



# Institutional approaches to gender equality: what has been achieved and what more can we do?

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# Why is gender equality important to the University of Edinburgh ?

Fairness

Compliance with the law

Excellence



# HOW DIVERSITY WORKS



**Katherine W. Phillips** is Paul Caello Professor of Leadership and Ethics and senior vice dean at Columbia Business School.

**THE FIRST THING** to acknowledge about diversity is that it can be difficult. In the U.S., where the dialogue of inclusion is relatively advanced, even the mention of the word “diversity” can lead to anxiety and conflict. Supreme Court justices disagree on the virtues of diversity and the means for achieving it. Corporations spend billions of dollars to attract and

Being around people who are different from us makes us more creative, more diligent and harder-working

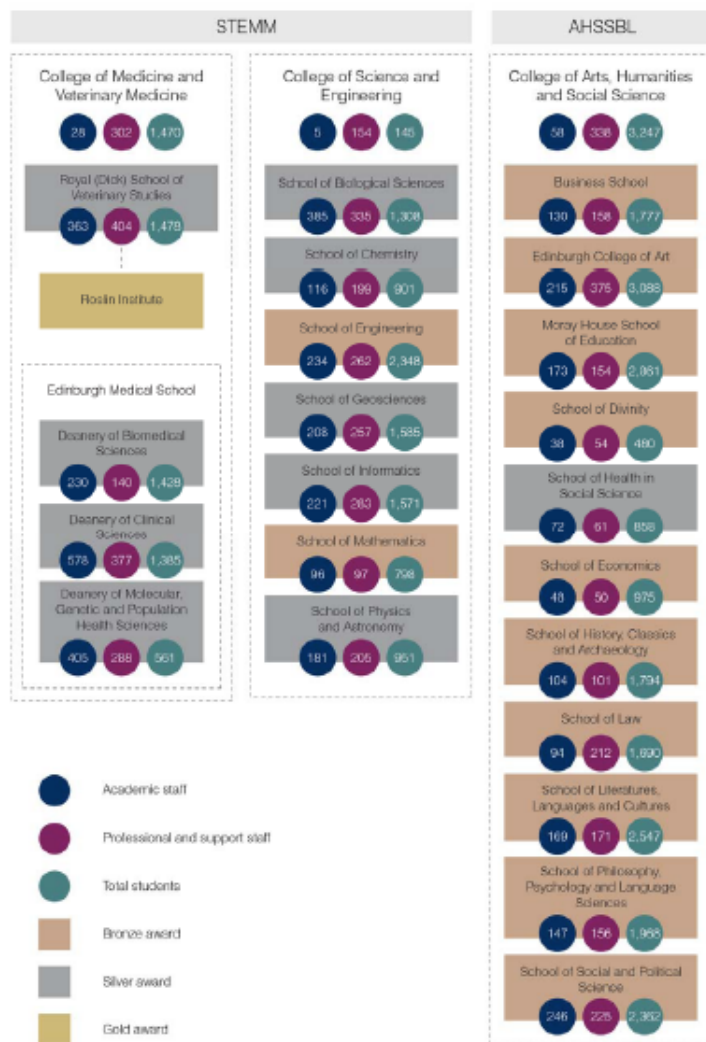
*Katherine W. Phillips*

Phillips KW 2014 Scientific American Oct:43

See also Woolley A et al 2010 Science 330: 688

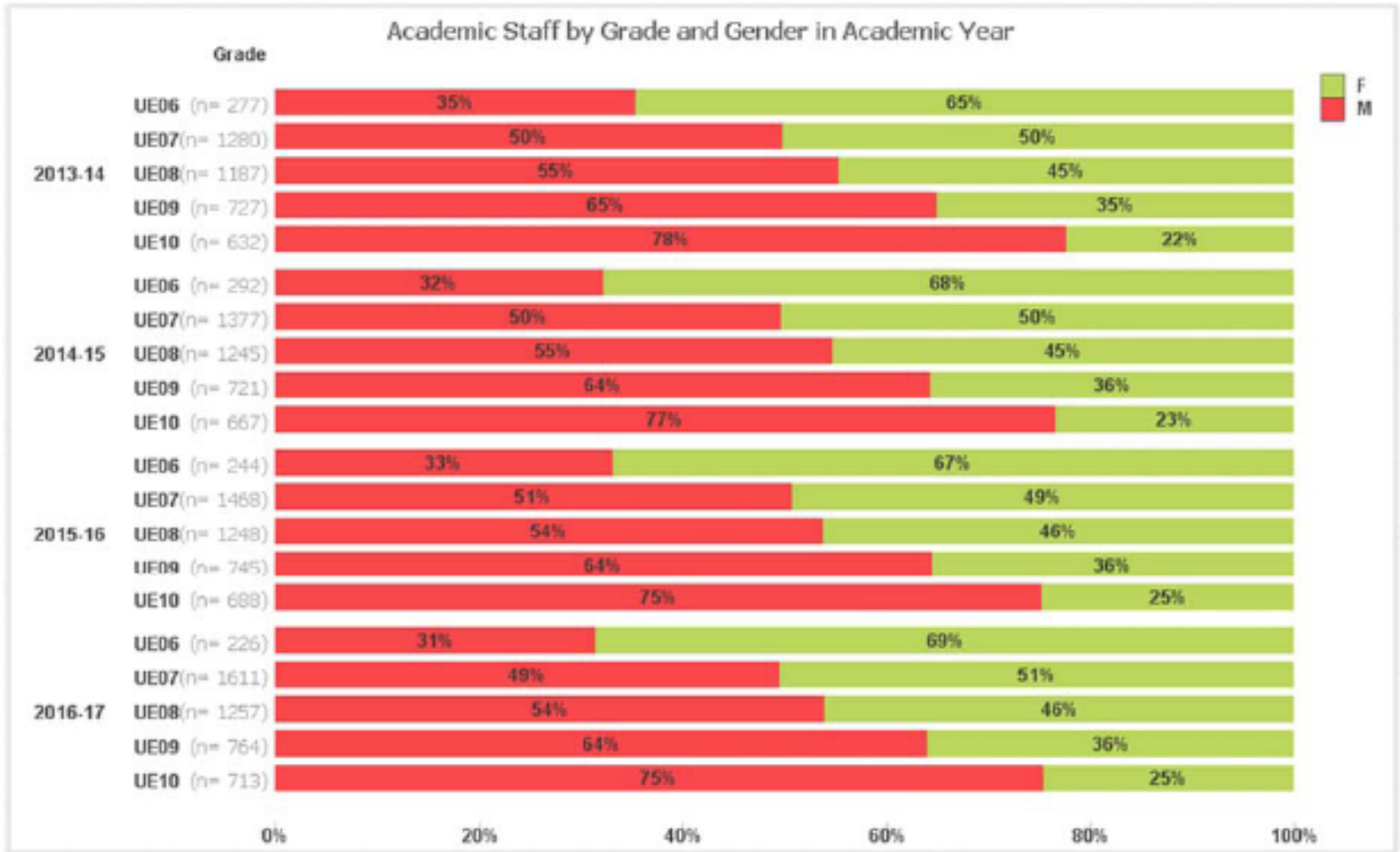


# Do we have a problem ?





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# So what are we trying to do as an institution?

