The Francis Crick Institute Inclusion strategy 2023-2029



Foreword - Sir Paul Nurse, Chief Executive Officer

"Diversity is critical to our success as a leading biomedical research institute. The Crick is influential and what we do here has an impact beyond the Institute. We have a responsibility to show leadership on inclusion within UK research culture.

With this strategy, we will maintain our positive momentum on gender equity, and also address the lack of ethnic diversity in the research and leadership career structures to build a more inclusive work environment and research culture".



Discovery Without Boundaries

The Francis Crick Institute is the UK's flagship for biomedical discovery research. An independent charity, our six partners are the Medical Research Council, Cancer Research UK, Wellcome, UCL, Imperial College London and King's College London. The Crick has been operational since 2017; a successful five-year review in 2022 secured our funding until 2029.

Diversity drives scientific excellence. It is central to our 2021 institutional strategy, Discovery without Boundaries.

Pillar 1 of Discovery Without Boundaries is "Accelerate discovery through a culture of scientific excellence", with the supporting objective "Develop an inclusive culture that nurtures diverse talent". This Inclusion Strategy expands on that vision. "

Crick equality diversity and inclusion timeline

2010

- UK Centre for Medical Research and Innovation (UKCMRI) is founded.

2011

- Sir Paul Nurse named as director, UKCMRI renamed as the Francis Crick Institute.



2016

- Building opens.
- PRISM, the Crick's race equity network is founded by Beatrice Mikuzi.
- <u>Proud Crick</u> formed and marches in Pride in London, becoming an annual event.
- EDIS Group founded at the Crick.

2017 - Crick Africa Network founded

- Crick hosts first work experience placements for Camden secondary school students.

2018

- PRISM organise first Bring Your Culture to Work Day
- After promotion by PRISM, Crick sends two colleagues to <u>StellarHE</u> development programme for ethnically diverse leaders. This becomes an annual commitment.

2019

- First Athena SWAN submission.
- First EDIS Symposium at Crick.
- Prism and Proud Crick run science communication stall at UK Black Pride.

2020

- Crick applies to the Stonewall Workplace Equality Index.
- Crick Executive make a Black Lives Matter statement.
- Angela Saini gives talk on her book <u>Superior: the return of race science.</u>

2021

- Crick Executive endorse principles of <u>AdvanceHE's Race Equality</u> Charter.
- Anonymised shortlisting introduced to PhD recruitment process.





"I worked for several scientific organisations before joining the Crick, but none had the same commitment to diversity.

I have been inspired by the Crick's talented Inclusion team, and the dedication of the Crick staff networks such as Proud Crick, Enable and PRISM, who work tirelessly to build a more inclusive workplace culture that celebrates diversity. To me, the Crick is world-leading in its approach to improving EDI in science."

Nana Mensah, PhD Student

2022

- Adam Rutherford gives talk about his book *Control*.
- John Amaechi OBE seminars for Crick leadership on race equity.
- Inclusive Crick, induction course for all new starters is introduced.

2023

- Crick hosts eleven placements through <u>10,000</u> Interns Foundation.
- New summer undergraduate lab programme widens access to science careers .
- EDIS hosts third symposium at Crick on 'Inclusive Leadership'.
- Four colleagues selected for StellarHE 2023 our sixth cohort.

Objective One: Recruitment and progression

We will:

- Improve our recruitment methods to maximise fairness and to attract, appoint and progress diverse talent.
- Maintain our positive action programmes to widen access to our careers, particularly focusing on increasing intake of Black ethnicity candidates in our PhD programme and operations roles.
- Increase ethnic diversity, and work towards gender parity, in our Executive, Science Management Committee, and Board.
- Maintain our near female / male parity in new group leader appointments.
- Review our Camden <u>community engagement</u> and <u>schools outreach</u> work for clearer alignment with our recruitment strategy, particularly focusing on operational roles.



We want to significantly widen access to our research, technical and operational careers.

