

Athena Swan Gold application form for Departments

Applicant information

Name of institution	Imperial College London
Name of Department	Surgery and Cancer
Date of current application	7 th December 2023
Level of previous award	Silver
Date of previous award	November 2018
Contact name	Karen Pontifex
Contact email	k.pontifex@imperial.ac.uk
Contact telephone	020 7594 0878

Section	Words used
An overview of the Department and its approach to gender equality	2976 (+370 additional word count used for Faculty of Medicine re-organisation)
An evaluation of the Department's progress and success	2140
An evaluation of the Department's sector-leading activity	2186
An assessment of the Department's gender equality context	2996
Future action plan*	
Appendix 1: Consultation data*	
Appendix 2: Data tables*	
Appendix 3: Glossary*	
Overall word count	10298

*These sections and appendices should not contain any commentary contributing to the overall word limit

Overall word limit: 10,000 words (+500 Clinical +750 Faculty reorganisation see overleaf)

RE: Word Count extension - Department Surgery and Cancer, Imperial College London



Athena Swan <Athena.Swan@advance-he.ac.uk>

To ● Pontifex, Karen

Cc ○ Athena Swan

↩ Reply

↩ Reply All

➔ Forward



Tue 27/06/2023 3:16 F

Work to do

Follow up. Start by 27 June 2023. Due by 27 June 2023.
You forwarded this message on 27/06/2023 3:36 PM.

Many thanks for your email.

Departmental applicants with both non-clinical and clinical staff can avail of a 500-word extension to the application word limit to allow them to analyse and reflect on any differences between the two staff groups. Applicants are encouraged to disaggregate their data for clinical and non-clinical staff to support this analysis. **Please include this email at the beginning of the application, and state clearly on the word count table where the additional words have been used.**

I can confirm that the forthcoming application from Department Surgery and Cancer, Imperial College London, has been granted a 750 word extension for its forthcoming application in respect of the organisational restructure. The additional words are to reflect on the impact of the restructure to your gender equality work (e.g. arising from changes to the department's staff/student demographic profile, policies or context). **Please include this email at the beginning of the application, and state clearly on the word count table where the additional words have been used.**

Many thanks,

Tom Smith
Equality Charters Team

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Section 1: An overview of the Department and its approach to gender equality

In Section 1, applicants should evidence how they meet Criterion A:

- *Structures and processes are in place to underpin and recognise gender equality work*

Recommended word count: 2500 words

1.1. Letter of endorsement from the head of the Department

Please insert (with appropriate letterhead) a signed letter of endorsement from the head of the Department.

Imperial College
London

Department of Surgery and Cancer
7th Floor, Commonwealth Building,
Hammersmith Hospital,
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Tel +44 (0)20 7594 3396

Professor George Hanna PhD FRCS MErgS
FMediSci
Head of the Department of Surgery and Cancer
& Consultant Surgeon

g.hanna@imperial.ac.uk
www.imperial.ac.uk

Dear Athena Swan Peer Review Panel,

As the Head of the Department of Surgery and Cancer, I am delighted to support our Department's Athena Swan Gold application.

Since taking up my role in 2019, my focus has been to lead the Department's strategy in delivering world class education and research in an inclusive and equitable environment, where everyone can thrive.

I have overseen actions and initiatives that have built on the Department's already strong commitment to improving both the gender balance of our staff groups (early, midcareer, and senior levels) as well as the make-up of our education portfolio.

I am especially passionate about improving the well-being of our staff and enabling them to grow both professionally and personally, in harmony with their family life. I believe that this holistic approach will ensure that everyone reaches their potential and thrives within the Department.

At the heart of this commitment lies our Culture and Engagement (C&E) Committee, the driving force behind our Athena Swan Self-Assessment team. In my 13 years within the Department, and in the last 4 years as Head, I am incredibly proud of the improvements that the Athena Swan Charter has made to the Department's culture.

Through the C&E committee, the Department has launched and supported initiatives such as:

- The newly established Academic Women's Association (AWA), a safe space for women in academia to feel empowered to discuss and plan their career progression; this has become a powerful focus group to bring areas of need to our attention and offers us a mechanism for positive change to this sometimes underrepresented community.
- New initiatives and changes to codes of practice to accommodate caring responsibilities, such as ensuring that meetings are inclusive and held in core working hours.
- Ensuring gender balance in Department level appointment panels, the Senior Management Board and the principal management committees. Gender balance is not in itself sufficient - so we ensure that committees give women equity of time and space to ensure all voices are heard and that no single individual dominates agendas. This ensures transparency, fairness, and objectivity in our decision-making processes.
- Funds to support Athena Swan activities, the AWA, and outreach events promoting the important voices of women within the Department, in the College and in wider society through outreach.
- The Department has created further funds for small grants to start independent projects for postdocs or fellows. I am pleased to note that this has already resulted in an increased funding for female academics with these seed grants leading to successful fellowship awards. Funding is now also in place to support our female staff returning from career breaks.

My team is committed to fostering a thriving atmosphere of effective collaboration, trust, and mutual support. Across the whole Department, we have supported our female staff by bringing together people that can help and support one another – this is a vital cornerstone of our approach. This is achieved through mentoring, specific support for junior female academics applying for fellowships, and externally providing leadership to other organisations such as the Royal College of Surgeons in supporting their goal to improve gender balance in surgery.

Following our 2018 Silver Award, the Department has continued to build upon its success in many ways:

- Improved visibility of leadership / accessibility of supervisors or line managers.
- Improved gender balance in Senior Departmental Committees to parity.
- An increase of non-clinical female research staff (from 53 in 2019 to 58 in 2022) and an increase in successful funding awards and prizes.
- An increase of female clinical academic and clinical research staff (from 40 in 2019 to 49 in 2022) and an increase in successful funding awards.
- An increase in the number of female Learning & Teaching staff (from 2 in 2019 to 11 in 2022).
- An increase of female Professional, Technical and Operational Job Family staff at senior staff levels [4-6] (from 30 in 2019 to 40 in 2022).
- The recruitment of 8 new female academics.
- Successful outreach activities to encourage more women to enter underrepresented specialties and postgraduate courses in the Department.
- Improved support for flexible working.
- Supporting female academic at international levels and learned societies.

I strongly believe that the principles that we have pursued, and that are embodied within the Athena Swan Charter, not only promote a healthy work environment but also align with best

practices for enhancing EDI in the Department. We are pleased to share that our efforts are yielding positive results.

Our Athena Swan Gold application is part of an ongoing drive to improve gender balance and recognition not only within the Department of Surgery and Cancer, but also that feeds into Imperial College strategies and wider society. Diversity and inclusivity are paramount, and we will continue to strive to create an environment where all voices are heard, and everyone's potential is realised. As the Head of Department, I am committed to the efforts to further improvements in department culture and to supporting female clinical academics. I fully support the action plan included in this application.

G B Hanna

Professor George Hanna
Head of the Department of Surgery and Cancer
Imperial College London

1.2. Description of the Department

Please provide an introduction to the Department.

Faculty of Medicine Reorganisation in 2019

The Faculty of Medicine (FoM) is one of four Faculties (Engineering, Medicine, Natural Sciences, and the Business School) that make up Imperial College London (ICL). FoM had five Departments (called Departments, Institutes, or Schools) which were each composed of Divisions and/or Sections. In August 2019, FoM re-organised its structure moving from four large Departments to the creation of eight smaller distinct Departments, each underpinned by a cohesive blend of scientific and clinical expertise. It is important to note that this reorganisation was not motivated by cost-cutting measures, and it did not lead to any staff redundancies.

The former Department of Medicine was affected the most and was split into four newly created Departments and two divisions were moved from the Department of Surgery & Cancer (S&C) to the newly created Department of Metabolism, Digestion and Reproduction (MDR): the Division of Integrative Systems Medicine & Digestive Diseases and Division of Reproductive & Developmental Biology (**Figure 1**).

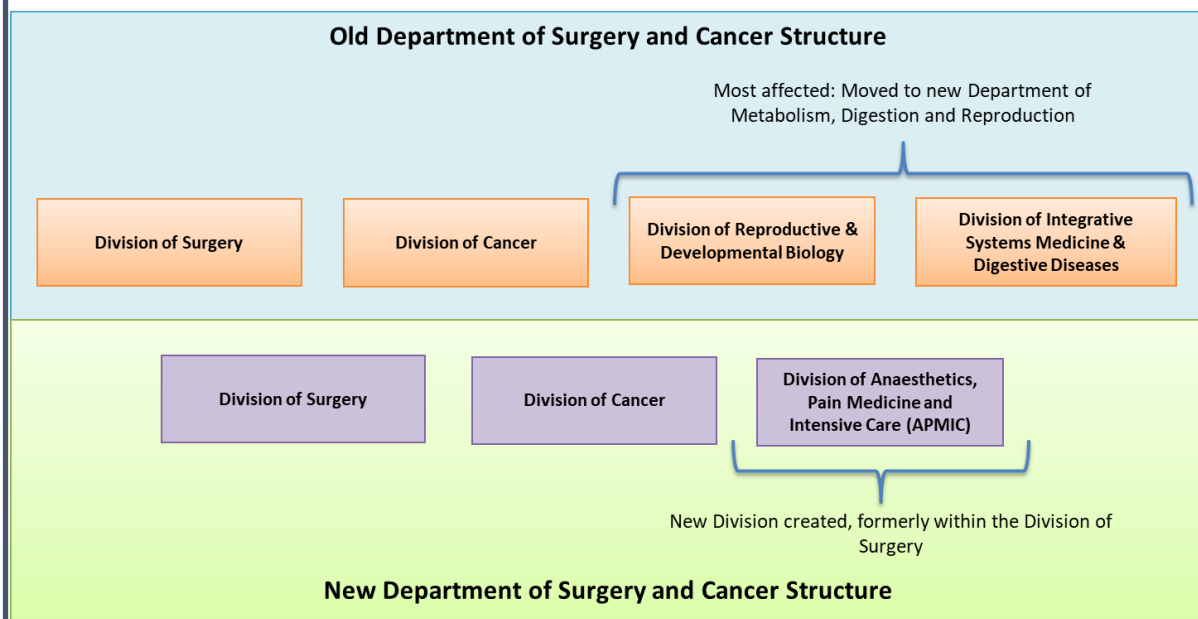


Figure 1: Summary of the impact the Faculty reorganisation had on the Department of Surgery and Cancer in 2019.

The most drastic change within S&C was a reduction in staff, students and courses to other Departments, significantly shifting the gender balance of the Department. There was a reduction in our staff size by 170 (of which 61% female), as well as a significant change in our student landscape, losing 191 PhD students (of which 71% female). In addition, two Postgraduate Taught (PGT) courses - MRes in Biomedical Research and MSc in Reproductive and Developmental Medicine were moved to MDR (we lost 110 students annually of which 70% female). This change inevitably shifted the gender balance of the whole Department from top to bottom and highlighted our need to redouble our efforts to improve the gender balance in the revised S&C. Therefore, the

comparisons in gender balance made in this application are between the post reorganisation Department (as existed very shortly after our Athena Swan (AS) Silver award) and now.

In 2019, Professor George Hanna was appointed as the new Head of Department (HoD) of the re-organised S&C. In addition to the existing Divisions of Surgery (Head of Division (HoDiv) - Professor George Hanna), Cancer (HoDiv - Professor Iain McNeish), a new Division of Anaesthetics, Pain Medicine, and Intensive Care (APMIC) was created, with Professor Masao Takata appointed as the HoDiv in October 2019.

(Faculty reorganisation word count: 370)

Department of Surgery and Cancer

S&C comprises three Divisions: Surgery, Cancer and APMIC as well as centres and institutes (**Figure 2 and 3**). The Division of Surgery is further divided into four Sections. Supporting the Divisions and Sections are our Professional, Technical and Operational (PTO) staff who support operations, finance, communications, research, HR, and laboratory management, ensuring a cohesive and balanced provision of services. This integrated approach is what creates an environment where research can flourish.

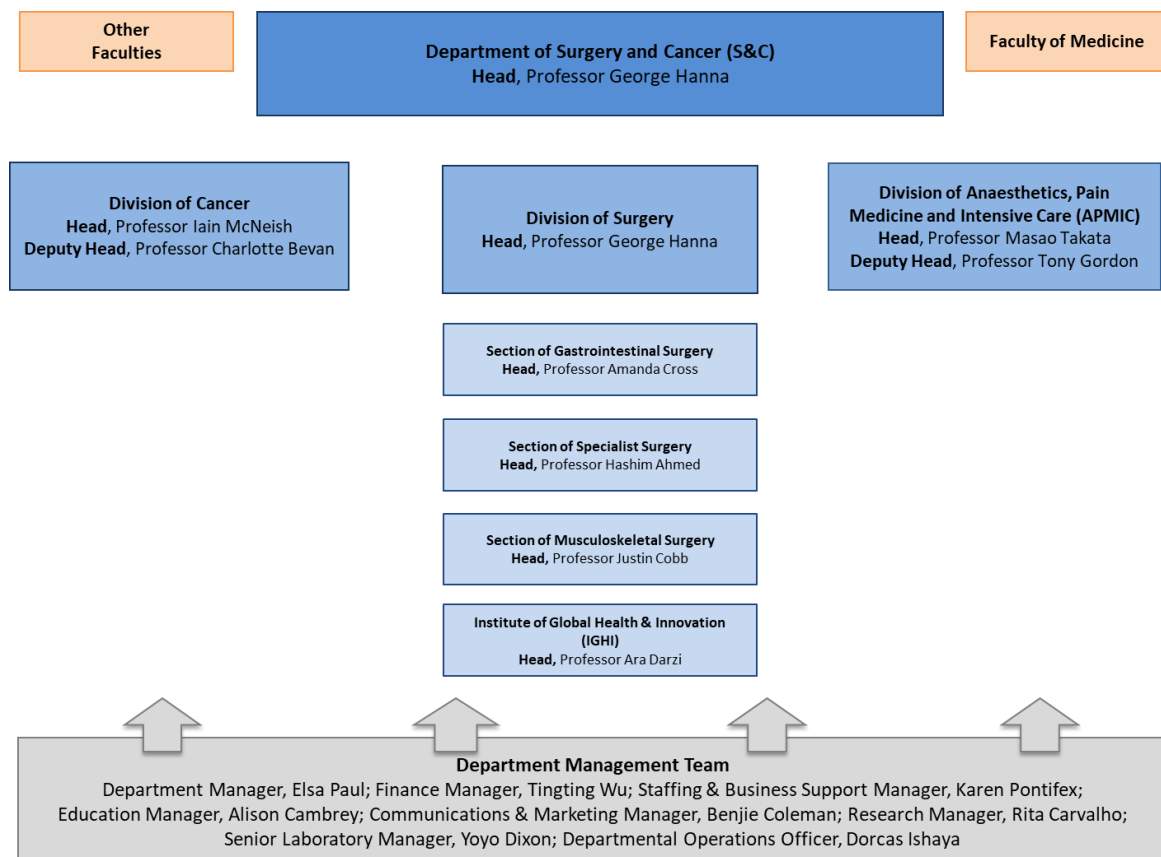


Figure 2: Department of Surgery and Cancer structure



Figure 3: Centres and Institutes hosted by Department of Surgery and Cancer

One of the challenges for S&C is that our Divisions are geographically spread over 5 London campuses, St. Mary's, Charing Cross, Hammersmith and White City, Chelsea & Westminster, and South Kensington (**Figure 4**). This complex structure requires many academic staff to work across multiple sites. Over 2020 and 2021, S&C relocated a big part of its largest Division, Surgery, to the Hammersmith Campus, which has improved critical mass for the Division. However, the disparate nature of our Department continues to be a challenge which we are actively working with the FoM to improve and we have plans to move the Division of APMIC to Hammersmith in the next five years. In the long run, we aspire to consolidate our Department onto two main campuses, in turn helping us to alleviate the travel burden and create a better sense of belonging.

