

Gender equality action plan 2022-2026

No	Planned objective	Ref. Priority (H,M,L)	Actions and milestones (2022-2026) <i>Actions monitored through HR+OD Equalities monitoring group and AS SAT. New actions identified to adapt to the emerging landscape</i>	Target date/s	Lead/s By role	Success criteria/outcome <i>Additional stretch targets to be agreed by AS SAT</i>
RECRUIT: Recruiting talent						
1	Review recruitment practice to minimise bias in advertising and reach	3.2.1	M Ensure candidate packs and EDI literature are published for all vacancies Conduct 20% dip sampling of advertised vacancies	Sept 2022 Quarterly	HR Partner (workforce planning) / HR Services Manager	EDI literature published with all vacancies
2	Reverse the decline in successful appointment of ethnic minority staff	3.2.1	H Review 'blind shortlisting' pilots in the library and EEI to assess effectiveness and potential for roll-out for specific campaigns Recruit and train a 'panel bank' of ethnic minority student, staff and trade union representatives who can be invited to join recruitment panels for specific roles or campaigns	Dec 2022 May 2023	HR Partner (workforce planning) / HR Services Manager	Improved success rate of applicants from ethnic minorities for specific roles (18.9% in 2020/21/ aim for 30% in 2022/23)
3	Work exclusively with executive agencies who share our values and who make a public commitment to gender and ethnicity equality; define minimum	3.2.1	M Review existing service level agreements with executive search agencies Develop a gender and ethnicity equality statement for external agencies /	July 2022 Sept 2022 Jan 2023	HR Services Manager with	We only work with executive search agencies who are signatories to our gender and ethnicity equality statement

	expectations in terms of applicant pool.			embed the statement in the tendering process for search agencies Monitor balance of applications supplied by agencies for gender and ethnicity balance	Bi-annual review	Head of procurement	Senior appointments shortlists from agencies include a minimum of 30% applications from women and ethnic minorities
4	Develop targeted social media campaigns to attract a more diverse pool of applicants, focussing initially on STEMM vacancies at bands 6-9	3.2.1	H	Develop a digital recruitment strategy to enhance reach and diversity of applicant pool	Nov 2022 Quarterly report to ULT	Internal Comms / HR Services Manager	Applicant pool for STEMM vacancies (6-9) increased by 30% / Social media footprint increased by 45% / Increase in social media as response to 'How did you hear about us' Q to >35%
5	Accelerate the training programme for all those involved in recruitment and promotion panels	3.2.1	M M M	Provide bespoke development activity for professorial recruitment panels to minimise unconscious bias Extend 'beyond unconscious bias' training to all recruitment panel members / monitor through I-trent Introduce targets for band 9 and 10 recruitment panel membership	March 2023 Sept 2022/ Ongoing monitoring Sept 2022	HR and OD Advisors HR Services Manager/ ULT	All professorial panel members trained in recognising the impact of unconscious bias All recruitment panel members complete 'beyond unconscious bias training' Minimum of 40% of panel members identify as women, non-binary, trans and ethnic minority
6	Review salaries on appointment for academic band 10 posts	3.2.1	H	Annual review of salaries at 'Professorial and Senior Salary Review Panel'	Nov 2022/ annual	Pay monitoring group	Parity of opportunity for all professorial appointments to negotiate starting salary

