative and nursing roles therefore influencing the gender balance.



Academic Recruitment by Gender Hawkshead 2016-17			
Gender	Applied	Shortlisted	Offered
Male	53	29	14
Female	82	47	22
Unknown	2	1	0
<b>Grand Total</b>	<b>137</b>	<b>77</b>	<b>36</b>

**Table 24a** Number of applicants in each gender group for academic positions at Hawkshead

ACADEMIC Recruitment by Gender Camden 2016-17			
Gender	Applied	Shortlisted	Offered
Male	17	6	1
Female	12	6	2
Unknown	0	0	0
<b>Grand Total</b>	<b>29</b>	<b>12</b>	<b>3</b>

**Table 24b** Number of applicants in each gender group for academic positions at Camden

Academic Recruitment by Gender Hawkshead 2016-17			
Applied	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	38.7	54.7	48.3
Female	59.8	57.3	46.8
Unknown	1.5	50.0	0.0

**Table 25a** Percentage of applicants for academic positions by gender at Hawkshead

Camden 2016-17			
Gender	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	58.6	35.3	16.7
Female	41.4	50.0	33.3
Unknown	0.0	0	0

**Table 25b** Percentage of applicants for academic positions by gender group at Camden

The 2017 Academic recruitment data indicates that the College received a higher proportion of female applicants (56.6% vs 42.6% male applicants). There has been a decline in the proportion of female applicants over the past three years; in 2016 75.8% of applicants were

female, 23.3% of applicants were male. During 2017, higher proportion of female applicants were shortlisted for Academic positions (56.4% compared to 50% of male applicants). This was an increase in the proportion of female applicants shortlisted in 2016, (46% female 57.1% male). During 2017, offers made for overall Academic positions demonstrates that proportionately, female applicants were more successful in receiving an offer of employment (female 45.3% and male 42.9%) though the difference was not statistically significant.

The data in tables 25a and 25b highlights that the College received a higher proportion of female applicants for Academic positions in Hawkshead when compared to Camden campus. A higher proportion of female applicants were shortlisted and offers made compared to male applicants across both campuses. However, the difference is not statistically significant.

NON ACADEMIC Recruitment by Gender Hawkshead 2016-17			
Gender	Applied	Shortlisted	Offered
Male	316	107	26
Female	898	447	114
Unknown	14	4	2
<b>Grand Total</b>	<b>1228</b>	<b>558</b>	<b>142</b>

**Table 26a** Number of applicants in each gender group for Non-academic positions at Hawkshead

NON ACADEMIC Recruitment by Gender Camden 2016-17			
Gender	Applied	Shortlisted	Offered
Male	168	52	11
Female	444	163	40
Unknown	3	1	0
<b>Grand Total</b>	<b>615</b>	<b>216</b>	<b>51</b>

**Table 26b** Number of applicants in each gender group for non-academic positions at Camden

NON ACADEMIC Recruitment by Gender Hawkshead 2016-17			
Gender	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	25.7	33.9	24.3
Female	73.1	49.8	25.5
Unknown	1.1	28.6	50.0

**Table 27a** Percentage of applicants for non-academic positions by gender at Hawkshead

NON ACADEMIC Recruitment by Gender (%) Camden 2016-17			
Gender	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	27.3	31.0	21.2
Female	72.2	36.7	24.5
Unknown	0.5	33.3	0.0

**Table 27b** Percentage of applicants for non-academic positions by gender group at Camden

The figures in tables 26a and 26b show that applicants for Non–Academic positions across the College were 72.8% female vs 26.3% male. These figures demonstrate a decrease in the proportion of female applicants applying for Non-Academic positions when compared to 2016 when the College received 78.1% female applicants and 20.4% male applicants for Non-Academic positions. Data from tables 27a and 27b highlight that for Non-Academic positions a significantly higher proportion of female applicants were shortlisted (45.4%) compared to male applicants (32.8%;  $p < 0.0001$ ). The data in tables 27a and 27b relates to the proportion of offers made, which are comparable for both male and female applicants in Hawkshead and proportionately slightly higher offer rate for females in Camden though this was not statistically significant.

RESEARCH Recruitment by Gender Hawkshead 2016-17			
Gender	Applied	Shortlisted	Offered
Male	31	14	7
Female	93	29	10
Unknown	0	0	0
<b>Grand Total</b>	<b>124</b>	<b>43</b>	<b>17</b>

**Table 28a** Number of applicants in each gender group for research positions at Hawkshead

RESEARCH Recruitment by Gender Camden 2016-17			
Gender	Applied	Shortlisted	Offered
Male	38	13	3
Female	53	34	8
Unknown	0	0	0
<b>Grand Total</b>	<b>91</b>	<b>47</b>	<b>11</b>

**Table 28b** Number of applicants in each gender group for research positions at Camden

RESEARCH Recruitment by Gender Hawkshead 2016-17			
Gender	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	25	45.2	50.0
Female	75	31.2	34.5
Unknown	0	0	0

