



Research Institute Application
Bronze and Silver Award



ATHENA SWAN BRONZE RESEARCH INSTITUTE AWARDS

Recognise a solid foundation for eliminating gender bias and developing an inclusive culture that values all staff.

This includes:

- = an assessment of gender equality in the institute, including quantitative (student and staff data) and qualitative (policies, practices, systems and arrangements) evidence, and identification of both challenges and opportunities
- = a four-year plan that builds on this assessment, information on activities that are already in place, and what has been learned from these
- = the development of an organisational structure, including a self-assessment team, to carry proposed actions forward

ATHENA SWAN SILVER RESEARCH INSTITUTE AWARDS

Recognise a significant record of activity and achievement by the institute in promoting gender equality. In addition to the future planning required for bronze recognition, silver research institute awards recognise that the institute has taken action in response to previously identified challenges, and can demonstrate the impact of the actions implemented.

COMPLETING THE FORM

DO NOT ATTEMPT TO COMPLETE THIS APPLICATION FORM WITHOUT READING THE ATHENA SWAN AWARDS HANDBOOK.

This form should be used for applications for bronze and silver research institute awards.

You should complete each section of the application applicable to the award level you are applying for.

Additional areas for Silver applications are highlighted throughout the form: 5.3 (iv)

If you need to insert a landscape page in your application, please copy and paste the template page at the end of the document, as per the instructions on that page. Please do not insert any section breaks, as these will disrupt the page numbers.

WORD COUNT

The overall word limit for applications are shown in the following table.

There are no specific word limits for the individual sections and you may distribute words over each of the sections as appropriate. At the end of every section, please state how many words you have used in that section.

We have provided the following recommendations as a guide.

| Research institute application | Bronze | Silver |
|-------------------------------------|--------|--------|
| Word limit | 12,500 | 15,000 |
| <i>Recommended word count</i> | | |
| 1. Letter of endorsement | 500 | 500 |
| 2. Description of the institute | 1,000 | 1,000 |
| 3. Self-assessment process | 1,000 | 1,000 |
| 4. Picture of the institute | 2,500 | 3,500 |
| 5. Supporting and advancing careers | 6,500 | 7,000 |
| 6. Supporting trans people | 500 | 500 |
| 7. Case studies | n/a | 1,000 |
| 8. Further information | 500 | 500 |

| | | |
|-----------------------------------|--------------------------|----------------------|
| Name of research institute | British Antarctic Survey | |
| Date of application | April 2018 | |
| Award Level | Bronze | |
| Date joined Athena SWAN | June 2014 | |
| Current award | Date: April 2015 | Level: Bronze |
| Contact for application | Mariella Giancola | |
| Email | maranc@bas.ac.uk | |
| Telephone | 01223 221646 | |

1. LETTER OF ENDORSEMENT FROM THE HEAD OF INSTITUTE

Recommended word count: Bronze: 500 words | Silver: 500 words

An accompanying letter of endorsement from the head should be included.

Note: Please insert the endorsement letter **immediately after** this cover page.



**British
Antarctic Survey**

NATURAL ENVIRONMENT RESEARCH COUNCIL

Professor Jane Francis
Director, British Antarctic Survey
High Cross, Madingley Road,
Cambridge CB3 0ET
Phone: +44(0)1223 221449
Email: j.franzis@bas.ac.uk

Dear Athena SWAN Manager,

I am very pleased to endorse the British Antarctic Survey's submission for renewal of the Athena SWAN bronze award and to reconfirm the full support of the Executive team for our participation in the scheme.

The last three years have seen a period of political and financial turbulence that has affected the Research Councils and inevitably the British Antarctic Survey (BAS). Our research centre has nevertheless emerged in a very strong position and is an even more vibrant and exciting place to work. With a new polar research vessel – the Sir David Attenborough - to build, Antarctic stations to modernise and a packed science programme to deliver across the two poles, work could not be more stimulating for us.

Our aim is to be a world-leading centre for excellence in polar science and polar operations, addressing issues of global importance and helping society adapt to a changing world. Critical parts of this vision are: i) the creation of a sustainable workforce and PhD student body, which draws on the diverse talents of both women and men, and ii) the development of a safe environment where people feel respected, valued and supported.

Our level of commitment to gender equality in STEM is clear from our wide range of activities to advance women's careers implemented since we received our Bronze award in 2015.

From the commitment of additional resources to support the Athena SWAN work, and more widely, from our E&D agenda to the introduction of a Leadership Programme for Women at BAS, as well as the development of a more flexible training programme to support staff who work remotely, there have been efforts at all levels to develop female staff and contribute to their career progression.

We are especially proud of our ongoing work with Mind and Mental Health First Aid Lite to build emotional resilience across our staff, with particular attention to field workers.

I warmly endorse the report and action plan and will work hard to ensure that it is fully embedded in our operations. This application exemplifies our dedication to addressing gender inequalities that have previously had a clear impact on the degree to which female scientists have been enabled to develop their career.

There remains a marked gender imbalance in senior and leadership roles across BAS, as a result of the “leaky pipeline”– whilst I recognise that redressing that balance represents a long journey, it is imperative that we continue to address the underlying questions around why this occurs and develop an environment that enables us to meet these challenges. We have launched a number of programmes to correct this, including a mentorship scheme, support and training for promotion applications, and confidence-building workshops.

While much remains to be done, I believe that there is real energy and momentum in BAS to embed diversity and inclusion in all that we do, not least because of our history and heritage.

I can confirm that the information presented in this application (including quantitative and qualitative data) is an honest, accurate and a true representation of our institute.

With best wishes

A handwritten signature in blue ink that reads "Jane Francis". The signature is written in a cursive style with a horizontal line underneath the name.

Word count: 518

2. DESCRIPTION OF THE RESEARCH INSTITUTE

Recommended word count: Bronze: 1000 words | Silver: 1000 words

Please provide a brief description of the institute, including any relevant contextual information. Present data on the total number, and gender, of professional staff, technical support staff, research staff and students.

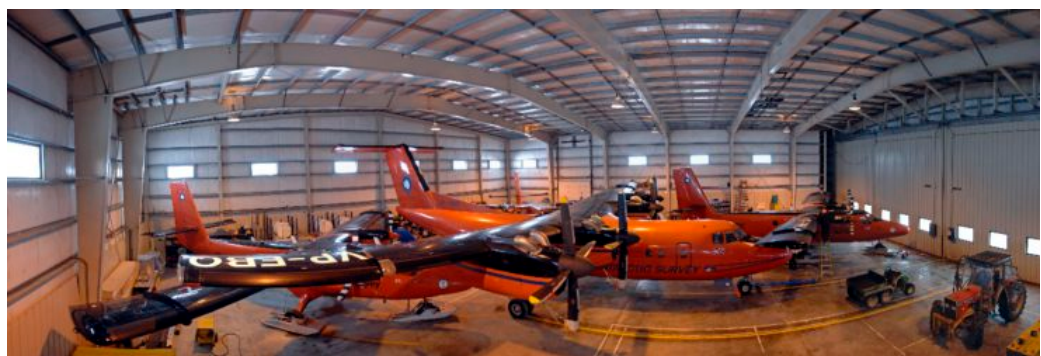
BAS, an institute of the Natural Environment Research Council (NERC), within UK Research and Innovation, delivers and enables world-leading interdisciplinary research in the Polar Regions. BAS scientists undertake multidisciplinary research in both Polar Regions and wherever polar expertise can be applied in order to understand the critical role that the Polar Regions play in the Earth system and how it might change in future. Research themes include: the role of polar oceans, ice sheet history and future change, polar ecosystems, geological evolution, atmospheric chemistry, and past climate from ice cores. Each science theme requires work in the field and in laboratories in Cambridge.



Winter image of the Halley VI Research Station on the Brunt Ice Shelf in Antarctica with aurora

We also manage large polar infrastructures including two polar ships, five aircraft, five Antarctic research stations and one in the Arctic, used to support polar fieldwork for the whole UK community.

The hangar at Rothera Research Station, Antarctica



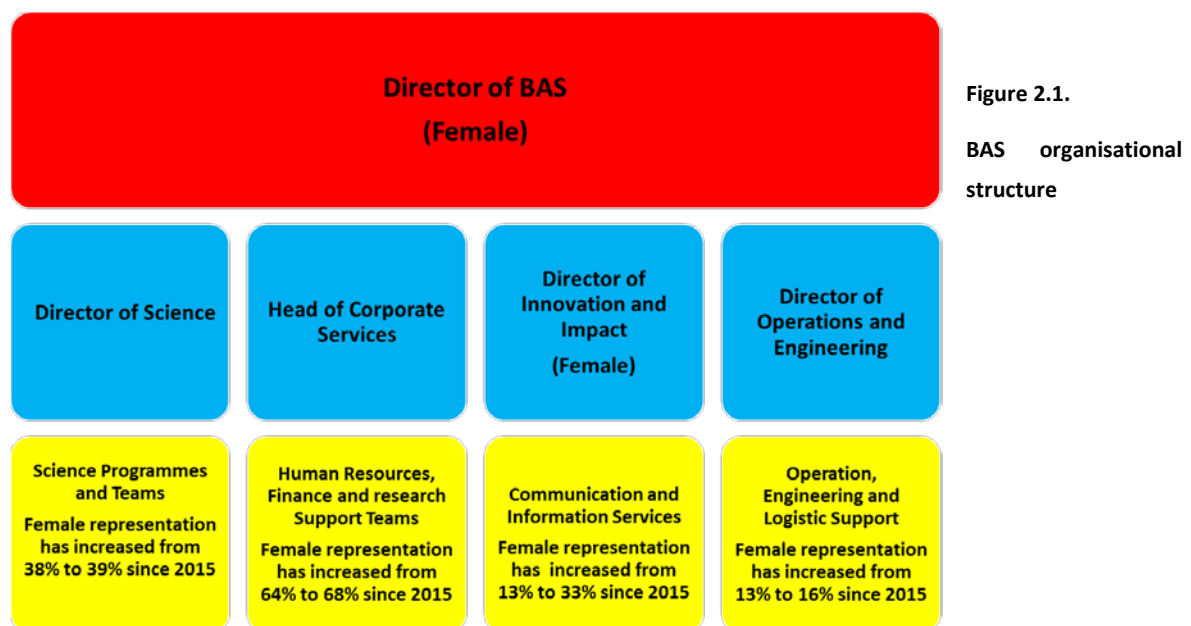
In addition, we provide advice to policy-makers and government bodies on topics such as fisheries and Marine Protected Areas, climate change through membership of the Intergovernmental Panel for Climate Change, and conservation of the Antarctic environment as part of our responsibility to the Antarctic Treaty.

BAS has an annual budget of c. £50 million. The majority of this funding comes from the government via NERC. Additionally, we receive funding from the European Union for several

pan-European collaborations, and from the Foreign and Commonwealth Office for outreach, advisory and policy work.

BAS is currently undergoing a period of change as result of major capital investment to support the construction of a single polar vessel and the modernisation of the polar infrastructures, including the Antarctic research stations. New strategies are being developed and major functions are being re-organised. This has already enabled more females to take leadership roles across the different functions (e.g. two existing BAS female staff were appointed in the roles of Head of HR and Head of Polar Data Centre) and has opened up career development opportunities for all staff.

BAS operates a matrix structure in which Science Strategy is delivered through Science Areas, while people and resources are managed through Directorates led by a Director/Service Head. BAS operational strategy is shaped by NERC and UK Government frameworks and policies and reviewed annually. Infrastructure support is provided by operational teams within BAS, with transactional elements outsourced to RCUK Shared Business Services Ltd.



Responsibility for the leadership and management of BAS, including the direction, balance and detail of its science programme, and the allocation of resources and logistics support, lies with the Director, advised by the BAS Executive Team (female membership has increased from 23% to 40% over the past three years) and the Science Strategy Team (female membership has increased from 23% to 28% over the past three years). Membership, gender and overall functional responsibilities of these teams are covered in more detail in the section **Internal Committees**.

Students - BAS supports approximately 60 postgraduate students and hosts numerous visiting scientists. Although not a degree-awarding institute, we work closely with universities to provide excellent postgraduate research training. Links with UK Higher Education Institutions (HEI) are forged through research collaborations and PhD Doctoral Training Partnerships

'DTPs'. In return, we have introduced many early-career postdoctoral scientists to the excitement of Antarctic science and fieldwork.

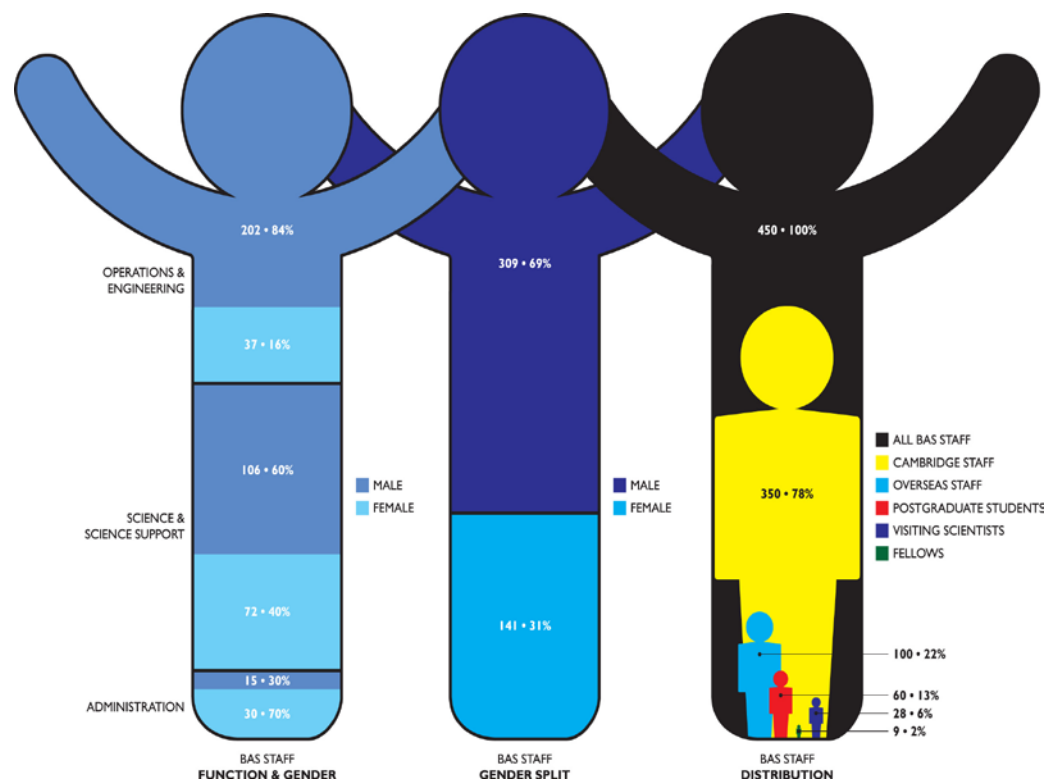
Staff - BAS employs an average of 450 staff (141F, 309M). The % of female staff has increased from 28% to 31% since 2015. Approximately 78% of our staff are based in Cambridge (but visit the poles) and the remainder work on BAS vessels, aircraft and research stations.

