ESRI Diversity and Inclusion Action Plan: 2023 – 2027

Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Application Form: Section 1.2: *Governance, Data Collection and Recognition of EDI work*					
Priority **1.1** MC to provide Council with a progress report on the implementation of Athena Swan Action Plan on an annual basis until 2027. -On an annual and ongoing basis, MC will report on specific EDI metrics to Council; such metrics are referenced throughout this AP.	-Role of Council is to oversee implementation of ESRI strategy. -Commitments to EDI initiatives form part of new ESRI strategy, 2024 – 2028.	-Status template prepared, using Red/Amber/Green model. -EDI Report Metrics template prepared.	-First progress report July 2024 and annually until 2027. -First metrics report, July 2024 and annually thereafter.	-Director -Council -MC -MC -EDI Committee -HR EDI Partner	-Progress on AP implementation provided to Council on annual basis so that implementation can be monitored -EDI metrics provided to Council in the form of annual report so that Council is aware of EDI priorities and issues.
Priority **1.2** Replace *Employment Equality Policy* with a broader *EDI Policy* to align with EDI commitments.	-Existing Employment Equality Policy quality has a narrow focus. Revised policy with a broader focus required; creation and promotion of policy will help embed EDI by setting out how it will be	-Policy drafted and issued to House Committee, and MC for review and comment -Policy uploaded to website -Onboarding programme updated	-Policy rolled out in Q1 2024	-MC -EDI Committee -HR EDI Partner	-Policy is drafted and rolled-out at onboarding and to existing staff

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
1.2.1 Include question about impact of *EDI Policy* in workplace surveys.	applied in our day-to-day processes.	-Policy rolled out at manager forum and to all staff	-Start with June 2024 survey		-Workplace surveys indicate at least 80% positive response to statement on the positive impact of EDI policy.
Priority **1.3** Replace SAT with a permanent *EDI Committee* which will be made up of a sub-set of SAT membership. The EDI Committee will be chaired by the SAT Chair. *This action linked to action 1.8 below.*	-The creation of a permanent EDI Committee *(which forms part of ESRI EDI strategy)* is required to help ensure EDI is embedded in the governance structure. -Its role will be to manage implementation of the AP, to advise on new EDI-related actions, and to advise on EDI more broadly.	-SAT Terms of Reference updated to allow for its evolution to EDI Committee. -EOI issued for membership of EDI Committee (to include members of former SAT).	-TOR updated Q4 2023 -EOI issued Q4 2023 -First meeting Q1 2024 and every 3 months thereafter.	-MC -EDI Chair -EDI HR Partner	-EDI Committee in place -Evidence of successful progress on the implementation of this AP.
1.4 Establish a biennial EDI Prize/Award for best EDI related research paper and/or outstanding contribution on EDI governance.	-Objective is to formally and publicly recognise and reward staff members' contribution to EDI	-Award criteria prepared and approved -Nominations process agreed -Criteria and nominations process published	-First year of award, 2025 and every two years thereafter	-MC -EDI Committee	-Award criteria agreed and published, and Award made every two years.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Priority **1.5** Implement **Human Resources Information System** (HRIS) to capture a broad range of staff equality data. -Disclosure to be on voluntary basis with option for individual employees to update on ongoing basis.	-The Institute's HR database only captures age, and gender (M/F). Other equality data has been collected as part of our baseline employee survey. But need for a comprehensive evidence base to include broader gender categories and other categories such as nationality, disability status, caring etc.	-Vendor approved -Equality categories agreed, and input and updating procedures developed -EDI impact assessment prepared and issues addressed -HRIS Information and Communications Plan developed and issued.	Implementation of HRIS Q1 2024 *(Work started on this action in Q4 2022).* *-System will be open to staff to input equality data from Q1 2024.*	-HRIS Project Team -Data Protection Manager	-HRIS in place which will allow staff to input and update their own equality data and enable ESRI to report on and monitor equality data (including where they intersect). -Disclosure of equality data at least 80% by end of Q4 2024.
Application Form: Section 1.3: *The Self-Assessment Process*					
1.6 Repeat **Workplace Survey** every two years to assess AP implementation progress; circulate findings together with comparisons with previous survey findings.	-Data collection and monitoring of staff views and experience provides essential evidence on current issues, comparisons with previous surveys, and	-Survey issued and to include additional questions based on findings from previous workplace surveys, pulse surveys, emerging issues, etc.	-Start June 2024 and every two years thereafter.	-EDI Committee -Survey working group	-Surveys issued and responses compared with previous survey findings so that impact of actions can be assessed,

