

## ACTION PLAN 2019 SILVER SUBMISSION

Ref	Planned action /objective	Rationale	Key outputs and milestones	Timeframe		Person responsible (include job title)		Success criteria and outcomes	Actions taken since 2016 Bronze application
				Start	End	Implementation	Oversight		
<b>1</b>	<b>Strategy, governance and support for EDI</b>								
1.1	<p>Secure financial resources to implement Silver Action Plan in new QQ</p> <p>Develop and support EDI Team, AS Boards and EDI Forum to incorporate expanded remit of expanded ASSAT to a broader EDI agenda</p> <p>EDI Forum meetings to monitor actions and address issues</p>	<p>Resource outlined in QQ</p> <p>Track progress</p>	<p>Quarterly meetings</p>	2019	2023	<p>Charlie Weatherhogg, HR Director</p> <p>Saher Ahmed, Head of EDI</p> <p>Saher Ahmed, Head of EDI</p>	<p>Martin Dougherty, COO</p> <p>Charlie Weatherhogg, HR Director</p> <p>Cordelia Langford, Director of Scientific Operations</p>	<p>EDI Team has expanded to Head of EDI; EDI Manager and EDI Co-ordinator as an established team</p> <p>EDI strategy developed and RAG rated actions tracked</p>	<p>ASSAT reformed into an EDI Forum</p> <p>All staff groups represented, including professional staff and technicians</p> <p>RAG rated actions tracked</p>

							and Chair of EDI Forum	Embed intersectional approach to EDI	
1.2	Operations Board to provide embedded governance oversight for EDI	Oversight	EDI as a standing agenda item  Operations Board oversees adoption of recommendations of EDI Forum	2019	2023	Cordelia Langford, Director of Scientific Operations and Chair of EDI Forum	Martin Dougherty, COO	EDI initiatives embedded in organisational strategy	EDI added as a standing agenda item
1.3	Review and analyse data annually – recruitment, reward, promotion data	Track progress, address issues and implement change	Presentations to GRL, BoM, Ops Board and EDI Forum to track outcomes  Automated processes to review data	2019	2023	Saher Ahmed, Head of EDI	Charlie Weatherhog g, HR Director	Organisational strategy developed in response to data analysis  Intersectional approaches embedded	EDI strategy approved by GRL Board
1.4	Establish and maintain formal reporting to boards	Oversight	Presentations to GRL, BoM, Ops Board and EDI Forum to track outcomes  Supported by the ongoing external review of governance processes	2019	2023	Nadia Meliti, General Counsel	Cordelia Langford, Director of Scientific Operations and Chair of EDI Forum  Martin Dougherty, COO	Fully embedded within GRL governance structure	Regular reports to GRL, BoM, OB
1.5	Continue to update staff on AS and EDI regularly	Staff are informed on EDI work	Updates to dedicated intranet pages, external web pages, events and	2019	2023	Members of the EDI Forum	Cordelia Langford, Director of	Staff report that they are better	New areas and content developed on

			newsletters, staff meetings (Town Hall meetings bi-annually and Employee Partnership meetings monthly)				Scientific Operations and Chair of EDI Forum	<p>informed on EDI in annual surveys</p> <p>Regular feedback from Employee Partnership</p> <p>Ensure that there are dedicated areas on the new intranet pages for EDI and policy</p> <p>&gt;95% of staff can find information on the intranet pages reported in annual staff surveys</p>	<p>the intranet and external webpages linked to the HR pages</p> <p>Presentations held at staff briefings</p>
1.6	Develop core values and competency framework	EDI principles are embedded in all recruitment, job descriptions, HR processes and Faculty review	<p>Ceasing 'out-of cycle' Group Leader terminations whenever possible</p> <p>Greater transparency of the Faculty model</p> <p>A Scientific Alignment Review process to support decision making as part of the Faculty review process</p> <p>A 'Scientific Expert Panel' will be set up to consider any grievance related to</p>	2019	2022	Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	<p>More structured review processes for Faculty</p> <p>Clear competency framework and criteria for assessing performance</p>	Core values and competency framework in development with Director's Office

			questions of scientific excellence or fit						
<b>2</b>	<b>Further develop the Wellcome Campus-wide Equality in Science (EiS) programme as an agent for change in best practice</b>								
2.1	Deliver a varied mix of events and initiatives	Staff are informed on EDI work	<p>Monthly EiS events e.g. talks, workshops, discussion panels on a wide range of areas e.g. gender, race, ethnicity, disability, sexuality</p> <p>Regular attendance at events by senior leaders</p> <p>Changes to policy and practice implemented as a result</p> <p>Increase attendance by men from 45% e.g. invite women to bring a man to talks and men to bring other men (to increase proportion of male attendees)</p>	2019	2023	Stephanie Paul, EDI Co-ordinator,	Nicole Soranzo (Co-Chair of EiS WG)  Saher Ahmed, Head of EDI	<p>Staff report being better engaged in EDI activities via surveys, focus groups and 1-2-1 interviews and 80-90% are aware of the EDI programme</p> <p>Policy-changes tracking external examples of good practice</p>	<p>Achieved an additional 2000 participants in EiS events by 2019</p> <p>Male participation increased from 30% to 45% by 2019</p> <p>Events receiving positive feedback and 70% of staff are aware of the EiS programme staff survey by 2019</p> <p>Staff engaged in the generation of ideas to promote change</p>

