

Equality, Diversity and Inclusion

2015–2017



Contents

- 3 Foreword from the Vice-Chancellor
- 4 A diverse and inclusive community
- 6 Introduction to our Equality, Diversity and Inclusion strategy
- 8 Ownership, responsibilities and monitoring
- 10 The corporate values of the University
- 12 Equality objectives
- 14 Strategy development
 - Consultation and involvement*..... 15
 - Data monitoring and analysis* 16
 - Equality analysis* 17
 - Publication and reporting*..... 17
- 18 Equality, Diversity and Inclusion Action Plan 2015–17



The University of Surrey is wholly supportive of the Committee of University Chair's determination to identify and remove barriers to greater equality and diversity across the Higher Education sector. We see further developments in equality and diversity matters as a genuine source of competitive advantage for Surrey.



Dr Jim Glover
University of Surrey Chair of Council

Foreword from the Vice-Chancellor

As President and Vice-Chancellor of the University of Surrey I have great pleasure in introducing our new Equality, Diversity and Inclusion strategy for 2015-17.

This new strategy builds upon the significant progress we have made and outlines our ambitions and plans to continue to promote and advance equality at Surrey. It has been shaped through listening to our staff and students to understand their experiences of working and studying at Surrey, and through involvement and consultation with our equality groups. This approach to equality goes beyond legal compliance - it is crucial to our core activities as outlined throughout this strategy.

At Surrey, we inspire people to achieve wonderful things. We have a diverse, vibrant and forward thinking community where respect, fairness and inclusion are integral to our culture and values. These must be upheld in everything we do – from recruiting and

developing talented staff through to delivering a rewarding experience to all of our students. We must all have the opportunity to develop and use our talents, share our views and feel valued for the contribution we make.

I provide my full support in delivering this new strategy. Through recognising and valuing our rich and diverse community and the unique contribution of each individual, I believe the University can meet its ambitious strategic aim of being a leading international university with a reputation for excellence and quality.

Professor Sir Christopher M. Snowden FRS, FREng
President and Vice-Chancellor
University of Surrey



At Surrey, we inspire people to achieve wonderful things. We have a diverse, vibrant and forward thinking community where respect, fairness and inclusion are integral to our culture and values.



► A diverse and inclusive community

At Surrey, we seek to fully harness the talents, creativity and skills that our people bring and maintain our continuing commitment to equality, diversity and inclusion across the broader community. To achieve excellence, we recognise the value of each individual, enabling and supporting them not only to achieve their maximum potential, but also to understand their own responsibilities in creating a culture of equality. We are committed to creating an environment in which everyone is respected, treated fairly and enabled to excel in their chosen field, enriching the University experience for all.



I think it's important we think of 'care' as being more than caring for children. Care can apply to individuals of any age. Lots of female colleagues find themselves taking care of their elderly parents but this can impact heavily on people's careers.

One of the things I try and do is find ways of supporting those coming back to work after a break (for whatever reason). This might mean prioritising someone for a sabbatical, or organising a carefully-phased return to work programme.



Professor Diane Watt
Head of the School of English and Languages

Introduction

This Equality, Diversity and Inclusion (EDI) strategy sets out the University's approach to equality and diversity up until 2017. It outlines the University's ongoing work towards embedding equality at the heart of all its activities and seeks to consolidate and build upon the significant progress that has already been achieved.

The EDI strategy sits within the context of the University of Surrey's mission, vision, core values and wider strategies. It identifies the University's approach to promoting equality across the full range of its activities, in employment, teaching and learning and as a partner working within local, national and international communities.

This document focuses attention on key equality priorities for the University, and sets out our equality objectives for the next three years.

Overall, the aims of the EDI strategy are to:

- » Ensure equality, diversity and inclusion issues are fully embedded within University policy and practice
- » Create a positive, safe and inclusive environment for students, staff and visitors
- » Make effective use of people's skills, abilities and diverse experience

The EDI strategy applies to everyone who visits, works and studies with us and, more broadly, anyone associated with the University of Surrey. This includes staff, students, contractors, visitors and alumni, regardless of race or ethnicity, sex, gender reassignment, disability, sexual orientation, age, religion or belief, pregnancy or maternity status, marriage and civil partnership status or socio-economic background. It should be read in conjunction with other relevant University policies and strategies.

This strategy contributes to the fulfilment of the University's core purposes by embedding equality into all functions and activities including:

- » The corporate strategy (Vision 2020)
- » Research and knowledge transfer
- » Learning, teaching and assessment
- » Human Resources and change management
- » Governance
- » Policy and practice
- » Procurement
- » Community outreach and development
- » Student Support



Professor Vince Emery, Pro Vice-Chancellor International Relations and Executive Board lead for Equality, Diversity and Inclusion



