Number	Issue to address	Activity	Priority	Context	Action planned (2024-29)	Responsibility	Success Measures
Academia							
1.1		Collect destinations of academic leavers: PhD students, postdocs, research assistants, GLs, HoFs	Medium	i. Collected and analysed historical data of academic leavers from GLs/HoFs covering three years, Dec 2023	i. Collect data annually, Oct 2024 onwards ii. When a GL is leaving, collect data at that point	e4s Manager, GLs	i. Data available for >90% of academic leavers annually
1.2	Have robust data on next destinations of academic staff	Monitor if staff plan to leave academia	Medium	i. Question asked in SES with data available by gender and area - 2024 gender gap is 25 points ii. Focus group held with PhDs and postdocs to investigate reasons, 2023	i. Question will continue to be asked in upcoming SESs, 2026 onwards ii. Run focus group with male and female students, 2027	e4s Manager, HR	i. Question asked in future SES, 2026 and 2028 ii. Actions designed based on focus groups and added to AP, 2027 iii. Gender gap reduced to <20% in SES, 2028
1.3	Increase understanding of reasons behind staff's next destination	Leverage exit interview information to understand reasons for leaving academia (see also 4.1)	Medium	i. Optional exit interviews are completed by 56% of eligible staff, Oct 2018-Sept 2023	i. Reformat exit interviews to include quantitative questions and remove some free text questions thus allowing analysis and reducing time to complete, Q1 2025 ii. For researchers, add questions about reasons for next destination, Q1 2025 iii. Collect exit interview completion data broken down by area and gender, Oct 2024 onwards iv. Investigate using AI to provide summaries of free text responses, Q3 2025	e4s Manager, HR, Graduate Office	i. New exit interview format in use, Q1 2025 ii. Data available for analysis, Oct 2024 onwards iii. Feasibility of AI summaries assessed, Q4 2025 iv. Uptake of exit interviews >70%, Oct 2028
1.4		Investigate the experiences of researchers who join BI after being out of academic research for at least two years	Low	i. Female postdocs are more likely to experience career breaks than men, https://doi.org/10.1080/03075079.2023.2245849	i. Put out a call to identify members of this group, 2027 ii. Design a short questionnaire to understand their experiences, 2027	e4s Manager	i. Questionnaire designed, 2026 ii. Call put out, 2027 [We cannot set a number of expected responses for this as we currently have no idea if there are returners working here, let alone if they would be interested in filling out a questionnaire.]
1.5	Support researchers who want to reenter academia	Support applicants who want to re-enter academia after a career break	Medium	i. Female postdocs are more likely to experience career breaks than men, https://doi.org/10.1080/03075079.2023.2245849	i. Add wording to job adverts that encourages applicants who have taken career breaks, 2026 ii. Advertise research roles to related networks, 2026 onwards iii. Investigate hosting a Daphne Jackson fellowship, 2026 iv. Create a 'research refresh' training course available for new starters who have been out of the field, 2026	HR, SPOC, Grants, Deputy HoISPs	i. Wording standard in job adverts, 2026 onwards ii. Decision made regarding Daphne Jackson fellowship, 2027 iii. Training course available and offered to new starters, 2026 onwards
1.6	Provide better support for families	Create a parent/carer support network (See also 4.12)	High	i. Created a staff network framework, 2023	i. Create a Teams site and mailing list for a network, Q2 2025 ii. Advertise network to recruit interested members through internal communications and to nursery users, Q3 2025 ii. Recruit volunteers to run the network with support from e4s, Q4 2025	e4s Manager, e4s Chair, nursery	i. Teams site and mailing list in place, Q2 2025 ii. Staff volunteers confirmed to network committee roles, Q4 2025

