

Equity, Diversity and Inclusion Strategic Action Plan





Introduction

Our Strategy 2030 sets out the University of Greenwich's key priorities, including a focus on Inclusivity and Culture. We are dedicated to enabling our students and staff to thrive, as reflected in our institutional ambition, **'Education without Boundaries'**. This commitment is embedded in the university's culture and reflected in our values of inclusivity, collaboration and impact.

We pursue equity by recognising different needs and promoting fairness for each member of our diverse community of staff and students. Through the actions outlined in our five-year strategic action plan, we are committed to delivering equitable outcomes for all.

Our mission

To be the best modern university in the UK by 2030.

Our vision

To be recognised by our students, staff and wider Greenwich community as sector leading for equity, diversity and inclusion, driving sustainable inclusivity, intersectionality and belonging throughout our structures, processes and behaviours.

How will we know we have achieved our vision?

We will have positively impacted on the lived experience of our students, staff, alumni and wider university community.

Our measures of success are included in the action plan.



Why is equity, diversity and inclusion important to us?

At the University of Greenwich, we aspire to be a leading institution for equity, diversity and inclusion in the higher education sector. We recognise that this requires going beyond statutory legislative and regulatory compliance to create an environment where our diverse community of staff, students and partners can thrive and feel a strong sense of belonging.

We have developed our Equity, Diversity and Inclusion Strategic Action Plan, which sets out our journey to becoming sector leading in equality, diversity and inclusion and the best modern university by 2030, with equity, diversity and inclusion at the heart of our workplace practices and processes.

We seek to create an inclusive environment for work and study, a place where our staff and students can bring their full selves to work, enabling them to flourish and fulfil their potential.

“ Belonging is a celebration of the different communities around our campuses”

Amrita Kaur Thumber

Final Year student in BSc Forensic Science (Employability Champion)

“ Belonging is bringing community together”

Paul Barnes

Sports and Active Life Engagement Manager

Developing the strategic action plan

A series of staff and student focus groups on all campuses have provided additional insight into what we have been doing well and where we could improve.

Governance and delivery of the plan

The Governing Body, Vice-Chancellor's Executive, and Equality, Diversity and Inclusion Committee are dedicated to ensuring that our university culture is fair and inclusive for our staff, students and wider community.

The Equality, Diversity and Inclusion Committee, which includes representatives from our staff networks and communities, makes key strategic decisions on equality, diversity and inclusion. Reporting to the Vice-Chancellor's Executive and the People Board, it liaises with the Student Success Board and the Strategic Programme Board.

The Equality, Diversity and Inclusion Strategic Action Stakeholder and Implementation Group includes broad representation from equality, diversity and inclusion groups from across our faculties and directorates. It provides operational leadership, direction and oversight for the implementation of the action plan across all areas of the university.

The action plan will be monitored by the Equality, Diversity and Inclusion Committee and People Board. To ensure that all actions

are completed, the delivery plan will include clear roles, responsibilities and timelines, and colleagues will be held accountable for delivery through existing governance structures, particularly the Equality, Diversity and Inclusion Committee.

The Equity, Diversity and Inclusion Strategic Action Plan will only succeed with the support of all staff, students, partners and alumni, who we invite to take action with us.

If you have any queries or would like to find out how you can join us in building the best modern university by 2030, please email the Equity, Diversity and Inclusion Team at equality@gre.ac.uk.

Our strategic priorities

Each of our strategic priorities are closely linked, and together they form a connected approach to achieving our vision.

- i. Inclusive environment (safe, secure, accessible and inclusive)
- ii. Building belonging
- iii. Inclusive practices.

Our Equity, Diversity and Inclusion Strategic Action Plan will serve as the central framework guiding delivery and monitoring of equality, diversity and inclusion priorities across the university.



Priorities

Priority 1:
Inclusive environment
(safe, secure, accessible and inclusive)

Priority 2:
Building belonging

Priority 3:
Inclusive practices

Priority 1: Inclusive environment

(safe, secure, accessible
and inclusive)

Our strategic objectives

1. Promote inclusive leadership through visible role modelling by senior leaders.
2. Ensure the university's physical, digital and virtual environments are accessible to students, staff and visitors, meeting legal requirements with plans in place to address structural barriers
3. Embed Inclusive practices in teaching and learning
4. Foster an inclusive environment for research and knowledge exchange
5. Cultivate an inclusive workplace environment
6. Ensure gender and ethnicity representation (at a minimum) in staff and student voice in decision-making processes.

Our operational objectives

- a. Monitor, measure and communicate progress on equality, diversity and inclusion actions to staff and students
- b. Advance equity and inclusion by creating a supportive environment where staff and students have equitable access to opportunities and are able to thrive
- c. Improve diversity data collection, analysis and data-driven interventions
- d. Reduce pay gaps.





