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# Equality, diversity and inclusion strategy 2021-2024

The  
Alan Turing  
Institute

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# 1. Introduction

Welcome to this, our first equality, diversity and inclusion (EDI) strategy. At The Alan Turing Institute, our mission is to make great leaps in data science and artificial intelligence research to change the world for the better. To achieve our mission, we recognise the value, role and importance that EDI plays in shaping the methods and tools we design and develop to have a positive impact on society.

Established in 2015, we are a relatively young organisation. Nevertheless, we have taken initial steps to embed EDI in everything that we do. Working with committed volunteers, we have established network groups that are exploring how we can do better on issues such as disability, race and sexual orientation. Our research colleagues have embarked on initiatives to break down barriers, with focused work on promoting gender equality in data science alongside critical considerations of human rights and ethics in AI.

However, we recognise that this is just a start. This strategy is a positive statement and practical tool to ensure that the Institute promotes inclusive practices and remains an employer of choice for all. This strategy is a positive statement and practical tool to ensure that the Institute promotes inclusive practices, fosters EDI in all its functions, and challenges the status quo to fulfill our commitment to EDI as a research institute, national body and employer, where all are given the opportunity to thrive.



**Adrian Smith**  
Institute Director and Chief Executive

The Institute, as the UK's national institute for data science and artificial intelligence, holds a unique privilege, power and platform to enact change and be bold or allow things to remain the status quo – both within the Institute and wider community. By embarking on an EDI strategy that aims to chart an ambitious journey to embed EDI across all of the Institute's functions, drive forward an EDI agenda in line with research and innovation, and enact a leadership role and platform to increase equitable, diverse and inclusive participation in the wider research and data science and AI ecosystem (within teams and at all levels), the Institute is demonstrating its commitment to fostering foundational change as an employer, a research institute and a national body.

As Theme Lead on AI and Justice and Human Rights, I am motivated by and prioritise developing inclusive practices as a way to drive responsible and trustworthy AI research and innovation, enabling a more safe, fair, just and inclusive world. It is recognised that bias may seep into AI systems in multiple ways, resulting in inequities and potential discrimination. The Institute has the opportunity, responsibility and privilege to lead research that prioritises diversity and inclusion throughout the AI lifecycle – design, development, deployment and monitoring. This includes opportunities to tackle issues from data representativeness to algorithmic fairness, and from diversity in data science and AI teams to a more fair, transparent, open and equitable benefit and access to AI interventions across society, science and the economy.

As co-chair (research) of the Equality, Diversity and Inclusion Advisory Group, I look forward to working with our EDI leads, the Turing community, and wider data science and AI community to drive forward our EDI research agenda as we aim to create opportunities to increase equitable, diverse and inclusive participation across the research ecosystem and its functions. The burden of achieving EDI should not and does not reside on underrepresented groups or a single organisational function. Regardless of your role within The Alan Turing Institute network and the wider data science and AI community, I hope that you will all join us on our journey to enact change and be bold for a more diverse and inclusive field and practice.



**Anjali Mazumder**

AI and Justice and Human Rights Theme Lead and co-chair (research) of the Equality, Diversity and Inclusion Advisory Group

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## 2. The Alan Turing Institute: Who we are and what we do

The Alan Turing Institute, headquartered in the British Library, London, was created as the national institute for data science in 2015. In 2017, as a result of a government recommendation, we added artificial intelligence to our remit.

After launching with government funding from the Engineering and Physical Sciences Research Council and five founding universities, the Institute has grown an extensive network of university partners from across the UK and launched a number of major partnerships with industry, public and third sector. Today, it is home to more than 500 researchers, a growing team of in-house research software engineers and data scientists, and a business team.

The Institute is named in honour of Alan Turing (23 June 1912 – 7 June 1954), renowned for his role as a Bletchley Park ‘code-breaker’ in the Second World War and his pioneering work in theoretical and applied mathematics, engineering and computing – all key disciplines in the fields of data science and artificial intelligence.

We also recognise Turing’s legacy as a prominent gay scientist. Despite his pivotal part in ensuring the safety of the nation and saving countless lives, his sexual orientation resulted in him being defined as a security risk, and he was harassed by police surveillance up until his untimely death in 1954. His appalling treatment tragically affected his life, but a public apology in 2009, and a posthumous pardon by the Queen in 2013, led to what is informally known as the ‘Alan Turing Law’, which serves as an amnesty law to facilitate pardons for men in the UK who were cautioned or convicted under historical legislation that outlawed homosexual acts.

