

The Self-Assessment Team							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
The Self-Assessment Team	Promotion of AS good practice within DoM	To collect evidence and measure the impact and awareness AS principles had on morale, organization and culture within the DoM	Survey of SWAN impact was implemented in 2018 then biennially, last survey had 77 respondents	To update AS website with new information and allowing easy access and search facility	SAT Chair/Co-Chair, HoD	Data analysed annually	>80% of staff and students positive feedback on the AS awareness and website facilities
			Presentation of the AS initiatives, challenges and goals at the DoM Away Day	Continue to present SAT updates to as wide a range of staff and students as possible including at Heads of Centres/Professors/PI meetings, DoM annual retreats and graduate student days	SAT Chair/Co-Chair	Data analysed annually	To evidence further improvements in culture by at least 70% of respondents agreeing that the workplace culture has improved.
	Integration of AS principles into the broader Inclusivity and Diversity Agenda.		Make E&D/B&H and unconscious bias training mandatory and/or part of probation	Raise awareness of the E&D / B&H and unconscious bias training among staff and students	SAT Chair/Co-Chair, HoD	Annually	>90% uptake in E&D / B&H and unconscious bias training by end of probation period and regular updates on expiry to ensure all staff training is up to date.

	<p>Intersectional approach to data analysis.</p>	<p>To collected, analysed and monitored data for the purpose of identify inequalities.</p>	<p>SMART actions were put in place to address the inequalities.</p>	<p>In order to improve the data flow/collection/analysis we plan to introduce small subcommittees of 2 to 3 people tasked with one responsibility. Each subcommittee will report back to the main AS committee this will help to relieve the burden on the main SAT committee and in discharging actions from the action plan.</p>	<p>AS committee</p>	<p>by 2021</p>	<p>To ensure a robust and accurate data collection system is in place. To collected BAME information on staff and students.</p>
	<p>Call-outs for new members to ensure students and staff are represented on the AS committee.</p>	<p>Underrepresentation of the postgraduate and undergraduate students on the SAT</p>	<p>Students presence on SAT was increased to two members from UG/PG.</p>	<p>Ensure ongoing review composition of SAT is in place as well as succession plan for new co-Chair.</p>	<p>SAT Chair/Co-Chair</p>	<p>Annually</p>	<p>Good balance of SAT also including BAME staff.</p>

STUDENT AND STAFF DATA							
STUDENT DATA MONITORING							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Undergraduate (UG) student data: numbers, recruitment, grades	N/A	a) Monitoring of UG student data by gender to identify any changes to current trends.	High-quality data was collected and tabulated for November meeting such that trends are clear for further action if necessary.	Monitor & review annually each November.	(a) Athena's lead to get data from Athena Swan liaison officer	Collecting data annually.	To continue collecting high-quality data for November meeting to understand current situation and trends.
		b) Organise an annual meeting with the SAT to report on and discuss trends. If trends change, the reasons for change will be analysed and actions will be designed accordingly. Data monitored to include applications, offers, acceptances, overall numbers, time to complete, completion rates and grades.	Meeting took place annually and all data was analysed no less than 1 week before for review for robust discussion.		(b) SAT lead calls the meeting	Annual exercise	To continue reviewing data discussed at annual meetings and to trigger further action if necessary.

<p>Postgraduate taught (PGT) and postgraduate research (PGR) student data. numbers, recruitment, grades, completion rates and time</p>	<p>PGR mainly account for PhD students</p> <p>Approximately 10% increase in woman for the past 5 years. Currently there are 7 Master programme and 237 PG students (19/20) For 18/19 4/5 of PGT is woman. Exceed national average (7/10)</p> <p>Compare to 15/16 and 18/19 58% increase in total students Double in woman</p> <p>National benchmark (F:M - average is 70:30) in %</p>	<p>a) Continue monitoring PGT and PGR student data by gender to assess any changes in current trends. Data monitored to include applications, offers, acceptances, overall numbers, time to complete, completion rates and grades.</p>	<p>High-quality data was collected and tabulated for November meeting such that trends are clear for further action if necessary.</p>	<p>Review the admission process for the PGR with the aim of reducing potential risk of bias in student selection</p>	<p>(a) Athena's lead to get data from Athena Swan liaison officer</p>	<p>Annual exercise</p>	<p>No gender bias in recruitment success rate</p>
	<p>b) Organise an annual meeting with the SAT to report on and discuss trends. If trends change, the reasons for change will be analysed and actions will be designed accordingly.</p>	<p>Meeting to takes place annually a couple times with all data analysis complete no less than 1 week before for review for robust discussion.</p>	<p>(b) SAT lead calls the meeting</p>		<p>Meeting November each year.</p>	<p>Maintain the proportion of PhD places taken by women.</p>	

PGR student completion rates	The average time for submission is around 3.4 to 4 years. This shows a good practise in DoM.	Routine monitoring and review of completion rates of PGR students.	Data are robust enough to draw conclusion about completion rates; routine data are complete and high quality in time for the November meeting as discussed above.	Aside from ongoing monitoring and review, newly instigate an action to collect data on reasons for not completing to understand identified completion rate disparity.	Justin Hsuan in liaison with the relevant post graduate Tutors	Design methodology for data collection on why students do not complete by 2021 and disseminate to graduate tutors.	Continue to revise the PGR students completion rates are not exceeding the currently reported average time for submission under 4 years.
			To address gender inequalities, identified gender differences will be discussed within the SAT, which will agree on future actions.	Report on and discuss findings at annual SAT meeting.		Liaise with student office to obtain PGR data by 2021 Ensure data is collected and analysed for discussion at SAT annual meeting, planned for 2021	Maintain the proportion of PhD places taken by women.

