



Race Equality Policy

Context

The report of the Lawrence Inquiry highlighted the issue of institutional racism, and resulted in the creation of The Race Relations (Amendment) Act 2000. This legislation requires further and higher education institutions to meet a number of general duties:

- o Eliminate unlawful racial discrimination
- o Promote racial equality
- o Promote good race relations

In order to meet the general duties, a number of specific duties have been placed on public authorities (including Higher Education Institutions (HEIs)). Specifically, the School has to (i) develop a detailed Race Equality Policy and Implementation Plan; (ii) put in place arrangements for carrying out impact assessments of all policies on ethnic minority staff and students; (iii) monitor the recruitment and progress of ethnic minority staff and students, and publish its findings under (i) to (iii) above.

London Business School has taken this opportunity to build on its commitment to equal opportunities, and the internationalism of the School to set out clearly and unambiguously the steps to be taken to build and maintain an environment of equal opportunities for all those in and of the School community.

The Policy Framework

1. The Diversity Action Group

- 1.1 A Diversity Action Group (DAG) will be established to have overall responsibility for all equality issues within the School. This Group will have responsibility, in the first instance, for the development of the Race Equality Policy, and implementation plan.
- 1.2 Initially the membership of the Group will comprise representatives of the faculty and staff and will eventually include representatives of the faculty, staff, and students. The members of the Group will be nominated by the Dean and serve for a fixed term of three years. The composition of the Group will aim to reflect the composition of the School community. Ex Officio members will be: Director, Research and Faculty Office; Director of Human Resources; a Student Programme Director (TBA); a representative of Executive Education; a Staff representative; and a student representative from the London Business School Students Association (LBSSA) (TBA).
- 1.3 The Group will oversee the annual publication of the results of monitoring within the School, and will be responsible for making all members of the School aware of the Race Equality Policy. The Group will ensure that regular

briefings are provided to the Governing Body and others with specific responsibilities in relation to the policy.

- 1.4 The Group will carry out an annual review of the Policy in light of the results of the monitoring.
- 1.5 The Group will determine and oversee the timetable for the review of relevant School policies.

2. Nature and Functions of London Business School

- 2.1 The London Business School community comprises three main groups: Faculty (academic staff), Staff (non-academic staff) and Students.
- 2.2 London Business School believes that diversity enhances the learning experience of students. LBS is made up of constituents drawn from the international community and its marketing is geared towards attracting students predominantly from overseas as well as from the UK. With respect to teaching, the School offers both post-graduate degrees and executive education courses. In 2001, over 5000 students attended courses at the School. London Business School is a top-ranking business school with respect to teaching, as rated by a number of surveys.

Research at London Business School was recently awarded the highest ranking of 5*A by the Higher Education Funding Council for England's 2001 Research Assessment Exercise (RAE) in recognition of its international excellence. It has been ranked by Business Week as the top Business School (overall) in Europe, as well as the top Research Business School in Europe.

- 2.3 The international focus of the School is evident in the make-up of both Faculty and Students, with 60% of executive education students and over 70% of degree programme students coming from outside the UK. More than 60 nationalities are represented on the degree programmes. The School currently has nearly 100 members of Faculty, of whom more than 50% are from outside the UK, comprising 23 different nationalities. The School employs about 400 staff on six different career levels, of whom at least 10% are known to be from ethnic minorities. Some groups of staff may be drawn predominately from the local area of the School, in particular those working shifts and in manual posts. Where ethnic minorities are underrepresented at certain personnel levels, steps will be taken to address this [see *Implementation Plan, point 8*].
- 2.4 The main functions of the School from a race equality perspective are: student admissions and assessment; teaching; recruitment and employment of staff and faculty; and purchasing goods and services.
- 2.5 History and Procedures for dealing with racist incidents
Behaviour which is unacceptable will be subject to the School's disciplinary procedure as set out in the School's Disciplinary Policy. No complaints have been brought to date.

