



**Departmental
Restructuring**
Bronze and Silver Interim
Award Application



ATHENA SWAN INTERIM DEPARTMENT AWARDS

Recognise the work underway in departments to ensure that changes to the structure of the original award-holding department(s) do not adversely impact on gender equality in the department or any gender equality initiatives or Athena SWAN activities in place. Interim awards recognise that the department has taken action to ensure gender equality is embedded in the new structure, and to ensure the continuation of its actions to address the key issues identified by the self-assessment process.

VALIDITY OF AWARDS AND ELIGIBILITY OF APPLICANTS

Interim awards will be valid for three years from the date of the application.

In order to apply for an interim award, the majority of any previous constituent units must hold Athena SWAN awards. Applicants may only apply for a Silver interim award if the majority of the previous constituent units held Silver awards.

COMPLETING THE FORM

DO NOT ATTEMPT TO COMPLETE THIS APPLICATION FORM WITHOUT READING THE PROVIDED GUIDANCE

This form should be used for applications for Bronze or Silver Athena SWAN interim awards.

You should complete each section of the application applicable to the award level you are applying for.

Additional areas for Silver applications are highlighted throughout the form: 4.2, 4.4

If you need to insert a landscape page in your application, please copy and paste the template page at the end of the document, as per the instructions on that page. Please do not insert any section breaks as to do so will disrupt the page numbers.

WORD COUNT

The overall word limit for applications are shown in the following table.

There are no specific word limits for the individual sections and you may distribute words over each of the sections as appropriate. At the end of every section, please state how many words you have used in that section.

We have provided the following recommendations as a guide.

Department application	Bronze	Silver
Word limit	6,500	7,500
<i>Recommended word count</i>		
1.Letter of endorsement	500	500
2.Description of the changes arising from restructure	1,000	1,000
3. Self-assessment process	1,000	1,000
4. Supporting and advancing careers	3,500	4,500
5. Further information	500	500

Date of application	26 th November 2020	
Name of institution	Imperial College London	
Name of department applying for award	Department of Immunology and Inflammation	
Interim Award Level	Bronze	Silver
Focus of department	STEMM	AHSSBL
Previously constituted unit(s) holding awards	Department of Medicine	
Details of previous award(s)	Date:	Level:
Previously constituted unit(s) not holding awards	April 2018	Silver
Contact for application <small>Must be based in the department</small>	Dr Jessica Strid	
Email	j.strid@imperial.ac.uk	
Telephone	02033131475	
Departmental website	https://www.imperial.ac.uk/immunology-inflammation	

1. LETTER OF ENDORSEMENT FROM THE HEAD OF DEPARTMENT

Recommended word count: 500 words

An accompanying letter of endorsement from the head of department should be included.

Note: Please insert the endorsement letter **immediately after** this cover page.

Letter of endorsement from the Dean and new Head of Department

**Imperial College
London**

Faculty of Medicine
Room 2.15, Level 2
Faculty Building
South Kensington Campus
Exhibition Road, London SW7 2AZ
Tel: +44 (0)20 7594 3901 or 3905
<https://www.imperial.ac.uk/people/j.weber>
<https://www.imperial.ac.uk/medicine>

Professor Jonathan Weber
PhD, FRCP, FRCPath, FMedSci
Dean, Faculty of Medicine

20th November 2020

Dani Glazzard
Head of Athena SWAN
Advance HE
First Floor, Napier House
24 High Holborn,
London WC1V 6AZ

Ref - Departmental Athena Swan Silver Interim Award Applications

Faculty of Medicine

In August 2019 a revised organisational framework was launched for the Faculty of Medicine at Imperial which created smaller, more thematic departments, shaped by underpinning science and clinical alignment. Through this change, we have sought to widen academic engagement in the running of the Faculty to deliver scientific opportunity and drive support and career progression throughout.

A key intention in creating smaller units was to develop management structures within each grouping which were clear and consistent, but also representative, accessible and responsive to the needs of department members. We sought to build these values into the reorganisation process itself as well as its outcome, starting with appointment to the academic leadership of the new departments through an open expression of interest call. We are delighted that the resulting departmental leadership team now comprises equal numbers of male and female Heads of Department (HoDs).

The reorganisation programme also included an Athena Swan/Equality, Diversity and Inclusion (EDI) workstream to ensure each new unit recognised and embedded equality programmes into its establishment. Since the new structure was created our academic HoDs have taken the lead in creating a supportive culture for their staff, working with their own academic group leads and as part of the wider Faculty leadership team to realise these goals for our whole academic community.

Department of Immunology and Inflammation (Doll)

As Head of the Doll I embrace the idea that success depends, not only on the excellence of the individual members, but on how well we work together. The principles of EDI are at the heart of the Doll mission and I proudly sit on the Doll EDI/SAT committee. Being a female clinical academic, I have witnessed the career challenges individuals may face and am committed to create a positive culture where everyone receives respect, fairness and compassion. I strongly believe that addressing gender and race inequality benefits everyone and allows the Doll to achieve its academic mission of delivering world-class immunology research.

The Doll leadership and I have worked incessantly to build a vibrant and collegial atmosphere by engaging staff and students in every aspect of Doll life. We have already made progress to advance equality in representation and progression: i) Doll committees are led 50:50 by women and men and all appointments are made through open expression of interest; ii) the EDI committee is co-led by a female and male academic and they are embedded in Doll management; iii) *all* staff (academic and PTO) are reviewed annually for promotion.

Whilst I am very pleased that we have made important advances, we still have work to ensure that the Department's environment fully reflects the Athena SWAN charter. Key priorities include increasing women and minority staff in senior roles, compulsory EDI training and roll-out of mentoring across all staff groups. In this context the work of our EDI committee is crucial and has my unreserved support. I confirm that the information presented in the application (including qualitative and quantitative data) is an honest, accurate and true representation of the department.

Yours sincerely,



Professor Jonathan Weber
Dean, Faculty of Medicine



Professor Marina Botto
Head, Department of Immunology & Inflammation

500 words

Abbreviations

Abbreviation	Full
BAME	Black, Asian and Minority Ethnic
BSc	Bachelor of Science
DoI	Department of Immunology and Inflammation
DoM	Department of Medicine
EDI	Equality, Diversity and Inclusion (incorporates SAT)
F	Female
FoM	Faculty of Medicine
HoD	Head of Department
HR	Human Resources
JD	Job Description
JLR	Job Level Review
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
M	Male
MSc	Master of Science
PFDC	Postdoc and Fellows Development Centre
PG	Postgraduate Students
PGR	Postgraduate Research studies
PGT	Postgraduate taught studies
PRDP	Personal Review and Development Plan
PTO	Professional, Technical and Operational
REC	Race Equality Charter
REF	Research Excellence Framework
SAT	Self-assessment team
UG	Undergraduate Students

2. DESCRIPTION OF THE CHANGES ARISING FROM RESTRUCTURE

Recommended word count: 1000 words

Please provide a detailed description of the changes arising from the restructure – for example, redistribution of staff, change of location, changes to course delivery – including any relevant contextual information. An overview should be provided on high-level staffing changes including the total number of staff affected. Please provide a description of the department pre- and post-restructure, and an indication of how the restructure has impacted each of the previous departments/units.

The Department of Immunology and Inflammation is a new department within Imperial's Faculty of Medicine.

The Faculty of Medicine (FoM) launched a new departmental structure from 1 August 2019. The new departmental structure was created by the Dean of the Faculty (Professor Jonathan Weber) to enable individual departments to better develop and promote their unique strengths and to ensure effective, clear and consistent approaches to support activity and collaboration across the Faculty. The new structure consists of a larger number of smaller and more thematic Departments, shaped by underpinning scientific and clinical alignment. *The reorganisation was not driven by cost reduction and there were no redundancies as a result.*

There are now eight Departments within the FoM; some remaining very similar to their existing configuration. Four new departments were created and the Department of Medicine (DoM) no longer exists.

A high-level overview of the transitioning of academic activity from the old to the new structure is shown in **Figure 1** below.

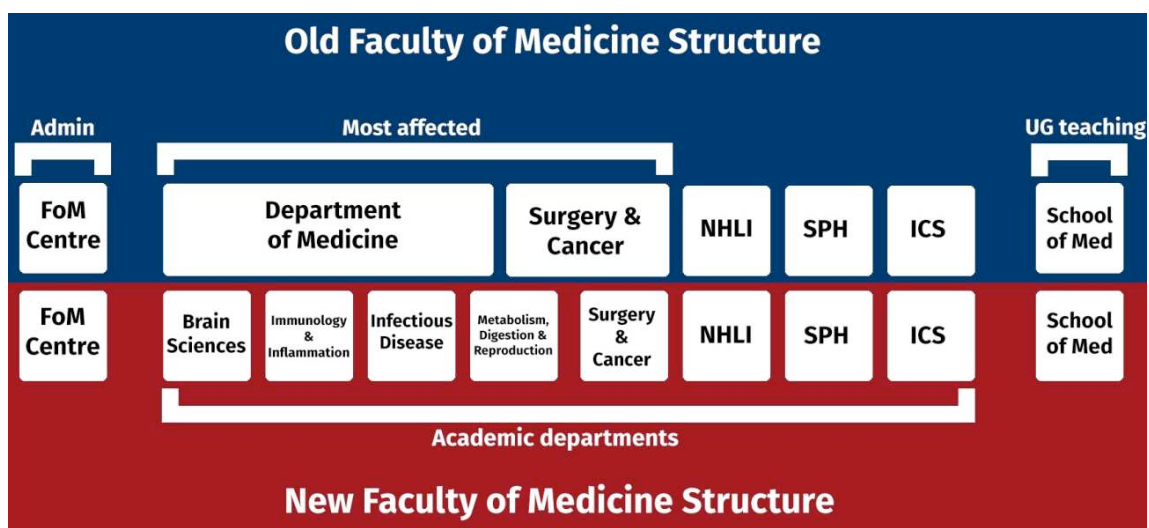


Figure 1 | Overview of the old and new Faculty of Medicine structure

The new departmental structure is now being embedded to widen academic engagement in the running of the Faculty and to deliver strategic development in key areas of our science and education. The 4 new Departments are: Department of Infectious Disease; Department of Immunology and Inflammation; Department of Brain Sciences; Department of Metabolism, Digestion and Reproduction.

The reorganisation was heavily influenced and guided by staff feedback which had emerged from previous Departmental, Faculty and College level surveys and from the outset it aimed to embed the principles from our Athena SWAN action plans. This included: development of smaller departments which will foster greater unity, cohesion, collaboration and identity; transparent job descriptions for the Head of Departments (HoDs) with a major emphasis on commitment to leadership responsibility, improved working culture and career development. Recruitment for the new HoDs was openly advertised (internally, as there were no new recruitments). The interviews were run by a gender-balanced panel that included the Athena Lead from the previous DoM and a representative for Education as well as Technical services. A significant proportion of the interview was dedicated to a discussion about departmental culture. The four new HoDs comprise two women and two men.