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
	progress on AP implementation.	-Survey findings analysed and shared with all staff			and issues addressed. -AP updated as appropriate.
1.7 Actively **promote** the survey prior to issue and throughout live period and take specific measures to increase the response rate particularly among *non-research* staff.	-The 2022 survey achieved an overall response rate of 77% - we would like to improve on this; and in particular the non-research staff response which was at 58%.	-Communications Plan developed to include pre-distribution promotional activities and template emails which stress the value of all-staff response -Survey promoted at all staff meetings, people managers' forum and departmental meetings	-Start May 2024, and repeat process on biennial basis.	-EDI Chair -EDI Committee -Survey working group	-Improved overall response rate - from 77% to at least 90%; - non-research staff results from 58% to at least 75%
1.8 Draft EDI Committee *Terms of Reference* to include post-application processes, membership, member succession. *Cross reference with AP 1.3 and 1.9*	-Post-application, processes are required to ensure staggered rotation to ensure continuity and the creation of new working groups to ensure the effective and efficient	-Working Groups which align with AP themes identified *(If Application not successful, we will keep*	-Q4 2023	-EDI Chair -EDI Committee -HR Business and EDI Partner	- TOR drafted and agreed.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
	implementation of this AP.	*SAT in place and work on revisions)*			
1.9 As EDI vacancies arise, take steps in succession processes to ensure a higher level of male representation. -Ensure to maintain representation of research/non-research and staff at different stages of their career	-At 18% membership, men are under-represented on the current SAT – Institute has 40% male representation. -There is a broad representation of age, contract type and job category on the SAT, and it would be important to maintain this balance on the EDI Committee.	-EOI prepared and issued as vacancies arise with a focus on male participation (and other under-represented groups as applicable).	-Q4 2023 and ongoing	-EDI Chair -HR Business and EDI Partner	-Achieve 40% male SAT representation. -EDI Committee representative of ESRI staff across contract type, age, career stage, job category and gender.
1.10 Create and maintain an *EDI Intranet site* to include this AP and updates on progress on its implementation; include links to relevant EDI-related research papers, and other external websites. **1.10.1** Add questions in Workplace Surveys on impact and awareness of Athena Swan initiatives.	-To help ensure awareness of Athena Swan AP implementation and EDI initiatives generally. -Important to monitor awareness of EDI initiatives so that we can	-Site designed and content added -Site promoted at onboarding, managers' forum -Traffic to site monitored	-Start Q1 2024, ongoing	-HR Business and EDI Partner -EDI Survey working group	-Up-to-date intranet site in place and regularly visited. -Survey results show at least 80% awareness of Athena Swan initiatives.

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
	take steps to amend and improve our communications.		-Start with June 2024, and ongoing		
Application Form Section 2: Assessment of gender equality and, where relevant, wider equality context					
2.1 (C) **- Leadership Structures**					
2.1.1 Continue to monitor gender representation in leadership and decision-making structures; include in ESRI's annual report.	- Council and MC are both gender balanced; important that this balance is maintained	-Template prepared for inclusion in report.	-First report due July 2024	-MC -EDI Committee	-Approx. 40% gender representation maintained on key leadership and decision-making structures
Application Form Sections 2.2 & 2.3: Supporting and Advancing Careers: Research and Non-Research Staff					
Research Staff **2.2.1** -Investigate further outreach activities to help improve gender representation of women amongst economics students and men amongst sociology students. Consider: • sponsorship of academic prizes for related projects • working with HEIs to support targeted recruitment initiatives e.g., on-line talks • supporting the activities of Professional networks such as the	Maintaining gender balance in research roles will be influenced by the supply of graduates with masters and PhD qualifications. The under-representation of women among economics PhDs in Ireland and elsewhere is well documented. As is the under-representation of men in sociology PhDs.	-Information gathered on our existing professional networks with HEIs -Information compiled on existing and planned outreach activities -Specific activities targeted for maximum impact	Q3 2024, and ongoing	-MC -EDI Committee -HR	-Outreach activities investigated -Programme of events in place -Impact measured

