

Action Point ref.	Action	Rationale/reference	Planned Action	Responsible	Key Outputs	Timeframe	Success criteria and outcome
COMMUNICATIONS							
AP1 p16	To raise awareness of Athena Swan activity among Staff and Students	Overall response rates to our Athena Swan Survey 2022 were average (64% staff; 61% students). We also note there was very low engagement from male students (3 of 9 potential) and members of BAME staff (2 of 17 potential),	<p>a) To include regular updates on activity on the Action Plan in EI-All, 'Inside EI' (internal newsletter) and all-staff emails.</p> <p>b) For IDEA members to champion the aims of the charter and benefits (actions taken) from engaging with the survey when open.</p>	Athena Swan Lead with support from Head of Communications and IDEA committee members	Minimum two updates at EI-All per annum. Standing item in 'Inside EI' (content can be case studies, career stories, activities etc)	01/07/2022 and on-going	90%+ overall response rate for our future Athena Swan surveys.
GOVERNANCE							
AP2 p17	To ensure activity is undertaken against our commitments in this plan and reported to senior groups in our governance structure.	To ensure actions are followed through and we stay true to our commitment to these actions; to ensure transparency and oversight.	<p>Activity on AS will be reported to each IDEA Committee and Executive Team and quarterly to the SMT and Board of Trustees</p> <p>Action Plan priorities will be reviewed as a standing item at each IDEA Committee, adding further actions if critical gaps are identified.</p> <p>A part-time dedicated EDI Project Officer post will be recruited to support delivery of EDI initiatives in EI and report on and monitor our progress.</p>	Chair of IDEA Committee	<p>Reports and review of activity takes place as outlined on an on-going basis.</p> <p>Action Plan is tracked with RAG system and a log of activity undertaken, showing which actions are outstanding, in hand and completed.</p>	from August 2022 and on-going	<p>Actions are completed.</p> <p>Evidence is built via our RAG Log system to enable us to advance to Silver Athena Swan award level.</p>

AP3 p19	Make explicit the link between Athena Swan and other equality work to EI's Strategic Plan	For greater synergy and clear direction between work on equality and EI's overall direction.	Establish an Equality, Diversity and Inclusion Strategy to connect to our AS Action Plan and EI's Strategic Plan.	Director/Chair of IDEA Committee	Equality, Diversity and Inclusion Strategy is approved by ET and BoT; EDI Strategy is published on our Intranet and launched to all staff via EI-All/Inside EI	By June 2023	Clear links between EDI work and EI's strategic direction are established, published and communi-cated.
AP4 p23	To have a Board of Trustees which reflects the diversity of the Institute	To improve diversity from the top level down, beyond gender balance.	As membership of the Board of Trustees is reviewed seek to recruit members from a diverse background, taking all protected characteristics into account.	Director/Chief Operating Officer	New recruitment brief for head-hunting/recruitment exercises for these positions to explicitly include this requirement; Board of Trustees has a more inclusive membership and shows increased diversity.	By July 2027	Board of Trustees has ~ 50% gender balance; BAME, LGBT+, disability is improved from current status across next 6 years, with a better reflection of diversity of the Institute initially, (noting Board is <9 persons, and terms are up to 6 years).
DATA							
AP5 p23	To improve our understanding of staff and student populations and their development over time	Tracking of our staff and student profile is essential for understanding the Institute's development and ensuring access to work and study is not restricted	We will formalise our monitoring of staff and student populations on an annual basis and present the trends for key protected characteristics to ET, SMT and HR Strategic Committee annually.	Directorate with the support of HR and the Graduate School Office	Annual reports as described for ET, SMT and HRSC.	From August 2023 and on-going	Reports are sustained each year and contribute to our planning processes and policy review.

			We will include recruitment and admissions trends.				
AP6 p33	To improve accessibility of equality monitoring data	Equality data takes time to extract and put into a meaningful form, but the data is increasingly required. This is true for all Norwich Bioscience Institutes. We may be able to improve efficiency and reduce staff cost in this area.	Improve data retrieval for equality information by exploring the possibility of developing an 'equality dashboard' for NBI.	Chief Operating Officer with support from Head of ITCS	'Equality Dashboard' in place with all protected characteristics included and the ability to intersect data inbuilt.	Development of the underlying databank in hand by 2024 and dashboard in place by c.2026.	Immediate retrieval of 'real time' data (or daily updated data) in place and accessed by all institutes by end 2026.
AP7 p13	Disaggregation of staff survey by gender	Staff surveys are run frequently but the results are not currently disaggregated by gender creating a missed opportunity for our work on gender equality.	Explore using an external survey provider to ensure anonymity. Ensure future reports are disaggregated by gender, as a minimum. Run annual surveys.	Chief Operating Officer	Future staff surveys will be disaggregated by gender; Surveys will be run annually; Steps will be taken to reassure staff about anonymity and confidentiality.	From 2023 survey	External provider in place and staff/student surveys running with results disaggregated by gender as a minimum. No concerns re. anonymity expressed by staff.
AP8 pp23, 34	Improve levels of trust regarding personal data collection.	Feedback from the Athena Swan survey showed that a handful of respondents (<5%) expressed concerns about anonymity when survey data is disaggregated.	Explain use of personal data at all points where it is collected and revise current statements on documents to build trust among all our minority groups.	Chief Operating Officer	Improved statements regarding use of personal data at all points of collection, including surveys.	For all surveys from September 2022 onwards	0% negative responses from Athena Swan and Staff Survey respondents in respect of data handling.

