

**Babraham Insitute equality4success Action Plan 2018-2022**

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
<b>1 Activities supporting equality at BI and beyond</b>					
1.1	Develop scope of equality4 success Team to incorporate post-May 15 Athena SWAN Charter principles	a. equality4success Team established January 2017 b. Terms of Reference written c. Developed Sex & Gender in Research Content policy and circulated to GLs d. Developed transgender policy	i. Become Stonewall Diversity Champions; May-Sept 2018 ii. Host stakeholder meeting on Consideration Sex & Gender in Research in Experimental Design; Sept 2018	e4s Team; e4S Chair; e4s Manager	SMi. Registered as Stonewall Diversity Champions by 2018 SMii. Positive feedback from workshop participants SMiii. Actions from workshop identified by 2019
1.2	Improve representation on e4s Team	a. Equal numbers of men and women on Team	i. Increase representation from BSU and Engineering on e4s Team; Sept 2019-Jan 2020 ii. Include representation from staff at lower grades; Sept 2019-Jan 2020	e4s Chair and Team	SMi. Representation of BSU and Engineering on e4s Team by 2020 SMii. Representation of lower grades on e4s Team by 2020 SMiii. Maintenance of gender balance from 2018 until 2022
1.3	Regularly monitor gender pay gap and equal pay	a. ad hoc equal pay analysis as part of LIBRA project b. Head of HR is founding member of national scientific research-focussed pay and reward club	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	HR	SMi. Annual bench-marking and Institute pay data analysed SMii. Gender pay gap reduced to below 10% by 2022

Those highlighted in green are high priority

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1.4	Include commitment to equality and diversity in job specifications		<ul style="list-style-type: none"> <li>i. Demonstrable commitment to equality and diversity included as essential criteria for senior roles; April 2018 onwards</li> <li>ii. An understanding of equality and diversity included as essential criteria for junior roles; May 2018 onwards</li> <li>iii. All applicants asked about approaches to equality and diversity during interview questioning appropriate to their role; May 2018 onwards</li> </ul>	HR, Recruiting Managers	<ul style="list-style-type: none"> <li>SMi. 100% of adverts for senior roles have E&amp;D commitment as essential</li> <li>SMii. 100% of person specifications within job description includes criteria on E&amp;D</li> <li>SMiii. 100% of interviews include question about E&amp;D</li> </ul>
1.5	Maintain awareness of e4s initiatives and activities	a. e4s initiatives and activities highlighted via intranet, website, posters, newsletter and email	<ul style="list-style-type: none"> <li>i. Introduce e4s Team as part of staff induction; Onwards from Oct 2018</li> <li>ii. e4s talk at Annual Lab Talks; June 2018-2022</li> </ul>	e4s Manager and e4s Chair	SMi. 100% staff awareness of e4s Team as measured by Staff Consultations in 2020
1.6	Increase input from staff on equality issues	<ul style="list-style-type: none"> <li>a. Presentation of e4s at Annual Lab Talks resulting in increased numbers of people interested in being involved in the project</li> <li>b. Confidential suggestion box available</li> <li>c. Increased participation in biennial staff consultations</li> <li>d. Focus groups for Post-Docs</li> </ul>	i. Annual focus groups for key career transition groups: Post-Docs and TTGLs; Feb and Mar 2019-2022	e4s Manager and e4s Chair	SMi. Participation of 35% of target groups at annual focus groups

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1.7	Organise events to highlight e4s agenda	a. IWD annual celebration of women's achievements and consideration of equality challenges b. My Life in Science seminars	i. Activities to mark International Womens Day, 50/50 day, Equal Pay Day, International Men's Day, LGBTSTEM Day; Mar, May, July and Nov 2018-2022 (See GAP 4.14 for My Life in Science seminar series)	e4s Team	SMi. 100% awareness of e4s agenda as measured by Staff Consultations in 2018, 2020, 2022 SMii. 100% staff have attended an e4s event as measured in Staff Engagement Survey in 2021
1.8	Engage with BI Campus companies about equality and diversity	a. Campus equality and diversity community set up b. e4s Team encourage conversations about equality by attending Campus coffee mornings wearing "talk to me about equality" t-shirts	i. Invite Campus to e4s events e.g. My Life in Science; Sept 2018 onwards ii. e4s stand annually at Campus coffee mornings; Oct 2018-2022	e4s Team	SMi. 40% of Campus companies engaging with e4s Team during the period 2018-2022

