

## Action plan

The action plan should present prioritised actions to address the issues identified in this application.

Please present the action plan in the form of a table.

The objectives and actions outlined below reflect the themes and issues identified by our Self-Assessment Team (SAT). We have set targets, which are challenging yet realistic, given our starting point, the changing context within BAS and our workforce plan constraints. The SAT will keep the Action Plan 'live' by monitoring progress and making adjustments based on further data analysis.

The data collected by different departments and groups will feed through the SAT to address the actions.

Pages 2-4 include actions from the 2018 plan which are still outstanding.

Out of 79 actions we committed to 50 (63%) were completed, 25 (32%) are in progress and 4 (5%) have not started yet due to resource constraints.

Pages 5 onwards show the actions identified and referenced throughout this application.

Objective	Planned action	Accountable contact	Timeframe	Success criteria	Progress
Improve understanding of the drivers behind the current gender distribution across science programmes to achieve better gender balance going forward	Use recruitment data to identify drivers  Use positive action to address gender underrepresentation in specific areas and roles at recruitment stage	Head of HR	Ongoing	Improved gender balance at application and short-listing stage.  Higher percentage of female scientists across all science programmes	Significant progress has been made to address underrepresentation across science. Further improvements to ensure more balanced representations across other areas are identified in the new action plan <b>(2022 A5.1-5.4)</b> .
Improve the gender balance within the marine contingent and continue to support their personal and professional development	Continue to work with marine academies to recruit female cadets and officers	Head of HR/Director of Operation	Ongoing	The number of female mariners has increased due to positive action taken at recruitment and coaching offered to existing females to support progression.	Although the number of female mariners is above the national benchmark further work has been identified to ensure a more diverse pipeline. <b>(2022 A2.5)</b> .
Develop an effective performance review tool	Develop a web-based process which is user friendly and engaging  Improve staff's	Head of HR	Yearly	Higher return rate and a more positive attitude towards reviews	In 2020 UKRI undertook a review across its centres with the aim to develop a single online platform

	understanding and perception of the benefit of performance reviews				for performance reviews. The work is still ongoing and due to be completed in 2023. In the meantime, we will investigate the low completion rate for OPEL (2022 A5.14).
Develop a career map to support staff progression	Set up a working group with wide representation to identify how staff in different roles can develop and progress sideways and upwards across the various disciplines and functions	Chair SAT supported by working group	Career maps to be in place by Dec 2020.	Clear expectations about career progression across BAS and the different groups	This project did not start due to prioritisation and reallocation of resources. However, support to facilitate progression has continued as captured in section 4.2 and 5.2.IV (2022 A4.6)
Improve gender balance across OPEL	Develop an attraction strategy to improve diversity and gender balance across OPEL	Director of Operations and Head of HR	Ongoing	Better gender balance across OPEL	Gender diversity across OPEL has improved slightly. More effort is necessary to see a marked difference (2022 A2.4)
Increase the number of female staff in middle and senior roles	Work with the IET and Royal Engineering Society and BBSTEM to attract more	Director of Operations and	Ongoing	Better gender balance across middle and senior	Although the number of females across OPEL has increased over the

in OPEL	females in operational roles. Support existing staff through promotions	Head of HR		roles  Increased promotion rate for staff in OPEL	past 4 years more work needs doing to redress the balance. <b>(2022 A2.3; A2.4-5; A5.9-11)</b>
Increase equality by reducing gender pay gap	Monitor the gender impact of pay on appointment and internal promotions and use existing pay flexibility to reduce inequalities	Director of Corporate Services/Head of HR and Head of Finance	Ongoing	Reduced gender pay gap	In 2020 UKRI commissioned a pay audit. The findings show an overall improvement. There is no data breakdown at individual centre level. We will continue to work with the UKRI Reward Team to develop a structured approach to reduce pay inequalities and the gender pay gap across BAS <b>(2022 A4.9)</b>
Develop a better onboarding experience for new starters	Develop a more interactive, informative, and agile induction programme	Head of HR supported by a working group	To be completed by 2020	Increased staff satisfaction of the induction programme – corporate and local	This review process started before COVID and was put on hold. A working group has now been reformed to carry out the work. <b>2022 A5.7</b>