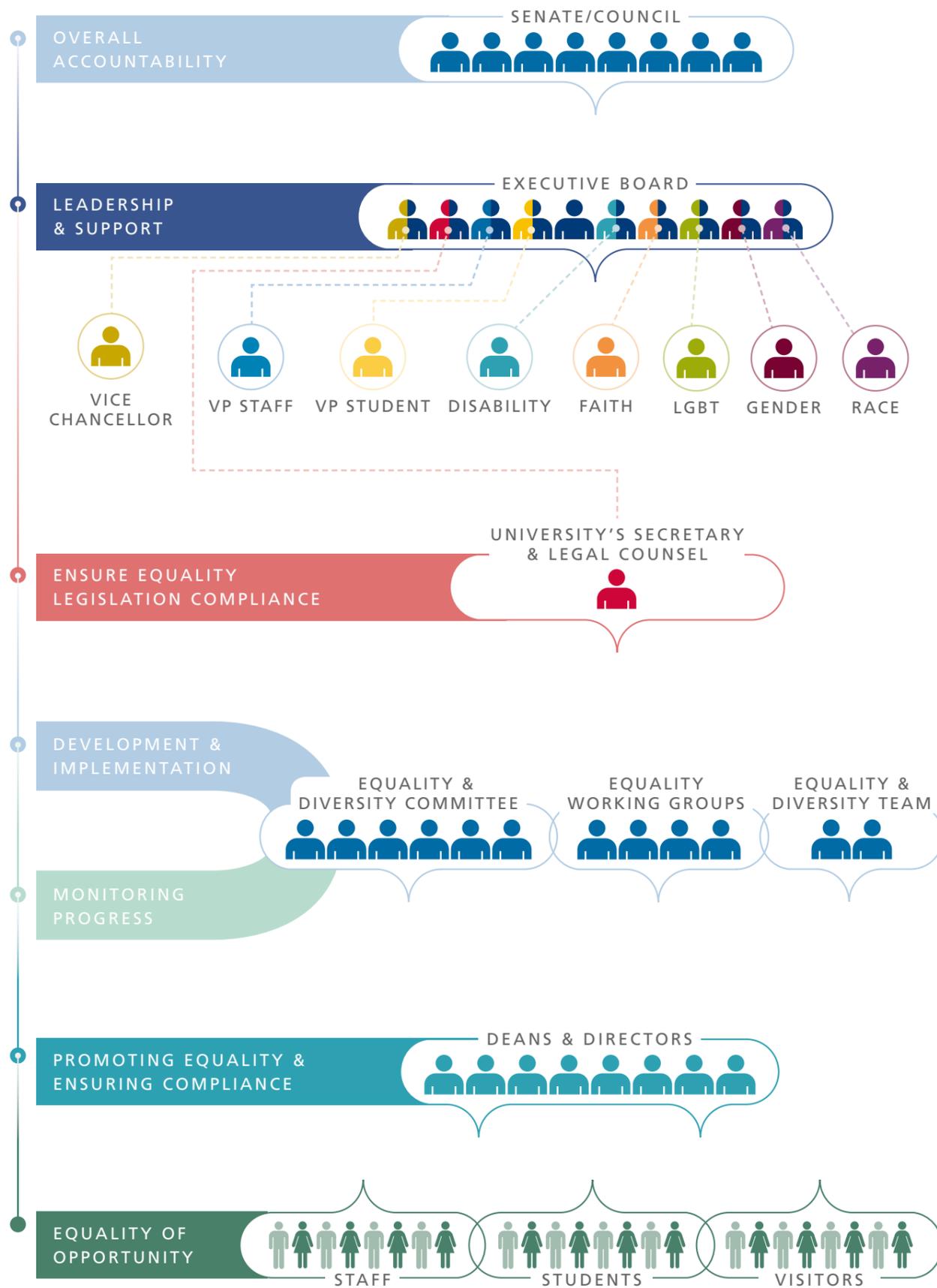
The main drivers for the Equality, Diversity and Inclusion strategy are the desire to maximise the performance potential of the organisation and create an environment where everyone can reach their full potential, contributing to and sharing success.



Professor Vince Emery

Pro Vice-Chancellor International Relations and Executive Board lead for Equality, Diversity and Inclusion





Ownership, responsibilities and monitoring

All members of the University, including staff, students, visitors and anyone associated with Surrey, are expected to own and act upon the principles of this strategy.

A number of individuals and groups have additional responsibilities, including:

- » Senate/Council have overall accountability for legal compliance
- » The Vice-Chancellor provides leadership and support to the Equality, Diversity and Inclusion agenda
- » The Equality and Diversity Committee (EDC) has overall responsibility for the development and implementation of the Equality, Diversity and Inclusion strategy
- » The Equality and Diversity Executive Board Lead has overall responsibility for monitoring progress against our strategic equality objectives
- » Deans and Directors are responsible for:
 - Ensuring compliance with the strategy
 - Carrying out actions arising from the action plan
 - Advancing and promoting equality, diversity and inclusion in their areas
- » The University's Secretary and Legal Counsel has responsibility for ensuring that the University has policies and procedures that comply with equality legislation
- » The Vice-President, Human Resources, has responsibility in relation to staff
- » The Vice-President and Registrar have responsibility in relation to students
- » The Equality and Diversity team are responsible for driving forward the agenda and provide support and guidance to University stakeholders

The Equality and Diversity Committee (EDC) supports the University in developing and implementing the equality strategy. The Committee is chaired by Anne Watts, Member of Council. The Committee has a number of Executive Board sponsors who represent key areas of equality:

Disability

Mr Paul Stephenson

Race

Professor Vince Emery

Gender

Professor Lisa Roberts

LGBT

Professor Phil Powrie

Faith

Dr David Ashton



Equality is the springboard to opportunity. Diversity is the differentiator in making Surrey a destination of choice for our staff, students and visitors. Inclusion is making sure we leave no one behind. Strategy measures the impact and holds us all accountable for the future of this University.