We at the Institute are proud to bear his name and honour his legacy in all that we do, including battling discrimination and working towards equality, diversity and inclusion.

The role of the Institute is to undertake research that tackles some of the biggest challenges in science, society and the economy. We have the opportunity and responsibility to contribute to the development of AI systems that enable equality and prioritise fairness, transparency, reliability, trust, security and privacy. We collaborate with universities, businesses and public and third sector organisations to apply this research to real-world problems, with lasting effects for science, the economy and the world we live in. We are here to help make the UK the best place in the world for data science and AI research, collaboration and business.

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## 3. Our mission and goals

Our mission is to make great leaps in data science and artificial intelligence research to change the world for the better. Research excellence is the foundation of the Institute: the sharpest minds from the data science and artificial intelligence community investigating the hardest questions. We work with integrity and dedication.

Our researchers collaborate across disciplines to generate impact, both through theoretical development and application to real-world problems. We are fuelled by the desire to innovate and add value.

We have three ambitious goals:

- 1) **Advance world-class research and apply it to real-world problems:** innovate and develop world-class research in data science and artificial intelligence that supports next-generation theoretical developments and is applied to real-world problems, generating the creation of new businesses, services and jobs.
- 2) **Train the leaders of the future:** train new generations of data science and AI leaders with the necessary breadth and depth of technical and ethical skills to match the UK's growing industrial and societal needs.
- 3) **Lead the public conversation:** through agenda-setting research, public engagement, and expert technical advice, drive new and innovative ideas which have a significant influence on industry, government, regulation, or societal views, or which have an impact on how data science and artificial intelligence research is undertaken.

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## 4. Our values

The Institute has defined a set of values and behaviours that it expects the Turing community to demonstrate and lead on. A consultation group developed a set of core Turing values: trust, inclusivity, respect, leadership, transparency, and integrity. These were launched in July 2019 and to complement this, the Institute provided 'active bystander' training across the organisation to teach techniques to identify and address unacceptable behaviour at any level.

### **Trust, Respect, Transparency, Inclusivity, Leadership, Integrity.**

**Trust** - We communicate openly and honestly to support an environment where we have trust in each other.

**Respect** – We treat everyone with respect, dignity and kindness and acknowledge the experiences, skills and contributions of others.

**Transparency** – We seek to ensure that everyone understands the how and the why of our decisions and actions. We take on board feedback when those decisions are challenged.

**Inclusivity** – We are committed to continuously learning how to be more inclusive by listening to those facing barriers.

**Leadership** – We recognise that creating an inclusive, diverse and equitable institute requires leadership from all. We stand up and speak out when change is needed.

**Integrity** – We recognise that how we work is as important as our outputs, and seek to exemplify best practice in all our decisions.

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# 5. Our commitment to equality, diversity and inclusion

The Institute recognises the importance of building and supporting a diverse and inclusive community. Data science itself is a complex combination of diverse scientific disciplines. To ensure that we can change the world for the better, we need to:

- Conduct a diverse range of research that tackles and challenges inequalities.
- Seek and support a diverse range of people working across our research and business activities.
- Use data that is diverse in an Institute that leads the way in conducting inclusive research.

In doing this, we will be guided, along with our values, by our EDI principles.

- We will seek to understand the challenges and barriers to equality to eliminate discrimination, creating an environment where differences are valued.
- We will promote a culture of inclusion, recognising and celebrating difference and acknowledging the benefits achieved by diversity of thought and experience.
- We will embed equality, diversity and inclusion across all levels of the Institute and in everything that we do.
- We will educate ourselves and our community and raise awareness in all areas relating to equality, diversity and inclusion, ensuring our commitment to EDI is understood by all.
- We will challenge behaviour at all levels which goes against these principles, and support and enable our community to do the same.

To make the great leaps in research that we aspire to as the national institute for data science and artificial intelligence, promoting and embedding equality, diversity and inclusion in all of our functions and activities is integral to achieving our mission.

Our commitment starts with a determination to listen and learn from those facing discrimination, barriers and exclusion. As an employer and research institute, we commit to supporting this learning on an individual and organisational level and recognise that this is a task that has no end. We will undertake work to understand, examine and dismantle structural barriers to equality and inclusion within our Institute and wider community.

