

Royal College of Physicians of Ireland

Wellbeing, Inclusion, Diversity and Equality Strategy 2027 – 2030

Creating a Workplace and Professional Community
Where Everyone Belongs, Contributes and Thrives



Foreword

RCPI is committed to creating an inclusive workplace and professional community where everyone feels they belong, are supported to contribute fully and have the opportunity to thrive. This strategy provides a clear framework for embedding wellbeing, inclusion, diversity and equality across our culture, leadership, education and governance. It aligns with and complements other strategic priorities across the College, including health equity, Global Health and Climate Action, recognising that these agendas share a common focus on fairness, representation, sustainability and positive societal impact. The strategy also supports RCPI's commitment to improving diversity within the profession, including a specific KPI to improve gender balance at Fellowship level, while strengthening the College's contribution to more equitable healthcare outcomes for diverse and underserved populations.

Vision

To foster a culture where wellbeing, inclusion, diversity and equality are embedded in everything we do, enabling our staff, learners, trainees, committee members and fellows to be supported, continually valued and able to thrive, while using RCPI's education and advocacy role to support fairer access, experience and outcomes in healthcare. This supports RCPI's vision of an inspired global community of doctors engaged and enabled to improve health.

Strategic Aim

To embed wellbeing, inclusion, diversity and equality across RCPI's role as an employer, postgraduate medical training body, educational provider and professional body, while aligning our advocacy and partnership work with the principles of health equity and inclusion health. This means promoting fairness, respect, opportunity, support and belonging within RCPI, and contributing, through our wider role, to efforts that reduce barriers and improve outcomes for underserved populations.



Strategic Context

RCPI's WIDE work has developed through a sustained, evidence-led and data-informed journey, shaped by colleague feedback, external accreditation, policy review, staff networks, learning activity and visible participation. The WIDE model provides a structured forum for staff to share ideas, identify opportunities for improvement, support organisational priorities and inform initiatives relating to wellbeing, inclusion, diversity and equality. Building on Investors in Diversity Bronze and Silver accreditation, and the retention of Silver in 2025, this strategy provides the framework for the next phase: consolidating progress, strengthening alignment and embedding wellbeing, inclusion, diversity, equality and health equity more deeply across everyday working life.

The strategy is informed by progress already recognised across key areas including leadership visibility, policy and practice improvement, recruitment and progression, evidence and data, and external community impact. It also reflects learning from WIDE governance arrangements, staff surveys, flexible EDI focus areas, wellbeing activity, awareness campaigns, policy improvements, participation in Pride, mental health and dignity at work training, inclusive leadership development, unconscious bias awareness, neurodiversity and LGBTQ+ workshops, and continuing work to strengthen demographic insight and representation.

Staff voice remains central to delivery. Survey feedback, staff experience, action logs and engagement data will be used to understand what is working well, identify opportunities for improvement, benchmark externally and shape future priorities. This approach ensures the strategy is not a standalone document, but a practical mechanism for aligning WIDE priorities, coordinating an annual calendar of activity, escalating recommendations where required and turning colleague experience into measurable organisational improvement.

Health equity is treated in this strategy as a connected but distinct area of focus: it sits most naturally within RCPI's advocacy, education and partnership role, rather than being framed solely as an internal staff-facing EDI objective. This reflects the direction of the Inclusion Health Framework, which emphasises the need to strengthen inclusive, person-centred healthcare through leadership, education, collaboration and system-level action.

This strategy also supports RCPI's wider ESG commitments, particularly the social dimension of ESG, by strengthening inclusion, wellbeing, equity, staff voice, accessibility and transparent reporting. It will support continued external benchmarking, including RCPI's ambition to achieve Investors in Diversity Gold accreditation, while ensuring that accreditation remains a marker of progress rather than the sole driver of action.

Strategic Pillars

Pillar 1

Inclusive Leadership and Accountability

Leaders at all levels actively champion inclusion, model inclusive behaviours and are accountable for sustaining and strengthening an equitable culture.

Objectives

- Strengthen inclusive leadership capability across RCPI.
- Embed EDI accountability within governance and decision-making.
- Increase visibility of leadership support for WIDE initiatives.
- Promote diverse perspectives in leadership, committees and decision-making forums.
- Embed EDI considerations into strategic planning, reporting and organisational performance monitoring.

Measures of Success

- All managers and senior leaders complete inclusive leadership training.
- Regular reporting of EDI progress to Executive Board, Council and governance structures.
- Staff survey results continue to demonstrate confidence in leadership commitment to inclusion, wellbeing and belonging.
- Participation in leadership roles, committees and governance forums reflects a wider range of perspectives, backgrounds and lived experience, supported by improved diversity monitoring where appropriate.



