

# Society and College of Radiographers (SoR | CoR) Equity, Diversity, Inclusion & Belonging Action Plan 2025- 2027

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THE SOCIETY OF  
RADIOGRAPHERS



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## Richard Evans OBE CEO | Society and College of Radiographers

At the Society of Radiographers, our values are the foundation of everything we do. I am proud to share our Diversity, Equity, Inclusion, and Belonging (DEIB) Action Plan, which reflects our unwavering commitment to creating an organisation that truly embodies inclusivity, fairness, and opportunity. This plan outlines our continued progress toward achieving our Equity Objectives, strengthening our dual role as a professional body and trade union, and ensuring we better support our employees and members in all matters relating to DEIB.

We understand that fostering inclusive cultures and embracing anti-racist practices are essential not only to our success but to the wellbeing, engagement, and empowerment of everyone we serve. A diverse workforce and membership bring immense potential for innovation, enhanced decision-making, and the ability to meet the evolving needs of our members and

stakeholders. With openness and transparency at the core of our mission, we remain steadfast in creating a culture where every voice is heard and valued.

Building on the foundation of the 2022–2024 DEIB Action Plan, this updated strategy aligns with our 2024–2027 Strategic Framework. It incorporates ongoing initiatives, addresses incomplete actions, and introduces new priorities shaped by stakeholder feedback and organisational objectives. Above all, this action plan reflects our collective commitment to fostering an inclusive, equitable, and diverse environment that enriches the radiography profession and the broader communities we serve.

Together, we are making meaningful strides toward a brighter, more inclusive future. Thank you for your continued engagement, collaboration, and dedication to these essential efforts.

With best regards,  
**Richard Evans**



## Message from Dr Marcus Thomas Jackson Chair | College of Radiographers Board of Trustees

A comprehensive and well-structured Diversity, Inclusion, Equity, and Belonging (DIEB) strategy action plan is essential for cultivating a workplace culture that respects, values, and empowers all employees, members, and stakeholders. Beyond fostering an inclusive environment, an effective DIEB strategy also contributes to enhanced organisational performance, strengthens social responsibility, and promotes a sense of belonging across all levels of the organisation.

This document represents the second iteration of the Society and College of Radiographers' DIEB Strategy Action Plan for the period 2024–2027. It has been collaboratively developed with input from a wide range of contributors, including members of the UK Council, the

College of Radiographers Board of Trustees, and both internal and external stakeholders, ensuring meaningful member representation throughout the process. By providing a transparent account of the progress made so far, this plan reaffirms our ongoing commitment to advancing equality, fostering inclusivity, and ensuring that all individuals within our professional community feel valued, supported, and empowered.

I feel deeply honoured and genuinely delighted to have had the opportunity to be a part of this meaningful process. I extend my heartfelt appreciation to everyone who has contributed to the development of this action plan, recognising the dedication, effort, and collaboration that have gone into its creation.

# What Equity, Diversity, Inclusion and Belonging means to us!

## Our 5 Equity Objectives

- Enhance our data collection practices to better understand and address staff and member needs, with the aim of improving their experiences through informed interventions.
- Foster a diverse and inclusive workforce that reflects and champions the views of our members, actively promoting and supporting equity and inclusion across all roles and responsibilities.
- Foster a workplace culture that values and nurtures employees from all backgrounds, ensuring that everyone feels included, supported, and empowered to thrive and develop. Embed equity, diversity, and inclusion (EDI) as an integral part of our business.
- Actively engage with our staff and members to ensure that their feedback and opinions are heard and taken into account when setting priorities and planning initiatives.
- Provide opportunities for continuous learning and development for our staff, creating an environment that encourages ongoing growth and development.

## Our 4 Strategic Priorities

- **Membership:** Empower, support, and expand representation within the community.
- **Workforce:** Nurture and sustain radiography talent by advancing inclusion and fostering professional growth.
- **Profession:** Secure the future of radiography through innovation, leadership, and visibility.
- **Patients:** Advocate for exceptional, patient-centred care by embedding diverse voices and promoting equitable access.

## Our Values

**Integrity:** We always do what we believe is right, even when no one is looking. Our actions are guided by strong moral principles, ensuring honesty in everything we do.

**Equity:** We promote fairness by addressing individual needs and differences. We ensure that resources and opportunities are provided and accessible to everyone, giving each person a chance to succeed.

**Advocacy:** We support each other and make sure everyone's voice is heard. We stand up for the needs and rights of our colleagues and members, respecting diverse perspectives and engaging in open discussions to enhance our supportive culture.

**Courtesy:** We treat everyone with politeness and respect. Courtesy and understanding are at the heart of our workplace interactions. We value contributions and respect differences, maintaining courtesy even during challenging and difficult times.

**Openness:** We share information and encourage dialogue within appropriate boundaries. Open communication and the free exchange of ideas help us work better together while respecting the necessary confidentiality in our work. We are willing to take feedback and take responsibility when we get it wrong, acting on it to improve and grow together.