We want to maintain our momentum on gender equity in research careers (see our data focus box on page 6). We also want to address the lack of ethnic diversity through the career structure (Black researchers being particularly under-represented). We want to develop more positive action programmes for early career researchers. We also want to address diversity in our leadership, and in our operational and lab research scientist job categories. Although not a protected characteristic under the Equality Act, we are also concerned by the impact of socio-economic class as a barrier to science careers, and will consider this in our data collection.



Kimeye Obaigbono and Ayanfe Kosovo, summer 2023 interns in our facilities and legal teams

The Crick is a training institute, focused on outward progression. Our early career faculty spend up to twelve years at the Crick. Our core funding and operational support mean they can develop their research programme without the pressures of tenure review, teaching, or funding applications. Likewise, PhD students are with us for four years before moving elsewhere to progress their careers. Post-docs stay for four to six years, but must progress outside the Crick if they want to set up their own lab.

Because of our career structure, post Crick destinations are a key success measure, as well as our own recruitment statistics.

Project focus: our charter marks

- We plan to apply for Disability Confident Level One by 2025.
- We plan to apply for Advance HE's Race Equality Charter Mark by 2027.
- We are preparing our next Athena SWAN submission for January 2025, and progressing actions from our 2019 Bronze Award.
- We are Stonewall Diversity Champions.

Data focus: progress on gender equity in research careers

In 2022, 65% of our PhD students and 47% of early career group leaders were female. Since we opened, 45% of our new group leader appointments have been female. More than half of our PhDs have progressed to post-doc positions: of these, 56% were female. 24.5% of our postdocs have become principal investigators: of these, 44% were female.

Our mean gender pay gap was 11.4% in April 2022. Our mean gender pay gap has been lower than the national average every year since 2017, and lower than pay gaps at five of our six benchmark institutions.

Project focus: positive action programmes to widen access to science careers

We partnered with the <u>10,000 Interns Foundation</u> to host paid summer internships for Black ethnicity UK undergraduates in our operations teams and science technology platforms. We've hosted 13 undergraduates so far.

In 2023, we changed our existing <u>summer undergraduate lab training</u> <u>programme</u>, adding eligibility criteria. Students must be either:

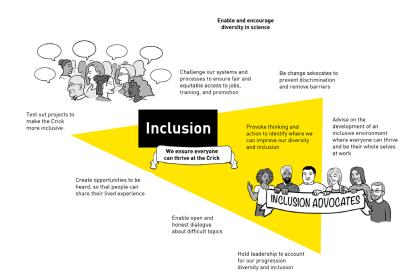
- of Black ethnicity.
- In receipt of maximum student maintenance loan,
- Or attending a non-Russell Group or equivalent university.

We will continue with both programmes, monitoring progression to PhDs or other roles.

Objective two: Inclusive culture

We will:

- Develop a more inclusive working environment where anyone with talent can thrive and progress, regardless of background or personal identities. This is essential for scientific excellence.
- Focus particularly on improving the experience of disabled and ethnic minority staff, starting with roll-out of essential race and disability equity training for all managers and leaders (we saw that disabled and Black staff had particularly low engagement scores in our 2022 staff survey.)
- Continue our successful leadership programme and strengthen its inclusion focus.
- Measure our progress through regular surveys.
- Continue to support our four staff led diversity networks: Enable, Family and Carers, PRISM and Proud Crick.





"Inclusion is about ensuring everyone is able to reach their full potential.

We want to promote a culture that respects and embraces difference to foster bold and creative thinking and encourage new perspectives and connections."

James Briscoe, Principal Group Leader and Associate Research Director

Objective Three. Inclusive research practice

We will:

- Define what inclusive research means for the Crick, by reviewing our portfolio for existing good practice examples (see below), and by developing and incorporating equity principles into Crick research design and implementation
- Demonstrate scientific leadership to provide oversight of Inclusive Research in practice and Increase our engagement with existing frameworks, such as the <u>San Francisco Declaration</u> and the <u>EASE</u> guidelines on <u>Sex and Gender Equity in</u> Research.
- Create an open dialogue and programme which supports researchers to incorporate equity principles into Crick research design and implementation.