Evaluate effectiveness of the Women@BAS group	Regular review of activities, participation, and staff feedback	EDI Champion	To be completed by 2019	Healthy membership and participation in seminar series and activities	Due to resource constraints and staff turnover, frequency of meetings and programme activities have taken a step back and the focus has been on collaboration with the EDI group and fewer events with greater impact e.g., providing speakers for the Rising festival and Inclusion discussion at Training Programme for staff going to Antarctica. <b>(2022 A5.21)</b>
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2022 Application Action ref.	What do we want to achieve	How we plan to achieve it	Action led	Timeframe	What will success look like
2.1	Improve the gender balance of the science leadership team. Existing gender split 24%F	<ul style="list-style-type: none"> <li>Attracting and recruiting more females in science into senior roles by using online platform as outlines in 5.1-5.4</li> <li>Continue to undertake targeted measures to offer existing staff coaching and mentoring support as well as access to the Support Framework for Merit and IM Promotions</li> </ul>	Director of Science/Head of HR	Review number every 2 years - Jan 2024 Jan 2026	Higher number of female scientists in leadership team. Aim to achieve at least 6/17 (from current 4/17 or 24% F).
2.2	Improve female representation at senior roles (Band E and above) across BAS exceeding current level of 13%	Continue to undertake targeted measures to attract more women into senior roles and remind female staff of the opportunities available through the MP scheme.	Chair SAT/Head of HR	Review every 2 years – 2024 and 2026	Increased numbers of females in senior roles. Aim to achieve 20% (from current 13%)
2.3	Improve diversity and gender balance across AEP through a tailored attraction and retention strategy.	Work with the deployment manager to understand factors affecting ability to attract and retain and build a diverse contingent.	Head of HR/Deployment Manager	Review yearly at the end of each Antarctic season	Aiming at achieving between 25% and 30% increase in the % of women, non-binary people, and other

	Existing gender split 22% F	This will involve i) surveying exiting AEP staff to identify factors influencing the decision to apply or return ii) reviewing our advertising imagery to challenge the current stereotypes attached to expeditioner roles iii) using social media to reach out to professionals with an interest for outdoor living and working.			underrepresented groups at application level, and in our AEP workforce
2.4 – 2.5	Improve diversity and gender balance across OPEL, especially across engineering and marine roles, beyond existing 38%.	<ul style="list-style-type: none"> <li>Continue to work closely with the IET Women's Network, the EqualEngineersJobs platform, marine academies, and investigate opportunities of secondments with BAM Nuttal – (Building Partners).</li> <li>Continue to support the development of existing female staff in the engineering team exploring new opportunities such as working with the unions</li> </ul>	Director of OPEL/L&D Lead	Review every 2 years – 2024 and 2026	Aim to increase the % of women, non-binary people, and other underrepresented groups at application level, and in our OPEL workforce to at least 40%
3.1 – 3.4	Increase awareness of BAS's commitment to gender equality by informing and	<ul style="list-style-type: none"> <li>Athena Swan to continue to feature as a standing item on the management and executive</li> </ul>	Chair Athena Swan Self-Assessment Team /HR data	Review every 2 years through staff survey	60% + up from current 54% diversity data disclosure rate.