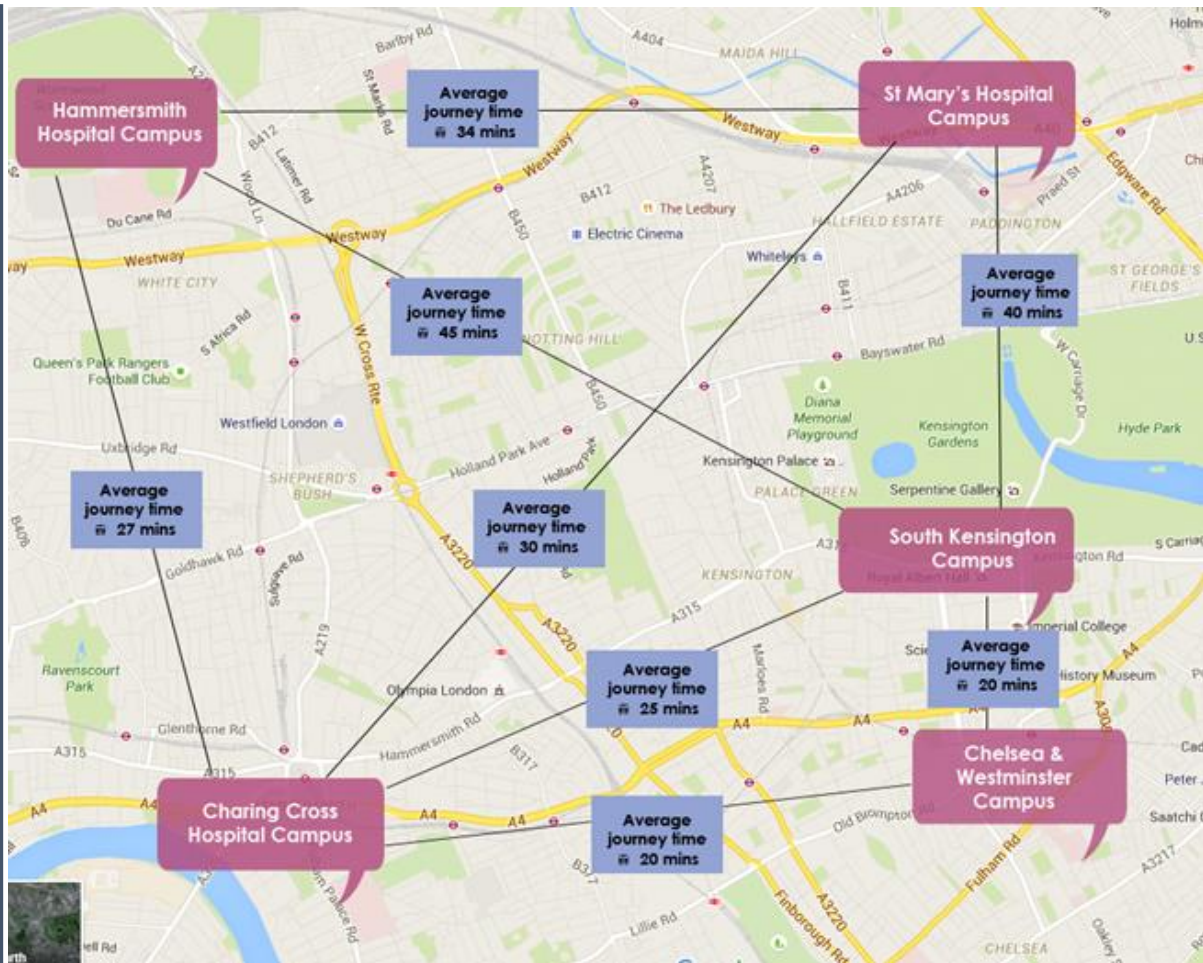


Figure 4: Campuses of Imperial College London where staff from the Department of Surgery and Cancer are based showing average travel time by London Transport.

The Department employs 457 members of academic, research and PTO staff (51% female). We also have more than 530 honorary members of staff of which 27 are Professors of Practice (33% female), employed by the NHS. We have 490 PGT students across 6 Masters programmes and 3 MRes programmes (60%F: 40%M) and 291 Postgraduate Research (PGR) students across PhD/MRes programmes (52%F:48%M) (**Table 1 and 2**).

Whilst there are small year-on-year fluctuations, we have seen a consistent trend towards an increase in female representation in most staff or student groupings since 2019. We realise that more work needs to be done to improve gender parity in the Clinical Academic and Research grades, and whilst progress is slow there is improvement since the reorganisation.

	2018 (Pre reorganisation)				2019 (Post reorganisation)				2023			
	F	M	Total	% Female	F	M	Total	% Female	F	M	Total	% Female
Non- Clinical Academic & Research	109	111	220	50%	61	71	132	46%	60	63	123	49%
Clinical Academic & Research	59	99	158	37%	41	89	130	32%	52	91	143	36%
Professional, Technical & Operational	154	77	231	67%	102	58	160	64%	110	59	169	65%
Learning & Teaching	n/a	n/a	n/a	n/a	2	8	10	20%	11	11	22	50%
Postgraduate Taught Students	229	220	449	51%	229	220	449	51%	295	195	490	60%
Postgraduate Research Students	177	152	329	54%	177	152	329	54%	150	141	291	52%
Total	728	659	1387	52%	612	598	1210	51%	678	560	1238	55%

Table 1: Headcount of staff and students by type and gender in comparison between 2018 and 2023

	2018 (Pre reorganisation)				2019 (Post reorganisation)				2023			
	F	M	Total	% Female	F	M	Total	% Female	F	M	Total	% Female
Cancer	84	63	147	57%	72	68	140	51%	72	52	124	58%
Surgery	115	151	266	43%	113	137	250	45%	140	140	280	50%
Anaesthetics, Pain Medicine, and Intensive Care (APMIC)	n/a	n/a	n/a	n/a	6	17	23	26%	13	21	34	38%
Central Administration	13	4	17	76%	13	4	17	76%	14	5	19	74%

Table 2: Headcount of staff by Division and gender in comparison between 2018 and 2023. APMIC was a new Division created in 2019. Previously it was a section within Division of Surgery

While S&C contributes to the delivery of education across all 6 years of the Imperial Undergraduate (UG) Medical (MBBS) curriculum, it does not recruit or select applicants. The Department's core principles are to deliver excellence in researcher-

led basic and clinical sciences especially to the Intercalated BSc (iBSc) year within the MBBS and BSc Medical Bioscience programmes.

Women are prominently represented in S&C leadership, with notable female leaders holding key positions. These include Professor Charlotte Bevan, who serves as the Deputy Head of Cancer and the Chair of Postgraduate Education; Professor Amanda Cross, the Head of Section in Gastrointestinal Surgery and Co-Chair of the Research and Career Development (R&CD) Committee; Professor Sadaf Ghaem-Maghani, the Chair of the Health Safety & Sustainability (HS&S) Committee; Professor Gina Brown, who co-chairs the C&E Committee; and Professor Alison McGregor, who acts as the Director of UG Science and is also the Head of BSc Medical Biosciences.

We are actively in the process of appointing new female academics as Co-Chairs for the Strategic Education (SEC), Data Strategy and Governance (DS&G), and HS&S Committees. This will undoubtedly lead to an even greater representation of women in leadership roles within the Department by early 2024.

1.3. Governance and recognition of equality, diversity and inclusion work

Please provide a description of your equality, diversity and inclusion (EDI) structures, staff and Department-level resources.

The Department's management structure *works cohesively with* our Departmental Committees (**Figure 2 and 5**). At the core of our decision-making processes is the Senior Executive Board (SEB), comprised of the HoD, HoDivs, and the Department Manager (DM). This board shapes the Department's strategic vision. To ensure well-rounded perspectives, strategic deliberations are shared with the Senior Management Board (SMB), which includes senior academic staff and Committee chairs.

The SMB holds a central role in the Department's management and committee structures. Chaired by the HoD, it is comprised of 18 members, reflecting a strong commitment to gender diversity with a 50% female representation- even when drawing from staff groups where we do not have gender parity at present. Alongside the HoD, the SMB includes our three HoDivs, senior administrative staff, and the chairs of our other five Department committees.

In conjunction with the SEB and SMB, we maintain a network of five highly engaged Committees (make up in **Table 3**) that oversee the main functions of the Department. These Committees mirror the Faculty Committee structure, ensuring effective two-way communication channels. All our Committees are gender balanced except the SEB, which is representative of men in HoD/ HoDiv roles. To emphasise our commitment to embedding Equality, Diversity, and Inclusion (EDI) into all aspects of our work, AS/EDI is a standing agenda item in all Committees.

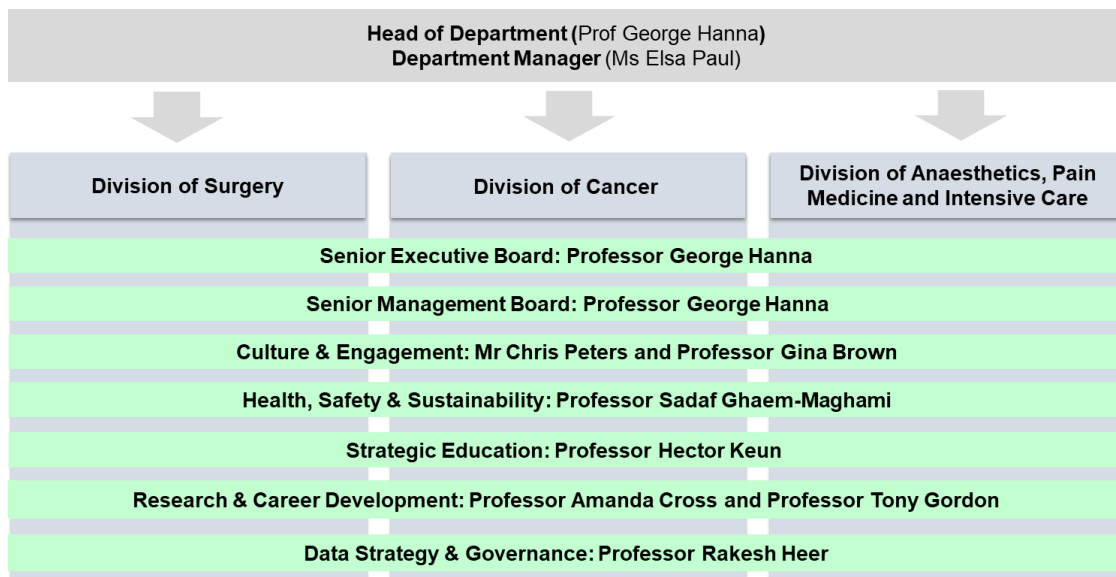


Figure 5: Department of Surgery and Cancer Management Structure

	2018 (Pre-reorganisation)				2019 (post-reorganisation)				2023			
	Female	Male	Total	% Female	Female	Male	Total	% Female	Female	Male	Total	% Female
Senior Executive Board	n/a	n/a	n/a	n/a	1	3	4	25%	1	3	4	25%
Senior Management Board (SMB)	4	13	17	24%	7	16	23	30%	9	9	18	50%
Health, Safety and Sustainability Committee	5	9	14	36%	9	10	19	47%	10	9	19	53%
Culture & Engagement Committee	18	5	23	78%	18	10	28	64%	15	13	28	54%
Data Strategy & Governance Committee	n/a	n/a	n/a	n/a	6	7	13	46%	12	12	24	50%
Strategic Education Committee	n/a	n/a	n/a	n/a	12	18	30	40%	7	4	11	64%
Research & Career Development Committee	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	9	9	18	50%
Total	27	27	54	50%	53	61	114	46%	63	59	122	52%

Table 3: Department of Surgery and Cancer (S&C) Committees composition by gender (2018 vs 2019 vs 2023)

To ensure an inclusive and transparent process for leadership appointments, the Committees' Co-chairs positions are advertised to the Department, with the HoD making the final appointment decision. Committee membership is filled through individuals volunteering themselves with approval from line managers and in alignment with workload considerations. EDI work is encouraged and integrated into all staff job families' appraisals (PRDP). EDI work is also acknowledged and factored into promotion and progression applications.

Recognising the importance of broader intersectional issues beyond gender equality, we renamed our Self-assessment Team (SAT) to "Culture and Engagement" in 2019. This change allowed us to address broader EDI concerns, oversee the implementation of College/Faculty policies, approve Departmental people-related policies, and monitor the impact of completed AS actions. This shift in focus and the inclusion of "Engagement" in the Committee's title underscores the importance of involving all staff members in EDI discussions and improving our Department's working environment.

We actively raise internal awareness of our Department's EDI activities through our weekly S&C webinar series, newsletters, and all-staff meetings. Recognising and celebrating EDI achievements is an ongoing practice, including with Departmental Awards and at the SEB and SMB meetings.

The C&E Co-Chairs report to our community through all-staff meetings/webinars, and also to senior staff via the SMB, providing updates on staff gender balance, progress against our Silver Action Plan (SAP), and other successful EDI initiatives. We firmly believe that our EDI work benefits everyone in the Department. To address specific EDI concerns other than gender, the C&E has established theme sub-groups focused on topics such as Wellbeing, Family-Friendly policies, PRDPs/Annual Review Conversations (ARC), BAME, Gender Identity and Neurodiversity. Senior members of the C&E conduct annual reviews of AS data to identify issues and monitor the impact of our actions.

To support the C&E and our EDI work, the Department has added significant EDI elements to the Job Descriptions of three PTO roles and these positions now play a key role in implementing and supporting EDI related activities. We have also established a budget of £5000 annually for EDI events and activities.

Our approach to EDI work is deeply integrated into our Department's management and Committee structures, and we actively promote its importance through recognition and alignment with university-level policies. We believe that fostering an inclusive environment is vital for the collective success and well-being of our Department and its members.

1.4. Development, evaluation and effectiveness of policies

Please provide the processes in place for developing, evaluating and revising Departmental policies (where relevant), and for evaluating the implementation of institutional policies.

Policies are primarily formulated at the University level but are adapted and implemented by Faculties and Departments. Members of the C&E Committee (academic and PTO) sit on EDI Committees at Faculty and College level, giving the Department representation and influence in how the university develops policy. When these policies are initially implemented at a Departmental level, the C&E Committee evaluates that process to identify any Department-specific concerns, which are fed back to the SMB. This consultative approach ensures that internal policies align with the Department's goals and ambition.

The C&E Committee plays a key role in ensuring all aspects of EDI are considered when developing new ideas or policies. For example, the R&CD Committee launched the **Early Career Researcher (ECR) Seed and Travel funds** with input from the C&E Committee. The Seed Award aims to support novel and small-scale ideas of ECRs, which could lead to further funding in the future and support ECRs towards research independence. The Travel Award similarly supports ECRs to present research at conferences and/or facilitate collaborations, an important part of an ECR's professional development. At the end of every submission round (yearly), the C&E works with the R&CD to evaluate and improve the funds. One example is adapting the terms of the fund to better accommodate circumstances around parental leave.

The wider Department is also engaged around policy and its implementation. Our culture surveys are an important tool in evaluating policies and collecting community feedback on them. Alongside this biennial process, we introduced the S&C Virtual Suggestion Box to encourage staff and students to share and develop ideas to improve the Department. This initiative allows for continuous feedback all year round and fosters a sense of ownership of new/adapted policies. An example of this was a suggestion around introducing a Health and Safety (H&S) related key performance indicator for leadership roles, which led to a change in the H&S Code of Practice where senior academic are expected to attend all H&S inspections.

Other examples of Departmental Policies implemented or adapted following community feedback:

Departmental Policy	Last updated
Revised appraisal framework for specific job families	2020
Health & Safety code of practice	2019
Peer review of Fellowship applications	2022
ECR Seed and Travel fund	2022
Protection of individual academic research fund accounts beyond that offered at college level.	2019
Enhanced structure and support around grant applications	2022
Department hybrid working policy	2021

1.5. Athena Swan self-assessment process

Please provide an overview of who was involved in the preparation of this application, how it was prepared, and what plans are in place to support the Department's future gender equality work.

