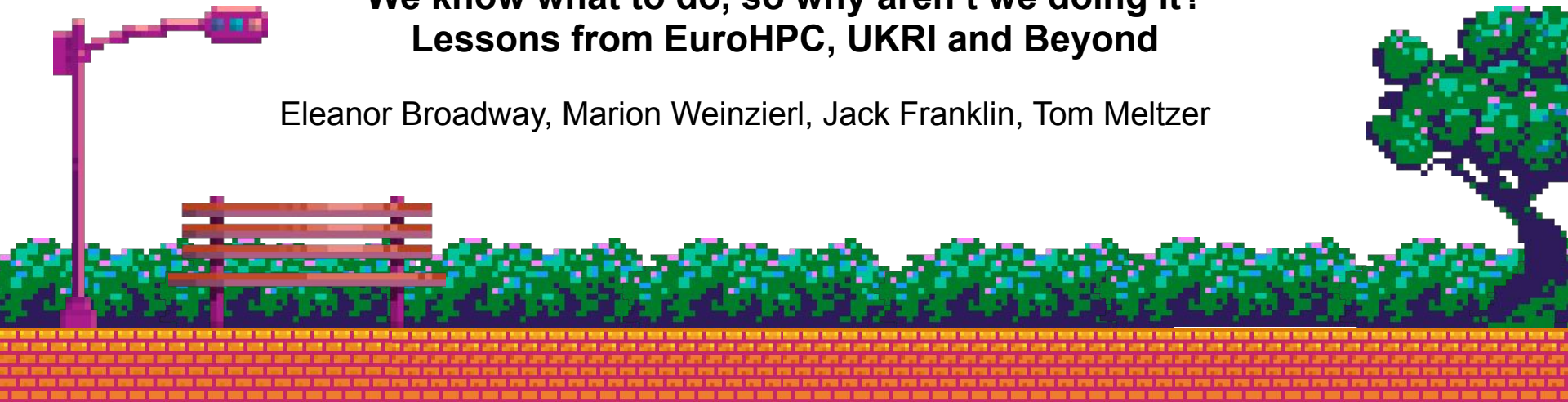


# CLOSING THE IMPLEMENTATION GAP

**We know what to do, so why aren't we doing it?  
Lessons from EuroHPC, UKRI and Beyond**

Eleanor Broadway, Marion Weinzierl, Jack Franklin, Tom Meltzer



# Session Overview

**5 mins: Intro, motivations & goals (Eleanor)**

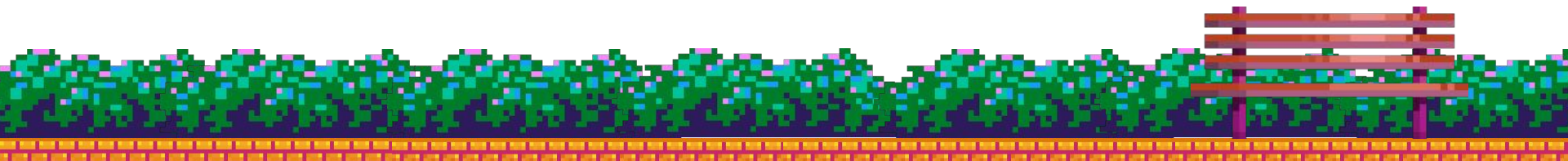
**60 mins: Presentations (Marion)**

Intro to presentations & overview of breakouts

15 mins + 5 mins Q&A

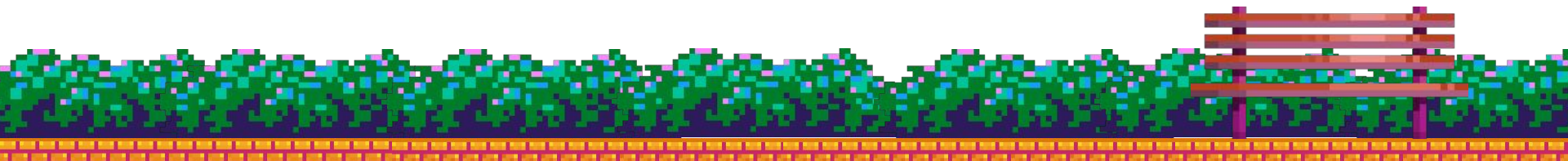
**15 mins: Breakouts (Jack)**

**10 mins: Report back (Jack)**



# Session Overview

- Overview, motivations and goals
- Three community perspectives on challenges around Equality, Diversity and Inclusion (EDI):
  - *EDI: thoughts from EuroHPC*
  - *EDI challenges in EPSRC Research infrastructure: Strategic Infrastructure*
  - *CAKE-CoSeC EDI Working Group: EDI for Real-World Workloads*
- **Over to you!** Help our speakers by recommending practical actions for change!



