SAGE CYGNET AWARD APPLICATION FORM

SAGE Cygnet Award Application

Name of Institution	The George Institute for Global Health
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Contact for Application	Anna Palagyi, SAT Lead, The George Institute Australia Alicia Pearce, DIB Consultant, The George Institute Australia
Email	apalagyi@georgeinstitute.org.au apearce@georgeinstitute.org.au
Telephone No.	(02) 8052 4300

INSTITUTIONAL CONTEXT:

Prepared separately

ACRONYMS/TERMS

DIB	Diversity, Inclusion and Belonging
Enboarder	Employee experience platform providing process support
G-Wiz	The George Institute staff intranet
MRI	Medical Research Institute
PPL	Paid parental leave
SAT	Athena SWAN Self-Assessment Team
TGI	The George Institute for Global Health
UNSW	University of New South Wales

THE GEORGE INSTITUTE FOR GLOBAL HEALTH: SAGE CYGNET #1

Barrier type	✓ Current Cygnet	Barrier
[Mandatory] Institution-wide barrier	✓	Best practice workplace support for carers
[Mandatory] Sub-group barrier		
[Please select] Institution-wide/Sub-group barrier		
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KEY BARRIER

TGI's first Cygnet updates and refocuses our Athena SWAN actions post-COVID relating to the provision of **best practice workplace support for carers**:

- Improving flexible work culture, including promoting consistency of approach, introducing a new global working guidelines and improving policy awareness and communication;
- Strengthening parental leave offerings, addressing gaps in partner leave and providing better supports for return to work;
- Creating new resources and supports for those with family care responsibilities in consultation with staff;
- Proactively ensuring better policy awareness and communication;
- Commitments to evaluate and progress supports in future.

EVIDENCE OF BARRIER

At the time we applied for a Bronze award (2018), our DIB staff survey (150 respondents, 100 female, 27 male, 33 unspecified) showed:

- 43% of female and 37% of male respondents had a caring responsibility
- 90% of those had a childcare responsibility; 7% a child with a disability; 22% had an elder care responsibility.

, There were indications that staff were struggling to balance work and care, impacting their perceived ability to achieve career progression:

- Only 60% of female respondents felt TGI provided sufficient support for parents and carers
- Only 53% of female respondents were satisfied with career progression at TGI, compared with 78% of male respondents.
- 38% of respondents who had taken career breaks for caring reasons felt it had a negative impact on their career, role or pathways to promotion. 90% of respondents who had taken career breaks while working at TGI were women.

Based on this survey, and subsequent focus groups and consultations with carers, we identified the following sub-issues:

Sub-issue	Evidence
Limited range, uptake and awareness of parental leave entitlements	• Paid parental leave (PPL) provisions were below industry standards and employees were unaware policy was inclusive of adoptive parents. • Staff felt that PPL offerings did not support gender equality in caring arrangements.
Insufficient support for staff on or returning from parental leave	• One third of those who had taken a career break gave negative feedback on support from TGI during their return to work.
Lack of support for flexible work and caring obligations	• Feedback suggested a greater need for flexible work to support carers. • 19% of staff said they felt uncomfortable or found it difficult to ask for flexible working hours. • While 90% agreed their manager supported requests for flexible working arrangements, managers indicated a need for better support to manage flexibility. • 45% of carers said they felt disadvantaged by timing or location of work events.

Low awareness of carer entitlements and support	• Awareness of available policy supports, including parental leave policies, flexibility policies and Work From Home policies, was at less than 70%.
Limited data on carers' experience at TGI	• Data gaps meant that we could not measure uptake of paid partner leave, and data limitations meant we had limited insight into carers' workplace experience.

ACTIVITIES AND OUTPUTS

Table A below shows our approach to meeting our substantive goals and **Table B** shows enabling actions taken to achieve better data capture and measurement. During COVID lockdowns in 2020/2021, mandatory remote work prompted new approaches to flexible working, remote work and hybrid work as we made an organisational shift to global team structures. We have therefore altered some actions and created new ones, as noted below.

