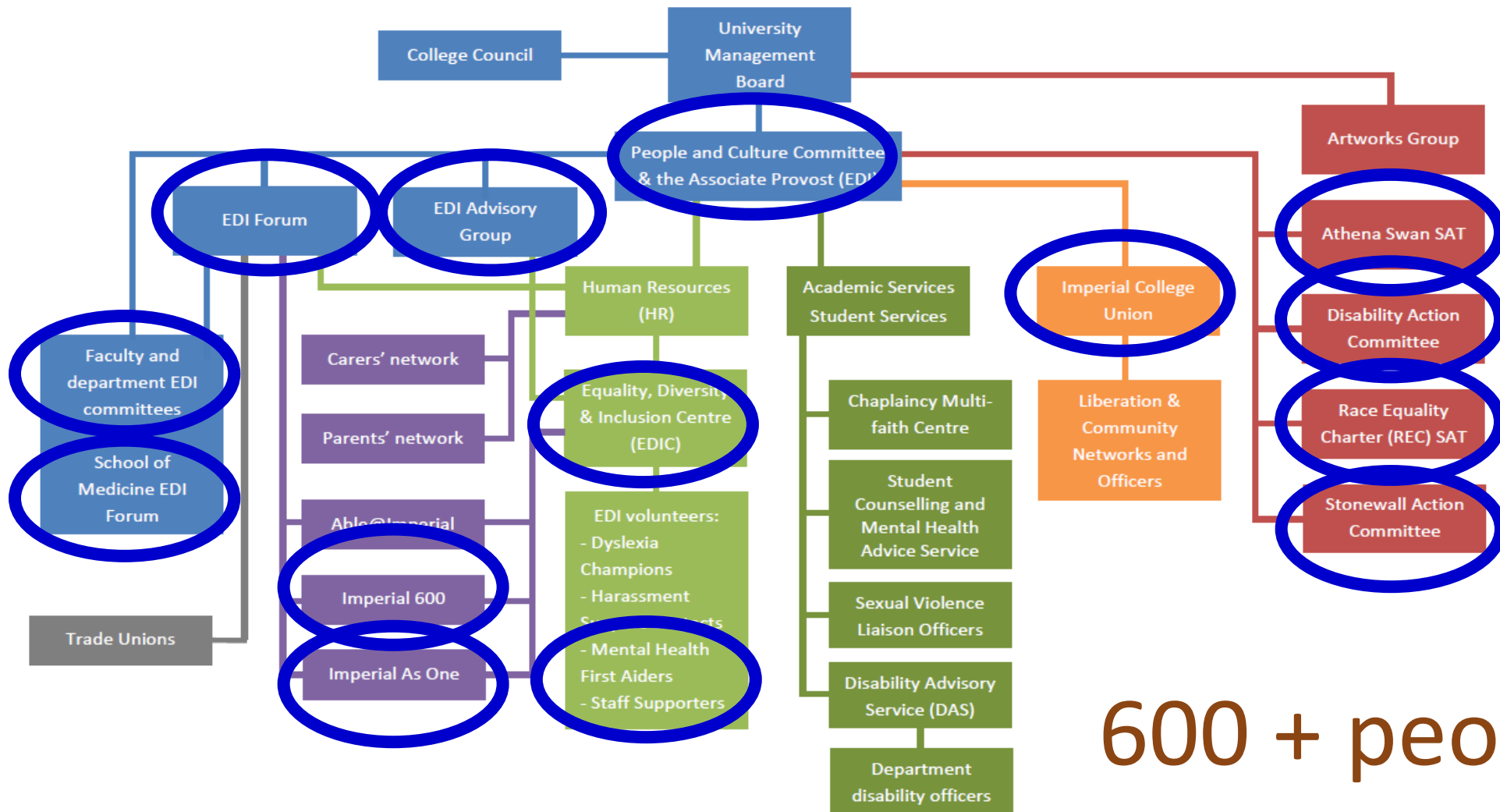


# IMPERIAL

## Imperial Cohesion

### **Enhancing a sense of community**



**Colour coding:**

Blue – committees and management

Purple – staff networks

Light green – staff related

Dark green – student related

Orange – student union

Red – specific projects and groups

600 + people  
disconnected

Imperial EDI landscape chart. Last updated July 2023. Produced by the Equality, Diversity, and Inclusion Centre (EDIC)