AP9 p25	Develop training data to an accurate level by gender and job category as a minimum	<p>Training data is not currently accurate enough to enable tracking of training uptake effectively by gender and job category.</p> <p>The records also conflate Professional Development with Wellbeing training and these are more useful and relevant when separated to determine uptake of each.</p>	<p>Work with ITCS to: ensure Training Data can be accurately extracted by gender and job category as minimum disaggregation;</p> <p>disaggregate the Professional Development/Wellbeing training as these are not the same training types</p>	Chief Operating Officer with support of Head of ITCS and TDM	Training data is included in report to ET and SMT each year.	By end 2024	Training data can be accurately disaggregated as described on an ongoing basis; Professional Development and Wellbeing training are disaggregated and reportable as separate training types.
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ADDRESSING GENDER POLARISATION/CAREER DEVELOPMENT

AP10 p12	To formalise recognition for work on equality.	Recognition for work on equality is not consistently recognised.	<p>To include a prompt in the appraisal form and to include the rationale in appraisal training;</p> <p>To introduce a new specific reward system for contributions to EDI at EI; Add an EDI award to the Institute's existing annual awards.</p> <p>Explore how to include EDI in existing promotion and/or bonus systems.</p>	DoO with support from HRM and AS Lead	Outlined steps are added, with appropriate accompanying guidance, and recognised and applied across EI as part of staff reward and recognition.	All in place by end Q4 2024	Staff feedback in surveys reflect that work on equality is recognised and rewarded; aiming for 0% negative feedback.
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<p>AP11 pp24, 30</p>	<p>To improve developmental feedback from appraiser to appraisee in annual appraisal</p>	<p>Response rates to the AS 2022 Staff Survey showed that 22.9% men (cf. 9.4% of female respondents) disagreed/strongly disagreed that they received useful feedback on their career development through appraisal.</p>	<p>a) to proactively remind appraisers, via training and via EI-all appraisal reminders, that developmental feedback is at the heart of appraisal.</p> <p>b) to review appraiser training to ensure it equips Line Managers to provide such feedback to their staff.</p> <p>c) to review appraisal guidance to empower appraisees to request further discussion if they do not feel they are receiving the guidance they need.</p> <p>d) ensure a mid-year review of career development plans is held for all staff.</p>	<p>Chair of IDEA Committee with support from HRM</p>	<p>Revised training in place.</p> <p>Positive responses to future staff and student surveys (i.e.. All staff/students agree or agree strongly that they receive useful feedback on their career development) at appraisal or during other review discussions.</p>	<p>August/Sept 2022, in preparation for the next appraisal round in April 2023 with refreshers/re reminders in place minimum of annually thereafter</p>	<p>To increase satisfaction rates for developmental guidance, particularly for men, by ensuring appraisers are equipped to provide this aspect and it is not overlooked. Aiming for 0% negative feedback in future surveys.</p>
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AP12 p32	Publish a guide called 'Career Paths' which will outline possible routes forward in different job categories or roles and what may be needed to move forward	To improve career development advice and information provided to staff at all stages; Examine career routes in detail to determine where next steps are not clear or may be varied (e.g. for PDRAs, software engineers or data managers) and clarify options	A document called 'Career Paths' is under development. This needs to be completed, published on-line and widely disseminated to students and staff. Establish working group/road test document	Chair of IDEA Committee with support from Head of Communications	Published Career Paths guide. Visible on intranet. Guide widely disseminated - high awareness among students and staff; Students and staff have improved awareness of career development options, reflected in survey feedback.	Completed document to be online and widely disseminated by August/Sept 2023	Aiming for 0% negative feedback in response to questions about career development support in future AS surveys.
AP13 pp25, 32	To promote forthcoming Career Clinics via EI-All or all student and staff emails; To invite the NRP Careers Adviser to speak at EI-All/part of IDEA series annually, as a minimum, to improve engagement with Career Central services.	There is a range of services available for career development advice but awareness is low. Improving knowledge of the service will raise engagement with it and improve the sense of support along with understanding of potential career moves.	To heighten awareness of and engagement with the Careers Central services for career development. To invite the NRP Careers Adviser to speak at EI-All/part of IDEA series annually, as a minimum, to improve engagement with Career Central services. To monitor engagement of EI students and staff with CC	Head of Communications with support from Athena Swan Lead	Promotion of Careers Central services at EI-All and in Inside EI. CC Adviser talk at least once a year. Greater engagement by EI students and staff with CC services (data to be disaggregated by gender)	August/Sept 2022 in tandem with AP11	Engagement by staff and students increases by 10% minimum between Oct 2022 to Oct 2023

AP14 pp30, 32	Maximise progression opportunities	Currently advertised opportunities are not usually flagged to staff in the Institute. This action will improve access to career progression opportunities within the Institute	To ensure recruitment opportunities advertised by EI are circulated internally as well as include a positive action statement to encourage women to apply for senior roles.	HRM Institute Director	Opportunities appear regularly by email to all staff and are also highlighted at EI-All A log will be kept by HR of internal staff who respond to these vacancies and reported to IDEA Committee annually.	Aug-22	Staff apply for highlighted posts. This will be monitored by log.
AP15 pp30, 32	Improve opportunities for women to increase their 'career capital' by undertaking leadership training (offering bespoke-for-women options).	Women in scientific roles are not achieving Group Leader positions. Women in administrative roles do not always progress (data shows a cluster at D6). Currently there are no bespoke leadership courses running for women or staff from minority ethnic groups.	Source Institute of Leadership and Management (ILM) or similar training for women in administration roles who have been at the Institute for three years or more; Fund a place on Aurora Leadership training and subject to positive evaluation, fund up to three places per annum. Source BAME leadership training and fund places.	Chief Operating Officer	An increase in the proportion of women and minority ethnic staff attending these courses. Positive evaluation of the courses from the attendees.	Jan-23	Courses are identified and offered to female staff and minority ethnic scientists and administrators by end 2023 and on-going. Update of at least 60% of those courses offered.

