

Action	Objectives	Action taken already and outcomes at spring 2022	Further Action planned (2022-24)	Responsibility	Success Measure (SM)
Academia					
1.1	Explore why women want to leave academia at higher rates than men, especially students	i. Measured academic staff's career plans in SES, December 2019 (54% of women plan to stay in academia vs 74% of men) and February 2022 (50% of women plan to stay in academia vs 72% of men)	i. Collect data on the next destination of academic staff, annually ii. Focus group arranged with female academic staff to discuss reasons behind this decision and what actions can be taken to better support female staff to stay in academia so the gender difference is reduced, Q4 2023 iii. Continue to ask relevant questions in the SES survey, 2023	e4s Manager, GLs, HR	SMi. Data available and analysed annually SMii. Concrete actions in next Athena Swan application, 2024 SMiii. Continue to monitor data in SES, 2023
Culture					
2.1	Organise events and create resources to highlight the e4s agenda and increase understanding of EDI issues	i. Activities to mark notable days such as International Women's Day, LGBTQ+ STEM Day, International Men's Day, Black History Month ii. My Life in Science, Black in Academia, and e4s Bite seminar series iii. Resource pages on intranet and external website containing videos, posters and articles iv. Twitter account and blog launched v. 95% of staff feel EDI is valued in SES, February 2022	i. Continue to create blogs and resources, record talks, and celebrate notable days; 2022-24 ii. Launch a new seminar series, such as LGBTQ+ or disabled scientists' experiences; 2023-24 iii. Monitor views on videos and blogs; 2022-24	e4s Team	SMi. >95% of staff feel EDI is valued in SES survey, 2023 SMii. At least 3 blogs published annually, ongoing SMiii. New seminar series launched with 3 talks over a one year period, 2023-24 SMiiii. Data on views of videos and blogs available annually
2.2	Address bullying and harassment	i. Measured bullying and harassment in SES, December 2019 and February 2022 ii. Took part in UniSAFE survey, March 2022 iii. Dignity at Work training mandatory for all staff since May 2019 iv. Launched Active Bystander training for senior managers, April 2022 v. Launched new Bullying and Harassment policy, October 2021	i. Roll out Active Bystander training to other staff, Q4 2022 ii. Determine how data relating to reports of bullying and harassment while maintaining confidentiality iii. Increase staff awareness of Bullying and Harassment policy, as well as confidence in using it and satisfaction with the system	e4s team, HR, Graduate Committee, Policy Review Working Group	SMi. 95% of staff have done Active Bystander Training, Q1 2024 SMii. Data collected and reported annually SMiii. Decrease the amount of experiencing/witnessing bullying and harassment, as well as decreasing the gender gap between men and women as measured in the SES, 2023 SMiv. Increase student confidence in how bullying and harassment is dealt with as measured in the SES bringing it in line with other areas of the organisation, 2023
2.3	Increase feeling, especially among students and employees at lower levels, that people are valued and their opinions are heard	i. 79% of staff felt their work was valued (increased from 72% in 2019) and 86% felt listened to (increased from 79% in 2019) in SES, February 2022	i. Investigate how a reverse mentoring programme could be established, 2023	HR, e4s Manager	SMi. Feasibility plan for reverse mentoring programme developed, 2024
2.4	Increase feeling, especially among women, that poor behaviours are not tolerated at the Institute	i. 75% of staff felt poor behaviours were not tolerated in SES with a gender difference of 17 points that has widened by 16 points since 2019, February 2022	i. Focus groups to determine what poor behaviours people are concerned about, 2024	HR, e4s Manager	SMi. Concrete actions to address identified poor behaviours in next Athena Swan application, 2024 SMii. >85% of staff feel poor behaviours are not tolerated and gender gap is <10% in SES, 2023

2.5	Increase recognition and visibility of technical staff through the Technician Commitment	<ul style="list-style-type: none"> i. Measured technical staff's responses to questions around recognition and visibility in SES, December 2019 and February 2022 ii. Signed up to the Technician Commitment, December 2020 iii. Launched the Technician Commitment Steering Group, January 2021 iv. Launched Staff Recognition Award, Sept 2020 	<ul style="list-style-type: none"> i. Continue to ask relevant questions in the SES survey, 2023 ii. Submit a Technician Commitment action plan, Q2 2023 	e4s Manager, Technician Commitment Steering Group, HR	<ul style="list-style-type: none"> SMi. Increase in technical staff's responses to questions around recognition and visibility in the SES, 2023 SMii. Assess Technician Commitment action plan success rate via RAG assessment, Q2 2024
Promotion					