Widening access for BAME students at undergraduate and post graduate levels	Smaller proportion of students from black ethnic backgrounds studying at Masters level	N/A	N/A	Develop widening participation programme at post graduate taught level, based on findings of HEFCE-funded Post Graduate Support Scheme project	Programme leads	Data to be collected between May and September 2021 – than reviewed annually	Increase in the proportion of students from black ethnic backgrounds studying at Masters level
	Few BAME Masters students undertaking PhDs	N/A	N/A	Work with MSc Advisors around understanding cultural barriers for BAME students and more actively encouraging them into PhDs	Equality and Diversity Advisor	Data to be collected between May and September 2021 – than reviewed annually	More BAME Masters students undertaking PhDs

STAFF DATA MONITORING							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Overall numbers of ARS in the DoM	Lack of gender parity in particular at senior ARS positions.	HR to monitor and report at the SAT meetings overall staff numbers by gender to understand current situation and trends.	A positive trend towards gender parity was reported for ARS at lower grades, however for senior ARS % of females remains very low (in particular for clinical staff).	Increase the number of females in senior positions, in particular clinical academics. >40% of DoM staff are females. This is not represented at senior levels.	HR / SAT	Annually at SAT meetings	Annual review of data by SAT. Complete the high-quality data annually by November meeting such that trends are clear for further actions.
		Data monitoring took place and lack of gender parity in various areas was identified.					
	Intersectionality issues of our staff was not previously addressed	N/A	N/A	We want to consider intersectionality issues of our female staff and started collecting and analysing these data. We need to do this in order to identify and where necessary address disparity between the			

				treatment of women and men from diverse ethnic background			
Staff Turnover	To collect information on the staff feedback and reason for leaving the DoM.	To understand the reasons behind staff leaving the DoM we implemented the exit questionnaire.	<p>A very small number of respondents to the exit questionnaire, we need to raise awareness.</p> <p>Data collected from other sources shows about 60% of staff leaving are Research Associates and Fellows. The main reason is resignation, while redundancy due to end of funding was a second cause.</p>	<p>To increase number of participants, the link to the exit questionnaire to be emailed by HR to the leaver.</p> <p>Improved prospects for career pathways and participation in the mentoring schemes will benefit staff at all levels.</p>	AS / HR       DoM Director	Data is collected and analysed annually	<p>At least double the number of respondents to the exit questionnaire. Complete and high-quality data available to be reviewed annually</p> <p>Retention of talented staff will benefit the academic community as a whole.</p>



<p>Surveys</p>	<p>We did not have a clear picture of our Divisional outreach activity, nor whether the new Mentorship scheme (launched 2013) was working. We wanted also to know whether men, PhD students and PSS staff were interested in the scheme. We also wanted to gauge directly if AS2013 had had an impact on morale, organization and culture.</p>	<p>Ensure surveys are repeated regularly and data reviewed. If uptake is weak, incentives will be offered (e.g. the chance to win a £30 voucher). Include questions on PhD / post doc platforms such as Research Retreat and PhD upgrade series in ECR survey.</p> <p>For the UCL-wide staff survey, we will offer a more substantial inducement as uptake was suboptimal in 2015 (e.g. chance to win an iPad).</p>	<p>(a) ECR survey was due August 2019 and the every third year after - Was open Jan-Apr 2019 - 44 respondents</p> <p>(b) Mentorship survey of effectiveness of post-doc mentorship scheme. Was due Nov 2018 and then biennially - was open Jan-Apr 2019 - 1 responder</p> <p>(c) Survey of SWAN impact - was due Sept 2018 then biennially - was open Feb-March 2020 - 77 respondents</p> <p>(d) Outreach survey - due June 2019</p> <p>(e) Review of DoM responses in UCL- wide biennial staff survey by 2017 – done</p>	<p>To ensure if there any further actions required other than keep repeating the surveys and try to increase uptake of the post-doc mentoring survey</p>	<p>(a) Manuela Platé</p> <p>(b) Markella Ponticos and Delphine Guillotin</p> <p>(c) Jenny Rohn</p> <p>(d) Jenny Rohn</p> <p>(e) Divisional Manager</p>	<p>January 2022 and every third year after</p> <p>January 2021 and then biennially</p> <p>Feb 2022 and then biennially</p> <p>Data to be collected by mid 2021</p> <p>Data is collected centrally by UCL</p>	<p>All Surveys occur on time. Data, which are discussed in the next SAT monthly meeting after data compiled (no less than three months from survey opening) are robust enough to inform strategy, measure impact of our actions, and allow us to tailor actions as appropriate.</p> <p>At the meeting the effectiveness of each survey will be reviewed and questions will be altered on the basis of this for the following surveys (while keeping as much continuity as possible so that data can be compared through time).</p>
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			(f) NEW - PhD mentorship survey for mentees was carried out Oct 2018 - another due 2021 (g) NEW - PhD mentorship survey for mentors was carried out Oct 2018 - 2021		(f) Manuela Platé  (g) Manuela Platé	Reviewed annually  Reviewed annually	
Focus groups	We did not have a clear picture of the specific concerns and areas of interest of our diverse types of staff in areas not covered by surveys, or not covered for that particular group of people.	Carry out the same focus groups biennially so that they can influence Divisional strategy; ensure rotation of group members to maximize diversity of opinions.	There is an ongoing ECRs committee which holds regular meetings and it was decided that it would function as a focus group.	ECRs: With support of the Director, extend annual open invitations to all ECRs to join the committee with the aim to fully represent the different Departments/Centres and interests within the DoM.	ECRs focus group: Samantha Arathimou and Sandra Gómez López (2019-2020) Sandra Gómez López and Marie-Belle El Mdawar (Present)	Qualitative data to be collected annually	ECRs: Meetings occur monthly, with members joining remotely when not able to attend in person. Good balance of PhD students and postdocs in the committee.

CAREER PROGRESSION							
STAFF RECRUITMENT							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Recruitment	DoM has a dearth of women in senior academic positions; disproportionately fewer women have applied for these posts	<p>Ensure that job plans and adverts/job descriptions are tailored to attract female applicants to apply.</p> <p>Undertake a gender-balanced headhunting process, through available networks, to ensure that suitable female candidates working in the field will be encouraged to apply for senior level posts.</p>	Promoting career opportunities and career pathways for women have visibility both internally and externally.	<p>Raised awareness of family friendly policies with the aim of attracting women to apply by adding Athena SWAN logo on website and job adverts.</p> <p>Essential job criteria are written in a way to avoid obvious barriers to women.</p>	<p>DoM (Division of Medicine) Executive Committee (from data compiled by SAT)</p> <p>DoM Executive Committee (from data compiled by SAT)</p>	<p>Reviewed annually</p> <p>Reviewed annually</p>	Increase number of applications from female researchers and from female academics for senior positions so that they are proportionate to the number of women in the eligible pool during the same period.

