### University of East Anglia

## LECTURER IN MEDICAL EDUCATION (CONSULTATION SKILLS)

**Norwich Medical School** 

ATS1313

CANDIDATE BROCHURE



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## WHAT MAKES UEA SO SPECIAL?

The University of East Anglia is a publicly funded major UK research and teaching university. It was built to embody a radical new vision for higher education, where interdisciplinarity is crucial and excellence in both research and teaching is valued. UEA consistently ranks within the top quarter of universities in the UK for the quality of research and teaching.

As a major regional employer and cultural centre, we take our regional civic responsibilities very seriously and have kept our sights on the people and place we call home. In fact, we launched our University Civic Charter in October 2023; created from in-depth community engagement, renewing our commitment to the region as part of our 60th anniversary.

There are many things which make UEA special, not least of which is the community of staff and students that work and study here. UEA includes three Nobel prize winners, including Sir Paul Nurse and Sir Michael Houghton, and many fellows of the Royal Society and British Academy amongst our alumni and current staff.

Our campus is home to Sir Denys Lasdun's iconic brutalist architecture set in hundreds of acres of beautiful country park that includes a large broad (lake). In the spirit of Lasdun's ambition to inspire an anatomy of ideas, today, UEA is tackling some of the key challenges of the changing world. UEA's research combines disciplines and breaks new boundaries across its priority research themes of climate, creative and health.

UEA is the place where global warming was first documented. Since the 1970s, UEA's Climatic Research Unit, and more recently Tyndall Centre for Climate Change (Headquarters hosted at UEA), have played a pivotal role in developing temperature records and climate models, contributing to the understanding of climate change, and informing global policy. Many UEA scientists have played significant roles in the Intergovernmental Panel for Climate Change (IPCC), which was jointly awarded the 2007 Nobel Peace Prize for its efforts to increase public knowledge of anthropogenic climate change. Environmental Science and Global Studies at UEA continue to be a major powerhouse for research and teaching.

UEA is widely regarded as a pioneer in creative writing, having established the UK's first Creative Writing Masters programme in 1970. This renowned programme has since attracted and produced numerous successful writers, including Booker Prize winners such as lan McEwan and Anne Enright, and Nobel Prize Winner Kazuo Ishiguro. In recent years, UEA academics have played a pivotal role in the discovery and presentation of the Gloucester Royal shipwreck (Norfolk's Mary Rose). Our iconic Sainsbury Centre for Visual Arts is a major museum and arts research facility.



Health research at UEA not only embraces the Faculty of Medicine and Health but draws in research from both social and natural sciences. Research under this theme has made major contributions in the fields of healthy ageing, epidemiology and involving citizens (via our innovative Citizens' Academy) in improving health care outcomes. This theme benefits from close association with the other major research institutes on the Norwich Research Park; notably the Norfolk and Norwich University Hospital and the Quadram Institute. The Norwich Cancer Research Network, and Norfolk Institute for Healthy Ageing, are examples of key mechanisms for delivery of real impact from health research at UEA.

UEA has been a major success over the last 60 years and looks forward with confidence to the next 60 years.

For an informal discussion about the post please contact Dr Susan Madden, Deputy Dean via s.madden@uea.ac.uk.

## UEA is part of the Norwich Research Park

Norwich Research Park (NRP) membership locates UEA in one of the largest concentrations of research institutes in the whole of Europe – four independent internationally-renowned research institutes: John Innes Centre, Quadram Institute, Earlham Institute and The Sainsbury Laboratory; with the University of East Anglia and Norfolk and Norwich University Hospitals NHS Foundation Trust, supported and funded by The John Innes Foundation, The Gatsby Foundation, and UKRI Biotechnology and Biological Sciences Research Council.

The NRP provides an ideal environment for collaborative use of infrastructure and facilities, with a single portal for academics and businesses to access the specialist facilities across the Park.

The Enterprise Centre is a regional business, knowledge and innovation hub, with workspace provision and supports over 80 businesses working alongside UEA staff and students in a dynamic and vibrant entrepreneurial community. On the wider NRP, there are dedicated laboratory and office spaces in the Innovation Centre and Centrum hosting over 600 staff within a total of 115 businesses and spinouts.



