Heriot-Watt University Athena Swan Bronze Action Plan 2021-2025

Actions cover: January 2021 – November 2025. Actions will be treated as work packages and monitored according to Project Management methodology.

Start and end times are recorded by Quarter, where Q1=Jan-Mar, Q2 = Apr-Jun, Q3 = Jul-Sep, Q4 = Oct-Dec. We include the start-end date only for the first stage of implementation. We will monitor for progress across the whole timeframe of the award and adjust our efforts where required to meet our gender equality ambitions.

Key Priority 1: Accelerating recruitment of women into STEMM Early Career roles

Rationale/ Evidence

Numerical Data demonstrates:
- No increase in female representation in STEMM G7/8 since 2015. Enhanced recruitment at Grades 7/8 is required to continue improvements in F representation at G9/10.
- 12% of academic vacancies have no F applicants. Institutes struggling to attract F applicants include IPAQS, ISS, SBD and CS
- Women are x3 as likely as men to work part-time at G7/8/9 at HWU and part-time job opportunities are lowest for STEMM G7 and 8
- Equal pay data demonstrates action required to enhance female recruitment at Grade 7 and 8 to progress reduction of the median gender pay gap.

Consultation and Process Review demonstrates:
- Consultation with managers demonstrates there is need for enhanced the support to embed inclusive recruitment.
- Focus group recommended broader work to improve awareness of HWU family friendly offer.
- Good practice: (1) UKRI EDI Evidence Review recommends returnships. (2) Quality part-time vacancies help reduce gender pay gap.

Ref	Objective	Sub-actions	Success measures	Owner (All UE members)	Start – complete
1.	Increase visibility of HWU to potential employees via a high profile campaign to improve the female STEMM ECR applicant rate.	Employee Brand is Equality Impact Assessed and recommendations used to develop an enhanced approach, including: High profile campaign to attract F STEMM ECR launched on Ada Lovelace Day 2021. Campaign incorporates: • Diverse role models from current women ECR in STEMM - Inclusive materials including visible flexible working options and HWU family friendly offer • Visibility of HR Excellence in Research Careers, Disability Confident and Athena Swan credentials	• At least 100 STEMM F G 7/8 potential applicants registered on new Talent Communities recruitment tool by 2022 Overarching measures for STEMM recruitment priority area: • Progression towards UK STEMM benchmark (currently 40.5%): • G 7 STEMM job applicants 40%F per annum by 2024 (currently 24%) • G 8 STEMM job applicants 30%F by 2024 (currently 16%)	Sara Lombardo/ Mark Biggs	Q1, 2021 to Q2, 2022

		• Liaise with key stakeholders e.g. Royal Societies to enhance uptake • Consider role of returnships and link to fellowship action	• F representation at G7 in STEMM 45% by 2024 (currently 34%) • F representation at G8 in STEMM 35% by 2024 (currently 22%) • Role of returnships understood and further success measures established		
2.	Provide targeted support for areas where women aren't applying to improve the rate of STEMM female applicants	• Provide targeted support to institutes within EPS, MACS and EGIS demonstrating repeated challenges attracting female applicants over 2021 • SAT review of success of first year of intervention 2022 including translation into appointments. Adjust intervention as required. • International Women's Day celebrations to include recruitment theme.	• STEMM Grade 7 vacancies with zero female applicants <3 per annum • Local discipline-specific targets set and met for F applicant and appointment rates • International Women's Day session receives positive feedback	Sara Lombardo/ Mark Biggs	Q1, 2021 to Q2, 2022
3.	Increase the number and visibility of flexible career opportunities in STEMM ECR roles to improve female representation	• Improve visibility of flexible working culture in job advertisements • Focus on ECR STEMM flex working success stories for national work-life week (Oct) • Embed consideration of flexible working models in grant writing training	• Increase to 30% STEMM jobs G7/8 offering flexible, job share or part-time option by 2024 (currently 14% G7 and 11% G8) • PT representation across STEMM is within 5% of national benchmark (24%) by 2024 (PT currently 11% of all STEMM staff)	Sara Lombardo/ Mark Biggs	Q3, 2021 to Q3 2022
4.	Embed family friendliness in HWU culture to increase sense of belonging in potential applicants	• Embed within new Employee Brand • Annual "employee journey review" to review family friendly offer in the round. • Embed family friendly offer into manager training	• Staff survey: F response to question 'Equality, diversity and inclusion are valued at HWU' reduced gap to within 5% of M response (currently -16% difference) • Staff survey: F response to question 'I have a good work life balance' within 5% of M response (currently -13%	Richard Claughton	Q1, 2021 to Q3, 2022

