

Royal Botanic Gardens
Kew

**Equality, diversity, and
inclusion delivery plan**

2022

Version - 1.0

EQUALITY, DIVERSITY, AND INCLUSION DELIVERY PLAN

Kew's [Equality, Diversity and Inclusion strategy](#) has set out four pillars for our inclusion journey, *support, engage, respect and include*, as well as key objectives we will aim to achieve with our work in the EDI space. This **delivery plan** aims to articulate the specifics of what we will do and when. Once the specific interventions are agreed, we can specify action owners and success measures.

Year One: Setting the foundations (June 2021- May 2022)

- The first year of our strategy is about identifying the greatest areas of disparity and establishing basic best practice for the organisation across a range of areas related to our four key themes: include, support, respect and engage.
- The focus of year one is building the foundations to ensure our more targeted actions have the base in place to facilitate successful implementation.

Year Two: Targeting our actions (June 2022- May 2023)

- The second year of our strategy will ensure we continue to implement outstanding foundation actions while also taking steps to target our greatest areas of disparity.
- There will be changes to our focus and initiatives at this stage given the additional data we will have, as well as clear success metrics once we have had two years of organisational diversity data and an updated comparator via 2021 Census data.

Years Three & Four: Realising change and linking our actions (June 2023- May 2025)

- In years three and four our foundations should be well established, and much of our targeted actions should be well underway, this is the stage where we should begin to see returns on some of these interventions.
- At this stage it is important to measure the success of our targeted actions, revising where we are not seeing impact and going further to ensure we are linking the outcomes we want to see with wider work across Kew.
- At this stage we should also be revisiting our overall EDI strategy and setting priorities for the remainder of our Manifesto for Change period (2025-2030).

EDI STRATEGY PILLARS	OBJECTIVES	OUTCOMES	ACTIONS & TIMESCALES
INCLUDE	We aim to ensure all our staff understand the meaning and value of inclusive behaviour so that both internally and externally we are constantly living our organisational commitment to <i>equity</i> .	<p>Inclusive leadership training: Deliver training to ensure all our managers have the skills to lead in an inclusive manner.</p> <p>Cultural competence training: Deliver training to ensure all Kew staff have the skills and understanding required to work effectively in culturally diverse contexts, such as Kew.</p>	<ul style="list-style-type: none"> • Inclusive leadership pilot for Executive Board (Y1) • Inclusive leadership training for KLF and line managers (Band C+) (Y2/3) • Cultural competency training for the entire organisation (Y3)
INCLUDE	We support staff networks and recognise their vital role in creating an inclusive environment and ensuring underrepresented groups have access to safe spaces and a voice in the organisation.	<p>New staff networks: Creation of empowered, effective, and supported staff networks.</p> <p>Network plans: Create annual action plans focused on raising awareness of the experiences of underrepresented groups and better supporting them at Kew.</p>	<ul style="list-style-type: none"> • Staff networks co-chair training (Y1, Ongoing) • Senior support for networks through Network Champions (Y1, Ongoing) • Network annual plans & delivery budgets for activities (Ongoing) • Creation of framework for additional networks (Y1)
INCLUDE	We actively use our diversity data to understand and improve our organisational diversity, and to create an inclusive experience of the organisation for underrepresented groups.	<p>Publish existing diversity data: Understand Kew's demographic data and use this evidence to target our actions.</p> <p>Improve quantitative data collection: Note the areas we do not currently hold data for and collect further data to be published within existing dashboard template.</p> <p>Embed value of qualitative data: ensure our success metrics include lived experience and anecdotal feedback to ensure we have the fullest understanding of our data.</p>	<ul style="list-style-type: none"> • Improve completion rates for diversity data (Ongoing) • Publish initial diversity dashboard (Y1) • Publish updated diversity dashboard (include socioeconomic background, gender identity, menopause, immigration status, reward and recognition, promotion rates, flexible working, retention, directorate, and site results) (Ongoing) • Publish relevant diversity data in relation to the staff survey (Y2) • EDI-specific questions in staff survey (Y2)