AP16 p32	Ensure Training, Learning and Development needs are effectively collected at appraisal and passed to the central T&D team. Monitor the extent to which the needs are met across the Institute	Feedback from our Athena Swan survey showed training requests were often getting lost/forgotten after appraisal.	Strategic HR Committee will get report of all training requested and follow through with the TDM to ensure there is action/a clear rationale given if training cannot be delivered plus a report of progress against training requests x 3 per annum. Regular meetings between the Head of T&D and the Chief Operating Officer to review progress against requests and raise awareness of any difficulty sourcing requested training.	Chief Operating Officer	95%+ training requests receive a response with a clear rationale if training is not possible and a 'carried forward' list, which is subsequently reviewed x 3 per annum for training which is volume related etc.	Feb-23	95%+ of approved training requests are accommodated.
AP17 p32	To improve intermediate and later-stage career development delivery.	Early career training was well-received in the Athena Swan Survey, but training for those in later career stages, less so.	Discuss intermediate and advanced skills training needs annually with the TDM, post-appraisal, and determine which can be run as NRP courses Triage those T&D requests which need to be sourced externally and ensure they are followed up and linked back to the appraiser/appraisee	Chief Operating Officer with support from TDM	Delivery against intermediate and advanced training requests to be explicitly reported on by TDM in reports to HRSC.	Report to be established for 2022 training requests and ongoing.	90%+ staff feel appropriate intermediate and advanced training opportunities are available to them.
AP18 p32	Establish an annual talk to inspire career development using Athena Swan branding.	To inspire those in early career stages and clarify some of the broader routes that women take to	Hold an annual Athena Swan talk, inviting individuals who have chosen different career paths to speak about their experiences	Athena Swan Lead with support from Head of Communications	Talk held each year. Positive evaluations from attendees.	Apr-23	Annual talk takes place and 90%+ attendees rate it a positive experience

		advance in their careers.					
AP19 p32	To provide Technicians with greater career support and development	Technicians provide essential support to the Institute but currently may have fewer development options than other staff.	Sign up to the Technicians' Commitment and develop a connected action plan. Promote Technician opportunities via EI-All, Inside EI and staff email	Chief Operating Officer with support from TDM	Technicians Champion is identified who will work with Athena Swan Lead and others to set up the required support for the Commitment; Institute to provide time and formalise the role for the Champion to recognise contribution to the success of the Commitment.	Apply by 01/03/2023	Commitment is in place within timescale; Champion is identified and supported appropriately; Information and career development events are promoted specifically for Technicians. Aiming for 95%+ positive feedback in surveys about career development for this group.
AP20 p32	Disseminate positive evaluation of training experiences among staff	To improve awareness of training availability and which courses prove useful to colleagues, to encourage uptake.	Encourage 'Good Culture conversations' by adding, as a standing item on Group Leaders' agendas in their team meetings, which training experiences people have found positive so that others may follow	Senior Management Team	Training regularly discussed in team meetings - verified by Athena Swan Survey feedback Checked at SMT Meetings	Sep-22	Responses in future Athena Swan surveys show that 95%+ staff agree that training/successful training options is a standing item at Team meetings

AP21 p32	Broaden staff awareness of different roles at the Institute	To broaden staff awareness of different roles at the Institute to help inform career development and progression for staff whose progression opportunities are potentially narrower.	Provide observation opportunities, for all staff in other parts of the Institute.	Chief Operating Officer with support of Line Managers	Mini placements/observation opportunities take place regularly each year; Opportunities for observation are identified at annual appraisals and consideration of observation of other roles where useful to appraisee; Evaluation of observation experience takes place to assess effectiveness.	From January 2023 and on-going	Staff take part in observation opportunities and evaluate the experience positively. Better feedback on awareness of different roles in future surveys.
AP22 p25	Broaden skillsets across research/technical teams	To enhance interdisciplinary working and provide staff with a broader skillset.	To determine where cross-training is useful and appropriate; To offer these opportunities as part of career development process; Ask new questions in staff surveys about interdisciplinary working to check experiences; Make appointments to roles in the new Institute Strategic Programmes that work across groups (shared line management or move line management during the grant).	Group Leaders and Line Managers	Cross-training opportunities identified; Staff uptake of cross-training; Increased number of staff with shared line management involved in delivering across Institute Strategic Programmes and/or Research Infrastructures.	From January 2023 and on-going	Staff feedback in surveys reflect opportunities are in place and accessible to staff in the relevant teams; aiming for 0% negative feedback.