3. Consultation Framework

- 3.1 *How consultation will be used:*
The policy will be drawn up in consultation with representatives of faculty (through Faculty Board), staff (through the Staff Sub-committee) and students of the School (through the LBSSA), by the Diversity Action Group. Following publication of the policy, all stakeholders will be invited to give feedback on the policy [see *Implementation Plan, point 3*].
- 3.2 *Review of the policy:*
The policy will be reviewed annually by the Diversity Action Group. The Group will report annually to the Governing Body and Management Board.
- 3.3 *Use of results and feedback:*
It will fall within the remit of the Diversity Action Group to act in response to the suggestions and feedback received in respect of the Race Equality Policy.

4. Implementation of the Policy

- 4.1 `All persons of the requisite academic standard, whether resident in our United Kingdom or elsewhere, shall be eligible for admission to the School, and no religious test should be imposed on any member of the School, nor shall any disability be imposed on the grounds of political belief, sex or race.'
(*Royal Charter of the London Business School, Article 6*)

The School confirms its commitment to equal opportunities for both employees and students irrespective of race, religion, political belief, sex, sexual orientation, marital status or physical disability. No job applicant or member of staff, prospective student or student, will receive less favourable treatment on any grounds which are not relevant to good employment practice or to academic ability and attainment. Individuals will be selected and treated only on the basis of their relevant merits and abilities [see 2.3].

- 4.2 *The Specific Duties and implementation plans:*
- 4.2.1 *Prepare a written statement of policy*
The race equality policy will form part of the School's overall equality policy, and will set out the aims of the School with respect to racial equality. The policy will cover those functions of the School which are of relevance to the policy as set out in Section 2. It will describe the monitoring and assessment procedures to be used in the School, and set out the timetable for review and development of the policy. The statement will specify the publishing arrangements for the policy.
- 4.2.2 *Assess the impact of all institutional policies*
The School will assess the impact of those policies which affect the relevant functions of the School (as set out in Paragraph 2.4) in respect of race equality. A timetable will be determined by the DAG in consultation with the appropriate department [see *Implementation Plan, point 4*]
- o Student Admissions and assessments, disciplinary and grievance policies – Programme offices, including Executive Education
 - o Staff and Faculty Recruitment and employment, disciplinary and grievance policies – Human Resources, Research and Faculty Office
 - o Purchasing Goods and services - Facilities
- 4.2.3 *Monitor admission, recruitment and progress*

The School monitors the admission and progress of students through the relevant programme offices. The recruitment and progress of faculty is monitored by the Research and Faculty Office, and the recruitment and progress of staff by Human Resources.

Monitoring

The School will monitor the ethnic diversity of faculty, staff and students. The School will collect data at departmental and School level, and then analyse and assess it to measure the School's performance and effectiveness in meeting the general and specific duties of the Race Relations Amendment Act.

A. Faculty/staff

1. The School will seek to monitor all activities that relate to faculty/staff recruitment and selection, as appropriate, including:
 - a) selection and training of interview panel members
 - b) applications and appointments
 - c) success rates for the different selection methods used (eg psychometric testing)
 - d) use of permanent and fixed term contracts
 - e) home or international status
2. Monitoring will be carried out for all areas that could affect career development and promotion for faculty and staff, including:
 - a) grade and type of post
 - b) length of service
 - c) training and development
 - d) results of training and career-development programmes or strategies that target faculty/staff from particular racial groups
 - e) annual review
 - f) promotions,
3. The School will also monitor faculty and staff who:
 - a) raise grievances
 - b) are the subject of disciplinary procedures
 - c) cease employment with the School and their reasons for doing so
4. Data will continue to be collected on faculty/staff by gender and disability and this compared to data on ethnicity

B. Students

1. The School will seek to monitor activities that relate to students, as appropriate, including:
 - a) Admissions (applications and admissions)
 - b) academic progress
 - c) student numbers, transfers and drop outs for each programme
 - d) work placements, including success rates, satisfaction levels and job offers connected to placements

2. The School will also monitor students who:
 - a) raise grievances
 - b) are the subject of disciplinary procedures

C. Application of monitoring data

The School will regularly assess its monitoring information to evaluate the progress we are making towards meeting our race equality targets and aims as set out in the School's Human Resources strategy[see Action Plan point 5].

