

Equality Diversity & Inclusion

2022-2023 Annual Report



Equality, Diversity and Inclusion (EDI) Annual Report 2022/23

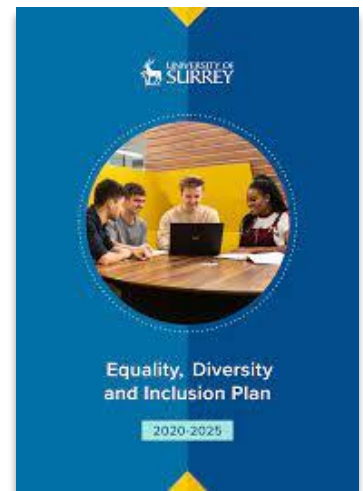
Introduction

This report summarises EDI activity over the past year and outlines progress towards objectives set in our EDI Plan 2020-2025. We continue to work towards four EDI priorities:

- 1) Improving staff diversity;
- 2) Closing pay gaps;
- 3) Reducing student awarding gaps;
- 4) Building our inclusive culture.

In working towards these priorities, we have delivered through a range of initiatives that address important areas of equality: gender, race/ethnicity, LGBTQIA+, disability, neurodivergence and faith/belief.

EDI covers all areas of the University's business and supports all strategic objectives. It is core to our university mission and is underpinned by our four values of Inclusion, Inspiration, Innovation and Integrity. Our approach to EDI activity is built on our moral duty to provide an inclusive work and study environment for all members of our community but also pays close attention to compliance with our legal duty under the Equality Act 2010. We also recognise the important business benefits of creating an inclusive environment for all our stakeholders.



Governance

In all our work, we collaborate with our stakeholders and diversity networks to understand their priority areas or needs; these plans are communicated to the EDI Forum which takes place three times per year and approval obtained through the EDI Executive, which also meets three times per year. We work closely with the EDI Committees within faculties and departments to disseminate our work.

We launched our EDI Plan 2020-2025 in October 2020 to outline our key EDI strategic priorities. This was part of an important consultation with stakeholders across Surrey and has been well received by our community, with whom we partner closely to deliver this work.

In June 2023, the EDI team joined the Organisational Development and Learning and Development Team in order to deliver its objectives through a focus on Inclusive Culture. A review of our governance and direction this year has led to the following improvements:

- **Executive Championing:** EB leaders now sponsor diversity networks, championing their agendas, and supporting the Chief People Officer in the delivery of the EDI plan outcomes.
- **Formalising networks:** We have leveraged our Diversity networks with updated Terms of Reference and clear accountabilities to ensure they are being optimised, providing insight and action in line with the EDI plan.
- **Central HR Support:** Provided via the newly formed Organisational Development, Culture and EDI team – to ensure activity is coordinated against the key EDI priorities and that Faculty EDI Committees are provided with relevant data/insight to take local action in line with EDI objectives.
- **Dedicated Staff and Student EDI accountability:** Ensuring EDI is built into both the employee and student experience through dedicated resource. Driving progress against key EDI goals.

Our Staff EDI Networks include:

- SEED (Surrey Embracing Ethnic Diversity) Network
- Rainbow (LGBTQIA+) Network
- Purple (Disability and Neurodivergence) Network
- Women's Network (including the Menopause Network)

Improving staff diversity	<ul style="list-style-type: none"> Of staff population, 17% identified as Black, Asian and minority ethnic in 2020/21, 22% in 2022/23 (for Black staff, 1.4% [n=56] to 2.2% [n=74]) Academics: 21% identified as Black, Asian and minority ethnic in '20/21, 24% Black, Asian and minority ethnic in '22/23 (1.7% [n=33] Black academics to 1.9% [n=36])
Reducing pay gaps	<ul style="list-style-type: none"> Marginal change in median from 14.0% in 2019 to 13.7% in 2022 Small reduction in mean from 17.0% in 2019 to 16.4% in 2022
Closing awarding gaps	<ul style="list-style-type: none"> Increased from 15% ('20) to 20% ('22)
Building zero tolerance	<ul style="list-style-type: none"> Training completion: E-learning - 41% race equity, 67% anti-bias training, 78% diversity in workplace. Face-to-face completion: 572 completed in last 3 years Student zero tolerance training completion: 11% Increase in bullying and harassment cases (anecdotal report)

1) Improving staff diversity

This priority brings to the fore our need to diversify our staff population, with a particular focus on increased representation of women in senior roles and of Black, Asian and minority ethnic colleagues throughout the organisation. The need for more diverse representation within our staff body is essential to reflect and properly serve our diverse student population.

