



**Heriot-Watt University
Inclusion for All:
Mainstreaming Equality**

Equality Outcomes 2017-21

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1. Introduction

1.1 The Equality Act 2010 introduced the Public Sector Equality Duty (PSED – also known as the Equality Duty or the Gender Duty) requiring public authorities to give due regard to :

- eliminating unlawful discrimination
- advancing equality of opportunity, and
- fostering good relations on the basis of protected characteristics

1.2 Underpinning the PSED are a range of specific duties requiring public authorities to:

- develop and publish a set of equality outcomes that cover all protected characteristics (or explain why not all protected characteristics are covered)
- assess the impact of policies and practices against the needs of the general duty
- gather and use information on employees
- publish gender pay gap information
- publish statements on equal pay for gender, race and disability
- have due regard to the general duty in specified procurement practices
- publish information in a manner that is accessible

1.3 Heriot-Watt University is fulfilling our legal requirements through the following publications available online at www.hw.ac.uk/equality from the end of April 2017:

- **Inclusion for All: Mainstreaming Equality. Equality Outcomes 2017-21:** updates progress on our 2013-17 Equality Outcomes and outlines our plans covering 2017-21 including Equality Outcomes action plan
- **Heriot-Watt University Equal Pay Statement:** building on the last four years our Equal Pay Statement includes pay gap data by gender, ethnicity and race and includes our Equal Pay action plan covering 2017-21
- **Heriot-Watt University Employee Information:** we publish employee information under separate cover. The data includes:
 - Recruitment
 - Promotion
 - Pay and Remuneration
 - Training and Development
 - Return after maternity leave
 - Return to work of disabled employees following sick leave relating to their disability
 - Appraisal
 - Grievances (including about harassment)
 - Disciplinary action (including for harassment)
 - Dismissals and other reasons for leaving
- **Heriot-Watt University Employee Information:** we annually publish data online to show our student intake by protected characteristic.

- 1.4** The Scottish Funding Council requires the University to publish a Gender Action Plan (GAP) in July 2017. Our GAP will be drawn from our Equality Outcomes and our Athena SWAN action plans. We will, in due course, converge the GAP monitoring and reporting with our equality and diversity processes.

2. A Culture of Inclusion for All: Mainstreaming Equality

- 2.1** Over 2013-17 we have focused on a Culture of Inclusion for All; celebrating diversity and ensuring equality so that our community supports individuals striving to be the best they can be.
- 2.2** Over the next four years, building on our 2013-17 foundations, we continue to take forward activities that help us create sustainable change where all members of our University Community feel part of a Culture of Inclusion for All.
- 2.3** Our Values continue to be a mechanism for embedding and enhancing equality and diversity across Heriot-Watt, these characteristics set us apart and this distinctive 'spirit' is encapsulated in our values:

Figure 1: Our Values



- 2.4** While there are legal drivers for our Equality Outcomes our push toward a Culture of Inclusion for All is about understanding we all have a role to play. Each of us contributes to our equality and diversity goals. Alongside this shared responsibility, some of us have explicit equality and diversity functions within our roles. Table 1: Who is Responsible? is an extract from the Close the Gap publication 'Public sector equality duty: Guidance for reporting on gender and employment, equal pay, and occupational segregation' and shows that for mainstreaming to be taken forward effectively there is a need for individuals across the University to take responsibility for the part they play in making a Culture of Inclusion for All.

Figure 2: Who is responsible?¹

Individual or group	Responsibility
Board members	Strategic direction of equalities work, review performance of equalities functions, mainstream equality into the governance of the organisation, and undertake work to improve and maintain the gender balance of board members.
Senior managers	Oversee design, delivery, quality, and effectiveness of the organisation's equality functions, and the mainstreaming of equality into the delivery of its core business objectives. Lead on the implementation of any equality plan, and the development of, and delivery against, equality outcomes.
Equality and diversity staff	Raise awareness of the general and specific duties, and build capacity of colleagues to deliver on their responsibilities. Co-ordinate equality outcome setting across business functions.
Human resources staff	Consider equalities in employment policies and procedures. Work with analyst and finance colleagues to undertake equal pay reviews, produce equal pay data and occupational segregation data. Co-ordinating and facilitating involvement with internal protected groups.
Communications staff	Ensuring relevant equality information is available and accessible. Co-ordinating and facilitating involvement with protected groups.
Analysts	Supporting others in the organisation, including policy makers, to understand the effects of its policies and practices on people from equality groups. Supporting HR staff to interpret data contained within management information systems.
Procurement and commissioning staff	Build equality considerations into the organisation's relationships with suppliers, including those bodies to whom services are being contacted out, for example, arm's-length external organisations.

¹ p.9, Public sector equality duty: Guidance for reporting on gender and employment, equal pay, and occupational segregation www.closesthegap.org.uk/content/resources/Close-the-Gap-PSED-guidance-on-gender-and-employment-2016.pdf

- 2.5** We have made strong progress over the last year (highlighted at 4. Appendix 1: Heriot-Watt University Equality Outcomes 2013-17 Final Update, p.10) however to be successful there is a need for us to better spread ownership of the individual part we play and the responsibilities we have due to our roles.

