

**Gender**

**and Ethnicity**

Pay Gap Report 2023

# Foreword

The University of Birmingham is committed to ensuring everyone in our diverse community has the opportunity to thrive and develop their careers with us. Our annual gender and ethnicity pay gap reports provide an important insight into how we are meeting this ambition.

Creating an environment in which we successfully attract, recruit, retain and promote an ethnically diverse workforce at all levels, and in which our female staff are equally represented in leadership roles, is a challenge we have embraced across the University, as shown through the range of activities highlighted in this report. The impact on our pay gaps is largely positive, with our gender pay gap in particular continuing to reduce year-on-year, and the proportion of women and minority ethnic staff employed in our most senior roles increasing. Our ethnicity pay gap, whilst smaller than our gender pay gap, in part speaks to the range of local, national and

international employment markets from which we recruit different groups of staff and, in particular, our position as a significant employer of local people in the City of Birmingham.

In 2023/24, the University is investing significantly in its equality, diversity and inclusion activities. We have established our EDI Centre, under the leadership of our Deputy Pro-Vice-Chancellor for Equalities and the Director of Employee Equality, Inclusion and Wellbeing (HR), and have begun the implementation of our ‘Bold Vision’ suite of signature initiatives. These initiatives will focus on positive action interventions to energise and accelerate race and gender equality at Birmingham and will have a significant impact in those areas where women and minority ethnic staff are under-represented.

We look forward to continuing this essential work with colleagues across the University over the coming year and sharing its impact in future pay gap reporting.

# Introduction

This report provides information on the University of Birmingham’s gender and ethnicity pay gaps on 31 March 2023.

The Pay Gap Report fulfils our duty under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish our gender pay gap data.

Copies of this report and our Pay Gap reports from 2017–2022 are available at

[**birmingham.ac.uk/university/about/equality/index.aspx**](file:///C%3A%5CUsers%5Csquires%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CV2DKZE3Z%5Cbirmingham.ac.uk%5Cuniversity%5Cabout%5Cequality%5Cindex.aspx)

To find out more about the wide range of work being undertaken by the University to address inequalities and improve our recruitment, retention and progression of female staff and Black, Asian and minority ethnic staff visit [**intranet.birmingham.ac.uk/collaboration/equality/index.aspx**](file:///C%3A%5CUsers%5Csquires%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CV2DKZE3Z%5Cintranet.birmingham.ac.uk%5Ccollaboration%5Cequality%5Cindex.aspx)

# About us

The University of Birmingham is a Top 100 global university **(ranked 84th in the QS World University Rankings 2024)** delivering world-class research and outstanding education as our core mission.

Our campuses in Edgbaston Birmingham and Dubai are vibrant, international communities of nearly **9,000 staff and 38,000 students from**

**over 145 countries.**

We employ staff in a wide range of academic rolesand non-academic Professional Services posts and recruit from a number of labour markets. Our academic staff and Senior Officer roles are recruitedinternationally, whilst many of our Professional Services roles are recruited locally within the ethnically diverse West Midlands region and City of Birmingham. At the time of the pay gap census date (31 March 2023), we employ **8,953** staff; **46.5%** in academic roles and **53.5%** in Professional Services roles. **53%** of our staff are female and **47%** male, **24.5%** of our staff are from Black, Asian and other minority ethnic groups ( **5%** Black ethnic groups, **15%** Asian ethnic groups, **4.5%** other minority ethnic groups), **70.5%** from white ethnic groups and **5%** have not disclosedtheir ethnicity.

Our academic staff are employed across five Colleges: Arts & Law, Engineering & Physical Sciences, Life & Environmental Sciences, Medical & Dental Sciences and Social Sciences. Academic roles encompass the full academic career pipeline, from post-doctoral researchers through to professors undertaking world-leading research. We offer a diverse range of career pathways through our Birmingham Academic Career Framework, encompassing research, education, engagement and impact. **44.5%** of our academic staff are female and **55.5%** male, **25%** are from Black, Asian

and other minority ethnic groups (**2.5%** Black ethnic groups, **17.5%** Asian ethnic groups, **5%** other minority ethnic groups), **69%** from white ethnic groups and **6%**

have not disclosed their ethnicity.

