



LEAPS IDEA for Inclusion, Diversity, Equity and Anti-discrimination

A toolbox of best practices
at LEAPS facilities



LEAPS

League of European
Accelerator-based
Photon Sources

LEAPS Statement on Inclusion, Diversity, Equity and Anti-discrimination (IDEA)

The League of European Accelerator-based Photon Sources (**LEAPS**) brings together Synchrotron Radiation and Free Electron Laser user facilities in Europe in a strategic consortium that aims to actively and constructively ensure and promote the quality and impact of fundamental, applied and industrial research for the benefit of European science and society.

As international large-scale research infrastructures where interdisciplinary scientific topics are explored, **LEAPS facilities are inherently diverse and dynamic**. They are science hubs for communities that share a common goal in pursuing scientific advancements but also bring with them different personal cultural backgrounds. LEAPS provides an organizational structure that gives all scientists the opportunity to flourish and explore their abilities and interests in an inclusive environment.

As a European consortium focusing on scientific excellence, LEAPS is committed to **strengthening diversity** and is acutely aware of owing its success to the talents, ideas, cooperation, and collective and complementary collaboration of its scientists. The ingredients to this success are respect and fairness, appreciation and openness. **Ensuring equity** and achieving an **inclusive environment, free from discrimination** at all levels, is LEAPS' responsibility.

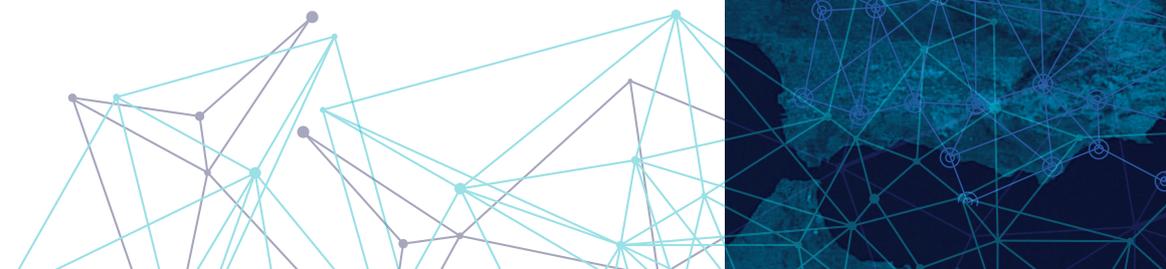
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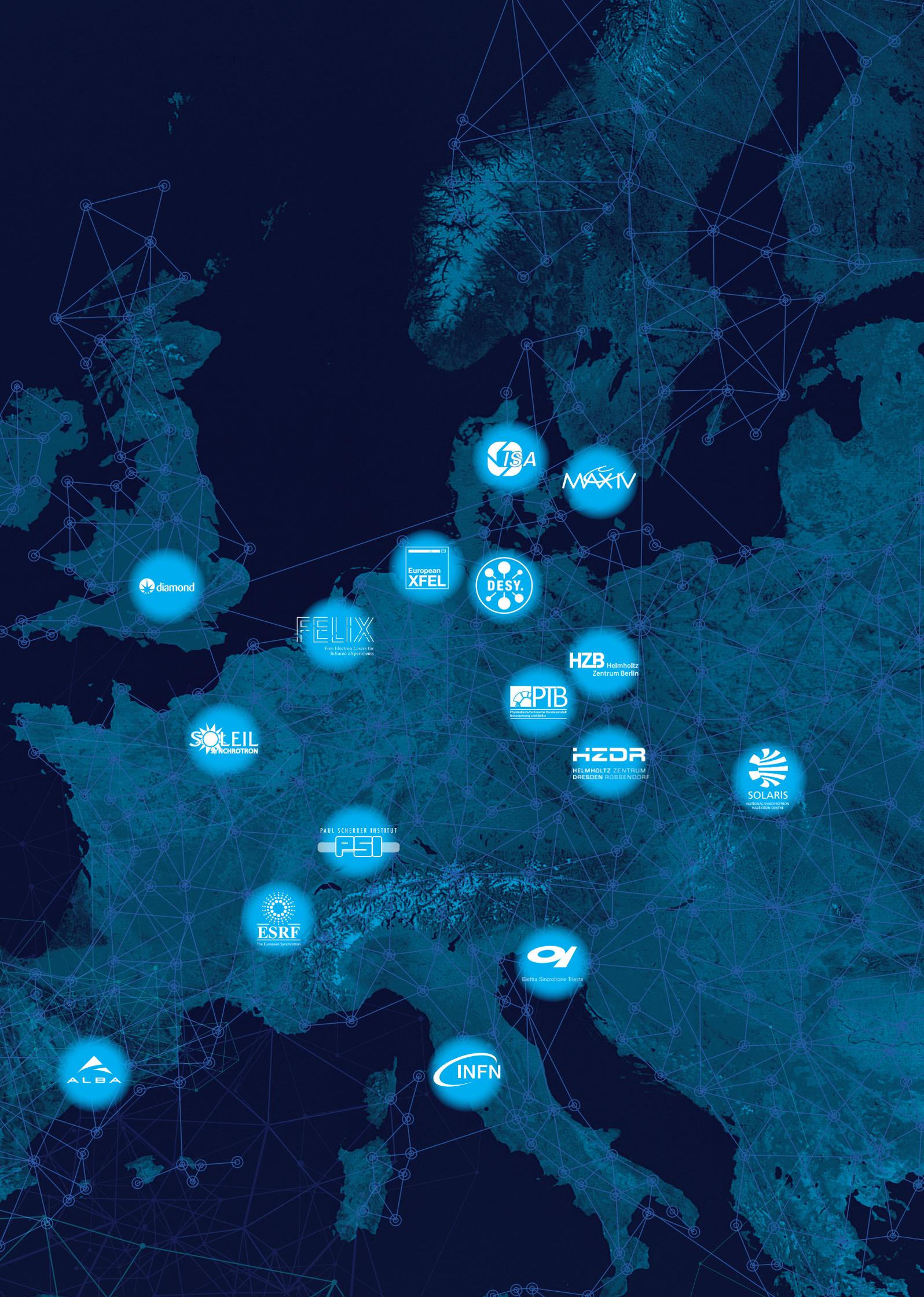
The prerequisite to scientific and societal prosperity is the creation of an **atmosphere of acceptance and trust**, embracing all differences stemming from personal ways of life or personal living situations, ethnic origin, gender, sexual orientation, ideologies, biographies, religion, beliefs, disability, age, appearance, and many other aspects. In an increasingly globalised and interdependent world, cohesion matters, diversity helps and impartiality is indispensable.

