

EQUITY, DIVERSITY & INCLUSION

ANNUAL REPORT 2020/21

**ALLFORD
HALL
MONAGHAN
MORRIS**

‘A practice that better represents our diverse society, while also promoting an inclusive culture, will become a better informed place of work and, as a result, an even more capable organisation.’

Peter Morris

**WHAT IS
EQUITY DIVERSITY
AND INCLUSION?**

ED&I Stands for ...

EDI (Equity, Diversity and Inclusion) ensures fair treatment and opportunity for all. It aims to eradicate prejudice and discrimination on the basis of an individual or group of individuals protected characteristics.

Equity

When we treat everyone equally, we treat everyone the same, but when we treat everyone equitably, we focus on individualistic needs. In a diverse workplace, differences exist, and people require support in different ways. Equity asks us to acknowledge that everyone has different needs, experiences, and opportunities.

Diversity

Diversity is recognising, respecting and celebrating each other's differences. A diverse environment is one with a wide range of backgrounds and mind sets, which allows for an empowered culture of creativity and innovation.

Inclusion

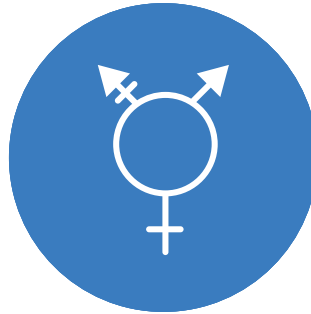
Inclusion means creating an environment where everyone feels welcome and valued. An inclusive environment can only be created once we are more aware of our unconscious biases, and have learned how to manage them.

What are the protected characteristics?

The following are the legal protected characteristics, under The Equality Act 2010:



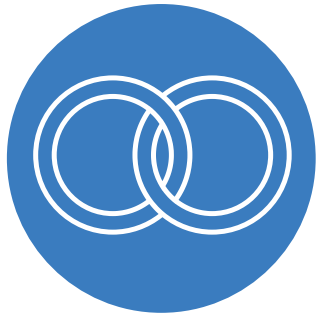
Age



Gender



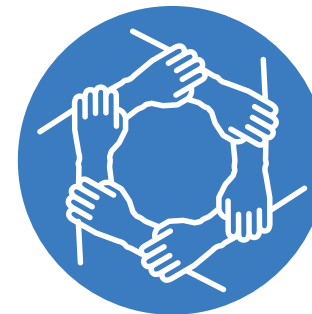
Disability



**Marriage and
civil partnership**



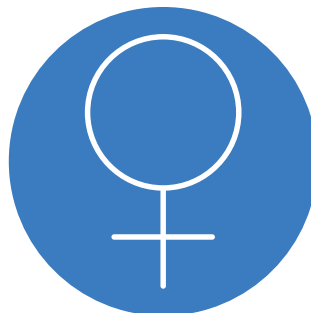
**Pregnancy and
maternity**



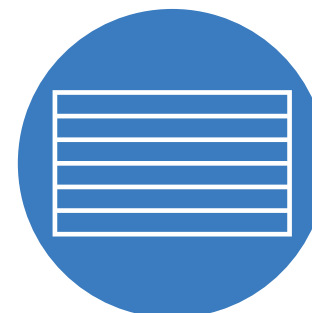
Race



Religion or belief



Sex



Sexual orientation

THE ED&I WORKING GROUP

Mission Statement

The AHMM Equity Diversity & Inclusion Working Group is formed of a small group of volunteer employees who have been working together for the last year to identify the challenges and opportunities that exist in relation to ED&I at AHMM. Our business exists in the context of a system built on structural privileges and prejudices that control opportunity and representation at all levels of society. There is no roadmap for how we can better represent the diverse society that we design for, however it is the shared vision of this group that by positively engaging in discussions surrounding ED&I, AHMM can develop a model for supporting Equity, Diversity & Inclusion that is bespoke to the structure of our business, ingrained in our internal culture, and directly related to the way in which we design and deliver great architecture for the cities and places we serve.

The ED&I Group

How we formed

The ED&I Working Group precipitated through conversations from different voices and backgrounds within the practice: The tragic murder of George Floyd in May 2020 was a catalyst for discussion and reflection. The Space was launched in October 2020 and provided a cultural platform within AHMM to expand awareness.

What's our remit?

We are a group of volunteer employees who have spent the last year reviewing ED&I at AHMM. This report provides a summary of the work carried out, the findings collated, and the recommendations that we are making to the practice as a result of this year long review.

How will we grow?

We see the group as being relatively fluid, without fixed terms or numbers. If you are interested and have something to offer then we'd love to hear from you. The group will continue to evolve and grow in response to the recommendations contained in this report.



Ash



Corinne



Hazel



Ian



Kelly



Kristen



Matt



Patricia



Rochelle



Stephanie



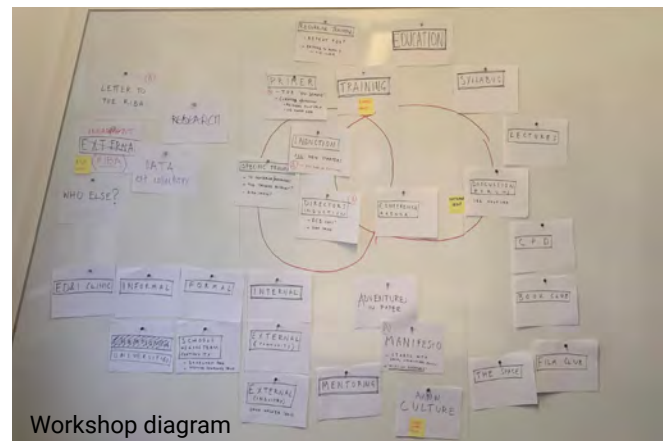
Susi

Practice Context

The Evolving Structure

In order to address the area of ED&I, a working group tried to set down related topics. It became evident that the spheres of action formed overlapping networks, firstly within the context of groups that were already established within AHMM (for example, Partnerships and GPG), and secondly with areas that should be expanded on.

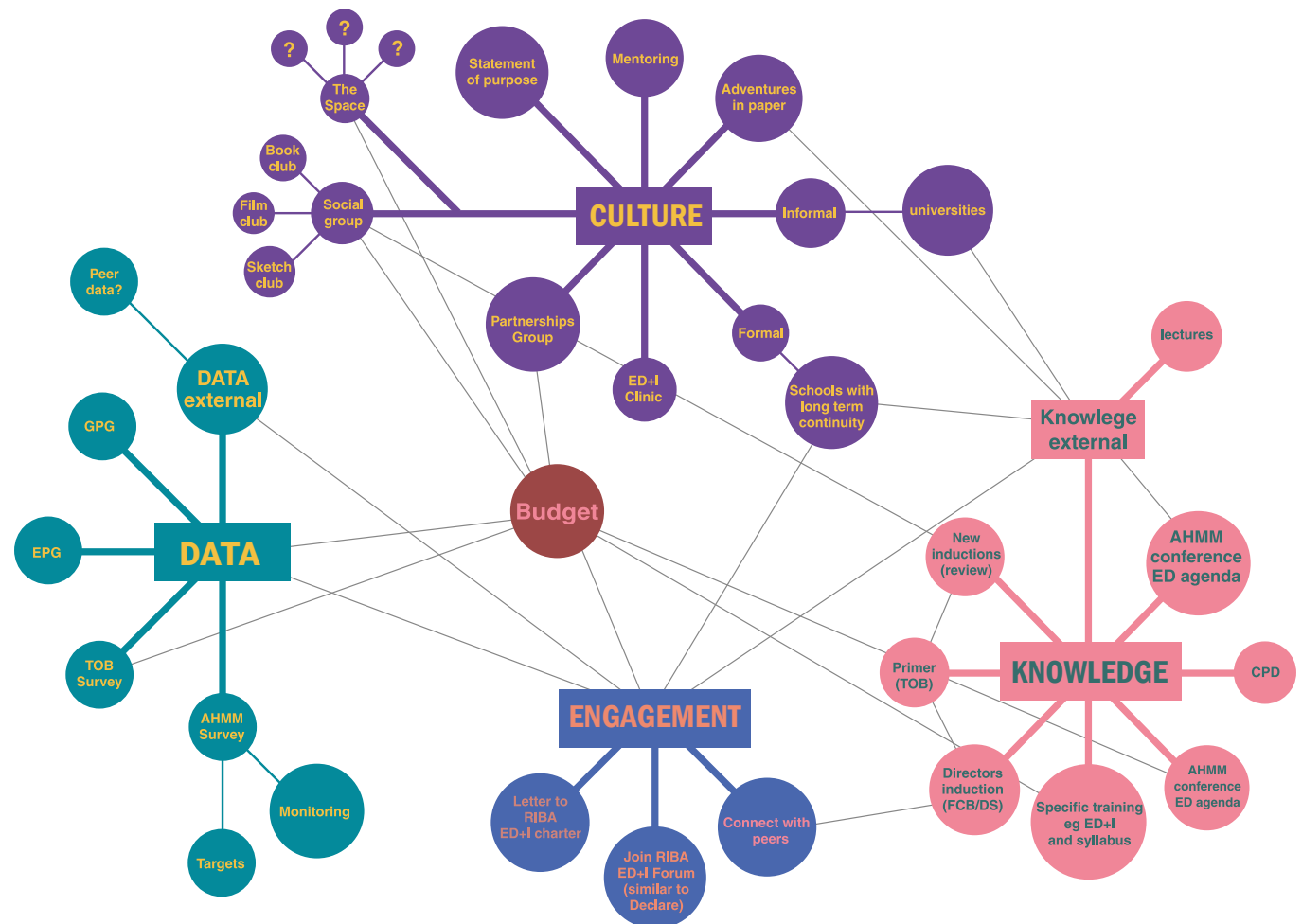
In order to distil this into a tangible framework to allow focussed action, the group set out four headings: Data, Engagement, Culture, and Knowledge Building.



