

EDI Strategy and Implementation Plan

2024 - 2028

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1. Purpose

The London School of Economics and Political Science (LSE)'s mission is understanding the causes of things for the betterment of society, a mission that is deeply intertwined with our Equality, Diversity, and Inclusion (EDI) strategy. Located in the heart of London, one of the most diverse and dynamic cities in the world, LSE benefits from a highly globalized staff and student population, bringing together individuals from over 150 countries. This rich diversity enhances our world-leading research in the social sciences, enabling us to better understand and address complex global challenges from multiple perspectives.

2. Context

As a social science university, LSE brings a unique outlook on a global political landscape, which is growing increasingly divided. With LSE's student population consisting of 64% international students and 66% postgraduate students, our community challenges us to ensure this diversity is united in inclusivity and equity, and that we foster positive relations and connections between different groups on campus and beyond.

3. Mission

To this end, there are distinctive opportunities that the School is embracing to ensure that our research, education and work environment allows our students and staff to fulfil their greatest potential by feeling valued, included and supported. This includes viewing our community's impact in a local, national and global context and addressing the relevant challenges that come with the various environments the School operates in.

We are therefore committed to, in alignment with the LSE 2030 strategy, address wider issues such as attainment of talent from underrepresented groups, creating an inclusive environment where everyone can flourish through maintaining strong developmental and support structures, as well as ensuring our research and education is maximising its impact through inclusion of marginalised voices and topics.

4. Governance and Organisational Context

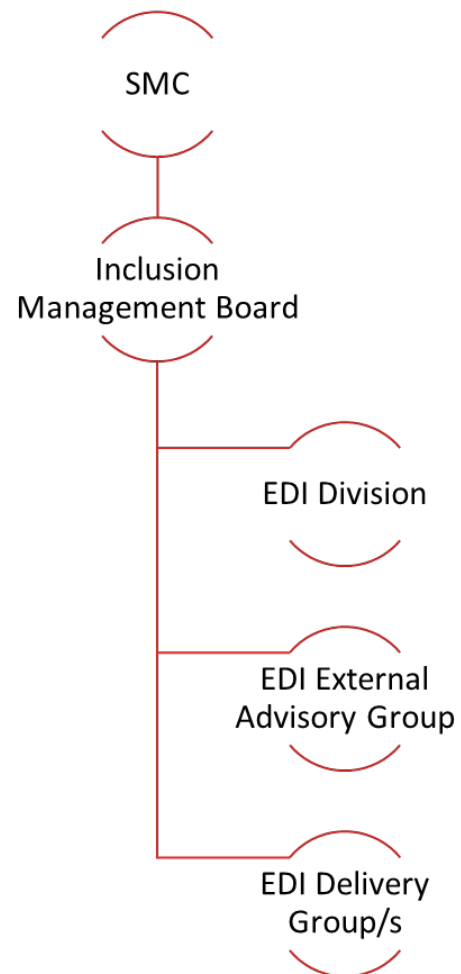
The work of the EDI Division and EDI strategy is supported by and guided by EDI delivery groups and EDI action plans:

- Race Equity Steering Group
- [Race Equity Action Plan](#)

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- LGBTQ+ Steering Group
- Disability @LSE Working Group
- LGBTQ+ Action Plan
- [Athena Swan Action Plan](#)

The delivery groups bring together stakeholders across the School to discuss developments and bring forward actions in their respective areas. Additionally, the action plans are fed into the EDI strategy to streamline activity.



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5. Publication and Transparency

The EDI Strategy and related updates can be found on our EDI website. This website will be under continuous review and progress will be amended twice in the academic year.

Some updates and progress may not be immediately available publicly and will have to go through our governance structure first. This means that feedback and approval is firstly required by the Inclusion Management Board, to which any progress and changes will be reported to and signed off by. Secondly EDI delivery groups such as the Race Equity Steering Group or LGBTQ+ Steering Group will, on matters affecting the community, provide input and receive updates.

A previous version of the EDI strategy (2022) can be found [here](#).

6. Internal and external partnerships and strategic collaboration

6.1 Internal Partnerships

As demonstrated in our governance structure, our EDI strategy is embedded in and subject to collaboration with a diverse range of stakeholders including internal and external partnerships.

EDI Representatives Network

The central EDI division is supported by a group of EDI representatives, who are located in academic departments and professional service divisions. EDI reps not only serve as an important connection between the EDI strategy and LSE's operational and academic work, but also ensures a consistent feedback and communication mechanism between EDI initiatives and the School's academic and professional services.