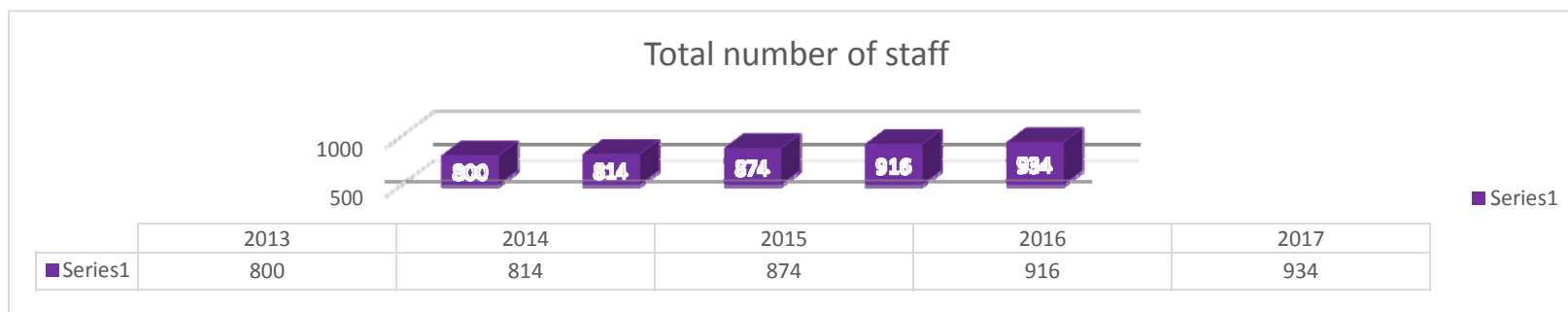
**Table 29a** Percentage of applicants for research positions by gender at HawksheadCamden

RESEARCH Recruitment by Gender Camden 2016-17			
Gender	% of total applicants	% of applicants Shortlisted	% of shortlisted applicants who received an offer
Male	41.8	34.2	23.1
Female	58.2	64.2	23.5
Unknown	0.0	0	0

**Table 29b** Percentage of applicants for research positions by gender group at

Data from tables 28a-28b shows that within the Research category there was a significantly higher proportion of female applicants at Hawkshead when compared to Camden ( $p < 0.05$ ). The proportion of female applicants shortlisted at Hawkshead was lower when compared to male applicants but the difference is not statistically significant. Data from tables 29a and 29b shows that male applicants for Research positions, proportionately received a higher offer rate compared to female applicants but the difference was not statistically significant. Table 29b shows comparable offers were made for female and male applicants at Camden.

## Staff Profile Data



**Figure 5**

Figure 5 shows a gradual increase in the overall staff profile since 2013. Comparisons over the five-year trend show that there has been a 2% staff increase from 2016 to 2017, a 4.7% increase from 2015 to 2016 and (compared to 1 August 2013) a 16.8% staff increase.

## Staff Profile by Age

Age group	Academic	Non Academic	Research
18-30	1	171	24
31-40	62	196	46
41-50	55	142	8
51-60	45	129	8
61+	11	34	2
<b>Total</b>	<b>174</b>	<b>672</b>	<b>88</b>

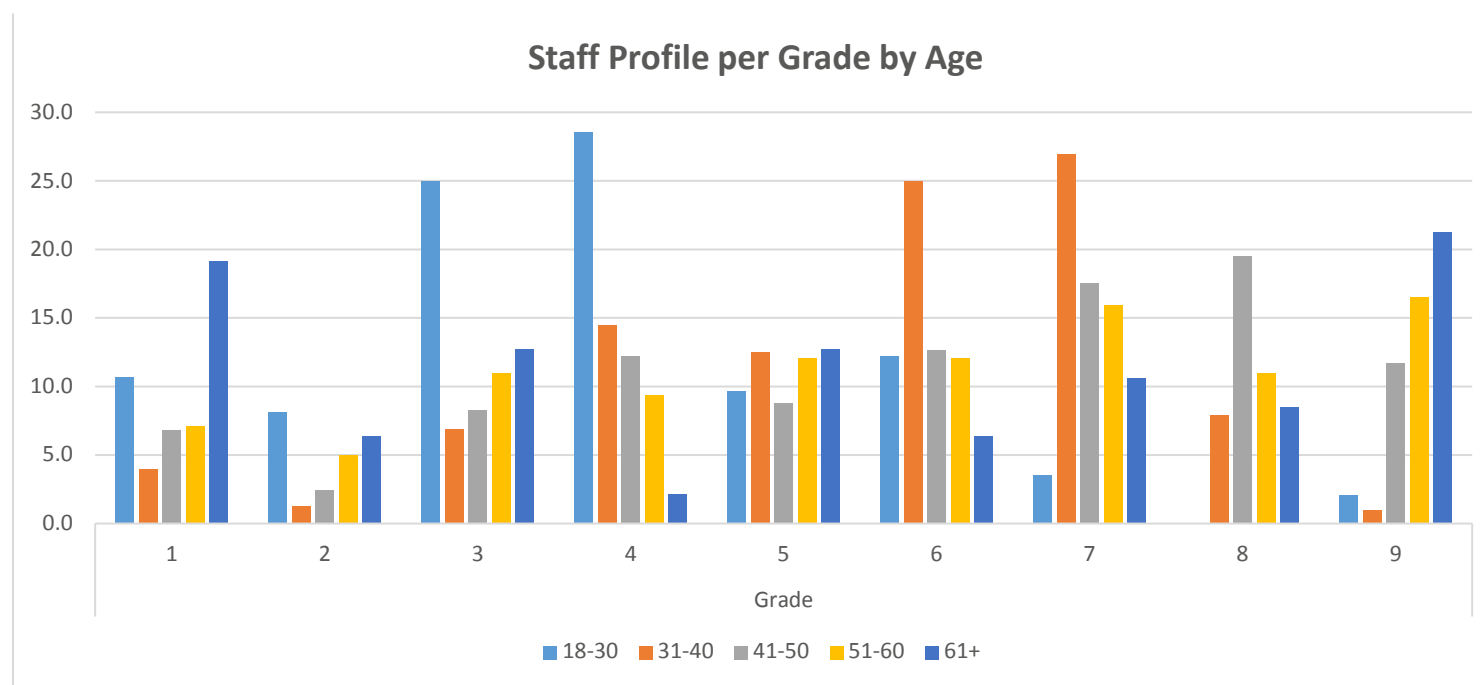
**Table 34** Number of staff in each age group