The University has ten Professional Services directorates: Academic Services, Campus Services, Development & Alumni Relations, Estates, Executive Support, External Relations, Finance, Human Resources, IT Services and Research Strategy and Services. The majority of our Professional Services staff work in these ten directorates, with a smaller proportion working in the academic Colleges. Professional Services roles include managerial and specialist roles, technical and administrative support roles and the provision of essential campus services such as catering, cleaning, maintenance and security.

The University does not outsource any of our services, meaning that our pay gap data includes the full range of jobs undertaken on campus. **61.5%** of our Professional Services staff are female and **38.5%** male, **24%** are from Black, Asian and other minority ethnic groups (**7%** Black ethnic groups, **13%** Asian ethnic

groups, **4%** other minority ethnic groups), **72%** from white ethnic groups and **4%** have not disclosed their ethnicity.

# Equal pay and pay gaps

## What is a Pay Gap?

The University’s gender and ethnicity pay gaps are the difference between the average hourly pay of female and male staff (gender pay gap) and between Black, Asian and minority ethnic staff and staff from white ethnic groups (ethnicity pay gap). The gender and ethnicity pay gaps are shown as the mean average (calculated by adding the remuneration of all employees and dividing it by the number of employees) and the median (the middle value when the hourly pay of each employee is listed from the lowest to highest value). The 2023 gender and ethnicity pay gaps are based on a snapshot of University employees on 31st March 2023.

## What is a Bonus Gap?

The University’s gender and ethnicity bonus gaps are the difference between the value of the average female staff member bonus and the average male staff member bonus (gender bonus gap), and the average Black, Asian and minority ethnic staff member bonus and the average bonus for staff from white ethnic groups (ethnicity bonus gap). The 2023 gender and ethnicity bonus gaps include any bonuses awarded between 1 April 2022 and 31 March 2023. The bonus gaps are shown as the mean average and median.

## What is Equal Pay?

Pay gaps and equal pay are two distinct measures. Pay gaps show the differences in average pay, as explained above, and are what this report shows. ‘Equal pay’ means employees, regardless of sex, ethnicity or any other protected characteristic, are paid the same rate for like work, as set out in the Equality Act 2010. The University uses a job evaluation scheme to systematically measure the relative value of jobs and ensure equal pay for like work.

## How do we categorise employees’ pay data in the Pay Gap report?

The gender and ethnicity pay gap reports include all University employees. In contrast to some other higher education institutions, the University of Birmingham does not outsource key services, such as catering, cleaning and security. This means our pay gap data does not exclude any groups of staff and is truly representative of the wide range of staff working here, their roles and renumeration. **Our gender pay** **gap and bonus gap data is based on information staff have provided in relation to the Equality Act** **2010 protected characteristic of sex (female or male).** We hold information on the sex of 100% of our staff. We recognise that some of our staff will have gender identities different to their sex. In 2023, **30%** of our staff have provided information on their gender identity, with **0.3%** having a gender identity that is different to their sex at birth. Where staff have a Gender Recognition Certificate (GRC) their pay data will be categorised by their sex as stated in their GRC.

Our ethnicity pay gap and bonus gap data is based on information staff have provided in relation to the Equality Act 2010 protected characteristic of race, using the ethnicity categories provided by the Higher Education Statistics Agency (HESA). In 2023, **95.2%** of staff have provided information about their ethnicity. Where a staff member’s ethnicity is not known, their pay data has not been used to calculate the ethnicity pay gap or bonus gap.

We recognise that the grouping of individuals from a diverse range of backgrounds into single groups such as ‘B.A.M.E’ does not reflect the range of experiences and outcomes that minoritised groups experience. Our ongoing work to improve race equality at the University - under our Advance HE Race Equality Charter award – explicitly recognises and addresses outcomes for individual ethnic groups and for UK and overseas minority ethnic staff. For the purposes of calculating the University’s ethnicity pay gap we have taken the decision to aggregate pay gap data into two staff groups – white ethnicities and minority ethnicities – to enable the effective comparison of data sets. To do this we have grouped that data by the categories below:

|  |
| --- |
| **Black, Asian and other minority ethnic groups** |
| Black or Black British - Caribbean |
| Black or Black British – African |
| Other Black background |
| Asian or Asian British – Indian |
| Asian or Asian British – Pakistani |
| Asian or Asian British – Bangladeshi |
| Chinese |
| Other Asian background |
| Mixed – White and Black Caribbean |
| Mixed – White and Asian |
| Other mixed background |
| Arab |
| Other minority ethnic background |

|  |
| --- |
| **White ethnic groups** |
| White |
| White – Scottish |
| Irish Traveller |
| Gypsy or Traveller |
| Other White background |

# 2023 Gender Pay Gap

## Hourly rate of pay by gender

In 2023 the average hourly rate of pay for female staff was **15.3%** **lower (mean average)** or **16.9%** **lower (median average)** than for male staff.

