

Contents

Foreword	
Executive summary	
Introduction	
Context Setting	
Benchmarking against other	
higher education institutions	
Pay gap reports of key partners	
Gender pay gap report	
Introduction	1
Mean and median figures	1
Proportion of male and female staff in each pay quartile	
Quartile analysis	1
Additional commentary	1
Disability pay gap report	1
Introduction	1
Mean and median figures	1
Proportion of disabled staff	
in each pay quartile	1
Quartile analysis	1
Additional commentary	1
Ethnicity pay gap report	2
Introduction	2
Mean and median figures	2
Proportion of BAME staff	
in each pay quartile	2
Quartile analysis	2
Additional commentary	2
Sexual orientation pay gap report	2
Introduction	2
Mean and median figures	2
Proportion of LGB+ staff	
in each pay quartile	2
Quartile analysis	3
Additional commentary	3
Action plan	3
Appendix	4
Gender pay gap bonus calculations	4
Student staff	4
Categorisation of staff	4





Foreword

I am pleased to present our 2025 combined Pay Gap Report. This marks the second consecutive year that we have externally published our pay gaps across disability, ethnicity and sexual orientation allied to gender, continuing our commitment to pay transparency and accountability. By sharing three years of trend data, we hope that you will see the evidence of progress that we are making.

For our mandatory gender pay gap reporting, I am delighted to share that our mean figure continues to decrease, now at 8.3%, and remains at its lowest point since reporting began in 2017. This includes our hourly rates of pay and the upper/upper middle/lower middle and lower quartiles of our 2,828 full pay relevant employees.

Across the 2024/25 academic year, we conducted a mid-point strategy review. This focussed on both the progress we have made and the hurdles to achieving our ambitions. Our commitment remains clear in respect to pay gaps: by 2030, we will have meaningfully eliminated our gender pay gap and will have made significant reductions across our disability, ethnicity, and sexual orientation pay gaps. The introduction of the EU Pay Transparency Directive, has provided a new benchmark by identifying a gender pay gap of 5% or less as effectively closed. This clarity offers a tangible measure of progress and has helped us to clearly define what we mean by closing our

gender pay gap. While no formal definition exists for the closure of disability, ethnicity and sexual orientation pay gaps, we believe that aligning with this principle offers a meaningful and consistent approach.

The work that has been undertaken by our Strategic Planning Team has enabled us to have a clearer understanding of the drivers behind the reduction in our gender pay gap. It is this additional analysis, underpinned by frequent data collection that is refining our view of what we will need to do to further decrease our pay gaps.

The Governing Body, Vice-Chancellor's Executive, and EDI Committee, which includes our Staff Networks and Community Chairs, are committed to ensuring that our university culture is fair and inclusive for our staff, students and wider community. Through celebrating and championing diversity, we aim to reward everyone fairly and equitably at the University of Greenwich, moving us one step closer on our mission to become the best modern university in the UK by 2030, and progressing towards the elimination of all our pay gaps.

Professor Jane Harrington
Vice-Chancellor and CEO, University of Greenwich

Executive summary

Since mandatory gender pay gap reporting began in 2017, we have seen a 4.7%pts decrease in our mean pay gap from 13% to 8.3%. When comparing our 2024 mean gender pay gap with other University Alliance higher education organisations, we rank joint 3rd out of 16 institutions, rising four places in 2023. Within this report we have also included information on the pay gap report of our partner organisation.

The university's mean gender pay gap has further reduced and in 2025 sits at **8.3**%. This is the lowest figure since reporting began. The median gender pay gap has reduced by a smaller margin and now sits at **9.8**%. Our workforce comprises of 56% women and 44% men, remaining stable from our 2024 figure.

Table 1: Mean and median gender pay gap over the past three years

	Mean	Median
2025	8.3%	9.8%
2024	8.5%	10.1%
2023	9.3%	10.4%

Our reporting for disability, ethnicity and sexual orientation continues to evolve, following the introduction of our voluntary internal reporting in 2021 and external reporting in 2024. While our disability and sexual orientation pay gap have increased, we have seen a decrease in our ethnicity pay gap.

Table 2: 2025 Disability, Ethnicity and Sexual Orientation mean and median pay gaps

	Mean pay gap	Median pay gap
Disability	9.3%	11.2%
Ethnicity	12.6%	8.4%
Sexual orientation	6.5%	2.6%

We have observed a growth in our community sharing they have a disability, rising to 7% of staff

sharing they have a known disability. The ethnic composition of our workforce has remained similar to 2024, with change only occurring for Black and Asian staff (1% decrease respectively).

When compared to White staff there are pay disparities across all ethnic minority groups, with the largest pay gap evidenced for Asian staff, although we have seen a decrease in the mean pay gap to 14.6%. In addition, we have noted a decrease in our Black (9.2%) and Mixed ethnicity (9.5%) mean pay gap. However, for staff sharing Any other ethnic background, the mean pay gap has increased (15%).

LGB+ representation of our workforce has continued to remain stable at 8%.

Through evolving a clearer appreciation of our workforce baseline and its composition more comprehensively (with regard to categorisation and terminology, please see page 46) allows us to introduce further targeted initiatives to address these pay gaps. Our data set for disability, ethnicity and sexual orientation will increase as confidence with self-disclosure matures, enabling individuals to bring their contribution and whole selves to work.

Our action plan (page 38) outlines progress made from 2024 alongside future action to meaningfully lessen our pay gaps as part of our University Strategy, 'This Is Our Time'.



Our gender pay gap calculation uses the stipulated pay period and covers the annual snapshot date of 31 March. It includes all people with a contract of employment at the university, among them staff who are part-time, job sharing, or on leave. An explanation about student staff, known as JobShop, can be found on page 42.

As a public sector employer of 250 or more employees, we are required to report on the:

- 1. Mean gender pay gap
- 2. Median gender pay gap
- 3. Mean bonus pay gap
- 4. Median bonus pay gap
- 5. Proportion of men and women receiving a bonus payment
- 6. Proportion of men and women in each pay quartile.

The gender pay gap between male and female employees is calculated using the government's regulated approach. This differs from 'equal pay', which deals with the pay difference between men and women who conduct the same or similar jobs.

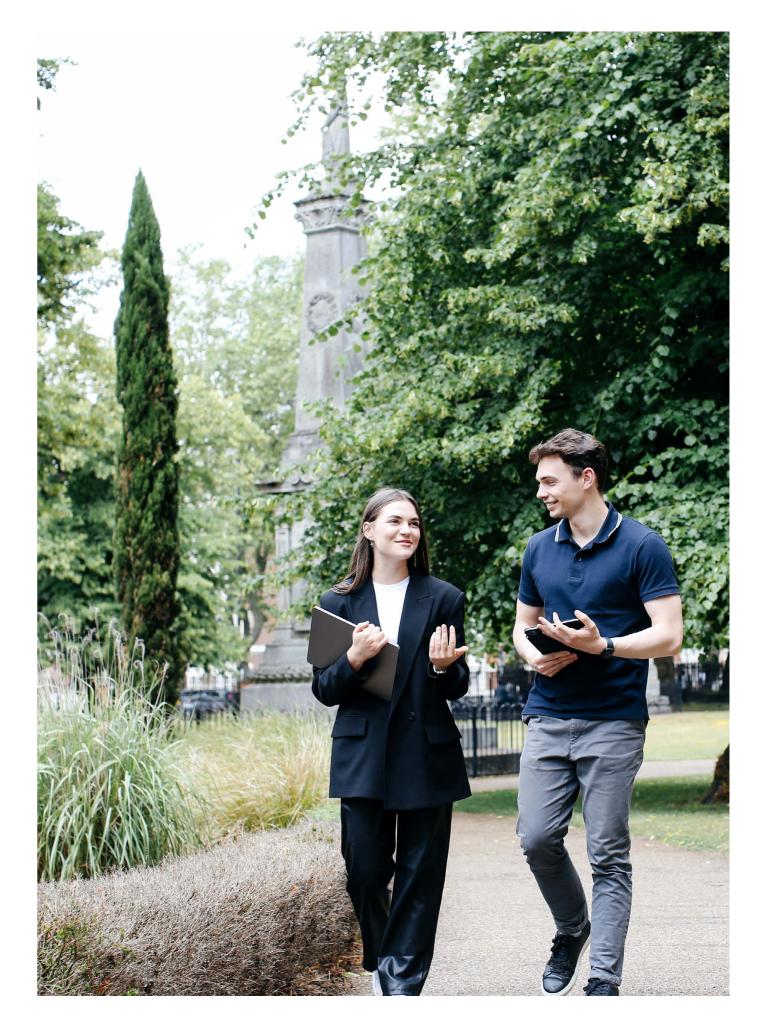
Our pay scales are determined through an annual national higher education bargaining process, negotiated by Universities & Colleges Employers Association (UCEA). We provide transparent information on our pay scales, which are benchmarked with other similar institutions, enabling us to demonstrate that we offer fair and equitable pay based on comparable roles within the sector.