Age group (%)	Academic	Non Academic	Research
18-30	0.6	25.4	27.3
31-40	35.6	29.2	52.3
41-50	31.6	21.1	9.1
51-60	25.9	19.2	9.1
61+	6.3	5.1	2.3

**Table 35** Percentage of staff in each age group

The data in table 34 shows that it is those aged 40 and under that represents the highest number of staff. This trend has remained consistent over the last three years. Those aged 30 and under represent 0.6% of Academic staff, which is a decrease from 2016 at 1.6% and also 1.6% in 2015. However the 30 and under age category represent 25.4% of all staff categorised as Non-Academic, which is comparable to 2016 figures at 25.6%, an increase over the three year period (2015, 23.2% and 21.4% in 2014). The number of staff in Research posts in the 30 and under age category has seen a slight decrease from 28.7% in 2016, however there has been a constant increase over the previous two years at 27.1% in 2015 and 18% in 2014.

### Staff profile by age and grade



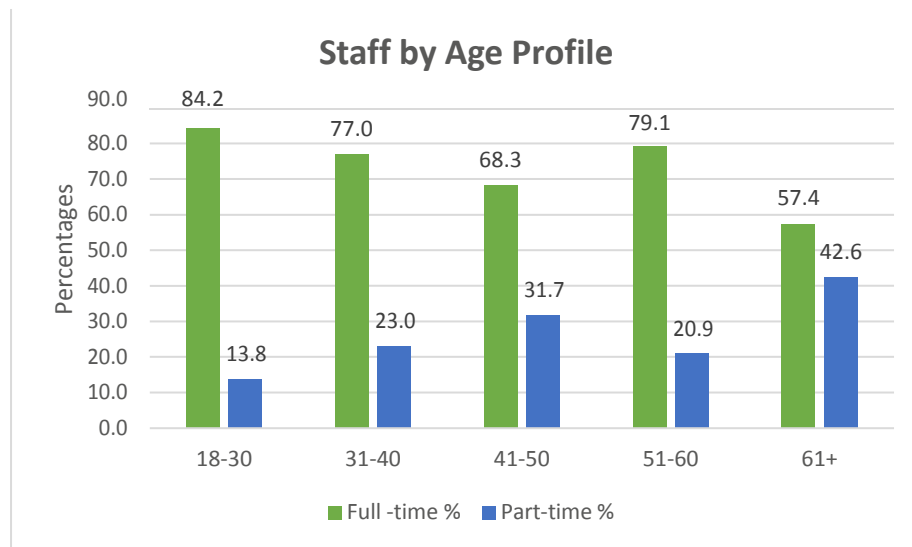
**Figure 6** Percentage of staff by age group in each grade

The data from Figure 6 shows that the highest proportion of the 61+ age category is within grades 1 and 9. The 30 and under age category have the highest representation in grades 3 and 4, and the 31-40 age category has the highest representation within grades 6 and 7. This reflects similar trends to the previous three years.

Category	Grade								
	1	2	3	4	5	6	7	8	9
18-30	21	16	49	56	19	24	7	0	4
31-40	12	4	21	44	38	76	82	24	3
41-50	14	5	17	25	18	26	36	40	24
51-60	13	9	20	17	22	22	29	20	30
61+	9	3	6	1	6	3	5	4	10
Grand Total	69	37	113	143	103	151	159	88	71
Staff Total	934								

**Table 36** Numbers of staff in each grade by age group

**Staff profile by age and employment status – full-time vs part-time**



**Figure 7** Percentage of full-time vs part time staff in each age group

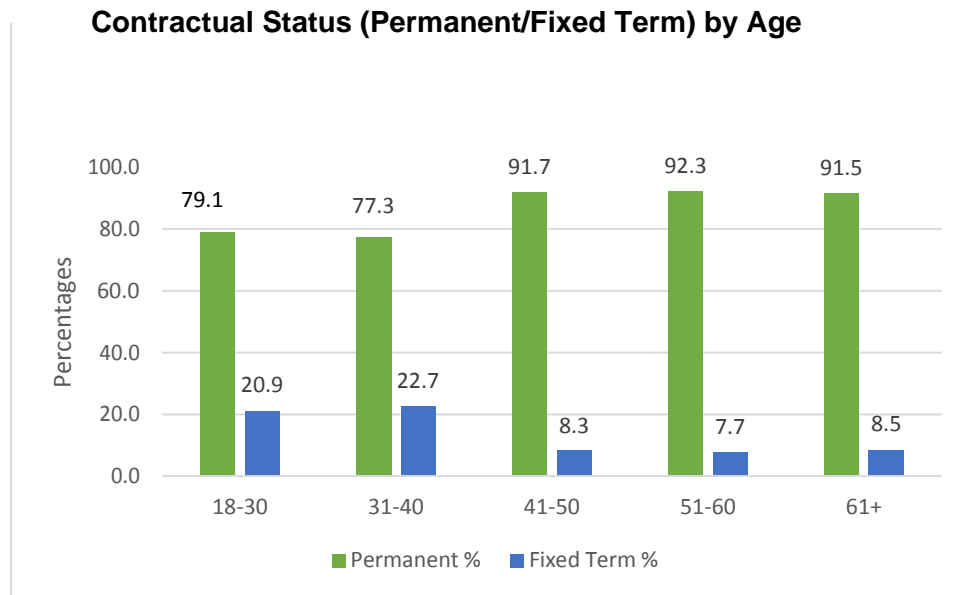
Age group	Full-time	Part-time
18-30	165	31
31-40	234	70
41-50	140	65
51-60	144	38
61+	27	20
Grand Total	710	224

**Table 37** Numbers of full-time vs part-time staff in each age group



Data from figure 7 highlights a recurring trend over the last three years of the 61+ age category representing proportionately the highest number of part-time contracts though this has declined from the previous years (50% in 2016, 55% in 2015 and 53% in 2014). The 18-30 age category as the lowest representation of staff who work on a part-time contract.