6.2 External Partnerships

Advance HE

LSE is a member of Advance HE, a member-led charity of and for the sector that works with partners across the globe to improve higher education for staff, students and society. Advance HE runs the Athena Swan Charter, a framework which is used across the

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globe to support and transform gender equality within higher education and research. LSE holds a Bronze Award since 2019 and has established a related action plan, which is integrated in our EDI strategy. Beyond this, LSE is supporting the development of Advance HE's new Integrated EDI Framework, providing a strategic approach for all protected characteristics, for which this EDI strategy is the first step.

Business Disability Forum

LSE is a member of the Business Disability Forum. BDF is a not-for-profit organisation that works with businesses to support employees with disabilities. They provide training, expertise and resources for managers and staff about disability. This not only provides a benchmarking mechanism to ensure our EDI strategy is in line with best practice but also provides a resource bank for all LSE staff members.

Disability Confident

LSE is part of the Disability Confident scheme, which is designed to support employers to recruit, recognise and retain the skills and talents of disabled people and people with health conditions. LSE is a Disability Confident Employer (Level 2) and is committed to interview any applicant with a disability who meets the essential criteria for a job vacancy. Being a Disability Confident employer ensures further accountability and transparency on our commitments towards disability inclusion as outlined in our strategy.

Rape Crisis South London and Survivors UK

LSE has partnered with external services Rape Crisis South London and Survivors UK to provide an Independent Sexual Violence Advocacy (ISVA) Service. As part of our strategic commitment to safeguarding the LSE community, students and staff, who have been impacted by sexual violence at any time, can access short-term emotional support (up to 4 sessions) as well as longer-term practical support for students or staff who intend to or are going through the process of reporting an incident.

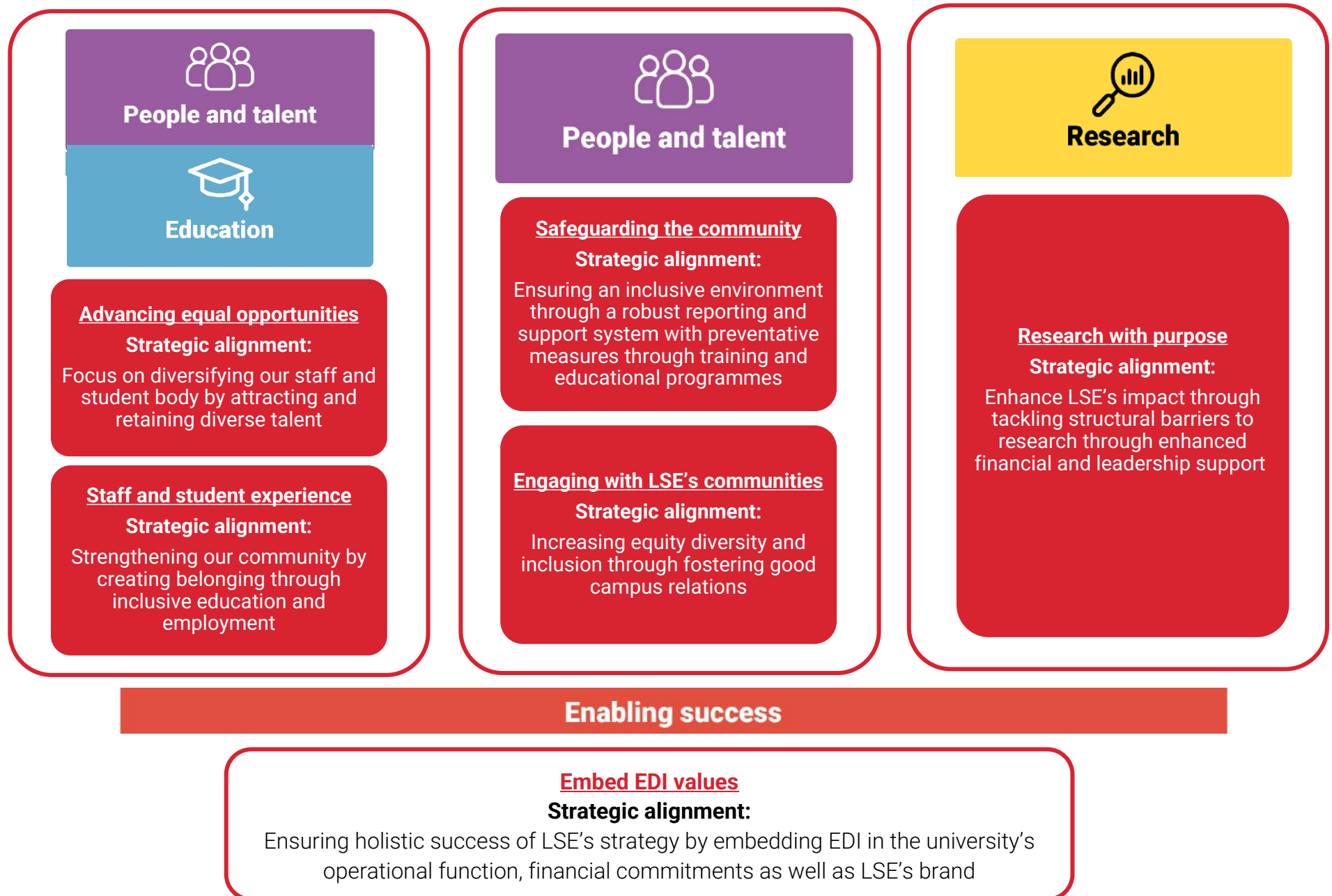
7. Alignment with LSE's Shaping the World Strategy