Table A: Goals for change	
Goals	Actions
Improve paid parental leave entitlements over time	• Increased PPL twice – from 6 weeks to 10 weeks in 2018, to 12 weeks of paid leave in 2022 – up to 24 weeks at half pay. • Removed return-to-work bonus payment, instead providing additional paid leave to support child-carer bonding. • Made leave available immediately after probation (previously 12 months service requirement). • Made access gender equitable – primary carers of all genders can take PPL, not just birth parents. • In 2022-23, we consulted our people on what else primary carers needed to succeed.
Broadening and measuring partner leave uptake	• We increased paid partner leave from 1 to 2 weeks in 2018. • We set up a system to measure uptake of both paid and unpaid partner leave. • In 2022-23, we consulted with partner caregivers to understand their experience.
Encouraging uptake of parental and carer's leave	• We created and communicated new, gender-neutral information resources for carers and broadened PPL beyond the birth parent. • We created a Manager Toolkit with information on leave entitlements to more clearly lay out manager responsibilities around flexibility and carers. In 2022-23, we consulted male caregivers to understand barriers to equal uptake of leave provisions.
Better workplace linkage and return to work support for staff on parental leave	• We consulted and created new Enboarder automated process to prompt keep in touch and return to work actions for staff on parental leave and their managers. • New parental leave portal, with manager resources, launched May 2023, was publicised in HR newsletters and via an all staff update and contained a built-in tool for evaluation feedback. • We scoped, consulted and created new resources for staff returning to work from parental leave via Enboarder.

	• Maintained the facilities for pumping and storage of breastmilk onsite
Increased support for staff to work flexibly	Our original goal was to better implement "core working hours". This policy was superseded during COVID to accommodate teams working across timezones. We instead implemented: • New policy and guideline "Your Flex at TGI" to support staff and managers to have conversations about flexible working accommodations in the remote and hybrid work environment. In late 2022, carer focus group consultations revealed that remote working had made flexibility for school pickups and care more available, but better guidance was required on how global working hours needed to accommodate family and care commitments. In response, we: • Developed a Ways of Working Guideline encouraging staff to block out their calendars and work flexibly to balance working hours and family commitments. • Communicated guidelines at onboarding, via all-staff emails and Australia Update and posters in the workplace (Figure 1).
Increasing staff awareness of paid parental and partner leave, flexible working, carer supports	• Reviewed the DIB survey questions to include enquiry about specific policies (previously we did not rate awareness of these policies separately). • Built policy training into onboarding and a regular 2-year refresher schedule requiring staff to review policies. • Regular communication about leave entitlements via the HR newsletter or other forums, such as Viva Engage.
Support for carers traveling for conferences	• This action item was put on hold during the COVID lockdowns, but some funding support via HR has been provided on an ad hoc basis. • Recent discussions with staff revealed there is a need for support to be more systematically implemented. A proposal for a program to support this will be put forward in 2024.

Table B: Enabling actions	
Enabler	Actions for success
Better understand how staff are experiencing workplace culture, diversity and inclusion, intersectional gendered experience.	• Conducted the 2023 global workplace culture survey. • Conducted the 2023 Australia DIB survey (44% response rate/165 responses). • Opt-in demographic questions for these surveys were formulated in consultation with staff with survey expertise, to understand experience by cultural background, Indigenous identification, self-identified gender, experience of disability, caring responsibilities and LGBTIQA+ identification.
Systematically share baseline staff gender data	• We created an Athena SWAN data dashboard in PowerBI showing changing workforce composition by gender, job family and seniority.

on key areas required for Athena SWAN	• Dashboard also includes gendered parental and carers leave uptake and turnover.
Exit data analysis and reporting to identify trends and support policy development	• We reviewed responses to our staff exit survey and reported on trends to senior leadership twice a year.

Figure 1: New Global Ways of Working Guideline

Ways of Working Guidelines: Stage I

The George Institute for Global Health

SWITCH OFF!
No weekend emails! If you need to catch-up, keep those emails in your outbox until Monday as a courtesy to your colleagues

PRIORITISE!
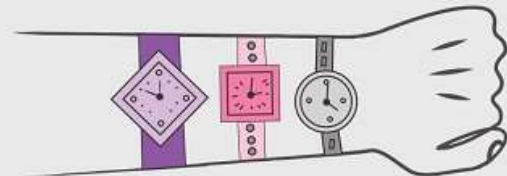Block personal or family commitments in your calendar

CATCH UP!
Record meetings for those that cannot make it due to other commitments

THINK GLOBALLY!
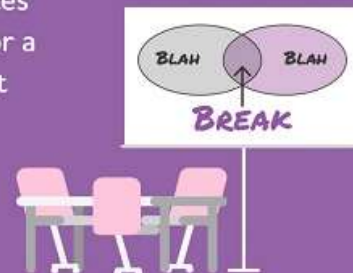No meetings before 7am or late on Fridays

RECHARGE!
If there are unavoidable early morning or late-night meetings, take time off in the middle of the day to recharge