Diversity is not only about recruitment: it is about what we research, and how we do it. Our current portfolio includes research on sex as a biological variable, neglected tropical diseases, and equitable collaborations developing infrastructure in low income countries:

- The <u>Crick Africa Network</u> addresses infectious disease in Africa by building research capacity on the continent. A major collaboration with institutes in Ghana, South Africa, the Gambia and Uganda, led by group leader <u>Jean Langhorne</u>.
- The <u>WWW Consortium</u> (launched 2023) is an international collaborative study of adults in West Africa, the West Indies and West London who received COVID-19 vaccines. We hope to inform future pandemic response in regions underserved by research. Crick scientists <u>David Bauer</u> and <u>Emma Wall</u> are the London leads. The consortium builds on the UCLH-Crick Legacy study, led by Emma Wall, which researches the impact of COVID-19 on London's diverse population.
- <u>Philippa Matthews'</u> lab studies <u>hepatitis B virus</u> (<u>HBV</u>) infection.
- Robin Lovell-Badge's lab studies sex determination.
- <u>James Turner</u>'s lab studies the role of sex chromosomes in disease.



Emma Wall



James Turner



David Bauer



Philippa Matthews



Robin Lovell-Badge

Project focus: Crick Africa Network

The Crick Africa Network (CAN) supports the development of equitable research capacity in Africa.

There is an imbalance between well-funded research laboratories in the Global North and the relative scarcity of resources in Africa.

This is made more significant by the scale of health challenges facing African countries. Infectious disease outbreaks, the effects of climate change and mental health problems are rising in the countries that are least equipped to make discoveries that could help their populations.

African scientists have the potential to make a vital contribution to tackling these challenges. In 2017, we established CAN as an equitable partnership with institutions in The Gambia, Ghana, South Africa, and Uganda. The current programme, funded by LifeArc, offers funding for African scientists to enable them to conduct world-class research in Africa supported by our African partner Institutions and mentors at the Crick.





Objective four. Leadership on diversity and inclusion within UK science

We will:

- Build a reputation within UK science for developing inclusive leaders, and for accelerating the careers of scientists from underrepresented groups.
- Maximise our connection with the <u>EDIS Group</u> (founded at the Crick, now hosted at Wellcome) and with EDI practitioners in our six partners.
- Create a community known for open dialogue on diversity and equity in science.

We want to be a powerful influence for inclusion within UK science

The Crick is highly influential: our leadership includes world-class scientists. And because of our strong support for the early career phase, we are well placed to accelerate the careers of non-prototypical scientists. This means that we have an unparalleled platform to influence the culture of research. During the life of this strategy, we want to demonstrate leadership on inclusion - as we do with our scientific outputs.



Professor Stephani Hatch from King's College London gives the keynote at EDIS symposium 2023

"There is a noticeable lack of diversity in the microscopy community, which means that we are failing to engage all of the most talented minds in the effort to solve the grand challenges in imaging science.

In my team, we are working with <u>In2ScienceUK</u>, <u>Black in Cancer</u> and <u>10,000 Interns Foundation</u> to improve our chances of finding and engaging those minds, no matter their background and early opportunities."

