EDIS Review
2018-2019
EDIS was founded to improve equality, diversity and inclusion in science and health. It is the result of a collaboration between Wellcome, GlaxoSmithKline and The Francis Crick Institute to deliver a symposium in September 2017. In November 2018, a project lead was appointed to define and expand this coalition and develop a programme of work to support its aims. This annual report provides an update on the first year’s progress and plans for year two.

**Vision:** For everyone to have equal opportunities and access to a successful career within Science or Health, its research and its outcomes.

**Mission:** EDIS will build a powerful, connected and coordinated movement to advance equality, diversity and inclusion in Science and Health.

**Impact:** Equal and better health outcomes
2017 Overview: The first EDIS symposium was held at The Crick in September 2017. It was attended by over 250 delegates representing over 50 organisations, with 23 speakers and panellists providing insight and advice.

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<th>Session</th>
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<tr>
<td>EDIS perspectives from MI5 and Wellcome</td>
<td>Eliza Manningham-Buller (Chair of Board of Governors, Wellcome)</td>
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<td>EDI: What’s it all about</td>
<td>David Ruebain (Chief Executive, Equality Challenge Unit)</td>
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<td>Understanding Unconscious bias</td>
<td>Alan Richter (Future Work Institute)</td>
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<td>Panel: Benchmarks and Charters</td>
<td>Jason Sloan (GSK), David Ruebain (Equality Challenge Unit), Ijoma Uchegbu (UCL), Angela Matthews (Business Disability Forum), David Johnston (Social Mobility Foundation)</td>
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<td>Reverse Diverse Mentoring: A practical introduction to breaking down barriers in your organisation</td>
<td>Gillian Tannahill (GSK) and Lauren Couch (Wellcome) facilitated a conversation with Stephen Pyke (GSK) and a panel</td>
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<td>Unleashing the potential of a diverse workforce</td>
<td>Vivienne Ming (Executive Chair &amp; Co-Founder, Socos Labs)</td>
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</table>
“Choice is fundamentally inequitably distributed”

“What a charter mark allows us to do is start the conversation… we should be more focused on the actual outcomes”

“There’s an interesting lesson… the importance of bringing together leadership, money, culture, politics, law and ambition, which can pull everyone along”
2017 Impact: The success and interest in the symposium led to the joint funding of a 0.75FTE Project Manager by GSK and Wellcome to scope the creation of EDIS as a formal coalition.

Members of the EDIS organising committee co-authored a Times letter to the editor to call for the government’s science and technology committee to be more diverse as it initially featured only men (see above).

EDIS was mentioned in the government life sciences and industrial strategy consultation response by the British Pharmacological Society.

Naturejobs published a two-part blog series on the symposium on ‘diversity: reasons to be cheerful’ and ‘how to mentor your supervisor’.
2018: Aims and objectives focused on the development of EDIS in line with its mission statement. This will allow EDIS to become a vehicle for change and to enable EDIS to deliver its vision.

1. Communications
   - Determine an effective method of communication for EDIS
   - Communicate key outcomes of EDIS symposium and future steps

2. Strategy
   - Develop a draft business case for EDIS
   - Develop a draft strategy for EDIS

3. Governance
   - Develop initial terms of reference for EDIS
   - Hold EDIS board meetings to develop a mature governance structure

4. Membership
   - Define how individuals and organisations can become EDIS members
   - Recruit additional EDIS members

Mission: EDIS will build a powerful, connected and coordinated movement to advance equality, diversity and inclusion in Science and Health.
1. Communications

Determine an effective method of communication for EDIS

In year one, the domain www.edisgroup.org was acquired with the purpose of publicly hosting information on the coalition, resources, research and event links. The website’s purpose is to be a source of information in relation to EDI in science and health. The website launched in Q1 and gained 3,391 views in 2018.

All attendees of the EDIS 2017 symposium were invited to sign up to the EDIS mailing list for updates relating to the development of EDIS and totalled 166 subscribers at year end.

Due to resource capacity, it was decided that a single social media asset should be used. 67% of twitter users show an interest in science news and there is a growing push for scientists to use twitter. Therefore this was the best platform for EDIS. The account @edisgroup launched in Q3 and gained 213 followers and 80,400 tweet impressions up to year end.

Communicate key outcomes of EDIS symposium and future steps

In Q1 the EDIS symposium 2017 summary was emailed to all attendees. This included quotes, themes and pictures as well as a sign up link to join the EDIS mailing list. A copy of this can also be found on the EDIS website. In 2018, 4 EDIS interim board meeting updates were shared with the mailing list and posted on the EDIS website.