Reduce inequality ?

i.e avoid discrimination



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**THE WORLD UNIVERSITY RANKINGS** PROFESSIONAL JOBS SUMMITS RANKINGS STU

## Women 'systematically excluded' from Japanese medical school

Females out, bureaucrat's son in as Tokyo Medical University rigs entrance scores

August 7, 2018

By John Ross  
Twitter: @johnRoss49

A private Japanese medical school has admitted to manipulating its admissions processes for years, in an unfolding sexism and corruption scandal.

Tokyo Medical University has acknowledged systematically rigging entrance exam scores in an apparent scheme to limit the number of female students.

The practice has emerged a month after the



# So what are we trying to do as an institution?

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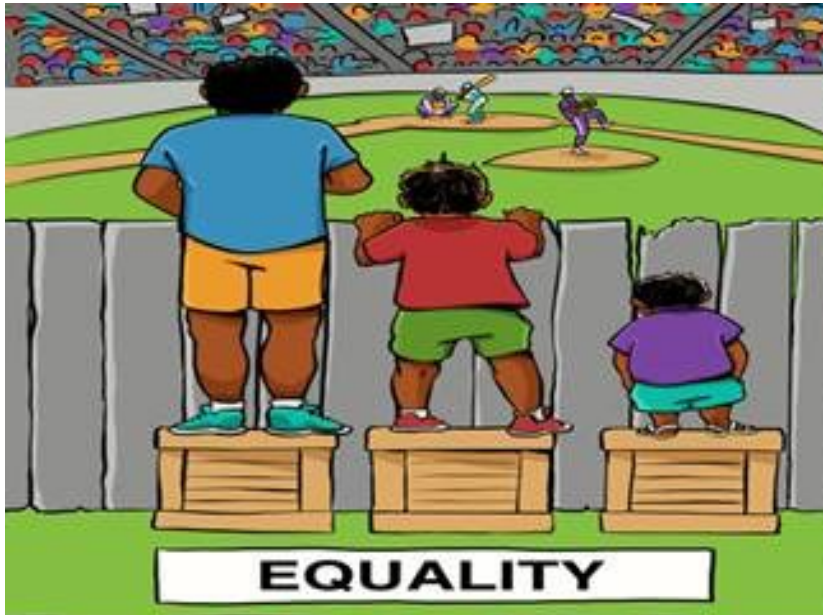
i.e avoid discrimination

Promote equity





# Equality and equity



# Equality and equity





# What is it that holds women (and others) back?

- Lack of intelligence ?
- Lack of hard work ?
- Maternity leave / caring responsibilities ?
- (Societal) unconscious bias



