



**Athena  
SWAN**

Charter for women in science  
**November 2012**



**The Athena SWAN Charter recognises  
commitment to advancing women's careers  
in STEMM academia: science, technology,  
engineering, mathematics and medicine.**



Equality Challenge Unit



THE ROYAL  
SOCIETY



**Biochemical Society**  
Advancing Molecular Bioscience



Department  
of Health

The Charter is managed by ECU. It is funded by ECU, the Royal Society, the Biochemical Society and the Department of Health.

[www.athenaswan.org.uk](http://www.athenaswan.org.uk)

## Introduction

The Athena SWAN Charter saw a threefold increase in the number of applications for the November 2012 round – 96 compared with 31 in the April round. 35 institutions achieved 68 awards, and combined there are now 179 award-holding universities and departments. We are also delighted to present the third departmental Gold award.

The growth of the Charter is highlighted by the number of award holders from a wide range of disciplines, each identifying and implementing good practices, a small selection of which are highlighted in this booklet.

The success of the Charter is such that Equality Challenge Unit is currently developing two national equality charter marks to kick-start initiatives tackling race and gender inequality (beyond STEMM) in employment in higher education, utilising lessons learned from the Athena SWAN Charter. We are also running a pilot to look at the potential for expanding Athena SWAN into research institutes that are not affiliated with higher education institutions.

We would like to thank the Royal Society of Edinburgh for hosting this awards ceremony, and to acknowledge their work in promoting gender equality, particularly through the 2012 report *Tapping all our talents: women in STEM: a strategy for Scotland*.

### November 2012 awards in figures

- 68 award winners
- 52 Bronze
- 15 Silver
- 1 Gold
- 71% success rate

### Sarah Dickinson

Athena SWAN Manager  
Equality Challenge Unit



## Programme

<b>10.30</b>	Registration, refreshments, networking and photos
<b>11.00</b>	Welcome from the Royal Society of Edinburgh
<b>11.15</b>	Professor Dame Julia Higgins, Athena SWAN patron
<b>11.30</b>	Gary Loke, Head of Policy, Equality Challenge Unit
<b>11.45</b>	Professor Christine Maggs, Queen's University Belfast
<b>12.00</b>	Awards ceremony
<b>13.15</b>	Lunch
<b>14.00</b>	Photographs and further networking
<b>15.00</b>	Close

Quotes in this booklet have been taken from the university and departmental submission letters.

Good practice examples are drawn from those highlighted by the judging panels.



## Speaker and award presenter: Professor Dame Julia Higgins

### **Department of Chemical Engineering, Imperial College London**

Professor Dame Julia Higgins is Emeritus Professor of Polymer Science in the Department of Chemical Engineering at Imperial College London. Her research career has focused on the application of scattering techniques, notably neutron scattering, to the understanding of polymer behaviour.

Dame Julia was chair of EPSRC from 2003 to 2007, and vice-president and foreign secretary of the Royal Society 2001 to 2006. She recently stood down after three years as chair of the Advisory Committee on Mathematics Education, and completed a term as chair of the awards committee and council member of the Royal Academy of Engineering. Dame Julia was chair of the Athena project during its first five years, as well as chair of the academic opportunities committee at Imperial College London.



## Opening the ceremony: Professor Christine Maggs

### **School of Biological Sciences, Queen's University Belfast**

Professor Christine Maggs is Professor of Phycology and the current head of the School of Biological Sciences at Queen's University Belfast. She was appointed as a lecturer in 1995 and was promoted to reader in 2001, professor in 2005, director of research in 2008 and head of school in 2010. She is joint editor in chief of *European Journal of Phycology* and associate editor of *Journal of Biogeography*; she is president-elect of the British Phycological Society.

Professor Maggs is an international authority on the biology and systematics of marine algae with a specialist interest and expertise in marine invasive species. She has over £4 million current research funding and is author of more than 120 scientific papers, including around 20 on invasive species. She was the school's Athena SWAN champion, leading the successful bid for a Silver award in 2009, and also worked closely on the Gold award submission with the current champion Dr Alison Cameron.



## Awards

### Universities

#### University of Brighton

Bronze university award

- **Joined:** 2012
- **University Bronze since:** Nov 2012

*'Our Athena SWAN action plan sets out the key activities identified by our self-assessment group for driving the advancement of women both across the university and within our STEMM schools. We expect these activities to contribute to the overall success of the university by helping to ensure that we have the best possible staff at all levels, supporting an organisational culture where all staff have the opportunity to thrive and progress, providing positive female role models for our current and prospective staff and students and promoting STEMM subjects more widely within our community and among women in particular.'*

Professor Julian Crampton  
Vice-chancellor

**Good practice example:** trained mentors for new teaching and research staff, and paid family support leave.

#### University of Cambridge

Bronze university award renewal

- **Joined:** 2005 (founder member)
- **University Bronze since:** 2006

*'My interest in the Athena SWAN Charter began during my tenure as deputy rector at Imperial College London and has continued at the University of Cambridge, as a member of the university's self-assessment panel and the forthcoming governance panel. I will continue to be a vocal advocate for Athena SWAN both as the vice-chancellor of a leading UK university and as part of the League of European Research Universities' commitment to the promotion of gender diversity.'*

Professor Sir Leszek Borysiewicz  
Vice-chancellor

**Good practice example:** paternity leave and pay, providing parents with the option of dividing a period of paid leave entitlement between them.