Lucy Collinson, Head of Electron Microscopy Science Technology Platform



How will we measure progress on our objectives? Key performance indicators

Objective one.	Baseline data and benchmarks	Target
Key Performance Indicators		
Improve ethnic diversity and gender balance of Executive, Science Management Committee (SMC), and Board.	Executive and Science Management Committee are 100% white ethnicity and 39% female (November 2022). Our Board is 100% white ethnicity and 18% female (July 2023). We require search firms to provide ethnically diverse short lists for Executive vacancies. Relevant external benchmarks 2022: 71% FTSE 100 had at least one ethnic minority executive board member. 2019: 66 of 100 major UK charities had 'ethno-cultural diversity in senior	We will have appointed at least one minority ethnic candidate to our Executive¹ by 2026, and to SMC by 2028. We will have appointed at least one minority ethnic candidate to our Board by 2025. We will have gender parity in these groups by 2028.
Maintain near female / male parity in group	Leadership'. As of November 2022:	We will maintain close to an equal balance of male and female
leader recruitment	 Female group leaders are: 34.66% of all GLs. 46.66% early career GLs. 26.66% of principal group leaders. In 2016-2022, 45% of new GL appointments were female. 	appointments during 2024-29.
Intake of Black	As of November 2022:	We aim for least 2.5% of our PhD
ethnicity early career researchers (particularly focusing on PhD and postdoc)	<1% Crick PhDs are Black (67% of PhDs shared ethnicity information). 2% of postdocs are Black ethnicity.	students from April 2023 to March 2029 (seven September intakes) to be of Black ethnicity. We aim to increase the percentage of Black ethnicity postdocs.
	External benchmarks	By 2024, we aim for 80% of PhDs and postdocs to have voluntarily
	First year UK domiciled Black undergraduates (all subjects): 2021, 3.5% at Oxford; 2020, 4.6% at Cambridge. In 2021: 7% PGT students at Imperial College London were of Black ethnicity UK nationality.	shared ethnicity data. We will report on this annually.

Objective Two Key Performance Indicators	Baseline data and benchmarks	Target	
Overall improvement on our inclusive culture index score in staff surveys	Our all staff survey provides an inclusion index, which averages all positive responses to five key inclusion questions.	Expect to see continual improvement on positive inclusion index.	
	Previous inclusion indices:		
	2017: 70%		
	2019: 74%		
	2022: 72%		
Improve the experience of disabled and neurodivergent staff, measured by staff survey response.	May 2022 all staff survey Agreement with "People like me are able to succeed at the Crick": All staff average 63%; Disabled staff 44%	Expect to see continual progress on narrowing experience gap in annual surveys.	
Improve the experience of ethnic minority staff, in particular Black, Mixed and Other ethnicities, measured by staff survey response.	May 2022 all staff survey Agreement with "People like me are able to succeed at the Crick": White staff: 67% All staff average: 63% Mixed staff: 61% Asian staff: 57% Other staff: 59% Black staff: 41%	Expect to see continual progress on narrowing experience gap in annual surveys.	

Key Performance Indicators for Objective Three are in development.

Objective Four Key	Context:	Target
Performance Indicators	Baseline data and benchmarks	
Positive responses from teams whose leaders completed our internal Leadership Programme	The Crick Leadership Programme has run for five years, with annual cohorts of 10-14 participants (both scientific Group Leaders and operational leaders.) In our staff survey data in 2022 and 2023, we compared responses from teams or labs whose leaders had completed the Programme, against the all staff average response. We found a positive trend. Based on survey responses, staff who report to alumni of the Leadership Programme had a 69% positive Inclusion index, compared to an average all staff Inclusion index of 66%. They also had a 84% positive Culture index, compared to an average all staff Culture index of 79%.	Continual improvement of Leadership Programme inclusion content. Monitor survey responses and expect to see positive trends from staff who report to Programme alumni.
Increase completion rates of our essential inclusion courses	Completion rates September 2023: Inclusive Crick (in person): 88.7% Online equality diversity inclusion module: 88.1%	90% completion across the workforce by 2025.

We report on these measures quarterly to Executive, and annually to Board.

Our Equality Diversity and Inclusion Committee is chaired by the Chief People Officer and our Associate Research Director, reporting quarterly to Executive Committee and annually to Board. The Committee is accountable for this strategy, and supporting action plan (an internal document, refreshed annually and aligned with our Athena SWAN work).

Who are We?

Our workforce and survey data

Staff can share diversity information in our HR system. Data is confidential and anonymised. Sharing is voluntary, so we do not have full data for every characteristic (except for gender and date of birth, which are required for payroll). We encourage staff to share more data if they feel comfortable, and are working to build trust. Note we only report on direct employees, not our university attachments or visiting scientists.

