



# Equality Action Plan: 2022/3 Update

# Contents

<b>Introduction</b>	<b>2</b>
<b>Who We Are</b>	<b>3</b>
<b>The Scope</b>	<b>4</b>
<b>The Equality Action Plan (EAP) Delivery Group</b>	<b>6</b>
<b>What Has Happened Since our Last Report</b>	<b>7</b>
<b>Reflections and Observations</b>	<b>8</b>
<b>Priority Area 2023</b>	<b>9</b>
<b>Area 1: Strategy and Direction of Travel</b>	<b>11</b>
<b>Area 2: Diversity at Work</b>	<b>13</b>
<b>Area 3: Diversity of our Partners</b>	<b>14</b>
<b>Area 4: Access to Services</b>	<b>16</b>
<b>Area 5: Content and Representation</b>	<b>17</b>
<b>Area 6: Advocacy and Communications</b>	<b>19</b>
<b>Additional CISL Highlights from 2022/2023</b>	<b>22</b>
<b>Final Thoughts from Around CISL on EDI</b>	<b>23</b>
<b>Looking Forward Towards 2024</b>	<b>24</b>

## Introduction

2022/3 has been an important transformational year for CISL. We have developed and begun to build out our new strategy, including the refinement and updating of core foundational elements, like our purpose, values and our institutional impact goals. In October 2022, we completed and moved into our new institutional headquarters, the Entopia Building, an award-winning sustainable retrofit in the centre of Cambridge.

For the first time in several years, our Cambridge team is able to come together in a face-to-face working environment, and our state-of-the art hybrid working arrangements support much better engagement and integration with our colleagues in Brussels and South Africa. The Entopia Building also provides us with a safe space to engage with members of our global community, to collaborate and explore real issues and to enable the leadership that will drive effective change.

This created an opportunity for us to collectively reflect on our achievements around equality, diversity and inclusion (EDI) to date, and to set the course for our next phase of activity. You will notice in this updated Equality Action Plan (EAP) that the fundamentals of our approach will shift slightly to incorporate a wider remit:

- The scope of our activity has increased its initial focus on racial inequality to wider equality and inclusivity across the workplace, and in CISL's work within the world. This is important to make CISL a great place to work and to collaborate with, and to ensure our work in sustainability leadership remains cutting edge.
- Our EAP is now firmly linked to, and underpinned by, CISL's new strategy which we began to operationalise in early 2023.
- In this way, the plan is becoming an intrinsic part of our strategic progression, both in our operational practices and in the delivery of our world class work around Foresight, Education, Convening and Innovation. It is becoming fully embedded in everything that CISL is and does, allowing us to drive forward more meaningful conversation, engagement and change.

We believe that this will be an essential springboard towards the success of our plans.

While we reviewed and reflected on our strategic positioning, we continued to drive real change within CISL's activities and this update provides some highlights from the last 12 months. We are also honest about how we can be more effective and where we could and should do more.

We remain committed to listening and being open to change. Together, we can act and create positive impact.

**Anna Nitch-Smith**  
Chief Operations Officer  
Cambridge Institute for Sustainability Leadership



## Who We Are

We are an impact-led institute within the University of Cambridge that activates leadership globally for people, nature and climate. Through our global network and hubs in Cambridge, Cape Town and Brussels, we work with leaders and innovators across business, finance and government to accelerate action for a sustainable future.

Trusted since 1988 for our rigour and pioneering commitment to learning and collaboration, we create safe spaces to challenge and support those with the power to act.

## What We Do



### Foresight

We develop pioneering ideas, research and resources for better decision-making and system design.



### Education

We empower individuals and organisations to lead change at scale.



### Convening

We build transformative alliances across business, finance and policy.



### Innovation

We catalyse entrepreneurial leadership to accelerate solutions to global challenges.

## Our Values

**Purposeful:** all our work supports our purpose; we proactively seek to work in ways that will have the greatest positive impact on necessary systemic changes.

**Wellbeing:** we value people and recognise that fulfilling roles, clarity, shared passion, commitment, and opportunities for progression and growth are core.

**Innovative:** we work to break new ground, we prioritise learning, creativity, experimentation and being willing to fail.

**Collaborative:** we actively connect within and beyond the organisation internationally and across traditional silos, to engage diverse perspectives and co-create solutions to systemic challenges.

**Excellence:** we take pride in the quality of our work and recognise the importance of effective and efficient ways of working.

**Accountability:** we hold ourselves accountable to work with courage, integrity and rigor.

## The Scope

### Why do we care about equality, diversity and inclusion at CISL?

Our new CISL strategy commits to essential real-world impact and outcomes for people, nature and climate. To do this to the best of our abilities we must ensure that CISL attracts and retains the best and most diverse range of global sustainability expertise (through our staff, contributors and partners).

We are beginning to embed our EAP as an intrinsic part of our strategy, both in our operational practices, such as employee engagement through our regular EAP working group, and in the delivery of our impact-focused projects across Foresight, Education, Convening and Innovation.

