



Advance HE Collaborative Development Fund: New challenges, new solutions

Application pack

Exploring an integrated framework for equality charters

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1. Invitation to apply

This specification invites applications to deliver a project entitled 'Exploring an integrated framework for equality charters'. The principal aim of the research is to scope and understand the range of potential benefits, opportunities and risks of developing a single overarching framework for Advance HE's equality charters (currently Athena Swan and the Race Equality Charter). This includes collating a range of views and evidence on the possibility of such a framework, as well as any existing practice and lessons learned from members' attempts at strategic integration of equality charters or Equality, Diversity and Inclusion (EDI) work more generally, including the work of international members and partners engaged in Advance HE's licenced equality charters (see Appendix C). The aim is to develop a robust evidence base and frame long term recommendations for how the UK sector should invest in and develop equality charters activity to be more effective, efficient and impactful.

Advance HE would welcome applications from individual institutions or groups of organisations working collaboratively.

Advance HE

Advance HE was formed in March 2018, following the merger of the Equality Challenge Unit (ECU), the Higher Education Academy and the Leadership Foundation for Higher Education.

Advance HE is a global member-led organisation and a registered charity that is dedicated to the development and enhancement of higher education (HE) for the benefit of students, staff and society.

By further developing expertise and new thinking Advance HE can help institutions meet the challenges of the present and evolving HE sector landscape.

We bring together HE-focused expertise in governance, leadership, teaching and learning, and equality, diversity and inclusion, to help deliver world-leading teaching, research and scholarship, and student outcomes. We do this through the provision of specialist knowledge and resources, externally recognised benchmarking and recognition schemes, and a member-focused, collaborative approach.

Further information about Advance HE is available on our [website](#).

We currently have 390 members in over 27 countries, comprising universities, colleges, research institutes and other forms of higher education provider.

2. Application information

2.1 Overview

2.1.1 Overview Context and Aims

Advance HE membership in the UK provides access to the Athena Swan and Race Equality Charters. These programmes are catalysts for change – encouraging higher education institutions (HEIs), research institutes and others to transform their cultures and make a real impact on the lives of staff and students.

We have developed Advance HE's Athena Swan Charter and Race Equality Charter to help the HE and research sectors address racial and gender inequality, including the underrepresentation and lack of progression and success of Black, Asian and minority ethnic staff and students, and the gender imbalance at senior levels and in certain subjects.

Athena Swan

The Athena Swan Charter is used across the globe to support and transform gender equality within HE and research. Established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment, the charter is now used to address gender inequality more broadly, and not just barriers to progression that affect women.

Race Equality Charter

The Race Equality Charter's mission is that participation in the REC should increase the representation, progression and success and improve the experiences of Black, Asian and minority ethnic staff and students across the HE sector. It provides a structure and process through which institutions work to self-reflect on institutional and cultural barriers standing in the way of minority ethnic staff and students and have their commitment to and progress in removing these barriers recognised.

A key commitment in Advance HE's new strategy is to determine the potential to deliver an integrated framework for equality charters, respecting the diversity of members and their contexts.

Recently, across UK HE, we have seen an increase in the importance and positioning of EDI within institutions. This has included strategic responsibility shifting to more senior roles (Pro Vice Chancellors/Assistant Principals, Deans EDI etc), alongside increased visibility of EDI challenges: underrepresentation in senior roles, the awarding gap, and diversity in governance. Students and staff expect, often vocally, to see commitment and progress in advancing equality to meet these challenges.

With Covid-19 and ongoing financial pressures, this context has increased pressure on institutions to be more efficient and more effective in delivering work on EDI.

Advance HE critically reviews the charters every five years, and has responded to these pressures with a UK sector led transformation of Athena Swan and a development of the Race Equality Charter. For instance, each charter now reflects a strong principle of intersectionality. However, as EDI has become a more strategic priority, and our charters have become more intersectional and more flexible, there is greater risk for duplication of effort and oversight, and more potential benefit and opportunity from a more integrated or aligned approach.

We have adopted a broad definition of ‘framework’ in this context to mean a flexible and holistic structure that encourages engagement with multiple characteristics and actively promotes consideration of intersectionality. The ‘framework’ should support the development and integration of existing initiatives that seek to address inequality, whilst encouraging new approaches, by recognising strategy, policy, culture, behaviours and practice that support greater inclusion and representation in HE and research.

This research is the next phase in working with the sector to proactively ensure the future of the charters, by exploring the potential and possibility of a more flexible, integrated and aligned framework for equality charter marks and activity.