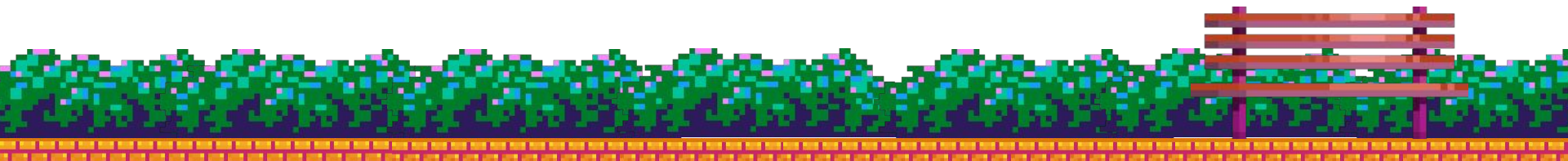
# The Challenge:

## Diversity and inclusion are essential:

People with different backgrounds, experiences and skills bring new perspectives, challenge assumptions and generate better ideas. Diversity strengthens creativity, innovation and problem-solving.

## But, we *still* face a clear EDI challenge:

Some groups remain significantly underrepresented across career stages and roles. In addition, our culture and systems do not consistently enable everyone to participate fully and thrive.



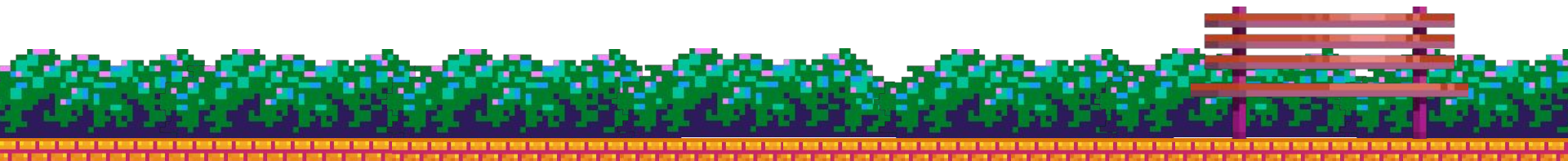
# The Challenge:

## What are the consequences?

People from underrepresented groups can face barriers that:

- Limit participation and **reduce opportunities to contribute** their knowledge and perspectives.
- Restrict progression and career development, leading **talented people to leave**.
- Reduce visibility of successful role models, making others less likely to see a future for themselves in the field and **less likely to join**.

**The result is a loss of talent, perspectives and innovation, which weakens the whole community.**



# The Challenge:

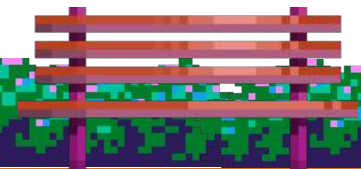
## What are the consequences?

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- Reduce visibility of successful role models, making others less likely to see a future for themselves in the field and **less likely to join**.

**The result is a loss of talent, perspectives and innovation, which weakens the whole community.**

***But, great news! We know what to do to fix this!***



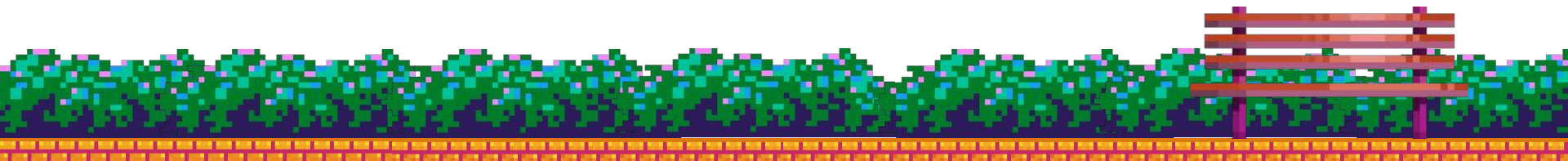
# We know what to do:

## Official policies and standards:

- Define expectations for behaviour/procedures
- Set goals and visions for the future
- UKRI, organisation, institution level

## Community-led initiatives:

- Raising awareness, advocating for change
- Support, networks and opportunities for underrepresented people
- Often volunteer-led, driven by underrepresented voices (i.e. WHPC)



# So, why aren't we doing it?

## Official policies and standards:

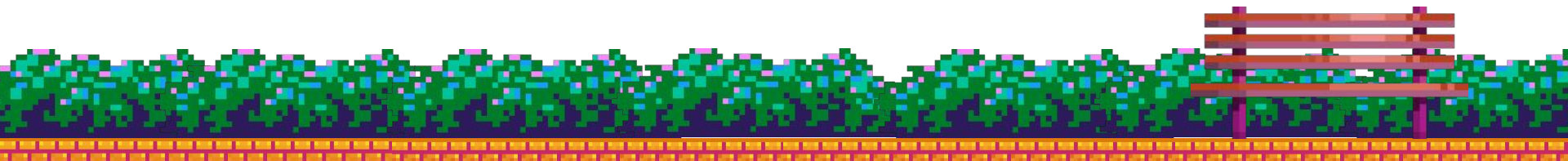
- Are not always consistently implemented, monitored or resourced.
- Can become a "tick-box" exercise without meaningful accountability.