The EDI Strategy was created in alignment with LSE's strategy. This is showcased not only in the overarching objectives of both strategies but also across all objectives, equity diversity and inclusion and a strong holistic strategic approach is intertwined across all actions.

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EDI Strategic Objectives	LSE Strategy	Strategic alignment
Advancing equal opportunities	People and talent & Education	Focus on diversifying our staff and student body by attracting and retaining diverse talent
Engaging with LSE's communities	People and talent	Increasing equity diversity and inclusion through fostering good campus relations
Staff and student experience	People and talent & Education	Strengthening our community by creating belonging through inclusive education and employment
Safeguarding the community	People and talent	Ensuring an inclusive environment through a robust reporting and support system with preventative measures through training and educational programmes
Research with purpose	Research	Enhance LSE's impact through tackling structural barriers to research through enhanced financial and leadership support
Embed EDI values	Enabling Success	Ensuring holistic success of LSE's strategy by embedding EDI in the university's operational function, financial commitments as well as LSE's brand

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8. EDI Objectives and Key Activities and Initiatives

8.1 EDI OBJECTIVE 1 | Advancing equal opportunities

This objective focuses on enhancing representation, participation and success in our staff and student communities. The key priorities are proactive outreach, targeted recruitment for underrepresented student groups, and inclusive hiring and progression practices for professional service and academic staff.

Actions & initiatives	Timeline	Action owners
1.1 Undertake actions to diversify the academic and PSS workforce applicant pipeline through communications, job description and training for recruiting managers.	For 2024/25 academic session and ongoing	HR
1.2 Deliver, expand and regularly evaluate formal and informal initiatives that build the capability of underrepresented staff groups e.g. mentoring (including reverse mentoring), secondment.	For 2024/25 academic session and ongoing	HR
1.3 Deliver other priority initiatives as set out in Athena Swan Action Plan and set quantitative targets to monitor progress.	Timeline for individual initiatives set out in Athena Swan Action Plan	EDI Team
1.4 Deliver other priority initiatives as set out in the Race Equity Action Plan and set quantitative targets to monitor progress.	Timeline for individual initiatives set out in Race Equity Action Plan	EDI Team
1.5 Deliver other priority initiatives as set out in the LGBTQ+ Action plan and set quantitative targets to monitor progress.	Timeline for individual initiatives set out in LGBTQ+ Action Plan	EDI Team
1.6 Support the Disability Working Group to design and deliver interventions to improve the disabled staff and student experience at LSE.	Plan developed and in train during AY 2024-25	EDI Team
1.7 Enact outreach and targeted recruitment initiatives as set out in the APP Plan for UK UG cohorts.	APP Plan runs until 2028/29	Recruitment and Admissions Team

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Metrics and targets

Proposed metrics	Baseline		Targets			
			2024/25	2025/26	2026/27	2027/28
Narrow gender pay gap	Mean	23.99%	23.6%	23.4%	23.2%	23.0%
Representation of women across SBA2-3 (academic pay bands)	SBA2	43%	43%	44%	45%	46%
	SBA3	28%	30%	30%	30%	30%
Representation of Black staff across SBA1-3 (academic pay bands)	SBA1	4%	5%	6%	6%	6%
	SBA2	1%	1%	1%	2%	2%
	SBA3	0%	No targets will be set currently – to monitor figures			
Representation of Black LSE Fellows		3%	No targets will be set currently – to monitor figures			
Representation of Black staff across SB09-10 (PSS pay bands)	SB09	2%	3%	4%	4%	4%
	SB10	0%	No targets will be set currently – to monitor figures			

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8.2 EDI OBJECTIVE 2 | Engaging with LSE's communities

This objective focuses on engaging with communities, including students, staff, and external groups, to foster good relations and create open and inclusive cultures. Key priorities include delivering clear communication and increasing engagement both within LSE communities and externally.