Recruitment panels	We did not know whether any bias exists for senior promotion panels (associate professor and professor) as instances have been too low to analyse	Recruitment panels should have a good gender balance.  Unconscious bias training is compulsory for those involvement in recruitment procedure	Implementation of new rules for recruitment panels: to include a minimum of 1 female representative (panels of 3) and 2 female representatives in panels of 5 and so forth.	Continue to monitor good practice in the appointment procedure at all levels of recruitment  Strongly encourage unconscious bias refreshers for all involved in recruitment panels and shortlisting so that good momentum is retained and we don't get complacent.	HR /Senior Management of the DoM /Recruitment panels	Reviewed annually	To have good recruitment practice in place, aiming for gender parity when shortlisting candidates  Likelihood of being shortlisted after applying and hired after an interview to be equal for men and women
<b>INDUCTION</b>							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Effectiveness and frequency of inductions	Inductions of all new staff is necessary as it provides important information regarding HR policies and mandatory training	Our aim was 100% induction rate of all new staff recruited in the DoM by 2018	Data shows that nearly 100% of new staff had inductions carried out compared to the 95% in 2016 application	To maintain the high induction rate of new staff	HR, Divisional Manager	Reviewed annually	100% induction of new staff

APPRAISALS AND TRAINING							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Appraisal rates	For many staff in the DoM appraisal is the only way to discuss with their line manager their career aspiration and training needed.	<p>Due to the overarching importance of appraisals, we wanted to achieve 98-100% completion rate annually.</p> <p>Standardise September as the month in which all Divisional staff have their appraisals, which is harmonized with the Promotions cycle: incentivized by stating that no one could apply for Promotion without having been appraised in the previous 6 months</p>	<p>We have been monitoring numbers of staff being appraised and established a very good completion rate of 95% in 2016. However, since the move to use MyHR system, we are currently not able to log info on probation or appraisals.</p>	<p>Divisional Manager to look for alternative ways for retention of information on the appraisals.</p> <p>Undertake annual staff appraisals on a more consistent basis with a close vigilance by our HR administrator</p>	Divisional Manager / HR	Monitor appraisal rates annually.	To have a system in place allowing recording of appraisals. Ratings for appraisal to reach at least 95% in 2021 round.
Effectiveness of Appraisals	Focus group identified that PSS in particular did not feel their appraisals were as effective as they could be, as their	Line managers to undertake appraisal training. If requested by PSS staff, a senior administrator will be sitting in PSS appraisals.	DoM introduced appraisal standardises worksheet (which includes training actions for each year) to be used during the appraisal meeting.	Continue and strongly encourage staff to undertake training on various topics such as appraisal, management, unconscious bias. Since it can now	Divisional Manager / HR /Line managers	Report at annual SWAN meeting in November	100% of line managers to complete online training by June 2021.

	academic line manager was not completely familiar with their career paths or developmental needs.		>75% of line managers have completed in-house training, resulting in improved awareness of career development issues.	be completed online it should be made compulsory.			
Technical staff training	DoM technicians focus group indicated that comprehensive accredited training, needed for promotion, is not available at UCL. This was affecting their ability to be promoted or to progress in their careers.	Explore potential for accredited training for technical staff and how the Division/UCL could underwrite these costs in order to allow career progression.	Preliminary discussion took place, further meetings are arranged to formalise the DoM Director support towards Science Council Professional Registration	Funding support to apply for accredited CPD courses in the Science Council has now been agreed by the DoM Director. £100/ per person towards further training has been allocated. We now need to encourage technical staff to take part in the training.	AS / Divisional Manager	From 2021 onwards and reviewed annually	Improved perception of support evidenced reported back by the PSS focus group
Technician support network	Technician focus group identified that they feel isolated and would benefit from regular	To create the Technician Support Network (TSSN) in the DoM	We helped formalising the newly formed the TSSN in the DoM, but technical staff	Revitalise the Technical Support Staff Network	AS / Divisional Manager	Ongoing. To consider whether inviting technicians from other Divisions	Evaluation questionnaires following each event held show that at least 80% of participants find it useful and enjoyable.

	networking sessions. The focus group expressed the wish to evolve into a formalized support network.		continue to feel unsupported	Encourage all technical staff to be registered or willing to work towards Science Council Professional Registration		within UCL would enhance the networking.	By May 2019, at least 65% of our technical staff participate in the group.
Focus groups	We did not have a clear picture of the specific concerns and areas of interest of our diverse types of staff in areas not covered by surveys, or not covered for that particular group of people.	Carry out the same focus groups biennially so that they can influence Divisional strategy; ensure rotation of group members to maximize diversity of opinions.	There is an ongoing ECRs committee which holds regular meetings and it was decided that it would function as a focus group.	ECRs: With support of the Director, extend annual open invitations to all ECRs to join the committee with the aim to fully represent the different Departments/Centres and interests within the DoM.	ECRs focus group: Samantha Arathimou and Sandra Gómez López (2019-2020) Sandra Gómez López and Marie-Belle El Mdawar (Present)	Meetings occur monthly, with members joining remotely when not able to attend in person.	Good balance of PhD students and postdocs in the committee.