# IMPERIAL

Inaugural meeting for the community

Introductions

- Meet EDI Centre delivering EDI across Imperial
- EDI strategy plans - Wayne Mitchell and Lesley Cohen
- Going for Gold – Gina Brown and Chris Peters

# Meet the Equality, Diversity and Inclusion Centre

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[equality@imperial.ac.uk](mailto:equality@imperial.ac.uk)

[www.imperial.ac.uk/equality](http://www.imperial.ac.uk/equality)



**Kani Kamara**  
Head of  
EDI Centre

# EDI Centre team



**Kani  
Kamara**  
Head of EDI  
Centre



**Rob Bell**  
Athena  
SWAN  
Coordinator



**Sheena  
Cardoso**  
EDI Centre  
Coordinator



**Alex Dawes**  
Race  
Equality  
Charter  
Coordinator



**Gabriella  
Kerr-  
Gordon**  
EDI Advisor



**Kalpna  
Mistry**  
Staff  
Network  
Coordinator



**Jackie  
Murphy**  
EA to  
Associate  
Provosts (EDI)



**Cynthia So**  
EDI Centre  
Coordinator



**Jack  
Williams**  
EDI Advisor

# EDI Leadership



**Kani Kamara**  
Head of EDI Centre



**Susan Littleson**  
Deputy Director  
(Organisational  
Development and Inclusion)



**Wayne Mitchell**  
Associate Provost (EDI)



**Lesley Cohen**  
Associate Provost (EDI)

# IMPERIAL

Imperial Cohesion

**Enhancing a sense of community**

A forward look on our strategy

# IMPERIAL



Imperial Values lie at the heart of the EDI Strategy

# Developing our new Strategy in the context of other plans at Imperial

**Imperial Strategy  
Science for Humanity**

**Enabling Strategy**

**Imperial Experience**

**Mental Health and  
Wellbeing Strategy**

**Concordat to Support  
Career Development of Researchers**

# Vision

To identify and initiate actions to address **gaps** in our procedures and processes that **limit our ability** to deliver the core educational and research mission of the university. We aspire to **foster** an even greater sense of **trust** and **collegiality** within our community, whilst celebrating the **diversity** of our thought and our **individuality**.

# Objectives

1. Strengthen and amplify the people-facing strategies, systems and values set out by Imperial College London.
2. Quantify the gaps in current practices that limit the diversity of our academic, teaching and PTO staff and student communities, and equity of the education and research experience.
3. Consult widely, monitor, measure and then action the steps that will serve as a catalyst for further positive change. Achieving our 2026 benchmark targets.
4. Reinforce frameworks for behaviour that establish conditions such that all members of our community can excel in all areas of our endeavours.

# Pillars of activity

## Imperial Engagement and Training

Tools to deliver shared goals

## Imperial Inclusive Recruitment

Identifying excellence

## Imperial Talent

Attracting and nurturing the next generation  
**diverse** leaders

## Support, Empower and Celebrate

Integration and recognition

## Imperial Student Community and Culture

Improving equity and understanding

## Imperial Research and Teaching Culture

Enhancing collaboration, innovation, respect and integrity

## Imperial Community Cohesion

Creating a sense of belonging

## Visibility Beyond Imperial

Communication

# IMPERIAL



## Going for Gold

### Department of Surgery and Cancer

Christopher Peters and Gina Brown

1 May 2024

# Today's talk

- Background to Culture and Engagement
- Our Timeline from Silver to Gold
- The structure of our Gold Application
- What went well
- What mistakes we made
- Our advice for other Departments
- EDI in Imperial – Strengths and Threats



# Culture and Engagement

- 2019 FoM reorganised creating a new Surgery and Cancer
- Led to the creation of the Culture and Engagement committee
- **Remit- To encourage transparency and fairness in all aspects of departmental life**

Organise the departmental events including webinars, London Surgical Symposium and the Departmental Research afternoon

Improve the balance of the department in terms of gender, ethnicity and sexual orientation

Consider how we can support those with extra pressures including caring responsibilities, disabilities and those remote working

Consider what initiatives or infrastructure would support our staff to develop and make the department a better place to work