## Our Vision of Inclusivity

At Society of radiographers (SoR) and College of radiographers (CoR), we are a community of committed professionals from diverse backgrounds and experiences, united in purpose. We are dedicated to reflecting our SoR/CoR values through our actions and behaviours, ensuring equity, and celebrating the diversity that enriches our profession. Our goal is to cultivate workplaces where everyone feels safe, valued, heard, and respected. We believe that diversity in background and thought is not only respected but is seen as our strength. Together, we champion the benefits of these principles, fostering a culture where all employees and members feel empowered to share their lived experiences, thereby making a positive impact to our employees, our members, and to the radiography profession.

# 2025-2027 EDIB Action Plan

## Strategic Priority 1: Membership

**Aim:** Empower, support, and expand representation within our community by strengthening engagement, improving member benefits, and promoting inclusivity across all segments.

### Linked Equity Objectives:

- Enhance data collection practices to better understand and address staff and member needs, with the aim of improving their experiences through informed interventions.
- Foster a diverse and inclusive workforce that reflects and champions the views of our members, actively promoting and supporting equity and inclusion across all roles and responsibilities.
- Actively engage with our staff and members to ensure that their feedback and opinions are heard and taken into account when setting priorities and planning initiatives.

Action	Timescale
Collaborate with external partners to ensure best practices in inclusivity and data protection.	Ongoing
Identify barriers (real and perceived) to diverse backgrounds accessing trustee roles and implement targeted interventions	May 2025
Conduct a member data collection campaign to address identified gaps.	September 2025
To review and develop more training and educational opportunities to support members, improve morale and develop leadership skills.	December 2025
Introduce targeted support programmes for international recruits and newly qualified staff, including buddy systems, financial literacy workshops, and tailored induction support within local settings.	December 2025
Update benefits package to reflect member needs.	December 2025
Review EDI content on website pages, ensuring alignment with current policies and recruitment literature.	December 2025
Continue to develop Equalise member networks, prioritising the creation of sub-networks for: 1. Disability, Neurodivergence, Carers, Long-term Health Conditions. 2. Women. Additionally, engage with members to understand their interest in developing other subgroups, such as those for Students and Young Workers, and ensure alignment with their needs and priorities.	December 2025
Undertake a recruitment audit of processes and analyse data to inform further recommendations.	December 2025
Apply the Equality Impact Assessments (EQIA) process, ensuring training to apply this process to guidance documents for members, board and governance policies.	March 2026
Enhance engagement with underrepresented groups through regional forums and mentorship programs.	June 2026

## Strategic Priority 2: Workforce

**Aim:** Nurture and sustain radiography talent by advancing inclusion, improving recruitment processes, and fostering professional growth opportunities.

### Linked Equity Objectives:

- Foster a workplace culture that values and nurtures employees from all backgrounds, ensuring that everyone feels included, supported, and empowered to thrive and develop.
- Provide opportunities for continuous learning and development for our staff, creating an environment that encourages ongoing growth and development

Action	Timescale
Continue to deliver recruitment and inclusion training for panel members, with annual refresher sessions.	Ongoing
Review the assessment criteria for level 3 disability confidence scheme	December 2025
Expand Inclusion Champion team to include LGBTQ+ and Neurodiversity specialists.	December 2025
Develop and launch a "Work for Us" portal showcasing inclusive practices, benefits, and career opportunities	December 2025
Develop a tailored refresher training schedule for the Building Inclusive Cultures programme, addressing current workforce challenges and aligning with team needs.	December 2025
Explore the Debias Recruitment Toolkit to enhance inclusivity in hiring practices.	December 2025
Organise leadership workshops focused on EDI accountability and inclusion.	December 2025
Review and update reporting and complaints processes to clarify pre-complaints procedures and improve systems for addressing inappropriate behaviours.	December 2025
Implement the Sunflower Scheme to enhance accessibility and support for hidden disabilities	December 2026
Implement the principles of the Workforce Race & Disability Equality Standard (WDRES) metrics, measuring data improvements to evaluate progress. Develop a robust, integrated data collection system that captures diverse experiences, supports informed interventions, and provides regular progress updates.	December 2026
Review, and implement the Gender and Ethnicity pay gap reporting and develop strategies to address disparities.	December 2027

### Strategic Priority 3: Profession

**Aim:** Secure the future of radiography through innovation, leadership development, and increased visibility of the profession.

**Linked Equity Objectives:**

- Foster a workplace culture that values and nurtures employees from all backgrounds, ensuring that everyone feels included, supported, and empowered to thrive and develop.
- Enhance data collection practices to better understand and address staff and member needs, with the aim of improving their experiences through informed interventions.