Angie Cousins

Head of Equality, Diversity and Inclusion

It has long been recognised that active leadership is a critical component of effective change management: The Equality Challenge Unit's (ECU) research into mainstreaming equality and diversity, found that support from the highest level within the institution was necessary in order to create the impetus for change and to drive its implementation.

Details of the Committee and the Terms of Reference can be viewed at:

surrey.ac.uk/equality/committee

» The corporate values of the University

The University of Surrey is an international University with a worldwide reputation for excellence in teaching and research and welcomes over 14,000 students and around 2,500 members of staff.

Our Mission

The University of Surrey is a research-led institution pursuing learning, scholarship and research, advancing and disseminating knowledge. The University is committed to working closely with its students, business, government and civil society to transition knowledge to the benefit of humanity.



In a fiercely competitive international and national Higher Education environment, quality is the key to success. The University must continue to attract the best staff and students, and sustain its funding base; this means that we must ensure quality underpins everything that we do in the University.



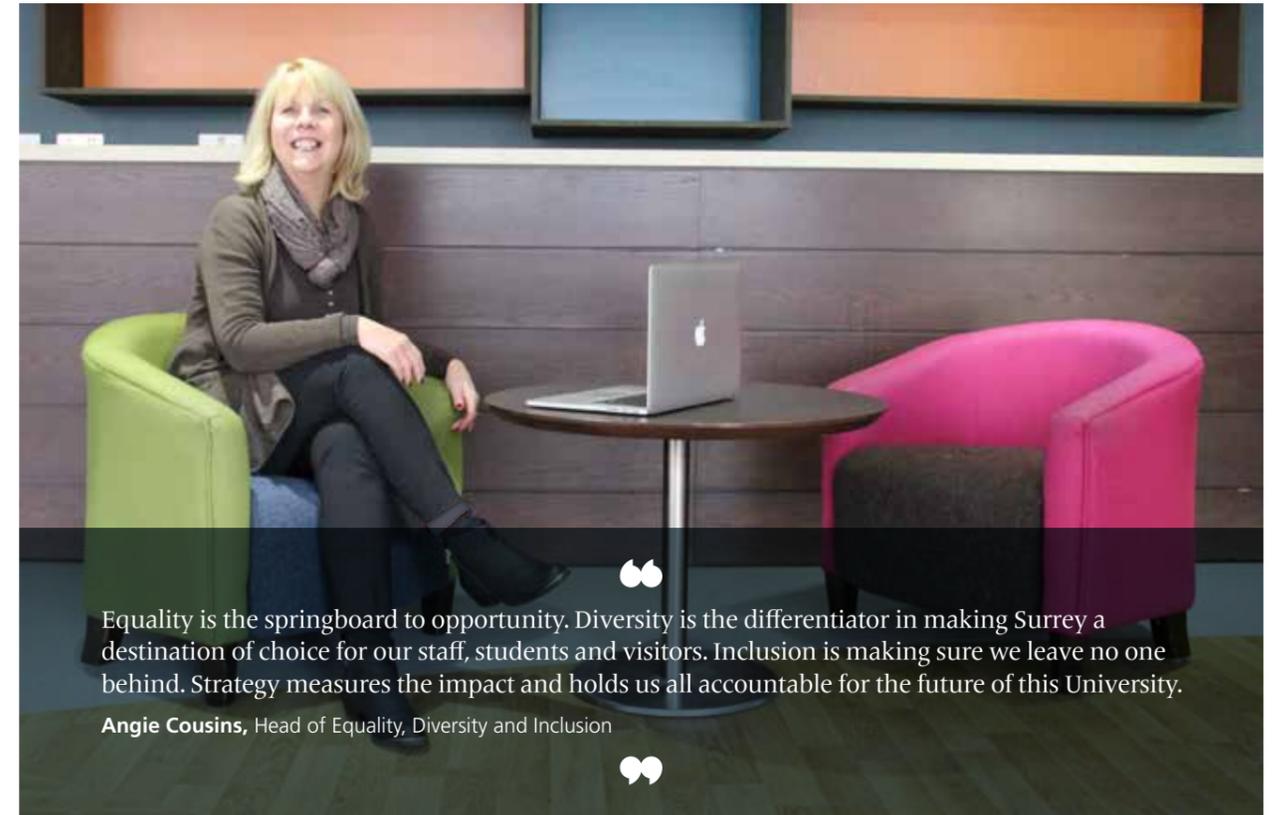
Professor Sir Christopher M. Snowden
President and Vice-Chancellor
University Strategy 2011–2017

Our Vision

The University of Surrey is committed to being a leading national and international University. Our high quality teaching, learning, research and enterprise, will be delivered in a financially and environmentally sustainable manner, within an academic community that values collegiality and professionalism, providing our students with skills that allow them to maximise their potential.