Actions & initiatives	Timeline	Action owners
2.1 Regular internal communications to the LSE community about EDI matters, initiatives and ambitions.	Ongoing, part of BAU	EDI team, Comms
2.2 Appropriate external messaging on events and LSE's EDI ambitions, including with HE and third sector partners, international partners and the wider community.	Ongoing, part of BAU	EDI team, Comms
2.3 Provide opportunities for staff with protected characteristics to participate in the School's governance structure including key committee meetings, leadership forums, and have a voice in decision making.	Ongoing	HR
2.4 Continue to support LSE wide and local staff networks (including SPECTRUM, POWER, EmBRACE, DAWN, Parents and Carers Network, faith groups) to progress priority actions/ joint ventures and contribute towards LSE's EDI efforts.	Ongoing	EDI Team

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Metrics and targets

Proposed metrics	Baseline		Targets			
			2024/25	2025/26	2026/27	2027/28
Diversity of staff sitting on academic governance committees	Declared disability	4%	No targets will be set currently – to monitor figures			
	Ethnic minority	15%	No targets will be set currently – to monitor figures			
	Female	41%	No targets will be set currently – to monitor figures			
Diversity of staff sitting on professional services governance committees	Declared disability	7%	No targets will be set currently – to monitor figures			
	Ethnic minority	14%	No targets will be set currently – to monitor figures			
	Female	50%	No targets will be set currently – to monitor figures			

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8.3 EDI OBJECTIVE 3 | Staff and student experience

This objective focuses on cultivating positive interactions for both staff and students and equip them with the skills to work, study and socialise with respect. This objective is reinforced by LSE's policies to protect individual's rights to freedom of expression within the law and encourage students and staff to challenge and refute ideas lawfully. The key priorities are to develop EDI capability across the school and creating mechanisms for engagement and co-creation.

Actions & initiatives	Timeline	Action owners
3.1 Develop and regularly deliver EDI training for all staff covering topics including (but not limited to) legal responsibilities, discrimination, bullying and harassment and awareness. All training should have clearly articulated goals.	24-25 and ongoing	HR, EDI team
3.2 Develop and regularly deliver EDI learning for students covering topics including (but not limited to) consent, bullying and harassment and awareness. All training should have clearly articulated goals.	25-26 and ongoing	EDI Team
3.3 Nurture connections with events and physical space to bring a diverse range of LSE communities together in new and different ways.	Ongoing	EDI Team
3.4 Advance the pedagogical practices of teaching staff to be more inclusive.	24-25 and ongoing	Vice President and PVC (Education)
3.5 In line with LSE 2030, Educate for Global Impact, investigate ways to integrate diverse global perspectives into the curriculum to enhance cultural competency.	Ongoing	Vice President and PVC (Education)
3.6 Provide thought leadership that supports fostering equitable and inclusive environments, and which encourages students, staff and visitors to engage in free speech, academic freedom and debate within the law.	24-25 and ongoing	EDI Team; President, LSE

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Metrics and targets

Proposed metrics	Baseline		Targets			
			2024/25	2025/26	2026/27	2027/28
Number of staff that has completed EDI training		126 (2% of staff)	No targets will be set currently – to monitor figures			
Measure positivity of 'I feel part of the LSE community' from the Welcome survey by students from underrepresented groups	Declared disability	67% <i>-7pp (gap compared to all students)</i>	-	71%	73%	76%
	Black	55% <i>-19pp (gap compared to all students)</i>	-	61%	66%	70%
Measure positivity of 'I am treated with dignity and respect at LSE' from the staff survey by protected characteristics	Declared disability	76% <i>-5pp (gap compared to all staff)</i>	-	79%	-	82%
	LGBTQ+	75% <i>-6pp (gap compared to all staff)</i>	-	75%	-	76%

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8.4 EDI OBJECTIVE 4 | Safeguarding the community

This objective focuses on eliminating all forms of unlawful harassment and conduct including sexual misconduct. The key priorities are implementing a robust reporting system, further raising awareness and providing specialist support across LSE communities. It supports the comprehensive change programme that is currently in action to address how issues are dealt with at LSE.