NURTURE: Developing and nurturing talent

7	Develop a staff reward and retention strategy	2.2.2.2	M		July 2023		Portfolio published (awareness levels gathered through Pulse survey)
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				Review the suite of reward and recognition activity. Develop an inclusive reward and recognition portfolio Develop a staff reward and retention strategy	November 2023	HR Partner (OD+EDI) /HR Partners/ Trade union reps /CPO	Strategy published
8	Accelerate the recruitment and training of EDI champions providing cross institutional coverage	2.2.1.6 2.2.2.2 2.2.2.3	H	Bi-monthly SJI chairs network events, SJIB meetings and Equality and Inclusion network University strategy launch event: Theme SJI (town hall event, stalls and competitions) Recruit, train and support EDI champions in all Faculties, Institutes and PS Directorates Social Justice and Inclusion updates (e-bulletin, staff and student intranet, social media campaigns)	Ongoing May 2022 Dec 2022 July 2022/ ongoing	EDI lead/ SJI Sponsors and chairs Head of Internal Comms/ CPO	Intersectionality 'visual map' developed and updated >90% of attendees positive feedback EDI champions in place (2023 Pulse survey Q to assess impact) Pulse survey shows increased satisfaction with 'Is EDI valued at Hull' to >75% (2021 55%)
9	Improve participation rates of male academics in central induction	3.2.1	L	Facilitate a focus group to understand the barriers experienced by male academic colleagues on arrival at the University	May 2023	Deans / Directors	Increase male participation to = female levels (2020 F 73.3 / M 47.3%) CEDARS survey Q: 'How useful did you find your induction' increase to 65% from 42.9%)
10	Stimulate increased appraisal participation	3.3.1	M M	Review and enhance ADR guidance and toolkit Introduce dip sampling for 10% of completed ADRs to assess effectiveness	Sept 2022 April 2023	OD Advisors	Increase participation to >80% in Academic and PS areas (currently 36.5/48.7)



			H	Roll-out enhanced training for managers	Sept – Dec 2022	Deans./ Directors HR+OD Advisors	Improved Pulse survey response to Q 'I have received constructive feedback at least twice in the last year' to 70% (60.47% in 2021)
11	Develop an inclusive Talent Management Strategy that will support development and readiness for both lateral and vertical progression, and assist our workforce to achieve their ambitions	2.2.2.1	M	Phase 1 (2022-2023): Develop a talent management strategy for academic / PS and technical staff	Sept 2022	HR Partner (OD+EDI) / CPO	100% of academic promotions based on enhanced ACF metrics PS and technical career pathways published with >85% of staff awareness (Pulse survey) Portfolio of activity agreed and published Talent development conversations embedded in ADR
			H	Embed ACF v2 (including enhanced metrics) in academic promotions process	Sept 2022		
			M	Develop pathways for PS and Technical staff aligned to ADR	July 2023		
			M	Introduce talent conversations using the 9 box model	July-Sept 2022		
12	Establish clear expectations, aligned to values and behaviours, for managers and leaders	3.3.2	H	Phase 1 (2022): Develop and roll-out management training for managers of all staff engaged in research (values, impact of self, confident conversations, research culture) Facilitate action learning sets for all participants to explore challenges and embed learning	Sept – Dec 2022 Jan- June 2023	HR+OD Advisors / CPO / PVC R+E / Deans OD Advisors	90%+ participation across research managers community Active personal development plans in place for all participants with follow up reviews conducted by Deans
			H	Enhanced toolkit of resources (video, podcast and support materials)	Dec 2022	HR+OD Advisors	Increased satisfaction through CEDARS and Pulse surveys; Q: 'Confident to deal with poor performance' (aim for 85%+ / currently 40%)
			M	Phase 2 (2023): Extend training programme and action learning sets to managers of technical, PS and academics engaged in KE and Education	March – Aug 2023		
			M	Extend the coaching and mentoring special interest group to include research managers	Sept 2022	OD Advisors / ULT	Senior Leaders share their experiences of coaching at forums, town hall meetings and bulletin articles



13	To increase STEM participation, and develop active role models and mentors, as part of our engagement with the Aurora programme	3.3.2	M	Develop and roll out a formal nomination and selection process for Aurora	Aug 2022	Aurora Champion /Gender inclusion sponsor	Aurora panel established Increase nominations for FoSE academic staff in line with other STEM areas (HYMS and FHS) (2021 x 11 [HYMS/FHS] x 0 [FoSE]) Increase number of active role models to >1 from each Faculty / Institute /Positive feedback from network events 100% of Aurora participants offered a mentor (currently <50%)
			M	Update ACF (Phase 1) and PS Careers pathways (Phase 2) to reflect the value of Aurora participation and developing as an Aurora role model	Sept 2022 (1) July 2023 (2)		
			H	Facilitate internal quarterly network events for current and prospective Aurora participants	Ongoing		
			M	Support Aurora participants through mentoring / engagement with Team GB and national update events	Sept 2022		