LEAPS recognizes that scientific communities, as all communities, are built by individuals informed by their own experience, circumstances, unconscious biases and greater society.

In order to achieve the goals of inclusion, diversity, equity and anti-discrimination, it is our **commitment to provide a range of specific tools**, tailored to each of the LEAPS facilities, making them the ideal location for large international, interdisciplinary and intermixed teams to thrive and achieve their highest potential.

Find it [online](#).





diamond

FELIX
Free Electron Lasers for
Infrared Experiments

SOLEIL
SYNCHROTRON

ALBA

ESRF
The European Synchrotron

PAUL SCHERRER INSTITUT
PSI

European
XFEL

DESY

PTB
Physikalisch-Technische Bundesanstalt
Bundesagentur für Metrologie und Fertigung

HZB
Helmholtz
Zentrum Berlin

HZDR
HELMHOLTZ ZENTRUM
DRESDEN ROSENDOF

SOLARIS
NATIONAL SYNCHROTRON
RACIBÓRZ CENTRE

ILS

MAX IV

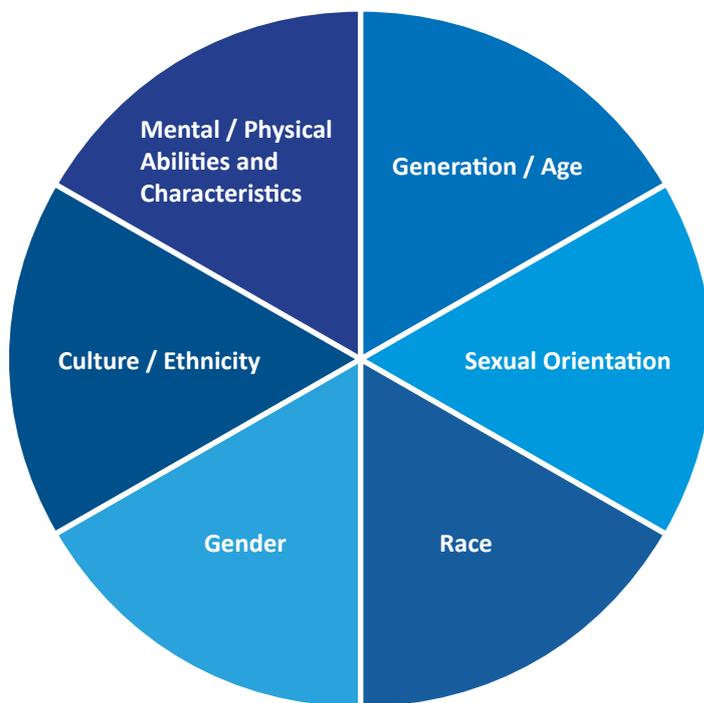
INFN

SI
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Here, you will find a selection of best practice IDEA examples implemented by some LEAPS facilities. A toolbox of easy-to-implement actions to serve as inspiration and provide a starting point for all research facilities to implement their own tailored activities targeting specific dimensions of diversity.

Primary Dimensions of Diversity¹

Adapted from: Loden, Marily and Rosener, *Workforce America! Managing Employee Diversity as a Vital Resource*, McGraw-Hill Professional Publishing, 1990.



¹ There are several versions of the wheel of diversity. For the purpose of this document, and as a simple framework to the initiatives developed at the LEAPS facilities, the primary dimensions of diversity in the figure are considered. LEAPS-IDEA appreciates that the complexity of the diversity filters through which all of us process stimuli and information is only roughly illustrated by a diversity wheel, even one showing more than the core diversity dimensions. In-depth considerations on each diversity dimension and on diversity intersectionality can be consulted in specialized literature – for a selection of references and online resources visit the [IDEA section](#) in the LEAPS webpage.