<p>AP23</p> <p>pp23, 26, 30</p>	<p>Refresh Coaching scheme</p>	<p>There are fewer male and minority ethnic coaches in the scheme and the availability of coaches could be promoted more widely.</p>	<p>To</p> <p>a) recruit more male mentor/coaches and those from a minority ethnic background to the EI Pool</p> <p>b) train new coaches and refresh training for the existing coaches and</p> <p>c) promote the scheme widely.</p> <p>To formalise the mentorship provided by the Head of the RFO to senior PDRAs and female staff entering executive positions.</p>	<p>Chief Operating Officer with support from TDM and Head of Communications</p> <p>Head of RFO with support from Chief Operating Officer.</p>	<p>An increased proportion of male Mentors/ Coaches and those from a minority ethnic background, available in the EI Pool ;</p> <p>Increased awareness and uptake of mentorship/coaching from the pool.</p> <p>A written process and guidance for this initiative forestalling any change of role; Annual review of staff to ensure no qualifiers are missed.</p>	<p>From April 2023 (both action sets).</p>	<p>Mentors report an increase in uptake of their services.</p> <p>Achieve a gender balance and increased diversity in the EI coach and mentor pool.</p> <p>All qualifiers for support from Head of RFO are invited to be mentored.</p>
<p>AP24</p> <p>p31</p>	<p>To include inspirational articles based on staff/student experiences of career progression and support in our internal communications</p>	<p>To be part of our overall 'toolkit' encouraging female scientists to progress and overcome career hurdles or barriers.</p>	<p>To include inspirational articles based on staff/student experiences of career progression and support via family-friendly policies as regular features in EI communications and on web pages</p>	<p>Head of Communications with support from Athena Swan Lead/IDEA Committee Chair</p>	<p>Experiential pieces are evidenced in Inside EI, on our webpages, in recruitment information as part of our PACG information.</p>	<p>From Aug 2022 and ongoing</p>	<p>Future Athena Swan and Staff/Student surveys show a high level (95%+) of staff who are aware of policies and practices at EI.</p>

AP25 p30	Improve transparency around progression/promotion opportunities	Based on survey feedback, many staff felt current practices were opaque and information not readily available.	To work with HR to determine how to be clear with staff about expectations. Make sure people can find the information that already exists. Run workshops re. building a career including ways to progress at NBI and alternative career pathways to be piloted.	HRM with support from Chief Operating Officer and Head of Communications Training and Development Manager	Annual circulation of information via EI-All and/or Inside EI about promotion process and how to make a case; Workshop pilot takes place and if positively evaluated becomes an annual event.	From 2023 and on-going Pilot to take place by end of 2024	Future surveys show staff feel promotion process and context is transparent. Workshop receives positive evaluation.
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RECRUITMENT AND SELECTION

AP26 pp26, 31, 33	To upskill those involved in recruitment.	To ensure that our recruitment training includes essential information regarding gender neutral language and effective, non-exclusive criteria to attract a diverse range of applicants.	In recruitment training: Revisit job specifications and adverts to ensure a) gender neutral language is used throughout; b) essential criteria are kept to a minimum and c) have a clear rationale linking to the job in question; d) prepare a recruitment brief for use when putting jobs out via informal networks, to ensure equality issues are properly considered; e) consider more flexible entry routes, i.e. not solely the traditional academic track.	TDM with support of Athena Swan Lead	Revision of recruitment training with improved version in place and mandatory for all those involved in recruitment; Improved job adverts and specifications across all types of recruitment; Greater diversity of applicants (compared to the diversity recorded to date in terms of gender and ethnicity), particularly in those roles where a particular gender is hard to recruit.	Revision of training by end of Q2 2023; Complete round of training run by end Q2 2024 and refreshed every two years; Greater diversity noted from 2024 onwards	Greater diversity of applicants to roles is noted, of +10% for both female and BAME applicants, as a minimum, by 2025.
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AP27 p31	To encourage more men into Professional, Technical and Operational posts	Data shows these posts are female dominated, especially at D6.	Publicise case studies on different roles on the operational/technician teams to show career progression opportunities, including those who have redirected their administration/technical careers within EI. Review language in job titles and specifications for bias.	Recruiting managers with support from HRM and Athena Swan Lead	Training as in action above; a checklist for managers to remind them of how to achieve this.	Training as above; Checklist by end 2023	Revised training and checklist and inclusion of relevant case studies result in a greater proportion of applications (+10% minimum) from men into PTO roles by 2025.
AP28 pp23, 33	To encourage more women and applicants from minority communities	Data shows that our research leadership (E4) and senior PDRA (F5) roles lack diversity.	Advertise all roles in channels which are highly-rated by women, minority ethnic groups and other diverse communities to try and attract a more diverse staff base. Simplify our role requirements, hold two-stage interviews to allow long-listed candidates to be seen in-person; Promote all leadership roles as available part-time and flexible.	Recruiting managers with support from HRM and Athena Swan Lead	To embed as standard practice, a diverse range of recruiting routes, as piloted in advertising for recent senior management roles	From Q3 2022 and ongoing.	Targeted advertising results in an increase of minimum +10% applications from women and people from minority ethnic backgrounds by 2025.