	engaging staff in the work the Athena Swan assessment team and the EDI Network do.	<p>team agenda and EDI Forum meetings</p> <ul style="list-style-type: none"> <li>• Ensure all staff are updated about AS initiatives through e.g., staff briefings and webpages</li> <li>• Diversity champions, directors, and senior leaders to continue to promote inclusion and fair practices with an intersectional approach</li> <li>• Create and support awareness and commitment in EDI matters use the cultural shift to encourage staff to share data about protected characteristics for more informative reports</li> </ul>	analyst		75%+ (from current 70%) of staff report they are aware of BAS's commitment to gender equality in staff survey;
4.1-4.2	Maintain a healthy gender balance split among postgraduate students. Current gender split is 43%M/57%F	Work with NERC to ensure that the revised partnership arrangements with DTPs and CDTs are aligned with our diversity ambitions and ensure that gender balance and recruitment of under-represented groups remains a high priority	Head of Student Office/Director of Science	Yearly review in September 2024 followed by September 2025, 2026, and 2027.	A healthy gender balance among postgraduates working at BAS, between 40-60%



4.3	Maintain a healthy gender balance among visiting students.	Continue to monitor the selection process for visiting students to ensure gender balanced representation	Head of Student Office/Director of Science	Yearly review starting in October 2023	Cohorts of visiting students are gender-balanced (40-60%)
4.4	Develop robust annual EDI internship schemes to attract people in under-represented groups.	Work with the UKRI Team to build on previous experience and develop a more robust EDI internship scheme across all areas of BAS.	Recruitment and Selection Manager/EDI Manager	Review every autumn starting in September 2024	Diverse cohorts of EDI interns recruited and supported every year;  The development measures available i.e., mentoring and coaching are considered effective, and interns feel encouraged to explore employment options within BAS. Capture intern feedback through survey
4.5	Ensure that consecutive FTAs are reviewed regularly and converted to OE - if no longer objectively justifiable	Work with relevant directors to ensure that contractual arrangements for ECRs and staff supporting fixed term projects are reviewed regularly and appropriate action is taken when an extension or conversion is required.  Feedback session and discussions with affected staff to ensure that	Head of HR/Directors	Yearly review starting in December 2023	100% of FTAs beyond 4 years are converted if there is no objective justification to extend them providing more job security and career opportunities for ECRs.

		the conversion process is understood and supported		As and when the conversion is recommended	
4.6	Develop a career roadmap to support staff progression for all groups	Set up a working group with wide representation to identify how staff in different roles can develop and progress sideways and upwards across the various disciplines and functions	Chair SAT and UKRI Reward Team	Career roadmap to be in place by Dec 2026	The of a career road map which provides clear guidance and expectations about career progression across BAS for all groups
4.7-4.8	Develop an accurate picture of BAS staff and students to enable further analysis of how characteristics 'intersect' with one another and overlap and how this intersection shapes our profile	<ul style="list-style-type: none"> <li>• Develop a mechanism to capture accurate EDI data – i.e., attendance data from recruitment, training, performance reviews and exit data which enable the identification of intersectionality of gender and other characteristics</li> <li>• Continue to monitor exit data to investigate why more females than males are leaving and take action where trends are</li> </ul>	HR Data Analyst/Directors/EDI Network	<p>December 2026</p> <p>Annual review of exit questionnaires</p>	<p>Robust data available on protected characteristics and reasons for leaving BAS, enabling an intersectionality analysis.</p> <p>Measures implemented - following annual review - leading to a reduction in the current women leavers rate</p>

		<p>identified.</p> <ul style="list-style-type: none"> <li>• Develop a robust approach to succession planning, specifically across polar operations which improves our understanding of single points of failures and helps build resilience and retain critical expertise</li> </ul>		<p>Data analysis starts in Jan 2025, feeding into new succession plan pilot launched in Jan 2026</p>	<p>of 46% focussing on reducing impact in gender imbalanced areas</p> <p>Robust approach to succession planning developed and pilot rolled out in 2026</p>
4.9	Develop a structured approach to reduce pay inequalities and the gender pay gap	<ul style="list-style-type: none"> <li>• Monitor the gender impact of pay on appointment and internal promotions and use existing pay flexibility to reduce inequalities</li> <li>• Work closely with the UKRI Reward Team to collect and analyse the breakdown data for BAS gender gap</li> </ul>	Director of Corporate Services/Head of HR and Head of Finance	<p>Yearly review of existing pay flexibility starting in September 2023</p> <p>Every year starting in June 2023</p>	<p>Reduced gender pay gap by 2% (baseline used 2021 UKRI Gender Pay Gap, showing a mean value of 10.2% and a median value of 12.3%.</p>
5.1-5.4	Develop attraction strategy to improve gender balance and diversity using the	<ul style="list-style-type: none"> <li>• Develop a long-term attraction strategy to attract more females and other underrepresented</li> </ul>	Head of HR/EDI Network	March 2026	<p>Long-term attraction strategy in place</p> <p>Quality and accuracy of</p>