**Staff profile by age and employment status – permanent vs fixed term**



**Figure 8** Percentage of permanent vs fixed-term staff in each age group

Age group	Permanent	Fixed Term
18-30	155	41
31-40	235	69
41-50	188	17
51-60	168	14
61+	43	4
<b>Grand Total</b>	<b>789</b>	<b>145</b>

**Table 38** Numbers of permanent vs fixed-term staff in each age group

Data from figure 8 shows that a high proportion of fixed term staff are represented in those aged 40 and under. This is similar to data over the last three years.

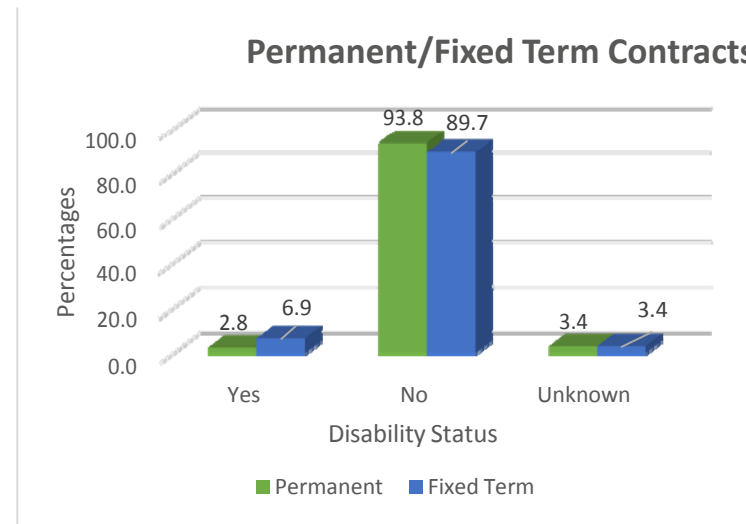
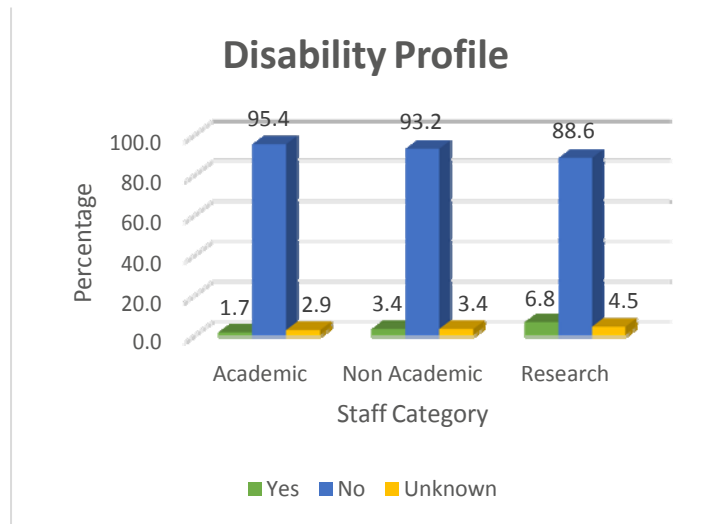
## Staff Profile by Disability

Disabled?	Academic	Non Academic	Research
Yes	3	23	6
No	166	626	78
Unknown	5	23	4
<b>Total</b>	<b>174</b>	<b>672</b>	<b>88</b>

Status	Permanent	Fixed Term
Yes	22	10
No	740	130
Unknown	27	5
<b>Column Total</b>	<b>789</b>	<b>145</b>