In Q3, an open meeting was held at Wellcome to communicate with key stakeholders the next steps for EDIS. This included the draft strategy, expectations for future members and the planned actions for 2019. This is summarised on the EDIS website.

In Q3 and Q4, the @edisgroup twitter account was used to live tweet EDIS participation at key stakeholder events, including the EDIS open meeting, Babraham Institute’s LIBRA meeting, the Royal Society’s research culture meeting and diversity conference and The Royal Society of Chemistry’s Breaking the Barriers report launch.
Communications: 2019 plans

1. Increase awareness of EDIS

In Q1 of 2019, EDIS will announce its expanded membership (13 organisations) via twitter, its website and mailing list with members also sharing these communications. In addition, a fortnightly roundup of relevant news, evidence and events will be curated and sent to those who opt into the mailing list and via online channels. A LinkedIn page will also be set up to share these roundups.

In 2019, the EDIS programme manage will continue to actively seek out opportunities to present at meetings and events to share the business case for improving EDI in science and health and therefore the EDIS mission and vision.

In Q3 EDIS will host its second symposium for ~250 delegates from across the sector, with clear EDIS information and branding.

2. Increase stakeholder engagement

In 2019, EDIS will develop a communications strategy to effectively engage with EDIS members and other stakeholders. EDIS will seek to use meetings and workshops to facilitate knowledge sharing and ideas synthesis for future outputs and activities.
2. Strategy

Develop a draft business case for EDIS

The business case for EDIS was developed to show the statement of opportunity, the need for a cross sector coalition and the benefits for member organisations.

Developing the business case for improving EDI within science and health beyond the moral case will continue throughout the development of EDIS. Reports and research statements are available on our website and gaps in the research have previously been identified.

Develop a draft strategy for EDIS

In Q2 the EDIS Interim Board and Project Manager developed a Theory of Change to guide strategy development. A diagrammatic representation of the scope was created to clarify the system-wide approach to change that EDIS will take.

In Q3 EDIS held a stakeholder engagement event with 34 organisations within the sector to contribute to the long term strategy development. The themes of culture, research and reach were used and stakeholders contributed questions that EDIS could seek to answer (knowledge and research gap-analysis). These were then followed up with suggestions for activities and actions to contribute to answering these questions (outputs contributing to EDIS outcomes).

Additional information from the EDIS business case and strategy can be found on the next pages.
Business case: Statement of opportunity

An inclusive workplace is one in which diversity is welcomed because it improves the performance of a team and, ultimately, drives innovation and business results.

An inclusive work environment is good for an individual’s productivity, loyalty and advocacy towards their employer, and commitment to their jobs.

Inclusive teams make better business decisions up to 87% of the time and teams that follow an inclusive process make decisions 2X faster with 1/2 the meetings. Diverse teams are better problem solvers, more innovative and are more likely to take diversity into account when developing new ideas.

USP: EDIS is in a unique position, having been founded by a publicly funded research institute (The Francis Crick Institute), an independent funding charity (Wellcome) and a commercial partner (GlaxoSmithKline). This cross-sector collaborative approach to improving EDI has not previously been seen in the life science sector, yet reflects a growing way of working in innovation within the life sciences. Putting individual organisations’ motivations aside (or combining them) for the benefit of the entire science and health research ecosystem will allow EDIS to have a much greater impact than previous attempts that solely focused on a single element. EDIS will continue to draw together organisations across the Science and Health field to develop a coalition with power to influence and drive evidence-based change.

Currently, there are various schemes to benchmark and award organisations for their achievements in improving equality, diversity and inclusion. EDIS will not seek to replicate or replace these but support work that may be measured by them. These include (but are not limited to) the Stonewall employer index, ECU Athena SWAN charter, and the ECU Race Equality Charter.
Business case: opportunities for improvement

15% of SET management roles are filled by women

Less than 2% of all UK professors are BAME women

Just one pharmaceutical company in the Stonewall top 100 employer index

44% of UK-born Nobel-prizewinning scientists had gone to fee-paying schools

There is a large male bias in most biomedical research involving the use of animals

80% of individuals included in GWAS studies are of Western European descent

Science communication underserves and misrepresents those from low income and minority ethnic backgrounds

Only 15% of scientists come from working-class households

https://edisgroup.org/evidence-and-resources/statements/
Business Case: membership benefits

