

2021-2022 Staff Equality, Diversity and Inclusion Objectives and Action Plan

The 2021 – 22 Staff Equality, Diversity and Inclusion Action Plan is aimed at supporting delivery of the strategic priorities and Key Performance Indicators that are outlined in the People Strategy.

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
Demonstrate that equality, diversity and inclusion will enhance the core purposes of the University; to create exceptional teaching and research, develop the highest level of student experience, impact positively on student attainment and have a significant impact on the wider University community.	Dissected November 2021 pulse survey data/views in relation to equality, diversity and inclusion and create an action plan to address the issues raised. Any identified actions will be added to this action plan.	Increase in the number of staff with protected characteristics stating they agree with the following questions in the Staff Pulse Survey in 2022: <ul style="list-style-type: none"> - I feel valued at work - St Mary's values people equally regardless of their: <ul style="list-style-type: none"> g. Disability h. Ethnicity (BAME) i. Gender identity (transgender) (LGBTQ) j. Gender/sex (Women) k. Religion or beliefs (Faith) l. Sexual orientation (LGBTQ) 	Head of OD	Action plan to be in place by February 2022 Improvement in Pulse survey scores in 2022 (survey date TBD)
	To increase diversity of the staff population which will enrich our community further.	Increase in the % of staff declaring themselves as being/having by 1% from 2020 figures: <ul style="list-style-type: none"> • LGBTQ (2020 5%) Target 6% • BAME (2020 18.4%) Target 20% • Disability (2020 5%) Target 6% 	University managers	May 2022
	Despite the non-disclosure rate for disability the University should continue to find ways to reduce the disability non-disclosure rate and	2020 non-declaration – 45% Target – 35%	Equality Charters	Action plan following survey of staff members with disabilities to be in

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	<p>monitor levels of staff declaring a disability</p> <p>To better determine barriers to disclosure, the Disability Confident Project Team and Disability Staff Network will collaborate to survey staff members with disabilities, after which an action plan will be created to address the issues raised.</p>		Programme Manager	place by February 2022
Engage leaders and managers to challenge the status quo and embrace transformational ideas around how we recruit and promote diversity; enabling them to set ambitious goals that have resonance with the contexts within which their staff work	Launch a Women's Leadership Forum designed to support and empower female staff in leadership roles at the university, as well as female staff who are identified as outstanding candidates for leadership positions in the coming years.	<p>Increase the % of women members of the University Executive Committee from 33% in 2020:</p> <ul style="list-style-type: none"> • Target 44% 	University senior leaders	May 2022
	Integrate equality, diversity, and inclusion objectives into senior leaders' performance reviews to help facilitate the implementation of the University's commitment to EDI from the highest levels of leadership	<p>Increase the total percentage of staff members from a BAME background from 18.4% in 2020:</p> <ul style="list-style-type: none"> • Target 20% 	University senior leaders	July 2022
	Apply an Equality Impact Assessment to the Making and Difference award. Analyse trends and enable necessary corrective action where imbalances become evident	Equality of payments made to males and females	Rewards & Benefits Manager	May 2022

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	on the payments made to males and females. Some progress has already been made by reducing the top limit from £200 to £100			
	Apply an Equality Impact Assessment to the Outstanding Performance Award, reviewing the award categories, encouraging more female applicants, and reviewing panel composition/ "success" criteria.	Equality of payments made to males and females	OD	May 2022
	Analyse and monitor the Ethnicity Pay Gap (EPG) to raise awareness in systemic barriers to progression and success for staff members from minority ethnic backgrounds. Publish findings from the EPG report alongside the GPG report on an annual basis.	Reduce the mean Ethnicity Pay Gap from 17.46% in 2020: <ul style="list-style-type: none"> • Target: 15% 	Equality Charters Programme Manager	May 2022
	Enable and build a configurable dashboard solution on iTrent to allow HR and managers to better monitor the diversity of our workforce.	Increase the total percentage of staff members from a BAME background from 18.4% in 2020: Target 20%	HR	November 2021
	Progress on commitment outlined in the Disability Confident scheme by investing in job advertisements on recruitment sites that reach a broader	Conduct a pilot of 5 job adverts with EvenBreak in fall 2021, with the potential to expand to an annual membership in 2022	Equality Charters Programme Manager	Pilot completion in January 2021

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	range of disabled applicants, such as EvenBreak			
Create a framework for developing and driving forward the equality, diversity and inclusion agenda at St Mary's and ensuring staff are encouraged to support and contribute to network activities	Ensure the EDI Staff Board continues to operate successfully and supports delivery of the actions within this action plan	Delivery of 6 weekly meetings with good attendance	Director of HR	May 2022
	Develop EDI activities/initiatives that support delivery of the EDI agenda and understanding of intersectionality that are promoted through the University website	EDI activity for each of the Staff Network Groups is included on the University website throughout the academic year	Staff Network Leads	May 2022
	Formalise process for creating and distributing EDI-related staff comms (both in line with the EDI calendar and in response to national issues) to rely on expertise within the EDI Staff Board and consult with Staff Networks as appropriate	EDI-related communications process is outlined in the Terms of Reference for the EDI Staff Board	EDI Staff Board Chair	January 2022
	Work alongside Marketing, Student Services, and Widening Participation to streamline and enhance online resources and information relating to equality, diversity, and inclusion in alignment with the SharePoint migration project. Ensure all materials are fully accessible and	Increase in the number of staff with protected characteristics stating they agree with the following questions in the Staff Pulse Survey in 2022: <ul style="list-style-type: none"> - I feel valued at work - St Mary's values people equally regardless of their: <ol style="list-style-type: none"> a. Disability b. Ethnicity (BAME) 	Equality Charters Programme Manager	Improvement in Pulse survey scores in 2022 (survey date TBD)