There were no changes to location of research groups during the reorganisation or their line-management structure. Educationally, while some courses moved to new departmental homes aligned to the new structure there were no changes to the course leadership, quality, curricula, delivery format, location and scope for any courses of study. A small number of professional, technical and operational (PTO) staff were affected by changes to their roles during the restructure. For these staff there was a period of formal consultation and they were given priority to assimilate into new posts created as a result of the reorganisation.

Please note that four 'departmental restructuring' interim applications from the FoM, Imperial College London are being submitted simultaneously. These are the four new Departments arising from the restructure as outlined above. We are purposefully submitting all four applications at the same time. There is naturally overlap in places across the applications as many processes and actions covered in the original DoM Silver award (2018) application remain highly relevant to the new smaller Departments. In addition, some processes operate at University level, and therefore remain common. The four new departmental self-assessment teams (SATs) collaborated closely in writing the applications. We hope that this consistent approach will facilitate the review process.

Structure of the new Department of Immunology and Inflammation (Doll)

The Doll was created by merging the previous Division of Immunology and Inflammation with the Centre for Haematology – both within the old DoM. This was a logical and seamless merger which did not involve movement of any research groups, teaching or equipment. The entire Department is now in a single building at the Hammersmith Campus site allowing for ease of management, enhanced collaboration and enriched departmental culture. From the start, Equality, Diversity and Inclusion (EDI) has been embedded in the Doll management structure – and Athena Swan principles have been applied at every stage of setting up the Department. Our new HoD, Professor Marina Botto, is a female clinical academic. The Department consists of 3 centres (Centre for Haematology, Centre for Inflammatory Disease and Centre for Molecular Immunology and Inflammation) led by Directors (1F, 2M). The management/governance structure is outlined in **Figure 2**. The Chair(s) of the EDI committee (also the SAT Chair) sit on the senior management board of the Department and on promotion panels.

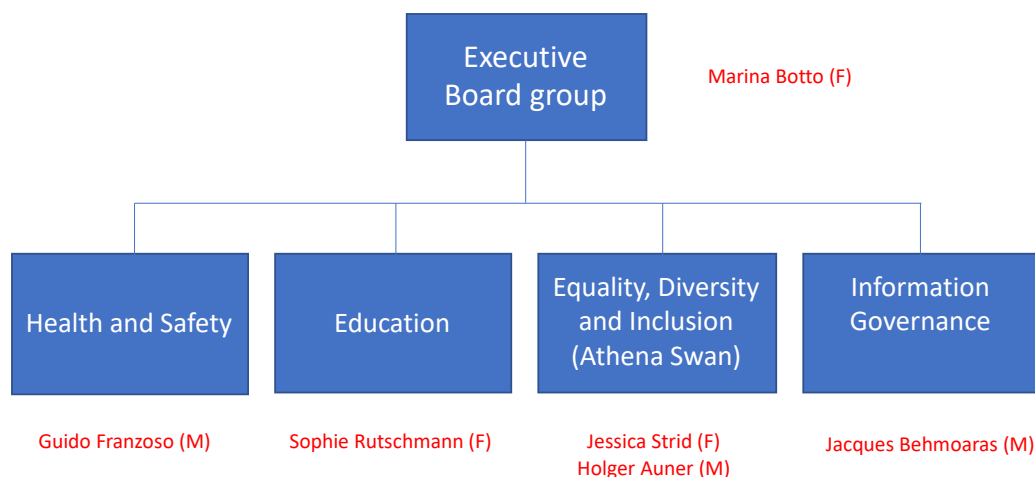


Figure 2 | Overview of the management and governance structure of Doll

The Doll is governed by the Executive Board group that consists of the HoD, the Directors of the Centres, the Chairs of the 4 committees (committees and Chairs indicated), core PTO staff (Department Manager, Finance Officer and Senior Laboratory Manager) as well as PhD, postdoctoral and junior fellows representatives.

The Doll is a small Department consisting of 118 substantive employees and 27 PhD students (**Table 2.1**). Three months prior to the official inception, the Doll had its first ‘away day’ where the vision for the new Department was openly discussed and the mission statement (see below) was created and agreed (<https://wwwf.imperial.ac.uk/blog/dom-staff/2019/05/20/getting-to-know-the-new-department-of-immunology-and-inflammation/>). The Doll website was launched and a fortnightly Doll newsletter was created to disseminate information, celebrate successes and highlight staff achievements (19 issues to date). The Doll newsletter is on average read by 70-75% of the staff (DoM newsletter was read by ~50% of staff), showing a high level of staff engagement. During the first COVID-19 lockdown, the Doll provided weekly updates to keep the department engaged, informed and supported.

Table 2.1 | Doll staff by job family and gender

Membership Job Family	Number of Females	Number of Males
Professional, Technical and Operational	10	4
Teaching and Learning	2	1
Clinical Academic	9	8
Non-clinical Academic	4	8
Research Fellows	3	1
Senior Researchers	3	0
Clinical Research Fellows	6	4
Research Associates	21	13
Research Assistants/technicians	9	6
Emeritus Professor	3	3
PhD Student	15	12
TOTAL	85	60

The gender balance in Doll (excluding students) is 59% F and 41% M (DoM was 52% F and 48% M). Academic staff gender balance across all grades (clinical and non-clinical) is illustrated in **Figure 3** and benchmarked against the previous DoM. PTO staff is 71% F and 29% M, similar to DoM (70% F and 30% M). Gender balance related to contract type is illustrated in **Table 2.2**. No Doll staff are on zero-hour contracts.

Across our management and governance committees (**Figure 2**), we strive for equal and representative membership across gender and staff grades/levels. In total in our departmental management committees we have 57% F and 43% M – a good representation of the gender balance across the Department as a whole. Currently our Executive Board is 41% F and 59% M, Health and Safety is 50% F and 50% M, Education is 56% F and 44% M, EDI is 69% F and 31% M, and Information Governance 62% F and 38% M.

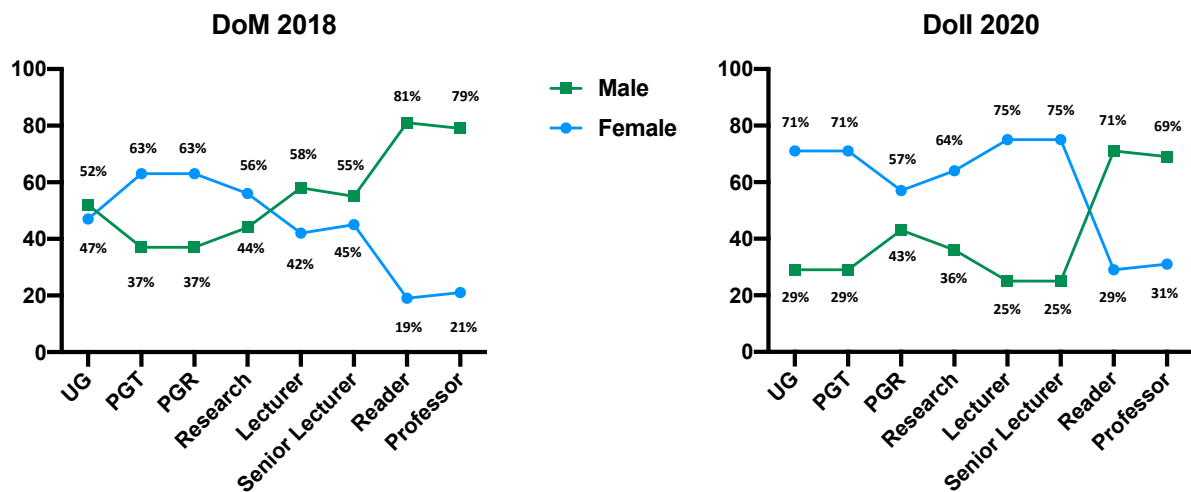


Figure 3 | Gender balance across academic staff and students in Doll

Scissor diagrams showing the gender breakdown of all academic staff (clinical and non-clinical) in Doll 2020 compared to DoM 2018 (when the Athena Silver Award application was granted). The Doll academic numbers were taken on 1st September 2020 and included the 2020 promotions. The 'Research' category includes research associates, research assistants, fellows (3F, 1M) and senior researchers (3F). The Doll also contributes to two UG BSc streams (Haematology and Immunity and Infection) offered by the FoM to Imperial medical undergraduates. We have provided data for these courses, but students choose their stream and we have no control over admissions. The Doll runs a full time PGT MSc programme (Immunology).

Table 2.2 | Doll staff by job family, gender, contract type including full time/part time status - data presented as % of total staff in the job family

Job Family	% Females on open-ended contracts		% Males on open-ended contracts		% Females on open-ended contracts funding dependent*		% Males on open-ended contracts funding dependent*		% Females on fixed-term contracts		% Males on fixed-term contracts	
	Part time	Full time	Part Time	Full Time	Part time	Full time	Part Time	Full Time	Part time	Full time	Part Time	Full Time
Professional, Technical and Operational	4	39	0	26	0	4	0	9	4	9	0	4
Teaching and Learning	0	0	0	25	25	0	0	0	25	25	0	0
Clinical Academic	5	16	5	37	0	0	0	0	5	26	0	5
Non-clinical Academic	7	21	0	57	0	0	0	0	0	0	14	0
Research	0	0	0	0	7	13	0	13	7	40	0	20

*After four years of continuous service at Imperial, an employee's contract automatically becomes open-ended, but can also end (with redundancy entitlements) with loss of external funding. Academic staff are generally on permanent contracts. Exceptions include: i) Clinical Research Fellows, who are employed on a fixed term basis to carry out a PhD and Clinical Lecturer posts which are tied to clinical posts; ii) Academics on external fixed-term funding; iii) New academics on probation; iv) Professors who have returned from retirement. Most research staff are on fixed term contracts reflecting the nature of the research funding. At the end of fixed term contracts, staff are supported for redeployment. The Doll makes every effort to assist the employee with writing applications, updating their CV and interview practice.

The mission statement of the Doll is to create a diverse, inclusive and supportive research community committed to promote academic excellence and to nurture the next generation of scientists. The principles we adhere to are: 1) transparency and consistency, 2) equality and diversity, 3) professional behaviour, and 4) scientific integrity

1019 words

3. THE SELF-ASSESSMENT PROCESS

Recommended word count: 1000 words

Describe the self-assessment process. This should include:

- (i) details of how the self-assessment team has changed over the restructuring

The restructure of FoM led to changes in how the Athena SWAN agenda is delivered. Whereas previously a single DoM Opportunities Committee/Athena SWAN SAT was responsible for embedding Athena principles in the working culture, there is now a SAT committee in each new department to ensure a closer alignment to the life within each Department.

The Doll Athena SWAN SAT is part of the new EDI committee, which has a wide remit to support all staff by engaging across College and beyond on broader issues including race equality, disability, age, LGBTQ equality and career development opportunities. **Table 3.1** illustrates the composition of the Doll EDI/SAT.

