



MAINSTREAMING REPORT

April 2023

1. OVERVIEW

This report describes how the University mainstreams its consideration of its statutory obligations under the Equality Act 2010. Information is provided on the following:

- i. How the University's statutory obligations are reflected and integrated within the University's strategy;
- ii. How senior leadership around equalities is provided;
- iii. Details of the University's equality and diversity policy, Dignity at RGU policy and inclusivity statement;
- iv. How the University collects, monitors and uses equality and diversity data to assist in meeting its statutory obligations;
- v. What support the University provides its staff in relation to equality and diversity;
- vi. What support the University provides its students in relation to equality and diversity;
- vii. How the University reports its activities in relation to equality and diversity; and
- viii. What enhancements the University has made to its approach to mainstreaming since it last published a report in 2019.

2. INTEGRATION WITH THE UNIVERSITY'S STRATEGY

The University refreshed its strategy in 2022 to reflect significant changes in the internal and external environment while recognising and building on the strengths that distinguishes the University and embeds the principles of equality and diversity. The stated purpose of the University is 'to be an innovative, inclusive, impactful, professionally-focussed University' with a culture which recognises, values and celebrates 'curiosity, authenticity, approachability, collaboration, innovation, ambition, respectfulness and equality.'

The University maintains a strong commitment to the active promotion of equality and diversity across all its activities and in doing so ensures a robust approach to issues of discriminatory practices towards staff, students and external stakeholders. As part of its equality and diversity reporting in 2021, the University published the following equality outcomes:

- i. Improved retention rates for those more likely to withdraw;
- ii. Increased achievement of Good Honours for students with characteristics with achievement below that of the University average;
- iii. Increase in the overall satisfaction of students with characteristics who have a satisfaction rate below that of the University average;
- iv. Increase the proportion of male students who take up a place at the University;
- v. Greater flexibility for staff, creating opportunity and maintaining an inclusive working environment;
- vi. Increased and more purposeful engagement with staff across all equality strands;
- vii. The number of applications from candidates for senior positions reflect the demographics of the University.

3. LEADERSHIP AROUND EQUALITY AND DIVERSITY

The governing body of the University is the function of the Board of Governors. The most senior management group at the University is the Executive who are advised on equality and diversity matters by the equality and diversity sub-committee. The Vice-Principal for Corporate Services has lead responsibility for equality and diversity and as such chairs both the Equality & Diversity Sub-Committee and the Equality and Diversity Forum.

The Sub-Committee's role is to ensure that mainstreaming of equality is undertaken across the range of the University's management functions. As a result, the membership of the committee is varied and incorporates staff and students across a range of areas. This includes representation from professional support departments including: Widening Access, Planning, Student Life, HR, Marketing, Research Strategy & Policy. There is student representation from the Students Union with the President of Education & Welfare and the Vice-President of Welfare; members of the equality and diversity forum, elected through the group to represent the forum at the committee; and members of the University's Quality Assurance and Enhancement Committee. The full remit of the Equality and Diversity Sub-committee is as follows:

- i. Formulate and monitor the University's response to sector and societal developments related to equality, diversity and widening access;
- ii. Working in partnership with the RGU Union, to inform strategic equality and diversity priorities and direction, based on robust evidence, data, involvement and consultation with the University's Equality and Diversity Forum and other appropriate stakeholders;
- iii. To review, approve and monitor the equality outcomes to ensure appropriate progress and consistency across the University in support of its commitment to the promotion of equality and the elimination of discrimination;
- iv. To ensure data-gathering, analysis, measuring and evaluating impact for different protected characteristics and other widening access groups against the public sector duties to eliminate discrimination, promote good relations and foster good relations;
- v. To monitor and contribute to the implementation of the University's equality outcomes and associated action plans;
- vi. To ensure University equality outcomes, related reporting and initiatives are widely shared and discussed across the University at all levels (including at Committee, Academic Council and Board levels) to help promote an understanding of the relevance to specific functions and teams;
- vii. To consider the recommendations of and other matters raised by the equality and diversity forum.

