# University of Manchester

## Findings & Pillar discussions

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# About the PK Universe *('D&I Universe')*

Pearn Kandola believes in measuring our clients against best practice systems, not against other organisations. We base our methodology on empirically-evidenced models to offer a comprehensive way of processing data to help evaluate the impact of your work. In its core, each of the indicator's stem from the Organisational Justice theory which are broken down into 3 parts:

1. **Distributive Justice**, which measures the fairness of the business decisions.
2. **Procedural Justice**, which measures the fairness of the organisational processes.
3. **Interactional Justice**, which measures the treatment of the people within the organisation.

# Key Findings

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# Principals

- Sets a strong tone in official responses and documents. Formal and legalistically.
- Vision documents make it quite clear that diversity and inclusion are essential parts of the university's culture and its success.
- The vice chancellor demonstrates his commitment regularly. Actively participates in events and welcomes conversations.
- Reaction to events is considered and balanced. Emphasis is placed on the organisation's neutrality. There is a clear concern for the welfare of employees and students.

- Regular conversations with my manager about development and needs (56%)
- The University Executive Team makes the effort to listen to staff (45%)
- The University Executive Team leads the University well (38%)
- A belief that action will be taken as a result of this survey (36%)
- The reasons for change are well communicated to me (31%)
- No announcements relating to the welfare of Jewish students.

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**Conversations that matter; Staff survey leaders 2025; Framework for leading in higher education Inclusive framework info; SEP 2025; Executive sponsors; Supreme court ruling; Response to riots; Specific response to the Muslim and BAME community; M2025 activity**

# Population

- A good use of indicators: there is not undue emphasis on the distribution of different groups in the organisation.
- The need for transparency is shared with everyone. There is a willingness to ensure that the procedure is being used to bring about the change are fair.
- Diversification of students is increasing YoY with detailed plans to continue improving

Top 200 remains almost completely white with heterosexual majority male.

| Group | Headcount | % (200) | % (Grade 9 ) |
|---|---|---|---|
| **White** | 196 | 91.6% | 81.9% |
| **BAME** | 10 | 4.7% | 13.4% |
| **Not known** | <5 | - | 1.7% |
| **Information refused** | <5 | - | 3.1% |

General employee data:

- Only 9.8% share a disability
- Promotions Black, Asian or Minoritised Ethnic employees in Core academic positions are less then other employees. (37.5%) Similar trends in PS
- There has been an increase in women leavers

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**APR 2024, Equality information report, Top 200; detailed Student pack; international student diversification; Access & student success 2024; APP 25-28**

# Policy

- Easy to read and understand
- A responsible person generally allocated
- The majority of new projects and policies will have an EIA to ensure impact on all groups are considered, before significant changes are progressed.

- Accessibility to be reviewed (Neurodiversity needs)
- Awareness of each of the policies is unmeasured.
- Awareness being a challenge due to the intranet
- Creation: Written collaboratively with key Constituents
- DaW: Have a clear result for the perpetrator (first, second, third offense)

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**EDI Policy; Dignity at Work and Study Policy; Recruitment and selection policy; Promotions policies; Promotion of Academics policy; Principles and criteria; Rewarding Exceptional Performance policy and procedures; Governance structures (see organogram info above); Access and Participation; Access and Success Impact report 2023/24;Travel Policy/Strategy and subsequent EIA of changes to car parking charges**

# Process

- All easy to read, follow & understand
- Inclusive recruitment process document is excellent
- Recruitment training is good
- It is appropriately tailored to roles
- Uses positive action
- Suggests a selection of assessment methods

- Training on inclusive promotional processes is missing
- There are many examples of overdependence on manager.
- Better EDI integration within processes is needed. For ex: Missing inclusion in REACH, VALUE IMPACT criteria as well as the 1-7.
- Timebank: do people realistically have the time to integrate this into their roles. (Junior lecturers with caring responsibilities can be too time poor to complete extra actions needed).
- New role announcements at senior levels need to be monitored
- Potential overstretching EDI team on recruitment/panel needs

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Recruitment step-by-step guides ; Recruitment and selection training recently refreshed with EDI; Inclusive Recruitment guide; Inclusive Recruitment report; Disability Confident 'Offer an Interview Scheme' Guidance (The University of Manchester); Grievance and disciplinary data/PK ; Promotional Guidance pages ; draft criteria shared for feedback with different channels for consultation, Non Clinical Professorial Pay Policy March 2021.docx; Rewarding Exceptional Performance policy and procedures; additional guidance for panels and managers Regrade for PS staff 'promotion' policy and procedure; Info on current approach, including preparation and support for managers and staff; REC survey; EIA Process; Info on approach to contextual admissions, Academic malpractice and fitness to practice

