

## 2025-26 EDI priorities for NHLI, submitted by Cecilia Johansson

Priority	EDI theme or type	Planned actions	Rationale (including baseline data)	Responsible	Timeline (including milestones)	Measure of success (including key metrics)
<b>1. To improve the inclusivity, culture and new starting experience for all staff in NHLI</b>	Mental health and wellbeing	Highlight and encourage the use of the online suggestion box. Increase signage on all sites. Provide hot desks in HH and GSB. Improve our onboarding process of new staff.	Everyone should be able to contribute to improve our working conditions and have easy access to all NHLI sites.	P&C co-chairs Dedicated team within P&C committee	Suggestions box - Continuously. Improved signage - Feb 2026. Hot desks - Dec 2025. Improved onboarding process April -2026.	Receiving suggestions and responding to them/ implementing suggested changes. Increased welcoming and sense of belonging.
<b>2. Increase recognition of staff</b>	Mental health and wellbeing  Sex, gender, disability or neurodiversity, ethnicity or race	Establish NHLI awards scheme with diverse categories. Increase nominations of NHLI staff for awards and prizes.	Achievements in many domains of work are under recognised, especially achievements and ways of working that enhance workplace culture. This was repeatedly mentioned in working group consultations.	HoD P&C co-chairs Dedicated team within P&C committee	Announce the first NHLI award during 2026. Establish nominations process – early 2026.	Multiple nominations received in each award category and awards given out. Increase the sense of value and recognition.
<b>3. Promote understanding and inclusivity</b>	Gender, disability or neurodiversity, ethnicity or race	Organise events such as Athena Swan Lecture, “HoD in conversation” meetings, coffee mornings and workshops covering important EDI topics such as neurodiversity, microaggression etc.	As a community it is important that we come together and meet, discuss and improve the diversity and inclusion of our staff and students.  Increase communication to all staff and students.	HoD P&C co-chairs Dedicated team within P&C committee	Events organised throughout the year with at least two focused events per year.	Increased attendance at seminars. Increased understanding and implementation of diversity and inclusion.

<b>4. ARCs and line management</b>	Mental health and wellbeing.	Create NHLI job family specific guidance for ARCs. Promote line management training.	Ensure useful and constructive ARC discussions. Encourage all line managers to engage in training opportunities Feedback during strategy development and from the 2025 NHLI culture survey suggest large variety in usefulness of the ARC process and variable staff experiences. This may be in part due to lack of knowledge of progression and development pathways in different job families.	Dedicated team within P&C committee	NHLI ARC add-on guidance for each job family – January 2026. Uptake of line management training – continuously.	Increased satisfaction with the ARC process in all staff groups measured by result of staff or NHLI survey in late 2026/early 2027. Feedback that add-on guidance has been useful.
<b>5. To improve the way we support careers, including women and those from under-represented groups</b>	Gender, ethnicity or race, disability	Continue the Promotion Champions network and increase the Champion networks and mentoring within NHLI.  Ensuring mentoring is mentioned as part of induction and encourage new starters to consider mentoring.	Offer advice and mentoring opportunities for all staff groups  Large proportion of NHLI staff are not taking up mentoring opportunities. Results from the 2025 NHLI culture survey suggest that 12-40% are not aware of relevant supportive opportunities.	Dedicated team within P&C committee	Promotion champions-ongoing. New champion and mentoring schemes - from April 2026. Improvement to induction material - April 2026.	Increased sense of support from all staff categories as assessed by future survey.  Increased uptake of mentoring and engagement with champion's networks.
<b>6. Networks and communication</b>		Create new networks Create an NHLI events calendar Create a poster with barcodes for easy and immediate access to important info and websites	Improve networking, especially within specific staff groups such as new PIs and female clinical staff and students. Improve communication to all staff and students. Improve our website for P&C, events and opportunities.	P&C co-chairs Dedicated team within P&C committee Communications manager	Networks for new PIs - Dec 2025. Network for female clinical staff/ and students -March 2026. Events calendar - Nov 2025. Resource poster - Nov 2025. Updated website- Feb 2026.	More supportive environment especially for targeted groups. All staff and students: -are informed about events and opportunities -have easy access to EDI information - are encouraged to attend seminars