## THE ROLE

The post holder will be involved in the leadership, coordination, management and substantial delivery of clinical communication skills teaching for undergraduate medicine. In particular, the post holder will take a key role within our Consultation Skills team, shaping and delivering the new Graduate Entry Medicine (GEM) Consultation Skills curriculum, as well as contributing to our 5 year MB BS Medicine degree. The role will also involve carrying out teaching related duties and formal administrative work within the School, including assessments, supervision of student research projects, and acting as a Personal Adviser.

#### **KEY RESPONSIBILITIES**

#### TEACHING

Teaching is a key activity. This includes the design of asynchronous and synchronous learning resources, planning and delivery of lectures, small group work, and training and supporting Tutors who teach Consultation Skills. In particular, your duties will be as follows:

- Leading and co-leading Consultation Skills year groups for Graduate Entry Medicine (GEM).
- Designing teaching materials for medical students, Consultation Skills Tutors, who are colleagues from multidisciplinary backgrounds, and simulated patients, to deliver experiential small group teaching.
- Recruitment and support of Consultation Skills Tutors for small group teaching. Working closely with professional services colleagues in identification and booking Tutors for sessions, reminders and providing relevant teaching materials.
- Design and deliver lectures, asynchronous e-learning, and small

group experiential learning aligning learning outcomes with the GMC Outcomes for Graduates and other nationally agreed curricula, e.g. UK Clinical Communication Council (UKCCC).

- Support the involvement of stakeholders and experts by lived experience in the design and delivery of GEM teaching, including patients, caregivers and the wider public, as well as medical students and multidisciplinary colleagues.
- Act as a host and facilitator for small group sessions where students are joined by members of the community (patients and caregivers). Ensuring Health and Safety procedures and confidentiality guidelines etc are adhered to.
- Contribute to the review of student feedback and responding appropriately for quality assurance and to enhance the delivery of Consultation Skills teaching in subsequent years.
- Keeping Blackboard materials relevant and up to date.
- Attend and contribute to regular Consultation Skills team meetings and relevant GEM meetings, e.g. Module and Year meetings.
- This role may occasionally involve dealing with performance issues of either students or Tutors.
- The post holder will also have the opportunity to contribute to other important aspects of the Consultation Skills Team work, including MB BS teaching, the training and recruitment of new tutors, provide professional development and support to existing and experienced tutors including undertaking teaching peer reviews.
- Undertaking all administration and academic duties (e.g. setting assessments, marking, providing additional assessments as required, and providing pastoral support of students)

#### THE ROLE (CONTINUED)

required to sustain the delivery of high-quality teaching.

- The post holder will be required to represent the team, when necessary, at relevant programme meetings, such as Assessment planning meetings.
- All academic staff in Norwich Medical School also act as Personal Advisers to students (this is primarily a pastoral role, but also advisers provide some academic guidance and support to our students); undertake medical student selection interviews and contribute to teaching and assessment across the school (proportional to part-time working).
- Actively promote at all times and within all business the Universities core principles of our Equality, Diversity and Inclusion Frameworks.

#### SCHOLARSHIP

- Participate in research activity and engage in scholarly activities.
- Maintain up to date knowledge of person-centred communication skills evidence and national updates, e.g. UKCCC guidance.
- Undertake scholarship activities relevant to the role, including supervision of student research projects, the dissemination of medical education scholarship and presenting research at departmental meetings and national conferences.

#### **ADMINISTRATION**

The School and University provide support for administration; however, all academic staff are expected to:

• Undertake appropriate administrative duties to assure quality teaching and research activities as required by the Head of School, e.g., teaching director, research director, chair of examiners,

admissions director, enterprise and engagement director.

- Take responsibility for some of the degree programmes within the School.
- Contribute to the development of the School and University through relevant committee work.
- Take responsibility for the management and administration of personal contributions to the University's academic activities.
- Interview prospective students during annual admissions rounds.

#### GENERAL

- Advising a full complement of student advisees.
- To promote Enterprise and Engagement at UEA. Enterprise and Engagement incorporates 'knowledge transfer' and comprises academic enterprise and business, community and public engagement, and is normally the use of or development of intellectual capital through an interaction between the university and non-academic sectors.
- Attending School meetings as required and being aware of development of teaching within the School.
- Engaging in continuous professional development, for example through participation in relevant staff development programmes.
- Contributing to quality audits and/or assessments in higher education.
- Undertaking, subject to the agreement of the Head of School and the University as appropriate, external commitments which enhance the reputation of the University.
- Such other duties at a comparable level of responsibility as may be reasonably requested from time to time by the

#### THE ROLE (CONTINUED)

Head of School, e.g. contribution to School events.