• International Womens Day celebrations to include family friendly theme • Embed family friendliness within estates strategy. First step: Undertake a review of campus facilities, develop and deliver fit for purpose solutions to support parents and carers.	• Family Friendly focus group reports enhanced perception of family-friendly nature of HWU

Key Priority 2: Improving part-time academic career development opportunities

Rationale/ Evidence

Numerical data demonstrates:
- We have not improved the rate of part-time staff applying for academic promotions
- Part-time staff ate not attending promotions workshops at the rate anticipated
- PT application rates for fellowships are low and not representative of current population.
- The rate of external applications from women is lower than from men.
- There is a correlation between female and part-time applications.
- Addressing part-time application rates for both promotion and fellowships will assist with improved female representation in both AHSSBL and STEMM pipeline.

Consultation and Process review demonstrate:
- We are making progress in improving part-time staff experience of academic promotion, but issues around workload, capacity and career development are a barrier to progression (via FG).
- There is scope for improvement to support part-time staff to retain and progress in academic careers (via FG).
- Good practice: (1) UKRI EDI Evidence Review recommends returnships. (2) Personal fellowships are a key entry route into first open-ended academic positions

Ref	Objective	Sub-actions	Success measures	Owner	Start - complete
5.	Increase support for part-time staff to access career development opportunities to improve the rate of part-time staff applying for promotion	• Deliver targeted promotions/career development workshops for part-time academic staff. • Deliver third phase of Workload Model project ensuring part-time staff career development is actively considered in the model.	• Increase in proportion of successful part-time staff applications for promotion from 3% to 6%.	Mark Biggs	Q1, 2021 to Q2, 2022
6.	Increase the rate of people applying for part-time	• Create new Fellowships webpages, providing diverse case studies and inclusive support information.	• Increased number of applications and successful applications from women including some part-time applications.	Steve McLaughlin	Q4, 2021 to Q4, 2022

personal fellowships	• Embed discussion of part-time fellowship opportunities in fellowship briefing sessions • Make briefing sessions available to external as well as internal candidates • Recognising potential financial barriers to underrepresented groups, collaborate with Alumni and Development Team to develop a fund to support underrepresented fellowship applicants with sundry costs e.g. travel, childcare

Key Priority 3: Retaining employees through key life stages

Rationale/ Evidence

Numerical data demonstrates:
- Women and men have specific health issues that require different interventions.
- Women report a high degree of sickness due to female physical and mental health issues. Men are less likely to report ill-health.

Consultation demonstrates:
- Staff Survey demonstrates that women were less likely than men to agree that ''I have a good work life balance' (13% difference) and 'HWU is supportive of my wellbeing at work' (15% difference)
- Maternity/Shared Parental Leave Focus Group reports improving experience but offer is fragmented and inconsistent.
- Outstanding action to deliver explicit guidance for staff carers and to embed recognition of the support needs of carers within our work culture so that they can balance work and caring commitments. This action is brought forward from old action plan.
- Workplace discussions about gendered issues, e.g. menopause, are still widely perceived to be taboo.