Staff are distributed across three main functions: Science and Science support, Operations and Engineering, and Administration. Table 2.1 and Figure 2.2 respectively provide a breakdown on the composition and the distribution and gender split of staff by function.

| Function | Composition |
|-----------------------------|---|
| Science and Science support | Scientists and Support staff e.g. laboratory facilities, Polar Data centre, Mapping and Geographic Information services |
| Administration | Staff in the Directorate and professional services e.g. HR, Finance, Procurement, H&S and Media and Communication |
| Operations and Engineering | Engineering and technical experts supporting aircrafts, ships, field expeditions, mechanical and technical services, estates, facilities and IT services. |

Table 2.1 Composition of BAS functions

Figure 2.2. BAS staff distribution and profile by functions and gender – 2017



Brief history of the role of women at BAS

For many years, developing a career in STEM – either as a scientist or as a marine officer, pilot or engineer – was challenging for many women at BAS primarily because until 25 years ago, British research stations in the Antarctic were male-only bastions and women were not allowed to work there.



in the Arctic and Antarctica.

By 1983 the first female scientist was able to work on a research ship. In 1986, for the first time, a team of female scientists worked on British bases during the summer and in 1993 women were able to overwinter in Antarctica. Since then, there have been major changes and there are now female pilots, station leaders, marine officers and engineers working for BAS

Fieldwork: challenges and support

Remote fieldwork is a regular feature for approximately 50% of BAS scientists, engineers and logistic co-ordinators. This involves spending weeks, even months, away from Cambridge during the Antarctic summer and/or winter seasons to carry out research on stations, vessels or in field camps. Marine staff and pilots spend more than six months away from home to provide scientific and logistic support to field workers and stations.

Although it is possible to forge successful academic and professional careers (the female Director of BAS and the Director of Innovation are a clear example of this), it is challenging to combine remote working with parenthood and caring responsibilities and successfully cope with the psychological pressures of living in extreme conditions



Staff welfare is paramount to everything we do at BAS. For this reason dedicated members of the operational and HR teams are available 24/7 to provide regular contacts for the staff on fieldwork with home teams, managers, mentors and access to counselling and professional support.

In response to feedback received from staff during HR annual visits on station and the 2016 staff survey, the following actions have been introduced:

- a) An “Emotional Resilience Programme”, specifically tailored to field staff, has been launched to improve personal and team resilience;
- b) A Cambridge-based induction programme for all marine staff to facilitate integration between HQ staff and mariners;
- c) Mental Health Awareness session tailored for staff on research stations and vessels;



- d) An Antarctic deployment officer has been appointed to work closely with the L&D team in Cambridge, the station management team and field staff to support a smooth deployment to Antarctica.

Staff are free to make alternative travel arrangements for their return to the UK and BAS will facilitate as appropriate. Once back, time off is granted for recuperation and re-familiarisation.

In this application we pledge our ongoing commitment to the Equality Charter and our continuing determination to fight preconception and cultural barriers and develop a discrimination-free working environment.

Word count:



3 SELF-ASSESSMENT PROCESS

Recommended word count: Bronze: 1000 words | Silver: 1000 words

Describe the self-assessment process. This should include:

- (i) a description of the self-assessment team
- (ii) an account of the self-assessment process
- (iii) plans for the future of the self-assessment team

3.1 The self-assessment team

The self-assessment team (SAT) was established in June 2014, when the decision to join the Athena SWAN Charter and apply for a Bronze Award was taken by the British Antarctic Survey Executive Team (BET). This is chaired by the Director, Professor Jane Francis, who also chairs the SAT. A staff briefing explained the Charter principles, and a formal pledge was made to demonstrate our commitment to supporting the career progression and development of female staff. A call for volunteers to join the SAT resulted in an overwhelmingly positive response.

SAT membership has changed over the past few years. The team now comprises 20 members (55% female, 45% male) evenly spread across pay bands and functions. The current membership still reflects the diversity of roles and expertise across BAS and includes a wide range of experience and knowledge of career development, recruitment practices and promotion processes. The team includes PhD students, early career and more senior research and operational staff, some of whom spend regular time away on field work, a Human Resources Business Partner, an Equality and Diversity (E&D) Champion, a Welfare Officer and a Union Representative. SAT members have experience of combining scientific, technical and professional careers with other commitments including managing dual academic-career partnerships, career breaks, maternity leave, part-time working, childcare and other caring responsibilities, single parenthood and community volunteering.

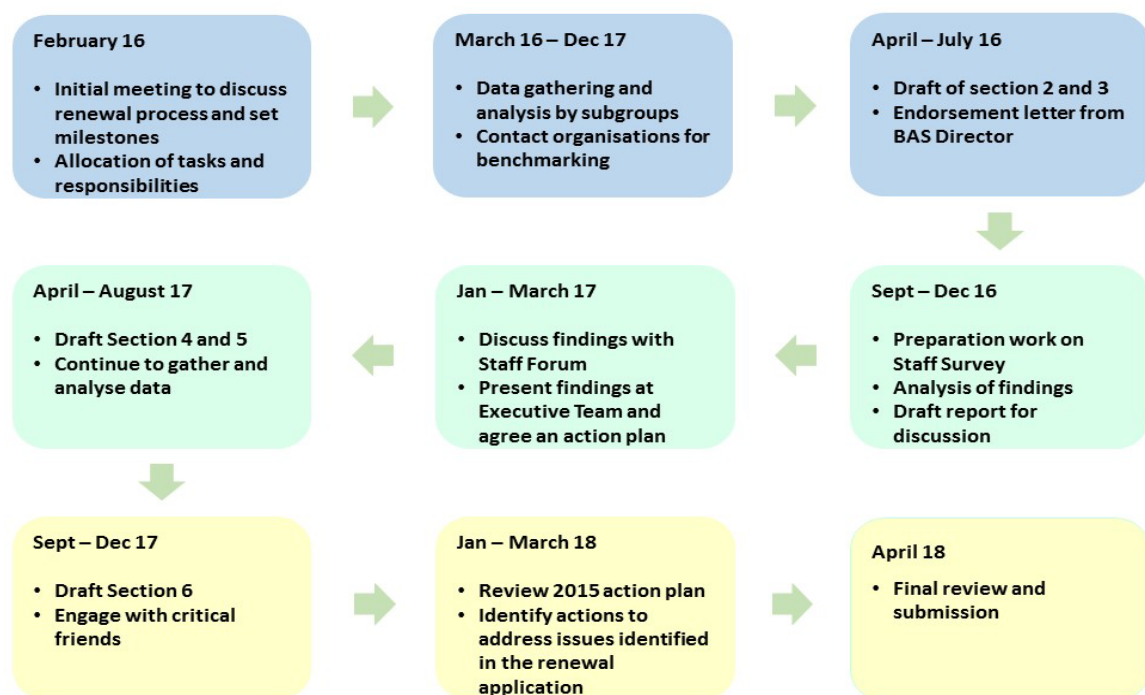


Figure 3.1 A summary of the key steps of the AS Bronze renewal application process

Self-Assessment Team membership (as of Feb 2016)

| Name, Role | PT/FT | Experience of work life balance and contribution to the AS application process |
|--|-------|---|
| James Miller (M) <i>HR Business Partner</i> | FT | Flexible working arrangements to help with childcare commitments. Two-career household with two school-age children. Experience of work/life balance and caring responsibilities. Contributed to section on organisation and culture |
| Jennifer Forster Davidson (F) <i>Health and Safety Manager</i> | FT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis. |
| Adrian Fox (M) <i>Head of Mapping and Geographic Information</i> | FT | Flexible working arrangements to help with childcare commitments. Two-career household with two school-age children where partner's career involves a lot of travel. Experience of work/life balance and caring responsibilities. Contributed to section on organisation and culture and flexibility. |
| Jane Francis (F) <i>BAS Director, E&D champion (Chair of SAT)</i> | FT | Good experience of personal development support such as leadership development with NERC and other schemes for women in science. Contributed to section on career development, organisation and culture. |
| Samuel Smithson (M) <i>Building Services Technician</i> | FT | Flexible working arrangements to help with childcare commitments. Two-career household with a school-age child. Experience of work/life balance and caring responsibilities. Contributed to section on career development organisation and culture |
| Mariella Giancola (F) <i>Head of Human Resources (Deputy Chair of SAT)</i> | FT | Two school-age children, a husband frequently away from home for work and external commitment: work-life balance achieved with informal home working and flexible hours. Led on data gathering and analysis. Contributed to the section on flexibility, recruitment and organisation and culture. |
| Elaine Fitzcharles (F) <i>Senior Laboratory Manager</i> | FT | Flexible working arrangements to help with childcare commitments. Two-career household with two school-age children. Experience of work/life balance and caring responsibilities. Contributed to section on Career development organisation and culture |
| Helen Peat (F) <i>(Acting) Head of Polar Data Centre</i> | PT | Works annualised hours to manage childcare commitments and community voluntary work. Two-career household (partner also at BAS with periods spent both in Arctic and Antarctic) with two school age children. Contributed to the section on flexibility, recruitment and organisation and culture. |
| Robert Shore (M) <i>Geomagnetic Field Researcher</i> | FT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis. |
| Vicky Auld (F) <i>Pilot</i> | FT | Working remotely and away from home for 6 months a year. Contributed to section on Career development organisation and culture |
| Dan Jones (M) <i>Postdoctoral Fellow</i> | FT | Flexible working arrangements to help with childcare commitments. Two-career household with a school-age child. Experience of work/life balance and caring responsibilities. Contributed to section on Career development organisation and culture |

| Name, Role | PT/FT | Experience of work life balance and contribution to the AS application process |
|---|-------|---|
| Hayley Allison (F) <i>PhD Student</i> | FT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis. |
| Ralph Stevens (M) <i>Captain</i> | FT | Four school-age children, working remotely and away from home six month a year on 3 months on and 3 months off patterns. Contributed to the section on flexibility, recruitment and organisation and culture. |
| Chris Hindley (M) <i>Ship Operations Manager</i> | PT | Good experience of large recruitment campaign and remote field working. Currently back at work on partial retirement. |
| Jess Walkup (F) <i>Research Station Leader</i> | PT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis. |
| Kevin Hughes (M) <i>Environmental Research and Monitoring Officer and Welfare Officer</i> | FT | Flexible working arrangements and childcare support. Two career household with two school-age children where partner's career involves a lot of travel, sometimes for several weeks at a time. Contributed to organisation and culture. |
| Nicky Willis (F) <i>Quality Assurance Manager, Aircraft Operations and Union Rep</i> | FT | Good experience supporting staff working remotely. Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis |
| Hilary Blagbrough (F) <i>Geological Sciences Lab Suite & Collections Manager</i> | FT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to student and staff data analysis. |
| Anna Jones (F) <i>Deputy Science Leader and AS Champion</i> | FT | Two school-age children, a husband frequently away from home for work and external commitment: work-life balance achieved with informal home working and flexible hours. Contributed to the section on flexibility, recruitment and organisation and culture. |
| Zackary Smith (M) <i>Electronics Technician</i> | FT | Flexible working arrangements including flexi-time scheme to combine work and social commitments. Contributed to section on career development, organisation and culture. |

3.2 The self-assessment process

Since its establishment, the SAT has worked with the Staff Forum and the Women@BAS group to raise staff awareness about the Athena SWAN Charter and its principles. The Staff Forum was established about 20 years ago to provide a platform for all employees to contribute to the development of a stronger equal and inclusive culture.

The SAT is chaired by the Director and reports formally to the BET. The Head of HR (and SAT Deputy Chair) have led on data collection and analysis and covered for the chair when required.

The drive and participation of the Executive and Senior Management Teams have been instrumental in actively promoting the Athena SWAN values and supporting more gender equality at BAS. Two members of the BET, BAS Director and the Director of Innovation and Impact, have been nominated Equality Champions and all the Executive members have undertaken training in unconscious gender bias. (2015 A1)

Since the Bronze award (2015), the SAT has had regular exchanges and continued to ensure that the actions from the 2015 submission were implemented, measured, reviewed and further communicated to staff. (2015 A5)

Consultation with staff – An anonymous **survey** was carried out in October 2016 and 185(106M, 64F) staff took part. The survey covered a variety of work-related issues, many of which were directly relevant to Athena SWAN principles. The survey results were shared with the SAT and the BET in January 2017 and published on the BAS Athena SWAN intranet pages in February 2017. (2015 A3)

Concurrently, **targeted discussions** were arranged with a representation of female staff to gain their insight into Athena SWAN issues. The SAT also gathered and analysed staff and student data, to identify trends and areas for future action.

Feedback from staff has played a key role in the development of this application. It has instigated discussions and further analysis. Critical actions are referenced throughout and findings are summarised in the final section of the application. All staff have been kept engaged in and informed about the submission process through the following channels:

- The Director's quarterly staff briefings - these are recorded and shared with the staff working on the ships and the polar research stations;
- BET communications cascaded via regular team meetings;
- Informal discussions led by SAT team members;
- Yearly BAS-All email updates run by Dr Anna Jones – Equality Champion and SAT member - to raise awareness about AS principles and our commitment to support and fully embed those at BAS; (2015 A2)
- Regular E&D and STEM activities open to all staff

Following the submission, these processes will continue to be the main channels for information sharing and Athena SWAN activity updates, which will be supported by the dedicated internal web page in addition to new flyers, posters, events and articles in the staff newsletter as identified in the Action Plan.

Externally to BAS, the British Geological Society (BGS) and the National Oceanographic Centre (NOC) have given advice, guidance and constructive feedback on the renewal application and the updated Action Plan. Both centres are familiar with our governance and funding structure, our workload model and our scientific and technical career development pathway. NOC's feedback on supporting the development of marine staff has been particularly relevant and useful.

3.3 Plans for the future of the self-assessment team

The SAT will continue to promote the career development of all staff at BAS working closely with the Staff Forum, the Women@BAS group and the BAS Executive Team. Specifically, the SAT will continue to monitor and progress the actions identified in our 2018 Athena SWAN Action Plan.

Data collection was one of the biggest challenges in 2015 and has also affected the renewal application process. In 2010, the Research Councils implemented a Shared Services Centre (now UK Shared Business Services Ltd) with responsibility for transactional elements of Human Resources, finance and procurement. As a result of this transition, data reporting was at times inaccurate and a gap in certain statistical information has been identified (specifically staff data about exit interviews and career breaks). Although we have developed robust mechanisms internally to capture critical data for staff recruitment, training uptake, flexible working requests etc., there are still areas where this has not been fully addressed yet, because the responsibility for the processes sit outside BAS and NERC (e.g. PhD recruitment data), now with UKRI.

The Athena SWAN Action Plan, already a standing item on the monthly Executive Team meeting agenda, will continue to receive the support of the Executive and Senior Management Team. Its impact on the culture of BAS will be assessed through the feedback from the future Staff Survey and regular discussions with the Staff Forum and Women@BAS.

Word count 995

4 A PICTURE OF THE INSTITUTE

Recommended word count: Bronze: 2500 words | Silver: 3500 words

4.1 Student data

If courses in the categories below do not exist, please enter n/a.

(i) Numbers of men and women on postgraduate research degrees

Full and part-time. Provide data, by gender, on course applications, offers and degree completion rates/time to completion.

(ii) Numbers of visiting students by gender

Full and part-time. Provide data, by gender, on applications, offers and acceptances.

Research at BAS spans several disciplines from marine biology to geophysics, from palaeo-environments to climate and polar oceans, with an overall focus on both biological and physical sciences. The BAS Graduate Student Programme has a vibrant community of 86 research students (PGRs), 58% of whom are female. The majority of students (82%) join the Science Teams via NERC Doctoral Training Partnerships (DTPs), with a small minority recruited through Research Councils, EU and other schemes. In 2014, NERC Doctoral Training Partnerships (DTPs) replaced the previous NERC Doctoral Training Grants Scheme.