Unconscious bias training and diversity training	Assess number of staff completing unconscious bias and diversity training	Raise awareness of the unconscious bias and diversity training among staff and students in the DoM.	Unconscious bias and diversity training are now mandatory for all staff	Monitor training uptake by end of probation period and regular updates on expiry to ensure all staff training is up to date. Ensure line managers/supervisors inspect if staff have completed an online unconscious bias training	Line managers/supervisors / HR	Reviewed annually	>90% of staff to complete unconscious bias training.
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**STAFF PROMOTION**

Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action plan	Responsibility	Timescale	Evaluation/Success measure
Senior Promotions Committee	Staff surveys have indicated that more women than men perceived the process to be unfair. Prior data shows Senior Promotions Committee is not gender balanced	In 2016 DoM implemented mandatory composition of the annual Senior Promotions Committee to be 50-50 male- female.	With the new measures in place statistics demonstrate that the likelihood of women getting promoted by the senior promotions committee is now equal to that of men.	Ensuring Promotions Committee panel is 50:50	Deputy Director	Reviewed annually	Gender parity in senior promotions
				Present favourable data on aiming for gender parity in promotions at Annual Retreat so that staff realize the process is fair.	Deputy Director	Annual DoM Retreat	Improvement of the perception of fairness in the senior promotion process in biennial UCL staff survey; aim for 70% of women agreeing that the process is fair.



	Our data shows that very few senior BAME staff put themselves for promotions. We want to create environment encouraging BAME staff to apply for promotion.	N/A	N/A	First step in encouraging BAME staff to apply for promotion is implementing the rule that Senior Promotions Committee must include at least one BAME person	Deputy Director	Reviewed annually	A positive trend for the BAME staff applying for promotion
Female applications for promotion to senior posts (senior lecturer or above)	Assess bottleneck for career progression of female leaders to senior positions	Perform annual review of current senior (UCL grade 8 and above) academic/research staff to see whether there are suitable female researchers who should be encouraged to apply for promotion.	Analysis indicated that if senior women put themselves forward for promotion, they were generally as likely to succeed as men (data from 2016 onwards).	Continue with previous actions, monitor annually to ensure we maintain action.	Deputy Director	Reviewed annually	Increased number of applications for promotion to Senior Lecturer level and above from female candidates

<p>Retention of talented staff by offering promotion opportunities at research assistant (RA) and postdoc level</p>	<p>At this stage of their career staff were more likely to leave the DoM than put themselves forward for promotions.</p>	<p>Perform annual review of research assistants and postdocs who have been at the top of their grades for more than two years, to identify suitable female candidates who can be supported for promotion or personal fellowships.</p>	<p>While there was an increase in the number of female staff across these 2 grades since 2016, there was a 60% drop in males RA and 20% drop in postdocs.</p>	<p>Offer support to male staff i.e. by encouraging them to partake in the mentoring schemes, run annual workshops to inform staff of the criteria for promotions and advice on application process. Ensure career developments workshops and network meetings are organised in core hours so that all staff can attend.</p> <p>Present favourable data on promotions at Annual DoM Retreat</p>	<p>Deputy Director / Divisional Manager</p>	<p>Reviewed annually</p>	<p>Retention of male staff to reach 50:50 M/F ratio</p>
<p>Promotion mentors</p>	<p>Raise awareness of promotion opportunities by meeting with the promotion mentors. Promotion mentors were introduced in</p>	<p>Advertise this service within the DoM via all-staff email; appraisal, mentor training and staff reviewers to include advice to encourage people to take up the service.</p>	<p>Number of women applying for promotion reaches gender parity in respect to the eligible data pool.</p>	<p>Increase number of mentors, ensuring that there are mentors on both geographical sites. The intention was to increase the number of mentors from 4 to</p>	<p>Deputy Director / Promotions Committees</p>	<p>Reviewed annually</p>	<p>Awareness to be measured through SWAN impact survey with &gt;90% or respondents being aware of the mentoring scheme.</p>

	2013 and taken up by some, but awareness of this service seemed low based on focus group feedback.			10 mentors and if demand is greater, more mentors will be needed.			
Review of the promotion process	Not as many women were putting themselves forward for promotion. In our UCL-wide survey question "I think UCL's promotions criteria are clear", 55% of men but only 30% of women agreed. Also very small number of senior BAME staff put themselves for promotions.	To review the promotions data and identify any developments needed for promotion process to be fair and successful for all	Local development opportunities and / or mentoring is in place to support career development and to ensure that staff understand how to prepare themselves for promotion procedure. Despite that we have not seen a positive change in females at senior positions and senior BAME staff put themselves for promotions.	Create staff survey to get an inside into promotion awareness and feedback on the fairness of the promotion process. Continued monitoring to ensure no discrimination occurs and that adequate support is provided to staff to help with career development. Ensure implementation of the application of promotion to part-time staff.	AS, HR, Promotions Committees	Reviewed annually	HR to improve data monitoring of staff promotion to assess the success rate Information on promotion criteria and process to be available on the DoM website

BAME staff Promotion	Lack of mentoring programmes for BAME academic and professional services staff	N/A	N/A	Develop and pilot a B-Mentor Programme for BAME Division of Medicine staff	BAME Athena Swan lead	Data to be collected from January 2021 and reviewed annually	More BAME staff promoted into higher grades
	Lack of support for BAME academic and professional services staff to apply for promotion	N/A	N/A	Implement promotions workshops for the DoM BAME staff	BAME Athena Swan lead	Data to be collected from February 2021 and reviewed annually	More BAME staff promoted into higher grades
<b>STUDENTS SUPPORT - CAREERS</b>							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Career development for PhDs	Ad hoc / informal feedback has indicated that some students feel unprepared regarding their career opportunities. Mentorship survey in 2016 indicated that PhD students	Create mentoring scheme for PhD students, recruit mentors and mentees. Expanded mentee cohort to be included in biennial Mentee survey.	Mentorship scheme was set up in 2017 and ongoing. ~15 mentor/mentee pairs every year. The scheme was opened to clinical PhD students in 2018. An ad hoc survey is run annually for mentees and for mentors.	Ongoing, monitor uptake and satisfaction.		Invite each new intake to take part annually at the beginning of the academic year + once halfway through.	Uptake of scheme by students and 90% positive students feedback during survey.
							Uptake of scheme by students and 90% positive students feedback during survey.