AP29 p33	To extend diversity of recruitment panels, including gender but beyond with other protected characteristics	To ensure a wide range of perspectives are engaged in recruitment of new staff, whilst not over-burdening those staff who identify in a minority group.	Be aware of the need to be as diverse as possible on interview panels with the aim of broadening diversity beyond gender balance (already achieved).	HRM with support from Chief Operating Officer and Athena Swan Lead	Recruitment Panel Checklist as part of revised recruitment training process	From Q3 2022 and ongoing.	HR records can evidence our success to achieve recruitment panels that are inclusive and diverse against protected characteristics from 2023 onwards.
AP30 p33	To check online recruitment form remains fit for purpose	Review our online application process to ensure good candidates are not unnecessarily excluded by poorly designed system	Every two to three years IDEA member to try out the process and check it remains fit for purpose. Check what was the experience of applying online, with a sample of applicants.	Chair of IDEA Committee	Evaluation and testing results presented to IDEA Committee; Issues for review sent to relevant computing area.	From Q1 2023 and at intervals as outlined.	Evidence from testing shows that the online recruitment form does not exclude good candidates; Log shows that issues detected are promptly dealt with by ITCS.
AP31 p33	To further encourage posts to be advertised as part time at all levels	To encourage those who may have other responsibilities and wish to work part-time at all levels of grade.	To 'flip' the existing question regarding part time/job share on the recruitment form filled by managers, to ask: is there any reason why this role cannot be managed as a job share or part time	HRM with support from Athena Swan Lead	Revised question on recruitment form. Increase in proportion of jobs advertised as a part time/job share; Roles at different grades managed as part time/job share.	By end Q4 2023	HR records show an increase in posts advertised as available as part time/job share

AP32 pp27, 28, 33	Prioritise information about support for parents and carers in recruitment information as standard in every recruitment exercise	Currently, PACG information is sometimes included but not consistently. Create an EI-specific version which can be shared externally and from there a recruitment pack with all benefits of working at EI.	Include PACG information and link in every recruitment drive, ensuring it is equally highlighted in senior roles as those at a lower level	Head of Communications with support from HRM	PACG Information is clearly linked to recruitment packs.	By end Q4 2022	PACG information and link is included in recruitment information every time from end Q4 2022 onwards.
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DIGNITY AND RESPECT

AP33 pp29, 34	Build trust in grievance/complaint processes	Feedback from our Athena Swan survey showed a lack of belief in the processes designed to address issues of Dignity and Respect.	Clarify process and routes on D&R issues - so people know their options on D&R issues to try and resolve them before they escalate; Introduce an informal route through which people can be advised or signposted on D&R issues; Regularly highlight the process by which complaints are dealt with to counteract loss of such knowledge through staff turnover; Re-introduce HR surgery.	Chief Operating Officer with support from HRM, Athena Swan Lead and Head of Communications	Regular information at EI-All, in all staff emails and via Inside-EI (minimum twice a year)	January 2023 and ongoing	Future Athena Swan surveys show incremental increase in trust in grievance and complaint processes and handling over life of action plan.
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<p>AP34 pp29, 34, 35</p>	<p>Review our process to ensure complainants' expectations of outcome are considered/managed.</p>	<p>When a complaint is raised EI's HRM meets with the complainant to discuss options and to discuss expectations regarding outcome.</p>	<p>To review this process and to see what additional information can be added about outcomes without reference to specific cases or in any way compromising individual confidentiality at any time.</p> <p>To 'temperature check' views on this and the overall processes/handling of D&R issues with mini-surveys every eighteen months during the action plan.</p> <p>Highlight, annually, EI values, including behavioural competencies, emphasising respect for all colleagues.</p> <p>We will introduce Active Bystander and Incivilities Training as a mandatory part of our Dignity and Respect training for all staff.</p>	<p>Athena Swan Lead with the support of HRM</p>	<p>Revised information and possible adjustments to existing process; Mini-surveys every eighteen months to check aspects of trust in D&R processes; Manage expectations about outcomes of complaints and grievances (i.e. that these might remain confidential and do not automatically result in a public outcome such as a dismissal).</p> <p>Behavioural competencies appear annually as part of EI-All/Inside EI information.</p> <p>All staff attend Active Bystander and Incivilities training.</p>	<p>To complete review of processes by 31 12 2023; First mini-survey during Q4 2023</p> <p>Active Bystander and Incivilities training is launched during 2023 and is mandatory training for all staff thereafter.</p>	<p>To increase satisfaction rates and improve perceptions of grievance and complaint handling year on year until 90%+ staff and students give positive evaluations</p>
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INCLUSION AND BELONGING

<p>AP35 pp20, 22, 36</p>	<p>Improve wider awareness of new colleagues and colleagues who are leaving.</p>	<p>This is in response to results from the feedback in the staff and student surveys which showed a minority of staff had not felt welcomed (men were less satisfied than women on this point). Our aim is to ensure all staff feel welcome on arrival and that people are aware when staff leave.</p>	<p>Remind managers to let the wider institute know when a new staff member arrives or when someone leaves, with individual's consent in all cases. To establish this as a regular notification from Communications Team.</p> <p>Remind supervisors to welcome new students and make a wide range of introductions (NB survey results suggest that male students in particular may need earlier support).</p> <p>To regularly remind line managers to promote EI social events and ensure all team members feel encouraged to participate.</p>	<p>Head of Communications</p>	<p>Starter/leaver information is circulated weekly;</p> <p>Staff are regularly informed of upcoming social events.</p>	<p>from August 2022 and on-going</p>	<p>Future surveys show staff and students feel welcomed and included at the Institute without exception.</p>
<p>AP36 p22</p>	<p>To raise awareness of different job categories and roles across EI and to enhance appreciation of colleagues' contribution to the Institute.</p>	<p>The emphasis in many communications is on Research staff's achievements. We would like to extend this to all job categories.</p>	<p>To highlight a diverse series of roles at EI to improve a sense of belonging across all job categories</p>	<p>Head of Communications</p>	<p>Articles in communications highlighting different roles or successes by staff in different categories.</p>	<p>From Q4 2022 onwards.</p>	<p>Articles are published on a regular basis as outlined during the course of this action plan.</p>