The number of female students taking up a studentship has increased to 54% (from 50%) over the period 2014 - 2017 with a peak of 74% in 2015-16, as shown in Figure 4.1.1. (2015 A3)

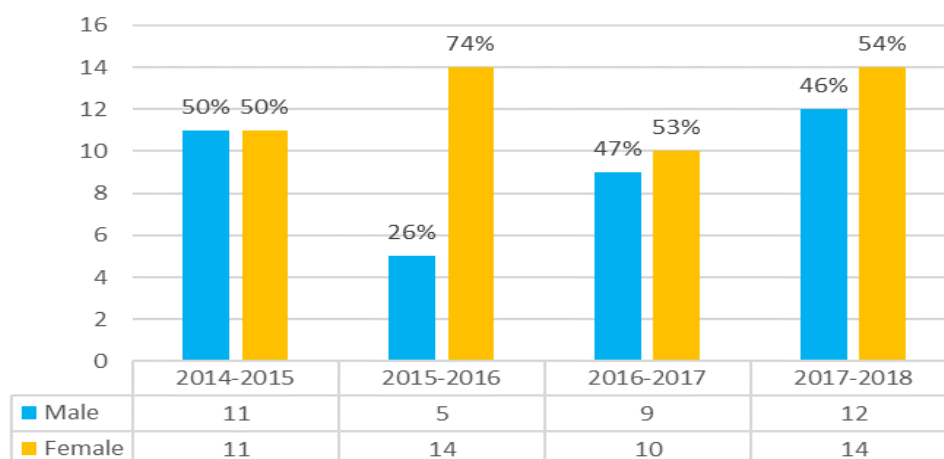


Figure 4.1.1 Yearly intake of BAS PGRs by gender 2014-2017

Although recruitment of BAS PGR students is driven by the DTPs, BAS PGR Student Office regularly monitors the process. We have representatives on DTP Executive, Management, Operation and Training Committees as well as shortlisting and interview panels. Applications are submitted to the registering university, who in turn monitor equality and diversity. DTPs provide NERC with data on the number of applications and offers made by gender each year.

Despite the broad spread of students, the data in Table 4.1.1 reveal a bias towards more female students in biology and chemistry (i.e. Teams IDP and Eco). This is consistent with the 2016/17 student HESA data and broadly reflects the gender split for postdoctoral fellows in the same science teams. For the academic period 2014-2017, the PhD gender split is almost balanced with a small bias of female students (43% male to 57% female students) over all groups. We will continue to investigate the drivers behind the current gender distribution across science programmes (2018 4.0)

| Acronym | Description | Male | Female |
|---------|--|------|--------|
| AIC | Atmosphere, Ice and Climate | 6 | 5 |
| BEA | Biodiversity, Evolution and Adaptation | 7 | 9 |
| Eco | Ecosystems | 6 | 16 |
| GG | Geology and Geophysics | 0 | 0 |
| IDP | Ice Dynamics and Palaeoclimate | 4 | 8 |
| PICC | Palaeo Environments, Ice Sheets and Climate Change | 3 | 3 |
| PO | Polar Oceans | 7 | 4 |
| SWA | Space, Weather and Atmosphere | 2 | 2 |

Table 4.1.1 BAS PGRs distribution in Science Teams (2014/15 to 2017/18 academic years)

All BAS PGR students are full time. Of the 18 new students who were recruited in 2013, two female students intermitted (one on medical grounds, one on maternity leave) and all other students submitted their theses and have successfully completed or are about to complete their studies within the four year period for submission.

Numbers of visiting students by gender

BAS has a small number of visiting students to undertake a Research Experience Placement (REP) as part of their Undergraduate or Master's degree. Between 2014 and 2017, BAS hosted 18 REP students: 13 male, 5 female. Although what drives the offer for a placement is the nature of the scientific projects, we will continue to monitor the recruitment process to ensure fair and consistent practices. (2018 4.8)

4.2 Staff data

Present professional staff, technical support staff and research staff data separately. Include postdoctoral researchers in the most appropriate staff category.

Note: Institutes can use whichever staff categories are most appropriate to their staff profiles, as long a definition is provided.

(iii) Staff by grade and gender

Look at the career pipeline and comment on, and explain, any differences in the pipelines for different genders.

The specialist nature of the research carried out at BAS and the unique working conditions make it difficult for us to find suitable organisations for benchmarking. For the 2018 renewal application we have worked closely with the following organisations to benchmark our gender ratio:

- The British Geological Society (BGS),
- The National Oceanography Centre (NOC)
- The Australian Antarctic Division (AAD)

BGS and NOC carry out research in geology, physical oceanography, climate and marine biology, which is similar in scope to that of BAS. Additionally, they operate under the same economic and political pressure and experience similar financial constraints.

AAD provides a similar logistic support to the Australian scientific community and employs a similar contingent of staff to support the running of the stations and sustained long term observations.

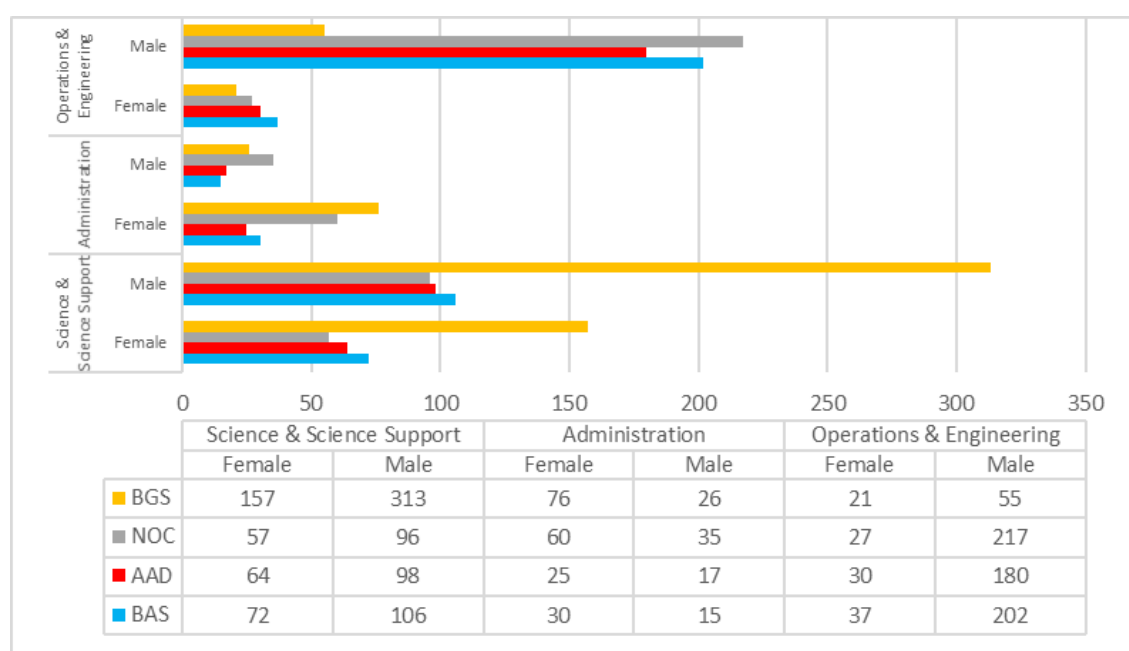


Figure 4.2.1 Number of staff across BAS, BGS, NOC and AAD – based on averages for the period 2014 - 2017

The data gathered identify the following:

- BAS has the highest female to male ratio for science & science support – very similar to AAD and higher than NOC and BGS.
- Overall, gender ratio for administrative staff compares positively with that of the other two NERC centres and AAD.
- Gender ratio for staff in Operations is highest at BGS, followed by BAS, AAD and NOC. Although still in line with comparative organisations, this is an area we would like to improve.

We will continue to broaden recruitment in Operations and Engineering to improve its gender ratio. (2018 4.9). We will also continue to diversify and strengthen our benchmarking strategy. (2015 B4)

a) Science and Science Support (SSS)

This group is approximately 40% (178) of the total BAS workforce and 40% (72) are female. This figure is significantly higher than the UK average of 25% females in the primary science workforce¹ (i.e. purely science-based occupations).

A breakdown of the gender distribution by pay bands (PB), Figure 4.2.2, shows that the number of female staff at executive level and in PB 4 and 5 is significantly lower than males. The data suggest that:

- Whilst male staff are distributed relatively evenly across the middle PB 4-6, female staff are disproportionately clustered in the lower pay band in this range (49% in PB 6 alone);
- A marked divergence occurs at and above PB 6 (postdoctoral level) with a larger proportion of men than women progressing to senior roles (PB 5 onwards);
- There is a poor female – male ratio at executive level (PB 1-3)

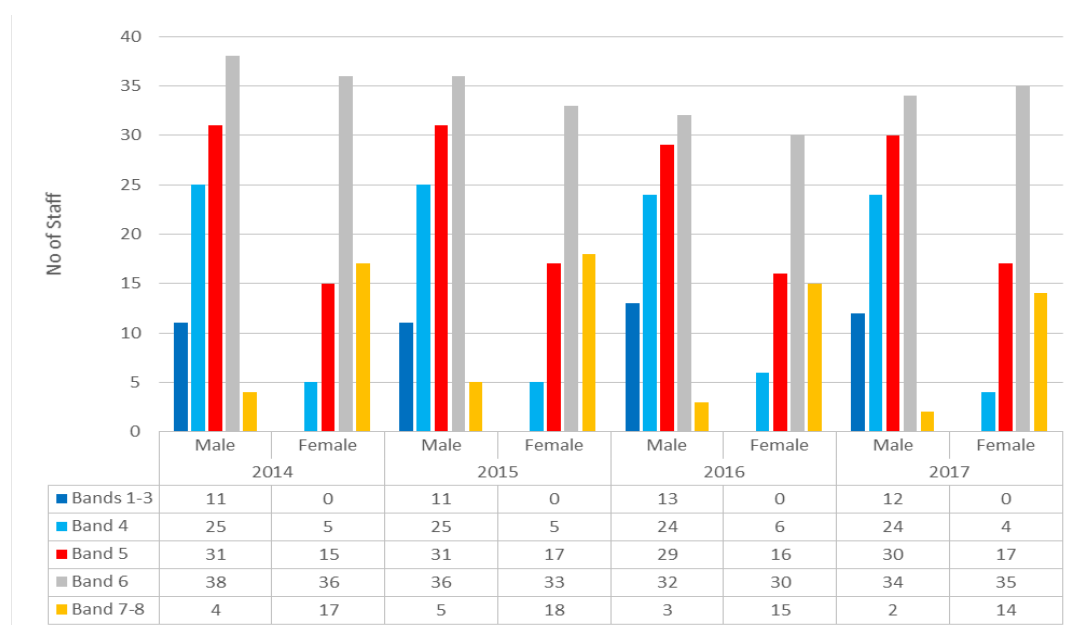


Figure 4.2.2 Science & Science Support staff by gender and grade 2014-2017

This decrease (both relative and absolute) in female staff numbers with respect to male staff numbers at higher pay bands (PB 5 onwards) has been identified as a **key attrition point** in BAS' staff development structure. Despite relatively even numbers of female (35) and male (34) postdoctoral science staff in PB 6, the progression through higher bands is uneven between the genders. The major causes of the attrition at this stage are that i) very limited senior roles become vacant and ii) fewer female scientists have taken part in the promotion process and progress to senior roles, as we identify in detail in the section on **Key career transition points**.

¹ The Diversity Report - A picture of the scientific workforce in the UK', The Royal Society, March 2014.

b) Operations & Engineering (O&E)

This group is approximately 52% (239) of the total BAS workforce and 16% (37) are females. This figure is above the UK average of 9% females for staff working in engineering². A breakdown of the gender distribution by pay bands, Figure 4.2.3, shows the number of female staff, in PB5 and above, remaining constantly low over the years. Female staff outnumber male staff in Bands 7 and 8 where most of the administrative support sits. Overall, the data on current gender split by pay bands indicates that

- Whilst male staff are distributed relatively evenly across the middle pay bands (5–6), with a small number in executives roles (Band 1-3) and an increasingly high number in project management roles (Band 4), female staff are disproportionately clustered in the lower pay band in this range (93% in PB 7-8 alone);
- There is a poor female – male ratio at executive level (PB 1-3) and senior roles (PB 4-5)

This decrease of female staff numbers with respect to male staff numbers at higher pay bands (PB 6 onwards) is concerning. Additional career development support will be provided to staff in PB6, 7 and 8 to ensure that they are ready to step up when vacancies at higher bands arise. (2018 4.1), although many of the roles in this group are in traditionally male-dominated areas such as engineering.

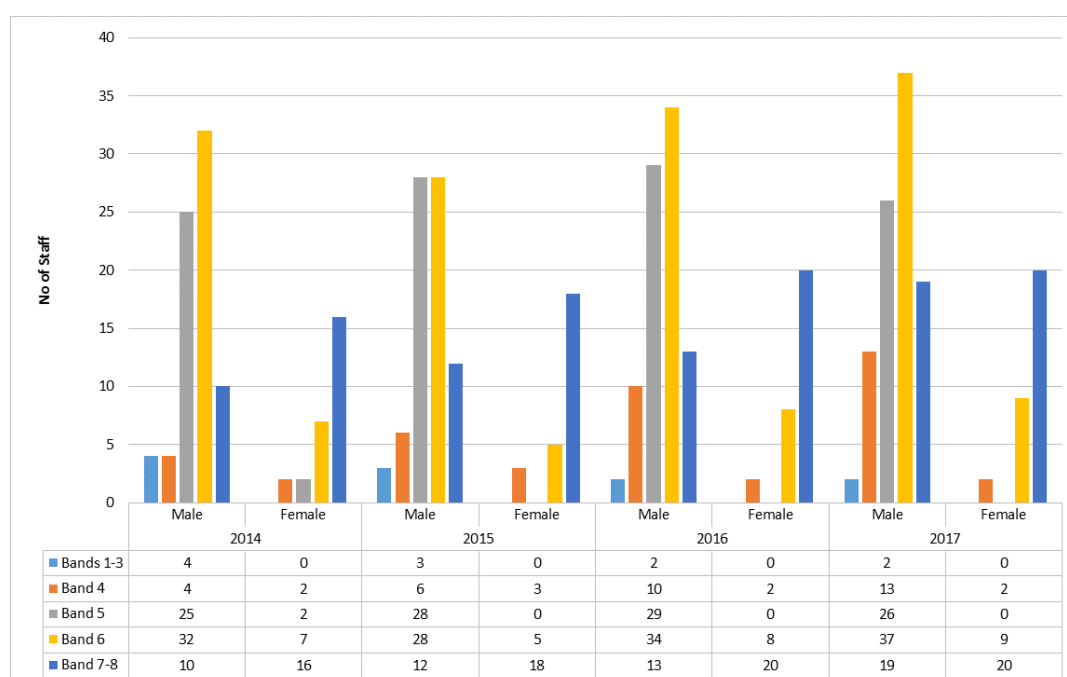


Figure 4.2.3 Operations & Engineering staff by gender and grades 2014-2017 – excluding Pilot and Marine staff

Marine staff and Pilots

Seafarers account for 22% (100) of BAS workforce and less than 5% are females. Despite the small numbers, female representation among BAS marine staff is above the UK average of 3%, as identified in the 2016 annual report on UK seafarers run by the Department for

² Women in Engineering Statistics, March 2016

Transport (DfT) in collaboration with the Maritime Costal Agency (MCA). Marine staff are regularly assessed against a set of technical competencies regulated by the MCA.

Pilots account for less than 2% (7M, 1F) of the BAS workforce. They are highly trained and regularly assessed against a set of technical competencies regulated by the Civil Aviation Authority (CAA).

Progression through the ranks for both groups occurs automatically when the technical proficiency for the higher level is achieved and the required sea/flying time is accrued.