1.7	Provide better support for families so mothers choose to stay in academia	Investigate and implement part-time tenure track group leader route	Medium	i. Suggestion from brainstorming session	i. Contact Wellcome for information on their experiences funding part-time fellowships, Q4 2025 ii. Using Wellcome's guidance, develop a proposed framework for how a part-time TTGL role would look at BI, Q2 2026 iii. If deemed feasible, publicise our road map for part-time TTGL and include it in relevant job adverts, 2027 onwards	e4s Chair, HR	i. Contact made with Wellcome, Q4 2025 ii. Framework created and submitted to BEC, Q3 2026 iii. If approved, framework available on external website and linked in job adverts, 2027 onwards
1.8	Highlight the benefits of working in academia to make it more appealing	Continue My Life in Science series and other seminars that highlight diverse career journeys and celebrate academia	Medium	i. Regularly run seminar series like My Life in Science and Black in Academia that are aimed at PhD students and early postdocs to give insight into the context of successful academic careers	i. Continue MLiS series, 2024 onwards ii. Secure funding to offer bursaries for speakers from marginalised backgrounds to talk about their experiences, 2025 onwards iii. Look for other opportunities to celebrate academia	e4s Manager	i. Host at least one MLiS talk annually, 2024 onwards ii. Run short seminar series covering e.g. LGBTQ+ or disabled scientists' experiences, 2025-2026 and 2027-2028
Career development							
2.1	Improve formal recognition of citizenship activities (such as being a mentor, sitting on committees, being a first aider)	Under new HR system, appraisal forms to include separate section on citizenship	Medium	i. Added mention of citizenship to appraisal form, 2022 ii. 25% of appraisals mention citizenship activities, 2023	i. Add separate section on citizenship to allow easier data analysis and emphasise how this is valued at the Institute, 2026	HR	i. Add new section to appraisal form, 2026 ii. Updated training in place, 2026 onwards iii. >50% of appraisals mention citizenship activities, 2028
2.2	Adminstrative duties take time away from research, especially for senior women who are asked to sit on multiple committees	Review and streamline committee structure to reduce burden and ensure they appropriately add value	High	i. Created a committees framework that standarised Terms of Reference and defined responsibilities of each committee/steering group, 2019	i. Review committee and steering group structure, Q4 2024	HRD, Projects Office	i. Committee assessment completed, Q4 2024 ii. Recommendations from assessment implemented, 2025 onwards
2.3		Include more junior staff on decision making committees to reduce burden on a few individuals, especially on senior women	Medium	i. Postdoc committee chair is now required to be a postdoc rather than GL, 2019	i. Identify which committees would be appropriate, Q1 2025 ii. Invite new members to committees according to committee ToR, Q1 2025 iii. Monitor committee burden on individuals, 2025 onwards	HRD	i. Junior staff appointed to at least three committees, Q2 2025 ii. No individual sits on more than 3 committees or steering groups which hold more than 3 meetings a year, excluding Senior Leadership Team, 2025 onwards
2.4		Streamline processes for researchers like lab ordering and budget management	Medium	i. Suggestion from female GL consultation	i. Use inductions and internal communications to highlight how adminstrators can support teams, ongoing ii. Assess creating online ordering system, 2027 iii. Consult GLs on what other administrative support would be beneficial, 2027	Purchasing, HR, e4s Manager	i. Report on feasibility of new ordering system, 2027 ii. New actions added to AP based on consultation, 2027
2.5		Provide practical advice on networking and collaborating	Low	i. Suggestion from brainstorming session	i. Create and regularly run training on networking and collaboration, 2025 ii. Analyse uptake by gender, 2025 onwards	HR, e4s Manager	i. Training running regularly, 2025 onwards ii. Data available annually, 2025 onwards

2.6		Make information on career progression/promotion easier to find	High	i. Information on all routes to promotion available on the intranet, 2021 ii. New personal promotion scheme launched, 2022 iii. In 2024, 47% of staff felt promotion was open and transparent with women being 14 points lower than men	i. Advertise information on promotion through internal communication channels, ongoing ii. Celebrate promotions e.g. through internal communications and annually at Infosite, 2024 onwards iii. Explore revision of JEGS process, 2028 iv. Review wording regarding considering promotion on appraisals so it is discussed with eligible staff and they are clear on what would be necessary for promotion, 2026	HR, Communications	i. Revised JEGS system in place, 2028 ii. Information on promotions shared annually, 2024 onwards iii. >60% understanding of promotion as measured in SES with gender gap <10 points, 2028
2.7	Provide information that enables career progression	Create career frameworks to ensure clear and transparent role requirements and steps needed for progression	High	i. In 2024, 47% of staff felt promotion was open and transparent with women being 14 points lower than men	i. Develop postdoc career development framework, 2024-25 ii. Align promotion, appraisal and GL Assessment processes and create a single assessment criteria matrix, Q3 2025 iii. Develop leadership, digital, technical, operational and behavioural competency frameworks with job families, 2026-28	HR, Postdoc Committee	i. Postdoc career development framework created, 2025 ii. Single assessment criteria matrix created, 2025 iii. Leadership, digital, technical, operational and behavioural competency frameworks with job families created, 2028
2.8		Make sure training needs are met and information is easy to find	Medium	i. In SES 2024, 84% of women and 95% of men felt their training needs were being met ii. Created a new online portal for training, 2024	i. Develop a Learning and Development policy, 2024 ii. Promote and review use of new portal, ongoing iii. Monitor training uptake by gender and area, 2024 onwards iv. Ask if training needs are met in SES, 2026 onwards	HR	i. Policy created, Q2 2024 ii. Training data available, 2024 onwards iii. SES result >90% with gender gap <7 points, 2028
2.9		Expand mentoring programme for postdocs and offer to other groups	Medium	i. 80% of staff reported their mentoring needs are being met in the SES with women being 11 points below men, 2024	i. Develop and run mentoring workshops tailored to various groups of staff, 2025 onwards ii. Identify applicable mentoring schemes offered by learned societies or other organisations and promote internally, 2025 onwards iii. Take part in EU-LIFE Pathfinder mentoring programme for female postdocs, 2024 onwards	HR, e4s Manager	i. Mentoring workshops run regularly, 2025 onwards ii. Information on external mentoring schemes available on intranet, 2025 onwards iii. >85% of staff feel their mentoring needs are being met in SES with a gender gap <7 points, 2028
2.10		Develop a formal placement programme to facilities and professional roles for research staff to develop skills	Medium	i. Suggestion from brainstorming session	i. Explore development of internal placement programme, 2027 ii. Analyse uptake by gender, 2028 onwards	HR	i. Programme created, 2028 ii. Data available annually, 2028 onwards
2.11	Offer support that enables career progression	Train in-house coaches to support staff career development	Medium	i. Coaching has the potential to promote gender equality in the workplace https://doi.org/10.53841/bpstcp.2019.15.1.11	i. Three members of staff complete coaching qualifications, Q4 2024 ii. Pilot individual coaching programme for up to 30 staff, Q4 2024 iii. Run coaching workshops and offer individual coaching, 2025 onwards iv. Increase number of qualified coached on staff based on need, 2026 onwards v. Explore options for external coaching to avoid conflict of interest, e.g. reciprocal partnering with other academic organisations, 2026	HR, BSU	i. Coaches achieve qualifications, Q4 2024 ii. Pilot coaching programme completed, Q4 2024 iii. Offer external coaching options, 2026 onwards iv. Data available on uptake of coaching by area and gender, 2025 onwards