3.1	Clarify promotion processes and transparency	<ul style="list-style-type: none"> i. New inclusive personal promotion criteria developed and launched, March 2022 ii. New application process for gaining tenure launched, August 2022 iii. Identified lack of understanding of around promotion with 44% of staff feeling processes are open and transparent in SES, February 2022 iv. Identified lack of available information on certain routes to promotion 	<ul style="list-style-type: none"> i. Review and update Job Evaluation Grading and Support (JEGS) requirements and process, Jan-Dec 2024 ii. Create information on how promotions are acquired via gaining qualifications, June 2024 iii. Promote policies and information on promotion through newsletters, emails, intranet annually 	HR Director, BEC, BoT, Communications, Policy Review Working Group	<ul style="list-style-type: none"> SMi. Revised JEGS system in place, 2024 SMii. Information on all promotion routes available on the intranet, August 2024 SMiii. >60% understanding of promotion as measured in SES, 2023
3.2	Recognition of citizenship activities (eg engaging in PE, being a mentor, sitting on committees)	<ul style="list-style-type: none"> i. 62% of appraisals mention citizenship activities, 2021 ii. Annual awards are given for Public Engagement, Knowledge Exchange and Commercialisation, Communications, and EDI iii. 81% of staff reported citizenship is valued in SES, February 2022 	<ul style="list-style-type: none"> i. Encourage managers to officially recognise this work in appraisals, ongoing 2022-2024 ii. Continue to monitor in SES, 2023 	e4s Manager, HR, Communications, line managers	<ul style="list-style-type: none"> SMi. >70% of appraisals mention citizenship activities, 2024 SMii. >90% of staff report citizenship is valued in SES, 2023
3.3	Monitor appraisal completion rate	<ul style="list-style-type: none"> i. 93% appraisal completion rate, 2018 	<ul style="list-style-type: none"> i. Ongoing monitoring of appraisal completion rates, annually 	e4s Manager, HR	<ul style="list-style-type: none"> SMi. 100% appraisal completion, 2024
3.4	Address current BI4 to BI3 attrition of women	<ul style="list-style-type: none"> i. Attrition point has moved from BI5 to BI4 as a result of recruiting senior women and women achieving tenure ii. 31% of staff in bands BI1-4 are women; however, 22% staff in the research category at bands BI1-4 are women iii. 7% of staff in bands BI1-3 are women; however, none of these are in the research category 	<ul style="list-style-type: none"> i. Support retention and, where appropriate, promotion of senior women, ongoing 	HR Director, BEC, SPOC	<ul style="list-style-type: none"> SMi. >35% of staff in bands BI1-4 are women; >25% of staff in the research category at bands BI1-4 are women SMii. >10% of staff in bands BI1-3 are women; including >5% of staff in the research category at bands BI1-3 are women
3.5	Increase career development opportunities of technical staff through the Technician Commitment	<ul style="list-style-type: none"> i. Measured technical staff's responses to questions around training, mentoring and career development in SES, December 2019 and February 2022 ii. Signed up to the Technician Commitment, December 2020 iii. Launched the Technician Commitment Steering Group, January 2021 	<ul style="list-style-type: none"> i. Continue to ask relevant questions in the SES survey, 2023 ii. Submit a Technician Commitment action plan, Q2 2023 	HR, e4s Manager, Technician Commitment Steering Group	<ul style="list-style-type: none"> Smi. Increase in technical staff's responses to questions around training, mentoring and career development in the SES; 2023 Smii. Assess Technician Commitment action plan success rate via RAG assessment, Q2 2024
3.6	Increase uptake and monitoring of training	<ul style="list-style-type: none"> i. Information on all training opportunities are available on the intranet, March 2022 ii. 85% of staff reported their training needs are being met in the SES, February 2022 	<ul style="list-style-type: none"> i. Create a system for monitoring uptake of training, 2024 ii. Promote opportunities for training via newsletter and intranet, ongoing 	e4s Manager, HR, Communications	<ul style="list-style-type: none"> SMi. Annual collection of training monitoring data available, 2024 onwards SMii. >90% of staff report their training needs are being met in the SES, 2023

3.7	Expand mentoring programme to meet mentoring needs	<ul style="list-style-type: none"> i. Revamped formal post-doc mentoring scheme and added RAs, 2020 ii. Pilot mentoring programme for PhD students and post-docs that matched them with mentors in industry, Q4 2021 iii. 77% of staff reported their mentoring needs are being met in the SES, February 2022 	<ul style="list-style-type: none"> i. Expand mentoring training to other staff groups, 2023 ii. Investigate the possibility of developing a new informal 'mentoring programme' for other roles (facility & non science staff and GLTTs) using existing networks, 2023 iii. Formalise the industry mentorship programme and expand participation, 2023 iv. Promote available internal and external mentoring opportunities, ongoing 	e4s Manager, HR, Communications	<ul style="list-style-type: none"> SMi. Data on uptake of mentoring training available, annually SMii. >85% of staff report their mentoring needs are being met in the SES, 2023
