

# The IoA's Annual EDI, Wellbeing and Culture Survey 2021: Executive Summary

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## **1. Introduction**

The IoA's Annual EDI, Wellbeing and Culture Survey is an important tool by which the IoA can work to understand and report on the key issues of Equality, Diversity and Inclusion (EDI), and Staff Wellbeing. Collecting evidence, data and information from the different groups and from a large fraction of the people at the IoA, helps us to prioritise what changes are needed to ensure that the IoA is a successful and thriving Institute now and in the future.

The IoA's Annual EDI, Wellbeing and Culture Survey 2021 ran from July until October. There have been five surveys so far (2016, 2018, 2019, 2020, 2021).

The 2021 survey contains 20 Yes/No questions, 52 Strongly Agree /Agree /Neither /Disagree /Strongly Disagree questions, 16 Multiple Choice questions and 9 Open-Ended response questions.

There are 5 sections in the survey: You and your job (22 questions); Work-life balance (22 questions); Inclusion and Fair Treatment (29 questions), Working together (12 questions); and The IoA and its Culture (12 questions).

## **2. Summary Overview**

Overall satisfaction is relatively high with regards to colleagues and managers / immediate supervisors. However, overall satisfaction with the working environment is decreasing and there is agreement that the Covid-19 pandemic has had a negative impact on the life and work of the IoA members.

It should be noted that the 2021 survey covers a period when most people were working from home, compared to previous surveys for which in-person interaction was the norm.

Compared to the University-wide staff survey in 2019, the 2021 survey shows that the IoA still tends to have comparable or more positive responses than the University as a whole, though it is weaker in some areas. However, until the University-wide survey is updated, the comparison is currently three years out of date.

In addition, having collected data over the course of 5 years, several areas are worth noting.

- Individuals reporting that they have experienced bullying and harassment has decreased since 2020, up until which it was increasing. However, that instances are still occurring at all is a continuing concern.
- The number of Professional & Support Staff responses increased notably since 2020 but the responses are still trending towards the negative across nearly all questions
- There is a marked deterioration in how the Professional & Support Staff and Academic Staff feel about the department.
- Overall, while up until 2020 the awareness of many policies and practices had been decreasing with time, there is an indication in 2021 that awareness is beginning to improve.

### **3. Survey Questions and Analysis Method**

Analysis of the 2021 survey was performed on 20 Yes/No questions, 52 Strongly Agree/Agree/Neither/Disagree/Strongly Disagree questions and 16 Multiple Choice questions, with a total of 95 participants.

Everyone at the IoA (except for undergraduate students and visitors) was encouraged to participate by email (several times). This includes postgraduate students and emeritus staff and therefore 173 People were invited to do the survey.

For each question we looked at overall responses (all), as well as responses separated by gender (male, female, prefer-not-to-say) and job category (graduate student, postdoc, academic staff including emeritus, professional services staff, prefer-not-to-say). For 2021, the list of job categories was expanded (see Section 11.1.a below) but in such a way that the original categories could be retrieved. With only one year in hand, for the main part of the 2021 summary the original categories were used.

To maintain anonymity, responses were looked at based on statistics only, not responses from individuals. Furthermore, all questions included a 'N/A or Prefer Not to Say' option. Analysis was only performed on responses which were specifically given.

The full set of diagnostics are available here:

[https://www.ast.cam.ac.uk/sites/default/files/assets/files/IoA\\_Survey\\_Analysis\\_2021.pdf](https://www.ast.cam.ac.uk/sites/default/files/assets/files/IoA_Survey_Analysis_2021.pdf)

## 4. Survey Participation and Caveats

At the time the 2021 survey was sent out there were 173 eligible loA members, 95 of whom participated in the survey. Thus the participation rate was 55%. There is improved participation in each job category since 2020, in particular by PSS, Postdocs and Academic Staff.

The breakdown of participation rate by job category is given in Table 1, and the fraction of those who participated by gender, job category and ethnicity in the subsequent graphs.