Workshop diagram

The Action Framework

The emerging action framework is not definitive in terms of headings, but it is a dynamic framework which will grow, evolve and change. The intention is to galvanize wider participation to enable the growth, evolution and change.



The Business Case

Culture First

As a group we are clear that the case for increasing diversity and representation within the business should not be understood in terms of numbers, targets and metrics alone. It is fundamentally a cultural decision about who we are and who we want to be.

However, it is worth spending some time reviewing the wider professional context to understand the business implications if we do not look to expand representation at all levels of the business.

Creative Diversity

With specific reference to architecture, our product is the result of a creative process that is developed in response to an ever changing cultural context.

To stay at the forefront of our industry, to stay relevant and vital in terms of design output, it is necessary that we have a broad diversity of thought

at all levels of the business that is representative of the context in which we practice.

Diversity Wins

In May 2020 McKinsey and Company released a report titled [Diversity wins: how inclusion matters](#). This report is the third in a series of reports from 2015, 2018 and now 2020. The extracts given here provide a clear indication of the case for bold action to create greater diversity as a business and place of work.

A stronger business case for diversity, but slow progress overall

Our latest analysis reaffirms the strong business case for both gender diversity and ethnic and cultural diversity in corporate leadership—and shows that this business case continues to strengthen. The most diverse companies are now more likely than ever to outperform non-diverse companies on profitability.

Our 2019 analysis finds that companies in the top quartile of gender diversity on executive teams were 25 percent more likely to experience above-average profitability than peer companies in the fourth quartile. This is up from 21 percent in 2017 and 15 percent in 2014.

In the case of ethnic and cultural diversity, the findings are equally compelling. We found that companies in the top quartile outperformed those in the fourth by 36 percent in terms of profitability in 2019, slightly up from 33 percent in 2017 and 35 percent in 2014. And, as we have previously found, there continues to be a higher likelihood of outperformance difference with ethnicity than with gender.

Despite this, progress overall has been slow. In the companies in our original 2014 data set, based in the United States and the United Kingdom, female representation on executive teams has risen from 15 percent in 2014 to 20 percent in 2019. Across our global data set, for which our data starts in 2017, this number has moved up just one percentage point from 14 to 15 percent in 2019—and more than a third of companies still have no women at all on their executive teams. This lack of material progress is evident across all industries and in most countries. Similarly, representation of ethnic minorities on US and UK executive teams stood at only 13 percent in 2019, up from just 7 percent in 2014. For our global data set in 2019, this number is 14 percent, up from 12 percent in 2017.

Extract from Diversity Wins: how inclusion matters. McKinsey & Company, 2020.

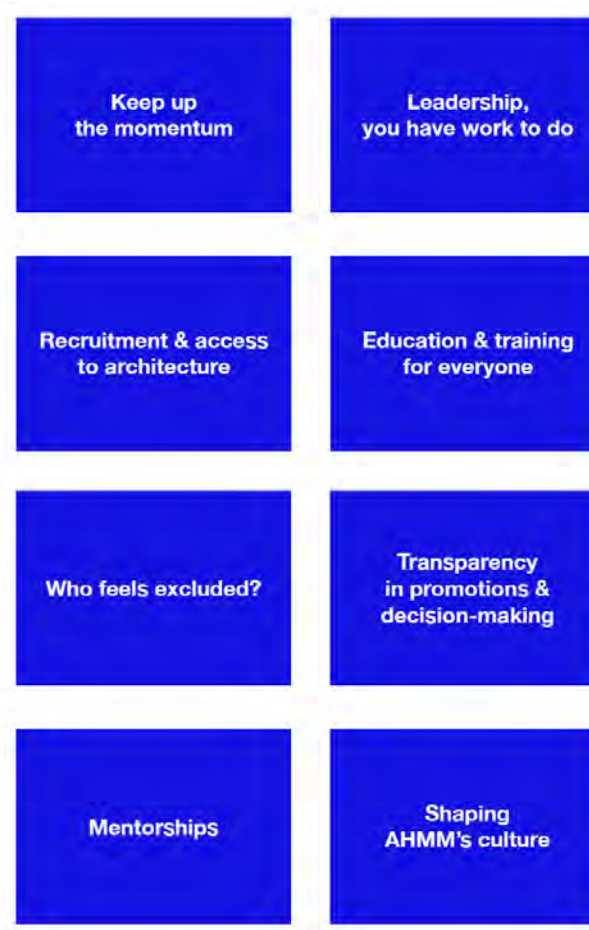
The Survey

The Other Box Survey 2020/2021

The Other Box (TOB) are a Diversity and Inclusion consultancy that AHMM engaged in 2020 to assist us taking a 'temperature check' on the practice to see not only how we felt around the subject of diversity and inclusion at AHMM but to gain an insight into the cultural, ethnic, religious, and social backgrounds of people within the practice. This was a completely anonymous survey which nearly 350 of us completed.

The results were collated and then analysed by TOB who then prepared an independent report for us which can be found in full detail [here](#).

The report provides a breakdown of all the responses provided, along with a list of actions that The Other Box identified as being key next steps towards increasing Equity, Diversity & Inclusion at AHMM. These actions are given here;



Extract from AHMM x TOB EDI REPORT
The Other Box, 2021

Our Response

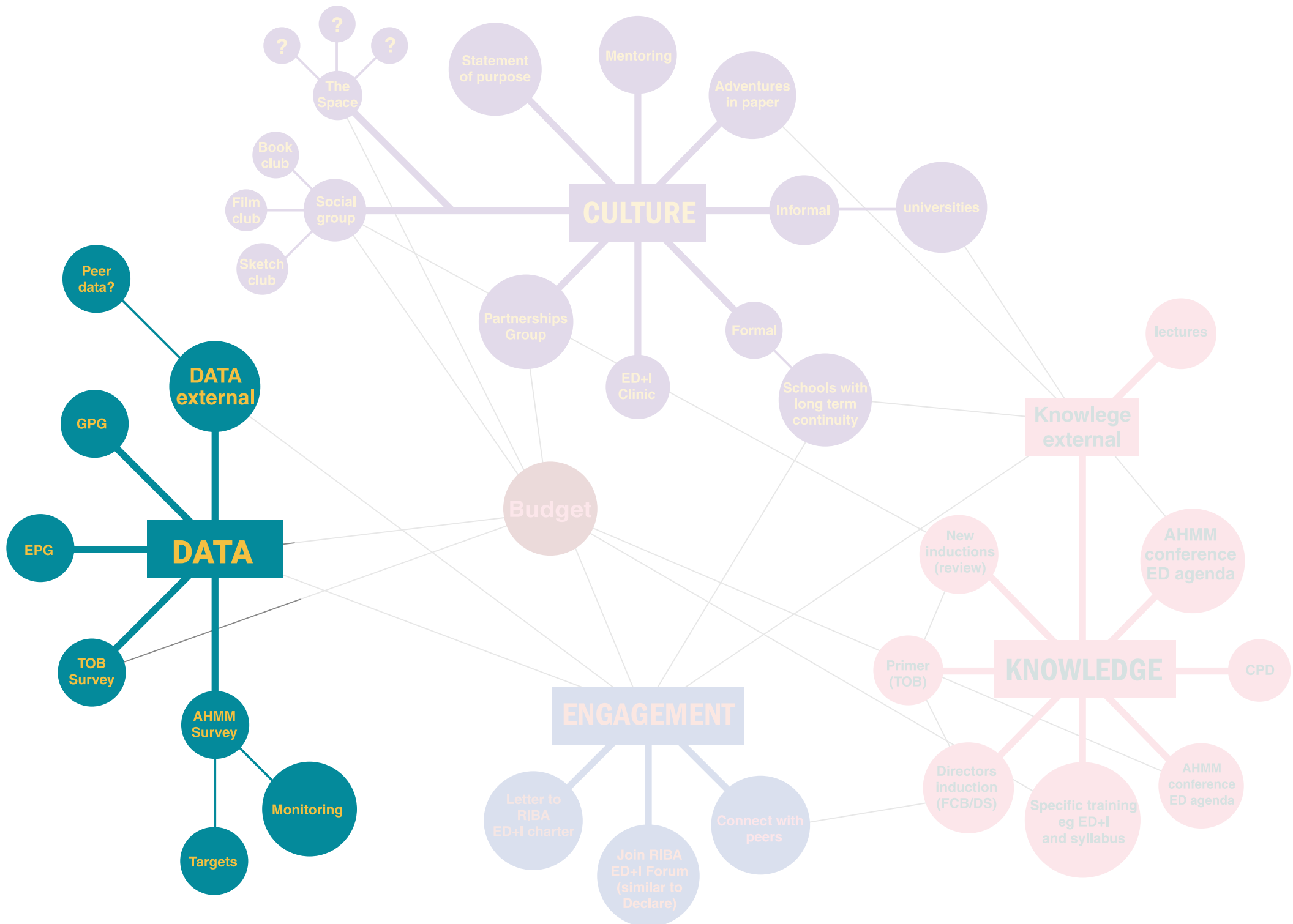
As a group we have reviewed the report and the responses that informed it in detail to help direct our work over the last year, and to guide us in preparing this report and the recommended actions contained within.

This review has been cross referenced with the main strands identified in our Action Framework diagram, to give focus and clarity to our review;

DATA
ENGAGEMENT
CULTURE
KNOWLEDGE

At the end of this report we have highlighted recommended actions against each strand, along with our recommendation that dedicated resource is required at AHMM to help drive these actions forward.

DATA



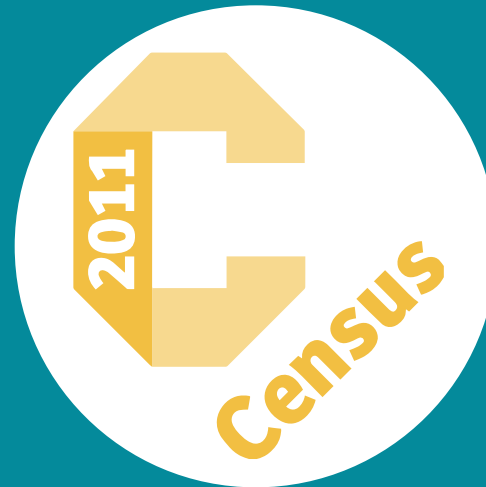
So far...