## Community-led initiatives:

- Frequently under-resourced and dependent on volunteer effort.
- Struggle to sustain momentum, influence and long-term impact.

## The Implementation Gap

*The disconnect between official policies/standards and the reality of workplace culture*



# How do we close the gap?

Today's speakers will share:

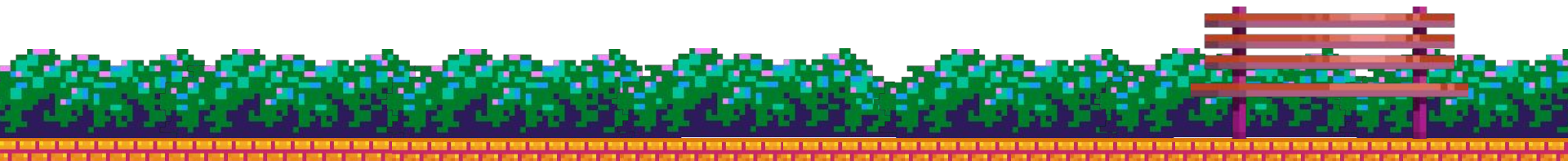
- Their EDI challenge
- What they have already tried
- Where barriers still exist

Together, we will generate ideas, advice, and recommendations to support future action:

- What can I do?
- What can my boss do?
- What structural changes are necessary?