Support					
4.1	Routinely cover indefinite and limited term contract maternity leaves and shared parental leaves of 3 months or more	<ul style="list-style-type: none"> i. Roving researcher in place to cover long term leaves, 2020 ii. Requests for support beyond long term leaves, 2022 iii. Not all staff on long term leaves requested support iv. Advised other institutes on how to start scheme 	<ul style="list-style-type: none"> i. Investigate if roving researcher support could be extended to other opportunities and if a second position would be beneficial, Q3 2023 ii. Promote awareness of roving researcher scheme iii. Highlight as a benefit during induction and when leaves requested iv. Collect data on % request approval 	HR, e4s Manager, Communications	<ul style="list-style-type: none"> SMi. 100% of requests for roving researcher to cover long term leaves, 2024 SMii. 100% of research leave requesters aware of scheme, 2024
4.2	Increase awareness of and satisfaction with supportive policies and procedures	<ul style="list-style-type: none"> i. Instituted an Equality Impact Assessment process for all current and new policies, December 2019 ii. New policy section on the intranet collates all policies in one place in a standardised format, December 2020 	<ul style="list-style-type: none"> i. Measure awareness and satisfaction with policies in policy survey, May 2022 ii. Promote policies such as Additional Care Dependents, Flexible Working, and Equality and Diversity through newsletters and the intranet, ongoing 	e4s Manager, Communications, Policy Review Working Group, HR	SM i. Improvement in awareness and satisfaction with policies in policy survey, 2024
4.3	Improve awareness of and satisfaction with mental health and wellbeing support	<ul style="list-style-type: none"> i. Trained Mental Health First Aiders, August 2020 ii. Run annual workshops to provide students with tools to support mental health at work, since Nov 2021 iii. Measured staff satisfaction with mental health and wellbeing support in SES, February 2022 	<ul style="list-style-type: none"> i. Wellbeing Steering Group develop activities and awareness events, ongoing 	e4s Manager, Communications, Wellbeing Steering Group, HR, MHFAs	SMi. Improvement in staff satisfaction with mental health and wellbeing support in SES, 2023
Other					
5.1	Ensure all areas of the Institute are able to feed into e4s	<ul style="list-style-type: none"> i. Representation on SAT now includes further areas such as BSU and engineering, ii. SES questions updated to better collect information needed for e4s, January 2022 	<ul style="list-style-type: none"> i. Monitor and maintain SAT balance in relation to gender, institute area, and staff grade through considered recruitment, ongoing 	e4s chair and Manager	SM i. Data on SAT composition indicates balance is maintained, annually
5.2	Extract and analyse mandatory and supplemental data annually	<ul style="list-style-type: none"> i. Data extracted annually in Oct with cut-off date of end Sept; Oct 2018-2022 ii. Data analysed Oct-Dec in preparation for review and action planning in Jan e4s Team meeting; Oct-Dec 2018-2022 iii. Include intersectional analysis of gender and ethnicity; Oct-Dec 2018-2022 iv. Monitor staff nationality; Oct 2018-2022 v. Presentation of data annually to BEC, BoT and GLs; April-June 2019-2022 	<ul style="list-style-type: none"> i. Data extracted annually in Oct with cut-off date of end Sept; Oct 2022-24 ii. Data analysed Oct-Dec in preparation for review and action planning in Feb e4s Team meeting; Oct-Dec 2022-24 iii. Presentation of data annually to BEC, BoT and GLs; Apr-Jun 2022-24 	HR, e4s Manager, Chair, Team, GLs, BEC, BoT	<ul style="list-style-type: none"> SMi. Data available, annually SMii. Review GAP to see if new data indicates a need to change actions, annually SMiii. Analysis and updated GAP communicated to senior management and GLs, annually
5.3	Regularly monitor gender pay gap and equal pay	<ul style="list-style-type: none"> i. Carry out equal pay audit at 3 yearly intervals; Oct-Nov 2018, Oct-Nov 2021 ii. Annual analysis of gender pay gap; May 2018-2022 	<ul style="list-style-type: none"> i. Carry out equal pay audit at 3 yearly intervals, ongoing ii. Annual analysis of gender pay gap, ongoing 	HR	<ul style="list-style-type: none"> SMi. Annual bench-marking and Institute pay data analysed SMii. Gender pay gap reduced to below 12% by 2024
5.4	Increase disclosure of demographic data by applicants and staff	<ul style="list-style-type: none"> i. Created a FAQ on the intranet and information posters, 2020 ii. Identified a decrease in the percent of applicants and staff filling out demographic data 	<ul style="list-style-type: none"> i. Research and liaise with other organisations to determine best practice data collection, 2022 ii. Design targeted campaigns to encourage disclosure from various groups, 2023 	e4s Manager, HR, Communications	<ul style="list-style-type: none"> SM i. New communication campaigns and resources created, 2023 SM ii. >95% of staff disclose ethnicity, 2024 SM iii. >90% of applicants disclose gender, 2024