We will embed and create a culture of inclusion by ensuring the needs of not just our community but all people are always at the forefront of our planning, policy and research. We will make the expectations for our community clear, provide support in meeting them, champion examples of best practice and reflect on and improve areas where we fall short.

In an industry which can often be dominated by one gender, ethnicity, age or culture, we need to become more effective at drawing people from the widest possible pool and developing this talent to provide a diverse pipeline of individuals to take up more senior positions. We recognise the important work that many of our partners are already undertaking in this area, particularly in relation to widening participation of those starting undergraduate study, and we will work with our wider community in tackling this challenge.

To solve the world's problems and challenges, we need to accurately reflect the world's diverse composition, to ensure that the challenges we propose to solve reflect the needs and values of a progressive society. Diversity breeds creativity and allows knowledge, discoveries and innovation to flourish. As innovation in AI grows, there is an opportunity – and responsibility – to ensure that data science and artificially intelligent systems are built to contribute to the public good and to a well-functioning economy, with fairness, reliability, security and transparency, which requires diverse and inclusive teams. The Institute strives to be at the forefront of this, by ensuring diversity and prioritising inclusion at the core of every research activity and our organisational composition.

We recognise that to realise our commitment, there is much work to be done, and while we do not believe the work of making our institute more equitable, inclusive and diverse will be completed at the end of this three-year strategy, we hope to have made tangible progress towards this. We will initially prioritise laying the foundations of an inclusive and accessible institute, ensuring we understand our community and our priority areas for action. We will place partnership working at the heart of our EDI strategy, to ensure we learn from leaders in the field and we are drawing on the widest possible pool of voices.

**“Diversity breeds creativity and allows knowledge, discoveries and innovation to flourish.” – Adrian Smith, Institute Director and Chief Executive**

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## 6. Our role as an employer

We are committed to being an employer of choice for all, recruiting and retaining the best employees from all sections of society. We recognise that motivated and diverse staff who feel valued and respected for their contributions, rather than judged on their characteristics, will help us provide the best environment for research and innovation.

We will take action to address any identified underrepresentation and advance equality of opportunity at all levels, including within senior grades. In doing so, we will ensure that the burden of addressing disadvantage will not disproportionately fall to those who face it.

Since the Institute was established, we have taken a range of measures to promote inclusive practices across all our activities.

Our **EDI Advisory Group** has a broad membership and is co-chaired by the Chief Operating Officer and a senior research colleague (currently our AI and Justice and Human Rights Theme Lead) to ensure that issues discussed cover the full range of Institute activities.

Working with committed volunteers, we established four **EDI network groups** (health and wellbeing; race equality; attracting diversity, developing talent and public engagement; and gender and LGBTQ+ equality) to help us to understand the barriers facing identified groups and to promote awareness across the Turing's community. These groups will continue to provide an essential contribution to our EDI framework (please see section 12 for further details).

During the Black Lives Matter resurgence in the summer of 2020, we embarked on a series of discussions to better understand and learn the impacts of systemic and sustained racism. These discussions provided a starting point for what we recognise is an important larger conversation on how the Turing can become an anti-racist workplace and research space.

Our **EDI training programme** has included unconscious bias workshops and active bystander sessions to help staff understand the impact of implicit prejudice and how to address inappropriate behaviour. We will review and update our menu of **EDI learning and development options** to offer a range of essential, awareness raising and 'toolkit'-based sessions to equip our community with the knowledge and skills to embed inclusive practices in their work and spheres of influence (Action 3.7). In addition, we will review existing training materials and formats to ensure accessibility and inclusive design (Action 3.9).

We have adopted the '**Report and Support**' online system to provide all members of the Institute community with a means of reporting inappropriate behaviour. This will allow us to take specific action when incidents are reported, as well as have a broader understanding of the experiences of our community and implement training, policy and intervention to further promote respectful behaviour and an inclusive working environment at the Institute (Action 3.5).

The Institute has also sought out **external expertise** and has benefitted from membership of the Business Disability Forum, Athena Swan (gender equality) Charter and the Stonewall Diversity Champions programme.

Nevertheless, we recognise that we need to go further to promote an inclusive approach in our role as an employer.

Firstly, we will collect and analyse comprehensive **employee data** and use relevant demographic comparators to identify any barriers in our internal procedures, such as recruitment and staff development (Actions 3.1, 3.2). Our reporting will include progress on narrowing any evident pay gaps, and the recruitment of underrepresented groups to senior levels (Action 3.5).