Pillar 2

Employee Wellbeing, Voice, Belonging and Engagement

Everyone is supported to sustain their wellbeing and feels respected, valued, heard and able to contribute fully to RCPI's continued progress.

Objectives

- Promote a supportive working environment that strengthens physical, mental and emotional wellbeing and enables sustainable working lives.
- Enhance employee voice through meaningful consultation and participation mechanisms.
- Strengthen psychological safety, belonging and connection across the organisation.
- Increase participation in WIDE activities, networks, focus areas and awareness initiatives.
- Ensure staff feedback, consultation and WIDE recommendations directly inform policies, programmes and organisational priorities.
- Celebrate diversity and recognise the contributions of staff, trainees, committee members, fellows and the wider RCPI community.

Measures of Success

- Improvement in staff wellbeing awareness and uptake of available wellbeing supports.
- Continued improvement in employee engagement and belonging measures.
- Increased participation in WIDE initiatives, focus areas, events and feedback opportunities.
- Evidence of staff feedback informing organisational decisions.
- Positive feedback regarding organisational culture and inclusion.



Pillar 3

Inclusive Policies, Practices and Accessible Environments

RCPI continues to strengthen policies, systems, services and the workplace so they are inclusive, equitable and accessible for all.

Objectives

- Continue to review and strengthen policies, practices and supports through an EDI, wellbeing and accessibility lens.
- Improve accessibility across physical, digital and communication environments.
- Embed equality and inclusion considerations into organisational decision-making.
- Build awareness of reasonable accommodations and supportive workplace practices.
- Ensure fair, transparent and inclusive recruitment, progression and development opportunities.

Measures of Success

- Completion of a rolling programme of policy reviews.
- Improved accessibility of RCPI systems, documents and communications, supported by agreed standards and regular review.
- Positive employee feedback regarding accessibility and support.
- Reduction of barriers to participation and progression.



Pillar 4

Representation, Equity and Support for Underrepresented Groups

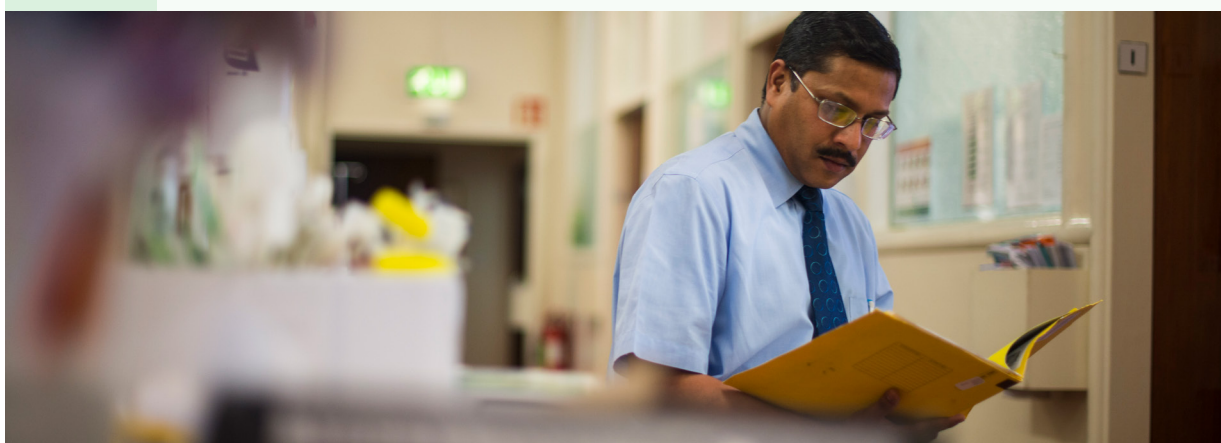
People from all backgrounds have equitable opportunities to participate, contribute, progress and succeed.

Objectives

- Support groups identified as underrepresented through targeted initiatives and awareness programmes.
- Improve understanding of workforce diversity through data and evidence.
- Reduce barriers that may affect participation, progression, access, engagement and career development.
- Foster allyship and shared responsibility for inclusion.
- Ensure fair, transparent and inclusive recruitment, progression and development opportunities.

Measures of Success

- Reduction in identified barriers to participation for underrepresented groups.
- Improved diversity monitoring and reporting, where appropriate, to better understand participation, progression and potential barriers.
- Positive feedback from staff, including those who may experience barriers to inclusion, regarding organisational culture, support and belonging.
- Demonstrable actions taken in response to evidence of identified gaps, barriers or inequities.



Pillar 5

Health Equity, Education and Advocacy

RCPI uses its education, policy and advocacy role to advance health equity, strengthen understanding of inclusion health and support more inclusive, person-centred healthcare for underserved populations.