Table 1 Participation breakdown

Job Category	# Eligible	# Participated	% Participated
Graduate Student	58	30	52%
Postdoc + Research Fellow	61 = 52+9	32	52%
Academic Staff	17	10	59%
Emeritus	20	5	25%
Professional Services Staff	27	14	52%
<i>Prefer not to say*</i>		4	
<i>No response given*</i>		0	
<b>Total</b>	<b>173</b>	<b>95</b>	<b>55%</b>

*\*Options in the survey*

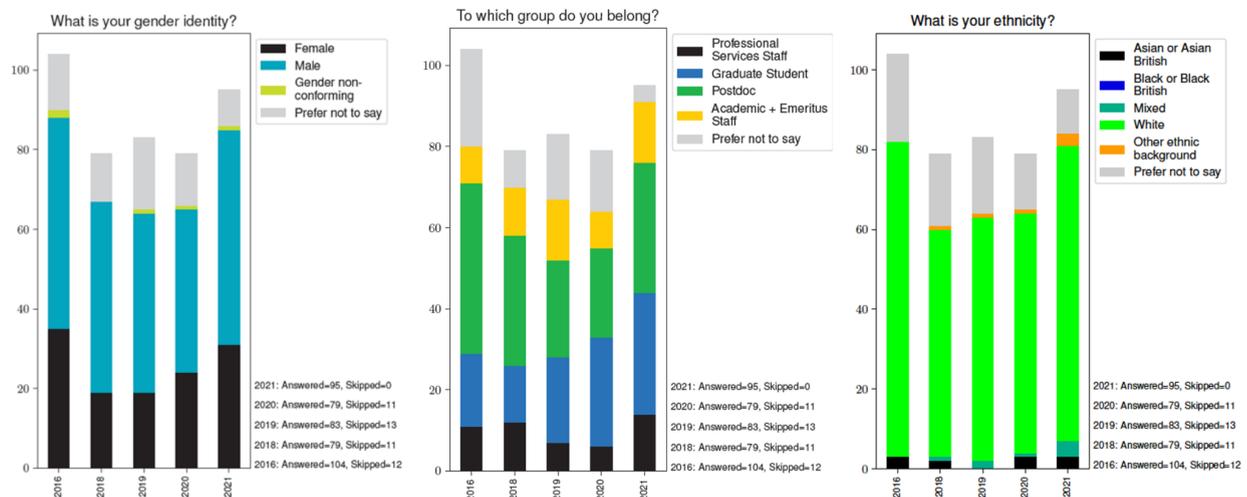
As the participation rate is not generally high there are inherent weaknesses in the 2021 survey results. Moreover, all information and data given in this document is based solely on the survey responses (excluding the Open-Ended Response questions), and as such, some results have small numbers of responses and thus are not statistically robust.

The summary presented here should therefore be considered as indicating themes that the loA wants to address rather than confirmed statistically significant trends; i.e., particular care should be taken in drawing conclusions based on these results.

Note also that recommended *Actions* are suggestions which have been made so far, and are not intended to be comprehensive.

Note also in the following, unless otherwise specified, Academic Staff totals also include Emeritus to be consistent with previous years. See Section 11.1 where these are considered separately for 2021.

**Figure 1 Categories of participants**



## 5. Bullying, Harassment and Discrimination

The 2020 Executive Summary highlighted that there were increasing instances of bullying and harassment over the years of the survey.

For the 2021 Executive Summary, the 2021 Survey responses are still worrying for the number of incidents of bullying and harassment reported as occurring within the Institute, though the number of reports are less than in 2020.

In summary:

- Those respondents reporting as having personally experienced bullying/harassment had been increasing each year, from 7 reports (7% of all those who responded to this question) in 2016 to 14 reports (17% of responses) in 2020, though it has decreased to 9 reports (12% of responses) in 2021.
  - An additional 2 responded 'Prefer not to say' (1 Prefer-not-to-say job category, and 1 PSS), and 23 respondents skipped this question (2 Academic Staff<sup>1</sup>, 8 Graduate Students, 9 Postdoc, 1 PSS, 3 Prefer-not-to-say). Thus the actual number may be higher than 9.
  - The apparent decrease since 2020 could be due to:
    - more people skipping this question than in 2020 (9 skipped);