How are we currently working to achieve this?

Diversity 200 was initiated in 2021 with the aim of attracting the best possible talent from the broadest range of people and continue to improve the number of staff from under-represented groups.

Since its launch we have seen:

- Three additional women join our executive board bringing the total to seven out of fourteen roles.
- Our Surrey Future Fellows campaign exceeded targets for ethnic minority colleagues >30%.
- Our new starters from ethnic minority backgrounds rose to 30% from 24% pre-Diversity 200.
- Our applications from people from ethnic minority backgrounds rose by 17% from 40% pre-Diversity 200 to 57%.
- Non-disclosure rates have improved by 1% and are running at 6%.



Diversity 200 is having a positive impact, but changing attitudes and raising awareness takes time and there is more to do.

People survey 2023 has also shown a steady decline in the number of people choosing 'prefer not to say' (traditionally the lowest scoring group for engagement). In 2021 16% of colleagues chose 'prefer not to say', and thanks to a significant communications campaign this has reduced year on year and is currently 11%.

Teams across the University are now able to access an EDI dashboard to examine their data on staff diversity, student outcomes and our other priority areas and take ownership of their responsibility for progress in their areas.

2) Closing gender and ethnicity pay gaps

As is common across the sector, we continue to observe pay gaps between men and women at Surrey and between White and Black, Asian and minority ethnic colleagues.

In collaboration with HR, an extensive review of the gender and ethnicity pay gaps across the University was undertaken to improve our understanding of the causes of the pay gap and how best to address this. The Executive Board are committed to closing our pay gaps and we have a detailed action plan with proposed changes to address the gaps. Many of the initiatives recommended, such as building consistency in our management of salaries at appointment, promotion and pay review; and reviewing job descriptions and adverts to ensure we appeal to a broad range of candidates, are already in place as a result of *Diversity 200* but need more consistent embedding across the University.

3) Reducing student awarding gaps

This priority encompasses many of the [Access and Participation Plan \(APP\)](#) targets around closing the awarding gaps that exist in student outcomes.

Our Widening Participation and Outreach team have an established programme of activities that work towards closing gaps in success between groups, and we have cross-University teams dedicated to evaluating these gaps and sustaining our progress through our inclusive education provision. Dr Janet Ramdeo, our academic developer, is driving our inclusive education implementation across all our programmes. Janet is working closely with the PVC Academic, Chair of the Student Success Group dedicated to inclusive education), the Students' Union and the Director of Student Experience.

Our wider [Race Equality Charter action plan](#) commits to a range of activities that will work to improve the sense of belonging and inclusion for our Black, Asian and minority ethnic students that we expect to have an indirect effect of closing gaps between ethnic groups.

Diversifying the staff body, through our Diversity 200 campaign, should have an impact on under-represented student outcomes through improved representation of women and Black, Asian and minority ethnic academics and increased role modelling opportunities.



Our [Surrey Black Scholars programme](#) is a joint Doctoral College, EDI and Surrey Institute of Education initiative funded by Office for Students and Research England, that includes significant co-investment from the University. The programme is designed to provide Black British students with the resources, support and environment necessary to pursue rich and rewarding research careers. Our first full cohort of Surrey Black Scholars began their PhD programmes in October 2022. Great successes over this year include one scholar becoming Charterhouse Scholar in Residence for 2023-24, another scholar appeared on the Voice of the Researcher panel at Vitae, one had a conference paper accepted at Cancer Research UK Conference (Autumn 2023) and the University welcomed Dr Peter Olusoga to campus in October 2023 for the annual Black History Month lecture series.

Additional funding studentships were launched last year to support more Black British students into undergraduate programmes. The University is partnering with the [Cowrie Scholarship Foundation](#) to provide full financial support to two Black British students from low socio-economic backgrounds through their undergraduate courses. The Foundation was established in 2020 by Professor Richard Oreffo (University of Southampton) with the aim of supporting 100 Black British students from disadvantaged backgrounds through university.