Our C&E Committee was initially established in 2013 (as People & Culture (P&C) Committee) and continues to act as our SAT. With a current membership of 28 individuals (15 female and 13 males (**Table 4**)), the Committee is deliberately diverse, representing all Divisions, campuses, staff, and student groups. We have strived to ensure that our Committee includes members from different job families, work-life, and parenting/caring experiences to facilitate the broadest representation of our community. We also believe it is vital that our C&E reflects the diversity of our Department by encompassing a mix of gender, ethnicity, and nationalities. C&E's scope extends beyond gender equality and includes broader EDI issues, including race, disability, LGBTQ+ matters, widening participation, and career development opportunities offered by our Department to all.

In response to the FoM re-organisation, the composition of the Committee experienced some changes. Two leaders (Professor Dame Lesley Regan – Executive Chair of P&C and Professor Hector Keun - Co-chair of P&C) transitioned to new roles, and 12 members relocated to MDR. To ensure a fair distribution of the workload and inject fresh perspectives, we initiated a call for new members from staff at all levels and students. We also advertised for a new Co-Chair, appointing Professor Gina Brown alongside the existing Co-Chair, Mr. Christopher Peters. Our C&E members actively engage with various other EDI-focused Committees across the Faculty and College, and our Co-Chairs have a standing slot at SMB meetings.

Since our Silver award, we have conducted a wide range of activities to both promote and spread important initiatives (**Figure 6**). The C&E has met regularly, transitioning from termly meetings to monthly meetings starting in January 2022 to facilitate the preparation of our AS application. In 2022, we divided the action plan into themes to concentrate our efforts on key priorities and to ensure sustained momentum. Additionally, we adjusted the meeting start time to allow for a 10-minute gap between meetings to avoid 'back-to-back' schedules, which was met with positivity from the Committee members and similar approaches have now been adopted for other meetings.

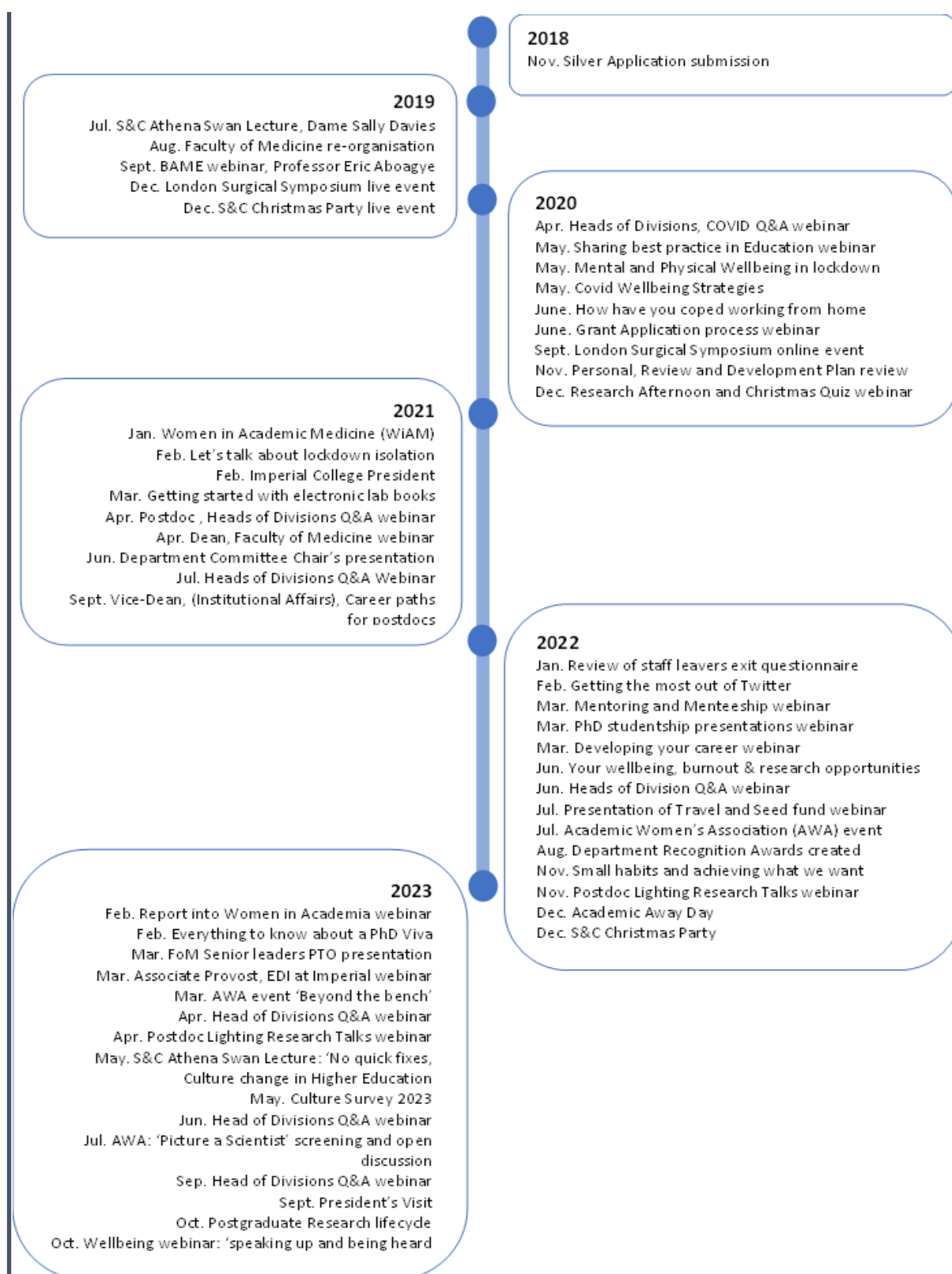









Figure 6: Some of the key S&C events since last application

In response to feedback received in our 2018 application, we have put significant effort into communicating the C&E's work within the Department and College. We have utilised the weekly S&C webinar series, in-person events on EDI topics, annual talks, and regular email communications to share our progress. Furthermore, we have documented and showcased our engagement with beacon activities both within the College and externally. To maintain accountability and progress, the C&E conducts an annual RAG review of the entire action plan. We also continue to administer annual staff and student surveys and organise theme-specific working groups to measure against progress in key action themes and to identify areas for improvement.

The 2023 Culture Survey (CS) was conducted online and included quantitative and qualitative questions to assess progress. The survey was held in May 2023 with a response rate of 48%. This survey saw participation from 195 staff members, with 53% women, 38% men, and 10% preferring not to specify their gender. Of the respondents, 26% female respondents identified as BAME, and 10% of female respondents disclosed that they had a disability.

The Department has implemented succession planning for the C&E. Over the next 5 years the Committee will continue to monitor and refresh its membership. C&E leadership will be refreshed on a 4-yearly rotation, with continuity maintained via changeover of one co-chair at a time. This ensures that new voices and fresh perspectives continue to invigorate our efforts.

C&E will meet termly in the initial two years following the application, and then the frequency of meeting will increase as we get closer to the next renewal. The C&E will continue to be embedded in the SMB to ensure that EDI, cultural considerations, and delivery on the action plan are core to decisions being made. We understand that meaningful change requires constant assessment and adaptation. Consequently, we will continue to implement, evaluate, and regularly update our action plan, continuing our practice of annual RAG reviews.

(Colours: campus)  South Kensington  St Mary's  Charing Cross  Hammersmith  Chelsea & Westminster  White City
 Cross Campus

Committee Member	Role in Department	Role on Committee	Gender
Mr Christopher Peters	Clinical Senior Lecturer/ NHS Consultant Upper GI Surgeon	Co-chair of Culture and Engagement Committee. Special interest in barriers to career progression in clinical academics. Theme Group: Beacon activities	Male
Prof Gina Brown	Professor in Radiology	Co-chair of Culture and Engagement Committee Theme Group: Beacon activities	Female
Ms Karina Aashamar	Data Officer, Faculty of Medicine	FoM Data Officer	Female
Mr Ahmed Ahmed	Clinical Reader/NHS Consultant Upper GI Surgeon	Surgery – London Surgical Symposium Theme Group: Beacon activities	Male
Dr David Antcliffe	Clinical Senior Lecturer/ Honorary Consultant in Critical Care	Clinical Senior Lecturer/Honorary Consultant in Critical Care Theme Group: Beacon activities	Male
Mr Rob Bell	College AS Coordinator/ Equalities Administrator Professional Services	Link between the Department and College. Provision of College-held data. Advice throughout application process	Male
Dr Ilaria Belluomo	Research Associate	Responsible for the Academic Women Association and advocate for LGBTQ+ rights and equality Theme Group: Improve Male: Female staff ratios	Female

Prof Charlotte Bevan	Professor	Deputy Head of Division of Cancer. Director of Postgraduate Studies for S&C. Champion for Academic Career Development/Promotions. Theme Group: Improve staff support, Development and mentorship	Female
Dr Alison Cambrey	Education Manager	Champion for Education and student welfare Theme Group: Improve Taught course gender balance	Female
Ms Emma Carrington	Clinical Senior Lecturer	Surgery – London Surgical Symposium Theme Group: Improve Male: Female staff ratios	Female
Mr Benjie Coleman	Communications and Marketing Manager	S&C Communications Lead Theme Group: Communications	Male
Dr Valerio Converso	Senior Analytical Scientist	Advocate for LGBTQ+ rights and equality Theme Group: Improve staff support, Development and mentorship	Male
Prof Elizabeth Dick	Consultant Radiologist & Professor of Practice	Virtual Work Experience Week Theme Group: Beacon activities	Female
Mr Chinmay Gupte	Reader and Consultant Trauma and Orthopaedic Surgeon	BAME Advocate Theme Group: Beacon activities	Male
Ms Dorcas Ishaya	Departmental Operations Officer	Administrative support Theme Group: Communications	Female
Prof Hector Keun	Professor of Biochemistry (non-clinical)	Formerly Co-Chair of SAT Theme Group: Improve Taught course gender balance	Male
Ms Kathy Lewis	Section Manager - Surgery	Provides coverage for Division of Surgery Theme Group: Improve staff support, Development and mentorship	Female
Dr Nina Moderau	Research Associate	Co-founder of AWA, Chair of the postdoc representatives of the Department. Interest: postdoc career	Female

		<p>progression, improving equal opportunities for women in research.</p> <p>Theme Group: Improve staff support, Development and mentorship</p> <p>Theme Group: Improve Male: Female staff ratios</p>	
Ms Elsa Paul	Department Manager	<p>Provides Departmental coverage, joined Imperial in 2018. Previously a key member of KCL AS team</p> <p>Theme Group: Improve staff support, Development and mentorship</p>	Female
Ms Karen Pontifex	Departmental Staffing & Business Manager. Professional Services	<p>Responsible for providing all HR related data and ensuring all requirements are met towards our next submission.</p> <p>Theme Group: Improve staff support, Development and mentorship</p> <p>Theme Group: Improve Male: Female staff ratios</p>	Female
Mr Matthew Ryan	Divisional Manager	<p>Champion for Bullying, Harassment, Training and Mentoring</p> <p>Theme Group: Improve staff support, Development and mentorship</p>	Male
Dr Katerina-Vanessa Savva	Research Associate	<p>Data Analysis and Presentation-Focusing on Maternity/Paternity Leave and Interest in postdoc career progression</p> <p>Theme Group: Improve staff support, Development and mentorship</p>	Female
Dr Paul Strutton	Reader	<p>Advisor and contributor on undergraduate issues</p> <p>Theme Group: Improve staff support, Development and mentorship</p>	Male
Mr Nicholas Wood	Head of Data, Faculty of Medicine. Professional services	<p>Involved in data collection and analysis for the application. Produced systems for mentoring and bullying and harassment reporting</p>	Male
Mr Hailin Zhao	Research Associate	<p>Responsible for advising and managing undergraduate and postgraduate education and issues.</p>	Male

		Theme Group: Improve staff support, Development and mentorship	
Dr Rayzel Fernandes (Honorary member)	Research Associate	Data Analysis and presentation	

Table 4: Composition of the Surgery and Cancer Culture & Engagement Committee including their specific interests and a brief personal statement.

Section 2: An evaluation of the Department's progress and success

In Section 2, applicants should evidence how they meet Criteria D and E:

- *Progress against the applicant's previously identified priorities has been demonstrated*
- *Success in addressing gender inequality has been evidenced*

Recommended word count: 2500 words

2.1 Evaluating progress against the previous action plan

Please provide a critical evaluation of your most recent action plan and any other actions you have initiated since your award.

2018 Silver Action Plan.

Key: ■ Red: No Progress made ■ Amber: Partial progress made ■ Green: Good progress made

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG	
(1) SELF-ASSESSMENT AND ACTION PLAN DELIVERY								
1	Broaden engagement of staff and students in ED&I and Athena Swan. C&E proactively seeks to engage wider Department in consultation and delivery of Action Plan	Department SAT established in 2013. Following feedback from our previous application, the C&E was established in 2016 to reflect the diversity of S&C and to ensure good balance and representation of staff groups, grades, campuses and students representation	a	Review C&E membership: Chair & Co-Chair positions to be advertised every 3 years to ensure continuity of leadership and know-how. Co-Chair positions to be phased to ensure continuity	Nov 2021 <i>advertise for 1 co-Chair position</i>	HoD and Department Manager	C&E membership reflects S&C diversity ensuring representation from all staff groups including BAME & LGBTQ+ by 2022.	Improved representation was achieved by December 2021 including BAME and LGBTQ+ members. Refreshing C&E membership periodically maintains balance of representation
			b	Membership of wider C&E Committee to be rotated annually				
			c	Ensure equality in representation of BAME & LGBTQ+ in C&E Committee	August 2019 <i>For P&C membership</i>	C&E Committee		
	2	Communicate C&E and Athena SWAN activities systematically across the whole Department	a	AS section on the monthly newsletter to include staff & student Q&As to improve engagement through inclusivity	Dec 2021 <i>For Q&A and monthly thereafter</i>	Comms Champion	Survey results to show high awareness and engagement with P&C & AS initiatives ~85%	Our 2023 Culture survey results showed high awareness and understanding of the C&E and EDI initiatives (85%).
			b	C&E webpages & social media to include role models and updated regularly to show breadth of talent and expertise	Implemented in October 2018 <i>and ongoing</i>	Comms Champion		
			c	C&E webpages continually updated to provide easy access to college procedures and Department policies around ED&I	Implemented in 2016 and ongoing	Comms Champion		
			d	Department away days & AS specific events to be used to deliver training to wider Department to enable better understanding of our activities and thereby further improving overall culture	September 2019 <i>Then annually thereafter</i>	C&E Committee		

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG	
(2) SUPPORTING STUDENTS								
1	Ensuring better gender balance on our BSc courses	Gender disparity within courses - Reproductive and Developmental Science BSc female dominated (81% in 2017/18). Surgery & Anaesthesia tends to have more men (38% female in 2017/18)	a	Numbers are small but overall trend for last 5 years suggests higher female discontinuation rate than male. Monitor gender representation	<i>April 2020 and then annually</i>	Education Manager	50:50 role models at Open Days	
			b	Lobby Faculty to retrospectively survey all BSc students to have a better understanding of how and when students choose different BSc's and career paths including gender differences	<i>Lobby faculty in 2019</i>	SEC & Co-Chairs of C&E Committee	Survey response rate 50%. Generating actions from survey response to influence student choice of BSc	
2	Investigate and assessment practices; understand why men may be less likely to achieve 1st and seek actions to change	Data analysis shows men are less likely to achieve 1st (15%) when compared to women (42%) over the last 3 years. Numbers are small	Working with course Directors to investigate assessment practices	<i>Investigate in 2020 then: 2021 implement changes</i>	Education Manager	2022 Data to show whether there are gender differences in undergraduate S&C BSc outcomes	Reduction in gender differences in undergraduate S&C BSc outcomes achieved	
3	Ensure gender balance on our PGT courses	To improve representation of women in Medical Robotics course.	Improve visibility of role models at student focused events e.g., open days, prospectus, and S&C website	<i>Spring 2019 and annually thereafter</i>	Education Manager	Improve gender balance year on year	Medical Robotics Course (Surgery) remains predominantly male reflecting current UK wide gender disparity in surgery but improved to 34% female in 2020 and 53% female in 2021/22.	
4	Understand reasons and eliminate gender bias in discontinuation rates	Numbers are small but overall trend for last 5 years suggests higher female discontinuation rate than male	a	Education Manager to review why men & women have discontinued over the last 5 years; to report to C&E	<i>October 2021</i>	Education Manager	Continued trend for falling discontinuation rates without gender bias	
			b	C&E to recommend actions to further support PhD students to completion	<i>October 2019</i>	C&E Committee		

