

2018 Athena SWAN action plan

The objectives and actions outlined below reflect the themes and issues identified by our Self-Assessment Team (SAT). We have set targets, which are **challenging** yet **realistic**, given our starting point, the changing context within BAS and our workforce plan constraints. The SAT will keep the Action Plan 'live' by monitoring progress and making adjustments based on further data analysis. The data collected by different departments and groups will feed through the SAT to address the actions.

The initial part of the plan (pages 2-11) includes an update on the 2015 action plan. These actions have been colour-coded for easy reference as follows:

- The actions in green have been completed;
- The actions in yellow have been partially completed;
- The actions in blue are no longer relevant due to BAS and NERC changes

Actions identified as part of the 2018 renewal application are on page 12 onwards.

The following abbreviations have been used throughout the plan:

BET – BAS Executive Team	OEA – Open Ended Appointment
DTP – Doctoral Training Partnership	ReDS – Research and Development Support Team
ECU – Equality Challenge Unit	SMT – Senior Management Team
FTA – Fixed Term Appointment	She – Gender indicators for Research and Innovation
HESA - Higher Education Statistical Agency	STEM – Science Technology Engineering Mathematics
IMP – Individual Merit Promotion	Women@BAS – BAS Women in Science group
L&D – Learning and Development Team	WISE – Women in Science and Engineering

Objective	Action planned	Responsibility	Success measure	Progress
Self-Assessment and sharing good practices				
<p>A1 - Promoting Athena SWAN activities, reviewing progress and achieving good practice.</p> <p>A2- Ensure ongoing engagement and support of BAS Executive Team (BET) and Senior Management Team (BMT) for Athena SWAN.</p>	<ul style="list-style-type: none"> Poster campaign raising awareness of Athena SWAN initiatives – by Dec 2015 Dedicated Athena SWAN page on the BAS website – by March 2016. Presentation of Athena SWAN findings to all staff – Sept 2015. Athena SWAN initiatives (e.g. career talks and panel discussions) 	Self-assessment team (SAT)/ BAS Director/ Women@BAS	<ul style="list-style-type: none"> Awareness among staff about Athena SWAN and its benefits. More engagement and increased participation at Equality & Diversity events. Higher positive response to relevant questions in staff survey. 	<ul style="list-style-type: none"> Poster campaign raising awareness of Athena SWAN initiatives Dedicated Athena SWAN page on the BAS website Dedicated resources Presentation of Athena SWAN findings to all staff SAT Awareness visits to different teams - ONGOING Athena SWAN initiatives (e.g. workshops and talks) - ONGOING BMT formally committed to addressing concerns identified in 2016 Staff Survey Female executive team member key speaker on STEM Conference
A3- Gather staff feedback about working conditions, culture, development and success, with a particular focus on Women@BAS	Undertake a biennial staff satisfaction survey	Staff Forum	More engagement and transparency about issues that affect work satisfaction and career development	<ul style="list-style-type: none"> Staff Survey carried out in Oct 16 Findings discussed with BMT – Action plan developed and supported by BMT. Progress are discussed at BMT and shared with staff regularly
A4- Produce an accurate breakdown of BAS staff demographics to identify trends, in particular those about gender distribution and areas for improvement	Production of E&D annual report	HR	<ul style="list-style-type: none"> More awareness among staff sharing protected characteristics about protected groups Increased participation at E&D events Higher positive response in Staff survey 	<ul style="list-style-type: none"> E&D report produced and shared with BMT annually. Issues such as gender pay gap have been identified with NERC - ONGOING Participation to E&D events and awareness about E&D has increased as per staff survey feedback - ONGOING
A5- Maintain SAT enthusiasm and motivation to promote Athena SWAN activities	Review and refresh membership annually	SAT	New ideas and initiatives generated thanks to new members.	Membership was reviewed and in April 2016 a decision was reached to break down the group in smaller project teams to work on specific actions involving relevant staff /areas as and when = appropriate - ONGOING