2.12		Mandatory leadership training for all senior leaders. Line management training for all new line and current line managers yet to receive training, to enhance their skills and ensure they support career progression of their teams	High	i. Suggestion from brainstorming session	i. Design and commission senior leadership training for all senior staff, 2025 ii. Offer management training regularly for line managers, 2025 onwards	HR	i. Training available, 2025 ii. All individuals in key leadership positions receive training, 2025 iii. >70% of line managers have taken training, 2028
2.13		Monitor internal grant funding distribution	High	i. Suggestion from female GL consultation	i. Collect data on grant distribution by gender, grade and area, Oct 2024 onwards	e4s Manager, SPOC	i. Data available and analysed, Oct 2024 onwards ii. If unequal distribution is noted, design further actions, ongoing
2.14	Ensure equitable distribution of internal funds	Centralise training budget	Medium	i. Suggestion from HR	i. Centralise training budget under the HR team to ensure distribution of resources to meet organisational objectives and priorities, 2024 onwards	HR	i. Monitor training and development recipients utilising cental training budget by area and gender, Oct 2024 onwards ii. If unequal use is noted, design further actions, ongoing
2.15		Enhance interview skills of staff to facilitate fair and unbiased recruitment	Medium	i. Two interview training workshops run, 2023 ii. Action from IAE	i. Regularly run external training for all recruiting managers to develop and hone their skills to recruit the right people for the right roles, 2024 onwards	HR	i. Run training course, 2025 ii. Review frequency and content of course, 2026
2.16	Ensure unbiased recruitment	Review and update recruitment strategy to ensure we are recruiting from a diverse and representative pool	Medium	i. LIBRA recommendations for inclusive recruitment implemented, 2018 ii. Action from IAE	i. Review recruitment & retention strategy, 2026 ii. Review recruitment policy, guidelines and processes, 2026	HR	i. Strategy updated, 2026 ii. Policies, guidelines and processes updated, 2026
2.17	Create opportunities for internal advancement	Create three ISP Deputy Head roles to be filled by existing GLs	High	i. Suggestion from brainstorming session	i. Define the role, responsibilities and appointment process of ISP Heads and Deputy Heads, 2025 ii. Appoint GLs to ISP DH roles rejecting single-gender shortlists, 2025	ISP Heads, HRD, SIAC	i. Role job description created, 2025 ii. At least one woman appointed to role, 2025
2.18		Increase awareness of support for childcare at conferences	Medium	i. Created a Additional Care Dependents Travel policy ii. Childcare at conferences is a higher priority for women than men https://doi.org/10.1001/jamaoncol.2019.1864	i. Use onboarding and internal communications to promote our childcare travel policy, 2024 onwards ii. Publicise information on external grants, Q2 2025 iii. Liaise with newly created Carers' Network to promote resources, 2026	HR, Communications, Grants	i. Information included in induction, 2024 ii. Information on childcare grants available on Hub, Q3 2025
2.19	Ensure childcare responsibilities do not hinder career development	Make family leave policies more inclusive	Medium	i. Gender-neutral language used in Maternity, Paternity and Shared Parental Leave policies	i. Update Maternity and Paternity policies to include primary and secondary adopters respectively, Q1 2025 ii. Investigate creating a Foster Leave policy for those not in 'foster to adopt' situations, 2026	HR, e4s Manager	i. Updated policies available, Q1 2025 ii. Decision made on Foster Leave policy, 2026
2.20		Offer EMBO leadership training options	Medium	i. Hosted a training session in Cambridge, 2018 ii. Women disproportionately have caring responsibilities which can prevent travel	i. Offer online EMBO training, 2024 onwards ii. Assess the desire for local training and then work with EMBO and local research organisations (e.g. Wellcome Sanger, LMB) to organise an EMBO leadership training session in Cambridge if needed, 2027	HR, e4s Chair	i. Local training session held, 2027 ii. Monitor gender breakdown of participants online and in person, 2027
Culture						