<p>INCLUDE</p>	<p>As part of the process of ensuring our employer brand and internal processes are inclusive, we will apply for relevant accreditation and use external expertise to improve our offer as an employer.</p>	<p>Apply for equalities chartermarks: We will consider where we are both doing well in terms of the experiences of underrepresented groups, as well as where we can improve to take decisions about what chartermarks to apply for.</p> <p>Deliver on submission actions: Ensure the actions resulting from different chartermarks are accounted for in relation to delivery, through the most appropriate means.</p>	<ul style="list-style-type: none"> • Apply for Athena Swan Bronze Status (Y1) • Explore becoming a signatory for the Race at Work Charter (Y2) • Revisit our Disability Confident accreditation and consider Disability Business Forum membership (Y2) • Apply for Stonewall UK Workplace Equality Index (Y3) • Apply for Social Mobility Index accreditation (Y4)
<p>SUPPORT</p>	<p>We recognise that we have not achieved proportional representation for all demographics, and we will work to address these disparities to ensure underrepresented groups are supported in being well represented throughout the organisation.</p>	<p>Improve the overall representation of underrepresented groups: Specifically, the representation of Asian, Black, Disabled, Hindu, and Muslim staff focusing both on retention and recruitment.</p> <p>Improve the distribution of representation within the hierarchy: Specifically, ethnic minority and disabled staff within F7+ grades at Kew.</p>	<ul style="list-style-type: none"> • Review reasonable adjustments procedures and look for ways to be more inclusive from an accessibility perspective in our systems and processes (Y2) • Ensure exit interviews are offered and feedback is reviewed and acted upon (Y3) • Build a talent pipeline throughout the grades with a focus on the greatest areas of disparity at senior levels (Y4) • Consider a sponsorship programme for any areas where the data has not improved (Y4) <p><i>[Actions around inclusive behaviours and recruitment processes should also contribute to increased representation of underrepresented groups.]</i></p>
<p>SUPPORT</p>	<p>We acknowledge there are discrepancies within how different demographics experience recruitment to our organisation and will work to ensure Asian, Black, Hindu, and Muslim candidates are supported to have a more equitable experience of recruitment at Kew.</p>	<p>Audit of existing recruitment processes: We will review our recruitment processes and training to ensure bias is accounted for and processes do not provide additional barriers to underrepresented groups.</p> <p>Consideration of positive action hiring and promotion policies: We won't shy away from the</p>	<ul style="list-style-type: none"> • Review existing approaches to recruitment (including, job advert template, equalities statement, chartermarks, flexible working, blind sifting, diverse panels) (Y2) • Target our recruitment by default to underrepresented groups (Y2) • Guidance for hiring managers on mitigating bias both in writing job adverts and running selection panels (Y2) • Inclusive recruitment training for all recruitment managers (Y2) • Consideration of positive action policy for F7 and above and for specific directorates or programmes

		<p>potential of needing to implement a positive action policy later in our strategy implementation (e.g., diverse shortlists) where there may be a specific need (e.g., F7 + diversity or specific directorates).</p> <p>Link to existing learning and participation activities: We will use existing relationships within the organisation, for instance our outreach programme, to look at how we can bring in more diverse talent from underrepresented groups.</p>	<p>(where the data supports deployment) (Y3)</p> <ul style="list-style-type: none"> • Use new and existing outreach programmes to target diverse talent in recruitment with a focus on both staff and students (e.g., Community Horticultural Programme (Horticultural Foundation) pathways into School of Horticulture, Young Offenders Internship) (Y4)
<p>SUPPORT</p>	<p>We will ensure our performance management processes support equitable access to development, progression, and reward opportunities for all staff.</p>	<p>Track distribution of reward and recognition: We will track these awards and ensure they are distributed equitably.</p> <p>Ensure accessibility of development opportunities: We will revisit programmes which provide alternate forms of career/personal development support and ensure they are truly accessible to all staff.</p> <p>Embed equity and development into appraisals: We will review our appraisal process and ensure that we have focused on both equity and development.</p> <p>Our values as part of our roles: We will build individual accountability into our EDI work to ensure everyone understands how committed we are to this value as an organisation.</p>	<ul style="list-style-type: none"> • Collate reward and recognition data in the diversity dashboard and incorporate actions on disparities (Y2) • Review mentoring offer and ensure no barriers to access exist and increase visibility (Y2) • Review of appraisal process to ensure career/personal development is always a key part of the discussion and that mutual feedback is a requirement (Y3) • Create guidance for line managers and staff around bias in the appraisal process (Y3) • Add appraisal process to Agresso for monitoring (Y3) • Explore adjusting our objective setting process to account for an EDI-objective to be included in appraisals (Y4)