Support
- Regular communication with the EDIS network to aid with questions and inquiries
- Support with curating speakers, themes, inspiration and resources for internal events
- Use of the EDIS network to sense-check ideas, avoid replication, and coordinate initiatives

Influence
- Input to EDIS strategy and actions at members meetings
- Contribute to discussions and responses to consultations and inquiries by EDIS and its members
- Cross-sector collaboration between member organisation s to develop new ideas, policies and partnerships
- The ability to nominate an individual to sit on the board (tbc)

Profile
- Thought leadership pieces or interviews featured on our website and newsletter
- Reciprocal sharing of news and successes through our social media, website and newsletter
- Option to report internal work in the form of case studies to share with the wider EDIS network
- Logo and branding on EDIS comms and media channels

Access
- Invitations to EDIS meetings for senior sponsors from EDIS members
- Reserved delegate spaces at EDIS events
- Access to the EDIS membership for experts, opinion, information and speakers
- Network with different members from across the sector
Impact: Equal and better health outcomes

Vision: For everyone to have equal opportunities and access to a successful career within science and health. Its research and its outcomes.

Ways to achieve and retain the best people in science and health careers. To successfully use the diversity of ideas to accelerate science and health research excellence. For the benefit of science and health research to be equally shared. And be a step in the right direction.

Outcomes EDIS is contributing to

End outcomes

Long-term outcomes

Medium-term outcomes

Short-term outcomes

Barriers to progress

The problem

Scope

Cycle of research and advocacy for evidence-based policy change and interventions

More and equal opportunities are created for science and health careers. Funded for policy change. Support and advocacy for EDIS is included. Research, development and action against health and science change interventions.

Increased individual and organisational motivation for improvements. EDIS becomes an individual and strategic priority in science and health.

Research of knowledge gaps, recruitment of EDIS members, Awareness events, Knowledge sharing, Presentation of the business case for EDIS in science and health. Build evidence base.

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Research of knowledge gaps, recruitment of EDIS members, Awareness events, Knowledge sharing, Presentation of the business case for EDIS in science and health. Build evidence base.

The science and health sector is not working well or proactively to improve its equity, diversity and inclusivity.

Equity, diversity and inclusivity is not strategic priority in science and health.

The science and health sector is not working well or proactively to improve its equity, diversity and inclusivity.

The culture of the science and health field is not inclusive.

The benefits of science and health research are not shared equally.

Currently, science and health research is not serving the population equally. Under-representing many diverse minority groups from employment through to leadership and board.

Strategy: the EDIS theory of change diagram was created by the founding members in Q2 of 2018
Strategy: scope, outcomes and principles

Our vision is dependent on three interlinked long-term outcomes:

1. Everyone has an equal chance to a successful career in Science and Health
2. Research in the Science and Health field is inclusive
3. Everyone can successfully access Science and Health research and its outcomes

These outcomes fall into the various areas of scope in the diagram opposite, but it is our belief that the boundaries between them are blurred, and creating change in all areas is needed to achieve our overall vision.

EDIS will conduct its activities following 3 guiding principles:

• Evidence-based: For recommendations for change, interventions and campaigns to be evidence-based.

• Transparent: For the operating principles and procedures of EDIS to be clear and open.

• Equitable access and shared benefits: research conducted or commissioned by EDIS and its outcomes to be shared, openly available and accessible to all.
Strategy: 2019 plans

1. Contribute evidence to strengthen the business case for EDIS

In Q1 and Q2 of 2019, EDIS will perform key informant interviews (KII) with members. This will form an evidence base to support the business case for a cross-sector coalition, including a visual analysis of functional, leadership and emotional networks that exist in the sector. Thematic analysis will show the past, present and future strategy of each member, aggregated to understand the sector’s motivations and direction of travel in relation to the EDI agenda. In addition, these KII will inform EDIS of it’s perceived position and role in creating sector-wide change.

2. Develop a long term strategy for EDIS

In Q3 and Q4, EDIS will consult with stakeholders and members to develop the longer term strategy for EDIS based on the theory of change and report of the 2018 Q3 open meeting.
3. Governance

Develop initial terms of reference for EDIS

A founding document was developed across 2018 by the EDIS interim board members representing GSK, Wellcome and Crick (embedded below).

Interim Secretariat and Interim Board terms of references were created and agreed upon, with clarity on how EDIS would operate with up to 12 member organisations, and stipulating the need for a governance review and maturation when this membership is reached.