Best practice IDEA examples from LEAPS facilities

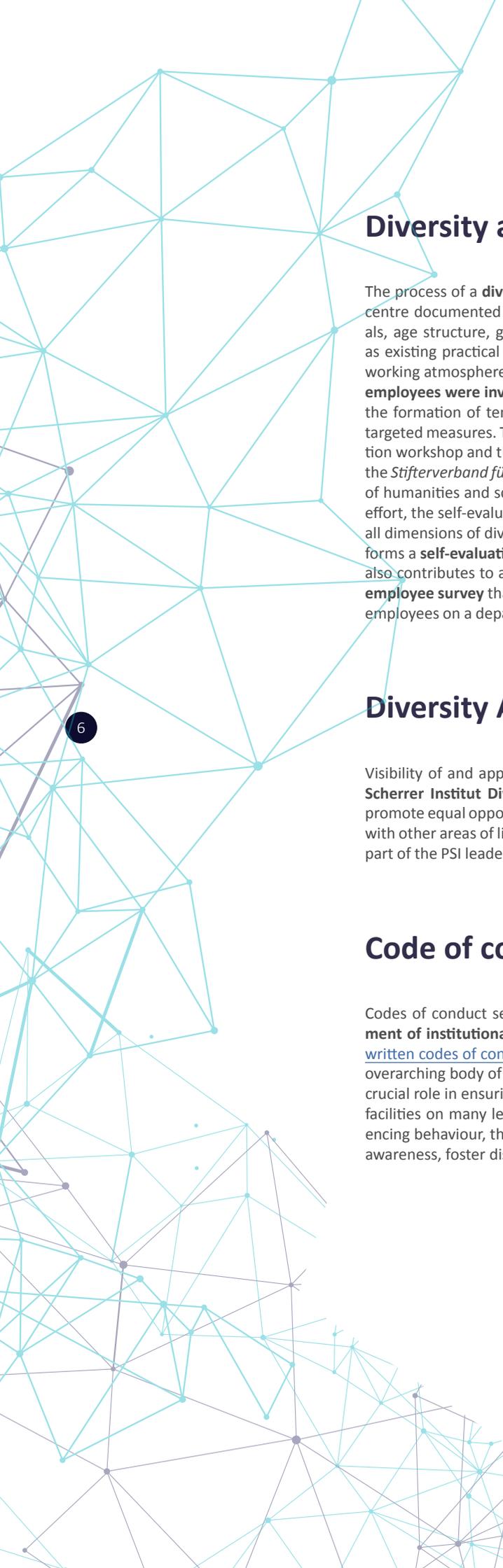
LEAPS facilities promote inclusion, diversity, equity and anti-discrimination, and have developed multiple measures to this effect. A non-exhaustive overview of specific actions already in place is given in the next table. Some selected activities are presented in more detail below.

Activity	Target Group	Diversity Dimension*	LEAPS Facilities
Diversity audit	Employees	All diversity dimensions	Diamond, HZB
Diversity self-report	Employees	All diversity dimensions	Diamond, ESRF, EuXFEL, HZB, PTB
Diversity award	Employees	All diversity dimensions	PSI
Code of conduct	Employees, users, guests	All diversity dimensions	All LEAPS facilities



