Queen Mary
UNIVERSITY OF LONDON

Senate

Paper Title	Equality, Diversity and Inclusion
Outcome requested	Senate is asked to **note** the update on the progress made on EDI initiatives since the EDI report was published on 14 September 2018.
Points for Senate members to note and further information	Work has focussed on implementing the revised governance structure and undertaking initiatives against the following three priorities: • Increasing the proportion of women and BAME staff at senior levels; • Reducing the attainment gap between BAME and non-BAME students; • Supporting staff at all levels, and across academic and professional services, to ensure more effective processes and actions for career development.
Questions for Senate to consider	n/a
Regulatory/statutory reference points	The Employment Tribunal Service Equality and Human Rights Commission Equality, Diversity and Inclusion (EDI) Strategy & Objectives for 2016 -2020 Equal Opportunities Policy statement
Strategy and risk	1. Student recruitment 2. Student experience 3. High quality staff
Reporting/ consideration route for the paper	
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Equality, Diversity and Inclusion: update on progress
February 2019

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Over the summer of 2018 QM substantially revised its approach to EDI, recognising that a new governance structure was required and that further resources had to be devoted to delivering on our key EDI objectives. The report on EDI was made publicly available to all staff on 14 September. It was recognised that more needed to be done to embed EDI in all aspects of QM's work and we published it with a view to being able to set out specific progress in the 2019 report. In the four months since, work has focussed on implementing the governance structure and undertaking initiatives against the following three priorities:

- Increasing the proportion of women and BAME staff at senior levels;
- Reducing the attainment gap between BAME and non-BAME students;
- Supporting staff at all levels, and across academic and professional services, to ensure more effective processes and actions for career development.

A key recommendation from the review was that the EDI Steering Group should be formally reconstituted as a sub-group of QMSE, co-chaired by VP Matthew Hilton and the COO. It now acts as the main co-ordinating body for all EDI matters, including Athena SWAN, and it oversees the work of the new University Senior Academic Lead (SAL). Faculty and Professional Services EDI groups have also been established to ensure effective two-way communication between QMSE and the Schools/Institutes and to ensure issues raised are acted upon. The QM EDI Forum has also been reconstituted. It is open to all staff members and provides a means of raising grassroots EDI issues as well as sharing good practice on EDI across the University.

Work has focused on setting up and embedding these new EDI structures and we are confident that they now provide a robust basis for implementing our three EDI priorities.

1. Increasing the proportion of women and BAME staff at senior levels

While these are sector-wide (and society-wide) issues and cannot be solved by universities acting alone, it is recognised that, given QM's values, we should be sector leaders here. Work has focussed on:

Promotions: An Academic Promotions Review was undertaken over the summer and its recommendations have been implemented for this year's promotion round. Key changes include strengthening the representation of gender and other EDI characteristics of the promotions group (eg inclusion of Faculty level EDI leads), increasing external scrutiny across the Faculties, and reporting on the attention paid to EDI issues throughout the process. In regard to the promotions prospects of women and BAME junior colleagues, the SAL and Faculty level EDI leads are working with Heads of School and Directors of Institute to encourage applications and career planning through the various targeted initiatives available to facilitate career development (see below).

Recruitment: We are developing a pilot project on the use of the Equal Merit Provisions (EMP) in academic and professional services appointments processes. The EMP are

provisions of the Equality Act 2010 which allow appointments panels to select a candidate from an under-represented group where there are two candidates of equal merit. We are aware of only one other university which has to date adopted these provisions (UCL) and so believe that QM will be a sector leader in applying these positive action provisions.

A key issue going forward is the collection of reliable and consistent **data**. We have been working hard to collect more accurate and granular data to know what the current position is and what the likely effects are of different policies (eg are women and BAME staff more likely to wait longer to apply for promotion than their white, male colleagues? In which areas is under-representation most acute?). This data will allow us to: (a) publish a more robust combined BAME and gender pay gap report for external dissemination; (b) determine EDI KPIs for the University strategy in the new year; and (c) refine more targeted interventions for Faculties and Schools/Institutes. Recent improvements in data collection undertaken by Strategic Planning has meant that KPIs for increasing representation of BAME and women staff at senior levels are now being identified and will be put forward to QMSE for approval. Better data will also allow us to publish our ethnicity pay gap data in 2019, although it is not yet a statutory requirement to do so.