2.2	Engage with other institutions and establish EDI beacon activities	Beacon activities are nurtured and best practice is embedded	Engage with the EDIS Network  Explore further collaboration with the Wellcome Trust  Shape national EDI initiatives	2019	2023	Catherine Gater, EDI Programme Manager	Saher Ahmed, Head of EDI	Best practice from other institutions is adapted and rolled out internally, demonstrated by success applications for accreditation e.g. Stonewall, Athena Swan  Invitations to sit on external EDI groups	Set up an Equality Network across the Biosciences with representation from private organizations and HEIS  Member of the EDIS consortium
2.3	Support campus networks e.g. Parent-Carers, LGBT+ to form, develop and thrive	Grass roots EDI activities are supported and sustainable	Provide logistical support for events, talks, social events and information channels for the LGBT+ and Parent Carers' Networks  Explore new employee networks in consultation with staff and students  Support events such as LGBT in STEM Day, Black History Month and International Men's Day (with a focus on mental health and paternal familial roles)	2019	2023	Stephanie Paul, EDI Coordinator	Saher Ahmed, Head of EDI	Campus networks meet regularly and do not lapse as founding members leave  Awareness of networks increases as shown through staff surveys from current levels of 60%	Set up Parent and Carers' and LGBT+ Networks

<b>3</b>	<b>Improve data gathering and monitoring</b>								
3.1	Gather and analyse comprehensive data on gender and other protected characteristics in employment e.g. recruitment, retention, progression, training uptake, departure from the organisation	Track progress and explore any data gaps, linked to action for improvement	<p>Staff are regularly encouraged to update their personal information on our HR system</p> <p>Disclosure rates of at least 40% for each characteristic</p> <p>Staff surveys are disaggregated by gender, ethnicity, sexuality and disability</p> <p>Staff data is disaggregated by FT/PT status</p>	2019	2023	HR Services	Charlie Weatherhog, HR Director	<p>Disclosure rates are at least 40% for all protected characteristics and there is a 5% increase year-on-year with a target of 80-90%</p> <p>Reporting of data analysis to senior leaders means they are better informed on trends relating to protected characteristics in order to inform new policy and practice</p>	HR Director now sits on BOM and reports regularly to BoM and senior Boards
3.2	Improve quality and completeness of recruitment data in recruitment system	<p>Track progress</p> <p>Applicant tracking system identified</p> <p>Identified fields to be tracked to better address intersectionality</p>	<p>Annual analysis of recruitment to senior and middle leadership roles by gender and ethnicity</p> <p>Tie-in recruitment data disclosure to HR systems</p> <p>New recruitment system</p>	2019	2023	Sam Bowker, Head of Recruitment	Charlie Weatherhog, HR Director	Improve gender and ethnicity disclosure rates on application from 99% to 100% for gender and from 96% to 98% for ethnicity Reduction in HR staff time spent extracting and analysing data measured via Staff	

								Gender balance of recruitment panels available for analysis from 2021	
3.3	Improve information gathering on attitudes and experiences at work to inform further planning, particularly in areas of the intersectionality of gender and ethnicity	Establish two-way communication between staff and leaders on EDI	<p>Bi-annual staff survey, disaggregated by gender and other protected characteristics (while preserving anonymity)</p> <p>Programme of focus groups on areas highlighted in the survey</p> <p>Feedback to staff on outcomes of surveys</p> <p>Understand reasons for leaving the organisation and explore trends for protected characteristics</p>	2019	2023	Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	<p>Staff report confidence that senior leaders are aware of their concerns and act on the results of surveys in a timely way, as reported in staff surveys</p> <p>Disclosure rates are at least 40% for all protected characteristics and there is a 5% increase year-on-year with a target of 80-90%</p>	<p>Great Place to work Survey now asks questions about diversity characteristic</p> <p>Collaboration with external social scientist and ran cultural benchmarking survey and focus groups</p> <p>Consultations with the P&amp;C and LGBT+ Networks</p>
3.4	Improve analysis of benchmarking data against other organisations and sectors	Benchmarking progress and impact	Increase the number of organisations and data points for benchmarking e.g. Crick, HESA, ICR, EDIS members (including industrial partners)	2019	2023	Catherine Gater, EDI Programme Manager	Saher Ahmed, Head of EDI	The organisation better understands its strengths and weaknesses compared to other organisations	Joined EDIS network to share data with other members

3.5	Improve data disclosure by staff of protected characteristics other than gender within HR systems	Improve tracking of impact of targeted measures	Regular reminders to complete this data to staff forums such as the PDF committee, Employee Partners	2020	2022	Catherine Gater, EDI Programme Manager	Saher Ahmed, Head of EDI Charlie Weatherhog, HR Director	Senior leaders are better informed on trends relating to protected characteristics in order to inform new policy and practice  Disclosure rates are at least 40% for all protected characteristics and there is a 5% increase year-on-year with a target of 80-90%	New HR computer system has improved the data collection process and made it easier to update employee diversity demographic data
3.6	Conduct annual gender pay audits and take actions to realise target of <5% deviation by grade by 2020	Improve tracking of impact of any pay interventions delivered  Bi-monthly review of gender pay gap	Outcomes from Gender Pay Gap analysis are fed into the organisational action plan and discussed at BoM and Ops Board  Focus groups with staff on identified areas of opportunity bi-annually	2020	2023	Matt Richardson, Head of Reward  Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	Achieve less than 5% gender pay gap across all grades by 2022	Annual gender pay gap reports  Gender pay gap strategy developed  Conducted analysis on gender disaggregated data by F/T:P/T. No statistical significance found