As well as the Equality and Diversity Sub-Committee, the University also has an Equality and Diversity Forum, which has a purpose to understand the lived experience of staff and students in the community. It is important to note that the Sub-Committee and the Forum are considered equal but with different purposes. The forum includes membership from staff equality networks, staff equality champions, student equality champions, Student President and Vice President, and staff from Student

Life, Human Resources and Department for the Enhancement of Learning, Teaching and Assessment (DELTA). The Forum has a remit to:

- i. To provide a forum to consider, align and support the delivery of different types of equality and widening access activities, reporting and self-evaluation.
- ii. To consider, reflect on and evaluate the impact of the University's equality outcomes and activities.
- iii. To consider intersectionality of protected characteristics and other access issues considered within data-gathering and analysis, and to make recommendations to the Equality and Diversity Sub-Committee.
- iv. To consider what equality and diversity awareness-raising, training and development is required within the University, and to make recommendations to the Equality and Diversity Sub-Committee.
- v. To establish, consider and support the recommendations of equality and diversity-focused working groups.

To provide focus to the University's consideration of the protected characteristics, the University has appointed staff Equality Champions, roles that are available to any member of staff and are appointed for a term of three years. The University has assigned a member of HR staff to each equality champion to provide support, advice and additional briefing. The role of the Equality Champion is to:

- (i) contribute and provide challenge to the Equality and Diversity Forum in the equality strand being championed;
- (ii) to seek the engagement of employees and, where appropriate, students in the work and activities of the Equality & Diversity Forum;
- (iii) to provide leadership in the University in the area championed;
- (iv) to keep up to date on developments in the area championed.

It is the University's vision to foster engagement with equality, diversity, and inclusion across its community. Equality Action Groups are created with the intention to bring together colleagues from across the University to contribute and challenge, reinforce and recognise the on-going commitment of RGU to equality, diversity, and inclusion. Staff Equality Champions, HR professionals and wider staff interested in that equality area come together to form these equality action groups. You can find out more about staff equality champions and action groups on the University equality and diversity [webpage](#).

In addition to the staff equality champions, the Students' Union annually appoints a number of student equality champions. The student champions undertake a similar role to staff equality champions amongst the student body liaising closely with the staff champions. The student equality champions are full members of the Equality and Diversity Forum. The students' union choose the designation for these champions and more information can be found at www.rguunion.co.uk/whoweare/equality/

In 2021, the University appointed an Equality, Diversity, and Inclusion Adviser who supports

activities to research, develop and embed activity to promote equality, build equitable relations between people and to ensure that the University has an inclusive environment and culture.

4. EQUALITY & DIVERSITY POLICY, DIGNITY AT RGU POLICY AND INCLUSIVITY STATEMENT

It is the policy of the University to actively promote equality and diversity across its functions, and to eradicate discrimination on unlawful or unfair grounds as required under the Equality Act (2010). All employees, students and visitors to the University have an individual duty to ensure that equality and diversity is actively promoted. The Equality and Diversity policy, approved by the University's Board of Governors, outlines the University's expectations of the roles and responsibilities that various individuals have by virtue of their position in promoting and embedding the principles of equality and diversity. The policy was reviewed and approved in April 2023 to ensure it continues to be fully compliant and meets best practice in the sector.

The policy statement of the Equality & Diversity policy also serves as the University's inclusivity statement and as such, the two documents should be read in conjunction. The inclusivity statement amplifies the aspiration contained within the University's strategy to promote an inclusive working and studying environment. The full statement is as follows:

RGU strives towards creating a working, learning and social atmosphere which is inclusive and harmonious. The University will achieve this by:

1. Meeting the requirements of the Public Sector Equality Duties and the Scottish Specific Duties for Equality;
2. Embracing a positive attitude towards the promotion of equality on the basis of age, disability, ethnic origin, gender identity, marital status, pregnancy, religion or belief, sex and sexual orientation to ensure all reach their full potential;
3. Being prepared to understand that fairness and equality is not always about treating people similarly but can sometimes mean treating people differently;
4. Acknowledging and celebrating the breadth of experiences and perspectives that people from diverse backgrounds bring to the life of the University;
5. Eliminating discrimination and prejudice by empowering people to treat each other with respect.

In December 2021, the University reviewed and approved its 'Dignity at work and study' policy incorporating best practise across the sector to have a much wider scope covering a wide range of unacceptable behaviours including gender-based violence and racial harassment. The update to the policy primarily includes changes to the title of the policy from 'Dignity at work and study' to 'Dignity at RGU' policy, new University policy template, and changes to reflect the refreshed University strategy.

All new policies and substantial changes to current policies are subject to impact assessment and the University is committed to ensuring that all impact assessments are published alongside the related policy. The University's impact assessment process includes equality and human rights, ethics, sustainability and privacy.