Activity	Target Group	Diversity Dimension*	LEAPS Facilities
Persons of trust/ Ombudspersons/ Complaints officer	Employees	All diversity dimensions	ALBA, DESY, Diamond, Elettra, ESRF, EuXFEL, FELIX, HZB, HZDR, INFN, MAX IV, PSI, PTB, SOLARIS, SOLEIL
Diversity roundtable	Employees	All diversity dimensions	DESY
Welcome culture	Employees	All diversity dimensions	DESY, Diamond, <u>ESRE</u> , EuXFEL, HZB, MAX IV, PSI, <u>PTB</u> , SOLARIS
Science and society initiatives	Employees, scientific community, general public	All diversity dimensions	ALBA, <u>DESY</u> , Diamond, Elettra, ESRF, EuXFEL, HZB, INFN, MAX IV, PTB, SOLARIS
Outreach events	National and international students, teachers, scientists, industry, general public	Culture/Ethnicity, Gender, Generation/Age	<u>DESY</u> , Diamond, Elettra, <u>ESRF</u> , EuXFEL, <u>HZB</u> , <u>PTB</u> , PSI, <u>SOLARIS</u>
Science diplomacy activities	Scientific community, general public	All diversity dimensions	ALBA, DESY, Diamond, Elettra, ESRF, EuXFEL, HZB, HZDR, INFN, PSI, PTB, MAX IV, SOLARIS
Country of honour	High school and university students, scientists, politicians	Culture/Ethnicity	Elettra, HZB
Promotion of new LEAPS user communities	International user communities	Culture/Ethnicity	Diamond, Elettra, ESRF, EuXFEL, HZB, MAX IV, PTB, SOLARIS
Twinning programme	International user communities	Culture/Ethnicity	ALBA, Diamond, Elettra, ESRF, EuXFEL, HZB, MAX IV, PSI, SOLARIS, SOLEIL
Summer student Programmes	National and international students	Culture/Ethnicity, Generation/Age	<u>DESY</u> , Diamond, ESRF, EuXFEL, <u>HZB</u> , INFN, HZDR
Compatibility of work and private life (<i>Certification</i>)	Employees/ future employees	Gender, Culture/Ethnicity, Age/Generation	DESY, Diamond, Elettra, EuXFEL, ESRF, <u>HZB</u> , HZDR, PSI, <u>PTB</u>
Social hour, Summer fest	Employees and their families	Culture/Ethnicity, Generation/Age	<u>DESY</u> , EuXFEL, HZB, INFN, MAX IV
Dual career service	Employees/ future employees	Gender, Culture/ Ethnicity	<u>DESY</u> , HZDR, <u>PSI</u>
Mentoring programmes	Employees/ future employees	Gender, Culture/Ethnicity, Age/Generation	ALBA, DESY, Diamond, ESRF, EuXFEL, HZB, INFN, <u>PTB</u>
Promotion of gender equality in academic career development	Employees/ future employees	Gender, Culture/Ethnicity, Age/Generation	DESY, EuXFEL, ESRF, HZB, <u>PSI</u> , SOLARIS, Diamond
Seminars on unconscious bias	Employees	All diversity dimensions	DESY, Diamond, ESRF, EuXFEL, HZB, HZDR, PSI, PTB
Training on prevention of sexual harassment	Employees, apprentices	Gender, Sexual orientation	DESY, INFN, MAX IV
Occupational Health & Safety measures and counseling, social initiative, social counseling	Employees	Age/Generation, Mental/Physical Abilities and Characteristics	<u>DESY</u> , Diamond, ESRF, EuXFEL, HZB, MAX IV, SOLARIS
Multi-lingual communication (host language/ English)	Employees	Culture/Ethnicity	All LEAPS facilities
Website accessibility	Employees, users, guests, scientific community, general public	Culture/Ethnicity, Generation/Age, Mental/Physical Abilities and Characteristics	<u>PTB</u> , <u>HZB</u> , <u>MAX IV</u>

*Generation/Age, Sexual Orientation, Race, Gender, Culture/Ethnicity, Mental/Physical Abilities and Characteristics.



Diversity audit and self-evaluation

The process of a **diversity audit** at HZB started with a detailed self-report in which the centre documented its status regarding key aspects of diversity (share of internationals, age structure, gender shares across professional area and hierarchy etc.) as well as existing practical offers and measures that contribute to an appreciative and open working atmosphere. The auditing process consisted of several **workshops to which all employees were invited**. A vast amount of material and ideas was collected and led to the formation of ten working groups that then started developing and implementing targeted measures. The implementation phase will end in summer 2021 with an evaluation workshop and the external certification of HZB as a diversity-sensitive employer by the *Stifterverband für die Deutsche Wissenschaft* (Donors' association for the promotion of humanities and sciences in Germany). While an external auditing process is a major effort, the self-evaluation is an easily implemented step that can increase awareness of all dimensions of diversity and guide improvement measures. As an example, ESRF performs a **self-evaluation** with an annual report on many human resources aspects and it also contributes to a national index on equality. Likewise, at the PTB a regular internal **employee survey** that includes IDEA topics is used for development discussions with all employees on a department level.

Diversity Award

Visibility of and appreciation for IDEA ideas can be generated by an award. The **Paul Scherrer Institut Diversity Award** for executives rewards managers who proactively promote equal opportunities, diversity and inclusion as well as the compatibility of work with other areas of life. So far, two PSI awards have been awarded. The winners become part of the PSI leadership training allowing the new leaders to learn from the best.

Code of conduct

Codes of conduct serve as a set of **internal guidelines** but also as an **external statement of institutional values and commitments**. Many LEAPS facilities have produced [written codes of conduct](#) that provide an overview of their core values and serve as an overarching body of rules for managers, employees and external partners. It can play a crucial role in ensuring a diverse, inclusive and welcoming environment for all at LEAPS facilities on many levels. Alongside its use as an educational tool informing and influencing behaviour, the process of defining a code of conduct is in itself a means to raise awareness, foster discussion, and engage all target groups.

Persons of Trust/Ombudspersons

A **network of persons of trust** and well-established mechanisms for dealing with concerns about behaviours and bureaucracies within the institution is in place or under development in most LEAPS facilities. These monitor and guarantee the maintenance of the diversity, anti-discrimination and equal opportunities policies, and contribute to its continued development. They include, although are not limited to, the following officers and representatives:

- Works council
- Anti-discrimination officer
- Equal opportunities officer
- Inclusion officer
- Representative for persons with disabilities

Diversity roundtable

The DESY **Diversity roundtable** happens once a month and is open to all employees on campus. During the roundtable diversity issues are openly discussed and ideas on how to best improve diversity and inclusion in the workplace are exchanged. The goal is to increase the collective diversity expertise of the centre by sharing research/tools/art and inviting experts to give talks. In the future, it is also planned to run small activities and events based on the resources and ambition of the members and to use this unique and shared voice to propose recommendations in support of the commitment of the institution toward diversity in the workplace.