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1.9	Engage with E&D networks for mutual learning	<ul style="list-style-type: none"> <li>a. Attendance of Athena SWAN Regional Meetings</li> <li>b. Attendance of ECU Research Institute meetings</li> <li>c. Meetings with UoC E&amp;D staff</li> <li>d. Member of H2020 LIBRA consortium</li> <li>e. MRC/Crick/Sanger Learning and Deveopment (L&amp;D) network established</li> <li>f. Equality Network with European Bioinformatics Institute, Wellcome Sanger Institute, Institute of Cancer Research, Royal Society for Chemistry, Crick Institute, Sigma-Aldrich, GlaxoSmithKline</li> </ul>	<ul style="list-style-type: none"> <li>i. Maintain European E&amp;D network beyond LIBRA project lifetime via EU-LIFE network; April 2019 onwards</li> <li>ii. Attend ECU/Advance HE organised events; Ongoing 2018-2022</li> <li>iii. Ongoing engagement with UoC, L&amp;D and Equality Network; Ongoing 2018-2022</li> </ul>	e4s Chair, e4s Manager, LIBRA coordinator, EU-Life Coordinator and Chairs	<ul style="list-style-type: none"> <li>SMi. Equality Working Group established within EU-Life by 2021</li> <li>SMii. BI attendee at 60% of ECU/Advance HE events</li> <li>SMiii. Attendance of 60% of additional networking meetings</li> </ul>
1.10	Secure financial resources to implement Gold Action Plan	a. e4s Manager supported by LIBRA (80%) and Institute budget (20%) until end March 2019	i. BI commitment to fund a full-time position to implement 2018-2022 action plan; April 2019-2022	Director	SMi. e4s Manager in post
<b>2 Data Gathering &amp; Analysis</b>					

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2.1	Implement new applicant tracking system	a. Applicant tracking system identified b. Identified fields to be tracked to better address intersectionality c. Requests to staff to complete ethnicity data on HR self-service portal	i. Improved data collection on recruitment stages and employment; Sept 2018 onwards ii. Record gender balance of recruitment panels; Sept 2018 onwards	HR	SMi. Reduction in HR staff time spent extracting and analysing data measured via Staff Consultations by 2020 SMii. 60% staff ethnicity data available by 2020, 100% by 2023 SMiii. Gender balance of recruitment panels available for analysis from 2018
2.2	Further develop HR system	a. Explored and shortlisted alternative HR systems	i. Implement more advanced and appropriate HR system; Jan-Dec 2020	HR and Chief Information Officer	SMi. Reduction in HR staff time spent extracting and analysing data measured via Staff Consultations by 2022 SMii. Appropriate analytics available by 2021

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2.3	Extract and analyse data annually	a. Commitment to annual data analysis based on current AS requirements	<ul style="list-style-type: none"> <li>i. Data extracted annually in Oct with cut-off date of end Sept; Oct 2018-2022</li> <li>ii. Data analysed Oct-Dec in preparation for review and action planning in Jan e4s Team meeting; Oct-Dec 2018-2022</li> <li>iii. Include intersectional analysis of gender and ethnicity; Oct-Dec 2018-2022</li> <li>iv. Monitor staff nationality; Oct 2018-2022</li> <li>v. Presentation of data annually to BEC, BoT and GLs; April-June 2019-2022</li> </ul>	HR, e4s Manager, Chair, Team, GLs, BEC, BoT	<ul style="list-style-type: none"> <li>SMi. Data available annually</li> <li>SMii. Data leading to annually updated GAP</li> <li>SMiii. Analysis and updated GAP communicated to senior management and GLs annually from 2019</li> </ul>
2.4	LIBRA online survey	a. LIBRA staff survey carried out to garner staff opinion on career development, work-life-balance and consideration of sex and gender in experimental design	<ul style="list-style-type: none"> <li>i. Follow-up LIBRA survey scheduled for 2018 to assess impact of interventions; June-July 2018</li> <li>ii. Analysis of LIBRA survey data; Aug - Oct 2018</li> <li>iii. Update GAP as required; Nov-Dec 2018</li> </ul>	e4s Manager	<ul style="list-style-type: none"> <li>SMi. 60% staff participation in follow-up LIBRA online survey</li> <li>SMii. Actions in place as required by Jan 2019</li> </ul>
2.5	Participate in UoC Murray Edwards Survey	a. Participation in UoC Murray Edwards Survey on workplace culture and gender	<ul style="list-style-type: none"> <li>i. Host series of follow-up workshops to identify solutions to any issues apparent in BI survey results; Nov 2018, April and Nov 2019</li> <li>ii. Update of GAP and implementation of actions; Jan and June 2019, Jan 2020</li> </ul>	e4s Manager	<ul style="list-style-type: none"> <li>SMi. 3 workshops hosted by 2020</li> <li>SMii. Required changes identified by 2020</li> <li>SMiii. Actions put in place to address issues by 2021</li> </ul>

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
2.6	Consultation of staff in all staff categories (Professional, Professional (Nursery), Technical, Technical (BSU), Research	a. Consultations carried out in 2016 b. 2016 consultations covered all areas of the Institute including professional and technical staff	i. Review and update consultation questions based on GAP data analysis; May-June 2018, 2020, 2022 ii. Carry out e4s Staff Consultations; July 2018, 2020 and 2022 iii. Staff Engagement Survey including opinions on promotion, career development, training, culture; Mar-Oct 2019 and Nov 2019 and 2022	e4s Team HR, external consultant	SMi. Updated questions included in Staff Consultations SMii. e4s Staff Consultations carried out in 2018, 2020, 2022 with at least 25% of each staff area SMiii. Staff Engagement Survey carried out 2019 and 2022 with a 65% response rate
<b>3 PhD students: recruitment, support, training and development</b>					