We will continue to support the development and progression of our pilots and marine staff. Additionally, we will proactively engage agencies and colleges to attract more female officers in both groups to address female under-representation. (2018 4.2)

c) Administrative and Professional staff (A&P)

This group is approximately 10% (45) of the total BAS workforce and 70% (30) are female. This function has always had a stronger female representation, approximately 60%-70%. This trend is shown in Figure 4.2.4. The number of female staff in PB4 has gone up by 1 and there are four times as many PB5 as in 2014. This is due to a combination of promotion and recruitment.

We will continue to monitor gender balance and address male under-representation proactively at recruitment and promotion stage. (2018 4.10)

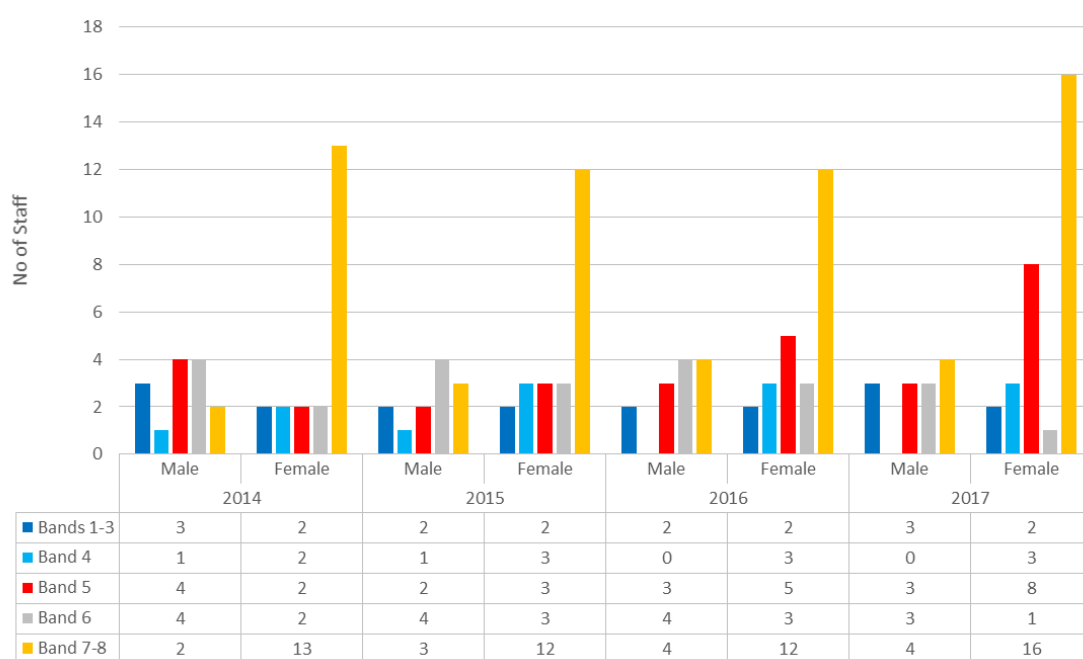


Figure 4.2.4 Administrative and Professional staff by gender and grade 2014-2017

Transition between technical support and research roles

Where relevant, comment on the transition of technical staff to research roles, and vice versa.

One of the most interesting and challenging aspects of many positions at BAS is the fact that staff operate across different disciplines. It is typical of BAS science leaders to have strong technical/lab expertise, or for our robotics engineers to have an academic background in marine biology or climate and space weather. Driven by the needs of the individuals and the benefit for the organisation, BAS has responded positively to requests from staff and supported their transition in many ways. For example:

- by offering technical support staff the opportunity to study for a Masters/ PhD
- by supporting the transition of a female scientist to science administration, following changes to her personal circumstances, and developing her knowledge in grant management
- by retraining staff coming back to work following a long career break

The most recent cases include supporting a female ship steward to become a Marine Officer and one of our cooks to become a motorman and develop into a marine engineer. We will continue to support development and progression of staff across cross-disciplinary roles. (2018 4.3)

Staff, by gender and grade, on fixed-term, open-ended/permanent and zero-hour contracts

a) Science and Science Support Staff

Approximately 141 (81%) staff in this group are on open-ended appointments. Figure 4.2.5 shows that there is strong female representation at PB 6, 7 and 8. Numbers gradually decrease at PB 5 curtailing at PB 1-4.

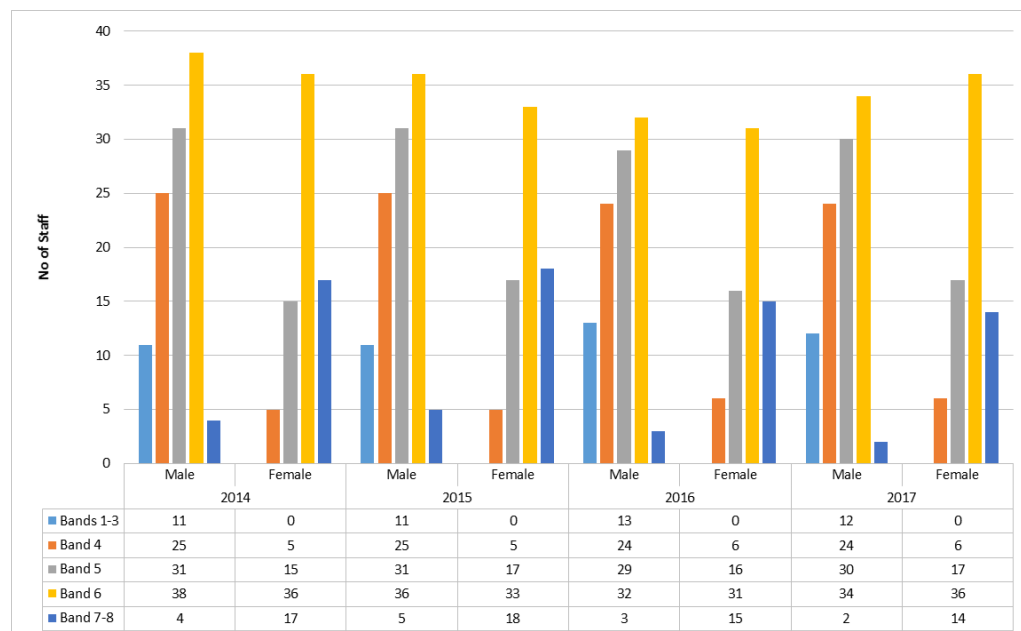


Figure 4.2.5 Science and Science Support staff by gender and grade on open-ended contracts 2014-17

Note: at time of submission in 2018 one female gained promotion to PB3.

Approximately 34 (19%) staff are on fixed-term contracts, typically up to three years. 90% of the time-limited appointments are at PB 6 - postdoctoral level – and PB 5 – for climate modellers and bioinformatics – and are directly linked to EU /NERC grant funded projects.

The remainder 10% staff are fixed-term for specific purposes e.g. maternity or absence cover. Over the past four years, as shown in Table 4.2.1, the number of males and the number of females in these roles have been roughly equal. (2015 E1)

| | Male | Female | Male | Female | Male | Female | Male | Female |
|-------------|------|--------|------|--------|------|--------|------|--------|
| | 2014 | | 2015 | | 2016 | | 2017 | |
| ■ Bands 1-3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Band 4 | 0 | 1 | 0 | 1 | 0 | 2 | 0 | 0 |
| ■ Band 5 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| ■ Band 6 | 17 | 14 | 15 | 11 | 13 | 8 | 15 | 13 |
| ■ Band 7-8 | 1 | 2 | 2 | 6 | 2 | 6 | 1 | 5 |

Approximately 91 (81%) of staff in this group (including mariners) are on open-ended appointments to support the core logistics and infrastructure requirements of running Antarctic ships and stations (Figure 4.2.6).

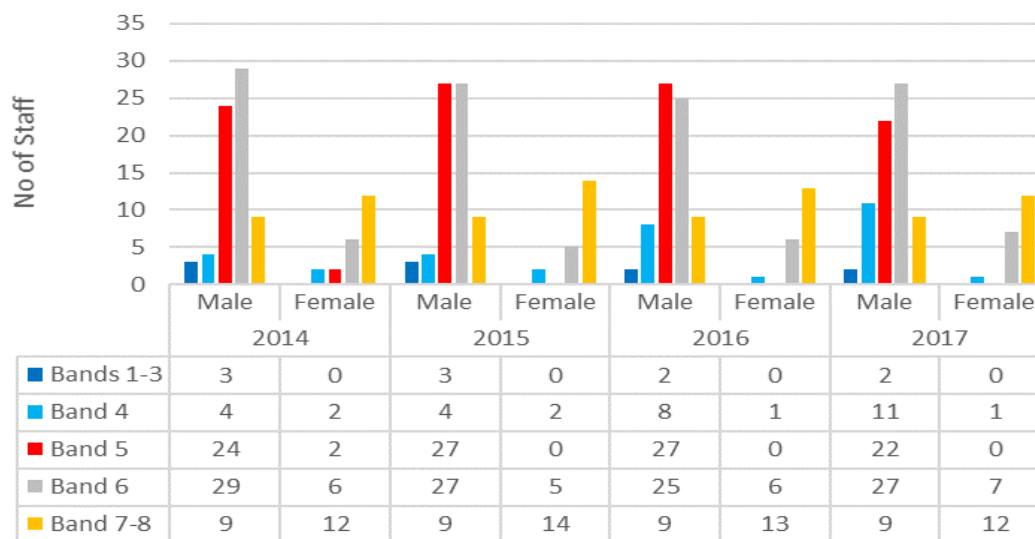


Figure 4.2.6 Operations and Engineering staff by gender and grade on open-ended contracts 2014-17

Until 2015, the number of fixed term appointments was small and limited to short term/ad-hoc projects. Following the commission of a single polar vessel in 2016 and the modernisation of the Antarctic stations, the need for additional resources has increased and 37 (26 M, 11F) highly skilled from project managers, data analysts, procurement advisers, have been recruited (Table 4.2.2).

| | Male | Female | Male | Female | Male | Female | Male | Female |
|-------------|------|--------|------|--------|------|--------|------|--------|
| | 2014 | | 2015 | | 2016 | | 2017 | |
| ■ Bands 1-3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ■ Band 4 | 0 | 0 | 2 | 1 | 2 | 1 | 2 | 1 |
| ■ Band 5 | 1 | 0 | 1 | 0 | 2 | 0 | 4 | 0 |
| ■ Band 6 | 3 | 1 | 1 | 0 | 9 | 2 | 10 | 2 |
| ■ Band 7-8 | 1 | 4 | 3 | 4 | 4 | 7 | 10 | 8 |

Table 4.2.2 Breakdown of Operations & Engineering staff on FTA by gender and grade

Female staff are under-represented at both senior and middle management level. A 3-year Management Development Programme has just been launched to support the development of staff in Operations & Engineering. We hope to see an improvement and better gender balance at higher level over the next 3 years. (2018 4.4)

c) Administration and Professional Services

Over 86% of staff working in this group are on open-ended contracts. Female staff are represented across all bands with a larger number at the lower grades (PB 7-8), as shown in Figure 4.2.7.

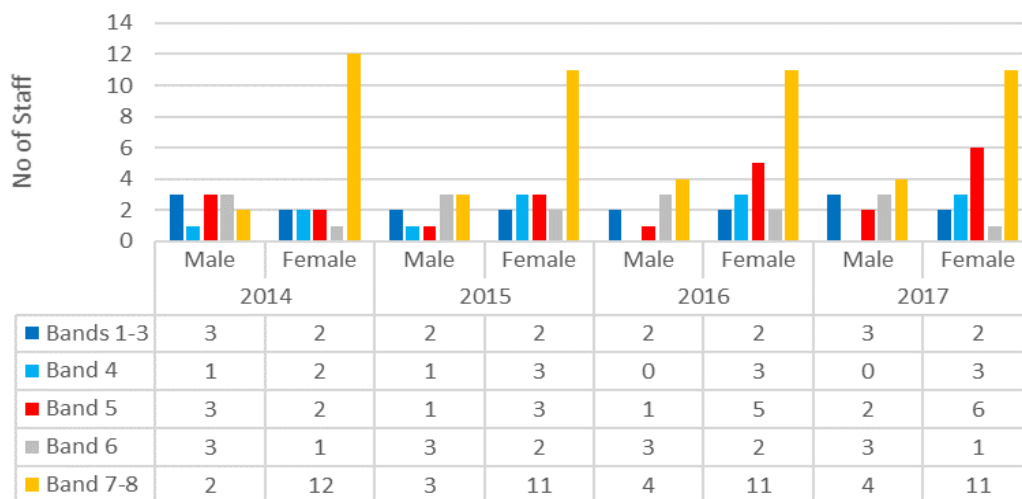


Figure 4.2.7 Administrative and Professional Services staff by gender and grade on open-ended contracts 2014-17

Numbers of fixed term appointments are low and limited to maternity and absence cover (Table 4.2.3)

| | Male | Female | Male | Female | Male | Female | Male | Female |
|-----------|------|--------|------|--------|------|--------|------|--------|
| | 2014 | | 2015 | | 2016 | | 2017 | |
| Bands 1-3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Band 5 | 1 | 0 | 1 | 0 | 2 | 0 | 1 | 2 |
| Band 6 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 |
| Band 7-8 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 5 |

Between 2014-17 15 (9F, 6M) fixed-term contracts were converted into open-ended appointments: 50% were in Science and Science Support, 30% were in Administration and the remainder in Operations and Engineering. We have no staff on zero-hour contracts.

Leavers by grade and gender and full/part-time status

Comment on the reasons staff leave the institute and any differences by gender.

Overall staff turnover from 2014-2017 has been relatively low, approximately 9%. This figure is lower than the national turnover rate of 15.5% as reported in the 2016 Government's Labour Force Survey and XpertHR's annual survey of labour turnover.

Leavers by function - Between the end of 2014 and 2017, 160 staff (96M, 64F) left BAS. 10% worked in Administration, 33% in Operations and Engineering and 57% in Science and Science Support (Figure 4.2.8).

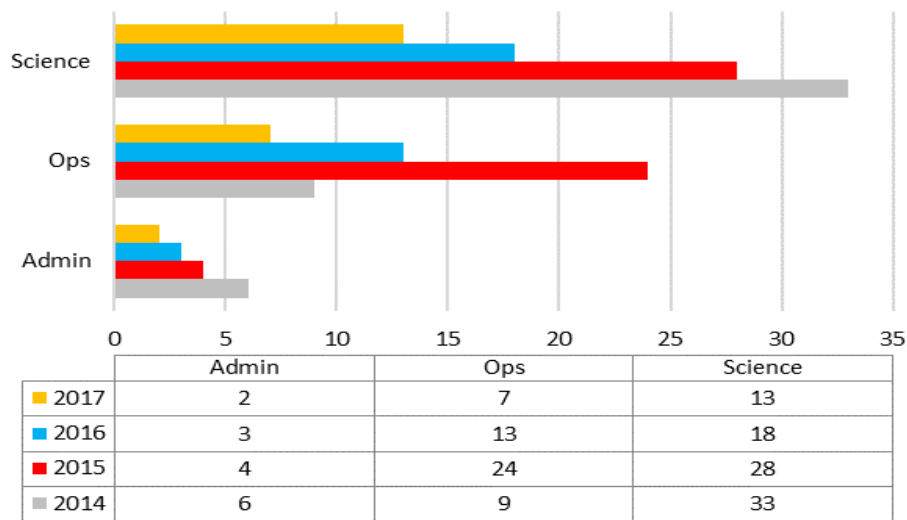


Figure 4.2.8 Breakdown of leavers by functions

Fifty staff (26 M, 24 F) resigned, 90 staff (55 M, 35 F) left because their appointment came to an end (PDRAs) and 20 left for a variety of reasons (e.g. retirement, dismissal or death).