Ref	Objective	Sub-actions	Success measures	Owner	Start – complete
7.	Continue to improve support for staff before during and after Maternity leave and Shared Parental Leave	• Update and embed use of Managers Checklists as a key tool in case management • Hold an annual "employee journey review" on the maternity/SPL to ensure a co-ordinated and well-communicated employee experience • Upskill managers who are identified as the key provider of information and support (as part of the family friendly development programme) • Seek feedback via annual focus groups for continuous improvement	• 90% of returners report no new teaching in place and financial support to get research back up and running in place (previous action, yet to be embedded) • Feedback from focus groups is positive and improving year on year	Richard Claughton	Q4, 2021 to Q4 2022
8.	Continue to improve support for staff who are carers	• Finalise development of our Carers Policy, launch on Carers Week June 2021 • From 2022, hold an annual 'employee journey review" ahead of Carers Week each	• Reduced gendered response to survey question: 'I have a good work life balance'. F response within 5% of M response (currently 13% difference)	Ruth Moir	Q3, 2021 Carers Policy

		year to ensure a coordinated and well communicated employee experience • Seek feedback via annual focus groups during Carers Week to build in continuous improvement	• Establishment of baseline use of expenses policy to cover care costs • Increased use of expenses policy to cover caring responsibilities (supporting personal development) and increase year on year until 2024		then: Q2, 2022 to Q3, 2022
9.	Develop wellbeing interventions for gender-based health issues to increase support and sense of wellbeing in our community	• Promote awareness of women and mens health via activities on awareness days from 2021. Initially: - World Menopause Day (October) from 2021, Menopause sessions piloted for managers 2021, Menopause café for World Menopause Day 2021 - International Men's Day (November), highlight support available and encourage disclosure from 2021 • Broader offer scoped, developed and available from 2023	• Marketing campaign targets male managers and men attend • Managers feel equipped to have potentially sensitive conversations about menopause, measured through workshop feedback • Menopause cafe participants feel more supported, measured via feedback • Reduction in gendered differential in response to staff survey question 'HWU is supportive of my wellbeing at work'. F response within 5% of M response (currently 15%). • Increased disclosure of illness from men measured by M-F difference (currently -0.61 occurrence and -3.19 days)	Richard Claughton	Q3, 2021 and 2022 celebrations full rollout: Q2, 2023 to Q3, 2024

Key Priority 4: Visibly celebrating diverse role models

Rationale/ Evidence

Numerical data demonstrates:
- Lowering numbers of female inaugural lecturers and no T&S inaugural lectures
- Historically Inaugural Lecturers have been given by T&S Professors but there has been a recent hiatus. Celebrating T&S Professors supports parity of career paths and increases diversity or role models.
- A reducing rate of women in STEMM being nominated for honorary degrees and no monitoring of BAME representation in those we celebrate.

Consultation and Process review demonstrates:
- We have a number of Women in STEMM groups that would benefit from working together. Fundraising to allow the groups to be autonomous is a key element.
- Student focus group reports a desire for enhanced role modelling activity

Ref	Objective	Sub-actions	Success measures	Owner	Start - complete
10.	Celebrate T&S Professors via inaugural lectures to support parity of esteem of T&S and T&R	• First T&S inaugural to coincide with Learning and Teaching Week 2022 • Invite and host T&S individuals to deliver inaugurals between 2022 and 2025.	• T&S lectures part of existing inaugural programme • 100% of T&S Professors invited to give an inaugural lecture from 2022	Steve McLaughlin	Q1, 2022 to Q2, 2025
11.	Enhance representation and actively engage with our female and BAME honorary graduates to inspire our staff and students	• Increase number of honorary graduates who are women in STEMM • Increase number of honorary graduates who are Black, Asian or Minority Ethnicity • At least 2 activities a year to benefit from our links with these role models	• 1 female STEMM honorary degree awarded each cohort (summer and winter) • 1 BAME honorary degree awarded per year	Lucy Everest	Q4, 2021 To Q2, 2025
12.	Create a Women in STEMM	• Develop a coordinated fundraising approach • Coordinated initiatives identified	• 100% of Women in STEMM groups join up	Beatrice Pelloni	Q4, 2021 to

network to improve coordination and impact of our Women in STEMM groups/activities. With associated budget and ongoing administrative support.	• Celebrate International Women's Day and Ada Lovelace Day	• Minimum 2 meetings a year • Feedback on added value of group from members is positive • Fundraising activity successful and allows groups to be autonomous as measured via feedback from members	Q4, 2022

