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# EDI Strategy
2024 -2029

# Contents



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# Why is EDI Important at Diamond?

EDI is an essential part of the good governance and operation of any organisation.

The Diamond EDI strategy supports Diamond's Strategic Objectives helping to make Diamond a great place to work and a great place to come as a user or as a visitor. It also enables Diamond to meet both Equality Act 2010 legal obligations and our funders' expectations and requirements.

Diamond acknowledges that cultivating an inclusive environment, basing action and continual development on evidence, measuring progress, and striving for equitable opportunities across all aspects of our work, helps and benefits everyone.

The skill and passion of our employees for their work, contributes to life changing improvements through scientific research. As key part of the UK's science research infrastructure Diamond also makes an important contribution to the conversation on and practice of EDI in STEM. Diamond will steer a balanced course which respects different perspectives, opinions and thoughts and maintains a commitment to political neutrality on topics of social and cultural debate.

Diversity affects who we are at work and the relative levels of equality, inclusion and accessibility may affect how we are at work. Being enabled to come to work and be one's professional self without reticence, allows for better contributions to our core mission.

With the support and genuine enthusiasm from everyone working at Diamond, our EDI Strategy, and action plans make up a measurable framework, which will raise the profile of Diamond amongst a wider range of communities.

As we develop organisational EDI capacity and capability, drive inclusive behaviours and support our organisational development, Diamond people will be enabled to meet ever more complex and increasing demands. The work, if done well, will enhance employee engagement and increased levels of wellbeing whilst delivering improved performance, innovation and creativity.

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# The Six Pillars

The EDI strategy is structured around six pillars which together cover all areas of Diamond's responsibilities and spheres of influence. From these are derived four goals which have been identified as priorities for the life of this strategy.

## People and Organisation

1. Utilise people data to inform action plans
2. Employee owned EDI groups
3. Use benchmarking tools to guide progress
4. Management and Governance tools - training, EqIA, objectives and KPIs

## Universal Accessibility

1. Disability Confident Scheme
2. EqIA tools for changes and improvement
3. Guaranteed interview scheme
4. Building and environment audits and future facilities

## Public Engagement

1. Widening participation activity for students from underrepresented groups
2. Widening participation for state school sector
3. EDI Groups and Armed Forces Covenant
4. Digital Accessibility

## Users

1. Understand the accessibility needs of our users through feedback and survey
2. Sharing our EDI strategy on website
3. Address areas of potential inequality in research access and activities

## Funders and Grant Bodies

1. Ensure Diamond meets the EDI requirements for DSIT, UKRI and Wellcome
2. Upskill your employees to enable them to demonstrate EDI excellence to funders
3. Respond to EDI requirements from new funding bodies

## Procurement

1. ENEI Procurement TIDE Survey
2. Social Value Act requirements
3. Influencing and encouraging our suppliers to adopt EDI practices and frameworks
4. Utilise process which do not act as barriers to SMEs working with Diamond

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# The Six Pillars

The Pillars provide a foundation for the EDI approach and ensure that we are addressing our responsibilities across all of our core activities and spheres of influence

1. People & Organisation: where the focus is on maintaining a fair, respectful and inclusive environment for all Diamond employees and people working on behalf of Diamond;
2. Universal Accessibility: where various mechanisms exist to make Diamond welcoming and generally accessible to all;
3. Public Engagement: building on our excellent engagement work embedding diversity into our activities and approach;
4. Users: focus on understanding and responding to the needs of our Users to ensure that they have an optimal experience with Diamond and have a fair opportunity to secure Beamtime;
5. Funders & Grant Bodies: Meeting the EDI expectations of our funders, and remaining legally compliant.
6. Procurement: influencing by sharing our EDI Policy and objectives with suppliers; and operating fair procurement practices

From these areas of responsibility are derived our 4 EDI goals for the life of this strategy:

**Goal 1**
Understand and address the barriers

**Goal 2**
Attract talented people from all available talent pools

**Goal 3**
Meet our EDI responsibilities as a key UK research asset

**Goal 4**
Achieve universal accessibility for employees and stakeholders

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# The Four Goals: One

## Diamond will seek to understand the barriers different employees experience and take appropriate steps to create an inclusive and fair workplace environment.

Awareness is key to being able to support the specific needs of people and achieve fairness. We want every member of staff and all key stakeholder groups to feel respected and included. Staff are encouraged to develop their role and enjoy fulfilling careers. We will ensure we reflect and involve protected groups in planning and evaluating our progress and culture to ensure we are succeeding for everyone and not only for the majority or vocal minority groups.

### Action includes:

1. Broadening knowledge, understanding and awareness and taking personal and management responsibility for understanding the challenges and barriers many groups face. In doing so we aim to place emphasis on what unites us as Diamond and not to create further barriers through over emphasis on identity groupings.

2. Gaining insights (data and management information) from a diverse range of people across key employment stages to ensure we can pinpoint areas of inequality and implement action for equitable organisational behaviour. The focus will be on gaps, lower satisfaction rates, or less access to development and progression for particular groups. This includes developing and maintaining a 'Gender Equity' Plan (see appendix) which works to ensure that female employees in what remains a male dominated organisation and sector are supported and valued.