**Commissioned an
ED&I survey from
The Other Box**



**Collated AHMM
diversity data**



**Compared AHMM
data against
profession and
Census**



**Established
baseline metrics
for monitoring over
time**

In detail

1. Why is diversity data important

The first step to knowing if an organisation is diverse and equitable is to gather information on the diversity of that organisation.

Data is critical to understanding where issues may exist and for evidence based decision making.

Collecting diversity data helps to advance equality of opportunity and data transparency fosters trust.

2. What data have we collected and why

The Other Box (TOB) was commissioned by AHMM to carry out our first Diversity and Inclusion Survey in November 2020.

TOB's survey focussed on:

- Inclusion to measure how people feel about working at AHMM; and
- Diversity to gather data on the demographics of the practice.

TOB take an intersectional approach to ED&I which looks at the interconnectedness of barriers. For this reason, their survey included questions on many different aspects of a person's identity:

- **Age**
- **Gender**
- **Sexual orientation**
- **Language**
- **Ethnicity**
- **Nationality**
- **Religion**
- **Disability**
- **Neurodiversity**
- **Parent or carer status**
- **Education level**
- **Socioeconomic status and social mobility**

TOB's survey approached questions about ethnicity, nationality, religion and disability, in an open way, allowing respondents to self-define their identity instead of choosing from a predetermined set of responses.

While this provides a very good picture of the degree of diversity represented at AHMM (e.g. 88 ethnicities), it doesn't provide us with quantifiable data (e.g. proportion of ethnicities) that can be used for the purposes of say comparison against baseline data for the profession.

We have utilised the data available from our HR management system Cascade to collect a set of quantifiable baseline diversity data for:

- **Ethnicity**
- **Age**
- **Gender**

This information is provided by all members of staff and is available for all members of staff.

Whilst the categories in Cascade are binary and restrictive, it is nonetheless the data available to us at this time for the purposes of quantitative (e.g. Gender Pay Gap) and comparative analysis (e.g. How diverse is AHMM against the profession on average).

In detail

The identity information available on Cascade has been collated based on a snap shot date of 5th April 2021 (to align with the gender pay gap reporting snap shot date) and arranged under the following headings and categories, aligned with Census and ARB's Equality & Diversity Data for the purposes of comparison:

Ethnicity

Proportion of AHMM staff identifying as:

White

Black or Black British

Asian or Asian British

Mixed

Other

Prefer not to say

Age

Proportion of AHMM staff identifying as:

Under 30

31-50

51-70

Over 70

Gender

Proportion of AHMM staff identifying as:

Female

Male

The data is collected in a way to allow segmented analysis:

By Office (London, Bristol, OKC, Madrid)

By Support and Architectural Staff

By Grade

This data has also been analysed against other aspects such as recruitment to establish a set of baseline metrics from which to monitor progress over time; and to establish targets where appropriate:

Recruitment data by gender and ethnicity

Promotions data by gender and ethnicity

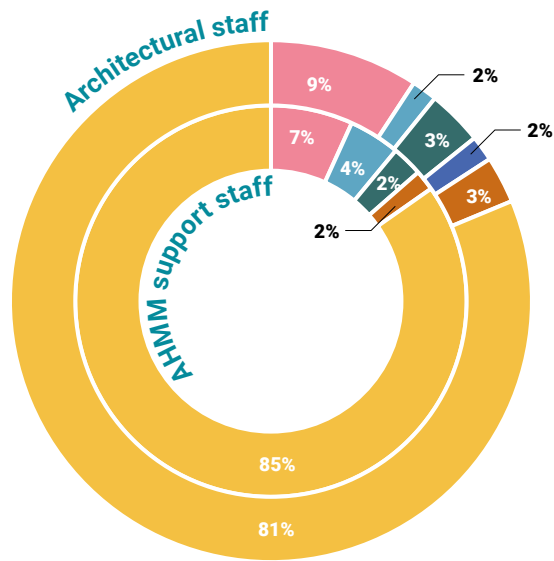
Leavers data by gender and ethnicity

Data from Cascade is collated by Kristen from the HR team and shared in anonymous form for analysis.

AHMM's baseline diversity data and metrics is shown in the overleaf pages alongside summary findings.

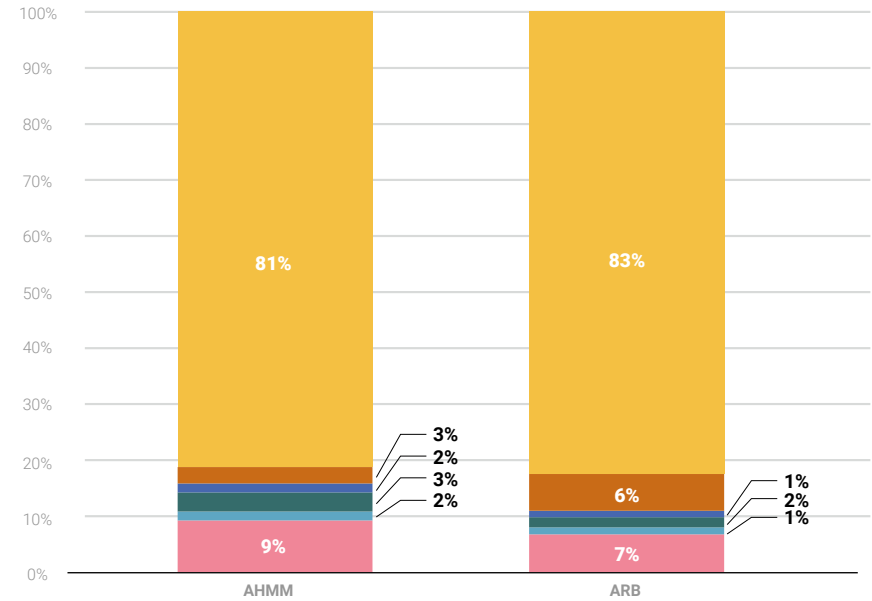
Ethnicity

The Architectural team at AHMM is more diverse than the Practice Support team.



All Staff - Architectural + Support

The Architectural team at AHMM is marginally more diverse than the ARB reported industry average.



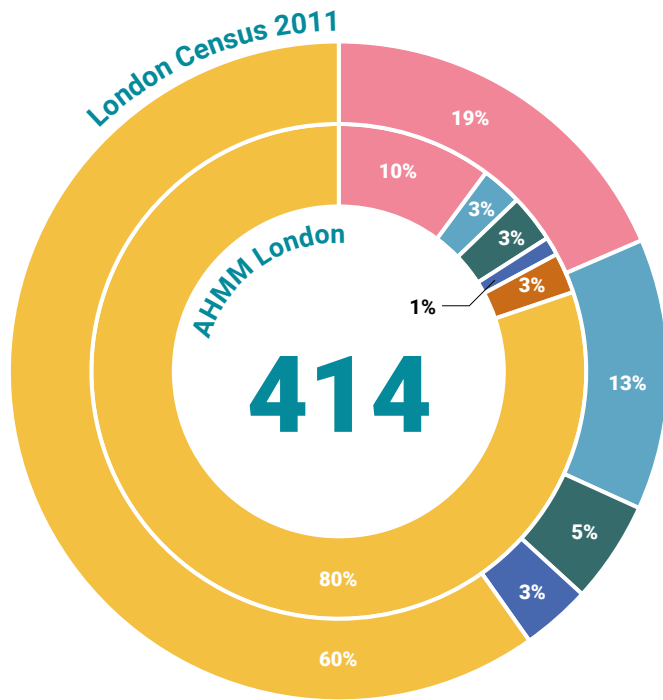
AHMM Architects vs ARB



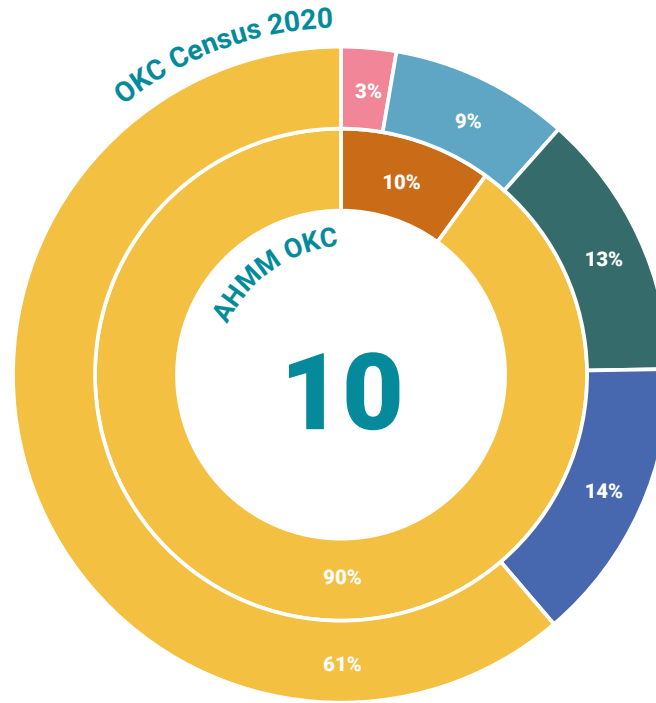
AHMM data taken from Cascade as of 5 April 2021 snapshot date.
 ARB data taken from the ARB Diversity and Inclusion survey of 1 June 2021.

Ethnicity

Our London and Oklahoma City offices do not reflect the diversity of the population in the city we work in.