4) Building an inclusive culture/zero tolerance to hate

This priority highlights the importance of a zero-tolerance approach to hate, discrimination, harassment and bullying, and highlights our ambition to create an inclusive culture.

EDI Learning and Development

All our EDI training supports the embedding of inclusion, and we have increasingly worked with colleagues across the University to embed EDI through programmes such as management and leadership training, appraisal and promotion.

We have continued to deliver face to face EDI training as well as essential e-learning to provide a baseline of EDI awareness. Anti Bias Training, LGBTQIA+ Awareness Training and Menopause for all training are being delivered face-to-face and are regularly reviewed to ensure they have a positive impact on practices and behaviours. We have provided bespoke training for departments and teams according to specific needs.

Colleague voice

Our 2023 People Survey shows that the University EDI theme continues to track 6pts above Higher Education Industry benchmark at 75%. Year on year it has also seen a 1pt increase since 2022 on people believing they can be their true selves at work.

Four words to describe our culture

Over 2200 people completed the survey and were asked to provide 4 words that describe our culture. 'Inclusive' was the most popular word chosen (see table below)

Word	Rank
Inclusive	1
Friendly	2
Innovative	3
Supportive	4
Diverse	5
Collaborative	6
Student	7
Ambitious	8
Focused	9
Welcoming	10

ambitious aspirational bureaucratic busy caring challenging collaborative collegial
collegiate committed community corporate creative culture diverse diversity driven
dynamic encouraging fair flexible focused friendly fun hierarchical inclusion
inclusive innovation innovative inspiration inspiring integrity kind
open positive professional progressive relaxed research respectful siloed staff student
student-focused students supportive toxic vibrant welcoming work

However, the survey also shows a rise in the number of people who believe they have experienced bullying, harassment and abuse (11% in 2021 has moved to 15% in 2023). This follows a campaign to highlight the University's [Report+Support](#) provision and to encourage people to report any harassment and bullying they experience or witness. This data varies across the University. It is being captured and will be addressed as part of the pan-University action plan.

Inclusive Language Guidance

Our inclusive language guide has been updated to reflect current best practice and to support our community to use non-discriminatory and inclusive language in all forms of communication. It will assist staff and students in using language that is free from demeaning inferences and negative influences and aims to raise awareness of how language can discriminate against certain groups. We recognise that language evolves and this document will be kept under review and up to date. The guidance does not intend or wish to compromise academic freedom, rather it provides suggestions for creating environments where members of

the University of Surrey community, whether staff, students or visitors, feel welcome and respected. This will not be published until it has been reviewed by External Communications and agreed by EDI Executive.

Reverse Mentoring

We introduced a new [reverse mentoring scheme](#) which involved Executive Board members being mentored by staff and PGR students from under-represented groups and members of the University's Equality, Diversity and Inclusion (EDI) networks. This six-month scheme saw monthly mentoring sessions within pairs, which are focussed on topics of cultural relevance. We have worked with reverse mentoring expert, Associate Professor Stacy Johnson from the University of Nottingham, to deliver the scheme and support mentors and mentees throughout the process. As part of this, Stacy facilitated reflective practice sessions enabling mentors to debrief with one other.

Reverse mentoring is particularly impactful for challenging unconscious bias, reducing structural inequalities and empowering mentors. Staff involved described the scheme as an invaluable opportunity to have their voices heard and contribute to changes within the university. A number of changes to EDI governance have come about as a result of this programme.

Gender Equality

Athena Swan

We were delighted to achieve our institutional Silver Athena Swan award in the latest submissions round in August for our commitment and practice for gender equality at Surrey. [The Athena SWAN Charter](#), which was launched in June 2005, was first implemented to advance the representation of women in science, technology, engineering, medicine and mathematics (STEMM). In 2015, the charter was expanded to also include arts, humanities, social science, business and law disciplines as well as professional and support roles.

We are now looking forward to building on our successes, fully implementing our Silver Action Plan and continuing to [amplify and celebrate](#) the contribution of colleagues at Surrey.



A prestigious gold award has been granted to the School of Biosciences to acknowledge its successful commitment to creating an inclusive culture within the University and wider sector by delivering 99 actions over a five-year period. 18 out of 22 schools and departments now hold an Athena Swan award. We will continue to work across the University at all levels, using the Athena Swan framework to spur us on to continually improve gender equality outcomes and help create an inclusive culture.