We will continue our work with local organisations that support assisted employment opportunities for members of the local community and will develop a policy on staff volunteering and work experience placements (Action 3.10).

We also recognise the need to engage with staff in a transparent and self-aware manner to better understand barriers that they may face. We will, therefore, value and acknowledge the contributions made by volunteers to the network groups in workload management, performance appraisals and through an honorarium for network chairs (Action 3.6). To encourage the integration of research and business operations functions within the Institute, we will also create research co-chair positions for our network groups.

Embedding **Equality Impact Assessments** into our employee policy reviews will help ensure that there are no inadvertent barriers to any groups of staff in respect of recruitment, development and retention (Action 7.1).

We will complete a comprehensive and data-led review of our **recruitment practices** to ensure that there are no barriers to any specific groups or individuals at any stage of our internal practices (Action 3.3). We will regularly update our understanding of best practice in this area and have amended our recruitment policy to promote diverse panels, and a requirement for a specific question on commitment to inclusive practices.

In addition, we will undertake analysis of academic and professional **promotion**, including the awarding of pay increases and bonuses, taking care to consider the impact of complex factors such as intersectionality and the nature of collaborative research. We will continue to review and develop our appraisal process, ensuring this meets the needs of our whole community, including introducing **competency frameworks** (Actions 3.4, 3.5).

We will develop a consistent and equitable approach to **mentoring and coaching** to ensure that we provide development opportunities to all our staff (Action 3.8). This will include ensuring that managers are aware of the opportunities and actively support staff in engaging with these opportunities in a planned and accountable way.

We will also review employment practices that support staff, including our provision of **workplace adjustments**, to ensure an accessible working environment for all, including measures to support neurodiverse employees. We will adopt the '**social model**' of disability in our approach and concentrate our efforts on removing barriers and adopting inclusive design and planning practices. We will continue to offer flexible working arrangements and will work with managers and Heads of Team to increase awareness and support for these (Action 3.5).

Finally, analysis of **exit surveys**, including personal characteristics data, will help us to identify where we can improve in the retention of groups of staff and will inform all the initiatives we undertake to improve our performance as an equal opportunity employer (Action 3.5).

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# 7. Our role as a research institute

At the Institute, we appreciate the importance of adopting an inclusive approach to research and innovation, and recognise the intrinsic value in diversity of thought.

Since our launch in 2015, we have taken steps to promote EDI in our work and are now looking to ensure EDI is a core consideration for all our research activities.

We will develop and implement best practices in our assessment and awarding processes to support **equitable access to funding, research, and conference opportunities** for all researchers and trainees, to increase participation in the research environment (Actions 2.4, 2.7). Following on from their adoption for policies affecting employment, we will adopt **Equality Impact Assessments** across our research, and funding activities as a tool to ensure all groups are included (Action 7.1).

We will expand and standardise our collection of monitoring data across our research activities, including **events, funding calls, Fellowships** and **Studentships** (Action 2.3). We will use this to build on current **review and benchmarking** activities to assess our performance against the wider data science and AI ecosystem. We will work with experts to honour key Turing principles of transparency and trust in our review of this data while protecting the privacy of individuals.

We will use the results of these exercises to set meaningful targets and design interventions to increase the diversity of our research community, and to identify new opportunities to foster and encourage more diverse and inclusive training and research (Action 2.4). Working closely with our university partners, we will take active steps to increase the diversity of our appointed Fellows, as well as continue to work with the Daphne Jackson Trust to deliver three Daphne Jackson Fellowships for those who have taken an extended career break (Action 2.5).

Recognising the current lack of diversity and our commitment to EDI, we have already amended our approach to recruitment of researchers by advertising opportunities through more diverse channels with a focus on attracting women and individuals from underrepresented ethnic minority backgrounds. Continued actions to address this underrepresentation will include adopting the revised Institute approach to **recruitment** to ensure a student and staff demographic that is reflective of wider society, and **targeted application support** for students (Action 2.4).

In respect of **students**, we recognise that there are many structural barriers to accessing higher education, and in particular PhD, study. The doctoral community in the UK is not representative of the undergraduate population, let alone the UK population, which hinders the appointment of diverse and representative researchers. To meet our key aim to train future leaders in data science and AI, we have established Enrichment

and Doctoral Student Schemes and have launched **support initiatives** (e.g. Enrichment Access Fund, part-time placements, and travel and training funds) to promote the retention of research students from underrepresented groups.