3. Equality Outcomes Development

- 3.1** Our Equality Outcomes have been developed through a range of involvement and engagement activities alongside making best use of parallel processes.
- 3.2** Development of the Equality Outcomes has been overseen by the Equality and Diversity Advisory Group (EDAG). Chaired by the University Secretary EDAG has been responsible for shaping and informing the Equality Outcomes and the publication of all our equality and diversity requirements for April 2017.
- 3.3** Our first set of Equality Outcomes focused on systems, procedures and foundation areas; spotting gaps in our existing frameworks and creating new ways of working where necessary. Our new Equality Outcomes are about moving forward from these foundations, responding to need and focusing on tangible outcomes for individuals and groups.
- 3.4** Our Equality Outcomes 2017-21 have been informed by the progress and challenges in implementing the 2013-17 action plan. Where we have not made the progress we were keen to see we have carried forward actions with a greater focus on impactful activities. These areas include:
- Equality and Diversity online training
 - Equality and Privacy Impact Assessment
 - Responding to internationalisation
 - Continuous improvement of data integrity and reporting
- 3.5** In developing our Equality Outcomes student engagement activities were undertaken with Liberation Groups and the Sports Union via a mapping exercise with protected characteristics/target groups and focused discussion sessions took place to shape areas for action.
- 3.6** Colleagues were invited to attend specific workshop sessions, supplemented by correspondence with some staff groups and face-to-face sessions to hone areas for action such as establishing staff networks.
- 3.7** The University's Athena SWAN Bronze Award renewal process also provided information to assist the development of actions that could be transposed across protected characteristic groups.
- 3.8** Work to develop our Equal Pay Statement has also informed the production of our Equality Outcomes. We established an annual equal pay auditing processes in 2014 to ensure that

the University was able to better understand issues arising and creating a yearly focus on equality in pay.

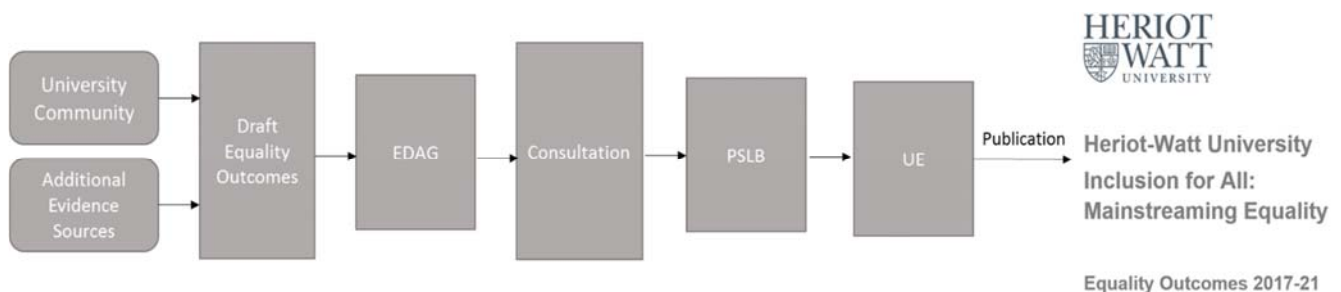
3.9 An Equal Pay Working Group was established in Autumn 2016 remitted to consider:

- the inclusion of senior management team equal pay data in future audits
- the development of a common, agreed goal for the University relating to equal pay
- targeted, measureable and lawful grade interventions
- an examination of reward and benefits and impact on pay, understanding any gendered issues
- appropriate/fit for purpose communication and publishing of equal pay data

3.10 The Working Group is chaired by the Director of Human Resource Development and includes academic and professional services representation along with the Deputy Principal (Staff Development and Engagement) and trade unions. While the findings of the EPWG and the Equal Pay Statement are under separate cover the equal pay actions will form part of our Equality Outcomes from March 2018.

3.11 Our development processes made use of our governance structures seeking advice, input and guidance from membership of the EDAG and Staff Committee as well as the EPWG and our Athena SWAN networks. We also ran a University wide consultation survey on the emerging Equality Outcomes and ratified our Equality Outcomes through our governance processes, as shown below in figure 3.

Figure 3: How our Equality Outcomes have been developed



3.12 We have been keen to build our 2013-17 successes replicating our approach where possible. Such areas of success include:

- **Athena SWAN:** since 2013 we have achieved three School-level Bronze Awards. We have created Self-Assessment Teams (SATs) in all our Schools and are awaiting the outcome of our University-Wide Bronze Award Renewal Submission. Local structures enable communication and involvement across the academic schools and the introduction of a Professional Services SAT has helped us to develop a stronger narrative of the experience of women within non-academic roles.
- **Black Dog Campaign:** since 2014 we have taken a visible and new approach to supporting positive mental health through the SANE Black Dog Campaign and our efforts to bring Watt-Woof, the second Black Dog statue to Scotland. The campaign has been a

strong exercise in community involvement and engagement and has opened the door to taking a more creative approach to awareness raising activities.

- **Equal Pay:** we acknowledge that we have a way to go to address our pay gap issues and as a result we have created annual processes to audit and diagnose issues with trade union and senior managers represented on our Equal Pay Working Group. A dedicated working group is creating a stronger understanding of the issues facing the University and spreading buy-in for meaningful and impactful interventions.
- **Gender Equality Newsletter:** We publish an annual gender equality newsletter, bringing together all the activities we have been taking forward across the University to promote and support gender equality. We have also taken steps to annually celebrate International Women's Day (IWD). We are making IWD an annual focus which provides a template for how we mark other international recognition days.
- **Doing things Differently:** During the development of our Equality Outcomes it became clear that the University had been 'the same' over a long period of time and that for us to be different, we had to do things differently. Our work began to be framed by this concept of *doing things differently* across all of our equality and diversity related activities. The campaign has been in 3 parts; What can you do differently? What are we doing differently? And, what have we done differently? More information can be found on our website at www.hw.ac.uk/services/equality-diversity/doing-things-differently.htm
- **Leadership:** Since 2016 an Equality Champion role has been created from membership of our University Court, as well as achieving 50:50 gender representation on the Group. We have an opportunity to make best use of our influential Court members helping to raise awareness, visibility and create sustainable change.
- **Unconscious Bias Training:** over 2013-14 we engaged Pearn Kandola to deliver Unconscious Bias training to some 130 members of the University Community including members of the University Executive and University Court. . The sessions have been well received with positive feedback that has prompted discussions around 'what next?' and 'we need more training'. We are currently exploring the next steps.