2. Reducing the attainment gap between BAME and non-BAME students

Again, this is a sector-wide issue, but one on which we ought to be sector leaders, given our student population. We are operating in a particularly unhelpful context which is seeing universities critiqued for grade inflation. Closing the attainment gap at other Russell Group universities does not impact significantly on grade inflation. However, when 60% of the student population is BAME (as at QM) then any closure of the attainment gap will necessarily impact on the overall proportion of students receiving first and 2:1s.

Queen Mary has been bottom of the RG in the awarding of **'good honours'** for some time. Targeted interventions over the last two years, with EDI issues at the forefront, have improved our record on 'good honours' considerably (though we remain bottom of the RG). We are delighted that data to be released early in 2019 shows that we have made excellent progress in closing the BAME attainment gap.

Issues remain, particularly in the humanities and in the proportion of firsts awarded. They are included as key **'Going for Gold'** priorities (eg the inclusive curriculum). Colleagues in Strategic Planning are working with Schools/Institutes to identify further interventions, though the issues are complex. For instance, one important area is the significant disparity in the rates at which BAME and non-BAME students take advantage of opportunities to travel abroad as part of their studies at QM. The 'Action Group for Widening Participation in Outward Student Mobility' has produced an important report and recommendations which we are taking forward.

We have also been selected as one of six universities to participate in the AdvanceHE project *Towards Embedding EDI in the Curriculum Project* which will lead to a range of initiatives tailored to the particular needs of QM and designed to improve the student experience and reduce the BAME attainment gap. We hope that these initiatives will build on a lot of excellent grass-roots work which is being done by academic and PS staff across the university. We brought together colleagues working in this area in a productive meeting on the attainment gap in the autumn term and have another meeting planned in March to encourage more a co-ordinated approach going forward.

As with priority 1, recent improvements in data collection and analysis by Strategic Planning has meant that KPIs and meaningful targets on the attainment gap are now being identified and will be put forward to QMSE for approval.

3. Supporting staff at all levels, and across academic and professional services, to ensure more effective processes and actions for career development.

Efforts to improve the working lives and culture of our staff and students will be a key platform of the new University strategy. The issues related to **people and culture** are less quantifiable and tangible, and they necessarily involve a whole host of discrete, but nevertheless co-ordinated, interventions that collectively will make QM a better place to pursue a career.

Within this overarching strategic goal, EDI interventions are numerous. They include: Women Mentoring Scheme; Springboard Scheme; B-Mentor scheme for BAME staff (working in partnership with KCL, UCL, LSE); Wellbeing Week and Wellbeing Strategy. Other new initiatives currently launched include: sponsoring BAME staff for Stellar HE Leadership scheme; implementing the Dignity Disclosure Officers scheme; establishing a BAME staff network; and supporting LGBT Network to celebrate LGBT Month.

Accreditation is not an end in itself, but the various schemes provide important benchmarks for our underlying EDI work and can be a spur to further action. Since October, **Athena SWAN awards** have been achieved in the School of Business Management and the School of Biological and Chemical Sciences. A further Athena SWAN application has been submitted for the Institute of Dentistry. Our **Stonewall Workplace Equality Index** application was successful and we were ranked 299 with a score of 46. The feedback we received was positive and we now need to move forward on the action plan arising from the application.

Over the next six months we will lay the foundations for an institutional **Race Equality Chartermark** (REC) application and our institutional **Athena SWAN** renewal application, both in 2020. These applications will involve considerable work and some reassessment of the appropriateness of our level and distribution of professional services resource will now be required to ensure we are well set up for these applications.

Our Athena SWAN silver award committed us to a whole range of specific initiatives. We are concerned that the success in obtaining the award has not been followed up in pushing on our stated commitments for change. We are currently reviewing progress and will revise our work plans for 2019 accordingly. Athena SWAN also covers **professional services**. Within the new EDI governance structure, progress on professional services EDI issues has been slow so we will accelerate the mechanisms for addressing, raising and responding to key concerns.