TAKE A BREAK!
Set meetings to be 25 or 50 minutes to allow time for a stretch or short break between meetings

CONNECT!
Teams to collectively agree on days to physically be in the office to provide more opportunities for face-to-face collaboration

OUTCOMES

Table C: Evidence of success	
Target outcome	**Measures of success**
Parental leave – further increase	**Original measure: decision made to increase PPL by 2021 (Achieved in 2022 - late)** PPL was increased to 12 weeks in 2022. • Following further staff feedback, we are increasing PPL to 18 weeks with superannuation in Q1 2024 (Action 3) • No Bronze target was set for staff satisfaction. We have set **new specific targets going forward** (Action 3)
Paid partner leave tracking	**Original measure: establish baseline measure of uptake and encourage use of paid partner leave (Achieved).** We tracked both paid and unpaid partner leave. Since 2019: • Staff taking paid partner leave took their full entitlement (6 staff). • A small number of staff (4) took additional unpaid partner leave for an average of 113.5 hours. 50% of these were women, and they took 87% of the unpaid partner leave. This pointed to a potential unmet need for partner leave, particularly for female partners, and better integration with parental leave. We have set new specific staff parental leave satisfaction targets and outputs (Action 3).
Identify gaps in parental leave support	**Original measure: identify gaps in parental leave support and appropriate measures in 2019-2022 (Achieved).** Qualitative focus group feedback showed that staff wanted more parental leave (see Impact section). We saw increased uptake of PPL among men: • Between 2019-2023, 12% of all employees taking PPL were men - there were none in 2014-2018. • 40% of men taking PPL took more than 2 weeks leave. We also tracked unpaid parental leave: - 44% of staff on PPL took some or all PPL at part-time equivalent. - Only four staff took a combination of leave on full pay and half pay. No Bronze target was set for staff parental leave satisfaction. We have set **new targets going forward** (Action 3). We did not repeat questions on support following career breaks in our 2023 DIB survey as we chose to instead measure impact qualitatively with focus groups but will do so in our 2024 global DIB survey (Action 7).
Better workplace support for staff with carer obligations	**Original measure: 90% staff awareness of carer leave and supports (Not Achieved).**

	Our 2018 baseline data indicated 70% of respondents were aware of five relevant policies, which were grouped into one question. However, our 2023 DIB survey targeted awareness for each policy separately and found: • Only 46% of female respondents and 42% of male respondents were aware of policies supporting carers. Our 2023 DIB survey revised our data points. • 65% respondents agreed "TGI provides a supportive environment for carers" compared to 61% agreeing support was adequate in 2018 . • However, those with childcare (78%), eldercare (75%) and both responsibilities (100%) were much more likely to agree than those without carer responsibilities (55%). Respondents were more positive about their local teams and managers. In response to the questions: "My manager supports our team to balance work and caring responsibilities": • 85% agreed overall • 90% - respondents with childcare responsibilities • 88% - with eldercare responsibilities • 83% - with both childcare and eldercare responsibilities "I would feel comfortable taking leave for caring purposes": • with childcare responsibilities - 86% • with eldercare responsibilities – 75% • both childcare and eldercare responsibilities – 83% • 100% of male and 74% of female respondents with childcare responsibilities agreed with this statement. • Male carers were also more likely to respond positively than male respondents without caring responsibilities. We saw increased uptake of carer's leave between 2019-2023, per person taking leave, compared to 2015-18: • For men, 27.9 hours taken, up from 14.75 hours • For women, 44.75 hours taken, up from 38.3 hours These data indicate a real gap between what carers and people on their teams experience day to day, and the perception of TGI's overall culture from non-carers. We have set new staff satisfaction targets for Actions 1,2, 3 and 8 relevant to shifting this perception. A small gap between elder carers' experience and those with children is addressed by Action 4.
Promote flexible working	**Original measure: 100% staff awareness of flexible working arrangements (Not Achieved).** Our 2023 DIB survey showed: • 85% of female and 73% of male respondents are familiar with TGI's flexible work policy.

	- "My manager supports our team to balance work and caring responsibilities" – 85% overall agreed. - Qualitative feedback indicated that many respondents were working flexibly in practice, but that it depended on manager skill in implementation. However, our 2023 Culture Survey showed: - • Only 58% overall, and 54% of female respondents, felt they could have a good work/life balance and still advance their career. - 53% of managers felt they did not have the tools they needed to do their job. Action 2 addresses capacity to manage flexibly with training and a new toolkit for managers. Action 1 addresses work-life balance for global teams.
Parental leave awareness	**Original measure: 85% staff aware of parental leave policy (not achieved).** Our 2023 DIB survey found: - Only 46% of female and 49% of male respondents were familiar with the parental leave policy. We have revisited our targets at Action 8 and set actions to support an increase in parental leave policy awareness.

