



key equity monitoring mechanisms, including the institutional steering group of the Athena Swan and Race Equality Charter Marks, where OD is represented.

What key achievements have been made against the action plan?

Concordat principle 1 (Recruitment, selection, retention) OD is now geared towards supporting the entire employee lifecycle. We are in the process of implementing a new recruitment system that will ease recruitment, selection and redeployment. We have created a new onboarding experience, with phase 1 already complete. We have made the promotions process more transparent. We have reformulated the HR Busi