D. Methodology

For faculty/staff, information about ethnicity is captured using the current equal opportunities monitoring form which uses the same ethnic classification system as in the 2001 census. This information will continue to be input onto the School's human resources database and used as the source for producing the monitoring information.

For students, information about ethnicity can be captured by using a section to be added to the application forms completed by prospective students. The School is considering how best to capture this information given: the high number of applications received from students from overseas; the need for the ethnic classifications decided upon to be understandable to such potential students and the need to maintain the international profile of the School as a key attraction to prospective students opting to study here (rather than presenting itself as a UK-centric one). This information will be input onto the appropriate programme offices' databases which will become the source for producing the monitoring information

4.2.4 *Publishing arrangements:*

4.2.4.1 The Race Equality policy will be publicised to all members of the School Community [see Action Plan, point 1].

4.2.4.2 The policy statement will be published in full and as an executive summary [see Action Plan, point 2]. The statement will be updated on an annual basis following revisions and development by the Diversity Action Group, as a result of monitoring, assessment and consultation.

4.2.5 *The act of publishing:*

4.2.5.1 The results of the monitoring and assessment will be made available on an annual basis to the Diversity Action Group, who will oversee the publication of the data.

5. Integration of the Policy with London Business School Vision and Strategy

5.1 We want London Business School to be the most important and most respected international business school, a learning community of celebrated scholars, teachers, colleagues and alumni whose creative work has a

powerful, lasting and world-wide impact on the learning and practice of management by important business leaders.

Our Mission

- o To generate important new ideas, knowledge and skills that will transform management practice
- o To create and execute learning opportunities for current and future leaders and managers that will transform their futures
- o To communicate our intellectual capital worldwide

Our Objectives

- o To build deep and long lasting relationships with our students, alumni and corporate customers, and with each other
- o To differentiate London Business School from its competition clearly and persuasively
- o To build best practice and cost efficiency into the School's management and operations

6. Leadership, management and governance

6.1 *Commitments*

London Business School is committed to equal opportunities for all members of the School community, and will encourage all members of the School community to take on this commitment.

The Governing Body and all those in management and leadership roles, of whatever level of seniority, must be proactive in promoting racial equality and good race relations and in tackling unlawful racial discrimination through their defined responsibilities.

The Governing Body and those having management responsibility will encourage, support and enable all staff, faculty and all students to reach their full potential.

6.2 *Roles and responsibilities:*

6.2.2 The Governing Body is responsible for ensuring that:

- i. London Business School complies with all the Race Relations legislation requirements, including the General and Specific duties arising from the Race Relations Amendment Act 2000.
- ii. the policy is established and implemented and all staff and faculty are provided with and attend appropriate training, including those with specific responsibilities as set out in the policy
- iii. the Diversity Action Group fulfils its responsibilities (as set out in Section 1)

6.2.3 The Dean is responsible for ensuring:

- i. that equal opportunities, and the School's commitment to them, are given a high profile both internally and externally

- ii. that all staff and faculty are aware of their responsibilities and accountabilities under the policy and that appropriate training is available in order for them to appropriately fulfil these responsibilities
- iii. that appropriate action, as defined by the School's disciplinary policy, is taken against staff, faculty or students who are found to have acted in any way in a racially discriminatory manner, wittingly or unwittingly.

6.2.3 *Named Persons' Responsibilities:*

Director, Human Resources

- o Ensure monitoring arrangements are in place for staff recruitment and employment and comply with the requirements of the RRAA. Ensure that monitoring of all stages of employment is carried out as laid out in the Race Equality Policy.
- o Provide appropriate training to all staff members in cultural awareness and the requirements of the policy
- o Ensure that there is a designated person whom staff can approach to discuss issues arising related to race and ethnic minorities
- o Provide specific training to those staff members with specific duties under the policy, where a need is demonstrated.
- o Identify training gaps
- o Report regularly to the DAG on the results of the monitoring, and outcomes of any special initiatives that are in place