Leavers by gender and full/part-time status – A breakdown of leavers by gender is shown in Figure 4.2.9. The number of female leavers is significantly lower than males (64F, 96M). However, since the workforce is 31% female, and 40% of leavers are female then a higher proportion of women are leaving than men. This is primarily linked to the random distribution of grant-funded positions. Nonetheless, it is something that we will continue to monitor and review. (2018 5.11)

Approximately 7% (11) of the leavers were part timers and 7 of them were females.

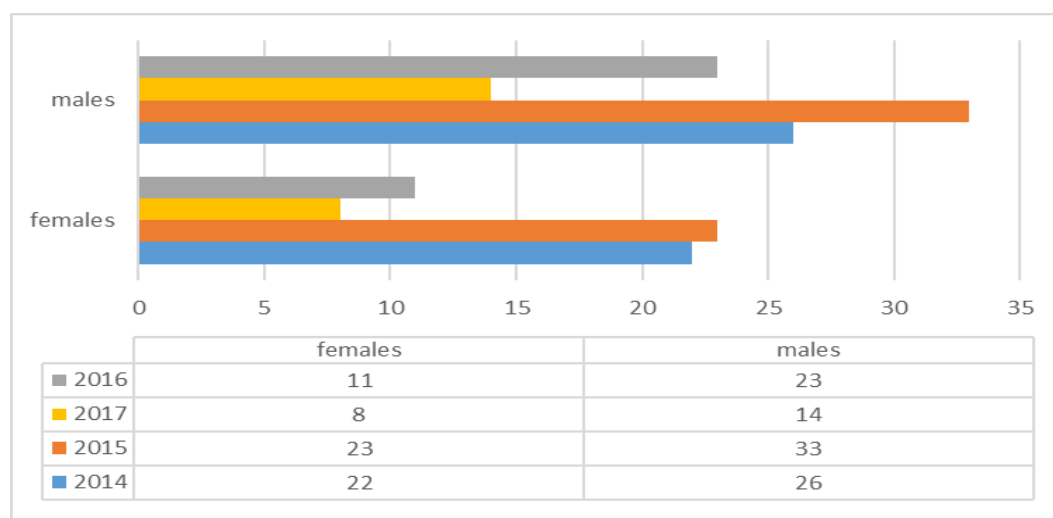


Figure 4.2.9 Breakdown of leavers by gender

Since our 2015 Athena Swan application submission, regular exit interviews have been carried out and a more robust mechanism to collect leavers' data has been developed. (2015 B3) The data gathered identified that over 50% of staff who resigned took up a promotion elsewhere and a small number left for personal/family circumstances.

BAS continuously faces a significant challenge in competing for talent within the vibrant and demanding Cambridgeshire labour market, despite a generous pension scheme, wide access to training and learning activities, and flexible working arrangements. In response to the pressures of the labour market, we have introduced allowances for 'hard to fill positions' such as software developers and bioinformatics experts as well as engineers. We will continue to work with NERC to increase pay flexibility across all staff groups within the constraints of government policies. (2018 4.5)

Leavers by grades – As shown in Figure 4.2.10, with the exception of two PB 3 positions, and a small number of PB 4 positions who retired, the majority of the resignations affected staff in PB 6, 7 and 8.

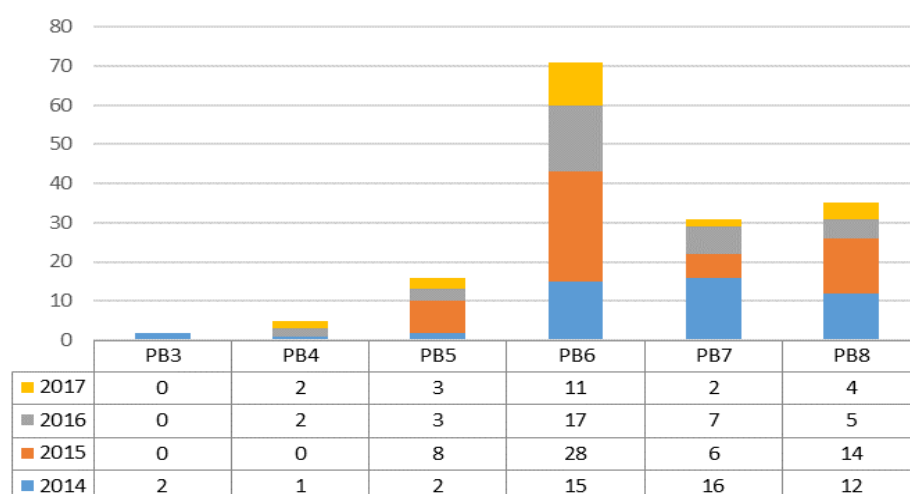


Figure 4.2.10 Breakdown of leavers by Pay Bands

This is not surprising. Most staff join BAS at a junior level with the aim to develop new skills, enhance their technical knowledge and expertise and progress through the pay scale. The transition point between PB 6 and 5 is regarded as a critical stage for both a researcher and a professional/technical expert's career progression: a turning point towards taking ownership of their scientific excellence, technical expertise and professional development. When progression opportunities are limited, due to lack of vacancies, staff often leave. We will continue to monitor leavers' data to identify any future trends. (2018 4.5)

Equal pay audits/reviews

BAS has undertaken an Equal Pay review for PB 3-9 during 2016. The review identified a gender pay gap, with men paid more than women, for total pay (inclusive of allowances and bonuses), basic pay and bonuses.

Part of the reason for the gender pay gap is a higher number of male employees in senior roles. This is partly historical; some staff (the majority men) have been in BAS employment

for many years and progressed through the ranks. The removal of automated progression in 2015 has slowed down the progression rate for many staff.

There is evidence of some bunching of pay rates in the lowest quartile for women in each of the bands in question. This is probably due to a high number being relatively new to the band or having taken a career break.

We are committed to reducing our gender pay gap; however, the lack of automated progression in the new government scheme and the constraint of a 1% pay rise will present a challenge. Nonetheless, we will:

- Continue to promote our family-friendly policies to encourage both men and women to play a full part in family life, while continuing to develop their careers; [\(2015 C11\)](#)
- Continue to ensure that our processes support the progression of women into senior leadership roles; [\(2015 C1,C4,C17\)](#)
- Ensure that we minimise any bias in our processes for recruitment, development and promotion, through best practice and effective training for managers; [\(2015 C8\)](#)
- Produce regular management information that enables our managers to see the gender impact of their recruitment and promotion decisions. [\(2015 C8\)](#)
- Monitor the gender impact of pay on appointment and other pay decisions; [\(2018 4.6\)](#)
- Continue to promote a culture in which our staff feel respected and valued, and any bias and barriers that may disadvantage certain groups are removed. [\(2018 4.7\)](#)

Word count: 2694

5 SUPPORTING AND ADVANCING CAREERS

Recommended word count: Bronze: 6500 words | Silver: 7000 words

5.1 Key career transition points

Present professional staff, technical support staff and research staff data separately.

(i) Recruitment

Data to be provided by gender and grade. Include: applications, shortlisted candidates, offer and acceptance rates.

The total number of job applications received over the past three years has declined from 1150 in 2015 to 963 in 2017. A breakdown by functions is provided in Table 5.1. On average, more than half of the recruitment campaigns delivered over this period were for technical positions (Operations and Engineering staff), 35% for positions in Science and Science Support and 15% for roles in Administration.

Overall, the gender split in applications has been relatively stable over the years with an average of 40% of applications from women and 60% from men, across Science, Science Support and Administration, and 20% from women and 80% from men in Operations and Engineering.

A breakdown of the applications received over the past three years by functions and PB is reported below:

a) Science and Science Support

| | 2015 | | 2016 | | 2017 | |
|-------------|--------|--------|---------|--------|---------|---------|
| | M | F | M | F | M | F |
| Received | 492 | 328 | 379 | 286 | 286 | 203 |
| Shortlisted | 48 | 36 | 57 | 53 | 49 | 38 |
| Successful | 8 (2%) | 8 (2%) | 14 (4%) | 9 (3%) | 11 (5%) | 10 (5%) |

b) Administration

| | 2015 | | 2016 | | 2017 | |
|-------------|--------|-------|-------|-------|-------|--------|
| | M | F | M | F | M | F |
| Received | 60 | 74 | 58 | 77 | 21 | 37 |
| Shortlisted | 31 | 23 | 21 | 33 | 9 | 20 |
| Successful | 7(12%) | 4(5%) | 3(5%) | 7(9%) | 2(9%) | 5(13%) |

c) Operations & Engineering

| | 2015 | | 2016 | | 2017 | |
|-------------|--------|--------|---------|----|--------|-------|
| | M | F | M | F | M | F |
| Received | 165 | 31 | 220 | 39 | 322 | 94 |
| Shortlisted | 52 | 24 | 78 | 7 | 86 | 29 |
| Successful | 12(7%) | 4(13%) | 22(10%) | 0 | 19(6%) | 6(6%) |

Table 5.1 Job applications (number) received for posts 2015-2017, split by function

Overall, the data reported above show that:

- The number of post advertised and applications for science and science support staff has dropped significantly from 2015-2017. This is because no vacancies have become available.
- The ratio by gender for applications received, shortlisted and successful is approximately:
 - 1F:2M in Science and Science Support
 - 1F: 4 M in Operations & Engineering – this is also reflected in the number of female and male staff employed in that function
- The trend in administration is reversed - on average a higher number of applications are submitted by females (approx. 10% more than males). More men are shortlisted but over 50% of females obtain the role.
- The numbers of applications submitted, shortlisted and successful are constant within each gender.

The number of senior vacancies (PB 5 and above) advertised is small. Over the past three years, out of over 250 recruitment campaigns, only 15 were for senior roles (3 PB4, 12 PB5). This is a limiting factor for progression for both genders. However, in practice the impact is greater for women since – as discussed in section **Application for promotion and success rate by gender and grade** – women submit fewer job applications for internal posts than men, and this disparity is relatively greater for the higher pay bands.

BAS follows NERC recruitment and selection policies and procedures. All applications are assessed against the criteria set out in the person specification and a shortlisting matrix is completed. All recruiting managers attend mandatory training in 'Recruitment and Selection'. This and all other training courses are regularly reviewed to ensure that they continue to be fit for purpose.

2016 Staff survey – 64% of all BAS staff agreed or strongly agreed that *recruitment practices were fair and those who sit on the selection panels within BAS do their best to select the best people for jobs, irrespective of all protected characteristics.*

The following are a number of actions that have been taken in order to promote BAS vacancies to a more diverse range of applicants:

- Advertising: Vacancies are currently advertised on social media, websites across all other NERC research centres, universities and agencies as appropriate
- STEM vacancies - We are working with CAMAWISE to raise awareness about our STEM professionals via their network
- MARINE positions are advertised on the Nautilus International - Telegraph : Nautilus International and Marine Unions websites
- Vacancies for professional roles are advertised in specialist journals/websites e.g. People Management, Accountancy Age Jobs etc.
- Recruitment panels: 98% of the panels arranged since 2014 had female representation: 62% of them had one female member and the remainder had two female members. **(2015 C10)** In future, we aim to have a female representative on all panels where

practical. For senior roles, recruitment panels include external members from Research Council UK or Universities.

- All adverts include a positive recruitment statement, Athena Swan charter member logo and links to family-friendly policies and flexible working arrangements. (2015 C11)
- We are committed to the employment and career development of disabled people. As part of this commitment we operate a guaranteed interview scheme for disabled applicants who meet the minimum criteria for the role they have applied for. We advertise in the disability press (e.g. magazines of Diversity Group³, Smaart Publishing⁴ and Living with Disability) and have an online profile on Vercida, an employment platform for people with disabilities. (2015 C9)-
- To increase E&D awareness among staff, we run regular drop-in sessions along with mandatory training in 'Equality and Diversity' and 'Unconscious Bias'. 80% of staff (no significant differences between the genders) have completed the online modules and all BET and BMT members have attended 'Unconscious Bias' training (2015 C8 and C11)

(ii) Induction

Describe the induction and support provided to all new staff at all levels. Comment on the uptake of this and how its effectiveness is reviewed.

There is a mandatory induction programme for all new starters - staff and PhD students - that introduces them to BAS, administrative procedures and key personnel. This includes:

- A brief orientation session guided by the Human Resources Team on their first day
- A local induction guided by the line manager during their first month. We are currently working on developing a feedback mechanism for future use. (2018 5.1)
- A Day Event arranged quarterly by the Human Resources Department in collaboration with the Director's office to learn about BAS, its science, operations, services and visit some of the facilities. At the end of the Day Event, staff are invited to complete a feedback form about their experience. This information is then used to inform the content of future Day Events to ensure they are informative and engaging. For example, recent changes to the event, as a result of staff feedback, include an additional talk staff on BAS welfare, innovation, and a visit to the clothing department where the Antarctic gear is stored.
- A comprehensive overview of BAS policies and processes, some of which are provided as hard copy in the BAS staff induction pack. Staff are also directed towards the relevant BAS intranet pages.

³ The Diversity Group is a one-stop shop that delivers a wide range of multimedia services to reassure and encourage people from the most deprived areas to further their careers.

⁴ Smaart Publishing are niche publishers in the educational market

To enable staff to settle in as smoothly as possible, all new starters are offered a 'buddy', a volunteer with experience of how things work at BAS. Tailored induction processes have been developed for remote workers as follows:

Staff working in the Antarctic and the Arctic - All staff scheduled to work in Antarctica attend a one week specialised training course in Cambridge that highlights topics such as teamwork, safety in the field, first aid, survival in remote conditions. New starters have an opportunity to talk to 'returners' as well as regular visitors to the Antarctic and Arctic stations and find out from them about the challenges of living and working in an extreme environment. BAS values and expectations are shared and celebrated with staff throughout the sessions.

Marine staff - BAS Marine staff are away from the UK for more than six months per year. Induction sessions tailored to the role and responsibilities are delivered on-board by the senior ship management team. Regular visits are organised by the HR team to ensure that new starters are settled in and that individual queries are addressed. In preparation for the launch of the new polar vessel, the RRS Sir David Attenborough, marine staff will spend more time in the UK as part of the sea trials. We are scheduling two formal induction sessions for the crews in Cambridge during this period to ensure that they have an opportunity to meet representatives from science, operations and professional services and visit some of the facilities.

Pilots – BAS pilots spend six months in Antarctica and the rest of the year training in Canada or flying in the Arctic. An induction week is arranged at Cambridge HQ every year in June. New and existing members of the team have an opportunity to meet representatives from science, operations and professional services and visit some of the facilities.

(iii) Promotion

Provide data on staff applying for promotion and comment on applications and success rates by gender, grade and full and part-time status.

Within BAS, staff can obtain promotion in two different ways (Table 5.2):

- **Apply for a vacant post** - Such posts are advertised internally and staff have the opportunity to apply and be considered against other applicants. This is the most common way of obtaining promotion for some staff, primarily in operations and administration, who are able to develop the skills for a higher band.

In the period 2014-2017 14 staff (6F, 8M) were promoted following a competitive recruitment exercise. 64% were staff in Operations and Engineering, 21% were staff in Administration and 15% were staff in Science and Science Support

- **Through merit promotion** - NERC's Merit Promotion scheme recognises staff are able to develop in their role to a higher level, through the application of particular personal skills, and for the benefit of the organization.