Priority 2: Building belonging

Our strategic objectives

1. Contribute to the university being a place of belonging where staff, students and alumni are proud to be part of the community
2. Build supportive internal and external communities that foster belonging, wellbeing and positive engagement, with staff networks playing a key role
3. Embed an intersectional approach to policy review and development.

Our operational objectives

- a. Increase engagement and foster inclusion across our campuses in collaboration with students and staff
- b. Provide learning, training and development programmes designed or co-designed by the university to support staff and students
- c. Celebrate our diversity through meaningful initiatives that recognise and highlight the lived experiences of our community
- d. Widen access and participation through enhanced school engagement.

Priority 3: Inclusive practices

Our strategic objectives

1. Review recruitment and selection processes to further embed inclusive practices
2. Deliver an inclusive curriculum that provides accessible and impactful learning for our students
3. Provide transparent and equitable reward and recognition processes
4. Foster an inclusive learning environment for our students
5. Embed the CARE Framework into relevant development areas.

Our operational objectives

- a. Establish a career framework to support career development, talent acquisition and retention
- b. Deliver an access and participation plan
- c. Embed inclusive practice into all induction processes, ensuring a consistent, accessible and equitable onboarding experience for staff and students.





Equity, Diversity and Inclusion five year plan

Strategic priority	Objectives		Links (to strategy/sub-strategy/action plan)	KPI/measure of success/targets or comments
1 Inclusive environment (safe, secure, accessible and inclusive)	Strategic objectives	1. Promote inclusive leadership through visible role modelling	People	100% of senior leaders (senior leaders in faculties and directorates) to have a diversity and inclusion-based objective, recorded via Horizon, by 2030. Measure of success: the university will be a leader in equality, diversity and inclusion, as measured through our accreditations (Athena Swan, Race Equality Charter, Stonewall Proud Employers and Disability Confident)
		2. Ensure the university's physical, digital and virtual environments are inclusive by design and are accessible to students, staff and visitors, meeting legal requirements with plans in place to address structural barriers.	Digital, People, Estates	We will realise our pedagogical ambitions by having flexible and diverse working spaces and campuses for everyone. We will seek diverse perspectives from across the institution at all stages of change development and delivery. See Digital and Estates strategies
		3. Embed inclusive practices in teaching and learning.	Student Success	Our 2030 graduates (reported in 2032) will be in the top quartile of sector for graduate-level employment and/or taught postgraduate study 15-months after graduation. We will achieve a 90% average score in student satisfaction and success measures in recognised student surveys, such as the National Student Survey, Postgraduate Taught Experience Survey, and Postgraduate Research Experience Survey. We will close the awarding difference by 2030 (from 17.5%, based on 2022/23 data).
		4. An inclusive environment for research and knowledge exchange.	Research and Knowledge Exchange (including REF 2029)	REF 2029 (People, Culture and Environment) will be aligned with the C-EDIS/Research Environment Survey), supporting academic teams to integrate equality, diversity and inclusion into knowledge exchange projects and ensuring a wider range of staff get involved in knowledge exchange activities. We will develop our research and knowledge exchange culture to create a dynamic, diverse and inclusive research and knowledge exchange environment. Measure of success: we will develop a measure of inclusive engagement in KE activities by 2028/29.

Strategic priority	Objectives		Links (to strategy/sub-strategy/action plan)	KPI/measure of success/targets or comments
1 Inclusive environment (safe, secure and inclusive) contd	Strategic objectives	5. An inclusive workplace environment.	People	People managers and leaders will have the resources, capabilities, and skills to support engaged, inclusive high-performing teams. Staff who are not people managers will have the resources to contribute towards building an inclusive workplace environment. Measure of success: 80% of staff to recommend the university as a good place to work.
		6. Ensure gender and ethnicity representation (at the least) in staff and student voice in decision-making processes.	People, Student Success	Staff: the university workforce will reflect the diversity of the student population through improved recruitment and retention of staff. Students: 85% average for student voice in the National Student Survey.
	Operational objectives	a. Monitor, measure and communicate progress on equality, diversity and inclusion actions to staff and students.	Equality, Diversity and Inclusion, People	Monitoring will be carried out via the Equality, Diversity and Inclusion Committee and People Board.
		b. Advance equity and inclusion by creating a supportive environment where staff and students have equitable access to opportunities and can thrive.	People, Student Success, Research and Knowledge Exchange	Measure of success: Staff survey: 80% of staff will recommend the university as a place to work. Student survey: we will achieve a 90% average score in student satisfaction and success measures in recognised student surveys, such as the National Student Survey, Postgraduate Taught Experience Survey, and Postgraduate Research Experience Survey. Researchers' survey: to what extent do you agree: your institution is committed to equality, diversity and inclusion. (71% in 2025).
		c. Improve diversity data collection, analysis and data-driven interventions.	People	An Equality, Diversity and Inclusion Dashboard to be developed by 2027/28. Measure of success: 95% of staff to share their protected characteristic information via Horizon (including prefer not to say as an active response).
		d. Reduce pay gaps.	People, Equality, Diversity and Inclusion	No statistically meaningful pay gap across the protected characteristics reported by 2030 Measure of success: each area/faculty to produce an agreed action plan by 2026/27, annually reviewed, to ensure effective monitoring and impact.