Working with the support of our third-party consultancy Brightmine, we upload payroll data from our Horizon system to calculate the average difference in earnings between the average pay of our baseline male group versus our non-baseline female group.

We are required to publish our gender pay gap report by 30 March annually and ahead of anticipated legislative change we now routinely include sections on our disability, ethnicity and sexual orientation pay gaps. These voluntary sections follow similar compliance requirements as our gender reporting but exclude bonus payments.

The University of Greenwich remains committed to equality, diversity and inclusion, and a culture that promotes an inclusive and supportive environment for all individuals to reach their full potential. We endeavour to ensure that all members of our community feel valued and that their contributions are fully recognised and remunerated fairly. This is underpinned by the University Strategy Key Performance Indicator (KPI) of meaningfully eliminating our gender pay gap and have made significant reductions across our disability, ethnicity, and sexual orientation pay gaps.

We will publish our gender pay gap report on **GOV.UK** and the University of Greenwich website to achieve compliance.



Context setting

Benchmarking against other higher education institutions

We have benchmarked our gender pay gap with all University Alliance members for 2024. When

comparing our positioning to 2023 we have improved to joint 3^{rd} from 7^{th} .

Table 3: University Alliance Benchmarking

Organisation						
	Mean pay gap (%)	Median pay gap (%)	Lower hourly pay quarter	Lower middle hourly pay quarter	Upper middle hourly pay quarter	Upper hourly pay quarter
Birmingham City University	6.1%	5.0%	62%	57%	52%	49%
University of Brighton	7.9%	10.6%	62%	64%	61%	49%
Anglia Ruskin University	8.5%	8.5%	67%	64%	61%	53%
University of Greenwich	8.5%	10.1%	61%	65%	52%	48%
Oxford Brookes University	8.9%	8.4%	67%	64%	58%	52%
Kingston University	9.2%	8.0%	68%	62%	55%	52%
University Of Derby	9.2%	13.7%	68%	58%	61%	50%
University of South Wales	9.2%	0.7%	67%	58%	50%	46%
University of the West of England	9.2%	13.7%	68%	63%	58%	50%
Leeds Beckett University	9.3%	13.7%	66%	59%	52%	47%
Middlesex University	9.6%	12.1%	65%	63%	55%	48%
University of West London	10.7%	8.4%	59%	58%	49%	46%
University of Hertfordshire	11.0%	13.3%	69%	60%	55%	52%
Teesside University	12.7%	16.2%	76%	57%	52%	49%
Coventry University	14.6%	8.4%	70%	51%	46%	44%

You can access the gender pay gap reports for these organisations on the UK government website, **GOV.UK**.

Pay gap reports of key partners

The University of Greenwich is partnered with Sodexo, who deliver services for cleaning, security, grounds, maintenance, business support, waste management and pest control. Sodexo's combined gender and ethnicity report, and supporting action plan, can be accessed here.







This section contains information about the University of Greenwich's gender pay gap reporting for 2025, with trend data of the past three years included for reference.

Mean and median figures

The university's mean gender pay gap has

further reduced and in 2025 sits at **8.3**%. This is a 0.2%pts reduction from our 2024 figure of 8.5%. The median gender pay gap has reduced by a smaller margin and now sits at **9.8**%, a 0.3%pts reduction from 10.1% in 2024. This equates to a mean hourly difference of £2.33 and a median hourly difference of £2.66.

Graph 1: Mean and median gender pay gap over the past three years

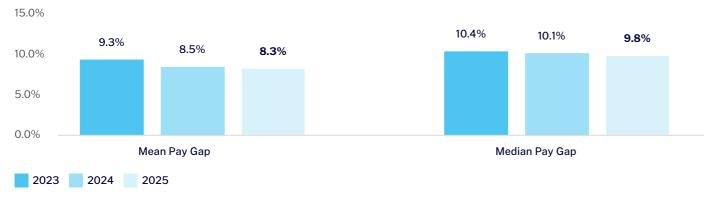
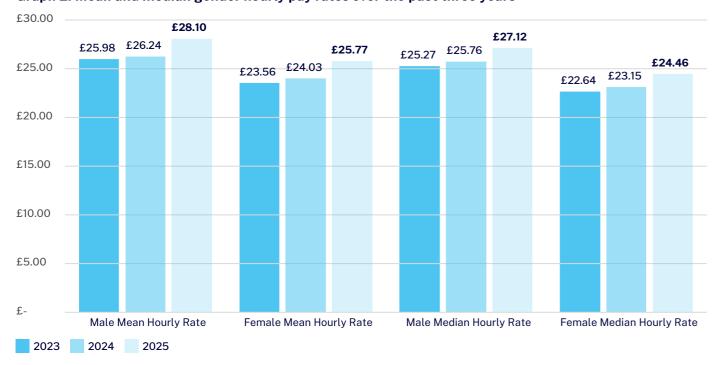