We will work with our partners and internal team to scope appropriate **outreach activities** that promote EDI in STEM and data science and build on existing work in the sector to deliver impact (Action 2.8). We will continue to seek learnings and opportunities to improve the prospects of attracting and retaining diverse research talent.

A range of **career development and training** has been offered to support early career researchers from both within our immediate community and from across the UK. We will continue to work with our research community to develop ideas for delivering both an inclusive research culture and research that considers inclusion at its core (Action 2.2). Furthermore, we will ensure early career researchers and students are well supported, and strive to create an inclusive and welcoming research environment, recognising that this in an area in which our sector has fallen short at times (Action 2.7).

We will consider how we can promote EDI **through the research we conduct and our research programme areas**, championing research that's mitigating bias and harm in the development and deployment of data science and AI technologies, from data representativeness to algorithmic fairness, to inclusive data science and AI teams.

Our positive commitment to EDI-focused **research initiatives** is demonstrated by research projects such as 'Women in data science and AI' which includes a hub to connect women with resources, news and research, and gather feedback about the needs of the community. The Turing has built a strong body of research in AI ethics, fairness and transparency, including through the work of our public policy programme, AI programme and tools, practices and systems programme. In addition, The Turing Way provides a handbook on making data science more accessible, diverse and collaborative.

Furthermore, we will create and resource a new body of work focused on **EDI in data science and AI research** (Action 2.1). The proposed research programme would foster cross-programme collaboration and look at the impacts of data and AI on society by placing diversity, inclusion, human rights and the law at the core of responsible research, innovation and governance. This new programme of research also aims to inform on and improve pathways and opportunities for careers in the data science and AI field and ecosystem as well as co-developing training opportunities that bolster diversity across our research programmes. The programme will include research and training programme delivery, and will support sharing of best practice through an **Inclusive Research Hub**, external stakeholder engagement, the creation of an EDI in Data Science and AI Taskforce, community building (internally and externally), knowledge transfer and the seeding of new opportunities (Action 2.2).

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## 8. Our role as a national body

As a national institute, we are choosing to use our unique privilege, convening power, and platform to leverage, influence and embark on a journey with the wider data science and AI community to promote leadership in EDI, aspiring to enact a pivotal role in removing barriers, creating opportunities, and building best practices across the research ecosystem from mentorship to conferences to the composition of research teams.

We recognise that in order to lead at a national level we must work to embed diverse and inclusive practice at the Institute, and so our leadership efforts will start at the Turing with the implementation of a **new EDI framework** and **annual EDI reports** summarising progress against this strategy and our diversity objectives (Action 1.2, 1.3). Internally, senior leaders will provide regular visible support for EDI in internal communication, participation at workshops and training sessions, and by acting as role models for the respectful and inclusive behaviour described in the Turing values (Action 1.6). Senior leaders will hold each other accountable for meeting these commitments and driving forward our commitment to EDI.

We will take steps to improve the **diversity of our leadership**. In the short term, we will adopt measures to ensure that, where there is a lack of diversity internally, we are consulting sufficiently with relevant groups to ensure all voices are heard. In the long term, we will assess recruitment practices and promote development of internal staff to look at improving representation at senior levels (Actions 1.4, 1.5 and 1.7).

Recognising the existing work, knowledge and expertise in our sector, we will actively work towards achieving **external accreditation** including but not limited to Athena Swan, Stonewall Workplace Equality Index, Disability Confident and the Advance HE Race Equality Charter (Action 1.9).

As our EDI work and practice grows, we will seek to influence the national conversation on how to build an inclusive and diverse environment for people to work, study, conduct research and collaborate in. As we look to train the leaders of the future, we will strive to create a leadership that is representative of all people. We will continue to champion practices that embed EDI principles in how research is conducted as well as looking to conduct research that seeks to create a more inclusive, diverse and equitable world.