IMPACT

How did we evaluate?

STAFF SURVEYS

The Culture Survey (May 2023) and the Diversity, Inclusion and Belonging Survey (August 2023) used opt-in demographic data to understand intersectional experience.

FOCUS GROUPS

·Three focus groups conducted in December 2022 with carers (22 participants) for research, projects and professional staff.

PROCESS DATA

We reviewed Exit Survey data since 2020, and feedback survey responses from our new Enboarder return-to-work process after parental leave.

DESKTOP CONSULTATION

A desktop consultation with male caregivers (3 participants).

Parental and partner leave

Primary caregivers were positive about changes to parental leave but felt there was more to be done to meet caring needs. Our focus group discussions highlighted staff preference for more paid leave and ability for two partners to take primary caregiver leave at the same time.

OUR PEOPLE SAID:

- "For those who don't have access to the government leave 12 weeks is not very long. You're getting to the point where they just starting to recognize your face and smile at you. (Focus group – research staff)
- "I felt like [coming back to work after the period of leave allowed] was too early. I wasn't financially able to stretch it, going to half pay over a longer period wasn't going to work for my family financially." (Focus group – project staff)
- "I've always found it a bit odd that we need to show that our partner is back at work before we can take the leave - i.e. why my entitlements depend on her. A bit of flexibility in this regard to allow a bit of overlap would have been helpful to be able to support her a bit more in the early days". (Desktop consultation – male carers)
- One leaving staff member indicated that they were disappointed to have not been able to access parental leave, instead accessing partner leave, and thought more policy information should be available. (Exit interview)

"As a new joiner to The George and our new Chief People Officer, I was fortunate enough to benefit from the removal of our qualifying period for paid parental leave. Becoming a new parent can be challenging on many different fronts, whether that be adjusting to the 'newness' of an entirely different role, understanding what sleep deprivation really feels like and/or learning and connecting with your new family member. With the removal of the qualifying period of paid parental leave it enabled me to take the time I needed to adjust to my new family life (something I had wanted for many years), build a wonderful connection with my daughter and be better prepared for returning to my new role."

Sarah Bench, Chief People Officer, TGI

ACTIONS:

- ✓ **Increase the Paid Parental Leave quantum to 18 weeks and introducing payment of superannuation on PPL, commencing in 2024.**
- ✓ **Create a business case to expand PPL entitlements to allow two parents to take PPL at the same time, in Q1 2024.**
- ✓ **Improved policy communication around PPL and partner leave supports.**

Return to work

Improved resources for parents going on parental leave were launched in 2023. Enboarder feedback showed staff:

- were able to access the parental leave policy and information on the process to follow
- felt supported by their line manager when preparing for parental leave
- used the parental leave checklist as part of their preparation.

Female carers in research roles also raised specific concerns about the feasibility of returning to work part-time and the impact of this on their career progression, pointing to a need for supports that are fit for purpose to address role-specific feedback.

OUR PEOPLE SAID:

- "There's a room where I could pump milk and stuff like that, and the fridge available, which was like - I thought I was going to have to go to the bathroom!" (Focus group)
- An exit interview comment indicated that manager training to support return to work after parental leave would have assisted with retention. (Exit interview)

Research staff carers' focus group feedback:

- "When I came back on from my first child, I came back part time, but the load wasn't part time. When I came back from my second child, I came back full time and the load is more than full."
- "I used my 'keep in touch' days to prepare an interview for a fellowship."
- "I wrote a grant application during my mat leave."
- "Because some papers were under review when the comments come back nobody can take over. So you have to work on it."

ACTIONS:

- ✓ **Review materials available to managers to support return to work.**
- ✓ **Consult with research staff about workload and career progression via Cygnet application on career progression.**
- ✓ **Ensure that breastfeeding and pumping facilities are maintained during upcoming changes of office location.**

Policy awareness

A consistent theme from staff was that while policy principles are embedded in operations, people were not familiar with the policy detail or where to find it on the internal intranet (G-Wiz). The 2023 DIB survey showed that staff were most likely to be familiar with the Diversity, Inclusion and Belonging Statement and Flexible Work Policy. People were less familiar with the Carer's and Parental leave policies and the Athena SWAN Action Plan. There was also some confusion about how to access carer's leave as this was not listed as a standalone leave option within the online internal leave application system.