### University of Edinburgh

Bronze university award renewal

- **Joined:** 2005
- **University Bronze since:** 2006

*'I take a personal interest in promoting women's success in the university, as does the university court. Our long-standing commitment to the Athena SWAN Charter assists me in bringing gifted students and talented staff to STEMM. This is why I introduced the goal of achieving the university Athena SWAN Silver award by 2016 in our strategic plan.'*

Professor Sir Timothy O'Shea  
Principal and vice-chancellor

**Good practice example:** a strong commitment to address the gender pay gap.

### University of Glasgow

Bronze university award

- **Joined:** 2011
- **University Bronze since:** Nov 2012

*'Our application for an institutional Bronze award is an important signal to staff, students and external collaborators to our commitment to one aspect of equality and diversity. Although the Athena SWAN award scheme was established to address the percentage of female academics in SET subjects, we believe that our application will make a difference across the whole university, including non-academic staff.'*

Professor Anton Muscatelli  
Vice-chancellor

**Good practice example:** central cover for the costs associated with maternity leave.





### Imperial College London

#### Silver university award

- **Joined:** 2005 (founder member)
- **University Bronze since:** 2006
- **University Silver since:** Nov 2012

*'I am proud of our achievements to date although I recognise that we still have much to do... The 2010 ASSET survey indicated, at the national level, that it takes time to bring about change. Imperial College has been at the forefront of striving for change in the last decade and it will remain so. In my view the underrepresentation of women (and BME, GLBT and disabled staff) represents an underrepresentation of potential in the college.'*

Professor Sir Keith O'Nions  
President and rector

**Good practice example:** monitoring departmental action plans against the university action plan.

### The Institute of Cancer Research

#### Bronze university award renewal

- **Joined:** 2007
- **University Bronze since:** 2009

*'If we are to take the major steps forward that we need in our understanding of cancer and the discovery of new therapies, we will need to use the talents of women, as well as men, to the full. That's why the Athena SWAN Charter is so important to the institute and to me personally.'*

Professor Alan Ashworth  
Chief executive

**Good practice example:** career health-check workshops for postdoctoral researchers.

### University of Leeds

Bronze university award renewal

- **Joined:** 2008
- **University Bronze since:** 2009

*'The Athena SWAN and wider equality agenda is being led at the highest level in the university by our pro vice-chancellor for staff and organisational effectiveness. We are aware that there is further work to be undertaken to further improve development and support for women in SET and our action plan sets out the further steps we plan to take to continue this journey. In recognition of this, we have appointed an Athena SWAN officer to support this work over the next three years and will shortly be appointing administrative and data support for the post.'*

Professor Sir Michael Arthur  
Vice-chancellor

**Good practice example:** a redeployment register and flexible routes to promotion.

### Manchester Metropolitan University

Bronze university award

- **Joined:** 2009
- **University Bronze since:** Nov 2012

*'As a physics graduate I have a strong personal interest and commitment to STEMM and during my academic career I have mentored and coached female colleagues at other institutions, two of whom became vice-chancellors... Equality is one of MMU's core values and the university fully supports the application to Athena SWAN.'*

Professor John Brooks  
Vice-chancellor

**Good practice example:** the continuous improvement forum and the personalised workload modelling, with an allowance for personal development.

### Newcastle University

Bronze university award renewal

- **Joined:** 2009
- **University Bronze since:** 2009

*'We have achieved a great deal in the last three years. We have made some important changes to our policies and practices with a view to improving career development for academic women... We have started to challenge traditional practices and be innovative in our approaches to flexible working, recruitment and progression.'*

Professor Chris Brink  
Vice-chancellor

### University of Nottingham

Silver university award

- **Joined:** 2005
- **University Bronze since:** 2006, 2009
- **University Silver since:** Nov 2012

*'Our aim is to embed equal opportunity across all disciplines at the University of Nottingham and the principles set out in the Athena SWAN Charter. Their implementation has been and continues to be critical in our science, engineering and technology disciplines, in order to recruit and retain the brightest minds in our research community.'*

Professor David Greenaway  
Vice-chancellor

**Good practice example:** the university's 'unpacking your chair' and graduate ambassadors schemes.

**Good practice example:** the range of career development courses.

**The Open University**  
Bronze university award

- **Joined:** 2012
- **University Bronze since:** Nov 2012

*'As a university, we want our teaching and research to be world class, but that is not going to happen if we ignore the talents of half the population. The contribution of female academics to STEMM subjects is absolutely essential, so I am delighted that the action plan developed by our Athena SWAN self-assessment team is helping us to equip our staff with the skills they need to deal effectively with a changing higher education environment that is evolving rapidly.'*