This allows us to drive forward more meaningful conversation, engagement and, ultimately, change.

We are working hard to fully embed the plan in all CISL's day-to-day activities and institutional reliance on the brightest, most diverse and globally relevant thinking on sustainability leadership issues.

Our aspiration for excellence means we need to attract and retain a diverse staff base who can generate new ideas and communicate them credibly to global audiences.

We want to engage with the most respected collaborators who can help bring diverse and thoughtful perspectives to our work. We want our voice to be relevant to audiences around the world, to ensure that we are a positive part of driving global discourse and action for people, nature and climate.

We know that diverse viewpoints are essential to creating a thriving, resilient and inclusive organisation.

It's just commonsense.

This report focuses on what we have already done to deliver improved outcomes for CISL's operational activities, the projects we deliver and the wider impact we create as well as our more strategic pivot in the coming years. It speaks to the range of activities across all of CISL – Foresight, Education, Convening and Innovation, as well as our internal operations and all three of our office locations.

### Purpose of the Equality Action Plan (EAP) and the Equality Action Plan Group (EAG)

As we strategically progress towards our crucial global purpose, the EAG will help to advise, challenge and make recommendations relating to diversity, inclusion and equality, as well as promote, champion and encourage all of the actions identified in the plan.

The EAG is overseen by CISL's Senior Leadership Team (SLT) and, ultimately, our Management Board. Periodically, the group will aim to take a temperature check with colleagues on the effectiveness of the plan to understand if it is having the desired effects.

Work on the EAP will be recognised as a core objective for all members, embedded into their routine role and annual objectives, with Team Directors required to ensure that time is available for members to fully participate through business planning and day-to-day management.

1. Expand the scope of the EAP to include a wider lens of equity, diversity and inclusion, beyond a focus on purely race and ethnicity.
2. Embed work on equity, diversity and inclusion into CISL's new strategy and broader work in a consistent fashion to ensure these considerations are properly integrated in all initiatives from their outset.
3. Revise and build on existing priorities in light of 24 months' experience. Specifically, this includes ensuring our plans remain bold, but our timelines, resourcing and engagement are realistic, focused and achievable.

## The Equality Action Plan (EAP) Delivery Group

### Membership 2023/24:

Anna Nitch-Smith (Chair) - Chief Operating Officer

Eileen Desasso and Diana Barbosa - Team Administrators

Munish Datta - Fellow/Senior Associate Representative

### Staff Representatives

Dina Khalifa

Jie Zhou

Tahmid Chowdhury

Priya Rajasekar

Katherine Hirst

Adele Williams

Natalie Adrien

Krisztina Borbala Zalnoky

Helen Plummer

Fliss Mottram

Corinne Appadoo

## What has happened since our last report...

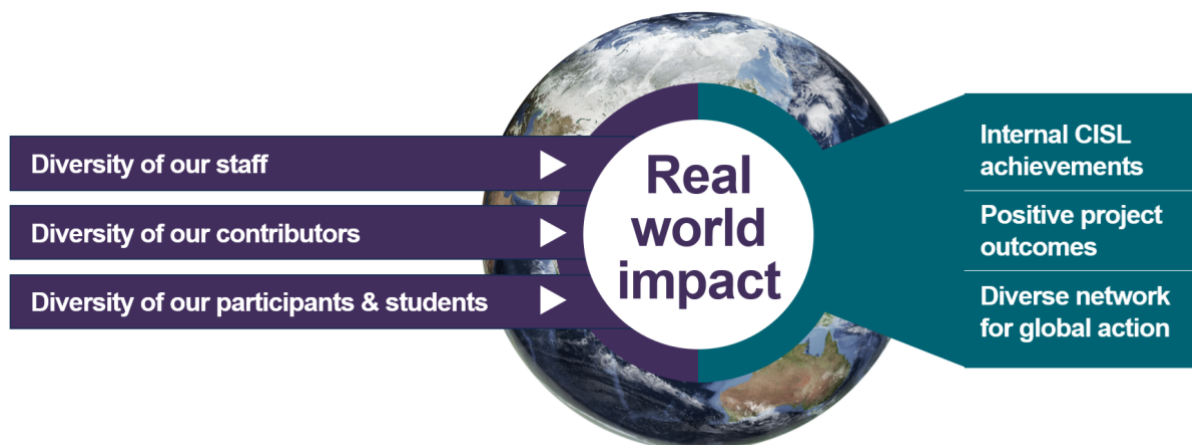
Our last report was issued in February 2022, so this report provides:

1. An update on our activities since February 2022
2. Setting out of our key strategic shifts in our approaches to embedding EDI considerations within CISL.

Fundamentally, 2022 was a transformational year for CISL. We moved into our new retrofitted sustainable office building, Entopia, bringing our Cambridge-based staff into a world-class headquarters for the first time. This also allowed colleagues a fully-hybrid working environment to enable us to engage with colleagues from our Brussels and Cape Town offices and to be able to collaborate with partners all over the world.