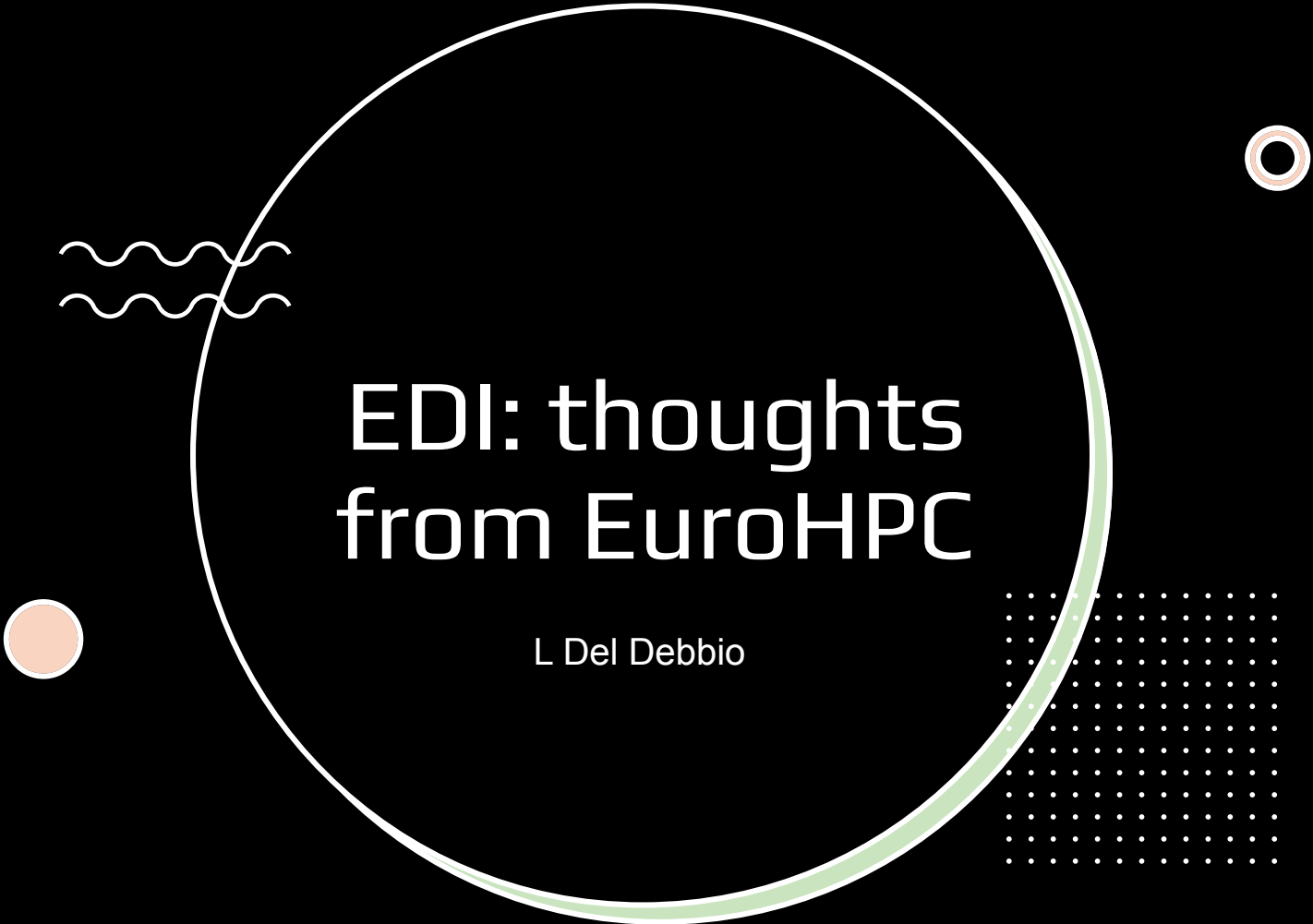


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# EuroHPC

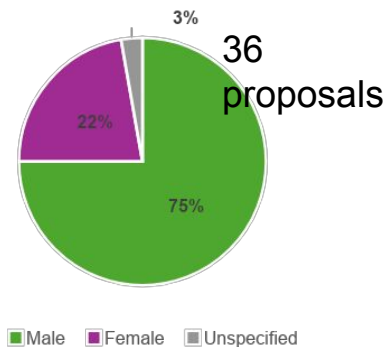
Luigi del Debbio



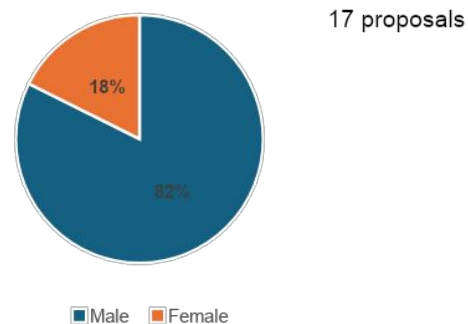
# EDI: thoughts from EuroHPC

L Del Debbio

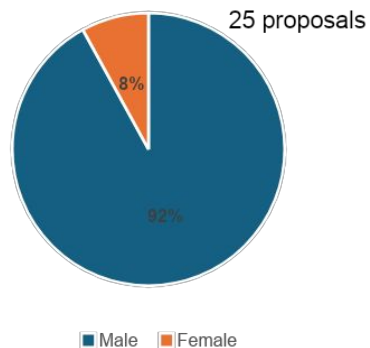
PI gender distribution



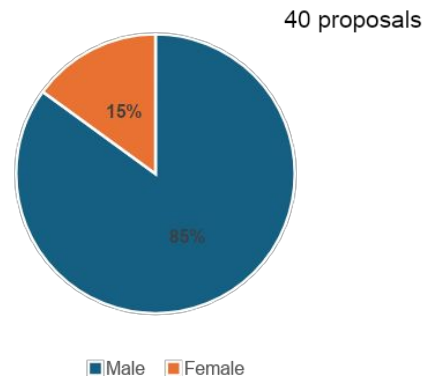
ES May 2023 - PI gender distribution



ES - Apr 2024 - PI gender distribution



ES - April 2025 - Admin accepted - PI gender distribution



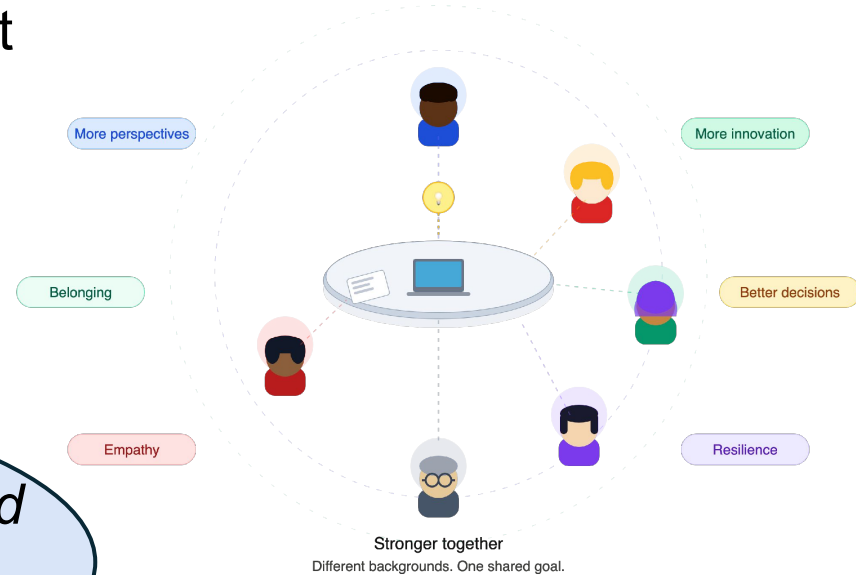
we care about gender balance in EuroHPC... but,  
do we?