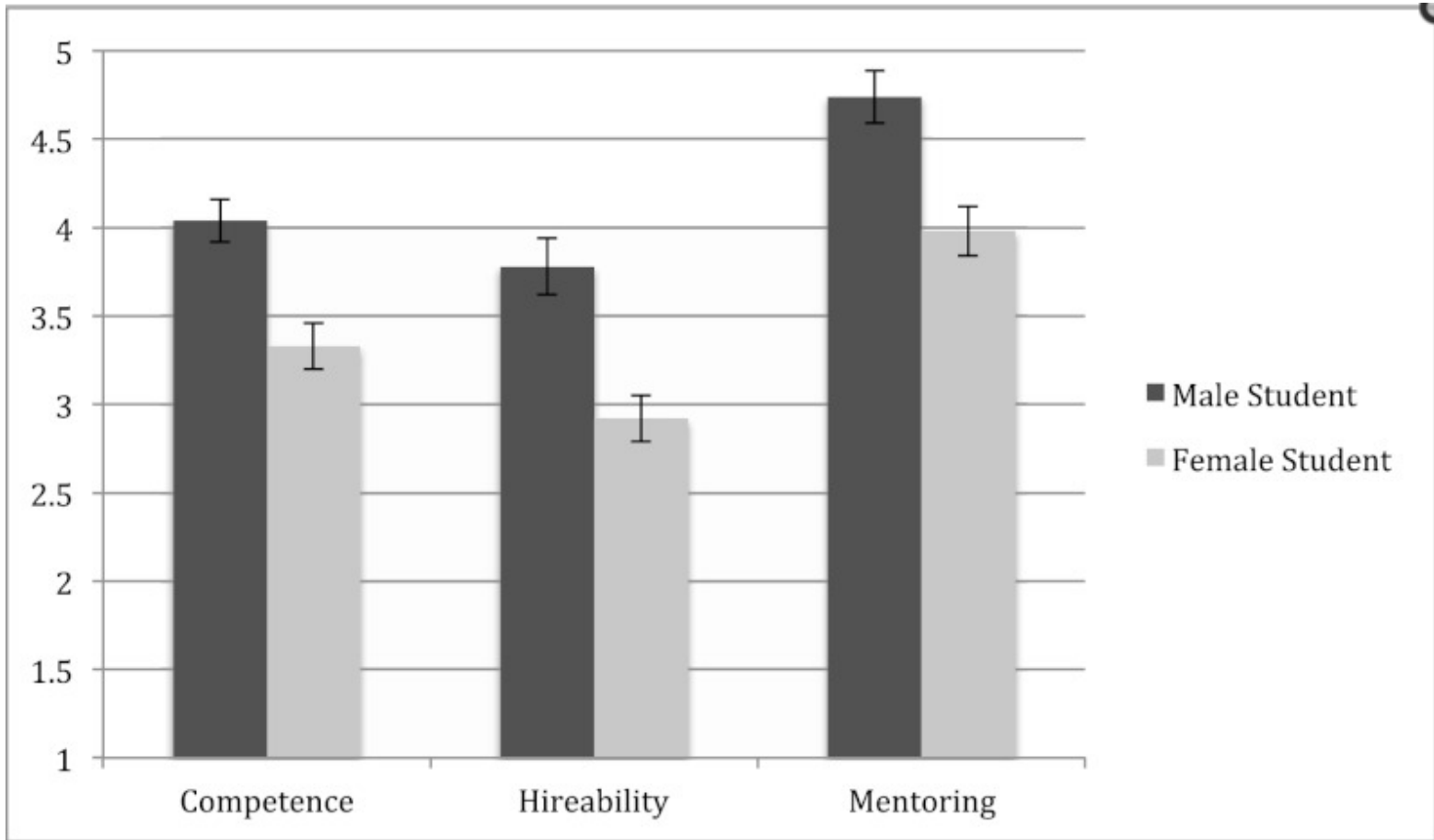
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# Unconscious bias amongst US science faculty (female and male), 2010

*"Please rate this job applicant"*



# Unconscious bias causes undervaluation of female opinion



*That's an excellent suggestion Miss Triggs. Would one of the men like to make it? Punch cartoon, 1988*



# Unconscious bias holds men and women to different standards of behaviour





# What has Edinburgh University done well ?

- Collecting and sharing equality strategies
- Reducing the gender pay gap
- Parental leave policies 2015, 2018





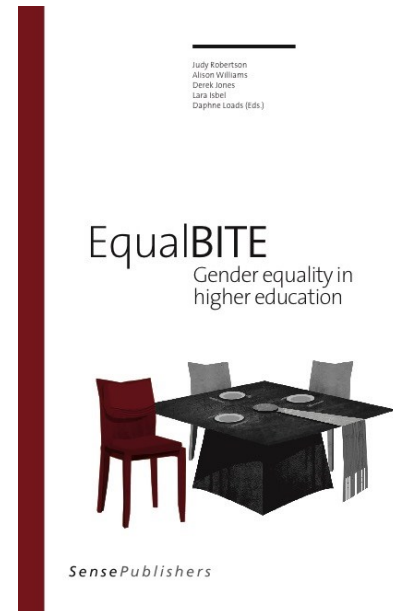
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# What has Edinburgh University done well ?