3.13 In the drafting of our Equality Outcomes our areas for action have fallen into two categories and consequently it was agreed by EDAG that our Equality Outcomes be arranged into two overarching areas:

- **Fundamentals for Success:** addressing those activities we will be taking forward over 2017-21 covering underpinning areas such as data collection and reporting
- **Equality and Diversity Interventions:** includes more project related work usually spanning two year timeframes for review and refresh in 2019

3.14 Arranging our Equality Outcomes in this way will help us be responsive to the changing external environment and support our focus on a Culture of Inclusion for All, as presented in figure 4.

Figure 4: Progressing a Culture of Inclusion for all



3.15 Our Equality Outcomes are presented at 5. Appendix 2: Heriot-Watt University Equality Outcomes 2017-21 on page 19. Further information concerning equality and diversity can be found at www.hw.ac.uk/equality.

4. Appendix 1: Heriot-Watt University Equality Outcomes 2013-17 Final Update

4.1 Our Equality Outcomes 2013-21 have all been completed. We have recognised a need to concentrate further on some specific areas which are carried forward and included in our 2017-21 Equality Outcome's. Those areas are:

- Equality and Diversity online training
- Equality and Privacy Impact Assessment
- Responding to internationalisation
- Continuous improvement of data integrity and reporting

4.2 The following table provides a final update on our progress at April 2017.

No.	Area for Action	Action Step	Status	Update
1	Improved Protected Characteristic Disclosure	Student Data collected at Enrolment	Complete	Student Data collected from 2013/14 enrolment. Data routinely extracted in January annually and included in E&D reporting.
2	Improved Protected Characteristic Disclosure	Staff Data Updated	Complete	New iHR system in place from 2014 enabling personal data on employees to be kept up-to-date via self- service. iRec enables improved recruitment data. Employee encouraged to update personal information.
3	Improved Protected Characteristic Disclosure	New HR System	Complete	iHR launched 2014 iRec 2015.
4	Improved Protected Characteristic Disclosure	Undertake HWU Census activity as required	Complete	Census activity complete in 2013 – new HR system.
5	Collect and Report on Application, attrition, and degree classification of students across PCs and Widening participation groups	Linked to enrolment data tracking the student journey at HWU with regular reporting linked to existing and new mechanisms as required	Complete	As no. 1 & Annual Statistics include much of this information - more detailed data linked to retention and SFC outcome agreement activities have been taken forward by Planning. UCAS has begun collecting more profiling questions for the student application process from 2014/15 data should be available from UCAS to enable HEIs to see any change from application to entry in student intake.

No.	Area for Action	Action Step	Status	Update
6	Report on composition of University Community - Mirroring ECU/HESA reporting	Build capacity in-house to run mirroring reports	Complete	Student enrolment data from HWU submitted to HESA for the first time 13/14. Can now run mirroring reports. January date for staff and student reports.
7	Collect and report on recruitment, progression (promotion), and retention of staff by PC	Create processes for reporting on PC for all staff recruitment, progression and leavers for both internal use and external bodies such as Athena SWAN	Complete	Reporting on progression and promotion part of Staff Committee and UE reporting. Prof Services SAT takes forward some specific activities for non-academic staff. Recruitment information also disaggregated and reported annually.
8	Data collection processes at University and School/ Service	School/Services to have in place regular processes for updating local data and submission to central hub – relevant to external requirements and internal needs	Complete	Necessary steps are in place to enable annual collection and reporting of data to meet Athena SWAN needs.
9	Recording uptake of training and development opportunities	Uptake of in-house and external training and development opportunities for staff recorded	Complete	iHR enables training record to be kept for all staff. Work underway to explore single booking point for all training courses.
10	Recording uptake of training and development opportunities	Impact monitoring of E&D focused training and development opportunities	Complete	All training monitored and evaluated. Training developed and available according to need, alongside other resources materials to enable flexible learning.
11	Pay gap and occupational segregation monitoring	Report in April 2013 on gender pay gap, occupational segregation and publish an equal pay statement	Complete	Annual reporting of equal pay across Gender, Disability and Ethnicity in place since 2014.
12	Pay gap and occupational segregation monitoring	Broaden to race and disability from 2015	Complete	Annual reporting of equal pay across Gender, Disability and Ethnicity in place since 2014.
13	Pay gap and occupational segregation monitoring	Broaden to all PC 2017	Carried forward to 2017-21	Organisational goal rather than legal requirement. Further work is required around disclosure to enable broader reporting. Keep in view for 2017-21.
14	Equality analysis via Equality Impact Assessment	Equality impact assessment meets legal requirements	Complete	Equality and Privacy Impact Assessment (EPIA) forms are updated to meet the Equality Act 2010 requirements. Privacy impact is incorporated.