Action	Timescale
Deliver inclusive leadership workshops for radiography professionals.	Ongoing
Foster research and innovation in radiography through an EDI lens by developing grants or awards.	Ongoing
Equip members to adopt safe technological advancements.	June 2025
Support member-facing reps and officers and inclusion champions in neurodiversity, EDI and mental health training.	September 2025
Review and revise professional standards and best practice guidelines to ensure they reflect intersectional inclusivity and distribute them to professionals with an equality focused approach.	December 2025
Promote radiography careers to diverse audiences via school outreach and mentorship programmes.	December 2025
Conduct intersectional analysis of member experiences to identify equity gaps.	March 2026
Engage staff, including trustees and UK Council members, in data collection efforts to ensure organisational representation aligns with diversity goals.	June 2026
Expand networking opportunities by hosting forums or events focused on DEIB challenges and solutions within the profession.	December 2026
Develop DEIB benchmarking tools for radiography departments to assess and improve inclusivity.	December 2027



## Strategic Priority 4: Patients

**Aim:** Advocate for exceptional, patient-centred care by embedding diverse voices and promoting equitable access to services

### Linked Equity Objectives:

- Actively engage with our staff and members to ensure that their feedback and opinions are heard and taken into account when setting priorities and planning initiatives.
- Provide opportunities for continuous learning and development for our staff, creating an environment that encourages ongoing growth and development

Action	Timescale
Champion public health initiatives leveraging radiography expertise.	Ongoing
Increase patient voice representation in service design.	March 2025
Host workshops for healthcare providers on culturally competent patient care.	June 2025
Develop and promote policies to enhance equitable patient care access.	December 2025
Review the TUC Manifesto to map its recommendations into DEIB workstreams.	June 2026

## Cross Cutting Actions: Driving DEIB Integration Across Membership, Workforce, Profession, and Patients

Action	Timescale
<p><b>Produce data and analysis report for Board, SMT, and EDI Committee. Report widely to staff for full transparency</b></p> <ul style="list-style-type: none"> <li>Regularly publish data and analysis to foster transparency and inform decision-making at all levels. To start with annual EDI published report.</li> </ul>	Ongoing
<p><b>Embedding DEIB – Values and Behaviours</b></p> <ul style="list-style-type: none"> <li>Promote the organisation’s core values as a foundation for all DEIB actions and strategies.</li> </ul>	March 2025
<p><b>Develop Individual Directorate Operational DEIB Action Plans</b></p> <ul style="list-style-type: none"> <li>Link action plans to area of responsibility under the DEIB Action Plans.</li> <li>Track Progress through regular quarterly reports and meetings.</li> </ul>	June 2025
<p>Launch a comprehensive DEIB communication plan that integrates DEIB values across platforms and actively engages members and staff through tailored content.</p>	September 2025
<p><b>Organise Board EDI development days</b> Facilitate regular development sessions to enhance Board members’ understanding of EDI principles, their implementation and leadership accountability. Workshops to include:</p> <ol style="list-style-type: none"> <li>Inclusive leadership</li> <li>Conscious Inclusion</li> <li>Difficult Conversations, language and Allyship</li> <li>Procedural understanding about how to raise and address concerns.</li> </ol>	December 2025
<p><b>Provide Equality Impact Assessment (EQIA) training.</b></p> <ul style="list-style-type: none"> <li>Deliver EQIA training to staff and governance leads to ensure consistent application across policies and practices.</li> </ul>	March 2026
<p><b>Refine and enhance the Equality Impact Assessment (EQIA) process by:</b></p> <ol style="list-style-type: none"> <li>Reviewing and streamlining the EQIA framework, agreeing on governance procedures, and updating the Standard Operating Procedure (SOP) to reflect best practices.</li> <li>Providing comprehensive training for relevant staff and leaders to ensure effective and consistent application of EQIA principles.</li> </ol> <p>Embedding EQIA into the review cycle for all policies and guidance documents to promote inclusivity and accessibility across the organisation.</p>	March 2026
<p><b>Establish Relevant DEIB Baselines</b></p> <ul style="list-style-type: none"> <li>Baselines established and agreed on workforce, membership, leadership and patient services to serve as the foundation for tracking change and improvement.</li> </ul>	December 2026
<p><b>Create a system of quantitative and qualitative metrics/dashboard to measure the impact of DEIB work</b></p> <ul style="list-style-type: none"> <li>Establish SMART DEIB goals</li> <li>Where possible align it with existing standards like WRES/WDRES and use data SoR already collect, such as member satisfaction and engagement.</li> </ul>	December 2026

## Measuring Success

To ensure accountability and meaningful progress, success will be measured through the following mechanisms:

**Governance and Oversight:** The Joint Equalities Committee (JEC) will oversee progress on DEIB initiatives, ensuring alignment with organisational priorities and providing regular updates to the UK Council and College Board of Trustees.

**Qualitative Feedback:** Feedback collected from focus groups, listening circles, and employee/member forums to evaluate lived experiences and the effectiveness of implemented initiatives.

### Transparency in Reporting:

- Publication of an annual DEIB progress report, highlighting achievements, challenges, and areas for improvement.
- Updates shared with all stakeholders via internal communications, dedicated web pages, and organisational meetings.

These measures, combined with the robust governance of the JEC and the strategic oversight of the UK Council and College Board of Trustees, will ensure that DEIB remains central to organisational growth and innovation.