- Contribute to the continuous development and implementation of the School.
- Positively support and promote the University's Values in all aspects of work.
- Abide by all University Regulations and Policies relevant to the role.
- Observe the strict rules of confidentiality applicable to work within the School.

## THE PERSON

#### **EDUCATION AND TRAINING**

- A first degree (or equivalent) in a relevant subject area (e.g. social sciences, healthcare or allied health profession) (E)
- Experience of healthcare communication teaching (E)
- Experience of designing and delivering small and large group teaching in higher education (E)
- Possession of a relevant teaching qualification and/or willingness to undertake teaching training (E)
- PhD (or equivalent) in a relevant subject area, or be near completion (D)

## SKILLS, KNOWLEDGE AND EXPERIENCE

- Proven experience of high-quality undergraduate and postgraduate teaching relevant to the subject (E)
- Sound knowledge of clinical communication, enthusiasm for the subject and willingness to engage with the scholarship associated with it (E)
- A commitment and working knowledge of health inequalities in rural and coastal communities (E)

- Experience of student assessment at all levels including undergraduate and postgraduate assessment, and clinical skills assessments (E)
- Experience of course construction and planning (E)
- Working knowledge of patient and public involvement in healthcare services, research and/or teaching (E)
- Experience of quality assurance in teaching in higher education and commitment to enhancing the student experience (E)
- Administrative experience and evidence of effectiveness and ability in this respect (E)
- Strong organisational skills; ability to plan and manage own workload, meeting deadlines (E)
- Demonstrable prioritisation skills with the ability to manage a varied workload in a high paced environment (E)
- Excellent interpersonal skills; ability to quickly establish and maintain good working relationships at all levels (E)
- Strong verbal and written communication skills, with the ability to communicate complex information clearly (E)
- Competent IT skills (E)
- Effective teaching and presentation skills (E)

- Ability to use initiative (E)
- Effective use of IT for teaching and learning (D)
- Undergraduate or postgraduate student supervision experience (D)
- Experience of relevant enterprise and engagement activities (D)

#### PERSONAL ATTRIBUTES

- Demonstrate the UEA Values & behaviours and work with colleagues to embed them within the team (E)
- Excellent team member (E)
- Willingness to change and develop work practices (E)
- Proactive and self-motivated and willing to take ownership of tasks without close supervision (E)
- Confident, articulate and credible (E)
- Able to maintain confidentiality (E)

**Essential Requirements (E)** are those, without which, a candidate would not be able to do the job.

**Desirable Requirements (D)** are those which would be useful for the post holder to possess and will be considered when more than one applicant meets the essential requirements.

## **FURTHER INFORMATION**

The post is available from 1 October 2025 on an indefinite part-time (0.6 FTE) basis.

Salary will be  $\pounds$ 48,149 to  $\pounds$ 55,755 per annum, pro rata, on Grade 8 on the single salary spine.

Relocation expenses are reimbursable under certain conditions.

**Place of Work** - The University is strongly committed to providing an excellent student experience and research environment, and it is expected that all staff will be available on campus to carry out their duties during their working week in support of these goals. We have a hybrid-working policy which supports a mix of at home and on campus 'hybrid' working for many roles. For the majority of hybrid roles, the expectation is a minimum of 60% of working time will be spent physically present in the workplace.

The flexibility of the hybrid-working policy allows the possibility of some remote working, but it is the expectation that all appointments will be UK based, with any overseas working agreed in advance by exception only.

If successful you will be asked to show evidence of right to work in the UK prior to any formal offer being made. Non-British and non-Irish nationals entering the UK to undertake employment or who are currently in the UK will have to meet eligibility criteria under the points-based immigration system. The University may be able to provide sponsorship under the <u>Skilled Worker</u> route if relevant criteria are met. Please note, due to the complexities of the immigration system, Skilled Worker visa sponsorship is not guaranteed for every role. If you would like further information about whether this role is eligible for visa sponsorship, please contact <u>staff.visacompliance@uea.ac.uk</u>

The post is superannuable under the Universities Superannuation Scheme and there is an annual holiday entitlement of 30 days plus statutory (8 days) and customary (6 days) holidays, pro rata for part-time. The University is committed to creating an environment where the health, welfare and safety of all students and staff is of paramount importance. The University's Safeguarding Policy addresses both child protection and safeguarding children, young people and vulnerable adults within the work of the University. Appointment will be subject to satisfactory pre-employment checks, which may include an Occupational Health assessment.