Objectives

- Embed health equity and inclusion health principles within education, training and professional development programmes.
- Review curriculum and learning content on health inequalities, social determinants of health, inclusion health and the barriers to healthcare through a lens of lived experience.
- Support trainees, committee members and fellows to recognise and respond to inequity in healthcare access, experience and outcomes through practical learning, guidance and resources that help translate these principles into practice.
- Use RCPI's advocacy voice to promote equitable, inclusive and person-centred healthcare policies and practices through policy engagement, consultation responses, position statements and educational leadership, where appropriate.
- Collaborate with healthcare, education, policy and community partners to support system-level action on health equity and inclusion health.
- Explore strategic partnerships and potential opportunities that support sustainable action on health equity, inclusion health, access and education.

Measures of Success

- Increased integration of health equity and inclusion health content within educational programmes.
- Established arrangements for the periodic review and updating of inclusion health learning content, resources and guidance.
- Delivery of education, advocacy or partnership initiatives that align with RCPI's advocacy priorities and the Inclusion Health Framework.
- Evidence of collaboration on projects that address barriers experienced by vulnerable and underserved populations.
- Evidence that contributors and partners are informed how their input has been used and how it has influenced decisions, resources or activity.
- Recognition of RCPI's contribution to advancing equitable healthcare through medical education, advocacy and partnership.

Enablers Across All Pillars

Enabler	Key Actions and Delivery
Governance and Accountability	Executive oversight and regular reporting; WIDE Terms of Reference; quarterly wider WIDE meetings; EDI working group activity; Staff Wellbeing Committee alignment; annual action plans, action logs and performance monitoring; visible leadership ownership of inclusion priorities; alignment with relevant governance structures, including the proposed Inclusion Health Working Group reporting to the IOM, to support delivery of education and inclusion health priorities.
Education and Capability Building	WIDE training programme; inclusive leadership development; unconscious bias awareness; mental health and Dignity at Work training; neurodiversity, LGBTQ+ and disability inclusion learning; continuous awareness initiatives.
Data, Evidence and Continuous Improvement	Staff surveys and engagement data; diversity monitoring and reporting; gender pay reporting; external benchmarking and accreditation; use of evidence and data to identify strengths, gaps, opportunities and future priorities.
Communication, Visibility and Recognition	Ongoing engagement through Townhalls, CEO newsletters and e-zines, SharePoint and intranet updates, email briefings, WIDE campaigns, Yammer staff network channels, annual reporting and accessible feedback routes; celebration of progress, role models, impact stories, staff participation, Pride visibility and external recognition.
Employee Voice and Networks	Voluntary staff participation through WIDE, the EDI working group, Staff Wellbeing Committee and flexible focus areas including gender equality, LGBTQIA+ inclusion, multicultural, ethnic minority and interfaith inclusion, parents, carers and families, disability inclusion and neurodiversity; mechanisms to ensure staff experience, employee voice and feedback inform action.
Partnerships and Sustainable Impact	Strategic partnerships, collaboration and potential philanthropic support will be explored where they can strengthen delivery, extend reach and support sustainable impact in areas aligned to WIDE priorities, health equity, inclusion health, access and education.

Overarching Success Statement

RCPI will continue to build recognition as an inclusive, evidence-led organisation where wellbeing, inclusion, diversity and equality are embedded in our culture, leadership, education and governance. By 2030, we will have strengthened and sustained this work, creating an environment where everyone feels they belong, is supported to contribute fully and has the opportunity to thrive, while using our training, education, advocacy and professional body role to support health equity, inclusion health and a more equitable healthcare system.

Indicative WIDE Programme of Activity

To support delivery of the strategy, RCPI will maintain a visible and varied WIDE programme of activity across wellbeing, inclusion, diversity, equality, belonging and connection. The programme will be reviewed annually to ensure it remains responsive to staff feedback, organisational priorities and emerging areas of need.

Programme Theme	Strategic Intent	Indicative Activities
Wellbeing and Personal Resilience	Promote physical, mental and emotional wellbeing, supporting people to sustain positive working lives and build healthy habits.	• Wellness Day and wellbeing-focused events. • Lunch and Learn sessions on topics such as sleep, brain health, stress management, mindfulness, breathing, digital detox, ergonomics and mental health awareness. • Practical wellbeing supports including movement, yoga, mobility sessions, Zumba and walking or hiking activities.
Inclusion, Awareness and Allyship	Build awareness, empathy and shared responsibility for inclusion across RCPI.	• Awareness activity linked to National Inclusion Week, Pride, International Women's Day and International Men's Day. • Sessions on neurodiversity, disability inclusion, parenting, menopause and allyship. • Activities that support understanding of visible, hidden and social dimensions of inclusion.