Improve communication in the Department

# Timeline of our Athena SWAN Journey



Prof Lesley Reagan and Julia Anderson

2015



2017



2018



2019



2022



2023



2024



Julia Anderson

Former Departmental Manager

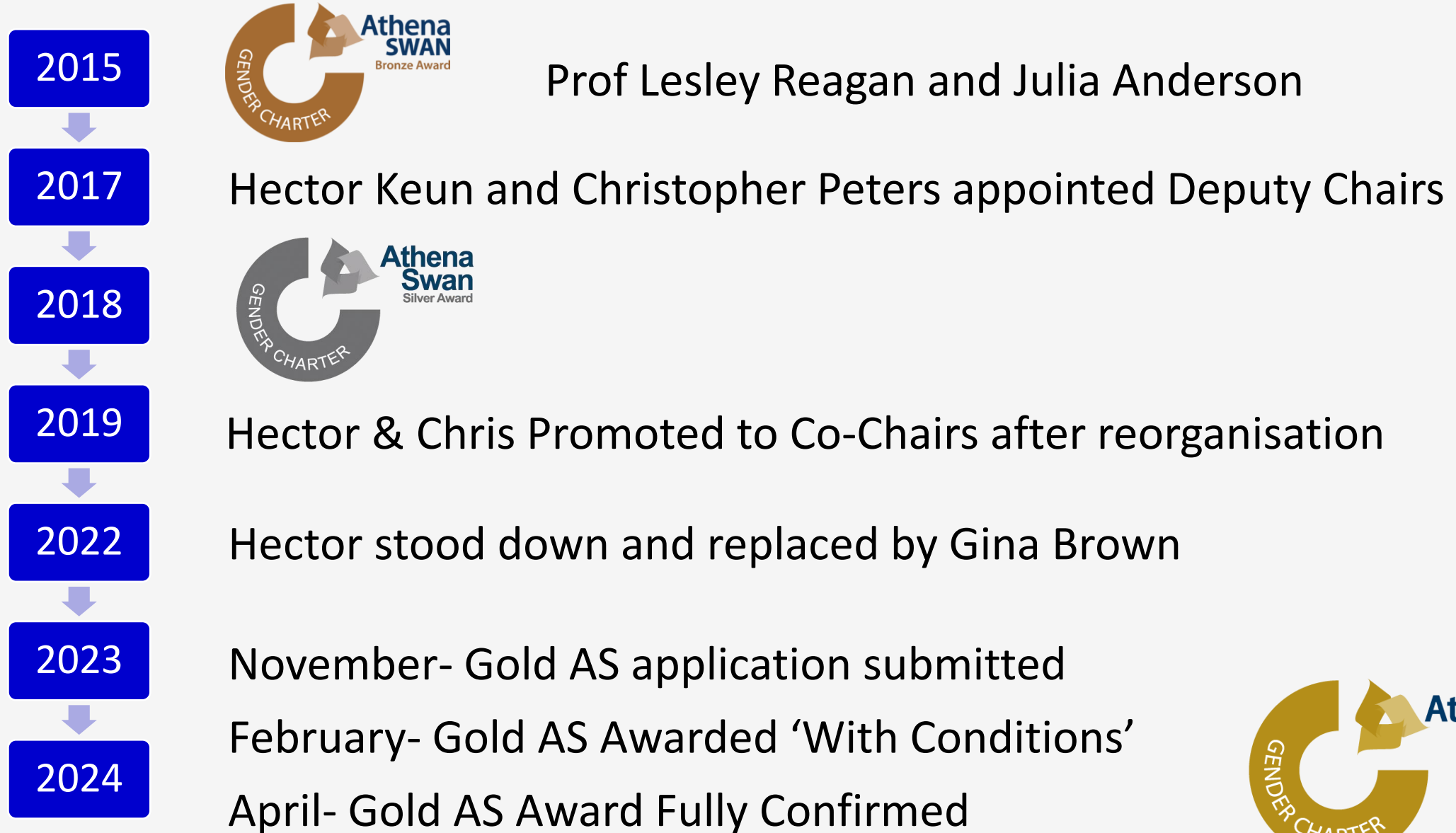


Prof Lesley Reagan

Now People & Culture lead in MDR

Led the historical changes in our Department and laid the foundations for what we achieved