This will help meet the clear drivers for development, delivering improved effectiveness on core EDI challenges, inclusion for all, greater efficiency, and access for different types of institutions.

2.1.2 Study or project areas

Advance HE has 390 member organisations in over 27 countries which we will facilitate access to for the purposes of this project. It is important that successful applicants consider how to engage a broad base of Advance HE members including representation by type, mission, size, region/nation, and other context-specific factors.

The project should seek to establish:

1. Opportunities and benefits from an integrated framework for equality charters, and how these may best be realised, potentially including:
 - a. improved efficiency from reducing duplication and streamlining charters processes and/or consolidation with wider EDI activity
 - b. improved impact in addressing persistent inequalities such as underrepresentation, discrimination or the experience of marginalised groups across the sector
 - c. improved relations between different groups from adopting a more strategic approach to intersectionality, explicitly aiming to foster good relations

- d. increased flexibility to focus on institutional inequalities and priorities, led by local evidence
- e. increased rigour and recognition in addressing wider EDI priorities such as disability or sexual orientation
- f. improved coordination and engagement between different schemes and awards, such as Institute of Physics Juno, Stonewall's Workplace Equality Index, etc
- g. the opportunity to extend an integrated charter or framework to a wider group of institutions working in HE, such as colleges.

This evidence on opportunities and benefits should include (where possible) the nature and range of members' and different HE sectors'¹ existing work to date to strategically integrate equality charters and other notably effective work in the strategic positioning of EDI in institutions. This might include:

2. Risks from developing an integrated framework for equality charter, and how these risks might be best avoided or mitigated. Risks may include:
 - a. loss of focus and impact on strand specific priorities such as race or gender equality
 - b. reduced impact from lower levels of resourcing and engagement with equality charters
 - c. increased workload for those working in EDI and on charters
 - d. reduced engagement and practice sharing with international Athena Swan charter partners and members
 - e. loss of reputational and institutional capital built through Athena Swan and REC frameworks
 - f. duplicating other schemes and awards (listed above) that focus on aspects of EDI, including the Public Sector Equality Duty and Specific Duties of the Equality Act 2010.

This evidence should include any current existing challenges identified by members in integrating equality charters and/or strategic EDI activity, by institution type, location or other factors, as well as consideration of what might be required to address them, and by whom.

3. Sector and member views on the most appropriate framework, structure and terminology (which may or may not be a charter) for the strategic alignment of EDI work.

¹ We have members in 27 countries, however the vast majority are in the UK, to that end there will be a bias in the project towards the experiences of members in those countries. Nonetheless, we wish to take an inclusive approach and draw on our global membership as far as possible and practicable.

2.2 Methodology

Advance HE wishes to work collaboratively with the appointed team(s) to develop and define the projects parameters and methodology, undertake the fieldwork and produce the draft outputs and recommendations.

The project should be undertaken between January 2021 to June 2022 and the final report(s) and recommendations submitted to Advance HE by 30 July 2022.

Advance HE invites submissions to outline a proposed methodology for delivering the project within the allotted timeframe up to a maximum value of £50,000 which will be used to assist selection.

The team(s) will need to consider issues of confidentiality for each participating HEI, college and research institute in terms of the production and dissemination of the report(s). Furthermore, issues of staff confidentiality will need to be carefully considered to ensure an appropriate ethical response in relation to participant anonymity.

In relation to the possible use of a qualitative survey, the team(s) will need to adopt an inclusive and accessible methodological approach, recognising the diversity of the staff population and the importance of collecting input from across the spectrum of experiences and opinions of our members as a diverse and global community. Decisions on methods will need to be carefully considered in relation to time, location and accessibility to ensure meaningful involvement. For example, it may be possible to group interviews and focus groups by location or conduct online/telephone interviews. The team(s) will need to agree the project methods with Advance HE.

Before the project commences the project team will be required to confirm that you have received the appropriate ethical approval required for the use of the data and information collected and disseminated as part of this grant.

Advance HE will establish a project advisory board, drawn from our Board EDI Committee, Strategic Advisory Group and charters Governance Committees, to work closely with the successful team and Advance HE in developing the project and responding to recommendations.

2.3 Outputs

The team(s) will be expected to produce a range of outputs. Interim outputs will include regularly reporting to Advance HE on progress. The appointed team(s) should allow for up to six meetings with the Advance HE project manager and steering group to agree strategy and monitor progress.

