

EQUALITY, DIVERSITY & INCLUSION Strategy

2019 - 2022



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Introduction

King's philosophy is 'it's our deeds that define us'. The core social value it espouses is something we hold close to our hearts. It is particularly relevant when thinking about equality, diversity and inclusion.

Our Strategic Vision 2029 takes us to King's College London's 200th anniversary. It commits us to building a community of learners and designing mainstream interventions that remove all forms of inequality and barriers to success.

This is important to ensure we continue to attract the very best diverse student population to our campuses situated in the heart of London, as well as continuing to attract and retain a talented and diverse staff body. Ensuring equality of opportunity and ensuring all types of people and communities can thrive is vital to our civic mission and it is also 'just the right thing to do.'

King's Vision places commitment to service centre stage, linking our London opportunities to our global responsibilities. Our vision 'to make the world a better place' and to be a civic university at the heart of London cannot be achieved without ensuring that the breadth of our global and London communities and audiences are recognised.

Universities such as King's, that are committed to helping the world deal with change need to examine their own practices and behaviours and ensure they are leading by example. We must ensure our institution mobilises the full capacity of its whole community. Change and improvement must mean facing up to the deep problems of gender and race (and other forms of) inequality which are still an issue in many research-intensive universities such as ourselves.



History of King's College London

King's College London was founded by King George IV and the Duke of Wellington in 1829 as a university college in the tradition of the Church of England. Since 1903, people of all religions and faiths have been able to study and work at King's.

The university has grown and developed through mergers with several institutions, each with their own distinguished histories, including The United Medical and Dental Schools of Guy's and St Thomas Hospitals; Chelsea College of Technology; Queen Elizabeth College; the Institute of Psychiatry; and the Florence Nightingale School of Nursing.

The College is based over several campus sites within the London boroughs of Westminster, Southwark and Lambeth. These are:

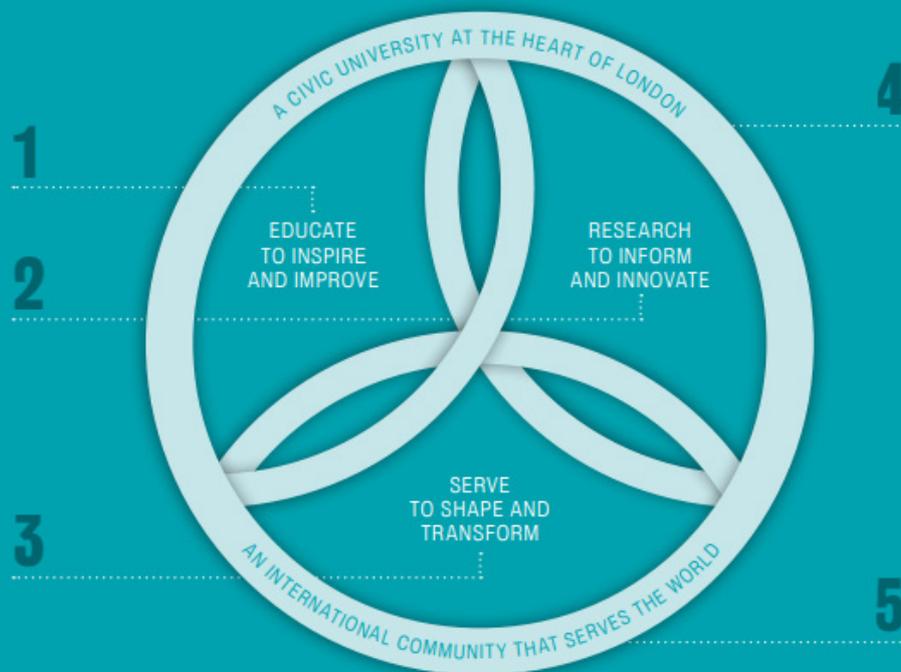
- Strand Campus (including The Maughan Library on Chancery Lane).
- Waterloo Campus.
- Guy's Hospital site (including from 2018 The Science Gallery).
- St Thomas' Hospital site.
- Denmark Hill (with departments and schools within the King's College Hospital and South London and Maudsley Hospital sites).