<sup>1</sup> Emeritus included in this category



- However, males, PSS, and Academic Staff continue to show a downward trend to 'neither agree nor disagree'.
- Responses who 'Prefer not to say' in gender identity are particularly declining from 'neither agree nor disagree' to disagree.
- There were 4 reports of unfair discrimination (5% of all those who responded to this question) experienced in past year. This is 2 less than 2020 but the same as in 2018 and 2019.
  - More common among female (3) than male (1) responses
  - More common for PSS (2) than Academic Staff (1), Postdocs (1), Graduate Students (0)

The following are the list of possible actions proposed in the 2020 Executive Survey. These are updated in 2021 for action taken and further actions arising:

### **Possible Actions**

- [2020] Provide additional means for reporting, and increase communication regarding those pathways
  - SRD and equivalent for students should explicitly provide opportunity to give feedback about additional issues (esp. for students)
    - E.g. Getting enough support (for work-life balance, etc., not just for job duties), any issues in the workplace, etc.
    - Already done by some, but should be universal
  - Provide additional opportunity for people (esp. students) to discuss issues about wellbeing/fairness/treatment in setting less formal than annual review
- [2020] Make sure everyone knows about whom they can speak with
  - E.g. Wellbeing advocates, etc:
    - [2021] Posters listing the Wellbeing Advocates were placed around the Institute e.g. in the bathrooms.
  - Information about new Mutual Respect, Grievance, and Anonymous Reporting policies as soon as University finalises them
    - [2021] Still being finalised by University (?)
- [2020] Collect additional information about bullying, harassment and discrimination to increase understanding of what is occurring and how to address it
  - Focus Group
  - Anonymous reporting
    - [2021] The ART was rolled out in August/September 2021
  - Follow-up survey
  - Add more questions to the survey to find out more details about the incidences experienced

- [2021] Questions drawn from the ART were included in the 2021 survey
  - Re-iterate various channels through which complaints and feedback can be provided
    - Emphasise various options, including anonymous and/or informal complaints
    - [2021] DepAdmin regularly circulates emails containing this info. EDI Committee newsletter circulating EDI pages links.
  - NOTE: Given the potentially substantial impact of bullying and harassment on anyone who experiences it, we suggest that actions should not be delayed while collecting additional information. Rather, immediate action should be taken, and as information is collected that can be used to make adjustments to what is being done
    - [2021] Themes arising from reports from the ART are raised at EDI Committee and Academic Staff Meetings. Details of individual reports are not discussed to preserve anonymity.
    - Assessment of these requires detailed and expert analysis beyond the scope of the Executive Summary.
- [2021] ART questions in 2021 Survey required more detailed and expert analysis than held by EDI Chairs/Committee. External advice to be sought to analyse these.

## 6. Male and Female responses

For all responses, regardless of specified gender, overall satisfaction with the working environment was less positive in 2021, continuing a downward trend. Similarly for the IoA making for a stronger candidate for jobs elsewhere, work/life balance, reporting Bullying & Harassment, equal opportunity, fairness and respect.

Particular differences between the genders showed the following:

- Female responses are in less agreement than male responses to the question 'I am comfortable with the amount of work I am expected to do'
- Male responses are in much less agreement than female responses to the question 'If you have requested to work flexibly or part-time...I was satisfied with the outcome'.

While male and female responses often run together, female responses are generally in less agreement than male responses.

However, 2021 shows an distinct upturn of female responses to above 'agree' in the following:

- Ownership of duties
- Satisfaction with support for home/work life balance
- Outcome of flexible working, part-time work

### **Possible Actions**

- [2020] Increased attention to areas where female responses are decreasing compared to male responses

## **7. Professional Services Staff (PSS)**

The 2020 Survey highlighted that responses that specified PSS as job category were few (6). A strong effort was made to encourage PSS to submit responses in the 2021 survey and to specify their job category. There was then a significant increase in PSS responses (14) in the 2021 survey which was greatly appreciated. This encouragement should be continued.

In general, for 2021 IoA members were encouraged to provide their person specifications to help with better understanding of the results. In 2020 15 responses gave 'Prefer not to say' as their job category, 13 responses gave 'Prefer not to say' as their gender identity. In 2021, 4 responses gave 'Prefer not to say' as their job category and 9 responses gave 'Prefer not to say' as their gender identity. This increase in provision of person specification was greatly appreciated.