Welcome culture

LEAPS facilities have several initiatives in place promoting a welcome culture that embraces diversity, fosters openness, and integrates new colleagues from their very first day. The ESRF, for example, has a **welcome day** for newcomers, helps with relocation, and provides an **introductory guide**. The European XFEL also offers different services for new colleagues. These range from financial and practical support during relocation to individual check-ins on the first day and a quarterly day-long welcome event that gives them an introduction to the facility and provides a good start. In the context of its 30th anniversary, the ESRF launched [Humans of ESRF](#), a blog that portrays people with diverse skills and from all over the world, who work together at the ESRF and share their daily experience: users, scientists, engineers, technicians, and administrative staff. This initiative was pursued with newcomers, PhD students and postdocs from different backgrounds and cultures, who, through their stories and curiosity, make diversity one of the pillars of everyday life at the ESRF. The HZB offers different services and contact points for different groups of employees, offering **orientation** and making them feel welcome from their first moment at the centre. Besides targeted welcome talks with doctoral and post-doctoral researchers, the **programme Connect** which is currently being developed aims at fostering links between experienced and new employees. An example of a simple but very successful initiative is the publication of a recipe book ([Science Food – International Recipes by Researchers](#), HZB 2018) with contributions from international employees who introduce themselves and share delicacies from their home countries.



Science and society initiatives

Active participation in **international public events** addressing the role of large-scale facilities in internationalisation and integration, in science diplomacy, and in research as a tool to solve the most pressing problems of humanity (climate change, COVID-19, digitalisation, sustainable energy supply and others) creates a resilient basis for **mutual recognition, acceptance, visibility and awareness**. LEAPS facilities are regular active participants in science communication and public engagement initiatives, such as:

- **Science in the City Festival** of the EuroScience Open Forum:
[2018](#), Toulouse (France)
[2020](#), Trieste (Italy)
- **PARI** – Public Awareness of Research Infrastructures:
[2019](#), Didcot Oxford (UK)
[2021](#), Manchester (UK)
- **European Researchers' Night**, Marie Skłodowska-Curie Actions
- **PCST Conferences**, Public Communication of Science and Technology network

Science diplomacy activities – addressing new user communities

As international large-scale infrastructures, LEAPS facilities are committed to contribute to and promote activities that aim at not only championing science in its every facets but also creating bridges across communities and regions. Science diplomacy is inherent to many widening scientific activities LEAPS is actively involved in. The facilities will continue all efforts in bringing science forth, in focus of and as an instrument for peaceful collaboration and universal development. Along with numerous beamlines and instruments that are run in scientific collaboration with other countries, LEAPS facilities participate in targeted science diplomacy activities. A short selection is given below:

Lightsources for Africa, the Americas, Asia, Middle East and the Pacific – LAAAMP

The [LAAAMP](#) programme, with the full title Utilisation of Light Source and Crystallographic Sciences to Facilitate the Enhancement of Knowledge and Improve the Economic and Social Conditions in Targeted Regions of the World, brings together international scientific institutions and advanced light sources – including the LEAPS facilities ALBA, Elettra, ESRF, and MAX IV – in support for the worldwide implementation of scientific instrumentation and infrastructure, leading to the establishment of advanced light sources in emerging regions and the training of young researchers.

African Light Source Foundation – AfLS

The [AfLS](#) drives the progress along a well-structured roadmap towards the establishment of an advanced light source in the African continent. Its efforts are supported by several LEAPS facilities, namely DESY, Diamond, Elettra, ESRF, EuXFEL, MAX IV, PSI, and SOLEIL.

SESAME Light Source – Instrument development and knowledge transfer

Many LEAPS facilities have dynamic scientific collaborations with [SESAME](#) – Synchrotron-light for Experimental Science and Applications in the Middle East, the first synchrotron light source in the Middle East and neighbouring countries, and the region's first major international centre of excellence, officially opened in 2017. Born out of an international effort and many discussions bringing Pakistani, Italian, German, American, Russian, Swedish, Israeli, and Palestinian scientists together, among a number from other European and Middle Eastern states, SESAME emerged as the scientific torch for peace in the Middle East, much in the same way as CERN had done for Europe in the 1950s. Now running as a scientific and technological centre of excellence in the region and an international research facility open to external users, it is since 2018 the first associate member of LEAPS. There are many running collaboration projects between SESAME and several LEAPS facilities, namely the Helmholtz-SESAME Soft X-ray Beamline project, [HESEB](#), where DESY, HZB and HZDR participate, and BEAmline for Tomography at SESAME project, [BEATS](#), which includes ALBA, DESY, Elettra, ESRF, INFN, PSI and SOLARIS. The Horizon 2020-funded project [OPEN SESAME](#) works to transfer knowledge to the scientific community emerging from and around SESAME and counts with ALBA, DESY, Elettra, ESRF, INFN, and SOLEIL in its members.