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Irish Society for Women in Economics (ISWE), ensuring that ESRI continues to be represented in this group.					
Research/Non-Research Staff **2.2.2** Implement a process for review of job descriptions and recruitment adverts to ensure language is gender neutral. **Research/Non-Research Staff** **2.2.2.1** investigate merits of use of gender analysis software in ESRI recruitment adverts and job descriptions. *Critical to ensure that software does not introduce additional biases.*	-Job descriptions are edited by individual hiring managers which brings the potential for biases and inconsistencies.	-Develop guidance for line managers on writing equality focused job descriptions -Develop process for HR review of job descriptions -Gender decoder products reviewed and critically evaluated	-Q4 2023 -Start manual review process Q1 2004 and ongoing -Complete review of software Q3 2024.	-HR -Line Managers -EDI Committee -EDI working group	-Guidance issued and implemented -Manual review process established and implemented -Complete review of gender review analysis software and implement as appropriate.
Research/Non-Research Staff **2.2.3** Replace equality statement in job descriptions with a broader statement on commitment to EDI. -Include a statement in job descriptions encouraging applicants from under-represented groups.	-Current statement is narrowly focused -Address gender stereotyping in some roles, especially in non-research which had 86% female appointments in	-Updated statement prepared -Gender-related application and shortlisting data compared with	-Q4 2023	-HR -EDI Committee -MC	-Statement included in all job descriptions -Aim for at least 40% male appointments in

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
	2021 and 71% female appointments in 2022. -Important to take positive action to try to address the imbalance.	appointments data (see 2.2.5) to access impact			non-research by 2027.
Priority **Research/Non-Research Staff** **2.2.4** Complete phase 2 of the recruitment software project, the purpose of which is to enable collection of a range of equality data from applicants (*on a voluntary basis*) and with capability to link this to outcomes. (*Phase 1 of project has been completed within the limits of existing system – i.e., only gender data is collected*)	-ESRI has started to capture gender-related data at application stage; once phase 2 is completed, additional equality data will be gathered. -This data would allow us to assess the efficacy of recruitment processes in attracting applications from different equality groups.	-Tender process completed for procurement of system which will integrate with HRIS.	-Completed tender process in Q3 2024 -Implement in Q1 2025.	-HR -Data protection Manager -EDI Committee	-System of data collection put in place enabling production of equality reports linked to the various phases of the recruitment cycle.
Research/Non-Research Staff **2.2.5** As gender and other equality data is generated from phase 1 and phase 2 software upgrades, start to prepare reports showing breakdown by gender and other equality categories at the various recruitment stages and analyse trends.	-In this application, ESRI only in a position to report on appointments data – this recognised as a significant gap. -Important to start to analyse data as soon as it	-Reporting tools created, and data analysed. -Data aggregated for purposes of confidentiality where required.	-Start to generate gender-related recruitment reports (application, shortlisting	-HR -EDI Committee	-Production of gender reports by application, shortlisting, and appointments. -Trends identified, and