ACCELERATE: Accelerating progress for women and ethnic minority staff in academic promotion

14	Embed discipline specific metrics and norms in the ACF for each pathway level and domain	3.1.2	H	Embed ACF v2 (including enhanced metrics) in academic promotions process	Sept 2022	HR Partner (OD+EDI) PVC Education /PVC R+E	100% of academic promotions decisions based on enhanced ACF metrics Positive feedback from participants
			H	Develop understanding of the enhanced ACF among potential applicants for promotion through Canvas course and drop-in sessions	Sept-Dec 2022		
15	Extend coverage of the ACF to include early career academics	3.1.2	H	Post promotions equality impact analysis tabled at ULT for discussion	Jan 2023 / annual review	ULT / EHRD	ACF coverage extended to all academic roles
16	Introduce a mentoring scheme for women from minority ethnic groups to support their progression to	3.2.2	H	Phase 1: Identify talent pool and provide mentoring support	March 2023 2023/24	Deans / Directors	Pool identified with mentoring in place for 100% of participants By 2024: Success rate at academic promotions equivalent



	senior lecturer, reader and professor			Phase 2: Facilitate 6 monthly career development conversations with the talent pool			to white British women (currently 66.6% compared to 79.3%)
17	Specify workload allocation for applicants to work on draft applications in 'writing rooms' with critical friends providing review and comment	3.2.2	M	Talent pool provided with writing room facility (time, space and support) to write and review applications	Dec 2022	Deans / Directors	Positive feedback from participants recorded in ADR
18	Advance the careers of black female academics through engagement with the '100 Black Professor NOW' programme	3.2.2	M	Phase 1: Member of ULT acting as a mentor for the programme Phase 2: Raise awareness of the 'Now' programme among black female academics	Nov 2022 May 2023	Cultural inclusion sponsor	Mentor from ULT attending national events Increased awareness among potential applicants (focus group comments and AS culture surveys to indicate increased level of awareness)
19	Actively promote the special circumstances form to prospective applicants	3.2.2	L	Discussed in ADR and embedded in Canvas course and academic promotions SharePoint Form promoted and discussed in academic promotions drop-in sessions	Sept 2022	HR Partner (OD+EDI)	Increased awareness among potential applicants (focus group comments to indicate increased level of awareness)

EXPECT: A high performing professoriate

20	Introduce panel interviews for academic staff applying for promotion to professor	3.2.2	H M	Phase 1: Interviews introduced as part of the academic promotions panel process Phase 2: Review of academic promotions process to include Faculty and Institute level panel	May 2022 2023	HR Partner (OD+EDI) / ULT	Improved success rate for male and female applicants (50% for both groups in 2020) Reduced bureaucracy and enhanced levels of confidence among academic community
21	Provide networking opportunities for new readers and professors to engage with, and learn from, their peers	3.2.2	M H	Annual networking event for newly promoted readers and professors with cross-discipline members of the professoriate	Sept 2022/ annual	Deans and Directors	Positive feedback from those newly appointed Evidence of emerging collaborations and engagement