Ensure students (UG, PG) know about career options	require mentors.	Advertise the ECR group to PhDs	PhD student currently co-chairing the ECR committee, and several PhD students on the committee. ECR events very well attended by PhD students.	Ongoing, monitor uptake	DoM Career lead	Monitor uptake and discuss at each SAT meeting.	Raise career awareness of students with >90% understanding where to find further information
		Meet the prof sessions DoM PGR day	Student feedback from ECR events, after each event, indicate that the majority (70%) find the events useful. If not, organizers are notified to consider changing aspect that are flagged up.			Annual feedback from Career Lead	Continue organising UCL wide, Faculty careers events for students
Evidence gathering and mainstreaming accountability (student issues)	Lack of understanding of BAME student destinations	N/A	N/A	Develop undergraduate destinations project to produce a map of destinations by ethnicity	Deputy head Admissions, Outreach & Destinations	Data to be collected from January 2021 and reviewed annually	Better understanding of BAME student destinations to inform policy and strategy development
	Few BAME students enticed into academia as a career	N/A	N/A	Analyse career destinations of BAME students and publish report with recommendations	Deputy head Admissions, Outreach & Destinations	Data to be collected from January 2021 and reviewed annually	Interventions designed to ensure more BAME students are enticed into academia as a career

Support for BAME students	Lack of support and networking opportunities for BAME students	N/A	N/A	Create, develop and expand a BAME alumni network that will inspire BAME students, create networking opportunities, expose students to role models	Deputy head Admissions, Outreach & Destinations	Data to be collected from March 2021 and review annually	BAME students benefit from support and networking
Attainment, curriculum and pedagogy	BAME students not feeling supported and understood	N/A	N/A	Introduce more 'belonging interventions'. Create and show videos of BAME Alumni and other alumni discussing the challenges they faced at the university, how they coped and their subsequent careers, to be shown within induction programmes	Learning technologist	Data to be collected from January 2021 and reviewed annually	BAME students feel better supported and understood
	Courses are currently not sensitive to diversity in the curriculum	N/A	N/A	Utilise the student-led 'Why is my curriculum white?' campaign film to provoke debate, i.e. by organising viewings and discussions in faculty or department teaching committees	IMS Academic lead	Data to be collected from February 2021 and repeated annually	Higher number of courses sensitive to diversity in the curriculum

STAFF SUPPORT - CAREERS							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Improve visibility and showcasing of PhDs	Limited platform for PhD students to give talks and be visible in front of more senior staff.	Instigated a series of talks for PhD upgrades to improve visibility of PhDs.	PhD students (and postdocs) were invited to give talks at the Annual Research Retreat - formerly it was only group leaders.	We will add a question to the biennial ECR survey asking for their views on these two platforms	Justin Hsuan for Upgrade Talks, Department has annual Retreat.	Monitor each November	By 2019, new ECR survey questions show that >80% of PhD students are happy with the Upgrade series and their opportunities at the Annual Research Retreat.
Support for ECRs	Prior to AS2013, the Divisional Director identified that ECRs faced an uncertain fate, especially the non-clinical scientists with no NHS safety net, and made it a personal priority to improve their	Collect feedback and data following all events to allow impact to be analysed and future presentations designed to better meet need.	Feedback questionnaires are distributed after every event. Attendance to events has increased. ECRs Twitter account now has 127 followers. A LinkedIn account was set up.	Continue holding 3-4 events a year. Use questionnaires and Twitter polls, and responses ('likes') to Twitter posts to identify areas of interest. Following an exceptionally well attended wellbeing event and feedback, organise more	Manuela Platé (till 2019), Samantha Arathimou and Sandra Gómez López (2019-2020), Sandra Gómez López and Marie-Belle El Mdwar (present)	Ongoing with annual review	Evaluation questionnaires following events held show that on average at least 90% of participants find events useful and enjoyable. Changing questionnaires from open questions to multiple choice and adding a QR code for direct access to an electronic form has increased response

	<p>chances. The ECR support group was established in 2014. It regularly meets and facilitates career orientated presentations on a variety of topics - including consideration of non-academic career options.</p>		<p>CASE STUDY: A former DoM ECR has made a career in consulting inspired by a consulting ECR event. She has reached out to the committee offering to support future events.</p>	<p>activities to support the wellbeing of the ECRs. As the 2020 academic year starts with UCL following social distancing measures, work towards organising remote events.</p>			<p>rate. Responses to social media posts helped identify a need for wellbeing workshops in addition to career focused events.</p>
<p>Early career-Clinical Scientists</p>	<p>Additional challenges exist for ECR balancing a combined clinical and academic career, so the basic ECR Support Group might not fulfil all the needs of less established clinical scientists.</p>	<p>Encourage early-career clinician scientists to join the Clinical Science Support network, a grassroots group instigated in 2015 by a DoM fellow, which addresses the additional challenged for balancing a combined clinical and academic career</p>	<p>A Clinical ECRs group was set up and one event was organised. The person in charge has since left the DoM and no substitute could be found.</p> <p>Clinical PhD students were included in the PhD mentoring scheme.</p>	<p>Find substitute for the chair of the clinical ECRs network. Assess clinical ECRs opinion on keeping their separate group or joining the non-clinical ECR group.</p>	<p>Carolyn Horst (left DoM) to be replaced</p> <p>Manuela Platé (for clinical PhD students mentoring scheme)</p>	<p>Finalise new clinical ECR group configuration by march 2021.</p>	<p>Positive feedback from clinical ECRs re the event and the mentoring scheme. 3 mentor/mentee pairs each year and remaining stable.</p>