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
	becomes available so that AP may be updated.		and appointments) from Q2 2023 and full range of equality data from Q1 2025		where appropriate, AP updated.
Research/Non-Research Staff **2.2.6** Include gender and other equality related recruitment statistics to Council on annual basis as part of EDI reporting and include in ESRI annual report.	-A reporting requirement will help ensure transparency and accountability.	-Metric added to template	-First EDI report July 2024, and annually thereafter.	-MC -HR	- Data provided and report published.
Research Staff **2.2.7** To ensure that our researcher recruitment policies are fair and transparent, the ESRI will compare its policies against the *EU Charter and Code of Conduct for the Recruitment of Researchers* with a view to obtaining the HR Excellence in Research Award in 2027.	-Process will be a means by which to rigorously benchmark our processes against best practice.	-Principles formally endorsed -Gap analysis conducted -Action Plan created -Action Plan implemented	-2024 - 2027	-MC -HR EDI Business Partner -EDI working group	-Achieve Award in 2027
Research Staff **2.2.8** Continue to analyse promotion process by gender with regard to (i) average number of years to achieve promotion (ii) average years in grade, and	-Gender representation in staff research promotions should reflect the gender profile of the relevant grades.		Conduct every year starting June 2024, *(look back over previous 3 yrs.)*	-HR -EDI Committee -MC	-Analysis of 3-year period completed and gaps showing under or over representation

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
(iii) applications received, shortlisted and appointments made.					identified and examined. -Actions developed to address any issues that arise from analysis and this AP updated.
Research Staff **2.2.9** Include question in future workplace surveys about the factors which contribute to decision to apply/not apply for promotion.	-The workplace survey and researcher promotions survey results confirmed broad satisfaction with the process. -Adding this question will provide more in-depth data and highlight any gender differences in decision making.	-Survey updated -Results analysed and any gender differences identified. -AP updated as necessary.	-June 2024 survey, and ongoing.	-EDI survey working group	-Any barriers to promotion are identified and this AP updated to address where appropriate.
Research Staff **2.2.10** Filter the question in the workplace survey on fairness of promotions process to ensure only those are eligible for promotion are targeted.	-86% (19) of the 22 employees who answered 'don't know' to question on fairness of promotion process were	-Survey updated	-Start with survey due June 2024.	-EDI Committee -EDI survey working group	-In future surveys, question on fairness of promotion process is only

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
	on fixed term contracts as were 63% (10) of those who neither agreed nor disagreed with the statement. -These staff mostly at early-career stage and are not eligible for promotion and may be unfamiliar with the process.				asked of staff who are eligible for promotions.
Research Staff **2.2.11** MC will make changes to the promotions guidance in response to the second recommendation from the Researcher Promotions Review Committee**.**	There were two recommendations from the Promotions Process Review. The first was implemented in the 2022/23 process. The second was that the evidence required for candidates' assessment should be differentiated and commensurate with specific research grades and that guidance to applicants reflects this.	-Guidance prepared -Guidance shared with Promotions Review Committee and House Committee.	-In place for 2023/24 process and ongoing.	-MC -HR	-Guidance issued -Issue no longer identified as a concern in future workplace surveys.
Research/Non-Research Staff **2.2.12** Include gender-related and other equality-related promotion statistics to	-A reporting requirement will help ensure	-Metric added to EDI report template	-First EDI report July 2024	-MC -EDI Committee -EDI HR Partner	-Data provided and report published.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Council on annual basis as part of EDI reporting and include in ESRI annual report.	transparency and accountability				
Research and Non-Research Staff **2.2.13** Track gender and other equality group differences in attendance at training courses, conference attendance and in *Education Support* applications and approvals.	-Training and other professional development activities are essential to career development and to date we have not analysed whether there are any gender inequalities in access (or across other equality ground/s)	-Trackers prepared -Process in place with Finance for sharing of conference attendance records.	-Start Q2 2024, and ongoing	-EDI HR Partner -Finance	-Tracker created and gender and other equality groups differences compared. -This AP updated to address any gender and other equality-related imbalances in opportunities.
Research/Non-Research Staff **Priority** **2.2.14** Review and potentially expand involvement in external mentoring programmes for all staff, particularly for those who have longer-service and those in the non-research group. Consult with longer-serving research staff and Heads of Division on development and mentorship needs.	-In the 2022 workplace survey, 71% of researchers and 61% of non-researchers reported they had access to the mentorship they needed to support their career development. -Other organisations in the public and private sectors have highlighted the value of mentoring to increase diversity in	-Mentorship needs incorporated into *Training and Development Needs Analysis* Process -Practices in other research organisations investigated -Line Managers and Heads of Divisions consulted on	-Start Q1 2024 with TNA process -Programme in place by Q1 2025.	-Heads of Division -Line Managers -HR -EDI Committee	-Needs identified by managers and staff -Programme in place -Improvement on positive responses to *Access to Mentorship*

