

# Swansea University

## Strategic Equality Plan:

# Action Plan

**2024-2028**

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## Overview

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This document details a high-level action plan to achieve the eight outcomes in the Strategic Equality Plan from 2024-2028. The execution of this action plan is underpinned by achievement of numerous other action plans, including those created as part of our Athena SWAN and Race Equality Charter submissions and related to our REF submission. Within these specific action plans, a clear indication is provided regarding what the specific actions are, how they will be achieved (i.e., the mechanisms), who is responsible for executing the actions, and when the actions will be completed. These specific action plans are continually reviewed and updated to ensure that the University is effectively and appropriately achieving the outcomes detailed in the Strategic Equality Plan.

# Outcome 1

## People and Culture Strategic Pillar: Performance and Reward

**Outcome: Ensure fairness in pay with regards to gender, race and disability, by reporting on and developing actions to address the identified pay gaps.**

### Objectives:

**Gender:** reduce the current mean gender pay gap by 2 percentage points by 2028 (14.4% @ 2023)

**Race:** identify the current mean and median pay gaps, commence reporting in 2024.

**Disability:** identify the current mean and median pay gaps, commence reporting in 2024.

### Key drivers

Equality Act 2010; Athena Swan Action Plan; Internal pay MI for gender.; Community engagement outcome; Socio Economic Duty in Wales; Welsh Government Anti Racist Wales Action Plan; Race Equality Charter; University Strategic Plan 2020; Welsh Government's Strategic Equality Plan; External MI from Higher Education Statistical Report 2022; University Equality Plan 2020-2024.

### Actions:

- Gender pay gap is reported annually, in line with gov.uk recommendations for reporting.
- The percentage of female professors (currently 25.9%) is increased to the sector benchmark.
- The number of female Associate Professors (currently 39.7%) is increased to the sector benchmark.
- The proportion of women in the upper quartile of the University pay structure is increased by 3% (currently 42%)
- 100% of Professorial Senior Salaries Committee and Remuneration Committee members complete Equality and Diversity and Unconscious Bias Training.
- A Gold University Athena Swan application is submitted by 2029.
- A Race Equality Charter application is made by 2025.
- Relevant actions to address any ethnicity pay gaps are identified by 2025.
- Relevant actions to address any disability pay gaps are identified by 2025.

### Protected characteristics covered:

Sex, Race and Disability

### Timescales:

Throughout the strategy period and by March 2028

# Outcome 2

## People and Culture Strategic Pillar: Workforce Planning and Development

### Outcome: Equality, Diversity, and Inclusivity is embedded into all areas of workforce planning and development

#### Objectives:

Understand our current work force and determine how that needs to develop to meet strategic university requirements, through the lens of equality.

Create a climate where we improve the diversity of our recruitment and enable our staff to progress and develop in a supportive environment.

Review our Academic Career Pathways including academic promotion, ensuring that EDI is a consideration throughout.

Agree and implement academic workload allocation principles.

Develop our leadership capacity and capability:

Increasing the number of leaders from underrepresented groups.

Placing EDI considerations in all leadership training, ensuring culture is incorporated throughout.

Strengthening senior leadership commitment to Equality Diversity Inclusion and Belonging (EDIB).

#### Actions:

- EDI is embedded within the Professional Services redesign and restructure, ensuring relevant Equality Impact Assessments are undertaken.
- The percentage of female professors (currently 25.9%) is increased to the sector benchmark.
- Increase the percentage of female Associate Professors (currently 39.7%).
- Increase the percentage of female ethnic minority academic leaders (currently 3% of all colleagues in Academic Professor or Director roles are ethnic minority females).
- Increase the percentage of ethnic minority SLT members and Professional Service Directors (currently 0%).
- Increase the percentage of disabled academic leaders and professional services Directors (currently 5.6%).
- Increase the percentage of academic leaders (Professors, PVCs and VC) and professional services directors who are LGBT+ (currently 2.6%).
- Reduce the recruitment success rate disparities by ethnicity (Gap in success rate between white and ethnic minority colleagues is currently 13.6%).
- Monitor the impact of recent changes made to the existing recruitment process and systems by protected characteristic (Ymlaen).
- Ensure that recommendations from the Academic Career Pathway (ACP) Equality Subgroup are made to the ACP Steering Group to inform development of the new pathways and progression strategies
- EDI is embedded, and explicitly recognised when engaging, agreeing, and implementing academic workload allocation principles, ensuring engagement with diverse groups of colleagues.