Programme Theme	Strategic Intent	Indicative Activities
Belonging, Connection and Community	Create opportunities for staff to connect across teams, functions and life stages, strengthening a sense of belonging.	• Staff social events, summer gatherings, family events and seasonal celebrations. • Culture and community activities such as potluck events, book club, music club and charity quiz activity. • Opportunities to recognise and celebrate the diversity of RCPI's people and community.
Participation, Sport and Active Lifestyles	Encourage inclusive participation in accessible physical and social activities that support wellbeing and team connection.	• Corporate 5km runs and walks, STEPtember, May Madness and walking challenges. • Sports and social initiatives including football, fantasy football and subsidised activity options where feasible. • Exploration of discounted gym or movement-related opportunities that support participation and accessibility.
Learning, Capability and Everyday Inclusion	Translate WIDE principles into everyday behaviours, policies and conversations.	• Awareness sessions and practical learning opportunities aligned to WIDE priorities. • Employee voice mechanisms to inform future programme design. • Regular communication through Town Halls, e-zines, campaigns and annual reporting.

Implementation Roadmap 2027–2030

The implementation roadmap sets out how RCPI will translate the strategy into practical, measurable action over the period 2027 – 2030. It is designed to support phased delivery, annual prioritisation, WIDE governance oversight, staff engagement, action tracking and continuous improvement across all five strategic pillars. The roadmap builds on RCPI’s WIDE journey to date, including external accreditation, staff survey insight, policy and practice improvements, staff networks, learning activity, wellbeing initiatives and visible participation across the organisation.

2027 Consolidate and Align

Consolidation and Strategic Alignment

Build on progress since 2021 by consolidating existing WIDE governance, activity, data and reporting arrangements, and aligning them under the 2027 – 2030 strategy.

Priority actions

- Review and refine existing WIDE governance, ownership and reporting arrangements.
- Develop a coordinated annual WIDE action plan, including a planned calendar of events, awareness activities and Lunch and Learn sessions.
- Consolidate existing baseline data across engagement, participation, accessibility, staff experience and diversity monitoring.
- Continue and strengthen inclusive leadership and WIDE capability-building activity.
- Agree priority policy, accessibility and education areas of focus.
- Align Year 1 delivery with RCPI’s ESG reporting commitments and Investors in Diversity Gold accreditation requirements, where relevant.
- Gold accreditation submission supported by consolidated evidence, governance reporting and action tracking.

Key outputs

- Existing WIDE governance model reviewed and refined, with clear ownership and reporting routes confirmed.
- Year 1 WIDE action plan agreed, with aligned health equity actions where appropriate.
- Baseline and progress measures consolidated from existing and emerging data sources.
- Leadership, awareness and WIDE capability-building programmes continued and strengthened.

2028 Embed and Expand

Embedding and Expansion

Strengthen organisation-wide embedding across systems, policies, learning activity and everyday working culture.

Priority actions

- Progress rolling policy reviews.
- Expand WIDE training, awareness initiatives and engagement opportunities. Chair, with EDI Focus Area Leads and committee members
- Strengthen employee voice and feedback loops.
- Embed health equity content within education and professional development.
- Increase visibility of leadership sponsorship and accountability.

Key outputs

- Policy review programme underway.
- Participation in WIDE initiatives increased.
- Feedback mechanisms strengthened.
- Health equity learning content expanded.
- Progress reported to governance structures.



2029 Integrate and Demonstrate Impact

Integration and Impact

Deepen integration across planning, governance, education and advocacy, using evidence to demonstrate progress.

Priority actions

- Review progress against baseline data and success measures.
- Use feedback to refine priorities.
- Strengthen representation and participation across committees, programmes and leadership opportunities.
- Advance targeted initiatives supporting underrepresented groups.
- Develop advocacy and partnership activity on inclusion health and health equity.

Key outputs

- Mid-strategy progress review completed.
- Actions refined based on evidence and feedback.
- Participation and representation indicators improved.
- Targeted support initiatives progressed.
- Partnership, advocacy and potential philanthropic opportunities strengthened where they support sustainable impact.



2030 Sustain, Evaluate and Renew

Review, Sustain and Renew

Consolidate achievements, evaluate impact and define priorities for the next strategic cycle.

Priority actions

- Evaluate delivery against outcomes and measures of success.
- Assess progress on culture, belonging, accessibility, participation and health equity impact.
- Capture learning, impact stories and examples of good practice.
- Report achievements through governance, annual reporting and wider communications.
- Develop recommendations for the next strategic cycle.

Key outputs

- End-of-strategy evaluation completed.
- Impact and learning report produced.
- Progress communicated internally and externally.
- Next-phase priorities agreed. informed by the WIDE Committee
- EDI and health equity embedded in ongoing organisational performance.





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