<p>A6- Provide ongoing support to staff while working away from Cambridge HQ, especially female scientists.</p>	<ul style="list-style-type: none"> Continue to provide developmental sessions to staff on fieldwork at the beginning of the summer season - Continue to arrange biennial visits to ships and stations to build closer links with staff away and listen to their feedback 	<p>L&D, HR and Operations</p>	<ul style="list-style-type: none"> More engagement from staff with L&D activities. Better communication and interaction between Cambridge HQ and staff on bases and ships. Higher positive response to relevant questions in staff survey 	<ul style="list-style-type: none"> Management Development programme for Operational and Science staff to eliminate silos and enhance communication 'Emotional Resilience Programme', specifically tailored to field staff, has been launched with the aim to improve personal and team resilience; A Cambridge based induction programme for all marine staff to facilitate integration between HQ staff and mariners; Mental Health Awareness session tailored for staff on research stations and vessels with the aim to identify champions; An 'Antarctic deployment officer' to work closely with the L&D team in Cambridge, the station management team and field staff and support a smooth deployment south.
<p>Student and Staff data analysis</p>				
<p>B1- Increase number of women taking up confirmed Post Graduate Research (PGR) studentships</p> <p>B2 - Improve recruitment data gathering process for PGRs in order to establish trends in number of female applicants</p>	<ul style="list-style-type: none"> To review the PGR interview process to ensure there are no limiting factors specifically for female applicants To continue to advertise PGR studentship through BAS website, DTPs websites, recruitment fairs and outreach activities in secondary schools Work with DTPs to track recruitment data for students and identify influencing factors of current gender distribution 	<p>Student Office & Recruitment Team</p>	<ul style="list-style-type: none"> Reach and maintain a gender balance in PGR studentships Mechanism in place for PGR recruitment data capturing and sharing to improve data gathering and reporting process. Timely and accurate data available to identify trends and evidence of impact to be used for annual reporting purposes. 	<ul style="list-style-type: none"> The number of female PGR students has increased from 50% to 54%. Although the recruitment of students is driven by the DTPs we have representatives on Executive, Management, Operation and Training Committees with each of our DTP partners. In addition, BAS is represented on shortlisting and interview panels. Every year the Student Officer works closely with representatives from each DTPs to ensure that processes are transparent. The feedback of the Student Survey was positive and no concerns were raised about the recruitment process.
<p>B3- Accurate recording and collection of staff data, in particular leavers' data, with a focus on females.</p>	<ul style="list-style-type: none"> A new reporting system has been set up to provide an efficient and accurate collection of data A more robust mechanism to capture leavers' data and review effectiveness of data gathering process has been developed 	<p>HR</p>	<ul style="list-style-type: none"> Mechanism in place to capture staff leavers' data, especially women. Timely and accurate data available to identify trends and evidence of impact that will be used for annual reporting purposes. 	<ul style="list-style-type: none"> A Payroll MI Officer has been appointed to ensure effective data capture and analysis. The report facilities has been updated to allow easy access to data and regular headcount reports are now run. Currently, recruitment data is gathered and manipulated manually. We are working with the IT team to develop an online system

B4-Improve use of comparative benchmarking data with a focus on women in science	<ul style="list-style-type: none"> Use data from both national and international comparator organisations 	AS Project Team	Comparable and relevant staff data compiled and kept up-to-date from organisations similar to BAS.	<ul style="list-style-type: none"> BAS data benchmarked against Higher Education Statistical Agency (HESA), She and NERC figures. Equality Challenge Unit (ECU) benchmarking data accessed for reference International comparator organisation identified – The Australian Antarctic Division
B5 Improve understanding of the drivers behind the current gender distribution across science programmes to achieve better gender balance going forward	Identify and take positive actions (e.g. target adverts to underrepresented groups, to address gender underrepresentation in specific areas and roles at the recruitment stage)	HR/ Recruitment Team	<ul style="list-style-type: none"> Improved gender balance at application and short listing stage. Higher percentage of female scientists across all science programmes 	<ul style="list-style-type: none"> Recruitment – positive action taken to attract female applicants Career Development – Leadership Programme developed to support Women at BAS. Promotion – framework support (application review, mock interview etc) developed to support all staff applying for Merit Promotion
Key career transition				
C1- Increase promotion opportunities for female staff through the internal vacancy process	<ul style="list-style-type: none"> Continue to monitor the current process - ongoing. Provide guidance and support to help female staff build their confidence in preparation for the application/recruitment process 	Recruitment Team, Director of Science and HR	<ul style="list-style-type: none"> Higher number of female staff applying for internal positions Feedback from staff and mentors about staff feeling more confident and positive about applying for a senior role. 	<ul style="list-style-type: none"> The number of female in senior roles has increased slightly primarily due to new appointments - BMT female membership has increased from 23% to 40% and Science Strategy Team female membership from 23% to 42% Framework support introduced to review application, arrange mock interviews and prepare applicants for Merit Promotion
C2- Identify ways to support female scientists through the IMP route.	<ul style="list-style-type: none"> Develop a gender inclusive strategy to support (and encourage) female staff through IMP route Review discussions to be arranged to identify potential for progression. Personal Development plans to be developed to support application process and provide mentoring to female staff - 	BAS Director and Director of Science plus Science Leader	<ul style="list-style-type: none"> Gender-inclusive strategy developed to support IMP Higher number of applications submitted through IMP route by female scientists Feedback from staff and mentors about Improved confidence 	<p>IMP is a promotion route for scientists in senior roles (Band 4 to 3 and Band 3 to 2). The scheme is run by NERC. The number of BAS female scientists in Bands 4 and 3 is small.</p> <p>The following actions have taken place to support female scientists through the IMP route:</p> <ul style="list-style-type: none"> Advice and guidance following reviews of scientific trajectory and path and reviews of publication record One to one coaching Review of application and mock interview run by Merit Promotion chair. <p>One senior scientist was shortlisted in 2016 but failed the interview. She resubmitted an application in 2017 and was successful.</p>