No.	Area for Action	Action Step	Status	Update
15	Equality analysis via Equality Impact Assessment	All relevant policies/processes and procedures are impacted assessed ahead of approval	Carried forward to 2017-21	EPIA has been updated to include Privacy impact and new surgeries are running from 2017 to enable embedding. All governance committees require EPIA where relevant ahead of approval.
16	Staff and student complaint, grievance and disciplinary cases by PC	Monitoring and reporting processes include PC	Complete	Student cases routinely record PC data and report when necessary. Staff cases include record PC data and report when necessary.
17	Monitoring uptake of staff and student support services by PC	All staff and student support services are recorded by PC to establish need and use	Complete	Complete and ongoing. Uptake of staff support services can be tracked by PC due to employee number information. Student support services tracked via matriculation number.
18	Improved accessible communication across all information and data	Determine accessibility needs: Web and print	Carried forward to 2017-21	Inclusive Communications Guide due for agreement 2017.
19	Improved accessible communication across all information and data	Accessible reporting for E&D related materials	Carried forward to 2017-21	New webpages under development launched Feb 2015. New staff intranet pages in place and live. Inclusive Communications Guide due for agreement early 2017.
20	Improved accessible communication across all information and data	Establish guidelines across HWU reporting	Carried forward to 2017-21	Inclusive Communications Guide due for agreement 2017.
21	Reporting every 2 yrs. on the Equality Outcomes	Report on progress every 2 yrs.	Complete	Last report 2015, new Equality Outcomes 2017-21.
22	Reporting every 2 yrs. on the Equality Outcomes	Explore a mainstreaming model of reporting within existing reporting mechanisms	Complete	Agreed to continue dedicated E&D reporting for visibility and incorporate E&D in other reporting as necessary.
23	Guidelines for accessible information sharing across the University	Establish information sharing needs	Complete	New data protection processes and procedures in place along with mandatory online training for all staff.

No.	Area for Action	Action Step	Status	Update
24	Guidelines for accessible information sharing across the University	Create usable guidelines for use across HWU	Complete	New data protection processes and procedures in place along with mandatory online training for all staff.
25	E&D embedded into existing reporting processes	Explore a mainstreaming model of reporting within existing reporting mechanisms	Complete	Agreed to continue dedicated E&D reporting for visibility and incorporate E&D in other reporting as necessary. Mapping of Board and Committee meetings agenda underway.
26	Provide managers with information and support to respond to the needs of all staff	Provide information and guidance to meet the needs of individuals and how to implement relevant staff policies/processes/procedures	Complete	Managers training, development a support continually updated. All training includes dedicated equality and diversity slides and where appropriate unconscious bias. Training for managers includes 100 days tool kit.
27	Provide managers with information and support to respond to the needs of all staff	Gap analysis for managers to develop relevant programme of support	Complete	Manger development and leadership support part of activities taken forward across HRD range of workshops in place covering PDR, Promotions, Leadership Development, and Mental Health Awareness for Managers.
28	Provide up-to-date information via Equality and Diversity Webpages and other means	Ensure information relevant to staff and student groups through review	Complete	New webpages launched Feb 2015. New staff intranet pages in place and live with access to training, support and development information.
29	Provide up-to-date information via Equality and Diversity Webpages and other means	Regular update and use of SharePoint and Intranet	Complete	New webpages launched Feb 2015. New staff intranet pages in place and live with access to training, support and development information.
30	Increase online training across all online Staff	Update training to reflect new E&D environment	Carried forward to 2017-21	Some increase in uptake on online training linked to new Cohesive Communities package. Work has been underway to embed unconscious bias throughout the package and agreed mandatory training will be in next EOs.

No.	Area for Action	Action Step	Status	Update
31	Increase online training across all online Staff	Targeted communications within School/Service to encourage uptake	Carried forward to 2017-21	All staff email sent out in March 2016 but uptake was not in line with expectations. Further work anticipated from 2017.
32	Equality and Diversity embedded across all in-house training opportunities	Analysis of existing training	Complete	E&D in concert with HRD and RES to look at current provision and how it meets E&D requirements and 'spot gaps'. Slides provided to RES, OD and ALD for use across all in-house training.
33	Equality and Diversity embedded across all in-house training opportunities	Embed E&D	Complete	E&D in concert with HRD and RES to look at current provision and how it meets E&D requirements and 'spot gaps'. Slides provided to RES, OD and ALD for use across all in-house training.
34	Fit for purpose training based on equality and diversity need of staff and students	Deliver in-house Equality Essentials Training	Complete	Training modules no longer fit for purpose. New EPIA surgeries and bespoke sessions in place from 2017.
35	Fit for purpose training based on equality and diversity need of staff and students	Programme of bespoke training in place	Complete	New EPIA surgeries and bespoke sessions in place.
36	Build capacity of staff to respond to the international dimension of the University	Gap analysis of current provision	Carried forward to 2017-21	All E&D activities look to incorporate the international dimension recognising the values as a route to embed E&D across all of HWU. Carries forward to 2017-21 Equality Outcomes.
37	Build capacity of staff to respond to the international dimension of the University	Analysis of need across HWU	Carried forward to 2017-21	All E&D activities look to incorporate the international dimension recognising the values as a route to embed E&D across all of HWU. Carries forward to 2017-21 Equality Outcomes.