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
3.1	Collection and analysis of student recruitment data	a. Ongoing monitoring of student recruitment data b. Identified that equal opportunities data not collected c. Identified that gender balance of recruitment panel not recorded d. Identified trend towards under-representation of men through recruitment process	i. Collect equal opportunities data for student recruitment; Oct-Dec 2018 onwards ii. Record gender balance of recruitment panels; Jan 2019 onwards iii. Data extracted annually Oct with cut-off date of end Sept; Oct 2018-2022 iv. Data analysed Oct-Dec in preparation for review and action planning in Jan e4s Team meeting; Oct-Dec 2018-2022 v. Present student recruitment data to Graduate Committee, GLs, BEC, BoT; April-June 2019-2022 vi. Explore how to attract more male applicants learning from E&D Network partners; Sept 2020-Sept 2021 vii. Maintain the gender ratio across the recruitment process as a minimum by 2021 viii. Follow-up students who decline offers of PhD to understand why; Onwards from June 2020 ix. Develop action based on reasons why students decline PhD offers; June-Dec 2021	HR, Graduate Committee, e4s Team, GLs, BEC, BoT	SMi. Data available annually from 2019 SMii. Updated GAP SMiii. Analysis and updated GAP communicated to senior management and GLs SMiv. Decrease in numbers of students declining PhD offers by 2022 SMv. Student gender balance reflect national benchmarking data by 2022

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
3.2	Include E&D awareness in student induction		<ul style="list-style-type: none"> <li>i. Introduction to e4s Team as part of student induction; Oct 2018 onwards</li> <li>ii. Include IAT in student induction; Oct 2019 onwards</li> <li>iii. Include feedback on recruitment and induction as part of induction; Nov 2018</li> </ul>	e4s Team, HR	<ul style="list-style-type: none"> <li>SMi. 100% awareness of e4s as measured in Student Consultations by 2020</li> <li>SMii. 70% completion of IAT as measured by induction feedback by 2020</li> <li>SMiii. 70% feedback received by 2018</li> </ul>
3.3	Consultation of students	<ul style="list-style-type: none"> <li>a. Consultations carried out in 2016 revealed that (a) pastoral mentors were needed (b) insufficient monitoring of progress between 8 month report and third year thesis plan</li> <li>b. Pastoral mentors are now on student personal committee; a 2 year progress check has been introduced</li> </ul>	<ul style="list-style-type: none"> <li>i. Graduate Committee to highlight value of survey to students in advance of PRES survey (now renamed Student barometer) launch to encourage increased participation; March-May 2019 and 2021</li> <li>ii. One-to-one consultation of &gt;25% students in June 2018, 2020 and 2022</li> <li>iii. Annual student focus groups; Jan 2019-2022</li> <li>iv. Update of GAP and implementation of actions following focus group; Feb-April 2019-2022</li> <li>v. e4s student members gather student opinion in advance of e4s Meeting agenda circulation; Ongoing 2018-2022</li> </ul>	Graduate Committee, GLs, e4s Team, HR	<ul style="list-style-type: none"> <li>SMi. At least 30% respondents to PRES survey with gender balance representing cohort by 2019, increasing to 40% in 2021</li> <li>SMii. At least 25% students consulted in 2018, 2020 and 2022 with gender balance representing cohort</li> <li>SMiii. At least 30% attendance at annual student focus group with gender balance representing cohort</li> <li>SMiv. Additional student-related actions on GAP as required annually by April 2019</li> <li>SMv. Student agenda items at at least 50% of meetings by Mar 2019</li> </ul>

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
3.4	Evaluate experience of pregnancy and leave during studentship		<ul style="list-style-type: none"> <li>i. Increase awareness among GLs of student maternity support; Mar 2019</li> <li>ii. Consult with students who have experienced pregnancy and leave to evaluate current processes and update as necessary; Ongoing 2019-2022</li> </ul>	HR	<ul style="list-style-type: none"> <li>SMi. Feedback available to inform processes by 2020</li> <li>SMii. Processes altered as appropriate by 2021</li> </ul>
4	<b>Staff: recruitment, support, training and development</b>				
4.1	Attract balanced application numbers by gender across career pipeline in all staff areas	<ul style="list-style-type: none"> <li>a. Increased diversity portrayed in images on website</li> <li>b. Use of neutral language in job adverts</li> <li>c. Athena SWAN silver award prominent on website and job adverts</li> <li>d. Updated standardised template for job description and person specification</li> <li>e. New 'highly desirable' criteria to reduce number of 'essential' criteria</li> <li>f. e4s Manager presented at Local Schools Cluster Careers Fair</li> </ul>	<ul style="list-style-type: none"> <li>i. Proactively work with schools, colleges and universities to attract applicants of all genders</li> <li>ii. Proactively approach applicants tracking the gender balance; Ongoing 2018-2022</li> <li>iii. Develop and share case studies highlighting under-represented gender in staff areas; Jan-Dec 2021</li> <li>iv. Use images of under-represented gender in job adverts; Ongoing from Jan 2020</li> </ul>	HR, Recruiting Managers, Director, BEC	SMi. Increase proportion of under-represented gender in applicant pool by at least 10% by 2022