Table 3.1 | Composition of the Doll EDI/SAT committee by job family and gender

Membership Job Family	Number of Females	Number of Males
Professional, Technical and Operational (PTO)	4	0
Teaching and Learning	0	1
Clinical Academic	2	2
Non-clinical Academic	3	0
Research	2	1
PhD Student	0	1
TOTAL	11	5

The Doll EDI/SAT committee has representatives from all job families and PhD students with a diversity representative of the department. Recruitment was done by open invitation and members have a fixed term allowing renewal and better engagement within the department. The Doll EDI/SAT sought representation from postdoc and PhD communities, something that was previously lacking (and on the DoM Action Plan). This motivated, enthusiastic and lively committee monitors, raises issues and champions Athena SWAN and Equality issues throughout Doll and beyond.

The Doll EDI/SAT committee is co-chaired by Jessica Strid (F, non-clinical academic) and Holger Auner (M, clinical academic). The committee is an integral part of the departmental management structure and meets monthly (compared to bi-monthly in DoM). The HoD as well as Departmental, Divisional and Sectional managers are in regular attendance. Advance notice is given of the meetings and we canvass opinion for preferred dates/timings to facilitate attendance. Information and progress are circulated within the team and minutes are disseminated to the whole Department (Action 1c). **Figure 4** and **Table 3.2** outline our membership and their key contribution.



Figure 4 | Members of the Doll EDI/SAT committee

Table. 3.2 | Members of the Doll EDI/SAT committee

Name	College Role and Job Family	SAT Involvement	Personal Statement
Dr Josefin Ahnström	Lecturer in Haematology <i>Non-clinical academic</i>	Non-clinical academic contributing to career progression and equality in teaching and learning.	Married with a young child and experience from shared childcare responsibilities. Part of a large extended family with ethnic origins across three continents
Dr Holger Auner	Clinical Reader in Molecular Haematology <i>Clinical Academic</i>	EDI committee (Doll) co-chair	I lead a basic-translational research group, see blood cancer patients in an NHS clinic, run clinical trials, and am an academic tutor in the School of Medicine. Being the husband of a full-time non-clinical academic, and the father of a primary school student, has made me acutely aware of issues affecting parents and women in academia
Professor Marina Botto	Professor of Rheumatology; Head of Doll <i>Clinical Academic</i>	Member - Department Lead	Clinical academic with longstanding experience in mentoring junior faculty members, especially females. Committed to create the right opportunities for everyone within the new Department
Mr. Derick Chiappo	PhD <i>Student</i>	PhD representative	Joined Imperial in 2019 to complete a PhD in renal and vascular medicine. Varied background with experience in both translational and patient-centric research

Ms Cecilia George	Laboratory Manager's Assistant <i>PTO</i>	PTO representative	Mother of 4 grown up sons. Have been working at Imperial College in a supportive role in a section of 100 laboratory staff over the last 19 years. Enjoy being involved with a group that have the same mind-set as myself towards Equality and diversity
Dr Alyssa Gilmore	Postdoctoral Research Associate <i>Research</i>	Postdoc and fellow career development opportunities. LGBT representation and equality. Involved with DoM EDI/SAT work since 2016	Research scientist, LGBT activist and educator, engaging in gender recognition, gender equality, LGBT rights and legislative reform. Selected for "Women of Imperial 2020", offering words of encouragement and increasing the visibility of female role models
Rena John-Lewis	Divisional Manager <i>PTO</i>	Staff Survey Advisory Group Representative for the department, since 2019. Also, involved in Operational Improvement working groups	Divisional Manager of Doll, ensuring efficient daily running of the department in matters relating to Research Services, HR and Finance. I support the HoD and the Departmental Manager, and act as line manager to Section Managers. My work ethic is to ensure fairness to all and to make our place of work a happy environment
Professor Liz Lightstone	Professor of Nephrology <i>Clinical Academic</i>	Lead for academic clinical trainees. Involved in recruitment, promotions, external visibility and clinical academics. Member of DoM Athena SAT since 2015	Married with two children now at university with experience of working flexibly and career breaks
Dr Wayne Mitchell	Senior Teaching Fellow <i>Academic</i>	Racial Equality Issues.	Co-chair of Imperial As One, member of the College's REC SAT and History Group.
Dr Zacharoula Nikolakopoulou	Postdoctoral Research Associate <i>Research</i>	Postdoctoral representative	Currently on maternity leave
Miss Debbie Oram	Section Manager <i>PTO</i>	Committee Secretary	Overall Champion for EDI related activities and previously was on the writing team and SAT for a successful Silver within Surgery and Cancer. I am hugely supportive of women empowerment and gender equality. On a personal level I travelled to Doha to work at a major sporting event last year and was the only female on the team
Professor Elizabeth Simpson, FRS, FMedSci, OBE	Emeritus Professor of Transplantation Immunology	Gender and racial equality issues. Contributed to all sections	Retired after 40 years as research scientist in MRC institutes (NIMR CRC, CSC Imperial) with sabbaticals in USA & Australia. Visiting professor in Milan, Naples, Munich, Berlin & Seoul. Member/chair of MRC, BBSRC, CRUK, WT & ERC research funding panels. Single parent of one daughter working in education. One grandson
Dr Jessica Strid	Reader in Cellular Immunology <i>Academic</i>	EDI (Doll) co-chair (and Lead) - Providing oversight and drive of all EDI activities in the Department	Running an active academic research group, engaged with teaching and all EDI activities enabling a best work environment for all. Mother of two primary school children and happy with work-life balance
Dr David Thomas	Reader in Immunology and Inflammation	Doll Committee member / clinical academic	Married with one young primary-school son. Experience in shared childcare

	<i>Clinical Academic</i>		responsibilities and with the challenges of balancing a busy clinical/academic life with family commitments. Committed to improving disparities in opportunity
Dr Frederic Toulza	Research Associate <i>Academic</i>	Member and Post-doc representative	French Immunologist. I have been part of Athena Swan previously at King College London.
Ms Cathy Tupman	Department Manager <i>PTO, Level 5</i>	Senior non-academic lead; support for, and promotion of, equality initiatives and opportunities across the department and wider faculty	Originally championed opportunities for non-academics joining Imperial in 2013; dedicated to improving workplace culture and ensuring equality for all groups within our Department and beyond
Advisory members			
Paulette Lindsay-Greenidge	HR Partner <i>PTO</i>	HR representative	Experience in HR matters related to College policies. Advocate for equality and inclusion.
Paula Phillips	Institutional Affairs Manager <i>PTO, Level 4</i>	Occupational and organisational development, including the Athena Swan Charter and other EDI matters, within the Faculty of Medicine	I have an HR background and am a Chartered Member of the CIPD. I have been committed to improving the world of work for all staff in the Faculty of Medicine for the past 18 years

To ensure alignment, consistency and spread of good practise across the new EDI/SAT committees following the FoM restructure, the Chairs of the new SATs (from the 4 new departments) meet regularly for updates and exchange of ideas. Certain tasks (e.g. development of departmental culture surveys) will be developed collaboratively, which will allow for generation of comparable data and identification of department-specific issues. Within the College, the Chairs of the DoI EDI/SAT and divisional/department managers are part of larger Athena SWAN working groups encompassing FoM and College members ensuring that all information and good practice flow in both directions. Regular updates are presented at DoI staff meetings attended by academics and PTO staff.

(ii) details of any equality impact assessment undertaken

Plans for the FoM reorganisation was first communicated in August 28th 2018 by the Dean, Professor Weber. The reorganisation was undertaken in line with College change management policy, and staff were consulted and kept informed throughout. The Faculty Operating Officer disseminated to all staff documents detailing the proposed changes to the Faculty structure. During September-October 2018 all FoM staff were invited to 'roadshows' (held on all campuses) led by the Dean. Throughout the 2018-2019, news on the reorganisation was emailed to all staff under the header 'Faculty reorganisation update'; 13 updates were communicated prior to the launch of the new departments on 1st August 2019.

The FoM confirmed its commitment to 'promote equality and diversity in the reorganisation exercise and going forward'. In consultation and with agreement from HR, the Faculty decided not to conduct a formal Equality Impact Assessment, as the reorganisation involved no redundancies.

Although the formation of the Doll did not lead to redundancies or major changes in working structures, the EDI/SAT recognises that the reorganisation may have had some subtle impacts. Thus, the first approved Action of the Doll EDI/SAT was to set-up a departmental Athena/culture survey. It was agreed that the departmental survey will occur biannually in the years with no wider College staff survey in order to gain more textured information about departmental issues. The first permutation of this survey was supposed to be circulated in spring 2020 and included a section regarding perceptions/impact of the reorganisation. However, due to the great disruption caused by COVID-19 it was decided to put the survey on hold till early 2021 (Action 1e).

(iii) details of how the principles of the Athena SWAN Charter have been considered and embedded during the restructuring process

The principles of Athena SWAN are at the heart of the Doll EDI/SAT committee that has worked from the outset to ensure that they, and previous Athena good practice initiatives from DoM, have been carried over and firmly embedded in the new department. **Table 3.3** highlights a few of the success areas in previous Silver awards (2014 and 2018) and how they have been embedded and/or improved in the Doll.

Table 3.3 | Athena SWAN examples in DoM and their embedding/improvement in Doll

Athena Area	Old Department (DoM)	New Department (Doll)
Data collection <ul style="list-style-type: none"> Principle 3 – data monitoring is vital to ensure an understanding of where inequalities exist 	Relatively weak area, with an Action Plan to ensure local oversight over Athena sensitive data eg on recruitment data	Staff member identified to manage data for EDI purposes, ensuring centrally held HR data is accurate and continuously updated. Strong contribution also from Faculty (Table 3.4)
Communication <ul style="list-style-type: none"> Principle 1, 8, 9 – communications are the most important conduit for embedding our cultural attitudes 	Regular audits of the gender balance of our images and communications	Continue good practice in Doll. Recent audit of images across 10 newsletters showed that 67% featured women and 33% men
Promotions <ul style="list-style-type: none"> Principles 2, 3, 4, 5, 9 – sustainable structural changes eliminate advancement biases and pay-gap against women 	Promotions process was overhauled so that it was no longer reliant on self-selection	All staff members are considered annually and those not considered ready are identified for specific career development support (see Section 4.1). Athena Leads are on promotion boards
Mentoring <ul style="list-style-type: none"> Principles 1, 2, 5 – mentoring is a crucial element of career development support 	Developed a mentoring scheme as part of its Athena initiatives. This has grown and is now College wide	Continue good practice in Doll. A Doll administrator is responsible for the mentoring scheme ensuring that new staff has a mentor from the start
Recruitment <ul style="list-style-type: none"> Principles 2, 3, 4, 5, 9 – sustainable structural changes eliminate recruitment biases against women 	Above and beyond College-level guidance on improving gender balance	Continued. Completed first round of academic recruitment (Section 4.1). The shortlisting panel was gender balanced (50-50) and the Athena Lead attended interviews
New starters <ul style="list-style-type: none"> Principles 1, 2, 3, 5, 9 – sustainable structural changes eliminate 	Academics on probation were assigned an academic advisor for support and had	New starters receive a Doll induction/welcome pack. The probation process has been

advancement biases against women and support career development	annual interim probation reviews	reviewed including the mandatory inclusion of an academic advisor and annual reviews. A mid-probation review with the HoD has been established
Senior/top down • Principle 8	Athena Leads have a regular place at senior management board	EDI/SAT leads sits on the Doll Executive Board and on promotion boards
PRDP • Principles 2, 3, 5, 9 – regular conversations about career development and what can be done to help transition to the next goal are vital	Return rate was 78%. However, survey data suggested that satisfaction with the PRDP process was below College average at 48%	Return rate was 100% in 2020. The quality of the PRDPs (Action 5c) is under review. From 2021 clinical academic will be required to complete the PRDPs in addition to the Trust appraisal (Action 5b)
Mental wellbeing • Principle 1, 7, 9, 10	Promoted Mental Health Day with campus-wide courses	Continue good practice in Doll. The newsletter contains regular briefings about well-being and we have appointed a Doll Mental Health Champion
Support for Research grants • Principle 2	Had a Research Strategy Manager to support grant application	Doll has a dedicated Research Manager responsible for guidance regarding funding opportunities and arrangement of mock interviews (Action 4f)
Postdoc champions • Principle 1, 5, 7, 9, 10	The support provided to the Postdocs (e.g. Postdoc away days; Postdoc travel award scheme) was praised by Advance HE	Continue good practice in Doll. A junior academic has been appointed as Postdoc Champion. Three postdocs are active members of the Doll EDI/SAT. The Doll encourages postdocs to attend relevant courses organised by Imperial Postdoc and Fellows Development Centre (PFDC).
UG and PG teaching • Principle 1, 5, 7, 9, 10	Established the roles of UG and PG Champions	Continue good practice in Doll.