3.1		Create lab/team handbooks that include behaviour expectations	High	i. Lab handbooks are a tool for improving workplace culture https://doi.org/10.7554/eLife.88853	i. Research Integrity Steering Group to create guidance for lab handbooks, Q4 2024 ii. Research groups to create lab handbooks which will be reviewed by the RISG and HR, 2026 iii. HR to adapt the guidance for non-science teams, 2027 iv. Non-science teams create team handbooks which will be reviewed by HR, 2028	RISG, HR, e4s Manager	i. Guidance available for research groups, 2025 ii. >70% of research groups have lab handbooks that mention behaviour expectations, 2028 iii. Guidance available for non-science teams, 2027 iv. >40% of non-science teams have team handbooks that mention behaviour expectations, 2028
3.2	Clarify behavioural expectations	Create and promote clearer guidelines and policies about what behaviour is unacceptable	High	i. Grievance policy and Bullying and Harassment policy updated, 2021 ii. New online policy platform launched, 2022 iii. Suggestion from focus groups on behaviour	i. Review and revise Code of Conduct including clearer guidance on unacceptable behaviour, 2027 ii. Create summaries of Bullying and Harassment policy and related policies to make them easier to comprehend, 2024-27 iii. Make reading mandatory policies a condition of passing probation, 2024 onwards iv. Advertise policies through internal communications, 2024 onwards v. Collect and analyse data on reading mandatory policies, 2024 onwards	HR, e4s Manager, Project Office, Line Managers	i. Updated Code of Conduct available, 2027 ii. Summaries of relevant policies available, 2027 iii. Data on policy completion available, 2025 onwards
3.3		Increase visibility and accessibility of HR	Medium	i. In-person inductions launched, 2024 ii. Secondary HR office opened in science building, 2023 iii. Regular HR presentations at postdoc committee by request, 2023	i. Invite all staff to meet with HR three months after start, 2024 onwards ii. Analyse uptake of meetings by area and gender, 2024 onwards iii. HR continues in-person presentations to various groups as requested, ongoing	HR	i. Data available on uptake of new starters meeting with HR, 2024 onwards ii. Annual HR presentation at Infosite, 2024 onwards iii. In SES >85% personally feel comfortable about raising/reporting matters of bullying and harassment, 2028
3.4		Upskill line managers so they are better able to handle poor behaviour	High	i. Focus group on workplace culture identified that some people exhibited persistent poor behaviour because their managers did not address it ii. In the 2024 SES, 84% of people felt that poor behaviours are not tolerated at the Institute	i. Training for line managers (from 2.12) to also cover handling poor behaviour as linked to definitions in the revised Code of Conduct, 2027 ii. Investigate other means of upskilling line managers, 2027 onwards	HR	i. >70% of line managers have taken line management training, 2028 ii. >90% of people feel that poor behaviours are not tolerated at the Institute as measured in the SES, 2028
3.5	Increase trust in HR and senior management to handle poor behaviours	Give specific examples of how a complainant will be supported and protected from repercussions	Medium	i. Identified from focus groups that some staff were afraid of repercussions of reporting bad behaviour ii. In SES 2024, 79% personally felt comfortable about raising/reporting matters of bullying and harassment	i. Update Bullying and Harassment policy to give specific examples of how complainants will be supported and protected from repercussions, 2027	HR	i. Updated Bullying and Harassment policy available, 2027 ii. In SES >85% personally feel comfortable about raising/reporting matters of bullying and harassment, 2028