- Immerse EDI principles into leadership training and development, ensuring that culture is incorporated throughout.
- Embed and progress EDI through the REF Action plan.
- Provide opportunities for female and ethnic minority colleagues to engage in and develop their leadership skills utilising programs such as the Advance HE 'Diversifying Leadership Programme' and Aurora
- Make an application for the Race Equality Charter by 2025.
- Maintain sector leading practice in the area of LGB+ and Trans equality.

### Key drivers

Internal and external staff and student consultation; Universities UK Report – 'Tackling Racial Harassment in Higher Education'; Athena Swan Action Plan; Wales LGBTQ+ action plan; Welsh Government Anti Racist Wales Action Plan; Race Equality Charter; Report for Office for Students 'Protecting students from hate crime and harassment'; University Strategic Plan 2020; Welsh Government's Strategic Equality Plan; University Equality Plan 2020-2024.

**Protected characteristics covered:**  
All protected characteristics

**Timescales:**  
Throughout the strategy period and by March 2028

# Outcome 3

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## People and Culture Strategic Pillar: University Culture

**Outcome: Promote and improve a culture of dignity and respect for all, including increasing a sense of belonging.**

### Objectives:

Develop, implement, and embed one set of university values, that drive the behaviours important to a positive, inclusive culture.

Celebrate our diverse colleagues and the many positive contributions they make and valuable impacts they have.

Increase awareness of and improve institutional reporting systems, so that staff report increased confidence in reporting and in the management of bullying/harassment incidents.

Increase understanding of neurodivergent conditions and promote effective support – fully implement the requirements of the newly developed Neurodiversity Policy.

### Actions:

- Engage, develop, and agree one set of University values, which have been informed by a diverse representation of staff.
- Work with staff communities to build a culture of belonging and one that values equity, openness, fairness, and transparency.
- Include a measure pertaining to sense of belonging in future university engagement surveys.
- Celebrate our colleagues and increase the visibility of achievements of minority/underrepresented groups, through appropriate use of Institutional and external communications.
- Incorporate sector best practice, the Welsh Government Anti Racist Wales Action Plan, and the Welsh Government LGBT+ action plan into the review of the existing Dignity at Work and Study policy, specifically strengthening ethnic minority, LGBT+ and disability case studies and examples.
- Scope the Institutional Report and Support system:
- for potential to capture all bullying and harassment complaints, prioritising racial harassment to increase reporting in this area and improve support offered to staff.
- To embed a continuous review process to more effectively monitor and respond to instances of discrimination.
- Increase awareness of the neurodiversity policy and support implementation by line managers.

- Implement and embed the Institutional Race Equality Charter action plan (2025-2029)

- Increase understanding of Anti Racism through the introduction of e-learning race equality training.
- Maintain sector leading practice in the area of LGB+ and Trans equality – implementing measures that promote a positive culture and good relations for LGB+ and Trans colleagues.

### Key drivers

Internal MI, Race Equality Charter; Athena Swan Charter; Wales LGBTQ+ action plan; Welsh Government Anti- Racist Wales Action Plan; community engagement outcome; University Equality Plan 2020-2024.

### Protected characteristics covered:

All protected characteristics

### Timescales:

Throughout the strategy period and by March 2028

# Outcome 4

## People and Culture Strategic Pillar: Equality, Diversity and Inclusion

### Outcome: EDI is embedded at the heart of our organisation and in our University Strategies, through representation and engagement

#### Objectives:

Embed EDI in our University Strategies, Strategic Plan and Programmes, working with communities to build a culture of belonging and one that values equity, openness, fairness, and transparency.

