

# Athena SWAN: Pirbright Institute Silver Application

Please note: to maintain confidentiality this document has been redacted.



# Athena Swan Silver application form for research institutes

## Applicant information

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Appendix 3: Glossary*	
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\*These sections and appendices should not contain any commentary contributing to the overall word limit

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## Section 1 An overview of the research institute and its approach to gender equality

### 1.1 Letter of endorsement from the head of the research institute

26<sup>th</sup> May 2023



Dear Dani Glazzard,

I am delighted to present and endorse The Pirbright Institute's application for an Athena SWAN Silver Award. Having held an Athena Swan Bronze Award since 2013, we are pleased to have advanced along our gender equality journey such that we are now ready to apply for Silver. This has been achieved through significant progress over our last award period, whereby gender equality and EDI work are fully embedded in our culture and practices. Our future action plan for the next five years demonstrates our commitment and ambition to continue our positive trajectory, through increased resourcing and enhanced monitoring systems and processes.

Under my leadership, Pirbright has achieved some key successes in gender equality, most notably in our Gender Pay Gap which has reduced from a mean of 14.7% (median 15.16%) in 2017 to 10.3% (median 6.6%) in 2022. Our target of achieving a 50:50 gender balanced work force by 2025 was achieved in 2020 and has remained consistent over the following years. Our flexible working policies have been enhanced, and we are very proud that one of our female scientists was a winner on the Timewise Power List 2022, recognising significant success whilst working part-time and/or flexibly. We have additionally invested significant resources to improve support for the grant submission process, which increased grant success rates among female scientists.

Throughout our last award period, we have worked hard to ensure that our gender equality and Equality, Diversity and Inclusion (EDI) work has gained momentum and is fully embedded to ensure its sustainability. Our EDI Committee is representative of all areas of Pirbright and is co-chaired by our Director of Research, who is also a member of our Senior Leadership Board (SLB) and co-wrote this application with members of the SAT. As well as taking overall responsibility for our research institute culture, I have personally been involved with the preparation of this application and the development of our future action plan which has been ratified by all members of the SLB. Additionally, we have oversight from EDI specialists on our Science Advisory Board (SAB). Twice a year, all staff and students are invited to discuss any aspect of work with members of the SAB, which creates a sense of trust and value for our staff.

Externally, we have been working closely on EDI with our strategic funder, BBSRC, and recently invited them to visit Pirbright to engage with staff and input into improving our research culture. The feedback we received was extremely positive, and we hope to continue this engagement in the future. Over the coming years we hope to work more closely with other BBSRC-funded Institutes to further progress our gender equality work, to counter the challenges we face as a small Institute, particularly around intersectional work. Our key priority areas for the next award period include career development, inclusion and belonging and improved communications across the Institute. Due to the nature of our site, with physical barriers isolating the high containment facilities, bringing staff together to feel part of the wider

Institute is an innate challenge that we face. To support our continued progress in these areas, and to support the implementation of our future action plan, we have dedicated resource to employ an EDI Manager in 2023.

I can confirm that the information presented in this application, including qualitative and quantitative data, is an honest, accurate and true representation of The Pirbright Institute.

Yours sincerely



Professor Bryan Charleston FRS (**Director and CEO**)

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Preventing and controlling viral diseases  
[www.pirbright.ac.uk](http://www.pirbright.ac.uk)



Biotechnology and  
Biological Sciences  
Research Council

A company limited by guarantee, registered in England no.559784.  
The Pirbright Institute is also a registered charity.  
The Institute receives strategic funding from BBSRC UKRI.

## 1.2 Description of the research institute and its context

The Pirbright Institute (Pirbright) is an independent company, limited by guarantee and a registered charity that delivers world-leading research to understand, predict, detect and respond to viral disease outbreaks. We specifically study viruses of livestock that are both endemic and exotic to the UK, including those spread from animals to humans (zoonotic viruses), by using advanced tools and technologies to understand host-pathogen interactions in animals and arthropod vectors. Pirbright provides a unique national capability for the UK through its capacity to predict, detect, understand and respond to the threat and potential attack of serious viral diseases of livestock and zoonotics. Our current Director and CEO is Professor Bryan Charleston who has been in post since 2015.

Pirbright's science is located at a single campus in Surrey which includes high and low containment laboratories and is classed as a Major Hazard site. We work collaboratively with stakeholders globally, including research and academic institutions, government ministries and agencies, non-government organisations (NGOs) that range from big international charities to local advocacy groups, as well as philanthropic foundations and commercial companies. The unique nature of our facilities demands a diverse range of world leading expertise in science, engineering, animal husbandry, biosafety and professional support. Our organisational structure consists of a Science Directorate ('Science') that delivers our science strategy, and an Operations Directorate ('Operations') that delivers professional support for science and infrastructure.

In 2022, Pirbright had 372 employees (50% M, 50% F), of whom 196 (43% M, 57% F) were within Science and 176 (60% M, 40% F) were within Operations. We currently have a cohort of 57 postgraduate students (42% M, 58% F) within Science, who are studying for doctoral level degrees that are awarded by external universities with whom we collaborate. Additionally, we are currently hosting 13 one-year BSc placement students (62% M, 38% F) and variable numbers of MSc students carrying out short research projects.

Pirbright science and infrastructure is primarily funded by UK Research and Innovation (UKRI) via the Biotechnology and Biological Sciences Research Council (BBSRC) through strategic funding that is applied for every five years. The funding currently consists of two Institute Strategic Programme grants (ISPs), a Core Capability Grant (CCG) and an Institute Development Grant (IDG), totalling just over £90 million.

### **1.3 Governance and recognition of equality, diversity and inclusion work**

The overall governance structure of the Institute is laid out in Figure 1, and is made up of boards, committees, process teams, working groups and forums. A board is comprised of Pirbright colleagues, Trustee Directors and/or external members. A board's main objectives are to provide overview, advice and direction in ensuring the organisation meets its strategic aims and objectives. A committee is a group of Pirbright colleagues who meet to make decisions or plans on behalf of the organisation by way of delegated authority from the CEO and SLB. A committee focuses on operational and organisational matters when consultation is required. Teams are facility, process or activity specific. They deal with the day-to-day matters of their areas of responsibility. Issues are escalated to the committee they report to if they cannot be solved by the team. Working groups work on planned projects, following them through to realisation. A working group is time bound and has specific aims and objectives. A forum is a group where information is shared and discussed and has an attendee-led agenda based around specific issues, topics, and interests of the attendees. There is a Management Forum (53% M, 47% F) for the heads of groups in each directorate that meets monthly to share cross-Institute issues and opportunities.

Pirbright is governed by the Board of Trustee Directors made up of 11 Trustee Directors (5 female, 6 male) and is supported by three board-level committees; the Finance and Audit Committee (2 female, 1 male), the Risk and Assurance Committee (1 female, 3 male) and the Nomination and Governance Board (2 female, 1 male). The Board of Trustee Directors and its committee structure work closely with the Director and senior management of the Institute and are responsible for corporate governance and for scientific strategy. The Board of Trustee Directors have appointed a Scientific Advisory Board (6 female, 11 male), to provide advice and recommendations regarding the scientific strategy and activities of the Institute. The gender split across all boards and committees is detailed in Table 1.

The Senior Leadership Board (1 female, 3 male) is accountable to the Trustee Directors for Institute strategy, risk mitigation and governance of day-to-day operational delivery, comprising the Institute Director, the Director of Risk and

Assurance, Director of Research and Director of Finance and Company Secretary. The Senior Leadership Board (SLB) review a dashboard of gender balance within each department as well as grade breakdown, recruitment and retention, and stability indices on a monthly basis.

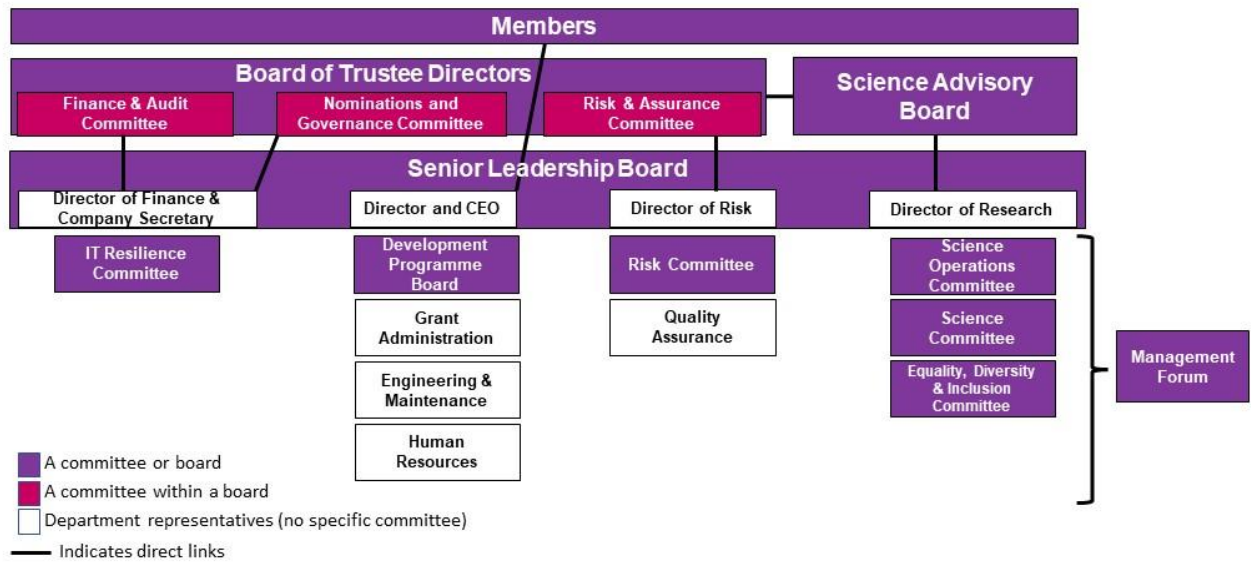


Figure 1: Governance structure at The Pirbright Institute.

Table 1: Gender split across boards and committees at Pirbright.

Board/Committee	Male	Female	Other	Chair
Board of Trustee Directors	6	5		M
Science Advisory Board	11	6		M
Finance and Audit Committee	1	2		F
Nomination & Governance Committee	1	2		M
Risk Committee	8	10		M
Risk & Assurance Committee	3	1		M
Health & Safety Consultative Committee	12	11		F
Biological Agents & GM Safety Committee	9	7		M
Science Committee	5	6		F



IT Resilience Committee	7	1		F
Pay & Policy Committee	5	6		F
Equality, Diversity and Inclusion Committee	5	10	1	F

The Equality, Diversity, and Inclusion Committee (EDIC) was originally formed in 2013, alongside a working group for our first Athena Swan Bronze application and included Athena Swan Champions. In 2017, Pirbright was successful in securing an Athena Swan Bronze award for the second time, and following staff changes in 2019, the EDIC was relaunched in January 2020 with new membership and terms of reference. The purpose of the new EDIC is to promote equality of opportunity, diversity and inclusivity in all aspects of the organisation.

The EDIC reports directly to the SLB, ensuring equality and diversity are considered at the Institute strategic level, and down through Management Forum. The Director has EDI as a standing item on the quarterly staff briefing. Membership of the EDIC is through an annual application process led by the Chairs, promoted to all staff via email, and the intranet, and consideration by the whole committee is given to ensure diverse representation, skills and expertise, and an equal gender balance. Current membership of the EDIC is given in Table 2 and includes a member of SLB and members of senior management demonstrating leadership investment in EDI at Pirbright. In 2022, we submitted our five-year strategic grant funding application (Institute Assessment Exercise, IAE) to UKRI, and members of our EDIC were involved in ensuring that EDI was embedded within the Institute’s future plans. A working group of three EDIC members were responsible for developing and writing our Research Culture Statement, which detailed our current research environment, and our five-year action plan for positive Research Institute culture.

EDI work is valued and recognised at Pirbright in applications for personal promotion, and in applications for both internal and external vacancies. Currently, work carried out by members of the EDIC, including work related to Athena Swan, is recognised within the annual review process and an EDI-related objective is being added to the annual Performance and Personal Development Review (PPDR) process for all staff (from April 2023). Additionally, Pirbright recognises the contribution of individuals across a range of annual awards that include “Going the extra mile” and “Bright Spark” and more recently has recognised the contribution of whole teams. In 2022, the Animal Services team (11F, 9M) won the Team of the Year Award. Knowledge exchange and outreach are highly valued in applications for promotion and both Science and Operations staff are encouraged to take part in a variety of activities from local school visits to international workshops. There is an annual award to the PhD student who has made the most significant contribution to outreach, won in 2022 by a female student who has since secured a postdoctoral research position at the Institute. Pirbright provides financial remuneration to the Athena Swan lead (a female Institute Fellow) in recognition of the additional workload and responsibility that this position requires. Additionally, the role was recognised in this person’s recent promotion to a fellowship position.

In 2019, a review of our leadership and culture, “Project Improve”, was initiated. This review addressed the governance structure by reviewing the purpose, responsibilities and roles of all committees. We undertook a gender, grade and workload distribution exercise and formally captured individual contributions to our Institute operation and culture. This is reviewed at PPDR and recognised as a key element in personal promotion. Project Improve has resulted in clearer reporting channels, and greater transparency of committee membership, decisions, and minutes. Membership is kept under review to maintain diversity and inclusivity. For example, the Health and Safety Consultative Committee has a broad range of involvement across all career levels. Most committees encourage observers (subject to confidentiality). This is made clear within the Terms of Reference (Tor), with dates of the meetings being shared with employees and students in advance.

Table 2: Membership of the Equality, Diversity and Inclusion Committee.

Job Title	EDIC Role [Names Redacted]	Directorate	Gender
Institute Fellow	Co-chair & Athena Swan lead	Science	F
Director of Research	Co-chair & Senior Leadership Board representative	Science	M
Head of ISP (Virus)	Head of Programme	Science	M
Group Leader	Senior Scientist representative	Science	M
Commercial Diagnostic Scientist	Science representative	Science	M
Technical Manager	Science representative	Science	M
Senior Postdoctoral Scientist	Science representative	Science	F
Postdoctoral Scientist	Science representative	Science	F
PhD Student	Student representative	Science	F
Head of Science Administration	Science Administration & Senior Operations representative	Operations	F
Engineering & Operations Manager	Senior Operatives representative	Operations	M
Central Services Manager	Operations representative	Operations	F
Epidemiologist	Race Equality Charter representative	Science	F
Science Administrator	Operations representative	Operations	F
HR Business Partner	HR representative	Operations	F

Job Title	EDIC Role [Names Redacted]	Directorate	Gender
Vacant	Communications & Engagement Representative	Operations	

#### 1.4 Development, evaluation, and effectiveness of policies

When a strategic need arises, driven by initiatives and new opportunities, a working group is established with representatives from different areas to develop a policy. This group of individuals consult with employees and students to initiate the development of a fit for purpose policy. For example, this approach was evident when developing our Transgender Policy and Career Break Policy which were instigated by employee's need and developed in consultation involving employees either directly impacted by the purpose of the policy or with those that may be impacted indirectly.

All Pirbright's policies contain an EDI statement that is regularly revised to ensure an accurate reflection of our improving culture. EDIC are consulted to advise on and ensure use of inclusive language. Evaluation of policies is continuous by the leadership including our Trustee Directors. Policies are published and distributed through an online document control system, Q-Pulse. At any time, an employee can request or suggest a change to any policy through this system which will then be evaluated for impact (through consultation) and adopted if the change is deemed positive. For example, our Redeployment policy was changed following evaluation to provide the opportunity for pay negotiations during redeployment, enabling career progression alongside redeployment. We have also enhanced our family friendly policies, for example increasing the statutory entitlement for both parental bereavement and adoption leave, which reflects our commitment to EDI and demonstrates the investment we make in our people.

Former BBSRC staff (those who remain on BBSRC contracts that were in place prior to Pirbright developing its own Terms and Conditions of employment) are represented by two members of the trade union, Prospect. Both carry out union work within their contracted hours; one is a senior member of staff who also sits on the Pay and Policy Committee, and Risk Committee. If organisational changes occur, where legally necessary a member of staff is elected to represent Pirbright.

Equality Impact Assessments (EIAs) are used when there are organisational or structural changes, and in the event of redundancies. However, no impacts have so far been identified. More recently EIAs are being used to monitor and evaluate the impacts of decision making, such as internal funding allocation, to avoid any unintended consequence with regards to EDI considerations. Whilst scientific quality is the primary criteria for funding allocations, strong consideration for gender equality is also required. For example, additional grant funding provided to Pirbright from UKRI to help mitigate the impacts of the pandemic on projects was internally allocated using a specifically established governance framework, the Covid Allocation Committee. A review of the allocation was then made, to assess the

allocation based on EDI principles, and only following this review were decisions final. Since late 2020, these processes are now applied for any internal funding that is allocated by the Institute.

### 1.5 Athena Swan self-assessment process

The EDIC form the backbone of our gender equality work at Pirbright and also act as the Self-Assessment Team (SAT). Following staff changes in 2019, a new Head of HR was appointed (female) who relaunched the EDIC in January 2020, with an Institute-wide call for membership, particularly from those with lived experience of protected characteristics, and allies. The EDIC met every two months until July 2022 when the frequency of meetings was increased to once a month. This was necessitated by our advancement towards our new Athena Swan application and the increased profile of EDI work across the Institute.

The Athena Swan Working Group (ASWG) are a subset of the EDIC led by the Athena Swan Lead. This working group coordinated the analysis of our mandatory data and wrote this application, with input from relevant departments and specialist staff where required. The ASWG developed and rolled out our latest Institute Culture Survey in March 2022 (the previous culture survey was in 2019, plus a Covid-impact survey in 2021) and analysed the results and data to inform the key priorities for our new action plan. Prior to the survey rollout, an Institute-wide seminar was given by the Athena Swan Lead that described the purpose of the survey, encouraged participation, and explained the need for data collection to monitor progress against previously identified actions. Aggregated survey results were communicated back to all staff and students through our Management Forum and via an Institute-wide presentation (in-person and virtual). The current membership of the Athena Swan Working Group is provided in Table 3.

Table 3: Membership of the Athena Swan Working Group.

<b>Job Title [Names Redacted]</b>
Institute Fellow/ Athena Swan Lead
Director of Research
Epidemiologist
Head of Science Administration

Focus groups were held on the main areas of concern that were highlighted in the March 2022 survey, with managers encouraging staff to attend from across all areas of the Institute. The results of these focus groups have resulted in a new Employee Engagement Action Plan (EEAP) and have also informed our new Athena Swan action plan. The response rates for surveys, and attendance of the focus groups is disaggregated by gender in Table 4. Mandatory data was captured annually from our Human Resources online portal, “SelectHR”, with additional data on grants,

recruitment, promotions and flexible working patterns captured and provided by the relevant departments. All data analysis was conducted by the ASWG and members of the departments who provided the data, with oversight and reflection provided by the SAT.

Table 4: Gender breakdown of respondents/ attendees of surveys and focus groups.

Survey/Focus Group	Gender breakdown of respondents/ attendees
2019 Culture Survey	277/397 (69.8%) respondents of which 54.5% F, 40.1% M, 4.7% Prefer not to say and 0.7% gender diverse.
2021 Covid Survey	253/435 (58.2%) respondents of which 57.3% F, 38.3% M, 0.4% gender diverse and 4% prefer not to say.
2022 Culture Survey	199/442 (45.0%) respondents of which 57.3% F, 36.7% M, 1% transgender, 0.5% non-binary and 4.5% prefer not to say.
2022 Focus Groups	26 attendees of which 61.5% F and 38.5% M.

Since February 2022, we have commenced annual meetings with two members of the Science Advisory Board (SAB) who have extensive experience delivering EDI and Athena Swan agendas at their respective research institutes. The SAB members (1F, 1M) visit the Institute every six months to discuss progress with the EDIC and speak with staff members who have requested or been invited to one-to-one sessions as they have topics that they would like to discuss outside their direct management or internal Institute leadership structure.

As part of our preparation for our Athena Swan application, we have also consulted with external critical friends from other Higher Education Institutions, both of whom are Athena Swan Panel Chairs.

As part of our five-year funding cycle from BBSRC, we have allocated funding to support a part-time EDI Manager (currently being recruited) for three years who will coordinate the embedding of EDI into our Institute culture. Our new AS action plan will be driven by the EDIC, led by the Athena Swan Lead and the Director of Research, reporting directly to SLB on a monthly basis and to the SAB on a six-monthly basis. We will receive continued support for delivery of the action plan from members of the SAB, with the Institute Director ultimately responsible for driving forward the agenda of positive cultural change.

## **Section 2 An evaluation of the research institute's progress and success**

### **2.1 Evaluating progress against the previous action plan**

Please provide a critical evaluation of your most recent action plan and any other actions you have initiated since your award.

## 2.1.1 Action plan

Objective	Action	Timescale	Responsible	Success measure	Action taken	RAG rating
<b>1. EDI awareness</b>						
1.1 Maintain a vibrant and effective EDIC	1.1A Quarterly meetings of the EDIC cascading information up to the monthly SLB meeting to monthly Management Forum, a dedicated intranet page, electronic noticeboards and quarterly staff briefings by the Director. In addition, the EDIC will provide an annual written report to the SLB and Trustees.	Quarterly meetings of the EDIC	EDIC Chair EDIC intranet representative	Enhanced staff awareness of EDI issues will be demonstrable, both qualitatively and quantitatively. The next 2 EDI surveys will record an increase in the awareness of the AS Charter from 78% to 90%, and recognition of the Institute's commitment to equality and diversity from 61% to 90%.	EDI Committee formed in 2017. Relaunched in 2020. Agreement with the statement that "Pirbright is committed to EDI" increased from 66% in 2016 to 78% in 2019.	
1.2 Collect and analyse data to inform future EDI strategy	1.2A Conduct and monitor EDI surveys (internally every 18 months; Civil Service People Survey annually).	AS Working Group HR	First EDI survey Q4 2017	The next 2 EDI surveys (Q4 2017 and Q2 2019) and the next 3 Civil Service surveys (2017-2019) will record an increased response rate from ≈60% to 75% and gender parity. Data analysis will provide the evidence to monitor progress at the Institute and to inform future EDI action planning.	EDI survey in 2019, Covid impact survey in 2021 and culture survey in 2022 with response rates of 65%, 67% and 49% respectively. The civil service people survey is no longer run due to Pirbright becoming independent from BBSRC.	
	1.2B Organise focus groups to discuss topics of interest or concern arising from the surveys or other sources.	AS Working Group	Q4 2019 (changed from original date of 2018)	Focus groups will be held within 3 months of staff survey. Focus group findings and subsequent actions will be analysed and used by the EDIC, reporting as in 1.1A above. SLT will use the information to strengthen EDI strategy. Input into solving problems raised through surveys will engage employees and ensure the culture of the Institute is inclusive regardless of directorate or Band. This will be measurable as in 1.1A and 1.2A above, with enhanced awareness and participation in surveys.	2019 survey contributed to two major pieces of work, the Institute's on-going Project Improve and our Athena SWAN progress. Four staff focus groups were held in Feb 2020 and in Oct-Dec 2022.	
	1.2C All HR policies to be reviewed annually for equality impact and additional EDI information to be recorded through the Institute's new HR database, SelectHR.	HR Institute Negotiating & Consultative Committee (INCC)	Quarterly meetings of the INCC  SelectHR to be fully operational by Q3 2017	HR policies will be updated as required based on the equality impact analysis conducted by the INCC. Information generated will be provided to the EDIC for discussion and reporting. SelectHR will hold employee data including gender, pay equality, diversity, split, sexual preference, religion, absence types (maternity, parental and paternity etc.).	SelectHR fully functional with option for staff to input their own diversity data. Policies are reviewed biennially or annually by the relevant committees.	
1.3 Engage with external organisations on EDI matters	1.3A Active engagement with the ECU through the South East Athena SWAN regional network, the Research Institute Advisory Group (RIAG) and the Athena SWAN panellist activities.	EDIC Chair HR	ECU annual conference RIAG quarterly meetings Regional network meetings (3 per year)	EDIC Chair to attend the ECU annual conference (first November 2017).  EDIC members to attend South East Athena SWAN regional network meetings (first July 2017). Pirbright to host one meeting every 18 months.  EDIC Chair to be on the RIAG and ECU Athena SWAN mailing lists, and to share information with the EDIC. We will maintain at least 2 members of the EDIC with Athena SWAN	Athena Swan Lead and EDIC Chair attended RIAG from 2017 to present (now as RI EDI Practitioners Network), including input into AS review and Transformed Charter. ECU network meetings attended until 2019. Two Pirbright staff members trained and served as panellists for Athena Swan applications. Current Athena Swan Lead also an existing panellist as of 2022.	