	online recruitment platform	<p>groups escalating social media campaigns using targeted job advertising in diversity websites.</p> <ul style="list-style-type: none"> <li>• Use CIPHR to establish a baseline and improve the quality and accuracy of data for recruitment, training, performance reviews, inductions etc to capture more protected characteristics and support intersectionality analysis</li> <li>• Continue to aspire for all recruitment and selection panels to be mixed gender</li> <li>• Work closely with line managers to identify new measures to widen and diversify our applicant pool.</li> </ul>		<p>Review EDI data captured on CIPHR every year starting in September 2023</p>	<p>data for recruitment, training, performance reviews, inductions having enabled basic intersectionality analysis</p> <p>Between 90 - 100% recruitment panels are mixed gender</p> <p>Gaining an understanding of the diverse characteristics of the applicant pool.</p> <p>Aiming at a 3% increase on average across the whole spectrum year on year</p>
5.5- 5.6	Develop a wellbeing/welfare support programme for staff living and working remotely.	<ul style="list-style-type: none"> <li>• Continue to review the EAP support cover and explore the possibility to include international access</li> <li>• Develop a welfare and wellbeing network for seafarers under the</li> </ul>	Health and Wellbeing Project Manager /Deployment Manager/HR Marine Specialist	<p>September 2024 with yearly reviews</p> <p>September 2024</p>	<p>Stats show that more women than men experience mental health problems like depression and anxiety. The aim of this programme is to ensure though targeted approaches</p>

		<p>guidance of the Purser and the wellbeing officer to provide support on physical and mental health.</p> <ul style="list-style-type: none"> <li>• Monitor the effectiveness of welfare network and reporting under safeguarding framework.</li> </ul>			<p>that this disparity is addressed. This will be measured via increased awareness - between 65% to 75% of staff aware of welfare support programme in 2024 with an increase year on year as the programme is reviewed (use staff survey feedback) and follow up with groups at higher risk.</p> <p>10% reduction in wellbeing and mental health issues escalated to HR with an eye on gender patterns.</p> <p>Welfare and wellbeing network developed ( subgroup to focus on support for female seafarers and AEP which are underrepresented and more exposed to stress and anxiety.</p> <p>Yearly review</p>
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5.7	Fit for purpose Onboarding Programme	Review existing arrangements and develop a programme which supports an agile workforce and is informative and interactive	HR Business Partner supported by working group	To be completed by October 2024 and reviewed yearly thereafter	70% of new starters satisfied with their onboarding experience in 2024 with the expectation that satisfaction rate will increase year on year as the programme is reviewed.
5.8	Increase the number of IMP promotions for female scientists	Promotion rates of female scientists have doubled. We will continue with targeted actions such as coaching, mentoring, application reviews and mock interviews to strengthen the IMP cases for female scientists	Director of Science/Director of BAS	Reviewed every 2 years starting in September 2024	50% increase in the number of female scientists applying for IMP over a 5-year period.
5.9-5.11	Increase the number of staff in OPEL and PSS applying for promotion, with a focus on females to address under representation and gender imbalance.	<ul style="list-style-type: none"> <li>Continue to analyse promotion data to identify barriers and trends and encourage wider participation of PSS and OPEL staff</li> <li>Ensure that all staff are aware of the support framework available to them, and that line managers understand the role they play in developing it</li> <li>Encourage female staff to apply for promotion earlier in their</li> </ul>	Director of Operations/Head of HR	<p>First review in June 2023 and in June every year thereafter</p> <p>Annual awareness raising campaign for staff and managers, starting March</p>	<p>Barriers identified and effective measures implemented to increased wider participation</p> <p>80% staff aware of support framework, and 80% of managers understand their role. Measured through a staff survey</p> <p>30% increase in the number of female staff in OPEL and PSS having applied for</p>