**Table 39** Numbers of disabled and non-disabled staff in each work category

**Table 40** Numbers of disabled and non-disabled staff in permanent and part-time post

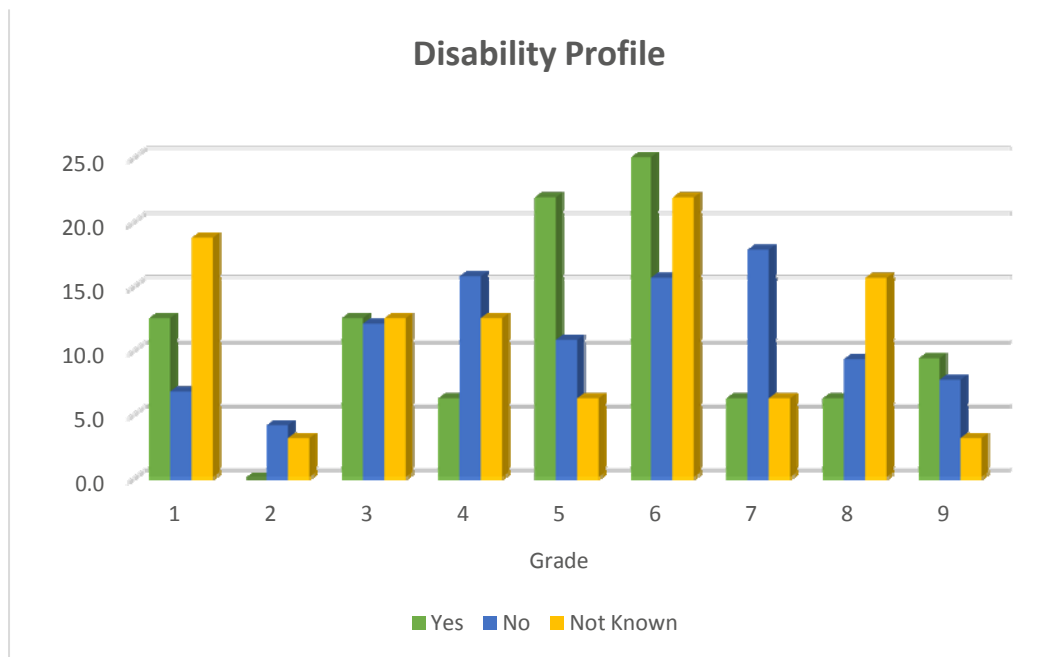


**Figure 9** Percentage of disabled and non-disabled staff per staff category

**Figure 10** Percentage of disabled and non-disabled staff vs contractual status

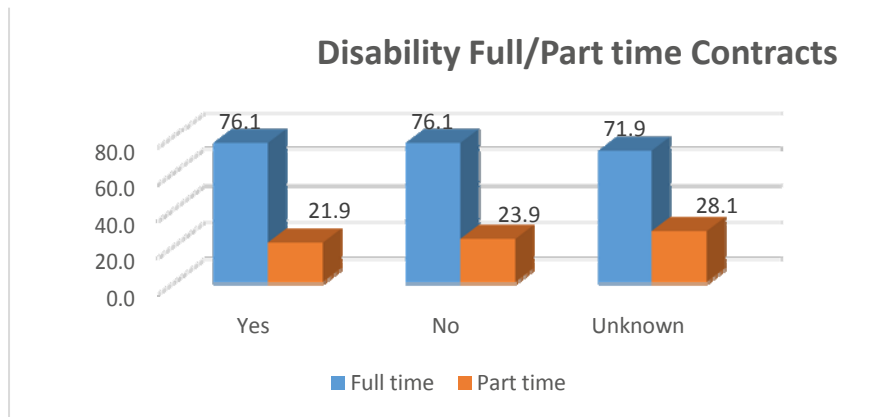
Figure 9 shows that during 2017, the overall staff disclosure rate for disability was 3.4%, which is an increase compared to previous years (2.4% both in 2016 and 2015). Research positions account for the highest proportion of disabled staff which has remained constant over the three year period. Figure 10 shows staff employed on fixed term contracts have a higher proportion of disabled staff compared to permanent

staff which is in line with trends over the last three years. Data from figure 10 shows that a higher proportion of disabled staff are employed on fixed term contracts which is an increase from the previous three years (3.1% in 2016, 4% of 2015 and 4.1% in 2014).



**Figure 11** Percentage of disabled and non-disabled staff in each grade

Data from figure 11 shows that during 2017, the highest proportion of disabled staff are within grades 1, 5, 6 and 9. However, the numbers are very small and the data cannot be analysed statistically.

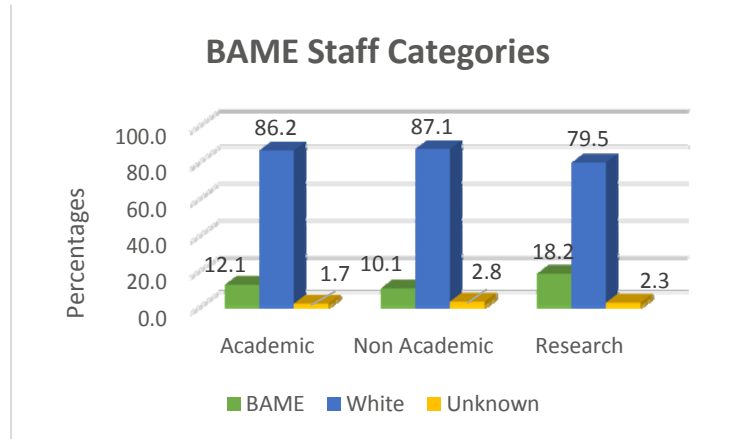


Disabled?	Full time	Part time
Yes	25	7
No	662	208
Unknown	23	9
<b>Total</b>	<b>710</b>	<b>224</b>

**Figure 12** Percentage of disabled and non-disabled staff in full-time vs part-time contracts **Table 40** Numbers of disabled and non-disabled staff in full-time vs part-time contracts

The figures in table 40 show that disabled staff account for 3.5% of all full time positions and 3.1% of all part time positions; this is an increase from 2016 (full time staff 2.2% and part-time staff 2.7%). The overall staff disclosure rate for disability has increased over the three year period at 3.4% in 2017, 2.4% in both 2016 and 2015. Research positions account for a higher proportion of disabled staff which is in line with trends from the previous year.