The final project outputs will include a report to Advance HE providing an overview of the findings and recommendations, including a primary recommendation on whether or not and how to take forward an integrated framework for equality charters. Advance HE potentially sees the outputs including:

- + a short summary by the awardees for members highlighting the range and nature of evidence and practice to date, key themes and issues, high level options, and recommendations for next steps
- + a short options paper setting out the analysis (eg SWOT considering key factors, opportunities and risks or considering working options), including a central recommendation in how to take forward an integrated charter or framework
- + case studies of any existing best practice suitable for public sharing (these can be in the form of short videos, blogs, downloadable resources – creativity welcomed)
- + an interactive presentation to members as part of a project wrap-up webinar.

For transparency, it is expected that the final summary report and outputs are primarily shared with member institutions. To be agreed, some aspects will be shared with the wider HE and research sector. The team(s) will need to present the project findings and recommendations at dissemination events as agreed by Advance HE.

All data collected by the team(s) during the course of the project shall be passed to Advance HE at the conclusion of the project and any copies of said data, or related analysis, held by the team(s), are to be destroyed at this point.

2.4 Outcome

The project will provide evidence which would identify and collate evidence and practice from as wide a range of members as possible; analyse and identify the themes and make clear recommendations to Advance HE and the project steering group.

2.5 Application requirements

Teams should deliver a concise application, focusing on the proposed work and budget. The application should include the following information:

- + team and/or organisation details including name, legal status, full contact details and lead contact
 - + details and/or CVs of staff who will undertake the work and a clear breakdown of how much time each person will contribute to the project
 - + details of professional experience and expertise relevant to the project, including any experience gained in the HE and/or research sector and/or in the governance of HE and/or research
 - + samples of other pieces of work which are similar in focus, scope and tone to the project
 - + reasons for interest in undertaking the work
 - + any other details considered relevant
 - + proposed approach and methodology to deliver the project, including:
 - suggested timetable for the work, including key milestones and clear timescales for completing the project
 - details of how you will work closely with Advance HE, the institutions involved in the project and relevant sector stakeholders
 - details of any potential or actual sensitivities involved in undertaking the work and how they will be managed
 - details of how you will attract relevant participants to be involved in the project
 - risk assessment of the proposed approach and how the risks will be mitigated
 - outline of quality assurance processes
 - + schedule of all costs including a detailed breakdown of how costs will be allocated in terms of staff hours, expenses, VAT (if applicable) etc, including any preferred variation to the payment terms (set out in **Section 2.9** below)
 - + outline of the team or organisation's approach to equality and diversity
 - + details of any claims of unlawful discrimination upheld against the team by any court or employment tribunal in the last three years
 - + details of any outstanding claims of litigation against the team(s)
 - + details of the team's insurer, the policy numbers, extent of cover, and expiry dates in respect of public liability and professional indemnity insurance, together with copies of the policies.
-

If the application contains a sub-contracting relationship, please state:

- + the main contractor and sub-contractors
- + the nature of the relationship.

2.6 Reasonable adjustments

Advance HE will consider reasonable adjustments as requested.

2.7 Conflicts of interest

Details of the team's policy on handling conflicts of interest which may exist or arise regarding this engagement must be provided. In the event that a director, partner, employee or employee's representative of the team has an interest or connection in Advance HE, please provide that person's full name, position and the nature of the connection or interest in Advance HE.

2.8 References

The name and contact details of two referees for whom the Team Lead has recently worked (within the past five years only) are to be available on request.

2.9 Fees

The total amount available for this work, including all fees and expenses is up to £50,000 including VAT. This includes all attendance fees, conference fees and expenses related to the project, including giving presentations at any sector dissemination events.

The printing costs of any final publication, and the costs of any dissemination events or conferences, will be borne by Advance HE.

Our preference is to pay for the work in three stages: a payment of 40% on signing the contract, a second payment of 40% on presentation of the draft report, and a final payment of 20% on receipt of the final report. Payments will be made on submission of an invoice.

Advance HE wishes to agree a fixed price for the work.

In calculating the fee, account should be taken of the fact that Advance HE is a registered educational charity and non-profit making body.

Advance HE is not bound to accept the lowest priced application and shall not be bound to accept the contractor as a sole supplier.

2.10 Application submission

Please complete the [online application form](#) in English.

The questions within the application form is provided in Appendix A to allow for drafting of proposals.

Applications will close at 12 noon (GMT) on Tuesday 21 December 2021.

Advance HE shall have the right to disqualify any teams who submit incomplete or late applications.