# Timeline of our Athena SWAN Journey



## Our Gold Application-

- HoD Letter
- Description of Department
- Evaluation of Dept's Progress and Success
- Evaluation of Dept's Sector Leading Activity
- Assessment of Gender Equality Context
- Future Action Plan
- Appendix
  - Culture Survey Data
  - Data Tables

A - Structures and processes underpin and recognise gender equality work

B - Evidence-based recognition of the key issues facing the applicant

**162 Pages Long**

**72 Pages of Data**

**36 500 Words**

gender inequality

F – Evidence of sector leading gender equality practices and supporting others to improve

## Our Gold Application-

### A- Structures & processes underpin and recognise gender equality work

- Culture & Engagement and EDI embedded in our Department Structures
- Virtual Suggestion box and HoD Webinars
- Strong integration into FoM and College Level structures

**FoM People and Culture Committee**

**College Athena SWAN Self Assessment Team**

**College Equality and Diversity Committee**

**EDI Forum**

**Score 4/4**

## Our Gold Application-

### B- Evidence-based recognition of the key issues facing the applicant

- Careful and honest assessment of our cultural survey

Q54: I feel that the promotion process (Academic, Learning and Teaching, Research Job Level Review) treats all staff equally (regardless of their ethnicity, gender identity, sexuality, religion, nationality, disability, or economic background). - (responses to the question dependent on responses to Q3).								
	Female	% Female	Male	% Male	Prefer Not to say	% Prefer not to say	Total	% Total
Strongly agree	7	15%	16	33%	2	25%	25	25%
Agree	18	39%	15	31%	1	13%	34	33%
Neither	15	33%	7	15%	4	50%	26	25%
Disagree	4	9%	9	19%	0	0%	13	13%
Strongly disagree	2	4%	1	2%	1	13%	4	4%
Total Staff	46		48		8		102	

## Our Gold Application-

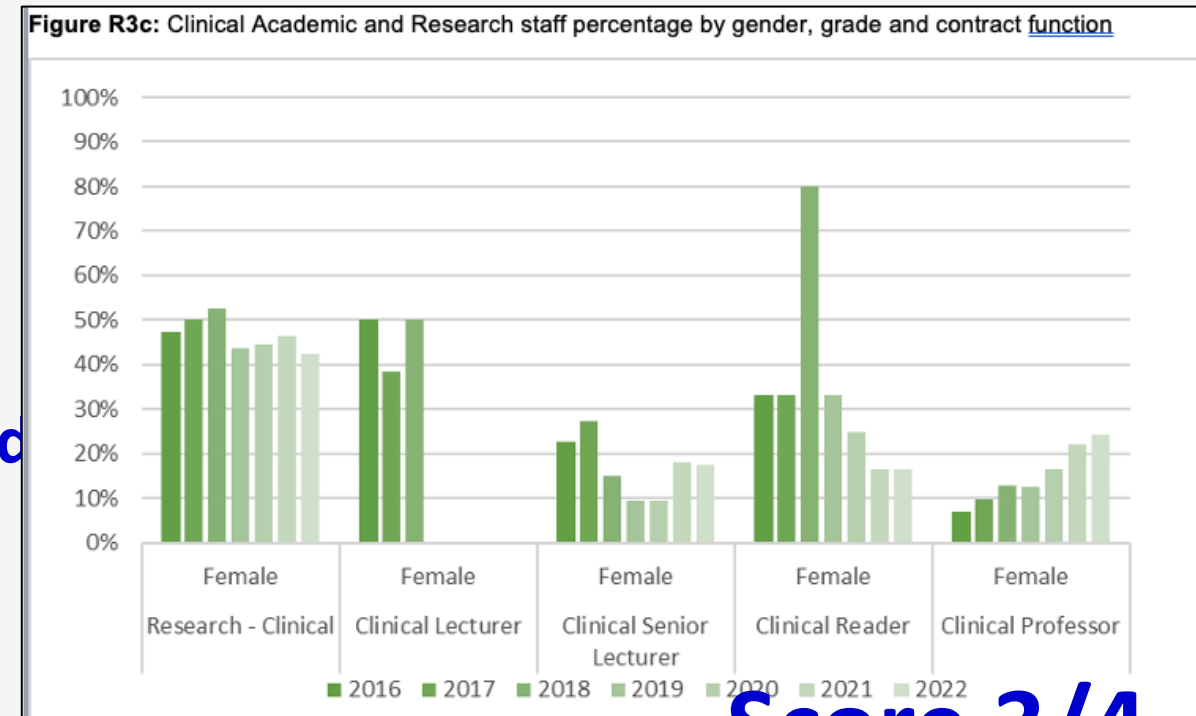
### B- Evidence-based recognition of the key issues facing the applicant