				<p>panellist training experience and encourage them to be active as panellists at least once per annum.</p> <p>The knowledge gained through these mechanisms will feed into the Institute through the EDIC, with examples of good practice enhancing policies, activities, the evolving action plan and future AS applications</p>		
	1.3B Organise a biennial EDI meeting involving a series of talks, posters and opportunities for networking to build on Pirbright's good relationships with other research institutes and the neighbouring universities of Oxford, Surrey and Reading.	AS Champions Communications Team	First meeting Q3 2018	Our new conferencing facility will host up to 100 people for such events. Sharing good practice and building networks is beneficial to all; information gained will be used to enhance the culture at the Institute and it will be rewarding to help others in the same way.	Meeting held in 2018 jointly with ECU and University of Surrey.	
	1.3C Invite individuals from Athena SWAN silver-award Institutes to deliver seminars.	Seminar steering group	First seminar Q2 2018	Invite an annual seminar speaker, providing information which will inspire culture change, measurable through the surveys and focus groups (as in 1.2A and 1.2B above) and the Institute's pledge to work towards a Silver award in 2020.	Speaker from Roslin Institute in 2018. Further plans interrupted due to Covid.	
1.4 Provide EDI information for staff and students	1.4B Update the Employee Handbook to include information on EDI.	HR	Q4 2017	All employees receive a copy of the handbook at their induction; in addition to indicating that the Institute takes EDI seriously, the provision of EDI information (e.g. details of the EDIC, dates of meetings and links to relevant intranet sites), at this time will help new members of staff and students to settle in to their new environment. New starters will be provided with a feedback form and outputs will be reviewed monthly by HR and used to inform process (7.4A below).	Handbook updated. Onboarding experience has been enhanced with more reference to EDI in Induction, information provided about the LGBTQ+ network. From culture survey in 2022, of staff/students who had been at the Institute for <1 year, 79% agreed that leadership at Pirbright actively supports gender equality, 86% agreed that Communications were inclusive and 80% agreed that Pirbright was committed to achieving gender equality in leadership positions.	
	1.4C Organise events to celebrate key dates such as the Ada Lovelace Day and International Women's Day.	AS Champions Communications Team	Ada Lovelace Day (2nd Tuesday of October) International Women's Day (8th March)	First events will be 10th October 2017 and 8th March 2018. Good attendance rates and general interest in such events will be a measure of their success, helping to change culture at the Institute measurable through surveys and focus groups (as in 1.2A and 1.2B above).	Ada Lovelace Day and International Women's Day celebrated in 2018 with external female speakers. The Roslin Institute and Sainsbury's giving seminars. Annual calendar of events arranged by EDIC.	
<b>2. Role models</b>						
2.1 Increase the visibility of role models within the Institute	2.1A Develop a formal register of committees and regulate committee structure more closely. Produce guidelines on (i) how to consider gender balance when recruiting new members and committee Chairs (ii) the requirement for rotation of members and, where possible, the Chair (iii) standards for the committee remit including how it is recruited to, how often and when it	EDIC intranet representative All committee Chairs	Intranet site complete Q4 2017 Annual reviews and updates of on-line material	Committees at all levels, including Board level, will publish their remit, membership and open minutes on the intranet, alongside a diagram showing how all the committees interlink and report. Such transparency will allow all staff and students to identify opportunities for career development through awareness of their peers and colleagues acting as role models; the information will also enhance understanding of the Institute's governance structure which will be	Project Improve completed. Governance diagrams in place. Committee remit, membership and minutes published (where appropriate).	



	meets, reporting routes and current membership.			measurable through surveys and focus groups (as in 1.2A and 1.2B above).		
	2.1B Provide members of staff/students with the opportunity to shadow on committees.	EDIC All committee Chairs	Q4 2019 (replaced old date of 2017 due to Project Improve)	Shadowing of open sessions, where possible, will be advertised to staff via the intranet. All committees (withstanding confidential committees) will be offering shadowing opportunities by Q4 2019. Shadowing will expose people to role models and encourage them to take on these new roles and responsibilities as part of their career development and progression. A record of those taking up such opportunities will be maintained by EDIC and used by individuals to inform the revised annual appraisal (PPDR) process (4.3A below) and the new workload database (4.4A below).	Grant Review Team observers by gender and year: 2017: 2F, 2M 2018: 3F, 3M 2019: 3F, 2M 2020: 3F, 1M 2021: 6F, 3M 2022: 4F, 1M Total of 21 females and 12 males. All Committees offer shadowing opportunities.	
	2.1C Publish a series of voluntary case studies on the intranet from those at the Institute, covering topics such as taking maternity / adoption / paternity leave, flexible working, the work-life balance, child-care and carers.	AS Champions EDIC intranet representative	Q2 2018 Updated / added to annually	AS Champions will identify volunteers from Q3 2017 and work with them to build up a series of case studies for the intranet by Q2 2018. Role models will then be identifiable by staff and students based on personal need at any given point in time, e.g. someone thinking about taking paternity leave could identify a role model from the list of case studies, read the information provided and/or approach the person directly. Those contributing case studies will be asked to indicate to EDIC how many individuals have discussed the content with them.	Blogs published in the Intranet including lived experience of LGBTQ+, neurodiversity, being a carer during the pandemic and flexible working to enable family life.	
2.2 Increase the visibility of external role models	2.2A Continue to encourage the invitation of eminent females to present seminars at the Institute.	Seminar steering group (50% female)	Q2 2018	Screening of seminar suggestions for gender balance will occur at the nomination stage. Having a higher number of women presenting seminars of their work and careers will encourage our female employees to consider their own development. An increase in the percentage of female speakers to 50% by Q2 2018 will demonstrate gender equality.	Seminar Committee membership is 50% female and 50% male. The Committee request that staff consider diversity when making their nominations but are unable to ensure a gender balance through screening. Out of 162 speakers invited since 2017, 31.5% were female, with a higher percentage of females in 2018 (43% F; 57%M). For staff hosting seminars, there has been an increase from 35% F in 2017 to 43% in 2022 (41% average across all years).	
	2.2B Consider the gender balance for speakers and session Chairs at the next Pirbright scientific conference.	Conference working group (to be 50% female)	Conference Q2/Q3 2018	The conference working group will consider gender balance of speakers using the ten rules described in 10.1371/journal.pcbi.1003903. An increase in the percentage of female role models from 10% at the 2014 conference to 50% at the 2018 conference will promote gender equality.	Pirbright scientific conferences have been discontinued.	
	2.2C Demonstrate consideration of gender balance on Board level committees.	SLT EDIC	Q2 2020	Two of our 6 Board level committees have 50% female membership; 4 range from 20-25%. Only 1 of the 6 committees has a female Chair, as of 2017. Such committees are comprised largely of eminent, external people based on expertise and willingness to offer their time. Recruitment of committee positions at this level is therefore a	Female representation on Committees ranges from 25 – 83%, with five female chairs.	

				senior management task. The SLT will however be required to provide evidence to the EDIC regarding how gender balance was considered for each post. We aim to have a minimum female representation on each committee of 25-30% by 2020, including 2 female Chairs.		
<b>2.3 Increase the visibility of female role models in senior management</b>	2.3A Demonstrate consideration of gender balance on internal management committees	EDIC All committee Chairs	Q2 2020	Of the 16 internal, management level committees, 8 have 40% or more female members; the others range from 0% (SLB) through to 38%. Six of the 16 committees have a female Chair. Each committee will report to the EDIC demonstrating how gender balance was considered for recruitment to committee positions. We aim to have a minimum female representation on each committee of 40% by 2020, including 7 female Chairs. The strategic level SLB has to be considered as a separate issue because membership is designed around 4 key positions, all of which are currently held by men. Succession planning at the Institute will also target female members of staff for these senior management roles.	Committees restructured under Project Improve and 56% of Committees have female chairs. There is now a female Director of Finance who sits on the Senior Leadership Board, alongside three male directors.	
<b>2.4 Enhance the Institute's mentoring schemes</b>	2.4A Implement compulsory mentoring for all Institute Research Fellows.	Head of Science Administration Science Committee	All Fellows to have a mentor by Q4 2017	All 10 Institute Research Fellows to have a mentor by Q4 2017, an increase from 3 in Q1 2017. The Head of Science Administration and Science Committee will facilitate the recruitment of mentors for the remaining 7 Fellows. All Fellows will be required to complete an annual report for Science Committee including a section on the value of the mentoring received. The Committee will use this information to adjust the process as required in order to provide the best possible career development support, helping our Fellows progress to Group Leader positions either within the Institute or in other research posts.	Currently, there are two Institute Fellows (1 female, 1 male) who have an internal and external mentor.	
	2.4B Conduct an investigation of mentoring schemes currently in use at other institutions and use this information to reinvigorate the voluntary Pirbright scheme for all staff, including training for mentors and mentees.	L&D Manager HR	Training June 2019 Mentoring Live: End of June 2019 Feedback: Q4 2019	As part of the new scheme, we will implement an on-line feedback system for mentors and mentees. This will aid their reflection of the process and enable the L&D Manager to monitor frequency of meetings and effectiveness for individuals. Involvement in the scheme as a mentor will be recognised and recorded in the new workload database (4.4A below). Benchmarking of mentoring uptake at other institutions will be used to set expectations; current trends indicate an uptake in the region of 35% by 2020 would be acceptable.	There were 10 successful mentoring relationships in place prior to the pandemic. Following the pandemic, four were still in existence. L&D Manager has promoted the mentoring scheme in 2022. Training for mentors is provided on a one-to-one basis with the L&D Manager.	

<b>2.5 Act as role models for others: increase staff and student participation in Public Engagement events</b>	2.5A Introduce one Public Engagement (PE) activity per year to be mandatory for all students at the Institute. A prize for contributions to PE will be awarded at our annual Students' Day alongside the prizes for talks and poster presentations.	Academic Affairs & Training Officer	Requirement to be active from Q3 2017	Increased engagement of the students in PE events will increase the visibility of science role models to school and college students. This will form part of the students' mandatory transferable skills training, as well as being an act of good citizenship. Student issues and training are standing items on the Academic Committee agenda. Feedback will be through the student representatives on this committee.	Students must complete a mandatory ½ day per year on public engagement activities. Prizes are awarded annually to the student(s) who has completed the most public engagement during the year. 2018 recipients were 3 females, 1 male; 2019 recipients were 2 females, 1 male; 2022 recipient was 1 female. No prizes awarded in 2020/2021 due to lack of PE activities during pandemic.	
	2.5B Use the Communication Team's database to record enhanced data including attendance at PE events by gender, directorate, Band and event type.	Communications Officer	The database is live now. Comms. Strategy due for completion Q4 2017	The enhanced data will facilitate a more in-depth analysis of activities and participation. Alongside the Institute's Communication Strategy, this will enable us to target certain types of PE and offer a greater variety of event types suitable for both Science and Operations staff. This, combined with a record of activity in the workload database allowing for individual recognition (4.4A below), will encourage more staff and students to volunteer. We aim to have a 20% increase in PE activity by 2020.	Enhanced data has been collected since 2017. Between 31-41% of staff volunteer for PE activities each year (except during the pandemic). Number of STEM ambassadors at the Institute has increased from nine in 2016 to 20 in 2020.	
<b>3. Leadership</b>						
<b>3.1 Improve leadership and accountability at senior levels</b>	3.1A Introduce a new, mandatory training course for those at the Institute with leadership roles and line management responsibilities.	L&D Manager HR	First modules will commence Q3 2017		Leadership and Development Programme delivered by external provided, Vitae in 2018.	
	3.1B Introduce an annual voluntary module within the LAMP for women at all levels entitled The Empowerment of Women.	L&D Manager HR	First modules will commence Q3 2017	This module will boost women's confidence in their own ability, resulting in an increase in the number of women applying for promotion, particularly at the more senior levels (4.3A below).	A two-day Women in Leadership Workshop was included in the LAMP, then discontinued due to poor feedback.	
<b>4. Career development and promotion</b>						
<b>4.1 Improve the availability of careers information</b>	4.1A Hold a career-focussed event every other year at which inspirational speakers are invited to discuss their career pathways. These may be internal or external to the Institute, including Alumni, covering all areas of the work in Science and Operations.	Academic Affairs & Training Communications	First event Q2 2018	Inclusion of all types and levels of career pathways at the event will provide staff and students with the chance to increase their knowledge of future opportunities and requirements for personal development. Feedback from the events and survey questions will be designed to measure the success of this initiative.	Pirbright Career's Day held in Oct 2018, with eight speakers (5 female, 3 male). Career Day held again in Nov 2022, with 8F and 2M speakers. Feedback: "I found this careers day really insightful and helpful, I enjoyed finding out about careers I didn't previously know existed".	
	4.1B Conduct a feasibility study into the provision of in-work placements (up to 3 months either externally or internally in different areas of the Institute, e.g. Grants, IP) for all PhD students, regardless of their funding source.	Academic Committee	Commence scheme in Q3 2018	Information will be provided to new PhD students at induction and through on-line case studies to raise awareness of the scheme. An uptake rate of 20% would be acceptable in the first year of running the scheme, increasing to 50% by 2020. Focus groups will be used to monitor the value of the scheme to individuals.	Feasibility study concluded that funds were not available directly to support this. However, three students supported using funds from student training budget and FTMA fund to complete placements.	
<b>4.2 Improve the line managers' understanding of career</b>	4.2A Include a career development module in the new LAMP (see 3.1A above).	L&D Manager HR	First modules will commence Q3 2017	A module entitled "Developing Me, Developing My Team" will provide information for the individual's own career development as well as for those who report to that individual. Success	Some career development information included in the LAMP. Pirbright produced career development booklets, one for	

<p><b>progression at the Institute</b></p>				<p>will be measured through the post- learning review forms as described in 3.1A above.</p>	<p>Science Directorate and one for Operations Directorate.</p>	
<p><b>4.3 Improve the acceptance of Institute systems for supporting career development, reward and promotion</b></p>	<p>4.3A Promote and embed the new processes for annual appraisal (PPDR), JEGS, promotion and reward. The new PPDR forms and career development booklets will be used for the first time in April 2017. The new Performance Review Committee (cross-directorate with an equal gender split and representatives at different Bands) will meet in the Spring/Summer to take an objective overview of the process and a comparison of those individuals put forward for promotion or reward. The Heads of Science Programmes will actively target and support female scientists for promotion above Band E. The Director will deliver a seminar for all women on promotion at the Institute.</p>	<p>HR Performance Review Committee</p>	<p>Preliminary analysis complete Q3 2017 Increased acceptance in survey results 2019/2020. Enhanced rate of applications for promotion 2019</p>	<p>HR feedback to the EDIC will facilitate monitoring of the new systems in terms of gender. A subsequent staff focus group and surveys will provide information on whether there is enhanced acceptance of the new system as being fair and supportive. All feedback gained will help to evolve the processes as well as to develop any additional training or support mechanisms identified. We aim to increase the percentage who feel that the promotion process is transparent from approximately 30% to 80% by 2019, and the percentage of those who feel that all staff are given the same opportunities for career progression and promotion from 32% (female) and 50% (male) to 80% for both genders. We expect the simplified process and the enhanced LAMP training for managers to lead to increased applications for personal promotion; recent rates of 10-12 per year will be increased to 16 per year by 2019. In particular, we will increase the proportion of female scientists above Band E applying for promotion from 0 to at least 1 per year.</p>	<p>Career development booklets produced. PPDR training available annually to managers. According to the 2022 culture survey, 78% of females and 68% of males knew how to access the personal promotion scheme, and 76% females and 70% males felt that their line manager supported their career development.</p>	
	<p>4.3B Celebrate successful promotions and rewards.</p>	<p>HR</p>	<p>Annually</p>	<p>People will see that the systems are fair and transparent, enabling them to benchmark the quality and criteria applied, thereby allowing them to gauge their own suitability. Staff focus groups will be used to measure acceptance as in 4.3A above.</p>	<p>Promotions and PhD successes are widely publicised. In the 2019 survey, 76% of staff agreed that Pirbright celebrates the accomplishments of staff, students and the Institute as a whole.</p>	
<p><b>4.4 Introduce a system to facilitate monitoring of workload</b></p>	<p>4.4A Design a system using the SelectHR data base and the intranet to enable individuals to record all good-citizenship activities, both internal and external to the Institute, which fall outside of the main job role (e.g. committee membership, public engagement, mentoring).</p>	<p>HR All staff</p>	<p>Establish by Q2 2018 Monitor annually</p>	<p>An overview of workload will be available to senior management enabling them to distribute duties more fairly across the Institute, avoiding overload and providing individuals with the opportunities required for development and progression. The information gathered in the database will also be made available for committees considering promotion and reward for individuals. A staff forum and the staff survey will measure the success of the scheme. The 2016 values for recognition of contributions to the Institute will increase from 25-30% (female) and 35-50% (male) to 80% for both genders by 2019. Information from the scheme will be available to the EDIC on an annual basis to monitor (i) gender bias between different types of role, e.g. leadership v. administrative; (ii) comparative workloads between roles at the same Band level.</p>	<p>Completed. Captured information is considered during promotion and reward processes.</p>	

				Any trends will be used to inform future action planning in these areas.		
<b>4.5 Increase the transparency of the Institute's career pathways</b>	4.5A Conduct a review of the Institute's career pathways and job families.	HR	Summer 2018	A more transparent structure will facilitate career development and promotion, including the promotion of women to higher level roles to improve the gender imbalance currently recorded (4.3A above).	Career development handbooks written and available to all. Development discussion with manager included in PPDR process.	
<b>4.6 Encourage professional registration of science support staff</b>	4.6A Advertise details for the Science Council's Registered Science Technician and Registered Scientist on the intranet and electronic information boards. Support staff wishing to apply for registration. <a href="http://sciencecouncil.org/scientists-science-technicians/">http://sciencecouncil.org/scientists-science-technicians/</a>	L&D Manager	Advertise from Q3 2017	We do not currently have any junior scientists registered with the Science Council but following advertisement and discussions with targeted individuals (male and female), we aim to register 4 Band A/B scientists in Q4 2017, supporting them to complete the award by Q4 2018. Future increases in the number of Registered Science Technicians/Scientists at Pirbright will provide an additional element of career development which dovetails in to our Vitae RDF-focussed new annual appraisal process.	Details were advertised.	
<b>4.7 Facilitate transition between support and science roles</b>	4.7A Include information and specific examples on the intranet and in the careers event (4.1A above). Record and monitor this type of activity through the HR database.	HR L&D Manager	Advertise from Q4 2017	Monitor expressions of interest and actual lateral transitions between role types at the Institute using the SelectHR database. The information generated will be used to inform and improve the support provided. We do not have much historical data to act as a baseline but we expect to receive small numbers (possibly 2-3) expressions of interest per year. All requests will be supported where possible, making lateral transition a viable career pathway both from Science to Operations and vice versa.	Since 2017, there have been four lateral transitions between directorates, 3M and 1F. No promotion of lateral transitions took place.	
<b>4.8 Increase knowledge of the uptake and value of university training courses</b>	4.8A Collect data showing student attendance at events and uptake of training at their registering university.	Academic Affairs & Training Officer	Commence data collection Q3 2017	Uptake will be used to indicate whether some have a better student experience than others, perhaps due to the geographical location of their university. This will be used to direct policies governing funds for additional travel and subsistence.	Data was collected 2017 to 2019 but no trends identified.	
<b>5. Work-life balance and culture</b>						
<b>5.1 Improve the awareness of policies affecting work-life balance and culture</b>	5.1A Include information on a wide range of policies and processes in the "Welcome to People Management" module within the new LAMP (3.1A above).	L&D Manager HR	First modules will commence Q3 2017	A wider awareness amongst managers of the support provided by the Institute and available for them and their team members. Measurable through staff surveys and focus groups (as in 1.2A and 1.2B above). Ability to find policies and to understand them will increase from the 2016 survey rates of 15-40% to 80% by 2019.	Various policies regularly promoted. Policy information available on the Bull.	

	5.1B Run a series of bite-size sessions on a range of topics, policies and processes including: maternity / adoption / paternity; childcare schemes; well-being; flexible working; flexible benefits packages including financial opportunities, dignity at work including transgender. Reinforce the sessions with information readily available on the intranet.	HR HR Reward Specialist	First sessions timetabled for Q3 2017	A wider awareness amongst staff and students of key policies and of the support available to them. Measurable through session attendance rates, feedback forms following events, and staff surveys. Information gathered will facilitate continual monitoring and development of policies and their application.	See above 5.1A.	
<b>5.2 Improve the Institute's childcare services</b>	5.2A Review the childcare subsidy provided by the Institute.	SLT HR	Review to be completed by Q3 2018	A fair and transparent system for all employees regardless of contract type.	Childcare allowance £100 per month tax free salary sacrifice.	
	5.2B Conduct a feasibility study into the provision of childcare services on or near the site	SLT HR	Feasibility study to be completed by Q3 2018	Provide feedback to staff and students through staff briefings and on the intranet. If it is considered to be possible, the Institute will engage with appropriate external providers.	Feasibility study conducted. Most people preferred to use a childcare setting close to their home rather than work so options for provision of childcare close to Pirbright were not subsequently considered beneficial to staff.	
<b>6. Training support</b>						
<b>6.1 Enhance the information available to all staff and students</b>	6.1A Update the training catalogue to include further information on the "expression of interest" function of the learning management system, Absorb. Provide catalogues as hardcopy as well as on the intranet.	L&D Manager	Q4 2018	The L&D Manager will monitor "expression of interest" in courses and provide timely feedback to the individuals (within one week) explaining when the courses will be running. The number of people submitting an "expression of interest" will rise from 6 to 20 per year by 2020.	The training catalogue was updated and available on the intranet. However, this is no longer used as all courses are listed on the training portal, Absorb. This action is no longer relevant.	
	6.1B Update the training catalogue to include further information on the process for applying for external training courses and the funding available, including the Attendance Support Grant for those with caring responsibilities.	L&D Manager EDIC	Q3 2017	The L&D Manager will monitor applications for, and attendance at, external training courses, and update personal training records on Absorb. The EDIC will monitor uptake of the Attendance Support Grant (£1000pa)	Between 2017 and 2020, all applications for the Attendance Support Grant (n = 9) were approved, all for female members of staff. Applications and expressions of interest are logged as 'waiting lists' on Absorb.	
	6.1C Provide emails and updates on the intranet and electronic noticeboards around site to remind staff of the training opportunities, both internally and external, available to them.	L&D Manager	Quarterly bulletins by email commencing Q3 2017 Regular updates on-line	An increased awareness of opportunities will lead to increased uptake of training across all Bands and directorates. This will be monitored through course activity reports and personal transcripts on Absorb. Surveys will show an increase in the belief that all staff have the right training opportunities for career development from 50-60% to 80% by 2019.	In 2019 survey, 75% of respondents agreed that training was readily available and well-advertised, or that training helped to improve performance and/or career development. 80% target narrowly missed, but significant improvement demonstrated.	
	6.1D Conduct a gap analysis of training required by the lower Bands and target with courses of relevance to them, both for their day-to-day operation and in terms of career development.	L&D Manager Line managers	Gap analysis Q1 2018	Attendance of staff at the lower Bands, e.g. Band A Operations staff, at training events will increase from 0% in 2015/16 to 50% by 2019.	All staff and managers surveyed in 2022 for training requirements, but feedback was minimal and no clear actions arose.	
<b>6.2 Improve the support for scientists writing grants.</b>	6.2A Compile a list of potential funders and publish a regular newsletter on the intranet detailing opportunities.	Head of Science Administration	Q1 2018	All Band D and above scientists will have advanced notice of funding opportunities, including large and small projects and travel funds. The information will be updated regularly	Grants Office formally communicate funding opportunities through various platforms.	

				and support and guidance made available to encourage applications to a wide range of funders. The uptake will be measurable through an on-line tool asking "did you find this information useful" and by logging site visits automatically.		
	6.2B Investigate the financial feasibility of subscribing to research professional or similar databases.	Science Committee	Q4 2017	Access to such a database would overcome the need for 6.2A above. However, membership of such databases is very expensive and a cost-benefit analysis may prove to be inhibitory.	This was investigated but the decision was taken to not subscribe due to the expense. Instead, the Grants team offer one-to-one advice to staff, as requested.	
	6.2C Compile and maintain a selection of grant applications (to a variety of funders) available on the intranet	Head of Science Administration	Q1 2019	Sharing good practice will assist scientists to prepare grant applications which will be measurable through an increase in the numbers of applications and the percentage that are successful. We aim to enrol 8 scientists at Band F or above to act as grant mentors.	After discussion with PIs, they did not give their consent to have their applications available on the intranet. As an alternative solution, example applications were made available in the grant writing resource pack, and others available on request.	
	6.2D Compile and maintain a list of senior scientists with experience of applying to different funders who are willing to mentor Research Fellows and junior Group Leaders by reading applications and providing advice.	Head of Science Administration	Q2 2018	Application and success rates for small grants are comparable for men and women. We will concentrate on female scientists applying for large grants (>£100K), aiming to increase the application and success rate from 29-30% to 43% in line with their male colleagues by 2020. In turn, funds brought in by female scientists will improve, reducing the current divide between women (£2M) and men (£30M).	Grant Review Team (GRT) was formed and positive improvements for females.	
	6.2E Establish a mechanism to (i) expand the current Grant Advisory Submission Panel from just BBSRC funding to include the review of applications to other funding sources; (ii) interrogate whether it would be possible to invite all eligible Band E scientists to shadow the panel as Institute Fellows currently do.	Head of Science Administration	Q2 2018	Application and success rates to funders such as the MRC, Wellcome Trust and ERC/EU will increase. From 2013-2016, the Institute won £15.8M from the BBSRC in open calls, £5.6M from DEFRA and £11.6M from other sources. We aim to increase income from all sources. The effect of Brexit will have to be monitored over the next 2 years since the EU contributed £2M of the £11.6M won.	Completed through formation of GRT.	
	6.2F Establish a mechanism to review and discuss unsuccessful grant application	Chair of the Grant Advisory Submission Panel	Q3 2018	Feedback to those writing unsuccessful grants will help with subsequent applications, thereby helping to improve future success rates.	Feedback reviewed and communicated through GRT.	
	6.2G Conduct a focus group to identify any underlying issues for female scientists when applying for grants.	Head of Science Administration Head of Academic Affairs & Training	Q3 2017	Identification of any gender specific issues will underpin future decisions on training and line manager support for female scientists, especially when applying for the larger grants. Grant application rates will increase as in 6.2C/D above.	Focus group was conducted and support put in place through GRT.	
6.3 Improve the support for scientists applying for studentships	6.3A Make information more readily available in advance on the intranet including opportunities and timescales for PhD and BSc/MSc placement studentships. The Head of Academic Affairs & Training will provide additional support on an individual basis but particularly targeting	Head of Academic Affairs & Training	Intranet update Q3 2017	Individuals will have the information required in a timely manner, enabling them to take it into account and discuss it with their line manager as part of the annual appraisal system. The Head of Academic Affairs & Training will provide additional support on an individual basis. We will increase female applications (as a % of the eligible pool) from 11% for BSc (year-in-	Information on externally funded studentships is provided on the intranet and via a detailed email from the Head of Academic Affairs to all scientists. Internally funded studentships, BSc placements and MSc projects are also communicated to all scientists in detailed emails.	

	female scientists at Band D and above when the calls for studentships are released each autumn.			industry) placement students and 7% for PhD students to match the male rates of 15% and 20%, respectively.	In 2022, female applications for BSc placement students (as a % of the eligible pool) were 17% for females and 14% for males, and for PhD students were 5% for females and 17% for males.	
	6.3B Conduct a focus group (combined with 6.2G above) to identify any gender related issues relating to studentships and student supervision.	Head of Science Administration Head of Academic Affairs & Training	Q3 2017	Support for issues identified will be as in 6.2G above, with an increase in the number of studentship/ placement student applications from female scientists (6.3A above).	Focus group run in 2018. No common themes identified, and issues tended to be specific and individual. Support provided on a case-by-case basis.	
<b>7. Recruitment and leavers</b>						
7.1 Improve the collection of equal opportunity data	7.1A Continue to collect PhD student information at the point of on-line application and expand this to include BSc placement students.	Academic Affairs & Training Officer		The SelectHR system will hold employee and student data (as in 1.2C above) plus recruitment data including demographic split, geographical attraction, educational levels - feeder universities (red brick, prestige), and numbers of applicants from privileged or deprived areas. More complete data will enable HR and the EDIC to monitor the culture of the Institute. In addition, we will be able to identify points in the recruitment and leavers' pipelines at which we are seeing imbalances in, e.g. ethnicity, providing insight and support into future recruitment campaigns including website such as <a href="http://www.ethnicjobsite.co.uk/">http://www.ethnicjobsite.co.uk/</a>	BSc and PhD applicant data collected on gender, ethnic origin, educational level and marital status since 2016-2017.	
	7.1B The new HR database will allow for the more efficient collection of equal opportunity information for job applicants, new members of staff and leavers.	HR	SelectHR to be fully operational by Q3 2017		SelectHR database in place and fully functional. No trends identified along the recruitment pipeline.	
<b>7.2 Standardise the recruitment process to encourage diversity in the recruitment pool</b>	7.2A Introduce a template for all advertisements, to be assessed by HR for gender neutral language and any discrimination, e.g. against those wishing to work part-time, job-share or return to work following a career break.	HR	Q3 2017	A standardised template will assist recruiting managers to complete the required information, with HR as a check before publication. The template will include direct links to Institute policies to ensure that potential applicants are able to view our career development and working practices and our family friendly benefits. Advertising sites will be those deemed most appropriate to the post, including WISE for the more senior scientific positions (Bands E and above).	Standardised template completed and in use. Gender biased language tool trialled for job adverts. This has led to improved wording used in job descriptions and advertising. Template includes EDI statement.	
<b>7.3 Provide a smooth joining process for new starters</b>	7.3A Induction has been greatly improved and simplified since the consolidation of the Institute on one site. Further modifications will include a paperless induction pack, using the intranet to provide all information including links to family friendly policies, an Institute organogram, photographs of key members of staff, the relevant Career Development booklet and the Training Catalogue. A feedback form will be included and completion requested after passing probation.	HR	Q4 2017	On-going feedback following probation will be used to streamline the induction process and improve the new-starter experience. We do not have baseline data as we have not previously collected feedback. A satisfaction rate of 90% is expected by Q4 2018.	Induction process streamlined.	
	7.3B Buddies to be provided with more	HR/ HSBS Officer	Q4 2017	A buddy checklist will ensure that buddies are aware of the expectations and better equipped to	Buddy scheme introduced but did not continue due to lack of clarity over how	



	information regarding their role in induction.			support the new member of staff or student. Feedback will be collected from buddies and new starters and satisfaction rates of 90% are expected by Q4 2018.	long it should remain in place, and whether the line manager should be covering the role as point of contact.	
<b>7.4 Improve the quality of the leaver experience</b>	7.4A Redesign the form used to capture exit interview data and be proactive in "selling" the value of exit interviews to the Institute, explaining that information will be anonymised before use.	HR	Q1 2018	The quantitative and qualitative data available will be more in-depth and allow interpretation in such a way as to demonstrate common trends and key themes. This information will be used to inform decisions regarding retention and recruitment. The percentage of leavers taking up the offer of an exit interview will be $\geq 80\%$ .	Exit interviews are offered and encouraged through the standard leaver email. It is voluntary. Quarterly reviews are carried out of the forms/interviews that were completed. There have been no worrying concerns or themes arising.	
<b>7.5 Ensure equality of pay at the Institute</b>	7.5A Conduct an equal pay audit for all staff (comparing the Institute by sector and location); analyse the data from this and the recent Gender Pay Gap audit.	HR/Head of Finance	Q2 2018	Information gained will be used by SLT to implement fair pay for new starters and established staff at the Institute. The percentage of staff reporting the award of performance pay lacks transparency in surveys will drop from 52-60% to 25% by Q2 2019.	In 2019, the percentage of staff reporting "the award of performance pay lacks transparency" reduced to 40%. Gender Pay Gap continues to reduce.	