In addition, the School of Defence Studies operates out of The Defence Academy in Shrivenham, Wiltshire. It is responsible for postgraduate education and training in leadership, business skills and technology for the UK Armed Forces, the Civil Service, diplomats and overseas forces and leaders. There are also students across the globe studying short courses and master's programmes flexibly through King's Online.



King's Strategic Vision 2029

King's Strategic Vision, launched in January 2017, takes the College to its 200th anniversary in 2029 and builds upon the history of being in service to society to make the world a better place.



King's Strategic Vision 2029

Educate to inspire and improve

Research to improve and innovate

Serve to shape and transform

A civic university at the heart of London

An international community that serves the world

Each of these strategic pillars connects to the experiences and successes of our colleagues, students and community, and is guided by the core principle of an inclusive environment

Equality, Diversity & Inclusion at King's: Our Vision

Equality, diversity and inclusion are central tenets of King's Vision 2029 which sets out the roadmap for King's ambition to provide an exceptional student experience and to be an employer of choice. Integral to this is recognising, celebrating and improving our diversity and inclusion. A key outcome of the Equality, Diversity & Inclusion Vision at King's is a belief internally, externally and internationally that King's is a place that welcomes diversity and where anyone with talent can thrive bringing to life the core principle of an inclusive environment that threads through all of the five King's Vision 2029 strategic pillars. These together connect to create the experience and success of our colleagues, students and community.

Equality, Diversity & Inclusion at King's is led by a team of talented, enthusiastic experts, we work in close partnership with colleagues and students across the University, the sector and the world. We also engage with partners with specific expertise to support and stretch our activity. These are shown on page 14. Together we are creating the foundations for future success. The release of authentic voices leads us to creativity, and transformation at the heart of King's core mission.

Equality, diversity and inclusion are tangible things and they are critical to our success as a university in the 21st Century. They are outcomes and they are measurable. To be truly successful means recognising where current inequality or unfairness exists and how it came to be.

We live in a world that is not fair or equal, where privilege assists some, and the lack of it holds others back. Yet we know talent and potential are equally distributed throughout the population, regardless of background, identity or characteristic. Knowing this means we must take proactive steps to correct those imbalances and to 'level the playing field' and fulfil our mission to unlock that talent and potential to really enable world leading education, research and service.

That is what the Equality, Diversity & Inclusion strategy sets out. It helps us all see where the disadvantage occurs, understand why and take steps to remove it, whilst celebrating the richness that diversity of people, culture and thought brings.

In recent years King's has clarified its goals and held itself to a higher standard of achievement. We have been brutally honest with ourselves about where we are and how, in places, we are a long way from our ambition. We know different people experience King's differently based on who they are. We have identified the need to focus on the key areas of leadership, management, awareness and community to address our issues. The research we have done and the testimony we receive tell us many parts of our systems and processes don't work effectively for all and that there are often perceptions of unfairness.

Our strategy identifies key areas of continued investment and a systematic, holistic approach to safeguarding equality, improving diversity and maximising inclusion. These are derived from King's Vision 2029 and informed by the requirements set out in the Public Sector Equality Duty.

Vision Principles

Be **intersectional** by default

Attract and **retain** a workforce that is representative of our student body

Ensure the breadth of the workforce is productive and **feels valued** and able to contribute

Attract and retain a **diverse student population**

Enable **successful outcomes** in terms of degree attainment and employability for the breadth of the student body



Six Strategic Pillars

1

**Legal compliance
and service
fundamentals**

2

**HR transformation
and functional
alignment**

3

**Governance and
accountability**

4

Inclusive culture

5

**Education,
awareness and
development**

6

Recognition

Legislative context

Our aim as shown above is to achieve more than compliance with the legislative requirements of the Equality Act 2010, demonstrate best practice and, ultimately, to be an exemplar of EDI in the Higher Education sector and more widely. The panel below lists the requirements placed upon King’s, as a public sector body by the Equality Act 2010.