C3-Increase female membership on merit promotion panel throughout NERC	Work with NERC to review current selection process to increase female representation on the panels	BAS Director	More female staff on NERC merit promotion panels	DONE Two male representatives retired in 2016 and were replaced by two female senior managers.
C4- Improve the Merit Promotion experience for female staff	Continue to run informative sessions One-to-one coaching sessions offered to female staff identified as potential applicants	HR and BAS Director	Higher number of applications submitted by female staff Higher success rate for female staff	Following the withdrawal of the NERC Merit Promotion Process in 2017, we are now developing a BAS Merit Promotion Scheme.
C5 - Review effectiveness of informative sessions on Merit Promotion process, especially for women	Quarterly open sessions for staff to provide guidance about NERC MP Process	L&D	<ul style="list-style-type: none"> Regular workshops run on the Merit Promotion process. Feedback gathered from staff, especially women, will measure better understanding of the process and more positive attitude towards it. 	The feedback from staff has been very positive. We will use workshops and informative sessions to promote the BAS Merit Promotion Scheme when it is launched in March 2018.
C6- Develop science line managers' management and leadership skills to ensure they can effectively manage and support staff, especially women.	To develop a Leadership programme for science staff with line management responsibilities to help them strengthen people and management and leadership skills and set clear expectations about roles and responsibilities	L&D	Training programme for line managers developed and running	<ul style="list-style-type: none"> An Introduction to Management Programme has been developed. Modules are run regularly and well attended. A Leadership Programme for Women has been developed and launched in Nov 2017. A Management Development Programme for staff operations and science has been developed to strengthen management skills and eliminate silos. Regular bite size sessions on Leadership and Motivation open to all staff in a management position are offered

C7- Improve grant writing skills and support for staff, especially females.	To continue to run workshops to provide guidance and support Using internal expertise and knowledge of NERC grant scheme.	Research Development Support Team (ReDS)	<ul style="list-style-type: none"> Workshops are arranged and well attended. Ad-hoc support is offered when required Staff consistently give feedback saying they feel more confident about writing grant proposals Equal success rates for both genders 	<ul style="list-style-type: none"> Ad hoc sessions were arranged in 2016 – Attendance (40%F 60%M) and feedback were satisfactory. A bigger event has been arranged for March 2018 The number of female grant winners as PI or Co-PI across NERC and other funding institutions has remained constant around approx. 35%
C8- Provide training to manager on recruitment and selection to raise awareness about unconscious bias and discrimination	Recruitment and selection training as well as unconscious bias awareness sessions scheduled	L&D	Increased % of staff attended the sessions	<ul style="list-style-type: none"> 8 sessions arranged in 2016-2017 All BET and BMT members trained Over 50% of recruiting managers trained and more staff have been scheduled to attend in 2018
C9 - Diversify advertising routes to attract more female applicants	Vacancies are advertised on social media, websites across all other NERC centres, universities and agencies as appropriate, in the magazines of the Diversity Group and Vercida online platform. .	Recruitment team	<ul style="list-style-type: none"> All BAS STEM vacancies advertised on WISE website. More interest in BAS vacancies from female in STEM 	<ul style="list-style-type: none"> We investigated the possibility to advertise vacancies on the WISE web portal; however, an annual commitment was too expensive so we have developed ad-hoc arrangements. Additionally, we use the web portal of the Institute of Engineering and technology (IET) and the Chamber of Shipping for Marine positions
C10 -increase female representation on recruitment panels	<ul style="list-style-type: none"> Increase % of female representation on recruitment panels – Continue to ensure that BAS recruitment panels have at least one female member. 	Recruitment team	Recruitment undertaken by mixed gender recruitment panels wherever possible.	98% representation achieved.
C11 - Make clear reference to positive action and family friendly policies in adverts	<ul style="list-style-type: none"> Review adverts to include positive recruitment statement - to improve gender balance Ensure that imagery across the internal and external websites is reflective of a diverse and inclusive workforce 	Recruitment team	<ul style="list-style-type: none"> All adverts including E&D statement, member logo and link to flexible working policies. A more diverse representation on adverts 	Done