The **AI Council's AI Roadmap**, released in January 2021, comes at a critical time. The Roadmap recognises the key role for the Institute, as well as broadly emphasising the importance of diversity in the AI practitioner community to reflect wider society and maximise the success of AI technologies. There is a section of recommendations that focus on skills and diversity, with detailed recommendations for **tracking diversity** and ensuring underrepresented groups are given equal opportunity and included in all

programmes (Action 2.3). This organically links to recommendations for further, higher and graduate education, as well as re-skilling and up-skilling. The UK Government has made recent investments to “bolster the introduction of new and diverse talent”, offering scholarships to underrepresented groups, and delivering new and conversion courses, alongside Turing AI Fellowships. A commitment to EDI will allow the Institute to scale-up and drive AI research, development and innovation across the UK.

One of the key recommendations in the Roadmap is for the Institute to build on this work by strengthening our network and enabling **regional hubs** (Action 1.11) – this will ensure that people from diverse backgrounds and socio-economic groups are exposed to AI research, development and innovation. The report states that, “It’s important to focus on diversity; not as an afterthought, but because doing so will generate crucial research questions and lead to the widest and most innovative range of future technologies which will serve the needs of the people”.

The Institute will ensure that we centre EDI in our **engagement** with the wider research community and public. In line with our broader public engagement, we will host and participate in conferences, events and Data Study Groups with the aim of creating a varied and rich discussion on EDI in data science and AI research (Action 1.8).

It is critical that we **partner, learn from and engage with other national organisations** such as the Office for AI, the Ada Lovelace Institute, the Royal Society, the Royal Statistical Society, UKRI, Black in AI, Women in Machine Learning, Queer in AI, amongst others, as well as entities such as the Equality and Human Rights Commission – all of which are considering the barriers and opportunities in the researcher pipeline, and boosting research that supports the development of fair, ethical and equitable AI. We will achieve this through an **EDI in Data Science and AI Taskforce**, bringing together external stakeholders that will help to identify opportunities to bolster and “stitch” the complex landscape of efforts in this field (Action 1.8).

To inform us on priorities and opportunities where we can have the greatest influence as a research institute and national body, we will undertake a scoping exercise that aims to identify opportunities to work with (i) the **Turing Fellows**, our **university partners**, and our **strategic partners** and (ii) wider data science and AI community, to identify and bolster existing or seed new opportunities in mentorship, training, outreach, pipeline and research to improve EDI in data science and AI (Action 1.8).

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# 9. Our other commitments to EDI

In addition to embedding EDI into our role as a research institute and as an employer, we are also committed to ensuring inclusive practices in our governance and central functions.

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## Governance

Our Board of Trustees is committed to the updated diversity principles included within the December 2020 version of the Charity Governance Code, encouraging us all to think about why EDI is so important for us, to set out our plans, to monitor and measure how we are doing and to be transparent about our progress (Actions 1.2, 1.6).

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## Communications and engagement

We will adopt inclusive language and imagery to ensure that our communications and engagement activities and content promote the Turing's commitment to EDI. This will apply to our internal and external messaging and platforms to ensure that we are welcoming to all members of the Institute's community (Action 4.1).

We will ensure we are compliant with accessibility regulations and current best practice in respect of our websites and working environment. We will further develop our conference and events policy to ensure that our events are inclusive and welcoming to all, regardless of personal characteristics, through supporting diversity of thought, a national reach for events and a range of event styles (Action 4.2).

We will focus on our external engagement initiatives to ensure that they are accessible to all and promote EDI in respect of aims and objectives, subject matter and involvement.

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## Facilities management and digital space

In respect of our physical space, we will promote accessibility and inclusion for all by conducting access audits of the offices that we occupy to identify and address any barriers that may exist (Action 5.2). We will commit to being as accessible as possible and consider inclusive practices when negotiating any future contracts of occupation. This will include consideration of accessible facilities for disabled staff, a quiet space for prayer and contemplation, and workspaces with noise reduction for neurodiverse and other staff to use (Action 5.1).

In respect of our digital space, we will continue to look at how different modes of working can be included and supported through our digital infrastructure. We will ensure accessibility is considered and included within our platforms and promote the Turing Digital Space as inclusive and welcoming to all (Action 5.1).

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## **Procurement**

Whilst we will ensure value for money when we buy in external services, we will also build in proportionate considerations of EDI by developing and adopting responsible procurement guidance for our employees. This will ensure that the external providers we work with understand and act in accordance with our commitment to EDI (Action 6.1).