No/	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG
(3) SUPPORTING STAFF							
1	Employ 'the search Committee' approaching order to target female candidates for recruitment especially at the more junior clinical academic levels	To increase number of women taking up clinical academic positions	Emulating an existing scheme from Department of Medicine. Liaise with Dr Victoria Salem - DoM AS lead for guidance on scheme	<i>Meeting with DoM AS lead in April 2019</i> <i>C&E to recommend search Committee model details to SMB by August 2019</i> <i>Search Committee in place before next Clinical Academic recruitment</i>	Co-chairs of C&E C&E C&E	Increased proportion of female clinical academic (by 15%) staff by 2021 Increase in number of applications from female candidates to 30%	Doubled the number of female clinical senior lecturers from 2 to 4 Increased the number of female clinical professors from 5 to 9- increased the proportion of female clinical academics since 2019 In the Division of Surgery 50% of staff are female
2	Audit job descriptions and adverts for all academic posts for gender specific language and inclusion of the AS and Mumsnet logos	Recruitment, particularly for senior female academics remains an issue	a Annual audit of all S&C adverts and to be reviewed by C&E Committee b Monitor recruitment material and advertisements to ensure AS logo and Mumsnet accreditation logo are displayed on all recruitment material	<i>February 2021 annually thereafter</i> <i>January 2019 and ongoing</i>	Staffing Manager and C&E	Increased proportion of female clinical and non-clinical academic staff by 2021	We successfully increased the proportion of female clinical and non-clinical academic staff by 2022
3	Have a minimum of 1 female and 1 male panel member in all recruitment panels with 3 or more members	New recruitment processes have been very successful, but it hasn't always been easy to maintain gender-balanced panels due to lack of availability of female academics in Department	a Identify and/or develop strategies to help junior female academics to pursue an academic career b Audit interview panel representation annually and present it to the P&C Committee to ensure that we are compliant with the objective	<i>May 2020 and updated annually</i> <i>September 2020 and annually thereafter</i>	Staffing Manager and Divisional Managers	100% compliance for all panels from January 2019.	100% compliance achieved.
4	Develop strategies to overcome career barriers facing junior female Clinical Academics	Focus groups conducted over 2018 (15 female participants)	a Fully analyse data from focus groups b Identify and/or develop strategies to help junior female academics to pursue an academic career	<i>2018 then annually thereafter</i>	Co-Chairs of C&E	Retaining junior female Clinical Academics (in HE institutions not necessarily at Imperial)	

5	To increase the gender balance in Surgery in partnership with Royal College of Surgeons England (RCS)	To increase the number of female surgeons taking up academic positions	Work with the RCS 'support women in surgery network' and support their efforts to understand issues facing women in surgery	<i>June 2018 and ongoing</i>	Co-chair (CP) of C&E Committee	Increased proportion of female academics who are surgeons.	C&E members have worked with the RCS to improve the understanding of issues facing women in surgery and thereby increase the proportion of female academic surgeons.
6	Monitor uptake of face-to-face exit interviews for all staff	Qualitative feedback from exit interviews will help embed good practice in the Department thereby creating a positive work culture for all staff & students	Divisional Managers to ensure exit interviews for all leavers in the division and report to C&E every quarter	<i>Ongoing</i>	Divisional Managers	Destination data captured for 100% staff leaving the Department Exit interview feedback utilised by C&E Committee for specific initiatives in the Department	Superseded by the College. revamped exit questionnaire, incorporating the questions that the Department had introduced.
7	To improve the quality of leavers data within the Department	Metrics for showing issues related to staff leaving would need accurate and consistent data to be reportable	Examine Divisional processes to identify current best practice and formally implement across Department to ensure consistency in process	<i>August 2019</i>	Comms champion	Data of a sufficient quality that metrics on staff leaving can be produced with very low administrative load	College exit questionnaire

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG	
(4) CAREER DEVELOPMENT								
1	Audit Recruitment & Selection training for all recruitment managers	Recruitment and selection training is mandatory for all staff sitting on Departmental recruitment panels. We continue to monitor that staff have undertaken this training and that new staff will be training on it before sitting on an interview panel	a	Divisional Managers to ensure recruitment managers in their division are up-to-date with recruitment & selection training which must be within the last 5 years	<i>October 2019</i>	Divisional Managers	100% current staff training on these courses by end 2019 quarterly monitoring to capture new staff who will sit on recruitment panels	All staff on recruitment panels have been trained.
			b	Feedback to C&E Committee on a quarterly basis regarding uptake of training	<i>Feedback to C&E November 2019; quarterly thereafter</i>	Divisional Managers to feedback to C&E		
			c	Non-compliant staff to be referred to HoD	<i>Bi-annually reported to HoD from January 2020</i>	Department Manager		
2	To increase number of female academic applications	Recent academic recruitments have attracted fewer than 25% female applications	a	Use conferences and external events to publicise the Department and our Athena SWAN activities to attract female candidates	<i>January 2019 and ongoing</i>	Heads of Divisions and Heads of Sections	Feedback from applicants that they became more aware of the Department and were encouraged to apply for positions	Applications by female candidates increased to 30% by 2020
3	Develop Standard operating Procedures and How to guides to improve understanding of the processes in the Department	Improve embedding and immersion of new staff quickly into the Department. Survey results show approximately only 2/3rd of those inducted are satisfied with induction process	a	Review and improve current C&E webpage to ensure information related to specific HR/ Research/ finance processes are up to date	<i>May 2018 and ongoing</i>	Comms Champion with HR/Research/ Finance Leads	Staff feedback regarding satisfaction on Department induction increased to 85% by 2020	Induction process completely revamped and feedback from new appointees confirm significant confidence in the process.
			b	Develop process flow maps for regularly used HR and finance processes to help new staff members	<i>April 2019 and refreshed bi-annually</i>	Staffing Manager with Department Managers		

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG	
(4) CAREER DEVELOPMENT								
4	Improve engagement with annual PRDP/ARC	PRDPs enable a structured discussion around workload, career development and future goals. Current uptake is around 60% but we aim to have the whole Department engaging with the process. 2018 staff survey shows 68% staff engage with and find appraisal process useful	a	Enhance and update guidance on PRDP/ARC on Department webpage	<i>September 2020 and updated annually</i>	Comms Champion & Staffing Manager	70% PRDP completion by July 2021 and increasing year on year by 2023 Staff survey to report 80% staff engage with and find PRDP useful (2020)	S&C had high engagement with PRDPs with 87% completion rate in 2023. Superseded by ARC
			b	Ensure that all PRDPs establish a career development action plan, with set goals and objectives to complete within the following year, through appraiser training	<i>Reminders for PRDP discussion points to be sent out regularly from February 2019 until PRDP deadline and then annually thereafter</i>	Department Manager & Heads of Divisions		
			c	Set annual deadline for PRDP completion by 31 July each year	<i>Notice regarding PRDP deadline to be announced in February 2021</i>	Department Manager		
			d	Monitor PRDP/ARC compliance rates	<i>July 2021 and annually thereafter</i>			
5	Gather feedback from recently promoted academics to improve Departmental promotions support	To improve staff's perception of fairness of the academic promotions process and to increase transparency. An enhanced process will enable us to address gender disparity at senior grades. 2018 staff survey shows 72% academics (66%	a	Organise annual Promotions Survey with recently promoted academics	<i>June 2022 and annually thereafter</i>	Staffing Manager	Staff survey results show improvement in perception of promotions process. Overall perception 85% positive and female	Overall perception positive for female staff 83% Compared with 66% in 2018 and 56% in 2015
			b	Implement a process of continual improvement in academic promotions process through feedback received	<i>July 2022 and annually thereafter</i>			

		female academics) view the promotions process positively	c	Update academic promotions page based on feedback to reflect enhanced and accurate process	<i>July 2022 and annually thereafter</i>		academic to achieve parity with male response	
			d	Showcase recently promoted academics to ensure staff interested in applying for promotions to hear first-hand experiences	<i>September 2022 and annually thereafter</i>	Comms Champion		
6	To improve uptake of job level review by PTO staff	Date shows that we have not achieved gender parity for PTO staff in JLR	a	Consider all eligible PTO staff for JLR	<i>January 2019</i>	Staffing Manager	Gender parity in JLR success rates.	Job Level Review process has now been discontinued
			b	Ensure line managers discuss JLR in PRDP annually and provide mentorship support for applications	<i>PRDP/ARC cycle</i>	Department Manager		
7	Promote training related to ED&I, UB, harassment & bullying and active bystander to all staff and students	Increased engagement with these courses will improve overall culture in Department	a	Create bespoke sessions for all staff in partnership with EDIC	<i>January 2020</i>	Staffing Manager	Existing staff and students to be trained on the EDI courses by Dec 2020	The promotion of EDI courses has led to uptake of training in our staff and students' cohorts. Department continues to actively promote these courses.
			b	Continue to audit uptake of training courses by new and existing staff and students	<i>July 2020 and bi-annually thereafter</i>			
8	Further raise awareness of the Department / Faculty mentoring scheme within the: - early career researcher community	1 ECRs interested in academia or non-academic options will benefit from senior or peer-level guidance	a	Monthly newsletter to include information regarding mentoring scheme and process to engage	<i>June 2019 and ongoing</i>	Mentoring Champion in collaboration	Increase number of mentees by 10% by end 2019	Our efforts to publicise and raise awareness of the mentoring scheme has led to a year on year increase of mentees
			b	Feedback from mentees who have found the scheme beneficial to be publicised on our webpages	<i>June 2020 and annually thereafter</i>			

	- professional and technical staff groups - Student community	2	PTO staff will benefit from mentoring to enable productive discussions regarding PRDPs and career development	a	Reminders to be sent out to targeted staff groups	February 2019	with Postdoc Champions	measured by focus group in 2021	registering. We have also seen a sharp increase in staff registering as mentors
				b	Mentoring scheme to be discussed as part of PRDPs	February 2019			
9	Support for junior Clinical staff		Junior clinical staff need better support and direction to navigate clinical academic career pathways	a	Promote the mentoring scheme to clinical staff, highlighting benefits of mentoring	February 2020	Mentoring Champion		Mentoring scheme has been and continues to be well promoted
				b	In liaison with CATO (Clinical Academic Training Office) to provide bespoke training courses aimed at junior clinical staff	June 2021	C&E Co-chair (CP)	Increased number of clinical staff on mentoring scheme Increased satisfaction on staff survey for junior clinical regarding access to career development opportunities	S&C and CATO are jointly establishing pathways for academic development that will not compromise the clinical training of the clinical junior staff whilst encouraging the pursuit of academic interests at an early stage. We have worked with CATO to provide gender balanced exemplars from senior S&C clinical academics to highlight the flexibility of different routes to academic

								careers from NHS posts
10	Audit the uptake of the support and training offered to PhD students	Variety of existing support and training available through Department and College. Need to ensure effective and supportive environment for all students particularly women	a	Compile complete datasets of training and support activities including uptake by gender	March 2020	Education Manager	Feedback from audit to show support in training is useful	
			b	Report findings of audit to P&C Committee	April 2020			
11	Review grant application success rates and support offered to applicants	Female and male staff achieve overall very similar success rate in funding applications, (most recently 33% F vs 36% M in 2017/18). Women appear to have lower success rates when applying to funding from charities (see research shown in wider sector for UK cancer research)	a	Explore with staff which methods of support are most effective and useful for improving grant applications. Identify specific measures to improve our current support systems	September 2020	Comms Champion in collaboration with Research Committee	Survey feedback and training data to show an increase in training uptake of 10% year on year	Establishment of the Department Research Committee to provide critical review and advice for applications, interview practice and mock grant panels, buddying with previous successful awardees
			b	Specific investigation into applications for funding from charities and how to support women applying for these	March 2021			

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG				
(5) Organisation and culture											
1	Promote the Managing Family Related Leave online course to staff and make it compulsory for all S&C managers	To clarify policy related to maternity/ paternity/ parental leave	<table border="1"> <tr> <td>a</td> <td>Promote course via newsletter, emails, Divisional board and C&E meeting</td> </tr> <tr> <td>b</td> <td>Review completion by S&C managers and remind staff to take up training as necessary</td> </tr> </table>	a	Promote course via newsletter, emails, Divisional board and C&E meeting	b	Review completion by S&C managers and remind staff to take up training as necessary	<i>All S&C managers will complete the course by end 2020</i>	Staff Support champions & Comms Champion	Increased awareness of family related leave and policies amongst managers as measured by staff survey	
a	Promote course via newsletter, emails, Divisional board and C&E meeting										
b	Review completion by S&C managers and remind staff to take up training as necessary										
2	Investigate maternity return rates	PTO staff have low return rates	Identify leavers following period of maternity leave in past 5 years. Investigate reasons for leaving and if Department could have supported individuals to stay on	<i>Spring 2022</i>	Staff Support champions	Following investigation to develop actions to better retain staff after maternity leave					
3	Monitor uptake of paternity, shared parental and adoption leave and raise awareness of these schemes	To understand if there are reasons why men do not access paternity/ shared parental leave	Focus group with men to understand their awareness and perceptions of Imperial's family friendly policies and support available in the Department	<i>Oct 2019</i>	Family-friendly champion – DA/KL	<p>Develop actions to encourage men to use family friendly policies</p> <p>Increase year on year uptake of shared parental leave</p>					
4	Leverage the central recording of Committee membership and the data from the staff profiles to assess for any bias in workload distribution	Standardised data on the range of activities undertaken by academic staff will allow deep analysis of any underlying unfair distribution	Analyse the distribution of teaching activities, Committee memberships and formal college positions for any intersectional or gender bias as well as for any unfair burden on individuals.	<i>July 2020</i>	Head of Department	Equitable distribution of all activities regardless of gender					
5	To capture speaker data by gender	As part of Athena SWAN, gender balance has been considered in selection of speakers for seminars, workshops and other events but	<table border="1"> <tr> <td>a</td> <td>Set up formal process to record speaker details for all Department events including gender</td> </tr> </table>	a	Set up formal process to record speaker details for all Department events including gender	<i>February 2020</i>	Comms Champion	Aim for 50%/50% gender balance in external speakers	We achieved gender balance in speakers at S&C hosted seminars,		
a	Set up formal process to record speaker details for all Department events including gender										

		data has not been formally recorded	b	C&E to review data annually and raise issues with event organisers where necessary	<i>Review in March 2021 and annually thereafter</i>	C&E Committee		webinars and symposiums since 2020
6	Raise profile of outreach activities undertaken by staff & students and improve data collection	A lot of outreach activities are not organised by Department administration and therefore goes unrecorded; need a database to capture all activities	a	Establish a database of participants and types of outreach events	<i>May 2020</i>	Comms Champion and Staffing Manager	High reporting level from staff & students of outreach activities Staff & students feel that that outreach is valued by Department as measured by survey	
			b	Recognition of outreach activities through monthly newsletter, blogs and P&C webpages	<i>February 2017 and ongoing</i>			
			c	Department to nominate at least one individual a year for College President's Societal Engagement award	<i>September 2020</i>			

Methodology of action implementation, evaluation, and iteration

The transformed charter in 2021 resulted in an in-Department review of our 2018 SAP. This was RAG rated and our key priorities described in section 2.2 were created by the C&E Committee. Our membership nominated themselves to join the key priority theme groups based on their expertise, access to the relevant data, stakeholders, and relevant wider communities. Each theme group is responsible for reviewing outcomes, identifying barriers, and suggesting novel interventions. The theme leads regularly report progress and each key priority is a standing agenda item for collective discussion and suggestions for development at our monthly C&E meetings.