- We do have a problem
- Is it just a reflection of the imbalance in the community?
- We know multiple/complex reasons for this inequality
  - *Male representation of science*
  - *Precarity of academic careers*
  - ...
- **Today:** focus on causes that are intrinsic to how HPC is organized
- **What can be done?** A suggestion... Why are we not doing it?

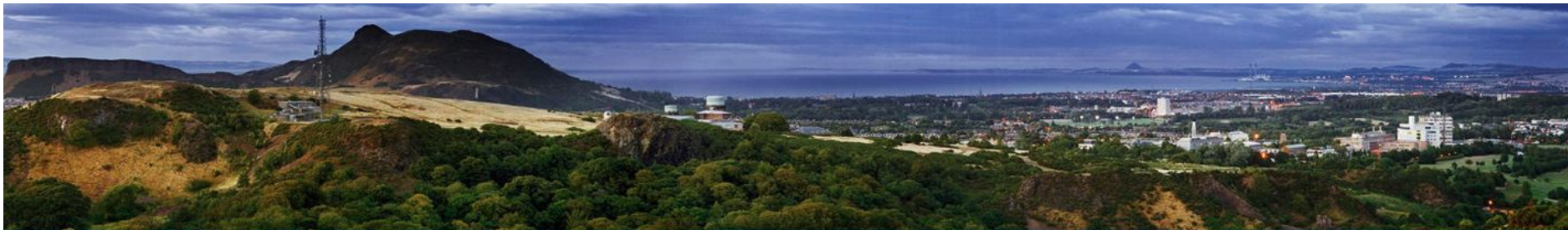
- It is important to fund people – this not a new idea!
- HPC is an expensive field
  - EuroHPC several €B
  - NNSS £700M
  - AI hardware £B

*• A small fraction of these budgets could fund fellowships in HPC for under-represented categories*

- Plant the seeds for a more diverse ecosystem



- Can it be done? **YES**



## SCHOOL OF PHYSICS AND ASTRONOMY

School of Physics & Astronomy home

News

News archive

### Elizabeth Gardner Four-Year Fellowship

New research opportunity seeks to encourage greater diversity within the School community.

#### Fellowship opportunity

The Elizabeth Gardner Fellowship supports early-career, postdoctoral researchers in physics and astronomy to prepare themselves for future independent roles in academia and beyond.

The Fellowship is aimed at candidates from backgrounds which are under-represented in the School's academic community (e.g. gender, minority ethnicity, disability, disadvantaged circumstances, etc.).

Supported by a mentor, the Fellowship aims to provide a collegial environment for researchers to develop their research and submit proposals to secure external research funding (e.g. a 5-year Research Fellowship, such as a Royal Society University Research Fellowship; an Ernest Rutherford Fellowship; or an European Research Council fellowship) and, where appropriate, other external research resources such as telescope/facility time.

- Four-year fellowships: stability at critical stage in the career
- Mentoring of the fellows
- Provide a collegial environment to develop careers
- Submit proposals to secure external funding/computer time
- We can fine-tune the implementation... (EuroHPC, UKRI)
- Why are we not doing it?

## Research and innovation

[Home](#) > [News](#) > [All research and innovation news](#) > Choose Europe for Science: over 100 national and regional initiatives aim to attract global research talent

# Choose Europe for Science: over 100 national and regional initiatives aim to attract global research talent

**NEWS ARTICLE**

30 January 2026 — Directorate-General for Research and Innovation — 4 min read

**€900M**

The European Union is stepping up its efforts to become the world's leading destination for researchers. According to the [latest update](#) published by the Commission today, Europe now offers **101 national and regional funding and support schemes** designed to attract, retain and develop research talent. The increase in the number of initiatives, from 65 last May to over 100, shows EU countries are committed to making Europe a top choice for researchers worldwide.

- Is it done? **N O**
- Why? this is not a rhetorical question
- How can we help to get it done?
- Questions & comments are welcome
- In the meantime, we do keep monitoring...