									Guidance on pay and reward produced
3.7	Report ethnicity pay gap analysis ahead of mandatory reporting	Improve tracking of impact of targeted measures	Improve the rates of disclosure of ethnicity by applicants and current staff from 38% to 50% for staff	2020	2023	Matt Richardson, Head of Reward  Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	Disclosure rate of ethnicity increases to 50%  Any pay gap is quantified and targeted measures are reducing this year on year	Staff disclosure campaign increased disclosure on ethnicity from 30% to 38%
3.8	Improve reporting on grants funding awarded by gender and take action to close any gaps	Improve tracking of impact of targeted measures	New grant reporting system allows reporting on funding allocated to individual researchers rather than their PIs.  Targeted measures are put in place to address gaps identified e.g. grant writing workshops, training, mentoring	2019	2020	Michael Dinig, Head of Grants	Maggie Payne, Finance Director	More fine grained information available to leaders on grants awards to male and female researchers, including information on ethnicity  Gender gaps in pay awards identified reduced year on year	
3.9	Develop EDI statements for external research grant applications	Support grant applications and shows our commitment to EDI to external funders	Statement on EDI developed to add to grant applications  Develop text showing how the organisation supports researchers in winning grant awards	2019	2022	Saher Ahmed, Head of EDI	Michael Dinig, Head of Grants	More grants become available due to the organisation clearly meeting EDI requirements from	Statements on EDI created for grants

								grant awarding bodies  We contribute to a shift towards external funders explicitly asking about commitments to EDI through the EDIS network	
<b>4</b>	<b>Address the challenges of (internal and external) culture and landscape to proactively increase the proportion of under-represented and minority groups in senior leadership positions across the organisation</b>								
4.1	Take positive action to increase the number of women in applicant pools for core Faculty	Targeted approach to encouraging female applicants	<p>Include external individuals in formal succession planning meetings for senior roles</p> <p>Directors Office and Faculty contact external candidates to invite applications</p> <p>Update external web pages to appeal to this audience including clear links to policy e.g. flexible working, carers grants, contract extensions</p>	2020  2020	2023  2021	EDI Forum	<p>Mike Stratton, Director</p> <p>Charlie Weatherhog, HR Director</p>	Increased % of female applicants for Faculty positions from 30% to 40%	<p>At least 1 woman member on Faculty Search Committees</p> <p>Single gender short-lists challenged</p>
4.2	Ensure there is no bias in the overall	Ensure a level playing field for applicants	Updated recruitment training to come online in 2020, including an	2020	2020	Sam Bowker, Head of Recruitment	Charlie Weatherhog	Feedback from participants in	Revamp of the Faculty recruitment

	recruitment process	Introduce mandatory training courses	<p>unconscious bias training requirement</p> <p>At least one panel member on recruitment panels need to have done bespoke U/B training in recruitment and selection</p> <p>Review of job descriptions in line with competency frameworks</p> <p>Survey applicants on their recruitment experiences</p> <p>Single gender shortlists must be explained to Director of HR with action taken to address gender balance or justification if this is not possible</p> <p>Improvements in second interview stage to include closer links to selection criteria and required competencies</p>	2020	2021		g, HR Director	<p>training is 80-90% positively rated</p> <p>Feedback from applicants is 80-90% positively rated in the survey responses</p> <p>Single gender shortlists are less than 20% of shortlists</p> <p>Greater diversity of candidates in gender and ethnicity</p>	<p>process increased applicants to over 40%</p> <p>Bi-annual review of U/B training and providers to ensure training is up to date in line with developments in the field</p> <p>Gender neutral language in job adverts</p> <p>Family friendly information and flexible benefits outlined in all job adverts.</p> <p>Objective selection criteria and scoring matrix used in all interviews</p>
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4.3	Improve under-representation of women in senior Faculty and non-Faculty roles and support progression	Target support for progression as part of annual succession planning	<p>Formalised succession planning meetings with BoM and Ops Board members</p> <p>Maintain close links to women in faculty through HR Director and EDI Head closely connected to individuals for support.</p> <p>Succession planning to include individuals from across teams, especially women capable to climb 2 grades in 5 years</p> <p>Individuals identified targeted for development programmes and mentoring to achieve 'ready now' status</p>	2020	2022	Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	<p>Increased % of women in PSG roles from 44% to 50% and increase the proportion being promoted / regraded to 50%</p> <p>Increase applicant pool to 40% for all PSG and Grade 1 posts</p>	Proactive succession planning
4.4	Include commitment to equality and diversity in job specifications	Commitment to EDI is embedded in essential requirements for new roles	<p>Demonstrable commitment to equality and diversity included as essential criteria for all senior roles</p> <p>An understanding of equality and diversity included as essential criteria for all junior roles</p> <p>All applicants asked about approaches to equality and diversity during interview</p>	2019	2020	Sam Bowker, Head of Recruitment	Charlie Weatherhog, HR Director	<p>100% of adverts for senior roles have E&amp;D commitment as essential</p> <p>100% of person specifications within job description includes criteria on E&amp;D e.g. understanding of issues, management</p>	

			questioning appropriate to their role					approaches to addressing imbalance and bias  100% of interviews include question about E&D	
4.5	Support senior leaders and managers to champion diversity and an inclusive culture	<p>Embedding inclusivity into the organisational culture.</p> <p>Consider metrics for promotion and performance metrics</p> <p>Management and leadership training embedding inclusive leadership principles</p>	<p>BOM members and managers complete EDI training; including unconscious bias, bystander and bullying and harassment training</p> <p>BoM and GRL Board to undergo “Inclusive Leadership training” Progress of culture change monitored via staff surveys and feedback</p> <p>Ensure that senior leaders commit to not sitting on all Male panels</p> <p>All must align with behaviour standards</p> <p>Support EP partners trained in mediation in addressing non inclusive behaviour</p> <p>Toolkits for Induction and Manager training</p>	2020	2022	Dawn Percival, Head of Learning, Development & Talent	Charlie Weatherhog, HR Director	BOM members report better knowledge of best practice and can outline positive actions they have taken each year to promote an inclusive culture in their appraisals	Inclusive leadership training for all members of BoM and GRLB to start in Jan 2020
				2020	2021	Saher Ahmed, Head of EDI	Mike Stratton, Director		
				2020	2023				