No.	Area for Action	Action Step	Status	Update
38	Build capacity of staff to respond to the international dimension of the University	Relevant training and support opportunities in place	Carried forward to 2017-21	New webpages launched Feb 2015. New staff intranet pages in place and live with access to training, support and development information.
39	Ensure parity of provision all across all staff and student groups	Ensure that student groups are given the support required to 'self-organise' and trained where necessary	Complete	E&D works closely across the Student Community via the student union and the sports union along with other networks to support liberation groups and campaigns impacting on E&D.
40	Ensure parity of provision all across all staff and student groups	Ensure there are no barriers to access to training and development support	Complete	Access to any training and support is facilitated across the staff and student community.
41	Provide support across the University to undertake equality analysis via Equality Impact Assessment to ensure evidence based actions across the University	Ensure that all areas of HWU understand Equality Analysis	Carried forward to 2017-21	EPIA has been updated to include Privacy impact and new surgeries are running from 2017 to enable embedding. All governance committees require EPIA where relevant ahead of approval.
42	Provide support across the University to undertake equality analysis via Equality Impact Assessment to ensure evidence based actions across the University	Provide training and support	Complete	EPIA has been updated to include Privacy impact and new surgeries are running from 2017 to enable embedding. All governance committees require EPIA where relevant ahead of approval.
43	Provide support across the University to undertake equality analysis via Equality Impact Assessment to ensure	Ensure all committees/boards seek evidence of EPIA	Complete	All committee/board reports requires reference to EPIA as part of coversheet. Further action required to ensure consistency – carry over to 2017-21 Equality Outcomes.

No.	Area for Action	Action Step	Status	Update
	evidence based actions across the University			
44	Provide support across the University to undertake equality analysis via Equality Impact Assessment to ensure evidence based actions across the University	Ensure the policy development function embeds EPIA	Carried forward to 2017-21	EPIA has been updated to include Privacy impact and new surgeries are running from 2017 to enable embedding. All governance committees require EPIA where relevant ahead of approval All committee/board reports requires reference to EPIA as part of coversheet. Further action required to ensure consistency – carry over to 2017-21 Equality Outcomes.
45	Attain and progress Athena SWAN across all STEMM areas and embed SWAN principles across all Schools/Institutes	Submit HWU Bronze application	Complete	University Submission completed November 2016.
46	Attain and progress Athena SWAN across all STEMM areas and embed SWAN principles across all Schools/Institutes	Create roll out for STEMM	Complete	EPS, MACs, EGIS all have awards. Plans in place for TXX and SOSS.
47	Attain and progress Athena SWAN across all STEMM areas and embed SWAN principles across all Schools/Institutes	Embed Athena Principles in all activities	Complete	Last 3 years have embedded Athena SWAN and expectations of the process across the University. This will be a continual action to ensure continued success and progress – will feature in 2017-21 Equality Outcomes.
48	Flexible working and learning reporting	Create a template for Annual reporting of case studies for staff and students	Complete	Overtaken by new 'your workplace supporting your home life' intranet space.

No.	Area for Action	Action Step	Status	Update
49	Flexible working and learning reporting	Report on uptake and experience	Complete	Survey of flexible working arrangements in professional services completed and reported alongside academic uptake reported mainly through Athena SWAN processes.
50	Complete ECU Mainstreaming Project and embed results throughout HWU governance and management structures	Mainstreaming Report April 2013	Complete	Update report completed April 2013.
51	Complete ECU Mainstreaming Project and embed results throughout HWU governance and management structures	Final report due Summer 2013	Complete	Final report published summer 2013.
52	Complete ECU Mainstreaming Project and embed results throughout HWU governance and management structures	Results of project mainstreamed across HWU	Complete	Recommendations from the project incorporated into activities including mapping of E&D within Committees and Boards.
53	Progress European funding bid via G.R.E.A.T.	Submission made Feb 2013	Complete	Submission made Feb 2013.
54	Progress European funding bid via G.R.E.A.T.	Bid information April/May 2013	Complete	Consortium final meeting took place May 2013.
55	Support staff and student capacity via networks and participation activities where appropriate and according to need/evidence	Establish need within staff and student communities	Complete	E&D works closely across the Student Community via the student union and the sports union along with other networks to support liberation groups and campaigns impacting on E&D. Improved process through Athena SWAN and GEEF in place to support staff. New actions around staff networks to be taken forward in 2017-21 Equality Outcomes.

No.	Area for Action	Action Step	Status	Update
56	Support staff and student capacity via networks and participation activities where appropriate and according to need/evidence	Take forward seed activity to support identified need	Complete	E&D works closely across the Student Community via the student union and the sports union along with other networks to support liberation groups and campaigns impacting on E&D.
57	Support staff and student capacity via networks and participation activities where appropriate and according to need/evidence	Capacity building for staff and students to participate	Complete	E&D works closely across the Student Community via the student union and the sports union along with other networks to support liberation groups and campaigns impacting on E&D.
58	Improved accessibility and exit routes of all buildings	Estates Strategy includes all necessary actions for accessibility and exit routes	Continual Action	Estates Strategy and plan is continually updated to meet the needs of the HWU community.
59	Become a values driven organisation	Further embedding of the HWU values	Complete	New posters for all areas linked to roll-out/call for SoHWAs in 2013. Values refreshed 2017. Continual action.
60	Become a values driven organisation	Evaluation of HWU Values	Continual Action	Values refresh due 2017. Publication and roll out carried forward to 2017-21 Equality Outcomes.
61	Become a values driven organisation	Staff and students behave consistently with the values	Continual Action	Values refresh due 2017. Publication and roll out carried forward to 2017-21 Equality Outcomes.