		<p>career by providing coaching and guidance</p> <ul style="list-style-type: none"> <li></li> </ul>		<p>2024</p> <p>Annually through appraisals</p>	<p>promotion</p>
5.12-5.13	<p>Establish robust leadership culture which supports our gender equality journey by supporting leadership development of women in underrepresented areas.</p> <p>10-15% of females attending management and leadership programme every year. These include the 'Challenges in Science Leadership' Programme for researchers.</p>	<ul style="list-style-type: none"> <li>Continue to support leadership development of female staff.</li> <li>Work with UKRI to develop a corporate wide Leadership Programme</li> </ul>	BAS L&D Manager and UKRI L&D Team	<p>First review in Jan 2024 and every year thereafter, supported by Women@BAS network</p>	<p>20% increase in females who, following attendance of management and leadership programmes, have increased their leadership and management responsibilities.</p> <p>Corporate wide Leadership Programme implemented.</p> <p>40-60% of senior staff (Band E and above) have attended it over 3 years.</p>
5.14	<p>Develop a robust mechanism for performance reviews</p>	<p>Work with UKRI to develop an online appraisal module which meets our needs</p>	Head of HR/Director of Operations/UKRI Reward Team	<p>By April 2024</p> <p>October 2024 – launch pulse</p>	<p>Appraisal module implemented as part of Oracle fusion.</p> <p>80% all eligible staff</p>

		<p>Develop a communication plan to support the launch of the online module</p> <p>Staff survey to understand, based on qualitative and quantitative survey data, whether and how performance reviews help staff deliver their role successfully and develop their career</p>		survey	<p>(increasing to 100% over the next 2 years) have a performance review annually.</p> <p>A better understanding of how to improve performance reviews to ensure they help staff deliver their role successfully and develop their careers'.</p>
5.15-5.16	Support the professional development of all researchers, especially those in the early years of their career (Concordat for the Development of researchers)	<ul style="list-style-type: none"> <li>Strengthen our approach to promoting the training and mentoring programmes and any initiative supporting career progressions for early career researchers working closely with the ReDS and UKRI Teams and identifying ECR champions who will share their positive experience</li> <li>Monitor and review attendance and its effectiveness, and the effectiveness of all other</li> </ul>	Director of Science/Head of ReDS	<p>Yearly in October starting in 2023.</p> <p>Yearly in October starting in 2023.</p>	Launch a yearly survey to assess ECRs awareness of our commitment to their development and satisfaction rate. Aiming at 70% rate for both.



		available resources, yearly.			
5.17 – 5.18	Support the professional development of technical staff (Technicians Commitment)	<ul style="list-style-type: none"> <li>• Work with BAS technical staff to develop a programme which celebrates their vital contribution to research and innovation, build a support community to increase their visibility and continue to support their professional growth</li> <li>• Launch a yearly survey to assess technicians' awareness of our commitment to their development and satisfaction rate. Aiming at 60% rate for both</li> </ul>	Director of Science/Head of HR	Yearly in June 2023	Launch a yearly survey to assess technicians' awareness of our commitment to their development and satisfaction rate. Aiming at 60% rate for both
5.19	Address perceived lack of potential for career progression (currently at 27%) and promotion across BAS (current at 32%)	<ul style="list-style-type: none"> <li>• Develop a cohesive and transparent communication plan, which includes drop-in sessions, info on the media screens and posts in the newsletter, to ensure that all staff are aware of the</li> </ul>	Head of HR/Area Directors/Comms	Plan developed by Dec 2023 and reviewed yearly thereafter.	Reduce staff' perceived lack of career progression by 10% over the 5-year review period.