2.11 Selection criteria

In awarding the contract, Advance HE will consider the balance between the quality of the application and value for money, taking account of the factors listed in these guidelines and in particular the proposed methodology.

Each application shall be assessed on the following:

- + relevant experience and research credibility in the fields of HE strategy and EDI
- + understanding of the context, challenges and development of equality charters (Athena Swan and the Race Equality Charter, as well as other frameworks)
- + effectiveness of means for engaging the diversity and breadth of Advance HE's 390+ member institutions as possible through the project
- + appropriateness of the proposed methodology in terms of securing credible and robust project outcomes and recommendations
- + feasibility of completing the proposed programme of work to a high quality within the specific timetable
- + understanding of the need to work closely with Advance HE throughout the project
- + risk mitigation
- + overall value for money.

As a charity with limited resources, we are unable to provide any feedback on unsuccessful applications.

A full assessment matrix can be found in Appendix B.

2.12 Timing

The project will be undertaken between January 2021 and July 2021. The team should note the following key dates:

- + deadline for receipt of applications: 12 noon (GMT) Tuesday 21 December 2021
- + opportunity for Advance HE to ask for clarifications if required: w/c 10 January 2022
- + award of application to successful team: w/c 17 January 2022
- + interim report submitted by 27 May 2022
- + final report submitted by 12 noon on 30 June 2022.

The dates set out in this paragraph are provisional only and may be altered by Advance HE at its discretion.

Please note that all outputs of your project will need to be produced in Advance HE branding and ensure as broad a range of accessibility as possible. This will be supported by the Advance HE Marketing and Communications Team who will provide brand and style guides, assisting with briefings to marketing agencies, graphic designers and providing feedback. As such, all successful grant winners will be asked to meet with Advance HE's Marketing and Communications Team as part of project initiation to discuss specific branding and proofing requirements in order to agree timescales and budget for these activities prior to publication.

2.13 Contracting

This application is being issued by Advance HE. Any queries relating to the contract should be outlined in a cover letter to your submission.

2.14 Reporting responsibilities

The successful team will report to David Bass, Associate Director, EDI.

2.15 Further information

For further details, please contact the [Membership Services Team](#), Advance HE:

Any queries should clearly reference the appropriate paragraph in the documentation and, to the extent possible, should be aggregated rather than sent individually. The deadline for submitting queries is **12 noon (GMT) on 7 December 2021**.

Advance HE will respond to all reasonable requests for clarification of any aspect of this application pack and supporting documents as soon as is reasonably possible.

For open applications: Please note that the response to your query may be posted on Advance HE's website without identifying you, therefore your query should not contain any details which are confidential. Please consult [Advance HE's website](#) for any updates.

Please note that no pre-application negotiations are permitted.

Appendix A

Advance HE Collaborative Development Fund: New challenges, new solutions Application Form

Section 1

1. Please identify which project you are applying for:
 - + Utilising the Professional Standards Framework for Teaching and Supporting Learning for Strategic Change.
 - + College-based HE Network: a collaborative space for developing HE culture and practice.
 - + Exploring an integrated framework for equality charters
 - + The Future Student Experience Project
 - + Inclusive institutions: enabling and supporting culture change

Section 2: Team Details

2. Please detail the Organisations represented in the application and the Lead Organisation for the project.
3. Please provide details of the Lead Contact (name, organisation employed at, role and full contact details)
4. Please provide details of the other team member including name, organisation employed at, role and full contact details.
5. Please upload a current CV for each member of the team. Please upload as an integrated single document with the organisation and project area that you are applying for in the title.

Section 3: Experience and Interests

6. Please provide details of the team's professional experience and expertise relevant to the project, including a clear breakdown of how much time each person will contribute to the project.
7. Please detail the team's reasons for wishing to undertake the work and any links to samples of other pieces of work which are similar in focus, scope and tone to the project.

Section 4: Approach and Methodology

8. Please detail your proposed approach and methodology to deliver the project, including:

- + suggested timetable for the work;
- + including key milestones and clear timescales for completing the project;
- + details of how you will work closely with Advance HE;
- + the institutions involved in the project and relevant sector stakeholders;
- + details of any potential or actual sensitivities involved in undertaking the work and how they will be managed;
- + details of how you will attract relevant participants to be involved in the project;
- + risk assessment of the proposed approach and how the risks will be mitigated;
- + outline of quality assurance processes.

Supporting documentation can be uploaded in the next questions if required.