# Practice

- APP 25-29: work is being done to address student demographics, university entrants, completion gaps, awarding gaps.
- Focus on ethnicity, neurodiversity, socio economic.
- Access and student success report shows interventions and activity at every stage
- 11 mil per year in investment

- Staff survey shows a decrease in opportunities for advancement, development & progression. Career aspirations are an issue.
- Worrying numbers on harassment and bullying being dealt with fairly
- Pay gap continues to be an issue
- Wellbeing issues: 27% & 30% feel work affects their mental and physical heath.  20% working under extreme pressure
- Not feeling their well-being was addressed (with manager)
- (Leaver's survey) Main reasons for leaving was not having a clear career path for them.  Additionally, over half (56%) had bad relationships with managers/colleagues
- Few Black, Asian or Minoritised Ethnic employee's & Disabled were recommended for rewards when compared to other employees.

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APP 25-29; Access and student success; staff survey 2025; Paygap report; Wellbeing survey; Leavers data; Reward & recognition; Research funding awards; APR 2024; Top 200

# Prejudice

- Belonging has increased from the staff survey
- Free speech response
- Response to protests

- Many minority groups feel more discrimination, have less voice and lack promotional opportunities
- Over representation of issues for Chinese and Asian students and staff
- There are problems for international students when writing English essays
- Report & support worrying stats on Bullying, harassment, religious hate & Racism. 83% were not satisfied with the outcome
- Interview panels are largely homogenous: white, male, non-disabled
- Feel there is an absence of a Formal Progression Pathway (for PS)
- Fewer opportunities for female staff (with diverse racial/ethnic backgrounds)
- Lack of diversity in senior positions: race/ethnicity, sex/gender, and disability
- Power dynamics in senior positions

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EDI questions from Staff Survey 2025; Responses from Staff Survey ; Wellbeing Survey 2024; Student sentiment through consultation (SU docs); Disparities in REP (ethnicity)/regrade data (schemes mostly for PS staff)2024 APR data pack Report on research grant funding analysis by demographic; Grievance and disciplinary data/PK review; Report and support data Q2, Q3, Q4; (Access and Participation Plan) Access and Participation Plan and Access and Success Impact report 2024; Differential awarding research report

# Perception

- Strong data collection to understand culture.
- The 2025 Staff Survey goes into great detail across demographics, giving insight into employee perceptions of EDI and inviting comments.

- The Staff Survey finds that disabled and female members of staff rank ‘Everyone here is given an equal opportunity to develop and progress’ as the weakest area. This compared to male staff, who ranked it as the greatest comparative strength.
- Black Asian and Minority Ethnic staff rank ‘Individual differences (e.g. cultures, backgrounds, ideas) are respected at the University’ as their second weakest area. BAME staff were found to have their weakest area as, “The University is committed to equality, diversity and inclusion for all staff”. Whereas, White staff considered these strengths, being in their top two.
- Comments in the feedback suggest that there is currently an underrepresentation of Black Asian and Minority Ethnic employees which may lead to lack of collaboration or groupthink.
- Voice is a concern amongst Black Asian and Minority Ethnic staff based on the 2025 Employee Survey, “I am safe to speak up and challenge the way things are done” is one of the weakest comparative areas for BAME staff.

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Based on The 2025 Staff Survey, Student Sentiment SU Documents and Feedback on from 2025 Consultation

# Permanence

- The current EDI strategy is comprehensive.
- The launch of M2035 strategy is inspiring.
- EDI is embedded across the organisation is well planned, and activity around this intention is impressive.

- UofM have measured progress in numerous areas including access and participation, experiences of discrimination, employee voice and progression. However, this has not been done in policies or processes. Additionally, measurements are not enough for permanence, action must be taken for change to happen.
- EDI plans are regularly updated through staff survey, IdeaLabs and the People Committee's Remit. Though there are some clear policies & processes that need updating.
- There is work to be done on creating a culture of continuous improvement. Whilst feedback is being received, it is unclear whether this feedback is being regularly reviewed and implemented.

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The EDI Strategy and Launch Video, Perceptions of current EDI strategy from Padlets, The Access and Participation Plan and the Explicit Commitment in M2035 of EDI.

# **Thank you,** Pearn Kandola

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