

Ms Ruth Gilligan  
Athena SWAN Manager  
Equality Challenge Unit  
First Floor, Westminster Tower  
3 Albert Embankment  
London SE1 7SP3

28 April 2017

Dear Ms Gilligan

I am pleased to confirm my personal endorsement and commitment to this Bronze reaccreditation application. I am very proud of our inspiring staff and students, who have worked hard to progress equality, diversity and inclusivity, particularly gender equality, at UWE Bristol. My daughters are pursuing careers in accountancy, medicine and teaching and I have seen how important it's been to support them to achieve in male dominated professions.

This application has enabled us to focus on what works and to celebrate our achievements. It has also given us an opportunity to reflect on our challenges and where we need to focus our efforts and resources, as evidenced in our action plan.

Inclusivity is core to our Strategy 2020, as one of our five institutional values. As such, our Athena SWAN action plan, will be overseen/owned by our Directorate, ensuring continued focus and effective implementation.

Since our previous application, I have seen our strategic vision progress:

- **Inclusivity 2020**, our Single Equality Scheme, has gender equality embedded via specific actions, with baseline metrics to monitor progress of BME women and men;
- An increase in the number of departmental **Athena SWAN awards**, with expansion to AHSSBL departments and extended focus to Professional Services and Technical staff;
- A self-assessment on **race equality** and **intersectionality** across protected characteristics;
- A significant number of **senior female role models** across the University; [49% of our 86 senior management staff are female]
- Achieved the top ranking for an HEI in the **Stonewall Top 100 Employers** (2015);   
Improved the **gender pay gap** at Professorial level.

Looking ahead, I am clear that we need to build on these successes - focusing on consistent application and communication at all levels. We have the policy framework in place to support gender equality, our challenge is to ensure it is understood and implemented.

We have reduced our own talent pipeline leakage to Associate Professor level. However, we can see a decline in female staff moving from Associate Professor to Professor. One area we

are working on is an equally-valued Teaching and Learning pathway for progression to Professorship.


We have seen excellent progress being made to increase female representation at senior levels over the last four years. We need to maintain this and identify ways to resolve male under-representation at other levels.

To help us achieve our action plan we recognise the need for high-quality, easily accessible data, which our recently launched new HR system is addressing.

We recognise that we still have significant distance to travel, particularly at the intersection of gender with ethnicity, but I am confident our action plan presents a challenging but achievable set of measurable goals for embedding the new charter principles.

I and my whole senior team give their full support to this application and resourced action plan. I can confirm the information presented here is an honest and accurate representation of the University.

Yours sincerely,

A handwritten signature in black ink that reads "Steve West". The signature is stylized and written in a cursive-like font.

Professor Steve West, CBE, DL Vice-Chancellor