Enhance governance structures embedding and placing equality and inclusion at the centre of the decisions that are made.

Monitor, maintain and seek opportunities to enhance representation of disabled and LGBT+ colleagues on University Council.

Monitor, maintain and seek opportunities to enhance representation of female and ethnic minority colleagues on University-related committees.

Use appropriate Management Information to inform our direction of travel and to confirm progress made.

#### Actions:

- Monitor, maintain and seek opportunities, where necessary, to enhance the female and ethnicity balance on University Council.
- Monitor, maintain and seek opportunities to enhance the representation of disabled and LGBT+ colleagues on University Council.
- Monitor, maintain and seek opportunities to enhance the representation of female, and ethnic minority colleagues on University Council committees, in particular where there is no representation.
- Ensure that all University Council Committee members have undertaken relevant EDI training.
- Implement and embed the Institutional Athena Swan Silver action plan (2023-2028) and make a University Gold Athena Swan application by 2029.
- Make an application for the Race Equality Charter by 2025.
- Implementation of the Institutional Race Charter action plan (2025- 2029)
- Maintain sector leading practice in the area of LGB+ and Trans equality.
- Increase confidence of colleagues to report protected characteristics, in particular where there are high numbers of 'prefer not to say' e.g. Religion and Belief, Sexual Orientation, Marriage and Civil

#### Key drivers

Internal and external MI; Athena Swan action plan; Race Equality Charter; Community engagement outcome; Welsh Government Anti- Racist Wales Action Plan; University Equality Plan 2020-2024.

#### Protected characteristics covered:

Disability, Race, Gender Reassignment, Marriage and Civil Partnership, Religion and Belief, Sex and Sexual Orientation.



# Outcome 5

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**Outcome: Ensure fairness in degree awarding with regards to sex, race and disability by identifying, reporting on, and reducing identified differentials in degree awarding.**

## Objectives:

Identify the current degree awarding differential with regard to sex, race and disability.

Agree and set appropriate targets regarding reducing the degree awarding differential.

Develop and implement an action plan in place to address the targets set.

## Actions:

- Conduct an annual examination of degree awarding gaps across disciplines and Faculties.
- Establish and embed a continuous monitoring and evaluation process to respond to disparities.
- Develop and implement training programmes for academic staff focusing on engaging pedagogies and inclusive practices.
- Provide a series of accessible tools and resources to empower staff to work proactively through the curriculum reform project.
- Conduct regular reviews of academic policies and practices to identify areas for improvement and ensure alignment with our EDI objectives.
- Submit a Race Equality Charter application by 2025.

## Key drivers

Internal and external MI; Athena Swan action plan; Race Equality Charter; Community engagement outcome; Welsh Government Anti-Racist Wales Action Plan; University Equality Plan 2020-2024.

## Protected characteristics covered:

Disability, Race, Sex.

## Timescales:

Throughout the strategy period and by March 2028

## Outcome 6

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**Outcome: Promote and improve a culture of inclusiveness, sense of belonging and anti-racism across the student body.**

### Objectives:

Celebrate students from all backgrounds and with varied experiences, highlighting the many positive contributions and valuable impacts they make.

Increase students' confidence in the reporting and management process of bullying/harassment incidents.

Raise awareness of anti-racism among the student community.

Increase the representation of student leaders, including those from an ethnic minority background, who are disabled, and LGBTQ+