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.2	Mitigate against unconscious bias during recruitment	a. Staff completed the Implicit Association Test for identifying their own unconscious biases b. Unconscious bias seminar for all staff and workshop for managers	i. Inclusion of unconscious bias training at staff induction; Ongoing from Jan 2019 ii. Inclusion of IAT in equality and diversity training module; Ongoing from Jan 2019 iii. Biennial refresher on unconscious bias; 2019 and 2021 iv. Link to Royal Society unconscious bias video sent to recruitment panel together with short-listing information; Ongoing from June 2018 v. Information on unconscious bias visible to panel members during interviews; Ongoing from June 2018	HR, Recruiting Managers	SMi. 100% awareness and consideration of unconscious bias by Recruiting Managers as measured by Staff Consultations by 2020 SMii. For recruitment to senior roles, no short-listing if single gender applicant pool in first round of recruitment by June 2018 SMiii. 100% IAT completion as measured by Staff Engagement Survey by 2021

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.3	Further development of staff induction process	a. Post-Doc buddies assigned by Post-Doc Committee	i. Create checklist for managers; Jan-Mar 2019 ii. Triannually lunch & learn sessions to highlight specific areas of support at the Institute and locality e.g. grants office, e4s team, wellbeing focus group, UoC training and networking opportunities, green labs initiative; Dec, April, Sept 2020 onwards iii. Provide information about membership of relevant professional bodies; April 2019 onwards iv. Improve signposts to policies and procedures via induction and manager's checklist; April 2019 v. Create 'BI Year at a Glance' online calendar; Mar-May 2020 with annual review in Jan vi. Gather feedback on recruitment and induction via online survey; Ongoing from May 2020	HR, Communications Manager, e4s Team, Grants Managers	SMi. Checklist available and used by 65% of managers by 2022 SMii. Increased awareness of support, membership of professional bodies, policies and procedures, BI events measured through Staff Consultations, Staff Engagement Survey and exit interviews by 2021 SMiii. 100% new recruits complete feedback on recruitment and induction processes

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.4	Wider uptake of apprenticeship scheme	a. Apprentices employed through apprenticeship scheme in BSU, Nursery and Engineering	i. Develop and promote case studies of the Apprenticeship Scheme via blog; Jan-Sept 2019 ii. Director promote scheme at Infosite meeting; June 2019 iii. Celebrate successful apprenticeships via newsletter and blogs; 2020 onwards	HR, Recruiting Managers, Communications Manager, Director	SMi. Increase number of departments that host apprentices from 3 to 5 by 2020
4.5	Co-ordination of staff training and its evaluation	a. New HR assistant role with dedicated responsibility for Learning & Development	i. Collate all training opportunities and make available via intranet; Ongoing from Nov 2018 ii. Include equal opportunities monitoring on training feedback forms; Oct 2018 onwards iii. Analyse training feedback by gender and amend as appropriate; Onwards from Oct 2018 iv. Judge effectiveness of training through exit interview question - 'what BI training has enabled you to move to your new position' from Dec 2018	HR	SMi. All training opportunities available on intranet by 2019 SMii. Equal opportunities data available for analysis of training feedback by 2019 SMiii. Monitor feedback and amend training as required by 2019
4.6	Role-sharing scheme in BSU	a. Staff consultations identified the need for increased diversity of roles within BSU posts	i. Implement role-sharing scheme enabling staff to develop skills in other areas of the BSU; June-Dec 2018	BSU Managers	SMi. Scheme in place by 2019 with 100% endorsement of scheme as measured by Staff Consultations and 40% uptake by 2020

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.7	Evaluate and expand Post-Doc mentoring scheme	a. Informal feedback to e4s Team is very positive	i. Evaluate Post-Doc mentoring scheme; June 2018 ii. Increase pool of mentors; Sept - Dec 2018 iii. Repeat mentor and mentee training; Dec 2018 iv. Offer additional mentoring opportunities to Post-Docs; Jan 2019 onwards	HR	SMi. Evaluation of Post-Doc mentoring scheme and its impact by last quarter of 2018 SMii. Mentor and mentee training repeated in 2018 SMiii. Increased pool of mentors and Post-Docs participating in scheme by 20% by end 2020
4.8	Broaden mentoring opportunities		i. Institute-wide seminar on benefits of mentoring; May 2019 ii. Information on mentoring for all at Infosite; June 2019 iii. Explore need for mentoring across other areas of the Institute via Staff Engagement Survey; April- June 2019 iv. Expand mentoring scheme as appropriate; Ongoing from Sept 2019	e4s Team, HR	SMi. Mentoring seminar at Infosite meeting with 100 staff in attendance in 2019 SMii. Staff Engagement Survey 2019 with 65% response rate SMiii. Expanded mentoring scheme as required by 2020
4.9	Leadership training for post-docs	a. 2 women attended the LIBRA Career Compass Development Course b. 8 attended Pathways to Independence Course (5W, 3M) c. 6 attended local leadership course (2W, 4M) d. 3 attended MRC Post-doc Symposium (2W, 1M)	i. Local leadership courses with the MRC, Crick Institute scheduled quarterly each year 2018-2022 ii. Pathways to Independence course scheduled biannually; June 2019 and 2021 iii. Voice coaching scheduled biennially; Feb 2019 and 2021	HR	SMi. Continued participation with at least 3 BI Post-Docs attending each course by 2019