<p>C14 -Raise awareness among staff about E&D and Unconscious bias.</p>	<ul style="list-style-type: none"> Ensure that E&D on line module is completed Develop a training plan to provide all BAS staff, including members of BMT and BE, with Unconscious Bias Awareness training 	<p>L&D Team</p>	<ul style="list-style-type: none"> Higher number of completed E&D training modules Recorded attendance for Unconscious Bias Awareness session. 	<ul style="list-style-type: none"> 80% of staff have completed E&D module – Link to E&D module shared with new starter at induction All BMT and BET members have completed the Unconscious bias training
<p>C13- Evaluate effectiveness of career development discussions</p>	<p>Arrange focus groups with staff who have taken part in career development discussions for feedback on the effectiveness of process</p>	<p>SAT/Staff Forum</p>	<ul style="list-style-type: none"> Process reviewed to reflect feedback Increased positive feedback from staff in the survey 	<ul style="list-style-type: none"> A new programme was developed and launched The feedback from the first round of attendees was positive. Over 60% of staff survey in 2016 was satisfied with the Career Development advice and support received.
<p>C14- Increase number of mentors among staff, especially women</p> <p>C15- Evaluate the effectiveness of the scheme</p>	<p>Work with Director of Science and Science Leaders to develop a strategy</p> <ul style="list-style-type: none"> to raise awareness about the benefits of mentoring less experienced staff and to increase numbers of male and female role models across site - 	<p>HR/ Director of Science and Science Leaders</p>	<ul style="list-style-type: none"> Strategy developed. Yearly articles in the BAS Newsletter about the benefits of being a mentee and mentor. Higher number of female mentors 	<ul style="list-style-type: none"> Coaching and Mentoring Programme – ILM accredited launched in 2017 – 33% F staff across the different functions are enrolled Regular drop in sessions in 2017 and 2018 to raise awareness about Mentoring scheme Yearly email to all staff and article in the newsletter No concerns raised by staff in 2016 Survey
<p>C16 -Make effective use of coaching practices to help staff, especially women strengthen their interpersonal skills</p>	<p>Coaching Programme plus ad-hoc support offered to staff</p>	<p>Staff Forum</p>	<p>Review undertaken of staff who have benefitted from coaching. Any suggestions passed to HR.</p>	<ul style="list-style-type: none"> Coaching scheme to support the Operations and Engineering team launched in 2017. Nineteen (33%F) staff attended. Fourteen line managers (5F, 9M) received individual coaching and mentoring support as part of the Management Development Programme arranged for Operations and Science. The feedback from attendees and their managers at the end of the first year has been very positive. 2016 Staff Survey - 40% of respondents were satisfied or very satisfied with the mentoring and coaching they were offered.