Information on the benefits of working at UEA can be found at <u>https://www.uea.ac.uk/about/working-at-uea</u>.

If you require the information contained within this candidate brochure in a different format please email staff.recruitment@uea.ac.uk

#### HOW TO APPLY

To apply for this vacancy, please follow the online instructions at: <u>https://vacancies.uea.ac.uk</u>

The closing date for this role is 11:59pm on Thursday 21 August 2025.

Please note that the application form contains an Equal Opportunities section which must be completed. The Equal Opportunities information will not be made available to the selection panel and will not form any part of either the short-listing or decision making process.

It is anticipated that presentations and interviews will take place on **Thursday 4 September 2025** and we will inform you of the outcome of your application prior to this date.

Reasonable travel and incidental expenses incurred in attending the interview will be reimbursed (please ensure that you keep all receipts). Please note that if you are offered a post and decline the offer, travel and incidental expenses will not be reimbursed.

## **ABOUT THE SCHOOL**

Norwich Medical School (MED) was established at UEA in 2001 and has over 300 members of teaching, academic, research and support staff – and a large number of active NHS secondees and honorary appointees from a wide range of disciplines (including medical specialties, clinical psychology and psychological therapies, biological sciences, health economics, epidemiology and medical statistics). In our relatively short history we have established a reputation for exciting and innovative research led teaching supported by a wide-ranging programme of research and team science.

The School has grown significantly with increases in the number of MB BS students as part of the national requirement to increase junior doctor numbers. The School also delivers a large number of Post Graduate programmes which support the NHS workforce. The School also includes a highly regarded Doctoral School supported by the Universities Doctoral College.

The School's research focus is on developing research themes, set within three research departments, that answer important health questions, from an understanding of the basic mechanisms of disease through to translational medicine and clinical trials.

We are an important park of the Norwich Research Park Community and have strong and growing links with the Norfolk and Norwich University Hospital, the Quadram institute, Earlham Institute and John Innes Centre. More widely we also have close working relationships with colleagues in the community as well as the James Paget University Hospital, Queen Elizabeth Hospital, Kings Lynn and our community partners in primary care and mental health.



## **ABOUT THE FACULTY**

The Faculty of Medicine and Health Sciences (FMH) is a vibrant community of students and staff engaged in education, continuing professional development, research and enterprise, led by the Pro Vice Chancellor of Medicine and Health Sciences, Professor Philip Baker. Our primary focus is on supporting our regional, national and international partners in Health by delivering outstanding education and innovative research.

Teaching is undertaken from Undergraduate, including apprenticeships, through to Postgraduate and Post-Doctoral education and further training through the Faculty's two Schools of study, comprising Health Sciences (HSC) and Norwich Medical School (MED) incorporating Clinical Psychology and Psychological Therapies (CPPT), assisted by the Centre for Inter-professional Practice (CIPP).

The Faculty is engaged in world leading research across four centres: Biomedicine and Mental Health, Healthy Aging, Epidemiology & Health Evaluation, Health and Care Innovation . The centres drive forward research aimed at restoring, sustaining and evaluating health and we have internationally recognised research expertise in cancer, cardiovascular and metabolic disease, psychological health, healthy aging lifestyle and diet, epidemiology, public health, clinical trials, health economics and care research. We have strong links with the Norwich Research Park, comprising the Quadram Institute (QI), the John Innes Centre (JIC), the Earlham Institute (EI) and the Norfolk and Norwich University Hospital NHS Foundation Trust. We are also linked to a wide range of other Health Partners through our Health and Social Care Partners' team and the Citizens Academy, see <u>https://www.uea.ac.uk/about/</u> faculties-and-schools/faculty-of-medicineand-health-sciences/citizens-academy.

We provide an engaging, collegiate and supportive environment for all of our staff and students. This fosters a culture of compassion and academic rigour which delivers opportunity for inspirational roles in a sector that is pivotal to the Health and Wellbeing of those living in our local area, whilst having national and international impact.