We also began shaping our new strategy, which was launched in Summer 2023. This work included important updates/refreshed elements, which contribute to our thinking on EDI:

- **Our purpose** – ensuring we drive real, tangible change for people, nature and climate globally.
- **Our values** – developed collectively by all staff, which underpins our cultural ambition for CISL.
- **Our model of change** – how, where and why we seek to drive change in the world – which in turn helps to shape decisions about the projects we take on and how they are shaped to maximise outcomes.
- **Our impact goals** – how we focus to drive systemic and substantial change around key priority areas.
- **Recognition of the importance of our global network of alumnae** – 35,000 people who create action.



Together, these activities gave us an ideal window of opportunity to reflect on our previous EAP and develop a future approach, which is more aligned with our strategic goals. This is essential because we want equality, diversity and inclusion to be a fundamental part of CISL's day-to-day activities and impact, never a bolt-on.

## Reflections and observations...

Together, we have achieved some really good tangible outcomes since February 2022, and it is important that we celebrate these. The sections below provide a detailed overview of our goals, the progress we have made and some key highlights.

But it is incredibly important to reflect that our success has not been universal by any means. In all, our progress has been slowed by two major factors:

- Capacity of our extremely loyal and dedicated staff – all of whom have been very busy with important project deliverables, and who have been wrestling with the implications of a new organisational strategy at the same time; and
- The scale of our original ambitions – which fundamentally outstripped our resource.

We have reflected carefully on these barriers, and recognise that real, systemic changes in attitude and approaches takes time, consistency and ambition. Change is hard, change takes energy, time and commitment. It cannot rely on the enthusiasm of a small group of colleagues alone.

So, for 2024 and beyond we will be doing two important things:

1. Taking a long hard look at our ambition and scaling this back to be more manageable within our resource constraints.
2. Building our capability to embed considerations of social justice, equality and inclusion into the core work of the organisation to ensure that it is truly everyone's ambition not only for how we operate, but how we prioritise, design and deliver our projects and programmes.

By focusing on these key areas in tandem, we hope to ensure our future progress is meaningful and that CISL continues to edge towards the leading edge of organisational EDI.

We also recognise that the absence of good quality data impedes our strategic decision-making and our independent appraisal of progress. Organisationally, we have been working to create digital solutions to this for some time, and we hope that 2024 will begin to generate us meaningful baselines for several elements of our activities. We pledge to continue progressing this important “behind-the-scenes” work that will underpin our future ambition.

## Priorities for Action

Overall, we have slightly shifted and adapted our ‘Priorities for Action’ in some areas.

We recognise that this makes it difficult to report in an entirely consistent way but important to reflect current positioning. For clarity, the priority areas are listed on the next page.



## Priority Area 2023



### 1. Strategy and Direction of Travel

*This is a new priority area*

### 2. Diversity at Work

*Previously, Priority 1, Diversity at Work*

### 3. Diversity of our Partners

*Previously, Priority 2, Diversity of our Partners*

### 4. Access to our Services

*Previously, Priority 3, Access to our Services*

### 5. Content and Representation

*Previously, Priority 4, Content and Representation*

### 6. Advocacy and Communications

*Previously, Priority 5, Advocacy*



## Area 1: Strategy and Direction of Travel

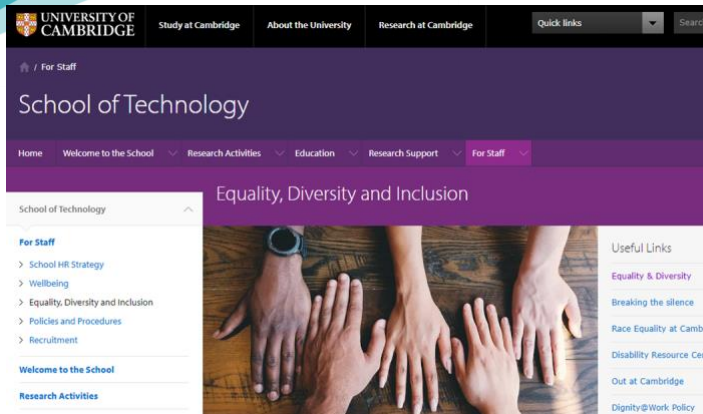


We aim to ensure that CISL's wider ambition and priorities fully embed EDI over the next five years.

Our purpose to activate leadership that transforms economies for people, nature and climate is at the heart of everything we do. However, to deliver better outcomes and influence others to act, we must help identify and take strategic action to minimise social inequalities in the areas we can control and influence. When considering our day-to-day activities within CISL, we aim to make sure that EDI is always considered and embedded into all our strategy through the assistance of our working groups and delivery activities.