One of our key successes has been to broaden engagement of staff and students in EDI and AS. This has been achieved through successful representation of diversity within the Committee and a large-scale improvement in awareness of and engagement in the EDI activities across the Department since 2018. These have been championed by our SMB and C&E Committees.

Supporting Students

Many of our part-time programmes are linked to professional roles in the NHS, and therefore any gender imbalance in the workplace tends to impact PGT & PGR (MSc and MRes respectively) student profiles. This is particularly noticeable amongst the surgically linked iBSc and MSc courses which have traditionally reflected significantly higher proportion of males in the clinical surgical specialities.

We evaluated a need to improve our courses to attract more females. To address this, Department resources were used to:

- Increase the visibility of positive role models in Open Day event leadership roles in the iBSc/MSc(modules), diversity amongst Clinical Specialists.
- Revise our Department's MSc programmes to include more Certificate and Diploma exit awards, with the option to return to continue studying for a higher award within a 2-year period.

Flexibility with exit awards allowed full-time workers, or those with caring responsibilities, to suspend their studies until their work-life balance resumed or allowed the student to exit their studies with a recognised award (Certificate or Diploma) rather than to withdraw from study altogether. Since providing more flexible awards, we have noted a lower gender bias in discontinuation rates and our MSc programmes continue to attract more female than male students (53% female), rising to 60% in 2023.

We have improved the gender imbalance year on year achieving parity over the last 3 years for iBSc and MSc programmes. The option to return to study for a higher award contributes to the ICL mission of facilitating life-long learning.

The profile of students on our MRes programmes was 49% female in 2019/20. MRes programmes are now 54% (female) with parity in achievement amongst degree classifications at Distinction (52%F:58%); Merit (45%F:42%M); and Pass levels (3%F:0%M). Currently PGR programmes are 54% female but in 2021/22 peaked at 62%. It is worth noting that our PhD population has been around parity since before 2019 (currently 53% female), and this trend is reflected in award level.

We have, however, observed a higher proportion of requests for extensions and for mitigating circumstances received from female students, which mirror their work-life commitments and caring responsibilities. Early identification and providing more flexible support for female students juggling work-life commitments is now being implemented with support guidelines to enable interruption of study when needed. These guidelines have been rolled out to students and supervisors in our Department. We will need to monitor this data going forward.

Supporting Staff

We have improved overall numbers of females amongst the clinical academics, having doubled the number of female clinical senior lecturers from 2 to 4 and more than doubled the number of female clinical professors from 5 to 9. This has been important for providing role models for female staff developing their careers. A significant challenge for the Department remains within the Division of Surgery as it represents a speciality dominated by males in the NHS nationally. Whilst we have not achieved parity, we have steadily increased the proportion of female surgical clinical academics since the reorganisation (**Table R3e, R3f**). In the Division of Surgery 23% of academic consultant surgeons are female which is a great achievement when only 14.7% of NHS Consultant Surgeons are female. Our focus, going forward, is to provide the necessary support to enable the more junior female surgical clinical academics to progress to senior levels through mentoring, access to Department seed funding, and assistance with grant and fellowship applications.

Another significant success is with PTO staff. This has historically been a largely female group with 66% of staff female, however before and after our reorganisation there was a disparity in that a greater proportion of senior band PTO staff were male. Over the last 4 years there has been a steady increase in the proportion of band 4-6 PTO staff who are female- now 57%, which is close to the female proportion of all PTO staff (66%). This demonstrates that females in this job family are getting more opportunities to progress (**Table R5a, R5b**).

Organisation and Culture

A major challenge faced by the Department is maintaining cohesion and a supportive network that is spread across 5 campuses (**Figure 4**). Our HoD has consequently supported several initiatives to build a sense of community (**Figure 6**), including the Annual Department Away Day to share strategy and vision with staff. At these meetings, the senior leadership can promote opportunities for future development such as Department seed funding and the specific funding award opportunities for female academics. For the wider Department, the Annual Christmas Party and Awards Ceremony (**Figure 7a, 7b**) is an opportunity to formally recognise individual champions across the job families.

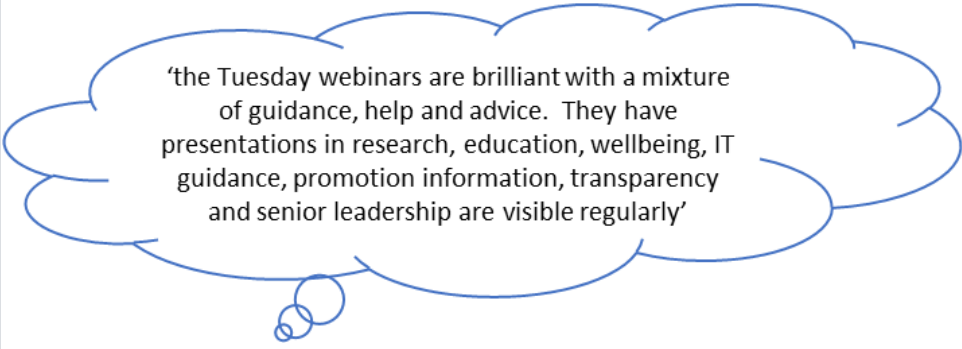


Figure 7a: Department Christmas Party 2019



Figure 7b: Department Christmas Party and Awards Ceremony 2022


Our weekly S&C webinar series was created during the Covid-19 pandemic to provide a way of staff to stay connected to the Department. Some of these webinars were opened to the wider FoM and feedback received has been extremely positive. Post-pandemic, these webinars are used as a channel for research groups showcasing their work, as well as mental health and wellbeing support by showcasing the resources offered by FoM and College as well as offering pastoral care (**Figure 6**). The webinar series has continued beyond the pandemic to be a feature within the Department and is welcomed as a means of building wider collaborations.



'the Tuesday webinars are brilliant with a mixture of guidance, help and advice. They have presentations in research, education, wellbeing, IT guidance, promotion information, transparency and senior leadership are visible regularly'

Q&A sessions with the HoD/HoDivs are also part of the webinar series. This came from a desire to raise the visibility and approachability of our senior management. The HoD/HoDivs all deal with any issues or suggestions raised (anonymously if necessary) via the [virtual suggestion box](#). Participation in webinars with HoD/HoDivs promotes open discussion of the challenges faced by staff and students within the Department, who can then be directly supported by signposting of resources or setting up novel solutions in response.

The webinars also promote recipients of awards and fellowships by showcasing their work in 30-minute presentation slots with Q&A discussion. It is an opportunity to ask important questions such as how did they succeed? What collaborations did they build? How will the work develop and continue? By ensuring gender balance of the speakers showcasing their work we can exemplify opportunities to develop the gender and intersectional diversity of academics and build supportive networks within the Department.



'I am relatively new to the department but have been impressed with its openness, It has clearly developed a coherent strategy to improve the culture, diversity and inclusiveness. I am very glad to have moved here and look forward to contributing positively to a great environment'

2.2 Evaluating success against Department's key priorities

Please describe the Department's key achievements in gender equality.

greater retention of women in academia.

1. Awards, Recognition and Fellowships for Women

The R&CD Committee's activities are strongly promoted on the S&C website and it has created a new one-stop-shop for Research Support. The R&CD works to maximise the impact of the Department's research activities and ensures an open, equitable and supportive research environment. The R&CD worked with the SMB and C&E to introduce the S&C Seed Fund, Travel Awards, and Peer Review Committee.

Travel Awards								
Year	Applications				Awarded			
	Female	Male	Total	% Female	Female	Male	Total	% Female
2022	3	0	3	100%	3	0	3	100%
2023	4	2	6	67%	4	1	5	80%
Total	7	2	9	78%	7	1	8	88%

Table 5.1: The Travel Award is for Postdocs making visits to initiate or prepare proposals with national/International collaborators, visiting facilities or attending to present at conferences relevant to their research as part of their professional development.

Seed Awards								
Year	Applications				Awarded			
	Female	Male	Total	% Female	Female	Male	Total	% Female
2022	1	3	4	25%	1	3	4	25%
2023	5	2	7	71%	4	1	5	80%
Total	6	5	11	55%	5	4	9	56%

Table 5.2: The Seed Award initiative (established in 2022) supports the initiation of novel, small-scale, exploratory ideas. The idea is to 'plant a Seed' that can eventually attract external funding. The Scheme is open to Postdocs, at the start of their careers, who want to develop ideas that are independent of their current research project or area of expertise.

Submissions to Peer Review				
Year	Applications			
	Female	Male	Total	% Female
2021	2	4	6	33%
2022	1	3	4	25%
2023	4	3	7	57%
Total	7	10	17	41%

Table 5.3: S&C The Peer Review Committee, established in 2021 (meets three times a year) for early career fellowship applications to provide formal feedback to applicants to increase their chances of being successful when submitting to externally funded sponsor.

Awarded Fellowships

The success of women in winning competitive fellowships has been boosted by input from the R&CD, which provides peer review and evaluation of draft applications. The R&CD and the Postdoc & Fellows Development Centre (PFDC) also provide bespoke interview practices. S&C's senior academics provide advice and input on draft applications and also form mock interview panels. Members of the Committees provide one-to-one mentoring and help to set up both informal and formal peer reviews of applications prior to submission. The success of this approach is evidenced by the year-on-year increase in the number of postdocs winning fellowship awards since 2018 to further their research and a significant rise in the proportion of successful female applicants (**Table 6**).

	Awarded Fellowships			
	Female	Male	Total	% Female
2019/2020	1	3	4	25%
2020/2021	1	3	4	25%
2021/2022	9	4	13	69%
2022/2023	7	5	12	58%
Total	18	15	33	55%

Table 6: Awarded Fellowships by year and gender.

Surgery and Cancer Department Awards

The proposal and implementation of the Department's Staff Recognition Awards emerged from discussions held during our C&E and were ratified in SMB in 2022. The Department Awards recognise staff across all job families who have shown outstanding commitment and demonstrated a valuable contribution to the Department over the previous 12 months. The hope was this internal departmental process would lead to improved recognition of staff at the college level awards.

Each Committee provided two award categories of individual or team awards which were circulated to the Department who were encouraged to submit nominations. These included categories such as 'ECR Award' or 'Most significant contribution to improving culture' etc (**Table 7 and Figure 8**). This table shows the award winners broken down by gender but there were also two team awards- each winning team was a mixture both genders.

	Department's Staff Recognition Award winners				
	Female	Male	% Female	Team awards	Total
Research Categories	1		100%	1	2
C&E Categories	1		100%	1	2
HS&S Categories	2		100%		2
Education Categories	1	1	50%		2
Total	5	1	83%		8

Table 7: Winners of the Department Staff Recognition Award by gender in 2022

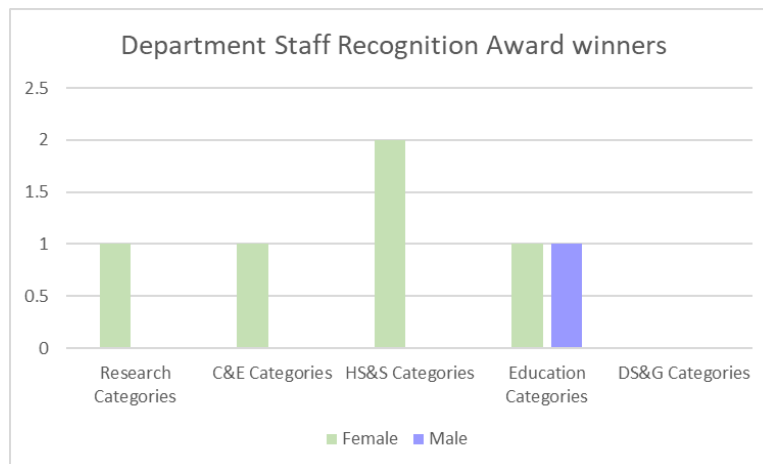


Figure 8: Individual winners of the Department Staff Recognition Award by gender and year.

Imperial College Awards recognising Female Leadership in the Department of Surgery and Cancer

Nominations for College level awards are made by either departments or individuals. S&C have always tried to highlight the contributions our staff make to the wider College culture, but this has typically not resulted in large amounts of success. During COVID we had no staff recognised because as a clinical Department our focus was elsewhere. A summary of College level Presidents and Provosts awards is presented in (**Table 8**).

What is notable is that after our first round of Departmental awards (as detailed above) we had a much clearer vision of how we would promote our staff in the College awards, resulting in far greater success in the 2023 round- with all the award winners women.

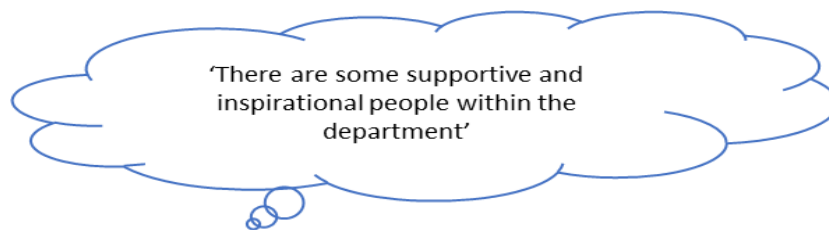
S&C and its staff are continuously engaging the public through outreach activities and events, as well as being recognised for their success in the sector. As well as individual achievement recognised, the Department also won a team award in 2022. Staff and external stakeholders can follow our Twitter account for up-to-date information on S&C awards, prizes, and engagements, or find historical successes.

2019	<p>Julia Higgins Medal for contribution to the support of women in academia Mr Nicholas Wood</p> <p>President's Awards for Excellence in Teaching Mr Kartik Logishetty</p>
2020	
2021	<p>President's Awards for Excellence in Supporting the Student Experience Dr Anabel Varela Carver</p> <p>President's Award for Excellence in Culture and Community (Equality, Diversity and Inclusion) Ms Clarissa Gardner</p> <p>President's Medal for Excellence in Research (Outstanding Research Team) Professor Lord Ara Darzi</p>
2022	<p>President's Awards for Excellence in Societal Engagement - Achievement Award (Team) JAMVENT outreach team (Dr Joseph van Batenburg-Sherwood)</p>
2023	<p>Julia Higgins Medal for contribution to the support of women in academia Dr Ilaria Belluomo and Dr Nina Moderau</p> <p>President's Award for Excellence in Culture and Community (Leadership) Professor Charlotte Bevan</p> <p>President's Award for Excellence in Education (Supporting the Student Experience) Jennifer Simeon</p> <p>President's Awards for Excellence in Societal Engagement - Achievement Award (Individual) Dr Kelly Gleason</p>

Table 8: Prize winners across the college's Presidents and Provost's Award schemes 2019-2023

2. Gender Balance in Department Organisation and Department Events

Since the creation of our Department Committees in 2019 (**Table 3**), SMB reviews on an annual basis the membership of the Committees to ensure gender parity. However, if there were any gaps the Committees put an open-call out to Department staff and students for additional members who wish to join. Table 3 illustrates the sustained success since 2018 in achieving gender parity across all our committees except SEB. This success in achieving parity in senior committees ensures that female academics are developing the leadership roles that we hope will result in lasting improvements in gender balance at every level.



The Department has worked to improve the gender balance of speakers (**SAP 5.5**) at all S&C led events (**Figure 9.1 to 9.4**). We believe that by ensuring this we will provide the strong female role models required to encourage female academics to stay in academia- the importance of which was highlighted in our published focus group work (see section 3.2). Over the last five years we have demonstrated a considerable improvement in speaker gender balance.