Table 4: Mean and median gender pay gap over the past three years

	Mean	Median
2025	8.3%	9.8%
2024	8.5%	10.1%
2023	9.3%	10.4%

Graph 2: Mean and median gender hourly pay rates over the past three years

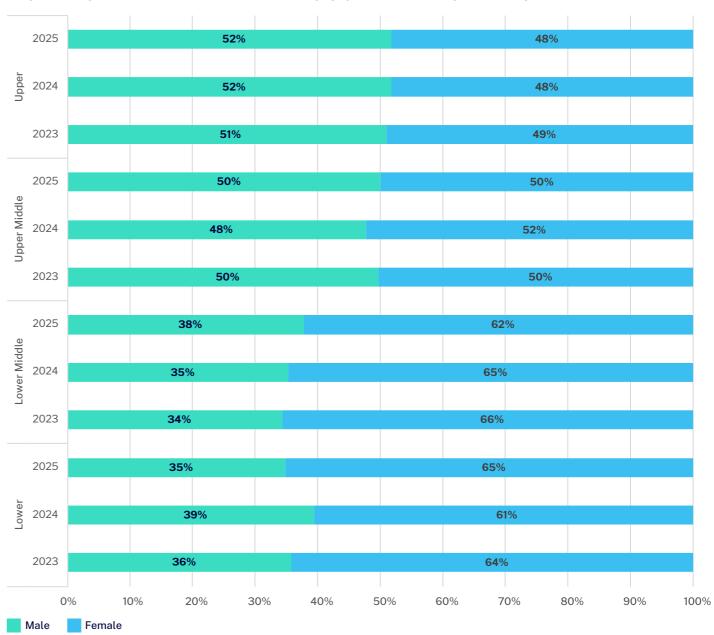


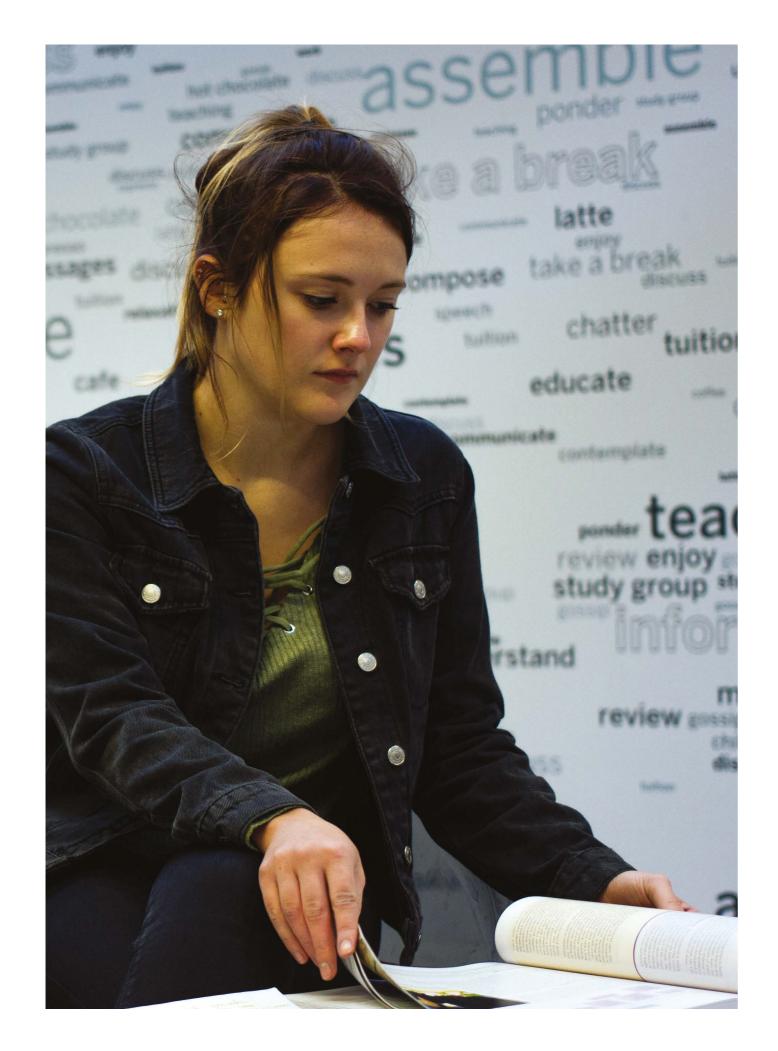
Proportion of male and female staff in each pay quartile

On the snapshot date of 31 March 2025, our staff profile included 2828 full pay relevant employees. Our workforce comprises of 56% women and 44% men, remaining stable from

our 2024 figure. Our staff population is divided into quartiles from lowest to highest hourly pay and shows the percentage of men and women in each segment.

Graph 3: Proportion of men and women in each pay quartile over the past three years





Quartile analysis

- Women constitute 56% of our workforce but they are not evenly distributed across the four pay quartiles. 65% of the lower quartile are women, compared to 48% in the upper quartile, highlighting that women are still underrepresented in the upper quartile while overrepresented in the lower.
- Within the lower quartile there has been a decrease in male representation (39% to 35%). This equated to a reduction of 69 men.
- In the lower middle quartile, we have seen a further 3%pts increase in male representation (35% to 38%), in real terms this equates to an increase of 16 men.

- In the upper middle quartile, female representation has decreased by 2%pts (52% to 50%), 65 women decrease in real terms.
- In the upper quartile, representation remains stable at 48%.
- The upper quartile continues to be the highest contributing quartile to the gender pay gap at 12%pts, a 0.7% reduction from 2024.

Additional commentary

- If JobShop staff are excluded from the calculation, the university's mean pay gap decreases by 0.3%pts to 8%, with the median decreases by 2.4%pts to 7.4%.
- Across our three campuses we see differing gender pay gaps:
 - At our Avery Hill campus our pay gap sits at 11.7% and the median at 15.8%.
 - o At our Greenwich campus our pay gap sits at 6.5% and the median at 7.3%.
 - At our Medway campus our pay gap sits at 14% and the median at 18%.
- When only looking at only professional services staff, the mean pay gap sits at 6.9%, a further 0.3%pt decrease from 2024. The median sits at 10.4%, a 0.8%pts decrease from 2024.

- For only academic staff, the mean sits at 5.1%, a 1.3%pts decrease from 2024. The median has decreased 0.8%pts from 2024 and sits at 7%.
- Academic staff continue to be the leading job family contributing to the gender pay gap at 12.2%pts, a 2.6%pts increase from 2024. In 2025, we have seen an increase in female academics (52% to 56%), but there has not been an even distribution across the four pay quartiles. Within the lower quartile, 65% are female (a 9%pts increase from 2024), in comparison to 48% in the upper quartile (a 2%pts increase from 2024).



Disability pay gap report

This section contains information about the University of Greenwich's disability pay gap reporting for 2025, with trend data of the past three years included for reference.

Please note that small numbers of people within a particular group or cohort can greatly reduce the level of statistical significance in any reported gaps. In such cases, the lower level of statistical significance may make gaps look bigger than they are or even show gaps in the opposing direction.

Table 5: Overall workforce population by disability

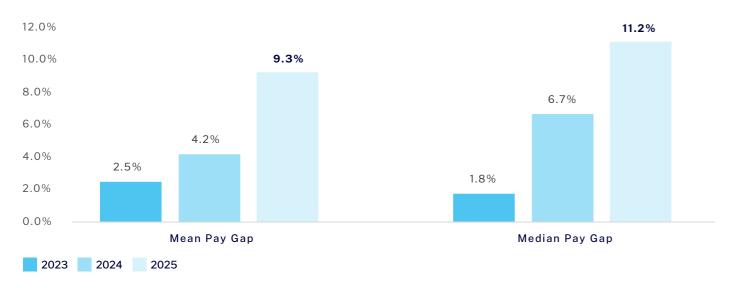
Self-disclosure category (Data source: Horizon self-disclosure)	%
No known disability	78%
Disabled	7 %
Prefer not to say	15%

Mean and median figures

The university's mean disability pay gap is 9.3%. This is a further 5.1%pts increase in comparison to 2024, when the mean disability pay gap sat at 4.2%. The median disability pay gap has also grown, rising to 11.2%, a 4.5%pts increase from 6.7% in 2024. This equates to a mean hourly difference of £2.55 and a median hourly difference of £2.95.

When comparing employees who shared 'No known disability' with those whose disability is 'Unknown' the figure increases with a mean pay gap of 13.5% and a median of 12.1%.

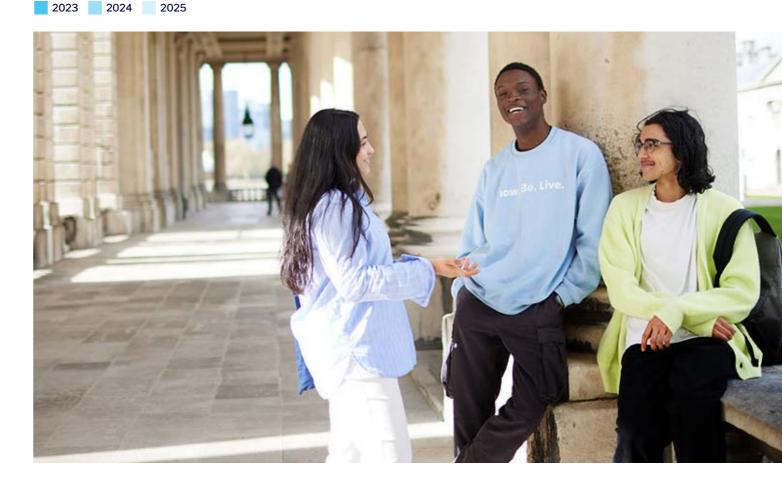
Graph 4: Mean and median disability pay gap over the past three years