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
2.2.14.1 Assess the scope and feasibility of an internal mentoring programme by comparing practices in similar size organisations.	senior roles and to enhance career development. -Mentorship programme may also be particularly useful for non-research staff where there is only a small number of potential mentors who are already line-managers.	survey feedback, needs etc. -Programmes run by IMI or similar investigated			question in workplace surveys – increase to at least 80% for both groups.
Research Staff **2.2.15** Monitor and analyse staff representation by gender and other equality-related groups on external fora, expert committees, etc, based on research quarterly reports. Ensure that these opportunities are distributed fairly within teams.	-Opportunities for participation in prestigious events, committees and in the media etc are important both for career development and for the public representation of the Institute. -To date we have not analysed the gender and other equality groups distribution of these opportunities. National figures suggest that women are under-represented as experts	-Process developed to extract relevant data from quarterly reports. -Reports analysed and participation rates compared with relevant groups' representation in ESRI	-Annual from Q2 2024	-Heads of Divisions -Line Managers -EDI Committee	Representation on external fora and committees reflects the Institute's gender and other equality groups' representation in expertise. -Address any inequalities found in participation.

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	on TV and radio programmes *(Women on Air)*				
Integration of Gender and Diversity Dimensions into Research Content					
Research Staff **2.2.16** Run thematic workshop and/or an annual Research Day event to present and discuss existing research-based evidence. -In addition to conferences which accompany periodic report launches on EDI topics, we will hold a specific event annually dedicated to EDI. We will start with guest speaker from *Irish Society for Women in Economics* to present on the topic of gender equality in economics and economics research.	-Integrating gender and diversity dimensions into research adds value, increases the relevance of research findings for society and attracts and retains talent. -Results from the June 2022 workplace survey showed that only 52% of respondents had integrated a gender dimension within their research. -Proportion was lower among researchers in the Economic Analysis Division	-Date/s scheduled - using Anchor Days to ensure maximum attendance. -Speaker/s booked	-Annual from Q2 2024	-EDI Committee -RACs	- 65% of researchers having integrated gender and diversity analysis within their research in next workplace survey due June 2024; 80% by June 2026

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
2.2.17 Identify research areas with greatest potential/gap in addressing gender and diversity dimensions within research.	-Results from the June 2022 workplace survey showed that only 52% of respondents had integrated a gender dimension within their research. -Proportion was lower among researchers in the Economic Analysis Division	-Template prepared for RACs to respond to request to identify relevant research area. -Pulse survey of researchers within relevant areas	-Start Q1 2025 (*following event - action 2.2.16*)	-EDI Committee -RACs -ICP	-Research areas identified, and responses from individual researchers analysed.
2.2.18 Collect information on ongoing research projects and publications by research areas. Include this as a dimension of existing publication reporting system.			-Quarterly		-Equality dimension added to publications reporting system.
2.2.19 Provision of advice and support to researchers to integrate gender and diversity dimensions into their research	-Results of the June 2022 workplace survey showed that 37% of those who responded that they had not yet integrated a gender dimension within their research would be willing to do so.	-Checklists and guidance created	-Q3 2024	-RACs -EDI Committee	-Checklists made available to researchers