## Staff Profile by Ethnicity

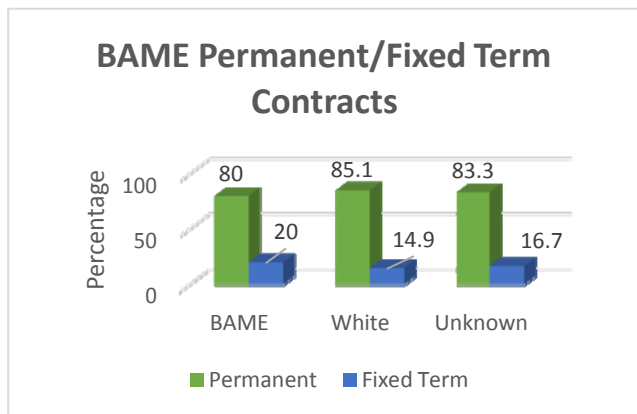


**Figure 13** Percentage of BAME and white staff per staff category

Category	Academic	Non Academic	Research
BAME	21	68	16
White	150	585	70
Unknown	3	19	2
<b>Column Total</b>	<b>174</b>	<b>672</b>	<b>88</b>

**Table 41** Ethnicity of staff in staff categories

Staff that have identified themselves as from the BAME group account for 11.2% of our total workforce for 2017. This is a slight increase from previous years, was 9.8% in 2016, and 10.4% in 2015. Figure 13 shows that Academic and Non-Academic BAME groups have similar representation at 12.1% and 10.1% respectively, which has remained constant over the three year period. The Research category has the highest proportion of BAME staff at 18.2% - an increase since 2016 at 12.9%; figures were comparable for 2015 at 17.5%.

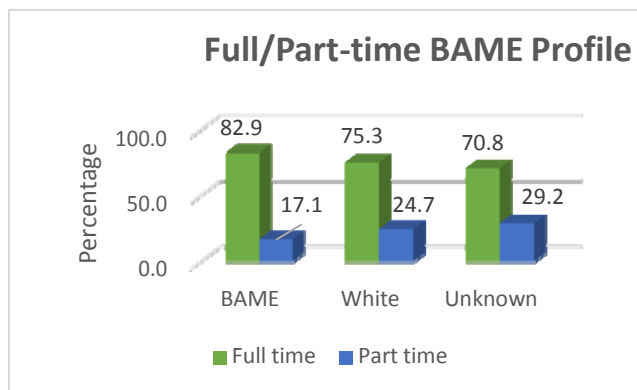


**Figure 14** Percentage of BAME and white staff in permanent vs fixed-term contracts

Status	Permanent	Fixed Term
BAME	84	21
White	685	120
Unknown	20	4
<b>Grand Total</b>	<b>789</b>	<b>145</b>

**Table 42** Numbers of BAME and white staff in permanent vs fixed-term contracts

The BAME staff profile in figure 14 shows that, during 2017, there is proportionately a slightly higher representation of BAME staff in fixed term positions compared to 'white' staff. This is in line with similar trends over the past three years but the difference is not statistically significant

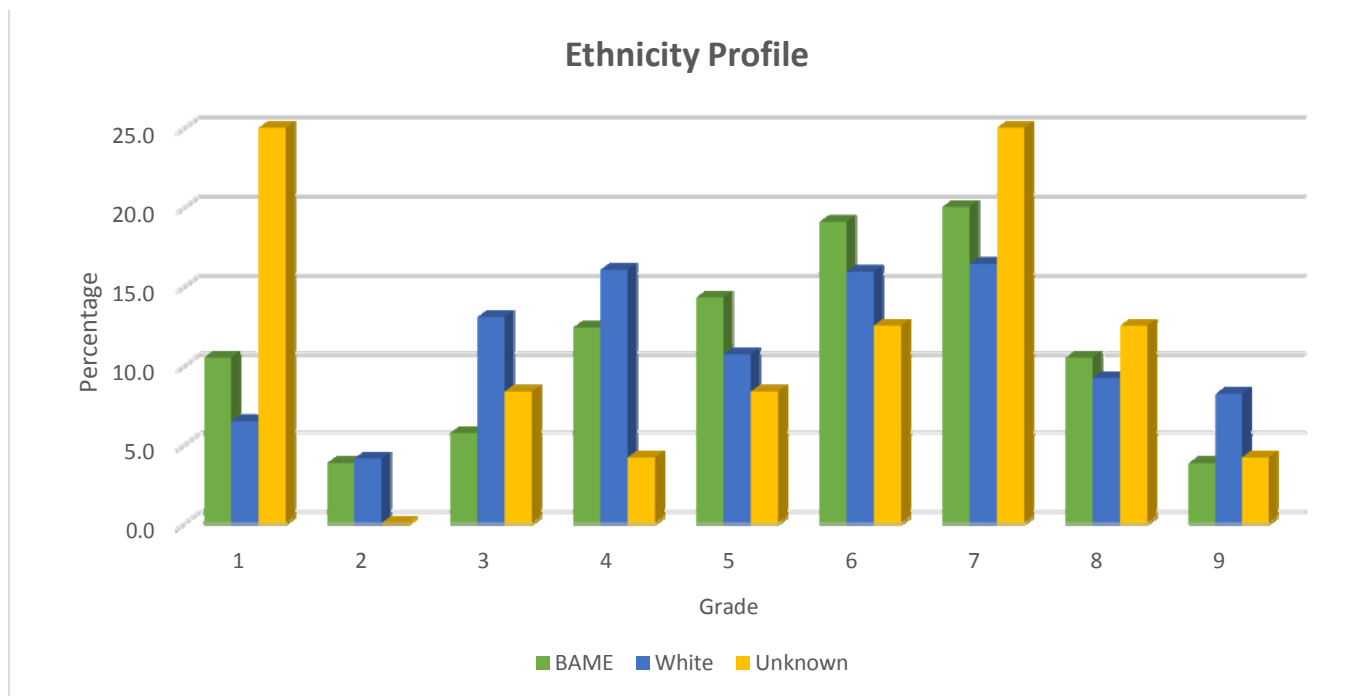


**Figure 15** Percentage of BAME and white staff in full-time vs part-time positions

	Full time	Part time
BAME	87	18
White	606	199
Unknown	17	7
<b>Grand Total</b>	<b>710</b>	<b>224</b>

**Table 43** Numbers of BAME and white staff in full-time vs part-time positions

The BAME staff profile based on figure 15 and table 43 shows that proportionately, there is higher representation of BAME staff within full-time positions compared to 'white' staff but the difference is not statistically significant.