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	reflect the lived experience of the individuals they seek to support.	<ul style="list-style-type: none"> c. Gender identity (transgender) (LGBTQ) d. Gender/sex (Women) e. Religion or beliefs (Faith) f. Sexual orientation (LGBTQ) 		
	Devise a formalized framework for recognizing the work of Staff Network chairs and charters SAT members.	A formalized framework is in place for recognizing the work of Staff Network chairs and charters SAT members.	HR	July 2022
Ensure that equality, diversity and inclusion is at the heart of all we do by reviewing our governance, committee and meeting representation and ensuring diverse panels are in place to enable fair and open decision making.	Develop a Diversity Champions programme focused on facilitating the assembly diverse recruitment panels for hiring managers	Increase in the number of Academic staff hired from a BAME background from 14% in 2020: <ul style="list-style-type: none"> • Target: 18% 	HR/University Managers	May 2022
Encourage our leaders commit to supporting and championing our six Equality, Diversity and	Build stronger relationships between members of UEC and our 6 Staff Networks to increase visibility of network activity amongst senior leadership	Increase the number of Staff Networks with UEC participation from 4 in 2020: <ul style="list-style-type: none"> • Target: all 6 Staff Networks 	EDI Network Leads/HR Director	May 2022

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
Inclusion Staff Networks and to ensure behaviours and language are inclusive and positive.				
Increase the number of women in leadership roles	Increase the number of women applying for academic promotions by leading specific events and partnerships catered to encouraging women and BAME applicants.	Increase from 40% women in 2020: • Target: 50%	University Promotions Committee	May 2022
	Work to develop career pathways for non-academic job families with a focus on Campus Services and administrative roles. This work will be incorporated into the Performance Management stroke MAXPO process in 2021/2022.	Reduce the mean Gender Pay Gap (GPG) from 14.37% in 2020: • Target: 13%	HR	May 2022
	Analyse and monitor the gender pay gap in line with the Government legislation		Equality Charters Programme Manager	May 2022
	Continue to offer the Women's development programmes - Springboard and Aurora.		OD	May 2022

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
Achieve the Athena SWAN Bronze Award	Take a whole-university approach to support and drive forward the submission of the application for the Athena Swan Bronze award. The chair of the Self-Assessment Team (SAT) to report progress to all committees as required. Prof Symeon Dagkas to update the senior leadership team on progress and support the SAT to remove any barriers to achieving the award and driving systemic change.	Remain on track for award submission in November 2022	Senior leadership team	May 2022
Commit to the Advance HE Race Equality Charter where we will develop a clear framework for challenging our current representation across the University	Take a whole-university approach to support and drive forward the submission of an application for Race Equality Charter Bronze award. The Co-chairs of the Self-Assessment Team (SAT) to report progress to all committees as required. Prof Symeon Dagkas to update the senior leadership team on progress and support the SAT to remove any barriers to achieving the award and driving systemic change.	Remain on track for award submission in February 2023.	Senior leadership team	May 2022
	Deploy allyship training for members of the Board of Governors and University Executive Committee to help senior leaders better understand their role in recruiting and promoting	100% of Board of Governors and University Executive Committee to engage with training	Head of OD	Training completed by February 2022

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	equality, diversity and inclusion at the University			
	Conduct an institution-wide staff and student survey as required by the Race Equality Charter (REC) to gain qualitative data on experiences of racial inequalities at the University. Include questions regarding progression and promotion to further identify root causes for the Ethnicity Pay Gap and better support the promotion and progression of BAME staff at St Mary's.	Increase the representation of staff from minority ethnic backgrounds on the University Executive Committee from 6% (1 member) in 2020: <ul style="list-style-type: none"> • Target: 17% (3 members) 	REC SAT	May 2022
	Provide funding for 3 spaces on Advance HE's Diversifying Leadership course as a pilot for 2021-22. The programme seeks to support early-career academics and professional services staff from Black, Asian, and Minority Ethnic backgrounds who are about to take their first steps into a leadership role.	Fund 3 staff members from Minority Ethnic backgrounds on the course in 2021/2022	OD	May 2022
	Conduct detailed, intersectional analysis of the Gender Pay Gap and Ethnicity Pay Gap to better understand systemic barriers to the promotion and success of staff with	Combined GPG/EPG report for 2022 to include analysis on the intersection of gender and ethnicity and its impact on pay gap	Equality Charters Programme Manager	May 2022

People Strategy aims (2020-2025)	2021 Action	KPI	Owner	Deadline
	intersecting gender identities and ethnic backgrounds			
Initiate a membership with a charter programme (or support organisation) to support LGBTQ+ staff/students, in an effort to demonstrate institution-wide support for our LGBTQ+ colleagues	Initiate a membership with a charter programme (or similar) to support LGBTQ+ staff/students, signaling our commitment to equality and inclusion for our LGBTQ+ colleagues.	Initiate a 1-year membership for 2021-2022	Equality Charters Programme Manager	November 2021