Responses from Professional and Support Staff tend to be lower than from the other job categories, and tend to be trending downward.

- In 2020 the following areas showed particular decline among PSS responses. Notes on the 2021 responses are added.
  - Equal opportunity and fair treatment: continues to decline in 2021
  - Ability to report bullying/harassment: continues to decline in 2021
  - Recognition of work: continues to decline in 2021
  - Access to support: possible upturn in 2021
  - Co-operation: notable upturn in 2021

### **Possible Actions**

- [2020] Collect additional information/feedback from PSS
  - Focus group
    - [2021] Three were held by UC HR. Summary from HR provided in June 2022. This has been reviewed by PSS and

EDI Chairs, then circulated to the Management Committee. It will be circulated to the EDI Committee for discussion at the next meeting on the 15th of September.

- Increase chances for PSS to provide feedback (either formally or informally)
  - Including ability to provide feedback/suggestions anonymously
- [2020] Future surveys:
  - Make more explicit that responses are sought from all job categories
    - Send separate emails to address each group individually
  - Ensure all questions are phrased so as to be applicable to all job categories
    - [2021] Several questions were updated in the survey to be explicit to cater PSS compared to research-focused roles.
  - Send email reminders about the survey (at different times of day)
    - [2021] Multiple reminders were sent

## 8. Awareness of policies and support

In 2020 a general trend was noted where awareness of policies in place have been declining over time. The results with 2021 for the following instances are as follows:

- Potential benefits to new fathers taking paternity leave: decline to 2020, slight upturn in 2021.
- Arrangements for shared parental leave: still in decline to 2021
- Scheme to underwrite postdoc contract extensions due to parental leave: decline to 2020, significant upturn in 2021.
- Returning Carer Scheme: decline to 2019, upturn in 2020-2021
- IoA-hosted Unconscious Bias workshops: decline to 2019/2020, slight upturn in 2021.
- University/College offers in terms of health/wellbeing
  - increasing awareness generally
  - decline for PSS to 2019 but consistent upturn 2020/2021
  - increasing awareness for postdocs until 2020 but now in decline for 2021
- How to report bullying/harassment
  - increasing among females and postdocs
  - students increased from 2016→2019 (39%→76%), decreased 2019→2020 (76%→52%), increased 2020→2021 (52%→82%)
  - PSS similar fluctuation between increased and decreased awareness

- Academic Staff<sup>3</sup> show an overall decline in awareness.
- In general, awareness of policies in place increased if slightly in 2021.

### Possible Actions

- Improve communication regarding EDI policies
  - Provide list of EDI policies and practices on single page of IoA website (i.e. more centrally located communication)
    - [2021] List of links was collected and put on EDI page. This is regularly advertised (emails, newsletter).
  - Inform people of policies in place using non-email channels in addition to email
    - e.g. Posters on toilet stall doors
    - [2021] Posters regarding reporting bullying and harassment are displayed in bathrooms and other places.
- Communication should be repeated periodically, to remind people as well as to inform new arrivals
  - [2021] DepAdmin regularly sends out emails on university policies

## 9. Comparison to University-wide survey 2019

The IoA 2020 executive summary provided a comparison to the 2019 University-wide survey. Updates from the IoA 2021 are added though note that the University-wide data is now three years out of date.

Most questions in the IoA 2020 survey received responses comparable or higher than the University-wide results from 2019. The IoA 2021 survey responses showed improvement over the 2020 results.

- Particularly strong areas:
  - *'I think the Institute cares about my health and wellbeing'* ([2021] 63%, [2020] 71% positive, compared to University-wide 49%)
  - *'I believe that the information gathered through this survey will lead to positive change at the IoA.'* ([2021] 55% positive, [2020] 52% positive, compared to 37%)
  - *'I have access to sufficient support from within the Institute to carry out my role'* ([2021] 75% positive, [2020] 75% positive, compared to 63%)
  - *'I would recommend the Institute as a great place to work'* ([2021] 75% positive, [2020] 74% positive, compared to 70%)
- Particularly weak areas in 2020, but improvement in 2021:
  - *'In the last 12 months have you personally experienced (from a member of the IoA) what you consider to be bullying behaviour,*