- **Individual Merit Promotion (IMP)** - Senior researchers aspiring to be promoted above PB 4 can apply for the Individual Merit Promotion (IMP) scheme, which focuses on research (equivalent to university professor).

Three applications were submitted (2M, 1F) and all succeeded. BAS is aligned with the other centres with a 50% success rate. We will continue to support female scientists through the IMP route. (2015 C2)

BAS Merit Promotion

| BAS Merit Promotion | PB4 | PB5 | PB6 | PB7 | PB8 | Totals |
|---------------------------------|------|-----|-----|-----|------|--------|
| Female submitted applications | 1 | 2 | 4 | 2 | 1 | 10 |
| Male submitted applications | 1 | 7 | 12 | 0 | 0 | 20 |
| Female successful applications | 1 | 1 | 2 | 1 | 1 | 6 |
| Male successful applications | 1 | 4 | 5 | 0 | 0 | 10 |
| % success rate for female staff | 100% | 50% | 44% | 50% | 100% | 60% |
| % success rate for male staff | 100% | 57% | 42% | 0% | 0 | 50% |

Table 5.3 Promotion applications (number) submitted and approved collated over the period 2014-2017

Between 2014 and 2017 30 applications (10F, 20M) were submitted. All applications were from staff working full time. Sixteen (6F, 10M) were successful. Twelve were from staff in Science and Science Support, one in Administration and two from staff in Operations and Engineering. 245 applications were submitted across the NERC research centres (92 F, 140 M) with 125 (52 F, 73M) successful. The data in Table 5.3 shows:

- That BAS promotion success rate is 55% - this is in line with the other research centres across NERC.
- That although men submitted more applications, the success rate for women was on average higher (50% male, 60% female).
- That this discrepancy increases for PB 5, highlighting the attrition point identified in section 4.2.

Following the promotion deadline, a detailed feedback report is sent to unsuccessful applicants. The line manager normally arranges a face-to-face session to discuss the feedback and help with the production of an action plan. Ongoing support is offered to unsuccessful applicants by line managers and MP panel members. Over the past 4 years, 3 unsuccessful staff (2F, 1M); have been successful on their second attempt.

Findings from the 2016 survey identified that over 50% of the staff in Operations, Engineering and Administration felt that the current NERC scheme did not meet their needs because it focused on science. This discrepancy is also reflected in the averaged submission rate across all NERC research centres, where less than 40% of the applications, on average, are from staff in Operations, Engineering and Administration. Staff in technical and support roles play a critical role in supporting BAS science strategy and they should have access to all development opportunities. A working group has been set up to review the current scheme and develop a system that more closely meets the needs of all BAS staff. (2018 5.2)

Additionally, we will continue to analyse promotion data to identify barriers and trends and encourage wider participation of female staff in the Merit Promotion process, ensuring that effective support is available to all staff. (2015 C4)

5.2 Career development

Present professional staff, technical support staff and research staff data separately.

(i) Training

Describe the training available to staff at all levels in the institute. Provide details of uptake by gender.

BAS prides itself on fostering a knowledge-sharing culture where learning is actively supported. We aim to inspire and support staff to engage with opportunities to develop academic excellence, skills, creativity, and innovation. A comprehensive programme consisting of core activities and targeted learning has been developed (Fig 5.2.1). The funding allocation is gender blind. A total of 541 requests were processed between 2014 and 2017. Approximately 50% were from staff in Science and Science Support and the remainder split between Administration and Operations and Engineering. Over 200 requests came from female staff. We will continue to monitor the uptake of learning and development activities by gender and function. (2015 C18)



Fig 5.2.1 BAS Learning and Development Programme

2016 Staff survey – Over 50% of all BAS staff were satisfied or very satisfied with the variety of training opportunities available and their accessibility. Additionally, over 80% of the respondents were aware of the staff development resources and initiatives available at BAS.

One of the key strategic aims of the 2017-2020 BAS People Strategy is to ‘foster a culture of high aspiration and performance, drawing on excellent leadership, effective management

and employee engagement'. The following actions have been taken to achieve this aim:

- The development of an Introduction to Management Programme to support new and existing staff in a line management role (Fig 5.2.2). Almost 200 requests were processed for this programme since its introduction in 2015.



Fig 5.2.2 Introduction to Management Development Programme

- The development of Leadership and Motivation workshops, which are accessible to all staff in a supervisory and management role. 46 staff (23F, 23M) attended the first two sessions launched in 2016 and further 46 attended the sessions in 2017 (25F, 21M). Almost 50% of the attendees were staff in Science and Science Support, 20% were staff in Operations and Engineering and 30% were staff in Administration.
- The development of a three year Management Development Programme targeting middle managers in operations and science. The programme, which aims to improve communication and collaborative working across the two functions, is accredited by the Institute of Leadership and Management. An average of 40 staff attended up to three modules for the first year; 33% of them were women. In addition to group sessions, 14 line managers (5F, 9M) received individual coaching and mentoring support. The feedback from attendees and their managers at the end of the first year has been very positive.
- The development of an in-house apprenticeship programme in Coaching and Mentoring, as well as Leadership and Management Development. The programme was launched in February 2018 and 18 staff (7F/11M) across all functions will be attending. Since 50% attendees are remote workers, staff either working on stations or on ships, the delivery will include a combination of face to face and long distance teaching. Staff spending the summer season working in Antarctica and on the vessels will have access to video recording of the sessions and attend face-to-face reviews when they are back in the UK in April 2018.

2016 Staff survey – *Approximately 1/3 of all BAS staff were satisfied or very satisfied with the support available (training and informative tools) on management development and leadership. An additional 1/3 were neither satisfied nor dissatisfied. Over 45% of the staff who participated in the survey had line management responsibilities.*

Female underrepresentation in leadership roles is one of BAS's biggest challenges. Female representation in senior roles across the different functions has improved since 2015 (as shown in Fig. 2.1). However, although the overall percentage of female staff has increased from 28% to 30%, progress is slow, partly due to small numbers of women in middle grades.

In response, a Leadership Programme was launched to develop the leadership skills, capability and confidence of aspiring women leaders at BAS. A cohort of 10 staff at PB 6 and 5, equally spread across the different functions, was identified through self-nomination and management referrals. The feedback from past performance reviews was also taken into account. The programme runs from November to June. In addition to group workshops, staff receive one-to-one coaching and the opportunity to participate as speakers at networking events. (2015 C17)

Learning & Development opportunities are communicated to staff through different channels:

- Articles in the BAS Newsletter
- BAS-ALL emails to all staff
- Messages on TV screens across the site
- HR updates submitted to BMT and BET and cascaded down to different groups

Approximately 40% of the training programmes are developed and delivered in-house by a small team of HR professionals with a background and interest in L&D. 55% are delivered by external trainers. The procurement process complies with the Equality & Diversity government. At least 40% of our regular trainers are women and 10% have a disability.

(ii) Appraisal/development review

Describe current appraisal/development review schemes for staff at all levels and provide data on uptake by gender.

All staff based in Cambridge, including pilots, are appraised annually and the process is mandatory. Following a review in 2014, a more engaging and positive approach was developed. The process now triggers open discussions about achievements, contribution, future aspirations, potential for promotion as well as involvement in non-science activities and additional engagements such as welfare support, committee contributions, health and safety and outreach.

2016 Staff survey – *67% of all BAS staff were satisfied or very satisfied with the level of support received from their line manager in appraisals.*

The average return rate across the past 3 years was 80% (280, 40% F, 350, 60% M) and the uptake has been constant over the past few years. There are no significant differences about the gender ratio of staff completing or not completing the appraisal. We are now looking at developing an electronic management system to expedite the submission process and improve data collection and analytics (2015 D1). Marine staff are appraised every two years

(12 months of effective sea time) and staff working on the Antarctic and Arctic stations are appraised at the end of the summer and winter seasons.

(iii) Support given to staff for career progression

Comment and reflect on support given to staff, and in particular early career postdoctoral researchers, to assist in their career progression.

The following resources and mechanisms are available to encourage and support the development of staff at different stages of their career:

Career development discussions

Staff are provided with the opportunity to discuss medium to long-term career aspirations. Following the mixed feedback in 2014, a working group was set up to review the effectiveness and value of these discussions. As a result, applicants were asked to take ownership of the process by:

- Clearly identifying key areas of their development on which they wish they wish to discuss and receive advice
- Driving the panel discussion
- Developing an action plan with short to medium term objectives, and regularly review this with their line managers and members of the panel

Two panel discussions took place following the introduction of the changes, one scientist and one administrator participated (2F). The feedback was very positive. A full review will be undertaken at the end of 2018. [\(2015 C13\)](#)

Coaching

We recently launched an internal coaching scheme to support the Operations and Engineering team. Nineteen (33%F) staff attended. Our aim is to establish a sufficient number of coaches to be able to offer the facility BAS-wide. In the long term, coaches will receive professional supervision to support their safe practice and to work towards a ILM accredited Level 5 qualification and train to deliver in-house coaching skills to other managers in Operations and across BAS.

BAS uses one-to-one coaching to support senior staff in challenging leadership roles and assist them at critical career transition points. During the past 12 months, 14 staff (5F) have received individual support. The feedback has been very positive. [\(2015 C16\)](#)

Mentoring

In 2014, BAS launched its mentoring scheme. Twelve people (70%F), primarily across Science and Science Support joined the scheme. Although the overall feedback was positive, uptake was low. It was felt that by widening the mentoring pool we could provide access to mentors from different academic backgrounds and technical experience and engage staff across the different functions. In 2017 a Mentoring and Coaching Programme – ILM accredited - was launched. Nineteen people across the different functions (33% F) joined. These people will soon become champions and act as mentors. [\(2015 C14 and 15\)](#)

2016 Staff survey – 64% of all BAS staff were satisfied or very satisfied with the support received to enhance their career development, in particular with reference to coaching and mentoring.

Networking

There are a range of networking opportunities for staff across BAS to access guidance from experienced mentors across other NERC centres, as well as the Women in Conservation Leadership Network, the STEM Network – WISE, CAMAWISE, the Institute of Engineering and Technology (IET) and the British Forces Resettlement Services. The scheme has just been relaunched and its effectiveness will be evaluated in 2018 **(2015 C15)**

BAS joined WISE in 2014 and AWISE in 2017. Female staff across all functions have free access to events and support initiatives. In October 2017 Women@BAS hosted a 'Relaunch your career' workshop open to all women and men looking for guidance and support to go back to work after a career break, a change of career or relocation. Over 50 staff (80%F) attended the workshop, across different disciplines including science and technology in both academia and industry. BAS representation from Women@BAS also took part in the 2018 Rising Festival, celebrating International Womens Day.

We feel that Women@BAS will be an important mechanism by which we continue to raise the visibility of gender issues. To build capacity in this network we are seeking new members for the steering group through targeted emails and open calls on the BAS staff portal and in the newsletter. **(2018 5.3)**

In addition to the above resources, early career researchers have access to:

- **Vitae's Researcher Development Support** – All researchers have access to Vitae's professional development services and resources designed to help researchers plan and implement personal and professional career development.
- **Guidance on fellowships** – We actively encourage applications to a range of Fellowship schemes where staff can focus on their own research agendas, developing them as independent scientists. The award rate for NERC Fellowships is 35% for BAS female staff.
- **One to one reviews** – In 2016 the Director of Science and the Director of BAS arranged personal discussions with all scientists to review their short and medium term plans, their publication record and provide guidance and direction on next steps. This includes early career scientists.

In addition to the **Leadership and Motivation** workshops, BAS staff have access to NERC **Growing Future Leaders Programme** – a High Potential Development (HPD) Scheme for PB 6/5 staff who demonstrate potential to progress their careers rapidly to leadership positions. Staff, equally spread across the different functions, are identified through self-nomination and management referrals. Twelve staff, including six women, joined between 2014-2017.

(iv) Support given to students for research career progression

Comment and reflect on support given to students to enable them to make informed decisions about their career.

PGRs at BAS are supported by their supervisor/s and the student coordination team. Each student is embedded in a science team and therefore exposed to discussions about scientific strategy and government policy decisions, something that is perhaps less common at their host Higher Education Institution (HEI).

Students have access to a variety of learning and development initiatives and opportunities, as shown in the following table:

Table 5.2.3 – A selection of activities to support BAS PGRs

| | |
|---|--|
| Fieldwork | Induction and training courses to cover teamwork, safety in the field, first aid, survival in remote conditions. Equality and Diversity principles and initiatives are shared during the induction. |
| Teaching | All students have the opportunity for teaching at their registered university and occasionally at Cambridge University. |
| Science meetings | Monthly meetings held to provide an opportunity for students to share their research with their peers and receive input on their work. |
| Student science symposium | Annual event for students to showcase their work and get to meet other young polar science researchers. |
| Seminar series and social activities | BAS PhD students are encouraged to organise their own seminar series and social activities and join relevant senior management teams and forums (e.g. Science Strategy Team, Lab Forum, Staff Forum, Women@BAS). |
| Mentoring scheme | All students have access to mentoring through the BAS mentoring scheme and their research group. Female students with a male supervising team have access to a female mentor. All students have access to NERC and BAS Welfare Services. |
| Discussion groups | A great way of consolidating ideas and thinking critically about new publications. |

All students have access to BAS Learning and Development resources and the Vitae's Researcher Development Framework. Additionally, female students can access guidance and support about career development from the Women@BAS group, the Women in Conservation Leadership and in STEM Network – WISE.

2017 student survey – 45% of the respondents disagreed with the statement 'I feel I have access to sufficient on-site training, as I would if I was at a university'. In response, additional sessions on scientific writing, programming and schematic crafting software are being developed. Training sessions on LaTeX and BibTeX have been rolled out and the feedback has been very positive. We will continue to ensure that PGRs have full access to learning and development initiatives and opportunities [\(2015 D4\)](#)

(v) Support offered to those applying for research funding

Comment and reflect on support provided to staff applying for funding or fellowships and support offered to those who are unsuccessful.

Staff applying for research funding have access to the following tools and resources, developed by the Research Development and Support Pre-Award team:

- ResearchConnect and Terra Viva Grants directories and databases, UK Research Office, RCUK funding offices, UK Charities mailing subscriptions, NERC/EPSRC server lists, and InnovateUK/KTN bulletins.

- BAS monthly bulletin, direct email notifications, articles in the bi-monthly BAS magazine and newsletter.
- Discussion at Science Strategy Meetings for cascading of information
- A self-help library of resources that holds factsheets, description of funding opportunities, rules, guidance, templates and where possible, past successful examples of a wide range of funding streams.

In May 2016, the Pre-Award team established the BAS 'Mentoring for a Fellowship' Pilot Programme, to help leading BAS Scientists identify and apply for the most suitable Fellowship programmes. The effectiveness of the scheme will be reviewed in 2019.

5.2 Flexible working and managing career breaks

Present professional staff, technical support staff and research staff data separately.

- (i) Cover and support for maternity and adoption leave: before leave
- (ii) Cover and support for maternity and adoption leave: during leave
- (iii) Cover and support for maternity and adoption leave: returning to work
- (iv) Maternity and adoption return rate

Provide data and comment on the maternity return rate.

Cover for maternity and adoption leave: before, during and when returning to work from leave

A dedicated member of the Human Resources Advisory Team provides advice to employees once formally notified of the pregnancy or intended adoption, and supports the individual through their leave and return to work.

Initial discussions are arranged between line managers and employees to agree on:

- How the period of leave will be covered - work is either reassigned or a replacement recruited to cover the absence, with an overlap for smooth handover
- The best way to communicate and keep in touch with changes – via work email, personal email, phone etc.