Protected Characteristics		Equality Act Obligations	
Race	Religion or Belief	Direct Discrimination	
Age	Sexual Orientation	Indirect Discrimination	
Sex	Marriage or Civil Partnership	Harassment	
Gender Reassignment	Pregnancy and Maternity	Victimisation	
Disability			

Public Sector Duty Requirements	Specific Duties
<ul style="list-style-type: none"> Eliminate Discrimination Advance Equality of Opportunity Foster good relations between different groups within King’s community Demonstrate due regard for equality in policies and processes. 	<ul style="list-style-type: none"> Publish relevant, proportionate information showing compliance with Equality Duty Publish Equality Objectives

Equality, Diversity & Inclusion Governance

In 2019 the governance of Equality, Diversity and Inclusion (EDI) at King's was improved to better embed EDI through all structural levels of the College and to strengthen accountability. King's also committed to increase the required resources behind these structures within a functionally-aligned Equality, Diversity & Inclusion Function to deliver on King's Equality, Diversity & Inclusion Vision. More information on our governance and reporting structures can be found on [our website](#).

Expertise & Resourcing

King's is truly committed and has invested in developing EDI expertise and leadership – creating a cross university team. This is led by the Director of Equality, Diversity and Inclusion who is responsible for establishing an Equality, Diversity and Inclusion strategy and leads the Equality, Diversity & Inclusion Function to ensure that it delivers activities, and coordinates with other College functions to achieve cross-university goals.

This is resourced in a variety of ways across the university. Since October 2019 seven of our nine faculties have worked collectively as part of a resourcing model:

- Faculty of Arts and Humanities
- Faculty of Dentistry, Oral & Craniofacial Sciences
- The Dickson Poon School of Law
- Faculty of Natural and Mathematical Sciences
- Florence Nightingale Faculty of Nursing and Midwifery and Palliative Care
- Faculty of Social Science and Public Policy
- King's Business School

The IoPPN and FOLSM each have dedicated EDI resource that works in partnership with the HR-led team.

Three Functional Categories



Measures of Success & Key Performance Indicators

King's College London challenges itself to continually improve and has created a series of Key Performance Indicators (KPIs) to manage and monitor progress towards key goals. Our EDI KPIs are set annually with progress monitored by our Council.

Intersectional KPIs are being trialled for future inclusion in the balanced scorecard.

Our two Scorecard measures are:

- Gender representation in senior levels, for Academic and Professional Services Staff.
- Black and Minority Ethnic (BME) representation at all levels, for Academic and Professional Services Staff.

Other metrics include:

- Gender and Ethnicity Pay Gap
- Student attainment/awarding gap
- Achieving an Athena Swan Silver in 2020
- Maintaining all current Athena Swan awards and increasing the coverage year on year
- Renewing our Race Equality Chartermark in 2020
- Improving our place in the Stonewall Workplace Equality Index from 263rd in 2018
- Improving our score against the Business Disability Forum Self-assessment

We are also working with the Business Analytics team on developing some qualitative measures.

The metrics for Professional Services are established at the university-level, while academic targets are set in tandem with faculties. We have recently developed an intersectional KPI which looks at the representation of women of colour in our workforce. This is being trialled and will be included in the balanced scorecard from November 2019.

Our 2020 baseline shows we are exceeding our self-set target for senior academic female staff and have been increasing the representation of senior female staff each year. We also exceeded our target for Professional Services staff although we have had less consistent progress over five years, showing a decline between 2013/14 and 2015/16.

Our BME representation in academic roles is above the sector average, and our future targets will move us closer to the upper quartile. Our BME representation in Professional Services shows a similar story, as we are above the London Higher Education (HE) mean benchmark and moving towards the upper quartile target for BME representation. This shows a positive trend.