- Collecting and sharing equality strategies
  - Equal Bite book 2018
  - Eds: Judy Roberston, Alison Williams, Derek Jone, Lara Isbel, Daphne Loads
  - <https://www.sensepublishers.com/catalogs/bookseries/other-books/equalbite>





# What has Edinburgh University done well ?

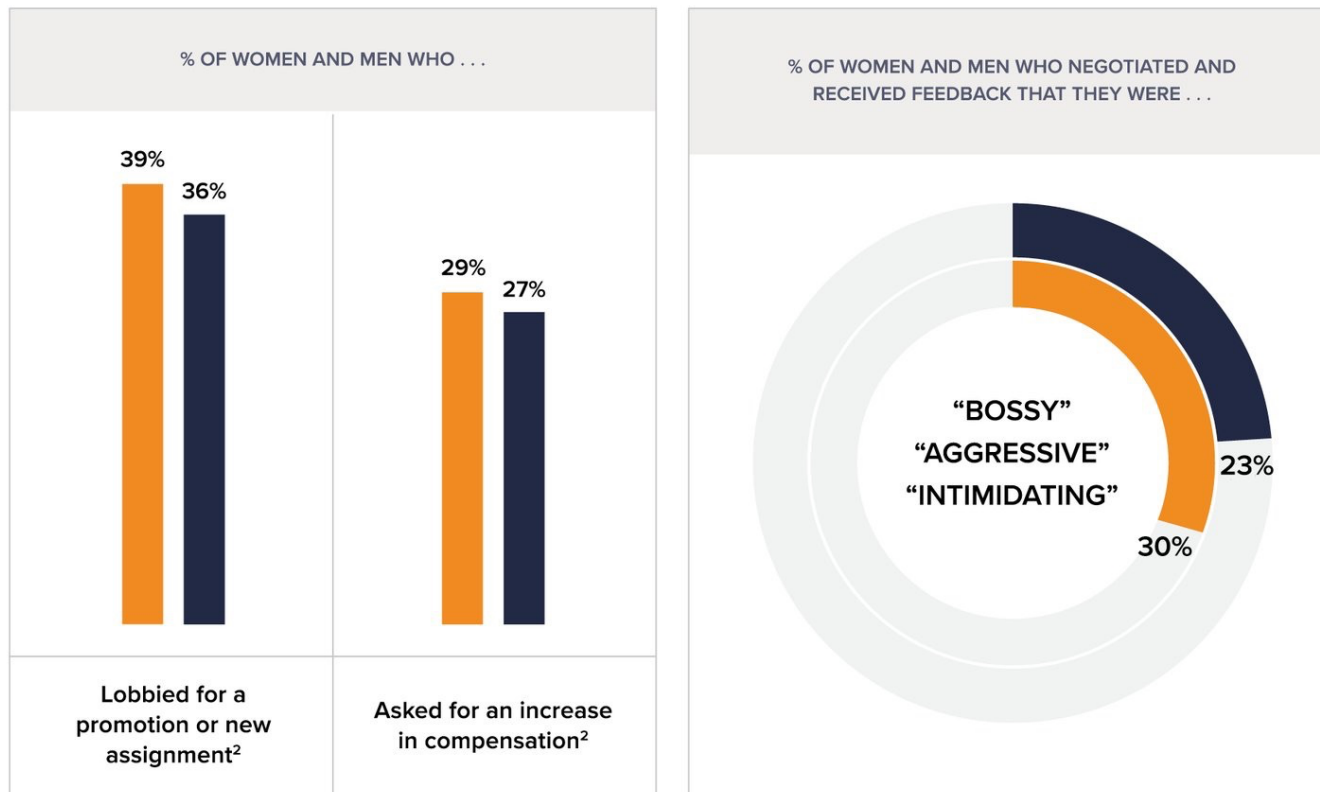
- Collecting and sharing equality strategies
- **Reducing the gender pay gap**
- Parental leave policies 2015, 2018



# Male and female negotiation – not what you might think

## HOW OFTEN WOMEN AND MEN NEGOTIATE—AND THE RESULTING PUSHBACK<sup>1</sup>

WOMEN  MEN 



<sup>1</sup> Based on employees' self-reported experiences. <sup>2</sup> In the past 2 years.

From LeanIn.Org and McKinsey & Company's *Women in the Workplace 2016* report—and based on the results of a survey of more than 34,000 employees from 39 companies. Read the full report at [womenintheworkplace.com](http://womenintheworkplace.com)



# In depth analysis of Grade 10 pay gap

- Pay gap largely due to vertical segregation:
  - median and mean of 16.6% and 13.7% in 2017 pay audit.
- Within grades, a significant pay gap at grade 10
- 2013/14 17 male promotions and 13 female promotions into this grade
- female employees were at least as likely as, or more likely to, receive an increment than men
- 21 external appointments to this population of which 6 were female - externally appointed men paid more than internally promoted men



## Gender Pay Gap Task Group (Reported to Remuneration Ctte)

### Recommendations:

- reference to internal and external pay comparators in determining salary for staff appointed or promoted to UE10
- increased use of Performance data in UE10 contribution review process
- formal review of all salary proposals for UE10 appointments