4.6	Investigate and review Faculty resource allocation for any gender bias	Resource allocation is equitable  Negotiations are fair and transparent	Track allocation of lab office space vs funding, productivity, experimental requirements	2020	2022	Programme Head of Operations  Steven Zemke, Faculty, Head of Faculty Planning	Mike Stratton, Director	Equity in resource allocation between male and female researchers	
4.7	Support our BAME staff and students	Embed principles of the Race Equality Charter  Work with external partners on joint initiatives and facilitate pathways for BAME staff and students	Understand the working experiences of BAME staff  Monitor progression for BAME staff and take action to address gaps identified  Develop Partnership with Minorities in STEM  Support staff to attend third party training and events e.g. LIDO and Stellar Leadership programmes  Host a BAME researchers' event  Consider reverse mentoring links with BoM	2020	2022	Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	BOM members report better understanding of working experience of BAME staff  Areas where under representation is occurring are identified and strategic measures to address gaps are embedded in policies  BAME staff report improved experiences in staff surveys	
4.8	Work with social scientists to better understand staff and student experiences and workplace culture	Social science methodology supports basis for improved practices	Findings embedded in EDI strategy and SMART actions developed	2020	2021	Saher Ahmed, Head of EDI	Cordelia Langford, Chair of EDI Forum	Programme of study identified and funded  Findings reported to BOM and staff	Participation in University of Cambridge Murray Edwards Survey and focus groups on

									workplace culture and gender  Worked with The Bridge Group on a workshop on the Faculty model
4.9	Targeted work around CDF as a potential career track to Faculty to increase gender balance in Faculty	Support Career Development Fellows to progress to Faculty roles  Increase the numbers of female Faculty	Support with grant applications and training in skills needed for PI roles  New training programmes developed	2021	2023	Dawn Percival, Head of Learning, Development & Talent  Michael Dinig, Head of Grants	Steven Zemke, Research and Faculty Planning Manager	Increased numbers of CDFs progressing to PI roles at GRL and elsewhere  Training programmes receive 80-90% positive rating	
<b>5</b>	<b>Increase levels of participation and the contribution of women to decision-making internally and at external conferences</b>								
5.1	Improve the gender balance on Committees, Scientific Advisory Boards and key decision-making groups	Support transparency in appointment processes  Proactive outreach to under-represented and minority groups	Improve the transparency of recruitment to committees by publishing processes, minutes and appointment routes  Improve the experience of workload balance by committee members by recognise and reward this activity in appraisals, reward	2020	2021	Nadia Meliti, General Counsel	Martin Dougherty, COO Dougherty, COO  Mike Stratton, Director	Ensure representation by women in these is at least 30% but ensure senior women faculty are not overburdened  Gender balance of committees represents the gender balance of	External review of Governance process got underway in 2019

			<p>framework and promotion processes</p> <p>Role rotation and deputising</p> <p>External review of Governance process underway in 2019/20</p> <p>Institute opposite gender Chairs and Deputy Chairs e.g. if Chair is male, ensure Deputy is female (being mindful of workload)</p> <p>Ensure 'housekeeping' activities such as note taking are shared between genders if there is no secretariat</p>					those eligible to be a committee member	
5.2	Consider and recognise broader activities and responsibilities ("good citizenship") when assessing performance	Good practice is embedded in expected behaviours	<p>Track attendance at EDI Forum meetings by Faculty and BOM and take action to address any gaps</p> <p>Reward guide includes "good citizenship" as a performance criteria</p>	2020	2021	<p>Matt Richardson, Head of Reward</p> <p>Dawn Percival, Head of Learning, Development &amp; Talent</p>	Charlie Weatherhog, HR Director	"Good citizenship" activities included in performance evaluations	
5.3	Maintain the proportions of female speakers at seminars and	Expanding diversity and inclusion in events	Maintain 50:50 gender split and look to improve diversity in other non-gender based areas	2020	2022	Treasa Creavin, Scientific	Rebecca Twells, Head of ACSC	50:50 gender balance is maintained and diversity improves	The ACSC gender balance policy has been actively applied

	<p>conferences run by Advanced Courses and Scientific Conferences</p> <p>Track best practices from EDIS on running inclusive events</p>	<p>Expand gender balance policy to lab, IT and discussion based courses</p>	<p>Introduce a new conference registration system in 2020 within the conference centre which will enable delegates to register their gender identify.</p> <p>Make pronoun stickers available at registration</p>			<p>Programme Manager</p>		<p>in intersectional areas e.g. ethnicity, disability</p> <p>Gender balance increases to 50% in lab, IT and discussion based courses</p>	<p>for over a year now, and has reached goal of 50:50 representation across committees, panels and speaker programmes for all their conferences</p> <p>Increased from 29% of female invited speakers and 36% on steering committees</p>
5.4	<p>Increase the proportions of female speakers from GRL at external events</p>	<p>Lower barriers for women taking up external speaking opportunities</p>	<p>Ensure that speakers attending external events do not participate in men only panels</p> <p>Track the grade of staff taking part in Public Engagement and identify gaps for action</p> <p>Remove barriers to attendance at external events due to funding and childcare issues by ensuring take up of grants available</p>	2019	2021	<p>Saher Ahmed, Head of EDI</p> <p>Ken Skeldon, Head of Public Engagement</p>	<p>Steve Palmer, Director of Communications</p> <p>Members of the EDI forum</p>	<p>Proportions of female speakers at external events is representative of staffing levels at each grade</p>	<p>Carers' Grant criteria has been reviewed and more flexibility has been introduced include covering travel costs for carers when this is the preferred option for the applicant, and the cost of this option is less than the costs</p>