The University's Strategic Plan for 2011–2017 identifies six strategic imperatives which encapsulate what we will do to achieve this vision:

- » **Quality:** underpinning teaching, learning, research, scholarship, the experience we offer our students and our staff, enterprise, collaboration and the transition of new knowledge into economic and social value
- » **International Impact:** aiming to be a leading national and international University, growing our activity and influence overseas as well as in the UK and Europe
- » **Distinctiveness:** developing our strengths and defining our leading position, building particularly on our students' high levels of employability and participation in the Professional Training programme
- » **Collegiality:** nurturing our students and staff, encouraging a culture of respect and developing a life-long relationship with alumni and staff
- » **Professionalism:** having the highest expectations, mutually shared between the University, our staff and students and a community engaged in a common purpose, striving for professionalism, ethical working methods and standards of excellence
- » **Sustainability:** especially through effective financial management and using our endowment wisely to support strategic academic and enterprise ventures achieved whilst responsibly improving our environmental sustainability



Equality is the springboard to opportunity. Diversity is the differentiator in making Surrey a destination of choice for our staff, students and visitors. Inclusion is making sure we leave no one behind. Strategy measures the impact and holds us all accountable for the future of this University.

Angie Cousins, Head of Equality, Diversity and Inclusion

'In a fiercely competitive international and national Higher Education environment, quality is the key to success. The University must continue to attract the best staff and students, and sustain its funding base; this means that we must ensure quality underpins everything that we do in the University.'
Professor Sir Christopher M. Snowden,
President and Vice-Chancellor.

Surrey inspires people to achieve wonderful things. A number of core attributes have been identified which have shaped and continue to influence Surrey and drive our progress. These characteristic qualities and values of innovation, passion, collaboration, openness and curiosity, play a major part in Surrey's rise to a leading market position.

To continue to attract the best staff and students, we must demonstrate an ongoing commitment to equality and diversity, and ensure the richness and diversity of society is reflected and celebrated within our institution. This understanding and openness to embracing other cultures and considering equality issues across a broad spectrum is vital in order for the University to position itself as both a successful national and international institution.

The Equality, Diversity and Inclusion strategy is aligned with other key staff and student strategies. Engagement, Equality and Culture is a strategic priority area within the HR strategy 2014–2017, and the Teaching and Learning strategy 2010–17 underlines the University's commitment 'to promote equality in all its activities and aims to provide learning and teaching environments free from discrimination and unfair treatment'.

The Widening Participation and Outreach strategy is also an important dimension of the University's work in raising aspirations and attainment for students from a range of backgrounds, particularly those from non-traditional, under-represented groups and students with differing needs.

The Equality and Diversity department will continue to work in partnership with colleagues across the University to ensure that Surrey can demonstrate excellence through equality and inclusion at all levels.



▶ Equality objectives

The University has identified key equality objectives that address equality gaps identified through both data analysis and consultation with internal and external stakeholders. These will be updated each year and published on the Equality, Diversity and Inclusion website. Full details of the actions to be undertaken under each objective are included in the Action Plan.

▶ LEADERSHIP AND GOVERNANCE

To ensure strong and visible leadership from the University's Council and Executive Board ensuring equality and diversity is embedded within the governance framework.

▶ ROBUST AND RELIABLE DATA

To develop a framework for robust and reliable equality data to be collected and analysed for staff and students across all protected characteristics¹ to monitor progress and areas of under-representation.

▶ UNDERSTANDING AND ENGAGEMENT

To raise awareness by promoting greater understanding and engagement with equality, diversity and inclusion issues across the University through delivery of effective training and implementation of the communications plan.