Graph 5: Mean and median disability hourly pay rates over the past three years

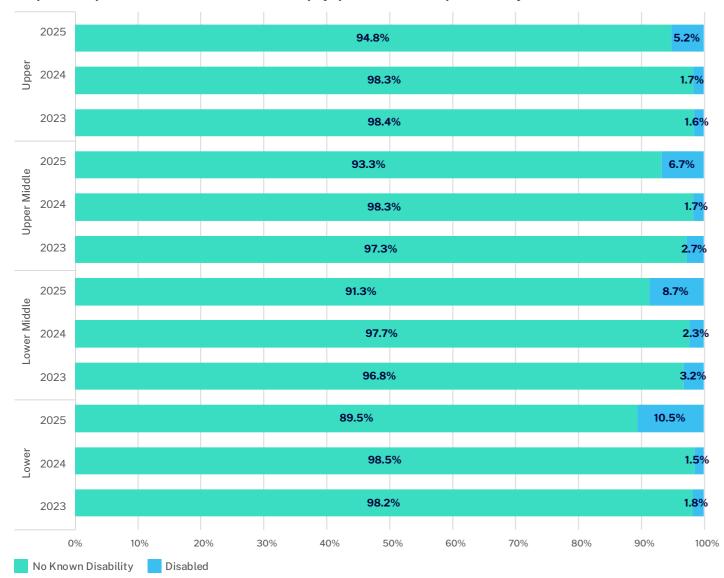
£30.00

£27.51 £26.44 £24.55 £24.95 £24.96 £23.87 £24.24 £25.00 £23.94 £23.90 £23.49 £23.45 £20.00 £15.00 £10.00 £5.00 £0.00 No Known Disability Mean **Disabled Mean** No Known Disability Median **Disabled Median Hourly Rate Hourly Rate Hourly Rate Hourly Rate**



Proportion of disabled staff in each pay quartile

Graph 6: Proportion of disabled staff in each pay quartile over the past three years

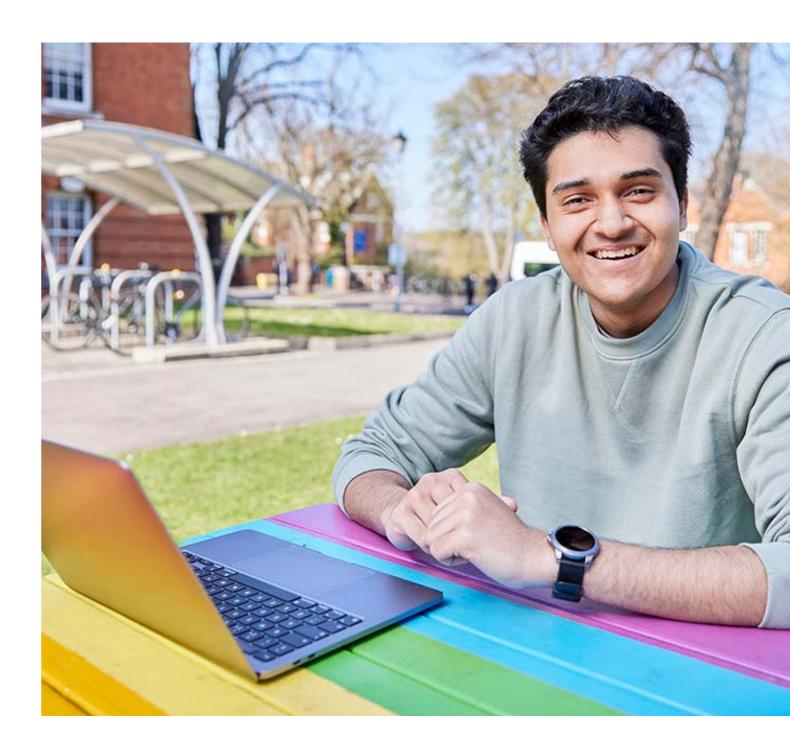


Quartile analysis

- Disabled staff constitute 7.8% of our workforce (once the Not Knowns are excluded) but they are not evenly distributed between the four quartiles. 11% of the lower quartile are disabled compared to 5% in the upper quartile, highlighting that there is a higher number of disabled staff in the lower quartile.
- All quartiles have seen an increase in representation between 2024 and 2025, due to the increase in disclosure. Most notably, this occurs within the lower quartile (1.5% to 11%) and the lower middle quartile (2.3% to 9%).
- The upper quartile continues to be the highest contributing quartile to the disability pay gap at 13.2%pts, an increase of 8.3%pts in comparison to 2024.

Additional commentary

- If JobShop staff are excluded from the calculation, the university's mean disability pay gap decreases by 0.3%pts to 9%, with the median also decreasing by 3.6%pts to 7.4%. Further details are available in the appendix.
- When only looking at professional services staff, the mean disability pay gap sits at
 5.1%, a 2.5%pts from the 2024 figure of 2.7%. The median at 7.1%, a 3.4%pts increase from the 2024 figure of 3.7%.
- For academic staff, the mean sits at **4.3**%, a **5.6**%**pts** increase from 2024, and the median sits at 7%, a 10.9%pts increase from 2024. Academic staff are the leading job family contributing to the disability pay gap at 19.2%pts.





Ethnicity pay gap report

This section contains information about the University of Greenwich's ethnicity pay gap reporting for 2025, with trend data of the past three years included for reference.

Table 6: Overall workforce population by ethnicity

Self-disclosure category (Data source: Horizon self-disclosure)	%
White	55%
Any other ethnic background	3%
Asian	20%
Black	10%
Mixed	5%
Not known	2%
Prefer not to say	5%

Mean and median figures

The university's mean ethnicity pay gap sits at **12.6%**. This is a 1.4%pts decrease from the 14% reported in 2024. The median ethnicity pay gap has also decreased to **8.4%**, down 3.8%pts

from 12.2% in 2024. This equates to a mean hourly difference of £3.59 and a median hourly difference of £2.23.

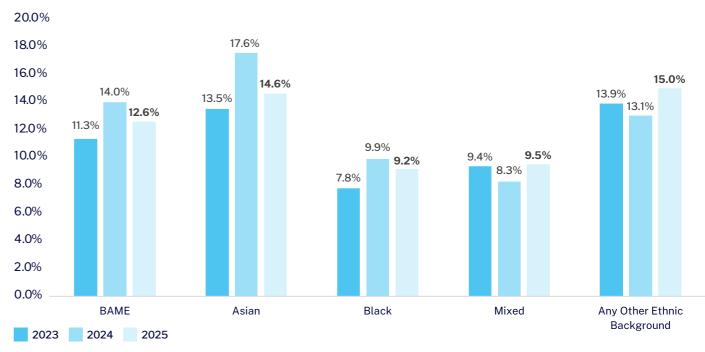
For our ethnicity section, we have chosen to present the data as 'two group' categorisations, for presentation **purposes, i.e.,** BAME and White, where BAME stands for the collective Black, Asian and Minority Ethnic community. We currently use BAME to define our ethnicity pay gap; however, we recognise that the term 'BAME' may not be representative of the diverse ethnic groups. Further information on categorisation of this pay gap report is available on **page 46**. **Graph 8** and **Graph 9** present the mean and median for Asian, Black, Mixed and Any other ethnic background staff.

When comparing staff who shared a 'White' self-disclosure category and those who chose 'Prefer not to say', the mean pay gap decreases to 8.7% and the median to 1.1%. In contrast, the figure increases significantly when comparing White staff with those whose ethnicity is 'Not known', with a mean pay gap of 39.8% and a median pay gap of 37%.