									of other caring options (e.g. paying for a childminder)  Grant accessed by 80 people
5.5	Increase the proportions of female speakers at GRL internal events	Improve visibility of female speakers to provide role models	Distinguished Lecture and seminar series features more women  BOM members proactively invite women to speak	2020	2023	Stephanie Paul, EDI Programme Coordinator	Nicole Soranzo, Co-Chair of EIS WG	Percentage of female speakers at key internal events increases to 50%	
5.6	Improve media profile of female scientists	Improve visibility of female speakers and provide role models	Media training for female scientists  Analysis of representation of women in external materials annually  Proactively invite female staff to contribute materials to media channels e.g. Twitter, blogs and promote their content	2020	2021	Stephanie Paul, EDI Programme Coordinator	Steve Palmer, Director of Communications	Increase representation of women in external materials across all channels, including social media to 50%	
<b>6</b>	<b>Increase career development opportunities and nurture talent pipeline</b>								
6.1	Track the destination of PhD students and Postdoctoral Fellows (PDF) to	Improve the impact of studying, or training at GRL	New database in development by the Graduate Office to allow self reporting	2020	2021	Austra Jenner-Parson, Impact and Evaluation Analyst	Nicole Soranzo, Co-Chair of EIS WG, Chair of	Alumni tracked and development of actions to address gender/ ethnicity	PDF Careers-Tracker is being refreshed in line with GDPR legislation

	monitor progression and those that leave/stay in science		<p>Historical data to be included to demonstrate trends.</p> <p>Monitoring should distinguish between those who had aspirations outside the lab and those who would have preferred to remain in research and support all groups</p>			Annabel Smith, Graduate Programme Manager	<p>PDF Committee</p> <p>Carl Anderson, Chair of the PhD Committee</p>	differences if necessary	
6.2	Review of support for PDFs, including alumni strategy	PDFs are supported in career progression and alumni destinations are tracked	<p>Build support networks for PDFs to improve peer to peer mentoring</p> <p>Explore skills training opportunities</p> <p>Outreach to alumni networks</p> <p>Develop PDF appraisal checklist</p>	2020	2021	New PDF Co-ordinator (to start in 2020)	Nicole Soranzo, Group leader (Chair of the PDF Committee)	<p>A comprehensive list of alumni available that can be used as a career development tool</p> <p>Active alumni communities to be established with bi annual events</p>	<p>A combined strategy to support PDFs has been approved by BoM. This includes recruiting a dedicated PDF Co-ordinator</p> <p>Head of EDI sits on the PDF Development Committee to ensure greater alignment and support</p> <p>Head of EDI gives regular updates at PDF</p>

									meetings and retreats
6.3	Proactively support and prompt next step discussions with PDFs	Improve the impact on career progression	<p>New PDF model developed to be published and publicised to network</p> <p>Annual campus Careers Day to support progression to a range of careers including tracking of attendance</p> <p>Use PDF Tracker to identify talent and bring people back into the organisation as Faculty by inviting them to apply</p>	2020	2021	Dawn Percival, Head of Learning, Development & Talent	Nicole Soranzo, Senior Group Leader, Chair of PDF Committee	<p>PDFs report feeling better supported in taking their career next steps in annual survey</p> <p>Increased attendance at annual campus careers day to 60% of PDFs and 150 attendees overall</p>	Information about parental leave; extension of contracts after taking parental leave; returners' grant and other supportive policies highlighted in the refreshed PDF model. 3 Campus-wide careers days held since 2016 with over 100 people attending each day.
6.4	Expand programme of leadership training and CPD e.g. Pathway to Independence, EMBO	Improve the impact on career progression	<p>CPD to be identified more clearly as part of progression review process, including an appraisal checklist</p> <p>Scientific and technical and M&amp;L training</p> <p>Leadership training for women PDFs (TWIP)</p>	2020	2022	Dawn Percival, Head of Learning, Development & Talent	Charlie Weatherhog g, HR Director	<p>PDFs and other staff report feeling better supported in taking their career next steps in annual survey</p> <p>90% of PDFs and other staff report that L&amp;D opportunities help improve their</p>	<p>Bespoke Management and Leadership programmes developed with EDI considerations embedded into the curriculum</p> <p>Pathway to Independence'</p>

								<p>performance and there is no gender difference in satisfaction</p> <p>Staff feedback demonstrates that they can access training as when they require it</p> <p>Positive feedback on TWIP of 90% approval from current 80%</p>	<p>runs biennially. At least 50% female delegates on course</p> <p>The 'Talented Women's Impact Programme' course is run three times a year</p> <p>EMBO scientific leadership course will be run in-house from 2020</p> <p>50% attendance from women will be ensured</p> <p>72% of staff say that L&amp;D meets their needs</p>
6.5	Promote case studies and role models on the website and social media	Improve representation in science	Review website and key annual publications for diversity of imagery, quotes and representation annually	2020	2022	Catherine Gater, EDI Programme Manager	Steve Palmer, Director of Communications	Diversity is better represented on external channels to reflect the	

								existing diversity of staff  Diversity is routinely considered during approvals and review process for content	
6.6	Co-ordination of staff learning and development and its evaluation	Tracking impact of learning and development	Collate all L&D opportunities and make available via intranet  Include equal opportunities monitoring on training feedback forms Analyse L&D feedback by gender and amend the training as appropriate  Judge effectiveness of L&D through exit interview question - 'what Sanger L&D has enabled you to move to your new position'	2020	2023	Cheryl Crumey, Learning Development Engagement Manager	Charlie Weatherhog, HR Director	All L&D opportunities available on intranet  Equal opportunities data available for analysis of L&D feedback  No gender gaps in reported feedback on L&D	L&D strategy published on the intranet  Regular staff emails highlighting L&D options Expansion of L&D Team to support expansion of delivery
6.7	Grant writing and scientific writing courses for PDFs	Postdocs have better access to funding opportunities and there are no gender gaps	Grant writing and scientific writing courses address bias in grant allocation, peer review and publishing	2020	2021	Dawn Percival, Head of Learning, Development & Talent	Michael Dinig, Head of Grants	Grant writing course in 2020 attended by 60% of PDFs	Grant writing course in 2018 attended by 50% PDFs