The re-organisation of the FoM offered the opportunity for greater cohesion across the new departments, to ensure spread of ideas and good practice as well as centralisation of the administrative support. **Table 3.4** details these points.

Table 3.4 | Examples of how Athena principles are resourced, supported and spread in FoM

Athena SWAN area	Example
Explicit responsibility of senior staff to promote a better working culture – EDI governance	<ul style="list-style-type: none"> - Vice Dean (Institutional Affairs) role includes responsibility for overseeing Athena Swan - HoD job description includes responsibility to create a supportive culture for all staff,

	<p>ensuring effective lines of communication and to safeguard strong organisational governance within the Department</p> <ul style="list-style-type: none"> - All Departments mandated to have mental health leads and EDI leads - Expectations of senior leaders accessible to all on Faculty SharePoint
Strong links between leads of all departments	<ul style="list-style-type: none"> - FoM Athena SWAN committee - SharePoint for resources - Aligned data gathering exercises e.g. surveys
Centralised administrative support	<ul style="list-style-type: none"> - Paula Phillips (Institutional Affairs Manager) - Amy Cock (Campus Liaison, Engagement and Planning Coordinator) - Nick Wood (data management) - Clare Lloyd (Vice-Dean – Institutional Affairs)
Data collection and provision	<ul style="list-style-type: none"> - Nick Wood (Programme Manager – Data) - with specific oversight of staff numbers, contract types, mentoring scheme, committee memberships and much more
Oversight of Athena during the reorganisation process	<ul style="list-style-type: none"> - Valentina Kskhafa (Programme Manager – Projects) - provided a central structure for Athena Swan following the FoM reorganisation and incorporated the FoM reorganisation project into the Departmental Athena Swan Interim Award applications

(iv) plans for the future of the self-assessment team

- Effectiveness of the EDI/SAT team is ensured by representation in senior management of the DoI and on wider Faculty/College boards (Action 1d)
- The DoI EDI/SAT team will meet monthly. Membership will be reviewed annually to ensure it is appropriate and represents a cross-section of the department from UGs to Professors (Action 1b). As the composition of the current committee is not well gender balanced (EDI is 69% F and 31% M) further male participation will be encouraged (Action 1a)
- A standing item on the EDI/SAT meeting agenda will be progress towards implementation of the Athena SWAN action plan, new initiatives and continuous review of good practise (Action 1i). Findings will be communicated to staff and students via the DoI newsletters, the EDI websites, tailored email notifications and department social media tools. Feedback will be sought from a wide range of sources (individual interviews, Post-Doc survey, biannual staff 'culture surveys' etc) and discussed. The action plan will be revised as required.

The DoI EDI/SAT team is committed to delivering meaningful cultural change

(v) plans for future Athena SWAN award applications

The vision/mission of the Doll as a whole closely aligns with the Athena SWAN principles. The EDI/SAT team will give a voice to all staff and will closely monitor the continued adherence and advancement of Athena SWAN principles. The EDI/SAT team is committed to implementation of the Doll Athena SWAN action plan (see below) and to further improve the working environment in Doll. We aim to maintain and build on the momentum from the (relatively) recent DoM Athena Swan Silver Award in 2018 and to address any potential weaknesses identified in the previous application. Based on the Doll mission and strategy, our achievements so far and our future plans, we aspire to submit for minimum a Silver Award in autumn 2023 – with the ambition of reaching Gold thereafter.

1067 words

4. SUPPORTING AND ADVANCING CAREERS

Recommended word count: Bronze: 3500 words; Silver: 4500

4.1. Key career transition points: academic staff

Comment on how the following processes have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

(i) **Recruitment**

FoM and College have established procedures for advertising, shortlisting and appointing which promote gender equality

The FoM was keen to ensure that the reorganisation was an opportunity to drive organisational cultural equality, especially in recruitment practice. In launching the reorganisation, the Dean indicated that he would ‘look to our HoDs to champion and develop early and mid-career academics, leading by example to create a supportive culture for all staff’. The job-description (JD) for HoD highlights this explicitly and the appointment of the new HoDs was undertaken in line with Athena SWAN principles (see page 9)

Recruitment in Doll

The new Doll will continue to support best practice implemented in the previous DoM (in addition to follow Faculty and College guidelines), particularly on gender balanced search panels, the explicit development of roles that suit job sharing or flexible working, and the wording of job adverts is carefully considered to make them appealing to all genders. All our recruiting staff have taken unconscious bias training and further EDI training will be encouraged (Action 6b).

Since its inception the Doll has completed one round of academic recruitment. **Table 4.1** shows our data. A round of recruitment for non-clinical Lecturer positions across all Departments was led by FoM in 2019 and **Table 4.2** shows the data related to the Doll applications within the FoM recruitment.

Table 4.1 | Academic recruitment led by Doll

Lecturer/Senior Lecturer	Number of Females	Number of Males
Applicants	28	28
Shortlisted	4	6
Withdrew after shortlisting	0	1
Interviewed	4	5
Offered position	3	3
Accepted position/Appointed	1	2
Shortlisting panel composition	3	3
Interview panel composition	3	3

Reader/Professor	Number of Females	Number of Males
Applicants	5	12
Shortlisted	1	3
Withdrew after shortlisting	1	1
Interviewed	0	2
Offered position	0	2
Accepted position/Appointed	0	0
Shortlisting panel composition	3	3
Interview panel composition	4	3

Clinical Senior Lecturer/Reader/Professor	Number of Females	Number of Males
Applicants	1	3
Shortlisted	0	3
Withdrew after shortlisting	0	0
Interviewed	0	3
Offered position	0	3
Accepted position/Appointed	0	2
Shortlisting panel composition	3	3
Interview panel composition	2	7

Table 4.2 | Academic recruitment led by FoM for appointments in Doll

Lecturer	Number of Females	Number of Males
Applicants	9	4
Shortlisted	4	0
Withdrew after shortlisting	0	0
Interviewed	4	0
Offered position	3	0
Accepted position/Appointed	2	0
Shortlisting panel composition	3	4
Interview panel composition	4	2

Following the two recruitment rounds we appointed and welcomed 5 non-clinical lecturer/senior-lecturers (3F, 2M) and 2 clinical Readers (2M).

(ii) Induction

All new starters at Imperial are inducted through the Imperial Essentials programme (provides key information for the first six months) and are invited to Imperial Insights, a College run half-day induction event. The DOLL has also produced an updated and more tailored welcome/induction pack for all new appointees; academic and PTO staff. A specific welcome/induction package is in preparation for postdocs and PhD students (Action 4c and 2a).

Further, for academic appointees at the lecturer/senior lecturer level we have created new 'probation forms', which clarifies and formalises their path to consolidated appointment. The appointees have additional support from an allocated/chosen academic advisor (internal or external to the Department) as well as an academic mentor (within the Department). They will have an annual review with their line manager and the academic advisor as well as a more formal mid-probation review with additional senior academics including the HoD ensuring successful appointment at the end of the probation.

(iii) Promotion

There have been no changes to promotion processes or policy. The reorganisation was intended to create more opportunities for academic leadership within the FoM such as new HoDs or Head of Sections/Centres. The DOLL has adopted the same transparent 'open expression of interest' model for internal leadership positions as FoM did for the HoD recruitment. For example, the position of Head of the Centre for Haematology, which will become vacant on the retirement of the current Director, has been widely advertised within the DOLL/Faculty/College and externally.

A major success of the previous DoM promotion policy (driven by previous Athena SWAN Action Plans) was to ensure that ALL staff members are considered for promotion annually. This has already been adopted by DOLL.

Since its inception the DOLL has completed one round of academic promotions. The academic promotion procedure has been clarified and a single point of contact established. Clear promotion guidelines were made available to all eligible staff. Documents and reminders were sent out on a regular basis. Promotions documentation explicitly took into account administration, pastoral, outreach, mentoring and diversity activities, as well as caring responsibilities or parental leave. The DOLL promotion committee included all senior academics as well as the EDI/SAT Chair. At the end of the process 6 applicants (3F and 3M) were supported and help was provided with the paperwork and interview preparation - all 6 were successful.

(iv) Department submissions to the Research Excellence Framework (REF)

There have been no changes to the processes or policy associated with submissions to the REF due to the reorganisation. The Research Strategy team that manages the FoM REF submission preparation was represented in the reorganisation Steering Group to ensure that stakeholder impact assessment incorporated REF needs from the outset, as required. Submissions to REF fall under College policy and are not determined at Departmental level.

For the 2014-2020 REF submission all eligible staff within the DoI have been submitted and thus the gender distribution of the DoI REF submission mirrors the department gender balance.

SILVER APPLICATIONS ONLY

4.2. Key career transition points: professional and support staff

Comment on how the following processes have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

- (i) Induction
- (ii) Promotion

(i) Induction

As outlined above there have been no substantive changes to induction processes or policy since the reorganisation. The DoI has produced updated induction packages (including for PTO staff) which are more specific to their environment and has reduced the complexity of the details provided in the previous DoM package. These, along with a policy of introducing all newcomers to key staff, facilitate the integration of all new starters within the department.

(ii) Promotion

The reorganisation has not only given an opportunity to create more academic leadership positions (see above) but also to promote professional and support staff across different operational areas, e.g. department managers, senior lab managers, section managers.

