



# Athena SWAN Fact Sheet 6: Culture

## Committee gender balance

To achieve a better gender balance on decision making committees, departments have used a number of approaches such as reconfiguring the membership of committees or appointing specific roles and responsibilities for members. For example:

- I&I and CI re-organised their Senior Management Groups; the new groups are almost 50% female.
- Several departments invite junior members of staff to sit on committees. This acts as a development opportunity for junior staff, ensures research staff are involved in decision making and a larger pool of potential female committee members. In addition, this protects senior female members of staff from 'committee overload' (M,I&I, IoN, P&A).
- Some departments have appointed a 'female champion' post on department committees; this improves the gender balance and ensures that issues relating to women in the department are addressed in the meeting (IoO, DoS, DoM).
- Similarly, to ensure issues relating to Athena SWAN are addressed in department committees, IfWH ensure that a SAT representative attends all department committees.
- The ICH SAT annually monitor the gender balance of key committees, and make recommendations on improving the gender balance while taking into account the workload of female members of staff. This has resulted in improved representation across ICH committees.
- To avoid overburdening, the EDI and IGH limit the number of committees members of staff can sit on each year.

**Key equalities contacts:**

Each department has at least one DEOLO (Departmental Equal Opportunities Liaison Officer). DEOLOs communicate events, policy updates and relevant information to their department from the E&D team.

There are also Dignity at Work Advisers across UCL. They offer advice and support for individuals who are experiencing difficulties in their team, or feel they are being bullied or harassed at work. Dignity at Work Advisers all attend a tailored 2 day training course.

## Workload

### Formal workload models

- Formal models are in place, and can be accessed by all staff in PALS, P&A and CE. PALS have an online workload model, while CE and P&A have a spreadsheet which is made available to all staff. These models include outreach and enabling activities, equality and diversity activities (e.g. SWAN) along with teaching, administration and research.
- IoO, IfWH and UCLMS all plan to develop a transparent workload model within their departments.
- DoP intend to discuss whether a workload model could be developed for the whole of the Faculty of Brain Sciences.

### Informal workload models

- BE keep a record of the teaching, administrative and management activities, this record is also used to ensure no member of staff is overburdened.
- Similarly, the C, SoP and M record staff's teaching, research, supervision and administrative activities, this record is circulated to all staff to ensure workload allocation is fair and transparent.
- The CI plan to list all 'enabling' roles to make sure no individuals are given more 'extra' jobs than others.
- The DoP and UCLMS senior management teams review workload annually. In the DoP all staff are expected to contribute to teaching and take on at least one administration or leadership role within the department.

## Succession Planning

Several plans have been put in place to improve the representation of women in senior roles, to ensure that the processes of appointing senior and leadership roles are transparent and fair, and that individuals have been prepared to take on these roles. For instance, several departments ensure that leadership roles are rotated every 3-5 years – this means that staff are regularly given the opportunity to step into these roles, and responsibility is shared across the department (DoM, M, C, DoP, SS, IGH, SoP).

Plans have been developed, in order to prepare individuals before they take on a new role, and to enable the department to consider workload distribution and gender balance where possible. For example:

- Heads of Research Departments in IoN have been asked to specifically consider female staff when making nominations for vacant positions on committees.
- In DoM and BE, the HoD reviews the membership of committees, and creates a succession plan to ensure roles are distributed fairly and individuals are given the opportunity to develop.
- In M, the role of 'deputy HoD' has been created, this is currently a female member of staff.
- DoM have encouraged and empowered senior female academics to put themselves forward for senior roles. This has improved the gender balance in the senior management for the department and faculty.



A range of events take place across UCL to celebrate International Women's Day, Ada Lovelace Day, and Women in Engineering Day. For example:

- The Institute for Women's Health arranged a series of events, including 'Seven'; a play portraying seven women's rights activists from across the world. The seven women were played by senior men at UCL including Provost, the Dean of Medical Sciences, Vice-Provost Health and Vice-Provost Education. This was attended by over 200 people; both from and outside of UCL.



- The Division of Medicine arranged a comedy night 'Le Geek c'est Chic'
- The UCL Women in Management Society held a day event with Bloomberg, 'Polish your Presence' which included training and networking sessions.
- UCL Students Union hosted 'Let's Talk About Sex Ed!' - a panel discussion and consent workshops
- Astrea ran a digital campaign, asking for stories and examples of inspiring women

## Promoting female role models

### Invited Speakers

Many departments are working towards positive representation of female speakers at departmental seminars and lectures (IfWH, DoM, LM CB, EDI, IoO, EI, ICH, DoS, C, M, P&A, I&I, CI, IGH, SS). Organisers have been encouraged to invite a higher number of female speakers, and some SATs have asked for suggestions from the department for eminent female speakers. The I&I SAT put forward suggested female speakers to seminar organisers, many of whom were invited to speak, as a result, 50% of speakers have been female.

The CI ran a lecture series profiling Inspiring Women in Science. These lectures were well attended with prominent female speakers including Helena Morrissey CBE and Professor Dame Wendy Hall.

In order to profile successful female scientists, PALS and IoO have committed to running annual women in science lectures. IoO ask for nominations from each research department for eminent female speakers, and PALS invite female academics from their own department to give presentations on their research. The lectures are also opportunities to profile the work on Athena SWAN and achievements over the last year.

### Images of women in the department

In many of the buildings around UCL there are images of past and present UCL staff; however departments have realised that the majority of these images of white male academics. Several departments are addressing this, for example:

- BE renovated their laboratories and included images of female biochemical engineers around the department. Similarly, the DoS plan to replace many of the images around their buildings with images of current staff in the division; and will ensure a good representation of female surgeons.
- IoO asked for nominations of eminent female academics to hang in the department. IoO have also re-named a room in the department after an eminent female Ophthalmologist.
- ICH have images in the department's foyer of the departments SMT; many of whom are female.
- SS have a noticeboard in the department which prominently celebrates the successes of male and female members of staff in the department.



## Images of women on department websites

Current and potential staff and students will get an impression of a department and its culture from the images on a department's website. In order to represent a positive and supportive culture, several departments have updated their websites to ensure images are representative (EDI, UCLMS, M, P&A, C, EI, DoS, CI, ICS, SoP).

In addition, others have developed an Athena SWAN website; outlining their achievements and plans, as well as links to relevant UCL policies on maternity / flexible working etc. (I&I, IoO, LMCB, UCLMS, DoM, ICH, MPB, DoS, CS, C, EI, PALS, IoN, IfWH, IEHC, CI, ICS, SoP).

Several have included a 'women in the department' page profiling female academics, their research interests and successes. Many of these pages include case studies of women in the department; illustrating the support offered by UCL and the department in relation to flexible working, maternity and career development (MPB, I&I, ICH, S, IoO, IGH, IfWH).

### SLMS Academic Role Models:

The School of Life and Medical Sciences (SLMS) Academic Careers Office have produced the SLMS Academic Role Models publication – Nominations were sought from across SLMS for role models who were passionate about what they do, and have a positive impact on others.

The nominees were at different stages in their career, in clinical and non-clinical, academic and teaching roles. The publication included a short interview with each role model (50% female), with an overview of their career and advice they would give to current PhD students.