- Careful and honest assessment of our cultural survey

- Detailed analysis of our Gender data

- Identifying patterns
- Explaining problems
- Comparing ourselves to the sector

- **Concentrated on building a narrative and telling our story**



**Score 3/4**

## Our Gold Application- C- Action plan to address identified key issues

- Developed a SMART Action Plan
- Clear objectives and specific success measures
- Aligned with the self-assessment process
- Actions distributed across various stakeholders, enhancing the chances of successful implementation

Key Priority 1: Improved numbers of female academic staff

Key Priority 2: Improve staff support, development, and mentorship

Key Priority 3: Improve staff work life balance and wellbeing

**Score 4/4**

## Our Gold Application-

### D - Demonstration of progress against previously identified priorities

- We did very well in implementing our Silver Action plan
  - 78% RAG rating **Green**
  - 13% RAG rating **Yellow**
  - 9% RAG rating **Red**
- Clearly documented why we didn't achieve all our goals
- Explained the reason for each RAG rating when useful



**Score 4/4**

## Our Gold Application-

### E- Evidence of success addressing gender inequality

- We have not solved the problem of gender equality !!!!!
  - But we had some key successes
- 
- Gender Balance in Departmental Committees
  - Increase of non-clinical and clinical female research staff and an increase in successful funding awards and prizes.
  - An increase in the number of female Learning & Teaching staff
  - An increase of female PTO Job Family staff at senior staff levels

**Score 3/4**

# Our Gold Application-

## F – Evidence of sector leading gender equality practices



- Schools Outreach / Widening Participation

Virtual Work Experience

Surgical Taster day

Summer Experience

# Our Gold Application-

## F – Evidence of sector leading gender equality practices



- Schools Outreach / Widening Participation
- Mentorship and Support

Clinical Academic Focus Group

Barriers to Surgical Training

Women in Academic Medicine

Academic Women Association

Julia Anderson Training Programme

National Mentorship of Black Women

# Our Gold Application-

## F – Evidence of sector leading gender equality practices



- Schools Outreach / Widening Participation
- Mentorship and Support
- Supporting others to Improve

Helping other Departments

Buddy Up Scheme

Healthcare Professional  
Academic Group

iWIN

Links to Royal College of Surgeons

# Our Gold Application- F – Evidence of sector leading gender equality practices

- Condition of Gold

*The Department is invited to provide evidence of their activities, their gender equality practices and the impact of their activities on their departments/ institutions/sector*

3) **Published**  
Our Culture  
paper 'We

**Activity Taken up**

1) **Department of Health**  
After completing our  
academia to take up  
share our findings. **A**  
**Hospital, Leeds and**  
discuss our gender  
I think in Leeds we have  
students with female "more junior" academic staff and then tried to bring in an academic female surgeon and fed in leadership at consultant level - sadly I was not Separate However, Leeds have subsequently managed how they fantastic academic record and so we now have think having the right senior leadership is essential to breed culture and creating the environment where female academic

4) **Clinical Academic**  
Affairs), Faculty of

ed Ahmed has been involved in all of our job families. He took this experience when he was of Surgeons

gland I was not role in the process. This reach of this / culture can

Dean (Institutional

23  
ssing

<48 hours after submitting  
our evidence



**Athena  
SWAN**  
Gold Award

# What went well

- We tracked out Action Plan carefully
- We created subgroups of the committee to create a sense of ownership
- We treated EDI like an academic subject
- We built things as we needed them
- We harnessed a fantastic team
- **We spoke about what we have done, sharing and spreading best practice**

Department of Surgery and Cancer


About us Research Study News and events For staff

For staff

- Athena SWAN
- Working culture
- Development opportunities
- Support for staff
- Equality, diversity and disability support

Home / Faculty of Medicine / Departments / Department of Surgery and Cancer / For staff / Working culture / Academic Women Association