Country of Honour

Along with active participation in international events, conferences, and workshops, **LEAPS facilities open their doors to scientists, students and pupils.** For targeted promotion of academic collaboration with specific regions, having a **Country of Honour** at LEAPS events is a particularly valuable initiative. Due to the Corona pandemic, the first Country of Honour event at the HZB (Bulgaria@BESSY II in 2020) had to be postponed. The programme included a public lecture on Science Diplomacy, where science as a bridge and crystallization seed for international cooperation, integration and peace keeping, within and outside Europe, was going to be debated. The vice-president of the Bulgarian Academy of Science had graciously agreed to attend. There were 15–20 scholarships to be granted to high school students and early stage university students that included participation in the user meeting, a comprehensive introduction to the large-scale research infrastructure and the science it serves, as well as a career coaching session by experienced scientists.

Twinning programme

Inclusion starts with information, confidence starts with experience and cooperation starts with trust. With the **Twinning programme** of [CALIPSOplus](#) experienced research groups host new colleagues during their experimental campaigns. This twinning activity lowers barriers and brings scientists together, promoting dialogue, providing hands-on experience, setting the stage for long-term collaboration, and fostering new user communities.



Compatibility of work and private life

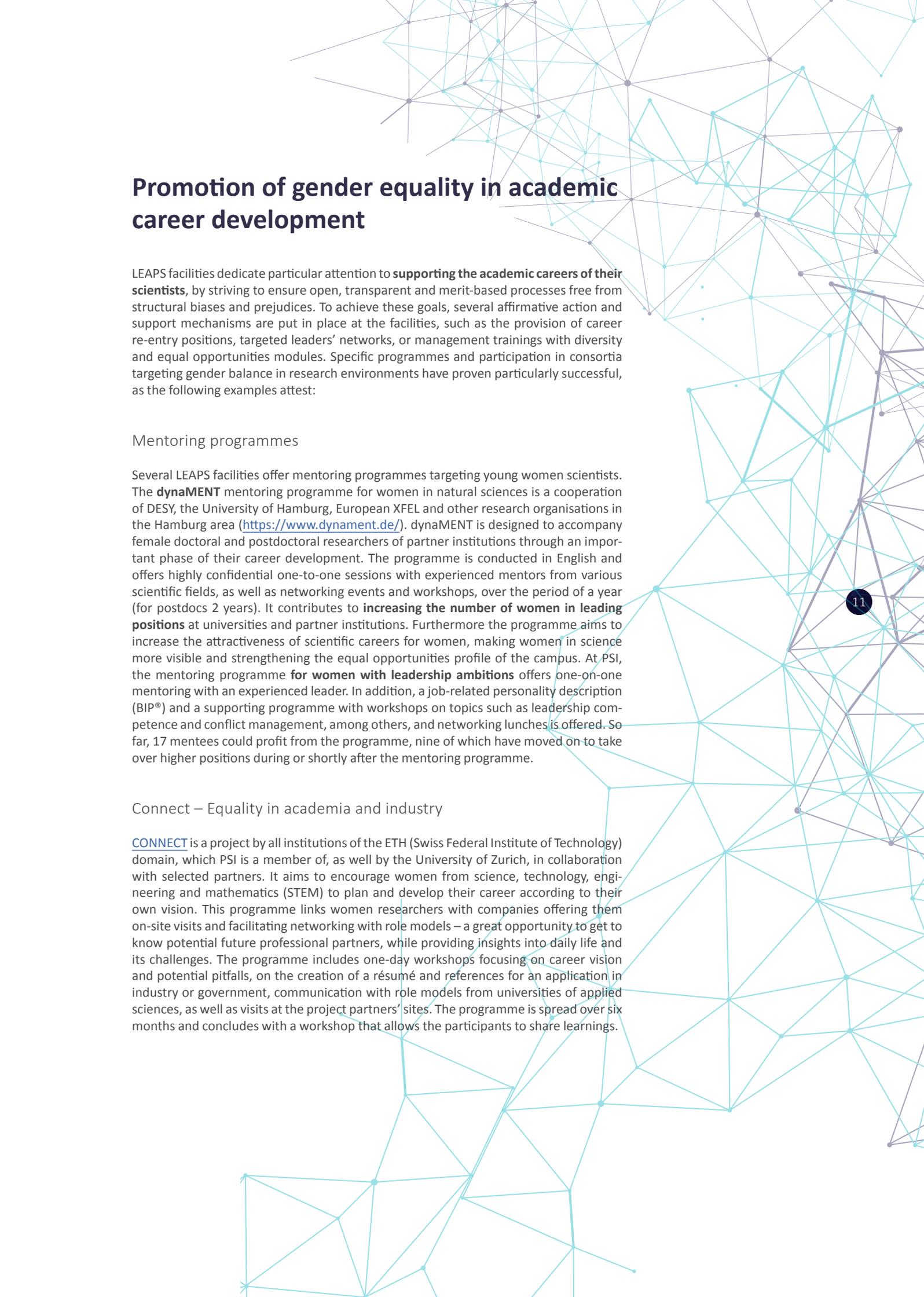
Work-life compatibility is addressed by all LEAPS facilities. European XFEL, for example, offers support for families in various ways, such as flexible working time models, home office as well as a parent-child office and a babysit service. Likewise, at the PTB, staff have access to teleworking, part-time working models, a family office, children's welcome package, and company sports. The ESRF is also attentive to the work-private life balance of its employees, offering among others childcare support, part-time working models, additional parental leave possibilities (including adoption leave), and family allowances. The HZB has been certified as a family friendly company since 2011, when it further developed large scale flexible working time models (including mobile working and home office) and set up an **Office for Work and Life (OWL)** as the central contact point for employees. OWL offers counselling on all matters of care work and compatibility between private and professional life, basing its activities on an embracing concept of family: "The family is the place where people look after each other and take on social responsibility, not only for immediate dependants, spouses, biological children and parents, but also for non-marital or same-sex partners and for non-biological children and further dependants."