5. COLLECTION, MONITORING AND USE OF EQUALITIES DATA

Equalities data on staff

The University collects a range of data on staff in relation to equality and diversity. Employees are asked to provide details on each of the protected characteristics. As part of its public sector equality duties, the University has published a range of data on its employees (*link to be added when published*). This report includes information on the following:

- The split of full time and part time staff;
- The composition of employees by sex, ethnicity, age, disability, sexual orientation and religious belief alongside grade, contract status, working hours, uptake of family leave, promotions and leadership development;
- The composition of applicants to the University by sex, ethnicity, age, disability, sexual orientation and religious belief looking at applications, interviews and appointments.

The data is analysed and considered in the development of the University's Equality Outcomes for 2021 – 2025.

Equalities data on students

The University currently collects equalities data from students at the point of enrolment on the following protected characteristics: age, disability, gender identity, race, religion and belief, sex, and sexual orientation. These data are analysed on an annual basis as part of the University's Institutional Appraisal process, considered by the Quality Assurance and Enhancement Committee. These data have been used to inform the development of the University's equality outcomes for 2021 – 2025.

Equalities data on the Board of Governors

The University's Board of Governors has undertaken comprehensive equalities and diversity monitoring on an anonymous basis and monitors its diversity through the Governance and Nominations Committee, and within the period we have maintained a gender balance in respect of lay members. The composition of the Board includes both appointed and elected membership and has achieved the aims set by the Gender Representation on Public Boards (Scotland) Act.

6. SUPPORT FOR STAFF

In order to support staff to discharge their duties, as outlined in the University's equality and diversity policy, all new staff are required to undertake a mandatory on-line equality and diversity training module. The training was refreshed in January 2023 to a bespoke version to increase awareness of the University's values, policies, and processes., The University offers this training on its CampusMoodle virtual learning environment for all staff, regardless of grade, length of contract and status. The training covers all 9 of the protected characteristics as well as the University's legal obligations under the Equality Act 2010, and unconscious bias. Importantly, it covers individual responsibility and the expectations placed on staff to ensure RGU can be the best version of itself. It explains how certain behaviours impact on other people and provides information on how to challenge inappropriate and unacceptable behaviours. The training will be rolled out to all staff every 4 year and will be updated continuously so that new staff are always receiving the most up to date information.

In addition to EDI training, a lot has happened since the previous mainstreaming report was published in 2021. Staff and people across the country have faced significant challenges with the covid pandemic and subsequent ongoing cost of living crisis. The University has taken several positive steps to enhance our total reward package during this period, including changes that are aimed at improving the work-life balance of staff and maximising staff retention. The University has harmonised working hours, increased and harmonised annual leave entitlement, awarded a one-off payment to all staff in response to the cost-of-living challenges, provided ring fenced time on Wednesday afternoons to allow staff uninterrupted time to focus, and refreshed its approach to staff surveys, which are now annual, seek demographic information that will shape equality related actions and provide staff with more opportunity to influence the decisions that affect them.

In the 2021/22 survey, staff were invited to respond to questions focused on staff mental health and wellbeing. The survey received an encouraging response and completion rate with eighty-six percent (86%) of staff recognising the value of the support provided by the University during the pandemic. The 2023 staff annual survey has been launched in April 2023.

To maximise flexibility, and with a view to retaining staff with childcare challenges, the University decided to retain hybrid working and published its policy in February 2022. Eligible staff can work up to 50% off campus with more flexible start and finish times aimed at improving retention and ensuring career progression is not interrupted.

The University goes further than its statutory obligations by enhancing staff benefits in supporting employees on maternity, adoption, parental and paternity leave. The University regularly develops and enhances its family friendly provision with the aim of supporting working parents and cultivating an environment where parents, and women in particular, do not feel they have to make a choice between their career and caring for their family.

Employees who are on long term sick leave also benefit from the University statutory sick pay up to 6 months (depending on length of service) of full pay and half pay for the same length of time. All staff who are absent due to a mental health illness are referred to Occupational Health for support so that work related issues can quickly be resolved.

The University offers staff an independent confidential employee assistance service which offers support, information, expert advice and specialist counselling. There are also Fair Treatment Advisers within the HR Department who offer advice and support to staff who are involved in a workplace dispute or are unhappy with the treatment they are receiving.