As for College process, there is no direct promotion process for PTO staff as there is for academic staff. PTO staff have two options to progress, either Job Level Review (JLR) (which as a College process was not affected by the reorganisation) or application to internal or external vacancy, both of which have been strongly encouraged and supported. Within DoI, we have successfully seen the following PTO progressions:

- A Personal Assistant (M) changed to Section Manager
- An Operational apprentice (F) moved up to Section Manager
- A Lab Manager (M) promoted to Senior Lab Manager
- A Section Manager (F) progressed to Divisional Manager

DoI also champion and encourage cross departmental transfer to allow progression and the following staff has moved to new roles from/to another department:

- An Administrative Assistant (F) to Section Manager
- An Operations Assistant (F) to Research Group Administrator
- A Global Health Manager (F) to Department Manager

The JLR exercise takes place three times a year. To be successful for JLR, applications must demonstrate that the duties and responsibilities of a role have grown significantly such that the position itself should be upgraded. Applicants are supported and helped throughout the process by their line manager and local administrative teams. Unsuccessful candidates are provided feedback to improve their applications for the next round and they can resubmit the following year.

PTO staff are actively encouraged to attend training and professional development courses that would increase their chances of successfully progressing to a higher-grade role. A lateral move between different roles within the PTO family is also encouraged as it increases the breadth of the skills giving more opportunities for advancement.

PTO staff can also be rewarded through the annual College Pay Relativity Exercise that is used to recognise both one-off or sustained exceptional contribution from individuals (beyond the expectations of their role) and to address misalignments of an individual's salary in comparison to others in College who hold a similar role. Since the restructure 5 PTO staff members in Doll were put forward; all applications received a pay award (all were F).

4.3. Career development: academic staff

Comment on how the following processes have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

(i) Training

The formation of the new departments has strengthened training and career development opportunities. Key responsibilities for the new HoDs are: 'to assess the development needs of those staff for whom the HoD is directly responsible' and 'ensure that all staff have access to mentorship and encourage them to seek a mentor.' To ensure no adverse impact on gender equality the following actions were taken by the Doll:

- All research fellows have access to the College's personal development and training programs, have a mentor and are provided with suitable laboratory facilities (Action 4b-f)
- All staff have an annual Personal Review and Development Plan (PRDP) (see below for further details)
- Doll is actively encouraging all postdocs to take the full complement of 10 days per year of transferable skills development (Action 4e). The Doll has appointed a department postdocs champion who is responsible to maintain a strong relationship with the College Postdoc and Fellows Development Centre and to report to the department at academic staff meetings
- The Doll and the EDI/SAT are committed to *everyone* having undertaken unconscious bias training and had training days scheduled in the spring, which

unfortunately had to be postponed due to the COVID-19 pandemic. This is now on our Action Plan (Action 7d). It is also planned for *all* staff in DoI to complete 'bullying and harassment' awareness training and the College EDI training (Action 7d)

(ii) Appraisal/development review

The reorganisation process has not altered the overall College framework for appraisal or development review processes. All staff are supposed to have an annual PRDP with their line manager. In this meeting, the portfolio of activities and outputs is reviewed and future plans are discussed and agreed.

A key responsibility for the HoDs, as part of their JD, is 'to ensure that all staff receive regular and effective appraisal.' The DoI **has achieved a 100% PRDP completion rate in 2020**. This was achieved through active leadership at all levels, encouragement and monitoring. There is departmental consensus that we should be using PRDP as a major platform to engage in regular, constructive, holistic and empowering discussions about individual career development. Promotions and career advancement are mandatory discussion items in the PRDP. Mentors are also an alternative route for advice and information. The DoI EDI/SAT will monitor that the process is continually 'fit for purpose' going forward (Action 5c).

Clinical academics are currently completing their annual NHS appraisal but are not required to complete the College PRDP process. The FoM Board committee, with the support of all the HoDs, has agreed that in the future College employed clinical academics should also complete the College PRDP process. The DoI EDI/SAT will ensure that *every* staff is included for the 2021 PRDP round (Action 5b).

Since the reorganisation, to underpin FoM's commitment to transparency, an 'Academic Profiles' tool have been released to all academics in the FoM reflecting the new structure and enabling them to see central sources of data related to their research and education activities. The tool gives an opportunity to correct data at source and contextualise data. This solution also ensures that all activities are recognised as part of a holistic PRDP review. This includes contributions to EDI activities, teaching and outreach activities.

(iii) Support given to academic staff for career progression

One of the main drivers of the FoM reorganisation was the idea that smaller departments would be able to provide better support to academic staff for career progression and a more effective leadership in relation to equality, diversity and inclusion as well as compliance with the Athena SWAN programme. This responsibility was included within the JD of the HoD and became embedded from the outset in the DoI working culture.

Figure 5 illustrates the standard academic career paths for clinical and non-clinical staff in DoI. The scissor diagrams (**Figure 3**) demonstrates that the common academic "leaky pipeline" is occurring much later in the DoI compared to the old DoM, and our key transition point is promotion to Reader/Professor. Further, in the recent recruitment drive for junior academic positions (Lecturer/Senior Lecturer) the DoI offered a position to a greater percentage of females (19%) than men (9%). To maintain the momentum and to ensure support for career progression the following actions were taken:

- All new appointees (academic, research and PTO staff) are provided with a comprehensive range of support covering both administrative and research support
- The probation process has been defined better and new forms have been developed outlining the role of the academic advisor and mentor
- The promotions process has been made more transparent and streamlined, facilitated by consistent implementation of PRDPs for all academic staff and supported by the EDI/SAT and HoD. Promotion is now discussed at the annual PRDP meeting
- The Doll reviews annually all academic staff, including early career staff on fellowships, at the departmental promotions panel meetings
- Academics mentoring junior staff are actively rewarded in the promotions process

As a result of this strategy all staff (3M and 3F) who applied for promotion in 2020 from the Doll were successful.

The Faculty mentoring scheme (developed with the College Learning and Development Centre as part of previous Athena SWAN work) is available to both academic and PTO staff. To ensure that no group is underrepresented the Doll has appointed a departmental administrator for the mentoring scheme and we aim to increase uptake of the scheme across all staff groups (Action 2b, 3a and 4d) as it is currently low with ~6% of substantive staff signed up as mentors. Mentoring is discussed in the EDI/SAT team and is seen as a key means of support for career progression in the department. Mentoring is being emphasised particularly for postdocs and early career academics. To support junior staff, grant applications must be reviewed by two academics and large grants must include mentoring arrangements.

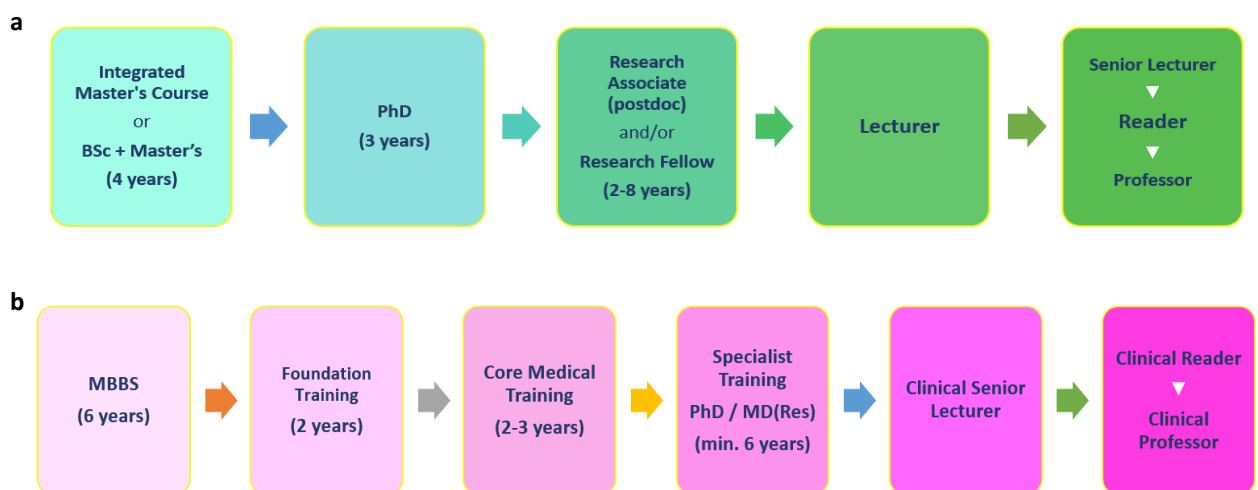


Figure 5 | Career pipeline for academic staff in Doll

Scheme outlining the standard non-clinical (a) and clinical (b) academic career path. Though the progression steps are different, a mentor/academic advisor is assigned at each career stage irrespective of the career path and the Doll EDI/SAT oversees the process and reviews it annually.

(iv) Support offered to those applying for research grant applications

Research strategy support was reviewed as part of the engagement and fact-finding work carried out prior to implementation of the FoM restructure. The structure of the research strategy team was reviewed to provide adequate support across the four new departments, with dedicated research managers facing departments to ensure that they understand the specific requirements of each department.

The Doll has a solid structure in place to ensure that those applying for research grants are fully supported and provided with everything that they need in order to produce the best outcomes. Each researcher is allocated a Section Manager so that they have a direct point of contact for any administrative query for both pre- and post-award processes. The Doll Section Managers are very proactive in supporting researchers in the financial details of grants making the costing of grants a very smooth process. The Doll also has a Research Manager who collates information on funding opportunities available and sends this out on a regular basis (**Figure 6**). The Research Manager also assists with letters of support, advice on internal panels to assess the application, sets up mock interviews and helps with the writing of lay summaries. The Doll is committed to increase the quality of grant application, especially for junior staff, and has implemented a wide range of activities including regular mock interviews and internal assessments of grant applications. Every grant application is internally assessed and feedback is provided in a constructive and supportive manner (**Figure 7**). Since the restructure the Doll has successfully been awarded 55 individual grants reflecting the success of the joint efforts and commitment of support to those applying for research grants at each level. Going forward data on research grant applications will be monitored and recorded by gender (Action 4g).