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Research **2.2.20** Analyse workload to collect data on allocation of administrative work. -Include question on composition of workload in future workplace surveys.	-Research has shown that women in academia and other workplaces do a disproportionate share of administrative duties that are less linked to promotion. The Institute does not currently collect data on allocation of administrative duties and a specific question was not asked in the 2022 workplace survey.	-Investigate process to conduct this analysis, e.g., Research Planning Forms -Review completed and any gender differences examined. -Question on composition of researcher workload included in workplace survey.	-July 2024 -June 2024 survey and biennial surveys thereafter	-HR -Project Office -EDI Working Group	-Data on allocation of administration duties collected and analysed -Actions taken to address any gender imbalances.
Priority **Research/Non-Research Staff** **2.2.21** Include question about level of workload in periodic performance management surveys.	-In the 2022 workplace survey, 30% of researchers reported they never seem to have enough time to get everything done. -This is detrimental to work-life balance and disadvantages those with caring or other commitments and those with a disability.	-Question included in performance check-in surveys -Responses analysed by role and gender -High level feedback provided to MC and Managers' forum on continuous basis.	-Start with Q3 2023 performance check in survey, and ongoing.	-MC -HR -Line Managers	-Once baseline results obtained in performance check-in surveys, incremental improvement evident in workload as a result of greater focus on this issue at check-in meetings; gap between male

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	-Results from the 2023 blended working survey showed that 51% of researchers and 32% in the non-research group agreed or strongly agreed that their workload had increased in the last year. -There was a significant gender difference in the researcher responses, with 61% of females agreeing or strongly agreeing compared to 35% of males. -Important that the reasons for the increased workload are identified, why there are gender differences, and that any issues are addressed.				and female responses converges.\n\n-Biennial workplace survey results show agreement with statement on '*not enough time to get everything done*' no higher than 10%.\n\n-Reasons for the change in workload identified and this AP updated as required.
Research/Non-Research Staff **2.2.22** Publish ESRI Gender Pay Report ahead of statutory requirement.	-The statutory reporting requirement will apply to organisations of ESRI's size in 2025. -Publishing ahead of the requirement demonstrates (internally	-Pay and working hours from 12 months to 30 June calculated.\n\n-Report drafted by 1 November	-Publish annually from December 2023	-Finance -HR	-Annual GPG report published by 31st December.

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	and externally) ESRI's commitment to EDI.				
Priority **Non-Research Staff** **2.2.24** Carry out a review of the non-research appointments process with a view to establishing a pathway to tenure.	-Appointments to non-research roles are generally made on a fixed term basis (including where the post was previously held on a permanent basis). -Given the gender distribution in this group, the effect of the practice is that there is a higher proportion of male staff in permanent roles.	-Comparison with practices in other similar sized Institutes researched -Detailed report prepared on feasibility and impact -Recommendation made to Council.	-Start review in Q2 2024 with proposal for Council by Q2 2025	-HR -MC -Council	-Proposal presented by due date. -Pathway to tenure in place.
Non-Research Staff **2.2.25** Develop and circulate policy on the strategic regrading process for non-research staff.	-Only 39% of non-research staff agreed or strongly agreed that they understood the regrading process.	-Draft policy for review -Circulate to House Committee	-By Q2 2024	-MC -EDI Committee -HR	-Policy created and circulated to non-research staff and made available on HR intranet and -Score on Understanding of Process to increase to at

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					least 85% of non-research staff in next survey.
Application Section 2.4: Culture, Inclusion and Belonging: *Creating a Safe and Respectful Environment; Addressing Discrimination and Unfair Treatment; Addressing Bullying, Harassment and Sexual Harassment*					
2.4.1 Strengthen the ESRI EDI programme of activities based on the IBEC inclusion calendar and ESRI staff equality profile.	-Activities take place but a broader programme and more proactive approach will help demonstrate inclusivity and help ensure that all staff feel welcome, whatever their identity.	-Appropriate/relevant themes identified.	-From Q2 2024 and ongoing	-EDI Committee -Sports and Social Committee -HR	-Programme published and events taking place.
2.4.2 Review all HR policies and documentation to ensure language is gender neutral.	-This will also help demonstrate inclusivity and help staff feel welcome whatever their identity.	-Framework established -Project plan created with owners assigned	-From Q1 2024; complete by end Q1 2025.	-HR	-Full suite of HR documentation is reviewed and amended as required.
2.4.3 As part of annual EDI reporting to Council, report annually on number of formal complaints of Discrimination or Unfair Treatment under *the Grievance Policy*	-A reporting requirement will help ensure transparency and accountability	-Metric added to template	-First EDI report due July 2024 and annually thereafter	-HR -MC	-Data included in EDI report to Council