We use staff surveys (<u>run externally</u> to increase trust) to measure inclusion. Surveys ask for diversity characteristics, which we compare to HR data. Staff are asked to score agreement with statements on different themes, and can provide free text comments.

Survey trends are generally positive: 79% of staff completed the 2022 survey, up from 70% in 2019.

Our 2022 engagement index (average positive response) was 84%, higher than 2019, and above our sector benchmark.

Our inclusion index measure is an aggregate of average positive responses to a batch of inclusion related questions. In our 2022 survey, 66% of all staff felt the Crick was inclusive.

However, analysis by diversity themes shows some groups still feel less included. They are more likely to say they have experienced problematic behaviour, less likely to agree that they are treated with respect, or show less trust that their concerns will be taken seriously.

Here we present data from May 2022 staff survey and data captured from our HR system in November 2023.

Project focus: improving workforce data capture

We wanted to encourage more staff to voluntarily share diversity data.

We ran a myth busting comms campaign, addressing concerns about confidentiality, privacy, security, and explaining how diversity data is used to make Crick more inclusive.

We saw a significant increase in data sharing across all characteristics. For example, in Quarter 1 of 2019, 65% of staff had shared their ethnicity. By Quarter 4 of 2023, this had jumped to 81%.

Crick leadership compared to whole workforce in November 2022

Leadership team (28 people): Executive, Science Management Committee (SMC), Associate and Assistant Research Directors and Operations Directors. Excludes 6 university secondees.	All Crick (1569 people): Excludes university secondees, visiting scientists and Crick partners.	
96% white ethnicity.	74% white ethnicity. 26% Black, Asian or minority ethnicity.	
100% from High Income Country nationalities (mainly Europe and North America).	86.6% from Higher Income Countries.	
Average age 58	Average age 37	
39% female	54% female	
Data suppressed due to group size	3.4% disabled.	
Data suppressed due to group size	11% Gay, lesbian or bisexual.	
100% cisgender.	2% Transgender, non-binary or gender-fluid.	

Project focus: reverse mentoring for Crick Leaders

"I set up the Crick's reverse mentoring programme in 2023 to bridge generational gaps in our workforce, with a focus on intersectionality. I mentored Andreas Schaefer for six months, exploring class, disability, gender and race. This experience was insightful and developed my influencing skills."

Vanessa Sauls - Inclusion Coordinator

"Reverse mentoring has been very impactful for me. Vanessa's personal, professional and academic experience, her guidance and preparation, gave me space to think about how to lead a lab and contribute to the wider science environment.

Mentoring was not only productive, but also safe and enjoyable."

Andreas Schaefer - Principal Group Leader



Ethnicity and nationality

Ethnic	% of Crick staff	England and Wales	Greater London population
group	November 2022	2021 census	<u>2020 ONS</u>
Asian	15%	9.3%	18.4%
Black	3%	4%	11.7%
Mixed	6%	2.9%	9.6%
Other	2%	2.1%	(Mixed and Other combined)
White	74%	81.7%	60.11%

26% of staff who shared ethnicity information are Black, Asian or minority ethnic. This is similar to other London science organisations and universities (for example the Institute for Cancer Research, Wellcome, and King's College London).

None of the Crick's group leaders or leadership team are of Black ethnicity. Senior leadership (Executive and Science Management Committee) are all white ethnicity.

The potential candidate pool for operations is more diverse than for scientific research. However, operations staff are still less diverse than the London population (40% minority ethnic). Of operations staff who shared ethnicity, 74% are white, 13% are Asian, 5% are Black, and 7% are mixed or other ethnicity. In comparison, at TfL in 2021, 33% of the workforce is Black, Asian or minority ethnic background, and 16% of senior leadership. TfL note that '36 per cent of economically active Londoners (are) from Black, Asian or minority ethnic communities.' In 2019-20, 15% of BBC staff were Black, Asian or minority ethnic, and 12% of leadership.