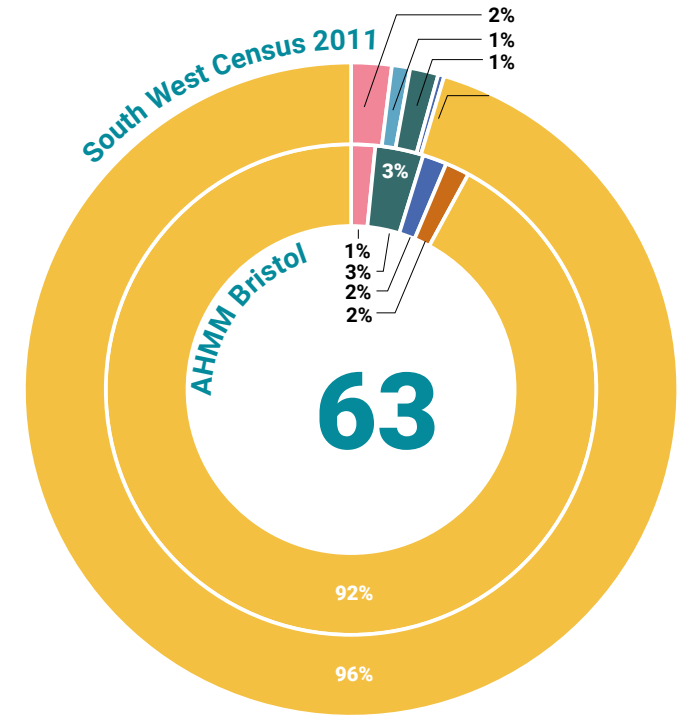


AHMM London vs Census 2011 (London)



AHMM OKC vs Census 2020 (OK State)

Our Bristol office is representative of the diversity of the population in the south west of England.

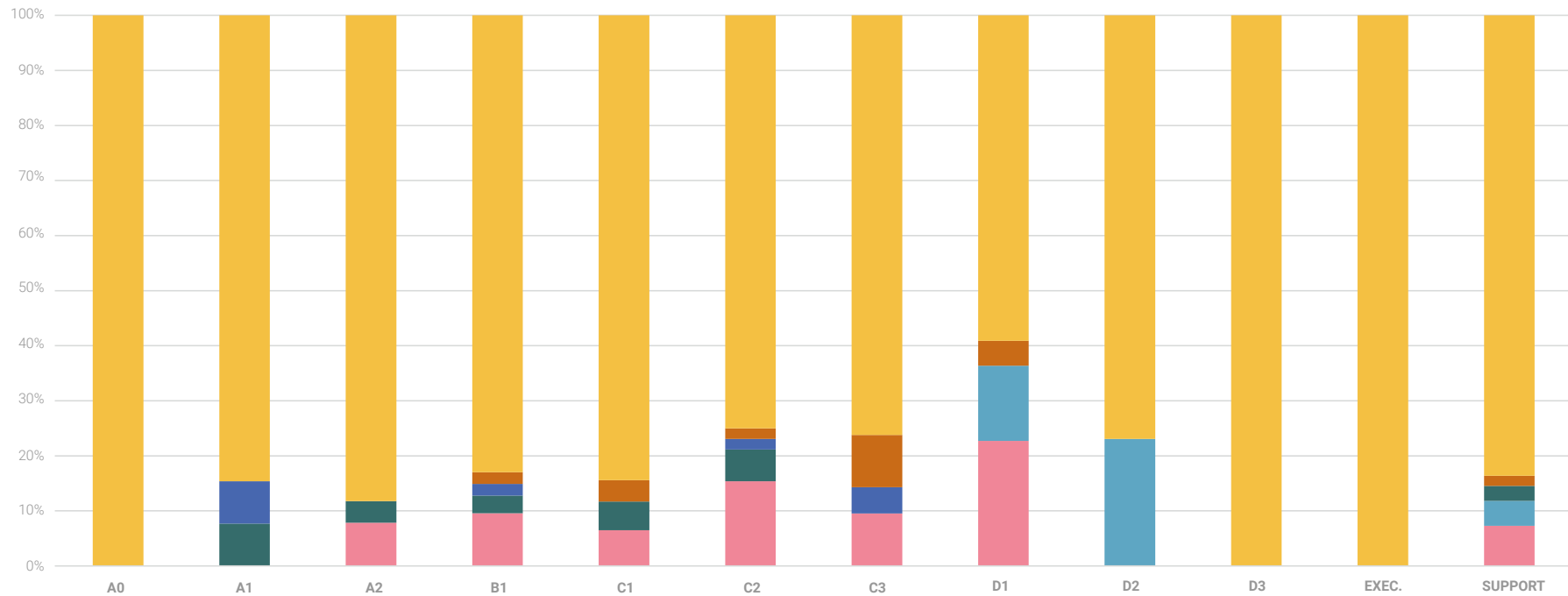


AHMM Bristol vs Census 2011 (South-West)

■ White
 ■ Asian
 ■ Black
 ■ Mixed
 ■ Other
 ■ Prefer not to say

Ethnicity

The most diverse architectural grades are D1 & C2. The least diverse architectural grade are D3, A0 and Executive Directors.

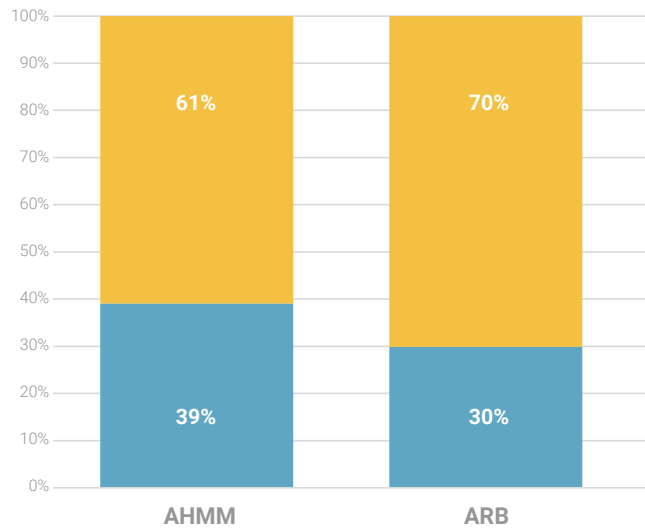


Ethnicity by Architectural Grade and Support Team

White Asian Black Mixed Other Prefer not to say

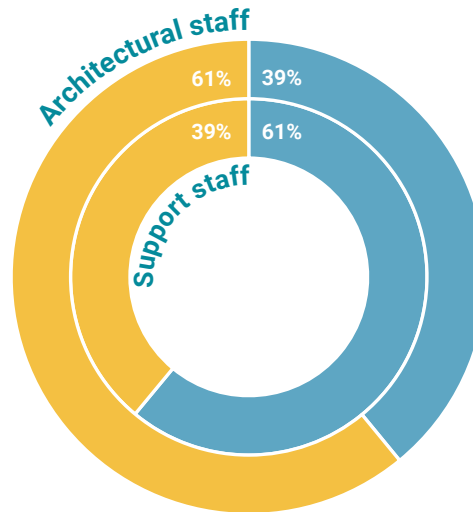
Gender

Our architectural gender balance is better than the ARB reported industry average.



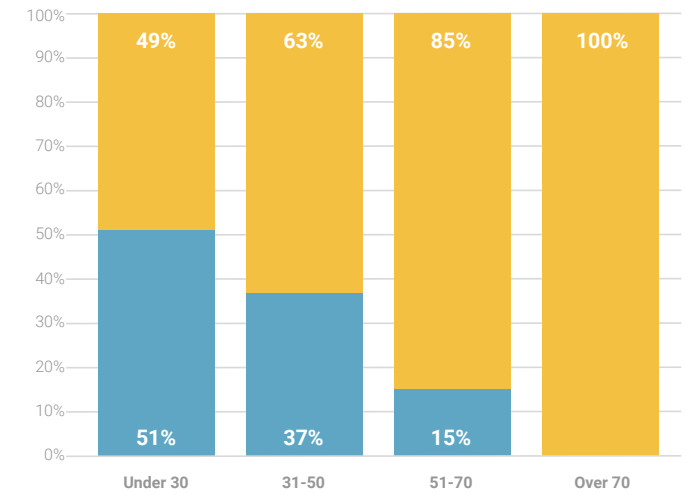
AHMM Architects vs ARB

Support roles are filled by a high percentage of female employees – on the contrary, architectural roles are filled by a high percentage of male employees.



All Staff - Architectural + Support

Architectural staff in the 'Under 30' age bracket are almost 50/50 female/male. Whereas only 15% of "51-70" are female.