# UKRI

Charlotte Bell

CAKE-CoSeC EDI WG



**CAKE-CoSeC  
EDI Working Group**

# **EDI for Real-World Workloads**

# DRI(+): Digital Research Infrastructure(+)

UKRI-funded programme that *“connects researchers and innovators to the computers, data, tools, techniques and skills that underpin the most ambitious and creative research”*

## Includes:

- Data infrastructure and services
- High performance computing resources
- Support for DRI professionals: skills, leadership, collaboration
- Tools & Techniques
- International engagement

## (+):

- Extends beyond funded activity to the wider ecosystem
- Focus on supporting new and emerging communities



# Computational Ailities Knowledge Exchange (CAKE)

The CAKE NetworkPlus supports collaboration, community building and knowledge exchange across the DRI+ landscape. We help remove barriers so you can focus on connecting, collaborating, and driving progress!

- **Navigate the DRI+ landscape:** overview, events calendar and funding opps
- **Access:** to tools, expertise and resources through CAKEBox
- **Opportunities and funding:**
  - **Fellowships** (next cohort to be announced soon!)
  - **Retreats**
  - **Placements & Visits** - *Explore new collaborations, international scope!*



# Computational Science Centre for Research Communities (CoSeC)

Enables and supports 25 UKRI-funded collaborative computational research communities (including CCPs, HEC Consortia and domain-specific technical teams), to deliver *research software as an infrastructure*.

CoSeC plays a central role in terms of coordinating and representing the needs of computational researchers.



# EDI in the DRI+ landscape

EDI is a clear area where better knowledge exchange and coordination across communities, disciplines, and people could have significant impact.

We already have:

- Good awareness of challenges we face
- Experts, consultants, lived experience
- Abundance of EDI policies, standards and guidance

*But how does this help me and my work?*

- How do I choose speakers so the panel feels balanced and fair?
- How do I support someone new joining a team?
- How do I make sure quieter voices are heard in discussions?
- How do I make networking spaces more inclusive and welcoming?

# “How do I run an inclusive meeting?”

So, I google it: *“how to run an inclusive meeting”*

And I get:

- Loads of guidance, frameworks, templates
- All slightly different, little evidence on what works
- New concepts and terminology appearing:
  - “7 minute rule”
  - “40 20 40 rule”
  - How to write accessible agendas
  - Inclusive catering (culture, temperature, availability, etc.)

*I’m trying to apply this, but it doesn’t really match what I need...*

# “How do I run an inclusive meeting?”

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  - Inclusive catering (culture, temperature, availability, etc.)

Dig deeper: *“inclusive meetings DRI scientific computing”*

Now get more tailored guidance appearing (scientific meetings, jargon, diverse voices)

*Still a lot! And now feels more complicated...*



# “How do I run an inclusive meeting?”

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Dig deeper: *“inclusive meetings DRI scientific computing”*

Now get more tailored guidance appearing (scientific meetings, jargon, diverse voices)

Okay, what about my institution?

- Pages and pages of policies, frameworks, recommendations
- All of it feels important!



# “How do I run an inclusive meeting?”

So, I google it: “how to run an inclusive meeting”

Dig deeper: “inclusive meetings DRI scientific computing”

And I get:

Now get more tailored guidance appearing (scientific

- Loads of
- All slightly
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**Argggghh... I’m overwhelmed!!**

*I care about this and I want to make a difference.*

*But I’m already busy, and I don’t have time to unpick all of this guidance.*

*Even if I try, I’m not sure what to prioritise, and it still won’t be “perfect”.*

**It feels too hard... so nothing happens.**

works,



# Making EDI accessible for all

We need to make this **easier** to do within busy working lives.

The challenge is how to take existing knowledge, distil it, and tailor it to our communities and context so it can be translated into meaningful, everyday action.

Through **CAKE** and **CoSeC**, we are well placed to support this. Our position provides:

- Direct access to diverse communities, priorities, and practical challenges
- The ability to identify barriers and help translate them into actionable steps
- A route to connect, share, and amplify good practice across networks, while monitoring impact and effectiveness

# How?



*Community  
Outreach*



*Measuring  
Impact*



*Topic-Based  
Guides*

# Community Outreach

**Purpose:** To ensure the working group is grounded in reality and shaped by the real needs of the communities we support.

**Progress:** Developing a community survey exploring:

- How do people understand EDI in their work?
- How frequently are EDI resources used, and which ones?
- Where do people want more guidance or support?
- What EDI actions or initiatives have been helpful or meaningful?

**Get involved!** *This will soon be released, follow CAKE on LinkedIn and Slack to take part!*



# Community Outreach

## Challenges:

- Asking the right questions to protect participants while still producing useful insights.
- Reaching the full community, not just the most visible or connected groups.
- Turning the anonymised responses from the survey into a useful community resource.