Whenever appropriate Keep-in-Touch (KIT) days are agreed and return-to-work discussions are organised to ensure that a work plan, which allows time to settle back into work, is agreed and any relevant training is discussed.

Above and beyond statutory requirements, BAS offers:

- Enhanced maternity entitlement – 6 months on full pay for all staff, with no qualifying period required
- Flexible working arrangements – career break up to four years and special leave
- Access to welfare/counselling services and occupational health

2016 Staff survey – Over 50% of the respondents confirmed that they had had access to flexible working arrangements following their return to work with no subsequent problems. However, 33% responded felt that a change to their working patterns would have a detrimental impact in their career.

In response to the feedback more awareness has been raised about access to flexible working arrangements and policies: The website has been redeveloped to include relevant information and regular BAS Alls are sent to remind staff of the support available.

The need for increased flexibility, as retention and engagement tools, has been discussed by the Management Team. Heads and senior leaders have been informed about the need to support more flexible working arrangements.

We will assess the impact of this approach over time and, in particular, in the next Staff Survey. (2018 5.4)

Maternity return rate

Twenty-four staff took maternity leave during the period 2014-2017. A breakdown of the numbers by disciplines is shown in the following table:

| Maternity | 2014 | 2015 | 2016 | 2017 |
|---------------------------|----------|----------|----------|----------|
| Science & Science Support | 8 | 2 | 6 | 0 |
| Administration | 1 | 2 | 0 | 2 |
| Operations & Engineering | 0 | 0 | 1 | 2 |
| Total | 9 | 4 | 7 | 4 |

All staff returned to work on their contractual terms. The data identify that:

- 16 of the 24 staff (67%) were already on part-time contracts
- Six staff (25%) were away for 12 months, four (17%) for six months and five (21%) for four months or less
- One staff member was on PB 4, four were on PB 5, seven were on PB 6 and four were in PB 7 and PB 8.

In response to this feedback, the following resources have been developed and made accessible to all staff:

- A 'Manager's guide' designed to provide practical and essential information to support staff who are pregnant, who are on maternity leave or are returning from maternity leave
- A 'Booklet for parents and parents-to-be on Maternity, Adoptive, Paternity and Shared Parental Leave' to provide an overview of the key entitlements for 'parents to be' working at BAS
- A webpage containing information about family-friendly and work-life balance policies and welfare initiatives
- A mailing list including all staff on a career break has been set up and is managed by the HR Team. Staff on the list receive regular updates about current vacancies as well as the BAS newsletter

Quarterly emails remind staff of BAS commitment to work-life balance and family-friendly support. A summary of available resources is also shared with potential staff at application stage and new joiners during the induction.

Ad-hoc training sessions are being organised for line managers to ensure that they understand the main challenges staff experience as they come back from maternity, both professionally

and personally, as well as provide the necessary support. Specific discussions are being held about coming back on part-time basis. (2015 E3)

2016 Staff survey – 60% (110) of all respondents were happy with the information available on family friendly policies and flexible working arrangements.

SILVER APPLICATIONS ONLY

Provide data and comment on the proportion of staff remaining in post six, 12 and 18 months after return from maternity leave.

(v) Paternity, shared parental, adoption, and parental leave uptake

Provide data and comment on the uptake of these types of leave by gender and grade.

Forty-two staff took leave during the period 2014-2017. A breakdown of the numbers by types and disciplines is shown in the following table:

| Types of leave | Disciplines | 2014 | 2015 | 2016 | 2017 | Total |
|-----------------------|---------------------------|------|------|------|------|-------|
| Parental | Science & Science Support | 8 | 3 | 1 | 2 | 23 |
| | Operations & Engineering | 1 | 2 | 4 | 1 | |
| | Administration | 1 | 0 | 0 | 0 | |
| Paternity | Science & Science Support | 1 | 3 | 1 | 4 | 16 |
| | Operations & Engineering | 0 | 2 | 0 | 0 | |
| | Administration | 2 | 0 | 0 | 3 | |
| Shared parental leave | Science & Science Support | 0 | 1 | 0 | 1 | 3 |
| | Operations & Engineering | 0 | 0 | 0 | 1 | |
| | Administration | 0 | 0 | 0 | 0 | |

- The gender split across those taking parental leave was almost equal (13M and 10F)
- 56% of the requests came from part-time staff
- The majority of the requests (35) came from staff in PB 5 and 6 with two staff on PB 4 and nine staff on PB 7 and 8
- No cases of adoption leave were recorded during this period
- Over 50% (26) of the requests for leave came from staff in Science and Science Support followed by 10 requests in Operations and Engineering and six in Administration.

Numbers are too small to identify specific issues. We will continue to monitor the different types of leave uptake to identify trends. (2015 F3)

(vi) Flexible working

Provide information on the flexible working arrangements available.

From January 2014 to December 2017, 35 (29F, 6M) requests for flexible working arrangements were submitted (19 in Science and Science Support, 9 in Administration and 7 in Operations and Engineering). The requests spanned different bands with 13 applications from staff at PB 7, 12 at PB 6, seven at PB 5 and three at PB 4. Approximately 60% of the applications were submitted immediately after the end of a period of maternity leave to

request a reduction in contractual hours. The remainder included requests for both increase and reduction of work hours to achieve work-life balance.

Whenever the need for flexible working arises, a discussion is arranged with the line manager and the request is considered with the employee's needs balanced with BAS operational requirements. All possible options are considered and a solution that accommodates both parties is usually found. At that point an application is submitted and processed. All flexible working applications submitted between 2014 and 2017 were approved.

2016 Staff survey – 83% of the respondents (55F, 78M) appreciated and valued BAS flexible working practices and the ability to increase working hours after a period of reduced hours.

(vii) Flexibility in contracted hours after career breaks

Outline the policies and practices that support and enable staff who work flexibly following a career break to transition back to full-time working.

All employees at BAS have the right to request an alternative working pattern to suit their personal and family needs, voluntary work, caring responsibilities and childcare issues. BAS's flexible working policy goes beyond the statutory framework by allowing all employees to request flexible working regardless of their length of service.

There are a number of formal and informal mechanisms in place to accommodate flexible working arrangements. Information about flexible working and how to apply is shared with new employees at induction and a web-page providing information on family-friendly policies and flexible working options has been developed for easy reference. Following our 2015 Athena Swan application the BAS external website has been redesigned and now includes references to family-friendly policies.

BAS's budget is controlled by NERC with very little flexibility to cope with unbudgeted additional costs. One of the issues raised by staff and supported by the Women@BAS group was a request for BAS to retain financial flexibility to ensure that, whenever possible, flexible-working requests, especially requests to increase working hours after a period of reduced hours following a break (e.g. as children grow beyond school age) can be accommodated. This change was agreed in 2015. Each request is considered on its merit and whenever possible additional funding is sought to accommodate it within the constraints imposed by NERC/Government.

Since 2015, three people who reduced their working hours following the end of their maternity leave requested to increase their working hours back to full time. All requests were from staff in the Science and Science Support disciplines and were approved.

Table 5.5: Data on formal flexible working arrangements 2015-2017

| | |
|-----------------------------|---|
| Part-time hours | 8.5% ⁵ of the overall workforce, 41 people (31F, 10M), work reduced hours. Two staff job-share to care for an elderly relative and a grandchild. |
| | Over 50% of part-time staff work in Science and Science Support. 19F and 3M primarily in PB 5 and 6. These figures have been relatively constant over the past few years with 17 staff in 2012 (13F, 4M) and 17 staff in 2013 (14F, 3M) going up to 28 staff in 2014. |
| | Four female part time staff (PB 7 and 8) work in Administration and 14 (7F, 7M), primarily in PB 7 and 8, work in Operations and Engineering. The latter have increased by approximately 20% over the past 4 years. |
| Home-working | Seven cases were approved during 2014-2017. Five of them were in Science: 1M PB 5 F/T, 1F and 3M PB 6 F/T. Two cases were in Administration (2 F, PB 6 and 7). These arrangements offered the flexibility to work for BAS remotely, care for elderly relatives, young children and reduce travel time. |
| Career break | Six staff (4F, 2M) took a career break between 2014 and 2017. The female staff worked across Science and Administration (PB 5 and 6). The males were member of the marine team. Staff took time off to travel abroad, complete a building restoration project, look after a young family or an elderly relative. |
| Flexi-Time scheme | Over 250 staff are members of the scheme - a formally recorded flexi-time system that allows staff to accrue time, which can be taken as and when required. 40% are staff in Science and Science Support, 22% in Administration and 38% in Operations and Engineering. The gender split of the membership is approximately 60% F, 40% M. |
| Special leave - paid | <p>The following requests were approved:</p> <ul style="list-style-type: none"> - 6 requests (3F, 3M) for Jury Service (4 Science and 2 Administration across PB 4, 5, 6 and 7) - 1 request for training as a member of the Reserve Forces (1 Science Support F PB 7). - 2 requests for several meetings as school governors (1 F in Administration PB 7 and 1M in Operations PB 4) <p>Additionally, over 150 days were paid for over 50 requests (60% F 15% part time staff) for domestic emergencies.</p> |
| Compressed hours | 2 requests were submitted by 2 female staff working in Administration and Science Support. The requests were approved. |

2016 Staff survey – 50% of the respondents (41F, 39M) appreciated the ability to increase working hours after a period of reduced hours.

(viii) Childcare

Describe the institute's childcare provision.

BAS is too small to have its own childcare provision. However, our staff have access to the West Campus childcare provision managed by the University of Cambridge (UoC). We are exploring the feasibility of setting up a fund to support staff who incur extra childcare costs due to attendance at conferences or seminars. (2018 5.5)

⁵ Figures are small because of a generous annual leave entitlement (30 plus 10.5 additional days), the ability to carry forward up to 10 days leave from the previous year and access to flexi-time scheme already allow great flexibility, whilst still working full time hours.

In May 2017, a health and wellbeing room was opened to staff. The purpose of the room is two-fold: it offers a quiet and safe place for staff to access when they need a break from work issues, and provides a family-friendly space for nursing staff or staff who need to work while visiting with young children. The room contains a computer and a small fridge to assist nursing mothers. The health and wellbeing room, which is the result of Women@BAS initiative, is available to all staff at any time.

(ix) Caring responsibilities

Describe the policies and practices in place to support staff with caring responsibilities.

A number of established family friendly policies are available to provide support and time off for staff when planning and starting new families, dealing with family dependants (children or adults) or dealing with unexpected emergencies.

Carers have the right to be considered for flexible working, under the Flexible Working policy, and to paid time off, under the Special Leave policy. The purpose of this policy is to allow for a compassionate response to the sudden and immediate need for a member of staff to provide care to a family member, dependent, close friend or colleague. This could be when the normal arrangements break down without notice, or when an urgent and unforeseen situation arises.

Over the past 4 years 3 (2F, 1M) formal requests for caring have been submitted and approved. A large number of informal arrangements have also been discussed and implemented.

5.4 Organisation and culture

(i) Culture

Demonstrate the institute's active consideration of gender equality and inclusivity.

BAS hosts a vibrant and diverse community of PhD students and staff and this diversity is one of its greatest strengths. Over 19% of staff (52M, 34F) are not UK nationals. This represents a 4% increase since 2015. Over the past years the institute has worked with staff to develop a welcoming workplace culture that supports equality, fosters diversity and promotes a culture of tolerance and respect.

2016 Staff survey – 78% (144) of all respondents felt that people with diverse experiences, background could contribute and thrive in BAS culture. Over 70% (135) valued BAS's safe working culture and felt that E&D values were supported and promoted across BAS.

BAS has been monitoring equality employment data since 2013. The data are analysed by a senior member of the HR Advisory Team and presented to the Executive Team annually for comment and to identify and agree any subsequent action. The main differences identified are:

- An increase in the percentage of non-UK nationals employed by BAS (from 16.7% in 2013 to 19% in 2017);
- An increase in the overall numbers of female staff employed (from 27.6% in 2013 to 31% in 2017);
- An increase in the number of staff working part time hours (from 6.21 in 2013 % to 9% in 2017)

We will continue to monitor equality data to provide a more comprehensive view of trends and report annually to the BET (2015 A4)

Addressing under-representation at senior level, supporting the advancement of all staff, promoting an environment where people feel safe, valued and respected, fostering a culture of effective leadership and developing a positive and inclusive workplace are some of the principles underpinning our People Strategy. These principles are embedded in our operational and scientific strategy and cascaded down to our practices and policies. Our commitment is constantly monitored by the Staff Forum and the Unions. This is what we committed to in 2013 when we joined the ECU charter and what we will continue to work towards with the same enthusiasm, drive and positivity.

(ii) Institutional policies, practices and procedures

Describe how gender equality is considered in development, implementation and review.

We have a legal responsibility, as a publicly funded body, to ensure we meet the Government D&I agenda. A policy working group, made up of representatives across the different Research Councils, has been working on the review and harmonisation of policies and procedures over the past two years to ensure that i) they were fit for purpose and ii) complied with our E&D legal obligations. The expectation going forward is that each research centre will set up its own processes for monitoring and review.

At BAS, staff have access to many channels (i.e. the Staff Forum, TU representatives, welfare officers, staff survey, HR) to raise concerns and provide feedback about their own personal experience. Additionally, in order to assess the potential positive or negative impact of current and new processes and practices, consultation meetings are arranged with representatives from HR, the Staff Forum and Trade Unions. A recent example is the review of the Merit Promotion Scheme. The review identified that the current system was limiting the opportunities for progression of staff working across different disciplines e.g. marine engineers or administrative staff with a scientific remit. Indicators and outputs were re-written by a working group consisting of management representatives and staff across the different functions.

(iii) HR policies

Describe how the institute monitors consistency in the application of HR policies for equality, dignity at work, bullying, harassment, grievance and disciplinary processes.

Consistency in the application of our HR policies is assessed at two levels:

Corporate level - BAS is a member of the Natural Environmental Research Council. Every year in November each Centre returned a completed 'codes of practice' spreadsheet in response to the request from ARAC (Audit and Risk Assurance Committee) for evidence to gauge the level of compliance to NERC policies and whether NERC should take action to address any issues.

Organisational level – In response to staff feedback a review exercise of the application of BAS Equality and Diversity policies has been introduced in 2017. Every year the HR Team will review the way policies have been applied and summarise the findings in a report shared with

the Executive Team. Feedback from the Unions, Welfare Team and Staff Forum and Staff Survey will inform the report.

(iv) Heads of units

Comment on the main concerns and achievements across the whole institute.

| Role | 2014 | 2015 | 2016 | 2017 |
|-----------------------------------|------|------|------|------|
| BAS Director | F | F | F | F |
| Director of Science | M | M | M | M |
| Director of Operations | M | M | M | M |
| Director of Innovation and Impact | F | F | F | F |
| Head of Corporate Services | M | M | M | M |
| Science Leaders | 25%F | 25%F | 37%F | 37%F |
| Heads of Operational Units | 10%F | 10%F | 0%F | 0%F |
| Project Managers | 16%F | 16%F | 16%F | 33%F |
| Head of Finance | F | F | F | F |
| Head of HR | F | F | F | F |
| Head of Polar Data Centre | M | M | F | F |
| Head of Communications | F | F | F | F |

Table 5.6 Breakdown of Heads of units by functions and departments 2014-2016

When filling a vacant post the default position in NERC is that it will be open to competition; that competition can be:

- internal, i.e. across NERC or specific to a particular office;
- external, i.e. public or across Research Council.

The appropriate option will vary on a case-by-case basis and will reflect a variety of considerations. There can be no precise rule; in many instances the desirability of providing career development opportunities for existing staff will be a strong pointer towards internal competition; in others there will be recognized value in bringing in someone from a different background or with a skill set we do not have internally.