AP37 p22	To further develop a culture of inclusion and belonging.	To build on an existing, positive culture to increase appreciation of work across the Institute	Introduce a voucher and 'thank you' e-card. To remind managers regularly to highlight and celebrate individual and team successes, both to the wider institute and within their teams	Senior Management Team and Line Managers	Budget for e-vouchers is established and used; Log maintained of areas using e-vouchers with annual reminders issued to those who are not.	From Q4 2022 onwards.	Survey results reflect a feeling that good results are appreciated (80%+).
AP38 p21	To improve induction practices	To ensure all staff are told about recreational facilities available to staff, as standard part of Induction (currently this practice is not consistent).	Improve induction - ensure new staff receive written information about social facilities, boat, pool etc, where these are located and how to access them.	DoO Chair of IDEA to ensure information is disseminated to Line Managers and incorporated into Induction pack.	Information about recreational facilities is disseminated via Induction and also available via Line Managers	By end of June 2023	Surveys show wide awareness (95%+) among staff of the facilities available.
AP39 pp23, 34	To improve engagement with future Athena Swan Staff and Student Surveys.	We noted that of 17 potential BAME Staff respondents only two took the survey and of 9 potential male students only 3 took the survey.	We will carefully consider our communications around the inclusivity of our Athena Swan work and when we launch our next AS survey we will ask IDEA Committee members and our Student Group to engage with the communications and promotion of the survey with the aim of increasing the diversity of those who respond to future surveys.	Use IDEA Committee members to promote survey. Use Student groups to promote the Student Survey.	Promotional and survey launch information using a diverse range of staff.	When surveys are launched.	Engagement with 80%+ of minority groups/male students in future surveys.

AP40 p34	Retain and, where possible, increase BAME representation on the IDEA Committee and to improve diversity on all EI Committees	As members leave there is a risk that the IDEA Committee becomes less diverse and less representative of staff groups. Action to be taken to mitigate this risk. This principle to be extended to all committees.	Ensure the IDEA Committee membership retains (and increases if possible) its BAME staff and student representation as members are replaced; Aim to increase the diversity of all Committees. Create a log to track proportions of gender and ethnicity on each committee year by year.	Chair of IDEA/Athena Swan Lead Chairs of other Committees	This principle to be reflected in the Terms of Reference of the IDEA Committee. An email reminder to be sent to Chairs of all Committees each year to prompt a review of membership with a view to diversifying membership over time.	Ongoing	Proportions of staff on Committees are representative of our staff in terms of gender and ethnicity as a minimum
AP41 pp23, 34	To review our imagery currently in use and bank of images held in reserve.	To ensure the imagery we use in publications on line is inclusive and in line with our values and equality commitments.	To carry out a review of our imagery and ensure it is representative of our range of staff; Add a question to the survey to check perceptions of representation.	Head of Communications with support from IDEA Committee members	All imagery used in publications or on our web/intranet pages meets a high standard regarding the portrayal of diverse students and staff. Add question to future Athena Swan surveys to check perceptions of representation on our web, in our communications and intranet.	Primary review completed by Q2 2023; New question is added to next survey and on-going	Feedback from staff and student surveys is 100% positive in respect of images used.

AP42 p35	Work to create a culture where all staff feel empowered to express their views.	Feedback in our survey showed that a minority of staff may not feel comfortable expressing a view. We will work to ensure all staff feel empowered in this respect.	We will promote assertiveness training with the aim of empowering staff to feel comfortable in this respect as well as adding 'listening to all' and accepting 'outside' views within our management training and meeting etiquette guidelines.	Chief Operating Officer with support from SMT and Head of Communications	Management training content is reviewed to ensure this value is explored and emphasised; Assertiveness training promoted.	2023 and ongoing as outlined.	Uptake of assertiveness training increases. Increased awareness of EI Meeting etiquette. Staff and student feedback in surveys shows 0% negative feedback and all feel able to express views.
AP43 p33	To raise awareness of work on equality, highlighting Athena Swan specifically, with a range of talks reflecting different aspects of our work on gender equality.	To ensure staff are aware of the framework and have the opportunity to hear about different aspect of our work on equality and why it is important.	We will introduce an IDEA Series within our communications (including an Athena Swan 'branded' talk annually) to specifically highlight an inclusive range of information around our minority groups (i.e. all protected characteristics	Athena Swan Lead with support from the IDEA Committee	Regular articles and news about IDEA topics in our internal communications; An IDEA seminar series on equality issues is established and sustained.	From Q3 2022 and ongoing.	Talks take place and receive positive evaluations from attendees; Feedback from future surveys show high staff/student awareness of the talk series (90%+) and rate it positively(85%+)
AP44 p35	Disseminate information and raise awareness about IDEA Committee's work on equality via a noticeboard in our Atrium	We have a large Atrium area which is also a social hub and close to our main entrance. Following an exhibition in 2022 of LGBTQ+ artwork the Committee feels this space provides an opportunity to raise awareness.	We will establish an IDEA Board in our Atrium where a range of inclusive information can be displayed	Chair of IDEA Committee with support from Athena Swan Lead and IDEA Committee members.	Information updated regularly during the year. Board is monitored by IDEA Committee and information on it is a standing item for discussion at IDEA Committee meetings.	Board in place and populated with information by end Q4 2022	Survey feedback shows a high awareness by staff and students of the board and the information on it.