5. Appendix 2: Heriot-Watt University Equality Outcomes 2017-21

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
1	Fundamentals For Success For Success	Athena SWAN	Support continued roll-out of Athena SWAN across all academic Schools	Strategic objectives, Equality Outcomes 2013-17	Gender/All/intersections	Clear and cohesive approach across equality and diversity and Athena SWAN activities	AO, E&DP lead – all areas via SATs	2017 & ongoing
2	Fundamentals For Success	Carer Support	Improve access to childcare on campus	Student, staff and visitor feedback	Carers	The University will work with pinncohos and other local childcare providers to improve the availability of childcare for HWU staff and students	E&DP, AO	Mar-21
3	Fundamentals For Success	Culture change	Responding to sexual misconduct, gender violence	Student feedback and experience, national agenda	All - Gender/sexual orientation	Guidelines, information and support created and updated regularly	SSA, GLS, E&DP, SU	From AY session 2018/19
4	Fundamentals For Success	Culture change	Corporate Parenting	Legal Requirement	All	HWU role as Corporate Parent understood and articulated	University Secretary supported by SSA/E&DP	May 2017 & ongoing
5	Fundamentals For Success	Culture change	Embed Corporate Parenting needs across relevant E&D activities	Legal requirements	All	HWU is compliant with Corporate Parenting requirements	SSA, University Secretary	Aug 17

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
6	Fundamentals For Success	Culture change	Create Safe Space Policy for use across HWU	Sector good practice	All	Safe Space Policy created and disseminated along with guidelines for use across HWU	E&DP	Jan-18
7	Fundamentals For Success	Equal Pay	Create actions to respond to Equal Pay issues, overseen by an Equal Pay Working Group	Legal Requirement	Gender/Disability /Race (All)	EPWG creates clear actions linked to new legal requirements. Successive reduction in overall and grade based gender pay gap	EPWG	Mar-21
8	Fundamentals For Success	Equality and Privacy Impact Assessment (EPIA)	Hold EPIA Surgeries	Legal requirement, feedback from staff, Equality Outcomes 2013-17	All	EPIA take place routinely, logged and accessible	E&DP	2017 & ongoing
9	Fundamentals For Success	(EPIA)	Robust mechanisms in place for all 'people' related policy, procedures, functions and criteria	Legal Requirement	All	All relevant policy, procedures, functions and criteria have completed EPIA	Secretariat	2017 & ongoing
10	Fundamentals For Success	Equality Data	Annual reporting for all equality related data	Legal requirement	All	Annual reporting of equality data	HRD, Academic Registry, Schools	2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
11	Fundamentals For Success	Equality Data	Improve data collection in recruitment	Legal requirement	All	Clean, accurate recruitment data	HR Services, Recruitment Managers	2017 & ongoing
12	Fundamentals For Success	Equality Data	Improve self-service on iHR: Additional Equalities and Diversity fields made accessible through Employee Self Service and be consistent from Recruitment to iHR to HESA. Requirement for Athena SWAN / E&D outcomes	Legal Requirement. Data gaps in current employee info HESA/Athena Swan	All	Self-service available for all staff across all PCs	HR Services	Dec 17
13	Fundamentals For Success	Equality Data	Drive to ensure uptake of self-service on iHR	Legal Requirement. Data gaps in current employee info HESA/Athena Swan	All	Self-service available for all staff across all PCs and is used by staff. Annual drive to encourage disclosure across HWU	HRD (HR Services & E&DP)	Dec 2017 and annual
14	Fundamentals For Success	Equality Data	Student based equality census exercise	Staff and student feedback, EDAG	All	Census exercise undertaken across HWU to test disclosure rates and engagement	E&PD, Academic Registry	Dec-17

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
15	Fundamentals For Success	Equality Data	Report on gender composition of University Court	Legal requirement	Gender	Composition of University Court, rolled out to all Committees and Boards, included in E&D data annual reporting	Annual information enables tracking overtime and action as required to maintain gender balance at University Court	March 2017 and then Dec annual reporting
16	Fundamentals For Success	Equality Data	Report gender balance information for all University Committees and Boards	Legal requirement	Gender - and all	Composition of University Court, rolled out to all Committees and Boards, included in E&D data annual reporting	Annual information enables tracking overtime and action as required to maintain gender balance at University Court	March 2017 and then Dec annual reporting
17	Fundamentals For Success	Equality Data	Collect and report on Student applicant data by Protected Characteristic	Legal requirement (meet PSED) , feedback from staff, Equality Outcomes 2013-17,	All	Student data collected, gathered and reported routinely to relevant Committees/Boards	Academic Registry	2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
				ECU student recruitment project, Athena SWAN activities				
18	Fundamentals For Success	Equality Data	Collect and report Student enrolment data by Protected Characteristic	Legal requirement (meet PSED) , feedback from staff, Equality Outcomes 2013-17, ECU student recruitment project, Athena SWAN activities	All	Student data collected, gathered and reported routinely to relevant Committees/Boards	Academic Registry	2017 & ongoing
19	Fundamentals For Success	Equality Data	Collect and report on Student retention data by Protected Characteristic	Legal requirement (meet PSED) , feedback from staff, Equality Outcomes 2013-17, ECU student recruitment project, Athena SWAN activities	All	Student data collected, gathered and reported routinely to relevant Committees/Boards	Academic Registry	2017 & ongoing
20	Fundamentals For Success	Equality Data	Explore attainment levels for all Protected Characteristic Groups	Legal requirement (meet PSED) , feedback from staff, Equality Outcomes 2013-17, ECU student	All	Student data collected, gathered and reported routinely to relevant Committees/Boards	Academic Registry	2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
				recruitment project, Athena SWAN activities				
21	Fundamentals For Success	Equality Data	Collect and report on recruitment, progression (promotion), and retention of staff by PC	Legal requirement	All	Accurate data detailing the employee journey	HRD	Mar-18
22	Fundamentals For Success	Equality Data	Collect and report on staff and student complaint, grievance and disciplinary cases by PC	Legal requirement	All	Accurate data covering staff and student complaint, grievance and disciplinary processes	Staff cases: HRD Student cases: Academic Registry	July 2018 and annual
23	Fundamentals For Success	Equality Data	Monitoring uptake of staff and student support services by PC	Equality Outcomes 2013-17	All	Accurate data covering service users for staff and students	Staff: HRD Students: SSA	July 2018 and annual
24	Fundamentals For Success	Equality Data	Embed use of equality profiling questions in Employee Engagement Survey	Employee Engagement Survey Working Group along with other survey oversight groups	All	Employee Engagement survey can be disaggregated and used to inform HWU response to intersectionality	HRD – Reward & Employee Engagement /Working Group	Dec-21