### Progress since our last report:

The EAP working group members have also been actively working as part of our Culture Champions to develop and embed our values. There has been strengthened engagement and support for our Equality Forum (see below), which aims to ensure that good conversations ultimately begin to translate into firm action where necessary and appropriate.



CISL now has representation on Cambridge University-wide Equality and Diversity networks, which includes attending the School of Technology's EDI Forum.

The Equality Forum has developed a range of conversation and discussion sessions for all staff to have the opportunity to attend over the last year, both in person and online.

We recognise that resourcing continues to be an issue for CISL staff, and that we need to balance overarching ambition with real capacity and individual wellbeing. We aim to drive these areas forward more strategically in the coming year as a key unlock.

Therefore, we are currently conducting a strategic review of all our working groups, which is ongoing, including their configuration and how we generate clear accountability, support and motivation.

Since the launch of the plan, **the Equality Forum group** have hosted over ten events attracting over 400 attendees, which have included the following:

- International Women’s Day
- Men’s Health Awareness Week
- Workshop across CISL on how to Make Diversity Matter to You
- Celebrating Lunar New Year
- South Asian Heritage Month
- LGBTQ+ History Month
- Climate Coaching and Diversity
- Mental Health in the Workplace, through the lens of Diversity Equality and Inclusion
- Movember
- A workshop around the Culture of Diversity and Inclusion
- A sunny Equality Forum Breakfast Social on the Entopia terrace



Pictures (above) are from a variety of Equality Forum events and this year’s breakfast social.



## Area 2: Diversity at work

Our staff should reflect the diversity of society, strengthening ourselves in the process and aim to ensure CISL is a diverse, rewarding and welcoming place to work.

This means we will: embed EDI considerations into our people planning and continue to influence the wider University approaches. We will identify and procure training for all staff to build on University provision, building confidence and understanding in EDI and ensure this is also incorporated in our inductions to ensure longevity.

### Progress since our last report:

We have worked hard to drive forward on our commitments to work towards a more diverse and inclusive staff through specific actions.

In line with our Stage 1 Plan, the CISL website now includes an equal opportunities statement within our 'Work with Us' section and is also included on all our EDI positioning in job adverts (below).

#### Equal opportunities

CISL actively supports equality, diversity and inclusion and encourages applications from all sections of society. We remain committed to being a diverse employer, with all the strengths that brings in helping us to achieve our mission; a sustainable economy that works for people, nature and climate.

CISL now proactively advertises vacant positions on targeted websites, like *diversityjobsite.co.uk* as well as using the 'LinkedIn recruiter tool' to also assist in our EDI recruitment aims and help us to analyse going forward. We continue to advocate the use of blind HR processes within the University wherever possible.

Our statistics show that, since our last report, we have significantly improved staff diversity through new starters in our organisation (set against an overall growth in headcount of 21%) including:

- A 50% increase in staff from Black, Asian and Minority Ethnic backgrounds
- A 25% increase in staff with non-UK nationalities
- A 200% increase in employees identifying as LGBTQ+.

We recognise numbers aren't everything but believe this is a strong foundation on which to build in the future.

Capacity constraints within our HR Team and elsewhere have meant less meaningful progress on our work around improved guidance and training to staff, so this will remain a focal point for our activities during the coming months.



## Area 3: Diversity of our partners

Our partners should complement and amplify our global voice and perspectives to help drive real world impact.

In practice, this means we will work to better understand our CISL Contributors, Senior Associates, Fellows and Ambassadors Network and to help grow our network with specific goals for sector expertise and diversity of perspectives and voice.

### Progress since our last report:

We have been creating and underpinning a safe and compliant infrastructure which will support us in our ambition to increase partner diversity.

Specifically, we are aiming to grow the diversity of our Senior Associates and Fellows [network](#).

The first part of this is to create a secure and consistent way to collect appropriate EDI data from our network in order to identify gaps and focal points for future effort. Our Communications and Marketing team is currently working on a specific project which will facilitate these changes, which is due for implementation in 2024.

We have also been working on a new website landing page for our contributors, which will help new members feel welcomed to the network and will also reflect our commitments to diversity. The content will include an onboarding pack, which sets out our expectations and ways in which our contributors can support CISL's initiatives. We are aiming to launch the landing page in early 2024.

Once we have this infrastructure, we will be well-positioned to begin critically analysing our current reach and to develop specific strategies to address any major gaps and this will be an important strategic approach for us, in order to work towards fulfilling our commitments from our Stage 1 Plan.

In October 2022, CISL's Canopy opened, which is our sustainability-focused incubator for startups, small and medium-sized enterprises, who are based within our new headquarters, the Entopia Building, located in Cambridge. We recognise that this is an important mechanism to improve the diversity of CISL's partners and we will seek to amplify our impact through Canopy in future years.

### Innovation30: Young Climate Innovators Shaping the Future

CISL has joined forces to support UNICEF and global leading innovation accelerators in launching the Under-30 Climate Innovators Shaping the Future Initiative.

