

Action	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)	
1	1.1	a. equality4success Team established January 2017	i. Become Stonewall Diversity Champions; May-Sept 2018	e4s Team; e4S Chair; e4s Manager	SMi. Registered as Stonewall Diversity Champions by 2018
		b. Terms of Reference written	ii. Host stakeholder meeting on		SMii. Positive feedback from workshop participants
		c. Developed Sex & Gender in Research Content policy and circulated to GLs	Consideration Sex & Gender in Research in Experimental Design; Sept 2018		SMiii. Actions from workshop identified by 2019
		d. Developed transgender policy			
	1.2	a. Equal numbers of men and women on Team	i. Increase representation from BSU and Engineering on e4s Team; Sept 2019-Jan 2020	e4s Chair and Team	
			ii. Include representation from staff at lower grades; Sept 2019-Jan 2020		

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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

Those highlighted in green are high priority



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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>					

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)
2.1		<ul style="list-style-type: none"> <li>a. Applicant tracking system identified</li> <li>b. Identified fields to be tracked to better address intersectionality</li> <li>c. Requests to staff to complete ethnicity data on HR self-service portal</li> </ul>			

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2.3

a. Commitment to annual data analysis based on current AS requirements

i. Data extracted annually in Oct with cut1

Action



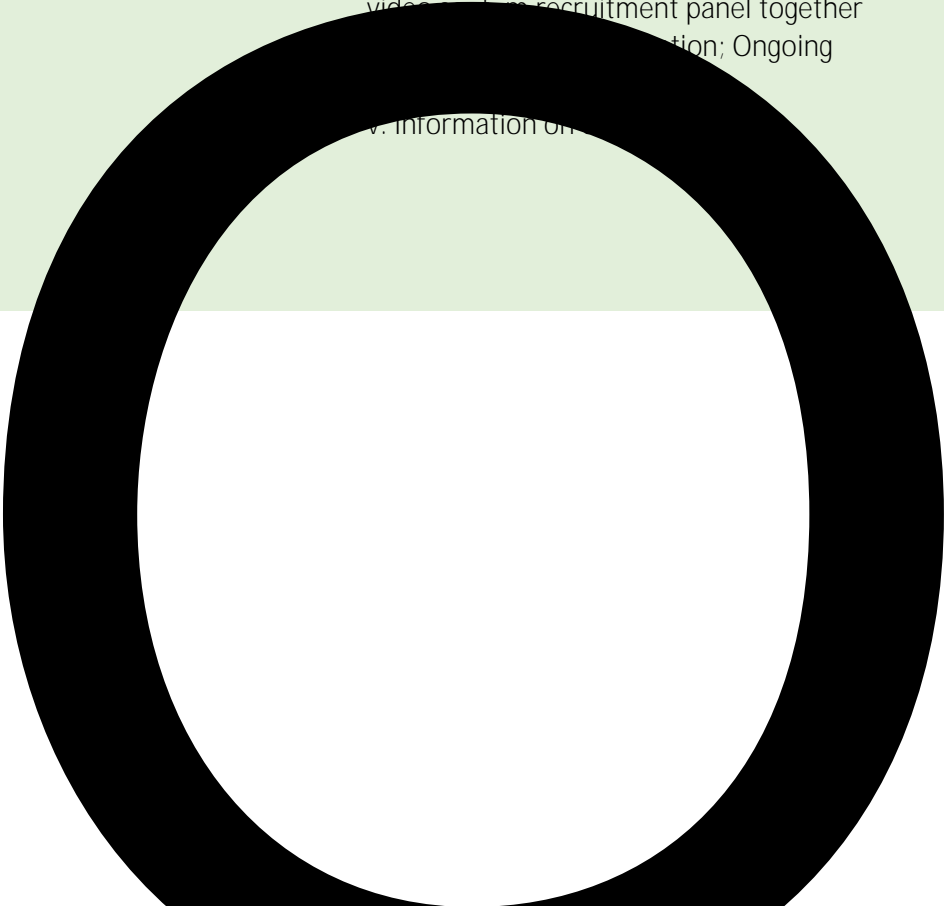


Action	Objectives	Action taken already and outcomes at September 2017	Further Action planned (2018-2022)	Responsibility	Success Measure (SM)
3.2	Include E&D awareness in student induction		<ul style="list-style-type: none"> <li>i. Introduction to e4s Team as part of student induction; Oct 2018 onwards</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 least 50% of meetings by Mar 2019</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)
4.2		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 /F26bas; m19 and 2021 iv. Link; m Royal Society unconscious bias video and recruitment panel together v. Information on		



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

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)
4.4	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