PSS career development	Our analysis indicated that very few PSS were being promoted, although we are aware that the PSS system by its nature is less upwardly mobile than that of research academia.	To help with PSS career progression within DOM we help with organising a biennial PSS careers and networking day open to all Divisional PSS staff. Also the Faculty Away Day aimed at PSS will be run in the alternating years.	Staff felt supported and aware of career development issues as reflected in UCL- wide staff survey; answer to "There are sufficient opportunities for training and development to improve my skills in my current job" to increase from 59% in 2015 to 80% in 2017.	Strongly encourage staff to partake in the career progression workshops to obtain information about the criteria for promotions and advice on application process	AS / Divisional Manager	Events to be held biennially	PSS career progression both within and outside the Division as measured of 50% increase in staff being promoted in 2021 when compared to 2016.
	Increase recognition and opportunities for promotion for technical staff.	Staff encouraged to discuss career aspirations during annual appraisal	PSS should be able to access training as and when they require it	Encourage Technical staff presentation at DoM Retreat Day	SAT / DoM Manager	Reviewed annually	Aid in personal and career development
Technical staff training	DoM technicians focus group indicated that comprehensive accredited	Explore potential for accredited training for technical staff and how the Division/UCL could underwrite these	Preliminary discussion took place, further meetings are arranged to formalise the	Funding support to apply for accredited CPD courses in the Science Council has now been	AS / Divisional Manager	From 2021 onwards and reviewed annually	Improved perception of support evidenced reported back by the PSS focus group

	training, needed for promotion, is not available at UCL. This was affecting their ability to be promoted or to progress in their careers.	costs in order to allow career progression.	DoM Director support towards Science Council Professional Registration	agreed by the DoM Director. £100/ per person towards further training has been allocated. We now need to encourage technical staff to take part in the training.			
Technician support network	Technician focus group identified that this group feel isolated and would benefit from regular networking sessions; the focus group expressed the wish to evolve into a formalized support network.	To create the Technician Support Network (TSSN) in the DoM	We helped formalising the newly formed the TSSN in the DoM, but technical staff continue to feel unsupported	Encourage all technical staff to be registered or willing to work towards Science Council Professional Registration	AS / Divisional Manager	To consider whether inviting technicians from other Divisions within UCL would enhance the networking.	Evaluation questionnaires following each event held show that at least 80% of participants find it useful and enjoyable.  By May 2019, at least 65% of our technical staff participate in the group.

BAME staff career development	Limited career progression opportunities for professional services staff where BAME staff are concentrated. Limited numbers of BAME speakers at departmental seminar series and research retreats	N/A	N/A	Create new programme on 'managing your career' for professional services staff	BAME Athena Swan lead	From April 2021	Higher satisfaction levels from BAME staff in Staff Survey
		N/A	N/A	Create events and activities that consider different cultural issues	BAME Athena Swan lead	From March 2021	More BAME speakers at departmental seminars that consider different cultural issues
<b>SUPPORT FOR FINDING FUNDING</b>							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Funding opportunities for ARS	Raise awareness of the funding opportunities in the DoM, in particular among female staff and students.	To promote support for talented individuals who want to stay in academia, in particular aimed at encouraging of women PhD students and post-docs.	Circulation of emails with vital information of funding opportunities for ARS and notification of the deadlines  Implementation of Mentoring Schemes	Centre Heads to identify staff who should be encouraged to apply for funding  Encourage ECR to join mentoring schemes by publishing the benefits on the departmental website and bulletin	HoD/ DoM Management/ Divisional Manager  DoM Mentors / DoM Management	Reviewed Annually  Reviewed Annually	Better at retention of PhD students and post-docs in the DoM

		To increase success rate for grants and fellowship applicants (fellowship, Investigator award, etc).	Division implemented support system for ARS to advice on application proposals before submission. Shortlisted candidates are invited to mock interviews with senior members of the DoM and early career researchers.	AS lead to implementation of new survey to obtain feedback if the support scheme is helpful.	AS / DoM Deputy Director	Survey was implemented in October 2020. Data collection by December 2021.	Feedback from shortlisted candidates will show how much coaching/mock interviewing took place and how helpful it was in securing the funding.
		Implementation of the Grant review scheme (where staff present ideas at an earlier stage) at two sites: one in Bloomsbury and one in Royal Free Campus (RFC).	Since the Grant review scheme was introduced at the RFC we have seen an increase from 22 to 40 participants in 2018	Ensure the continuation of the Grant review scheme to improve on future grant applications	DoM Management	Double the number of people applying for funding by 2021.	Our aim is to see improvement on success rate in future grant applications; double the number of people applying for funding by Dec 2021.
	Keeping a record of successful candidates	Create a system for record keeping of candidates who applied, were shortlisted and successful for the fellowship and grants.	This action plan is still pending	Create a system for record keeping of candidates who applied, were shortlisted and successful for the fellowship and grants.	DoM Management	By October 2021	This data will enable us to monitor the success rates

	Enhance and promote funding opportunities for DoM BAME PGR students and post-docs.	N/A	N/A	We have already shown a success in mentoring a junior fellow to attain a fellowship as part of a London centric BAME scheme. Our intention is to encourage junior BAME staff to participate in mentorship schemes. This would lead into more proleptic appointments and ultimately help improve the staff BAME % make-up.	DoM Management	By October 2021	To increase the chances of our junior BAME staff to achieve fellowship success.
ECR funding	Support for ECRs while finding funding	The Division is proactive in bridging ECRs where possible, running a scheme to allow many of its ECRs to be bridged for a fixed period as teaching fellows. This gives them time to apply and obtain external funding.	Eleven researchers (45% female) have been bridged as teaching fellows in the last 5 years. Six (3 males, 3 females) have since gone on to further positions within the university, two (one male, one female) decided to follow teaching careers	Ongoing, review opportunities quarterly and when student growth necessitates more posts.	HoD	Review success twice a year in March and October	By 2021, more than 90% of bridged staff go on to further positions within or outside of DoM, or are hired permanently as teaching fellows either within or external to DoM.

			and gained permanent positions (one externally one was promoted to principle teaching fellow within the Division), one (female) chose to remain in teaching and became a permanent TF elsewhere. One (female) is still part funded by the scheme but is part funded through external research funding.				
Early career researchers (ECRs) in the DoM	Retention of ARS in the DoM	Run workshops and to provide information and discuss issues regarding the transition to higher research/academic grades in the Division.	Since its induction ECRs meetings held career orientated presentations on a variety of topics - including consideration of non-academic career options.	Encourage ECRs to join mentoring schemes by publishing the benefits on the departmental website and bulletin	DoM Management	Reviewed annually	Awareness of ECR should aid retention of ARS in the DoM