Actions resulted in a significant decrease in the gender pay gap at UE10

- mean and median 11.3% and 9.3% 2015
- mean and median 7.1% and 6.3% 2017



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# Supporting pregnant women and their families

- 2015 status
- Maternity pay one of the most “generous” in the sector
  - enhanced maternity pay is provided at 16 weeks full pay, or 8 weeks full pay and 16 weeks half pay (plus SMP)
  - no qualifying period
  - all staff are eligible (including grant funded)
- A maternity coaching programme
- Flexible funding for women returning from maternity leave
  - to buy out some other duties
  - to fund a relative/friend to travel with them to a conference to provide childcare
- Maternity website





## From Jan 2016 Shared Parental Pay (ShPP) options

1. Up to 14 weeks' full pay (inclusive of statutory ShPP, if eligible)
2. Up to 6 weeks' full pay (inclusive of statutory ShPP, if eligible), followed by up to 16 weeks' half pay (made up to statutory ShPP, if required)
3. Up to 37 weeks' statutory ShPP, if eligible

NB there is no “qualifying period”



# Further optimised 2018

## HUMAN RESOURCES

Human Resources home

Home > Human Resources > Policies and Guidance > Leave, Absence, Attendance, Returning Parents > Family leave policies [Contact us](#)

### Family leave policies

Family leave related policies aiming to support staff in achieving a healthy work/life balance.

#### Family Leave Related Policies

##### Statement of Principles

As an employer of choice, the University of Edinburgh aims to support staff in achieving a healthy work/life balance, recognising that many staff will have family responsibilities and that all staff will have occasional need to be absent from work to attend to personal or domestic emergencies.

As separate employment legislation exists for many 'family' situations, the University has developed a number of separate policies as necessary.

The University is committed to providing support for employees and in most cases provides contractual benefits over and above the statutory provision for employees with sufficient service.

Regardless of length of service, the University will always take in work, and health and safety are considered.

This statement of overarching principles applies to the following

- Adoption and Surrogacy Leave and Pay Policy (572.36 KB PDF)
- Flexible Working Policy (385.93 KB PDF)
- Flexible Retirement Policy (381.7 KB PDF)
- Maternity Policy (554.77 KB PDF)
- Maternity Leave checklist - employees (PDF)
- Maternity Leave checklist - managers (PDF)
- Parental Leave Policy (367.96 KB PDF)
- Paternity Leave and Pay Policy (393.86 KB PDF)
- Shared Parental Leave Policy (565.66 KB PDF)
- Time Off For Dependents (207.57 KB PDF)

#### Related Links

Family friendly initiatives  
Maternity leave toolkit

#### Emergency Childcare - External Links

Contact details for some of emergency and last minute childcare information only and are operated by independent parties not

Emergency Childcare  
My Family Care  
Sitters

This article was published on Apr 24, 2018

EqualBITE: Gender equality in higher education - FREELY AVAILABLE ONLINE AS OPEN ACCESS BOOK! - SensePublishers (L) Shared Parental Leave Experiences | The University of Edinburgh


Manager Jane Norman (jnorman)

### Shared Parental Leave Experiences

Learn more about Shared Parental Leave and the flexibility and options it has to offer by hearing from colleagues' experiences.

#### Employees' Experiences

Dr Alex Janus - Lecturer in Quantitative Sociology in the School of Social and Political Science




"As a sociologist, I've studied family policies and their effect on women's employment, so taking Shared Parental Leave allowed me to 'walk the talk'.

My wife, Lauren, and I are American. She curtailed her Maternity Leave to allow us both to take Shared Parental Leave together for three months. We used our leave to visit family in the United States. Our sons were able to spend Halloween with one set of grandparents and Thanksgiving with the other, things we would not have been able to do without Shared Parental Leave.

I chose to take Shared Parental Leave at a time when I wasn't scheduled to teach and when there was less marking to do. I was co-authoring papers with colleagues in Israel and the US at the time, but I was able to do some revisions while I was on leave."

Dr Maria Grade Godinho - Tutoring & Demonstrating: Interim Project Teacher based at the Institute for Academic Development




"HR were great in helping me plan how I could curtail my maternity leave to use Shared Parental Leave. The team helped me work out three possible ways of taking shared parental leave and pay. The forms and processes did seem complex, but HR answered my questions and kept me right with the form filling.

I found my manager and colleagues to be really supportive and accommodating. Although my job was backfilled, a project deadline was due during my leave. I was the best person in the team to do it, so I used 10 KIT (Keeping In Touch) days during maternity leave plus an additional two SPLIT (Shared Parental Leave In Touch) days to attend meetings and write a report.

I was pleasantly surprised that the Childcare Vouchers (which I signed up for after Raphie was born) were honoured when my pay reduced to statutory pay. I also appreciated being offered the opportunity to make my employee pension contributions to cover my short period of unpaid leave."

Will Chicken - Operations Manager at the Business School



"Initially my partner Emma wasn't sure about giving "her" time to me. We agreed that I would take 3 months Shared Parental Leave after Emma ended her Maternity Leave. We knew my time off would be unpaid because Emma was planning to use all of her maternity pay.