As a commitment towards improving equality, diversity, and inclusion, the University has appointed an Equality, Diversity, and Inclusion Adviser who provides advice to staff, and support equality champions, action groups, networks, and the equality and diversity sub-committee. They work to ensure that equality and diversity is continuously embedded, mainstreamed, and improved upon across the University through raising awareness of and activities that promote inclusion. They also support the wider University by providing trainings and bespoke advice and

support where necessary.

The University continues to show commitment to equality, diversity and inclusion by strategically providing funding and support for activities that promote diversity and inclusion on campus. Since 2021, the vibrant campus event, institutional enhancement theme, Teaching and Learning Conference, and other initiatives have recognised equality, diversity, and inclusion as an important criterion towards awards to encourage staff and students.

7. SUPPORT FOR STUDENTS

Providing an excellent experience and appropriate support for students to succeed in their studies, raise their aspirations, grow as individuals, and thrive in their professional careers as global citizens is a cornerstone of the University's strategy. This includes a commitment to sustain a culture that promotes and supports wellbeing to ensure that students thrive and graduate with a positive outcome.

RGU:Union is the student union at the University and provides a range of support and opportunities to get involved in student activities through its student groups, clubs, societies, and networks. The student union also provides advice and support services to students through its Advice and Support service, student peer-to-peer support groups such as the RGU Peer Support and RGU:Nightline, and are represented by elected Student Presidents.

The student union works in partnership with the University to provide leadership in mainstreaming equality and diversity and raising awareness through student Presidents, Vice Presidents, Student Equality Champions and key reps and School Officers. Since 2021, it has appointed equality champions into different roles and currently has champions in race, women, mature, faith and belief, mental health, disability and inclusion, trans, sexual orientation, and post-graduate roles.

The University firmly recognizes the importance and the benefits of ensuring that student voices, across a range of characteristics and experiences, are heard and reflected in the decision-making structures of the University. Student Presidents, Vice-presidents, and student Equality Champions are active and equal members of the Equality and Diversity Forum and Equality and Diversity Subcommittee.

The student representatives have proactively worked alongside staff equality champions and contributed to raising awareness of the richly diverse culture and population across the University through key campaigns such as Pride month, International Women's Day, Black History Month, and One RGU Many Nations.

The University continually works in partnership with students and has a formal Student Partnership Agreement with the Student Union Which has focussed upon wellbeing and how by working in partnership staff and students can improve the communities physical, mental and social health.

The University provides a range of support to the student population through the work of the

Student Life department, including the Counselling and Inclusion teams. The Inclusion Centre provides support to students through support for additional exam arrangements, dyslexia screening and evaluation, an in-house assessment of needs, support with applications for disabled students' allowance, liaison with external agencies, support for organising in-class support, and a dedicated mentoring team that provide one-to-one support for students.

In recent years, the University has responded to a number of growing issues in the University sector relating to student support as follows. The University's sustained commitment to support student's mental wellbeing is conducted in partnership with the Students' Union and underpinned by the joint Student Mental Health Agreement, signed in 2018.

The University introduced free student gym membership for RGU SPORT to all enrolled RGU students in order to reduce the financial barrier to sport and physical activity and has continued to do so. The aim of this initiative is to encourage students to stay physically active throughout their time at University which in turn will support their physical, social and mental health.

To ensure that students at RGU feel safe and supported through all aspects of the student journey, a wide range of activities are undertaken. The University is committed to tackling Gender Based Violence (GBV) in order to provide individuals with a safe and supportive environment. The University continues to encourage staff and students to use its reporting tool, Report and Support, to submit reports (which can be anonymous) of incidents of gender-based violence, hate crime, harassment, or bullying, where details of support can also be easily accessed.

When individuals make a report through the online platform, they are offered support from a trained staff First Responder, as well as the option of an appointment with our Counselling service. The University currently has 37 members of staff who have received specialist training from Rape Crisis Scotland and are able to support individuals who make a disclosure.

Further to the established reporting mechanisms, the University also actively undertakes campaigns to highlight positive relationship behaviours and to tackle unacceptable behaviours. This includes campaigns centred on Health Relationships, consent training, bystander intervention and encouraging positive citizenship. Working in partnership with the Student Union and the Student Sports Club, there have been similar campaigns calling for an end to unacceptable behaviours associated with club initiations.

8. ENHANCEMENTS TO THE UNIVERSITY'S APPROACH TO MAINSTREAMING EQUALITY

Since the University last published a report on progress, the University has made the following enhancements to its approach to mainstreaming equality:

- i. Staff Equality Champions Appointments: RGU appoints staff Equality Champions to the nine protected characteristics of the equality act. These champions are elected for a period of three (3) years in a voluntary capacity with the option to renew and have membership on the Equality and Diversity Forum (EDF).