<p>Mentoring for research staff and students</p>	<p>Mentoring opportunities to PGR students and research staff in the DoM are not used to full potential</p>	<p>60% of staff leaving are Research Associates and Fellows, thus we need to increase awareness of mentoring opportunities to PGR students and research staff</p>	<p>Mentoring structure already implemented, but it is not widely used amongst mid-career staff. More PGR and junior staff are using the scheme.</p> <p>Have run mentor survey- it has revealed that the number of mentees in the division have fallen due to staff turnover but there is positive impact of mentoring to mentees.</p>	<p>Re-run the mentoring workshop annually to raise awareness about mentoring and its benefits.</p> <p>Put in place BME Mentors and encourage BME mentees</p>	<p>BAME Athena Swan lead</p>	<p>Reviewed annually</p>	<p>Run a mentor survey annually to assess staff satisfaction with mentorship provision</p>
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FLEXIBLE WORKING AND MANAGING CAREER BREAKS							
STAFF SUPPORT							
Area of activity	Identified Issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
Awareness of flexible working policies at UCL	Flexible leave and maternity leave are already well accessed, but we want to continue to ensure all staff are informed sufficiently, because lack of awareness of flexible working might discourage staff from having children or committing to other caregiving obligations.	(a) Publicise parental leave, return to work and flexible working policies widely in the Athena SWAN section of the Division's website.	There is increased awareness of flexible working policies and paternity leave across the division.  15% Increase in numbers of ARS staff and 38% PSS staff taking paternity from 2017-2020 period.	(a) Continue to advise existing staff where they can find relevant information, via an Athena SWAN-branded email and website	HR Administrators and SAT Lead	Send out each August (next, August 2021)	Continue to use biannual SWAN survey to determine awareness of the policies and ensure at least 80% of staff are aware of the policies and where to find out further information. Next survey scheduled for Sept 2021.



		<p>(b) Specifically highlight parental leave and flexible working policies at induction.</p> <p>(c) Each person going on parental leave is offered a one-to-one meeting with their site's HR manager, who covers antenatal appointments, pay arrangements, keeping-in-touch, returning to work, UCL's childcare voucher scheme,</p>	<p>Increased awareness was also demonstrated by increased staff satisfaction on the biannual SWAN survey.</p>	<p>(b) Continue to send annual briefing to existing staff/managers highlighting parental leave, shared paternity leave and flexible working policies (these people in particular are the only ones who will really be able to track which men have pregnant partners)</p>			
Flexible working	As above	<p>All Core meetings arranged in Core hours (10AM-4PM). Where local meetings cannot be organised in Core hours due to circumstances that cannot be changed (clinicians having clinics during core hours, for example), organisers are asked to give as much notice as possible.</p>	<p>Adherence to this policy has led to improvement in attendance of both male and female staff and booking systems show that over 80% of meetings are held within core hours by 2019</p>	<p>Continue to proactively schedule as many smaller meetings as possible in core hours through applying encouragement and incentive at the highest levels in the Division (HoRDs &amp; Exec committee); this to also include lab/team meetings. This will be monitored through room booking system.</p>	Divisional Exec Committee	Review each November (2021 next)	<p>Continue to monitor meeting requirements of job without working excess hours, using UCL-wide survey question and biannual SWAN survey as well as continue to monitor booking system of all small meetings are within core hours by 2021.</p>

<p>Maternity/ Paternity award scheme</p>	<p>It is widely believed that maternity leave and subsequent knock-on effects can negatively impact the careers and prospects of female researchers and academics (<i>Women in Scientific House of Commons Science and Technology Committee</i>).</p>	<p>Maternity/Paternity Award Scheme launched, offered to staff and PhD students to provide support during maternity and adoption leave through to a few years after return. Launched July 2013, included PSS from Dec 2015.</p>	<p>70% or more of awardees when personally contacted by the SAT lead one year later provide evidence of impact (August 2017 consultation). Feedback from individuals benefiting from the scheme through a focus group continue to reveal &gt;95% satisfaction.</p>	<p>(a) Continue with scheme</p> <p>(b) Share with other departments within and outside of UCL, which have expressed much interest in the scheme.</p> <p>(c) Encourage PhD students and PSS to apply</p>	<p>SAT leads</p>	<p>Since its inception, calls go out in December and July of each year with decisions on awardees made at the SAT meeting directly after each call. Next call scheduled for January 2021.</p>	<p>Monitor maternity award applications in all DOM student and staff groups and outcomes</p>
<p>Return to work</p>	<p>As above</p>	<p>(a) DoM offers breastfeeding and expressing rooms and flexible working to all returnees.</p>	<p>Analysis of maternity returns data from 2017-2020 continues to show an very favourable retention of staff after maternity (10.7% increase of ARS staff and 100% of PSS staff remain in their jobs after maternity leave)</p>	<p>Continue with Maternity / Paternity award scheme</p>	<p>HR leads</p>	<p>Exec committee of flexible working patterns</p>	<p>Monitor maternity returns across DOM all staff Groups</p>

		(b) The Maternity/Paternity award scheme also supports returners. For example, we have made awards for childcare fees so that a woman could attend a key conference, and we have funded training courses to help a returner refresh her skills.	SWAN survey shows that >90% of people are aware of return-to-work policy and process	Continue to support returners and encourage new parent to join the 'Mums and Dads network' organized by the DoM's affiliated department, Institute of Child Health.			
	As above	Encourage all new parents to join the 'Mums and Dads network' organized by the DoM's affiliated department, Institute of Child Health			HR leads		
<b>ORGANISATION AND CULTURE</b>							
Area of activity	Identified issue(s)	Previous actions (Athena SWAN 2016)	Impact from previous actions	New Action	Responsibility	Timescale	Evaluation/Success measure
UCL's policies for gender, harassment or bullying.	Discrimination on the grounds of gender, harassment or bullying.	To refresh and reinforce the information and advice on the process of reporting and dealing with Bullying & Harassment (B&H) incidents	DoM promotes policy on zero tolerance against B&H. Most cases linked to B&H have been settled informally.	All clinicians in the DoM must complete training on B&H in order to obtain their registration.	HR Manager, DoM Director	Ongoing	Include details of the B&H DoM officers on the website and posters