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
25	Fundamentals For Success	Equality Data	Support Data collection processes at University and School/Service	Legal requirement	All	Accurate data at School and service level covering staff and students	Heads of School and Heads of Service	Mar 17 and ongoing
26	Fundamentals For Success	Good Campus Relations	Support positive relationships between faith groups	NSS & ISB – positive feedback	Religion and Belief including non-belief	Good campus relations and continued high ratings in ISB and NSS	Chaplaincy, E&DP, SSA, GLS	2017 & ongoing
27	Fundamentals For Success	Increasing Diversity	Increase diversity in employee recruitment	Staff recruitment data, Athena SWAN activities	All	More diverse staff population	HRD: central recruitment functions Recruitment Managers	Mar-21
28	Fundamentals For Success	Increasing Diversity	Increase diversity in student recruitment	Student enrolment and attainment data, SFC Outcome Agreement, ECU student recruitment project, Athena SWAN activities	All	More diverse student population	Schools: ECU MACs project (E&D)	Mar-21
29	Fundamentals For Success	Increasing Diversity	Increase representation of BAME across HWU	Student, staff and visitor feedback	BAME	Take steps to address the visibility and representation of BAME across the staff and student community	E&DP, AO, HRD, AR	Mar-21

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
30	Fundamentals For Success	Leadership	Support and enhance role of the University's Equality Champion	University Court and University Executive endorsement of Champions model	All	University Champion is supported in role with information and advice	HRD – E&D	April 2017 and ongoing
31	Fundamentals For Success	Mainstreaming E&D - governance	Create cohesion across E&D and Athena SWAN Structures	Internal review	All	E&D and Athena SWAN Structures are compatible	E&DP	Dec-17
32	Fundamentals For Success	Mainstreaming E&D - governance	Track equality and diversity related items discussed through the University's governance structures	Equality Outcomes 2013-17 & ECU Mainstreaming Project	All	All Committees and Boards demonstrate E&D in agenda	Secretariat	Dec 2017 and annual
33	Fundamentals For Success	Protected Characteristic Disclosure	Gather broader Protected Characteristic data for all University Committees and Boards	Legal requirement	All	Composition of University Court, rolled out to all Committees and Boards, included in E&D data annual reporting	Annual information enables tracking overtime and action as required to maintain gender balance at University Court	March 2017 and then Dec annual reporting

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
34	Fundamentals For Success	Protected Characteristic Disclosure	Improved Protected Characteristic disclosure for staff and Students, including care experience and caring responsibilities	Legal requirement and University groups of interest	All	Accurate staff and student data	Staff data: HRD Student data: Academic Registry	Mar-18
35	Fundamentals For Success	Recruitment	Pre Joiner meeting/contact	Staff new start feedback	All	All new starts undertake site visit to ensure working environment meets their needs	All recruitment managers/ line managers	Nov-17
36	Fundamentals For Success	Student Office-bearers Support	Support the Student Union to progress equality and diversity goals	Student experience and feedback, Equality Outcomes 2013-17	All	Continuity of support to the SU across 2017-21	SSA, E&DP, AO	2017 & ongoing
37	Fundamentals For Success	Student Office-bearers Support	Support the Sports Union to progress equality and diversity goals	Student experience and feedback,	All	Continuity of support to the SU across 2017-21	SSA, E&DP	2017 & ongoing
38	Fundamentals For Success	Training, development & support	Clear and cohesive equality and diversity online presence	Legal requirement around accessible and transparent information, Staff and student feedback	All	Clear and cohesive online presence for all E&D activities	Marketing and Communications	2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
39	Fundamentals For Success	Training, development & support	Create more equality and diversity information for employees and students using case studies	Staff and student feedback	All	Case study based information and symmetry of information available across staff and students	E&DP, AO, SSA, HRD	Aug-18
40	Fundamentals For Success	Training, development & support	Increase Online training uptake	Athena SWAN activities & Equality Outcomes 2013-17	All	100% uptake for all employees	HRD – E&D	Dec-21
41	Equality Interventions	Disability - hearing impaired	More disabled parking on campus	Student, staff and visitor feedback	Disability	Signage for existing disabled spaces New campus developments include disabled spaces	Estates	2018
42	Equality Interventions	Carer Support	Create new parents information	Feedback from student liberation groups, Athena SWAN activities	Caring responsibilities	Web based up-to-date information for staff	HRD, AO, E&DP, Schools	Apr-18
43	Equality Interventions	Carer Support	Create bespoke information about flexibility in working life	Feedback from student liberation groups, Athena SWAN activities	Caring responsibilities	Web based up-to-date information for staff	HRD, AO, E&DP, Schools	Jul-18