6.8	Support the Technician Commitment	Technical careers are well supported	EDI team to be involved in event planning and communications relating to the Technician Commitment, including the launch event	2019	2023	Burcu Bonner Anar, Technician Commitment Manager	Dawn Percival, Head of Learning, Development & Talent	Internal and external audiences are aware of the Technician's Commitment and what it means for them  Technician Commitment action plan and EDI action plan are aligned	Currently 494 technicians: 239 (48%) females and 255 (52%) males Technician Commitment launched June 2019  Technician Commitment Manager appointed in 2019
6.9	Apprenticeship scheme and bioinformatics apprenticeship degree	Nurturing a diverse talent pipeline to include more women in bioinformatics and apprenticeships	Develop and promote case studies of the Apprenticeship Scheme via blog  Celebrate successful apprenticeships via newsletter and blogs  Use current apprentices as role models / case studies to promote scheme  Proactively recruit women to apprenticeship schemes and degree apprenticeship through school visits and	2019	2023	Edward Cannon, Early Careers Manager	Dawn Percival, Head of Learning, Development & Talent	Increase number of departments that host apprentices from 11 hosts to 50 apprentices in 15 departments in 2 to 3 years' time  Apprenticeship take up is 50:50 male/female  Bioinformatics apprenticeship degree has 40% women	New scheme developed and run  Developed brand-new Bioinformatics Apprenticeship Degree in partnership with Anglia Ruskin University

			engagement with careers officers  Increase awareness of apprenticeship scheme internally to increase the number of places available						
6.10	Returners' Grants	Proactively supporting researchers returning from extended leave to mitigate disadvantage	Promote availability of grants up to £20k, available to researchers who have taken a career break of up to 3 months  Robust impact and evaluation embedded into the award process	2020	2022	Saher Ahmed, Head of EDI	Charlie Weatherhogg, HR Director	Staff report awareness of the scheme in annual staff survey  Impact from grant awards is captured, analysed and presented to BOM	Scheme has been launched
6.11	Faculty model and extended contract and resources	Proactively supporting researchers returning from extended leave to mitigate disadvantage	Tenures (including group and consumables) can be extended by up to an additional 18 months to support Faculty transition back to research.	2020	2023	Charlie Weatherhogg, HR Director	Mike Stratton, Director	Improved retention of returners to 90%  Returners report feeling better supported with 90% satisfaction rating	Policy approved in Jan 2018
6.12	Support for low social mobility, low socioeconomic groups and BAME students	Students from under represented groups are encouraged into research careers	Outreach to schools and universities with high percentages of low socioeconomic and BAME students e.g. Anglia Ruskin University  Work experience scheme with a dedicated strand on	2019	2022	Saher Ahmed, Head of EDI	Kenneth Skeldon, Head of Public Engagement	The numbers of students from low social mobility, low socioeconomic and BAME backgrounds visiting campus increases	

		Nurture diverse talent pipeline	<p>increasing BAME participation and groups from lower socio-economic backgrounds</p> <p>Utilise Bioinformatics Degree Apprenticeship programme to support women and BAME students into bioinformatics</p>			Ed Cannon, Early Careers Manager	Dawn Percival, Head of Learning, Development & Talent		
6.13	Primary school unconscious bias training pilot	Teachers are supported to de-bias processes to ensure that unconscious bias is not contributing to stereotyping	Working in partnership with 8 primary schools, with aim of pilot national roll-out, initially with 25 schools	2019	2022	<p>Fran Gale, Education Lead</p> <p>Saher Ahmed, Head of EDI</p>	Kenneth Skeldon, Head of Public Engagement	<p>Target schools with high DA numbers</p> <p>Evaluation of training; uptake of programme with 80-90% reporting positive outcomes</p>	Received a D&I grant from The Royal Society of Chemistry for £5,000 to fund upcoming pilot, starting 2019
6.14	Address the under representation of men in admin and support roles as well as in Research Assistant roles	Men are encouraged to apply for all roles at Sanger	Work with the Admin Network to increase visibility of these roles e.g. through the Stars for Science programme and attract larger numbers of male applicants	2019	2022	Karen Cafferkey, Admin Network Coordinator	Charlie Weatherhog, HR Director	<p>The numbers of men applying for roles in underrepresented areas such as admin increase, where around 20% roles are held by men</p> <p>Retain high performing individuals</p> <p>Increased engagement reported</p>	

								Improved communication between teams and sharing of good practice	
6.15	Attract under-represented groups to our PhD programmes	Broaden the demographic pool of our PhD students from lower socioeconomic groups	Develop partnership with Lucy Cavendish College to attract new PhD applicants	2020	2023	Annabel Smith, Graduate Programme Manager	Carl Anderson, Group Leader and Chair of the PhD Committee	PhD student pool is more diverse e.g. socioeconomic, ethnicity and percentage of male students is maintained	
6.16	Research and integrity culture	Support the roll out of training on good research practice, including gender bias issues	Work with the Directors Office to develop good research practice training to include EDI good practice  Actively communicate the scientific strategy to staff through newsletters, events and intranet content	2020	2022	Dawn Percival, Head of Learning, Development & Talent Saher Ahmed, Head of EDI	Sarion Bowers, Head of Policy	100% of new research staff receive training in good research practice and EDI on joining  100% existing research staff receive training in 2 years	
<b>7</b>	<b>Ensure equality of access to promotion and development opportunities</b>								
7.1	Review, update and re-publish guidance on promotion mechanisms and criteria	Promotion criteria are transparent	Add online training in core policies and procedures to the intranet	2019	2020	Matt Richardson, Head of Reward	Charlie Weatherhog, HR Director	Staff report better awareness of promotion mechanisms	New "Reward Guide" published on intranet, July 2019