3. Striving to create an environment where conflict and tension can be managed and resolved whilst maintaining an empathetic approach.

4. Respecting diversity of thought and freedom of expression appropriately voiced.

5. Carrying out Equality Impact evaluations either formally or informally when creating new policy and process.

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# The Four Goals: Two

## Ensure we include and attract talented people from all available talent pools; especially those currently underrepresented, and therefore truly recruit the best people available

We must ensure that barriers do not exist within our hiring practices which prevent us from accessing all the best available talent pools. By being actively alive to the potential impact of barriers – including attitudinal barriers - and systematically removing them, we will be in a much better position to hire and retain the best people and be in an even stronger position to deliver against Diamond strategic objectives.

**Action includes:**

1. Collecting, analysing and comparing our data internally and externally, applying relevant benchmarking and accessing external research studies where data quality is missing or poor
2. Accessing, sharing and interrogating data locally ; gradually increasing the response rates, granularity and complexity and quality of data.

3. Critically examining our hiring and applications criteria and processes and making appropriate changes. For example, different methods to assess and recruit neurodiverse applicants or reviewing the job relevance of certain requirements.

4. Undertaking specialist training, including regular bias, cultural awareness and neurodiversity and disability training enabling fair, effective methods and specific adjustments.

5. Establishing accountability in each group or team for effective and fair hiring and induction.

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# The Four Goals: Three

## Uphold our responsibilities as one the UK's leading science research assets to ensure an inclusive and productive environment for users and lend our voice to shaping EDI in our sector

As one of the UK's key science facilities we are engaged in being a world-leading user facility in synchrotron research and innovation. This means that ensuring fair access to our Beamtime and good user experience is paramount. We also have a role to play in contributing to and helping to shape the development and impact of EDI in STEM

**Action includes:**

1. Use data and other insights to refine and improve our processes to maximise fairness in the peer review process and allocation of Beamtime to users

2. Build on our existing outreach work to help build the pipeline for diversity in STEM

3. Constantly review and evaluate our User experiences to improve access and inclusion.

4. Lend our support to and participate in EDI research, projects and conversations with the HE sector, funding councils and others as appropriate to help shape the understanding and practice of EDI in STEM

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# The Four Goals: Four

## Achieve Universal Accessibility for employees and stakeholders of Diamond

We recognise disabled people, people with additional needs or people with physical impairments may face barriers to being able to contribute effectively and fully in the workplace. In addition, our Users are entitled to expect an environment which welcomes them and caters to their requirements as far as practically possible.

**Action includes:**

1. Maintain and develop a supportive approach to staff who may need workplace adjustments via training and development, working to create an environment where people feel confident to disclose.

2. Encourage learning both about our obligations and the law, and understanding what good practice looks like. Gaining knowledge about a range of neuro-diversity challenges, health and other conditions including different kinds of disability, to enable us to support people's needs sensitively and pragmatically.

3. Examine our processes to ensure that we deliver good, accessible experiences to all employees, visitors and users at Diamond.

4. Encourage the use of the reasonable adjustment process and understanding and accessing HR support available internally and via workplace assessments externally as needed.

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# Delivering on the EDI Goals

The EDI strategy will be sustained by support and action from both the employee group and senior management. It will be most effective if it is owned throughout the organisation and is seen as relevant to the day- to day work and our long-term corporate objectives. The EDI strategy adopts an approach which ensures that activity is taking place at both an operational and strategic level. This will ensure that visible, 'feel good' activities which build knowledge, understanding and culture are not performed at the expense of longer horizon business organisational work which is also necessary to bring about lasting improvement.


EDI Goals provide a framework for the development of evidence based EDI objectives. Staff first gave input into the EDI Goals in 2018 in focus group forums and they are periodically reviewed and fed into from EOS and other feedback data.

The protected groups from the Equality Act 2010 are: sex, disability, age, race, gender reassignment, marriage & civil partnership, sexual orientation, religion & belief and pregnancy & maternity.

Diamond EDI Policy also recognises the impact that can be faced by carers and by people who experience or have experienced socio-economic disadvantage or in their education because of disruptive life experiences or lack of opportunity.

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# Delivering on the EDI Goals

All **Diamond employees** are expected to comply with the EDI Policy and work towards achieving the four goals through applying evidence-based objectives in their PDR.

**Top management** will be expected and enabled to review and cascade a range of management information (MI) – diversity data, pay gap reports and equal pay reports, survey results & focus group feedback to inform their EDI objectives and to cascade objectives accordingly.

As we embed inclusion objectives across Diamond's divisional structures, we aim to improve and to build competence and confidence amongst employees and managers by providing ongoing training opportunities.

Using data and meaningful benchmarking, through ongoing communications and educational events Diamond will help ensure the necessary knowledge is shared more generally amongst all staff groups.