Social Hour and Summer Fest

Several initiatives to promote internal networking and to provide points of contact within the facilities for informal exchange, for staff but also their families, are in place at LEAPS facilities. The DESY **Social Hour** is an informal get-together with colleagues from different research areas and groups, providing the possibility to network and share the vast diversity of cultures on campus. This event, which takes place several times a year, is also a good opportunity to meet new and not so new members of the DESY community and their accompanying family members. The HZB organizes a centre-wide **Summer Fest** every year that includes a lively entertainment programme, table football tournament, and several science stations for the younger members of the families to explore.

Dual career services

As part of the strategy to recruit the best scientific talent to LEAPS facilities, many offer **dual career** services that give support in the professional relocation of spouses, life partners and family. Particularly well-established are the services offered at DESY and at PSI. DESY provides individual start-up support, proposes career connection options and gives access to a valuable regional network through its Dual Career Office. These services are also provided at PSI through its diversity manager, along with the possibility to take part in the International Dual Career Network (IDCN) and in the Swiss Academic Dual Career Network (S-ADCN), of which PSI is an official member.



Promotion of gender equality in academic career development

LEAPS facilities dedicate particular attention to **supporting the academic careers of their scientists**, by striving to ensure open, transparent and merit-based processes free from structural biases and prejudices. To achieve these goals, several affirmative action and support mechanisms are put in place at the facilities, such as the provision of career re-entry positions, targeted leaders' networks, or management trainings with diversity and equal opportunities modules. Specific programmes and participation in consortia targeting gender balance in research environments have proven particularly successful, as the following examples attest:

Mentoring programmes

Several LEAPS facilities offer mentoring programmes targeting young women scientists. The **dynaMENT** mentoring programme for women in natural sciences is a cooperation of DESY, the University of Hamburg, European XFEL and other research organisations in the Hamburg area (<https://www.dynament.de/>). dynaMENT is designed to accompany female doctoral and postdoctoral researchers of partner institutions through an important phase of their career development. The programme is conducted in English and offers highly confidential one-to-one sessions with experienced mentors from various scientific fields, as well as networking events and workshops, over the period of a year (for postdocs 2 years). It contributes to **increasing the number of women in leading positions** at universities and partner institutions. Furthermore the programme aims to increase the attractiveness of scientific careers for women, making women in science more visible and strengthening the equal opportunities profile of the campus. At PSI, the mentoring programme **for women with leadership ambitions** offers one-on-one mentoring with an experienced leader. In addition, a job-related personality description (BIP®) and a supporting programme with workshops on topics such as leadership competence and conflict management, among others, and networking lunches is offered. So far, 17 mentees could profit from the programme, nine of which have moved on to take over higher positions during or shortly after the mentoring programme.

Connect – Equality in academia and industry

CONNECT is a project by all institutions of the ETH (Swiss Federal Institute of Technology) domain, which PSI is a member of, as well by the University of Zurich, in collaboration with selected partners. It aims to encourage women from science, technology, engineering and mathematics (STEM) to plan and develop their career according to their own vision. This programme links women researchers with companies offering them on-site visits and facilitating networking with role models – a great opportunity to get to know potential future professional partners, while providing insights into daily life and its challenges. The programme includes one-day workshops focusing on career vision and potential pitfalls, on the creation of a résumé and references for an application in industry or government, communication with role models from universities of applied sciences, as well as visits at the project partners' sites. The programme is spread over six months and concludes with a workshop that allows the participants to share learnings.



ACT Communities of Practice for Accelerating Gender Equality and Institutional Change in Research and Innovation across Europe

[ACT](#) is a Horizon 2020-funded project that ran from 2018 until 2021. It contributed to raise awareness of gender equality issues at universities, research centres and research funding organisations, and created tools for effective knowledge sharing. The project focused on assessing dimensions of gender inequality in three main areas – human resource management, decision-making, and the integration of the gender dimension into research and educational content – and on developing actions to promote gender balance at research performing and research funding organizations in the European Research Area. As a result, SOLARIS (a member of the ACT consortium through the Jagiellonian University) has more than tripled the number of women employed at the facility over the past three years, both in research and in management positions.