However, we need to be mindful that HE has overall low representation and, while it presents a contextual and relevant benchmark, it is not the most stretching comparator, as HE is not seen as leader in sex and ethnicity inclusion.

We need to aim higher, including through developing qualitative benchmarks using measures of experience of groups within King's. We know through our surveys that while representation of BME and female colleagues is increasing, there is a qualitative experience gap, in terms of belonging, inclusion and perceptions of fairness which is not yet captured in KPIs.

As of date	Metric Name	Current Value	Comparison to Target	Target
2018/19	1a. Senior Female Staff - Academic (%)	36.8	▼ -0.7%	37.1
2018/19	1b. Senior Female Staff - Professional Services (%)	49.7	▲ +2.1%	48.7
2018/19	2a. BME Staff - Academic (%)	20.6	▲ +3.6%	19.8
2018/19	2b. BME Staff - Professional Services (%)	21.7	▲ +3.2%	21.0



Equality, Diversity & Inclusion Strategic Goals

- ♦ To develop a more inclusive culture via more capable, inclusive leadership and management
 - ♦ Enable all parts of the community feel valued and able to succeed through promoting the benefits of inclusive behaviour and ensuring unacceptable behaviour is addressed
- ♦ To diversify Senior Leadership
 - ♦ Increase proportion of women in senior and leadership positions
 - ♦ Increase proportion of BME colleagues in senior and leadership positions
 - ♦ To ensure representation of protected groups of staff is proportionate throughout all Professional Services and Academic grades, especially for BME staff
- ♦ To address the Ethnicity, Pay Gap
- ♦ To address the Gender Pay Gap



Equality, Diversity & Inclusion Strategic Priorities 2019–2022

1	<p>Governance & accountability</p> <p>Improve foundations, ensure legal compliance and tackle risks;</p> <p>Improve accountability, leadership and decision making;</p> <p>Improve workforce equality data collection.</p>
2	<p>Workforce development</p> <p>Improve management capacity;</p> <p>Promote the benefits of inclusive behaviour</p> <p>Improve mechanisms for addressing unacceptable behaviour</p> <p>More capable, inclusive leadership and management practice.</p>
3	<p>Workplace representation</p> <p>Increase proportion of women in senior positions;</p> <p>Increase the proportion of BME colleagues in senior positions;</p> <p>Improve inclusion and progression across protected characteristics in all staff groups;</p> <p>Address ethnicity and gender pay gaps.</p>
4	<p>Staff disability inclusion</p> <p>Improve inclusion for disabled staff;</p> <p>Ensuring efficient and supportive reasonable adjustments;</p> <p>Building awareness and education around disability;</p> <p>Increasing confidence in our disabled staff that they can trust us</p>
5	<p>Evaluation and recognition</p> <p>Attainment of an institutional wide Athena SWAN silver award in 2020;</p> <p>Renewal of the institutional-wide Race Equality Charter Bronze award in 2020;</p> <p>Submission to the 2021 Stonewall WEI and improvement of our overall ranking;</p> <p>Submission to the Working Families benchmark in 2020.</p>
6	<p>Address differential student outcomes</p> <p>This work is led by the Social Mobility & Student Success Directorate which includes the Student Outcomes Service. EDI have worked in partnership to develop their work in continuing to close undergraduate BME attainment gap at 'good' degree and first-class levels; their main areas we are supporting on are the</p> <p>Implementation of a university-wide network of Inclusive Education Partners (academic & student staff);</p> <p>Pilot <i>Conversations about Race</i>, to increase student belonging.</p>

Our Partners



Equality, Diversity & Inclusion

King's College London

Human Resources

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kcl.ac.uk/hr/diversity

blogs.kcl.ac.uk/diversity

[@KCLDiversity](https://twitter.com/KCLDiversity)