AP45 pp23, 34, 35	Explore possibility of establishing sustainable equality networks or linking collaboratively with other local Institutes.	As a small Institute we are conscious that to sustain a network requires work from individuals in addition to established workload. We recognise the benefits of staff and student networks and will explore the most effective and sustainable options to establish them.	We will explore whether we can establish a sustainable staff network for equality issues or whether we can engage with those already established locally (e.g. JIC REED, for minority ethnic staff)	Athena SWAN Lead with support from IDEA Committee.	Access is created to a wider range of support networks for staff in minority groups.	Q4 2022 and ongoing	Access to support networks for staff in minority groups increases.
SUPPORT FOR TRANS AND NON-BINARY STAFF AND STUDENTS							
AP46 p35	We will explore the possibility of using a wider range of frameworks to improve our equality practice	Frameworks relating to LGBTQ+, disability and race to be explored with the aim of improving our practices	We will explore the possibility of joining Stonewall to improve our work on LGBTQ+ inclusion; We will evaluate other diversity frameworks to determine the value of engagement.	Chair of IDEA Committee	Evaluation of other frameworks and diversity bodies to determine the value of engagement	By end 2023 and re-visit the evaluation during 2025	Evaluation of frameworks as a minimum to be undertaken every two to three years; Where feasible additional frameworks to be in place by 2025.
AP47 p35	Improve the inclusiveness of our recruitment practices	To ensure Earlham Institute is a fully inclusive environment in which to work.	Ensure our recruitment information uses gender-neutral language and is inclusive of information for trans/non-binary people	HRM and recruiting managers with support from Athena Swan Lead	To include in Managers guidance, training and checklist.	By end Q4 2023	Recruitment information is reviewed and endorsed by members of trans/non-binary community.

AP48 p35	To improve communications and guidance relating to staff who are transitioning gender	Some information exists online, but it is not comprehensive or easy to find. A guidance document for managers is also needed.	Provide a guidance document for staff who are transitioning/approaching transition to ensure they know how to get the help they require on practical issues, for example, changing their identity card, changing records, handling a return to work after transition etc	Chair of IDEA Committee with support from Committee members and HRM	Guidance as outlined is in place and easily retrievable.	By end Q2 2024	Guidance is complete and in place, with evidence by 2027 that those who have needed it have found it easily and it has provided useful information (to be checked by survey).
AP49 p35	To keep work to support Trans and Non Binary students and staff on the IDEA Committee agenda.	This minority group currently appears less willing to disclose and we hope to improve both our engagement with them and their experience of EI.	To review, for each meeting, what work can usefully be done to support this group; To explore best practice at other Institutes/HEIs to help inform our own practice.	Chair of IDEA with support of the Athena Swan Lead	A range of work will emerge over time, which will be tracked via a specific log to evidence distance travelled.	From Q3 2022 and ongoing.	Review annually of Agendas and work outputs from IDEA Committee reflect that this action has been completed.
AP50 p35	To raise awareness and upskill our staff in matters of gender identity.	This area is still much misunderstood and we would like all our staff to have a basic level of knowledge and awareness.	Provide Trans and Non-Binary Awareness Training for staff to ensure that people are able to work confidently and harmoniously with trans or non-binary colleagues	TDM with support of Athena Swan Lead	A training course is developed which provides a basic but consistent level of knowledge about gender identity.	Established by end Q4 2023 and run each year. Provided as mandatory (with the individual's permission) for teams where a member of staff	Figures from T&D Manager show that courses have been run each year from Q4 2023 and have received positive evaluations regarding content and delivery from 95%+ of participants.

						transitions gender.	
AP51 p35	To develop resources and initiatives for raising LGBTQ+ awareness;	To ensure we keep abreast of good practice and continue to raise awareness of issues affecting this community.	Develop our newly-established Teams space to discuss LGBTQ+ issues, resources and initiatives; To make a proactive contribution to NRP-wide improvements for LGBTQ+ students and staff	LGBTQ+ Champion on IDEA Committee	Minimum of three new initiatives each year.	From Q3 2022 and ongoing.	Our practice is deemed to have improved by results from survey, over time (2023 - 2027) showing increased satisfaction levels.
AP52 p35	To extend sanitary wear provision to all toilets	To support students, staff or visitors who may be transitioning or non-binary.	Provide basic supply of sanitary wear in all toilets	Chief Operating Officer	To be piloted during 2022/23; To be standard following positive evaluation (including cost evaluation) of provision.	Pilot to be in place by end Q4 2022 and during 2023	Usage levels from all toilets suggests this is useful and sustainable provision.
FAMILY FRIENDLY AND WELLBEING SUPPORT							
AP53 p28	Review how best to equip managers with techniques to support staff regarding workload allocation and management	Survey feedback indicates women are more likely to feel workload is not manageable and men are less likely to feel workload is fairly allocated.	To add workload onto the appraisal form as a specific prompt for discussion; To include workload management in appraisal training.	Chair of IDEA with TDM	Revised appraisal form, guidance and training. Improved feedback in future AS Survey.	Q3 2022	0% negative responses in future AS surveys in respect of fairness of allocation and manageability of workloads