C17-Provide ongoing support on leadership courses	Continue to support additional places on NERC leadership courses	L&D	<ul style="list-style-type: none"> Continuous support on leadership Development of a Leadership Scheme for Women. 	<ul style="list-style-type: none"> In 2016 NERC Leadership Programme was withdrawn. The following actions have been taken to support staff: Leadership Programme for Women at BAS developed and launched in 2017 Bite size leadership and motivation sessions offered to all staff 4 places offered to science staff on the Challenge of Science Leadership (3F, 1M)
C18-Evaluate take up of learning and development activities with an emphasis on female scientists.	<ul style="list-style-type: none"> Continue to monitor attendance and gather feedback. Proactively engage more female using the Women@BAS group to raise awareness 	L&D	Annual report of L&D activities by staff. Any issues passed to HR.	<ul style="list-style-type: none"> A total of 92 staff have attended the sessions in 2016 and 2017 (25F, 21M). 55% of the attendees were women The feedback about learning and development opportunities from the 2016 staff survey was positive.
Career Development				
D1 Produce an effective performance review tool	<ul style="list-style-type: none"> Continue to monitor participation in Appraisal Process. Develop a web-based form for the appraisal process – by March 2016. 	Staff Forum/HR/IT	<ul style="list-style-type: none"> Higher return rate on Appraisals Web-based appraisal form available on the BAS intranet. 	<ul style="list-style-type: none"> 85% return rate We are in the process of launching a digital workplace platform and the development of a web based appraisal system is part of it.
D2 Ensure that merit promotion assessment criteria consider additional activities undertaken, especially for women	Develop a more effective mechanism	Director of BAS/Head of HR	A review of current assessment criteria shows that they include reference to additional activities	<ul style="list-style-type: none"> The current MP scheme include reference to additional work/activities carried out One of the key action agreed following the 2016 Staff survey is the development of a workload model that allocate time for additional activities undertaken
D3 Develop clear career pathways for staff including women	Develop a better support framework for staff, in particular women	Director of BAS/Head of HR	<ul style="list-style-type: none"> Guidance document available to line managers and staff, and suggestion on how to use it, e.g. during annual Appraisal meeting. Women report better career advice 	<ul style="list-style-type: none"> The feedback from the staff survey about career advice and support was positive. Although better support has been offered with the development of a leadership programme, the development of a career pathway has not started yet.

D4 Provide formal opportunities for female PhD students to discuss their work with a range of scientists in their discipline.	Regular slots in programme meetings for PhDs students to present their work, discuss a paper or practise a conference talk, with a particular focus on female PHDs	Science Leaders/Student office	More engagement and positive survey feedback	DONE
D5 Investigate opportunities for and encourage participation of PGRs, especially from females, to join relevant senior management teams and forums.	A wider and more balanced representation of PHD students across different committees and groups	Student office/ Staff Forum WiS	More involvement and exposure to BAS strategy	PhD students are represented on the Staff Forum, Women @BAS and Early Career Science Strategy Team
Organisation and Culture				
E1 Monitor statistics of staff on FTA and OEA with a focus on gender balance	Statistical data used for reporting for future analysis	Recruitment Team	Accurate data for statistical purpose	Review processes carried out at the end of each year. No trends – with a gender impact - have been identified
E2 Identify the numbers of staff that sit on external and internal committees, especially females to ensure balanced allocation	<ul style="list-style-type: none"> Up-to-date list of staff in attendance produced Guidance document developed Reduction in stress related absence and fewer staff reporting concerns about work-life balance in Staff Survey 	HR and Staff Forum	Gender balance across the different committees	<ul style="list-style-type: none"> A review was started in Feb 2018. The impact of additional responsibilities on workload and work-life balance, especially for women, will be assessed and will feed into the work for the development of a Fatigue Management Programme.
E3 Monitor work allocation for part-timers and staff with caring responsibilities and agree appropriate actions to provide support.	<ul style="list-style-type: none"> Ensure that work load, including additional responsibilities, outreach work and attendance to committees, are discussed and agree during appraisal meeting – Ad hoc training for line managers Flexibility and support to be offered as appropriate and necessary - ongoing 	HR Business Partner and line managers	<ul style="list-style-type: none"> Reduction in stress-related absence and fewer staff reporting concerns about work-life balance in staff survey More positive feedback on work- life balance from staff in Staff Survey 	Although individual discussions with line managers have been developed and more awareness has been raised there is still more to do.