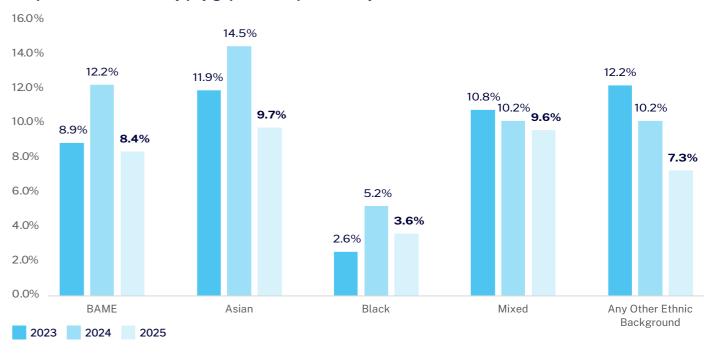
Graph 7: Mean and median ethnicity pay gap over the past three years



Graph 8: Mean ethnicity pay gap over the past three years



Graph 9: Median ethnicity pay gap over the past three years

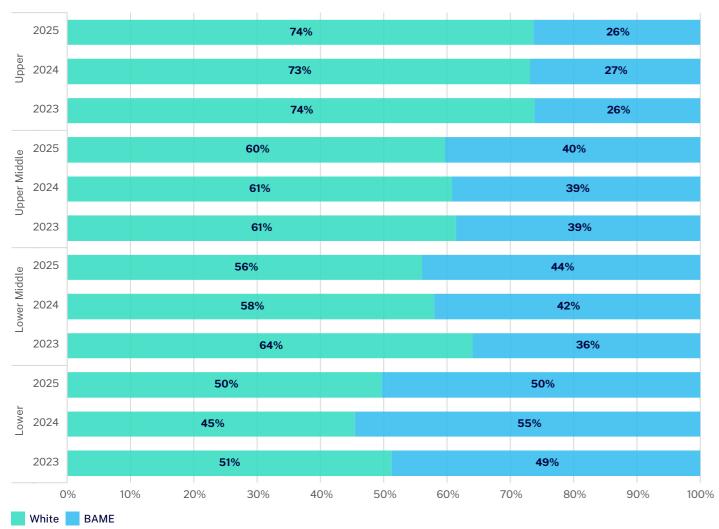


Graph 10: Mean and median ethnicity hourly pay rates over the past three years



Proportion of BAME staff in each pay quartile

Graph 11: Proportion of BAME staff in each pay quartile over the past three years



Quartile analysis

- BAME staff constitute 40% of our workforce, once those choosing 'Prefer not to say' and 'Not known' are removed, but they are not evenly distributed across the four pay quartiles. 50% of staff in the lower quartile are BAME compared to 26% in the upper quartile, highlighting that BAME staff are overrepresented in the lower quartile.
- Within the lower quartile, there has been a 5%pts decrease of BAME staff (55% to 50%).
 In real terms, this equates to an additional 69 BAME staff moving out of the lower pay quartile in comparison to 2024.
- In the lower middle quartile, we have seen a 2%pts growth in BAME staff (42% to 44%).
- There has been a 1%pts increase in BAME representation within both the upper middle quartile (39% to 40%) and the upper quartile (26% to 27%).
- The upper quartile continues to be the highest contributing quartile to the ethnicity pay gap at 21.8%pts, a 0.2%pts increase from 2024.

Additional commentary

- If JobShop staff are excluded from the calculation, the university's mean ethnicity pay gap decreases to 9.8%. Similarly, the median ethnicity pay gap decreases to 5.7%. Further details are available in the appendix.
- When only looking at professional services staff, the mean pay gap sits at 3.3%, a 2.4%pts decrease from 5.7% in 2024. The median pay gap sits at 7%, a 0.5%pts increase from 2024.
- For academic staff, the mean pay gap sits at 11.3%, a 1.9%pts decrease from 2024, and the median sits at 15%, a 4.5%pts decrease from 2024.
- Professional services continue to be the leading job family contributing to the ethnicity pay gap with 9.2%pts, a 0.5%pts decrease from 2024. This is because 35% of our professional services staff are BAME but are not evenly distributed across the pay quartiles. 43% of our lower quartile are BAME (a decrease of 1%pts from 2024) in comparison to 31% in the upper pay quartile (an increase of 3%pts from 2024).





This section contains information about the University of Greenwich's sexual orientation pay gap reporting for 2025, with trend data of the past three years included for reference. The data used for this report is based on sexual orientation only.

Table 7: Overall workforce population by sexual orientation

Self-disclosure category (Data source: Horizon self-disclosure)	%
Heterosexual	66%
LGB+	8%
Prefer not to say/Unknown	26%

Mean and median figures

The university's mean sexual orientation pay gap is **6.5%**, a 0.8%pts increase from 2024. However, the median sexual orientation pay gap has decreased, falling by 2.3%pts to **2.6%**. This equates to a mean hourly difference of £1.73 and a median hourly difference of £0.65.

When comparing staff who shared 'heterosexual' and those who are 'Prefer not to say/Unknown, the figures reduce significantly. The mean pay gap is -5.7% and the median pay gap -7.9%, the negative figures indicating that the pay gap favours the comparator group, 'Prefer not to say/Unknown.

Graph 12: Mean and median sexual orientation pay gap over the past three years

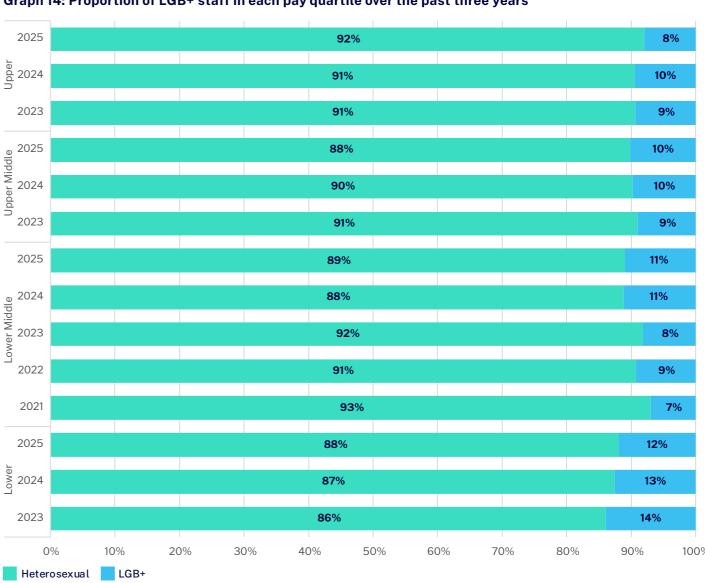


Graph 13: Mean and median sexual orientation pay rates over the past three years



Proportion of LGB+ staff in each pay quartile

Graph 14: Proportion of LGB+ staff in each pay quartile over the past three years