Hold EDIS board meetings to develop a mature governance structure

5 Interim Board meetings were held throughout 2018:

13/03/2018
15/05/2018
03/07/2018
23/10/2018
12/12/2018 ***This meeting was a members meeting for all organisations who had submitted their Expression of Interest (E0I) form

In Q4, at the EDIS members meeting, a mature governance document was presented with support from Wellcome’s legal and finance teams for open feedback from the EDIS members. This was collated and used to inform an action plan and timeline for 2019.
1. Mature the EDIS governance structure

Under consultation with EDIS members, Wellcome legal and finance, a mature governance structure option will be presented to the EDIS members in Q2 of 2019 for approval. This will include the decision making structure, method of member engagement and membership fee structure.

2. Plan for EDIS independence by 2021

As noted in the Wellcome Diversity and Inclusion priority area annual review, a plan will be developed in 2019 for how best to incubate EDIS and then spin it out to independence by 2021.
4. Membership

Define how individuals and organisations can become EDIS members

In 2018, for an organisation to join EDIS it agreed to the following:

- To have a named, senior sponsor of EDIS with the ability to advocate for change at a decision-making level within their organisation. This individual will be identified on the EDIS website and expected to attend quarterly EDIS meetings.
- To make a financial contribution to EDIS
- To make a commitment to change, both internally and as a part of the greater science and health field to achieve EDIS’s vision.
- To agree to share knowledge, lessons learnt and best practice with EDIS and its member organisations.
- To allow the use of the organisation’s brand (name, logo) on the EDIS website and social media.

Recruit additional EDIS members

In Q4, an additional 10 members joined EDIS:

- The Academy of Medical Sciences
- Association of Medical Research Charities
- AstraZeneca
- Babraham Institute
- Biochemical Society
- British Pharmacological Society
- Daphne Jackson Trust
- Elizabeth Blackwell Institute for Health Research, University of Bristol
- EMBL-EBI
- Wellcome Sanger Institute
EDIS members 2018

Logos of various organizations are displayed, including The Academy of Medical Sciences, AMRC, AstraZeneca, Babraham Institute, BIOCHEMICAL SOCIETY, BRITISH PHARMACOLOGICAL SOCIETY, Daphne Jackson Trust, EMBL-EBI, University of Bristol, Babraham Institute for Health Research, gsk, Wellcome, Wellcome Sanger Institute, and Wellcome Genome Campus.

The text “Equal and better health outcomes” is also present.
Membership: 2019 plans

1. Increase membership of EDIS (through targeted recruitment)

Using the information gained from the Key Informant Interviews planned for Q1-2 in 2019, EDIS will be able to target organisations mentioned in these for recruitment as members. In addition, the formalisation of the mature governance structure will make this process clearer for organisations who are engaged but not members yet.

2. Develop the EDIS business plan around membership contributions

A plan will be developed in 2019 for how to incubate EDIS and then spin it out to independence in 2021. This will be dependent on the scaled membership contributions and available funding streams EDIS may be able to access. The business plan will run parallel to the EDIS strategy.
Evidence based learnings

Engagement with other stakeholders through EDIS and with other funders has highlighted the widespread ambition to drive increased change in relation to D&I and a strong willingness to collaborate in order to achieve this ambition.

The stakeholder engagement workshop in Q3 2018 brought up key themes across the scope of EDIS:

1. The want from organisations for clear definitions of aspects of EDI and the scope of EDIS
2. The need for a clear and nuanced business case for use across the sector
3. The want from organisations of evidence-based best practice
4. The need for coordinated data sharing and analysis
5. The potential to explore a large-scale culture change in what we value within science and health research

A common theme emerging from the EDIS network analysis interviews (due to be completed in Q2 of 2019) is that interviewees feel there is currently a gap in organisations in the science and health sector that they would turn to for leadership or seek guidance from in relation to D&I work. EDIS is well-positioned to fill this gap if it is able to secure additional required resource.
2019: Aims and objectives

Operational (internal)

1. Communications
   - Increase awareness of EDIS
   - Increase Stakeholder engagement

2. Strategy
   - Contribute evidence to strengthen the business case for EDIS
   - Develop the long term strategy for EDIS

3. Governance
   - Mature the EDIS governance structure
   - Plan for EDIS independence by 2021

4. Membership
   - Increase membership of EDIS (through targeted recruitment)
   - Develop the EDIS business plan around membership contributions

Vision and strategy (external)

Connect: We will connect organisations in the sector to create a movement for change

As a membership organisation EDIS will connect organisations within science and health to foster cross-sector collaboration and share best practice. EDIS will also begin to develop the infrastructure needed to aid data-sharing and coordinate interventions and evidence-based research.