▶ DIGNITY AND RESPECT

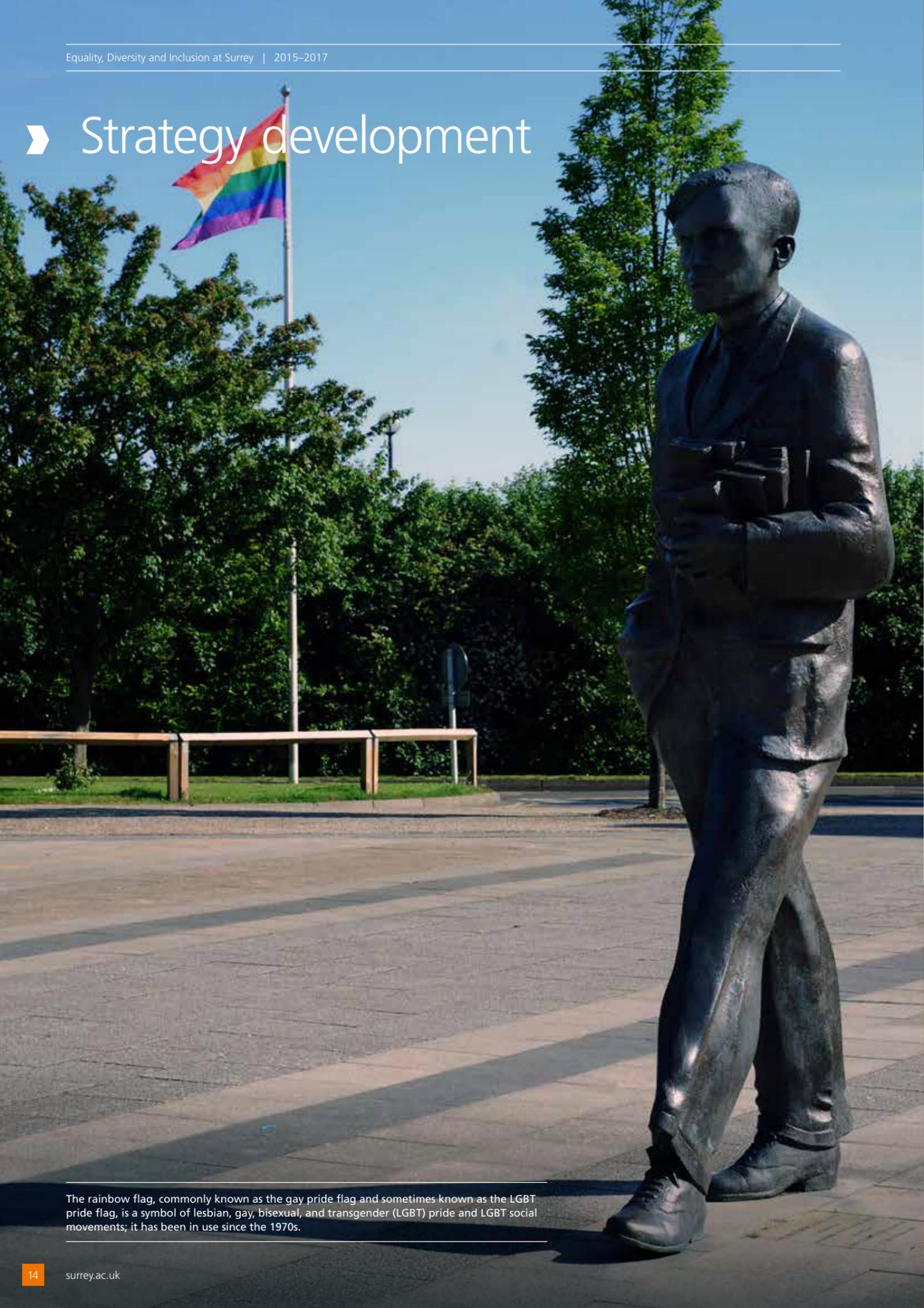
To ensure an inclusive learning and working environment free from discrimination, harassment or victimisation.

▶ CLEAR AND MEASURABLE ACTION

To implement decisive action to address inequalities and bring about sustained improvement in equality performance.

¹ The nine protected characteristics as defined within The Equality Act 2010 are; race, disability, gender, gender reassignment, age, religion or belief, sexual orientation, marriage and civil partnership; pregnancy and maternity.

► Strategy development



The rainbow flag, commonly known as the gay pride flag and sometimes known as the LGBT pride flag, is a symbol of lesbian, gay, bisexual, and transgender (LGBT) pride and LGBT social movements; it has been in use since the 1970s.

► CONSULTATION AND INVOLVEMENT



Equality and Diversity is about affording everyone the respect and dignity they deserve. The more we can eliminate and diminish barriers – the richer and more productive our society becomes.



Peter Brinkley
Chair of the Disability Working Group

In the Equality Challenge Unit's 'The Rationale for Equality and Diversity: How Vice-Chancellors and Principals are leading change' (October 2014), a number of Vice-Chancellors report that 'the connection between excellence and equality and diversity is clear. There is no debate: a university that didn't value staff or student diversity simply couldn't be excellent...this is fundamental to the core purpose of Higher Education and the contribution it ought to be making to society and its various stakeholders'.

As part of its commitment to promoting and advancing equality of opportunity, diversity and inclusion, the University will continue to listen and involve staff and students through consultation and work in partnership with its equality networks to understand their experiences of working and studying here. The University will put into practice learning acquired from peers, partners and external benchmarking to increase staff and student confidence in embedding equality into their daily work and promoting understanding of the intrinsic value of a more diverse community.

Ongoing consultation is an important part of developing the Strategy and Action plan. The involvement of key stakeholders creates ownership and commitment to work together to bring about cultural change.

Various methods are used for consulting with and involving staff, students and stakeholders in the development of the equality agenda:

- » Equality working groups
- » Staff and student networks
- » Students' Union and the Sabbatical Officers
- » SurreyNet
- » Online disability forum
- » Equality and diversity website
- » Equality and diversity committee
- » Staff survey
- » National Student Survey
- » Trade unions

The University is also an active member of a number of networks which enable the sharing of best practice and provide guidance and support across all equality areas. These include:

- » Higher Education Equal Opportunities Network (HEEON)
- » Local Equal Opportunities Network (LEON)
- » Equality Challenge Unit (ECU)

A number of relevant documents are used and referred to in this strategy, including:

- » University strategy 2011-2017
- » Teaching and Learning strategy 2010-2017
- » HR strategy 2014-2017
- » 'Create Wonder' Surrey Life article, Andy Blair, February 2014
- » 'The Rationale for Equality and Diversity: How Vice-Chancellors and Principals are leading change' ECU publication 2014
- » Widening Participation and Outreach strategy 2012-2017