Figure 9.1: S&C Webinar speakers by gender and year, Webinars establishment in 2020

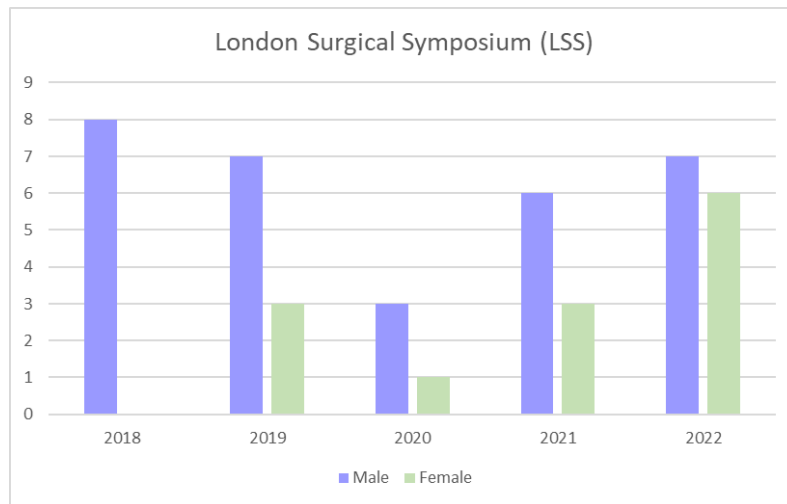


Figure 9.2: S&C London Surgical Symposium speakers by gender and year

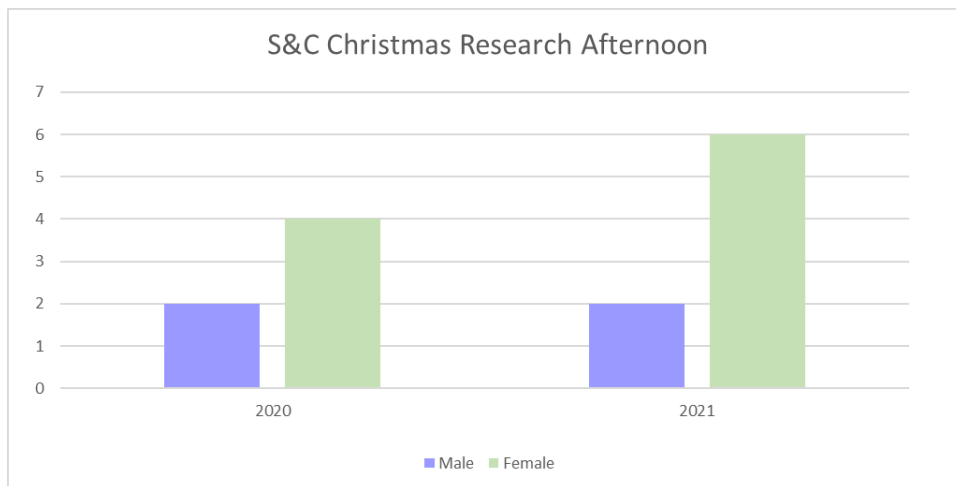


Figure 9.3: S&C Christmas Research Afternoon speakers by gender and year

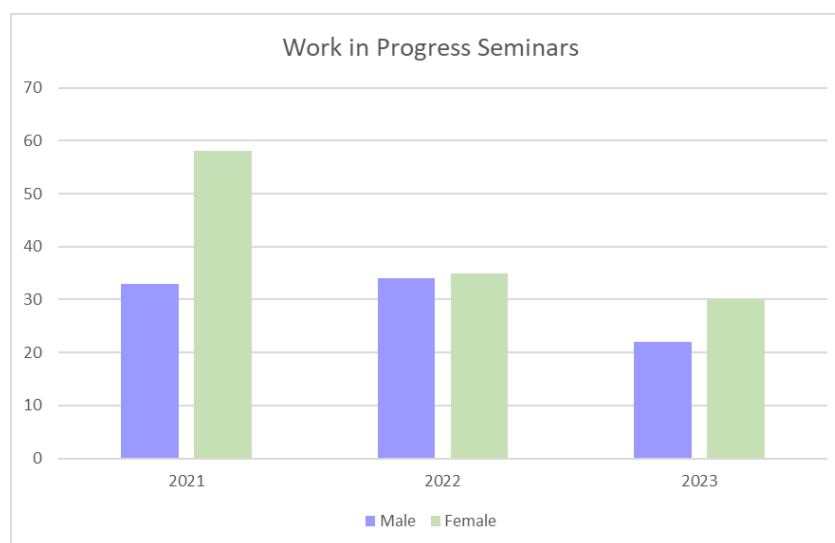


Figure 9.4. S&C Work in Progress Seminars speakers by gender and year

The Department ensures that all panels, whether for recruitment positions, promotions, pay review, grant application review panels, etc. have representation from across the Department and a gender balanced membership. This ensures an unbiased decision-making process. This is monitored frequently with spot check audits.

3. Increasing the number of women taking up clinical academic positions

The reorganisation of S&C in 2019 resulted in an absolute reduction in female Professors within the Department, due to migration of senior female academic leaders into the newly formed Department of MDR. Our HoD saw it as a strategic priority to actively seek successful internal and external female academics to encourage them to apply for senior posts within the Department. Despite the loss of senior female leaders during the reorganisation, there has since been a doubling of female clinical professors and senior lecturers within the Department (**Table R3e, R3f**). Their collective experience and leadership can now be harnessed to increase the critical mass of more junior female academics throughout the pipeline. This can occur through mentoring, sharing lived experiences and with active support and sponsorship to enable more female staff to successfully pursue academic careers to a senior level.

The routes to success are already bearing fruit through the increase in successful female science fellowships awarded and the CATO initiative to attract NHS Clinicians to take up clinical academic roles e.g., via NIHR/MRC Clinical Academic Research Partnership (CARP), the Imperial College Biomedical Research Centre, and support of NHS active researchers through the Professors of Practice award.

Section 3: An evaluation of the Department's sector-leading activity

In Section 3, applicants should evidence how they meet Criterion F:

- *Evidence of sector-leading gender equality practice and supporting others to improve*

Recommended word count: 1500 words

3.1 Maintaining good practice and innovation

Please provide exemplars of good practice and/or beacon activities which demonstrate that the Department is, and strives to remain, sector-leading.

We are acutely aware in S&C that our ability to improve gender balance in our Department is intrinsically linked to the wider academic ecosystem, therefore we have always strived to do things that positively impact our wider community and add to the scientific literature on gender inequality.

Schools outreach

A key goal of our Department is to improve the numbers of pupils from underrepresented groups attending medical school and we have led a number of programmes attempting to achieve this.

Widening participation in medicine through virtual work experience

For students considering a career in medicine it is important to undertake clinical work experience to gain important insight into working in healthcare settings and to support to their medical school applications.

The COVID-19 pandemic caused significant disruption including the ability to undertake in person work experience. In response, we organised and delivered an innovative 5-day virtual work experience programme, led by Professor Elizabeth Dick, targeting students from less privileged backgrounds. The virtual work experience was held on Microsoft Teams and topics covered over the 5-days were categorised into four themes: 'Getting into Medical School', 'Life as a Medical Student', 'Clinical sessions', and 'Pathway to medicine'. The interactive programme included simulated clinical scenarios, group reflective sessions and live Q&A discussions.

The freely accessible programme was initially advertised amongst local non-selective state schools to target students from widening participation backgrounds, before being circulated on the Trust's staff portal. An equity approach was adopted where all students from non-selective state schools were invited to attend the full five days, with students from independent/ selective state schools invited attend the last two days. More than 500 students from across the country attended the programme. This programme achieved its goal with 50% of students coming from non-selective state schools (an increase from 30% attending in-person work experience in 2019) and a further 29% from selective state schools. 79% of participants were from non-white ethnicities and 66% were female.

Our initial analysis of the data has shown that students from widening participation backgrounds were more confident about applying to medical school after the event and thought more favourably about medicine as a career.

Surgical taster day

Building on the above initiative- the same schools were invited to send students to a face-to-face surgical taster day run by Dr Maryam Alfa-Wali with the support of Professor George Hanna. The morning was a series of talks about different surgical specialities with >50% of speakers women. The afternoon provided hands on experience of simulated surgery, including keyhole operating. We are in the process of gathering the feedback from this event, but data has demonstrated similar demographics to the virtual event above.

Summer experience to inform on career choices

In addition to the above our Department has also developed a scheme to host students aged 16-17 for a week each of “lab shadowing”. The first two students, one boy and one girl, wanted to explore the daily life of a research scientist before deciding which route to take at university. In the lab, they were able to discuss career choices in detail with our postdoctoral scientists, medical doctors, PhD students and MRes students. Subsequently the boy chose a BSc in Biomedical Science and the girl applied to Medicine.

Mentorship and Support

Clinical academic focus group

Our team was keen to identify reasons for the drop off in the proportion of female clinical academics seen nationally from PhD through to professorship. We therefore worked with FoM partners to identify women who had carried out research in the Department but then left to take up pure NHS jobs. What was unique about this work was we focussed on those that had left rather than asking those who remained what the issues are. This important work was published in [BMJ Open](#) (Why are women still leaving academic medicine? A qualitative study within a London Medical School) and spawned a number of our beacon activities below. Influences to leave clinical academia were summarised under eight themes—career intentions, supervisor support, institutional human resources support, inclusivity, work–life balance, expectations, mentors and role models, and pregnancy and maternity leave.

Barriers to surgical training

Research was also undertaken by Mr Chinmay Gupte’s group on the barriers to surgery females face which was also developed into a published paper in [BMJ Open](#), ‘Motivators and deterrents for early career female doctors applying to surgical training programmes in the UK NHS: a mixed-methods study’. Thematic analysis suggested that seniors involving women in theatre and a supportive work environment would encourage entry of more female surgeons.

Women in Academic Medicine (WiAM)

[WiAM](#) began as a joint initiative between S&C and the MDR Department- following the above focus group and aiming to provide a network of mentorship and support that was felt to be missing. The work we carried out recognised that there remains a lack of women pursuing and being appointed to clinical academic posts across the country.

There is a particularly sharp decline following completion of doctorates or MDs. To help reduce this decline we set up WiAM. **WiAM** also being an Arabic word for tranquillity, harmony, accord and rapport and therefore felt fitting as an acronym for a group tasked with supporting women who want to pursue academic clinical careers at Imperial.

The inaugural meeting (January 2021) was initially developed around the theme of 'How I did it', however speakers felt a more useful title for the session would be 'What I have learned', and it was thus reframed as such at the beginning of the session. WiAM has gone on to hold further meetings focused on different career levels with targeted advice and support. The network is open to any UK clinician regardless of geographical location.

Academic Women Association (AWA)

The AWA was founded in 2022 by post doctoral members of our C&E as a platform for non-clinical academic women, complementing the WiAM group. AWA aims to establish an environment in which women feel empowered, safe, and supported to discuss and plan their career progression. The goal was to expand its work to the whole of Imperial College and the format has been designed to act as beacon networking system for all Departments and Faculties at the College. The Imperial EDI office recognised the importance of our initiative and provided financial support for two events. It was then further recognised again when the core team (Dr Nina Moderau and Dr Ilaria Belluomo) were presented with the Provost's Julia Higgins Award (**Figure 10**).



Figure 10: Photo taken at the awarding of the Julie Higgins award to the AWA team (left to right Prof Stephen Curry (Assistant Provost for EDI), Prof Gina Brown (Co-Chair S&C C&E Committee) Christopher Peters (Co-Chair S&C C&E Committee), Nina Moderau (Post-Doc and Founder of AWA), Ilaria Belluomo (Post-Doc and Founder of AWA)).

Events held so far include AWA – Q&A panel discussion (July 2022), Inspiration Beyond the Bench – Women in Non-academic Careers (March 2023), and a screening of Picture a scientist with a subsequent panel discussion and networking event (July 2023) (**Figure 11**).

Academic Women Association

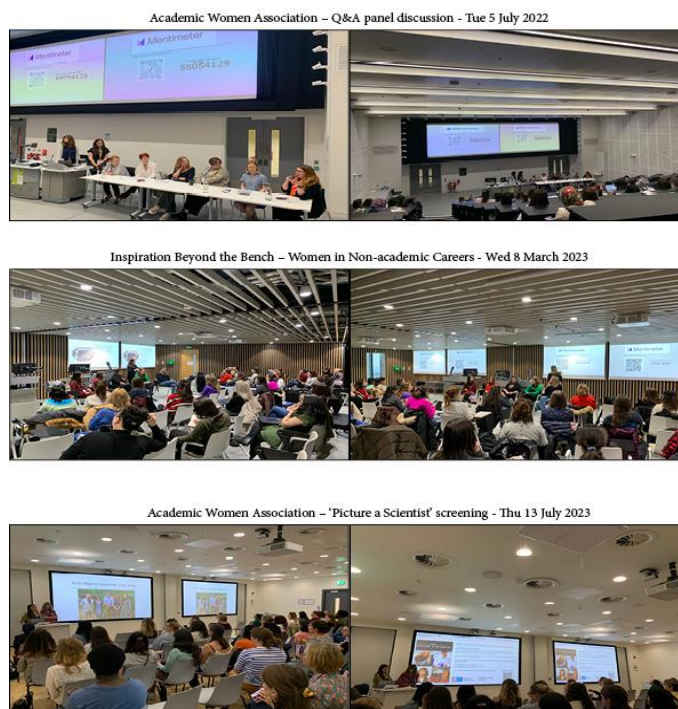


Figure 11: Photos from the Academic Women's Association (AWA) events.

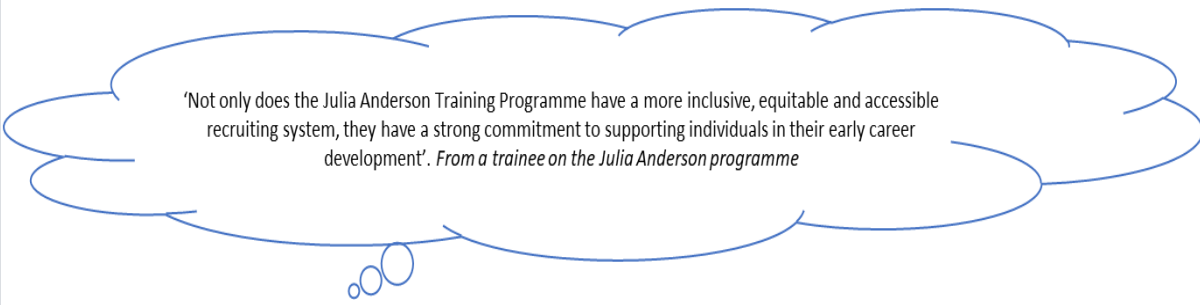
Julia Anderson Training Programme

[The Julia Anderson Training Programme](#) is a scheme at the S&C IGHI that offers paid work experience (12-week placements) to people who have no, or limited, prior work experience. The programme was named in memory of Mrs Julia Anderson, who was the former DM and was a key part of our team that achieved our AS Silver Award. The programme was launched in January 2022, with four cohorts to date and a fifth planned for January 2024

The innovative recruitment and hiring process is personalised and aims to dismantle barriers. This includes:

- Anonymous application
- No CV or long written statement: only three specific questions related to the programme and the role
- Two webinars to prepare applicants: one general webinar to help with the application and one webinar for shortlisted applications to help them prepare the interview
- Two interview questions shared beforehand
- Proudest achievement presentation
- Encouraged to request adjustments for interview if needed
- Personalised feedback after each round
- Dedicated mentor
- Daily support from Institute's Operations Officer

The programme has won the President's Award for Excellence in Culture and Community in July 2022, and Imperial's EDI Seed Fund Award in August 2023.



'Not only does the Julia Anderson Training Programme have a more inclusive, equitable and accessible recruiting system, they have a strong commitment to supporting individuals in their early career development'. *From a trainee on the Julia Anderson programme*

National mentoring of female black and ethnic minority clinicians

Professor Gina Brown, Co-Chair of the S&C C&E Committee, has developed a national mentoring programme for female black and other ethnic minority clinicians hesitant about pursuing an academic career. Through this work three of the mentees have taken up academic activities after encouragement and discussions.

London Surgical Symposium (LSS) 2021

The Department designed and organised its first post-COVID LSS in 2021 where 300+ were in attendance. The LSS held at ICL is an inclusive educational forum that brings international experts on surgical innovation to London to discuss advances in a diverse range of topics in general surgery. It provides a forum for surgical researchers, trainees and clinicians from all aspects of surgical care to present their work and to enjoy a day of education. One of the themes was diversity in the field of surgery. As such, the Baroness Kennedy of The Shaws, Member of the House of Lords who led the Diversity Review at Royal College of Surgeons of England Lectured on 'Building a profession for the 21st century'. Positive feedback was received on the event such as 'engaging, diverse and important themes'.