				Opportunities for professors to support and facilitate action learning sets for research managers (NAP 12)	Jan – June 2023		in mentoring and action learning among the professoriate
22	Set developmental goals for all members of the professoriate to support those at earlier career stages through mentoring and networking	3.2.2	H	Individual meetings and 6 monthly reviews with newly appointed professors to establish performance expectations, development goals and leadership priorities (developing, mentoring and supporting junior colleagues) 50% dip sampling of meeting outcomes	July 2022 6 monthly reviews	Deans and Directors HR Advisors	100% of newly appointed professors to have had individual meetings within one month of appointment Increased levels of mentoring by professors (specifically for the talent pools NAP 16/17)
23	Develop a programme of inaugural lectures for those awarded Professor in the Education, Research and Knowledge Exchange domains	3.5.3.3	M	Newly appointed professors invited to deliver an inaugural public lecture within 6-12 months of appointment	Nov 2022 / annual series of events	Deans HR partner (OD+EDI) / Alumni relations	100% of newly appointed professors to deliver their inaugural lecture within 6-12 months of appointment

SUPPORT: Supporting parents, carers and returners

24	Establish a Parents and Carers network where staff can share experiences	3.4.2	M	Provide support, access to internal communication channels and funding for staff to establish a parents and carers network	Dec 2022	Lifestage inclusion chair	Feedback from network members to assess impact and effectiveness
25	Provide training and support to line managers, developing their confidence to facilitate positive return to work conversations (forms part of NAP 12)	3.4.2	H	Phase 1 (2022): Develop and roll-out management training for managers of all staff engaged in research to include positive return to work conversations Facilitate action learning sets for all participants to explore ongoing challenges and embed learning / enhanced toolkit of resources (video, podcast and support materials)	Sept-Dec 2022 Jan- June 2023	HR+OD Advisors / OD Advisors	Increased satisfaction through CEDARS and Pulse surveys; Q: 'My Manager is considerate of my wellbeing' (aim for 70%+ / currently 40%)



			M	Phase 2 (2023): Extend training programme and action learning sets to managers of technical, PS and academics engaged in KE and Education	March-Aug 2023		
26	Promote the full range of leave options to all staff extending this provision to carers and neo-natal leave (subject to publication of the Employment Bill expected in 2022)	3.4.2	M	Update HR SharePoint information and facilitate a series of road shows and awareness events	Sept –Dec 2022	HR Advisors	Monitor levels of awareness among staff of the range of options through a new Pulse survey Q

ADDRESS: Sexual Violence and domestic abuse

27	Develop and promote policies and support mechanisms to address harassment and sexual misconduct	3.5.1	H	Interviews and focus groups to learn from the experience of students who have been involved in reports or investigations Active promotion of the role of sexual violence liaison officers	Oct 2022 / Ongoing	Sexual Violence task group / HUSU president, inclusivity	Develop awareness of the role of sexual violence liaison officers among students and staff (Pulse survey 45%+)
28	Proactive response to sexual violence and sexual harassment, domestic abuse and online abuse, informed in part by the Fawcett Society report, 2021	3.5.4 3.5.4.3	H	Take action against negative stereotypes through promotion of HeForShe Recognising and responding to the 'everyone's invited' movement and UNSDG5 Develop a suite of support materials including signposting to the police, NHS and sexual assault referral centre Review existing 'domestic abuse' online course content	Dec 2022 – April 2023	HUSU president, inclusivity / Sexual Violence Liaison officers EDI Lead	Developing awareness of, and engagement with HeForShe Pulse survey shows increased levels of awareness (in 2021, 50.3% aware of dignity and respect advisors, 40.1% awareness of services) Increase completion of the online module to 35% of the staff population (13.8% in 2021)



29	Providing 'disengage' self-defence and bystander training for staff and students	3.5.4.3	L	Phase 1: Training programmes for students and personal supervisors developed (face to face and online) and promoted through the University healthy relationships and sexual violence groups	June 2023	HUSU reps / gender inclusion sponsor	Student engagement levels determined and monitored
				Phase 2: Content adapted for the broader staff community	Dec 2023		Staff awareness of support measured through Pulse survey