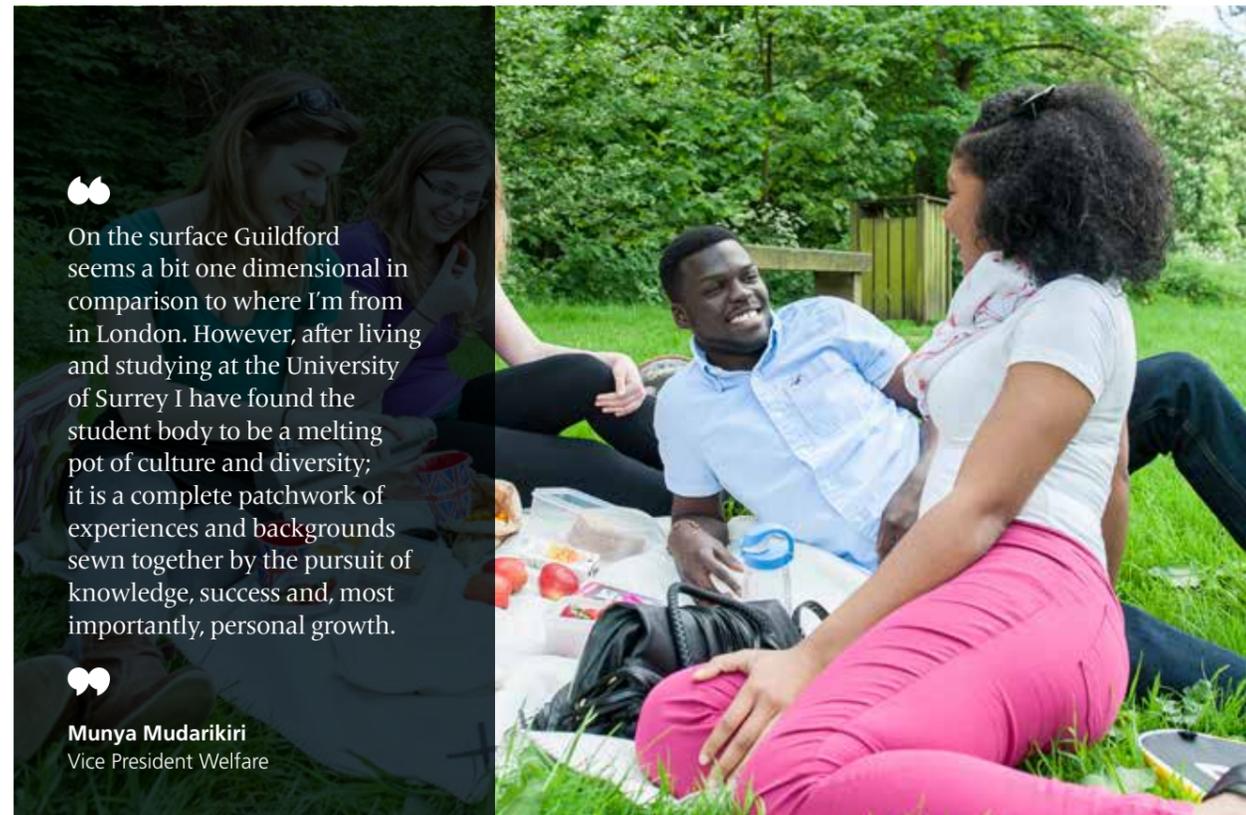
University is about growing in body, mind and...spirit.



The Revd Canon Dr Andrew Bishop
Anglican Chaplain to the University of Surrey



DATA MONITORING AND ANALYSIS



On the surface Guildford seems a bit one dimensional in comparison to where I'm from in London. However, after living and studying at the University of Surrey I have found the student body to be a melting pot of culture and diversity; it is a complete patchwork of experiences and backgrounds sewn together by the pursuit of knowledge, success and, most importantly, personal growth.



Munya Mudarikiri
Vice President Welfare

A range of quantitative and qualitative data has been used in developing the strategy, including:

- » Internal equality monitoring data for staff and students
- » HESA employment statistics
- » HEIDI benchmarking data
- » Feedback from staff and student surveys
- » LGBT climate survey
- » Disability online forum
- » Consultation with trade unions

More information on the current profile of staff and students at the University of Surrey can be found at

surrey.ac.uk/equality/data

With the scope of the strategy extending to a wide range of equality groups, it is recognised there is a challenge in tracking progress and demonstrating success on certain protected characteristics; these include sexual orientation and religion and belief where quantitative information is not collected. The sensitivities relating to staff disability disclosure are also understood. Careful consideration is being given to data collection and expanding this to include sexual orientation and religion/belief for staff

and students. Work will need to be done in this area to inform staff and students of the rationale for requesting this information and to make clear how this will be used. Ongoing evidence will be obtained through other sources such as the staff and student surveys and networks, research projects and other monitoring which will inform the development of the University's work in those areas.

