

SoR | CoR

Equity, Diversity, Inclusion and Belonging (EDIB)

Annual Report

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Foreword

This first Equity, Diversity, Inclusion and Belonging (EDIB) Annual Report sets out the Society of Radiographers and College of Radiographers' progress to date in strengthening EDIB across our organisation and across the profession. It summarises what we have put in place, what we have learned, what has changed, and where we will prioritise action next.

Our intent is clear: EDIB is not an “add-on”. It is integral to who we are as a professional body and trade union, and how we serve our members, our staff, and ultimately patients.

Since the 2022 Equality, Diversity and Inclusion (EDI) Audit, we have focused on strengthening foundations: establishing clearer governance and accountability, creating routes for lived experience and member voice to shape priorities, building capability through learning and practical tools, and improving how we gather the data needed to target action effectively. We recognise this is long-term work. This report is part of our commitment to transparency, learning, and continuous improvement.

Our member-facing EDIB Action Plan provides an overview of planned actions and indicative timescales. Internally, we maintain a live delivery tracker that is updated regularly to monitor progress, add actions where new needs emerge, and respond to organisational and sector change. We will refresh the public action plan periodically to reflect progress and evolving priorities: <https://www.sor.org/News/Equalities/Equity,-Diversity,-Inclusion-and-Belonging-at-the>

Year in Highlights

Over this reporting period, we have:

- Strengthened governance and accountability for EDIB through established oversight and directorate-level ownership of delivery, supported by quarterly progress updates.
- **Equalise networks:** Strengthened and relaunched the existing Equalise Race Equality and LGBTQI+ networks (refreshed Terms of Reference, working plans and leadership links into the Joint Equalities Committee), and expanded the network offer in response to member needs - launching Women's and Disability and Neurodivergence networks now in early development. We are recruiting Chairs, Deputy Chairs and Social Media Leads, who will be supported through induction and one-to-one coaching.
- Completed the **Equality Impact Assessment (EIA)** pilot and established the organisational process - embedding and training are the next step.

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- Completed the Disability Confident Level 3 assessment, building on Disability Confident progress and clarifying next steps.
 - Strengthened inclusion and wellbeing infrastructure through EDI and Inclusion Champions, Mental Health First Aiders, and Lunch and Learn sessions (including menopause).
 - Strengthened consistent EDIB communication by working closely with our Digital and Communications teams to provide regular updates to staff and members, alongside activity to celebrate diversity through a calendar of key events and significant dates.
 - Prepared the member data refresh campaign approach and communications materials - launch is paused temporarily due to internal system upgrades and will resume once systems are ready.
 - **Member Representative (rep) EDIB e-learning:** Co-designed and piloted core EDIB elearning modules with representatives and progressed the build into an accessible elearning format for rollout to all reps. Modules cover bias, microaggressions, language and terminology, and privilege - supporting consistent confidence and practice across the rep community.
 - Reviewed and strengthened recruitment processes and guidance, delivered core recruitment and inclusion training for recruiting managers, and trained EDI and Inclusion Champions to support inclusive recruitment practice, including participation on recruitment panels where appropriate.

1. About this report

This public report summarises SoR/CoR progress in embedding EDIB across four strategic priorities:

- Membership
- Workforce
- Profession
- Patients

It provides a high-level narrative of progress and priorities, supported by our member-facing EDIB Action Plan (link in the Foreword), which summarises planned actions and indicative time-scales. Progress is monitored through an internal live delivery tracker, which informs periodic updates to public reporting and the member-facing action plan.

2. Our EDIB framework

Our five equality objectives:

1. Enhance data collection practices to better understand and address staff and member needs, with the aim of improving their experiences through informed interventions.
2. 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.
3. 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 as an integral part of our business.
4. Actively engage with staff and members to ensure that their feedback and opinions are heard and taken into account when setting priorities and planning initiatives.
5. Provide opportunities for continuous learning and development for staff, creating an environment that encourages ongoing growth and development

Our four 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.

3. Our values

Our values underpin how we work, how we treat one another, and how we demonstrate accountability in practice.

- 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.

4. Our vision of inclusivity

At the Society of Radiographers and College of Radiographers, we are a community of committed professionals from diverse backgrounds and experiences, united in purpose. We are dedicated to reflecting our 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 - making a positive impact for our employees, our members, and the radiography profession.