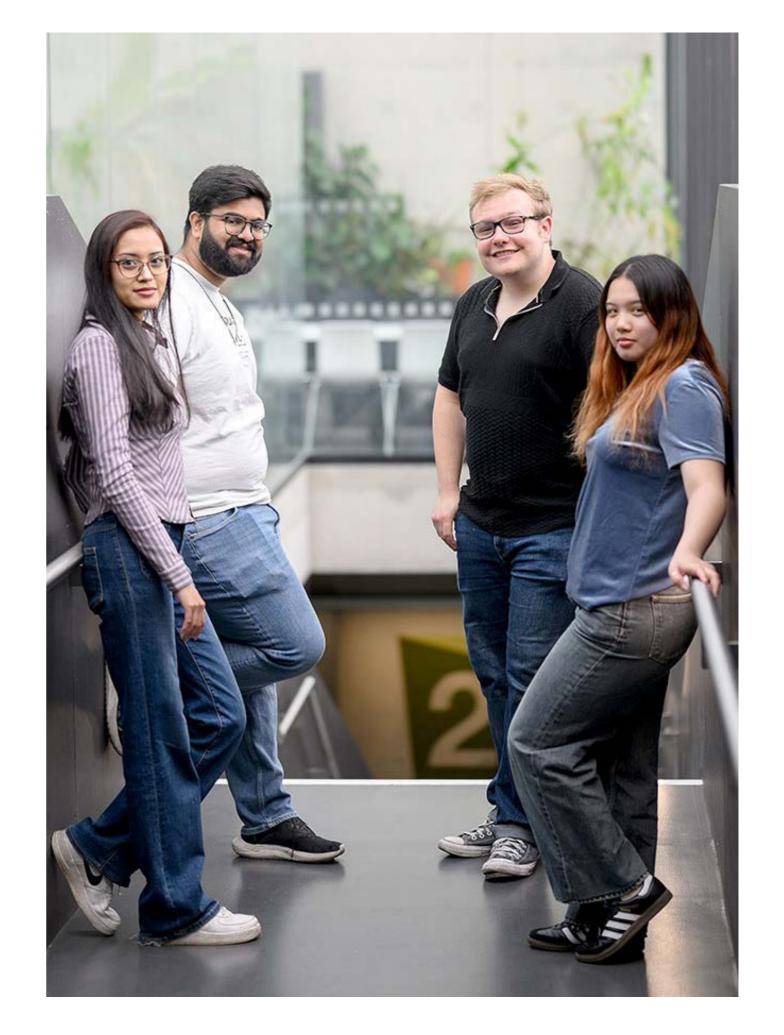


Quartile analysis

- LGB+ staff constitute 10.2% of our workforce (once those 'preferring not to say' or 'unknown' are excluded) but they are not evenly distributed across the four pay quartiles. 12% of the lower quartile identify as LGB+, compared to 8% in the upper quartile, highlighting that there is a higher number of LGB+ staff in the lower quartile.
- Within the lower quartile, there has been a further 1%pt decrease in LGB+ representation (13% to 12%). In real terms, the number of LGB+ staff has decreased by 14 staff.
- In the lower middle quartile and upper middle quartile, representation remains stable at 11% and 10%, respectively. In real terms, both quartiles have seen a small decrease in the number of LGB+ staff within the quartiles (8 LGB+ staff leaving the lower middle quartile and 4 LGB+ staff leaving the upper middle quartile).
- In the upper quartile, we have seen a 2%pt decrease in LGB+ representation (10% to 8%), equating to 10 LGB+ staff leaving this pay quartile in comparison to 2024.
- The upper quartile continues to be the highest contributing quartile to the sexual orientation pay gap at 9.7%pts, a further increase of 3.8%pts in comparison to 2024.

Additional commentary

- If JobShop staff are excluded from the calculation, the university's mean sexual orientation pay gap decreases to 6.3%, a 0.2%pts decrease. However, the median increases by 2.1%pts to 4.7%. Further details are available in the appendix.
- When only looking at professional services staff, the mean pay gap sits at 1.2%, a 3.4%pts decrease from 2024, and the median sits at 0%, a 2.5%pts decrease from 2024, meaning there is no median pay gap for LGB+ professional services staff.
- For academic staff, the mean sits at 2.3%, a 1%pts increase from 2024, and the median sits at -1.6%, the negative figures indicating that the pay gap favours LGB+ academics.
- Academic staff continue to be the leading job family contributing to the sexual orientation pay gap at 10%pts, a 2.7%pts increase from 2024. This is because 8% of our academic staff are LGB+ (a 1.3%pts decrease from 2024) but are not evenly distributed across the pay quartiles. While 9.3% of staff within the lowest quartile are LGB+, the percentage in the upper quartile is 5.3%.







Action plan

The university is focused on becoming a modern, flexible employer. We work to enable all employees and in particular females, to manage work pressures and maintain personal wellbeing to underpin their performance and career potential. In support of our University Strategy, we continue to strive towards our target of meaningfully eliminating our gender pay gap and have made significant reductions across our disability, ethnicity, and sexual orientation pay gaps.

Table 8: Action plan

Objective	Action	Success measure	Owner	Progress update for 2025	Areas of focus for 2025-26
Continue implementation of Athena Swan Action Plan 2024–2029.	Action 7.1: Create a Professional Services Career Progression webpage to promote centrally all elements for career mobility.	Publication of a Professional Services Career Progression webpage with annual monitoring of webpage hits (as an initial stage). Survey results in 2027 indicate no gendered impact of appreciation for career mobility at the university (75% strongly agree/agree). Milestone of 67% overall strongly agree/agree by 2025.	Associate Director - Talent, Development and Reward.	Aligned with apprenticeship development to underpin visible support for career mobility. The outline for a webpage has been created and related case study outlines designed.	Continue evolution of Action 7.1 (Athena Swan). Monitor gendered impact of appreciation for career mobility at the university within academic year 2025-26 staff engagement survey. Launch Action 7.2: Create a sponsor network from the senior management team to engage with existing aspiring women leaders on the Southeast Action Learning and Aurora programmes.
	Action 15.2: Pilot womenonly academic promotion briefings as part of a wider roadshow suite of activities targeted at underrepresented groups.	By 2029, 50% of promotion applicants to AC5 positions are female.	Associate Director - Talent, Development and Reward.	The Academic Career Accelerator for Women was launched in September 2025 for women preparing to reapply for AC4 and AC5 promotion. Sessions included an overview of internal resources to aid applications, insights from a panel of current AC4 and AC5 female staff and a career strategy workshop led by Zena Everett (a careers expert and leadership coach).	Measure participant feedback on Academic Career Accelerator for Women programme. Monitor impact of Action 15.3: Creating an Academic Mentoring Framework with impact measured via Horizon.