## 2.2 Evaluating success against the research institute's key priorities

### 2.2.1 EDI Committee and embedding EDI at Pirbright

Since our previous Athena Swan Bronze award in 2017, we have made significant progress in terms of embedding EDI into the culture of Pirbright. Over the last four years, the responsibility for EDI work has widened to encompass the whole Institute, with shared responsibility across all departments and ultimately led and driven by senior staff. Past SLB members on our EDI Committee include the Director of Operations and the Director of Finance, with current representation from SLB by the Director of Research, as well as other senior staff who sit on decision-making committees. EDI is now a standing agenda item on the Director's quarterly staff briefing, the format of which is being reviewed as part of our future action plan (A 1.2.2) to ensure it provides an inclusive communication channel for staff/students. Agreement with the statement that "Pirbright is committed to EDI" increased from 66% in 2016 to 78% in 2019.

Our staff actively engage with external organisations on EDI matters. Two of our EDI Committee members also participate in EDI Committees and working groups for the Microbiology Society and the Royal Entomological Society, one as a co-chair of the Members Panel. Three Pirbright staff members have trained and served as Athena Swan Review Panelists, including our current Athena Swan Lead. In 2022, commitment to EDI was fully embedded within our Institute Assessment Exercise documents, including laying out our five-year plan for improving research culture across the Institute and the wider community. This included financial provision for an EDI Lead to be recruited as detailed in our future action plan (A 4.11.4).

### 2.2.2 Grants

In our previous Athena Swan action plan, there was an action to improve the support for scientists writing grants (A 6.2). Rather than using a mentoring system (A 6.2D), the Grant Advisory Submission Panel (GASP) was restructured into the Grant Review Team (GRT) made up of members who have significant experience with grant writing and success, including staff who act as reviewers on external funding panels. The GRT review all large grant applications for both junior and senior members of staff, provide feedback and advice on drafts, and will review amended drafts prior to approving for submission. This ensures that all large grants meet a minimum standard and greatly improves the quality of the submission for the PI. The previous GASP only reviewed applications for BBSRC grants, but now GRT also review grant applications to other research councils and large funding bodies. GRT meetings are held three times a year, but 'pop-up' GRTs are also held if a grant application needs to be reviewed sooner, due to a short submission deadline. When senior scientists sit on external committees, they share updates, good practice and expectations through the Group Leaders meetings. At the start of every GRT, all feedback from submitted grants is reviewed, particularly those that were unsuccessful. Hints and tips are then converted into blog posts and posted on the intranet and also shared in the monthly funding email.

The opportunity to observe a GRT meeting is open to staff and students at all career stages and uptake is high. This allows potential applicants to gain an understanding of what is required for a large grant application, how it will be scrutinized by a funding panel and to make the process as transparent as possible. Between 2017 and 2022, 33 staff/students observed GRT meetings, with particularly high uptake by females (21 F and 12 M). Some staff have attended more than once as they have found it such a useful and insightful experience.

Additional support for grant applications is provided by the Grants Office who produce a monthly newsletter via email to all scientists that outlines relevant upcoming funding opportunities. A recent pulse survey in 2022 found that staff liked the format, content and frequency of the newsletter. The Grants Office also identify funding calls that may be of interest to specific Group Leaders and email them directly. Urgent funding calls or those with a short deadline are emailed separately to the monthly bulletin. In 2019, an internal training course on grant writing was run by a member of the Grants Office for all post docs and students and had 30 attendees.

The significant increase and improvement in support for grant applications has resulted in an increased success rate for females from 29% in 2016-17, to 40% in 2018-19 and 64% in 2019-2020, bringing the success rate for females in line with male colleagues (Appendix 5.2.15). The overall grant success rate across the last five years is 41% for males and 42% for females. Since 2020, however, the number of successful grant applications for females has dropped, possibly due to the greater impact of Covid on women, and the lower number of women employed at higher grades, such that those who have successfully been awarded large grants in 2020, have not yet applied for their next funding cycle. We anticipate the number of successful females to improve from 2023 onwards as previously awarded grants end.

### 2.2.3 Role models

Following a review and restructure of boards and committees at Pirbright under Project Improve, there are now six board-level committees, four of which are chaired by males, and two by females. Female representation on these ranges from 25 – 83%. At the Committee level, there are nine committees, of which five have female chairs (56%). Female representation on these committees ranges from 13 – 63%. Additionally, there is now a female Director of Finance who sits on the Senior Leadership Board, alongside three male directors.

Female role models have also become more visible through the staff awards which are given annually to individuals who have made significant contributions in various aspects of work-life e.g. “Going the extra mile”, “Public Engagement Champion” and “Internal Collaborator”. In 2019, all awards were won by female members of staff. In 2020 and 2021, awards were given to whole Teams who had been nominated and recognised by their colleagues, with the EDI Committee shortlisting the nominations

for all staff to then vote for the winner. In the 2019 survey, 76% of staff agreed that Pirbright celebrates the accomplishments of staff, students and the Institute as a whole, although 2022 focus groups indicated that a return to individual awards rather than whole team awards would be preferred, and this is reflected in our future action plan (A 1.1.4).

The pandemic has introduced a greater variety of working patterns at Pirbright, with many staff taking advantage of flexible working arrangements to balance their personal needs. A female scientist was celebrated at Pirbright for being a winner on the Timewise Power List 2022, which recognises significant success whilst working flexibly or part-time. A range of working patterns have been introduced and adopted since the pandemic, including flexible working, compressed hours and hybrid work arrangements (where the role permits). Although this can be challenging for some roles at the Institute, 70% of those who completed the latest survey agreed that Pirbright enables flexible working. We have also introduced flexible annual leave, and enhanced family leave policies allowing parents to share leave. During our next award period, we aim to increase flexible working patterns and job sharing amongst senior members of staff (both male and female) to ensure that these practices are clearly role modelled and successfully demonstrated (A 3.1).

"Pirbright is a very family friendly and supportive employer."

#### 2.2.4 Promotion

Support for career progression and promotion was a priority area in our previous action plan (Objective 4). Promotion and progression have been facilitated through the career development booklets, which are available to all staff and detail the requirements for each grade band, with separate handbooks for Operations and Science staff. Managers are supported through annual PPDR training (optional) and discussions around career development form part of the PPDR process. According to the 2022 culture survey, 78% of females and 68% of males knew how to access the personal promotion scheme, and 76% females and 70% males felt that their line manager supported their career development. A total of 16 out of 26 applications (61%) were successful for personal promotion between 2017 and 2022, with a success rate of 40% among males and 75% among women. More females than males are now applying for personal promotion, and are being successful at higher grade bands, suggesting high impact of the new support provided (Appendix 5.2.14). Successful promotions are publicised on the intranet and in the monthly newsletter. PhD success is additionally promoted on the electronic noticeboards, along with external and internal prizes and awards. Pirbright held a Career's Day in 2018 and again in 2022, with speakers from a range of science and non-science careers, some of whom used to work or study at Pirbright. In 2018, there were five female

and three male speakers and in 2022 there were eight female and two male speakers.

In 2022, the Within-Band Merit Scheme was introduced which enables staff to move up the pay scale within their band in increments. It is available to apply for annually and is based on sustained improvement in performance over the last year. Staff can apply individually and/or with the support of their line managers. In 2022, 16 females (12 successful, 75%) and 11 males (11 successful, 100%) applied.

### 2.2.5 Gender balance and gender pay gap

Across the Institute, the gender pay gap has significantly reduced from a mean of 14.7% (median 15.16%) in 2017 to 10.3% (median 6.6%) in 2022. This is attributed to consistent quarterly reviews of the gender pay gap, salary increases above the baseline for new starters and regular analysis of retention and responsibility allowances by gender. In addition to this, the recruitment process has been scrutinized for gender bias and there is now a standard recruitment template in use that includes an EDI statement encouraging applicants from historically marginalized groups to apply. It also makes clear the possibility of flexible and hybrid work arrangements, where the role allows. Language use in internal communications and documents as well as in job descriptions and advertising is continually being revised to ensure the use of inclusive language. Our target of achieving a 50:50 gender balanced work force by 2025 was achieved in 2020 and has remained consistent in the following years (Appendix 5.2.1).

Within the upper quartile of pay, there are more men (60%) than women (40%) and there is a mean pay gap in favour of males of 8.7%. In the lower pay quartile, there are more women (58%) than men (42%) and a mean pay gap in favour of women of 3.3%. In the lower quartile this may be due to the higher number of male apprentices, particularly in the Engineering department and indeed our future action plan seeks to improve the overall gender balance within this department (A 4.6).

### 2.2.6 Bullying and harassment

A new Active Bystander reporting tool has been made available and this has facilitated reporting of incidents and can be used anonymously. This tool has been widely publicised across the Institute and in the 2022 Culture Survey, 84% of staff said that they knew how to report bullying and harassment. The number of reported incidents has decreased between 2017 and 2022 and we believe this to be attributable to a more active approach to tackling bullying and harassment, and an improved culture of openness, rather than a lack of reporting. The evidence for this is that the number of people reporting that they have experienced bullying within the

preceding 12 months reduced from 12% in 2019 to 8.5% in 2022. We will continue to address issues around bullying and harassment in our future action plan (A 1.3).

## Section 3 An assessment of the research institute's gender equality context

### 3.1 Culture, inclusion and belonging and 3.2 Key Priorities

Data for this section derive from the 2019 and 2022 Institute Culture Survey's, focus groups conducted in 2022, the 2021 Covid Survey, the staff and student profile data that is captured annually through the HR online system and data on recruitment and leavers, promotions and grant funding.

Each protected characteristic identified from the 2022 survey was analysed in turn for its effect on the answers to the questions relating to culture. There were no interactions identified between variables and due to the small numbers of respondents in some categories, the dataset was not sufficient to explore intersectionality through quantitative methods. However, by using multiple component analysis and hierarchical cluster analysis, it was found that people's experiences were not compounded by intersectionality and protected characteristics were evenly spread across all bands, directorates, working patterns and contract types.

Our key priority areas were identified as:

1. Communications
2. Line Management
3. Flexible working
4. Inclusion and Well-being
5. Career Development

In the following section, where relevant, specific actions from our future action plan have been highlighted.

#### 3.1.2 Belonging and Inclusion

In both the 2022 and 2019 surveys, respondents were asked to select the three words (from a list of 13) which they felt best described Pirbright. In both surveys, the top three words chosen were *diverse*, *friendly* and *collaborative* with *sexist* and *sad* being selected the least frequently. The nature of high containment work creates permanent physical barriers between staff groups. This is the structure of the community in which we work, but in all buildings and office spaces there are breakout areas, including newly installed sofa seating in the canteen. Additionally,

staff enjoy opportunities to come together for social events e.g., Annual Rounders Tournament and summer and Christmas parties.

The Pirbright Social Club organises frequent social events throughout the year to enable staff to come together in an informal setting. These events include restaurant trips, sports activities and quizzes. Staff also come together for our EDI Initiative Days (see calendar for 2023 in Appendix 5.2.11) and fund-raising events, including raising money for our Charity of the Year, which in 2023 will be MacMillan Cancer Support (as voted for by staff/students).

In the 2022 survey, 63% of staff and students agreed with the statement “I feel like I belong at Pirbright” and 64% agreed that “My contributions are valued”. Agreement that “The experience of working at Pirbright is not impacted by protected characteristics and/or intersectionality” increased with both age and band, but only 50% of students agreed (n=17). Males (80%) felt more comfortable than females (60%) about speaking up and expressing their opinions ( $p = 0.008$ ). Follow up focus groups indicated that this may be related to a lack of gender balance in some groups, although it was also recognised that feeling ‘not part of the group’ was not limited to gender. It was also noted that within the Engineering department, staff are encouraged to openly challenge decisions in a respectful manner, but within Science this was less evident.

A4.2 Create a culture of employee voice.

A4.13 Greater support for transgender and non-binary staff.

Some issues around the inclusivity of communications across the Institute were identified in the 2022 survey. The content of the All Staff Briefing that is delivered quarterly by the Director was deemed to be too focused on infrastructure and finance, and there was a desire for this to be more focussed on the staff, to create a greater sense of community. It was also felt that there should be wider communication about those making significant contributions, with greater emphasis and recognition for those at all levels who are having a notable impact.

A1.1 Create a greater sense of community across Pirbright.

In late 2022, “SLB Walkabouts” were introduced and these have been well received by staff. The purpose of these was to create greater visibility of the Institute directors within the workspaces and to enable informal conversations to take place between staff and SLB. In addition, there is now an SLB email inbox for anyone to send a direct message to SLB for consideration.

### 3.1.3 Gender equality

The Pirbright Institute has maintained a good gender balance across 2017-2022, with a current 50:50 ratio of males to females (Appendix 5.2.1). Whilst we do have non-binary and trans staff and students (1%), our current HR system only permits gender identification as either male or female, as defined at the point of recruitment.

A total of 63% of surveyed staff agreed that leadership actively supports gender equality, with agreement increasing with age. Males were twice as likely to agree than females ( $p = 0.002$ ) and more than 73.8% of males felt that Pirbright was committed to achieving gender diversity in leadership compared to 45.8% of females ( $p = 0.0007$ ).

Only 35% of staff agreed that “the rate that people progress in their career is not affected by gender”. Female science staff noted that they lacked female managers and all staff wanted to see a greater diversity of role models, particularly of women. There was concern around the impact that maternity leave has on women’s careers, compared to men.

A 4.3 Promotion and support of inclusive working practices. Celebrate role models across different lifestyles and working patterns.

A3.2.1 Employ Roving Researchers to support continuity of work for those on parental leave and career breaks.

Whilst the overall gender balance for the whole Institute is 50F:50M, when this is analysed by job family (Science, Capability, Corporate Development or Risk and Assurance), gender imbalances begin to emerge. These have remained fairly static over the last five years’ worth of data (Figure 2). There are many more men than women in Capability, with women making up the majority of the remaining three job families.

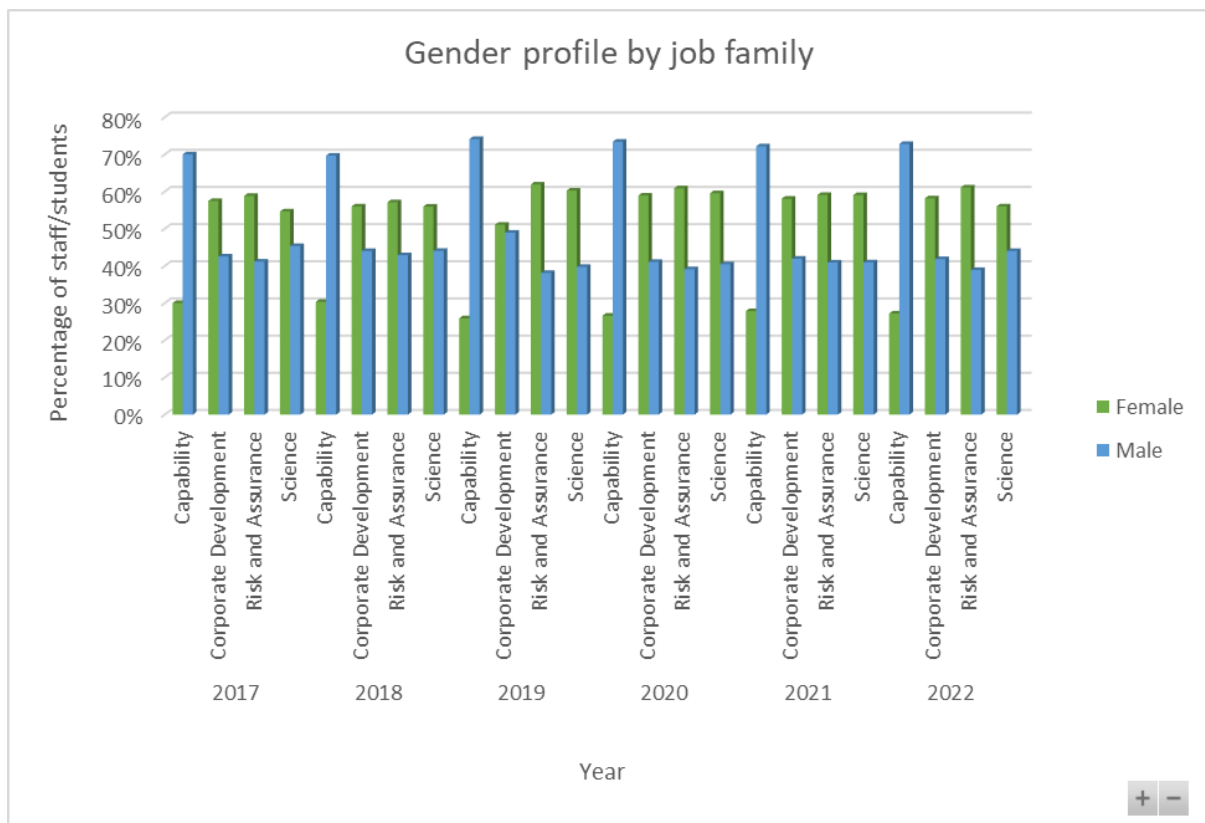


Figure 2: Gender profile of staff and students by job family 2017-2022.



The departments where gender imbalances were most marked were IT (9M, 2F), People Services (8F) and Estates and Engineering (53M,7F; Appendix 5.2.3) Additionally, Press and Communications and Science Administration were 100% female, although these departments have very low staff numbers (n=5 and n=4 respectively). Recently, 95% of applicants to IT roles have been male, but the latest vacancy was offered to and accepted by a female. Recruitment to posts in People Services and Estates and Engineering typically suffer from a lack of diversity in the talent pool within these areas, representing sector-wide issues. Within Science Administration, staff turnover is low, and when posts have been advertised there have been no male applicants. Additionally, the Head of Science Administration has commented that the movement of female scientists from the bench into project management and administration roles may be part of the 'leaky pipeline' of female careers in science for which there are many influencing factors.

A4.6 Increase gender diversity of applicants for IT, Engineering, People Services and Science Administration roles.

All recruiting managers must undertake unconscious bias training and panel interview training, and our recruitment data suggest that there is no discrimination from the application stage through to offers being made (Appendix 5.2.8). However, there is scope to improve our recruitment strategies to ensure we are attracting talent from the widest candidate pool possible, particularly for senior levels.

A4.7 Ensure diversity in recruitment and selection continues to increase at management and senior management levels.

### 3.1.4 Work-life balance

A total of 80% of Science staff surveyed thought that Pirbright enabled flexible working. Agreement was lower amongst Operations staff, with 28.9% disagreeing. A total of 50% (n=24) of long-term carers agreed compared to 75.4% of non-carers. A total of 40.9% of those with caring responsibilities felt that timings of group meetings and events took into consideration their caring responsibilities, compared to 73.5% for non-carers. In future surveys and communications, we need to be clearer about what is meant by flexible working, as staff may interpret it as hybrid or blended working, with the flexibility being around workplace location, or it may be around the number of hours worked per week (i.e. part-time or full-time work patterns), or the ability to work outside of standard "9 'til 5" office hours. This will allow a clearer understanding of what elements of flexible working are beneficial for some staff and not others, with reference to carers.

A3.3 Improve staff understanding and awareness of flexible working.

A4.8 Full Staff Culture survey to be held every two years.

Over the last five years 34 women took maternity leave, the majority (n=28; 82.4%) returned to work, and the average period taken was 9 months (ranging from 2 to 12 months). Most of the women that took maternity leave were from Science (n=22, 64.7%).

The number of part-time staff has ranged between 32 and 40 over the last five years, with the number of female part-time staff increasing from 73% to 84% between 2017 and 2021, and the number of male part-time staff decreasing from 27% to 16% during the same period. Whilst there is a significant difference between the number of males and females making use of part-time working, staff retention for this group is very high, at an average of 89% for the last five years. Retention was defined as part-time staff who were still in post the following year (Appendix 5.2.13).

Following the Covid-19 pandemic, a survey was conducted in 2021, in which 70% of staff reported that they received sufficient support from their line manager during the pandemic and a further 22% said they ‘mostly’ did. A total of 95% answered ‘yes’ or ‘mostly’ to the question “was there sufficient flexibility to enable you to work effectively?”. A total of 33% of staff felt that the pandemic had an adverse impact on them to some extent, with the most common cause of work-related stress being demands from workload, working patterns or working environment.

To support staff throughout the pandemic, the Crisis Management Team (CMT) was formed and 70% of staff felt that the CMT was effective about keeping them informed, with 79% feeling comfortable raising concerns and asking questions. Research staff were supported throughout the pandemic and immediately after through Covid support grants (Table 5). There were two support programmes for principal investigators (PIs) for whom their research projects were affected. The majority of the money from both programmes was allocated to salaries of early career researchers (ECR) linked to the projects affected.

The first support programme was a grant from UKRI (with strict restriction, total £554,849). It supported 8 projects (5M, 3F) and salaries for 7 ECRs (2M, 5F). The second support programme was sourced from internal money (total £215,118) and helped to support PIs and ECRs who did not qualify for the UKRI grant. This programme supported 7 PIs (4M, 3F) and salaries for 14 ECRs (6M and 8F with 2F on maternity leave during this period).

Table 5: Allocation of Covid funding to PIs and ECRs.

	PIs		ECRs		Other expenses
	Males	Females	Males	Females	
<b>UKRI grant</b>	n=5 (63%) £63,335 (65%)	n=3 (38%) £191,514 (35%)	n=2 (29%) £192,566 (35%)	n=5 (71%) £337,589 (61%)	£24,694 (4%)
<b>Pirbright fund</b>	n=4 (57%) £153,423 (71%)	n=3 (43%) £61,695 (29%)	n=6 (43%) £48,014 (22%)	n=8 (57%) £125,681 (58%)	£41,423 (19%)

Pirbright has an Attendance Support Grant which facilitates staff attending events and conferences when they have caring responsibilities. Staff can apply for assistance with additional childcare or caring costs that are incurred when they need to travel for work. Between 2017 and 2020, all applications for financial support (n = 9) were approved, all for female members of staff. Since Covid-19, awareness of this scheme has reduced and this will be relaunched in 2023. Childcare costs are additionally supported by the salary sacrifice Tax-Free Childcare Voucher Scheme.

#### A3.4 Relaunch the Attendance Support Grant.

##### **Case Study: Fulfilling my career dreams and raising a family.**

A female PhD student explains how Pirbright's family-friendly policies are enabling her to juggle raising two young children while attaining a PhD.

"With two young children, I knew doing a PhD would be a challenge. I lived a 45-minute commute from the Institute, and I was really worried about how I was going to manage the demands of life in lockdown with two small children and starting my PhD.