7.2	Induction for PDFs and other new staff	Support the bespoke separate induction PDFs	<p>New staff induction area on the intranet by the end of 2020</p> <p>PDF buddy scheme</p> <p>Work with Postdoc committee and PDF co-ordinator to revise induction processes</p> <p>100% of new starters undergo an induction process</p>	2020	2022	Dawn Percival, Head of Learning, Development & Talent	Nicole Soranzo, Senior Group Leader	PDFs and other staff report better experience with induction to 90% satisfaction	
7.3	Improve provision and take up of mentoring and sponsorship, particularly for under represented groups e.g. women and BAME staff	Career progression support for under represented groups	<p>Relaunch staff mentoring scheme, with an appeal for under represented groups to act as sponsors, mentors and mentees, recognising this contribution in appraisals</p> <p>Include mentoring and sponsoring feedback in annual staff survey</p> <p>Explore 'reverse mentoring' with senior leaders</p>	2019	2021	Cheryl Crumey, Learning Development Engagement Manager	Dawn Percival, Head of Learning, Development & Talent	<p>Percentage of staff being actively mentored increases to 80%</p> <p>Pool of mentors and coaches from across all staff cohorts available</p> <p>All staff and students who require a mentor can access one</p> <p>Survey data and focus groups confirm that Staff</p>	<p>50% increase in numbers of staff being mentored</p> <p>Increased number of female staff (from 65% to 80%) report that they can access a mentor when they need one</p> <p>Annual Campus-wide event on mentoring and coaching takes place</p>

								and PGRs have access to mentoring	
7.4	Further increase the numbers of people having an annual appraisal meeting  Review of appraisal processes	Career progression support for under represented groups e.g. women, BAME staff	Increase annual appraisal take up by 2021  Track feedback on annual appraisals through staff surveys  Explore a checklist for appraisal discussions e.g. progression, training, mentoring  Make sure efforts supporting inclusion are recognised in appraisals  Ensure language used in appraisals is gender neutral	2019	2021	Dawn Percival, Head of Learning, Development & Talent	Charlie Weatherhog, HR Director	Percentage of staff receiving an annual appraisal increases from 46% to 70% and impact is better understood	
7.5	More structured succession planning and talent management	Career progression support for under represented groups e.g. women and BAME staff, including better sponsorship	Succession planning to form part of formal meetings between HR Director and Board of Management and Operations Board  Board of Management to be trained in inclusive management with 1:1 coaching	2019	2021	Dawn Percival, Head of Learning, Development & Talent	Charlie Weatherhog, HR Director	Succession planning is tracked and linked to clear KPIs	Approach to succession planning approved by BoM
7.6	Wellbeing and mental health	Raise awareness of wellbeing and mental health	Events and workshops Training e.g. MIND courses and toolkits	2020	2022	Lauretta Lamont, Employee	Charlie Weatherhog	90% of staff indicate they have an acceptable	Wellbeing and mental health strategy

		support available	Wellbeing Week and staff newsletter Development of policies e.g. Stress at Work			Engagement Partner	g, HR Director	workload and achieve a good work-life balance  Increase in the numbers reporting that they feel comfortable discussing mental health to 90%  Training for staff in 2020 on mental health awareness and resilience (MIND) taken up by 50% of managers	launched. Including MHFA, employee engagement strategy  Winner of the Living Sport Workplace of the Year Manager and staff interventions on menopause  New MIND mental health and resilience courses and toolkit for managers
7.7	Consideration of gender balance of nominees to external prizes and committees	Nominees for external prizes and committees reflect the gender balance of Faculty	Develop consistent approaches to nominations across Faculty for prizes, external positions and committees	2020	2022	All Faculty	Mike Stratton, Director	Recipients of prizes and committee membership reflects the gender balance of faculty	Sharing of good practice between BoM leads

<b>8</b>	<b>Further develop and promote family friendly culture and provision</b>								
8.1	Further promote current provision and policies	Managers and staff understand current policies and take advantage of entitlements	There is high awareness for most current policies but improve visibility of childcare vouchers and Carers' grant on internet and in staff meetings.	2019	2020	Niki Webb, HR Director BP Saher Ahmed, Head of EDI	Charlie Weatherhog, HR Director	Staff surveys show high awareness of all policies, including Carers Grant from 25% to 60%	Regular email and face-to-face updates. Utilising EP and staff networks.
8.2	Improve guidance for employees and managers on managing career breaks	Managers and staff understand current policies and take advantage of entitlements	New career break policy launched June 2019. Track take up and feedback from participants.	2019	2020	Daniel Ungureanu, Associate HR Partner	Charlie Weatherhog, HR Director	Staff surveys show high awareness of career break policy and there is representative take up by staff with 50% gender balance	
8.3	Encourage and improve take up of shared parental leave	Managers and staff understand current policies and take advantage of entitlements	Hold regular workshops on parental leave for managers  Further promote SPL videos  Further roll-out shared parental leave checklist for managers and staff	2019	2021	Niki Webb, Head of HR Business Partnering	Charlie Weatherhog, HR Director	Staff surveys show high awareness of parental leave policy and there is good take up by staff of 60%	Videos on intranet  Face-to-face workshops, including session at Managers' Forum and P&C Network