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<sup>3</sup> Emeritus included in this category here and following unless otherwise specified

- *harassment or sexual misconduct?* (Yes: [2021] 12%, [2020] 17% compared to 11% University wide)
- *'Are you aware of how to report bullying / harassment?'* (Yes: [2021] 82%, [2020] 68%, compared to 76% University wide)
- *'If you have requested to work flexibly or part-time...I was satisfied with the outcome'* ([2021] 75%, [2020] 67% positive, compared to 85% University-wide)
- *'Are you aware of the University's Returning Carer Scheme...'* (Yes: [2021] 53%, [2020] 48%, compared to 62% University-wide)
- *'I am able to strike the right balance between my work and home life'* (Yes: [2021] 44%, [2020] 49%, compared to 61% University-wide)

In 2020 a particular concern was the high percentage of those who reported experiencing bullying & harassment at the IoA compared to University-wide. Note that the percentage given above for the IoA includes graduate students and emeritus as well as those who did not give a job category.

In 2021, the percentage is now comparable to University-wide, however anything above 0% is a concern. The questions drawn from the ART that were included in the IoA 2021 survey need further consideration and analysis.

The percentage of those at the IoA who are aware of bullying & harassment reporting procedures is now comparable if not better than the percentage University-wide.

However, comparing the IoA to the University as a whole is difficult given the IoA aspires to be a small and friendly department while the University exists as a large hierarchical structure. For the latter, issues of B&H are more likely to arise and more difficult to address.

## **10. 'Prefer not to Say' in Gender Identity Responses**

The 2021 survey results also included those responses for which the gender identity was given as 'Prefer not to Say', and the job category was given as 'Prefer not to Say'.

The following questions are highlighted for the trends they are indicating particular from the 'Prefer not to Say' responses as showing a distinct trend from the other categories.

- I am satisfied with my working environment
  - There is a trend of an overall decline in the agreement with this statement.

- The strongest decline to disagreement with the statement is by responses which gave a gender identity as 'Prefer not to Say'.
- A strong decline to 'neither agree nor disagree' is by PSS since 2018
- There is a more recent strong decline to 'neither agree nor disagree' by Academic Staff<sup>4</sup> since 2019.
- Graduate Students generally agree with the statement constantly over time.
- Postdocs generally agree with the statement, mainly constant over time.
- 'I receive regular and constructive feedback on my performance' and 'I have the opportunity to discuss my development needs regularly'
  - In general, for both questions, there was some agreement with this.
  - The 'Prefer not to say' group is declining from 'neither agree nor disagree' to 'disagree'
- 'Considering my duties and responsibilities, I think my pay is fair' and 'I understand how my pay is determined'
  - In general, for both questions, responses neither agreed nor disagreed, or slightly agreed.
  - The 'Prefer not to say' group is declining from 'neither agree nor disagree' to 'disagree'

Several other questions show similarly that the group who gave gender identity as 'Prefer not to say' were declining in agreement, and more likely to disagree, with a positive statement.

These responses reflect concerns that need to be addressed as they can potentially improve the experience for all at the IoA such that 'Strongly Agree' responses to positive statements are achieved.

## **11. Changes to the 2021 Survey compared to the 2020 Survey**

Several changes were made to the 2021 Survey as follows:

1. Question changes
  - a. Further distinction in job categories
  - b. Updated questions to be inclusive of PSS
  - c. Removed question relating to seminar time
2. Section on B&H wrt ART

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<sup>4</sup> Emeritus included in this category here and following unless otherwise specified