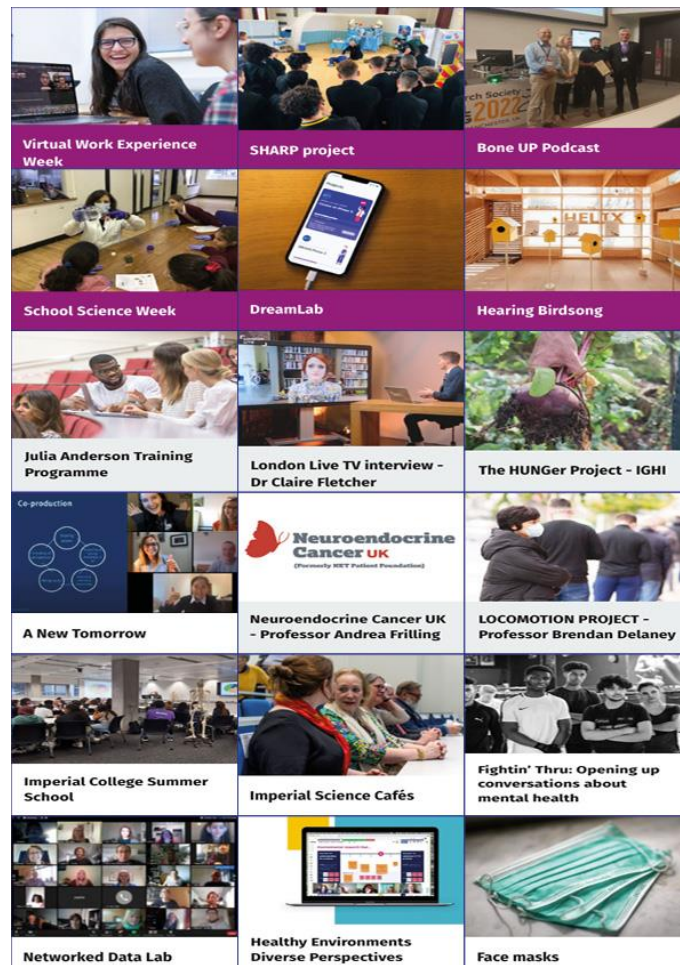


Figure 12: Screenshot of some of our Department outreach and beacon activities

3.2 Supporting others to improve

Please describe how the Department has supported others to achieve success in gender equality.

Support within Imperial College London

We support others through their AS process. We have shared our 2018 AS application (redacted for anonymity) with other College and Faculty Departments and advising other Faculty Department AS leads.

Our C&E Chairs sit on Faculty and College-level EDI Committees and Mr Christopher Peters was part of the Imperial SAT which successfully renewed our College level Silver award in 2022. Participation in Committees at every level in the College allows us to share what we are doing in the Department. Examples of this include:

- Our changes to the yearly appraisal process which resulted in the creation of new forms that allowed better and more objective support of staff. These changes were subsequently adopted by other Departments in the FoM.

- An induction booklet we created as part of our AS SAP, the template of which has now been adopted by other Departments.
- Our teaching workload model for both full time and part time staff which has now been adopted by the whole of the FoM.

Buddy up scheme

The C&E Committee agreed to be part of the PTO directorate pilot scheme hosted by Advance HE to act as 'Buddies'. The Department was matched to support the University of Swansea (UoS) Library Services who were planning to submit their AS Bronze application in March 2023 but they subsequently decided not to progress till later in the year due to staff secondments. We asked if Advance HE could match us to another PTO directorate however, there were none available.

We therefore sought to create our own links to other universities and via the AS Support Network were approached by the University of Sussex Business School. The C&E are now helping their early preparations in setting up their SAT Committee and will be external members to provide whatever support is required. The C&E are still committed to providing support to the UoS for when they plan to start their AS preparations.

Healthcare Professional Academic Group (HPAG)

The Department has established [HPAG](#) to academically nurture nurses and Allied Health Professionals, a group critical to the delivery of healthcare but not represented by UG courses at Imperial. HPAG represents a community of research excellence in healthcare science and serves as an academic hub in the FoM for clinical academics in the healthcare professions from across the ICL Academic Health Sciences Centre (AHSC). Many have been successfully awarded NIHR doctorate and advanced fellowships. This group comprises predominately females from outside ICL and hence encourages them by supporting and improve their academic profiles. To-date the HPAG has 135 registered members.

iWIN

S&C, and one of our team Dr Melody Ni, were founding sponsors of the [International Women in Intensive and Critical Care Network \(iWIN\)](#) a hub for worldwide research and innovation and networking for women in Intensive care medicine. By sponsoring and supporting initiatives like this we are demonstrating our desire to support women in these fields to develop leaderships roles across the world, not just at Imperial.

European Association of Endoscopic Surgeons (EAES)

Professor George Hanna (HoD) as the President of EAES (~4000 members) has led several efforts to improve gender equality including the selection of President Elect of EAES (Professor Nicole Bouvey) and the Chair of Programme Committee (Dr Suzanne Gisbertz) as well as membership of Research, Education and technology Committees. When he was Editor in Chief of Surgical Endoscopy, the society journal, he contributed to pan journals declaration (lead by JAMA surgery) to send all peer manuscripts to female reviewers.

Links to the Council of Royal College of Surgeons of England (RCS)

One of our C&E members, Mr Ahmed Ahmed, is a member of RCS and on the back of his experience with S&C has been involved with reform at the RCS to increase

diversity, inclusivity and accountability in everything they do and every decision they make. In March 2020, they launched a statement on challenging racism and challenging diversity, including a commitment to review diversity across their professional leadership.

Following the sixteen recommendations made in the [Kennedy Review published in March 2021](#), RCS launched their Action Plan in September 2021 to bring these to fruition.

Section 4: An assessment of the Department's gender equality context

In Section 4, applicants should evidence how they meet Criterion B:

- *Evidence-based recognition has been demonstrated of the key issues facing the applicant*

Recommended word count: 3500 words

4.1 Culture, inclusion and belonging

Please describe how the Department ensures their culture and practices support inclusion and belonging.

Departmental Culture

We are proud that since the reorganisation in 2019 we have placed departmental culture and EDI at the centre of the decision-making in the Department. The recognition and consideration of EDI issues in every departmental Committee means we have a constant focus on improving gender equality and culture. We demonstrate this by highlighting EDI work in Departmental awards and during our weekly webinar sessions and ensure that we are equally likely to provide platforms for male and female researchers to present their work.

The Departmental survey has been an excellent insight into our staff's thoughts and highlighted areas we plan to take forward in our next action plan. We are pleased that the majority of our staff feel like they belong in the Department (**CSQ8**) but there is a gender difference in terms of feeling like their contributions are valued (**CSQ11**) and confidence in speaking up (**CSQ12**). We have attempted to make the Departmental leadership more accessible with termly Q&A sessions with the Departmental and Divisional heads - in particular allowing anonymous questions to be submitted via the virtual suggestion box, but it is important to strive to make it as easy as possible for staff to raise concerns. Every issue raised in the suggestion box is openly discussed at the termly Q&A sessions to demonstrate transparency and openness. This model is now being adopted across the FoM.

There is a widespread belief that the Department actively supports gender equality (**CSQ14**) but despite us working hard to achieve gender parity in all the senior Departmental Committees (**Table 3**), fewer women felt there was a commitment to achieve gender balance in leadership positions (**CSQ15**). Whilst our SEC consists of three male HoDivs and one female DM, the Deputy Head of Cancer is female, and it is envisioned that the focus we have had on developing female academics into other leadership positions will result in the executive becoming more gender balanced over time. Importantly, equal proportions of male and female members of staff felt that they were given the opportunity to sit on Departmental Committees.

We have long had a policy of considering all staff for promotion - and our data shows females are on average more likely to be successful - but there is still a belief amongst women that gender does influence career progression (**CSQ16**) and fewer women than men also believe EDI work is adequately taken into consideration (**CSQ18**). The

promotions process largely takes place outside the Department but clearly there is more work to be done improving confidence in the system. Both female and male staff agreed that their line managers are supportive of their career development (**CSQ28**), although female staff were less likely than male staff to agree that appointments or promotions were made fairly (**CSQ29, CSQ30**).

We are pleased that only a small minority of staff have experienced bullying (**CSQ21**), or witnessed it (**CSQ22**), but we must strive to get the number lower still. The College-level Report and Support tool was an initiative that came from our Department prior to the last AS application, and we frequently signpost it in our newsletters and webinars. We also highlight the Active Bystander training offered by the College as a way to empower staff to call out bad behaviour. This is also a clear indication from HoD down that bullying will not be tolerated. These efforts to flag ways to raise issues with bullying have been proven effective by data showing the majority of staff knew how report issues (**CSQ23**) but lower proportion of staff had confidence that it would be adequately addressed (**CSQ25**).

We have built many of our Departmental webinars around wellbeing topics - including coping with loneliness during lockdown, dealing with burnout and more recently a series of sessions jointly with the College's People and Organisational Development team (POD) focusing on how staff would like to be treated at work. We frequently signpost sources of support resulting in high awareness of their existence (**CSQ35**) but still smaller proportions of staff felt confident asking for help (**CSQ36**). Across the College there is an issue with staff feeling that workload is not manageable, but this is especially acute in clinical academic departments like ours (**CSQ34**). Workload allocation models are in the process of being rolled out across the College and it will be vital to monitor how these are implemented in S&C to improve the belief work is allocated fairly (**CSQ40**).

We have long pushed mentoring opportunities, both to mentors and mentees, and knowledge of this scheme is high (**CSQ44**) but uptake is lower (**CSQ45**). We will continue to push more staff to ask for a mentor but it is comforting that most staff had a role model they could approach for advice, so perhaps part of the issue is the fixed definition of what a mentor is (**CSQ46**). Members of the Department agreed that Departmental communication kept them up to date with matters that affected them (**CSQ56**) and the majority of staff felt that their line manager or supervisor was accessible (**CSQ58**). We feel the satisfaction with Departmental communication is due to the efforts put into the newsletters and using our webinars to highlight important topics or changes in the College.

Supporting staff with caring responsibilities

We have given our staff confidence that flexible working is possible (**CSQ39**) and staff believe childcare leave is supported (**CSQ81**). Most members of staff agreed that the Department was responsive to requests for flexible working hours (**CSQ79**) which was well balanced between female and male responders. Slightly more female than male staff reported caring responsibilities (**CSQ91**) and 16% of responders had taken parental, adoption or parental bereavement leave, with most agreeing that taking this leave had not impacted on their career (**CSQ81**). This is a positive sign that the supportive messaging that we are delivering is being heard.

We have strongly promoted the option of joint parental leave though with the relatively small numbers of staff taking this form of leave each year it is too early to measure the effect of this. Monitoring this moving forward is important.

Our AWA events have focused on the pressures of balancing academic careers and childcare; therefore, this will be an important priority over the next AS cycle (**GAP2.4**). In particular, it was highlighted that returning to work after any form of extended leave was challenging, therefore there is more we can do to support this. One real success was the campaign, jointly led by our Department, to ensure that childcare facilities were available close to the new campus in White City. This led to the College working with a local school to create a new nursery with allocated places for our staff. Whilst this was a clear practical benefit it also allowed us to demonstrate to our teams that we take these issues seriously and to give them confidence we will advocate for them.

Supporting LGBTQ+ staff members

Much of the work supporting LGBTQ+ staff has been carried out at College-level and we actively signpost all College events and resources including those on allyship and training. We promote College and Departmental events such as LGBTQ+ History Month and the College memorial vigil for International Transgender Day of Remembrance. We have recently recruited a C&E member with a particular focus on LGBTQ+ issues and plan to develop a bigger footprint in this area over the next AS cycle. We have already started by encouraging our staff to include pronouns in their email signatures, and on Teams, by normalising this for all staff we hope to create a safe space for trans and non-binary staff.

Intersectional inequalities

The UK academic system is well aware that in addition to gender inequality there are some ethnic groups that are significantly disadvantaged in the university system. Whilst Imperial is a very international university in terms of student and staff profile, this does not reflect the fact that some ethnic groups, including those that identify as black, are highly underrepresented.

We are proud that the College was awarded a Race Equality Charter Bronze in 2021, and we used our last AS (May 2023) (**Figure 13**) to provide a platform to consider these issues in more detail. We invited three distinguished female BAME speakers to talk on the topic of “No Quick Fixes: Culture Change in Higher Education”. The event aimed to foster discussions on improving inclusivity and diversity in academia and the media, featuring speakers who shared their insights on these critical topics. The event featured three keynote speakers: Paulette Williams, founder of Leading Routes; Jo Adetunji, Managing Editor of The Conversation UK; and Dr Anu Obaro, award-winning Consultant Radiologist.

The event was attended by 70+ staff and students from across the College as well as members of the public.



Figure 13: Athena Swan Lecture 2023 - “No Quick Fixes: Culture Change in Higher Education” described as an “Excellent and thought provoking event”

‘the departments Athena Swan Lecture was refreshing and the first time I had seen three Black women in leadership roles up on the same stage. This is the type of role model visibility we need more of. It was greatly valued that the event’s content was not based on science which made the event more inclusive, bringing together a diverse audience from a range of job families and departments’ *Rebecca Smith, Imperial as One Newsletter, June 2023*

4.2 Key priorities for future action

Please describe the Department’s key priorities for future action.

Key Priority 1: Improved numbers of female academic staff

Central to our priorities for the next 5 years is to continue to improve the gender balance across academic staff in both clinical and non-clinical groups.

In the clinical academic group, we have made good progress in doubling the number of female clinical senior lecturers and professors, but the ratio is still skewed towards males. Key to succeeding in improving gender balance in this group is making sure we are attracting female applicants at every entry point and then supporting and encouraging women to stay in the Department and develop their careers. To achieve the former, we will continue to audit our job adverts to ensure that gender neutral language is used, make sure we are using a search Committee approach to identify

appropriate candidates for new roles (**GAP1.4**), and also commit to showcasing the successful female clinical academics in our Department to show what is possible (**GAP 1.1**).

However, we need to make sure women who join us feel empowered to stay and therefore career development is key. Gender parity at PhD level steadily drops off with each subsequent academic level, so initiatives to retain staff are key. The WiAM group is vital to provide mentorship, support, practical advice, and positive role models. Therefore, we will run targeted events, meeting the needs of each staff group (**GAP1.1**). In addition, we plan to develop bridging posts for clinicians who have just completed a PhD to allow them to continue to dedicate one day a week for research after returning to clinical training (**GAP1.1**). This will give them the room to build applications for further funding or apply for lectureships, with the aim of 50% of these posts going to female applicants (**GAP1.1**). We will continue to pursue a collaboration with the RCS Women in Surgery group and plan to run joint events (**GAP1.5**). We will make sure that the ARC process is signposting appropriate funding schemes in combination with Imperial's CATO (**GAP1.1**).

We will also develop a multipronged approach to bring female clinicians who took NHS roles back into academia. One mechanism to achieve this is the recently announced NIHR / MRC CARP. The Department will aim to bring in 2 female clinicians over the next 5 years via this route (**GAP1.2**). We will also use the Professors of Practice programme to support female NHS consultants to join the Department, and then with mentoring and support encourage them to develop roles in education and research - including applying for funding to solidify their academic time (**GAP1.2**).

The proportion of non-clinical academics in roles lecturer to professor dropped post reorganisation and we have struggled to build numbers back up again (**Table R3a, R3b**) with the data harder to interpret given the small numbers in some groups. Importantly, in the non-clinical researcher roles we have much better gender balance with a slight female predominance (**Table R3c, R3d**). To improve gender balance in non-clinical academics, many of these same interventions will be used. Complementary to WiAM, the AWA will continue to run targeted events to encourage junior female academics to stay and progress their careers (**GAP1.3**). We will also signpost appropriate funding opportunities and utilise the R&CD and the PFDC to provide bespoke interview practices, mock grant panels, and advise on draft applications (**GAP1.3**).