# Topic-Based Guides

**Purpose:** Identifying, collecting and curating existing resources on specific topics. Not to reinvent, but to translate and adapt so they are directly applicable, accessible and actionable to our community

**Progress:** Initially selected two areas to identify existing guidance that can be shared as an appropriate resource: events & recruitment

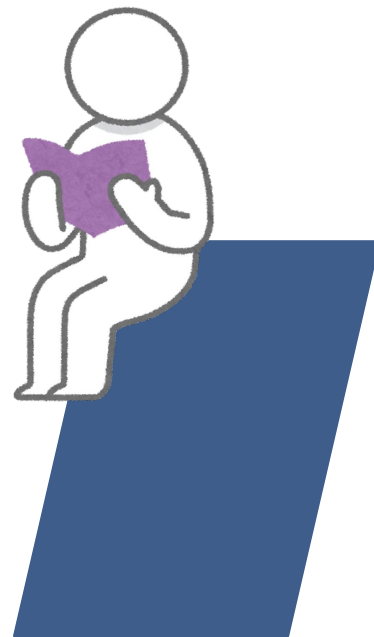
- Risk register for advice we disseminate
- MoSCoW analysis for selecting the best resources:
  - Must - The resource must meet these criteria
  - Should - The resource should reasonably meet these criteria
  - Could - It would be beneficial for the resource to meet these criteria
  - Won't - The resource should not include these aspects



# Topic-Based Guides

## Challenges:

- How can we identify a 'good' guide - and what does 'good' even mean?
  - How can we measure the effectiveness or risk to the community when sharing advice?
- Representation of all levels of guidance
- Maintenance for resources we signpost



# Measuring Impact

**Purpose:** Understand what is working and what is not in EDI practice, defining metrics for “EDI success” (KPIs) and accountability.

## Progress:

- Fundamental discussion around terminology, impact for who, and other basics.
- Who needs to care? Accountability on (high) organisational level needed
- Investigation into HR practices and metrics as a source for KPIs. (e.g. how EDI data is collected, can numbers of EDI complaints and grievances be used as a metric, action points)



# Measuring Impact

## Challenges:

- What should we actually measure?
- How do we measure “culture change”?
- Can we use simple things like engagement or participation in the short term or does that misguide us?
- How do we start?





*Community  
Outreach*



*Measuring  
Impact*



*Topic-Based  
Guides*



What would it take to make  
EDI action easier in your  
day-to-day work?

## Thank you!

**Open to new members!** If you're  
interested in joining us, please come and  
have a chat with me

([e.broadway@epcc.ed.ac.uk](mailto:e.broadway@epcc.ed.ac.uk))

**Explore more on CAKEBox:** minutes,  
outputs, collection of EDIA resources



# Breakouts



# Over to you! (15 mins)

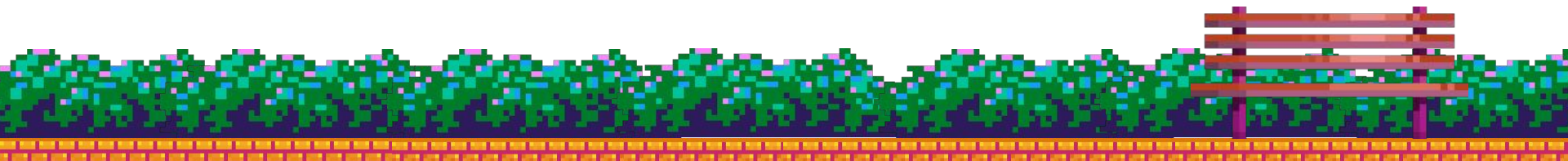
**Your task: Help our speakers identify actions they can take forward.**

- In-person: small group discussions
- Online and in-person: contribute via hackpad

**Focus on answering the questions for one of the presentations. Write down your answers!**



[https://bit.ly/EDI\\_HPCDays26](https://bit.ly/EDI_HPCDays26)



# Over to you! (15 mins)

## Questions (5 mins each):

1. What can *I* do?
2. What can *my boss* do?
3. What *structural changes* are needed?

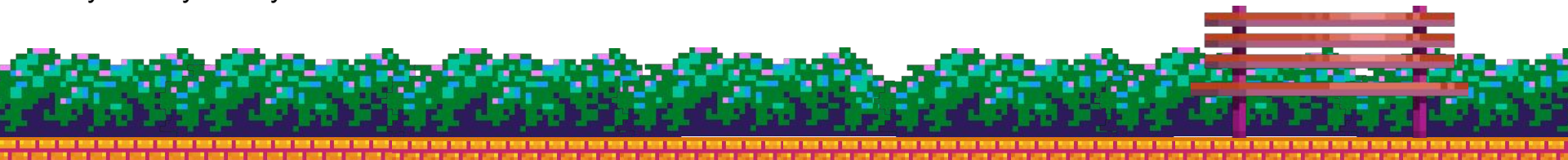
**EuroHPC:** We repeatedly see statistics showing a gender biased field, but we often find it difficult to identify 'what to do'. Changes to the way science is organised could have a lasting impact in reducing gender imbalance.