3.6	behaviours	Familiarise staff on reporting issues and how incidents will be handled	Medium	i. Identified from focus groups that some staff are unsure if/how reports of poor behaviour were handled ii. In 2024 SES 83% feel we have a culture that allows people to speak up and challenge poor behaviour	i. Raise awareness among staff by providing details on how reporting works and incidents are handled through forums like Infosite and tailored presentations, 2024 onwards ii. Every three years share anonymised information on reported incidents and how they were handled at Infosite where possible, 2025 onwards ii. Investigate the feasibility of an anonymous three strikes system for informal reports of poor behaviour, 2026	HR	i. Regular presentations at Infosite, 2025 onwards ii. If deemed possible, three strikes system in place and communicated to staff, 2027 iii. >90% of people feel we have a culture that allows people to speak up and challenge poor behaviour as measured in the SES, 2028
3.7		Ensure there are a variety of options for reporting poor behaviour: in person/online, anonymous/not, formal/informal	Medium	i. Best practice for improving reporting	i. Make it easier to report incidents with designated and trained Active Bystander Champions, 2024 ii. Create an online form for reporting incidents with the option to remain anonymous, 2026	HR	i. Active Bystander Champions in place across all areas of the Institute, 2026 ii. Online form available, 2026
3.8		Cultural update at Infosite	Low	i. In SES 2024 94% of staff feel EDI is valued at BI	i. Provide an update on AS/ESG actions and data, 2024 onwards	e4s Chair	i. e4s Chair presents at Infosite at least once a year, ongoing ii. >95% of staff feel EDI is valued at BI as measured in SES, 2028
3.9		Create EDI strategy	High	i. Action from IAE	i. Draft an EDI strategy, 2024	HR, e4s Chair	i. Strategy in place, 2025
3.10		Raise awareness of topics like microaggressions, gas lighting and protected characteristics	Low	i. e4s Bites series established to raise awareness of topics like disability inclusion, benevolent sexism and LGBTQ+ terminology, 2018 ii. Suggestion from brainstorming session	i. Continue to run nine e4s Bites per year raising awareness of EDI issues, ongoing ii. Train Active Bystander champions to recognise microgressions and gas lighting and when to escalate to HR, 2025	e4s Manager, ESG	i. e4s Bite covering microaggressions run, 2024 ii. e4s Bite covering gas lighting run, 2025 iii. e4s Bite covering protected characteristics run, 2026 iv. Nine e4s Bites run annually comprising a mix of seminars and discussion groups and covering a variety of EDI topics, ongoing v. Run e4s Bites hybrid to increase audience and create a resource for future use, Q3 2024
3.11		Inclusive language training	Low	i. Guidance created and available on intranet, 2019 ii. Policy Equality Impact Assessments include inclusive language criteria, 2019	i. Commission external inclusive language training for ESG members, 2025 ii. Commission and pilot training on inclusive language in conjunction with EU-LIFE, 2024 iii. Run training regularly, 2025 onwards	HR, e4s Manager	i. >75% of ESG members attend training, 2025 ii. Institute-wide inclusive language training piloted, 2025 iii. Training run regularly, 2025 onwards
3.12		Create guidance on gifts	Low	i. Identified that alcohol was a common token of appreciation ii. Suggestion from brainstorming session	i. Create guidance on inclusive gift giving, Q3 2025	e4s Manager	i. Guidance available on intranet, 2025
3.13	Provide information that helps create an inclusive environment	Set guidelines for chairing meetings so all can contribute	Low	i. Committee overhaul project established Terms of Reference for all official committee and steering groups, 2019 ii. Suggestion from brainstorming session	i. Review and revise group and committee etiquette guidelines on inclusive and efficient chairing applicable to all meetings, Q2 2025 ii. Offer training on effective chairing, 2025 onwards iii. Explore making this training mandatory for committee and SG chairs, Q2 2025	e4s Manager, HR, BEC	i. Guidelines available on intranet, Q2 2025 ii. Training offered, 2025 onwards iii. >50% of committee/SG chairs attend training, 2025

				i. Regularly run talks, blogs, social	i. Publish blogs and maintain social media,	e4s Manager	i. >95% of staff feel EDI is valued in SES
3.14		Organise events and create resources to highlight the e4s agenda and increase understanding of EDI issues (See also 3.10)	Medium	i. Regularly run talks, blogs, social media campaigns and celebratory events, ongoing ii. In SES 2024 94% of staff feel EDI is valued at BI	i. Publish blogs and maintain social media, ongoing ii. Celebrate events like International Women's Day, LGBTQ+ in STEM Day and others, ongoing iii. Create and update resources to celebrate or raise awareness of issues around different communities, ongoing	e4s Manager	i. >95% of staff feel EDI is valued in SES survey, 2028 ii. At least 3 blogs published annually, ongoing iii. Annually mark EDI related celebrations, ongoing
3.15		Ensure supportive and inclusive environment at events	High	i. Created a Code of Conduct for use at an EU-LIFE event, 2018	i. Review the event CoC and encourage a version to be used at all BI events, 2025 onwards ii. Add information to travel policy on what to do if you feel unsafe at conferences including overseas, Q3 2024	e4s Manager, Events Coordinators, Health and Safety Team	i. Updated event CoC available, 2025 ii. Travel policy updated, 2024
3.16		Create staff forum	Medium	i. 'Employee voice' metric at 83% in SES, 2024	i. Develop Terms of Reference for a staff consultation and communication forum, 2024 ii. Recruit staff representatives from a cross section of the organisation, 2024	HRD	i. Forum meets regularly, 2024 onwards. ii. 'Employee voice' at >90% in SES, 2028
3.17	Increase staff voice	Increase bidirectional communication	Low	i. In the 2024 SES 69% of staff felt the Senior Leadership Team work hard to keep in touch	i. Investigate establishing a reverse mentoring programme related to culture, 2027 ii. Update Code of Conduct to emphasise an open-door culture, 2025 iii. Add summaries of BEC meetings to newsletter, 2024 onwards	HR, BEC, Comms	i. Reverse mentoring programme feasibility report created, 2027 ii. Updated Code of Conduct available, 2025 iii. Summaries of BEC meetings in monthly newsletter, 2024 onwards iv. >75% of staff feel the Senior Leadership Team work hard to keep in touch in SES, 2028
3.18		Relaunch Random Coffee Matchs	Low	i. Randomised Coffee Trials programme launched, 2020 ii. 4% of staff participating, 2024	i. Host a promotional event with free refreshments, 2024 and 2027 ii. Promote through internal communication channels, ongoing	e4s Manager	i. Promotional events held, 2024 and 2027 ii. >20% of staff signed up, 2028
3.19	Improve communication across groups to break down silos	Launch 'A Week in the Life' placements	Low	i. Suggestion from brainstorming session	i. Design a framework for week-long placements, 2026 ii. Create a database of teams that have signed up to host placements, 2026 iii. Open placement scheme, 2027 iv. Monitor uptake by gender and area, 2027 onwards	HR, e4s Manager	i. Framework, guidance and database created, 2026 ii. Data available and analysed, 2027 onwards
3.20	Ensure joined up actions across different groups working to improve workplace culture	Incorporate actions from Technician Commitment	Medium	i. Signed up to the Technician Commitment and submitted action plan, December 2020	i. Review Technician Commitment action plan and collaborate with TC steering group on relevant actions, 2024 and 2027	TCSG, ESG	i. Once TC action plan is created, add relevant actions to action plan, 2024
3.21		Incorporate actions from Institute Culture Consultation	Medium	i. Commissioned an external company to perform a culture consultation, 2023-24	i. Review ICC action plan and collaborate with stakeholders on relevant actions, 2024 onwards	ESG, Projects Office	i. Once ICC action plan is created, add relevant actions to action plan, 2024
Support							