9. If required, this is an area to upload files which support this methodology can be uploaded. Please upload as a single document with the organisation and project area applying for.

10. Please confirm that ethical approval has been granted by the lead institution to carry out this project, or that this will be granted prior to contracting with Advance HE.

Section 5: Costing and Budget

11. Please detail the schedule of all costs including a detailed breakdown of how costs will be allocated in terms of staff hours, expenses, costs associated with the branding and accessibility requirements, VAT (if applicable) etc. including any preferred variation to the payment terms. A table or spreadsheet of schedule of costs can be uploaded in the next question if required.

12. If required, this is an area to upload a schedule of costs. Please upload as a single document with the organisation and project area applying for in the document title.

Section 6: Equality, Diversity and Inclusion

13. Please outline the Team's approach to equality and diversity and include an Equality Impact Assessment. If you wish to upload a document, you can do so at the next question. [Guidance on Equality Impact Assessment can be found here](#).
14. If required, this is an area to upload files which support the Equality Impact Assessment. Please upload as a single document with the organisation and project area applying for in the title of the document.

Section 7: Legal

15. Please provide details of any claims of unlawful discrimination upheld against any member of the team by any court or employment tribunal in the last three years.
16. Please provide details of any outstanding claims of litigation against the any member of the Team.
17. Please provide details of the lead organisation's (if a consortium) insurer, the policy numbers, extent of cover, and expiry dates in respect of public liability and professional indemnity insurance. Copies of the policy may be required for successful teams.

Section 8: Any Other Information

18. Please add any other details, links or information you would like considered with your application.

Appendix B

Scores can be awarded as a 0.5 (eg 0.5, 1.5, 2.5)	0	1	2	3
Relevant experience and research credibility in the fields of governance and/or equality, diversity and inclusion	The application demonstrates little or no relevant experience or research credibility	The application demonstrates some-what developed relevant experience or research credibility	The application demonstrates developed relevant experience or research credibility	The application demonstrates well developed relevant experience or research credibility
Understanding of the context, challenges and development of diversity in Boards in HEIs and research institutes	The application demonstrates little or no understanding of the context, challenges and development of diversity in Boards	The application demonstrates some-what developed understanding of the context, challenges and development of diversity in Boards	The application demonstrates developed understanding of the context, challenges and development of diversity in Boards	The application demonstrates well developed understanding of the context, challenges and development of diversity in Boards
Effectiveness of means for engaging the diversity and breath of Advance HE's 390+ member institutions as possible through the project	The application demonstrates little or no means for engaging the diversity and breath of Advance HE's member institutions	The application demonstrates some-what developed means for engaging the diversity and breath of Advance HE's member institutions	The application demonstrates developed means for engaging the diversity and breath of Advance HE's member institutions	The application demonstrates well developed means for engaging the diversity and breath of Advance HE's member institutions

Exploring an integrated framework for equality charters

Application pack

Appropriateness of the proposed methodology in terms of securing credible and robust research including considerations for delivering in Covid-19 effected environment	The application demonstrates little or no credible and robust research methodology	The application demonstrates some-what developed credible and robust research methodology	The application demonstrates developed credible and robust research methodology	The application demonstrates well developed credible and robust research methodology
Feasibility of completing the proposed programme of work to a high quality within the specific timetable	The application demonstrates little or no ability to complete the programme of work to a high quality within the specific timetable	The application demonstrates some ability to complete the programme of work to a high quality within the specific timetable	The application demonstrates developed plans to complete the programme of work to a high quality within the specific timetable	The application demonstrates well developed plans to complete the programme of work to a high quality within the specific timetable
Understanding of the need to work closely with Advance HE throughout the project	The application demonstrates little or no understanding of the need to work closely with Advance HE throughout the project	The application demonstrates some-what developed understanding of the need to work closely with Advance HE throughout the project	The application demonstrates developed understanding of the need to work closely with Advance HE throughout the project	The application demonstrates well developed understanding of the need to work closely with Advance HE throughout the project
Risk mitigation	The application demonstrates little or no risk mitigation	The application demonstrates some-what developed risk mitigation	The application demonstrates developed risk mitigation	The application demonstrates well developed risk mitigation

Overall value for money	The application demonstrates little or no overall value for money	The application demonstrates some-what developed overall value for money	The application demonstrates developed overall value for money	The application demonstrates well developed overall value for money
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Comment on the ability of the methodology to meet the research areas:

1. Opportunities and benefits from an integrated equality charter, and how these may best be realised, potentially including:
 - a. improved efficiency from reducing duplication and streamlining charters processes and/or consolidation with wider EDI activity
 - b. improved impact
 - c. improved relations between different groups from a strategic approach to intersectionality explicitly aiming to bring groups together
 - d. increased flexibility to focus on institutional inequalities and priorities, led by local evidence
 - e. increased rigour and recognition in addressing wider EDI priorities such as disability or sexual orientation
 - f. improved coordination and engagement between different schemes and awards, such as Institute of Physics Juno, Stonewall's Workplace Equality Index, etc
 - g. the opportunity to extend an integrated charter or framework to a wider group of institutions working in HE, such as colleges
 - h. increased engagement and practice sharing with international charter members and partners.

This evidence on opportunities and benefits should include where possible the nature and range of members' and different HE sectors' existing work to date to strategically integrate equality charters and other notably effective work in the strategic positioning of EDI in institutions. This might include:

- i. the drivers for action to integrate equality charters and/or strategic EDI activity and key stakeholders within institutions
- j. what resources/guidance/advice they draw from/make use of
- k. evidence of which methods and strategic approaches have borne results in achieving the potential benefits set out below (closely linked to bullet point 3).

2. Risks from developing an integrated equality charter, and how these risks might be best avoided or mitigated. Risks may include:
 - l. loss of focus on strand specific priorities such as race or gender equality
 - m. reduced impact from lower levels of resourcing and engagement with equality charters
 - n. loss of reputational and institutional capital built through Athena Swan and REC Charters
 - o. duplicating other schemes and awards (listed above) that focus on aspects of EDI, including the Public Sector Equality Duty and Specific Duties of the Equality Act 2010.

This evidence should include any current existing challenges identified by members in integrating equality charters and/or strategic EDI activity, by institution type, location or other factors, as well as consideration of what might be required to address them, and by whom.

3. Sector and member views on the most appropriate framework, structure and terminology (which may or may not be a charter) for the strategic alignment of EDI work.
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Appendix C

International Charters

There are currently five international Athena SWAN partnerships. These comprise:

- + **Australia:** Advance HE has licensed SAGE (Science Australia Gender Equity) to run a tailored version of Athena Swan within Australia. A member of Advance HE staff also provides consultancy advice about the running of the scheme. There are now 43 bronze award holders in Australia.
- + **Republic of Ireland:** Advance HE is paid a sum by the Higher Education Authority to provide the Athena Swan programme for the sector in Ireland. There are national funding links attached to the Athena Swan awards. Total number of awards in Ireland now stands at 86 (19 institutions, 67 departments)
- + **USA:** The SEA-CHANGE programme is a combination of Athena Swan and REC. Advance HE has advised in the setup of this, which is locally run, and currently has 15 members and five bronze award holders.
- + **Canada:** Working in collaboration with the Government of Canada through a partnership with the Natural Sciences and Engineering Research Council of Canada (NSERC) and the Social Sciences and Humanities Research Council of Canada (SSHRC), a pilot of the Dimensions Charter was launched in 2019. Dimensions is based on Advance HE's Charters frameworks and covers five marginalised groups. It is being piloted with 17 Canadian Institutions and the first awards will be submitted in 2022-23.
- + **India:** Advance HE is working in partnership with the British Council and the Department of Science and Technology, Government of India on a pilot project called GATI (Gender Advancement for Transforming Institutions). UK HEIs and research institutes are providing mentoring to the 30 Indian GATI pilot participants.

Contact us

General enquiries

+44 (0) 3300 416201
enquiries@advance-he.ac.uk
www.advance-he.ac.uk

Media enquiries

+44 (0) 1904 717500
communications@advance-he.ac.uk
www.advance-he.ac.uk/contact-us

   @AdvanceHE

Advance HE helps HE and research be the best they can be.

We are a member-led, sector-owned charity that works with institutions and higher education across the world to improve higher education for staff, students and society. We are experts in higher education with a particular focus on enhancing teaching and learning, effective governance, leadership development and tackling inequalities through our equality, diversity and inclusion (EDI) work.

Our strategic goals to enhance confidence and trust in HE, address systemic inequalities and advance education to meet the evolving needs of students and society, support the work of our members and the HE sector. We deliver our support through professional development programmes and events, Fellowships, awards, student surveys and research, providing strategic change and consultancy services and through membership (including accreditation of teaching and learning, equality charters, knowledge and resources).

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+44 (0) 3300 416201 or publications@advance-he.ac.uk