Our plans changed when our son, Archie, was premature and had to be cared for in a Special Care Unit for a month. I used a few days of annual leave when Archie was born which meant I could use my two weeks' paternity leave later when Archie was able to come home. We still took the other leave as planned, but Emma later chose to take six weeks annual leave to partially overlap with my Shared Parental Leave.

I really feel that the relationship I have with Archie is different from what it might have been if I had not have



# What are we working on now ?

- Reducing sexual violence
- Nursery provision
- Women's participation in the "big grant club"



# Reducing sexual violence

- Task force to tackle sexual violence and gender-based violence
- Fearless Edinburgh
  - Consortium of Edinburgh HEIs, police and other organisations
- Consent collective training programme (with EUSA)
- #NoExcuse (UoE, EUSA, SportsUnion)
- “Don’t cross the line” campaign
  - to support the Dignity and Respect policy
- (Intimate relationships policy)



How to  
be good  
in bed

A live game show answering your questions about sex, consent, intimacy, power, pleasure, relationships, gender, and sexual harassment.

#NoExcuse

You can turn up on the day or to guarantee your place get your free ticket at [www.consentcollective.com/edinburgh](http://www.consentcollective.com/edinburgh)

Tues 2 Oct  
19.00 – 20.30  
Lecture Theatre  
G03 at LLC  
50 George  
Square

Wed 3 Oct  
12.00 – 13.30  
Debating Hall,  
Teviot

Thurs 4 Oct  
19.00 – 20.30  
Gordon Aikman  
Theatre  
32 George  
Square



# “Don't cross the line” campaign

**IT WAS A JOKE**

**IT WAS BULLYING**

**DON'T CROSS THE LINE**

The University of Edinburgh has a zero tolerance stance towards harassment, bullying, discrimination and victimisation.

If you or anyone you know have been affected by any of these issues please visit: [www.edin.ac/respected](http://www.edin.ac/respected)

 THE UNIVERSITY OF EDINBURGH **Respect ED**


**IT WAS CONSENSUAL**

**IT WAS PREDATORY**

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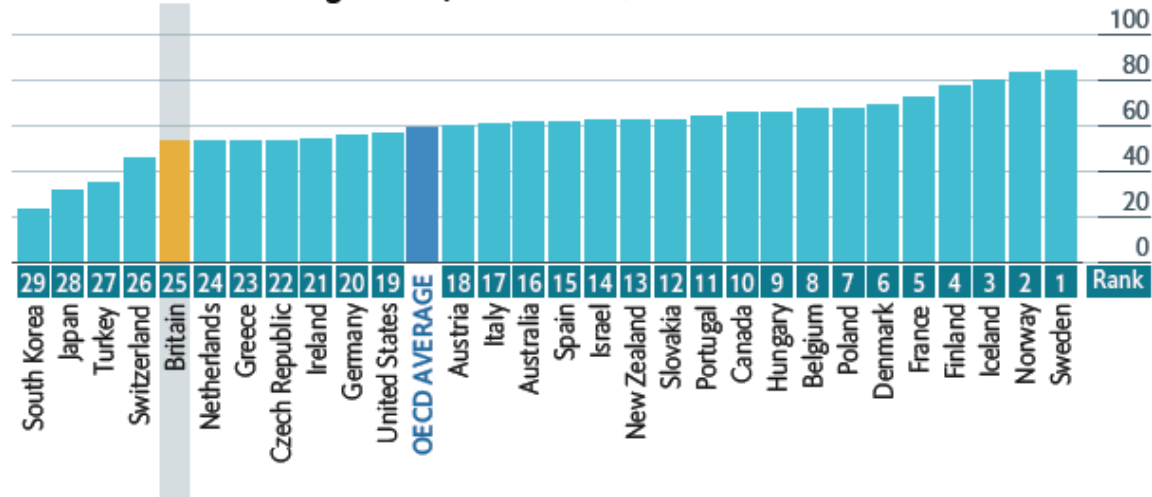
- Reducing sexual violence
- **Nursery provision**
- Women's participation in the "big grant club"



# Nursery provision

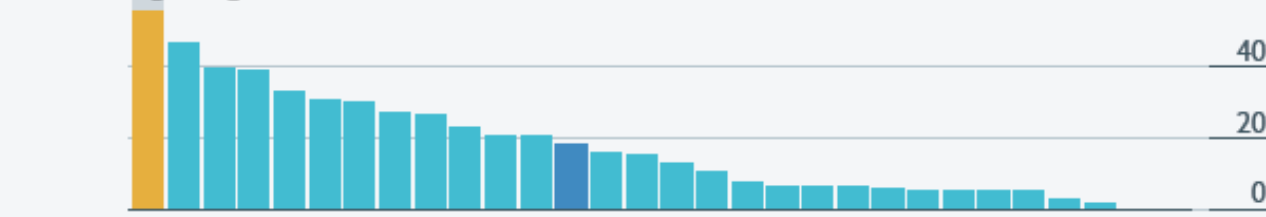
## The glass-ceiling index

Environment for working women, 2017 or latest, 100=best



## Net child-care costs

% of average wage, 2015




<https://infographics.economist.com/2018/glass-ceiling/>



## EQUALITY AND DIVERSITY

Equality and Diversity home

Help, support & advice 

Family friendly initiatives 

Staff

Family friendly policies

**Childcare**

Family events

External support

Home > Equality & Diversity > Help, support & advice > Family friendly initiatives > Staff > **Childcare**

Contact us

# Childcare

Information on available childcare support in the University.