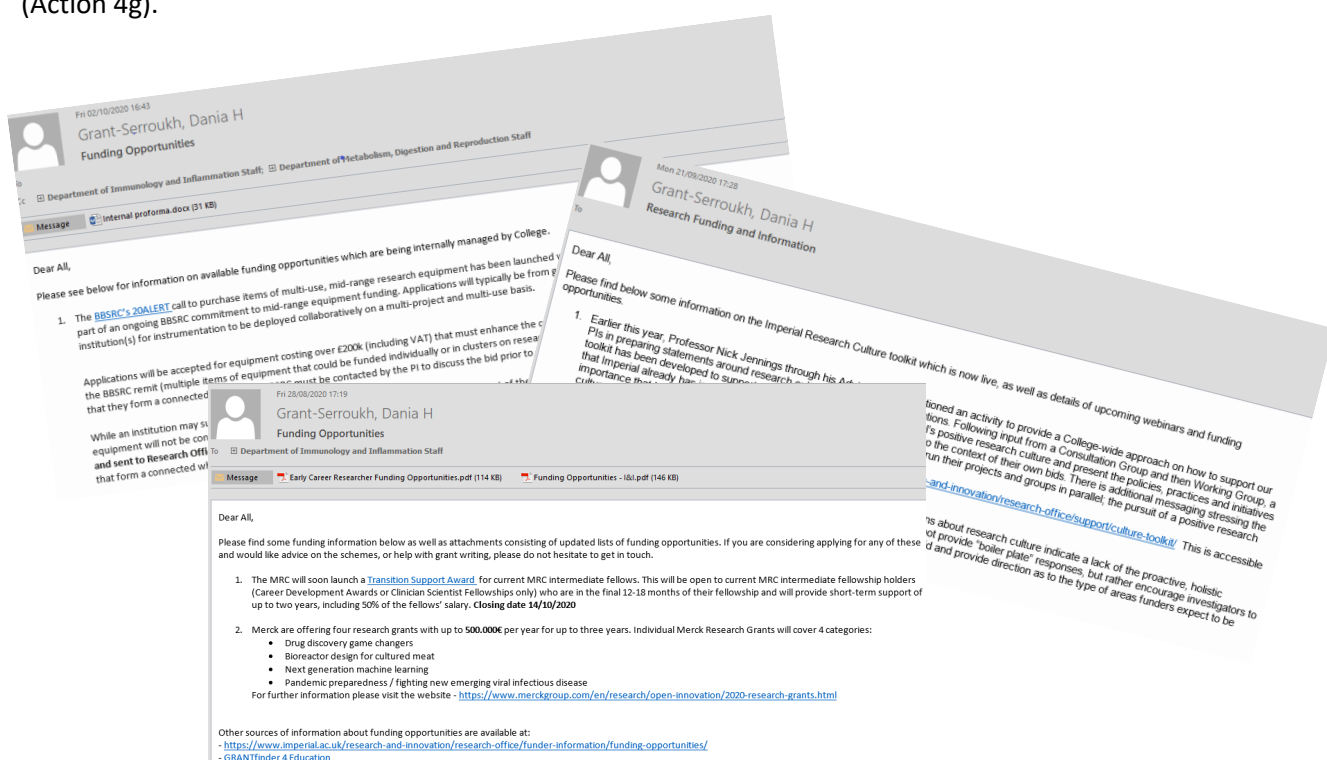


Figure 6 | Regular research grant information from the dedicated Doll Research Manager

Examples of regular emails sent by the Doll Research Manager to all academic staff highlighting funding opportunities and providing information regarding grant applications and additional support available to the applicants. If appropriate the Research Manager connects the potential applicant with previous successful applicants in the College for specific advice.



"Dr Dania Grant-Serroukh was incredibly helpful in setting up a mock interview for my BHF Basic Research Intermediate Fellowship interview. Four senior members of Faculty took part in the virtual interview. Afterwards, I was provided with both the recording as well as written feedback. Being able to watch the actual mock interview, combined with the feedback was invaluable in my preparations for the real interview. The interview with BHF went very well and last week I found out that my fellowship was funded."

Dr Salvatore Santamaria

Figure 7 | Fellowship application support

Quote from junior academic in Doll regarding the support received for his 2020 British Heart Foundation (BHF) Fellowship application. Dr Dania Grant-Serroukh is the dedicated Research Manager in Doll.

SILVER APPLICATIONS ONLY

4.4. Career development: professional and support staff

Comment on how the following processes have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

- (i) Training
- (ii) Appraisal/development review
- (iii) Support given to professional and support staff for career progression

(i) Training

The Doll actively facilitates training for PTO staff from the very beginning of their role within the department and at any point afterwards. As a new starter, staff are buddied up with another member of staff in a similar role to help train and support them and to provide guidance as necessary. They will also spend time with each colleague that they will be working closely with in their role.

Staff are encouraged as part of their PRDP to undertake any training that is of interest to them or that they feel will support their career progression. So far Doll had members of PTO staff completing training in:

- Recruitment and Selection
- Leadership and mentoring
- Mental Health First Aid
- Project Management

Training opportunities are promoted as adverts in the Doll newsletter and via email.

Doll will continue to encourage training for all staff specifically for EDI, unconscious bias and bullying & harassment courses by arranging tailored training sessions with the College Equality, Diversity and Inclusion Centre (Action 7d).

(ii) Appraisal/developmental review

The reorganisation process has not affected appraisal or development review processes. Like the academics all PTO staff have an annual PRDP with their line manager during which the portfolio of all activities is reviewed. This process ensures all staff have a productive discussion with their line managers about their career progression and form a plan regarding aims for the following year. Doll has recently reviewed the PRDP guidance document to ensure the process is clear and staff get the full benefit of the process. **The Doll had a 100% PRDP completion rate in 2020 for PTO staff.**

(iii) Support given to professional and support staff for career progression

Career progression and setting goals are discussed with line managers during the PRDP. Staff have weekly 1:1 meetings with their line manager and monthly team meetings as a group with the Department Manager. All meetings provide the team with an opportunity to discuss work-related matters but also career progression and other career opportunities. Information and potential opportunities discussed at these meetings are fed back by attendees and taken forward by the relevant senior member of staff. Staff members are regularly encouraged to attend training courses and participate in continued professional development. Whenever possible, staff are given permission to work flexibly to allow them to attend regular external educational courses.

The mentoring scheme is also available for PTO staff. The FoM worked closely with the College to aid the widening participation in the scheme from PTO staff which has led to a significant increase in PTO mentors. Doll will continue to engage with this process (Action 3a).

4.5. Flexible working and managing career breaks

- How has the restructure been communicated to those on a career break and what support will be available to them on return.

Comment on how the following processes have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the

restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

Prior to the FoM restructure staff members who were on parental leave (11 staff) and those staff members who provided cover were identified by central Faculty and clear communications as regards to the impact of the reorganisation on their post were drafted. This was particularly challenging for staff members who provided interim cover (while being permanently employed in another post within a different department). Staff members who were on parental leave were in 'low' or no impact categories, therefore, a formal consultation was not required. Staff members who provided interim cover, received information regarding both posts to ensure that it was clear which departmental structure they would reside post launch of the new structure, and upon a return of a colleague who they were covering for. A formal consultation was not required for those who provided interim cover. At the time of this analysis there were no Doll staff on parental leave.

College policies related to parental leave (before, during and after leave) were not impacted by the reorganisation. Comprehensive support for parents before, during and after parental leave is the norm in the Doll.

To ensure that there was no negative impact on the parental leave provision we have collected information on the uptake of parental and adoption leave during the last 2 years and on the return rate (**Table 4.3**).

Table 4.3 | Parental/adoption leave uptake and return in Doll 2018-2020

	Number of Females	Number of Males
Parental leave	6	3
Adoption leave	0	1
Return to work	6	4

Since 2018, 10 members of staff have taken parental and/or adoption leave, 100% have returned to work. The Doll has a flexible approach to parental leave and requests for flexible working upon return received a positive response. The Doll understands the need to create a strong link between parental leave and continuing to work across all job roles. The EDI/SAT committee monitors the process actively and these data will be used as bench-makers for the future.

(ii) **Cover and support for maternity and adoption leave: before, during and after leave**

In addition to conventional support the Doll will continue to automatically apply to the College Elsie Widdowson Fellowship Award for all academics returning from parental or adoption leave (previously one staff member has successfully received this award 3 times). The fellowship provides 50% funding from College to relieve the academic of any teaching or administration duties for 12 months after their return, allowing them to focus solely on their research. The paperwork will be coordinated by the Department

Operations Manager to ensure that staff have support packages tailored to their specific requirements.

(iii) Flexible working

There were no changes to existing College flexible working policies as a result of the reorganisation. All employees are entitled to request flexible working arrangements. This includes starting later in the day to allow parents to drop children into care or school, and scheduling meetings to the early afternoon so staff can leave early to pick up children. The flexible working arrangements are informal and do not reduce hours. The Doll is supportive of last-minute requests to work from home, and this is facilitated by access to a secure remote desktop as well as videoconferencing facilities for remote meeting attendance.

The COVID-19 pandemic has caused a seismic change to people's working practices. As the Doll had already implemented flexible working practises, the transition into the required working-from-home was smooth and all staff working from home had access to the required support. Currently there is great flexibility to allow staff to work on campus or at home as required and we have been very open to communicate that individuals can arrange their work hours suitably in order to accommodate for home schooling, caring plans and to avoid travelling during peak times.

4.6. Organisation and culture

(i) Culture

Comment on how the culture of the department has been affected by the restructure and how the Athena SWAN Charter principles will continue to be embedded into the culture and operation of the department.

The reorganisation was designed to deliver a positive effect on working culture. The Doll Athena SWAN Lead is a member of the Faculty Athena SWAN Committee (Chaired by the Vice Dean (Institutional Affairs), a committee that helps to share good practice across the Faculty. In addition, a Faculty representative attends the Doll Athena Swan/EDI Committee (see Table 3.2). The Vice Dean (Institutional Affairs) also chairs the Faculty Culture Initiatives Management Group that was also set up to embed wider cultural improvement and address wider EDI issues across the Faculty. This group is linked with the Faculty Athena SWAN Committee and ensures that cultural improvement remains at the top of the agenda at Faculty level.

The creation of Doll, a much smaller unit than the previous DoM, has facilitated communication amongst staff and helped to generate a more defined identity. The HoD is now e-mailing the department regularly, congratulating people on successes such as obtaining a PhD, being awarded a research grant, publishing a paper and other achievements. There is a section of the Newsletter devoted to highlighting staff and students.

There are regular departmental meetings (every fortnight) involving all academic staff, representatives of Learning and Teaching and PTO staff. These meetings are open and collaborative, with opportunities to raise issues. The Department Manager gives regular operational updates as required.

A Department away day is organised every year on a date that facilitates the attendance of the majority of all staff, including PTO staff, postdocs and PhD students.

(ii) **HR policies**

How have changes to policies and procedures been communicated to staff, how will the department ensure that staff are able to locate and understand these policy changes. How will the department ensure HR policies for equality, dignity at work, bullying, harassment, grievance and disciplinary processes are consistently applied and monitored during the restructure.

The reorganisation had no effect on HR policies, which are dictated by the College. Staff with managerial responsibilities have not changed as a result of the reorganisation, and thus are already aware of their role regarding disseminating and implementing HR policies. University training, including general EDI training and unconscious bias training, is provided to managers to support them in this. Staff can access HR policies through the university intranet. The university policy on bullying and harassment, and related processes, remain the same.

(iii) **If applicable, how was gender equality considered in any redundancies**

Comment on how the following have been affected by the restructuring of the department(s). Provide details on how gender equality has been considered in the restructuring and how the department has ensured and will continue to ensure that changes do not adversely impact on gender equality.

Not applicable. No redundancies were made as a result of the reorganisation.

(iv) **Representation of men and women on committees**

The management and governance structure of Doll is outlined in Figure 2 (section 2) and consists of the Executive Board group and 4 main committees. For the majority of the Committees, with the exception of a few cases related to specific job roles, the membership was established following an open call for expression of interest. This was communicated to all Doll staff. Doll strives for equal and representative membership across gender and staff grades/levels on all committees and governance structures. In total on our departmental management committees we have 57% F and 43% M – a good representation of the gender balance across the Doll as a whole.