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# 10. A summary of our EDI objectives

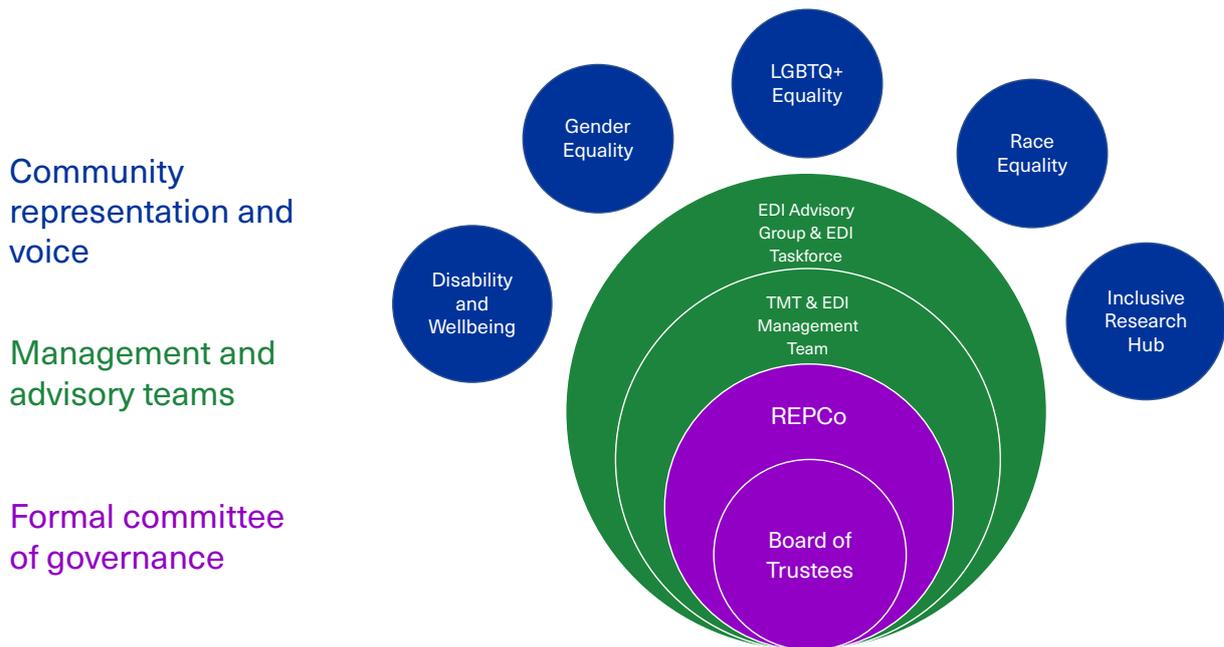
The following is a summary of our seven key EDI objectives in respect of four distinct areas: leadership, research, employment and central functions:

No.	Objective	Area
1	Provide visible leadership on diversity, promoting the benefits of inclusive practices at a national level	Leadership
2	Embrace an inclusive approach to research and innovation, recognising the intrinsic value in diversity of thought	Research
3	Embed a workplace culture that empowers all members of the Institute's community to achieve their full potential	Employment
4	Provide communications and engagement activities that promote the Institute externally and internally as inclusive and welcoming to all	Central functions
5	Adopt an inclusive approach to facilities management and our digital space, taking all reasonable steps to improve accessibility for staff, students and visitors	Central functions
6	Promote equality, diversity and inclusion through a socially responsible approach to procurement	Central functions
7	Ensure systematic consideration of EDI in our planning and compliance with legislative requirements	Central functions

This strategy will be accompanied by an action plan that details how each of these objectives will be achieved (see section 12).

# 11. Our EDI framework: Roles and responsibilities

Our revised EDI framework is designed to ensure that the Turing’s commitment to EDI is translated into measurable positive progress against the objectives set out in this strategy.



The roles and membership of the forums will be as follows:

The **Remuneration, EDI and People Committee (REPCo)** will hold the Institute to account on its performance on EDI and ensure it remains a high priority for Senior Leadership. Chaired by a Trustee who will champion EDI at the Board of Trustees, membership of this committee will comprise board members. The Institute’s Strategic Lead for EDI will attend to provide updates on progress against agreed actions and report on other EDI issues. In addition, a yearly report on EDI within the Turing will be presented to the REPCo and circulated to the **Board of Trustees**.