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4.10	International networking opportunities for Post-Docs	a. Institute supported the organisation and attendance of 24 Post-Docs (14W, 10M) to EU-Life Post-Doc Retreat, Oeiras 2017	i. Institute financially support attendance of 30% of Post-Docs to EU-Life Post-Doc Retreat; Nov 2018	Post-Doc Reps on Post-Doc Committee	SMi. 30% Post-Docs attend International Retreat in 2018 and 2020
4.11	Grant writing course for Post-Docs	a. Grants office provides bespoke training on an individual basis for specific grant applications resulting in success rates of e.g. 50% for Marie-Sklodowska Fellowships (success rate of scheme 13%) b. e4s Manager surveyed Post-Docs on training needs, grant writing course most requested	i. Deliver grant writing course to Post-Docs biennially; Nov 2018 and 2020	Grants Office	SMi. Grant writing course in 2018 and 2020 attended by 60% Post-Docs
4.12	Investigate why there is a gender imbalance in uptake of training opportunities	a. Analysis of training uptake data has shown that women make use of training opportunities to a greater extent than men	i. Monitor training uptake data; Ongoing from 2018 ii. Include training questions in PhD and Post-Doc focus groups; Ongoing from 2019 iii. Survey training needs through Staff Engagement Survey; 2019 and 2021	e4s Team, HR	SMi. Annual analysis of training uptake data by gender by 2021 SMii. An understanding of why differential uptake of training opportunities by gender via Staff Engagement Survey (65% response rate) and Focus Groups (25% participation rate) by 2021 SMiii. Develop actions to address any identified barriers by 2021

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4.13	Career Progression Fellowship		i. Explore funding opportunities for additional Career Progression Fellows; Ongoing from 2019	Head of HR, Director, Director of Finance, BoT	SMi. Funds made available and Fellow appointed by 2020
4.14	Organise My Life in Science Seminars	<p>a. Seminar series has continued and expanded to include less conventional career paths and informal sessions with invited speakers for students and post-docs</p> <p>b. Shared format with LIBRA consortium</p> <p>c. Case studies from speakers developed and available on LIBRA website</p>	<p>i. Continue to schedule My Life in Science seminars quarterly; Ongoing from 2018</p> <p>ii. Further develop case studies; Ongoing from 2018</p> <p>iii. Inclusion of 'My Life in Science' approach at monthly GL seminars; Ongoing from 2018</p>	e4s Team	<p>SMi. 4 MLiS seminars per year with at least 50 people attending from 2018</p> <p>SMii. 1 additional case studies per year from 2018</p> <p>SMiii. 70% of GLs address career and challenges in monthly GL seminars from 2018</p>
4.15	Improve signposting to career advice for Research Staff	<p>a. Student e4s members identified lack of information about where to seek professional careers advice</p> <p>b. Leaflets from UoC Career Service prominently displayed in research buildings</p> <p>c. Diary of UoC careers events available on intranet</p>	i. Include information about UoC Careers Service within Research staff induction; Ongoing from Jan 2019	Student reps on e4s Team, HR	SMi. 100% of research staff aware of UoC careers service as measured by Staff Engagement Survey in 2021

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4.16	Monitor promotion rates	a. Ongoing monitoring of promotion rates by gender b. Identified that time to promotion not recorded	i. Monitor applications for promotion and success rates by gender; Oct 2018-2022 ii. Monitor promotions by department; Oct 2018-2022 iii. Circulate promotion rates and distribute to GLs, BEC and BoT; April-June 2019-2022 iv. Gather data for time to promotion for (a) since PhD award, (b) since appointment at BI and (c) since last promotion on promotion applications; Oct 2018-2022	HR, e4S Team, GLs, BEC, BoT	SMi. Data available for annual analysis from 2019 SMii. Analysis circulated to GLs, BEC and BoT annually from 2019 SMiii. Actions in place to address any identified biases by 2020
4.17	Clarify promotion process for non-academic staff	a. Identified that the perception of the criteria for personal promotion does not facilitate personal promotion for other staff areas	i. Review and develop more inclusive personal promotion criteria; Sept 2018 ii. Review job evaluation process and system; Jan-Dec 2020 iii. Promote routes to promotion for non-academic staff through newsletters, emails, intranet; Annually from 2019 iv. Identify appropriate measures to support promotion e.g. buddy or mentoring system, case studies; June-Dec 2021	Head of HR, BEC, BoT, Communications Manager	SMi. New criteria for personal promotion in place SMii. Revised job evaluation system in place by 2021 SMiii. Positive feedback via staff consultations and Staff Consultations in 2022