Project focus: Bring Your Culture to Work Day

BYCTW started in 2018 and is now a highlight of the Crick calendar.

Colleagues across the whole institute come together to celebrate our cultural diversity (there are 70+ different nationalities in our workforce), by sharing music, food, flags, national dress and other cultural elements. The event is joyful and stimulates conversation between colleagues.

Karen Ambrose, our Chief Data Officer, suggested the idea in 2018 to the committee of PRISM, the Crick's race equity network:

"We as a committee decided to take it forward, and myself and Esther Osarfo-Mensah organised the first event with other staff members from across the institute. We wanted to create a space where staff could come together, on a subject other than science. We thank the founding members who worked so tirelessly to put together the event over the last 6 years."



86.6% of staff have nationalities from <u>Higher Income Countries</u> as defined by the World Bank - primarily Europe, North America and Australasia. 86.6% of staff have nationalities from Higher Income Countries as defined by the World Bank - primarily Europe, North America and Australasia. 13.4% of staff have nationalities from <u>Low- or Middle-Income Countries</u> - primarily Africa, Asia and South America. Of staff with LMIC nationalities, more than half are from India, China or Hong Kong

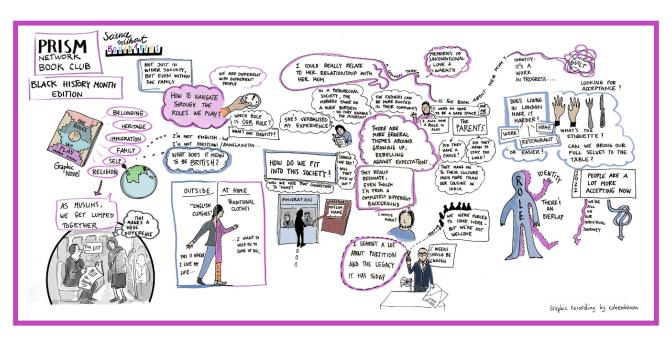
In the staff survey, Black staff were most likely of all ethnicities to say they had experienced problematic behaviour.

Mixed and Other ethnicity staff were second most likely, whereas Asian and white ethnicity responses matched the all staff average. This demonstrates the importance of disaggregating inclusion analyses by ethnicity, rather than using a binary comparison of white staff to all Black, Asian or minority ethnic staff.

Religion

39% of staff stated they have no religion. 33% provided no data. 15% are Christian, 5% preferred not to say.3% are Hindu, 2% are Muslim, 2% are Other religion. Baha'i, Jewish, or Buddhist staff together are 1%.

Muslim and Other religion staff were twice as likely to say they had had experienced problematic behaviour, compared to the all staff average. 50% of Muslim staff agreed that 'People like me are able to succeed at the Crick', compared to the 63% average.



PRISM book club discussion in Black History Month 2022 - visual minutes from by cohenbaum

Disability, neurodivergence and long-term health condition

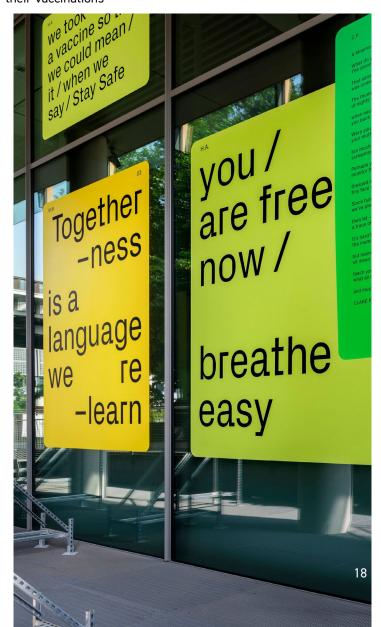
Not all disabilities are visible, and not everyone who meets the <u>Equality Act</u> <u>definition</u> identifies as disabled. Some people would describe themselves as neurodivergent, or as having a health condition, but not as disabled. The wording of our disability field was updated in February 2023 for a more inclusive, less medicalised approach to encourage information sharing.