## Bonus payments by gender

In 2023, **35.4% of our female staff** and **27.5% of male staff** received abonus payment between 1 April 2022and 31 March 2023. The averagebonus payment to female staff was **45.1%** lower (mean average) than formale staff. The median bonus gap is **0%**, meaning there is no differencebetween the average median bonuspayment made to men and women.

## Staff Population

53% of the staff population is female, whilst 47% of the staff population is male.

## Pay Quartiles

Our staff population is divided into four pay quartiles, from lowest to highest hourly pay. The pay quartiles reflect the relative seniority of staff.

Top Quartile – 59.6% Male / 40.4% Female

Upper middle Quartile – 46.7% Male / 53.3% Female

Lower middle Quartile – 41.5% Male / 58.5% Female

Lower Quartile – 38.4% Male / 61.6% Female

# Gender Pay Gap 2017–2022

## Mean hourly pay gap

2022 – 16.3%

2021 – 17.1%

2020 – 18.3%

2019 – 19.1%

2018 – 19.4%

2017 – 19.9%

## Mean bonus gap

2022 – 53.6%

2021 – 69.2%

2020 – 64.9%

2019 – 59.4%

2018 – 62.9%

2017 – 66%

## Median hourly pay gap

2022 – 17.6%

2021 – 17.6%

2020 – 19.6%

2019 – 19.6%

2018 – 19.6%

2017 – 23.3%

## Median bonus gap

2022 – 25%

2021 – 7.5%

2020 – 25%

2019 – 25%

2018 – 25%

2017 – 50%

## Pay Quartiles

These changes to the gender pay gap are underpinned by changes to our staff population, with the proportion of female staff in the upper pay quartiles increasing between 2017 and 2023:

Top Quartile – 40.4% 2023 female staff / 37.3% 2017 female staff

Upper middle Quartile – 53.3% 2023 female staff / 50% 2017 female staff

Lower middle Quartile – 58.5% 2023 female staff / 60.3% 2017 female staff

Lower Quartile – 61.6% 2023 female staff / 61.1% 2017 female staff

# Analysis

## Gender Pay Gap

The University is continuing successfully to reduce its gender pay gap year on year. **The mean pay gap is now** **15.3%**, down one percentage point from 16.3% in 2022 and down 4.6% from a starting point of 19.9% in 2017. **The median pay gap has also seen a positive change** **and now stands at 16.9%**, down **0.7%** from **17.6%** in 2022 and down **6.4%** overall from a starting point of **23.3%** in 2017.

**Reducing the gender pay gap is directly linked to increasing the proportion of female staff in our upper and upper middle pay quartiles.** In 2023, femalestaff are **40.4%** of staff in the upper pay quartile (froma starting point of 37.3% in 2017) and **53.3%** of staff inthe upper middle quartile (from a starting point of 50% in 2017). This is a result of recruitment and promotions practices that have a strong focus on gender equality and engagement. Since our first gender pay gap reportin 2017, our proportion of female Professorshas increased from **24.5%** (2017) to **29.6%** (2023).Our most senior (grade 10) female ProfessionalServices staff stands at **55.6%** in 2023. Whilst womencontinue to be in the majority in the lower middle andlower pay quartiles, the number of women is reducingas more men enter these roles.

Overall, the substantive issue underpinning theUniversity’s gender pay gap is the uneven distributionof male and female staff across the pay quartiles,with more female staff in the lower pay quartile andmore male staff in the top pay quartile. **Whilst gender balance within the pay quartiles is incrementally improving year on year, greater balance in the top and lower quartiles will be needed to continue to significantly reduce the gender pay gap.**

## Gender Bonus Gap

**The 2023 mean bonus pay gap has reduced to 45.1%** (from 53.6% in 2022 and a starting point of 66% in2017), and **the median bonus gap shrunk to 0%** (from25% in 2022 and 50% in 2017). **35.4%** of women and **27.5%** of men received bonus pay between the 1stApril 2022 and 31st March 2023, compared to **15.6%** ofwomen and **16.2%** of men in the previous year.