**Figure 16** Distribution of ethnicity across grades

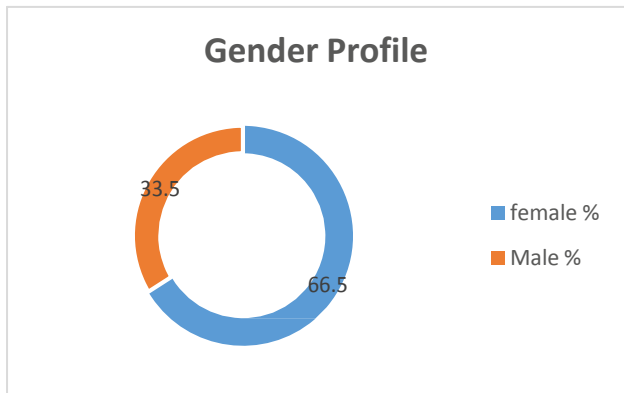
Ethnicity	Grade								
	1	2	3	4	5	6	7	8	9
BAME	11	4	6	13	15	20	21	11	4
White	52	33	105	129	86	128	132	74	66
Unknown	6		2	1	2	3	6	3	1
<b>Total</b>	<b>69</b>	<b>37</b>	<b>113</b>	<b>143</b>	<b>103</b>	<b>151</b>	<b>159</b>	<b>88</b>	<b>71</b>

**Table 44** Numbers of each ethnic group in each grade

Data from the above table shows that during 2017, BAME staff representation is proportionately slightly higher within grade 1 and across grades 5-8 in comparison to 'white' staff. There is a noticeable decline of BAME staff proportionately represented within grades 9 at 3.2% compared to 'white' staff at 8.2%.



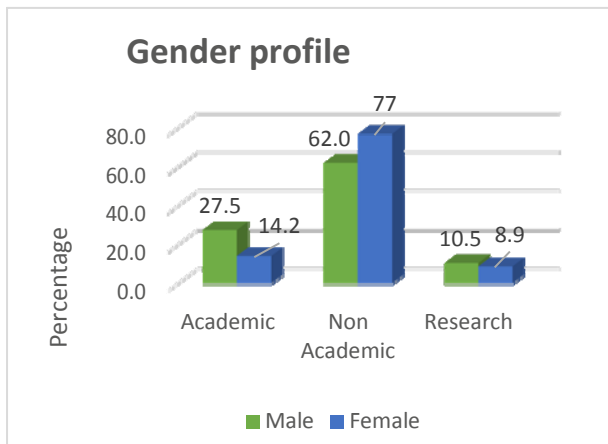
**Staff Profile by Gender**



**Figure 17** Overall staff gender profile

Category	Academic	Non Academic	Research
Male	86	194	33
Female	88	478	55
<b>Column Total</b>	<b>174</b>	<b>672</b>	<b>88</b>

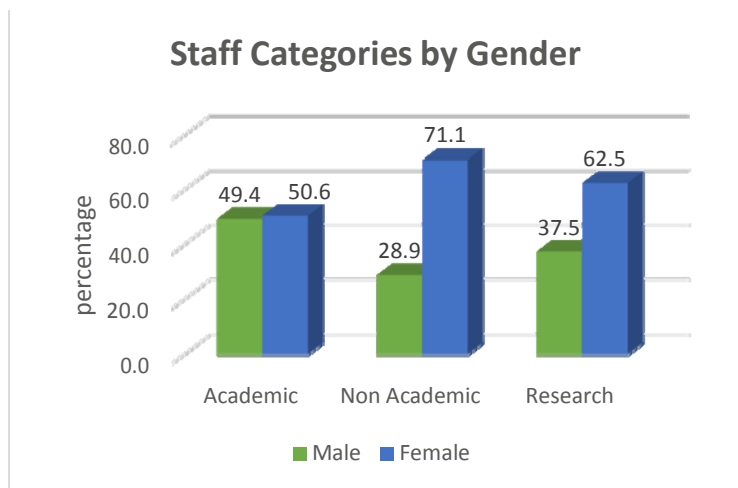
**Table 45** Numbers of each gender per work category



**Figure 18** Proportion of each gender in each work category

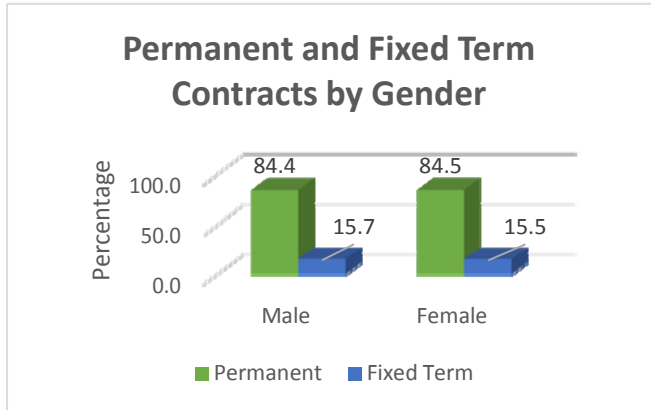
Figure 17 shows that two thirds of the College workforce are female. Table 45 and figure 18 show that a higher proportion of male staff are represented in Academic positions compared to female staff. This is in line with the trends over the previous three years. Table 45 and figure 18 show that a higher proportion of female staff in the Non-Academic staff category. The Research category shows that proportionately there is

a slightly higher male presence within Research positions. The Research category shows that proportionately there is a slightly higher male representation within Research positions.