LISTEN: Supporting staff through key life moments

30	Visible support for transgender students and staff	2.2.2.2 3.5.2	H	Celebrate Hull Pride #everyoneiswelcome 2022 with a visible University presence	July 2022 / annual	EDI Lead / inclusion sponsor/ HUSU LGBTQI+ rep	Pride 2022 attended by representatives of EDI, SJIB, HUSU and ULT
			M	Promote increased engagement in the diversity and inclusion network from colleagues who identify as LGBTQI+	Dec 2022		Increase membership of the diversity and inclusion network (2021: 31 members [24F/6M/1 non-binary])
			M	Promote completion of the online module 'Supporting trans staff and students' Introduce preferred names for staff and advocate using pronouns in e-mail signatures			Increase completion of the online module to 30% of the staff population (11.34% in 2021)
31	Consult with female academic staff to understand the barriers to part-time working	3.1.2	M	Facilitate a consultation (interviews and focus groups) with part-time female academic staff Compare findings with Faculty Athena Swan culture surveys to determine shared themes and potential actions	Feb 2023	HR Partner (OD+EDI) / Faculty AS SAT leads	Consultation outcomes reviewed by AS SAT to determine appropriate actions By 2024/5 percentage of part-time women in senior roles (Band 9/10) equivalent to men
32	Providing staff with support transitioning through key life stages is a priority for us. We will continue to access and promote physical,	3.5.4	H	Realising the potential of our commitment to the University Mental Health Charter and Mindful Employer awards through: <ul style="list-style-type: none"> Promoting our employee assistance programme and 'Healthy Hull' 	Oct 2022 6 monthly reviews	HR Partner (OD+EDI) / Health and	Complete self-assessment universities mental health charter award



	mental and emotional support for staff			<ul style="list-style-type: none"> Promoting NHS screening services Developing our partnership with team GB to promote physical and mental health Extending our training programme for mental health first aiders Reducing the stigma around male mental health and promoting men's mental health charity, Andy's man club 		wellbeing advisor Mental Health lead	Increase awareness of mental and physical health support services through Pulse survey (2021 awareness: counselling (61.2%), Healthy Hull (40.1%), mental health first aiders (42.2%))
33	Consult, develop and promote a menopause policy	3.5.4.2	M	Policy consulted and approved through policy working group, communicated to all staff through the menopause network, internal communications channels and awareness raising events	Jan 2023	Lifestage inclusion sponsor / HR Advisors/ Internal comms	Menopause policy approved and promoted Feedback gathered through focus groups to determine awareness levels and effectiveness

CELEBRATE: Visible and sustained celebration of diverse role models

34	Encourage a diversity of nominations for committees and honorary awards to include women, non-binary and minority ethnic applicants	3.1.2 3.5.3.2	M	Engage honorary committee members in #breakthebias IWD activity Review membership of key University committees on a six-monthly basis Increase the profile of females and ethnic minorities awarded honorary degrees (invited lectures, public events, mentoring)	Jan 2023	Honorary committee / Gender and cultural inclusion sponsors	Increase female, non-binary and ethnic minority membership of key committees by (15%F/30%non-binary/12% ethnic minority) Increased nomination and success rates for honorary awards (nominated 7F/17M / successful 5F/10M 2018-2021) to 50%
35	Develop the criteria for our 'Inspired in Hull' awards to specifically acknowledge the contributions of women and	3.5.3.1	M M	Phase 1: Categories and nomination criteria reviewed for the 2022/23 awards Introduce blind scoring panels to reduce potential bias	Aug 2022 Nov 2023	HR Partner (OD+EDI)	Increase nominations for ethnic minority staff and shortlisting of ethnic minority women (0 women



	staff from minority ethnic groups			Phase 2: Awards included in the institutional review of 'reward and recognition' activity (ref: NAP 7)		/HUSU reps/ULT	from ethnic minorities won awards in 2019)
36	Develop our human library to showcase the work of academic and professional services staff	3.5.3	M	Extend participation in the 'celebrating our own' human library project to include successful PS staff, researchers and technicians	March 2022 / 2023	HR Partner (OD+EDI) / EDI lead	Human library developed and showcased as part of IWD 2022 #breakthebias celebrations / 2023