Director, Research and Faculty Office

- o Ensure monitoring arrangements are in place for faculty recruitment and employment and comply with the requirements of the RRAA. Ensure that monitoring of all stages of employment is carried out as laid out in the Race Equality Policy (see Paragraph 4.2.3A).
- o Report regularly to the DAG on the results of the monitoring, and outcomes of any special initiatives that are in place

Directors, Programme Offices

- o Ensure monitoring arrangements are in place for student applications, admissions and assessments (see Paragraph 4.2.3B)
- o Report regularly to the DAG on the results of the monitoring, and outcomes of any special initiatives that are in place

Director of Facilities

To ensure that new contracts, or those developed through contract review reflect the requirement of the RRAA to meet the general and specific duties.

6.2.4 All staff are encouraged to:

- i. attend training in how to deal with racist incidents, and how to identify and challenge racial bias and stereotyping
- ii. promote race equality and good race relations so they do not discriminate on racial grounds
- iii. keep themselves up to date with the Race Relations Act legislation, and attend appropriate training and information events organised by the School to explain the Race Equality Policy

7. Community Partnership

The School will encourage the promotion of positive attitudes to diversity amongst those in and of the school community.

8. Maintenance of the Race Equality Policy

8.1 The maintenance and development of the School's Race Equality Policy will be the responsibility of the Diversity Action Group as set out in Section 1.

9. Signatures and dates

_____ *Chair of the Governing Body*

_____ *Date*

Implementation Plan

1.Publicise the new policy to school community:

The publication of the policy is to be announced in Parklife and on the Forum.

Action by: 31.05.02

2.1 Publish the draft policy:

An executive summary will be available to all members of the School community via the Forum document store and appropriate handbook. The full text will be made available to all managers for reference and distribution to staff, to all Programme Directors for reference and distribution to students and will be displayed on the School's public website.

Action by: 31.05.02

2.2 Publish the results of monitoring

The results of monitoring and assessment will be published annually, according to the timetable determined by the DAG.

Action by: determined by the DAG

3.Consultation:

Following publication all members of the school community are invited to comment on the policy, and suggest changes.

Action by: 30.09.02

4.Review of relevant School policies:

A timetable for review will be set out by the DAG in consultation with the Programme Directors, the Directors of Human Resources and the Research and Faculty Office, to cover all relevant school policies, as set out in the policy statement. This timetable will run on a 3 year review basis.

Action by: 31.12.02

5.Staff training:

The School currently holds an Intercultural Awareness workshop, which has been attended by many staff. All staff will be encouraged to attend an intercultural awareness session. For new recruits this will form part of the required induction process.

Action by: ongoing

Training gaps for staff with specific responsibilities will be identified, and appropriate training arranged

Action by: ongoing

6.Monitoring:

The School will explore opportunities to capture ethnicity at the application and shortlisting stage for faculty and staff.

Action by: 31.05.03

All degree programme applicants will be asked to complete an ethnic monitoring form at the application stage. For students attending degree programmes, data from this monitoring will be available for September 2003.

Action by: 30.09.02

Current staff and faculty will be invited to complete this ethnic monitoring form, where there is no record available.

Action by: ongoing

7. Advertising:

All recruitment advertisements will carry the wording 'London Business School is an equal opportunities employer'.

Action by: 31.05.02

8. Under-representation:

The School is keen to increase the representation of ethnic minority staff at all levels. Current efforts are focused on posts at middle management levels. Advertisements for these posts will carry the wording 'Staff from ethnic minorities are currently underrepresented in this area – applications from ethnic minority applicants will be particularly welcome'. In addition, advertisements will also be placed in publications targeted at an ethnic minority audience.

Action by: ongoing

9. Promoting good race relations:

London Business School is an international institution, whose students and faculty represent many different nationalities and cultures. The School believes that such diversity enhances both the learning experience of students and the internationally recognised research done by faculty members. The School hopes to hold a Tattoo celebrating its diversity and internationalism. A previous event in 2001 was very successful.