Springboard Women's Development Programme

[Springboard](#) is the award-winning, globally recognised, personal development programme for women that we run at Surrey. This programme ran with a full cohort of 32 in Spring 2023, receiving very positive feedback and hugely impacting the lives of the women who participated.

Women's Network

The Women's Network has continued to grow and has contributed to strategy, provided a space for collegiality and support, and raised awareness of issues impacting women at Surrey.



Menopause Project



Our sector-leading [Menopause Project](#) has been continued to thrive and provides support and education on menopause for all members of the community through training, events, peer support, menopause advocates, networking and research collaboration. A number of talks have been delivered to schools and departments with positive feedback about the impact this has had on a more inclusive culture through increased awareness to ensure the right support and a normalising of conversations about the impact of menopause. We have partnered with [Adora Digital Health](#) to extend their services to members of our network and will continue to grow this partnership.

Race Equality

In the last year, there have been a number of key achievements, particularly against the actions in the Race Equality Charter Action Plan. These are:

Anonymous marking for all summative assessments was introduced across programmes as a strategy to tackle awarding gaps. An opt-out system was put in place. A mechanism for inclusive teaching practices was designed and rolled out to enhance ethnic and racial representation in curriculum design, as well as wider inclusive practices.

Surrey Black Scholar studentships were introduced, with increased ringfenced funding opportunities for racially minoritised students.

The Diversity 200 project was initiated to enhance ethnic and racial diversity in the staffing profile across the University. Race Equity training for senior leaders (Reverse Mentoring Programme) was completed in 2022/23. We increased awareness of and enhanced information on the Report & Support online tool, to help tackle harassment and bullying. We delivered an enhanced profile of Black History Month events and continued to roll out our Race Equity online e-learning module.

SEED Network and SEED Allies

The Surrey Embracing Ethnic Diversity (SEED) Network is a safe space for staff and postgraduate researchers from black, Asian and minority ethnic backgrounds. The network offers a supportive and open space for its members, where identity is explored, and connections are made to enhance a sense of belonging.



The SEED Allyship Programme (SAP) was launched in July 2023 with 53 staff undertaking the training across the first four sessions. This training programme has been designed to equip individuals with the knowledge and confidence needed to become SEED Allies, specifically White Allies at the university. By engaging in this programme, participants can enhance their ability to support and advocate for racial equity both within and beyond the university. Topics include:

- Understanding race equity and racism
- Challenges and lived experiences of Black, Asian, and Minority Ethnic communities in personal and professional scenarios
- Privilege, belonging and inclusion
- Allyship: language, behaviours and being an active ally

Feedback was incredibly positive and this programme will continue to run in 2024.

"An excellent workshop that was really interesting, powerful & thought provoking. I thought the interaction and discussions amongst the group worked really well."

“Both coaches and the overall training was excellent, but most of all I was really impressed with how the safe atmosphere during the meeting allowed people to ask difficult questions. I also liked the way white privilege was explained with the bracelet exercise. Very powerful stuff.”

LGBTQIA+ Equality

The decision was taken to terminate the University’s membership of Stonewall (the LGBT charity). This was in part due to reviewing all memberships in light of cost challenges and assessing value for money.

The Stonewall Workplace Index, which the University has applied for over a number of years, operates beyond the HE Sector, across multiple sectors (unlike Athena Swan and the Race Equality Charter). As a result of the Index not being HE-specific it has presented challenges to match our activity with their requirements.

To enable us to continue our positive work to support the LGBTQIA+ communities at Surrey we are in the process of creating an LGBTQIA+ Action Plan which will have SMART actions. This Action Plan will be reviewed by the Rainbow Network on a regular basis.

LGBTQIA+ Awareness Training is delivered on a monthly basis and continues to prove very popular. We have also delivered bespoke ‘Supporting Trans Students’ training for many of the student facing staff at Surrey. This is going to be repeated in the near-future to incorporate new members of staff who need to be supported in delivering for our Trans community.

The Rainbow Network

The Rainbow Network has merged with the LGBTQIA+ Equality Group so that the group can focus on supporting colleagues via social activities and also, so that it can feed into the EDI Forum on a regular basis.