5. Cross-cutting progress (organisation-wide enablers)

Alongside progress within each strategic priority, we have strengthened organisation-wide enablers that help ensure EDIB is consistent, measurable and sustainable.

Governance and accountability

We strengthened EDIB governance and oversight, including through the Joint Equalities Committee (JEC). This supports clearer accountability and provides routes for lived experience and member voice to inform priorities and decision-making.

Directorate-level accountability and quarterly reporting

To strengthen accountability and pace of delivery, each directorate maintains an EDIB delivery plan aligned to organisational priorities. Progress is reviewed and updated quarterly, supporting clearer ownership, more consistent reporting, and stronger focus on delivery across teams.

Next focus: improve consistency of quarterly reporting and strengthen how we translate updates into organisational learning, measured outcomes and next actions.

Communications, engagement and visibility

We strengthened our approach to consistent EDIB communication by working closely with our Digital and Communications teams to plan and deliver regular updates for staff and members. This has supported clearer visibility of EDIB activity, improved understanding of progress and priorities, and created more consistent routes for staff and members to share input that informs delivery.

Celebrating diversity: We also progressed a calendar of EDIB-related events and significant dates to recognise and celebrate the diversity of our staff and members, and to support learning and engagement throughout the year.

Next focus: continue to embed a planned communications approach across channels, strengthen storytelling and visibility of diverse voices, and ensure updates clearly link activity to learning and progress.

Equality Impact Assessments (EIA)

We completed the EIA pilot and established a consistent organisational process for assessing equality impacts. This strengthens how we design and review policies, guidance, events and key activity.

Next focus: train and embed the EIA process into day-to-day decision-making so it becomes standard practice.

Data and transparency

We progressed work to strengthen equality data and reporting capability, recognising that better data is essential for understanding experience, identifying equity gaps, and targeting interventions. This includes preparation for a member data refresh approach and trust building communications. Launch has been paused temporarily due to internal system upgrades.

Next focus: launch the data refresh campaign when systems are ready, publish clear updates on what we learn, and explain how insights will inform decisions and improvements.

Dispute resolution and raising concerns

We strengthened our approach to addressing concerns and supporting early resolution by

developing an updated internal Dispute Resolution and Grievance Policy and reviewing related policies, including Dignity at Work, to ensure alignment. This work is focused on improving clarity, promoting awareness of options available, and supporting earlier, constructive resolution where possible.

Next focus: consult on the updated approach, improve understanding through ongoing communications, and embed confident use of the process through guidance, support and signposting.

Capability, support and well-being

We continued investing in learning, practical tools, and colleague-led support mechanisms that help inclusion land day-to-day. This includes EDI and Inclusion Champions, Mental Health First Aiders, and Lunch and Learn sessions (including menopause).

Next focus: grow and diversify the EDI and Inclusion Champions network, particularly with Champions who bring disability, neurodiversity and LGBTQI+ insight, and strengthen the support offer for existing Champions through structured development, refresher training and regular peer support - ensuring capability continues to build over time.

Representative EDIB e-learning (development and piloting)

We progressed the development of a core EDIB e-learning module suite for SoR member representatives, co-designed and piloted in collaboration with reps to ensure it is practical, relevant and grounded in real scenarios. We are now converting the content into an accessible e-learning format so it can be rolled out consistently to all reps. The core modules cover topics including bias, micro-aggressions, language and terminology, and privilege - supporting shared understanding and confidence across the rep community in how EDIB shows up in practice and how reps can respond effectively.

Next focus: expand reach and consistency, and ensure learning translates into sustained behaviours and inclusive leadership practice.

6. What we heard and what we learned

Across our engagement and learning activity, several consistent themes have emerged. Members and staff value visible commitment and practical action and want inclusion to be experienced consistently - not dependent on individuals. We have learned the importance of clear and trusted safe spaces; transparent and accessible processes (including for representative roles); consistent and confident leadership behaviours; and stronger communication during periods of change.

These insights inform our next-year focus, particularly embedding the EIA process, improving the quality and completeness of data, sustaining Equalise networks, strengthening communications and engagement, and strengthening tools and support that enable inclusive practice day-to-day.

7. Progress by strategic priority

7.1 Membership

Why this matters: Stronger member voice, representation and belonging improves how we serve members and ensures lived experience informs priorities.