4.1	Improve our understanding on what staff think of support	Leverage exit interview information to understand what support is beneficial and what is lacking (See also 1.3)	Low	i. Optional exit interviews are completed by 56% of eligible staff, Oct 2018-Sept 2023	i. Reformat exit interviews to include quantitative questions and remove some free text questions thus allowing analysis and reducing time to complete, Q1 2025 ii. Collect exit interview completion data broken down by area and gender, Oct 2024 onwards iii. Investigate using AI to provide summaries of free text responses, Q3 2025	e4s Manager, HR	i. New exit interview format in use, Q3 2024 ii. Data available for analysis, Oct 2024 onwards iii. Feasibility of AI summaries assessed, Q1 2025 iv. Uptake of exit interviews >70%, Oct 2028
4.2		Support flexible working especially for those with caring responsibilities	Medium	i. Flexible working policy created, 2021 ii. 91% of 2024 SES respondants said the Institute is supportive of caring and external responsibilities	i. Use inductions and internal communications to reinforce core hours between 9:30-15:30, ongoing ii. Update employment contracts for new starters to mirror core hours, Q3 2024 ii. Continue offering hybrid options for meetings and talks, ongoing iii. Monitor uptake of formal flexible working requests by gender and area, 2024 onwards	HR, Events Coordinators, e4s Manager	i. Maintain >90% of SES respondants agree the Institute is supportive of caring and external responsibilities, 2028 ii. Data available and analysed, 2024 onwards
4.3	Create resources and processes that support parents/carers	Support people returning from long term family leave	High	i. Women take longer family leave than men	i. Update guidance to encourage using accrued holiday to facilitate a phased return, Q4 2024 ii. Inform and empower managers to discuss and promote utilisation of accrued holiday to enable phased return from family leave, 2024 onwards iii. Review our 'Stop the Clock' scheme to ensure researchers are adequately supported, 2026	HR, Line Managers, SPOC	i. Guidance updated, Q4 2024 ii. 'Stop the Clock' scheme reviewed and potentially updated, 2026
4.4		Increase support for new fathers	Medium	i. No BI men have taken shared parental leave in this time period; however, BI women have	i. Encourage uptake of shared parental leave through internal communications, ongoing ii. Assess the feasibility and benefit of offering four weeks of paternity leave, 2026	e4s Manager, HR, COO	i. Decision made about increased paternity leave, 2026
4.5		Empower staff to ask for reasonable accommodations	High	i. Women with disabilities are more likely to report unmet needs https://doi.org/10.1007/s10926-023-10132-4	i. Create guidelines for reasonable accomodations for staff on how and when to ask for adjustments to work, how the process works, and give specific examples of possible accommodations, 2027 ii. Offer disability/neurodiversity coaching that covers self-awareness and self-advocacy, 2027 onwards	HR, e4s Manager	i. Guidelines created, 2027 ii. Coaching available, 2027
4.6		Create guidance on supporting people with disabilities	Medium	i. According to the ONS, a higher proportion of women than men have a disability ii. Suggestion from brainstorming session	i. Update Absence Management policy with information on supporting staff with disabilities including accommodations for medical appointments, Q2 2024 ii. Create guidance on disability inclusion, Q3 2025	HR, e4s Manager	i. Updated policy available, Q2 2024 ii. Guidance available, Q3 2025