E4 Conduct a review of the timing of seminars and talks to ensure that certain groups of staff, in particular women with caring responsibilities, have the opportunity to attend.	Continue to monitor seminar and talks time to ensure flexibility and no impact for part timers or staff with caring responsibilities	SAT and Staff Forum	Staff are satisfied with the timings and flexibility	DONE
E5 Organise a series of talks to target specifically secondary school age girls.	Outreach activities and school talks to target secondary school age girls	Communication Team	Series of talks provided to schools	Overall there were 109 talks in 2017 of these 19 were secondary schools & colleges. This represents almost a 40% increase compared to the past years (e.g. 14 talks in 2016, 12 in 2015 and 14 in 2016)
E6 Monitor and report on levels of outreach activity for males and females. Encourage more female participation in press releases.	Continue to gather statistical data about staff doing outreach activities by gender	Communication Team	<ul style="list-style-type: none"> Report on take-up of outreach activities by gender and functions Increased reference to women in press releases 	<p>DONE</p> <ul style="list-style-type: none"> BAS have 41 (23F, 18M) registered BAS Ambassadors. Over 50% are staff in Science and Science Support, 35% in Administration and 10% in Operations and Engineering. Overall there were 109 talks in 2017 of these 19 were secondary schools & colleges. This represents almost a 40% increase compared to the past years (e.g. 14 talks in 2016, 12 in 2015 and 14 in 2016)
Flexibility and managing career breaks				
F1 Develop a more effective process to manage career breaks, especially for women in science	<ul style="list-style-type: none"> Report in place to monitor 'take up' Modify the current process to include pre-break discussions, training for line managers and 'return to work' interviews 	Line managers and HR	<p>Regular discussions in place with managers whose staff are about to go on a career break to provide guidance and support</p> <p>All staff returning from a career break to receive return to work interviews to ensure smoother transition</p>	DONE
F2 Periodically remind staff about BAS family friendly policies and flexible working options	<ul style="list-style-type: none"> Articles in the 'Ice Sheet' and intranet postings E-mails about flexible working policies Up to date web pages 	HR Team	More awareness – Staff Survey feedback	60% (110) of all respondents were happy with the information available on family friendly policies and flexible working arrangements.
F3 Continue to monitor data on maternity leave return rate, paternity and parental leave	A more accurate recording mechanism has been developed	HR	<ul style="list-style-type: none"> Data available for annual report Maternity Leave return rate remains high 	DONE

<p>F4 Identify more effective ways to record data on informal flexible working arrangements to ensure ongoing support to staff, especially women</p>	<p>Regular exchanges with line managers to identify informal flexible working arrangements and ensure support is in place for staff, especially women</p>	<p>HR</p>	<p>More accurate data</p>	<p>A slight improvement has been noticed as a result of on-going communication with managers and employees.</p>
<p>F5 Ensure that when the new BAS website is fully operational all external visitors and potential applicants have access to BAS Family friendly policies including flexible working procedures, equality reports and E&D initiatives.</p>	<ul style="list-style-type: none"> • Access is currently only available to existing staff. Paper copies of flexible working and E&D policies are sent to applicants. • A new digital workplace system is being purchased 	<p>Communication Team/IT</p>	<p>Easy access to policies and report for applicants and external visitors.</p>	<p>Procurement has started for the development of a digital workplace expected to be launched and fully functional at the end of 2018</p>

Actions identified during 2018 renewal process

Objective	Action planned	Responsibility	Success measure
Section 4			
4.0 To improve our understanding of the drivers behind the gender distribution across the different functions	To carry out a review of internal and external factors influencing gender distribution focussing on recruitment and promotion. The review will cover the period 2018- 2020	Staff Forum and HR	Accurate picture of trends affecting gender distribution at BAS
4.1 To continue to provide support to staff in PB6, 7 and 8 to ensure that they are ready to step up when vacancies at higher bands arise.	To continue to provide access to coaching, mentoring and development opportunities to staff	L&D, Line Managers	Increase in the number of promotion for staff in PB6, 7 and 8
4.2 To improve the gender balance within the marine contingent and continue to support their personal and professional development	<ul style="list-style-type: none"> To visit colleges to raise the profile of BAS and engage more female staff in 2018 and 19 Take positive action in recruitment to address gender imbalance ONGOING 	Recruitment Team and Ship Operation Manager	An increase in the number of female officers, ratings and cadets
4.3 To continue to support the development and progression of staff transitioning between technical and research roles	To raise awareness about the support available to staff looking for a career move ONGOING	HR, Director of Science and Director of Operations	More awareness among staff – 2018 Staff Survey
4.4 To increase the number of female staff in middle and senior roles in Operations	<ul style="list-style-type: none"> Continue to provide access to management development and leadership training ONGOING Continue to provide advice and support on the promotion scheme ONGOING Continue to provide coaching and mentoring support ONGOING 	L&D, a sub group of SAT	A higher number of female staff in middle management and senior roles across the Operational teams.
4.5 To continue to monitor leavers data to identify present and future trends; To continue to apply pay flexibility to hard to fill positions to attract and retain the best talents	<ul style="list-style-type: none"> To keep an accurate report of leavers OnGOING To proactively identify critical cases and, whenever appropriate, apply flexibility to retain them ONGOING 	HR	Fewer staff leaving because of pay constraints
4.6 To commit to reducing gender pay gap	To monitor the gender impact of pay on appointment and other pay decision ONGOING	HR and BMT chair	Provide an framework to facilitate a reduction in the gender pay gap
4.7 To continue to promote a bias free culture in which staff feel valued and respected	<ul style="list-style-type: none"> To extend unconscious bias training to all staff not just recruiting managers and executive teams starting from Jan 2018. To continue to raise awareness about physical, mental and cultural barriers staff may face in the workplace ONGOING 	HR and Staff Forum	Increased satisfaction rate - 2018 Staff Survey