## Academic Women Association



Event Meeting

**Wednesday, 14 December 2022**

🕒 15.00 - 18.00 GMT

📍 12th Floor, Sir Michael Uren Hub  
White City Campus

**Audience:** Open to all  
**Cost:** Free  
**Tickets:** Registration in advance

**WOMEN IN ACADEMIC MEDICINE (WiAM)**

What mistakes we made

Our Silver application Action Plan was ridiculous long

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG
(i) CAREER DEVELOPMENT							
1	Recruitment and selection training is mandatory for all staff sitting on Departmental recruitment panels. We continue to monitor that staff have undertaken this training and that new staff will be training on it before sitting on an interview panel	Divisional Managers to ensure recruitment managers in their division are up-to-date with recruitment & selection training which must be within the last 5 years	<p>a. Feedback to C&amp;E Committee on a quarterly basis regarding update of training</p> <p>b. Non-compliant staff to be referred to HuD</p>	October 2019	Divisional Managers	100% current staff training on these courses by end of 2019	All staff on recruitment panels have been trained
2	To increase number of female academic applications	Recent academic recruitments have attracted fewer than 25% female applications	<p>a. Use conferences and external events to publicise the Department and our Athena SWAN activities to attract female candidates</p>	January 2019 and ongoing	Heads of Divisions and Heads of Sections	Feedback from applicants that they became more aware of the Department and were encouraged to apply for positions	Applications by female candidates increased to 30% by 2020
3	Develop Standard operating Procedures and immerse of new staff quickly into the Department. Survey results show approximately only 2/3rd of those inducted are satisfied with induction process	Review and improve current C&E webpage to ensure information related to specific HR/Research/finance processes are up to date	<p>a. Develop process flow maps for regularly used HR and finance processes to help new staff members</p>	May 2018 and ongoing	Comms Champion with HR/Research/finance Leads	Staff feedback regarding satisfaction on Department induction increased to 85% by 2020	Induction process completely revamped and feedback from new appointees confirm significant confidence in the process
4	Monitor update of face-to-face interview for all staff	Divisional Managers to ensure all interviews for all leavers in the division and report to C&E every quarter	<p>a. Monitor update of face-to-face interview for all staff</p>	April 2019 and refreshed bi-annually	Staffing Manager with Department Managers	Staffing Manager to ensure all interviews for all leavers in the division and report to C&E every quarter	Ongoing
5	To improve the quality of leavers data within the Department	Metrics for showing leavers related to staff leaving would need accuracy and consistent data for all staff & students	<p>a. Examine Divisional processes to identify current best practice and formally document it</p>	July 2022 and ongoing	Comms Champion	Examine Divisional processes to identify current best practice and formally document it	August 2023
6	Improve engagement with these courses by new and existing staff and students	Consider all eligible PTD staff for UK	<p>a. Consider all eligible PTD staff for UK</p>	January 2019	Staffing Manager	Gender parity in UK success rates	Gender parity has not been achieved
7	Promote training within the Department / UK, international and active involvement in all staff students	Increased engagement with these courses by new and existing staff and students	<p>a. Continue to seek update of training courses by new and existing staff and students</p>	July 2020 and annually thereafter	Staffing Manager	Existing staff and students to be trained on the 630 courses by the 2020	The promotion of training courses has been ongoing
8	Further raise awareness of the Department / UK, international and active involvement in all staff students	Monthly newsletter to include information regarding training courses and promote to major staff and students	<p>a. Monthly newsletter to include information regarding training courses and promote to major staff and students</p>	June 2019 and ongoing	Staffing Manager	Existing staff and students to be trained on the 630 courses by the 2020	The promotion of training courses has been ongoing