The Initiative is curating a pipeline of proven youth-led, ready-to-scale innovative and localised solutions making transformational changes in addressing the climate crisis and accelerating the global transition to a green economy. CISL is reviewing and vetting the climate solutions nominated by leading accelerators from across the globe, including EU-Climate-Kic, Ignite Sweden, MIT Solv[ED], Imperial College Climate Change Innovation Accelerator, Chatham House Sustainability Accelerator and African Youth Climate

Hub. In Dubai at the Conference of Parties (COP) 28, young climate innovators from 19 countries presented their climate solutions to leaders from all over the world.

From air pollution reduction to renewable energy sources, waste management systems to climate -resilient food and water, water conservation to disaster preparedness, Innovation30 showcases investor-ready scalable solutions. Investing in the innovative ideas of these young founders yields a return of a climate-resilient future for all.





## Area 4: Access to services

We aim to ensure our work touches a wide cross-section of global society for mutual benefit.

This specifically includes reviewing our approach to bursary funding on graduate programmes and wider education programmes. We also want to expand our accessibility considerations to those with disabilities and neurodivergence in the future.

### Progress since our last report:

A partnership between our Digital Learning and Commercial Strategy team are developing an expanded portfolio of self-paced digital learning products. Designed to scale our corporate enrolment whilst increasing the accessibility and international reach for individual learners, the products are shorter engagements with a lower, market competitive price point. Robust market and impact analysis has informed the design to address the business model and content for impact. The first two courses will launch in spring 2024.

We have much more to do in this area and will continue to progress our initiatives in an appropriately targeted manner along with building staff confidence in helping build diverse participation in our Executive Education programmes in particular. In 2024, we will also focus on creating best practice documentation on wider accessibility including how to engage through our courses, activities and via our website.

We are also looking at ways to increase access to our Master of Studies in Sustainability Leadership through available bursaries. One example of this is [The Chanel Sustainability Leadership Bursary](#)

. Since its launch in 2021, three bursaries have been awarded for the two-year Master's programme. The closing date for the current application process is 31 January 2024.

The bursary forms part of a multi-year strategic partnership between Chanel and CISL, which is focused on education, leadership and innovative operational projects. The bursary offers a route for people who have faced challenges in achieving their full potential through personal, physical or socio-economic circumstances, if funding is a barrier. The bursary covers the full Combined Graduate Fee. However, recognising that travel costs may be a barrier for international students, additional support may be available.

### Kate Wylie, Chief Sustainability Officer at Chanel

*"A sustainability mindset is fast becoming an essential attribute for anyone in the workforce today. We are delighted to support eligible students who otherwise wouldn't have had an opportunity to access the master's programme. We believe in the value that diverse life experiences and perspectives can bring to business, governments and civil society as we urgently seek the solutions for a more sustainable and equitable future."*



## Area 5: Content and representation



We aim to ensure our content positively embodies diversity while positioning inequalities as a core concern in sustainability.

Specifically, this includes ensuring EDI is embedded into our work for developing new content across CISL. We will do this by focusing on EDI early in our publication considerations. To introduce a process for development of our foresight work, which ensures diverse perspectives are considered in all new developments.

### Progress since our last report:

We are proud to have done work in this area, which upholds our previous strategic commitments including:

- Our Foresight working group are aware of this commitment and will continue to ensure EDI is front-of-mind when commissioning new research projects.
- Ensuring our contributors are from diverse backgrounds, enabling them to represent diverse perspectives, while avoiding tokenism.
- Continuing to ensure our marketing materials, imagery, case studies and testimonials are representative of people from diverse backgrounds.
- Continuing to ensure our content does not perpetuate white saviour narratives or other negative stereotypes.

We have also developed new topics for our education curriculum. Specifically, since our last report, we have developed and launched a new online [Business and Social Justice course](#). The course is for individuals who want to improve the way an organisation perceives and deals with social injustice and business owners, functional professionals and leaders pursuing initiatives beyond the operational framework of diversity, equity and inclusion (DEI) to be able to navigate the world of social justice.

Since the course launched in 2023, it has attracted 61 attendees. For more information -





**Dr Dina Khalifa**

**The Prince of Wales Global  
Sustainability Fellow in Luxury  
and Social Inclusion, supported  
by Chanel**

Email: [dina.khalifa@cisl.cam.ac.uk](mailto:dina.khalifa@cisl.cam.ac.uk)

[The Prince of Wales Global Sustainability Fellowship in Luxury and Social Inclusion, supported by Chanel | Cambridge Institute for Sustainability Leadership \(CISL\)](#)

We have also supported research around exploring the opportunities and challenges of luxury brand activism and its potential to drive social change, Dr Dina Khalifa explains “This research was part of the prestigious Prince of Wales Global Sustainability Fellowship Programme at CISL, supported by Chanel. The fellowship uses transdisciplinary approach, focusing on real-world challenges and opportunities, producing high-quality thought leadership to develop practical insights, tools and recommendations for luxury fashion sector to address growing inequalities.