RESPECT	We will ensure all staff at Kew understand that we have a zero-tolerance approach to bullying, harassment, and discrimination and that equally, behaviours which are deemed inconsistent with our values will also be dealt with robustly.	<p>Raise awareness of experiences of underrepresented groups: We will ensure all staff at Kew have the tools to actively call out inappropriate or unacceptable behaviour related to how individuals identify.</p> <p>Review of BHD policies and guidance: We will ensure our policies and staff resources around unacceptable behaviour account for protected characteristics and give clear examples of what might be included in relation to different protected characteristics.</p>	<ul style="list-style-type: none"> • Review existing inappropriate behaviour policies and update guidance to reflect equalities concerns (Y3) • Create a core L&D offer focused on barriers which underrepresented groups experience (e.g., allyship, microaggressions, etc) (Y3)
ENGAGE	As an organisation to engage all staff, we need to articulate equality, diversity and inclusion as a core value which is inextricable from our jobs and daily decision-making.	Communicating our value of diversity: We will ensure we communicate consistently about the value of EDI work, in all of our Kew relevant internal and external communications.	<ul style="list-style-type: none"> • All the actions listed in this plan will be communicated about to staff via existing internal comms channels on a regular basis (Ongoing) • Via Kewnet, staff should have regular access to network meetings, EDI events, EDI comms and contacts who can help direct them to further information (Ongoing) • In all directorates and at Kew-wide level, staff talks, and comms will aim to encompass an EDI element (Ongoing) • Site-wide and Directorate-wide events will aim to always incorporate an EDI element (Ongoing) • Kewnet will have an EDI section where all relevant EDI information can easily be found (Y1) • Our Discover Kew and internal HR induction programmes will feature the EDI strategy and staff networks (Y1) • Our External Affairs approach to communicating our EDI values will have consistency and join-up with our internal approach (Y2/3)
ENGAGE	We will ensure Kew is understood by all staff as a multi-site organisation, Kew	A multi-site organisation: We will ensure all sites are inclusively represented and	<ul style="list-style-type: none"> • For Kew-wide events (e.g., all-staff talks or Kabam), we ensure there is always a hybrid or online option for

	Gardens in Richmond, Wakehurst in West Sussex, and Kew Madagascar Conservation Centre in Madagascar, and ensure we are inclusive of colleagues on each site in everything we do.	accounted for across Kew. We will engage with non-Richmond based staff to ensure they are involved in EDI forums (networks, EDI working group, etc) and that we can begin addressing policies which may not easily account for their context.	<p>staff to attend without physically being present (Y1)</p> <ul style="list-style-type: none"> • The Head of EDI will engage with the Wakehurst leadership team regularly to ensure Wakehurst-based staff are engaged in EDI activities (Ongoing) • The Deputy Director of Science Operations, Head of Safeguarding and Head of EDI will work collaboratively to ensure KMCC staff have an equitable experience of the organisation (Ongoing)
ENGAGE	To ensure we can both attract and retain staff from a wide range of backgrounds, we will revisit our policies to ensure we are building and embedding the frameworks for inclusivity .	Review policies for an equality focus: We will review our existing policies and look at where there may be gaps in our policies as an organisation and aim to address those.	<ul style="list-style-type: none"> • Continue to publish our Gender Pay Gap data and take steps to reduce it (Ongoing) • Create policies or guidance to address the Public Sector Equality Duty, Transgender inclusion, Menopause, Job-sharing (Y2) • Create guidance for inclusive approaches to hybrid working (Y2) • Review policies around paternity leave, Right to request flexible working from day 1, core hours, anti-discrimination, bullying and harassment (Y3) • Look to begin publishing Ethnicity Pay Gap data (Y3)
ENGAGE	To ensure we remain engaged as an organisation and accountable in the delivery of this work we will establish a robust governance framework to ensure accountability .	<p>EDI Working Group: We will monitor issues raised via the networks through the EDI Working Group and track progress on addressing them.</p> <p>Directorate specific objectives: We will ensure each directorate and site has objectives related to EDI and that will be fed through the EDI working group.</p>	<ul style="list-style-type: none"> • Establish EDI Committee (Y1) • Establish EDI Working Group (Y2) • Expand membership of EDI Working Group to directorates (Y3) • Directorate-level EDI action plans or objectives (Y3)