Rainbow Allies

The Rainbow Allies initiative continues to grow in popularity. This is an opportunity for colleagues to demonstrate their support for the LGBTQIA+ community at Surrey. Colleagues have to complete the LGBTQIA+ Awareness Training and then agree to a set of pledges.

Disability Equality

Over this year we have been developing a new disability procedure to better support our community. This has been done in consultation with the purple network and a working group made up of key stakeholders. We know from feedback that the reasonable adjustments process is difficult to navigate for both staff and managers and have been working with colleagues in HR Advisory to create a Surrey Tailored Adjustments Plan to make this process easier.

Tailored Adjustment Plan (TAP)

In response to requests from staff and the Purple Network, the University have developed a tool called a ‘Tailored Adjustments Plan’ (TAP). The TAP provides a framework for discussions in relation to reasonable adjustments and a consistent record of what has been agreed. Reasonable adjustments may be required to support employees in their work at the University as a result of a disability or long-term health concern or condition; or to remove barriers in the workplace which may be preventing them from working to their potential. We are seeking to make this process as straightforward as possible.

The Purple Network

This network has continued to grow over the year and welcomed a new Chair in September. This network supports disability, long term health conditions and works with a number of distinct parts of the network: the Neurodivergent network, the Parents and Carers network and the Purple Allies Network.



Disability and Accessibility Student Forum

To hear the student voice on issues around disability, neurodivergence and accessibility, we established a forum for students which has met monthly throughout the year. This provided opportunity to hear about key issues and experiences and to be picked up and resolved by the relevant leaders. Many of these issues focused on campus estate and facilities, evacuation procedures, accommodation and parking issues. This forum will continue under the leadership of the Director of Student Experience.

Hidden Disability Sunflower



This year we have joined the global [hidden disability sunflower](#) campaign. The Hidden Disability Sunflower is a tool to voluntarily share that you have a disability or condition that may not be immediately apparent including conditions such as Autism, ADHD, Dyslexia, Epilepsy, Brain Injuries. As diverse as these conditions are, so are the individual access needs and the barriers faced in daily life. By wearing the sunflower, individuals can discreetly seek a bit of further support, help and understanding. We ran a social media campaign to educate members of our community about what it means and how to access this support.

Employment Works and Supported Internships

We have continued our partnership with Surrey Choices (Surrey County Council) on the Employment Works project. A number of young people with Specific Learning Differences have been supported in their work placements in various departments across the University, providing highly valuable work and life experience and overseen by job and employability coach David O'Connor. This programme continues to be well received by all stakeholders and makes a huge difference to the lives of those who participate. We are extending our contribution to this work via participation in a new forum - Surrey's Supported Internship and Employment Forum (SSIEF) to increase the number young people with special education needs and/or disabilities moving into vocational pathways. This forum will support colleges, training providers and employers to identify and support work placements to diversify Surrey workplaces and widen opportunities for young people.

Religious Life and Belief

The growing team of chaplains and a range of activity overseen by the Religious Life and Belief Centre have been at the heart of welcoming students and ensuring their spiritual and pastoral needs are being met. This team is highly active and responsive to the needs of the community. They have run a range of festivals, events, [campaigns](#) and exhibits over the year and ran a pilot training session on Religious literacy to be rolled out further in due course.



Equality impact assessment (EIA)

EIAs will continue to be undertaken on all new initiatives and EDI support will be given to support colleagues to undertake these assessments, with training and toolkits to guide them through the process.

Next steps

We will continue with the implementation of our action plans and work towards the submission of our equality charters. We will continue to work alongside staff and student groups at the University to respond to the needs of our community, particularly around our four priority areas: 1) Staff diversity; 2) Student awarding gaps; 3) Pay gaps; and 4) Zero tolerance and inclusive culture.

EDI Team

The central EDI team comprises Jo McCarthy-Holland, EDI Manager and Michael Hassell, EDI Advisor. Dr Janet Ramdeo contributes in her role of Lecturer in Higher Education (Inclusive Education). They are supported by

the Director of OD, Culture and EDI, the four Executive Board Network sponsors and the Chairs from each of the Staff EDI networks. Accountability for EDI from a student perspective has moved to Chief Student Office, although does still rely on the central team for EDI expertise and training.

Further information

Further information on all our work, including our EDI Plan 2020-2025, can be found on our [EDI webpages](#).