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
44	Equality Interventions	Carer Support	Create more bespoke information about flexibility in study	Feedback from student liberation groups, Caring responsibilities. Feedback from student liberation groups	Caring responsibilities	Web based up-to-date information for students	SSA, Schools	Jul-18
45	Equality Interventions	Carer Support	Explore overseas childcare provision and options	Athena SWAN	All – gender and caring responsibilities	Undertake a mapping exercise of need and expectations with recommendations	Athena SWAN Officer, E&DP & Dubai and Malaysia campuses	Mar-19
46	Equality Interventions	Carer Support	Create Family Friendly webpages with information for staff and students	Athena SWAN, Staff and student feedback	All – gender and caring responsibilities	New family friendly webpages outward facing with information for staff, students and visitors relevant across all campuses	Athena SWAN Officer, E&DP, campus liaison and marketing	Mar-19
47	Equality Interventions	Culture change	Classes starting and finishing online to help students (and staff) move across campus	Student, staff and visitor feedback	Disability & All	Guidance issued to Schools. All classes start at 20 past and end at 10 past the hour	E&DP, SU, Schools	Jul-17

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
48	Equality Interventions	Disability - hearing impaired	Use of BSL in video media under 3 minutes long	New BSL legislation and in-house feedback	Disability	All visual media uses BSL	Marketing/Corp Coms	2021
49	Equality Interventions	Disability - Mental Health	Establish Mental Health Working Group to create Mental Health Strategy	Staff and student feedback	All – disability	Create a fit for purpose Mental Health Strategy	SSA, E&DP, SU	Mar-19
50	Equality Interventions	E&D Awareness	Annually mark International Women’s Day	Legal requirement (meet PSED), Student, staff and visitor feedback, Equality Outcomes 2013-17, Athena SWAN activities	Gender	Annual Celebration of IWD takes place	E&DP, SU, AO	2017 & ongoing
51	Equality Interventions	E&D Awareness	Embed support of international recognition days for all Protected Characteristic Groups	Legal requirement (meet PSED), Student, staff and visitor feedback, Equality Outcomes 2013-17	All	Programme of International Recognition days and calendar of events in place.	E&DP, SU, AO	Mar-19
52	Equality Interventions	Gender	Increase participation of women in Computer Systems	ECU facilitated student recruitment project	Gender and SIMD 20 & 40	Complete ECU Attracting Diversity Project	E&DP led working group	2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
53	Equality Interventions	International	Improved information for new International Students	International Students feedback	BAME/Religion and Belief	International students inform web based and social media information sharing ahead of new AY, annually	E&DP, SU, SSA	Aug 2017 & ongoing
54	Equality Interventions	International	Explore hardship issues for International students	Feedback from student liberation groups, International Students	BAME	Undertake research exercise to better understand the circumstances facing international Students to inform 2019-21 Equality Interventions	E&DP, SU, SSA	Mar 17 and ongoing
55	Equality Interventions	International	Explore Guarantor Scheme for students living in town	Student feedback	All	Establish a working group to explore a limited guarantor scheme for students. Could target International Students groups	SSA, SU	Mar-19
56	Equality Interventions	Networks	Develop LGBT (Lesbian, gay, Bisexual and Transgender) Staff Network	Feedback from student liberation groups, LGBT Groups, Equality Outcomes 2013-17	LGBT	LGBT Staff Network established	E&DP	Mar-19
57	Equality Interventions	Networks	Develop BAME (Black, Asian and Minority Ethnic) staff network	Feedback from student liberation groups, BAME Groups, Equality Outcomes 2013-17	BAME	BAME Staff Network established	E&DP	Mar-19

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
58	Equality Interventions	Networks	Develop Disability staff network	Feedback from student liberation groups, BAME Groups, Equality Outcomes 2013-17, TUs	Disability	Disabled Staff Network established	E&DP	Mar-19
59	Equality Interventions	Student Office-bearers Support	Support Student Liberation Groups linked to Protected Characteristics	Legal requirement (meet PSED), Student, staff and visitor feedback, Equality Outcomes 2013-17	All	Clear process and programme in place for collaboration with SU reviewed annually	E&DP, SU, SSA	2017 & ongoing
60	Equality Interventions	Training, development & support	Improved equality and diversity information for academic mentors	Student, staff and visitor feedback	All	Create training and support materials for academic mentors and create academic mentors groups for support. New materials in place for use with continued improvement programme in place	E&D with SSA & SU	Mar-19
61	Equality Interventions	Transgender	Create process for use of preferred names for students	Legal requirement (meet PSED), Student, staff and visitor feedback	Transgender	Clear process in place for students	E&DP, SU, Academic Registry	Aug 2017 & ongoing
62	Equality Interventions	Transgender	Create process for use of preferred names for staff	Legal requirement (meet PSED),	Transgender	Clear process in place for students	E&DP, HRD	Aug 2017 & ongoing

Action No.	Section	Area Addressed	Identified Action	Evidence base	Protected characteristic	Outcome	Owner	Deadline
				Student, staff and visitor feedback				
63	Equality Interventions	Transgender	Gender neutral toilets at all campuses	Student, staff and visitor feedback	Transgender/All	Gender neutral facilities available across all UK facilities	Estates	Mar 17 and ongoing