4.7	Create resources to support specific marginalised or disadvantaged groups	Increase awareness and support around the menopause	Medium	i. Ran a webinar on the menopause and information on Hub, 2020 ii. Suggestion from female GL consultation	i. Assess if BSU clothing is menopause-inclusive, Q1 2025 ii. Review and update guidance on supporting people going through the menopause, Q3 2025 iii. Create a Menopause policy, 2027	BSU, e4s Manager, HR	i. Suitable BSU clothing available, Q3 2025 onwards ii. Guidance available, Q3 2025 iii. Policy in place, 2027
4.8		Increase awareness and support around neurodiversity	Medium	i. Ran an e4s Bite on neurodiversity, 2021 ii. Suggestion from brainstorming session	i. Run an awareness session on Neurodiversity for all staff, Q2 2025 ii. Create guidance on making the workplace work for neurodiverse people, Q3 2025 iii. Take part in BBSRC Connecting Culture neurodiversity project, 2024-5	HR, e4s Manager	i. Training run, Q2 2025 ii. Guidance available, Q3 2025
4.9		Improve support on UK norms/living for international starters	Low	i. Postdoc Committee reviewed guidance for new international staff, 2022 ii. Buddy system put in place, 2020	i. Review existing guidance for staff coming from overseas and update where appropriate, Q4 2024 ii. Use inductions to remind international starters of the existence of the guidance, 2025 onwards iii. Ensure line managers have appointed buddies (as per the induction checklist) for international starters, 2025 onwards	HR	i. Guidance available, 2025 ii. >80% of international starters have buddies, Oct 2025 onwards
4.10		Create staff networks (See also 1.6)	Medium	i. Created a staff network framework ensuring GDPR compliance, 2023 ii. Launched the LGBTQ+ staff network, 2023 iii. Action from IAE	i. Continue to support and grow the LGBTQ+ network, ongoing ii. Create a parent and carers' staff network, Q2 2025 iii. Investigate the need for other networks (e.g. BME, disability) and work with groups to set up those networks, 2026 onwards	e4s Manager	i. LGBTQ+ network runs regular events, ongoing ii. Parent and carers' network launched, 2025
4.11	Improve support for mental health and wellbeing	Develop a Health and Wellbeing Strategy	Medium	i. Wellbeing Steering Group set up, 2021 ii. Action from IAE	i. Run pilot stress surveys in multiple areas, 2025 ii. Develop a Health and Wellbeing strategy, 2025 iii. Run a stress survey across all areas of the Institute, 2025 onwards	HR, H&S	i. Pilot surveys run across different areas of the Institute, 2025 ii. Strategy launched, 2025 iii. Stress surveys run regularly, 2026 onwards
4.12		Signpost and improve available mental health and wellbeing support	Medium	i. 77% in SES feel comfortable accessing mental health and wellbeing support, 2024	i. Use inductions and internal communications to highlight Mental Health First Aiders and Employee Assistance Programme, ongoing ii. Host regular meet and greets with MHFAs, 2025 onwards iii. Collaborate with the Wellbeing Steering Group to create resources and run events, ongoing	HR, MHFAs, WSG, Communications	i. Drop in meet and greets held with MHFAs, 2025 onwards ii. >85% feel comfortable accessing mental health and wellbeing support at measure in SES, 2028
4.13		Increase sanitary bin availability and highlight they can be used for incontinence as well as menstrual products	Medium	i. Sanitary bins installed in all BSU bathrooms improving support for trans individuals, 2023	i. Add sanitary bins to stalls in male bathrooms in BI buildings, Q4 2024 ii. Run a campaign highlighting prostate cancer and incontinence, Q4 2024	ESG, WSG, Engineering	i. Sanitary bins available in all bathroom stalls and cubicles, Q4 2024 ii. Information on prostate cancer and the need for incontinence products on the Hub, Q4 2024