OUR PEOPLE SAID:

- "I think the policies are okay - often it's not clear what the procedures are so I tend to do things more informally to meet my needs rather than spending days trying to find the correct process to go through." (Survey feedback)
- "I've actually looked at the policies before this meeting. I didn't really know what I was looking for, to be honest." (Focus group)

ACTIONS:

- ✓ **Review G-Wiz to ensure that policies are easy to find.**
- ✓ **Roll carer's leave into the new "wellbeing leave" policy and clearly communicate the purpose of wellbeing leave.**
- ✓ **Review content of Manager toolkit to ensure that information is current.**

Flexibilities and caring

Increasingly, exit interviews in 2022 and 2023 cited flexibility, remote work and work-life balance as the best aspects of working at TGI. Focus groups indicated that staff were broadly positive about the impact of remote work, and flexibility to adjust their working day around care responsibilities.

OUR PEOPLE SAID:

- "Working from home, I'm able to drop [the kids] off, pick them up if needed, and all my colleagues are fine with that…most of them know it's probably your pickup time so you know they know that I'll be online after that again." (Focus group)
- "I have flexible working arrangements… This has been really helpful. It allows me to support my wife (as opposed to being in the office) and to look after our little one when needed." (DIB survey)
- "I'm now caring for a parent [who] lives Interstate. So, the opportunity to be able to work from another location is incredibly important and I think if I couldn't do that, I'm not sure that I could keep working here." (DIB survey)

Staff indicated that family-friendly work culture depended on their manager's discretion and were less aware of formal policies, although these were viewed positively. They suggested that training and support for middle managers would facilitate consistent application of the policies, particularly regarding eldercare.

OUR PEOPLE SAID:

- "I feel like before that policy, the presumption was more that it's your managers discretion. Now maybe that policy helps people who might have had managers who weren't as [flexible]". (Focus group)
- "The George has a lot of people … whose caring responsibilities are at some distance … a lot of people might get caught in those situations where something dramatic happens. They're families in the UK or in India or somewhere…what's the process for managing that in a way that you don't feel like you're the only one that's ever had to ask these questions or deal with that situation?" (DIB survey)

ACTIONS:

- ✓ **We implemented an online manager toolkit in 2023.**
- ✓ **Review manager training to embed consistency in administration.**
- ✓ **Review our leave policy to make sure access to eldercare is explicit, and conduct an internal communications campaign on eldercare.**

Meeting hours and work life balance

Valuable feedback from staff identified that, with the removal of the core hours policy to accommodate global work, the organisation had not implemented formal measures to guide work-life balance conversations.

OUR PEOPLE SAID:

- "What I am struggling with… is that the global nature of the George Institute means that we are attending meetings at 6 AM, 7:00 AM or 9:00 PM"
- "My worst time is dinner time for the kids. When I have to prepare and feed them… if there's no partner, then they will have to feed themselves or go hungry for a little bit."

ACTIONS:

- ✓ **We implemented a global ways of working guideline in 2023, with a leader-driven internal communication campaign.**
- ✓ **We will embed a global working policy in 2024 to better guide staff and their managers and accommodate work life balance issues.**

FURTHER ACTION

Reference	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicators
Action 1	Staff reported in our focus group discussions that post-COVID, working globally meant that frequent late and early online meetings were creating barriers to care.	Develop a global working hours policy, led by staff feedback to the Chief People Officer facilitated by the SAT. First communications were made about this policy in June 2023, setting a global guideline and an action to Model leadership. Conduct an implementation review after one year to understand whether the guideline is meeting staff and operational needs. Include measures in the 2024 global DIB survey to understand differentiated impact on carers	Communications about the guideline launched June 2023 Review June 2024	Senior Leadership Group, People managers HR team	Chief Operating Officer / Chief People Officer	For the 2024 Global DIB survey, our targets are: • More than 75% of carers provide positive feedback about the Global Working Hours policy • Equal rate of positive feedback from carers of all genders. • An improvement in the number of staff agreeing with the statement "TGI provides a supportive environment for carers" (>65%) In our next Global Culture survey, • At least 75% of staff agree that "I can have a good work/life balance and still advance in my career."
Action 2	Both managers and staff in our focus groups suggested that managers needed additional support to implement carer flexibilities consistently.	Review manager toolkit to review and expand information and ensure links to leave policies are up to date. Embed managing for flexibility into induction training for new managers. Create standardised processes and funding to accommodate travel	2024-2025	Head of HR	Chief People Officer	In the 2024 DIB survey: • At least 85% of staff continue to agree that "My manager supports our team to balance work and caring responsibilities" • Staff with elder care responsibilities agree with this statement at an equal rate to staff with childcare responsibilities.