<p>AP54 pp27, 36</p>	<p>To ensure all staff returning from long leave are appropriately supported by Line Managers</p>	<p>In response to feedback from the Athena Swan Survey, Improve experience of those returning from long-leave, e.g. maternity, illness, shared parental, caring, disability etc. The perception of support was slightly lower than for support before and during the leave.</p>	<p>a) To produce a one page managers guide as a checklist and informative guidance to how to support returners; b) To work with HRM to ensure this is adopted successfully into working practices, with HR prompts to Line Managers; c) Introduce refresher training for Line Managers on support around long leave; d) Include a requirement by Line Managers to specifically check if refresher skills training is needed. e) Check returners' experiences via a new HR Returner Survey run three to six months following return to work.</p>	<p>Chief Operating Officer with support from HRM and TDM</p>	<p>One page Manager's Guide to supporting staff returning from long leave periods; Refresher training for Line Managers in place; HR Returners' survey run for every returner and results collated.</p>	<p>Outputs all completed by end 2024 and ongoing in practice.</p>	<p>Future Athena Swan surveys will show all returners, since date actions are completed, feel they have been appropriately supported.</p>
<p>AP55 p36</p>	<p>Ensure frequent communication of support policies to counteract effect of staff turnover on overall awareness levels.</p>	<p>Large proportion of research staff, in particular, are on fixed-term contracts, leading to loss of awareness of support policies over time if that information is not repeated frequently. In turn, this can lead to a 'clique' of staff who</p>	<p>Frequent communication of our support policies via EI-All/Inside EI and all staff emails, to ensure those on fixed-term contracts are fully aware of the range of support available Highlight lesser known policies such as bereavement or emergency leave.</p>	<p>Chief Operating Officer with support from Head of Communications</p>	<p>Information disseminated via: EI-All Inside EI all staff emails or emails to new starters over a rolling period of six months</p>	<p>from August 2022 and ongoing</p>	<p>Future Athena Swan and Staff/Student surveys show a high level (95%+) of staff who are aware of policies and practices at EI.</p>

		know what they are entitled to and an 'outside' group who do not.					
AP56 pp36, 37	To improve mental health support for staff and students.	<p>Feedback in student and staff surveys showed that a level of discomfort remains which discourages people to seek help around mental health through work.</p> <p>To pick up on, and provide support for, issues early on to prevent escalation of any potential mental health issues where possible.</p>	<p>Highlight regularly who our MH First Aiders are to encourage staff to approach them if needed; Regularly promote EAP assistance programme available to all staff which includes counselling by trained Counsellors and is completely confidential.</p> <p>Ensure Line Managers receive wellbeing support information and provide training for all staff on wellbeing support via EI-All;</p> <p>Review training of appraisers/appraisees to heighten awareness of potential mental health issues and how to support staff;</p> <p>Include prompt on appraisal form: 'How do you rate your wellbeing at this point?'</p>	<p>Head of Communications with support from Mental Health Champion/IDEA Committee.</p> <p>Mental Health Champion/HRM with support from Athena Swan Lead</p> <p>Chief Operating Officer with support from Head of T&D and HRM</p>	<p>All main channels of communications, including posters in communal areas highlight mental health and wellbeing support.</p> <p>Training sessions are run once a year.</p> <p>Revision of prompts within appraisal process and by supervisors during student progress reviews.</p> <p>All student supervisors undertake Mental Health Awareness training as a mandatory course within EI.</p>	<p>From Sept 2022 and ongoing.</p> <p>Prompt to be in place by end of 2022 and used in 2023 appraisal round.</p>	<p>Aiming for <3% students and staff who feel uncomfortable seeking help with mental health issues via EI's support services.</p> <p>Future Athena Swan surveys will show increases in proportion of staff and students who are comfortable discussing or reporting mental health issues. Aiming for 0% negative responses.</p>

AP57 p36	To increase the routes via which staff and students can seek support on equality matters.	In response to feedback from the Athena Swan Survey, which showed some staff were uncomfortable raising issues, e.g. mental health, bullying and harassment, or might need advice on support routes, this email is intended to provide a confidential 'equality In-box' which will provide dedicated, confidential support.	Set up an email box 'equality@earlham.ac.uk' to enable staff as individuals or in their capacity as managers to ask for clarification on equality issues	Chief Operating Officer with support from ITCS	equality@earlham.ac.uk is in place, promoted widely and has traffic.	by end of 2023	Surveys show wide awareness (90%+)of the email address and staff and students find it useful.
AP58 p37	Improve information and support around menopause.	This is an area in which we currently have no guidance or formalised explanation of support. It is also an area in which collaboration with other NRP partners would be beneficial.	Explore the possibility of an NRP-wide Menopause Café in collaboration with other on-site Institutes Introduce a policy/guidance on menopause support for staff/managers.	Chair of IDEA Committee with support from Athena Swan Lead and HRM	Menopause Café takes place at least once and if positively evaluated by participants becomes a regular event. Menopause policy is approved and in place.	By end of 2023 By end of 2023	Future surveys and evaluations from events held show women feel supported and informed on menopause.
AP59 p37	Raise awareness of support services	To engage men and women separately on issues which may be hidden or hold stigma and improve awareness about support routes available.	Mark the national Men's Health Week each year and introduce a Women's Health Week, in collaboration with NRP partners, annually (no national week exists in the UK for this yet).	Chair of IDEA Committee with support from Athena Swan Lead	Events and information provided each year to mark Men and Women's Health Weeks respectively.	From 2023 and on-going	Future surveys show staff and students evaluate support on health issues as positive (0% negative evaluations)