3. Covid-19 questions
4. Re-ordering of questions

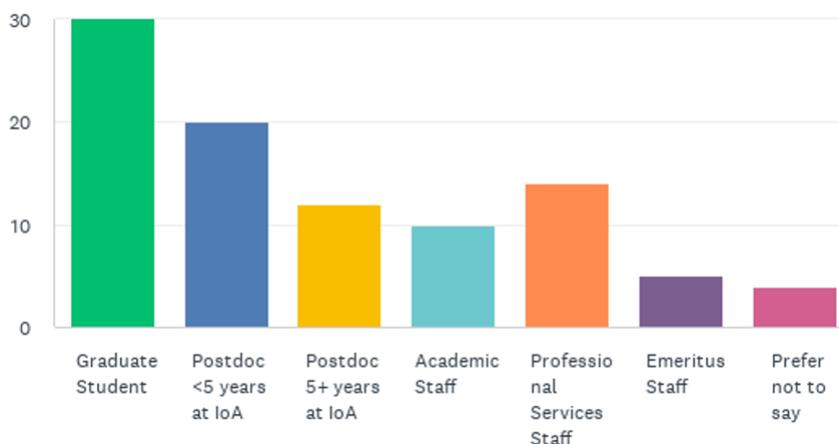
## 1. Question changes

### a. Further distinction in job categories

In 2021, the job categories were further decomposed from Academic Staff into 'Academic Staff' and 'Emeritus'; and Postdocs into 'Postdocs <5 years' and 'Postdocs 5+years'. These were recombined for comparison to the previous surveys above.

The breakdown of responses by job categories for 2021 is shown in Figure 2.

**Figure 2 Question 2 - To which group do you belong?**



The full set of diagnostics was generated with these categories which is available here:

[https://www.ast.cam.ac.uk/sites/default/files/assets/files/loA\\_Survey\\_Analysis\\_2021\\_extcareercats.pdf](https://www.ast.cam.ac.uk/sites/default/files/assets/files/loA_Survey_Analysis_2021_extcareercats.pdf)

A preliminary assessment of the impact of further separation by these categories indicated the following:

#### i. Academic and Emeritus Staff

Up until and including 2020, Emeritus Staff were invited to participate in the survey but there was not a specific job category for them. Most likely they selected the Academic Staff or Prefer-not-to-say categories. When expanding job categories, it is assumed that prior to 2022, Academic Staff includes Emeritus Staff (i.e. Academic + Emeritus Staff).

Considering these separately in 2022 preliminary observations are as follows:

a. Emeritus Staff

Overall the responses from Emeritus Staff seem to be either more positive or about the same level of positivity as the average of the other categories. However the number of responses are often very few.

b. Academic Staff

Given the overall positivity of the Emeritus, once that contribution is removed from the Academic Staff category, the Academic Staff responses in 2021 tend to be even more negative than reported in the summary above.

In particular, there is greater disagreement than reported above in:

- I am satisfied with my working environment
- The career development / promotion processes at the University are fair
- I am able to strike the right balance between my work and home life
- I think the Institute cares about my health and wellbeing
- I can manage any stress experienced in my role, so as not to impact on my work or wellbeing
- I would feel able to report bullying or harassment without worrying that it would have a negative impact on me
- If I have an issue with being treated fairly in the workplace, I am confident that the Institute will take appropriate action
- Staff are treated with respect regardless of their job
- I have access to sufficient support from within the Institute to carry out my role
- In my experience there is effective co- operation between the different parts of the Institute

ii. Postdocs

The Postdoc Committee has noted that a significant number of postdocs have been working at the IoA for longer than a 'typical' 3-year postdoc. This includes Research Fellows who are not included in the Academic Staff category.

To capture possible differences in the postdoc experience, the Postdoc category was therefore split between:

- Postdoc <5 years at IoA
- Postdoc 5+ years at IoA

Considering these separately in 2022, preliminary observations are as follows

a. Postdoc <5 years at IoA

Generally, this postdoc group are positive about work and life at the IoA, in particular work satisfaction, recognition and support available. Instances for which they indicate a negative response:

- I believe that the University is an equal opportunity employer

They tend to agree that there has been a negative impact on their life and work due to the Covid-19 pandemic.

b. Postdoc 5+ years at IoA

This postdoc group has more negative responses on par with the PSS and Academic Staff. They tend to have more caring responsibilities but are also more aware of what is available to assist with this.

Particular strong negatives indicated by this group are:

- The career development / promotion processes at the University are fair
- I am happy with the University's current childcare provision
- Do you feel affected by this personally? (Barriers to career progression)

However this group do not indicate a strong negative impact of the Covid-19 pandemic on their life and work.