The change in the mean and median bonus gaps between 2022 and 2023 is largely driven by a one-off payment made to all Professional Services staff in Support roles. The majority of Support staff roles fall in the lower pay quartile. As the value of bonus payments is linked to salary, the one-off payment to all Support staff has both increased the number of bonus payments made by the University, whilst lowering the average value of those payments. This is most obviously reflected in the median bonus gap reducing by **25%** to **0%** (i.e. no bonus gap), as the volume of bonus payments to Support staff means that the median (middle) value for both male and female staff falls in the support staff bonus range. The mean average bonus gap is less affected by the support staff bonus payment, but has also reduced by **8.5%**, from **53.6%** (2022) to **45.1%** (2023).

The University’s bonus pay gap calculations include NHS Clinical Excellence Awards made to clinical staff in the College of Medical & Dental Sciences. These are staff typically in the University’s upper pay quartile. However, whilst these staff are University employees, the bonuses are made by the NHS and not the University. If clinical staff are removed from the 2023 bonus data, the mean bonus gap reduces from **45.1%** to **36.0%**, whilst the median bonus gap remains at **0%.**

# 2023 Ethnicity Pay Gap

## Hourly rate of pay by ethnicity

The average hourly rate of pay for staff from Black, Asian and minority ethnic groups is **12.2% lower** **(mean)** or **18.0% lower (median)** than for staff from white ethnic groups.

## Bonus payments by ethnicity

**30.3% of staff f**rom Black, Asian and minority ethnic groups and **32.7%** **of staff** from white ethnic groups received a bonus payment between 1 April 2022 and 31 March 2023.

The average bonus payment for staff from Black, Asian and minority ethnic groups was **17.2% lower (mean)** than for staff from white ethnic groups. There is no median bonus gap **(gap is 0%).**

## Staff Population

Black, Asian and other minority ethnic groups – 24.5%

White ethnic groups – 70.5%

Unknown – 5%

## Black, Asian and other minority ethnic groups

Black ethnic groups – 5%

Asian ethnic groups – 15%

Other minority ethnic groups – 4.5%

## Pay Quartiles

Our staff population is divided into four pay quartiles, from lowest to highest hourly pay. The pay quartiles reflect the relative seniority of staff.

Top Quartile – 17.9% Black, Asian and minority ethnic staff / 82.1% White staff

Upper middle Quartile – 25.3% Black, Asian and minority ethnic staff / 74.7% White staff

Lower middle Quartile – 28.4% Black, Asian and minority ethnic staff / 71.6% White staff

Lower Quartile – 31.5% Black, Asian and minority ethnic staff / 68.5% White staff

# Ethnicity Pay Gap 2021-2022

The University has been reporting on its Ethnicity Pay Gap since 2021. The data below shows the ethnicity pay and bonus gaps for 2021 and 2022. It also shows the changes in the distribution of staff by ethnicity across the University pay quartiles between 2021 and 2023.

## Mean ethnicity pay gap

Our staff population is divided into four pay quartiles, from lowest to highest hourly pay. The pay quartiles reflect the relative seniority of staff.

2022 – 11.7%

2021 – 12.2%

## Mean ethnicity bonus gap

2022 – -38.9%

2021 – 22.4%

## Median hourly pay gap

2022 – 15.2%

2021 – 15.2%

## Median ethnicity bonus gap

2022 – 25%

2021 – 13.8%

## Pay Quartiles

The changes in the ethnicity pay gap are underpinned by changes in the Black, Asian and minority ethnic staff population across the pay quartiles.