4.8 To improve gender balance across visiting students.	To monitor the recruitment process for visiting students to ensure i) fair and consistent practices and ii) whenever possible and appropriate, positive action to attract a higher number of female students.	Student Officer and Recruitment Team	A better gender balance – closer to 50/50
4.9 To improve gender balance across Operations and Engineering.	To continue to monitor the recruitment process for vacancies in operations and engineering to ensure i) fair and consistent practices and ii) take positive action to attract a higher number of female. This might include advertising vacancies in specific journals and website and colleges as well as fairs. It will also include proactive support in the promotion process	Director of Operations, HR and Head of Polar Operation Delivery	2% Increase in the number of female staff across Operations and Engineering
4.10 To improve gender balance across Administration and Professional Services.	To continue to monitor the recruitment process for vacancies in administration to ensure i) fair and consistent practices and ii) take positive action to address male under- representation.	Head of Corporate Services, HR	2% Increase in the number of male staff across Administration and Professional Services

Supporting and Advancing Careers

5.1 To improve the effectiveness of local induction	<ul style="list-style-type: none"> To develop a mechanism to monitor and review the local induction process -to be completed by Oct 2019 	Recruitment Team	Increased satisfaction rate among new starters – HR annual induction review
5.2 To develop a BAS Merit Promotion Scheme	<ul style="list-style-type: none"> To lead on the development of a promotion framework that better suits our needs – Dec 2018 	HR and Merit Promotion Working Group	Increased satisfaction about the MP Scheme – 2018 Staff Survey
5.3 To improve female and male representation and engagement on the Women@BAS group	<ul style="list-style-type: none"> Regular emails and articles in the newsletter to raise awareness about the groups and its scope ONGOING 	Women@BAS, HR	A more diverse representation on the group
5.4 To review uptake of flexible working arrangements and staff satisfaction	<ul style="list-style-type: none"> Monitor formal and informal arrangements ONGOING 	HR, Staff Forum,	Increased satisfaction – 2018 Staff Survey
5.5 To explore the feasibility of an ad-hoc fund to cover extra childcare costs incurred to attend conferences or seminars.	<ul style="list-style-type: none"> To review existing arrangements across RCUK and other organisations (e.g. Athena Swan network) to discuss options. Review to be completed by MARCH 2019 	HR, Finance manager	Fund set up and supporting staff
5.6 Increase visibility of role models among staff, in particular women across the different functions	<p>Facilitate access to</p> <ul style="list-style-type: none"> Coaching and Mentoring Leadership for all staff ONGOING 	L&D, Directors,	Increased number of staff feeling there visible role models at BAS – 2018 Staff Survey
5.7 Development of career maps to provide clear progression pathways at BAS	Set up working group with wide representation to identify how staff in different roles can develop and progress side way and upwards across the various disciplines and functions – career maps to be in place by Dec 2020.	HR, Working group	Career maps in place
5.8 Continue to raise awareness about Diversity and Inclusion	Continue to organise activities to raise staff awareness about challenges staff from protected characteristics might face because of cultural barriers.	Staff Forum, HR Advisory Team, E&D Champion	A stronger sense of diversity and inclusion gathered through Staff Survey and other sources of feedback