Prioritise: We will make Equality, Diversity and Inclusion a priority in science and health

EDIS will draw together the evidence for the business case for equality, diversity and inclusion specific to science and health. A prerequisite of joining EDIS will be to provide a named senior sponsor creating a powerful collaborative voice influencing change in organisations and across the sector.
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<th>Operational (internal)</th>
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<td>Plan for EDIS independence in 2021</td>
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<td>Increase membership of EDIS (through targeted recruitment)</td>
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<td>Develop the EDIS business plan around membership contributions</td>
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<td>Action 1: Connect - Open call for case studies submissions</td>
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<td>Action 2: Connect &amp; Prioritise - EDIS Symposium 2019</td>
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<td>Action 3: Prioritise - The case for EDI in Science and Health</td>
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1 UKRI is commissioning three evidence reviews to help ensure research and innovation environments are safe, open and inclusive. These are due to be published Spring 2019 and this workstream will be dependent on these publications.
Vision & Strategy 2019 Actions

Action 1: **Connect** - Open call for case studies submissions

EDI5 will develop a variety of ways to share these, both online and through events, and will actively seek examples from other sectors. EDIS will seek external expert opinion in assessing case studies of emerging practice (Wellcome D&I steering group). These will developed after the release of UKRI’s first three commissioned research pieces (due Q3).

Action 2: **Connect & Prioritise** - EDIS Symposium 2019

The proposed theme is ‘Inclusive Research and Experimental Design’ and will bring together researchers from across the science and health field to look at how EDI affects their work and research directly.

Action 3: **Prioritise** - The case for EDI in Science and Health

The EDIS 2019 symposium will be followed by a report on the evidence presented to support the importance of inclusion in research priority setting and experimental design in contributing to equal and better health outcomes. EDIS will look to commission work to investigate the links between diversity and inclusion in science and health research and health outcomes based on gaps identified in the literature, pending external research outcomes (e.g. [UKRI](https://www.ukri.org)).
Spending: For November 2017- December 2018 (year end)

Total expenditure for November 2017 through to the end of 2018 and the breakdown is noted in the table opposite.

The contract for the EDIS Project manager was renewed in October 2018 to extend to October 2019 and to increase from up to 0.75FTE to up to 1.0FTE as Programme Manager. This new contract is funded solely by Wellcome.

<table>
<thead>
<tr>
<th>Item</th>
<th>Total cost</th>
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<tbody>
<tr>
<td>EDIS running costs</td>
<td>*Breakdown available to funders due to data protection</td>
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<tr>
<td>Total</td>
<td>£45,201.23</td>
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<tr>
<td>GSK</td>
<td>£14,000.00</td>
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<tr>
<td>Wellcome</td>
<td>£31,201.23</td>
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Budget: For the year 2019 the following costs have been projected by the board to cover Actions 1-3

Wellcome has committed up to £150,000 to underwrite the continuation of this project.

In addition, EDIS should seek donations from members and other key stakeholders to cover the expenditure for Actions 2 and 3 (symposium and follow on report). During 2019, a sustainable funding model will be developed in consultation with members.

In kind contributions can be considered if they alleviate significant resource or cost (for example, The Crick will provide the venue for the 2019 symposium for free).

It should be noted that the actions for 2019, both internal and external, are currently expected to be delivered by the Programme manager (IFTE) with ad-hoc support from Wellcome’s communications, legal, diversity and inclusion, finance and tax teams.

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<tr>
<th>Item</th>
<th>Cost (including contingency)</th>
<th>Attributed to (actions - see slide 23)</th>
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<tbody>
<tr>
<td>1 FTE Programme Manager</td>
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<td>Action 1-3</td>
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<td>Web development and online production/engagement</td>
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<tr>
<td>1 Symposium</td>
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**Wellcome led targets:** as lead agency, Wellcome has invested the most resource and funding into EDIS. The development of EDIS is part of the diversity and inclusion priority area’s outcomes framework (KO3 - Wellcome led collaborations create sector wide progress in diversity & inclusion).

**Target:** By 2021, a mature governance structure established and EDIS is able to operate independently of Wellcome.

**Target:** EDIS is cited as a key source of information for D&I by 75% of D&I professionals within science and research.

**Risks:**
- Unsustainability of EDIS beyond Wellcome funded cycle. **Mitigation:** A long-term governance and funding model for EDIS is currently under consultation with other members.