Progress will be monitored against the Equality Strategy in a variety of ways, and both quantitative and qualitative data will be used to:

- » Analyse trends and how policies are working
- » Identify areas where action is required to address inequalities
- » Evaluate progress against equality, diversity and inclusion objectives
- » Set appropriate and realistic targets across all protected characteristics
- » Benchmark progress against other similar universities
- » Report back annually on progress including annual HEFCE return
- » Communicate progress on the Equality and Diversity website

surrey.ac.uk/equality

EQUALITY ANALYSIS

The University must be able to show evidence that all three aims of the general duty contained within the Equality Act 2010 have been considered across all decision making processes. The three aims are: to eliminate discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations between persons who share a protected characteristic and those who do not.

It is necessary to understand the effects of University policies and practices on equality across each protected characteristic. This equality analysis process focuses on improving outcomes.

Equality analysis is a proactive assessment of all relevant University policies and practices to ensure that it is meeting its legal obligations to prevent unlawful discrimination and to promote equality. It involves:

- » Gathering and analysis of qualitative and quantitative data/evidence
- » Engaging with all stakeholders (staff, students, trade unions and others affected by our policies and practices)
- » Analysing the effect of existing policies and practices on equality outcomes for the whole community
- » Building equality analysis into the process prior to making policy decisions so that new policies reflect the findings
- » Publishing written evidence to demonstrate how we embrace equality in our policy development

To support this work, all staff have access to an online equality analysis training programme, guidance notes and a template which can be accessed at surrey.ac.uk/equality.

This approach will assist the University in fulfilling its responsibilities under the Equality Act 2010 and in ensuring that good practice is embedded. The Equality and Diversity department will support the management teams in understanding the importance of equality analysis in achieving good equality outcomes and provide guidance and training for all staff undertaking them.

Equality analysis reports will be published alongside policies.

For further information about equality analysis see

surrey.ac.uk/equality/analysis

PUBLICATION AND REPORTING

The Equality, Diversity and Inclusion strategy and Action Plan will be published both internally and externally on the University's website, and progress on its implementation will be reported annually to the Executive Board and Council.

An annual progress report will be published in September 2015 and provided to the Equality and Diversity committee, Executive Board and Council - and will be made available online.

► Equality, Diversity and Inclusion

Action Plan 2015–2017



“
The University of Surrey has a diverse staff and student body and so it is imperative that we have a philosophy of inclusiveness. The senior management team of the University of Surrey are committed to inclusivity and appreciate that it adds great value in providing a welcoming and supportive atmosphere on campus.

“
Professor Vince Emery
Pro Vice-Chancellor International Relations and Executive Board lead for Equality, Diversity and Inclusion

► THEME 1. LEADERSHIP AND GOVERNANCE

This action plan sets out the University’s equality objectives and actions to improve equality across all protected characteristics: gender, race, disability, sexual orientation, age, religion and belief, gender re-assignment, pregnancy and maternity and marriage and civil partnership. It represents a continually evolving culture that involves all staff and students, external partners and visitors to campus; this will be reviewed every year to take account of the changing environment of the University and Higher Education.

Objective

To ensure strong and visible leadership from the University’s Council and Executive Board ensuring equality and diversity is embedded within the governance framework.

No.	Objective	Action	Timeframe	Responsibility	Key Performance Indicator
1.1	Ensure Council comprises a diverse membership.	Monitor membership of Council with aim to increase diversity and address any gender imbalance i.e. gender, BME and disability.	Sept 2015	Secretariat E&D	Monitoring process established. Over next three years to ensure 50:50 gender balance and increased representation of BME and disability. Targets to be set when figures known once monitoring process established.
1.2	Raise awareness of equality and diversity amongst Council and Executive Board.	Provide Council and Executive Board with annual update of progress made against equality and diversity action plan. Members of Executive Board to have undertaken the latest Diversity in the Workplace e-training module.	Sept 2015	E&D EB Staff Development E&D	Annual progress report. 100 per cent completion.
1.3	Embed equality and diversity into the University’s policy framework and programme development.	Ensure all new/reviewed policies and major projects/programmes developed or undertaken by the University have undergone equality analysis.	Ongoing	EB Lead Deputy Director of HR (Policy) E&D	All new/reviewed policies and major programmes have undergone Equality Analysis.

BME: Black Minority Ethnic. **LGBT:** Lesbian, Gay, Bisexual, Transgender

THEME 2. ROBUST AND RELIABLE DATA

Objective

To develop a framework to capture robust and reliable equality data for staff and students across all protected characteristics to monitor progress and areas of under-representation.

No.	Objective	Action	Timeframe	Responsibility	Key Performance Indicator
2.1	Capture comprehensive qualitative and quantitative equality data for both staff and students across the University.	In line with the requirements of the Equality Act 2010, seek to gather qualitative and quantitative data for all protected characteristics through appropriate mechanisms. Develop and publish key equality data and commentary to explain relevance of findings and methods to address any issues. Monitor and respond to external data requirements; adapt systems as necessary to meet national changes for all protected characteristics e.g. HEFCE, HESA, REF, UCAS. Move all this data in one place on the MIRS system for ease of access for equality reporting e.g. Gender Equality Charter Mark and Athena SWAN.	Ongoing Annually (January) Annually (October) March 2016	E&D HR Planning RES	Published equality data and objectives on website. HEFCE return. HESA return.
2.2	To improve the information, process and messaging around equality data collection and how it is used.	Raise awareness of rationale for equality data collection through the use of web pages, flyers and Surrey Net articles and networks.	Ongoing	HR Marketing and Communications E&D	Improved disclosure and uptake.