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Priority **2.4.4** Increase frequency of EDI & Dignity and Respect at Work training to ensure this is part of an ongoing and continuous awareness raising process (*an action in hand is the review of the training content to ensure that it is up to date and in line with latest research*) **2.4.5** Implement a more systematic approach to monitoring participation at EDI/ Dignity and Respect training.	-28% of staff reported they had not attended training; 24% reported that they were not sure if they had attended training.		Refresher training to be delivered every two years, starting Q3 2023	-HR	-All staff attend required training -Improved response in June 2024 survey re: EDI/D&R training awareness increase to at least 90%.
2.4.6 Draft a template email for research staff to use to respond to panel/steering committee requests where proposed panel/committee does not have gender representation.	-Many of our staff are invited to take part in external panels and committees; staff are required to query the composition of same to ensure gender representation. A proposal made to the SAT was that the creation of a standard response to external requests would be of benefit.	-Email drafted, approved issued to all staff. -Regular reminders from Director to staff to query panel composition and to redistribute invitations within teams where possible	Q4 2023, and ongoing.	-MC -ICP -EDI Committee	-Email template drafted and in use -Reduction in number of requests to join panels without gender representation.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
2.4.7: Collect more detailed data on intersectionality in future workplace surveys. -Review the data to consider and implement appropriate actions in the review and development of HR policies.	-Results from workplace survey showed the diversity in our workforce in a range of categories. -Open-text answers in the survey highlighted themes for further focus, for example how disability intersects with race and gender, and the issue of class. -A wider intersectionality lens is not currently applied to the review and development of HR policies	-Data gathered on ongoing basis. -Framework prepared to facilitate and guide policy review and development.	-June 2024 survey and ongoing Framework in place by Q1 2025	-EDI Committee -EDI Survey Working Group -HR Business and EDI Partner	-More data is gathered on intersectionality issues, especially in relation disability, race gender and socioeconomic status. -Framework applied in policy review and development process.
Priority **2.4.8** Continue to actively promote the updated *Dignity and Respect at Work* Policy at onboarding activities and through regular reminders.	-5% of respondents reported that they had experienced bullying and 8% reported that they had witnessed bullying in the last 24 months. -Survey also showed that: *(i)* 18% of staff were		In place from Q2 2023 and ongoing.	-HR -Line Managers	-A reduction in number of staff in next survey reporting having experienced or witnessed bullying.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
	unaware of how to report incidents; *(ii)* 16% would not know how to support a colleague and *(iii)* 10% would not be confident that complaints would be appropriately dealt with.				**Target reductions:** how to report incidents, from 18% to 5%. -would not know how to support a colleague – from 16% to 5% -would not be confident that complaints would be appropriately dealt with – from 10% to 5%
2.4.9 As part of annual EDI reporting to Council, report (at high level) on number of formal complaints made under the *Dignity and Respect at Work* policy.	-A reporting requirement will help ensure transparency and accountability	-Item added to metrics template	First EDI report due July 2024 and annually thereafter	-MC -HR	-Data included in EDI report to Council – challenges and trends flagged
2.4.10 Develop guidance on pronoun visibility.	-Demonstrates (internally and externally) an inclusive culture and acknowledges diversity in gender expression.		Q1 2024	-EDI Committee -HR EDI Partner	-Guidance circulated and made available on intranet.