In order to fully embed EDI into the Institute, it is essential that the delivery of the action plan is shared by all departments, with primary responsibility falling on Senior Leadership and the **Turing Management Team (TMT)**. As we transition to our new framework, the **EDI Management Team** (including colleagues in both research and business operations roles) will be responsible for managing the delivery of the action plan through supporting the TMT and wider Institute to enact the action plan.

The **EDI Advisory Group** will be responsible for shaping and coordinating the EDI strategy and ensuring the tasks set out in the accompanying action plan are completed in good time. Co-chaired by the COO and a senior research colleague, it will meet every two months and be attended by staff and researchers from across the Institute, with representatives from each department and the different roles at the Turing (where possible). The chairs of the network groups will attend to feed back on policy and proposals and to hear what progress has been made, in order to facilitate feedback to the network groups.

The role of the **network groups** will be to act as 'critical friends' to the Institute and to provide staff with the opportunity to contribute to the developing EDI agenda. The network groups will identify and suggest ways to address any barriers to the progress of disadvantaged groups. Membership will be inclusive (i.e. any member of the Institute's community with an interest in the agenda can attend).

As our **EDI in Research programme** grows, we will develop forums for collaboration both internally and externally including the **Inclusive Research Hub** and **EDI in Data Science and AI Taskforce** which will lead our engagement and collaboration with external organisations in the area of EDI.

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## Network groups

Chaired and attended by volunteers, the network groups will be responsible for providing support within their themed areas to the EDI Team, creating a safe space for the community to discuss relevant topics, providing peer support and signposting, raising awareness by organising events, promoting social networks, and advancing initiatives and best practice. The EDI network groups will be welcome to contribute to or lead projects where there is a desire to do so. Projects will be approved (where necessary) and coordinated through the EDI Advisory Group.

The work of the chairs will be acknowledged in an honorarium, their appraisals and a proportionate reduction in the allocation of work. Other members of the network groups who volunteer time to develop the Turing's approach to EDI will also have their contribution recognised in their annual appraisals.

The Institute's current network groups are as follows:

- Gender Equality
- LGBTQ+ Equality
- Race Equality
- Disability & Wellbeing

The EDI Team will support individuals interested in setting up other network groups to cover areas, identities or characteristics not currently represented. We recognise that the identities/characteristics represented by these groups do not operate in isolation, and cross-group collaborations will be encouraged and supported through regular chairs meetings and communications.

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## 12. How we will ensure progress

This strategy will be accompanied by an **action plan** that will identify actions that the Institute will take to achieve the objectives set out in Section 10. The action plan will identify resource requirements, timelines, the senior responsible officer and the anticipated measurable outcome. Embedded within individual actions will be processes to review the efficacy and impact of measures adopted. The action plan will be updated on at least a quarterly basis by the EDI Strategic Lead to provide the Institute with a tool to monitor progress. It will be provided to the EDI Advisory Group and REPCo for this purpose.

Our work in this area will start by building a framework and foundation for future progress. We recognise that, at present, we are unable to set quantitative targets based on the available data, but as our work in this area continues we plan to update the action plan with further success measures.

In addition, the EDI Strategic Lead will produce an **annual EDI report** for publication internally and externally to demonstrate transparency and institutional self-awareness. This annual report will set out progress made against agreed objectives for the previous 12-month period, including monitoring data, the impact of actions, and the outstanding challenges to be addressed over the forthcoming year. The annual report will be submitted to the Board for consideration and approval.

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# 13. The legislative context

The Institute's commitment to equality, diversity and inclusion does not arise from statutory requirements in this area. Nevertheless, we recognise that we must comply with the relevant legislation.

The Equality Act (2010) consolidated and streamlined previous anti-discrimination legislation. It introduced the protected characteristics that are the grounds upon which discrimination is unlawful. The protected characteristics (section 4) under the Act are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**[Click here for further information on the Equality Act 2010.](#)**

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# 14. Strategy consultation and review

This strategy was developed by the Turing community working with an external EDI consultant. We thank all contributors to the consultation exercise for their valuable input and for their help ensuring that this document is a comprehensive statement on the Turing's commitment to EDI.

This strategy will be published and publicly available on the Institute's website and available in alternative formats on request from [EDI@turing.ac.uk](mailto:EDI@turing.ac.uk). The strategy will be revisited in 2023, one year prior to the end of its term, unless a change in legislation necessitates an earlier review. The ownership of this strategy will sit with the EDI Strategic Lead, who will be responsible for ensuring that it is a 'live' and accessible document.

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