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Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.18	Monitor gender balance of promotion panels		i. Record promotion panel members by gender; Oct 2019-2022	HR	SMi. Data available for annual analysis from 2019 SMii. 70% of panels will have mixed-gender representation from 2020 (increasing to 100% when more women in eligible pool from 2022)
4.19	Routinely cover indefinite and limited term contract maternity leaves and shared parental leaves of 3 months or more	a. Identified that leaves for Research staff are not routinely covered b. Director of Finance has agreed to identify likely costs and bring proposal to BoT and BEC	i. Identify cost of providing cover for all leaves; May 2018 ii. Seek approval to potentially cover all leaves from BoT and BEC; June 2018	Director of Finance, Head of HR	SMi. Funds available to cover all leaves by 2019 SMii. Easier transition to maternity or shared parental leave as measured through Staff Engagement Survey in 2021 SMiii. No loss of productivity for postdoc and lab as measured through Staff Engagement Survey of postdocs and GLs in 2021
4.20	Lobby funders, MPs for routine cover of parental leave		i. Raise challenge of parental leave cover with funders e.g. Wellcome Trust, UKRI; Jan 2019-Dec 2020	e4s Chair, E&D Network partners	SMi. Increased awareness of impact of lack of cover for parental leaves on science and career progression by 2022

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4.21	Improve the return to work after leave experience		<ul style="list-style-type: none"> <li>i. Develop checklists for returners, line managers and HR; June-Sept 2018</li> <li>ii. Create list of return to work buddies; Sept 2018</li> <li>iii. Offer return to work buddies; Ongoing from Oct 2018</li> <li>iv. Offer a return to work meeting with HR after 4 weeks of returning to work including questions on satisfaction with cover arrangements; Ongoing from Oct 2018</li> </ul>	HR	<ul style="list-style-type: none"> <li>SMi. Checklist available for returners, line managers and HR by 2018</li> <li>SMii. List of back to work buddies available by 2018</li> <li>SMiii. High levels of satisfaction recorded at 4 week post-return meeting with HR and at Staff Engagement Survey in 2021</li> </ul>
4.22	Identify reasons for leaving during parental leave	a. Identified that some parents choosing not to return following leave	<ul style="list-style-type: none"> <li>i. Contact leaving parent to establish reasons for leaving; Ongoing from Jan 2021</li> </ul>	HR	<ul style="list-style-type: none"> <li>SMi. Better understanding of why parents do not return to work after leave by 2022</li> <li>SMii. Actions in place to address any barriers identified by 2024</li> </ul>
4.23	Improve rates of formal paternity leave recording		<ul style="list-style-type: none"> <li>i. Ensure line managers are aware of paternity leave policy through presentation at Infosite meetings; Feb 2019</li> <li>ii. Encourage line managers to discuss paternity and parental leave with their male staff; Ongoing from Feb 2019</li> </ul>	HR, Line Managers	<ul style="list-style-type: none"> <li>SMi. 100% awareness of paternity leave policies by line managers as measured by Staff Engagement Surveys by 2021</li> <li>SMii. 100% of all paternity leaves formally recorded by 2021</li> </ul>

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.24	Promote shared parental leave policy	<p>a. My Life in Science speaker David Kent shared his experiences of shared parental leave with BI staff</p> <p>b. Experience of shared parental leave from outside of BI promoted on e4s blog</p> <p>c. Increase in enquiries about shared parental leave eligibility</p>	<p>i. Further promote shared parental leave policies; Ongoing from Feb 2019</p> <p>ii. Develop internal case study if/when available</p>	e4s Team, HR, Communications Manager	SMi. Increase of 100% in number of enquiries about shared parental leave by 2020
4.25	Increase awareness of new parents' travel policy	a. Identified that limited awareness of policy	<p>i. Policy available on intranet; Mar 2019</p> <p>ii. Promote policy via email and e4s blog; Oct 2019</p>	HR, Communications Manager, e4s Team	SMi. Increase of 100% in number of enquiries about new parents' travel policy by 2021
4.26	Improve work culture for non-academic staff	a. Consultations indicate that only 50% of professional and technical staff are satisfied with the work culture	i. Set up focus group in 2018 to identify how to improve culture for non-academic staff e.g. highlighting roles in newsletters to increase appreciation of different roles and the value they add to the organisation, lunch & learn sessions as part of induction; Oct 2018	e4s Team	SMi. Actions identified through focus groups developed by 2019 SMii. Increase in satisfaction levels of professional and technical staff by 20% through Staff Consultations and Staff Engagement Survey by 2021
4.27	Increase awareness of supportive policies and procedures particularly to Post-Docs and Professional staff	<p>a. Identified through consultations limited awareness of supportive policies by Post-Docs and Professional staff</p> <p>b. Policies and procedures highlighted through blogs, events, posters, website</p>	i. Continued promotion of supportive policies and procedures through presentations at Infosite, emails, newsletters, posters, website; Ongoing from June 2018	HR, e4s Team	SMi. 80% all staff groups aware of policies measured through Staff Consultations by 2019