THEME 3. UNDERSTANDING AND ENGAGEMENT

Objective

To raise awareness by promoting greater understanding and engagement with equality, diversity and inclusion issues across the University through delivery of effective training and implementation of the Communications Plan.

No.	Objective	Action	Timeframe	Responsibility	Key Performance Indicator
3.1	Raise awareness of equality and diversity across the University.	Re-launch Equality and Diversity website to improve internal and external, national and international interfaces. Develop engagement strategy for further rollout of Diversity in the Workplace e-training module. Deliver 'unconscious bias' training through a face to face workshop on a monthly basis. All staff including Executive Board and EDC members to have undertaken the latest Diversity in the Workplace e-training module.	Sept 2015 May 2015 2014/2015 March 2016 March 2017 March 2018	E&D Digital Team Staff Development E&D Staff Development E&D All EDC EB	Evidence of website re-launched. Engagement strategy developed. Monthly delivery of 'unconscious bias' workshop in 2014/15. >40% staff completion rate. >60% staff completion rate. >80% staff completion rate. 100% completion by EB and EDC
3.2	Increase engagement with and understanding of equality groups.	Develop a greater understanding of the experiences of people of faith and non-faith (staff and students) on campus through: » Consultation and involvement with a cross section of staff with different religious/non-religious beliefs through the undertaking of a faith climate survey. Undertake disability climate survey to gather views on the range of disabilities which may affect staff, students and visitors at Surrey and address relevant issues identified.	Sept 2015 March 2016	Faith Forum E&D Disability Working Group E&D	Survey complete. Survey complete.

BME: Black Minority Ethnic. LGBT: Lesbian, Gay, Bisexual, Transgender

THEME 3. UNDERSTANDING AND ENGAGEMENT CONT.

Objective

To raise awareness by promoting greater understanding and engagement with equality, diversity and inclusion issues across the University through delivery of effective training and implementation of the Communications Plan.

No.	Objective	Action	Timeframe	Responsibility	Key Performance Indicator
3.3	Provide accessibility information for staff, students and visitors.	Subscribe to a web based route access guide to enable staff to locate and identify key locations and access routes, such as disabled and gender-neutral toilets, lifts in buildings, assembly / evacuation points.	August 2015	E&D Disability Working Group	Web based access route guide.
3.4	Mainstream equality events into the University calendar.	Work in collaboration with Marketing and Communications on joint projects e.g. International Women's Day, Black History Month, LGBT History Month. Incorporate equality-related activity into Marketing and Communication's programmes and activities as appropriate e.g. Open Days, prospectuses, publicity etc.	2014/2015	Marketing and Communications E&D Equality Groups	Calendar of successful events.
3.5	Implement the recommendations of the LGBT 2014 campus climate survey.	<p>Visibly signal that LGBT+ staff and students are valued within the campus community.</p> <p>Staff training (including Students' Union officers) to support people who are willing to move forward but unclear how to do so.</p> <p>Develop intersection of the LGBT+ community and faith communities.</p> <p>Support and diversify LGBT themed events.</p> <p>Design new Students' Union with state-of-the-art bathrooms to accommodate transgender people.</p> <p>Celebrate excellent work on LGBT+ issues as part of excellence agenda in teaching, learning and research.</p> <p>Undertake further consultation prior to introducing programmes for monitoring staff and student sexuality as an ideal in the medium term.</p>	March 2016	E&D LGBT Equality Group	Recommendations translated into actions.

THEME 4. DIGNITY AND RESPECT

Objective

To ensure an inclusive learning and working environment free from discrimination, harassment or victimisation.

No.	Objective	Action	Timeframe	Responsibility	Key Performance Indicator
4.1	Ensure investigations into bullying-related grievances are resolved quickly.	Update the Dignity at Work and Study policy to include minimum expected timescales for disciplinary/grievance investigations to take place.	July 2015	HR Working Group E&D	Updated policy. Timely investigations.
4.2	Managers to respond robustly to bullying behaviour occurring in their teams to ensure zero tolerance approach to bullying.	Update the Dignity at Work and Study policy to include a section clearly setting out requirements and expectations of managers.	July 2015	HR Working Group E&D	Updated policy.
4.3	All staff are aware of behaviour expectations whatever their role.	Incorporate into the Dignity at Work and Study policy a clearly articulated set of expectations for staff workplace behaviour, as a staff code of conduct.	July 2015	HR Working Group E&D	Updated policy.
4.4	Raise awareness of the University's zero tolerance approach to bullying.	Disseminate / launch Dignity at Work and Study Policy through all staff communication, EB blogs and reference in the University's staff charter.	July 2015	HR Working Group E&D	Effective launch.

BME: Black Minority Ethnic. **LGBT:** Lesbian, Gay, Bisexual, Transgender

Wonderful things
happen here.

surrey.ac.uk

6th in *The Guardian* league table 2015

Three Queen's Anniversary Prizes for research excellence

4th for student satisfaction

The Times/Sunday Times Good University Guide 2015



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