“The focus of the fellowship is on exploring the opportunities and challenges of luxury brand activism and its potential to drive social change. Using a multidisciplinary approach and, this research provides insights for building purpose-driven businesses in the luxury sector by identifying ways for aligning corporate purpose and strategy with long term value creation for society. In particular, the findings of the different workstreams were synthesized and disseminated in various forms including publications in academic and non-academic outlets to enhance engagement with industry professionals.

“Additionally, to further widen public outreach, the findings were disseminated at several knowledge exchange events and workshops to generate knowledge, facilitate dialogue, and initiate partnerships among brands, designers, innovators, NGOs, and research institutions.”



## Area 6: Advocacy and Communications

We aim to counter negative narratives in our external communications and partnerships, strengthening our profile on a critical sustainability concern.

Specifically, this means we will ensure that EDI is considered up-front within our Institutional Points of View and policies as these are developed, pushing forward specific workstreams around advocacy.

### Progress since our last report:

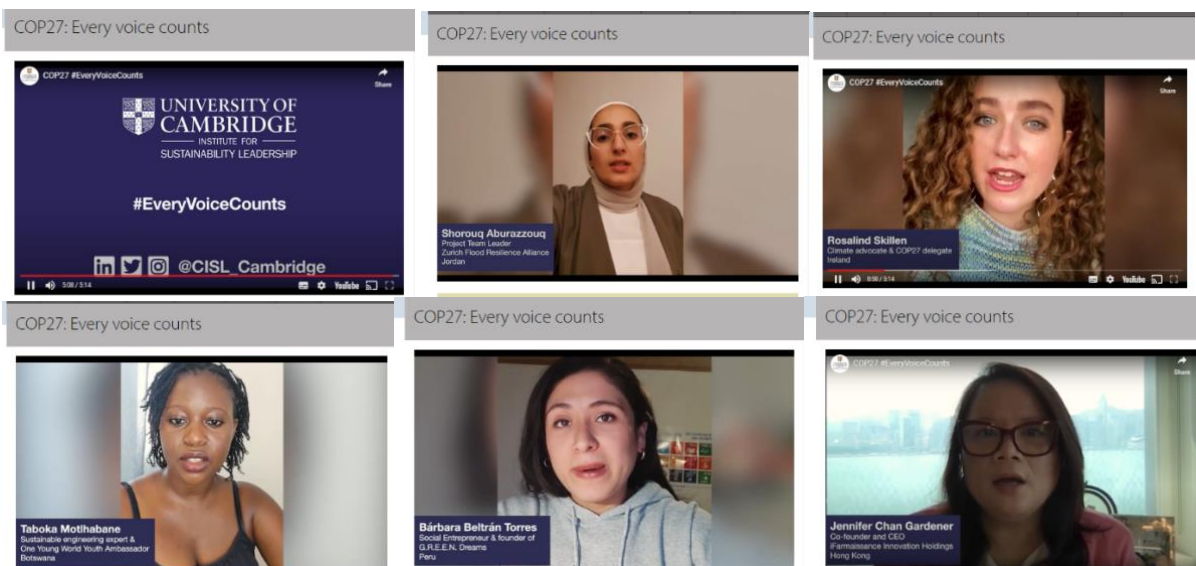
Our previous aims were specifically oriented about embedding approaches into our external communications, network strategy and stakeholder engagement. We have worked hard to do this, and our web refresh is due to go live in early 2024. Our network strategy is in its infancy, but plans are also developing which we will hope to see tangible external outcomes from 2024 onwards.

We have, in particular, driven a more strategic approach to ensuring diversity of voice in our events, content and campaigns. For example, CISL has continued to use its voice at key international moments to advocate for inclusivity. Climate change affects everyone, yet very few individuals are granted access to the COP summits.

Therefore, we recognise the importance of including voices from across our network and broader society in climate discourse.

At COP27 we collaborated with our partners across the sustainability space to share insights and takeaways from the summit. Our [COP27: Every voice counts](#) shared messages from members of our community for action – who demonstrate why climate action is an urgent priority in all global contexts.

We are conscious that there is much, much more we can do to amplify voices, and ensure EDI considerations are embedded in CISL's impact priorities. Our next phase of work will focus on how we approach this systematically to capture all meaningful opportunities in a sensitive and intelligent way.



## CISL at COP28

CISL attended COP28 with eight key policy ['asks'](#) of the Parties, designed to unlock private sector ambition and galvanise their participation in delivering the Paris Agreement goals.

### CISL's ask to scale up protection for the Global South

A key ask was to include risk sharing mechanisms to operationalise the loss and damage fund (pledged at COP27) to support vulnerable countries that have done the least to contribute to the climate crisis. Ahead of COP28 CISL published a [Loss and Damage action plan](#) to scale up protection for the Global South.