Strategic priority	Objectives		Links (to strategy/sub-strategy/action plan)	KPI/measure of success/targets or comments
2 Building belonging	Strategic objectives	1. Contribute to the university being a place of belonging, where staff, students and alumni are proud to be part of the community.	All	Staff, Student and Graduate Outcomes Surveys. Measure of success: 80% of staff to recommend us as a place to work.
		2. Build supportive internal and external communities that foster belonging, wellbeing and positive engagement, with staff networks playing a key role.	All, including Partnerships	Joined up-employer engagement, plus approximately 5,000 apprenticeship students, including higher apprenticeships at postgraduate level, by 2030. Measure of success: Increased levels of staff engagement with staff networks/communities, including membership, communications, events and/or engagement activity. This will be measured by the number participating and membership of each community.
		3. Embed an intersectional approach to policy review and development.	People	Measure of success: The number of policies reviewed and developed each year, using an intersectional approach. 80% of our staff to recommend the university as a great place to work by 2030.
	Operational objectives	a. Increase engagement and foster inclusion across all our campuses in collaboration with students and staff.	All Race Equality Charter, Stonewall Proud Employers Accreditation, Disability Confident, Athena Swan Charter	Measure of success: 80% of staff to recommend the university as a great place to work by 2030. Recognition as a leader through accreditation and benchmarking activities.
		b. Provide learning, training and development programmes designed or co-designed by the university to support staff and students.	People, Student Success, Race Equality Charter, Athena Swan Charter	Measure of success: We will achieve a 90% average score in student satisfaction and success measures in recognised student surveys, such as the National Student Survey, Postgraduate Taught Experience Survey, and Postgraduate Research Experience Survey. We will close the awarding difference by 2030 from 17.5%, based on 2022/23 data).
		c. Celebrate our diversity through meaningful initiatives that highlight the lived experiences of our community.	People, Partnerships, Marketing and External Relations, Equality, Diversity and Inclusion Team	Measure of success: 80% of our staff to recommend the university as a great place to work. Events to be organised by the staff network community in celebration of key diversity dates.
		d. Widen access and participation through enhanced school engagement.	Partnerships	Measure of success: by 2030, the university to work with 200 local schools to support them to raise their student attainment and career pathway aspirations. See Partnerships strategy.

Strategic priority	Objectives		Links (to strategy/sub-strategy/action plan)	KPI/measure of success/targets or comments
3 Inclusive practices	Strategic objectives	1. Review recruitment and selection processes to further embed inclusive practices.	People, EDI Team (all charter marks)	Measure of success: a recruitment dashboard to support the development and publication of a wider strategic workforce plan by 2030.
		2. Deliver an inclusive curriculum that provides accessible and impactful learning for our students.	Student Success	Measure of success: based on the current baseline, to achieve a reduction of differences in assessment outcomes by 2030. Student success: the top quartile for graduate outcomes to be 85% by 2030.
		3. Provide transparent and equitable reward and recognition processes.	People	Measure of success: 80% of our staff to recommend the university as a great place to work.
		4. Foster an inclusive learning environment for our students.	Student Success	Measure of success: eradication of the award gaps and achievement of 95% continuation and completion rates.
		5. Embed the CARE Framework into the linked development areas of: <ul style="list-style-type: none"> ● Student success ● Research and knowledge exchange ● Leadership and management ● Programme leadership. 	People	Measure of success: staff survey to confirm confidence in university leaders and managers and their support for delivering our values and priorities (80% success measure).
	Operational objectives	a. Establish a career framework to support people's career development and talent acquisition and development.	People	Measure of success: Alignment of the engagement with career framework from both staff and management perspective for a linked workforce plan by 2030.
		b. Deliver an access and participation plan (APP).	Student Success	Measure of success: by 2028, to identify and close all awarding differences relating to ethnicity, gender, polar and IMD through our APP actions. See Student Success strategy.
		c. Embed inclusive practice into all induction processes, ensuring consistent, accessible, and an equitable onboarding experience for staff and students.	People, Student Success	Staff: in the full staff survey, 70% of new staff (joined within the last three years) to report a positive response to the question 'I would still like to be working at the university in two years' time', reflecting experiences of induction and early line manager, by 2030. Students: 95% continuation rate. See Student Success strategy.