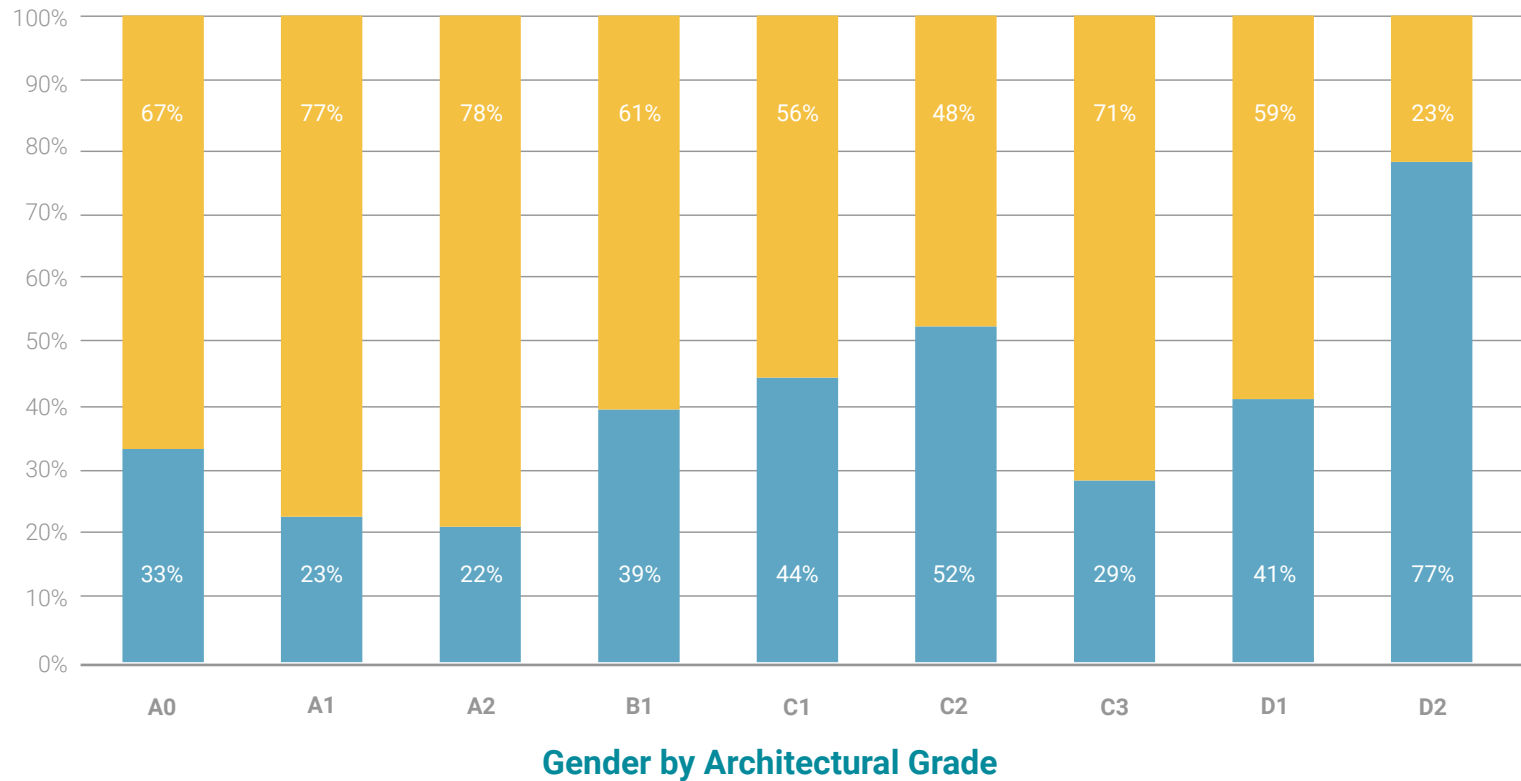
Gender + Age (AHMM architects)

Male Female

AHMM data taken from Cascade as of 5 April 2021 snapshot date.
ARB data taken from the ARB Diversity and Inclusion survey of 1 June 2021.

Gender

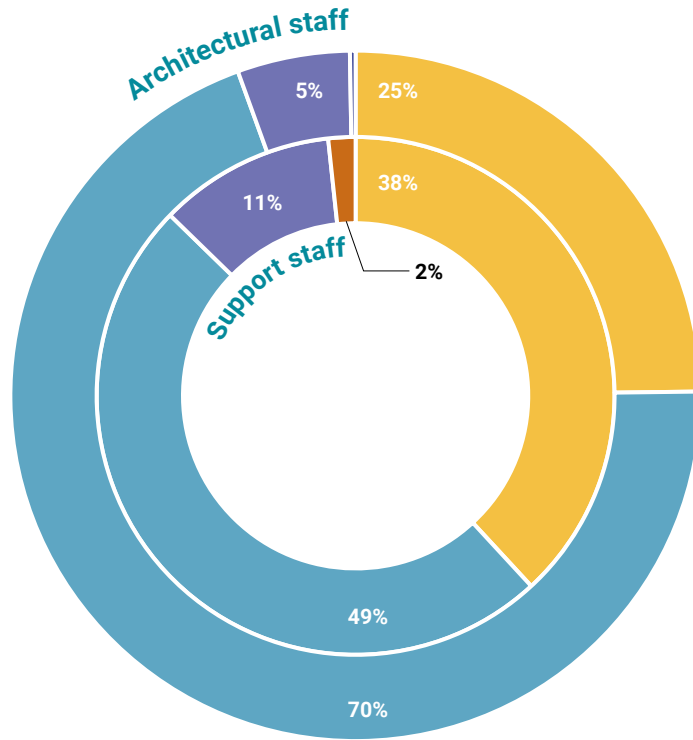
All 'A' architectural grades are predominately held by male employees, with the lowest female representation being in grade A1 and A2 roles.



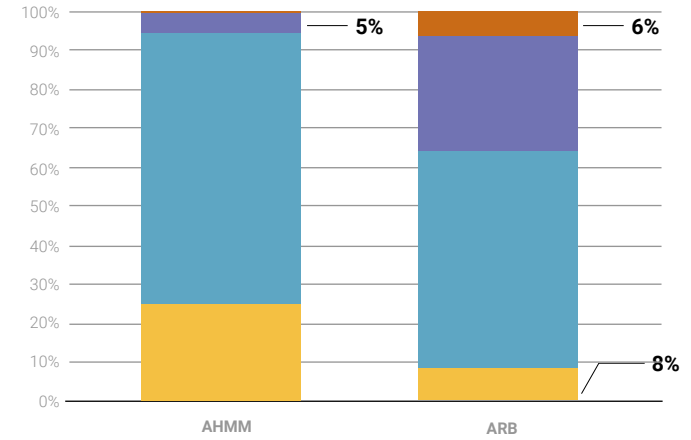
Male Female

Age

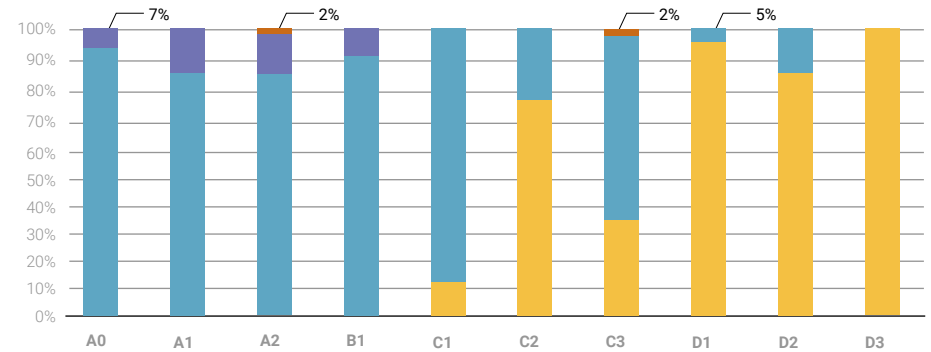
AHMM's architectural age demographic is younger than ARB reported industry results.



All Staff - Architectural + Support



AHMM Architects vs ARB

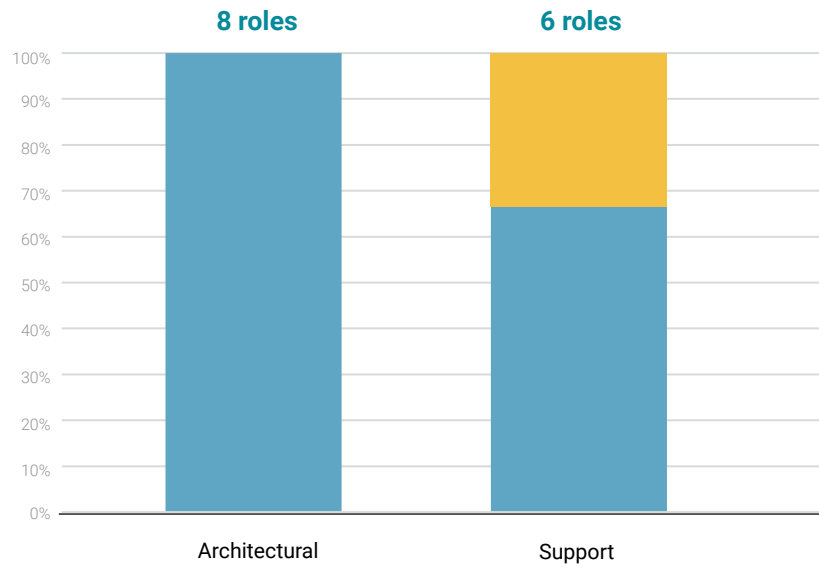


Age by Architectural Grade

AHMM data taken from Cascade as of 5 April 2021 snapshot date.
 ARB data taken from the ARB Diversity and Inclusion survey of 1 June 2021.

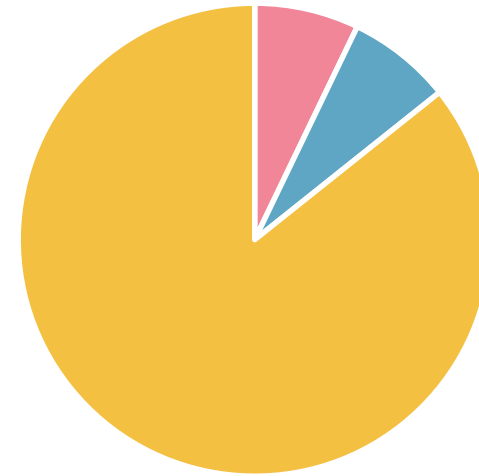
Recruitment Metrics

In the 12 months preceding our reporting date, 86% of new joiners were female.



Recruitment + Gender

Male Female



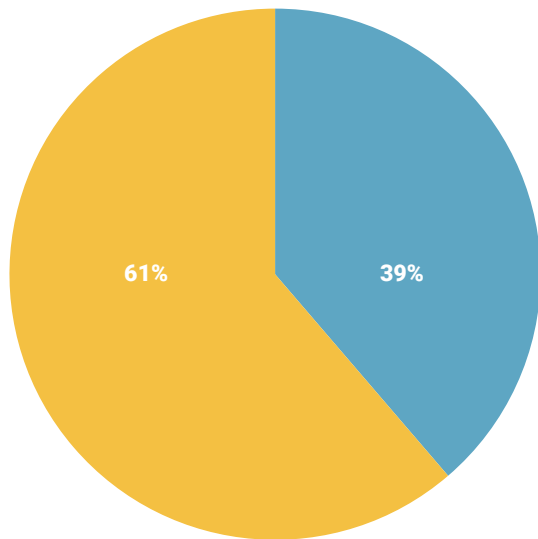
Recruitment + Ethnicity

White Asian Black

AHMM data taken from Cascade based on reporting period 6 April 2020 to 5 April 2021.