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)
4.7		a. Informal feedback to e4s Team is very positive	<ul style="list-style-type: none"> <li>i. Evaluate Post-Doc mentoring scheme; June 2018</li> <li>ii. Increase pool of mentors; Sept - Dec 2018</li> <li>iii. Repeat mentor and mentee training; Dec 2018</li> <li>iv. Offer additional mentoring opportunities to Post-Docs; Jan 2019 onwards</li> </ul>	HR	<ul style="list-style-type: none"> <li>SMi. Evaluation of Post-Doc mentoring scheme and its impact by last quarter of 2018</li> <li>SMii. Mentor and mentee training repeated in 2018</li> <li>SMiii. Increased pool of mentors and Post-Docs participating in scheme by 20% by end 2020</li> </ul>
4.8			<ul style="list-style-type: none"> <li>i. Institute-wide seminar on benefits of mentoring; May 2019</li> <li>ii. Information on mentoring for all at Infosite; June 2019</li> <li>iii. Explore need for mentoring across other areas of the Institute via Staff Engagement Survey; April- June 2019</li> <li>iv. Expand mentoring scheme as appropriate; Ongoing from Sept 2019</li> </ul>	e4s Team, HR	<ul style="list-style-type: none"> <li>SMi. Mentoring seminar at Infosite meeting with 100 staff in attendance in 2019</li> <li>SMii. Staff Engagement Survey 2019 with 65% response rate</li> <li>SMiii. Expanded mentoring scheme as required by 2020</li> </ul>
4.9		<ul style="list-style-type: none"> <li>a. 2 women attended the LIBRA Career Compass Development Course</li> <li>b. 8 attended Pathways to Independence Course (5W, 3M)</li> <li>c. 6 attended local leadership course (2W, 4M)</li> <li>d. 3 attended MRC Post-doc Symposium (2W, 1M)</li> </ul>	<ul style="list-style-type: none"> <li>i. Local leadership courses with the MRC, Crick Institute scheduled quarterly each</li> </ul>		

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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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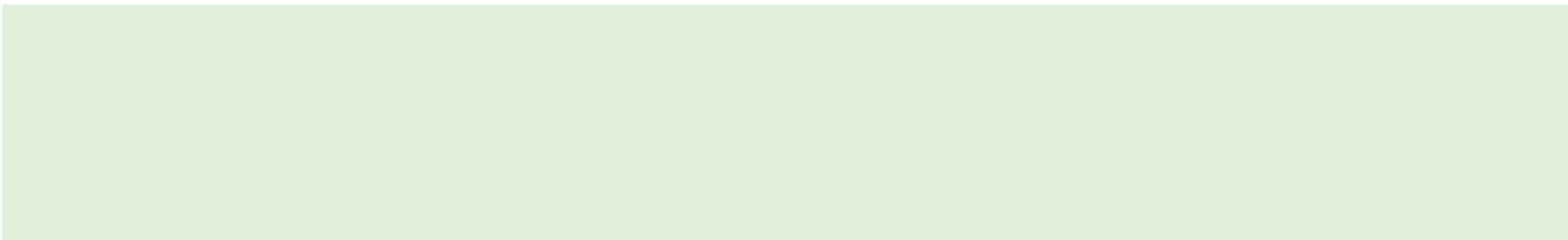






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4.24		<ul style="list-style-type: none"> <li>a. My Life in Science speaker David Kent shared his experiences of shared parental leave with BI staff</li> <li>b. Experience of shared parental leave from outside of BI promoted on e4s blog</li> <li>c. Increase in enquiries about shared parental leave eligibility</li> </ul>	<ul style="list-style-type: none"> <li>i. Further promote shared parental leave policies; Ongoing from Feb 2019</li> <li>ii. Develop internal case study if/when available</li> </ul>	e4s Team, HR, Communications Manager	SMi. Increase of 100% in number of enquiries about shared parental leave by 2020
4.25		<ul style="list-style-type: none"> <li>a. Identified that limited awareness of policy</li> </ul>	<ul style="list-style-type: none"> <li>i. Policy available on intranet; Mar 2019</li> <li>ii. Promote policy via email and e4s blog; Oct 2019</li> </ul>	HR, Communications Manager, e4s Team	SMi. Increase of 100% in number of enquiries about new parents' travel policy by 2021
4.26		<ul style="list-style-type: none"> <li>a. Consultations indicate that only 50% of professional and technical staff are satisfied with the work culture</li> </ul>	<ul style="list-style-type: none"> <li>i. Set up focus group in 2018 to identify</li> </ul>		

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4.28		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		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.06 Tm0 g	



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

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7.5	Ensure gender balance of invited speakers	a. Identified gender imbalance in invited speakers	<ul style="list-style-type: none"> <li>i. For Babraham Distinguished Lecture Series, those suggesting speakers must offer 1W and 1M name; Sept 2018 onwards</li> <li>ii. Monitor gender balance of invited speakers; April 2019-2022</li> <li>iii. Circulate speakers by gender data to GLs; May 2019-2022</li> <li>iv. Circulate EMBO Women in Science database to GLs; May 2019-2022</li> </ul>	e4s Team, GLs	SMi. 45% of seminars are delivered by women by 2019
7.6	Increase number of female Unit Heads	<ul style="list-style-type: none"> <li>a. All staff are considered for promotion annually by BEC resulting in greater numbers of women being promoted at this level</li> <li>b. Sponsorship and mentoring for succession planning</li> </ul>	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	<ul style="list-style-type: none"> <li>SMi. Data on post-talk questions by gender available by 2020</li> <li>SMii. Actions to address any biases in place by 2021</li> </ul>
7.8	Consideration of gender of BI prize winners	<ul style="list-style-type: none"> <li>a. Observation that few women had been awarded the BI Michael Berridge Prize</li> <li>b. Increased gender balance of prize winners</li> </ul>	<ul style="list-style-type: none"> <li>i. Circulate award data by gender to SPOC; May 2018-2022</li> <li>ii. Track nominees by gender May 2018-2022</li> </ul>	GLs, SPOC	SMi. Gender balanced prize winners over 2018-2022

Those highlighted in green are high priority







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9.1

a. Analysis demonstrates that flexible working patterns are widespread  
 b. Flexible working policy drafted as



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13.4			<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 inc/F2 11.04 Tf1A0-c0.9		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