(v) Workload model

Imperial is in the process of developing a University-wide workload model, which was due to be rolled out in the autumn (although now delayed in the light of COVID-19). The Chair of the Doll EDI/SAT was involved in the consultation process for the development. Doll will be working towards adopting a formal departmental workload model (Action 5e). The Doll aims to have a robust mechanism for collecting and circulating data on workload. It will cover all aspects of teaching and administration and will include activities outside of those itemized. Line managers will monitor total workload of individuals. To facilitate implementation of this, an online tool – the Academic Profiles – was rolled out across the Faculty. The profiles are inclusive of all roles, responsibilities and achievements in teaching, research, governance, culture and EDI, and other measures of esteem. Contributions to all these areas are proactively encouraged to be discussed in the annual PRDP process.

Newly appointed lecturers and fellows have a minimal teaching and administration workload, which slowly increases as they progress (first in teaching and then in administration). Staff returning from maternity leave have a substantially reduced and individually tailored administrative and teaching workload.

During the first Doll ‘away day’ issues were raised around administrative support, as this can have a significant impact on academic workload. In response, a review of administrative support was undertaken in 2019-2020 and the administrative support reorganised to introduce clarity to the lines of communication. This change was driven by the PTO staff and was viewed by everyone as a way to improve workload. The effectiveness of the new arrangements will be evaluated after they have had time to settle in (Action 1f).

(vi) Timing of departmental meetings and social gatherings

There has been no change in the timing of departmental meetings and social gatherings as a result of the reorganisation. Flexible working arrangements are allowed. All department meetings are held between the hours of 9am-4pm with many arranged via Doodlepoll to allow for maximum attendance. Seminars are often held at lunchtimes.

In light of the COVID-19 pandemic, the department has continued to encourage and facilitate regular meetings over Teams, but with a maximum of 50 minutes per meeting to ensure individuals can get a break in between meetings.

(vii) Visibility of role models

In Doll we are acutely aware of respecting, celebrating and visualising our diversity – including different staff groups and seniority levels, gender, ethnicity, disability, age and LGBT representation. Below are a few examples of Doll initiatives and role models.

Celebrating a variety of careers

Doll aims to highlight all different roles and staff groups that make up the department and its work culture. To celebrate the diverse work done in the department, a 'staff profile series' have been initiated (**Figure 7**). So far this initiative has profiled PTO staff

(from laboratory manager to section manager/department manager) and academic staff (from postdocs to professors) and includes interviews with portraits. Female staff have featured prominently.

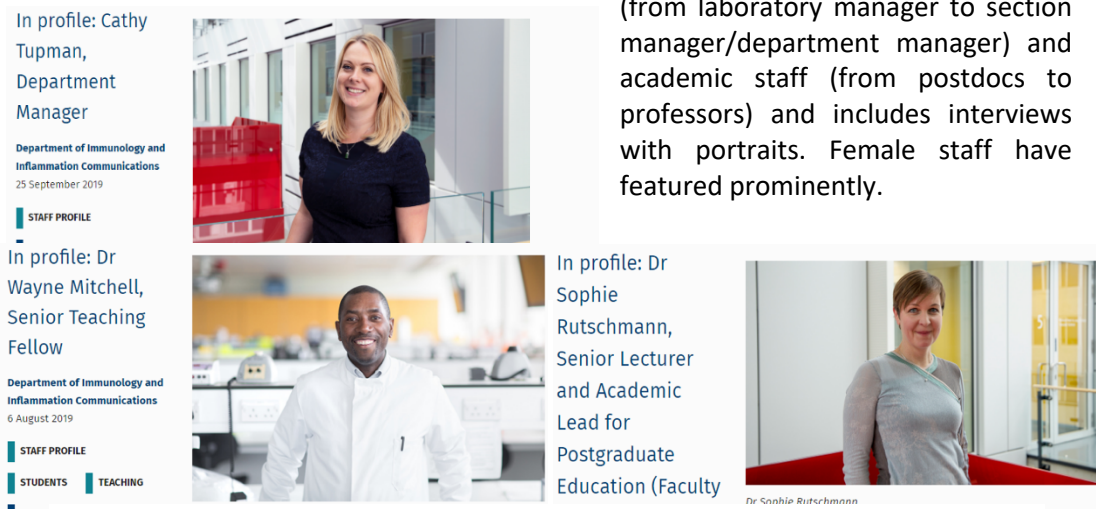


Figure 7 | The Doll 'staff profile series'

Exemplar images from the Doll 'staff profile series' featured in the Doll newsletter and on the Doll website.

Woman in leadership roles

Women feature strongly in Doll. The department as a whole is 59% female and the departmental management committees are 57% female. Females also feature prominently in leadership roles with our HoD being a female clinical academic, and 3 of our 5 management committees being led by women. The Doll HoD is a very visible and successful role model for all female academics. The HoD's office space is located centrally in the department, she has an 'open door policy', is very approachable and always makes time for all issues big or small. In addition, she never shies away from getting involved in the work as required. As an example, during the height of the COVID-19 pandemic our HoD was 'frontline' in the laboratory with the postdoctoral volunteers and clinical colleagues, overseeing all sample logging and processing.

Race Equality and Black Life's Matter

Our inspirational role model on championing Race Equality issues is the Doll EDI/SAT member Dr Wayne Mitchell. He was in early 2020, with support from Doll, awarded the first grant from Imperial's EDI Seed Fund on an outreach project to take a group of Imperial students to a careers conference for Black British school students. Wayne Mitchell is a Senior Teaching Fellow in Doll and also co-chair of the 'Imperial As One Committee'. This is an advisory group made up of Black, Asian and Minority Ethnic (BAME) staff, which works to support and promote an inclusive workplace culture of respect, opportunity, unity, transparency, equality, and tackles and manages issues of racism, discrimination, fear, and prejudice. The group helps set priorities and advises the College. Its work has been recognised by the Rector's Award for Equality Excellence. The group runs many events including the 'Belonging' series, which is a series of candid

interviews with BAME students, academics and professionals sharing their experiences and insights in finding their sense of belonging. These are run weekly as a livestream event (<https://www.imperial.ac.uk/events/123173/belonging-exploring-the-bame-experience-2-20/>). In addition to ensure that Race Equality issues remain at the top of the departments agenda (Action 7e), the Doll EDI/SAT has obtained funding from the Doll to sponsor the 'BlackInImmunoWeek' event (November 2020). The event has been widely advertised via the Doll newsletters.

Recent events from the Windrush Scandal to the disproportionate deaths of BAME individuals during the COVID-19 pandemic and the murder of George Floyd in the USA have brought into focus the stark and oppressive reality for Black people in the UK and abroad in all sectors. Academia is no exception and the number of black female academics is significantly less than their counterparts from other ethnic groups. Figures indicate that less than 0.7% of black academics are Professors; at Imperial there are currently no Black female professors. In September 2020 Imperial College hosted the Black and Minority Early Career Researcher conference where Professor Lyiola Solanke, the founder of the Black Female Professor Forum, provided the keynote address. This highlighted the importance for increased efforts to enhance the representation within academia.

(viii) Outreach activities

There has been no change in the outreach activities as a result of the reorganisation. The Doll supports summer school laboratory experiences and staff are encouraged to perform outreach at local schools and in the community. The Doll had planned to contribute to the annual Imperial Festival but this was cancelled in view of the COVID-19 pandemic. Outreach activities are included as a specific item in the promotions documentation.

WORD COUNT: 4904

5. FURTHER INFORMATION

Recommended word count: 500 words

Please comment here on any other elements that are relevant to the application.

The Doll was launched on the 1st of August 2019. Six month later the COVID-19 pandemic began and the department had to face this unprecedented event. Doll staff work at the interface of basic science and clinical medicine. Many academics in the department are clinically qualified and witnessed at first hand the devastating impact of COVID-19 on their patients. COVID-19 is a disease made worse by abnormal inflammatory responses, a major research focus of the department. Thus, it was natural for the Doll to contribute to the national research effort and part of the department was kept open during the 'lockdown' period for COVID-19 research. A huge team effort by Doll members (from laboratory managers to postdocs and academics) ensured that samples of COVID-19 patients could be collected and processed for research. In addition, Doll clinical staff were involved in clinical trials. Members of Doll have also been actively engaged with policy and public engagement, working directly with policymakers and speaking in public-facing forums to offer insights into COVID-19 research. All these efforts led to several grant awards (thanks to the huge support from PTO staff) and numerous publications. To

crystallise and celebrate the contribution of *everyone* during the pandemic crisis, the department created a special 'COVID-19 section' on the Doll website (<https://www.imperial.ac.uk/immunology-inflammation/research/covid-19-research/>).

The COVID-19 pandemic also drastically changed working practises with staff not at the frontline being asked to work from home. In line with the College guidelines, the HoD worked closely with the EDI/SAT committee to address some of the key concerns triggered by all these changes. The department for example provided:

- weekly meetings with the HoD to update staff and keep engagement
- online discussion forum for Postdocs
- weekly bulletins
- yammer group (discussion forum for all staff)
- continual advice on initiatives and wider support for mental well-being offered by the College during the pandemic (<https://www.imperial.ac.uk/health-and-wellbeing/live-well-work-well-during-covid19/>)
- provision of laptops and other necessities for working-from-home
- full acceptance that staff with caring responsibility only work as they see fit
- tools enabling flexible working practises (e.g. videoconferencing apps etc)

The Doll is working to support all staff returning to their normal roles. Everyone has a 'safety induction' by lab managers upon return to site and many new safety practices have been put in place.

The EDI/SAT committee is aware of the reports that the impact of the COVID-19 pandemic may fall particularly hard on women and/or carers. This included reports that women cannot work as effectively from home as they take on more than an equal share of childcare. Women may thus have been less productive (e.g. paper submissions and grant applications) than men during this time. The Doll EDI/SAT plans to survey the impact of COVID-19 on staff and student members with a view to look at possible gender disparities (Action 1g). Further, the Doll intends to take into account the impact of COVID-19 during promotion process and the EDI/SAT will ensure that the longer-term impacts of the COVID-19 disruption on research momentum are considered (Action 1h).

WORD COUNT: 496

6. ACTION PLAN

Please provide an updated action plan for the restructured department.

The action plan should present prioritised actions to address the issues identified by the previous self-assessment process(es) and any issues identified during restructuring.

Please present the action plan in the form of a table. For each action define an appropriate success/outcome measure, identify the person/position(s) responsible for the action, and timescales for completion.

The plan should cover current initiatives and your aspirations for the next three years. Actions, and their measures of success, should be Specific, Measurable, Achievable, Relevant and Time-bound (SMART).

See the awards handbook for an example template for an action plan.