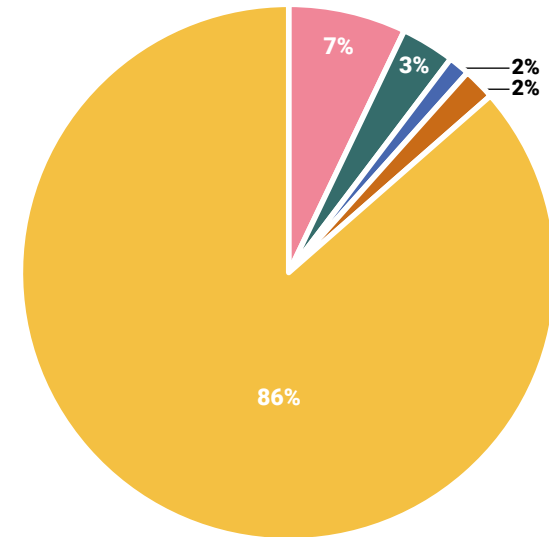
Promotion Metrics

Of the architectural promotions made on 1st April 2021, 39% were awarded to female architects.



Promotion + Gender

Male Female

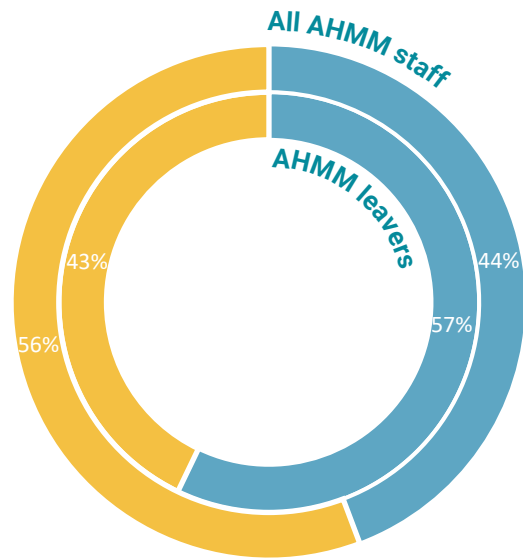


Promotion + Ethnicity

White Asian Mixed Other Prefer not to say

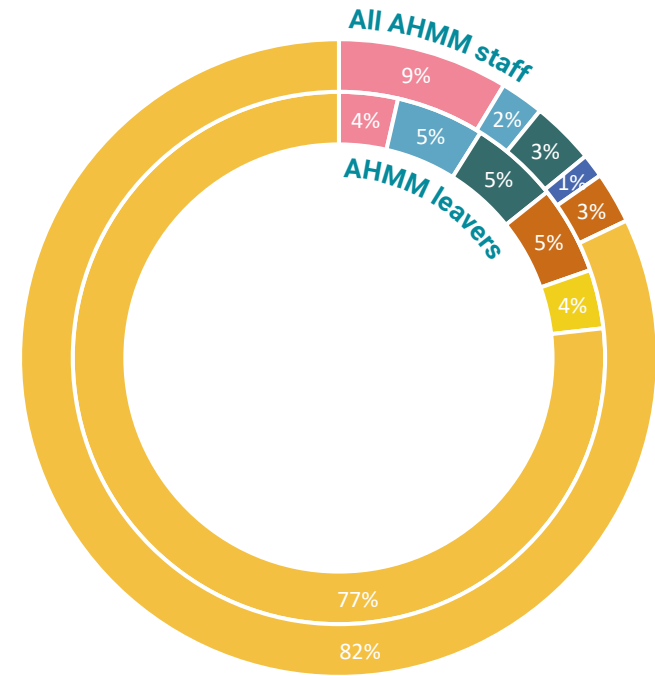
Leavers Metrics

In the 12 months preceding our reporting date, 57% of 56 leavers in this period were female. This is not representative of the AHMM population.



Leavers + Gender

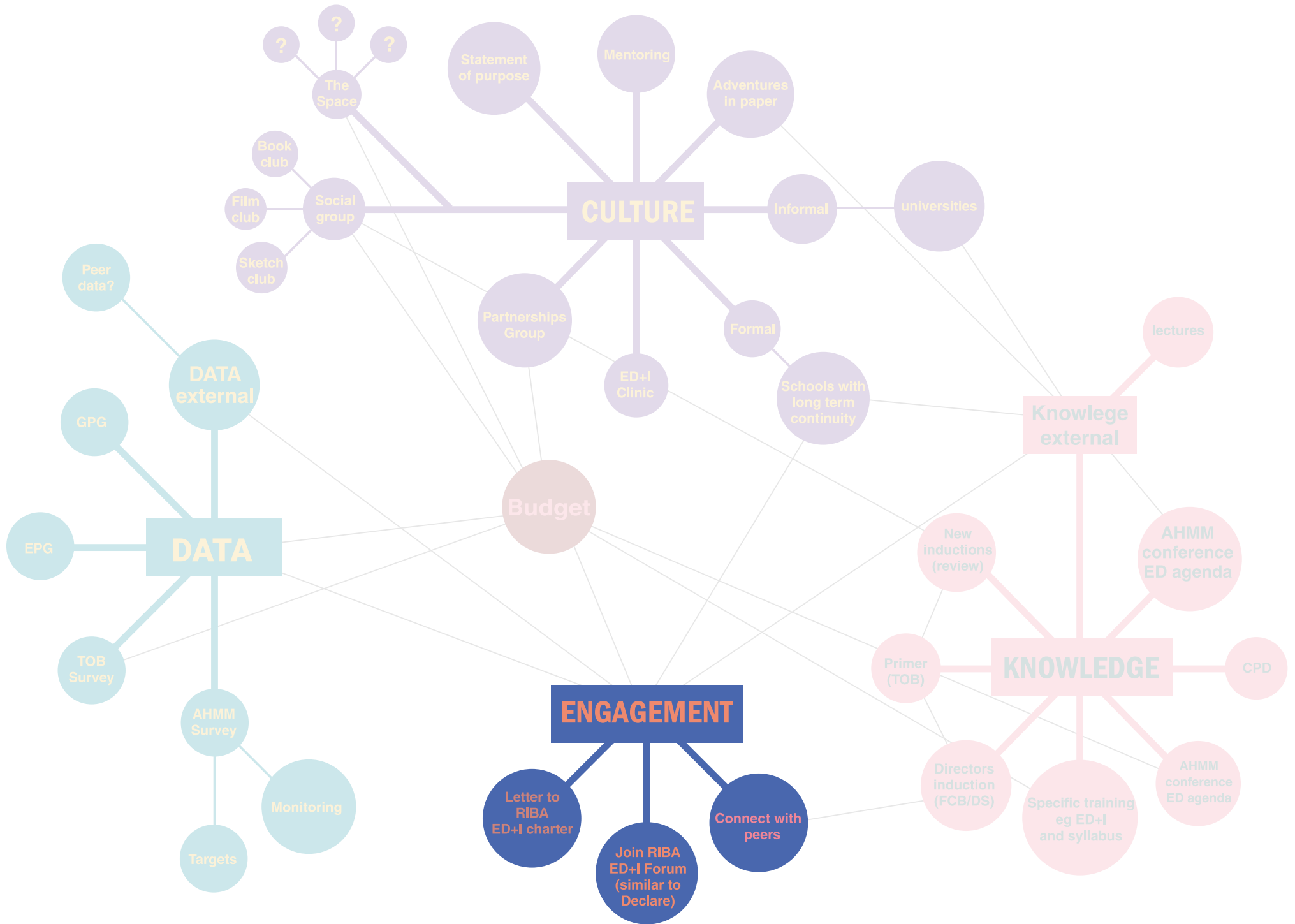
Male Female



Leavers + Ethnicity

White Asian Black Mixed Other Prefer not to say

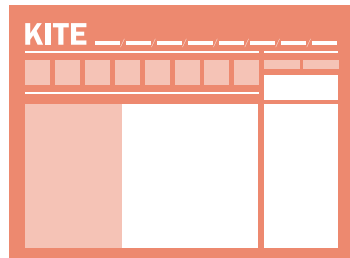
ENGAGEMENT



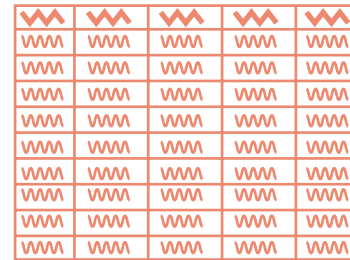
So far...

The logo for Paradigm, consisting of the word "PARADIGM" in white, uppercase, sans-serif font, centered within a solid orange square.

Agreement to work with Paradigm a network championing for Black and Asian representatives in the construction industry.



Created a database of EDI resources has been built up which include free webinars to podcasts to films.



Created a database of advertising opportunities to ensure a diverse pool of applicants.

The logo for The Other Box, featuring the words "THE OTHER BOX" in orange, uppercase, sans-serif font, centered within a white circle.

AHMM conducted the EDI survey run by The Other Box.

In detail

The purpose of the engagement group has been to develop relationships and partnerships with external groups and organisations. This can be both formally through agreements or informally through ongoing discussions and conversations. In all cases, the aim has been to be a two way conduit externally that allows AHMM to learn, share, collaborate, debate, etc...

In particular, the engagement group has 4 key focus areas:

Forming Partnerships
Influence Policy With In The Architecture Profession
Better Practice For The Profession
Sharing Knowledge & Transparency

The topics expand on some areas of work and relationships that have already been established within AHMM (e.g. The Partnerships Group). We are communicating internally with the aim to join up these spheres of work and enable a wider view.