## Employee Led Groups

**Employee led groups** support culture in Diamond, helping to develop, deliver and communicate our activities and ensuring the best possible reach and engagement across the organisation. The groups manage their own intranet pages, contribute articles & resources to the publications, design and deliver events and facilitate communications with the direction and support of the Communications team.

Each group has its own Terms of Reference and Objectives. They can offer feedback on policy and processes and accessible events and communications. The minutes from the meetings are published on SharePoint and the groups are invited to participate in National Inclusion Week. The Groups currently are:

- EDI Ambassadors
- Widening Participation Group
- Universal Accessibility Network
- Gender Inclusion Network
- Armed Forces Covenant

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# Corporate Led Groups

The EDI Steering Group meets quarterly to review progress and share information across the divisions. It is chaired by a senior leader. The Chair also updates the Executive Directors on a quarterly basis.

The Executive directors sponsor the EDI Pillars, introduce and participate in developing learning and development opportunities, attend and sponsor key events, and are encouraged to role model effective EDI leadership practice by attending and promoting the various initiatives, audits, campaigns and other activities.

They fully support the frameworks and sponsor key work programmes against our priority areas. The CEO presents EDI as part of reporting to the organisation and the Board.

# Oversight and Accountability

The Executive Directors are accountable for continual progress, adequate resource allocation and senior management support in relation to our EDI strategy and objectives. The CEO or another senior leader chairs the EDI Steering Group. Executive Directors are encouraged to role model effective EDI leadership by attending and promoting initiatives and other activities.

The EDI Steering Group meets quarterly to review progress of EDI work and share information across the divisions. Key stakeholders from around Diamond are represented, Head of SHE, Facilities, Communications, members of Prospect and Diamond Employees.

Divisional and functional leads in the EDI Steering Group will monitor progress and highlight any issues or challenges. The Group also acts as EDI champions, socialising initiatives and supporting Diamonds EDI goals.

The Head of HR has responsibility and is accountable for ensuring the day-to-day delivery and progress of the EDI action plans and activities through the EDI & Wellbeing Manager and other relevant staff members.

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# Appendix

## Gender Equity Plan (GEP)

As part of our overall approach to EDI and in alignment with our obligations within the research funding landscape, we have taken the steps to articulate and commit to a Gender Equity Plan (GEP).
Diamond recognises that as an important part of the UK's science and research infrastructure, we have a key role to play in strengthening gender equity within our sector.

**Definitions**
The term 'Gender Equity' is used in this plan in order to remain consistent with the terminology used by Horizon Europe. Diamond uses this to mean equity between males (men) and females (women).
Diamond recognises that the word 'gender' can be used to refer to gender identities, which are not restricted to these categories. Diamond values and respects all its employees and users. The equality of those with gender identities is not within the scope of this plan but is part of the overall EDI strategy and the respect for individuals, their unique life experiences, and beliefs.

**Equity for staff**
Diamond is dedicated to creating an environment where women can develop rewarding careers and contribute their skills and talents. Ours, in common with many STEM organisations, has a male majority workforce and this can present specific challenges.
We have identified the following areas in which we are running workstreams.

- Women at Diamond – a programme of engagement with our female staff to find out about their experiences and listen to their feedback with a view to developing the support initiatives which they want to see
- Female wellbeing – consciously considering the needs of women in the delivery of wellbeing programmes and initiatives e.g. the provision of free period products
- Sexual harassment training, and associated reporting and monitoring mechanisms including the maintenance of an organisational risk assessment document
- ·Gathering and publishing data – we gather and publish data disaggregated by sex in order to monitor the impact of our policies and practices on women. This includes completing the yearly Gender Pay Gap report, Employee Opinion survey, and other workforce data.

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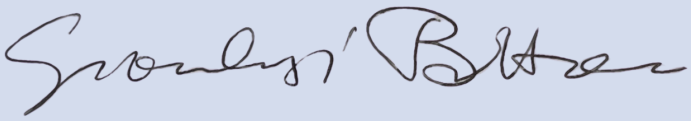
- Flexible working – these include flexitime, hybrid working, formal flexible working requests. These are available to both men and women and are promoted through briefings and on the intranet.
- Showcasing of women at Diamond – we run a staff inspired event for International Women's Day and take opportunities to promote the work of our female scientists and engineers through open days and media pieces.

**Equity for the research community**
We are committed to ensuring that our facilities are open and accessible. It is imperative that our beamtime is allocated fairly on merit and that women are not disadvantaged in the processes we operate.

Areas of work are:
Peer review training – developing and rolling out peer reviewer training which highlights the potential for bias and seeks to address it.
Collect, monitor and report on user data disaggregated by sex. This to include the number of applications and their success rate, the number PIs etc

**Dedicated resources**
We have an EDI Steering Group chaired at a senior management level to review progress of this and all our EDI strategy work. In addition, the work streams are led by our EDI manager with input from relevant team members in HR, User Office, and on the beamlines.



Signed on behalf of Diamond by CEO Gianluigi Botton
13 January 2025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