Progress to date

- **Equalise networks (revamp):** Our initial focus was to strengthen and relaunch the existing Equalise networks - Race Equality and LGBTQI+. This included refreshing Terms of Reference, agreeing clearer working plans, and strengthening governance links, with Chairs and Deputy Chairs attending the Joint Equalities Committee to ensure member voice directly informs organisational priorities.
- **Equalise networks (expansion):** Building on this foundation, we expanded the Equalise offer in response to member needs. We launched the Women's network and progressed the Disability and Neurodivergence network offer, both in early stages of development as safe spaces for peer support and lived experience insight. This expansion creates a strong opportunity to broaden participation and representation: we are recruiting Chairs, Deputy Chairs and Social Media Leads, who will receive a full induction and development support, including one-to-one coaching.
- **Inclusive engagement and representative pathways:** Progressed work to understand and reduce perceived barriers to representative roles, including gathering feedback to inform improvements to communication, clarity and support.
- **Tailored support for under-represented groups:** Progressed targeted support for international recruits, students and newly qualified professionals, including a piloted EDIB induction and update offer, targeted information to support engagement and recruitment, and practical well-being support such as financial well-being webinars and signposting.
- **Visibility and engagement:** Established a more consistent rhythm of member-facing EDIB communications through regular planning with Digital and Communications colleagues, alongside a calendar of key inclusion moments to improve visibility, celebrate diversity and increase awareness of opportunities to participate.

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- **Improving reporting routes:** Reviewed and updated reporting and complaints processes to improve clarity, including strengthening the pre-complaints stage and establishing a clearer process-review approach informed by feedback and lessons learned.
 - **Member data improvement foundations:** Prepared the member data refresh campaign approach, including updated questions, member testing and refined communications - paused temporarily due to system upgrades.

What we will focus on next

- Consolidate and grow Equalise networks with clear governance, leadership support and consistent safe space practice.
- **Shared learning and collaboration:** Strengthen shared learning across Equalise networks and relevant member structures, so learning is shared consistently, duplication is reduced, and good practice is scaled.
- Strengthen inclusion and transparency in representative pathways, including clearer guidance, improved feedback mechanisms and accessible question and answer routes.
- Progress refreshed member benefits communications and regional resources that support inclusive engagement.
- Launch the member data refresh campaign when systems are ready, and publish clear updates on what we learn and how it will inform decisions and improvements.

7.2 Workforce

Why this matters: Inclusive culture supports well-being, retention, performance and fairness in opportunity for our staff - and strengthens how we support SoR members in their workplaces through our representatives, policies, guidance and day-to-day engagement.

Progress to date

- **Inclusive culture development:** Built on the Building Inclusive Cultures programme (five workshops focused on inclusive leadership) by extending learning into ongoing engagement and support during the reporting period. This included facilitated listening circles, Lunch and Learn sessions on priority topics, practical resources, tools and guidance available to all staff, and coaching support to build confidence and capability. We also developed an EDIB induction offer to strengthen consistency for new starters.
- **Support infrastructure embedded:** Continued to strengthen colleague-led mechanisms

including EDI and Inclusion Champions, Mental Health First Aiders, and a programme of awareness activity such as Lunch and Learns (including menopause).

- **Inclusive recruitment improvements:** Reviewed and strengthened recruitment processes and guidance, including updates to application routes and forms to improve inclusivity. Delivered core recruitment and inclusion training for recruiting managers, with refresher training available, and trained EDI and Inclusion Champions to support inclusive practice, including participation on recruitment panels where appropriate. Strengthened learning from candidate feedback, including updates informed by neurodivergent candidate experience, and progressed work to build a mechanism for periodic candidate feedback.
- **Improving recruitment communications:** Progressed development of a dedicated “Work for Us” section on our website to better communicate inclusive practices, benefits and opportunities. Progressed review of equality, diversity and inclusion content across recruitment-related pages to ensure alignment with current policies and guidance.
- **Disability Confident progress:** Completed the Disability Confident Level 3 assessment, building on existing practice and clarifying next steps to strengthen disability inclusion and confidence.
- **Accessibility and hidden disability:** Progressed planning to implement the Sunflower Scheme to strengthen recognition and support for hidden disabilities, supported by launch materials and communications.
- **Workplace well-being insight:** Continued to use workplace well-being feedback to inform priorities relating to workload, support, relationships and change communication - supporting ongoing culture improvement.