No	Objective	Rationale	Actions to Take	Timeframe	Owner	Success	RAG
(ii) SUPPORTING STUDENTS							
1	Ensuring better gender balance on our BSC courses	Gender disparity within courses - Reproductive and Developmental Science BSC female dominated (81% in 2017/18). Surgery & Anaesthesia tends to have more men (38% female in 2017/18)	<p>a. Numbers are small but overall trend for last 5 years suggests higher female distribution rate than male</p> <p>b. Monitor gender representation</p>	April 2020 and then annually	Education Manager	50:50 role models at Open Days	Gender parity has not been achieved
2	Investigate and assessment practices; understand why men are less likely to achieve 1st and seek actions to change	Data analysis shows men are less likely to achieve 1st (55%) when compared to women (42%) over the last 3 years. Numbers are small	<p>a. Working with course Directors to investigate assessment practices</p>	Investigate in 2020 then 2021 implement changes	Education Manager	2022 Data to show whether there are gender differences in undergraduate S&C outcomes	Gender parity has not been achieved
3	Ensure gender balance on our PTD courses	To improve representation of women in Medical Robotics course	<p>a. Improve visibility of role models at student focused events e.g., open days, prospectus, and S&amp;C website</p>	Spring 2019 and annually thereafter	Education Manager	Improve gender balance year on year	Gender parity has not been achieved
4	Education Manager to review why men & women have discontinued over the last 5 years; to report to C&E	small but overall 5 years suggests a discontinuation rate	<p>a. Education Manager to review why men &amp; women have discontinued over the last 5 years; to report to C&amp;E</p>	October 2021	Education Manager	Continued trend for falling discontinuation rates without gender	Gender parity has not been achieved
5	C&E members have undertaken with the BSC members to ensure they are up to date with the latest research in surgery and Anaesthesia	C&E members have undertaken with the BSC members to ensure they are up to date with the latest research in surgery and Anaesthesia	<p>a. C&amp;E members have undertaken with the BSC members to ensure they are up to date with the latest research in surgery and Anaesthesia</p>	October 2019	C&E Committee	C&E to recommend actions to further support PTD students to completion	Gender parity has not been achieved
6	Divisional Managers to ensure all interviews for all leavers in the division and report to C&E every quarter	Divisional Managers to ensure all interviews for all leavers in the division and report to C&E every quarter	<p>a. Divisional Managers to ensure all interviews for all leavers in the division and report to C&amp;E every quarter</p>	April 2019 and refreshed bi-annually	Staffing Manager with Department Managers	Staffing Manager to ensure all interviews for all leavers in the division and report to C&E every quarter	Ongoing
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## What mistakes we made

- Our Silver application Action Plan was ridiculously long
- We could not make a Search Committee approach work- is there a fair way to target recruitment?
- We still don't get enough information from staff who leave- exit questionnaire does not work well
- We did not consider 'Intersectionality' enough



## Our advice for other Departments

- Read as many Gold applications as you can
- Listen to Rob Bell
- Don't worry if you think you haven't achieved equality- it is proving you are on the journey
- Think Big- aim to make the Sector better not just your own Department



## EDI in Imperial – Strengths and Threats

- There is a **massive** body of amazing people working to make the College a better place
- But.....EDI takes up huge amounts of **time**
  - Time to collect, analyse and present data
  - Time to develop and deliver new initiatives
  - Time to write the Athena SWAN applications
- Being open requires bravery- **Questions need Answers**
- I believe there is a gap between **Imperial Values** and what we measure in our staff

How should EDI be resourced?  
How can we balance workload?  
What is an Athena SWAN Award worth?

# EDI is a Team Game

## Thank you to our Culture and Engagement Committee

Gina Brown (Co-Chair)

Chris Peters (Co-Chair)

Dorcas Ishaya  
Karen Pontifex

- Ahmed Ahmed
- Karina Aashamar
- David Antcliffe
- Ilaria Belluomo
- Charlotte Bevan
- Alison Cambrey
- Emma Carrington
- Valerio Converso
- Benji Coleman
- Demi Corr
- Elizabeth Dick
- Chim Gupte
- Hector Keun
- Kathy Lewis
- Nina Moderau
- Elsa Paul
- Matthew Ryan
- Katerina-Vanessa Savva,
- Paul Strutton
- Nicholas Wood
- Hailin Zhao



Rob Bell

The Wider  
FoM

# IMPERIAL



# Thank you

[christopher.peters@imperial.ac.uk](mailto:christopher.peters@imperial.ac.uk)

[gina.brown@imperial.ac.uk](mailto:gina.brown@imperial.ac.uk)

Going for Gold  
1 May 2024

# IMPERIAL

Thank you

**REQUEST** for suggestions – speakers can be international as well as from the UK

and now Q&A ... over to you.

1 May 2024



Scan me to give  
feedback