Forming Partnerships

In the last 12 months, AHMM has signed a formal agreement with Paradigm which is a professional network championing for Black and Asian representatives in the construction industry. Our commitment includes advertising Paradigm events and post-Covid building tours for Paradigm members.

The EDI group have also put forward AHMM to sign the BITC (Business In The Community) Race at Work Charter which is a call for action for ethnic minorities to be represented at all levels in an organisation. This charter is a cross industry pledge and thereby has a wide variety of business organisations as signatories from Healthcare providers to Government Ministries.

Better Practice For The Profession

Through the Architecture Race Forum, AHMM has been able to collate a database of advertising opportunities for ensuring we employ a diverse pool of applicants. This ranges from established recruitment agents such as Urban to EDI specific groups such as Built By Us.

Following discussions with the ARB, both informally and on ARB's Engagement Group, AHMM is spear heading EDI data collection within architectural practices. AHMM will be discussing the potential data points with the ARB in the hope to improve EDI data collection in the profession.

Sharing Knowledge & Transparency

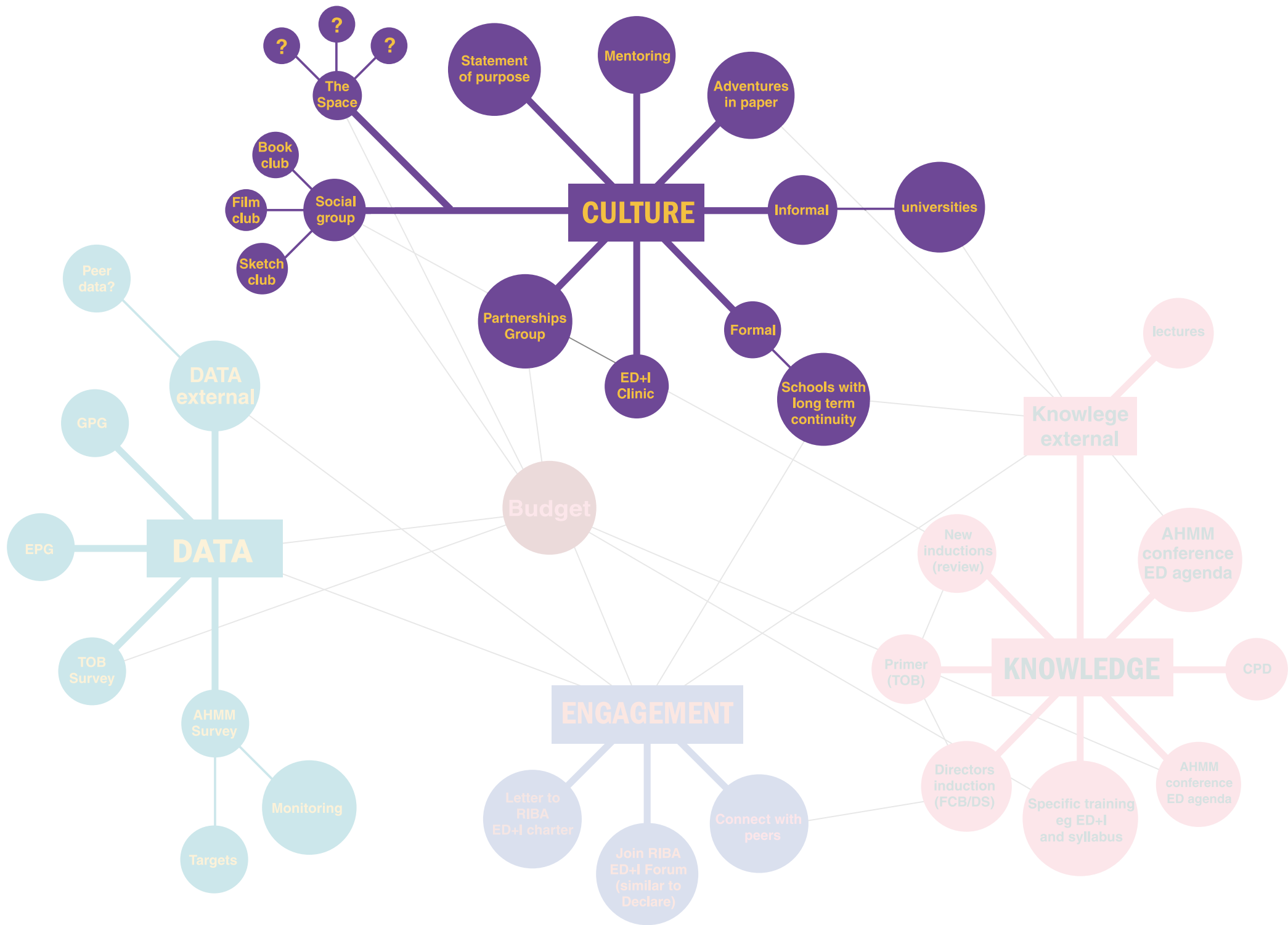
In the last year, AHMM conducted the EDI survey run by The Other Box. This step change survey has been pivotal in our understanding about diversity in AHMM. We have been able to share our experience and guide other practices who are going through similar journeys via the Architecture Race Forum.

In the last year, a database of EDI resources has been built up which include free webinars to podcasts to films. We will be including the links to all these resources in the upcoming KITE page.

Finally, we would like to list out some of the key groups and organisations that we have been engaging with:

RIBA
ARB
Architecture Race Forum
BITC
NLA
Architecture Foundation
Blueprint For All
Paradigm Network
Built By Us
Design Can
BAME in Property
Urban
Building People
Poor Collective
Beyond the Box

CULTURE



So far...

__the
space

_TheSpace

AHMM
BLACK
HISTORY
MONTH

**Black
History
Month**

AHMM
LGBTQ+
History
Month

**LGBTQ+
History
Month**

W  **M**

**Womens
History
Month**

In detail

The focus of the culture group is to create and foster a safe and inclusive place to work, by developing internal social and developmental groups, and create systems that address inequality within the industry and the practice. We hope to achieve these goals by hosting events, talks and discussion forums.

The Space

In 2020 volunteers founded a group that creates and promotes safe spaces for open discussion, exploration, enjoyment and celebration of different cultures and varied perspectives from different walks of life within AHMM. With an initial focus on race the group has expanded to include all marginalised groups within the industry.

The Space on KITE

The groups page on the AHMM intranet offers a rich resource of articles, essays and recommendations.

Bridging the Gap

Working with an external consultancy The Space have hosted several forum discussions: Not all superheroes wear capes, Comedy Special, No, you cannot touch my hair, Queer and Muslim: Nothing to reconcile, Conversations with children, When women like me, occupy spaces not designed for me, and Allyship.

Black History Month

The Space launched their first series of events during Black History Month 2020. These included: a series of lunchtime CPDs, talks from: artist Hamid Maiye, community gardener and activist Carole Wright, and Wretched of the Earth founder Kieran Kirkwood. An online Gambian cooking class was also organised. This month also saw the first of the 'Who Do You Think You Are?' Friday Night Presentations, in which staff share their family histories, offering the chance to learn more about the people behind the practice.

In 2021 the group were able to run a series of in person and digital events:

- Issi Nanabeyin: Celebrating the unsolved equation 'Black + British + Architecture =?'
- Timi Akindele Adjani and James Thormod, Nubia Way: The untold story of Black-led self-build in Lewisham
- Migrateful cookery class London – Eritrean cookery class
- Migrateful cookery class Bristol – Sudanese cookery class
- Black History Month Film night
- Black History month book club
- Black History Month Celebration – with food and drink provided by small local black owned business
- Invited AHMM staff to share black book, film and podcast recommendations

LGBTQ+ HistoryMonth

2021 saw the practice's first LGBTQ+ History month programme. A volunteer panel invited guest speakers to join us in a series of online events:

- LGBTQ+ nightlife spaces 1986-today, Ben Campkin, Professor of History and Theory of Architecture and Urbanism The Bartlett
- Queer Practice, Adam Nathaniel Furman, artist, designer, and architect
- BME LGBTQ+ space in the 80s and now, Veronica McKenzie, filmmaker
- Oral History of Bristol, Andrew Foyle, Outstories Bristol a queer history archive
- LGBTQ+ themed book club
- LGBTQ+ film night
- Invited AHMM staff to share their LGBTQ+ Icons
- Invited AHMM staff to share LGBTQ+ book, film and podcast recommendations

“I thought this month was great: an excellent curation of events and points of interest, covering a range of angles, while also tying in architecture (but not feeling too locked to that). I learnt a lot. The tone felt really good, throughout. Even though LGBTQ+ month is required because the community have experienced – and continue to undergo – serious hardships and discrimination, this felt like a celebration of all things LGBTQ+ – while also not shying away from examining the hardships.”

“I think it's brilliant. I can see so much effort has gone into putting it together and lots of super ideas. I haven't been able to join the talks due to family commitments – but they all looked very interesting and I hope to join other talks in the future. It helps show AHMM embracing diversity and inclusion of all. 5 stars!”