Possible Action:

- The Emeritus should be further encouraged to participate in the survey for those questions that they feel are relevant
- Further examine the differences in responses of survey questions between the extended job categories.
- Continue with this separation for the next surveys

**b. Updated questions to be inclusive of PSS**

The following questions were updated so that PSS could provide a valid response. The updates are shown in Table 2.

Table 2 Question updates to include PSS

2020	2021
17. I would like to be working in astronomy in five years time (researchers and academic staff only)	17. In five years I would like to be working in a research-related role in astronomy (including teaching and outreach) or in a professional services-related role within an academic institution (as appropriate)

18. I expect to be working in astronomy in five years time (researchers and academic staff only)	18. In five years I expect to be working in a research-related role in astronomy (including teaching and outreach) or in a professional services-related role within an academic institution (as appropriate)
19. I believe that working at the IoA makes me a stronger candidate for getting a job elsewhere in the future (researchers and academic staff only)	19. I believe that working at the IoA makes me a stronger candidate for getting a job elsewhere in the future

**c. Removed question relating to seminar time**

The following question was removed as the data had been collected over four years (2016-2020) and was used in the 2021 Juno application:

*Following Staff consultation, we changed the Colloquium end time from 5:30pm to 5:00pm to assist those with caring responsibilities. Has this re-timing enabled you to attend more frequently?*

## 2. Impact of Covid-19 Questions

The Covid-19 pandemic was still ongoing in 2021. Lockdowns had prevented most IoA members from being at the IoA and were thus working from home. Five ‘Strongly Agree...Strongly Disagree’ questions were added to try to capture the impact of Covid-19 considering each theme in the survey as follows:

- I feel that Covid-19 has had a negative impact on my career
  - Overall there was some agreement for this, in particular most agreement (‘Agree’ rather than ‘Strongly Agree’) by Graduate Students and Gender non-conforming.
- I feel that Covid-19 has had a negative impact on my work-life balance
  - Overall there was some agreement for this, in particular most agreement (‘Agree’ rather than ‘Strongly Agree’) by Graduate Students and Gender non-conforming. Prefer-not-to-say (Gender) and PSS neither agreed nor disagreed.
- I feel that Covid-19 has had a negative impact on the inclusivity and fairness within the Institute
  - Overall there was some agreement for this, in particular most agreement (‘Agree’ rather than ‘Strongly Agree’) by PSS and Prefer-not-to-say (Gender). Postdocs neither agree nor disagree.
- I feel that Covid-19 has had a negative impact on my work interactions
  - Overall there was agreement for this, in particular most agreement (‘Agree’ rather than ‘Strongly Agree’) by Academic Staff, and some agreement by Postdocs and Graduate Students, and less agreement by PSS.

- I feel that Covid-19 has had a negative impact on the IoA and its culture
  - Overall there was some agreement for this, in particular most agreement ('Agree' rather than 'Strongly Agree') by Academic Staff. Gender non-conforming neither agreed nor disagreed.

From these questions regarding the impact of the Covid-19 pandemic, in general there was agreement that there has been a negative impact on the life and work of the IoA members but a strong impact has not been noted. This was after 1 year of the pandemic and thus the impact needs to continue to be monitored.

### **3. Re-ordering of questions**

The question order was rearranged for 2021. This was to capture the 'person category' information (e.g. gender identity, job category,...), which was previously last in the survey.

Figure 3 shows the percentage of responses per question for each year.

The top figure maps all the questions from each year onto the order for 2021, hence the same question is being compared at each question number.

The bottom figure shows the questions in the order they were asked specific to each year. Hence each question number does not compare the same question.

For 2021, after the 'person category' questions (Q1-6), there is a loss of 16 respondents. For the previous years, which did not start with the 'person category', there is not such a stark loss.

The bottom figure shows, in general there is a drop off in responses each year with question number. The rate of drop off appears similar between years.

The top figure shows that there are some questions which are regularly skipped each year.

Possible actions:

- [2021] For the next survey, revise the question order with respect to the 'person category' information and/or in reminder emails remind people to check they have completed the survey or need to continue filling it out.
- [2021] Inspect the questions that never seem to get responses and either reword or discard for the next survey.

**Figure 3 Percentage of responses per question per year for: Top - questions mapped to 2021 order; Bottom - questions numbered in the order asked per year**