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
4.28	Monitor appraisal completion rate	a. Any individual responsible for non-completion of any appraisal is no longer eligible for a performance related pay award	i. Ongoing monitoring of appraisal completion rates; June 2018-2022	HR	SMi. 100% appraisal completion by 2020
4.29	Address gender differences in external funding success rates	a. Identified differences in grant success rates by gender	i. Monitor application and success rates; Ongoing from June 2018 ii. Ensure support is equally sought by all genders; Ongoing from June 2018 iii. Raise gender imbalanced success rates with RCUK; Jan-Dec 2021	SPOC, Grants Office, Director, ISP Heads, RCUK/UKRI	SMi. Balanced application and success rates by 2022 SMii. Gender balanced scheme success rates by 2022
<b>6 Gender balance of senior staff</b>					
6.1	Career Re-entry Fellowships	a. Support of additional independently funded Daphne Jackson Fellow given by BEC	i. Work with the Daphne Jackson Trust to identify Fellow; Jan-Dec 2021 ii. Permanent opening advertised on website for funded Career Re-Entry Fellows; Jan-Sept 2019	e4s Manager, HR, SPOC	SMi. Additional fellow in post by 2022 SMii. Career re-entry advert on website by 2019
6.2	Address current B15 to B14 attrition of women	a. All staff are considered for promotion annually by BEC resulting in greater numbers of women being promoted at this level b. Sponsorship and mentoring for succession planning	i. Recruitment of at least 3 GLs to B14 or above; June-Sept 2018 ii. Potential promotion of current TTGLs; Ongoing from 2019 iii. Succession planning and recruitment to senior roles following anticipated retirement; Ongoing from June 2018	Director, BEC, BoT, Head of HR	SMi. 40% women at Band 4 and above by 2022
<b>7 Visibility of women</b>					

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
7.1	Increase female representation on decision-making committees	a. TAG female representation increased to 2	i. Include specific objective for committee chairs in appraisals to consider gender balance of committees; Jan 2020	Line Managers, HR, Director	SMi. 100% of committee chairs address committee gender balance in appraisals by 2021
7.2	Increase number of female Chairs of senior management committees	a. Identified that all Chairs of senior committee are men	i. Increase the number of senior committees chaired by women; Jan-Dec 2021	BoT, Director, BBSRC	SMi. 2 senior committees (of SPOC, BEC, SIAC, BoT, Audit, Grading & Remuneration) chaired by women by 2022
7.3	Monitor committee load	a. Awareness of balance between female representation on committees and overburdening of women	i. Pilot project to monitor number of hours spent in committee meetings by gender for staff at Band 5 and above; July-Dec 2021 ii. Interventions to mitigate against any imbalances; Jan 2022	e4s Team	SMi. Analysis of committee load data by 2021 SMii. Better understanding of committee load informing interventions by 2021 SMiii. Identified actions in place by 2022 SMiii. 80% staff are satisfied with workloads in Staff Consultations and Staff Engagement Survey by 2023
7.4	Ensure gender balance at Annual Lab Talks	a. Organisers aware of importance of gender balanced speakers and chairs b. e4s presentation at Annual Lab Talks	i. Continue to promote awareness of gender balance at Institute events; Ongoing from 2018	GLs	SMi. Gender balanced speakers and chairs in 2018 onwards

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
7.5	Ensure gender balance of invited speakers	a. Identified gender imbalance in invited speakers	i. For Babraham Distinguished Lecture Series, those suggesting speakers must offer 1W and 1M name; Sept 2018 onwards ii. Monitor gender balance of invited speakers; April 2019-2022 iii. Circulate speakers by gender data to GLs; May 2019-2022 iv. Circulate EMBO Women in Science database to GLs; May 2019-2022	e4s Team, GLs	SMi. 45% of seminars are delivered by women by 2019
7.6	Increase number of female Unit Heads	a. All staff are considered for promotion annually by BEC resulting in greater numbers of women being promoted at this level b. Sponsorship and mentoring for succession planning	i. Succession planning and recruitment to senior roles following anticipated retirement; Ongoing from 2019	Director, BEC, Head of HR	SMi. 25% female of Unit Heads by 2022
7.7	Analyse visibility of women scientists at post-talk questions	a. Observation that senior men dominate post-talk questions	i. Host/session chairs to monitor gender balance and seniority of questioners and proactively encourage junior staff; Ongoing from Jan 2019	GLs	SMi. Data on post-talk questions by gender available by 2020 SMii. Actions to address any biases in place by 2021
7.8	Consideration of gender of BI prize winners	a. Observation that few women had been awarded the BI Michael Berridge Prize b. Increased gender balance of prize winners	i. Circulate award data by gender to SPOC; May 2018-2022 ii. Track nominees by gender May 2018-2022	GLs, SPOC	SMi. Gender balanced prize winners over 2018-2022

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
<b>8</b>	<b>Education</b>				
8.1	Increase awareness of consideration of gender in research content	a. Identified low awareness of the need for consideration of sex and gender in experimental design	i. Seminar for all research staff on the importance of gender equality in research content; Sept 2018	e4s Team	SMi. 80% of research staff and students aware of consideration of sex and gender in research content as measured by Staff Consultations in 2020
8.2	Increase awareness of benevolent sexism		i. Identify seminar speaker to highlight issue through discussions with E&D Networks; Ongoing from 2019-2022	e4s Team	SMi. Increased participation of women on internal and external decision-making committees by 2022
8.3	Training College for animal technicians	a. Identified that lack of skills and people available to carry out job b. Gold seal of approval achieved for current apprenticeship scheme	i. Further development of the apprenticeship scheme; June-Dec 2018 ii. Share training model with industry and academic organisations; Jan-Dec 2019	Head of BSU, BSU managers, external animal tech agencies, industry and academic organisations	SMi. Scheme in place by 2019 SMii. Train 6 apprentices by 2021 SMiii. 80% of trainees in employment by 2022 SMiv. Uptake of training model by at least 1 organisation by 2022