ENHANCE: Governance, data integrity and reporting

37	Advance gender and ethnicity equality through successful bronze, silver and gold Athena Swan awards	1.3.3 2.2.1.6	H	Further develop awareness and understanding of the transformed Athena Swan principles among SAT members, and ULT inclusion sponsors and chairs Monitor, report, adapt and challenge progress towards gender and ethnicity equality Curating evidence of impact (case studies, culture surveys, focus groups, awards) in preparation for an institutional Silver application	July- Dec 2022 Bi-monthly ongoing	EDI lead / AS SAT chair / Gender inclusion sponsor / SJIB/ Deans / EEI Director	Successful Faculty bronze awards for FHS (2022), FoSE (2023) and FBLP (2023) setting out ambitions aligned to the revised AS principles EEI AS SAT established with plans in place to submit a Bronze application in 2024 Successful Institutional Silver application (2026) / HYMS gold award 2027
38	Ensure our inclusion sponsors and SAT are inclusive and representative of part-time, male, non-binary and minority ethnic communities	1.3.3	M	Review institutional and Faculty level AS SAT membership Recognise contributions to the SAT through equitable workload allocation, appraisal discussion, and in providing evidence of leadership contributions for promotions applications	Sept 2022 Jan 2023	AS SAT chair and members	Institutional SAT membership reflective of institutional demographic (F/M/Non-binary / ethnicity) currently 20 members (17F/2M/1 non-binary) and increase in participation from part-time staff and representatives of PS and technical services
39	Embed the expanded principles of Athena Swan in	1.3.3	H	Align staff and student policy reviews to AS principles	Ongoing	AS SAT / SJIB/	Policies developed in line with AS principles



	terms of culture, decision-making and partnerships			Facilitate focus groups and discussion forum Establish targets for female, non-binary and ethnic minority membership on key University committees Recognition for gender and ethnicity equality achievements	2023 Dec 2022 By 2026	Gender inclusion sponsor/ EDI lead	Pulse survey indicates increased levels of awareness Senior committee membership reflective of staff demographic Successful Institutional Athena Swan Silver Award (2026)
40	Develop nuanced processes, protecting the identity of individuals while providing accurate, rich and accessible data from which to continue our institutional analyses	2.2.1.3	H	Develop our systems to enable reporting by Institutes, as discrete entities Develop a suite of business information dashboards, using Power BI, to facilitate easy access to, and engagement with real time EDI data Develop shared protocols for EDI monitoring and data collection to ensure consistency of nomenclature across the University	Jan 2023 Jan 2023 March 2023	Business and Systems team / EDI lead / HR Partner OD+EDI	Institutes assigned to STEM / AHSSBL data sets by discipline Real time EDI data dashboards published bi-monthly Nomenclature specific to gender, identity and ethnic heritage agreed
41	Publish our gender pay reports, in line with Government requirements, seeking a reduction in median gender pay gap	3.1.2	M	Quarterly review and analysis of diversity data to understand gender pay gaps Take action to increase the number of women in band 9 and 10 roles through i) a branded recruitment campaign and ii) developing an internal female talent pool using the 9 box grid and providing bespoke training, mentoring and support		EDI Advisor HR+OD Equalities monitoring group	Reduce median pay gap to within 2 percentage points of national benchmark for England (13.7% in 2021)
42	Publish our equal pay reports, in line with Government requirements, seeking to reduce the mean pay gap for ethnic minority staff	3.1.2	M	Quarterly review of equal pay actions Triennial publication of equal pay report	Quarterly 2023/ 2026	HR+OD Equalities monitoring group / EDI Advisor	Reduce the mean ethnic minority pay gap to within 1.5 percentage points of national benchmark for England (16.1% in 2020)



		Establish a task and finish group to i) explore the pay data relating to ethnic minority staff and ii) make recommendations for specific actions		
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March 2023