		support for primary caregivers, removing manager discretion from funding allocation – in place by the end of 2024 Implement a mechanism in new manager induction training to evaluate and gather manager feedback.				In the next culture survey: • At least 50% improvement in the positive response rate to "As a manager, I have the support/tools/training I need to do my job effectively" (>75%) Feedback from manager training evaluation indicates that they feel supported to implement TGI flexible working policies and practices.
Action 3	Staff reported that more parental leave and better access to entitlements would support retention and create a best practice environment.	An additional quantum of paid parental leave will be set in place as part of an updated Employee Value Proposition in 2024. Superannuation will be on paid parental leave in new EVP. Scope further expansion of partner access to primary caregiver leave in response to staff feedback. Create a business case in Q1/2024. Include measures in the 2024 global DIB survey to understand staff response to improvements.	Early 2024 launch of revised EVP 2024 Q1 create business case to allow both partners to take parental leave regardless of carer status (primary or secondary)	Head of HR/HR Team	Chief People Officer	In the 2024 DIB survey • An improvement in the number of staff agreeing with the statement "TGI provides a supportive environment for carers" (>65%) • A target of 85% positive response to new measurements about satisfaction with parental leave offerings.
Action 4	Staff with elder care responsibilities felt less comfortable requesting carer's leave than staff with childcare responsibilities	Campaign on eldercare entitlements and accommodations as part of new wellbeing leave communication. Manager training on flexibility, specifically noting eldercare. Review our leave policy to emphasise the availability of carer's leave for eldercare as part of the new wellbeing leave package.	2024-2025	Head of HR/HR team	Chief People Officer	In the 2024 DIB survey, ≥85% of staff with elder care responsibilities agree with the following statements: • "I would feel comfortable taking leave for caring purposes" (up from 75%) • "My manager supports our team to balance work and caring responsibilities" (currently 88%)

Action 5	Primary caregivers in research roles reported working during parental leave and working longer hours on return to work	Further consultation in 2024 to understand scope of the problem. Develop action plan for any necessary process or policy support changes to enable best practice. Include prompts and questions in Enboarder return to work process to gather feedback.	2024	DIB consultant	Chief People Officer	Consultation is completed by Q3 2024 Feedback from Enboarder process establishes a baseline understanding of prevalence, in order to develop target outcomes. An action plan is developed to address specific issues raised in consultation by end 2024.
Action 6	Moving premises requires us to ensure breastfeeding facilities are maintained and enhanced	Liaise with operations and UNSW facilities to support implementation. Ensure that new premises are compliant with Athena SWAN commitments – presence of dedicated equipped breastfeeding and milk storage space.	2024-2027	DIB consultant	Chief Operating Officer / Chief People Officer	For the 2024 Global DIB survey, our targets are: • An improvement in the number of staff agreeing with the statement "TGI provides a supportive environment for carers" (>65%) • Staff with childcare responsibilities continue to agree with this statement at >85%.
Action 7	We need to gather baseline data about carer experience and other matters to evaluate the impact of our work.	Conduct DIB survey biennially as a global survey. Review our exit survey questions to make sure we can report on different and intersectional experiences.	Global DIB survey scheduled for Q4 2024. Exit survey reviewed and necessary changes made in 2024.	HR Team	Chief People Officer	Survey is conducted on time, with a minimum 50% response rate (up from 46% in 2023). Exit survey trend reporting from Q1 2024 includes analysis of intersectional experience.
Action 8	We need to address communication and workplace culture barriers to understanding and accessing leave	Create new 'wellbeing leave' policy and communicate its availability for caring purposes. Review G-Wiz structure to ensure policies are easy to find.	2024	Head of HR	Chief People Officer	Implementation of all outputs by end 2024. Improvement in overall rates of staff who report that they are aware of: • Carer policies – at least 60% (up from 46%) • Parental leave policy – at least 60% (up from 47%)

		Include more detailed information about administering leave in manager toolkit. Communication of new EVP parental leave offering on launch, and recommunication of carer policies and Athena SWAN Cygnet and Action Plan at the same time.			• Athena SWAN action plan – at least 65% (up from 52%)