What we will focus on next

- Strengthen sustained culture change, including targeted refresh learning and practical tools for inclusive leadership and psychologically safe practice.
- Expand and support the Champions approach so staff continue to have visible routes for support, signposting and peer learning.
- Expand access to coaching and practical support where it will have the most impact, alongside reviewing and refreshing internal e-learning so it aligns with current EDIB priorities and expectations.
- Strengthen measurement and reporting capability so progress can be tracked transparently over time.

7.3 Profession

Why this matters: Inclusive professional development and opportunity supports a stronger, more representative profession and improves confidence in fairness and access.

Progress to date

- **Continuing professional development and inclusive practice:** Continued to strengthen member learning and guidance that supports inclusive practice, including updating professional guidance and resources and applying equality impact approaches to improve accessibility and relevance. This has included developing and signposting webinars and workshops that support inclusive practice across the profession.
- **Leadership, mentoring and professional opportunities:** Began review work to strengthen equity in access to leadership and research mentorship pathways, including collecting benchmark insight from previous cohorts and reviewing application criteria and promotional routes to inform improvements for future rounds.
- **Equity lens in awards and research support:** Continued to review research and award funding mechanisms to ensure they reflect EDIB principles - strengthening inclusive language and accessibility of communications and considering barriers to application. This includes review activity across established offers such as the College of Radiographers Industry Partnership Scheme (CoRIPS) and other awards and grants processes, with actions identified to improve reach and fairness over time.
- **Embedding EDIB into professional standards:** Began planned integration of EDIB considerations within the Quality Standard for Imaging review cycle, strengthening how departments assess and improve inclusive practice.
- **Professional events and shared learning:** Progressed plans to deliver EDIB-focused learning and discussion through national professional events and forums to support learning, visibility and shared solutions across the profession.

What we will focus on next

- Strengthen insight into equity gaps in professional experience, using improved data and lived experience feedback to target development activity.
- Expand visible inclusion through professional events, communications and engagement so diverse voices are represented.
- Continue strengthening equity in research, awards and funding - monitoring impact,

improving reach, and refining approaches as barriers are identified through feedback and data.

7.4 Patients

Why this matters: EDIB strengthens equitable access, quality and safety by supporting inclusive and culturally competent practice.

Progress to date

- **Patient voice and representation:** Continued to strengthen patient insight through established routes, including use of the Patient Advisory Group to inform relevant consultation, guidance and influence activity where the Society of Radiographers and College of Radiographers has a role.
- **Patient and lay involvement in guidance and standards:** Maintained patient and lay representation in the development and review of key professional standards and guidance, including patient involvement in reviews linked to the Quality Standard for Imaging and other guidance outputs where appropriate.
- **Supporting culturally competent and equitable care:** Continued to support inclusive practice through guidance, learning and professional resources that help members strengthen equitable approaches across different communities, alongside planned integration of the Equality Impact Assessment process into relevant patient-facing guidance work.

What we will focus on next

- Strengthen how patient insight is captured and used (including through the Patient Advisory Group) and improve transparency about how this influences outputs.
- Improve visibility of how EDIB supports safer and more equitable patient experiences through inclusive professional practice.

8. Priorities for the next 12 months

Over the next year, we will prioritise delivery and embedding in the following areas:

1. Embed the Equality Impact Assessment (EIA) process through training and consistent organisational adoption.
2. Launch the member data refresh campaign when systems allow, publish insights, and

translate learning into clear action.

3. Strengthen and sustain Equalise networks, including Women's and Disability and Neurodivergence, with consistent governance, leadership support and safe space practice.
4. Strengthen inclusive capability and sustained culture change - expanding support for EDI and Inclusion Champions, recruiting additional Champions (particularly disability, neurodiversity and LGBTQI+), and strengthening staff learning pathways including refreshed internal e-learning and practical tools.
5. Improve transparency, reporting and accountability - strengthening quarterly directorate updates and publishing progress updates that show what has changed and what we are focusing on next.
6. Strengthen consistent communications, engagement and visibility of diverse voices, supported by a planned calendar of activity and regular updates for staff and members.

9. Conclusion

SoR|CoR remains committed to strengthening equity, diversity, inclusion and belonging across our organisation and across the radiography profession. Our focus is on sustained, measurable progress: embedding consistent processes, strengthening capability and support, acting on lived experience, improving communications and engagement, and building the quality of data and transparency needed to understand impact and target action.

This Annual Report is an important step in sharing progress and priorities publicly, and we will continue to learn, improve and report openly as our work develops



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