		<p>opportunities available to them</p> <ul style="list-style-type: none"> <li>• Develop targeted comms for line managers who are critical in enabling career progression</li> </ul>			
5.20	Develop a robust and effective Coaching and Mentoring Scheme	<ul style="list-style-type: none"> <li>• Monitor uptake and effectiveness of the coaching and mentoring support to staff and review its effectiveness during appraisal.</li> <li>• Investigate and monitor interest in reverse mentoring</li> </ul>	EDI Manager/Coaching and Mentoring group	Yearly review starting in June 2024	10% increase in uptake of coaching and mentoring and improved feedback from staff (staff survey and staff forum) about the support.
5.21	Re-establish a powerful and effective Women@BAS group	Reinvigorate the group and ensure that its members play a key role in driving the cultural change towards a more inclusive and safer BAS by contributing to the seminars series, policy discussions etc	EDI Manager/EDI Champions/Director of Corporate Services	March 2024	An active women's network which has an increased visibility across BAS, improved membership and leads policy changes to improve the experience of women at BAS.
5.22- 5.25	Remind staff about BAS family friendly and carers' policies and flexible working arrangements to support work life balance	<ul style="list-style-type: none"> <li>• Ensure that information about policy framework and resources is available to new and existing staff with parental and other caring responsibilities and that webpages and induction packs</li> </ul>	Head of HR/EDI Manager	Comms to staff every six months starting in June 2023	More than 85% of staff at the end of the 5-year period aware of the family friendly and carers' policies and flexible working arrangements available,

		<p>are kept up to date</p> <ul style="list-style-type: none"> <li>• Use feedback from returners to review framework and feedback from staff not returning to improve support</li> <li>• Continue to review and monitor flexible working arrangement and formal requests under hybrid working model</li> <li>• Continue to monitor the different types of leave uptake to identify trends</li> </ul>		<p>Capture feedback from returners as they return and analyse annually</p> <p>Hybrid working requests assessed by People Strategy Group every month</p> <p>Analyse leave uptake data annually</p>	<p>feedback about their effectiveness, captured through staff surveys. An increase from current baseline of 76%</p>
5.26- 5.27	<p>Ensure staff with caring responsibilities have access to development opportunities equal to those of their colleagues</p>	<ul style="list-style-type: none"> <li>• Establish a fund to support carers attending training and conferences, and monitor uptake</li> <li>• Continue to monitor the effectiveness of the policies to</li> </ul>	<p>Head of Finance/Directors</p> <p>Head of HR</p>	<p>Jan 2023</p> <p>Review every two years through staff</p>	<p>70% of staff with caring responsibilities (via staff survey and focus groups) confirming that they feel supported in their development.</p>

		support carers		survey	
5.28-5.36	Develop a robust framework to challenge bullying and harassment across BAS and empower staff to report inappropriate behaviour.	Carry out actions set in the plan on page 76 (Fig 5.26).	BAS Director/Head of HR	Actions to be progressed and completed as appropriate between Oct 2022 – Oct 2025 and reviewed every 6 months thereafter	70% staff reports in engagement survey and B&H survey that BAS has a safer culture.  An increase in the reporting of B&H cases and in staff's trust in HR and management to address the concerns and manage cases fairly and timely.
5.37	Develop a robust mechanism to assess the impact of policies, activities, and initiatives on groups with protected characteristics	Improve understanding and accessibility of EIAs among users. Ensure that they continued to be used when developing new policies/activities or reviewing existing ones	EDI manager/EDI Network	Yearly reviews starting in March 2024	EIAs have been carried out for all new and revised policies and activities impacting staff.
5.38	Ensure balanced representation across internal and external committees	<ul style="list-style-type: none"> <li>Gather accurate data on committee membership using appraisal reviews.</li> <li>Investigate the impact of these activities on workload and gender breakdown and produce guidance for managers and staff</li> </ul>	Head of HR/Area Directors	Amend appraisal form to capture committee membership information and roll it out	Accurate data in place to monitor representation and assess the need for change or review.