"But I needn't have worried. Pirbright understood my concerns and provided me with an Institute house, suitable for a family. This changed everything. It means I have my family around me and can be there for my children. I can check on my children during break times and experimental incubation periods. It is very reassuring for my family knowing that mummy is just next door.

"These little things have made such a huge impact. It has not only helped me achieve my personal goal but made it easier for me to cater to my family responsibilities."

#### 3.1.5 Bullying and harassment

The number of staff/students who answered yes to the statement "I have experienced bullying and/or harassment at Pirbright in the last 12 months" reduced from 12% in 2019 to 8.5% in 2022. Since 2019, the Active Bystander reporting tool has been introduced to enable the reporting of anonymous concerns, as well as staff/students being encouraged to report to line managers and/or HR. In 2022, 84% of staff/students knew how to report bullying and harassment.

However, only 32% of staff thought that management were active in tackling bullying and harassment and 30% were satisfied with how bullying and harassment is dealt with at Pirbright. This increased with increasing band and males were more likely to think that management were active at tackling bullying compared to females. Focus groups identified a lack of trust and transparency with the current processes, with staff wanting greater confidence in the Active Bystander reporting process.

## A1.3 Staff feel confident to report bullying and harassment.

### 3.1.6 Career Development

Career development is supported through the Personal and Professional Development Review (PPDR) process. In 2022, 67% of staff felt that their line manager supported their career development, although only 44% felt that they received useful feedback on career development during their PPDR. Information about vacancies is detailed on the intranet (“The Bull”) as well as on the external website (for external vacancies), and 86% of staff know how to access this information. Additionally, the annual Personal Promotion Scheme (PPS) is widely publicised, with annual training workshops run by HR to provide transparent information about the application process. There are also Career Development Handbooks for both Science and Operations roles that are available on the intranet. A total of 64% of staff know how to access the PPS compared to 27% in 2019 who either did not know, or felt it was not openly available to all.

A total of 36 out of 58 applications (62%) were successful for personal promotion between 2018 and 2022, with a success rate of 48% among males and 73% among women. Over time annual success rates were between 60% and 100% among women and between 25% and 67% among men. Using data from applicants with information available at directorate level, most applications came from Science (n=21), followed by Operations (n=5). Success rates were similar across directorates (between 50 and 67%) (Appendix 5.2.14).

In 2021, the Within-Band Merit Scheme was launched to enable staff who are not yet ready for promotion to progress their career through their current band via a pay award. This was in response to a lack of opportunity for progression when promotion to the next band was not yet appropriate. The Within-Band Merit Scheme is open for applications between April and July each year following the completion of the PPDR. In 2021, 17 females (9 successful, 53%) and 10 males (4 successful, 40%) applied. In 2022, 16 females and 9 males applied, all applications were successful.

In 2022, only 25% of staff agreed that “Equality, diversity and inclusion work is valued in applications for promotion/progression”. Focus groups revealed that people felt that greater importance was placed on ‘whether you are doing your job, with culture and EDI being considered secondary to that by managers’. Additionally, as contributions to EDI are not specifically detailed as a requirement in the promotions or PPDR forms, staff were unclear as to the value placed on these activities. In contrast, all staff are encouraged to take part in outreach events and these were perceived as valued in promotion.

Throughout several of the focus groups conducted in 2022, a running theme was the inconsistency of line management, with some line managers being fully aware of policies and supporting and enabling staff to make use of flexible working options and career progression opportunities, and other line managers being unaware or less willing to accommodate individual requests. There was also inconsistency in the use of the PPDR process, particularly around objective setting. Additionally, there appeared to be disparity in the top-down communications that staff received from

their managers, with key decisions not necessarily being clearly communicated. It was felt that some managers had too many direct reports, and that this should be reviewed to enable line managers more time to effectively manage staff members.

A2.1 Greater career development support from line managers for staff.

A2.4 Managers to feel competent in their ability to effectively manage staff.

A1.4 Create Staff Forum.

In 2022, a group of early career researchers and professional services staff set up the Early Careers Forum (ECF) which unites early careers employees and enables them to speak with 'one voice'. This forum currently has 59 members (36F, 23M) with three established working groups. The ECF has a steering committee (3F, 2M) and organises large general meetings, as well as roundtable discussions and socials. This forum has already had formal engagement with Science Committee and another BBSRC Institute (The John Innes Centre). Communication structures for the ECF are currently being finalised with SLB to maximise engagement with this group.

A5.8 Early Careers Forum to be fully active across Pirbright.

### 3.1.7 Wellbeing

Wellbeing at Pirbright is primarily delivered through our membership of The Employers Network for Equality and Inclusion (ENEI), Cordell Health (our occupational health and wellbeing provider) and through the Employee Assistance Programme (EAP). Recent workshops, which are open to all, include *Sleep Hygiene* and *Gaining Freedom from Harmful Relationships*. Mental health is supported through the EAP and additionally, we have staff trained as Mental Health First Aiders, both within the containment facilities and outside containment. In the 2022 survey, 81% of staff were aware of the EAP, although only 40% of students were aware.

A4.9 Promotion of Employee Assistance Programme amongst students.

Those with part-time or compressed hours (n=25 combined) were more comfortable asking for mental health and/or wellbeing support at work (72%) compared to 40% of full-time workers (n=169). Females (40%) were less comfortable asking for help compared to men (49%). Focus groups identified that some may be unwilling to reach out for help in case they have responsibilities taken away from them, or their line manager may not respond positively. Wellbeing action plans are available to assist line managers with planning help for their staff in the event of stress and other wellbeing issues, and there needs to be greater awareness about these.

### 3.1.8 Recruitment

Interviews are part of the recruitment process at Pirbright and Interview Panel Training is run regularly for all recruiting managers. This includes unconscious bias training, and mock interview panels. Since 2021, it has been optional for applicants to disclose their gender which has resulted in a drop in the availability of gender data for the years since then. However, overall there does not appear to be any clear trends emerging from the recruitment data when looking at the gender balance along the process of application, interview and appointment. All recruitment data split by gender for 2017 to 2022 is presented in Appendix 5.2.8, along with data disaggregated by directorate (Corporate Development, Risk and Assurance and Capability presented together as PTO staff, and Science presented as research staff) and grade band (Appendices 5.2.9 and 5.2.10). Since the start of 2023, all applications are anonymised prior to being viewed by hiring managers.

### 3.1.9 Grant funding

The number of eligible scientists per year and pay band, stratified by gender is presented in Appendix 5.2.15. The female eligible pool for large grants steadily increased for band F between 2017-2018 and 2020-2021 and from 2019-2020 to 2020-2021 for band G although the numbers are small in the latter group. There were no female scientists in bands H and J (only one role as CEO) during the years considered. Looking at the absolute numbers of scientists submitting at least one grant and with at least one successful grant, no clear patterns arise.

However, once adjusted by the eligible pool to apply for grants per pay band, the successful rate increased for large grants (>£100K) for females: from 40 per 100 eligible females in 2018-2019 to 64 per 100 in 2019-2020, followed by a decrease in the next two years. This could be due to successful females not applying for large grants in the years following successful applications and the small pool of females in the higher pay bands. Additionally, there is evidence across the higher education sector that females with childcaring responsibilities were more negatively impacted by the Covid pandemic compared to males, in terms of career progression and workload (however, this was not measured at Pirbright). In males the success rate decreased from 9 per 10 eligible males in 2018-2019 to 6 per every 10 in 2019-2020 with a slight increase in the following years. Similar trends were observed in small grants for males and females. The lower rates (compared with large grants) reflect that although more scientists are eligible to apply (as lower pay bands are eligible) fewer applications are submitted (Figure 3).

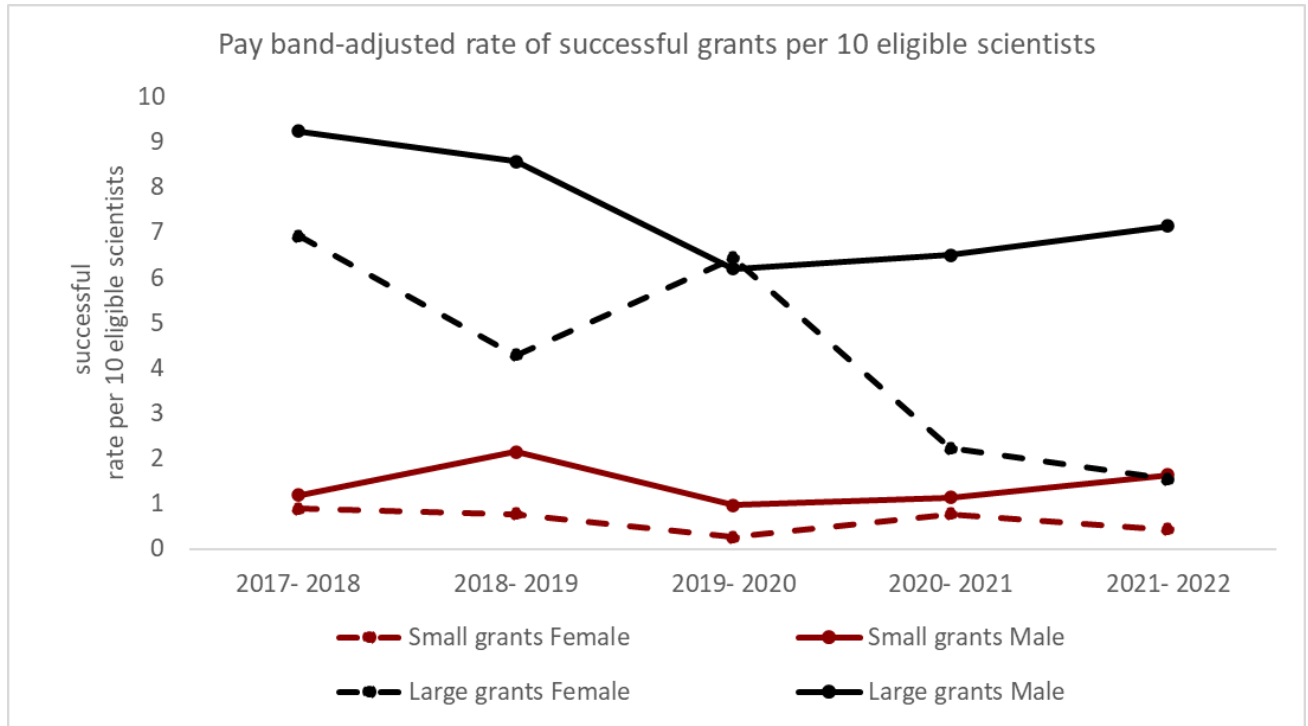


Figure 3: Successful rate per 10 scientists (in the eligible pool) over the years stratified by gender and type of grants (small grants ≤£100K and large grants >£100K).

### 3.1.10 Intersectionality

Until 2021, disclosure of gender was part of recruitment. After this it became optional for staff to disclose this and other protected characteristics. For our intersectionality analysis, we have focussed on the intersection of gender with age and ethnicity. Disclosure rates for these characteristics are higher than others, such as sexual orientation, and therefore we have chosen these as they provide the most comprehensive data sets. Disclosure rates across years are shown in Figure 4. Whilst disclosure rates are good, there is room for improvement and we anticipate our new HR IT system will facilitate this data collection, making it easier for staff and students to enter and edit their own personal data.

A4.5 New IT systems to better capture EDI data, for improved monitoring, and improved accessibility of self-service systems for all staff.

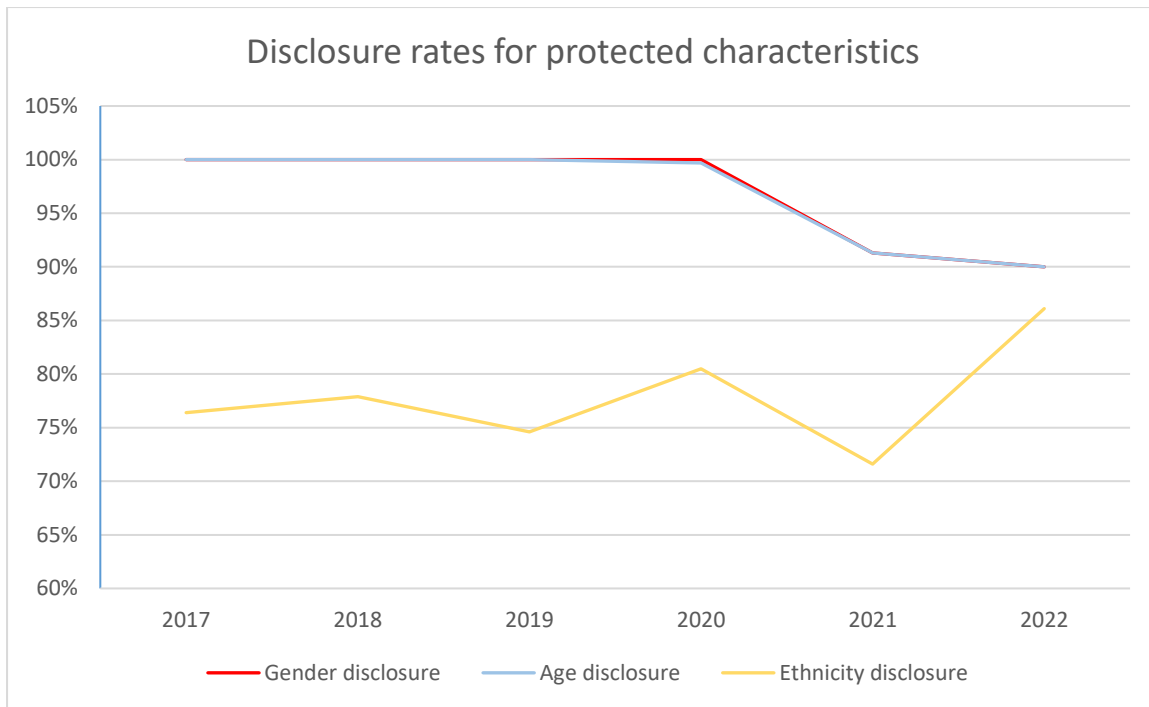


Figure 4: Disclosure rates for protected characteristics amongst staff.

During the statistical analysis of the 2022 culture survey results, where we captured good data on protected characteristics, but on a subset of our staff/students, we found that there was no interaction between protected characteristics when modelled as dependent variables, with answers to each question as independent variables. Therefore, there was no indication of intersectionality. However, groups with protected characteristics had small sample sizes which as a small research institute makes intersectional analysis challenging.

Using the full HR dataset with disclosed gender, age and ethnicity as above, we were able to look at intersectional trends across years with respect to grade band. However, again due to small numbers of people in each ethnic group, we had to combine into two categories – BAME and White, although we recognise that this is not ideal. We were able to identify that there was a change across years in the gender profile of white staff employed at bands D-E. For 2017-2019, there was a greater number of white female staff compared to white male staff at grades D-E, but this gender balance reversed for years 2020-2022. We also found that the number of females in the 40-50 age bracket increased year on year, overtaking males in 2020 onwards. This may be due to improved retention of female staff.

The number of different nationalities of staff and students at Pirbright has increased over the years from 29 in 2017 to 35 in 2022. However, when these are disaggregated by gender, we can see that diversity of nationalities is greater amongst females than men. In nearly all years, there are approximately twice as many females with European nationalities compared to males, whereas there are slightly more males than females with non-British/non-European nationalities.

## Section 4 Future action plan



*In Section 4, applicants should evidence how they meet Criterion C:*

- *An action plan is in place to address identified key issues*

#### **4.1 Action plan**

*Please provide an action plan covering the five-year award period.*

Priority	Aim	Specific actions	Rationale	Person/team responsible	Measure of success	Timescale
<b>1 Communications</b>	1.1 Create greater sense of community across Pirbright.	1.1.1 Hold "Pirbright Day" to celebrate Pirbright as a whole. Follow-up pulse survey to gather feedback on format, whether it successfully brought people together and ideas for future Pirbright Days.	Staff would like more opportunities for interactions between departments/groups and more whole Institute events. Specifically, there were multiple references in focus groups to the Pirbright Day that was run in 2015 and how successful this was.	Science Committee/SLB	Pirbright celebration day to be held in 2023. Positive feedback received and future Pirbright Day planned for 2026.	2023  2026
		1.1.2 Christmas lectures to be reintroduced annually starting Dec 2023.	Previous Christmas Lectures well received by staff, but stopped due to Covid.	Seminar Committee	Christmas lecture delivered Dec 2023 and repeated annually. Gender balance of speakers to be 50:50 across years.	Dec 2023 and every following Dec
		1.1.3 Seminar programme broadened to include topics related to EDI and Operations directorate i.e. broader than research. To be referred to as 'All Staff Presentation' rather than 'Seminar' to differentiate from science talks.	Demonstrating the importance of our whole research culture and sharing ideas.	Seminar Committee	Seminar programme to include at least two EDI-related seminars and two Operations seminars per year. Gender split of seminars to be 50:50. Greater diversity of speakers from minority ethnic groups to be encouraged.	From 2024
		1.1.4 Re-introduction of greater range of staff awards, including individual awards rather than whole team awards. Inclusion of an Institute Culture award.	Awards were paired down to a single team award during Covid to reflect group contributions to pandemic. Some staff feeling undervalued and lack of individual recognition.	SLB	Feedback during post-culture survey focus groups indicates staff are feeling more valued through the revised awards format and view them as a positive initiative.	End of 2023

		1.1.5 Seminars to be in-person only, with no live streaming, but recorded for those unable to attend to access afterwards. Following external seminars, 30 mins Q&A with speaker for students only.	To build greater connectivity between groups at the Institute and encourage more face-to-face contact post-Covid.	Seminar Committee	Greater in person attendance at seminars, as measured by number of attendees. All recorded seminars available on request.	May 2023
	1.2 Increase and improve communication between staff and SLB.	1.2.1 SLB Walkabouts to continue. Greater opportunity for staff interaction with SLB via "SLB drop-in sessions". These will be open drop-in sessions every other month, with location and Directors in attendance varying. SLB meeting locations to vary by month across site for greater visibility of SLB to staff.	Some staff groups feeling uncomfortable expressing their opinions, so greater opportunities provided in an informal setting for direct contact with Directors, to ensure approachability and openness of communication.	SLB	Drop-in sessions well attended over time.  Increase in females agreeing with the statement "I feel comfortable speaking up and expressing my opinions" from 60% to 75%.	March 2023  2027
		1.2.2 Restructure of All Staff Briefing, with return to in-person delivery only, with recording available for those unable to attend. Content to be more focussed around people to promote sense of community rather than infrastructure and science strategy. Clearer communication of EDI through Staff Briefing.	Engagement with staff briefing is currently low, staff do not feel content is relevant to them and communication is one-way.	SLB/Director	Good attendance at in-person Staff Briefing and survey indicates that >75% staff are satisfied with content.	March 2023

		<p>1.2.3 Committee minutes to be available on the Bull, if appropriate, otherwise a summary of discussion points to be made available.</p> <p>Managers to provide regular updates to their wider teams from key meetings so staff are aware of the reasons as to why decisions are made.</p>	<p>Staff have described feeling uninformed around the reasons behind key decisions.</p>	<p>Head of Quality and Organisation</p>	<p>Committee minutes or summary available on the Bull and kept up-to-date. Focus groups indicate greater understanding and empowerment around key decisions.</p>	<p>June 2023</p>
	<p>1.3 Staff feel confident to report bullying and harassment.</p>	<p>1.3.1 Communicate clearly how bullying and harassment are dealt with at Pirbright during induction for new starters. Transparent and open working practices to build confidence that any concerns raised will be dealt with sensitively with processes and policies explained to the individual before further action is taken by:</p> <p>HR to include a section in formal policies stating support mechanisms in place after formal procedure e.g. mediation. HR to contact affected individuals following formal processes.</p>	<p>Staff survey indicated that only 30% of staff were satisfied with how bullying and harassment is dealt with at Pirbright, and 32% thought management were active tackling bullying and harassment.</p>	<p>HR</p>	<p>55% of staff satisfied with how bullying and harassment are dealt with at Pirbright, 60% agree that management are active in tackling bullying and harassment (from 2026 survey).</p>	<p>2026</p>
		<p>1.3.2 Review of active bystander training to include bullying and harassment policies, how to report using the Active Bystander tool and</p>		<p>HR</p>	<p>55% of staff satisfied with how bullying and harassment are dealt with at Pirbright, 60% agree that management are active in tackling bullying and</p>	<p>2026</p>

		inclusion of modern slavery concerns.			harassment (from 2026 survey).	
		1.3.3 Maintain staff reporting bullying and harassment at <8.5%.		HR	8.5% or lower agree with the statement that "I have experienced bullying and harassment at Pirbright in the last 12 months" through staff survey.	2024 and 2026
	1.4 Create Staff Forum.	1.4.1 Review process for setting up staff forum, and how it would operate.	Staff Forum suggested by staff through focus groups.	EDI Committee	Staff forum operating (with equal gender split) and communicating effectively upwards and downwards.	Feb 2024
		1.4.2 Staff forum to be set up.		EDI Committee	70% of staff feel they are comfortable speaking up and expressing their opinions (increase from 66%); 65% of staff agree with the statement "People care about me at Pirbright" (increase from 60%) (from 2024 staff survey).	2024
		1.5 Formally review Athena Swan action plan in line with mid-term review of Institute Assessment Exercise and Research Culture documentation.	1.5.1 Formally report on progress of AS action plan and update action plan (if required) ensuring continued alignment with Research Culture plan and IAE.	Ensure that Athena Swan remains closely aligned and embedded with positive progression of research culture across the Institute.	Athena Swan working group/AS Lead	Formal report produced and made available electronically to all staff, presented to SLB, SAB and Management Forum.
<b>2 Line management</b>	2.1 Greater career development support from line managers for staff.	2.1.1 Communicate importance of staff development to all line managers through Line Manager training.	67% of staff felt that their line manager supported their career development.	HR	>70% staff feel that their line manager supports their career development (as measured by staff survey 2024).	2024

	2.1.2 Analyse use of training budget across all working groups, and address any over- or under- utilisation with group leader/head of department.	Staff reported that training opportunities are line manager-dependent.	Head of Business Development	Staff report fairer allocation of training budget across groups, and use of budget is monitored to detect and address any bias in allocation.	2023-2026
2.2 Standardise PPDR process for all staff.	2.2.1 HR to continue to promote SMART objective setting at line manager training workshops and during conversations with managers. HR to work with managers as part of the PPDR moderation exercise to help standardise objectives.	44% of staff felt that they received useful feedback on their career development through their end of year PPDR. HR have reported that objectives in PPDRs vary greatly in number across the Institute and many are not SMART.	HR	HR report improvement in SMART objectives on PPDRs across the Institute i.e. an appropriate number of achievable and measurable objectives standardised across all staff.	May 2024
	2.2.2 All managers to have a PPDR objective related to management.		HR	PPDR objectives (related to management) set and met for >80% of line managers.	May 2025
	2.2.3 Line managers to communicate career development opportunities to staff during PPDR, including highlighting within band merit scheme and personal promotion (if appropriate) and to highlight and encourage training opportunities.		All line managers	>75% of staff know how to access PPS. 60% of staff feel that they receive useful feedback on their career development through their end of year PPDR (staff survey 2024).	2024
2.3 Make all managers aware of the importance and relevance of EDI work.	2.3.1 Mandatory EDI training for all managers.	All managers need to be aware of the importance of diversity within their teams and be given the skills to manage diverse teams.	HR/EDI Committee	Training to be rolled out in February 2023 with >90% manager attendance. Positive feedback received from attendees about the training and their understanding of managing diverse teams through feedback survey.	May 2023

	2.4 Managers to feel competent in their ability to effectively manage staff.	2.4.1 Management and leadership training for new managers to be developed and delivered, to include EDI training. All interviews for management level roles must include a question about management experience.	Focus groups highlighted that managers lack the skills to effectively manage their staff, and that line management is inconsistent across the Institute.	HR/EDI Committee/SLB	Staff feel better supported by their managers (focus groups and 2024 staff survey), and managers feel equipped to support staff (post-training feedback).	Dec 2023	
		2.4.2 HR to raise awareness of Wellbeing Action Plan to managers.		HR		>80% line managers aware of Wellbeing Action Plan (pulse survey).	Aug 2023
		2.4.3 Stress in the Workplace workshop for managers.		HR		Workshop rolled out and attendance >60% by line managers.	Aug 2023
		2.4.4 Mental health training for line managers.		HR		All managers to be aware of the EAP (post-training survey)	April 2024
<b>3 Flexible working</b>	3.1 Greater promotion/demonstration of job sharing and flexible working amongst senior roles.	3.1.1 Remind managers to accommodate flexible working when planning meetings. Managers to remind staff to utilise lunch breaks. Senior managers to role model good practice. Recruiting managers to determine which senior roles can accommodate job sharing at the point of recruitment.	Surveys have revealed that not all staff are aware of flexible working and there are concerns around the impact of maternity leave on women's careers. Currently, 0% of Band F and above work part-time or job share, apart from those who are semi-retired or work across multiple Institutes/universities. Flexible working practices at higher grades not evident to staff.	Managers/SLB	Increase in the % of part-time and flexible workers amongst senior managers (Grade F and above), and staff aware of this.	2027	

	<p>3.2 Greater support for staff on leave and when returning to work (including shared parental leave and maternity leave)</p>	<p>3.2.1 Employ Roving Researchers to support continuity of work for those on parental leave and career breaks. Offer mentoring and refresher training for returning staff. Offer time management training for those working part-time.</p>	<p>Only 35% of female staff agree that "the rate that people progress in their career is not affected by gender".</p>	<p>SLB/Line managers</p>	<p>Two Roving Researchers employed by end of 2023 and positive feedback from staff utilising this support (by end 2025). Higher % of women agreeing that "the rate that people progress in their career is not affected by gender" through staff survey, from 35% to 45%. Positive qualitative feedback from returning staff utilising mentoring and training.</p>	<p>Dec 2023  Dec 2025  2026</p>
	<p>3.3 Improve staff understanding and awareness of flexible working.</p>	<p>3.3.1 Communicate what is meant by flexible working patterns, part-time working and hybrid working to staff. Promoting the Flexible Working policy, etc. Demonstration of gender diversity for those utilising flexible working. Managers to gain an understanding of how flexible working can be beneficial, and how Pirbright policies can be used to promote productivity and staff retention (through manager training). Deliver training on Teams and Outlook to support flexible working.</p>	<p>Some staff are still unaware of flexible working options (from staff survey 2022). Flexible working uptake is mostly by females.</p>	<p>EDI Committee/ Training</p>	<p>Increase in agreement with statement that "Pirbright enables flexible working" from 70% to 80%. Training on Teams and Outlook delivered at regular intervals.</p>	<p>2024</p>