CISL's research, with risk analysis from global insurance group Howden, demonstrates the transformative economic efficiency of risk-sharing systems to provide vulnerable countries with financial security from climate related disasters.

On the first day of the conference CISL welcomed the landmark Loss and Damage deal and over USD700mn of funds pledged to it. "What we've heard is a huge step forward to protecting the most vulnerable countries from carrying the full burden of the impacts of climate change." Dr Nina Seega, Sustainable Finance Director, CISL.

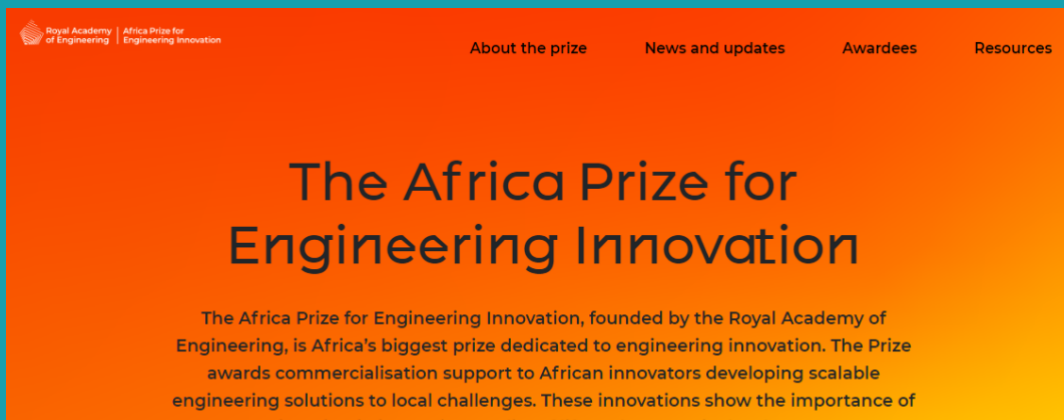
### [CISL's asks for COP28 negotiations - Place people at the heart of decision making](#)

Another cross cutting ask was to 'place people at the centre of decision-making,' requesting that the Parties adhere to the following steps:

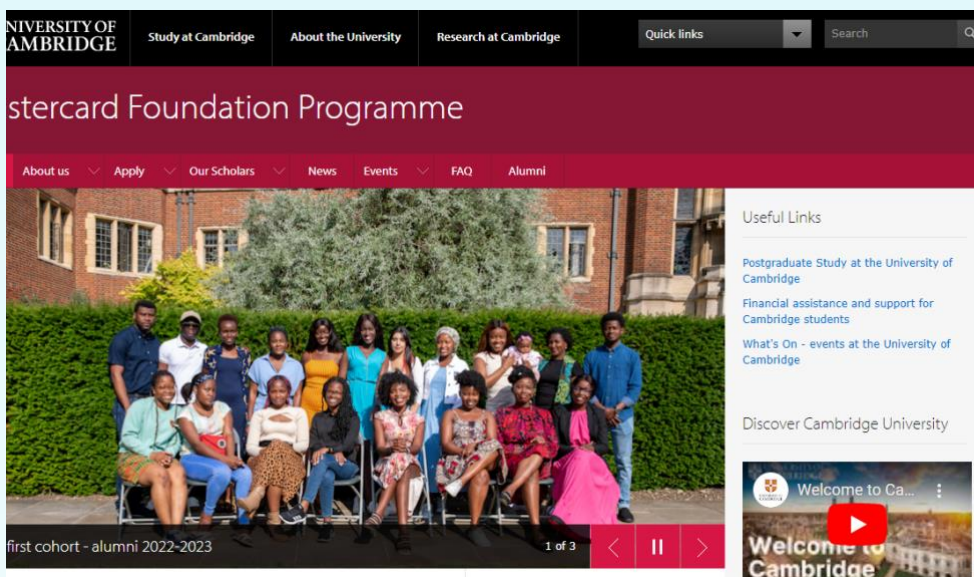
1. Engage people in the change
2. Support inclusive outcomes
3. Provide resources to support a just transition
4. Consider the needs of smaller sustainable enterprises

## Additional CISL Highlights from 2022/2023

CISL's Canopy hosted an inspirational pitching session for the Royal Academy of Engineering's 2023 Africa Prize for its Engineering Innovation shortlist. The engineers delivered three-minute pitches to a panel of judges, which included CISL's Chief Innovation Officer, James Cole, to compete for their biggest prize dedicated to developing African innovators and helping them to maximise their impact. For more information, please visit [www.raeng.org.uk](http://www.raeng.org.uk)



## Mastercard Foundation Scholars Postgraduate



As part of the **Mastercard Foundation (MCF) Scholars Leadership Programme** at Cambridge, CISL is developing a fully bespoke leadership training programme for the scholars to better equip them to lead and contribute to positive change for sustainability and climate resilience in Africa.