MINDtheGEPs – Modifying Institutions by Developing Gender Equality Plans

[MINDtheGEPs](#) is a Horizon 2020-funded project that will map existing data as well as generate new datasets on sex and gender differences in research environments, both structural and cultural, to support the development and implementation of effective and sustainable gender equality plans that can be maintained beyond the running period of the project (2021–2025). SOLARIS participates in the project through the Jagiellonian University.

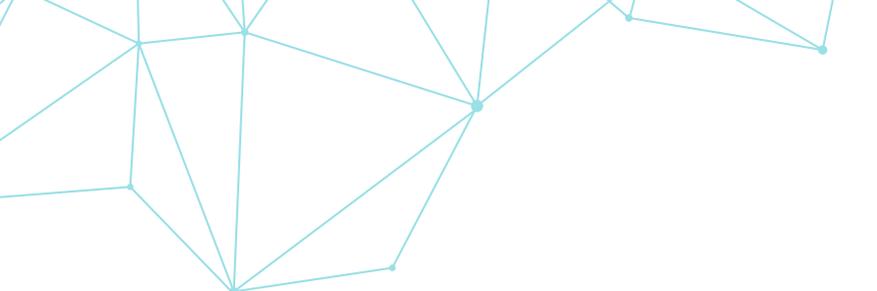
Seminars on unconscious bias

LEAPS facilities live in diversity and promote inclusive working environments also by **challenging established ways of thinking and ingrained stereotypes**. At the European XFEL, for example, a two-phase project to **increase awareness on unconscious bias** has just been launched. The first phase consists of a series of workshops for group leaders who then act as role models of diversity and inclusion within their groups. These workshops will be extended to the rest of the EuXFEL colleagues in the second phase by offering group retreats and general seminars. Additionally, the UN World day for Cultural Diversity for Dialogue and Development (May 21) and the *Deutscher Diversity Tag* – German Day for Diversity (May 26) are celebrated through a series of events, including a seminar on unconscious bias and the benefits of a multicultural approach at work.

Toolbox

The following table gathers a selection of activities that can be implemented at research facilities.

Action	Initiator/Driver	Target Group	Effort
Endorse the LEAPS IDEA statement	Management board, communication department	Colleagues, users, general public	★ ★ ☆ ☆
Develop a code of conduct	Management board, working group	Colleagues, users, visitors, guests	★ ★ ☆ ☆
Commit to an inclusive and diverse portrayal of the facility	Communication department	Colleagues, users, visitors, guests, general public	★ ☆ ☆ ☆
Implement diversity-sensitive language throughout the facility	Management board, working group	Colleagues, users, visitors, guests, general public	★ ★ ☆ ☆
Develop a clear and transparent conflict management process, with well-defined escalation steps	Management board, persons of trust, working group	Group leaders, persons of trust, colleagues	★ ★ ☆ ☆
Perform an internal diversity self-report	Management board, working group	Colleagues	★ ★ ☆ ☆
Implement diversity-sensitive and inclusive hiring strategies (in job offers, interviews and selection processes)	Management board, group leaders, human resources department, persons of trust	Potential/new employees	★ ★ ★ ☆
Training on inclusive management (leadership and recruiting)	Human resources department	Management, group leaders	★ ★ ☆ ☆
Assess onboarding process, identifying and improving critical points	Human resources department	New colleagues	★ ★ ★ ☆
Offer career mentoring programmes	Personnel development	Colleagues	★ ★ ☆ ☆
Develop cross-generational knowledge transfer and cooperation programmes	Working Group	Colleagues	★ ★ ☆ ☆
Offer an informal and inclusive institutional exchange platform	Communication department, IT department	Colleagues, facility users	★ ★ ☆ ☆
Facilitate collegial exchange by promoting events and offering spaces for inclusive networking	Event organiser, communication department	Colleagues	★ ☆ ☆ ☆
Make diversity part of the management's/ group leaders' target specifications	Funding entity	Management, group leaders	★ ★ ☆ ☆



Afterword

This document is an initial effort from the LEAPS-IDEA task force to frame the initiatives already underway and further open the path for LEAPS partners and other research institutions to become more welcoming and inclusive spaces that not only allow their scientists to thrive and explore their abilities but foster their creativity and uniqueness. The activities and actions shortly described here are meant to be copied and improved. By showcasing best practice examples, it can serve as an aid for kick-starting activities at other facilities and in this way ease those sometimes daunting initial steps.

Let this be the first of many actions that will take us leaping into better science, one built together by brilliant people who can flourish and explore their many facets while bringing the world and society forward through research and knowledge.

LEAPS and the IDEA task force will continue promoting inclusion, diversity, equity, and anti-discrimination in research infrastructures worldwide. Other targeted activities will follow as part of a concerted effort in raising awareness and most importantly taking action.

Let's do more, let's do it together!

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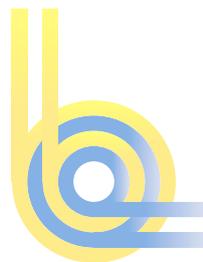
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Science

made of people, enriched by diversity.

<https://leaps-initiative.eu>



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League of European
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