	3.4 Relaunch the Attendance Support Grant.	3.4.1 Relaunch and advertise clearly. Blogs written by those who have benefitted from it. Monitor feedback via post-event reporting to qualitatively measure impact. Collect data on gender and department of awardees and type of events attended.	This has been under-utilised since the pandemic.	Head of Science Administration	Increase in the number of staff being supported by the Attendance Support Grant, including men. Target of 70% of budget used in 2023-2024. Target of 80% of budget used annually 2024-2025 onwards.	July 2024 July 2024 July 2025
	3.5 Improve workload management. Managing workload across the team if there are poor performers, reviewing policies and having early discussions with HR.	3.5.1 Performance Appraisal training to include more information on how managers can manage workloads across the team including having constructive conversations at PPDR meetings and 1-2-1s and discuss support that can be put in place. HR to review number of employees each line manager has and whether this is practical. The maximum number of employees managed by one person will be determined.	59% of staff agreed that "my workload is manageable". 60% of staff agreed that "workloads in my group/department are allocated fairly". Focus groups also highlighted unequal workloads within work groups.	HR/SLB	Increase in staff agreeing that "my workload is manageable" to 64% in 2024 and 68% in 2026. Increase in staff agreeing that "workloads in my group/department are allocated fairly" to 64% in 2024 and 68% in 2026. Number of staff managed by one person capped. Managers report that they have time to manage all their staff effectively, and staff report more consistent line management practices (through focus groups).	2024 and 2026
<b>4 Inclusion and wellbeing</b>	4.1 Purpose-built rooms to be made available for staff for e.g. prayer, nursing mothers.	4.1.1 Multifaith room to be built/converted. Requirements to be specified by multifaith working group.	Staff would like facilities that support an inclusive culture, particularly around religion and returning to work from maternity leave.	EDI Committee	Multifaith room to be converted and ready for use by July 2023. Usage and feedback to be determined by pulse survey. Increase in % of people agreeing with the statement "I feel like I belong at Pirbright" from 63% to 70% by 2026.	July 2023 2026

		4.1.2 Nursing mothers' room to be built/converted. Requirements to be specified in consultation with nursing mothers.		EDI Committee	Nursing mothers' room to be converted and ready for use by August 2023. Usage and feedback determined by pulse survey.	Aug 2023
	4.2 Promote a culture of employee voice e.g.. open to supportive challenge. Understanding policies and processes and how these work in practice.	4.2.1 Town hall-style consultations with staff when appropriate. HR drop in workshops on policies.	Supportive challenge was identified as a positive aspect of culture in Engineering department, but this was not felt across all departments.	SLB/HR	Gender balanced town-hall style consultations held when needed, with positive feedback from follow-up pulse surveys.	As required
	4.3 Promotion and support of inclusive working practices. Celebrate role models across different lifestyles and working patterns.	4.3.1 EDI video testimonials to demonstrate Pirbright commitment to diversity and inclusion.	Greater demonstration of inclusivity and support for diverse range of needs across the Institute.	EDI Committee	EDI video based on staff testimonials to be produced by July 2023. To be shared on Institute's YouTube channel, and promoted in job descriptions for new external vacancies. Increase in % of students agreeing with the statement "The experience of working at Pirbright is not impacted by protected characteristics and/or intersectionality" from 50% to 65% (2026 culture survey).	July 2023  2026
		4.3.2 EDI/Research culture to be standing item on All Staff Briefing.		EDI Committee/ Director	Research Culture and EDI always feature in All Staff Briefing.	June 2023

	4.4 EDIC to continue to organise and promote EDI Initiative Days.	4.4.1 EDIC to continue to create EDI Initiatives Calendar each year with greater input from wider staff outside of EDIC. Strategic use of EDI budget, to be decided by EDIC.	Promoting inclusive culture across the Institute and raising awareness.	EDI Committee	Calendar of events produced for each year and staff engagement and awareness with these, measured through pulse surveys, feedback and raising of funds for various causes. Active group of non-EDI committee members involved in organisation. Pulse surveys indicate positive outcomes of supported initiatives. Annual reporting of budget use.	Ongoing  April 2024 onwards
	4.5 New IT systems to better capture EDI data, for improved monitoring, and improved accessibility of self-service systems for all staff.	4.5.1 To replace current HR and all current Access systems.	Systems are currently at end-of-life. To enable capturing of accurate EDI data, for improved reporting and intersectional data analysis, including SLB dashboard for monthly monitoring of gender metrics.	SLB/IT	Integrated data management across Institute, easy reporting and monitoring of EDI data, ability to capture non-binary gender data at point of recruitment and staff able to edit gender identity during employment.	2026
			Encouragement of staff to disclose EDI information, and staff feeling confident to do so. In 2022, 69% of staff/students disclosed sexual orientation, 67% disclosed religion and 80% disclosed ethnicity.	EDI Committee	Data capture shows increase in percentage of staff disclosing protected characteristics: Ethnicity up to 82% in 2024, 85% in 2026 Religion up to 72% in 2024, 75% in 2026 Sexual orientation up to 70% in 2024, 73% in 2026. Agreement that "The experience of working at Pirbright is not impacted by protected characteristics and/or intersectionality" increase from 44% in 2022 to 55% by 2026.	2024 and 2026

	4.6 Increase gender diversity of applicants for IT, Engineering, HR and Science Administration roles.	4.6.1 EDI statement on job descriptions reviewed. Job descriptions reviewed for gender-biased language and reduction in number of essential requirements. Increase in public engagement from Engineering department to female audiences. Introduce point of contact for new starters which would include site tours.	Some departments are not attracting a diverse range of applicants for vacancies and have skewed gender profiles. Females may feel discouraged to apply for some posts due to number of essential criteria.	HR/recruiting managers	Increase % of female applications for Estates and Engineering roles from 13% (in 2022) to 20% by 2027, and for IT roles from 9% to 18%. Greater number of male applicants to HR from 39% to 45% and for Science Administration roles from 0% (in 2022) (when roles becomes available) by 2027.	2027
	4.7 Ensure diversity in recruitment and selection continues to increase at management and senior management levels.	4.7.1 To ensure recruitment is open, fair, and transparent, senior roles will be advertised on specific EDI job boards followed by a competitive recruitment exercise. Deliver further Unconscious Bias training to recruiting managers.	Current perception of lack of gender balance in senior roles. Only 45.8% of females agree that "Pirbright is committed to achieving gender diversity in leadership positions". Actual figures in 2022, roles at Band F and above are 44% F and 56% M.	SLB	Unconscious Bias training delivered. Increase in agreement by females from 45.8% to 58% that "Pirbright is committed to achieving gender diversity in leadership positions" (staff survey 2026).	2026
	4.8 Full Staff Culture survey to be held every two years.	4.8.1 Conduct staff culture survey every two years.	To identify trends and monitor progress against actions.	EDI Committee/ Athena Swan working group	Staff surveys conducted 2024 and 2026.	2024 and 2026
		4.8.2 Increase response rate of staff survey through clear communication of outputs from previous surveys/focus groups, so staff can see the benefit of taking part.	Response rates of staff surveys dropped from 69.8% in 2019, to 58.2% in 2021 to 45% in 2022.	EDI Committee	Staff culture survey completion rates increase to 60% in 2024 and 65% in 2026.	2024 and 2026
	4.9 Promotion of Employee Assistance Programme amongst students.	4.9.1 Include EAP in student inductions and student supervisors to remind students.	40% of students were unaware of the EAP, compared to 13.5% of staff.	Head of Academic Affairs	Inclusion of EAP information in student induction. 70% of students aware of EAP by 2028.	Oct 2023  2028

	4.10 Celebrate external achievements and activities.	4.10.1 Promotion of how staff can use the Community forum on the Bull to promote e.g. charity work, outdoor activities, gardening, pet's corner, etc. This can also be incorporated in a wellbeing initiative to promote mindfulness and relaxation.	Celebrating diversity of staff and students, as well as promoting sense of community.	HR/EDI Committee	Wellbeing initiatives run that are linked to blog posts on the Community forums (by end of 2023 and continuing every year).	Dec 2023
	4.11 Embedding EDI into working practices.	4.11.1 An EDI section to be included in the PPDR to promote an inclusive work culture. HR to continue to promote wellbeing check-ups as part of the PPDR process. HR to include wellbeing section on PPDR form.	To embed EDI into our culture it needs to be the responsibility of all staff. To demonstrate the value placed on EDI work and encourage all staff to take an active role in improving culture and inclusivity. To promote the importance of wellbeing of all staff so that they can perform their roles. Current lack of reporting and sharing of gender and intersectional data across the Institute. Formalised reporting will allow early identification of trends, to adapt actions accordingly.	EDI Committee/HR	EDI objective in PPDR and being utilised. Wider participation of staff in EDI activities, measured by recording staff who are taking part and/or leading on activities/workshop etc. Increase from 53% to 60% agreement that "my mental health and/or wellbeing are supported" (staff survey 2026).	April 2024  2026
		4.11.2 Formalised reporting of gender equality and intersectional data annually to SLB and Management Forum. A quarterly all staff newsletter from the EDIC on EDI achievements and statistics.		EDI Committee/ Athena Swan working group	Annual reporting of gender equality and intersectional data to SLB and Management Forum every November. Quarterly EDIC newsletter shared with staff, and well received through feedback from pulse survey.	End of 2023

		4.11.3 Biennial EDI meetings with Science Advisory Board, Athena Swan Lead, EDIC and EDI Manager, with opportunities for staff to have 1-to-1's with members of SAB.	EDI meetings with advisory members of SAB took place in Feb 2022 and Feb 2023 and were very successful. These will be increased in frequency with greater opportunity for wider staff engagement.	EDI Committee	Meetings take place twice a year. Positive feedback from staff involved through pulse survey. SAB report positive progress in research culture. Increase in agreement from 53% to 65% that "leadership at Pirbright actively supports gender equality" (staff survey 2024). Reasons for improvement identified by focus groups.	Aug 2023 and ongoing  2024
		4.11.4 Recruit EDI Lead to promote, monitor and sustain EDI progression across the Institute	EDI workload is increasing and requires a dedicated post to continue to sustain current progress and positive trajectory.	EDI Committee/SLB	EDI Lead recruited and in post.	Sept 2023
	4.12 Greater support for staff networks.	4.12.1 Greater promotion and awareness of staff networks (LGBTQ+ Rainbow Network, Carers Network, Neurodiversity Network) on The Bull and interactive screens and during staff induction. Financial support for social events.	New Neurodiversity Network and Carer's Network to be launched in 2023. 44% of staff agreed that "The experience of working at Pirbright is not impacted by protected characteristics and/or intersectionality."	EDI Committee	Greater awareness of staff networks (>65% of staff/students aware of networks, staff survey 2024). 60% of staff agree that "The experience of working at Pirbright is not impacted by protected characteristics and/or intersectionality" by 2026.	2024  2026
4.13 Greater support for transgender and non-binary staff.	4.13.1 Seek support from an external organisation (Stonewall, for example), to run training for staff/students on gender awareness and inclusivity. Work with external partner to improve current transgender policy.	Policy previously developed reactively 'on the fly' in response to staff need and requires updating to ensure it is fit for all. Policy disseminated to all staff and acknowledged.	EDI Committee	Revised policy in place and acknowledged by all staff. Positive feedback from training via follow-up pulse survey.	End of 2024	

<b>5 Career development</b>	5.1 Clear pathways to development.	5.1.1 Career Development booklets for Science and Operations to be updated, including to reflect greater value and expectations around research culture and EDI work.	Career Development booklets currently lack criteria around EDI work, and were last updated in 2016.	HR	85% of staff aware of Career Development booklets (2024 survey). Increase in agreement that "equality, diversity and inclusion work is valued in applications for promotion/progression" from 25% to 35% in 2024, and to 50% in 2026.	2024 and 2026
		5.1.2 Development of competency frameworks for all roles.		HR	70% of staff aware of competency frameworks and how to use them (pulse survey following roll out).	End of 2023
	5.2 Deliver an effective Women in Leadership programme or Leadership programme.	5.2.1 SLB to review options for Women in Leadership course, as part of wider Leadership training programme, including staff consultation.	Previous Women in Leadership programme unsuccessful.	SLB	Leadership training delivered for early and mid-career staff, with positive feedback.	End of 2024
	5.3 Review of promotion of L&D opportunities to ensure all eligible staff/students are reached. Monitor use of L&D budget to ensure fair uptake across all areas.	5.3.1 Review how L&D opportunities can be promoted across all areas and understand why certain teams are not offering development opportunities to staff or utilising available L&D budget. Promote L&D budget, how it can be used and how this is accessed.	Current perception that some line managers are more supportive of training than others.	Business Development/ Training	Equitable uptake of L&D budget by all teams. Ongoing monitoring, including of gender split.	2023 onwards

	<p>5.4 Promote a learning culture, that allows time for training and development. The importance of training and development is communicated across the Institute, resulting in greater uptake of training and equitable allocation.</p>	<p>5.4.1 Review ways to promote a learning culture with managers open to support training e.g. time to attend. Encourage managers to keep up-to-date on L&amp;D opportunities to develop and support their teams. Communicate to the wider organisation why training and development is important. Include development plans in the PPDR process.</p>	<p>Place greater value on training and learning by giving greater time allocation to staff for these activities.</p>	<p>Business Development/ Training</p>	<p>Focus groups indicate that staff are aware of training opportunities and feel supported in their training and learning requirements.</p>	<p>Oct 2024</p>
	<p>5.5 Review the role of co-signatory and how this adds value.</p>	<p>5.5.1 HR to review the PPDR process and provide guidance to co-sigs on roles and responsibility.</p>	<p>Current lack of clarity around purpose of co-signatory on PPDR and how these can be utilised more effectively.</p>	<p>HR</p>	<p>Role of co-signatory clear, with value added to career development (focus group feedback).</p>	<p>2025</p>
	<p>5.6 Shadowing opportunities for staff at various Committees.</p>	<p>5.6.1 Some committees will not be able to accommodate this in line with their terms of reference. Review of committees terms of references to detail which have shadowing opportunities. This can then be communicated at Management Forum and can be discussed at PPDR meetings as part of development.</p>	<p>Staff were unaware they could shadow on committees and perceived lack of transparency for various processes and decisions.</p>	<p>Head of Quality and Organisation</p>	<p>Increase in number of staff and students shadowing on committees, with recording of this and annual reporting and promotion.</p>	<p>July 2023 onwards</p>
	<p>5.7 Implement an additional programme which details pools of people with specific skills that can be utilised.</p>	<p>5.7.1 L&amp;D to implement a skills directory which all staff can access. Once defined the information to be available on the Bull.</p>	<p>Progression of the current mentoring scheme to enable greater sharing of skills amongst staff.</p>	<p>Business Development/ Training</p>	<p>Skills directory available on the Bull and updated annually. New mentoring partnerships established with positive feedback. Monitoring of uptake.</p>	<p>End of 2023</p>



	5.8 Early Careers Forum to be fully active across Pirbright.	5.8.1 Communication strategy for Early Careers Forum to be formalised.	Greater support needed for early careers to have a voice, representing concerns specific to this cohort e.g. job security, eligibility for grants and grant writing support.	ECR Forum/SLB	Early Career Forum has formalised communication channels (by July 2023). Frequent consultation on internal and external matters. Pulse surveys indicate early careers staff feel supported and have access to career development resources.	July 2023  Ongoing
	5.9 Understanding reasons for staff leaving.	5.9.1 Exit interviews to be available in digital format e.g. Survey Monkey to increase uptake and capture trends.	Current exit interviews are conducted in person, but uptake is low.	SLB/HR	Greater number of exit interviews conducted, feedback assessed by SLB and actions taken.	Feb 2024

## Section 5 Appendices

### 5.1 Appendix 1: Consultation data

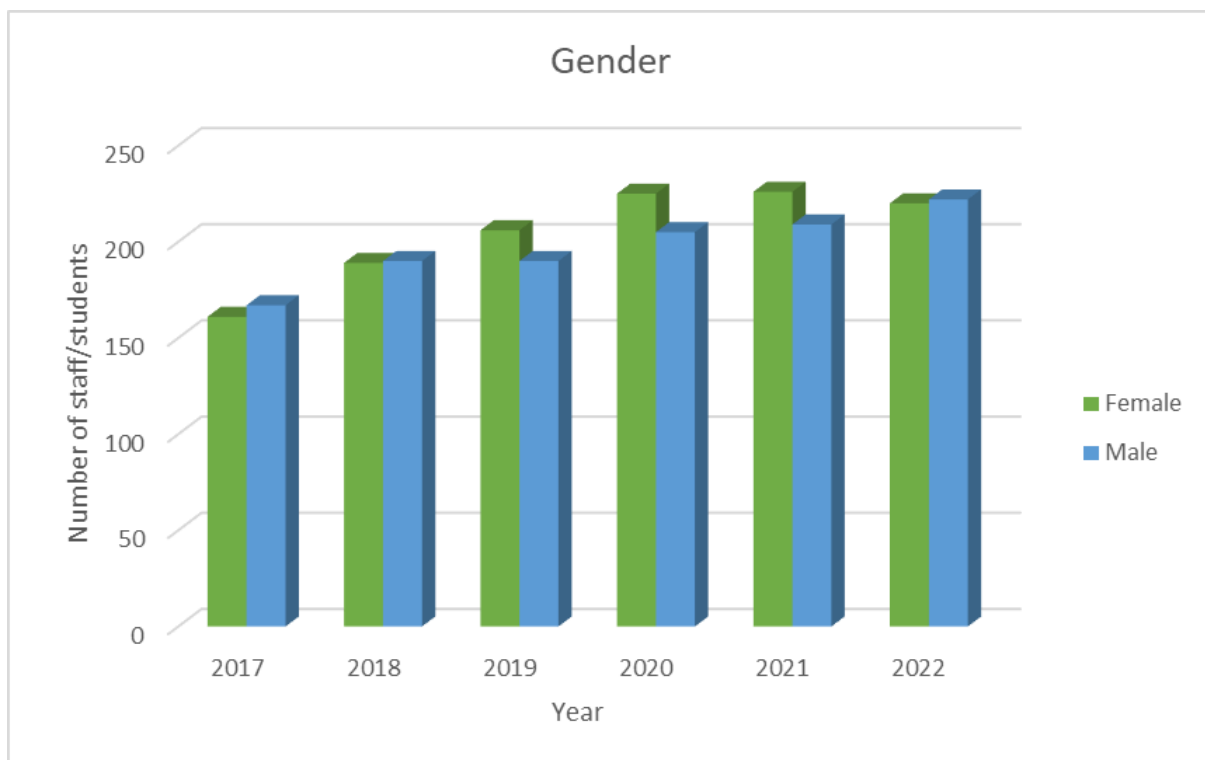
*If desired, please present the results of any relevant consultation/surveys used to inform the research institute’s submission.*

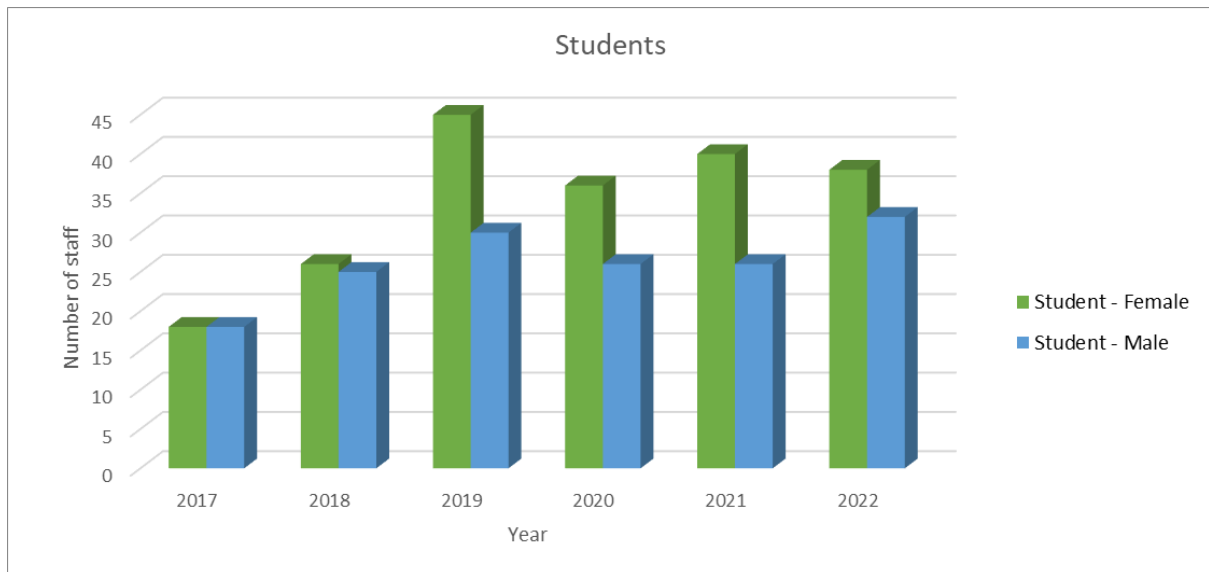
### 5.2 Appendix 2: Data tables

#### 5.2.1 Institute Gender Profile

All staff and student data from 2017-2022

Year	Female	Male
2017	49.2%	50.8%
2018	50.0%	50.0%
2019	51.9%	48.1%
2020	52.3%	47.7%
2021	52.0%	48.0%
2022	49.8%	50.2%

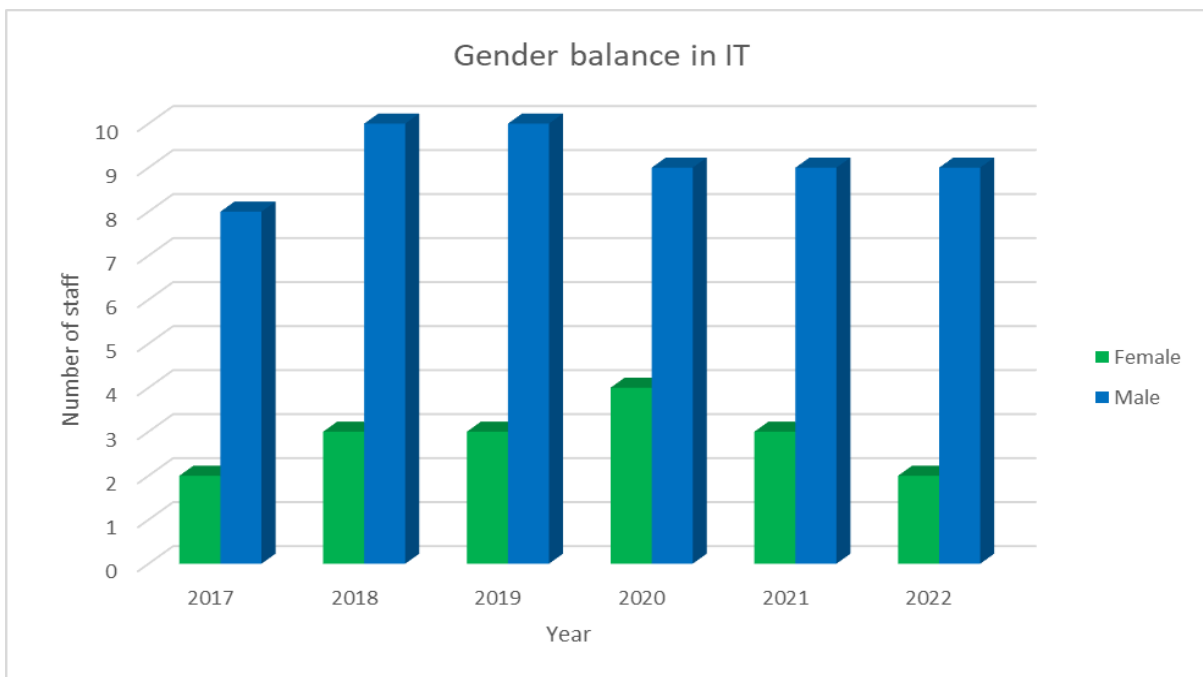
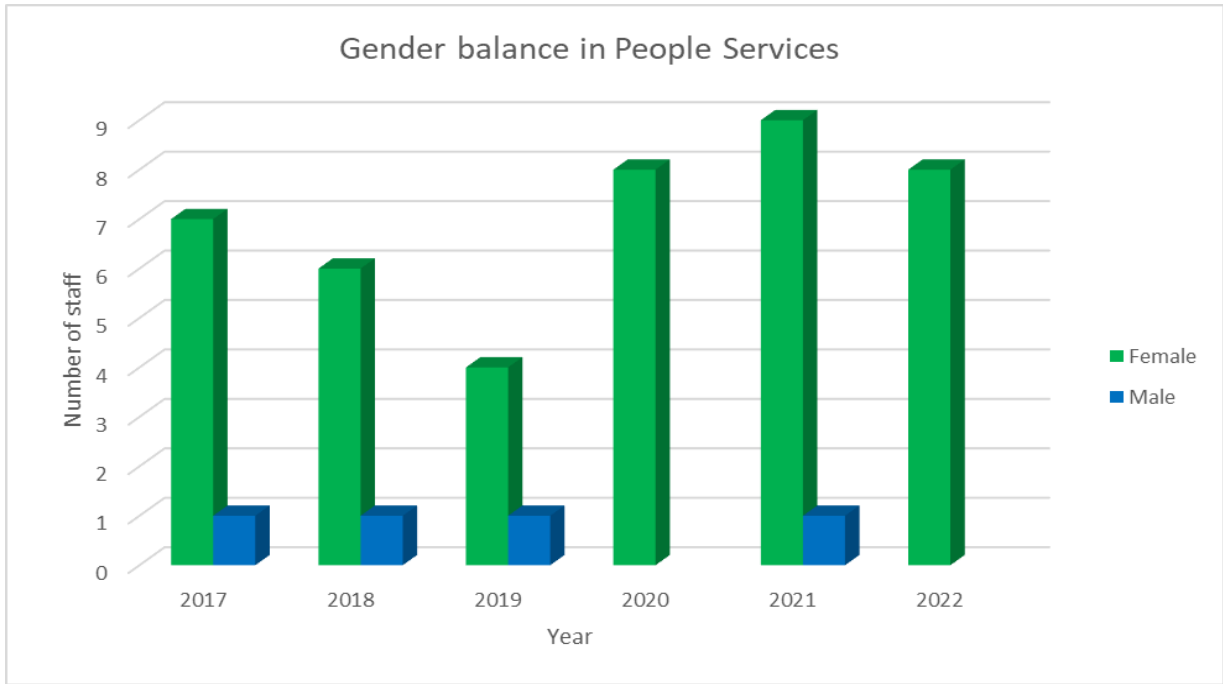