Top Quartile – 17.9% 2023 B.A.M.E. staff / 15.2% 2021 B.A.M.E. staff

Upper middle Quartile – 25.3% 2023 B.A.M.E. staff / 20.8% 2021 B.A.M.E. staff

Lower middle Quartile – 28.4% 2023 B.A.M.E. staff / 21.9% 2021 B.A.M.E. staff

Lower Quartile – 31.5% 2023 B.A.M.E. staff / 26% 2021 B.A.M.E. staff

# Analysis

## Ethnicity Pay Gap

The University has been publishing its ethnicity pay gap since 2021, when the mean ethnicity pay gap stood at **12.2%.** In 2022 the mean pay gap reduced by **0.5%** to **11.7%,** but in 2023 it has risen back to **12.2%.** The median pay gap has also grown in the last year, from **15.2%** in both 2021 and 2022, to **18.0%** in 2023.

**Since 2021, the University has increased the proportion of staff from ethnic minority groups that it employs overall - from 21% (2021) to 24.5% (2023)**– and also within each pay quartile. Thisincludes the upper pay quartile, which has grown from **15.2%** minority ethnic staff (2021) to **17.9%** (2023). **However, the most significant growth has been in roles within the lower middle pay quartile.** Thisquartile has grown from **21.9%** minority ethnic staff(2021) to **28.4%** (2023).

Our ethnicity pay gap is heavily influenced by the labour markets from which we recruit staff. The growth in employment reflects the University’s position as a significant employer within the City of Birmingham and wider West Midlands region; roles which fall within our local pay quartiles are typically those dominated by local recruitment from a very diverse population. Other roles, particularly academic and more senior professional services roles are often filled by staff recruited nationally, where there is a proportionately smaller pool of applicants from ethnic minorities.

Whilst we are doing much to encourage growth in upper pay quartile roles held by ethnic minority staff, we are proud to be a local employer and view this as a significant part of our role as a civic university, whilst recognising that the range of labour markets from which we recruit also has an impact on our ethnicity pay gap.

Overall, whilst the University is now employing more ethnic minority staff than it ever has, the concentration of growth in the lower-middle pay quartile in this period has the effect of lowering average pay for minority ethnic staff in 2023. Overall, the mean ethnicity pay gap, whilst smaller than the mean gender pay gap, is underpinned by similar issues, that is, the under-representation of ethnic minority staff in the upper pay quartile and, to a lesser extent, the highest proportion of the University’s minority ethnic staff population being in the lower pay quartile.

## Ethnicity Bonus Gap

32.7% of white staff and 30.3% of Black, Asian and other minority ethnic staff received bonus payments during this period, compared to 18% of white staff and 11.1% of all ethnic minority staff in 2022. The increase in the number of awards is due to a one-off bonus payment made to all Professional Services staff in Support roles.

The mean bonus pay gap in 2023 is 17.2%. This is a significant change from 2022, when the bonus pay gap was in favour of ethnic minority staff (+38.9%). In 2022, the mean bonus gap data was underpinned by a relatively small number of Black, Asian and minority ethnic clinical academics in the upper pay quartile, who received high-value NHS Clinical Excellence Award bonuses. In the 2023 data, the one-off bonus payment made to all Professional Services Support staff has significantly changed this. It has almost tripled the proportion of minority ethnic staff receiving bonuses, but it has also lowered the average value of those bonuses, resulting in the mean bonus pay gap of 17.2%.

In contrast, the 2023 median bonus pay gap has reduced from 25% in 2022 to 0% (2023), meaning there is no median ethnicity bonus gap. This is also due to the one-off Support staff bonus payment. As all Support staff received a payment, this greatly increased the overall number of bonus payments made and has the effect of placing the median bonus value for both white and minority ethnic staff within the Support staff bonus range. This has resulted in a 0% bonus gap.

# Reducing our gender and ethnicity pay gaps

Gender and ethnicity pay and bonus gaps can fluctuate year-to year due to the issues highlighted in this report. The University’s ethnicity pay gap is also particularly affected by the multiple labour markets from which we recruit. However, whilst progress in reducing our pay gaps is being made, the substantive issue underpinning both our gender and ethnicity pay gaps continues to be the under-representation of female and minority ethnic staff in

senior (upper pay-quartile) positions at the University.

The University is making significant progress in diversifying its senior staff, through recruitment and internal promotions processes. Year-on-year we are increasing the number of female and minority ethnic staff at senior grades, as evidenced in the staff profile changes within the pay quartiles.

We are committed to a programme of activities to accelerate this progress, with a focus on attracting staff from a diverse range of backgrounds and enabling them to grow successful careers at Birmingham. This work is underpinned by our EDI Strategy and our Advance HE Athena Swan and Race Equality Charter action plans.