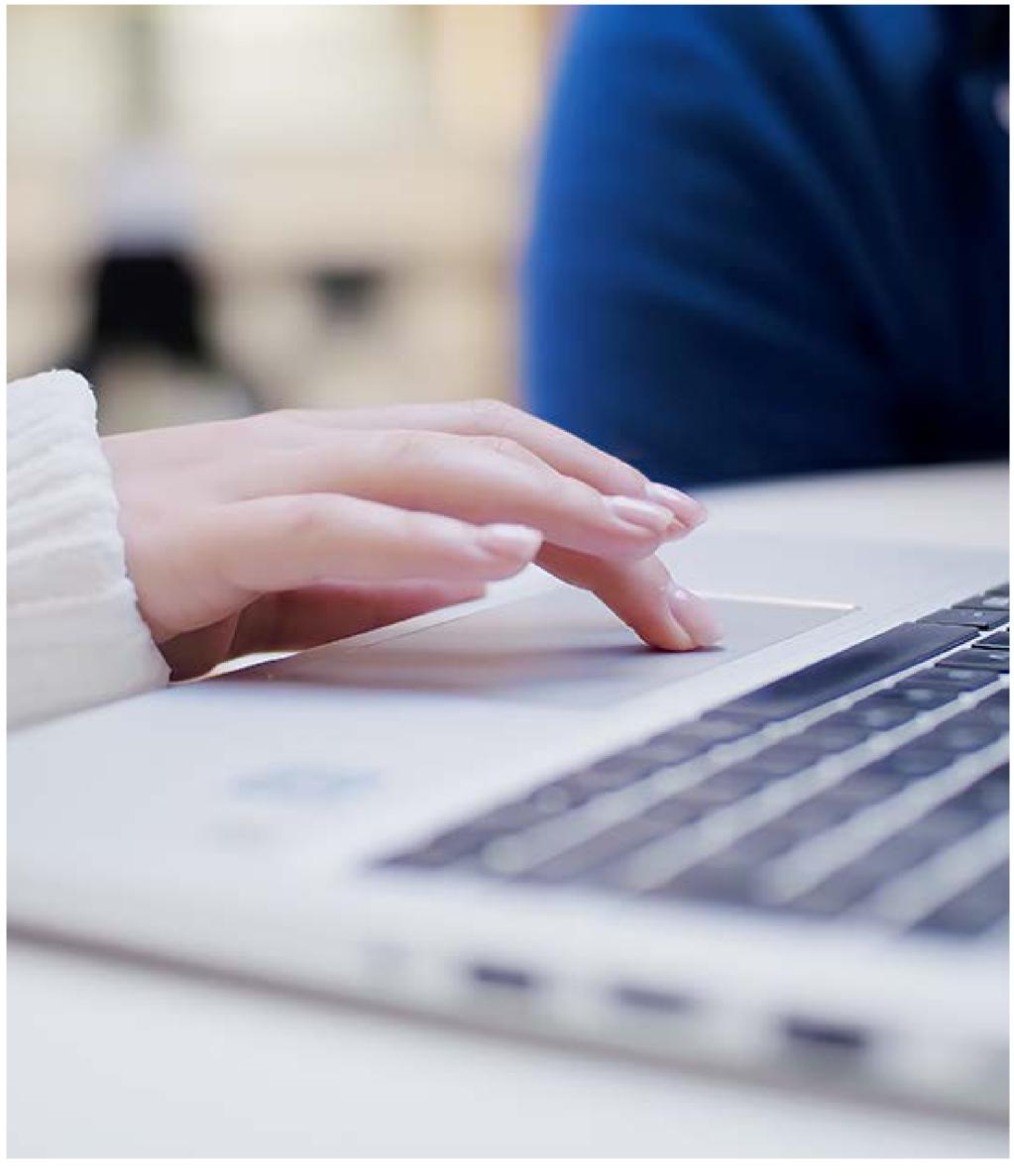


Objective	Action	Success measure	Owner	Progress update for 2025	Areas of focus for 2025-26
Continue implementation of Race Action Plan 2021–2026.	Key Principle 6: Apply for Race Equality Charter accreditation.	Achieving accreditation from Advance HE of the Bronze Race Equality Charter with a supporting action plan.	Equality, Diversity and Inclusion Unit.	Intention to submit application sent made to AdvanceHE September 2025. Race Equality Charter accreditation aspires to be submitted in November 2025.	Implementation of Race Equality Charter Action Plan 2025–2030.
	Action 4.4: Address the formal structures and process of Black, Asian and Minority Ethnic inequalities.	Positive action measures implemented, such as targeted recruitment, sponsorship, mentoring, development programmes, specific and timelimited quotas, and targeted advertising to increase senior-level BAME representation.	Equality, Diversity and Inclusion Unit.	LEAP into Leadership programme running for its second year, following a successful pilot, in January 2025 the current programme has 20 delegates.	Continue to measure participant feedback and progression pathways of LEAP alumni.
Embed and achieve the LGBT+ Staff Community Strategy objective, e.g., engagement.	Engage and collaborate with external LGBT+ organisations (e.g., Stonewall), other staff networks in relation to intersectionality, and other LGBT+ staff, student and alumni community groups.	No meaningful sexual orientation pay gap (referred to as the LGBT+ Pay Gap within the LGBT+ Staff Community Strategy).	LGBT+ Staff Community.	The new Stonewall Proud Employers Accreditation framework was launched 30 June 2025, with the university first submission to this accreditation process due by December 2025.	Await outcome of 2025 Stonewall Proud Employer Submission feedback and devise an action plan to progress LGBT+ inclusion. The university's mean sexual orientation pay gap is 6.5%, a 0.8%pts increase from 2024. Continue external publication of sexual orientation pay gap.
Embed inclusive recruitment practices to ensure diversity of our workforce.	Review processes, which address and impact pay quartile segregation.	Investigation of the impact of absence data, harmonisation payments and the living wage on lower paid staff and the ways that these shape and support the reduction in pay gaps.	Executive Director of People.	Implemented change programmes have ensured inclusive recruitment practices have been embedded to maintain the long-term sustainability of our university and support our commitment to the very best student experience.	Action completed. Continuation of awareness and relevant training to sustain progress.

Objective	Action	Success measure	Owner	Progress update for 2025	Areas of focus for 2025-26
Raise awareness of what defines a pay gap.	Utilise Theory of Change principles to scrutinise and analyse trend data, engage and consult with Staff Networks and Communities, to ascertain the impact on the university gender pay gap.	Broader understanding of key drivers (linked to the Theory of Change principles), which have reduced our gender pay gap. Further identified initiatives implemented to continue to eliminate/close the university gender pay gap.	Director of Strategy Programme Office. Equality, Diversity and Inclusion Unit.	Awareness session on 'Understanding Pay Gaps delivered in March 2025.Update presentation provided to Strategy Board in April 2025.	Continuation of KPI monitoring to identify/assess statistically significant indicators, which aspire to decrease our pay gap.
	Modify the reporting timeframe (implementing a valuedriven and impact model) to align it to business requirements.	Pay gap data drawn from the Horizon system in April annually.	Senior Data and People Analytics Adviser.	Pay Gap procedure process updated to ensure timely snapshot data availability.	Action completed and continue to review procedural process.
	Create an action plan template to support faculty and directorate use.	Each area produces an agreed action plan annually, reviewed by the Executive Director of People, to ensure effective monitoring and impact.	Equality, Diversity and Inclusion Unit.	Ongoing work with Senior Business Partners to evolve actions for top contributing areas.	Senior Business Partners to support the implementation of local faculty and directorate action plans.

Objective	Action	Success measure	Owner	Progress update for 2025	Areas of focus for 2025-26
Build a culture that fosters an environment of freedom of expression and a place for staff and students to feel safe, accepted and recognised for who they are without fear of exclusion (Strategic Priority 2 - Inclusivity and Culture)	Support the development of underrepresented groups to progress into senior leadership.	Continued over application to our diverse leadership training, e.g. Advance HE Aurora, our internal LEAP into Leadership programme for BAME staff, and South East Action Learning.	Centre of Expertise for Talent, Development and Reward.	15 members recruited for Aurora in 2024/25. From the 2023/24 cohort 20 participants have progressed in their careers. Southeast action learning (SEAL) had eight colleagues from both academic and professional services roles participate on this year's programme.LEAP participants on the 2023/24 pilot programme provided feedback on their experiences noting an increase in their sense of empowerment confidence and self-awareness. 31% changed roles or gained a promotion during or after the programme.	Continue to measure participant feedback and progression pathways of Aurora, SEAL and LEAP alumni.
	Increase awareness of the impact that menstruation potentially has on women's health and wellbeing within the workplace.	Guidance on menstruation created to support management of the impact of menstruation within the workplace.	Senior Policy Officer.	Approved and implemented from June 2025.	Action complete as a committed Henpicked Menopause Friendly Accredited organisation maintain the profile of menstruation and menopause.
	Complete an audit of reward and benefit provision.	Our reward strategy is launched with a clear and transparent employee value proposition (EVP).	Associate Director - Talent, Development and Reward.	Audit completed with employee value proposition (EVP) launched in Autumn 2025.	Action complete, monitor EVP impacts.

Objective	Action	Success measure	Owner	Progress update for 2025	Areas of focus for 2025-26
Introduce a systemic process around why self-disclosure is important in an inclusive culture.	Introduce a campaign to support staff in updating confidential, personal and sensitive information. This includes adding 'Prefer not to say' as an active response and communicating how improved diversity data benefits individuals.	Improved intuitive user experience of Horizon for data collection, with annual update of confidential personal and sensitive information recorded via Horizon.	Equality, Diversity and Inclusion Unit.	Communications encouraging staff to share personal characteristics included as part of REF 2029 briefings as well as call to staff to update Emergency contact details on horizon. Aligned to our accreditation submission and REF2029 the university will launch targeted campaigns to reach all staff, to encourage updates to Horizon personal profiles.	Monitor protected characteristic self-disclosure information via EDI Annual Report. Monitor academic year 2025-26 staff engagement survey results for "I can bring whole self to work" and demographic completion rates.





Gender pay gap bonus calculations

The University does not have a formal bonus scheme. However, 'bonus' includes the payment of vouchers, which the University provides an award of vouchers for staff who achieve 25 years' service.

Mean and median

Our mean bonus pay gap is -87.5%, and our median bonus pay gap is -51.4%. A negative percentage indicating a positive pay gap for women receiving bonuses.