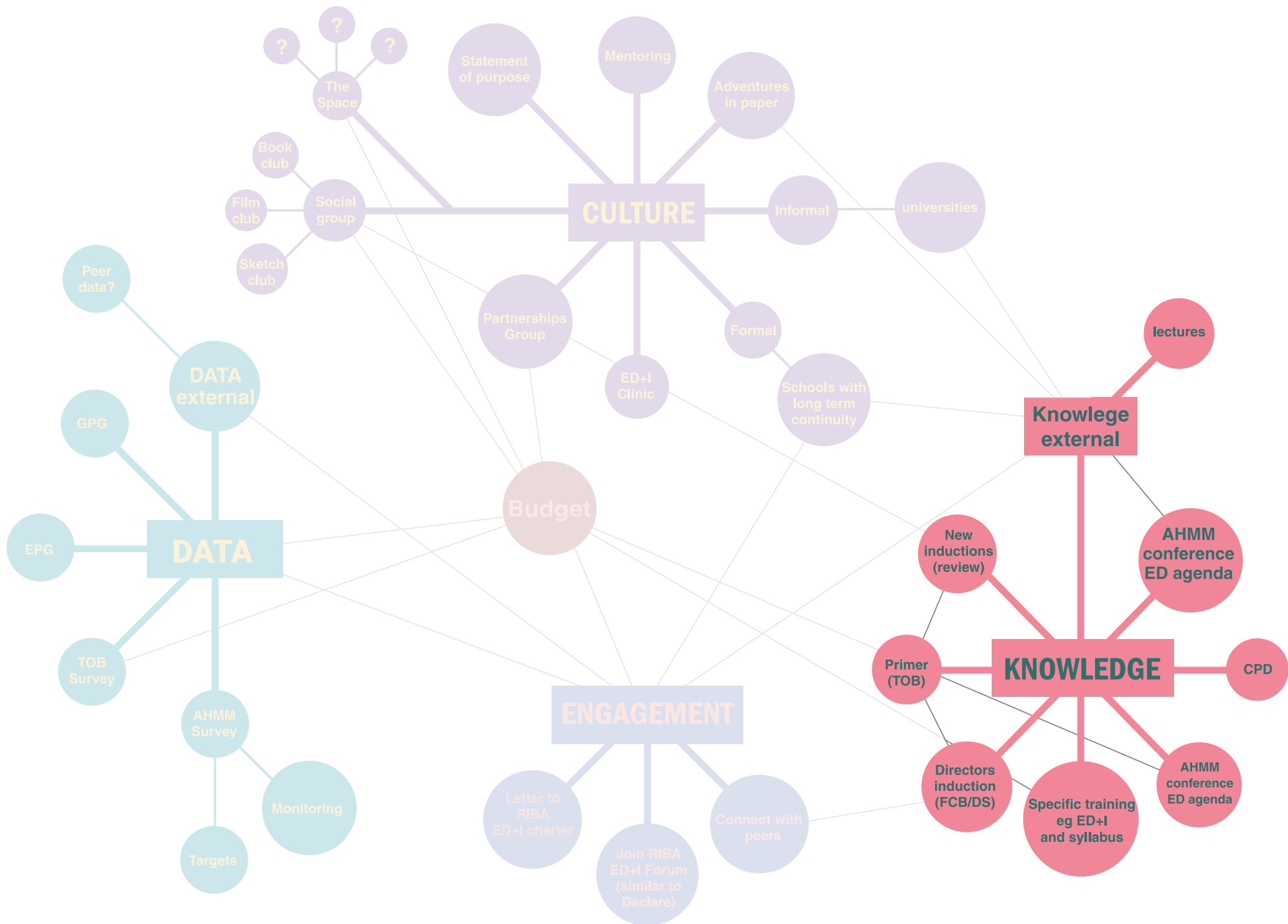
“I am so happy that AHMM did this – so thank you to the individuals who organised everything and gave up their time. I felt like it was really well thought out and tailored to AHMM – not only architects but to all who work here, and it was nice to see different types of events – some where you could fully participate and some where you didn't have to. I really thought it was great...so thank you!”

Women's History Month

In March we held a talk by Dr Jane Hall and her pioneering manifesto 'Breaking Ground' architecture by women. We had the following CPD's

- The XXAOC Project CPD with Sarah Akigbogun
- Platforming Marginalised Voices in the Built Environment CPD with Siufan Adey

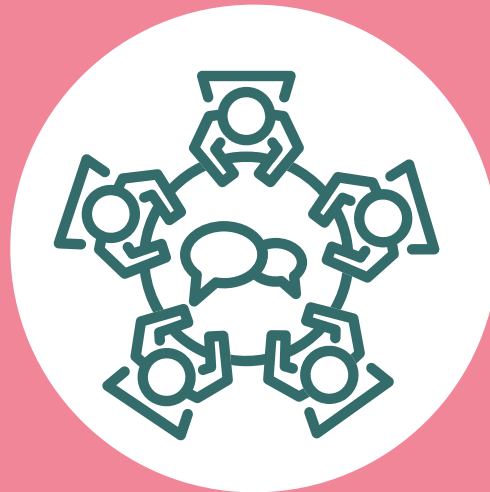
KNOWLEDGE



So far...



**Bridging
the Gap
Discussion
Groups**



**Senior
Team
Workshops**



**Practice
Wide Pilot
Workshops**



**Partnering
with The Other
Box to build
our internal
Knowledge Base**

In detail

The focus of the knowledge group has been to identify opportunities at all levels across the practice to discuss and explore Equity, Diversity & Inclusion in relation to the way that we work and the work that we produce. A key outcome of this strand is to help develop our collective language skills to support us all in positively responding to the challenges of creating an inclusive, diverse and representative environment in the places that we work and the spaces that we design. We hope to assist the practice in achieving these goals through identifying a range of different forums at different levels within the practice.

Practice wide ED&I discussion groups

We have been reviewing a range of different discussion and group learning initiatives to serve the whole practice. One of the most important aspects of creating a diverse and inclusive workplace relates to language. The subject is challenging and conversations can be difficult. As a result it can sometimes be easier to avoid having these conversations. By providing a safe space to have difficult conversations the group aims to identify spaces and forums that can allow everyone in the practice to become more familiar with the language that surrounds the subject, and more familiar with the wide variety of perspectives and backgrounds that exist across over 500 members of staff. We have spent the last year reviewing different models of conversation to find the tone and content that best suits AHMM to generate a lasting legacy in the environment and culture of our place of work.

Senior team ED&I discussions groups

A key emerging theme is the need to ensure that any discussions regarding ED&I at AHMM are led from the top. With this in mind we have already held two senior team discussion groups hosted by The Other Box, to encourage those that manage the operations of the practice to embed ED&I in all aspects of the way that we work and the work that we do. A key action for the practice to take forward is to continue these sessions on at least an annual basis to support the senior team in making ED&I a core aspect of our management structure and processes.

Review of AHMM internal mentoring initiatives

A range of formal and informal internal mentoring practices exist at AHMM. As part of the GPG Action Plan a review was carried out of the various opportunities for mentoring that currently exist, and how these might be expanded. The results of the TOB survey identified the importance of different types of mentoring for fostering diverse opportunities and voices within the practice, and of continuing the work that was started under the GPG Action Plan Implementation Group in order to deliver this.

Review of AHMM onboarding process

It is important that these conversations are open to all members of staff from the moment that they join AHMM, both as a statement of shared values and to make clear that everyone that joins our place of work has a voice, and that their voice matters.

Training for interviewers

One of the challenges in creating a diverse workplace is recruitment. We discuss later in this report specific initiatives in relation to recruitment processes at AHMM. With regards to Knowledge we would like to investigate targeted training sessions for those that carry out interviews at the practice to make sure that everyone that considers working here feels that there is a place for them at AHMM.

Monitoring Opportunities for Growth and Progress at AHMM

The last 18 months have seen a large review of processes in relation to career progress at AHMM. To continue the good work started under this review, we recommend ongoing assessment of forums for communication in relation to process and feedback, and parity of opportunity across non-architectural grades.

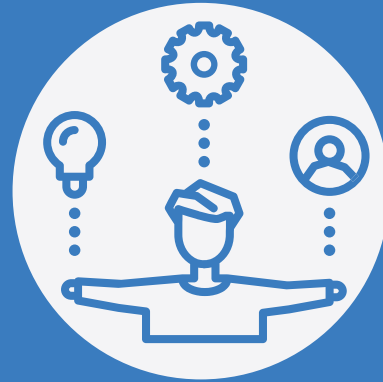
WHAT NEXT ...

What Next?

We recommend a range of activities over the next five pages that have been identified over the last year to help AHMM become a leader in addressing Equity, Diversity & Inclusion within our industry and within our business.

These activities cover a broad range of themes, and have been identified in response to the main trends observed through our engagement and base line data collection over the course of the last year.

Recommendations



As a volunteer group we have identified the need to provide dedicated resource that is empowered with both authority and time to drive these recommendations forward.

A framework should then be developed that places a priority against each recommendation and identifies where these recommendations sit in relation to existing practice initiatives and structures.

To assist with this we have noted items that we consider to be a high priority on each page.

DATA Recommendations



Carry out the next ED&I Survey in 2022



Implement voluntary + anonymous AHMM data collection survey to expand our diversity dataset



Monitor Diversity Data and Metrics over time



Work with the profession + industry on Diversity Data reporting + target setting



Publish Gender Pay Gap Report + Share Ethnicity Pay Gap

ENGAGEMENT Recommendations

PRIORITY



Collaborate and engage with practices, organisations, professional bodies on ED&I and influence policy



Specific career growth support systems for marginalized demographics.



External mentoring network (AHMMers mentoring externally and external mentee mentoring to AHMMers).

PRIORITY



Practice's public face of ED&I: Website and industry surveys.

PRIORITY



Agree ED&I data that can be shared externally.



AHMM to support diversity through a bursary or other means.

CULTURE Recommendations



Create digital presence

The culture group is working to create a page for our intranet that will explain the work that we do sign post people to appropriate support or training and act as an archive for all of the ED&I groups work.



Host internal forum

The culture group is hoping to create a series of events where staff will be able to share difficult or uncomfortable 'in work' experiences, how these were resolved and hopefully advice for moving forward.



Host more ED&I CPDs

The culture group will work with CPD coordinator to increase ED&I themed CPD talks



Host more events with you in mind

If you have a holiday/festival or event that you would like us to organise, please do let us know.

KNOWLEDGE Recommendations

PRIORITY



Launch practice wide discussion groups

PRIORITY



Continue Senior Team Workshops



Integrate ED&I into AHMM on-boarding processes

PRIORITY



Review of AHMM internal mentoring initiatives



Training for Interviewers



Monitoring opportunities for growth and progress at AHMM.