Under the recent Research Excellence Framework (REF2021), FMH performed strongly, with our outputs ranking equal 5th for Clinical Medicine, 11th for Allied Health Professions, Dentistry, Nursing & Pharmacy, and 11th for Psychology, Psychiatry and Neuroscience. Our food researchers were ranked equal 2nd for outputs and equal 1st overall in the UK. UEA overall also made strong gains, ranking 20th of 167 research active Universities in the UK, and 16th overall for the impact of our research.



# **OUR VALUES**

Shaped by staff, our UEA values represent a core set of standards for how we behave as an employer, drive excellence in teaching, learning and research, and collaborate as an anchor institution in our local community.

From tackling global challenges, striving for student and staff success, and creating a vibrant inclusive environment, our values are what unite us.

AMBITION
COLLABORATION
EMPOWERMENT
RESPECT





### AMBITION

We are ambitious for our future success.

We are forward-thinking and brave in our approach and decisions. We make space for innovation and creativity, seizing opportunities that are responsible and sustainable. We are ambitious for the advancement of education and research.

### COLLABORATION

We are collaborative in our approach.

We work together with shared purpose. We build connections, share ideas and develop new networks. We champion our regional, national and global relationships and demonstrate that together we can achieve greater goals and positively influence the world around us.



### EMPOWERMENT

We empower ourselves and each other.

We develop ourselves and others, trusting people to make decisions based on their expertise and knowledge. We continually improve systems and processes to support us in working in an agile and efficient way.



## **RESPECT** We respect each other.

We treat everyone with respect and dignity. We value diversity and foster a community where people can express different thoughts and views. We are open to challenge, so we can learn and improve. We encourage a positive, inclusive environment where everyone has opportunities to fulfil their potential.

## ACCOLADES

- Queen's Anniversary Prizes for Higher and Further Education have been awarded to UEA for international development studies (2009), creative writing (2011) and environmental sciences (2017). Notable alumni include Sir Paul Nurse (1973, Nobel Prize for Medicine 2001), Kazuo Ishiguro (1980, Nobel Prize for Literature 2017), Michael Houghton (1972, Nobel Prize for Medicine 2020) and Sarah Gilbert (1983) who led the Oxford University team to develop a COVID-19 vaccine, approved in 2020.
- Our Doctoral College, established in 2018, hosts six Doctoral Training Partnerships and integrates Faculty and School provision for 1600 Postgraduate Research Students (including those from across the Norwich Research Park), enabling collaboration and innovation.
- We recognise our global impact and were one of the first universities to declare a climate and biodiversity emergency in June 2019. Our sustainable campus, including over 50 acres of environmentally valuable parkland, is constantly evolving with ambitions to be 100% net zero by 2045 or sooner.
- UEA is a University of Sanctuary, an accreditation given to universities that show an ongoing commitment to creating a welcoming culture of inclusivity and awareness.
- UEA was awarded the Silver Athena SWAN Award in 2019, and all our Schools hold awards at Bronze or Silver.

A vibrant place to study, learn and work, UEA is a very special place.



## A SUSTAINABLE UNIVERSITY

At UEA, we are now working to create a university that will be even better in the future, and we are working to achieve net zero carbon by 2045 (or earlier). Our Sustainable Ways vision is one of a resilient university – where consumption is efficient and selfgenerated energy supports low carbon goals, supported by a vibrant community of world-leading researchers and inspired graduates.

At a basic level, our sustainable development means that we try to balance the 'three pillars' of environmental, economic and social elements.

We challenge our environmental impact through on-site energy generation and a district heating and cooling network, reducing our reliance on grid electricity and therefore fossil fuels. We promote and use recycled and 'eco' products such as biological cleaning materials. We champion local suppliers and ethical causes, including Fairtrade and vegan products. We seek to ensure value for money in a holistic, whole-life costing sense in our new buildings and procurement contracts.

#### **OUR INITIATIVES**

Central campaigns, such as holiday shut-downs or awareness day events, support a whole-University approach to energy saving and other initiatives.

Follow us on Twitter @SustainableUEA



# **OUR CAMPUS**

UEA is based on a campus that provides top quality academic, social and cultural facilities to over 17,000 students.

Although located in 320 acres of rolling parkland, virtually no part of the campus is more than a few minutes' walk from anywhere else, so everything is close at hand – the library, nursery, health centre, supermarket (incorporating a post office), banking facilities and restaurants. Amongst the striking buildings is the UEA's Sainsbury Centre for Visual Arts, which contains the Robert and Lisa Sainsbury Collection – one of the greatest art collections formed in Europe during the 20th Century.