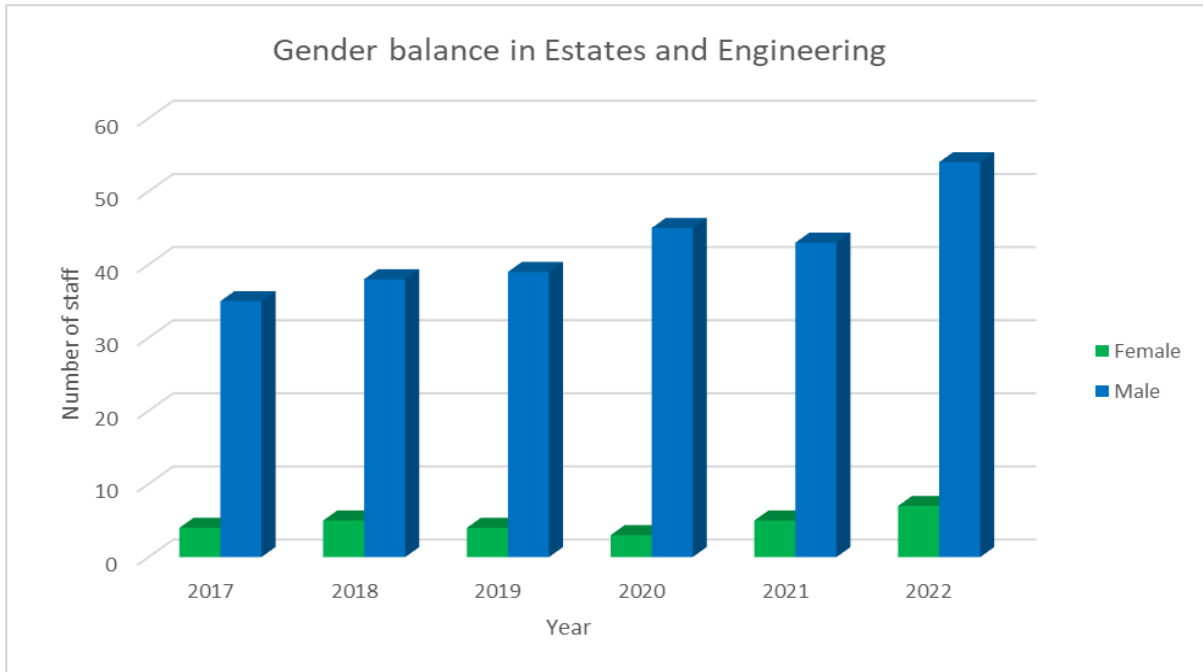


### 5.2.2 All Staff by Job Family

	Capability	Corporate Development	Risk and Assurance	Science	Total
<b>2017</b>					
Female	24	27	10	100	161
Male	56	20	7	83	166
<b>2018</b>					
Female	27	28	12	122	189
Male	62	22	9	96	189
<b>2019</b>					
Female	22	24	13	147	206
Male	63	23	8	97	191
<b>2020</b>					
Female	25	33	14	153	225
Male	69	23	9	104	205
<b>2021</b>					
Female	27	36	13	150	226
Male	70	26	9	104	209
<b>2022</b>					
Female	28	32	11	149	220
Male	75	23	7	117	222

### 5.2.3 Gender Balance by Department

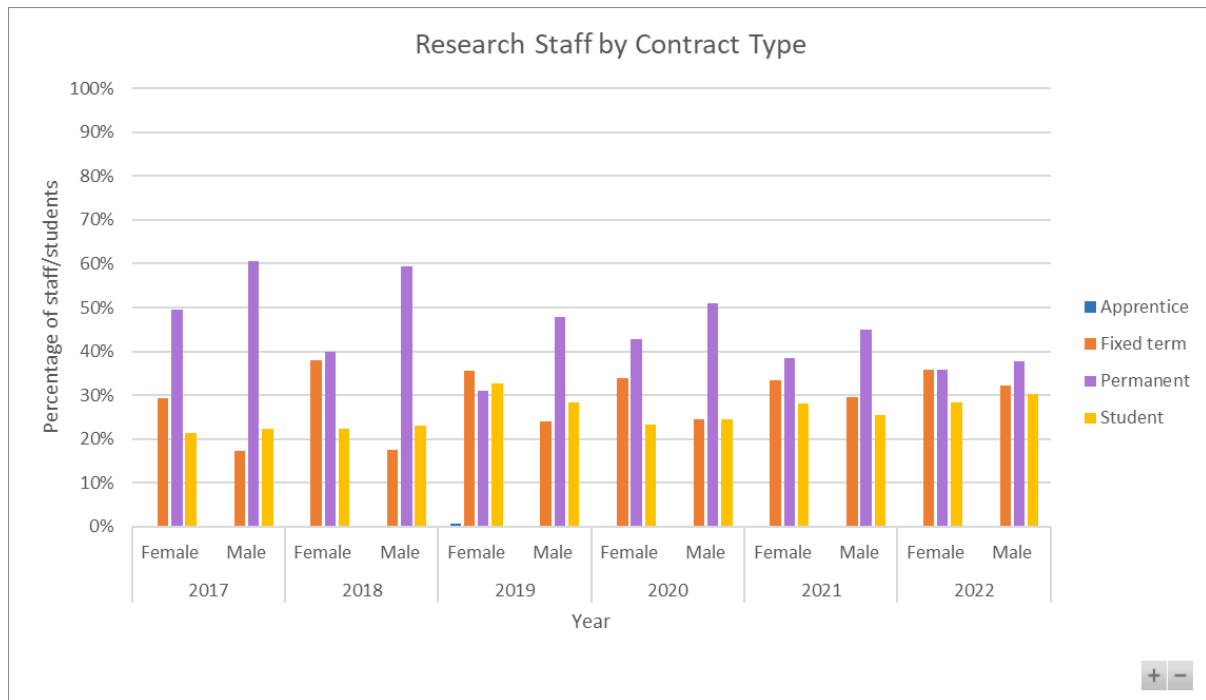




#### 5.2.4 Science Staff by Contract Type

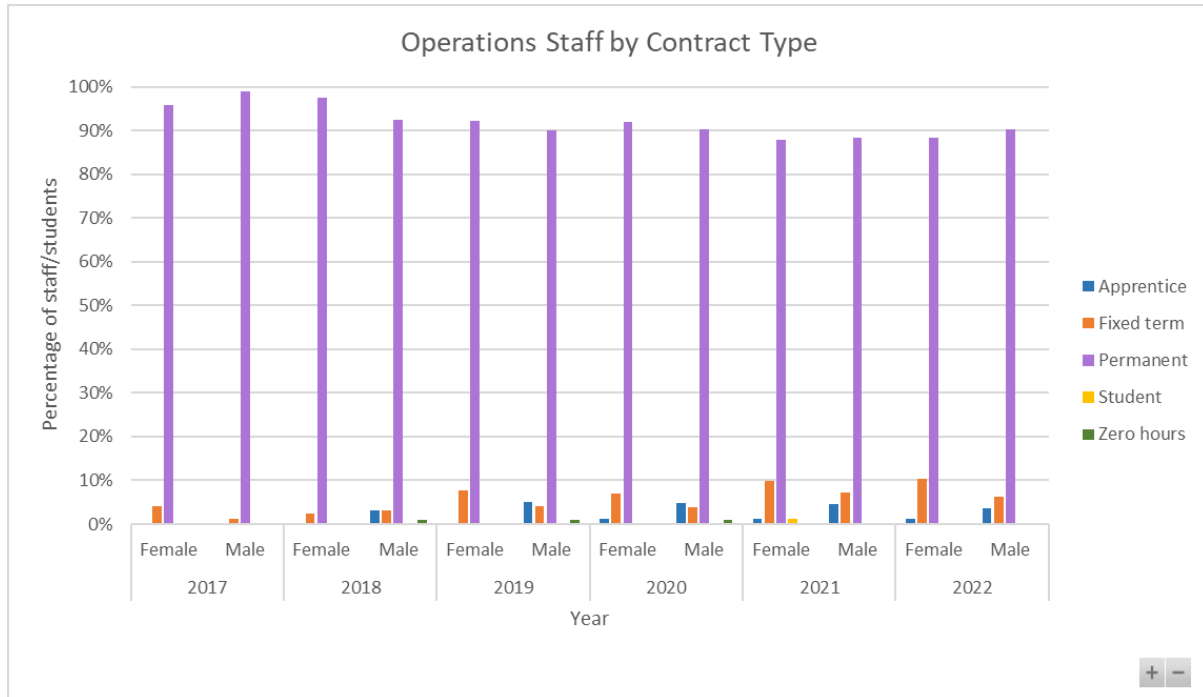
	Apprentice	Fixed term	Permanent	Student	Total
<b>2017</b>					
Female		26	44	19	89
Male		14	49	18	81
<b>2018</b>					
Female		39	41	23	103
Male		16	54	21	91
<b>2019</b>					
Female	1	46	40	42	129
Male		22	44	26	92
<b>2020</b>					
Female		45	57	31	133
Male		23	48	23	94
<b>2021</b>					
Female		45	52	38	135
Male		29	44	25	98
<b>2022</b>					
Female		48	48	38	134
Male		34	40	32	106

#### 5.2.5 Research Staff by Contract Type



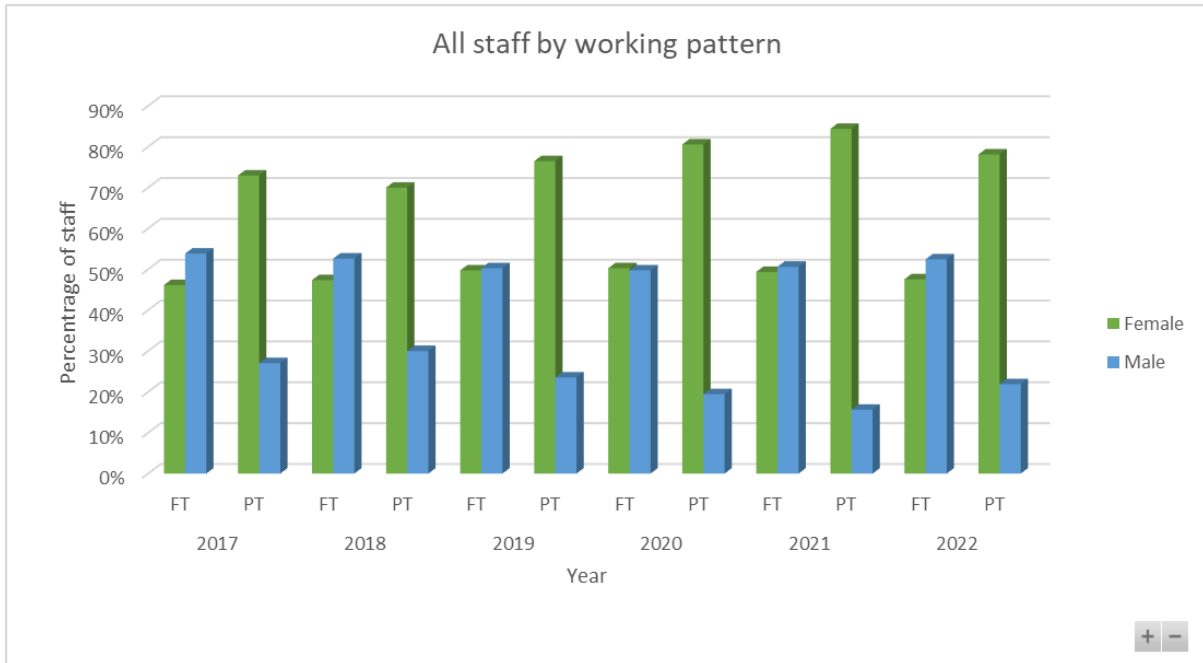
### 5.2.6 Operations Staff by Contract Type

	Apprentice	Fixed term	Permanent	Student	Zero hours	Total
<b>2017</b>						
Female		3	69			72
Male		1	83			84
<b>2018</b>						
Female		2	78			80
Male	3	3	86		1	93
<b>2019</b>						
Female		6	71			77
Male	5	4	89		1	99
<b>2020</b>						
Female	1	6	79			86
Male	5	4	92		1	102
<b>2021</b>						
Female	1	9	80	1		91
Male	5	8	98			111
<b>2022</b>						
Female	1	9	76			86
Male	4	7	103			114



### 5.2.7 All Staff by Working Pattern

	Full time (FT)	Part time (PT)	Total
<b>2017</b>			
Female	132	27	159
Male	154	10	164
<b>2018</b>			
Female	153	28	181
Male	170	12	182
<b>2019</b>			
Female	180	26	206
Male	182	8	190
<b>2020</b>			
Female	190	29	219
Male	188	7	195
<b>2021</b>			
Female	199	27	226
Male	204	5	209
<b>2022</b>			
Female	195	25	220
Male	215	7	222



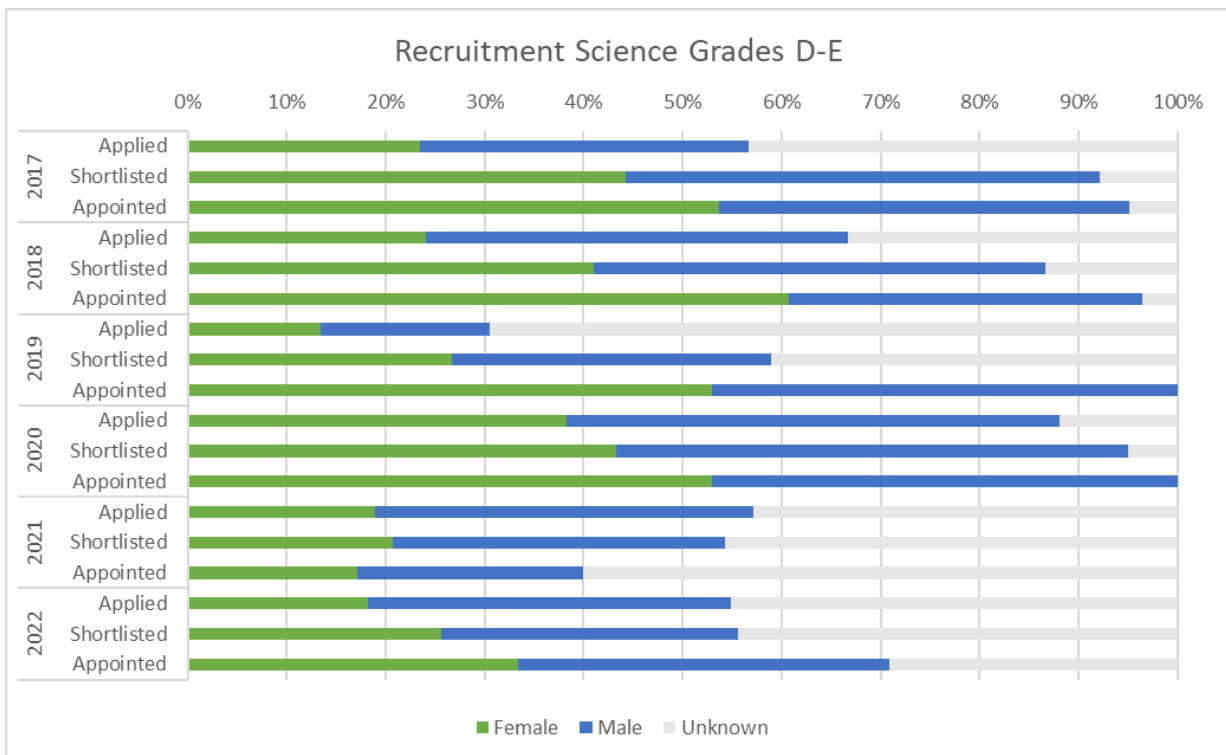
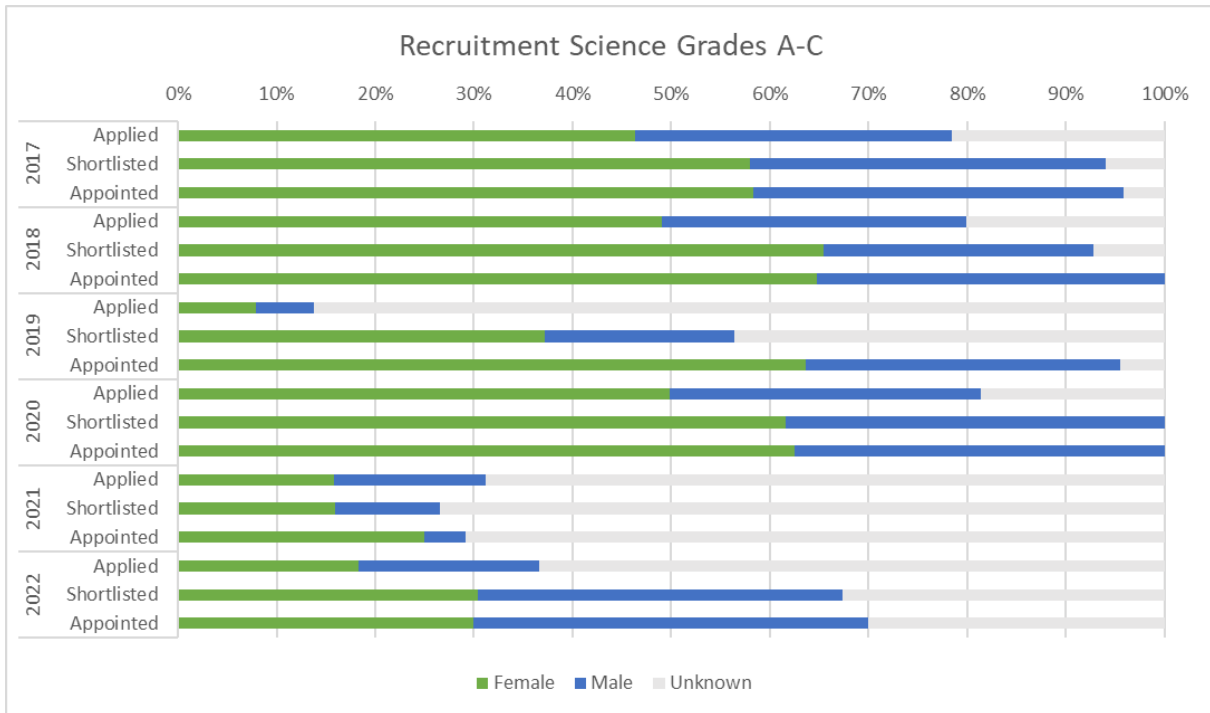


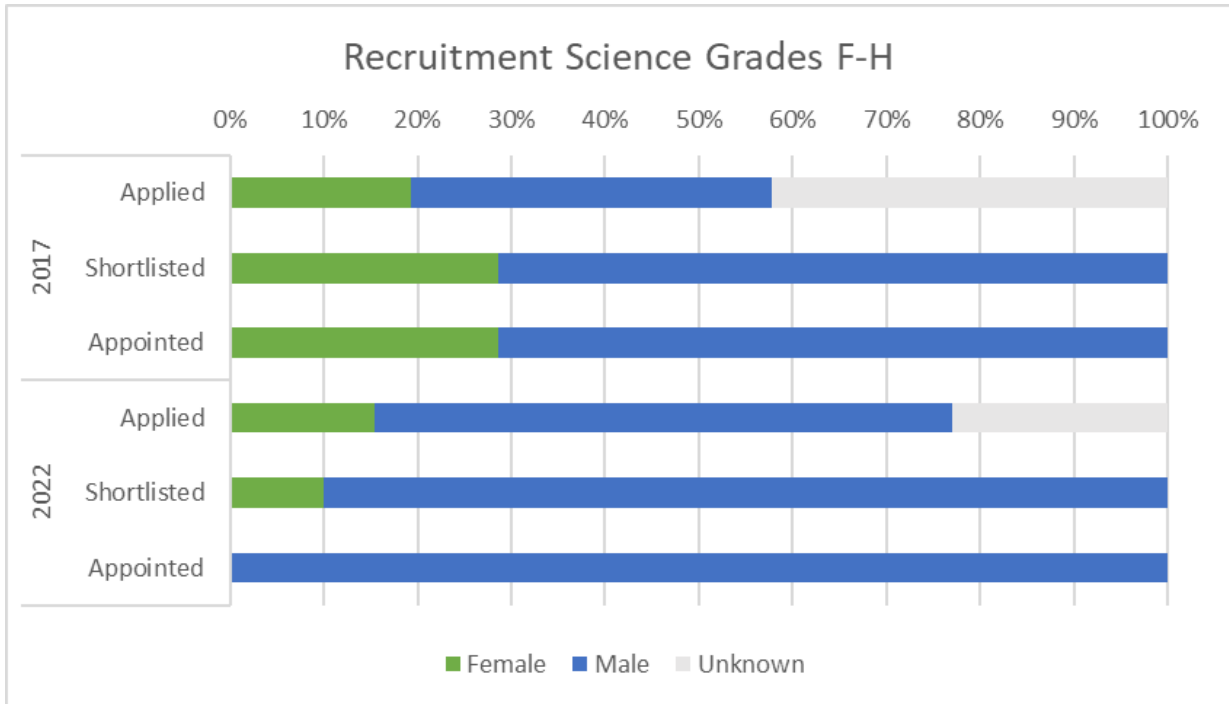
## 5.2.8 Recruitment of All Staff to Pirbright 2017-2022

Grade	Year	Female Applications		Female Shortlists		Female Appointments		Male Applications		Male Shortlists		Male Appointments		Unknown Applications		Unknown Shortlists		Unknown Appointments		Total Applications
		N	% of Total	N	% of F Apps	N	% of F Shortlists	N	% of Total	N	% of M Apps	N	% of M Shortlists	N	% of Total	N	% of U Apps	N	% of U Shortlists	
A	2017	66	57%	19	29%	2	11%	47	41%	13	28%	2	15%	2	2%	0	0%	0	0%	115
	2018	12	48%	3	25%	1	33%	6	24%	1	17%	0	0%	7	28%	1	14%	0	0%	25
	2019	1	7%	1	100%	1	100%	0	0%	0	0%	0	0%	14	93%	7	50%	0	0%	15
	2020	10	36%	7	70%	1	14%	12	43%	5	42%	1	20%	6	21%	1	17%	1	100%	28
	2021	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	9	100%	6	67%	2	33%	9
	2022	6	27%	3	50%	2	67%	9	41%	3	33%	1	33%	7	32%	1	14%	0	0%	22
Apprentice	2017	13	22%	4	31%	0	0%	41	71%	7	17%	3	43%	4	7%	1	25%	0	0%	58
	2018	19	10%	1	5%	0	0%	158	82%	10	6%	4	40%	15	8%	0	0%	0	0%	192
	2019	1	33%	1	100%	0	0%	2	67%	2	100%	1	50%	0	0%	0	0%	0	0%	3
	2020	11	52%	2	18%	1	50%	9	43%	0	0%	0	0%	1	5%	1	100%	0	0%	21
	2021	7	5%	2	29%	1	50%	10	8%	4	40%	3	75%	116	87%	23	20%	5	22%	133
B	2017	125	34%	26	21%	6	23%	169	46%	26	15%	7	27%	73	20%	2	3%	0	0%	367
	2018	113	44%	33	29%	8	24%	91	36%	21	23%	7	33%	51	20%	8	16%	0	0%	255
	2019	11	5%	9	82%	6	67%	9	4%	7	78%	4	57%	187	90%	25	13%	0	0%	207
	2020	17	27%	6	35%	2	33%	8	13%	0	0%	0	0%	37	60%	6	16%	1	17%	62
	2021	25	8%	8	32%	1	13%	14	5%	3	21%	1	33%	262	87%	73	28%	21	29%	301
	2022	34	25%	12	35%	4	33%	29	22%	9	31%	4	44%	71	53%	12	17%	4	33%	134
C	2017	577	48%	88	15%	20	23%	434	36%	67	15%	21	31%	194	16%	12	6%	1	8%	1205
	2018	199	36%	48	24%	14	29%	215	39%	54	25%	18	33%	138	25%	11	8%	0	0%	552
	2019	48	9%	29	60%	17	59%	33	6%	18	55%	12	67%	448	85%	51	11%	1	2%	529
	2020	175	43%	43	25%	10	23%	140	34%	29	21%	7	24%	94	23%	13	14%	1	8%	409