The University aimed to encourage wider participation and engagement of equality, diversity, and inclusion for all staff as part of its equality outcomes set in 2021. Since publishing these actions, the University has taken proactive steps to recalibrate the roles in line with the equality act and open the applications for these roles to all staff.

Presently, the University has twelve equality champions represented across the nine available roles. It is worthy to note that equality champion (Sex) and (Pregnancy & Maternity) have both got two champions appointed. This is really encouraging to see wider participation across academic and professional and support staff members showing keen interest to contribute to the University's equality, diversity, and inclusion agenda.

- ii. Increased staff engagement in Equality & Diversity: The membership, structure and remit of the equality committees have developed to include staff and students with a wide range of backgrounds and expertise to ensure that the membership is diverse and representative of our University community. Since recalibrating the role of the staff equality champions and opening it to all staff, increased applications from staff across schools and support departments have been received for the posts. The creation of equality action groups has further increased staff engagements in equality and diversity discussions presenting an opportunity to influence University decisions and policies. In the last two years the Equality and Diversity Sub-committee and Forum continue to be re-aligned with the University's structure of governance committee to ensure that initiatives, issues and campaigns to promote equality and diversity across our community are brought within the decision-making structures of the University.
- iii. HR allocated equality strands: Members of the HR team have been allocated an equality strand with the purpose of close working with staff equality champions and staff equality action groups and networks to ensure the University is always developing and enhancing its approach to staff equality. This builds on the University's commitment to broaden engagement with staff on equality and diversity. Members of the HR team allocated an equality strand are referred to as HR Champions. They provide support to the staff equality champions and are part of the equality action groups.
- iv. Equality Action Groups: In line with the University's set outcome to improve engagements with all staff, the University launched equality action groups to give opportunity to all staff interested in a particular equality area to inform formally and informally, University policies and decisions through an action group. These are open to all staff, with the purpose of providing a confidential and supportive forum to share knowledge and good practice relating to equality issues through networking, and to increase the positive profile of all staff through events and initiatives. Seven (7) equality action groups were launched in 2022 and have actively contributed meaningfully to progressing inclusion across the University by working with equality champions and equality networks, supporting equality related and awareness raising activities as well as community feedback on equality related topics to the Equality and Diversity Forum (EDF), through the Equality Champions.

- v. Support for staff equality networks: The University has had three longstanding staff equality networks, the RGU women's network and the Rainbow network for LGBT+ staff, and the Race Equality Network. In the past two years there has been increased efforts to broaden the number of individuals engaged in meaningful equality and diversity activity through the staff networks with support from the Equality and Diversity Adviser. Increasing engagement with staff on equality and diversity activity is an ongoing piece of work for the University in the equality outcomes for 2021 – 2025.
- vi. RGU Inclusion Calendar: The University through its Equality and Diversity committee has considered and published an Inclusion calendar for the 2023 calendar year. The aim of the calendar is to create and promote an inclusive environment where everyone feels valued and respected across the University community. It informs staff and students on key cultural, religious, international, and health-related days such as Black History Month, Pride Month, International Women's Day, and provides guidance for activities that promote inclusion and raise awareness of equality and diversity. A PDF version of the calendar is available for download on the equality and diversity webpages - <https://www.rgu.ac.uk/about/governance/equality-diversity/inclusion-calendar>
- vii. Increased awareness raising and support for equality events/activities: Since the last report, the University has taken conscious steps to continually raise awareness of equality and diversity issues and to participate in national campaigns as part of a commitment to building a welcoming and inclusive learning and working environment. Key institutional projects and initiatives such as the enhancement theme project and vibrant campus activity have specifically welcomed equality related applications as a positive action. Much of the capacity for this activity is enabled through staff and student engagement and partnership in groups and networks. Below are some activities the University has participated in the last two years:
- Pride and LGBT History campaigns: the University continues to support a campaign for Rainbow Lanyards on campus and actively participated in promoting LGBTQ+ equality through its staff and student networks and equality champions. In honour of Pride Month 2021, staff and students from the networks took part in painting the RGU Rainbow stairs and in 2022, the University continued to participate in Grampian pride in the Aberdeen city with staff and students represented.
 - Black History Month: is an annual global reflection and celebration of cultural diversity and the importance of equality and unity. It is celebrated every October in the United Kingdom and the University participates in partnership with the student union, through staff and student networks and groups, equality champions, student leaders and the EDI Adviser. The theme for Black History Month 2021 was "Proud to be emerging stronger" focused on emerging stronger from the impacts of the coronavirus pandemic, building resilient learning communities and enhancing the student experience with contributions from staff, students, and alumni. The theme for Black History Month 2022 was "Time for Change: Action not words" and was focused on mental health, wellbeing and the contributions of the Black community to health sector in the United Kingdom. The staff Race Equality Network hosted an in-person