		<ul style="list-style-type: none"> <li>Review membership on internal committees to ensure it is balanced</li> </ul>		<p>in March 2024</p> <p>Analyse data yearly starting in March 2025</p>	
5.39	Develop a robust mechanism to review workload management. Over a quarter of staff surveyed in 2021 did not feel their workload was balanced and manageable	<ul style="list-style-type: none"> <li>Carry out a resource audit across BAS</li> <li>Review allocation against realistic expectations</li> <li>Identify more efficient way to resource work and introduce the changes.</li> </ul>	Transformation Lead	<p>June 2023</p> <p>June 2024</p> <p>June 2025</p>	Improvement in staff feedback about workload management captured through staff survey, appraisal reviews, wellbeing chats and EDI discussions. Aiming at an overall satisfaction rate of 80% over the 5-year period.
5.40	Ensure that meetings, briefings, and events take place at most suitable times for everyone	<ul style="list-style-type: none"> <li>Review existing timing for meetings, training, and other events to ensure they still suit most staff</li> <li>Continue to ensure that hybrid arrangements are available to enhance flexibility and suit more staff</li> </ul>	Head of HR	Bi-yearly starting in 2023 and following the staff survey data analysis.	Staff feedback through staff survey and staff forum indicates that >95% of staff are content with the timing and accessibility of meetings, briefings, and events at the 5-year review
5.41	Increase visibility of role models, especially women, across BAS	Develop a plan to increase the visibility of female role models through talks, blogs etc.	BMT chair/Comms Lead	Plan to be finalised and launched in Jan	Increased visibility of female role models across all areas of BAS sharing their

		Review the effectiveness of the plan across BAS and especially in OPEL and other male dominated areas.		2024	experiences and supporting new starters or existing colleagues with coaching, mentoring or guidance.
5.42	Continue to increase the visibility of the STEM Ambassador scheme and the outreach work they do.	<ul style="list-style-type: none"> <li>• Diversify the pool of STEM ambassadors to ensure a more diverse representation across protected characteristics but also engagement and delivery styles</li> <li>• Introduce a STEM Award in recognition of the contribution of STEM ambassadors</li> </ul>	Head of Comms  Directors	Annual review of number of STEM Ambassadors starting in Jan 2024  Award ceremony in June 2023 and yearly thereafter	<p>Diversify the pool of STEM Ambassadors aiming at reaching gender balance over the 5 year period</p> <p>Increased visibility of appreciation for additional commitment taken by STEM ambassadors.</p> <p>STEM ambassador award introduced and embedded in the culture of BAS.</p>
5.43	Continue to raise awareness and understand the challenges and barriers that LGBTQIA+, ethnic minorities and women with disabilities face in the workplace, and how those intersect	<ul style="list-style-type: none"> <li>• Build on the work done eg through BAS co-leadership of the Diversity in UK Polar Science Initiative to make BAS a more inclusive and friendly places for staff from minorities or marginalised groups I.e. EDI 101</li> </ul>	EDI Network/EDI Champion	EDI 101 refresher training every 3 years starting from 2023;  Culture of Respect	Increased awareness and familiarity among staff of the challenges faced by underrepresented groups (via feedback through staff survey, staff forum and EDI Network)

		<p>refresher training, Culture of Respect training</p> <ul style="list-style-type: none"> <li>Continue to arrange awareness sessions and give staff and students opportunities to speak up</li> </ul>		<p>training every year</p> <p>starting 2023</p> <p>2-3 times a year</p>	
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