								reported by staff in annual survey	
8.4	Encourage adoption of flexible working across all areas	Managers and staff understand current policies and take advantage of entitlements consistently across all job families	Consider flexible working as option for all positions as part of the job description creation process  Flexible working workshops for staff and managers held Investigate transitions between full time and part time working and identify gender gaps	2019	2022	Sam Bowker, Head of Recruitment  Niki Webb, Head of HR Business Partnering	Charlie Weatherhog, HR Director	80% positions are advertised as being available for flexible working  Staff report 90% positive feedback from workshops Gender gaps identified in PT/FT transitions and actions taken if needed	Videos on intranet highlighting managers who manage flexibly and staff who work flexibly Face-to-face workshops, including session at Managers' Forum and P&C Network.
8.5	Encourage part time and job share arrangements	Managers and staff understand current policies and take advantage of entitlements	Consider part time and job sharing as an option for all positions as part of the job creation process  Workshops on part time working and job sharing	2020	2022	Sam Bowker, Head of Recruitment	Charlie Weatherhog, HR Director	Recruiting managers consider a range of work patterns from the outset for 100% of recruitment  Workshop participants report 90% satisfaction	
8.6	Proactively engage with Parent and Carers' network	Parent and carers on staff are supported	Induction material to provide a link to the Parenting Group contact	2019	2021	Stephanie Paul, EDI	Saher Ahmed, Head of EDI	Parent and Carers network has grown by 50%	Parent and Carers network

		and their views feed back into policy development	who will provide information relevant to carers (e.g. family friendly initiatives, flexible working, schools, childcare, local support groups, contact details for JIC Parenting Group) to all new starters  Member of the Parent and Carers' Network sits on the EDI Forum and EIS WG			Programme Co-ordinator		Events are attended by 50% men and women	established in 2018  5 events held
8.7	Review organisational support for childcare, including holiday club and nursery	Improve access to nursery provision and holiday childcare, especially for PDFs	Expand holiday club to 5 weeks in the summer  Explore bursary scheme for nursery Explore expanding nursery capacity	2019	2021	Saher Ahmed, Head of EDI	Martin Dougherty, COO  Maggie Payne, Finance Director,  Charlie Weatherhog, HR Director	Business case for expansion and bursary scheme presented to BOM and next steps agreed	Workplace nursery  Subsidised holiday club  Exploring affordability and subsidy for childcare
8.8	Improve the return to work experience	Embed evaluation and impact assessment into the process for Returners Grants	Checklists for returners, line managers and HR  Create list of return to work buddies  Offer return to work buddies	2020	2023	Niki Webb, Head of HR Business Partnering	Charlie Weatherhog, HR Director	Checklist available for returners, line managers and HR  List of back to work buddies compiled and published on intranet	

		Improve impact and evaluation and sharing good practice	Offer a return to work meeting with HR after 4 weeks of returning to work including questions on satisfaction with cover arrangement with feedback escalated to EDI Forum and Ops Board for action if needed					High levels of satisfaction recorded at 4 week post-return meeting with HR and at Staff Engagement Survey of 90%	
<b>9</b>	<b>Support for trans staff and students</b>								
9.1	Run bi-annual training with the Kite Trust	Increase staff awareness of support for trans staff and students	Bi annual training	2020	2022	Dawn Percival, Head of Learning, Development & Talent	Charlie Weatherhog g, Director of HR	More than 60% of staff and students attend training	Partnership with The Kite Trust developed (2018)
9.2	Trans Policy and guidance for staff, students and managers	New trans policy and guidance is approved	Trans policy and guidance is launched through an awareness campaign	2020	2021	Niki Webb, Head of HR Business Partnering  Saher Ahmed, Head of EDI	Charlie Weatherhog g, Director of HR	Policies in place are inclusive and support trans gender people, verified by external assessor e.g. Stonewall  80% of Staff and students aware of the support available to trans gender people	Trans policy developed and presented to EDI Forum

								reported in staff survey	
9.3	Member of the LGBT+ Network to sit on the EDI Forum and EIS Working Group	Improve representation of LGBT network on committees to impact on practice	New member joins EDI Forum and an update is added as a standing agenda point to influence best practice	2020	2021	Stephanie Paul, EDI Programme Coordinator	Cordelia Langford, Head of Scientific Operations (Chair of EDI Forum)	Increased visibility of LGBT Network in governance structure	Proposal for LGBT Network member to join EIS WG and EDI Forum agreed
9.4	Proactively engage with LGBT+ Network and external groups	Member of the LGBT+ Network sits on the EDI Forum and EIS WG	<p>Closer engagement with LGBT+ Network on event planning</p> <p>Network events are integrated into EIS programme</p>	2020	2022	Steph Paul, EDI Programme Co-ordinator	Saher Ahmed, Head of EDI	Increased visibility of LGBT Network in governance structure and in events, with 6 events taking place per year	LGBT+ Network grown by 50% in 1 year
9.5	Become members of the Stonewall Diversity Programme	Improve policy and practice according to Stonewall guidance	GRL joins as a Stonewall Diversity Champion	2020	2021	Catherine Gater, EDI Programme manager	Saher Ahmed, Head of EDI	Undertake a self-assessment exercise against the Stonewall Workplace Equality Index, and draw actions points from this linked to the EDI action plan.	Commitment to Stonewall identified as priority in EDI action plan for 2020
9.6	Ensure transgender people's needs are taken in account in future building projects	Any new onsite building has gender neutral changing facilities and toilets	Consultation on gender neutral facilities is included in building commissioning processes	2020	2021	Sian Nash, Associate COO	Martin Dougherty, COO	All new buildings have facilities suitable for trans gender people	<p>Campus has some existing gender neutral facilities</p> <p>Exploring options to</p>

									increase this provision
9.7	Addressing inclusion in genetic counselling for the Trans Community	For transgender and non-binary patients seeking help and advice from genetic counselling practitioners can be challenging. The binary and gender-specific approaches commonly used during genetic counselling practice, can fail to recognise those who do not fit within a binary system, often exacerbating existing anxieties	Advice and guidance for dissemination to the genetic counselling community on best practice approaches to connect with the Transgender and Non-binary communities	2020	2022	Anna Middleton, Head of Society and Ethics	Julian Rayner, Director of Connecting Science	Best practice guide developed and published	Discussed at the World Congress on Genetic Counselling