The Programme design has been informed by CISL's new Leadership for a Sustainable Future Framework with particular focus on its application in their particular context. [Mastercard Foundation Scholars Program | Postgraduate Study \(cam.ac.uk\)](#)

## Final thoughts from around CISL on EDI...

### Natalie Adrien, CISL's Senior HR Co-ordinator

*"I am now part of the wider Cambridge University network within the School of Technology's HR Workplan, which means that CISL plays a part in contributing towards the School's Equality and Diversity and Inclusion (EDI) meetings. The forum supports the delivery of University, School and Institutional equality, diversity and inclusion initiatives, making recommendations, discussing key EDI matters and their implementation within the School and its Departments."*



### Emma Fromberg, Course Director, Postgraduate Certificate in Sustainable Business

*"Enhancing diversity and inclusion is more than including different voices from different cultures and traditions – it is also about including a variety of voices from contemporary interpretations of science (for example, complex adaptive systems). In order to truly celebrate genuine diversity, it is critical to create a safe space for pluralism of thought and ideas and actively use this to progress conversations."*

### Jie Zhou, Senior Programme Manager

*"In the past six months the Canopy team at CISL has worked closely with UNICEF and Imperial College London on the Innovation30 Initiative. The initiative is focused on building a pipeline of 24 scientifically-vetted, scalable, child-focused climate solutions from more than 120 nominations of world-class accelerators. At COP28 in Dubai I saw eight young climate innovators from #Innovation30 take centre stage at the UNICEF pavilion and I was totally inspired by their focus on tangible, measurable impact – not just ambition, but action."*



## Raj Rajapakse, Chair of CISL's Equality Forum

*"I would like to highlight that the CISL's Equality Forum is a volunteer group. Many people have contributed with ideas, passion and commitment which contributes to very high levels of engagement across CISL. I believe that this is due to the authenticity of the subject matter we present in compelling ways. We continue to grow organically as we try and bring new perspectives to improve Equality, Diversity and Inclusion."*



## Elin Davies, Programme Manager

*"Being involved in the development of CISLs online Business and Social Justice course has opened my eyes to deeply ingrained injustices in society. It broadened my understanding of links between social and environmental systems and the risk of seeking solutions to environmental issues without considering the impact on people. The Advisory Board that informed the course design included professionals, academics, artists, and activists. It was important to draw from a diverse range of, sometimes opposing perspectives to better understand the complexities of social injustice and how it manifests in business operations. Going forward, to make progress on issues of social injustice, we should seek out, listen to, and amplify the stories of those impacted most by injustices. This is the starting point for co-creating impactful plans and solutions."*



**Viola Jardon** Senior Accelerator Programme Manager and a finalist at the Asian Woman of Achievement Award 2023.

*‘Through the work I do in Canopy & Accelerator, I have been supporting more than 200 start-ups in the sustainability innovation space. Being nominated for the Asian Women of Achievement Award by our start-ups has been a tremendous honour for me. Reading the collected statements of recommendations from many startups really gives me a sense of accomplishment and it validates our work for impact. On a personal level, as an immigrant coming to the UK with very little, it really comforts me that we can be celebrated and I hope this also puts Taiwan on the map - even though it’s small, we can still make impact through the work we do.’*



### Looking forward towards 2024...

As CISL drives towards its purpose of achieving systemic changes as an impact-led institute within the University of Cambridge that activates leadership globally for people, nature and climate, we remain dedicated to making sure this EAP remains active – in everything we do.

Aligned with CISL’s strategic focus this year of embedding our new strategy through our foresight, convening, education, innovation and operational activities, the Equality Action Plan group has also suggested areas they would like colleagues to focus on to help ensure that EDI is also being embedded into the forefront of everybody’s minds, as we make collaborative team decisions.

It’s important that EDI is always in the forefront of everybody’s minds, not just for this group to focus on.

We hope the EAG, as well as the Diversity Forum, we will input, and work closely with, our Culture Champions, as they work to embed our recently established CISL Values, which includes engaging in diverse perspectives.

As an established institute that creates safe spaces to challenge and support those with the power to act, we will also continue to keep including EDI within our influential and extensive global networks, including our Senior Associates and Fellows network.

Therefore, going forward, EDI will feature within our annual reporting on how we influence leaders and innovators across business, finance and government as well as across our global network as well as through our hubs in Cambridge, Cape Town and Brussels.



## For Further Information

Contact the CISL's Equality Action Plan Delivery Group and Equality Forum at:

[equality.action@cisl.cam.ac.uk](mailto:equality.action@cisl.cam.ac.uk)

Contact the University of Cambridge's Equality and Diversity team at:

[equality@admin.cam.ac.uk](mailto:equality@admin.cam.ac.uk)

Find out more about the University of Cambridge's Race Equality Plan here:

[www.race-equality.admin.cam.ac.uk](http://www.race-equality.admin.cam.ac.uk)

Find out more about the University's Race Equality Network here:

[www.race-equality.admin.cam.ac.uk/staff-network](http://www.race-equality.admin.cam.ac.uk/staff-network)