## Childcare Vouchers and Tax Free Childcare

The following link will provide you with all of the information you need to know about eligibility, joining, and finance in relation to Childcare Vouchers and Tax Free Childcare.

Childcare is available at the University, making it easier to juggle parenthood and work and study.

[Childcare Vouchers and Tax Free Childcare](#)

## Childcare facilities

### Arcadia Nursery

The University of Edinburgh Nursery offers facilities and care for young children and is open to all those living or working in the Edinburgh area.

Arcadia Nursery is a state-of-the-art, purpose built, innovative, interactive, imaginative and fully equipped, and has been designed to provide the perfect environment both inside and outside.

Further information at:

[Arcadia Nursery](#)

### Council Nurseries

You might also wish to investigate other council approved nurseries.

[Scottish Family Information Service](#)

### King's Camps

King's Camps run children's summer camps and sport and activity day camps and they currently offer University staff a 15% discount, via our Staff Discounts Scheme, on any programme at any venue within the UK.

King's Camp Edinburgh is currently based at Heriot-Watt University.

[King's Camps](#)

Check out [Staff Discounts for other childcare-related discounts](#).

[University of Edinburgh Staff Discounts](#) 

### Emergency Childcare - External Links

Contact details for some for emergency and last minute childcare/nanny/babysitting providers. (Please note that these companies have been added for information only and are operated by independent parties not under the control of, or endorsed by, the University).

[Emergency Childcare](#)

[My Family Care](#)

[Sitters](#)



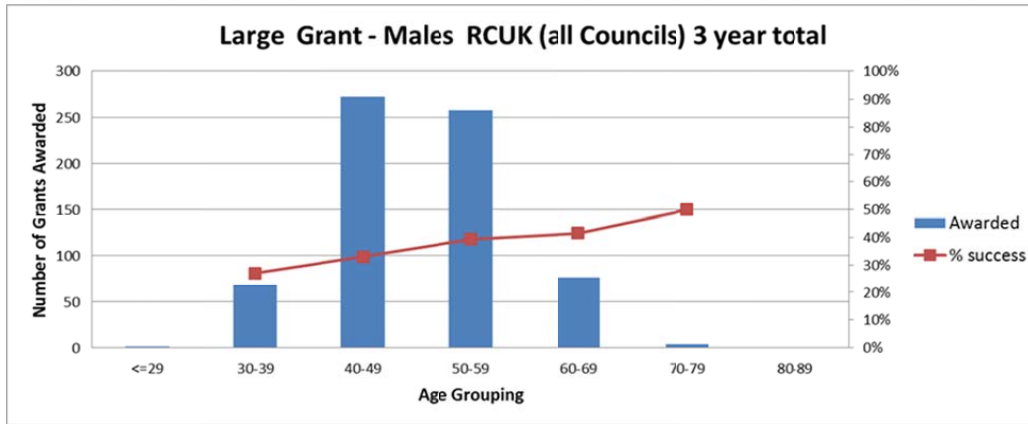


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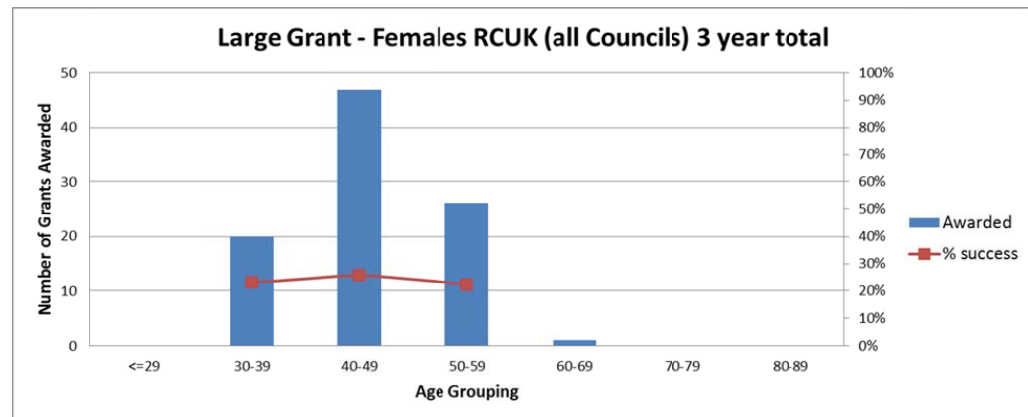
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# Women's participation in the big grant club



Data published 11<sup>th</sup> March 2014 [www.rcuk.ac.uk](http://www.rcuk.ac.uk)