In 2023, we established our EDI Centre to build a critical mass of staff and focus for EDI at the University, co-led by the Deputy Pro-Vice-Chancellor for Equalities and the Director of Employee Equality, Inclusion and Wellbeing (HR). The unit is staffed by existing staff EDI experts and additional project support to implement our wide programme of initiatives to develop and sustain the diversity of our staff body at all levels. During 2024, the EDI Centre

will lead on implementing a set of signature ‘Bold Vision’ initiatives at the University. These are positive action interventions, focused on key points in the Academic and Professional Services career pipeline, with the intention of creating a step-change in diversifying our staff body.

Examples of our current activities to diversify our senior staff body and create pipelines to leadership roles include:

## Enhancing our Aditi Leadership Programme

During 2024 we will be piloting a number of enhancements to our Aditi Leadership Programme for minority ethnic staff, with the aim of specifically addressing the disproportionately low number of minoritised ethnic Professional Services staff at grades 8-10.

The core offer of the pilot is priority access to development secondments for staff who have graduated from Aditi. This will allow Aditi alumni to apply the learning from the programme within the organisation and further aid their career progression. The secondments will be enhanced with a suite of wrap-around support including internal coaching from the Coaching Academy and career development support for the secondee from an institutional sponsor.

## Promotions and workforce planning

Colleges are being provided with a detailed equality data pack to inform and support equality-driven decision-making in promotions and workforce planning. This includes a breakdown of the sex and ethnicity of College staff employed at grades 8,9 and 10 (roles that would fall within the upper middle and upper pay quartiles of pay gap reporting) and gender and ethnicity pay gap data. The Director of Employee Equality, Inclusion and Wellbeing (HR) provides specialist support for Colleges in using this data effectively.

## Creating an inclusive research culture

The University has been awarded £1m from the Wellcome Trust to deliver a new and innovative pilot at-scale (the UoB ASPIRE project) to enhance how we understand, enact, and embed inclusive research practice and excellence at the University of Birmingham. The aim is to develop a race-inclusive culture that enables everyone involved in the research process to achieve their potential. The ASPIRE project provides us with the opportunity to assess ways to further embed inclusive research excellence at the University, and act as a beacon for the sector.

Each of our Colleges has also committed to specific actions as part of the University’s Race Equality Charter. These actions include, supporting staff to attend the Aditi leadership programme, ensuring a diverse range of staff are nominated for internal leadership development programmes, a commitment to ensure all interview panels demonstrate appropriate representation, providing additional training and awareness raising for all staff and supporting all staff to apply for promotion.

The actions also include a commitment to looking at staff equality data in detail in order to identify and address barriers. For example, the College of Engineering & Physical Sciences will be carrying out work to evaluate the mentoring provided to Early Career Researchers to evaluate the support and advice they receive.

## Leadership Development

As part of the development of the University’s Senior Leadership Programme, the Deputy Pro-Vice-Chancellor for Equalities and the Director of Employee Equality, Inclusion and Wellbeing (HR) now lead a key session for senior leaders on supporting and developing staff from under-represented groups.

We actively encourage nominations from across the University for our Emerging Leaders Programme (aimed at grade 8 and 9 staff) and particularly encourage Colleges and Professional Services budget centres to identify minority ethnic staff for this development opportunity. The Emerging Leaders course also embeds inclusive leadership styles into its learning.

## Family-friendly working

We are improving our family leave and pay for parents, making changes that will place our offering in the upper-quartile of Russell Group universities. This will particularly support female Early Career Researchers, by removing the length of service requirements for receiving enhanced maternity pay.

We are also introducing ‘carer passports’ and paid leave for staff with caring responsibilities for partners, elderly relatives and disabled children. This recognition and support for staff balancing caring and work will enable more staff who are carers to stay in the workforce.

## Apprenticeships

The University Apprenticeships team has committed to encouraging a more diverse range of internal applicants for leadership and management apprenticeships, with the aim of achieving minority ethnic staff as 25% of cohort by 2025.

You can learn more about our equality, diversity and inclusion projects and initiatives here: [intranet.bham.ac.uk/equality](file:///C%3A%5CUsers%5Csquires%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CV2DKZE3Z%5Cintranet.bham.ac.uk%5Cequality)



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