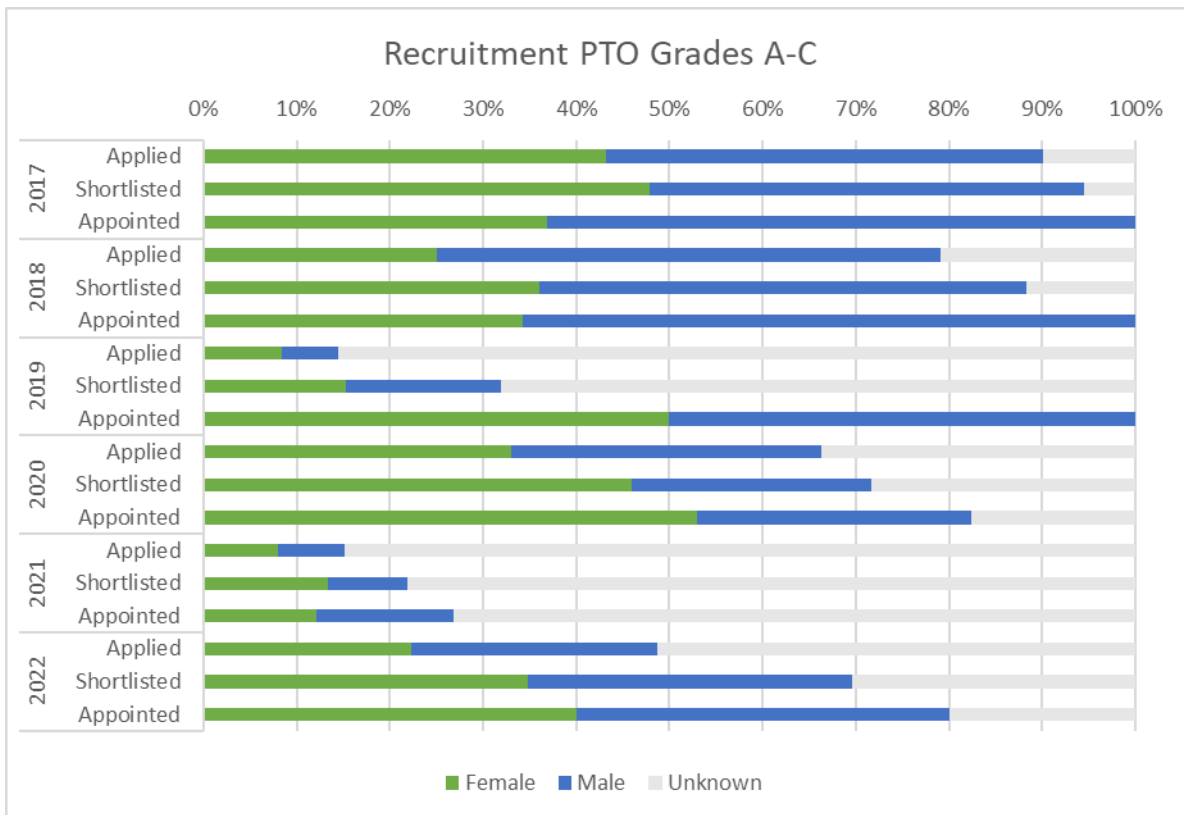
	2021	86	15%	27	31%	9	33%	88	15%	17	19%	3	18%	400	70%	92	23%	19	21%	574
	2022	47	17%	23	49%	7	30%	57	21%	29	51%	9	31%	173	62%	23	13%	4	17%	277
D	2017	235	23%	69	29%	23	33%	373	37%	89	24%	19	21%	396	39%	15	4%	2	13%	1004
	2018	184	25%	56	30%	19	34%	349	47%	73	21%	19	26%	211	28%	17	8%	0	0%	744
	2019	41	12%	26	63%	15	58%	62	18%	47	76%	26	55%	246	70%	50	20%	1	2%	349
	2020	163	43%	45	28%	10	22%	166	44%	32	19%	10	31%	50	13%	13	26%	1	8%	379
	2021	112	19%	27	24%	8	30%	219	37%	41	19%	10	24%	261	44%	68	26%	22	32%	592
	2022	81	20%	23	28%	7	30%	143	36%	25	17%	10	40%	174	44%	34	20%	8	24%	398
	E	2017	104	47%	16	15%	7	44%	90	41%	34	38%	9	26%	28	13%	0	0%	0	0%
2018		35	26%	16	46%	6	38%	51	38%	14	27%	3	21%	50	37%	5	10%	1	20%	136
2019		13	16%	10	77%	9	90%	16	20%	9	56%	7	78%	50	63%	19	38%	0	0%	79
2020		6	18%	2	33%	2	100%	15	45%	6	40%	2	33%	12	36%	6	50%	1	17%	33
2021		9	4%	3	33%	1	33%	33	16%	10	30%	5	50%	160	79%	31	19%	14	45%	202
2022		36	18%	9	25%	3	33%	86	43%	20	23%	7	35%	80	40%	19	24%	3	16%	202
F	2017	8	7%	2	25%	2	100%	95	81%	15	16%	4	27%	15	13%	0	0%	0	0%	118
	2018	1	6%	0	0%	0	0%	11	69%	10	91%	3	30%	4	25%	1	25%	0	0%	16
	2019	1	2%	1	100%	1	100%	8	15%	4	50%	4	100%	45	83%	14	31%	1	7%	54
	2020	0	0%	0	0%	0	0%	3	75%	1	33%	0	0%	1	25%	1	100%	0	0%	4
	2021	4	12%	1	25%	1	100%	11	33%	2	18%	0	0%	18	55%	1	6%	1	100%	33
	2022	15	13%	7	47%	0	0%	74	64%	25	34%	7	28%	26	23%	2	8%	0	0%	115
G	2017	0	0%	0	0%	0	0%	3	100%	3	100%	3	100%	0	0%	0	0%	0	0%	3
	2019	1	2%	1	100%	1	100%	0	0%	0	0%	0	0%	43	98%	3	7%	0	0%	44
H	2020	2	11%	0	0%	0	0%	9	50%	1	11%	1	100%	7	39%	0	0%	0	0%	18

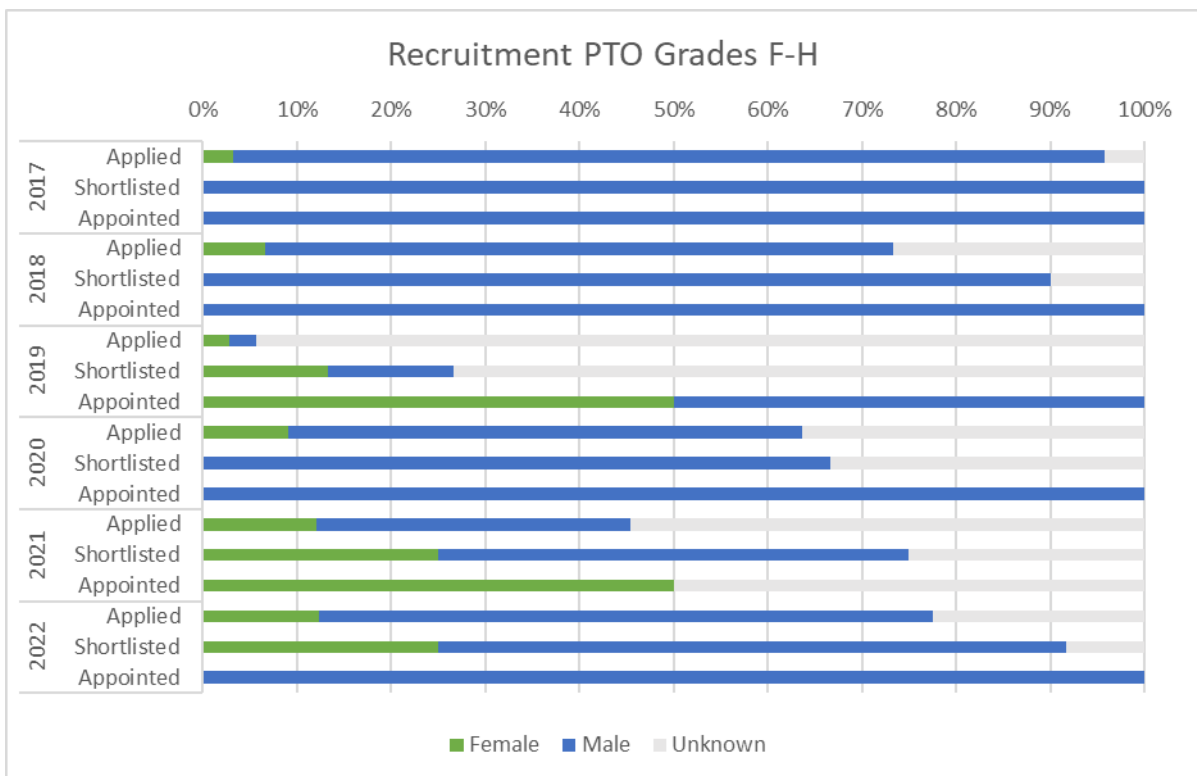
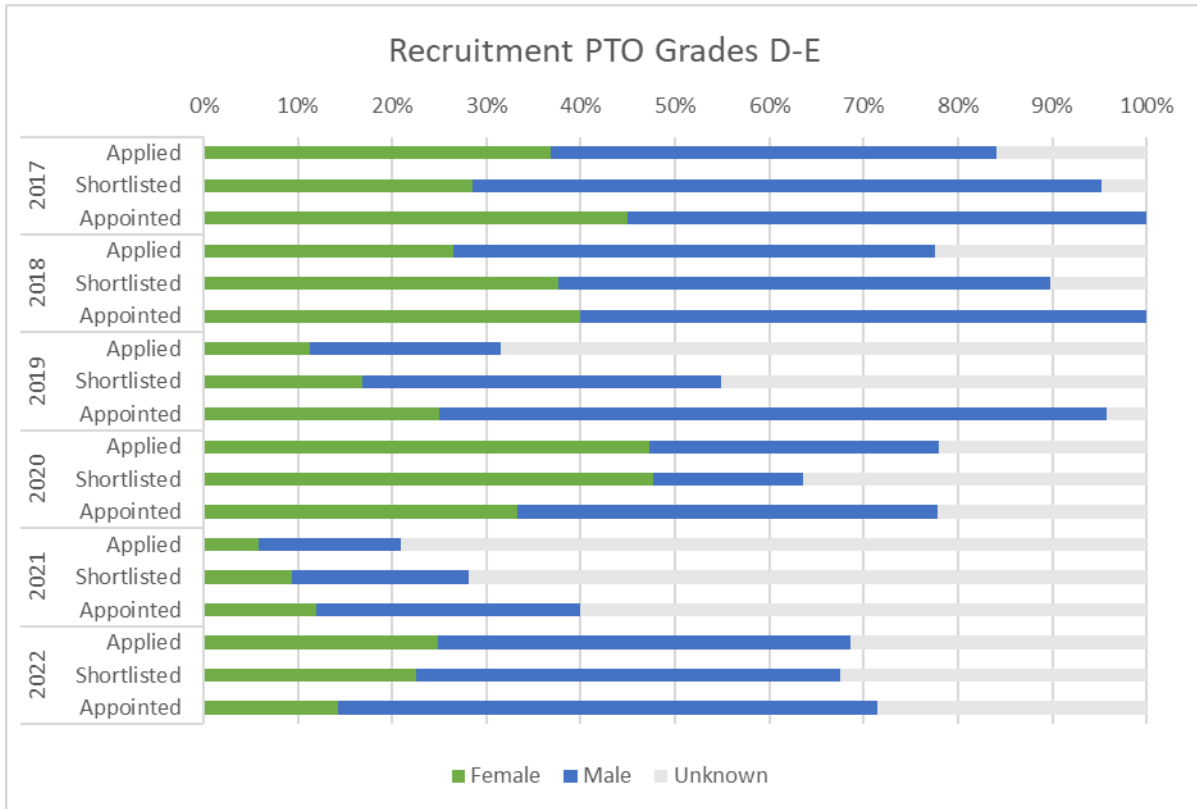
### 5.2.9 Recruitment: Science





#### 5.2.10 Recruitment: PTO Staff

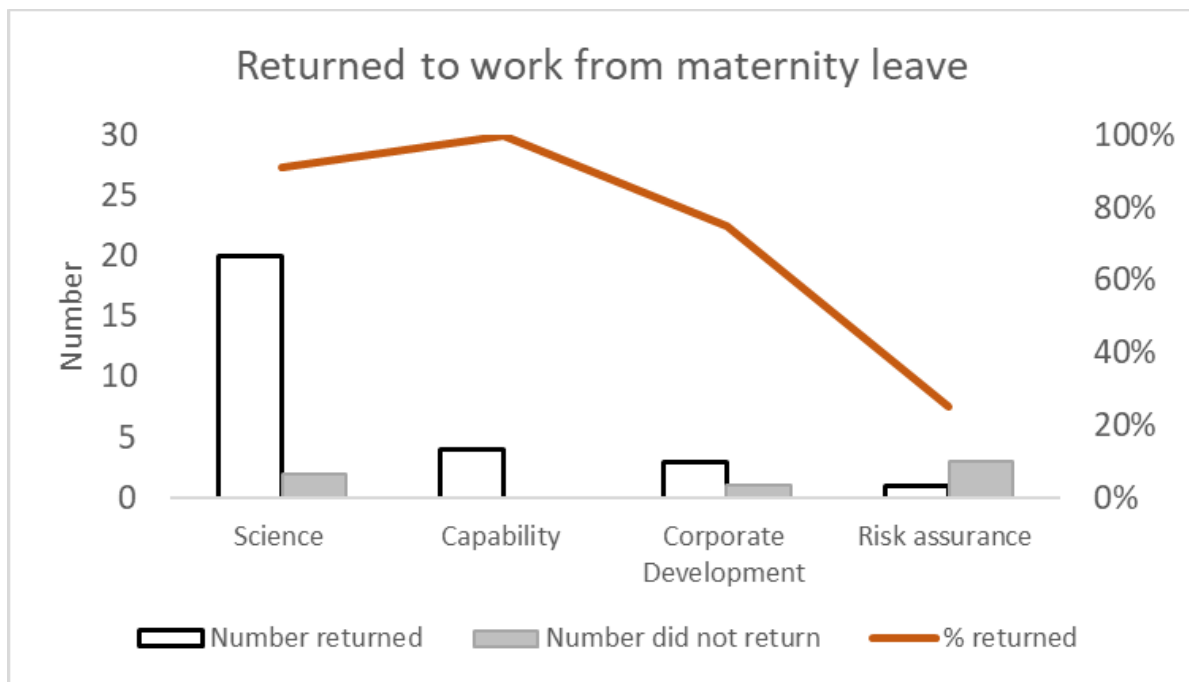




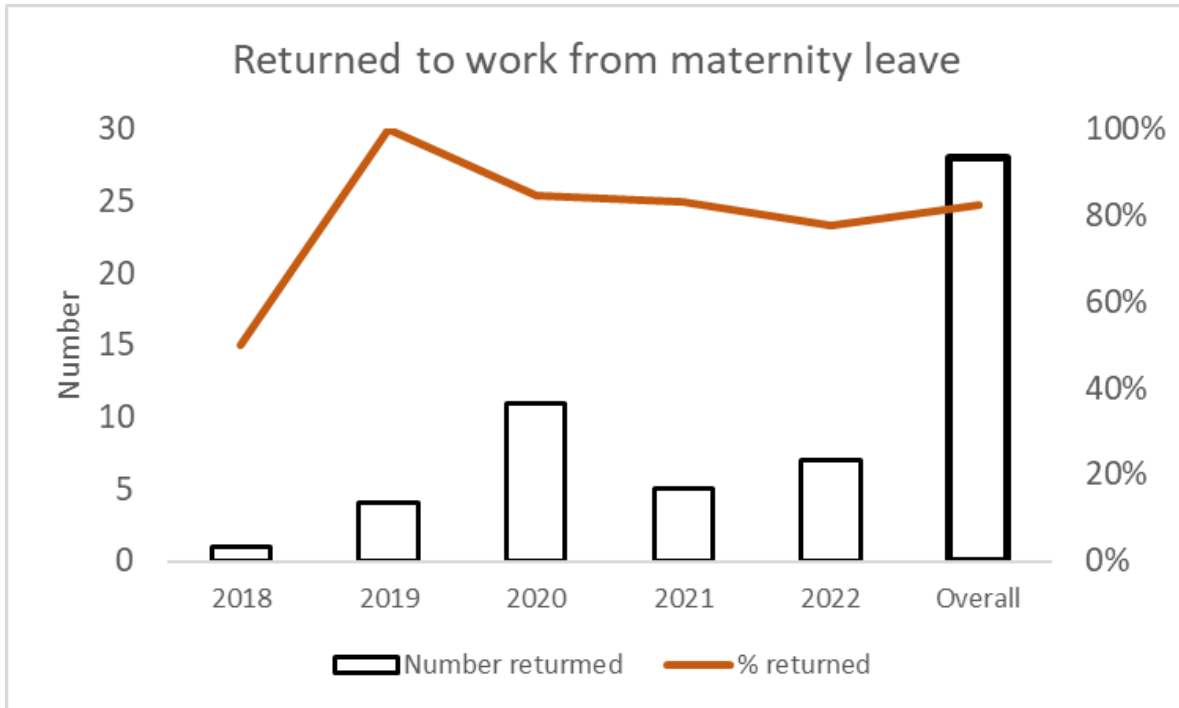
### 5.2.11 EDI Initiatives Calendar 2023

Month	Dates	Initiative
March	13 - 19	Neurodiversity Celebration Week
May	13 - 20	Mental Health Awareness Week
June	12 - 18	Men's Health Awareness Week
September	TBC	World Cancer Day
October	October	Black History Month
December	4	International Day of Persons with Disabilities

### 5.2.12 Maternity Leave – Return to Work

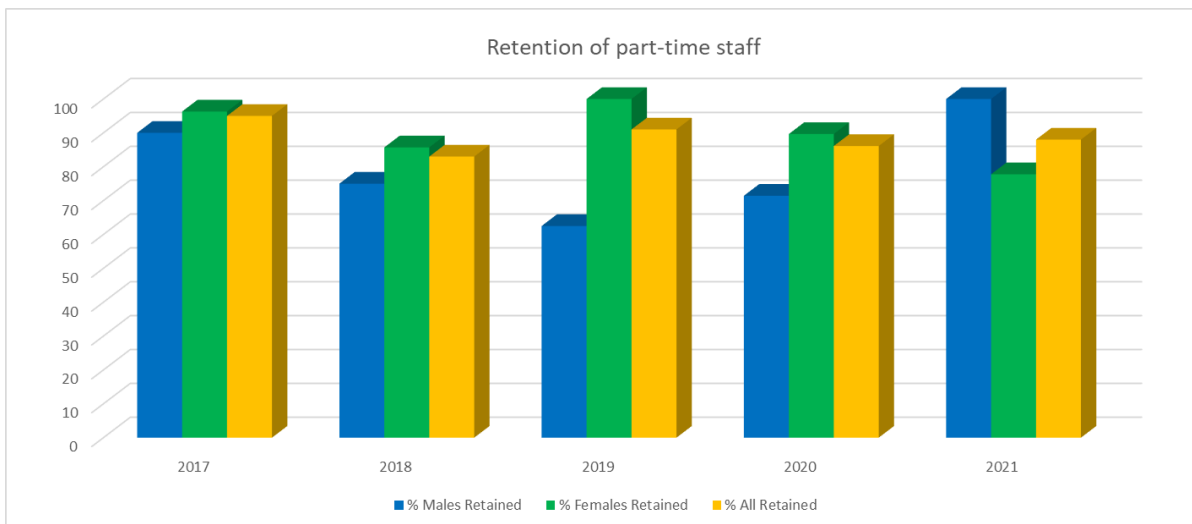


Number and proportion of women returning to work following maternity leave stratified by directorate.

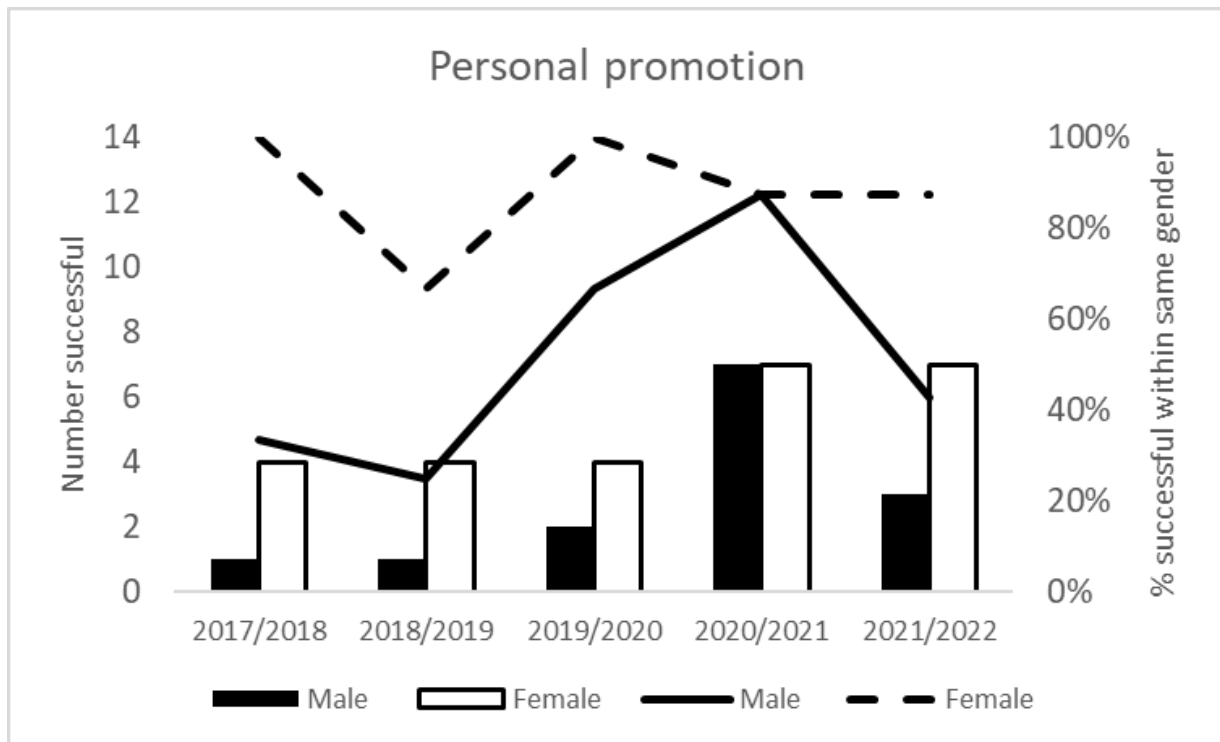


Number and proportion of women returning to work following maternity leave stratified by year.

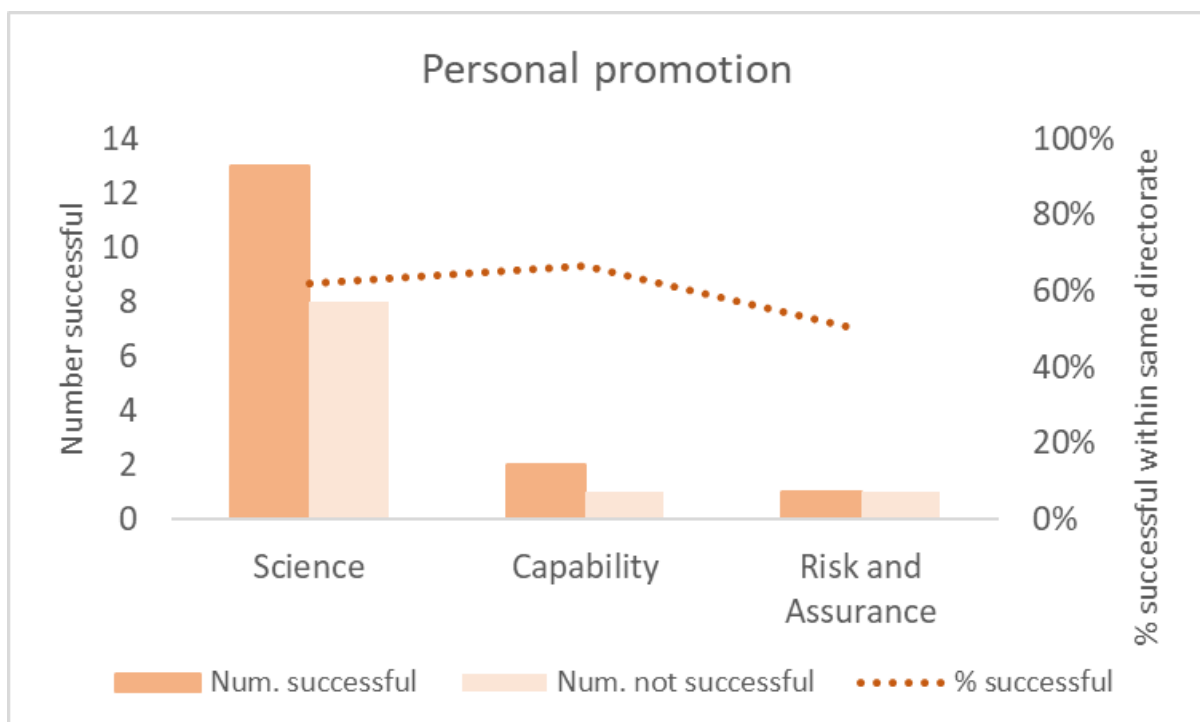
### 5.2.13 Retention of part-time staff



### 5.2.14 Personal promotion

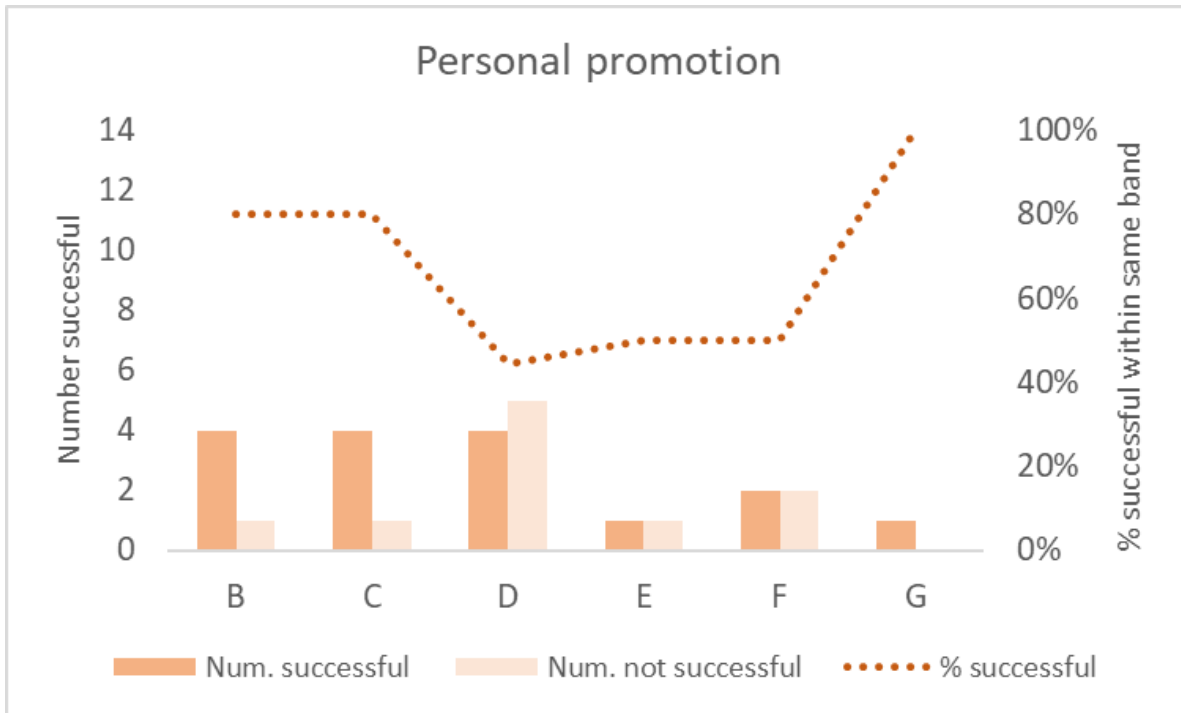


Number and proportion of people successful at personal promotion stratified by year and gender.