Enabling Actions: Strengthening structures and removing barriers
Rationale/ Evidence

- Resources are by their nature constrained and we need to plan more wisely and sustainably and utilise our resources more effectively.
- Review of delivery of the old action plan identified a number of structural barriers. Removing these barriers will enable progression of our ambitions.
- SWOT analysis of Athena infrastructure identified weaknesses and opportunities
- UKRI EDI Evidence Review recommends developing and extending data literacy skills within organisations so that the use of EDI data goes beyond reporting the diversity of a workforce and uses data to justify interventions and evaluate their effectiveness or ineffectiveness.

Ref	Objective	Sub-actions	Success measures	Owner	Start - complete
13.	Strengthen our Athena Swan infrastructure to support roll-out of Athena Swan principles across the university	**(a) Champions Group** • Support succession planning by inviting all local groups to assign a deputy lead • Invite Champions Group members to participate in ASSC discussions **(b) ASSC** • Formalise use of Work Package approach • Quarterly meetings of the ASSC programmed in advance • Project Board (sub-group of ASSC) to meet quarterly to oversee delivery of University action plan and update ASSC • Annual review to monitor progress against targets and make any adjustments, with review process built around themes rather than data sources	• Number of staff with time allocated to formally support AS initiatives increases • All Schools have AS awards (at least Bronze) • 75% of Institutional action plan delivered (Green RAG rating) • University confident to apply for Silver Award in 2025. • Reduction in gendered differential in response to staff survey question "HWU is committed to equality" (17% difference) F response within 5% of M response (currently 17%).	Mark Biggs	Q1, 2021 to Q2, 2022

- ASSC to provide a progress report annually to University Executive. Outside this annual report it will report on an exceptions basis i.e. if the project plan oversteps tolerance thresholds.
- New Communications workstream to link in with Global Employee Brand to embed approach to sharing inclusive cultural features
- Sharing good practice as part of International Women's Day celebrations
- Continued broader Champions Group representation
- Establish and meet with Student forum twice a year re Athena Swan and EDI

(c)   Schools and Directorates:

- Resources in place locally to support Athena Swan delivery (1d/wk per academic SAT Lead)
- Annual review of School action plan delivery as part of the planning cycle

(d)   Global reach:

Liaise with Newcastle and Nottingham, learning from their experiences to support roll-out to our Dubai and Malaysia communities

| 14. | Remove structural barriers | **(a)** | **HR planning** | **(a) HR Planning**

• Data received by Planning team is clean and relevant | (a) | Richard Claughton | Q2, 2021 to Q1, 2023 |

- Upskill HR team to support regular and improved data management, analysis and reporting

- Develop and embed a programme of regular review and oversight of key employee journeys based on Academic Promotions model

- Key employee journeys identified
- Reviews occur annually.
- Reviews include data analysis

(b)   School and Directorate planning

- Instigate a cycle of annual review and oversight of key EDI KPIs
- Include EDI in annual planning meetings to ensure core budget allocation embeds resources to deliver and embed EDI

(b) School & Directorate Planning

- Schools and Centre receive required EDI data by 1 Nov each year
- All 5 Schools have Career Break Fund and a defined startup package in place by 2022 (previous action, yet to be embedded)
- Managers of 90% of academics taking maternity leave submit a request to use saving to support the individual's career from 2022 (previous action, yet to be embedded)

(b)   Mark Biggs

Q3, 2021 to Q4, 2022