**Figure 19** Gender profile per work category

Figure 19 shows that although there is a higher proportion of Non- Academic and Research staff that are women, there is no difference in the proportion of men and women in the Academic staff category.

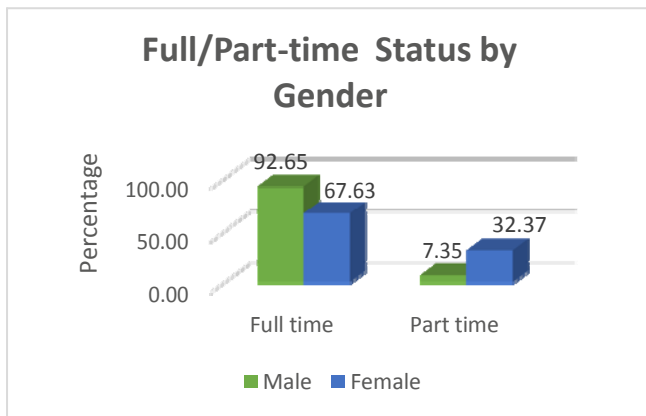


**Figure 20** Gender profile for permanent and fixed term positions

Status	Male	Female
Permanent	264	525
Fixed term	49	96
<b>Column Total</b>	<b>313</b>	<b>621</b>

**Table 46** Numbers of each gender in permanent and fixed term positions

According to figure 20 and table 46, when comparing proportion of male and female staff there is no difference in the proportion that are employed on permanent or fixed term contracts.

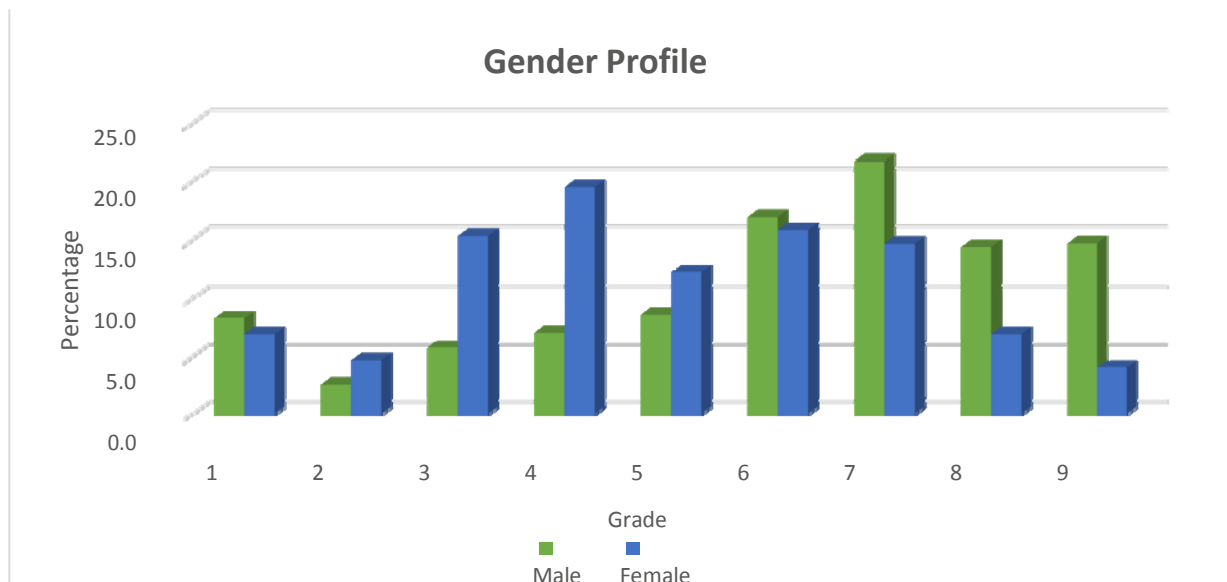


**Figure 21** Gender profile for full-time and part-time positions

Basis	Full time	Part time	Total
Male	290	23	313
Female	420	201	621
<b>Column Total</b>	<b>710</b>	<b>224</b>	<b>934</b>

**Table 47** Numbers of each gender in full-time and part-time positions

Figure 21 shows that, during 2017, a higher proportion of male staff were in full time positions compared to female staff. Part-time positions account for a higher proportion of female staff, showing similar trends to previous years (2016, 89.9% and 10.1% respectively in 2015)



**Figure 22** Distribution of gender across grades

Gender	Grade									
	1	2	3	4	5	6	7	8	9	
Male	26	8	18	22	27	53	68	45	46	
Female	43	29	95	121	76	98	91	43	25	
<b>Grand Total</b>	<b>69</b>	<b>37</b>	<b>113</b>	<b>143</b>	<b>103</b>	<b>151</b>	<b>159</b>	<b>88</b>	<b>71</b>	

**Table 48** Numbers of each gender in each grade

The above data indicates that there is a higher proportion of female staff across the lower grades and a lower representation of female staff in senior positions.