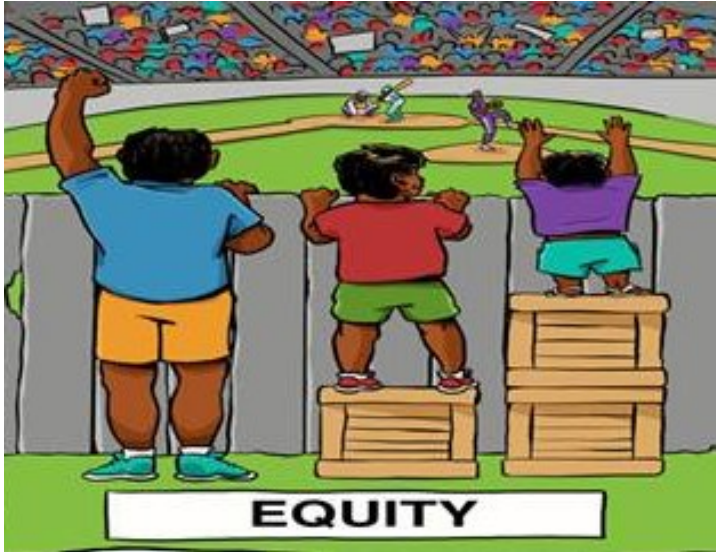
Proportion of UoE eligible staff submitting a “big grant” over a 4 year period: women 1.6%, men 6.0%

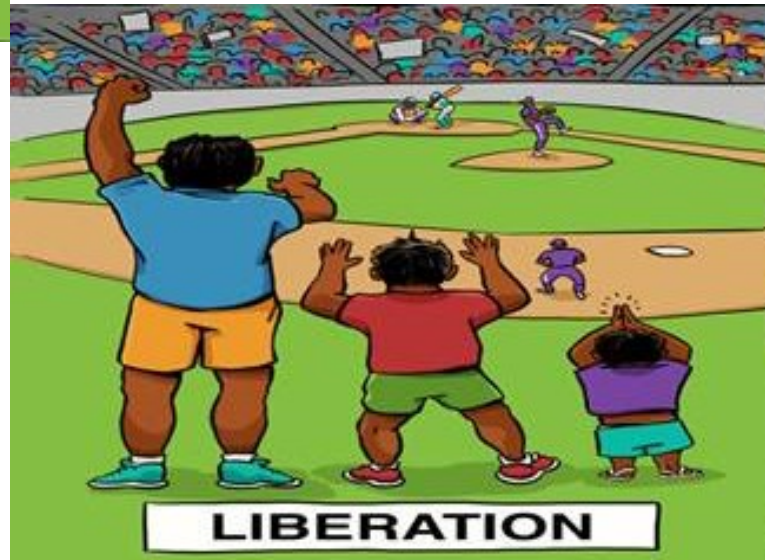
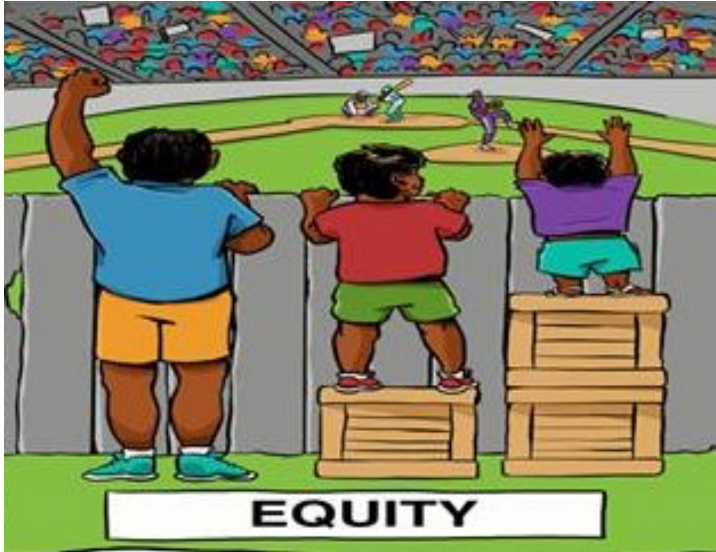


# Summary

- Edinburgh University is committed to improving gender “equity”
- There is still much more to do
- Lessons from gender equity can help us improve things for other excluded groups
- Improving equity is crucial to the University’s ”success”
- Removing barriers that hold women back will help everyone

**Gender equity is everyone’s business**







# Acknowledgements

## **Institutional Athena Swan team**

- Professor Simon Clark
- Linda Criggie
- Doreen Davidson
- Gavin Douglas
- Hugh Edmiston
- Dr Catherine Elliott
- Rhona Feist
- Professor Bob Fisher
- Sorcha Gilroy
- Dr Gillian Gray
- Professor Jane Hillston
- Esther Dominy
- Dr Elise Malavasi
- Professor Lesley McAra
- Dr Stephen Moggach

- Professor Alan Murray
- Peter Phillips
- Rosie Russell
- Professor Helen Sang
- Dr Sara Tilley
- Dr Jon Turner
- Dr Caroline Wallace
- Val White

## **EqualBite book team**

- Judy Roberston
- Alison Williams
- Derek Jones
- Lara Isbel
- Daphne Loads

## **Big grant club team**