Due to the small percentage of staff receiving bonus payments, no meaningful analysis can be drawn from the data. It should also be noted that

Student staff

As outlined within government guidance on the gender pay gap, the university is required to report on all staff who are on a contract of employment on the snapshot date of 31 March. This includes employees who are part-time, job sharing and on leave, as well as student staff, known as JobShop, employed by the university.

As we are not yet mandatorily required to report on our disability, ethnicity and sexual orientation pay gaps, the tables below report these pay gaps with student staff excluded. We have The percentages of males and females who received bonus payments over the legislated reporting period ending on the snapshot date equates to 1% of males and 0.6% of females receiving a bonus.

when there are small numbers of people within a particular group or cohort, this can greatly reduce the level of statistical significance in any reported gaps. In such cases, the lower level of statistical significance may make gaps look bigger than they are or even show gaps in the opposing direction.

aligned the figures with our gender pay gap in respect of:

- 1. Mean pay gap
- 2. Median pay gap
- 3. Proportion of disabled, BAME and LGB+ staff in each pay quartile.

We have excluded bonus information due to the small proportion/insignificant number of staff who receive a bonus.

Disability

Table 9: Mean and median disability pay gap

Pay Gap				
Year	Mean Pay Gap	Median Pay Gap		
2025	9%	7.4%		
2024	4.9%	7.5%		
2023	4.4%	4.3%		

Table 10: Disability average hourly rates

Average hourly rates					
	2025	2024	2023		
No known disability mean hourly rate	£28.28	£26.06	£25.68		
Disabled mean hourly rate	£25.75	£24.79	£24.55		
Difference	£2.53	£1.27	£1.13		
No known disability median hourly rate	£26.45	£25.74	£25.12		
Disabled median hourly rate	£24.48	£23.82	£24.02		
Difference	£1.97	£1.92	£1.10		

Table 11: Proportion of disabled staff in each pay quartile

Quartiles				
	Year	No Known Disability	Disabled	
	2025	95%	5%	
Upper Quartile	2024	98%	2%	
	2023	98%	2%	
	2025	93%	7%	
Upper Middle Quartile	2024	98%	2%	
	2023	97%	3%	
	2025	93%	7%	
Lower Middle Quartile	2024	98%	2%	
	2023	98%	2%	
	2025	89%	11%	
Lower Quartile	2024	98%	2%	
	2023	97%	3%	

Ethnicity

Table 12: Mean and median ethnicity pay gap

Pay gap						
	Year	BAME	Asian	Black	Mixed	Any other ethnic background
	2025	9.8%	11.8%	7.1%	5.6%	12.1%
Mean pay gap	2024	10.2%	12.7%	7.8%	4.7%	11.3%
hay gap	2023	7.6%	9.8%	4.8%	3.1%	11.2%
	2025	5.7%	7.5%	2.5%	7.4%	2.5%
Median pay gap	2024	8.3%	10.0%	2.5%	10.0%	7.6%
F-7 846	2023	3.1%	3.7%	0.0%	0.0%	5.6%

Table 13: Ethnicity average hourly rates

Average hourly rates					
	2025	2024	2023		
White mean hourly rate	£29.10	£27.52	£26.70		
BAME mean hourly rate	£26.24	£24.72	£24.67		
Difference	£2.86	£2.80	£2.03		
White median hourly rate	£27.12	£26.42	£25.27		
BAME median hourly rate	£25.58	£24.24	£24.48		
Difference	£1.54	£2.18	£0.79		

Table 14: Proportion of BAME staff in each pay quartile

Quartiles			
	Year	White	BAME
	2025	74%	26%
Upper quartile	2024	73%	27%
	2023	75%	25%
	2025	61%	39%
Upper middle quartile	2024	62%	38%
	2023	63%	37%
	2025	54%	46%
Lower middle quartile	2024	55%	45%
	2023	59%	41%
	2025	59%	41%
Lower quartile	2024	58%	42%
	2023	65%	35%

Sexual orientation

Table 15: Mean and median sexual orientation pay gap

Pay gap		
Year	Mean pay gap	Median pay gap
2025	6.3%	4.7%
2024	5.4%	5.2%
2023	1.5%	-0.9%

Table 16: Sexual orientation pay average hourly rates

Average hourly rates				
	2025	2024	2023	
Heterosexual mean hourly rate	£27.51	£25.81	£25.47	
LGB+ mean hourly rate	£25.79	£24.42	£25.09	
Difference	£1.72	£1.39	£0.38	
Heterosexual median hourly rate	£26.36	£25.07	£25.04	
LGB+ median hourly rate	£25.12	£23.77	£25.27	
Difference	£1.24	£1.30	-£0.23	

Table 17: Proportion of LGB+ staff in each pay quartile

Quartiles			
	Year	Heterosexual	LGB+
	2025	92%	8%
Upper quartile	2024	91%	9%
	2023	90%	10%
	2025	92%	8%
Upper middle quartile	2024	90%	10%
	2023	89%	11%
	2025	88%	12%
Lower middle quartile	2024	90%	10%
	2023	92%	8%
	2025	88%	12%
Lower quartile	2024	87%	13%
	2023	90%	10%

Categorisation of staff

The criterion for gender pay gap reporting is orientated around male and female. However, the university recognises that gender identity is a broader spectrum, and some colleagues may or may not identify as being in either of these categories.

At Greenwich we are guided by our values. We welcome, value and celebrate colleagues of all gender identities. We remain committed to building and fostering an inclusive and supportive environment for all, free from discrimination, harassment and victimisation, where everyone is treated with dignity and respect.

We continue to promote self-disclosure of gender identity through the Horizon system in order to gain a more meaningful appreciation of our diverse workforce and understand how we can tailor our services and initiatives to meet their needs.

To provide transparency on staff categorisation throughout this document, the tables below outline how staff are grouped for our disability, ethnicity and sexual orientation reporting:

Table 18: Disability groups

Disability description	Group
No known disability	No known disability
Blind or serious visual impairment	Disabled
Diagnosed with autism	Disabled
ADHD/autism, depression and generalised anxiety	Disabled
Mental health condition	Disabled
General learning disability	Disabled
Cognitive impairment	Disabled
Deaf or serious hearing impairment	Disabled
Physical impairment or mobility issues	Disabled
Other type of disability	Disabled
Long-standing illness or health condition	Disabled
Specific learning disability	Disabled
Not known	Not known

Table 19: Ethnicity groups

Ethnicity description	Group	BAME/White
Arab	Any other ethnic background	BAME
Any other ethnic background	Any other ethnic background	BAME
Asian – Any other Asian background	Asian	BAME
Asian – Bangladeshi or Bangladeshi British	Asian	BAME
Asian – Chinese or Chinese British	Asian	BAME
Asian – Indian or Indian British	Asian	BAME
Asian – Pakistani or Pakistani British	Asian	BAME
Black – African or African British	Black	BAME
Black – Any other Black/ African/Caribbean background	Black	BAME
Black – Black Caribbean or Caribbean British	Black	BAME
Mixed – Any other Mixed/ multiple ethnic background	Mixed	BAME
Mixed – White or White British and Asian or Asian British	Mixed	BAME
Mixed – White or White British and Black African or Black African British	Mixed	BAME
Mixed – White or White British and Black Caribbean or Black Caribbean British	Mixed	BAME
Not known	Not known	Not known
Prefer not to say	Prefer not to say	Prefer not to say
White	White	White
White – Any other White background	White	White
White – English/Welsh/ Scottish/Northern Irish/British	White	White
White – Irish	White	White
White – Gypsy or Irish Traveller	White	White

Table 20: Sexual orientation groups

Sexual orientation description	Group
Heterosexual	Heterosexual
Asexual	LGB+
Queer	LGB+
Other	LGB+
Gay woman/lesbian	LGB+
Gay man	LGB+
Bisexual	LGB+
Prefer not to say	Unknown
Information refused	Unknown
Unknown	Unknown