event in partnership with RGU:Union and had over fifty (50) staff, students, and alumni in attendance. More information on these campaigns can be found [here](#).

- Faith and Belief week: The Religion and belief action group, supported by the vibrant campus event funding, organised an interfaith awareness event themed, "Faith, Mental Health, and Wellness" with a diverse panel discussion with different faiths and Vice-Principal of Corporate Operations (Chair of EDSC and EDF) present. The event had staff and students in attendance and interfaith presentations from the Islamic Students' Society, the Catholic Students' Society, Christian Union, and the Religion and Belief action group.
- International Women's Day: Organised by the RGU Women's Network in 2021, the event was themed, "International Women's Day – achieving an equal future in a Covid-19 world". The University participated in and celebrated IWD 2021 with Baroness Tanni-Grey Thompson who spoke about her extraordinary sporting career, her role in the House of Lords, and the impact of covid-19 pandemic on women and those with disabilities. In 2022, the University engaged staff and students in awareness campaigns and supported IWD and International Women in Engineering Day (InWED) hosted by the School of Engineering. The theme for IWD in 2023 was 'Embrace Equity' and the day was celebrated by contributions from staff equality champions, student equality champions and a breakfast panel discussion open to staff and students.

- viii. Mandatory Staff Equality, Diversity, and Inclusion Training: As mentioned above, the University launched its bespoke mandatory equality, diversity, and inclusion online self-study e-module for all staff in January 2023. The training is mandatory on a four-yearly basis and available for new and existing staff on the University VLE – 'CampusMoodle'. Over 70% of the staff population have completed the training within seven weeks of its launching with ongoing plans to increase completion to 100%.

It is designed to increase awareness and understanding of the University's legal obligations under the Equality Act 2010, the protected characteristics, how certain behaviours may contravene the University's obligations around equality and diversity and individual responsibility for all staff. It provides information on how to challenge unacceptable behaviour and eradicate discrimination and unconscious bias in line with the University's culture, values, and policies.

- ix. Charter marks: The University continues to progress its commitment to the Athena Swan Charter to drive understanding of barriers to gender equality and the actions required to address them. The University also continues to progress its commitment to the anti-racism pledge through support for inclusive teaching and learning projects. It currently has a steering group for Athena Swan and Race Equality Charters led by the institutional EDI Lead and Chair of EDSC and EDF with the aim to apply in the near future.
- x. Revised University Policies: The University reviewed and updated its Dignity at RGU policy and Equality and Diversity policy in 2021 and 2022 to incorporate sector guidance and best

practise. These two key policies would be due a review in 2024 and 2025 respectively. The University Transgender Equality Policy would be reviewed in November 2023.

- xi. Academic Council Representation: to support and recognise the skills and contributions of our academic staff population, recently the criteria for academic promotion have been extended to reflect the full range of activities undertaken. It is anticipated that this will extend promotion opportunities to a wider range of academic staff. This build on other initiatives such as provision in our organisational regulations to promote a gender balance on Academic Council, nominations shall be sought from each Academic School in order to achieve preferably one male and one female elected member for each constituency (acknowledging that some academic schools have significant gender imbalance).

- xii. Largescale consideration of student equality data: the University continues to embed student equality data in the annual institutional appraisal process, both at an institutional level and at a course level aided by the development of an equality and diversity dashboard through Tableau. The dashboard has been enhanced and improved upon year on year, and provides data across protected characteristics, with the option to look at an intersectional analysis relating to the student population, retention, achievement, satisfaction and employability. The improvements that have been made to the dashboard have allowed for a clear series of institutional trends to be identified which formed the basis of the 2021 – 2025 equality outcomes relating to students.

- xiii. Future Enhancements: Given that this is a mid-cycle review, the University will continue progress on achieving the equality outcomes it has set for the 2021 – 2025 cycle.