### Actions:

- Increase the diversity of catering offering across campuses to reflect the diverse population of our students.
- Embed the principles of the Anti-racist Wales Action Plan and existing legislation, such as the Equality Act 2010 and the Wellbeing for Future Generations Act 2010, in the review of policies and practices.
- Launch an on-going positive campaign on inclusion and belonging, highlighting protected characteristics including race, sexual orientation, religion, disability, and transgender identity.
- Scope opportunities to expand the provision of the Institutional Report and Support system to capture bullying and harassment complaints, prioritising racial harassment and microaggressions to increase confidence in reporting and enhance support offered to affected students.
- Identify and provide annual training opportunities for student facing staff, to improve confidence in supporting students who report incidents.
- Deliver a series of events, and flagship campaigns exploring intersectional approaches such as; Black History Month, Asian History Month, LGBTQ+ History Month, Disability History Month, Bigger Picture Festival, International Students' Conference, hosted annually between the University and the Students' Union throughout each academic year.
- Facilitate forums and opportunities to discuss and understand issues and challenges that are unique to students from diverse groups.
- Improve the integration of new students from diverse backgrounds in student halls and University accommodation

- through purposeful activities and structured support.
- Implement an Anti-racism course for student representatives and student leaders, with both online and face to face small group delivery throughout the academic year to improve awareness.
- Include a measure for sense of belonging in future university engagement survey.
- Communicate mechanisms and support for engaging in inclusive practices, participating in student networks, and contributing to university-wide initiatives.

### Key drivers

Internal and external MI; Athena Swan action plan; Race Equality Charter; Community engagement outcome; Welsh Government Anti-Racist Wales Action Plan; Wellbeing for Future Generations Act 2010; University Equality Plan 2020-2024.

### Protected characteristics covered:

All protected characteristics.

### Timescales:

Throughout the strategy period and by March 2028

# Outcome 7

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**Outcome: Deliver a reformed curriculum framework that is inclusive, representative, culturally competent, and anti-racist.**

## Objectives:

Review current curricula in relation to EDI considerations.

Develop an action plan to address the reformed curriculum framework.

Implement the relevant actions to embed EDI considerations.

## Actions:

- Provide training on 'Anti-racist Pedagogy', the 'Inclusive Curriculum Framework' and 'The Hidden Curriculum' for academic staff within the next academic year.
- Implement a mechanism to track feedback, participation, and completion rates of staff engaging in training pertaining to the curriculum reform project.
- Provide support and resources for professional services and academic staff to develop and deliver a reformed, anti-racist and decolonised curriculum.
- Conduct a review of all curricula and assessment methods through the lens of Equity, Diversity and Inclusion, embedding Universal Design and anti-racist approach
- Encourage active student participation and feedback through official channels such as the Student Reviewer Community, Student Reps, and the Race Inclusion Student Advisory Committee.
- Recognise and celebrate the efforts of our staff and students in advancing Equity, Diversity and Inclusion through allocation of workload and protection of time, awards, and in PDRs.

## Key drivers

Internal and external MI; Athena Swan action plan; Race Equality Charter; Community engagement outcome; Welsh Government Anti-Racist Wales Action Plan; University Equality Plan 2020-2024.

## Protected characteristics covered:

All protected characteristics.

## Timescales:

Throughout the strategy period and by March 2028

## Outcome 8

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**Outcome: Raise awareness of sexual misconduct and identify appropriate actions that can be implemented to reduce and address instances of sexual misconduct**

### Objectives:

Create a positive culture change through a whole university approach to tackling sexual misconduct.

Increase awareness for students on how they can report instances of sexual misconduct.

Provide training to staff to ensure that those supporting students through cases of sexual misconduct are appropriately prepared and skilled.

Collaboration with the relevant Student Union Officers to increase understanding and awareness of consent.

### Actions:

- Identify and provide relevant training opportunities on sexual misconduct to appropriate staff.
- Regularly promote the reporting platform for sexual misconduct, in person and online, for staff and students.
- Introduce a Sexual Misconduct Task Force Group that includes staff from across the university to be the drivers of tackling sexual misconduct.
- Co-create a consent campaign with the relevant Student Union Officers.

### Key drivers

Internal and external MI; Athena Swan action plan; Race Equality Charter; Community engagement outcome; Welsh Government Anti-Racist Wales Action Plan; University Equality Plan 2020-2024; HEFCW circular 'Tackling violence against women, domestic abuse and sexual

### Protected characteristics covered:

All protected characteristics.

### Timescales:

Throughout the strategy period and by March 2028