3.44% of staff declared a disability. 65% were female, and 74% in operations or lab research scientist (LRS) roles. For comparison: 9% of Wellcome staff declared a disability in 2022, 12% of UCL staff in 2021, and 20% of the UK working age population is disabled.

Staff were more likely to say they were disabled or neurodivergent in the survey. 4% of respondents said they had a disability, and 3.05% were 'unsure'. 6.02% of respondents said they were neurodivergent, and 6.76% were 'unsure'. This suggests disability and neurodivergence may be under-reported in the HR system.

Disabled and neuro-divergent staff both had 72% survey engagement, against the all staff average of 84%. Disabled staff engagement has gone down from 77% in the 2019 survey. Only 43% of disabled staff agreed with 'I am treated fairly at work', down from 53% in 2019, and below the all staff average (83%).

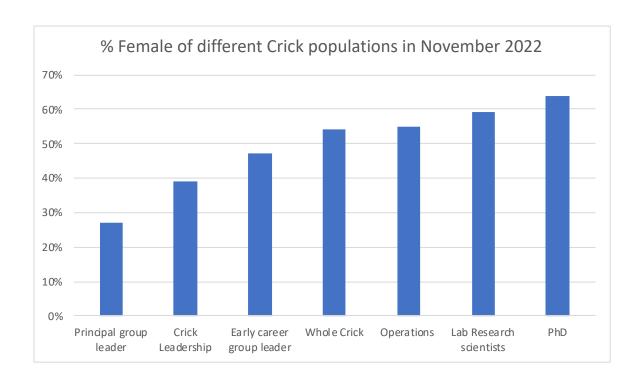
In 2021, the Crick was converted into an NHS vaccination centre. 'A drop of hope', our <u>award winning collaboration</u> with <u>Poet in the City</u> explored the experiences of people receiving their vaccinations



Gender

Our HR system captures 'gender' as a mandatory field, giving male or female as the only options. This is required for payroll, and to prepare our <u>annual gender pay gap report</u>. A separate optional field allows staff to share gender identity information if they wish.

Female scientists are majority at PhD but this decreases up the research career structure (see chart).



Caring responsibilities

3% of staff shared a caring responsibility. Data fields cover caring for children, elderly people, and disabled children and adults. In contrast, 30% of survey respondents shared a caring responsibility. This indicates under-reporting in the HR system: the field was added recently, and many staff are not aware of it.

Survey responses were disaggregated by caring type. Carers for disabled adults feel least included and valued. 44% felt treated fairly, compared to 83% all staff average; 38% agreed 'People like me are able to succeed at the Crick', compared to 63% all staff average.

Full and part-time staff

6% of staff are part-time; of these, 79% are female

Sexual orientation

66% of staff shared sexual orientation information. Of these, 79% are heterosexual, 6% are gay or lesbian and 5% are bisexual. 8% chose 'prefer not to say' for sexual orientation. LGTBQ+ staff are fairly evenly distributed across job categories.

In the <u>2021 England and Wales census</u> 3.2% of respondents identified as LGB+. In <u>2021 UCAS found that 7.7% UK undergraduate applicants said they were LGBTQ+</u>.

Gender identity

57% of staff completed this field. Disregarding blanks, 97% of these staff are cisgender, 2% are trans, or use another term such as non-binary or gender-fluid, and 1% preferred not to say. In contrast, 10% of survey respondents said their gender was different to their sex at birth. The survey also shows that non-binary or gender-fluid staff feel less included. They had lower belief in action (22%) compared to all staff average of 53%).

For comparison, in the <u>2021 England and Wales census</u>, 0.5% of respondents said their gender identity was different to their sex at birth.

Socio- economic background

We are beginning to collect data on socio-economic background in our staff surveys and in some recruitment areas. We will present data in a later version of this strategy.



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