**UKRI:** An ongoing challenge for EPSRC is broadening the inclusion of EDI and accessibility in our funding opportunities, embedding accessibility in our practice and policies, and providing training and awareness for reviewers, panellists, and applicants.

**CAKE-CoSeC EDI WG:** What would it take to make EDI action easier in your day-to-day work?



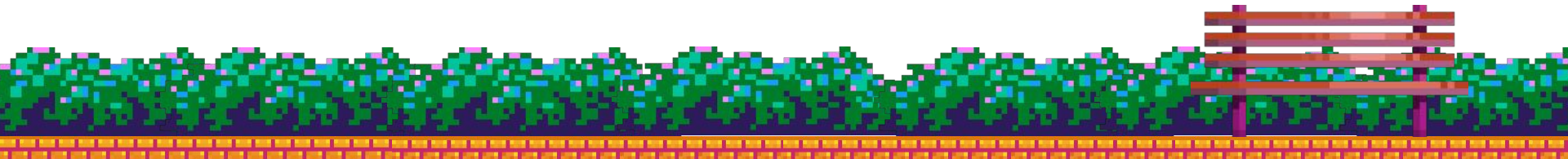
[https://bit.ly/EDI\\_HPCDays26](https://bit.ly/EDI_HPCDays26)



# Report back: EuroHPC

1. What can I do?
2. What can my boss do?
3. What structural changes are necessary?

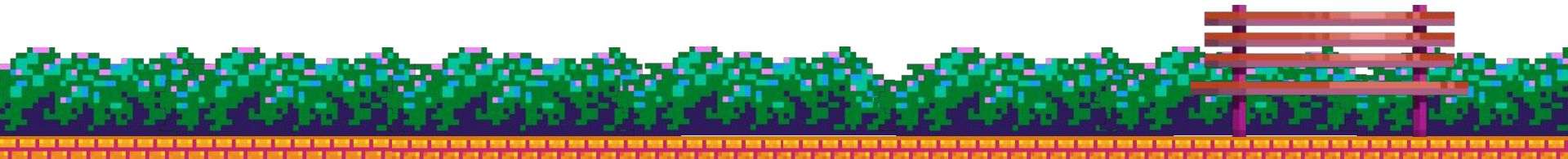
Hackpad



# Report back: UKRI

1. What can I do?
2. What can my boss do?
3. What structural changes are necessary?

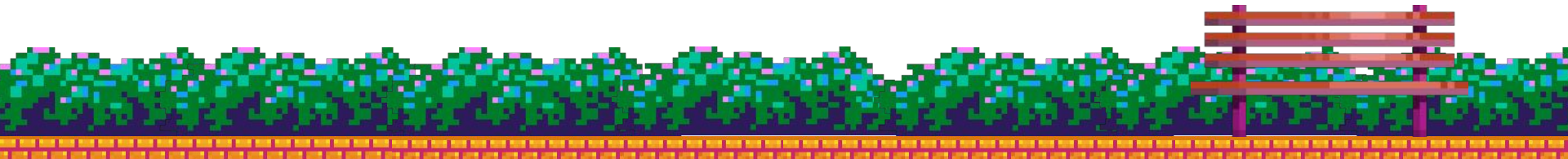
Hackpad



# Report back: CAKE-CoSec EDI WG

1. What can I do?
2. What can my boss do?
3. What structural changes are necessary?

Hackpad



# Thank you!

Your inputs will be

- (1) Taken and implemented by our speakers
- (2) Written up as a WHPC blog post
- (3) Added to CAKEbox's Sprinkles of Knowledge



Headed to ISC? Make sure you join WHPC's events!

[womeninhpc.org/events/isc-2026](https://womeninhpc.org/events/isc-2026)

CAKEbox

Inclusion Sprinkles of Knowledge

## Inclusion

This theme is about **inclusive practice & community care**. Small things that help people feel included, supported, and able to participate.

Add your sprinkles of knowledge below: a quick tip, small insight, or lesson learned.

★ Ask everyone for adjustments by default

Normalise adjustments early in processes so participation needs are expected, not exceptions.

🗣 Accessible participation options

Offer different ways to contribute, such as written input or async feedback to prevent forcing people from speaking up in large groups.

🗣 Language matters

Always explain acronyms, maybe keeping a shared glossary. Then everyone can follow along without having to ask about being included.

Add your sticky note