ESRI Diversity and Inclusion Action Plan: 2023 – 2027

Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
Culture, Inclusion and Belonging: *Informal and formal flexible working: EDI in Institutional Spaces: Support for family leave; Support for carers*					
2.4.11 Continue to assess the impact of the *Blended Working Policy* by consulting with staff via pulse surveys to ensure there is no adverse impact on any group/s. -Actively look for any patterns of non-visibility impacting on opportunities, recognition etc.	-While the overall results from the blended working survey were positive, it is important to take soundings on a regular basis to ensure that group/s are not disadvantaged.	-Pulse surveys issued, and results analysed -Attendance patterns monitored -Exit interview template updated with question on blended working -Line Manager views sought at managers' forum	-From June 2023 and ongoing	-MC -Line Managers -HR	-Surveys issued -Issues identified and *Blended Working Policy* adjusted as necessary.
2.4.12 Liaise with the Sports and Social Committee to ensure a proportion of social gatherings are scheduled within core hours.	-Of those who work on a flexible basis, 64% (56% of males and 64% of females) agreed or strongly agreed with the statement *"Social gatherings are scheduled at times that make it feasible for me to attend"*. -We would like to ensure that, where possible, all staff have an opportunity to attend a social event.		-From Q2 2024, and ongoing	-MC -Sports and Social Committee	-Every year, there are at least two social events held within core hours so that all staff can attend.

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Action	Rationale	Milestones	Timescale	Responsibility	Success Measures
2.4.13 The Information, Communications and Publications (ICP) team will develop accessibility guides for different ESRI outputs such as the website and social media.	-The purpose of the Guides is to provide tips for making online content more accessible for those with disabilities.	-Guides drafted and reviewed for accessibility by representatives of target audience.	-Q1 2024	-ICP	-Guides published
2.4.14 Promote *Family Leave* policies on a regular basis. **2.4.15** Ensure that Line Managers include a discussion about leave entitlement in their employee check-ins and take a proactive approach to workload planning and handover.	-Need to encourage all eligible staff (particularly males) to avail of leave entitlement. -A small number of staff members reported they could not take leave due to pressure of work.	-*Family Leave* policy site created on HR intranet -Comms prepared for quarterly issue -Amend Check-in template to include discussion about leave entitlements.	-Quarterly starting in Q3 2023	-HR -Line Managers	-Increased take-up of family leave by eligible staff, and particularly male staff. -No member of staff fails to take leave on account of pressure of work.
2.4.16 Produce guidance for Line Managers on how they can best support staff returning from any form of extended leave.	-24% of staff who availed of long-term leave reported that they did not feel sufficiently supported on their return. We need to improve their experience.	-Prepare guidance and checklists to cover range of support to help staff re-integrate, e.g., training needs, workload, ergonomics, flexible hours.	-Q2 2024	-HR -Line Managers	-Surveys show that all those who return from extended leave confirm they have been sufficiently supported.

ESRI Diversity and Inclusion Action Plan: 2023 – 2027					
Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
		-Follow-up on employee experience via on-line survey			
2.4.17 Assess impact of implementation of change to researcher promotions process which enabled applicants to formally record their periods of family and care-related leave.	-24% of staff who took extended leave agreed or strongly agreed that their career progression was negatively impacted.	-Process in place to gather and analyse data.	-Q2 2024, and ongoing	-MC -HR	-Future workplace surveys show agreement with statement that career progression negatively impacted is no greater than 10%.
2.4.18 Set up volunteer 'Carer buddy' network for staff with caring responsibilities.	-Given the age profile of the organisation we can expect an increasing number of staff to take on caring responsibilities, particularly elder-care. -Whilst no staff member disagreed that their manager was supportive of their need to balance work with caring responsibility, an internal	-Request for volunteers issued.	-Q1 2024, and ongoing	-HR EDI partner.	-Network in operation

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Action	**Rationale**	**Milestones**	**Timescale**	**Responsibility**	**Success Measures**
	network will provide further support.				