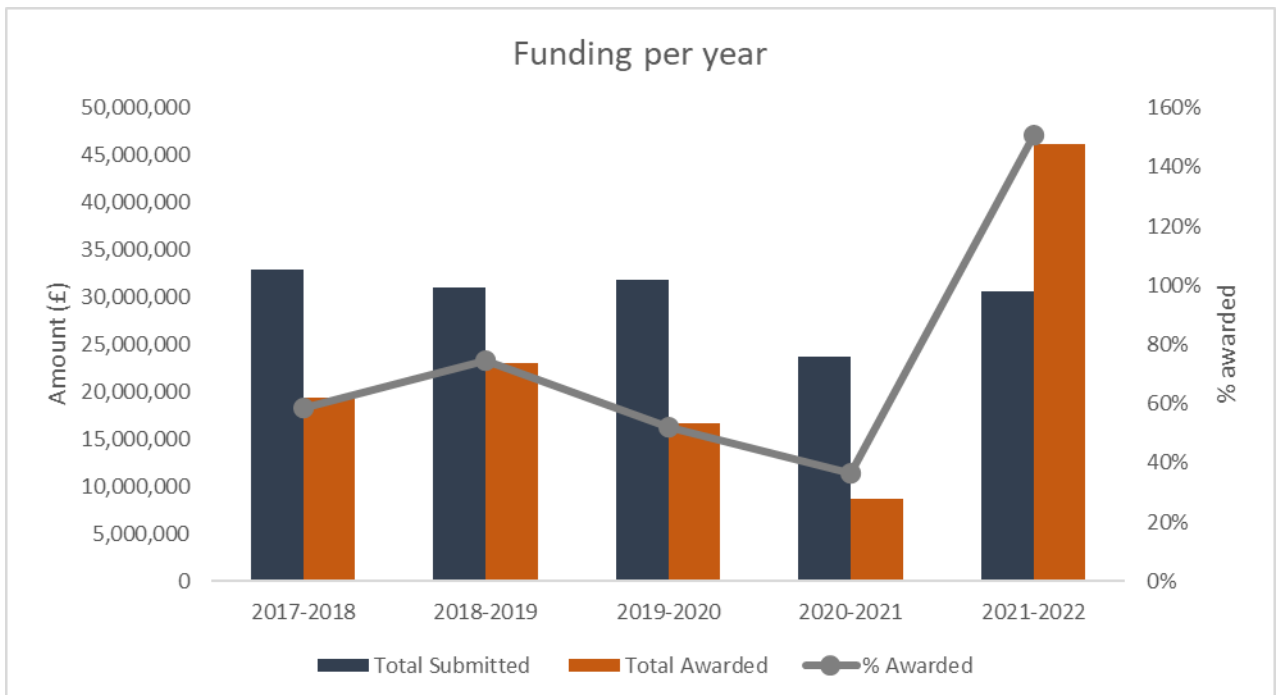
Number and proportion of people successful at personal promotion stratified by directorate (between 2017 and 2022). There were no applications from Corporate Development during this period.



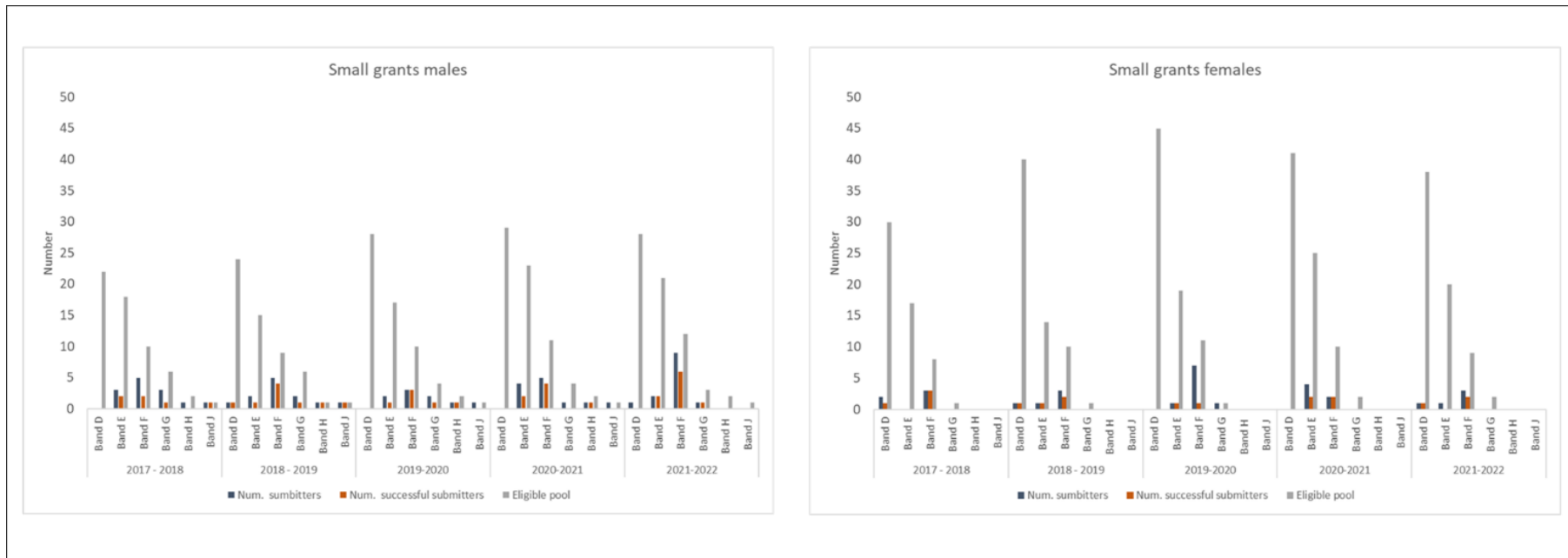


Number and proportion of people successful at personal promotion stratified by pay band (between 2017 and 2022).

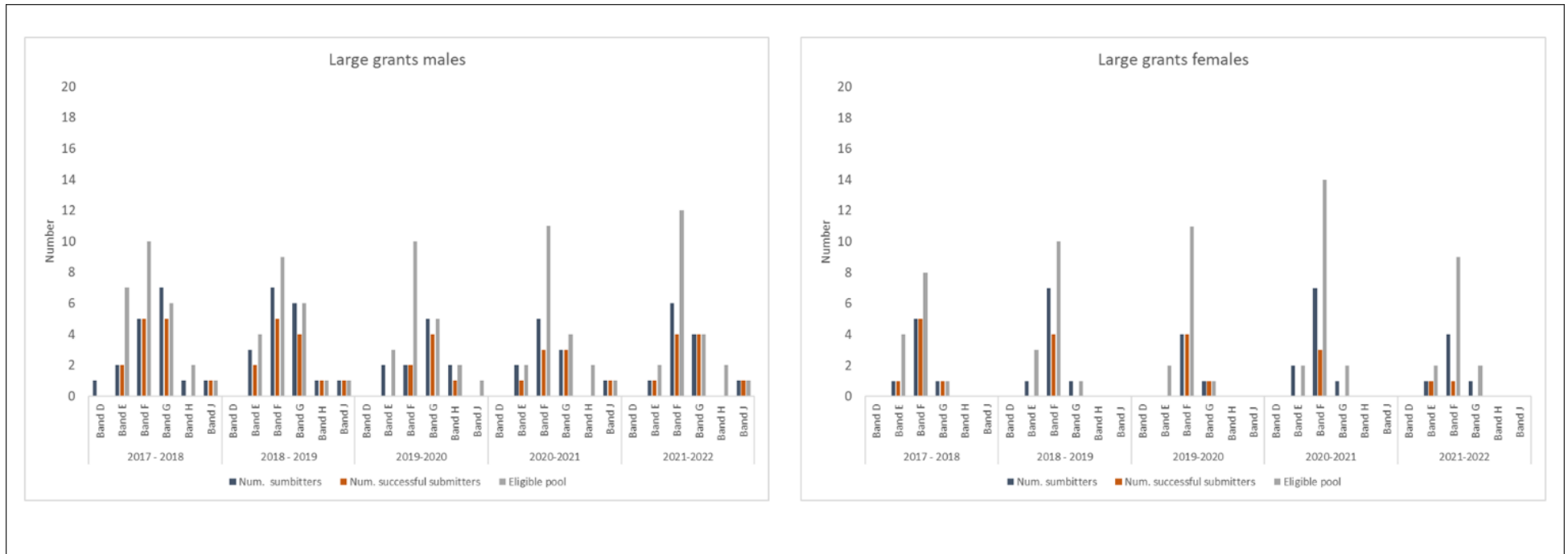
### 5.2.15 Funding & grants



Grants awarded to the Institute over the years from leveraged funding.

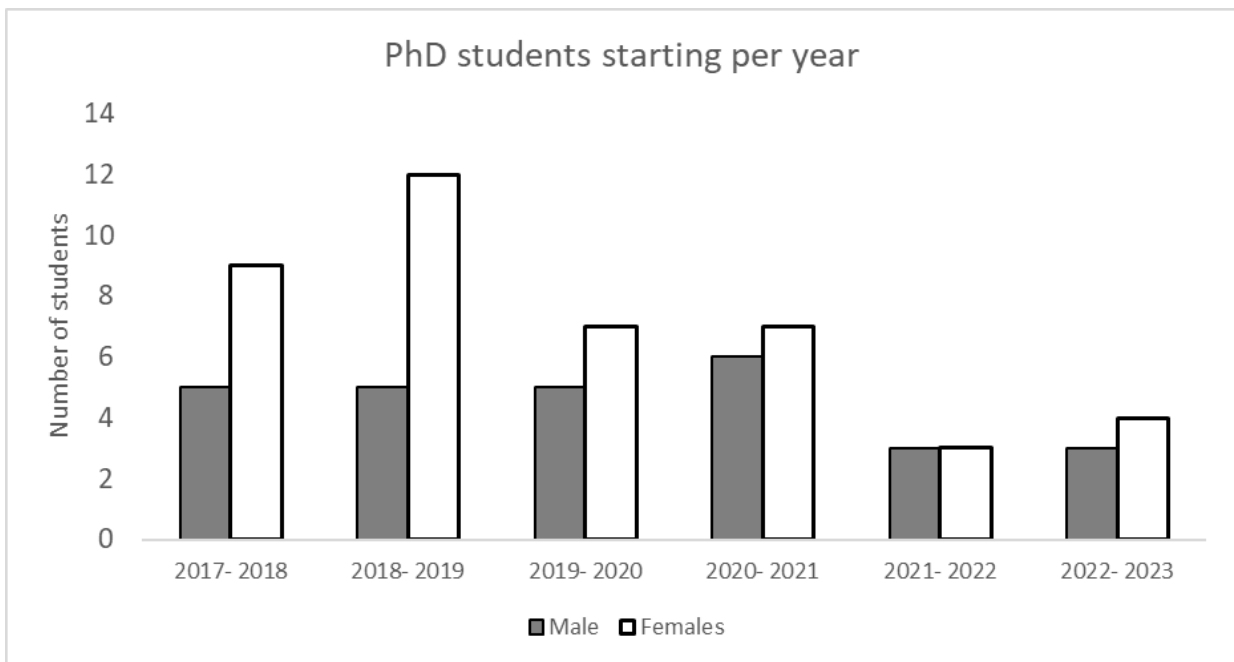
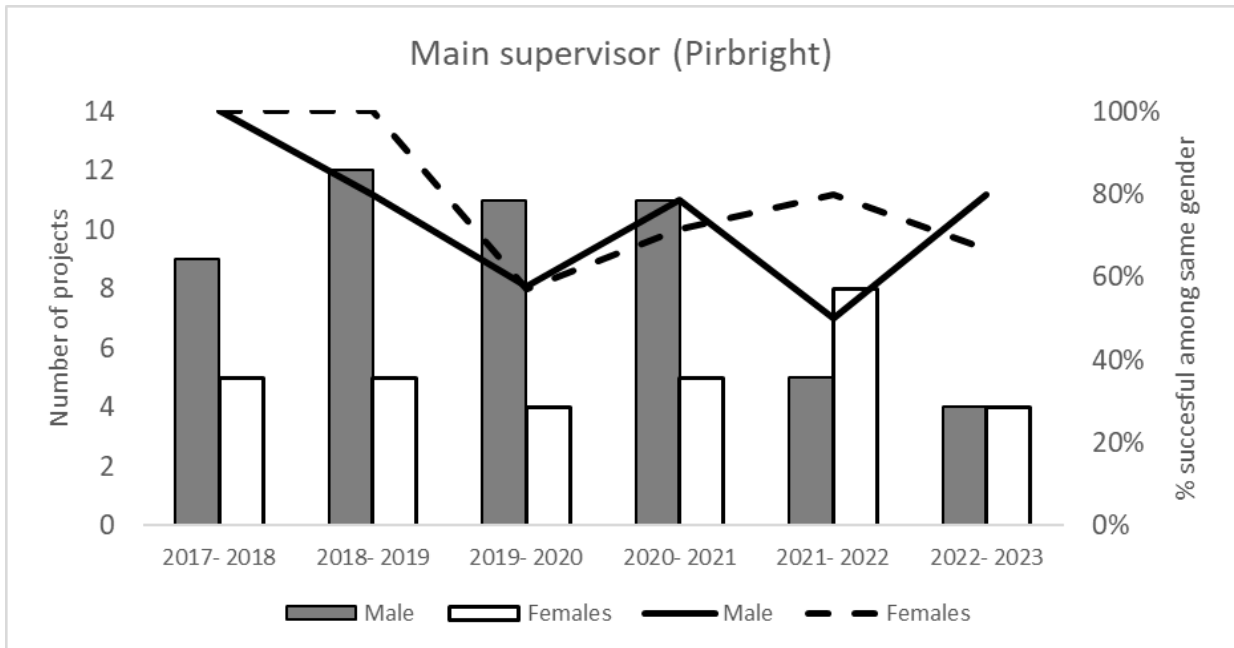


Number of scientists eligible to apply for small grants <100K (grey bars), number of scientists submitting at least one grant (blue bars) and number scientists with at least one grant successful of the ones submitted (orange bars).

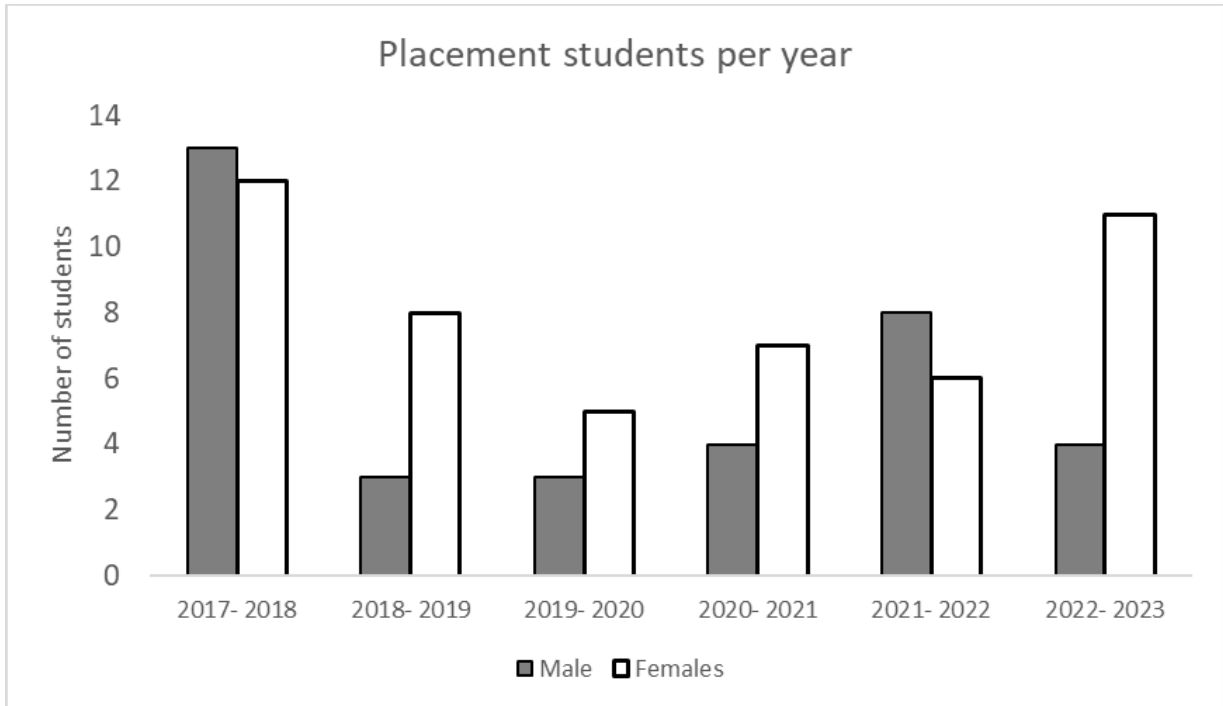


Number of scientists eligible to apply for large grants  $\geq 100K$  (grey bars), number of scientists submitting at least one grant (blue bars) and number scientists with at least one grant successful of the ones submitted (orange bars).

### 5.2.16 PhD projects

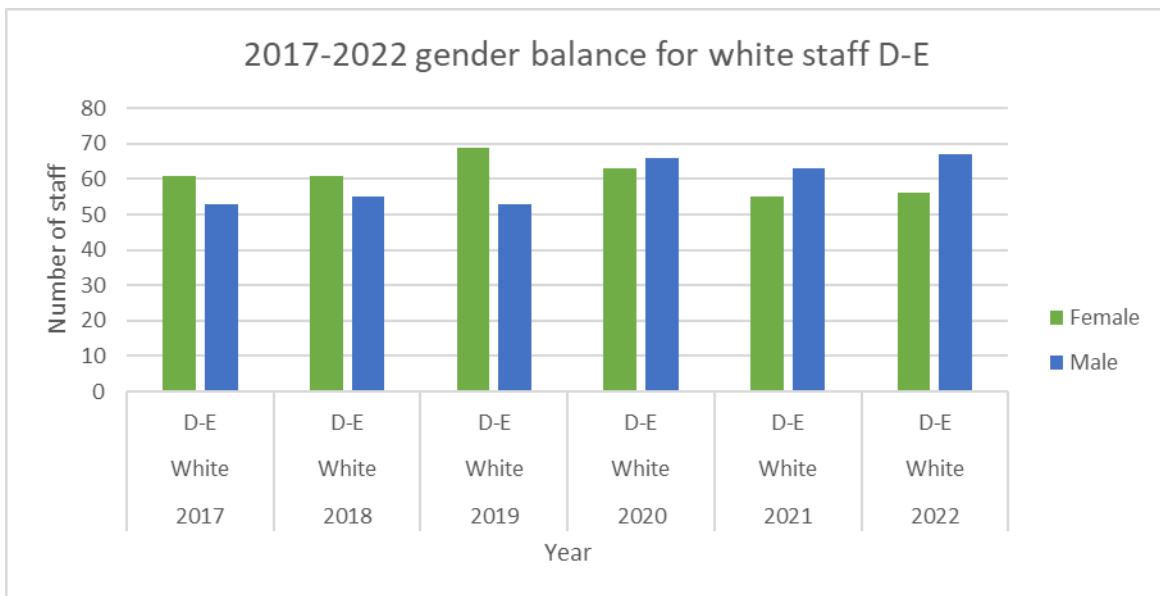


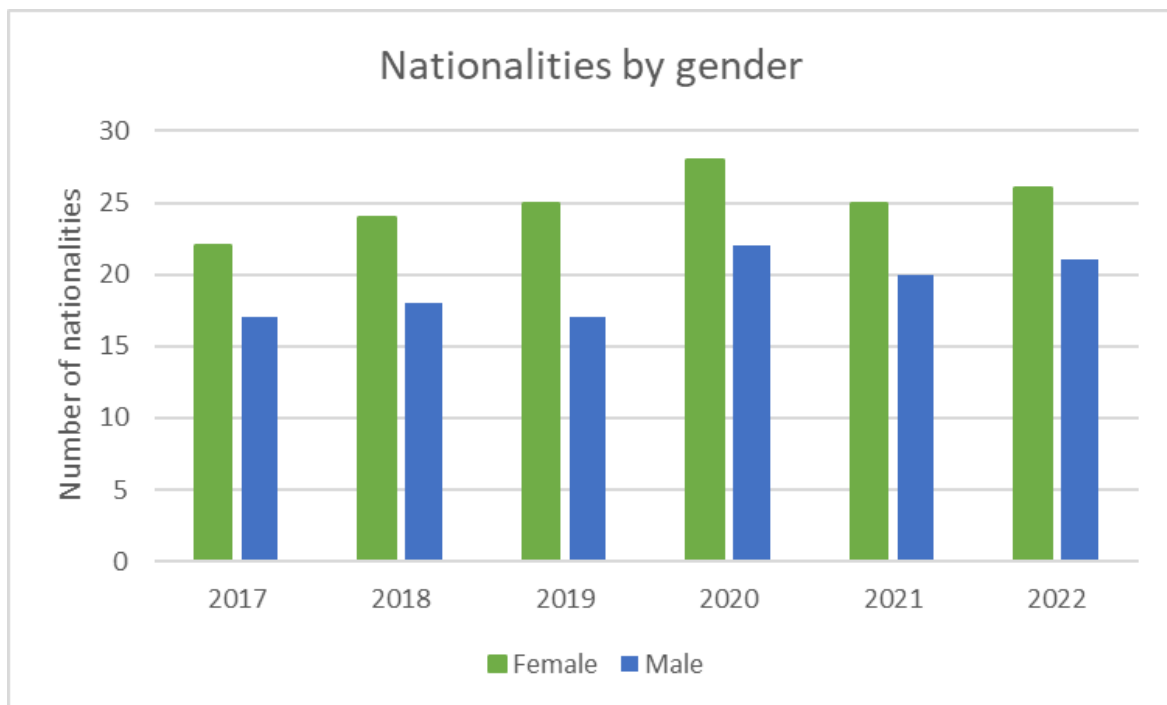
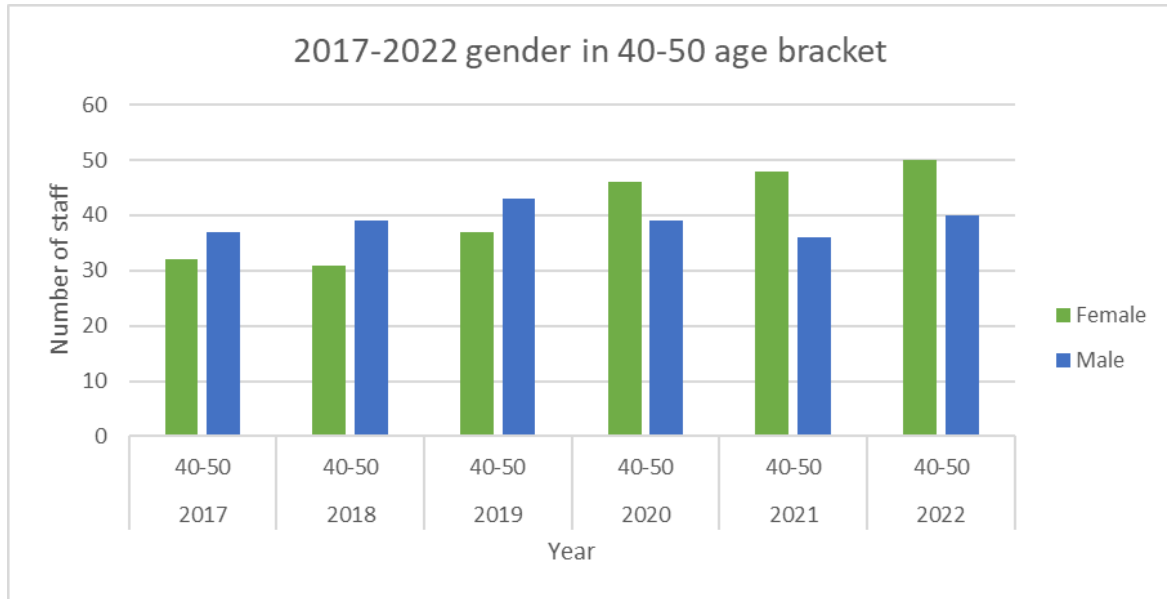
### 5.2.17 Placements students



### Recruitment of All Staff to Pirbright 2017-2022

### 5.2.18 Intersectionality





### 5.3 Appendix 3: Glossary

Please provide a glossary of abbreviations and acronyms used in the application.

<b>Abbreviation</b>	<b>Expansion</b>
EDI	Equality, Diversity and Inclusion
AS	Athena Swan
ASWG	Athena Swan Working Group
BAME	Black and Minority Ethnic
BBSRC	Biotechnology and Biological Sciences Research Council
CCG	Core Capability Grant
CEO	Chief Executive Officer
CMT	Crisis Management Team
Defra	Department for Environment, Food and Rural Affairs
EAP	Employee Assistance Programme
ECF	Early Careers Forum
ECR	Early Career Researcher
EDIC	Equality, Diversity and Inclusion Committee
EEAP	Employee Engagement Action Plan
EIA	Equality Impact Assessment
ENEI	The Employers Network for Equality and Inclusion
ERC	European Research Council
EU	European Union
FT	Full-time
FTMA	Flexible Talent Mobility Award Scheme
GASP	Grant Advisory Submission Panel
GM	Genetic Modification
GRT	Grant Review Team
HR	Human Resources/People services
HSBS	Health Safety and Biosafety
IAA	Impact Acceleration Accounts
IAE	Institute Assessment Exercise
IDG	Institute Development Grant
INCC	Institute Negotiating and Consultative Committee
IP	Intellectual Property
ISP	Institute Strategic Programme
IT	Information Technology
L&D	Learning and Development
LAMP	Leadership and Management Programme
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer +
MRC	Medical Research Council
NGO	Non-Governmental Organisation
PE	Public Engagement
PI	Principle Investigator
Pirbright	The Pirbright Institute
PPDR	Performance and Personal Development Review

PPS	Personal Promotion Scheme
PT	Part-time
RI	Research Institute
RIAG	Research Institute Advisory Group
SAB	Science Advisory Board
SAT	Self-Assessment Team
SLB	Senior Leadership Board
STEM	Science, Technology, Engineering and Mathematics
ToR	Terms of Reference
UKRI	United Kingdom Research and Innovation