Those highlighted in green are high priority



Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
8.4	Explore why alternative career events are predominantly attended by women	a. Identified that Science 360 events are largely attended by women (75% W)	i. Monitor attendance of Science 360 events; Ongoing from 2018 ii. Include questions about alternative careers in PhD and PD focus groups; Ongoing from 2019 iii. Survey need for information on alternative careers through Staff Engagement Survey; 2019 and 2021	e4s Team, HR	SMi. Annual analysis of Science 360 attendance data by gender by 2021 SMii. An understanding of why differential attendance of alternative careers events by gender via Staff Engagement Survey (65% response rate) and Focus Groups (25% participation rate) by 2021 SMiii. Develop actions to address any identified barriers by 2021
<b>9 Work-Life Balance</b>					

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
9.1	Formalise and promote flexible working policy	a. Analysis demonstrates that flexible working patterns are widespread b. Flexible working policy drafted as part of overarching wellbeing policy	i. Formalise flexible working policy; June-Sept 2018 ii. Promote flexible working opportunities at induction; Ongoing from Oct 2018 iii. Promote means to support flexible working at induction e.g. availability of laptops, VPN access; Ongoing from Oct 2018 iv. Expand means of flexible working e.g. laptop loan system; March-June 2019 v. BSU-specific flexible working scheme enabling flexibility in a traditionally inflexible work environment; Ongoing from Oct 2018	e4s Team, Computing, HR	SMi. 100% awareness of flexible working opportunities by 2019 SMii. Policy available on intranet by 2019 SMiii. Laptop loan scheme available by 2019 SMiv. BSU flexible working scheme in place by 2019 with 100% staff satisfaction with flexibility as measured through Staff Consultations in 2020
<b>10</b>	<b>Recruitment</b>				
10.1	Pilot gender-blind recruitment	a. Identified bias towards women in recruitment process of RAs and post-docs	i. Pilot gender-blind approach to recruitment of Ras where any publications are removed from first round of short-listing; Jan-Dec 2020	HR, Recruiting Managers	SMi. Feasibility of gender-blind recruitment established by 2021 SMii. Actions in place following feasibility study by 2022
10.2	Inclusive interview environment	a. Identified that room often used for interviews dominated by portraits of men b. Men-only portraits replaced	i. Consideration of interview environment; Ongoing from June 2018	HR	SMi. Issue not raised in recruitment feedback by 2018
<b>11</b>	<b>Alumni Tracking</b>				

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
11.1	Identify reasons for next destination	a. Identified low uptake of exit interviews a. Identified that only capturing 33% of next destination data b. Identified that current exit interviews do not capture specific role at next destination	i. Development of online exit survey; Sept-Nov 2019 ii. Include additional questions at exit: 'what is your new role', 'reason for specific destination', 'what training and experience from BI has enabled you to take on this new role'; Ongoing from Nov 2019	HR	SMi. Exit interviews completed by 70% of leavers SMii. Next destination captured for 70% of leavers by 2021
<b>12</b>	<b>Outreach</b>				
12.1	Ensure gender balance of staff visiting schools	a. Identified that 90% of Post-Docs visiting schools are women	i. Target outreach opportunities to male Post-Docs; Ongoing from June 2018	PE Committee	SMi. 38% of staff visiting schools are men (reflective of eligible Post-Doc pool) by 2020
<b>13</b>	<b>Inclusivity</b>				
13.1	Awareness of need for inclusive language	a. Surveys and equal opportunities forms are gender inclusive	i. Promotion at Annual Lab Talks; June 2019 ii. Increase awareness amongst staff taking meeting minutes; June 2019 onwards	HR, e4s Team	SMi. All forms, surveys and minutes are gender inclusive by 2021
13.2	Ensure easy access to non-gendered toilets and changing facilities	a. Identified buildings without non-gendered toilets and changing facilities	i. Work with BBT for easy access to non-gendered facilities for all staff and students; Jan 2020-Dec 2021	BBT, e4s Team	SMi. Easily accessible facilities available by 2022
13.3	Review policies and practices to ensure trans inclusivity		i. Work with Stonewall to ensure inclusive policies and practices; Jan - Dec 2019	Stonewall, e4s Team, HR	SMi. Inclusive policies readily available by 2021

Those highlighted in green are high priority

Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
13.4	Increase the number of employment opportunities for disabled people		<ul style="list-style-type: none"> <li>i. Consult with charities and local councils; Ongoing from Jan 2019</li> <li>ii. Identify suitable roles; Ongoing from June 2019</li> <li>iii. Recruitment of disabled individuals; Ongoing from July 2019</li> </ul>	HR, BSU Managers	SMi. At least 2 further disabled staff in employment by 2021
13.5	Explore new initiatives for greater inclusivity		i. Identify initiatives to increase awareness and understanding of broader inclusivity; Ongoing from June 2018	e4s Team, HR, Local E&D Networks	SMi. Greater understanding of inclusivity by staff and students as measured by Staff Consultations in 2020

Those highlighted in green are high priority