- Director level roles are appointed via open competition (PB3 and above).
- Science Leaders were recruited internally following a restructuring exercise in 2014. An offer was made to a female researcher who declined for personal reasons. In 2016, two female staff were promoted to leading roles.
- All but one Project Managers were recruited externally. The percentage of female PMs has increased with an additional appointment in 2017.
- The Head of HR and Head of Finance were existing staff appointed via open competition.
- The Head of Estates left in 2016 to relocate. The department is being restructured and no appointment has been made for this role.

Numerous actions have been taken to support the progression of females across science and operations as detailed in **Section 5.2 – Career Development**.

(v) Representation of men and women on committees

Provide data by committee, gender, staff type and grade. Identify the most influential committees.

BAS staff are encouraged to participate in internal and external committees and promotion panels will expect to see evidence of such activities. The gender profile of internal committees has changed since 2013 when two female Directors were appointed via an open recruitment process. Committee membership is reviewed annually as part of the operating plan. Membership is by virtue of role, level or area of functional expertise.

| Internal Committee | Role | Total No and % Females |
|----------------------------------|--|------------------------|
| BAS Executive Team | Develop BAS' strategy and ensure sustainable activities in science, operations and support, underpinned with robust financial planning. | 12 (25% F) |
| BAS Management Team | Responsible for all aspects of management of BAS activities in Cambridge and in the polar regions. | 12 (27% F) |
| Staff Forum | A consultative group responsible for reviewing and recommending changes/improvements to people policies and practices. | 17 (61% F) |
| H&S Management Team | Responsible for developing and maintaining a pragmatic, positive and open culture; complying with, and where possible exceeding, all our legal obligations for health and safety, both in the UK and overseas. | 12 (36% F) |
| Women@BAS | A consultative group providing a forum for staff, primarily but not exclusively women, to share first-hand views and insights into the issues that traditionally affect women in all functions at BAS to drive policy and practice changes to redress them | 44 (81% F) |
| Science Strategy Team | Develop a science strategy that puts BAS at the forefront of polar science; reflects NERC's science strategy; advises the Executive on science strategy, investments and setting of priorities. | 18 (28% F) |
| Field Operation Committee | The Field Operations Working Committee (FOWC) is the Survey's prime mechanism for integrating the overall logistics & operations planning for Polar science support. | 8 (12.5% F) |
| Ship Operation Working Group | Discuss impact of new regulations on personnel and ship management. It also covers H&S audits and major infrastructures /capital projects | 15 (25%F) |
| Aircraft Operation Working Group | Review operational work for the previous season and plan for the following season | 8 (12.5%F) |
| Research stations Planning Group | Provide the planning and approvals mechanisms for the safe and efficient conduct of the overall programme and the efficient maintenance of the stations structures and services. | 15 (25% F) |

Table 5.3.1: A selection of BAS main internal committees, their function and gender representation

(vi) Participation on influential external committees

Describe procedures in place to encourage women (or men where underrepresented) to participate in influential external committees.

BAS staff are normally approached to participate on external committees by virtue of their expertise and reputation. There is a central budget for staff to apply for financial support and the expectation that staff would undertake a number of these roles.

BAS staff operate in an advisory capacity to Government and other Institutions such as the Foreign and Commonwealth Office, the Royal Society, NERC and other Research Councils, HEIs, several Editorial Boards and more. Representation covers over 150 different working groups and scientific boards. BAS recognises the pressures that can be placed on female staff as they find themselves increasingly invited to sit on internal and external committees to support gender balance as well as for their expertise. Although we are not aware of committee overload for staff, the current data is out of date and inaccurate. We will develop a mechanism to gather and maintain accurate data, investigate the impact of these activities on workload and gender breakdown and produce guidance for managers and staff. (2015 E2)

(vii) Workloads

Comment on ways in which workloads and tasks are monitored for gender bias.

BAS does not have a formal workload model. We use the following tools to record tasks that staff undertake and their opportunities for development:

- **Resource Management System (RMS)** - A formal project management system that records the allocations of staff to research projects. Time spent per task is planned and tracked via the RMS to ensure it does not exceed a manageable level. Time is allocated and managed by Line Managers to ensure that their staff have a balanced work portfolio.
- **Appraisal Performance Review Plan** - The appraisal review discussion is an opportunity for discussing, agreeing and recording work allocation as well as attendance at conferences and on committees, availability for outreach activities and remote fieldwork.

2016 Staff survey – 44% (27F, 50M) of all respondents felt that their workload was manageable and 50% of the respondents were satisfied or very satisfied with the way work was allocated to them. However, 25% of the respondents felt that more consideration should be given when allocating work for part-timers and staff with caring responsibilities. This issue will be investigated further and appropriate actions will be taken to provide support (2015 E2)

(viii) Timing of meetings and social gatherings

Describe the consideration given to those with caring responsibilities, and those working flexibly, when institute meetings and social gatherings are scheduled.

Core hours within BAS are 10.00 – 12.00 and 14.00 – 15.00. Whenever possible

- Meetings, seminars and talks are arranged in core hours when staff with caring responsibilities can attend;
- Training sessions are delivered as short sessions to accommodate part-timers;
- Science seminars are held at lunch-time or in the early hours of the afternoon to maximise availability and attendance

- Staff briefings by the Director take place late morning /early afternoon if possible but are recorded and placed on the web for access by all, even those in Antarctica, at any later time.

We use Microsoft Outlook calendars throughout BAS, and these allow staff to arrange meetings around their availability. We require all staff to keep these up-to-date and enter any logistical constraints. In 2017 the Aurora Innovation Centre was launched. The centre provides state-of-the-art networking facilities and more video-conferencing equipment to facilitate staff interactions with collaborators and other NERC sites, reducing the need for travel.

There is a formally recorded flexi-time system that allows staff to accrue time, which can be taken as leave when required. Where individuals attend meetings or training that does not coincide with their normal working pattern, the flexi-time system can alleviate pressure on overall working hours. Where this is not the case, the overtime policy allows individuals to claim for additional hours worked. On a case-by-case basis, we support additional flexibility where there are special circumstances, including periods of working at home, both short and long-term.

Active sports and social clubs exist on site and events are generally well attended. Social activities (e.g. BBQs, quiz nights, sport events) occur outside working hours to enable staff to plan/manage around their personal commitments. Although we feel the current arrangements are supportive of staff on flexible working arrangements, we will conduct a review of the timing of events to ensure that certain groups of staff are not excluded from attending. (2015 E4)

(ix) Visibility of role models

Describe how the institute embeds consideration of gender equality into the organisation of all events.

BAS runs an average of 15 events each month that involves role models in science and other disciplines. These vary from talks to drop in sessions, awareness days, workshops, study days and conferences. Internal and external speakers are invited and a conscious effort has been made to increase the number of female speakers and ensure gender balance. This has been possible thanks to the work of the Women@BAS forum and their inspirational 'Career Journeys' seminars and the 'Quick Fire talks' series arranged by the directors and their teams.

Female under-representation at senior levels was one of the big issues identified by staff in the 2014 Staff survey. Since then the number of female staff in strategic and operational roles has increased with the appointments of a female Head of Human Resources, Head of Polar Data Centre and Deputy Ship Operations Manager. The Director of BAS and the Director of Innovation and Impact (2F) have played a critical role in enabling this change.

Progress is slow but steady as supported by the positive feedback from the 2016 Staff Survey. We will continue to work to ensure increased visibility of female role models across BAS. (2018 5.6)

2016 Staff survey –71% (62F, 80M) of all respondents strongly agreed that there were people at BAS with whom they could identify as role models.

(x) Outreach activities

Provide data on the staff and students from the institute involved in outreach and engagement activities by gender and grade. Comment on the participants in these activities.

Engaging the next generation in Science, Technology, Engineering and Maths is an important objective for Government and BAS. A high percentage of BAS staff (of whom many are women), from the science programmes and science support teams are involved in diverse outreach activities to promote the organisation to a wide range of audiences. A selection of activities is provided in Figure 5.4.

Figure 5.4 – Summary of BAS outreach activities



Participation in outreach activities is recorded and acknowledged in appraisals and referenced in Merit Promotion cases.

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. School outreach opportunities are a great way to gain personal experience in presentation skills, build confidence in speaking to non-science audiences and be part of a national campaign to enthuse and inspire young people in science. Additionally, STEM ambassadors take part in career days, workshops, radio interviews and talks. One of the actions set out in our 2015 action plan was to increase the number of talks in secondary-school age. These interactive

sessions offer an opportunity for our female scientists to talk about their work experience in the Arctic and Antarctica and for students, especially female ones, to appreciate the many openings that a degree in science can offer. 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). [\(2015 E6\)](#)

2018 - Year of Engineering - BAS is a campaign partner in this government initiative and throughout the year we will be involved in activities to showcase to schools, families, government and industry the amazing innovation in engineering that goes on right across our organisation.

BAS has a long-standing presence at the **Cambridge Science Festival** and a strong collaborative relationship with the University of Cambridge and other research institutes in taking part and presenting activities during the festival. Over the years we have organised a series of panel discussions led by BAS female scientists about the challenges and joys of working and living in the polar regions.

Despite a good female participation in schools talks, filming, publications and public talks, the majority of mentions in media outputs are of male colleagues, due to the smaller number of female scientists as authors. We will continue to monitor the uptake of outreach activities among staff and encourage wider mention of women in press releases. [\(2015 E2\)](#)

Word count: 4910

6 SUPPORTING TRANS PEOPLE

Recommended word count: Bronze: 500 words | Silver: 500 words

(xi) Current policy and practice

Provide details of the policies and practices in place to ensure that staff are not discriminated against on the basis of being trans.

In early 2017 a working group was set up across the Research Councils to develop a framework to support trans people in the workplace. BAS contributed to the policy work and in October 2017 the RCUK Guidance on Supporting Transgender employees in the work place was launched.

The guidance, which fits in BAS wide Equality and Diversity strategy, shows our commitment to providing an inclusive and welcoming community where staff and students are enabled to meet their full potential and are treated as individuals. This includes providing support and understanding to those individuals who wish to take, or have taken, steps to present themselves in a gender different to their birth gender.

Monitoring

Provide details as to how the institute monitors the positive and/or negative impact of these policies and procedures, and acts on any findings.

We have monitoring procedures and reporting mechanisms in place to assess the impact of the Dignity at Work Policy and any activities carried out under the wider E&D framework. However, we do not have anything specifically in place to monitor the impact of this guidance.

Over the period 2014-2017 we supported 1 staff through their transition. A support plan has been discussed and agreed. The plan included

- Paid time off for medical appointments, treatment and surgery;
- Access to welfare provisions, including time off for counselling sessions, and increased flexibility for a phased return to work.

As part of the building of the BAS innovation centre, gender neutral toilets were introduced.

(xii) Further work

Provide details of further initiatives that have been identified as necessary to ensure trans people do not experience unfair treatment at the institute.

Our E&D agenda is varied and numerous activities are arranged throughout the year to raise awareness about discrimination in the workplace.

May 2018 - Mental Health Awareness Week – A group of healthcare professionals will facilitate sessions for staff to raise awareness about the challenges that trans face in the workplace. (2018 5.8)

Oct 2018 – Bullying and Harassment workshop – the session will draw attention to the cultural barriers staff may face in the workplace. (2018 5.8)

One of our strategic people aims is to embracing diversity and foster an inclusive and integrated culture which gives staff the choice to be open about their disability, sexual orientation, racial and gender identity.

Word count 393

SILVER APPLICATIONS ONLY

7 CASE STUDIES: IMPACT ON INDIVIDUALS

Recommended word count: Silver 1000 words

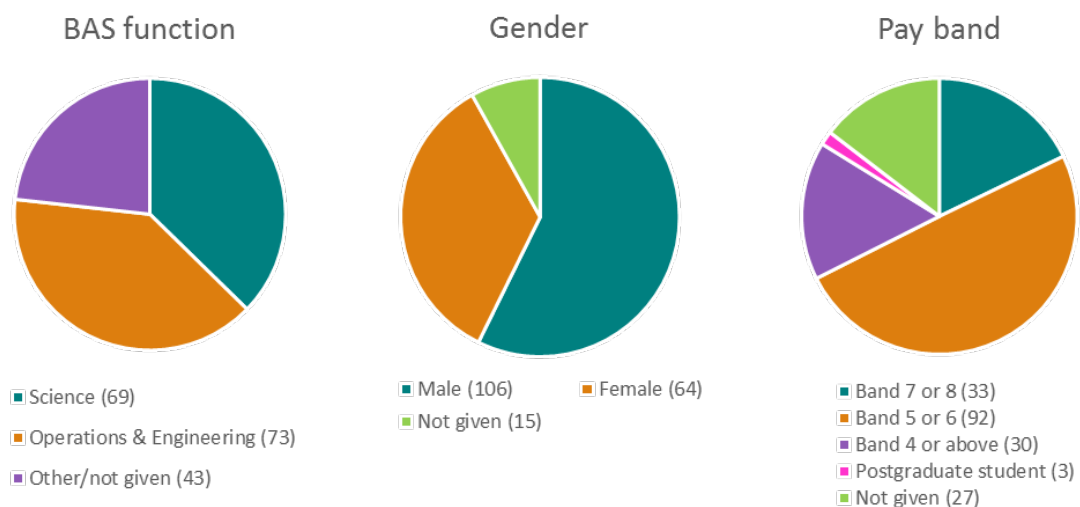
Two individuals working in the institute should describe how the institute's activities have benefitted them.

8 FURTHER INFORMATION

Recommended word count: Bronze: 500 words | Silver: 500 words

Please comment here on any other elements that are relevant to the application.

Staff Survey 2016 - 185 staff took part across a full range of functions in Cambridge HQ, on board our vessels and on the Antarctic stations. A breakdown of the respondents across functions, gender, and PBs is show below:



The survey comprised 39 questions covering leadership & management, communication, career development & progression, equal opportunities, BAS culture. It also included a section on Gender Equality designed to assist with the BAS Athena SWAN application and action plan.

The findings identified that

- Over 70% of the respondents were proud to work at BAS. They felt engaged and valued
- Over 60% of staff felt supported on their career development and welfare
- Over 80% believed that equality and diversity values are well supported and promoted at BAS by their peers, line managers and the Human Resources department

- 78% of staff felt that their contributions are recognised by their team and line manager, but 40% did not feel their heads of groups/services and senior management recognised their efforts.
- 72% of staff felt motivated. The biggest motivating factors were their research and supporting the research in their field, team working, and the challenges of working south. The biggest de-motivating factors were the financial constraints and high workloads.

Whilst many staff appreciate the mutual support and teamwork from colleagues, and commented on the inclusivity, friendliness and can-do attitudes of BAS staff, a feeling of disconnect across functions within BAS was raised. The most commonly cited changes that staff would like to bring to BAS culture are an increase in the integration and collaboration between teams.

In response to the concerns raised in the survey the following actions have been agreed by the Executive team:

- The development of a clear career development pathway for all staff, and better training, support, and recognition of line management duties to create a culture where all staff are developed to their full potential. (2018 5.7)
- Increase senior management engagement with staff through better recognition from senior management of staff pressures/workload/contributions, more empathy with the current financial situation and its effects on staff, and increased transparency of high-level decision-making and the longer-term strategy for BAS. (2018 5.9)
- Improve communication and understanding between functions to improve the cohesiveness of BAS. For example, advertising seminars to all staff, not just those in science, to recognise that many people might be interested in areas outside of their designated ones. (2018 5.10)

9 ACTION PLAN

The action plan should present prioritised actions to address the issues identified in this application.

Please present the action plan in the form of a table.



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