<p>Technician support network</p>	<p>Technician focus group identified that this group feel isolated and would benefit from regular networking sessions; the focus group expressed the wish to evolve into a formalized support network.</p>	<p>To create the Technician Support Network (TSSN) in the DoM</p>	<p>We helped formalising the newly formed the TSSN in the DoM, but technical staff continue to feel unsupported</p>	<p>Revitalise the Technical Support Staff Network  Encourage all technical staff to be registered or willing to work towards Science Council Professional Registration</p>	<p>AS / Divisional Manager</p>	<p>Ongoing. To consider whether inviting technicians from other Divisions within UCL would enhance the networking.</p>	<p>Evaluation questionnaires following each event held show that at least 80% of participants find it useful and enjoyable.  By May 2021, at least 65% of our technical staff participate in the group.</p>
<p>Workload model for PSS</p>	<p>We were unable to collect information on PSS workload and the impact this has on work-life balance</p>	<p>To monitor staff workload and the impact this has on work-life balance</p>	<p>Workload to be discussed at the annual appraisal meeting with line-managers and any issues identified to be addressed.</p>	<p>We anticipate to created a Workload model survey for PSS, similar to the one that we have already implemented for ARS  Promote and encourage flexible working  Expand, enhance and promote awareness and access to Mental Health and Wellbeing resources</p>	<p>HR / Line Managers/ DoM Manager</p>	<p>Workload model survey to be implemented by 2021 and reviewed annually</p>	<p>An improvement on the percentage of staff indicating an acceptable workload and achieve a good work-life balance</p>

DoM events organisation	Monitoring of gender composition of speakers for Grand Rounds/ Special Grand Rounds/Internal and External and DoM Away Day .	Data collected for the AS 2016 application showed gender imbalance; by far more males than females were invited to present	Our current data indicate a shift towards gender parity for speakers at major events, such as DoM Away Day, but for Grand Rounds there is still >60% male presenters	Gender of event speakers data will be monitored and reviewed annually and organizers informed about any lapses in order to improve for next time.	HoD and Divisional Manager	Annually	Statistics on >90% of event organisation committees to show parity ratios (50:50 for committees comprised of 2-4 members, at least one woman in a group of 3, at least 2 in a group of 5).
	Monitoring of the gender composition of events organisation committees.	Data collected for the 2016 AS application showed gender imbalance on the organisation committees; 90% males were chairing the DoM events.	There is an improvement, the current data show 70% males are chairing sessions for Grand Rounds, but we have reached gender parity for organisation committees at DoM Away Day	Continue collecting and reviewing data on committee chairs.	HoD and Divisional Manager	Annually	Event organisation committees to show parity ratios (50:50 for committees comprised of 2-4 members, at least one woman in a group of 3, at least 2 in a group of 5).
	Lack of BAME data on speakers and committees	N/A	N/A	Collection of data on BAME speakers and events organisation committees.	HoD and Divisional Manager	By 2021 and maintained thereafter	BAME staff to be fairly represented at DoM events

Ethnic Diversity in the DoM	Identify mechanisms to improve the ethnic diversity at all levels of staff.	N/A	N/A	Identify the challenges and barriers faced by BAME staff		Evidence from consultation with appropriate staff by 2021	BAME data to be included in the next application
Committee structure	Before 2016 application some of DoM committees were not gender balanced. This sent the wrong message to Divisional staff and students.	Increase gender parity of committees - aside from the two that are conferred automatically and therefore reflect overall staff gender ratios.	All committees where membership is not determined by role reached gender parity.	Retain parity in committee structure where this can be controlled.	HoD	Ongoing, review annually in November	All committees where membership is not determined by role to retain gender parity.
		ECR reps to be included in Heads of Centres, Profs and PIs meetings.	ECRs continue to be included in committees.	To include PSS in committees.			ECRs and PSS continue to be included on committees and their representation does not decrease.
Outreach audiences: school students and general public	We do well in outreach and widening participation (WP) but SAT currently does not tally up the types of schools targeted in our outreach (e.g. comprehensive, private, grammar, single sex-schools) and	Collect qualitative and quantitative data on our activities.	Frequency of events, AMS: There are approximately 5 bespoke open days a year, 2 school visits, 3 UCL-wide open days in which AMS participates, and	For non-school general audiences, collect qualitative and quantitative data on our activities. Data will be analysed annually to determine if there is an	SAT lead	Robust qualitative and quantitative data on our outreach and widening participation activities to be	Analysis of data to determine if there is an untoward gender/BAME disparity (e.g. an all-female audience at an all-girls school would not be considered untoward, but at mixed school, it would be). If a problem exists (gender ratios

	<p>the size / composition (how many are) of our audiences. These statistics are already collected elsewhere but thus far we have not collated the data together for review.</p>		<p>1 University of London event. We have approx. one Teachers Conference in conjunction with UCL Widening Participation. iBSc</p>	<p>untoward gender disparity.</p>		<p>collected and analysed annually.</p>	<p>&gt;10% outside of the national average) actions devised and implemented.</p>
	<p>We also have no standard evaluation form that staff and students performing other forms of outreach and engagement can distribute to audiences.</p>	<p>Develop evaluation questionnaires to be used at all widening participation events.</p>		<p>Develop a central Database for locally- harvested teaching admin data.</p>			

**Abbreviations:**

AMS Applied Medical Sciences

AS Athena SWAN

B&H Bullying and Harassment

BAME	Black, Asian and Other Minority Ethnicities
DoM	Division of Medicine
E&D	Equality and Diversity
ECR	Early Career Researcher
EDI	Equality, Diversity and Inclusion
FT	Full -Time Equivalent
HEFCE	Higher Education Funding Council for England
HoRD	Head of Research Department
HR	Human Resources
PSS	Professional Support Staff
PGT	Post -Graduate Taught
PGR	Post -Graduate Researcher
PT	Part -Time Equivalent
RA	Research Assistant
RFC	Royal Free Campus
SAT	Athena Swan Self-Assessment Team
TF	Teaching Fellow
TSSN	Technician Support Network
UCL	University College London
UG	Undergraduate