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No	Objective/ Rationale	Actions to Take	Timeframe	Owner	Success Measure
1. STAFF CONSULTATION AND ATHENA EMBEDDING					
1a	Ensure representative gender balance on the EDI/SAT. Currently 69% female and 31% male	Proactively invite more men to become members of the EDI/SAT	<i>Spring 2021</i>	Chairs of the EDI/SAT	Gender balance on the EDI/SAT representative of the DOI. To attain a 60/40 ratio of women to men
1b	Ensure regular EDI/SAT membership rotation with representation of all staff groups, grades and students to ensure that everyone has an EDI 'voice'	Yearly open call for members and active steer if staff groups are underrepresented	<i>Annually</i>	Chairs of the EDI/SAT & Committee Secretary	Rotation of staff groups. Examples of new ideas brought to the EDI/SAT by new members
1c	Transparency in all EDI activities	Publish EDI minutes on DOI website	<i>Spring 2021</i>	Committee Secretary & Digital Communications Manager	Increased awareness of EDI activities (monitored via staff survey). New staff members engaged in EDI from the start
1d	Continued EDI representation on senior management board and promotion board	Yearly audit of all Committees	<i>Annually</i>	HoD & Department Manager	Minutes from Department committees showing that EDI matters are a key part of the senior management agenda
1e	Investigate impact of reorganisation	Departmental staff 'culture survey'. Results to be communicated in Newsletter	<i>Summer 2021</i>	DOI EDI/SAT & DOI Digital Communications Manager	Results of the survey acknowledging improved transparency and engagement within the Department

1f	Investigate effectiveness of reorganisation of administrative support	PTO staff survey	<i>Autumn 2021</i>	HoD & Department Manager	Results of the survey showing improved workload and clarity in work area among PTO staff
1g	Investigate impact of the COVID-19 pandemic on research activity, health and wellbeing	Departmental staff survey (as in Action 1e) Results to be communicated in Newsletter	<i>Summer 2021</i>	EDI/SAT & Digital Communications Manager	Evidence of whether the COVID-19 impact has gender disparities and actions to mitigate the impact
1h	Ensure the impact of COVID-19 is taken into account at promotion considerations - including possible longer-term impacts on research momentum	EDI representation on promotion board and push for long-term consideration of impact, especially on junior academics	<i>2021 promotion round and beyond</i>	Chairs of the EDI/SAT & HoD	No loss of momentum in promotions or probations
1i	Ensure delivery of DOLL Action Plan and incorporate innovative additional activities as they become clear	Appoint champions within the EDI/Sat to oversee the following areas: Staff experience, Induction/Mentoring, Parental and carer issues, Student experience, Promotion and recognition	<i>January 2021</i>	Chairs of the EDI/SAT & individual area champions	Action plan delivery running as scheduled and DOLL able to apply for Silver in 2023
2. STUDENTS					
2a	Increase awareness of departmental support for PhD students	Create an 'induction pack' for all PhD students with specific advice on support and resources	<i>Spring 2021</i>	Operations Assistant	Induction package given to all new PhD students

2b	Further career support for PhD students. Currently no DoII PhD students are part of the mentoring scheme	Offer all PhD students an academic mentor via the mentoring scheme. Appoint departmental administrator for mentoring scheme	Spring 2021	Department Manager	Increased uptake of mentoring for PhD students with the aim to reach at least 30%
2c	Increase student engagement with the EDI/AS agenda and activities	Run a campaign for students and include information in newsletters. Provide information about EDI in student 'induction pack'	Spring 2021 Spring 2021	Chairs of the EDI/SAT Operations Assistant	Greater involvement and EDI representation from students. Aim to have 2 students on EDI/SAT committee
3. PTO CAREER DEVELOPMENT					
3a	Increase the uptake of the College's mentoring scheme. Currently the uptake for PTO staff is low with 3 mentors signed up	Actively promote the mentoring scheme to all new members and include information in induction pack	Spring 2021	Department Manager	Increase in mentoring with an aim to reach at least 30%
3b	Ensure opportunities for training and career development across the College	Include opportunities in department newsletter. Ensure this is a key focus during PRDP's	Summer 2021	Digital Communications Manager & Division Manager	Increase in training opportunities with all PTO staff attending training annually. Job satisfaction (staff survey). Improved quality of the PRDP reflected in the survey
3c	Highlight PTO career paths as a way of signposting career options	Visibility of PTO staff via effective communication. Newsletter and more	Summer 2021	Department and Division Managers	Job satisfaction via staff survey

4. ACADEMIC CAREER DEVELOPMENT AND PROMOTION					
4a	Underrepresentation of females at Reader (31%) and Professor (29%) levels	<p>Promotions to be discussed at annual PRDP meeting</p> <p><i>Annually</i></p> <p>All staff to be considered for promotion annually at the departmental promotion panel (with EDI/SAT representative present)</p> <p><i>Annually</i></p> <p>Encourage women to train and prepare for such roles</p> <p><i>Annually</i></p>	<p><i>Annually</i></p> <p><i>Annually</i></p> <p><i>Annually</i></p>	<p>HoD</p> <p>HoD</p> <p>HoD & Chairs of the EDI/SAT</p>	<p>All females to be considered for promotion as appropriate and rewarded equally in the process. A demonstrated increase in female Readers and Professors</p>
4b	Increase support for academic leadership training	<p>Nominate academic staff for the 'Imperial Leadership and Management Development Programme'</p> <p>Encourage all female academics to attend the Academic Women's Programme</p>	<p><i>Annually</i></p> <p><i>Annually</i></p>	<p>HoD</p> <p>Chairs of the EDI/SAT</p>	<p>Annual nomination and support by the HoD for leadership training.</p> <p>Confident and flexible leadership in Doll</p>
4c	Increased support and awareness for new starters	New Doll 'induction packages' have been introduced for Lecturers/Senior Lecturers. A specific package to be made for postdocs	<i>Spring 2021</i>	Operations Assistant & Department Manager	Introduction package for all new staff. Positive response from new starters in staff survey
4d	Further career support for all academics	Offer <i>all</i> academics an academic mentor via the mentoring scheme. Specifically need to widen the use of the mentoring scheme among postdocs.	<i>Summer 2021</i>	Head of Centre & Postdocs champion	<p>Increase the pool of senior mentors to 20%</p> <p>Increase the mentoring pairs including postdocs up to 30%</p>

		Departmental administrator for mentoring scheme has been appointed		Department Manager	
4e	Skills development	All postdocs offered 10 days skill development a year. Ensure uptake by increased awareness (induction package) and advertising of courses/training offered (Newsletter, Postdoc events)	Summer 2021	Postdocs champion	Increased uptake of their 'skills development' allocation among postdocs with the aim to reach 30% Regular meetings (at least 3 times a year) of all postdocs with the HoD
4f	Support for research grants	Organise/facilitate internal peer review and mock interview for all academics applying for research grants	January 2021	Chair of the Research committee & Research Manager	Academics offered internal peer review of research grants and interview practise with the aim to achieve 100%
4g	Monitor research grants by gender	Record and monitor research grant applications by gender	Continuously 2020-2023	Chair of the Research committee & Research Manager	Understanding of possible gender related obstacles in the grant application process and instigation of appropriate support
4h	Continued support for return to work after parental or family leave, especially for female academics	Allowing flexibility and case by case support for everyone	Continuously 2020-2023	Section Managers	Ease of return to work following leave (staff survey > 90% satisfaction) - support for application to schemes like the Elsie Widdowson Fellowship Award
5. APPRAISAL					

5a	Ensure continued 100% uptake of PRDP	Continued focus on the value of the annual PRDP	<i>Annually</i>	All line managers	Departments continuing to show 100% completion rate of PRDP
5b	College PRDP for clinical DOLL staff	All college employed clinical academics should complete the college PRDP process	<i>Summer 2021</i>	HoD & Head of Centres	100% uptake of PRDP for clinical academics
5c	Analysis of quality of the PRDP process	Carry out a PRDP form quality sampling exercise by random audit of completed PRDPs.	<i>Autumn 2021</i>	Department Manager	2021 staff survey improved response to >50% very satisfied with appraisal response
		Culture survey to include queries regarding 'usefulness' of PRDP process	<i>Summer 2021</i>	DOLL EDI/SAT	
5d	Increase understanding of the promotion system	Offer workshops for staff to learn about the promotion procedure. Promotions to be discussed with academic mentor <i>and</i> at annual PRDP	<i>Summer 2021</i>	All line managers	2021 staff survey increased awareness of how and when to apply for promotion to >75% very satisfied with the process
5e	Workload model not in place	Develop a formal departmental workload model. Encourage use of the Faculty 'academic profile' tool to ensure a more holistic view of staff's total workload Line managers to monitor <i>total</i> workload of individuals	<i>Spring 2022</i> <i>Spring 2021</i> <i>Annually</i>	HoD & Chairs of the EDI/SAT HoD & Department Manager Line managers	Increased uptake of the 'academic profiles' tool with the aim to reach 30% 2021 staff survey - increased recognition of contributions to all areas of work (academic, teaching,

					outreach, committee work etc) at annual PRDP
6. RECRUITMENT					
6a	Ensure fair gender and diverse representation on recruitment panels	Have a minimum of one female and one male panel member in all recruitment panels with three or more members	<i>Annually</i>	HoD & Department Manager	100% Gender balanced recruitment panels
6b	Recruitment panels to have undergone EDI training	Increase the number of people involved in recruitment processes and line management that have undertaken unconscious bias training	<i>Summer 2021</i>	All Line Managers	100% of those involved in recruitment trained
7. HEALTH, WELLBEING AND CULTURE					
7a	Continue to support request for flexible working	Disseminate information about department policy, which has a great acceptance of flexible working. Ensure the positive use of videoconferences for seminars and meetings will continue to enable people to join even when circumstances require them to be offsite	<i>Continuously 2020-2023</i>	Department Manager & Operations Assistant	Continued support for flexible working practises. Job satisfaction (staff survey)
7b	Improve visibility of role models	Continue and embed the 'profile page' on the Doll website and in newsletters to highlight and celebrate the variety of careers, genders, races.	<i>Annually</i>	Digital Communications Manager	Visibility of a diverse set of role models (staff survey increase to >50% satisfaction)

		Increase emphasis on early and mid-career successes and female role models in Doll newsletter	<i>Summer 2021</i>	Digital Communications Manager	
7c	Effective and appropriate communications across Doll	Annual audit of Doll website for use of diverse images and appropriate language. Maximise potential of using all available platforms for effective communication	<i>Annually</i> <i>Annually</i>	Operations Assistant & Digital Communications Manager	Visibility of a diverse and inclusive proportion of staff (staff survey increase to >75% satisfaction)
7d	Further uptake in EDI training programme	Compulsory for <i>all</i> staff (new and old) to undertake general EDI training All academic staff to undertake 'unconscious bias', 'harassment and bullying' and 'active bystander' training – one course a year	<i>Summer 2021</i> <i>Spring 2022</i>	HoD, Department Manager & Chairs of the EDI/SAT	Greater awareness of EDI issues. 100% completion of general EDI training. Increased uptake in unconscious bias, harassment and bullying and active bystander training to 50% by 2022
7e	Investigate and address issues of racial inequality within the department	Analyse appropriate data from biannual Doll 'culture survey'	<i>Summer 2021</i>	Chairs of the EDI/SAT & HoD	No evidence of racial discrimination in Doll (staff survey)