The University has invested in new learning and teaching and research spaces, including a celebrated new Enterprise Centre that underpins its commitment to promoting student enterprise and entrepreneurship.

Sport and Recreation plays a major part in the life of the University of East Anglia, centred around the major Sportspark facility which is one of the most successful community sport facilities in the UK. This accessible and affordable facility provides a diverse range of activities, and incorporates a 50m Olympic size swimming pool, indoor climbing wall, coaching resource centre and sports injury clinic.



## **NORWICH** A CITY OF STORIES

The city's motto is 'A fine city' and its strong cultural heritage has seen Norwich maintain the best of its historical character whilst developing to become one of the most vibrant and attractive cities in Europe. Norwich offers miles of riverside walks and cycle ways, and a unique collection of 1930's parks. The city is surrounded by beautiful countryside and within easy reach of the stunning Norfolk coast.

Norwich is a UNESCO World city of Literature, the first in the UK, as well as being one of the newly named Tech Cities recognising the growth of digital businesses in the region. The most prominent high-rise building, apart from the castle, is the magnificent 11th century cathedral, which still dominates the skyline. The city's medieval centre of cobbled streets remains largely intact, but there is still space for modern buildings such as the city's centrepiece, the Forum, which is a striking piece of contemporary architecture. The glass front overlooks the colourful open-air market (one of the largest in the country) and reflects the city in all its diversity.

The city is consistently rated as one of the top ten shopping venues in the UK. Norfolk and Suffolk attract thousands of visitors each summer. The famous Norfolk Broads are among the most important wetlands in Europe and a haven for rare plants, wildlife and insects. The Broads attract holidaymakers who come to navigate the intricate natural network of waterways formed by the Rivers Bure, Yare and Waveney and their tributaries.

For further information about UEA's excellent facilities, staff benefits, picturesque campus and the UEA working environment, please visit the 'Careers at UEA' microsite <u>https://www.uea.ac.uk/about/working-at-uea</u>. Additional information about living and working in the city of Norwich can be found at <u>https://www.workinnorwich.co.uk/</u>



If there is another city in the United Kingdom with a school of painters named after it, a matchless modern art gallery, a university with a reputation for literary excellence which can boast Booker Prizewinning alumni, one of the grandest Romanesque cathedrals in the world, an extraordinary new state-of-the-art public library then I have yet to hear of it. Norwich is a fine city. None finer.

#### **STEPHEN FRY**



# LOCATION

Some cities you've heard of, others you have to discover. Norwich is one of the most beautiful, modern historic cities in Britain. It's a city that celebrates the independent, stimulates creativity, promotes change and encourages diversity.

UEA is a campus university located 3 miles from the centre of Norwich. Situated in the heart of Norfolk, which means it's an ideal location to explore Norwich and beyond.

### **BY RAIL**

LONDON • 2 HOURS CAMBRIDGE • 1 HR 15 MINS BIRMINGHAM • 4 HOURS Many European cities (including Paris and Amsterdam) easily accessible by train

#### **BY ROAD**

KINGS LYNN • 1 HOUR CROMER • 45 MINUTES SOUTHWOLD • 1 HOUR

### **BY AIR**

NORWICH AIRPORT • 20 MINUTES STANSTED AIRPORT • 2 HOURS London is a major airline hub and all main international destinations are easily accessible



An internationally renowned university, UEA is ranked in the UK Top 25 (Complete University Guide 2025), UK Top 30 (The Mail 2025) and the World Top 100 (Times Higher Education Impact Rankings 2024), where it ranks in the UK Top 20 for research quality (Times Higher Education Rankings for the Research Excellence Framework 2021) and World Top 20 for Health and Wellbeing (QS World University Rankings for Sustainability 2024), reflecting the international excellence of its research environment. The University holds UK Teaching Excellence Framework Silver status.

#### Equality, Diversity, Inclusion and Wellbeing

The University is committed to diversifying its workforce and to the wellbeing of all our staff. For example, we already hold an Athena Swan Silver Institutional Award in recognition of our advancement towards gender equality. Further details on our broader Equality, Diversity, Inclusion and Wellbeing work can be found on our <u>website</u>.