Actions & initiatives	Timeline	Action owners
4.1 Drive comprehensive change programme to ensure a consistent and effective approach to tackling harassment at LSE including prevention initiatives and data analytics.	24-25 and ongoing	EDI team
4.2 Deliver mandatory anti-bullying and anti-harassment training for SMC, HoDs, DMs and PS division leaders, including active bystander skills.	24-25 and ongoing	HR
4.3 Implement a robust reporting system for staff and students with clear signposting for all forms of harassment and sexual misconduct.	AT 2024	EDI
4.4 Provide specialist support to all victims within the LSE community through ongoing collaboration with external services and development of university infrastructure including e.g. the Safe Contacts Scheme and the ISVA commissioned service.	AT 2024 and ongoing	EDI

Metrics and targets

Proposed metrics	Baseline	Targets			
		2024/25	2025/26	2026/27	2027/28
Proportion of new entrants that have completed both levels of Consent Ed training (students)	-	(54% actual figure for 24/25)	75%	88%	95%
Proportion of staff that have completed the Harassment and Sexual Misconduct training	-	75%	80%	85%	90%
Number of cases reported by staff and students		No targets will be set – to monitor figures and publish termly			

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8.5 EDI OBJECTIVE 5 | Research with purpose

This objective will focus on attracting, supporting, and developing a diverse community of talented researchers who operate within an inclusive research environment and culture. The key priorities are integrating EDI considerations into the research lifecycle, alongside supporting EDI-focused and interdisciplinary research initiatives.

Actions & initiatives	Timeline	Action owners
5.1 Continue to support research and culture projects which are advancing EDI at the School, including Research for the World, the International Growth Centre and the Global Engagement Programme.	Research for the World delivery plan runs until 2030	Research and Innovation Division
5.2 Create a more inclusive research culture within LSE research teams and facilities and encourage open, collaborative working behaviours.	Ongoing	EDI team Academic Units
5.3 Investigate ways to use new knowledge from LSE research to advance equitable practices internally and provide EDI advice and guidance to researchers.	Ongoing	EDI team, HR and Research and Innovation Division
5.4 Be responsible to EDI sector changes and engage with external stakeholders to remain compliant and responsive when consultation opportunities arise.	Ongoing	Research and Innovation Division

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Proposed metrics and targets

Proposed metrics	Baseline		Targets			
			2024/25	2025/26	2026/27	2027/28
Number of projects supported linked to action 5.1	R&I Research culture projects with EDI/Culture focus	2023/24 9 applications and 8 projects awarded	No targets currently set – to monitor			
	Internal funding scheme projects with EDI/Culture focus	2023/24 No Applications or Awards	No targets currently set – to monitor			
Accessibility and diversity of researchers applying for both internal and external research funding	R&I	Annual report on EDI as part of the MI report to Research Committee	No targets currently set – to monitor			
Percentage of projects meeting specific EDI related conditions set by funders (such as inclusive collaboration policies) (linked to action 5.4)		R&I Annual reports on EDI external advocacy engagements	No targets currently set – to monitor			
Engagement with career enhancement/development activities as measured through LSE training registration and attendance, and regular surveys, event feedback and ad-hoc comments.	RISE sessions targeted at ECR	2023/24 3 sessions with 30 ECR attending	No targets currently set – to monitor			
	ECR Changemakers programme	2023/24 4 projects awarded	No targets currently set – to monitor			
	Mid-Career Coaching	2023/24 28 applications and 21 projects awarded	No targets currently set – to monitor			

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8.6 EDI OBJECTIVE 6 | Embed EDI values

This objective will focus on ensuring EDI values are embedded into institutional policies, infrastructure and operations. The key priority is to proactively integrate EDI duties across the LSE function through revised policies, impact assessments, better and more transparent use of data and fulfil legal compliance.

Actions & initiatives	Timeline	Action owners
6.1 Ensure effective EDI leadership and oversight through existing and new governance structures. This includes establishing an external EDI advisory board with a clear term of reference and a well-functioning IMB.	- External EDI advisory board to be established by end of 2024 - The work of the IMB is ongoing	- Chairs of IMB and external EDI advisory board - EDI team
6.2 Regularly review and refresh and communicate transparently in relation to policies to integrate EDI considerations.	Ongoing, part of BAU	HR
6.3 Improve the use of data across LSE and locally to meet EDI objectives. This includes better data collection, disclosure, establish baseline targets / metrics, and evaluation to create valuable insights.	Ongoing	EDI team
6.4 Fulfil legal compliance through regular reporting on equality objectives and steps taken to meet general EDI duties.	Ongoing, part of BAU	EDI team

Metrics and targets

Proposed metrics	Baseline		Targets			
			2024/25	2025/26	2026/27	2027/28
Improve staff disclosure rates of protected characteristics	Religion disclosure rate	45%	52%	58%	63%	69%
	Sexual orientation disclosure rate	44%	51%	57%	62%	68%