4.14		Utilise posters in bathrooms to highlight wellbeing resources	Low	i. 77% in SES feel comfortable accessing mental health and wellbeing support, 2024	i. Install poster holders in all BI bathroom stalls, Q2 2025 ii. ESG and WSG regularly create posters with information advertising wellbeing related policies, resources and events, 2025 onwards	ESG, WSG, Engineering	i. Poster holders available in all bathroom stalls, Q2 2025 ii. Regular poster campaigns, 2025 onwards
4.15		Expand role of appraisal co-signatory to include pastoral-style support	Medium	i. 77% in SES feel comfortable accessing mental health and wellbeing support, 2024	i. Review role of appraisal co-signatory and create official guidance, 2025 ii. Offer guidance to co-signatories, Q2 2025	HR	i. Guidance available, 2025 ii. Guidance provided regularly, 2025 onwards
4.16	Increase support for all staff	Improve staff benefits	Medium	i. Launched a benefits platform called Babraham Boost which provides vouchers, cycle to work salary sacrifice and more, 2023 ii. Action from IAE	i. Develop a Pay and Benefits policy, Q4 2024 ii. Review and benchmark annual leave provision, Q3 2024 iii. Review other staff benefits in consultation with staff forum, 2025	HR	i. Pay and Benefits policy created, Q4 2024 ii. Updated annual leave provision rolled out, Q1 2025
Other							
5.1	Ensure all areas of the Institute are able to feed into AS	Maintain a balanced and diverse SAT	Medium	i. Representation on SAT now includes further areas such as BSU and engineering, 2019	i. Monitor and maintain SAT balance in relation to gender, institute area, and staff grade through considered recruitment, ongoing	e4s Chair	i. Data on SAT composition indicates balance is maintained, annually
5.2		Contribute to SES design	High	i. SES questions updated to better collect information needed for e4s, 2022	i. Feed into SES design to ensure it supports Athena Swan objectives, ongoing	e4s Chair, HR	i. ESG are consulted on SES questions prior to survey going out, 2026 and 2028
5.3		Extract and analyse mandatory and supplemental data annually	High	i. Data extracted annually in Oct with cut-off date of end Sept; Oct 2018-24 ii. Data analysed Oct-Dec in preparation for review and action planning in Jan e4s Team meeting; Oct-Dec 2018-24 iii. Presentation of data annually to BEC, BoT and GLs; April-June 2019-2022	i. Data extracted annually in Oct with cut-off date of end Sept; Oct 2024-29 ii. Data analysed Oct-Dec in preparation for review and action planning in Feb e4s Team meeting; Oct-Dec 2024-29 iii. Presentation of data annually to BEC, BoT and GLs; Apr-Jun 2024-29 iv. Implement a new HR system which will reduce the burden of data collection, 2027	HR, e4s Manager, Chair, Team, GLs, BEC, BoT	i. Data available, annually ii. Review AP to see if new data indicates a need to change actions, annually iii. Analysis and updated AP communicated to senior management and stakeholders, annually
5.4	Collect data to determine key priorities	Regularly monitor gender pay gap and equal pay	High	i. Carry out equal pay audit at 3 yearly intervals; Oct-Nov 2018 and 2021 ii. Annual analysis of gender pay gap; May 2018-24 iii. Mean gender pay gap 11%, 2023	i. Carry out equal pay audit at 3 yearly intervals, ongoing ii. Annual analysis of gender pay gap, ongoing	HRD	i. Annual Institute pay data analysed ii. Mean gender pay gap reduced to below 9%, 2028
5.5		Increase disclosure of demographic data by applicants and staff	High	i. Created a FAQ on the intranet and information posters, 2020 ii. Identified a decrease in the percent of applicants and staff filling out demographic data	i. Research and liaise with other organisations to determine best practice data collection, 2024 ii. Design targeted campaigns to encourage disclosure from various groups, 2025	e4s Manager, HR, Communications	i. New communication campaigns and resources created, 2025 ii. >80% of staff disclose ethnicity, 2028 iii. >90% of applicants disclose gender, 2028
5.6	Ensure action plan is implemented	Monitor progress of action plan	High	N/A	i. Annually evaluate progress of action plan at ESG meetings, 2025 onwards ii. Add new actions as needed, ongoing iii. Perform a full RAG analysis of action plan, 2027	e4s Manager, ESG	i. Action plan discussed annually at ESG meetings, 2025 onwards ii. RAG analysis completed, 2027

Appendix 3 Glossary

AP – Action Plan

AS – Athena Swan

ASWG – Athena Swan Working Group

BBSRC – Biotechnology and Biological Sciences Research Council

BEC – Babraham Executive Committee

BI – Babraham Institute

BoT – Board of Trustees

BSU – Biological Support Unit

e4s – equity4success

EDI – Equality Diversity and Inclusion

ESG – equity4success Steering Group

FRSB – Fellow of the Royal Society of Biology

FT – Full-Time

GL – Group Leader

HoF – Head of Facility

HR – Human Resources

HRD – Human Resources Director

IAE – Institute Assessment Exercise

ISP – Institute Strategic Programme

LGBTQ+ – Lesbian, Gay, Bisexual, Trans, Queer +

MG – Minority Gender

ND – Not Disclosed

PD – Post Doc

PNTS – Prefer Not to Say

PT – Part-Time

RA – Research Assistant

RAG – Red, Amber, Green

RISG – Research Integrity Steering Group

RR – Roving Researcher

SAT – Self Assessment Team

SES – Staff Engagement Survey

SMART – Specific, Measurable, Achievable, Relevant, and Time-bound

SG – Steering Group

sGL – Senior Group Leader

sPD – Senior Post Doc

SPOC – Scientific Policy Committee

sRA – Senior Research Assistant

TCSG – Technician Commitment Steering Group

TTGL – Tenure-Track Group Leader

UoC – University of Cambridge