Key Priority 2: Improve staff support, development and mentorship

Linked to Priority 1 we know that staff support and development is key to improving career progression. After our Department developed a revised appraisal process, as part of our previous action plan, the whole process was revised by Imperial this year with the creation of ARC. We will monitor the roll out of this programme in February 2024 and then once one cycle is complete perform a targeted feedback exercise to ensure that the new process works, does not inadvertently lead to propagation of gender imbalance, and achieves its goals of improving staff satisfaction with the annual review process (**GAP2.1**).

The CS demonstrated that there is variable belief that the current promotion process is transparent, fair and takes into account EDI activities sufficiently. Promotion is

fundamentally a College-level process but it starts at Departmental-level, therefore we will audit the roll out of ARC to ensure it encourages discussions around promotion to take place and we will run a series of facilitated workshops around the promotions process to explore staffs experience of it and concerns (**GAP2.2**). In terms of academic promotion, success rates are essentially the same between males and females and the numbers being promoted is broadly in line with the gender ratio of the groups (**Table R9a, R9b, R9c**).

It is well established that mentoring can be a valuable way to support staff, but although awareness of mentoring is high, uptake is still relatively low. We have had previous success at increasing the number of mentors so will now prioritise getting mentees to sign up. We will hold a focus group to explore staff's attitudes towards mentoring, and the barriers to taking it up, then develop tailored actions to increase uptake (**GAP2.3**).

One area that has been highlighted in AWA events is the difficulties faced when returning from periods of extended leave - most typically maternity or paternity, but also after a period of ill health. Staff have suggested there is a difficult combination of the pressures faced catching up with administrative tasks like email backlogs, access to systems, etc, combined with the perception it takes a while to get back up to speed academically and then reintegrated with research networks. We propose to create a support network to allow staff returning from leave to be aided by those who have recently done the same so that experiences and helpful ideas can be shared (**GAP2.4**). We will also create more structure around the return for academic staff with some days protected to clear administrative backlogs and then time allocated to allow returners to catch up with existing and new members of the lab, so that they are up to date with the projects underway (**GAP2.4**).

As a department we need to think about how we can provide greater support for LGBTQ+ staff, in addition to that offered at College-level. We will partner with the Department of Brain Sciences who have already developed a LGBTQ+ allyship scheme to expand this to our Department's staff and run joint events (**GAP2.5**).

We also need to provide the same level of support and mentoring that we offer to academic women to BAME groups underrepresented in universities. We will build on the tailored mentoring offered by Co-chair of the C&E Professor Gina Brown to create a bigger more formal scheme available to the wider FoM and those outside of Imperial considering a career in academia (**GAP2.6**).

Key Priority 3: Improve staff work life balance and wellbeing

Both the College and Departmental staff surveys have highlighted that only about half of staff feel workload is manageable and whilst awareness of the available mental health support is high, there are fewer staff willing to ask for it. There are also issues around female staff being unwilling to raise certain matters which may be affecting their work life balance. Bullying levels, experienced and observed, are no higher than the wider College but not zero - which must be the goal. We therefore must double down on efforts to improve the wellbeing of our staff by improving their access to support and helping to lower further levels of bullying and harassment.

We are already using our weekly Departmental webinars for wellbeing sessions, but we will build on this, in collaboration with POD, to run targeted sessions about mental health support (**GAP3.3**). We are also developing a programme of active bystander training so that our staff are more confident to call out bad behaviour, in an effort to tackle bullying which will inevitably harm staff's wellbeing (**GAP3.2**). We will continue to stress the zero-tolerance attitude towards bullying and harassment and encourage staff to use the Report and Support tools that our Department helped develop. In particular, our data has shown that bullying and harassment training has an especially low uptake in PTO staff, therefore we will run specific sessions just for this staff group (**GAP3.2**). The effect of all these interventions will be monitored via our staff surveys, with an aim to get an increase in the percentage of staff feeling confident to call out bad behaviour and seek support for themselves and others (as active bystanders).

Workload is a difficult issue as whilst our Department is not alone in having staff feel their workload is unmanageable, it is clear clinical academics are under particular pressure due to the need to contribute to the NHS service at a time where healthcare is under huge strain. The College have already announced the creation of workload allocation model to take into account the demands on academic staff time and we will need to monitor how this is rolled out and the impact it has on our staff (**GAP3.1**). We are also working with the Imperial EDI Forum and AS SAT to work on how EDI activities are recognised and rewarded by the university (**GAP3.1**). We will also work with clinical academics more specifically to explore their experiences and ways they can be better supported (**GAP3.1**).

Section 5: Future action plan

In Section 5, applicants should evidence how they meet Criterion C:

- *An action plan is in place to address identified key issues*

5.1 Action plan – Gold Action Plan (GAP)

Please provide an action plan covering the five-year award period.

No:	Rationale	Actions	Owner	Timeframe	Measure of Success
Key Priority 1: Improved numbers of female academic staff					
1.1	Need to encourage female clinical academics in the Department to stay and develop their careers	Use the Women in Academic Medicine (WiAM) group to focus on career development and mentorship. In particular provide practical advice on balancing home and work life and deliver targeted support to help female clinicians obtained independent funding.	Emma Carrington (co-founder of WiAM and member of the C&E Committee) in partnership with wider FoM EDI teams	Home /work life balance events in May 2024 and May 2025. Funding events Sept 2024 and Sept 2025 Subsequent events based on feedback from above.	Increase percentage of female Clinical Senior Lecturers from 17% to 30% by 2028
		Develop bridging posts for clinicians who have just completed a PhD to allow them to continue to dedicate one day a week for research after returning to clinical training. Aim for 50% of posts to go to females.	Amanda Cross (co-chair of the Research Committee) with Iain McNeish (Head of Division of Cancer)	Proposal to be developed and funded by August 2024 First posts to be taken up by August 2025.	
		Monitor roll out of ARC yearly appraisal process to ensure it achieves stated aim (via targeted survey and focus groups). Specifically determine if ARC process helps career development.	Department Staffing and Business Support Manager	First 2 ARC cycles in Feb-April 2024 and 2025	

		Audit gender balance of clinical academic speakers at all Departmental events to ensure parity	S&C Communications and Marketing Manager	Present audit data biannually at Senior Management board (January and June).	
1.2	Bring female clinicians in the NHS back into academia	Support women to apply for NIHR / MRC CARP Funding	Gina Brown (Co-Chair C&E) and Co-Chairs Research & Career Development Committee	At least one application per year 2024-2027	3 new female clinical academics via these routes by 2028
		Use the Professor of Practice process to support female NHS doctors to build academic and teaching profiles which will allow them to subsequently switch to the clinical academic job family.	S&C Senior Executive Board	Annual audit of outcome of previous appointments to Professor of Practice	
1.3	Need to encourage female non-clinical academics to stay and develop their careers	Run Academic Women's Association (AWA) events focusing on career development and fellowship opportunities	AWA Organising committee	One event per term 2024-2028 with the topics determined by the AWA attendees to ensure maximum relevance	By 2028 non-clinical academics: Female Lecturers increase from 20% to 30% Female Senior Lecturers, increase from 13% to 30% Female Readers increase from 17% to 30% Female Professors increase from 33% to 40%
		Develop targeted support via the Postdoc and Fellows Development Centre (PFDC) and Research Committee including grant development support and mock interviews	PFDC and Co-Chairs of Research & Career Development Committee	First round of support in Spring term 2024 and then termly afterwards.	
		Monitor roll out of ARC yearly appraisal process to ensure it achieves stated aim (via targeted survey and focus groups). Specifically determine if ARC process helps career development.	Department Staffing and Business Support Manager	First 2 ARC cycles in Feb-April 2024 and 2025	
		Audit gender balance of non-clinical academic speakers at all Departmental events to ensure parity	S&C Communications and Marketing Manager	Present audit data biannually at Senior Management board (January and June)	

1.4	Ensure recruitment encourages women to apply for new posts (clinical and non-clinical academic)	Search Committee approach to identify high quality female academics with appropriate skills and then encourage them to apply for posts	Senior Executive Board / Line managers for new posts	Each new recruitment round to posts Senior Lecturer and above	Increase percentage of female Clinical Senior Lecturers from 17% to 30% by 2028 50% of new Clinical Professors to be Female
		Audit of Job adverts to ensure gender neutral language used	Department Staffing and Business Support Manager with admin support as required	Ongoing process Audit to be presented to C&E Committee and Senior Management Board Biannually (March and September)	By 2028 non-clinical academics: Female Lecturers increase from 20% to 30% Female Senior Lecturers, increase from 13% to 30% Female Readers increase from 17% to 30% Female Professors increase from 33% to 40%
1.5	Need to develop further ways of supporting female surgeons, as otherwise we will not improve the number of female academic surgeons	Build a formal collaboration with the RCS Women in Surgery group to run joint events focusing on improving retention of female surgeons	Ahmed Ahmed (Member of C&E committee)	First event to be held by Summer 2024	30% of Clinical Senior Lecturers to be Female by 2028

No:	Rationale	Actions	Owner	Timeframe	Measure of Success
Key Priority 2: Improve staff support, development, and mentorship					
2.1	Need to ensure yearly appraisal meets its target of supporting staff development	Encourage uptake of ARC and ARC training, and signpost the College resources to staff to try and help people get the most out of the process.	Departmental Webinar series leads	Termly webinars on the topic starting January 2024 before first ARC round.	Percentage of females answering they receive useful feedback on career development through performance reviews increasing from 55% to level with males at 70% in Department Culture Survey
2.2	Improve staff perception of promotion - especially in terms of recognising EDI activity and the impact of gender on promotion	Audit if promotions were adequately assessed as part of ARC process	Heads of Divisions and Sections	First 2 ARC cycles in Feb-April 2024 and 2025	Improved female perception that the promotion process is fair from current 37% to equal with the male figure of 61% in Department Culture Survey
		Facilitated workshops on experience of promotions process	C&E Committee with external facilitators	Structure of workshops to be agreed by July 2024 and then to be held before Dec 2024. Outcome presented to Department by April 2025	
2.3	Increased uptake of mentoring as a mechanism to support staff	Ongoing promotion of mentoring process during ARC process, department newsletters and webinars especially in PTO staff where uptake is lowest. Session on mentoring in Departmental away day	Departmental Webinar series leads with Matt Ryan (Lead for mentoring)	2 dedicated Webinars per year from Jan 2024.	50% of staff to be a mentor or mentee by 2028 versus 30% currently
2.4	Need to support staff returning from prolonged period of absence (e.g.	Creation of a support group to share experience of returning to work	Ilaria Belluomo / AWA Organising Committee	Terms of reference to be created by April 2024 and then first meetings to be held September 2024.	Maintain current near 100% return to work rates post maternity and paternity leave

	maternity and paternity leave or illness)	Development of a formal structure for return to work to allow time for admin demands, emails clearance, and catch up with wider team. To incorporate uptake of Keeping in Touch days.	AWA / C&E Committee	Proposed structure to be presented to Senior Management board by November 2024. Roll out in April 2025 after a period of comms / training events.	Increase in percentage of staff believing leave has not impacted their career from 69% to 80% in Department Culture Survey
2.5	Need to support LGBTQ+ staff at Departmental level - to explore issues they face and develop new initiatives as required.	Partner with the Department of Brain Sciences group who have already developed their LGBTQ+ Allies Network	C&E LGBTQ+ Theme Lead	Hold first joint event June 2024 and then one each academic term subsequently	Explore LGBTQ+ staff's perception of support received at departmental level in survey to be run in September 2025.
2.6	Need to encourage and mentor BAME clinicians and undergraduate scientists to develop academics careers	Need better visibility of the data on the ethnic makeup of the department and how the proportion of BAME applicants varies from application through to appointment in the recruitment process.	Department Manager	Begin process of creating data dashboard in April 2024 and complete by December 2024	Ability to monitor proportion of BAME applicants from application through to appointment in the recruitment process. Better visibility of the proportion of BAME staff at each level in the department.
		Develop a BAME mentorship scheme open to anyone with a medical or scientific background across the region. To provide role modelling, career advice and support.	Gina Brown Co-Chair C&E Committee	Set up steering group by September 2024 and then hold first events in January 2025 and then termly afterwards.	Increased proportion of BAME staff at lecturer level by 2026 (baseline to be confirmed by previous action).

No:	Rationale	Actions	Owner	Timeframe	Measure of Success
Key Priority 3: Improve staff work life balance and wellbeing					
3.1	Ensure higher proportions of staff feel their workload is manageable	Monitor the roll out of the College workload Allocation models to assess the impact they have on staff	Department Manager and Department Staffing and Business Support Manager with admin support as required.	Assess at 6 months after roll out of the Workload Allocation models (TBC) and then yearly after.	By 2028 increase in proportion of all staff believing their workload is manageable from 52% to 70% in Department Culture Survey
		Collaborate with College EDI Forum and Athena Swan SAT to develop mechanism to recognise EDI activities in job plans	Christopher Peters (co-chair C&E Committee)	By end 2024	
		Hold facilitated focus group with clinical academic staff exploring perceived barriers to their academic success and potential ways to mitigate against this	Heads of Research Committee with External facilitators	Terms of reference to be created by September 2024 and then focus group to be held Jan 2025.	
3.2	Decrease levels of experienced and reported bullying in the Department and improve the proportion of women that feel able to speak up.	Development of webinar based active bystander training programme to encourage staff to call out bad behaviour. We feel this format will have a greater uptake than the college offered courses	Gina Brown (co-chair C&E) with People and Organisation Development team	Programme to be developed by May 2024. To be delivered in Summer term 2024	By 2028 decreased levels of females experiencing bullying from 12% to 5% and observed bullying from 17% to 7% in Department Culture Survey
		Bullying and Harassment training specifically for PTO staff groups	HR	First PTO dedicated courses to be offered by November 2024.	Improved percentage of female staff feeling able to speak up from 57% to equal to men at 70% in Department Culture Survey
3.3	Need to encourage staff to feel confident to access College mental health support schemes when required	Continued well-being sessions as part of the Departmental Webinar series	Departmental Webinar series leads with People and Organisation Development team	At least two events on theme of wellbeing per academic term	Improved confidence of staff to ask for help from 57% to 70% in Department Culture Survey

3.4	58% more requests for interruptions of studies received from female students compared to males (not including maternity leave).	Facilitated focus groups for Post graduate students exploring the time pressures they face whilst studying (full and part time) to determine if further support can be provided to enable them to complete their courses more efficiently	Education Manager	Terms of reference to be created by April 2025 and then focus group to be held July 2025	Reduce the gender imbalance of students asking for interruption of studies by half by 2028.
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Appendix 3: Glossary

Please provide a glossary of abbreviations and acronyms used in the application.

APMIC	Division of Anaesthetics, Pain Medicine and Intensive Care
ARC	Annual Review Conversations (replacing PDRP)
AS	Athena Swan
AWA	Academic Women's Association
CARP	Clinical Academic Research Partnership
C&E	Culture and Engagement Committee
CS	Culture Survey
DM	Department Manager
DS&G	Data Strategy and Governance Committee
EDI	Equality, Diversity and Inclusion
ECR	Early Career Researcher
FoM or Faculty	Faculty of Medicine
GAP	Gold Action Plan
HoD	Head of Department
HoDiv	Head of Division
H&S	Health and Safety
HS&S	Health, Safety and Sustainability Committee
iBSc	intercalated BSc
IGHI	Institute of Global Health and Innovation
ICL or College	Imperial College London
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Questioning +
MBBS	Bachelor of Medicine
MDR	Department of Metabolism, Digestion and Reproduction
P&C	People and Culture Committee
PFDC	Postdoc and Fellows Development Centre
PGR	Postgraduate Research
PGT	Postgraduate Taught
POD	People and Organisational Development
PRDP	Appraisal/ Personal Review and Development Plan
PTO	Professional, Technical and Operational Job Family
R&CD	Research and Career Development Committee
S&C	Department of Surgery and Cancer
SAP	Silver Action Plan
SAT	Self-assessment Team
SEB	Senior Executive Board
SEC	Strategic Education Committee
SMB	Senior Management Board
UG	Undergraduate
UoS	University of Swansea