Martin G Bean  
Vice-chancellor

**Good practice example:** providing specialist career advice to early- and mid-career researchers.

**Oxford Brookes University**  
Bronze university award

- **Joined:** 2008
- **University Bronze since:** Nov 2012

*'We feel that our membership of Athena SWAN has signalled a clear commitment to all staff that the university is strongly committed to the aims of the Charter. The process of preparing the current application has uncovered some interesting data which will now be analysed further to suggest areas of progress that might be appropriate to take forward.'*

Professor Janet Beer  
Vice-chancellor

**Good practice example:** university-wide 'your first three years' scheme providing mentoring and training.



### Queen Margaret University

#### Bronze university award

- **Joined:** 2011
- **University Bronze since:** Nov 2012

*'I strongly believe that a culture of fairness, dignity and respect is an essential prerequisite for an effective – and happy – workplace. I also take the view that, as principal, one of my key responsibilities is to ensure that all staff achieve their full potential.'*

Professor Petra Wend  
Principal and vice-chancellor

**Good practice example:** the mechanism by which staff can show an interest in committee membership as part of their staff development plan.

### University of Sheffield

#### Bronze university award renewal

- **Joined:** 2009
- **University Bronze since:** 2009

*'The University of Sheffield has worked for many years to improve the career prospects of academic women, with a particular focus on STEM, and this support is endorsed by our university council, which has set a key performance indicator to increase the percentage of senior female academics to 24 per cent by 2016.'*

Professor Keith Burnett  
Vice-chancellor

**Good practice example:** providing targeted support to academic women and researchers in STEMM departments on their return from maternity leave.

**University of Southampton**  
Bronze university award renewal

- **Joined:** 2005 (founder member)
- **University Bronze since:** 2006

*'Over the last three years, a whole range of activities, initiatives, groups and committees – some new, some longstanding and on-going – have helped to define a solid bedrock in support of staff equality. Pivotal to this has been valuing and nurturing of existing academic expertise, alongside a commitment to recruiting the best of global talent. This has highlighted some key areas where we want to improve, particularly in identifying, developing and promoting our female talent, in addition to ensuring our reputation as a supportive environment for study, research and work.'*

Professor Don Nutbeam  
Vice-chancellor

**Good practice example:** extensive childcare provisions and voucher scheme, as well as the specific schemes for Easter and summer.

**University of St Andrews**  
Bronze university award

- **Joined:** 2011
- **University Bronze since:** Nov 2012

*As our application makes clear, we have already taken considerable steps to put in place the policies and practices that will enable us to move closer towards the realisation of complete elimination of gender bias, and the full development of an inclusive work environment in which the contributions of all members are valued.'*

Professor Louise Richardson  
Principal and vice-chancellor

**Good practice example:** a partnership with NHS Fife to ensure that women studying to become doctors do not experience forms of sex discrimination while on work placement.



### University of Surrey

#### Bronze university award

- **Joined:** 2012
- **University Bronze since:** Nov 2012

*'As our application shows, we have a wide range of policies and procedures aimed at eliminating gender bias and ensuring a culture that gives support and encouragement to women at all levels and in all activities. At the same time we are in a constant process of policy review and are working hard to fill any gaps there may be. In that context, ensuring that we support the advancement and promotion of women in STEMM subjects and increase the number of women recruited to top posts must be a priority for the university.'*

Professor Sir Christopher Snowden  
Vice-chancellor and chief executive

**Good practice example:** a budding system for key committees and the amalgamation of action plans for different schemes.

### University of Sussex

#### Bronze university award

- **Joined:** 2011
- **University Bronze since:** Nov 2012

*'While we have leading female scientists at Sussex, the data in this document show that more can still be done. As a University looking afresh at our goals and ambitions for the future, we want to ensure that the Sussex of the 21st century is living up to our founding ideals. By committing now to action through Athena SWAN we will be able to do yet more.'*

Professor Michael Farthing  
Vice-chancellor

**Good practice example:** pregnant staff have a choice of two maternity leave and pay schemes offering up to 18 weeks' leave on full salary.

### Swansea University

#### Bronze university award renewal

- **Joined:** 2007
- **University Bronze since:** 2009

*'Swansea University is undergoing rapid, research-led growth. This offers us the exciting prospect of embedding the Athena SWAN principles into expanding Colleges and the second campus from their inception... This application has been an excellent opportunity to review our attitudes and working practices with regards to female staff, ensuring that all are given the support they need to realise their career aspirations.'*

Professor Richard B Davies  
Vice-chancellor

**Good practice example:** the core hours of 9.30–15.00 and that all job advertisements welcome applicants seeking part-time, job-share or flexible working arrangements.

### University College London

#### Bronze university award renewal

- **Joined:** 2005 (founder member)
- **University Bronze since:** 2006

*'From the appointment of senior gender equality champions to women's mentoring schemes in our STEMM faculties, as well as numerous departmental Silver SWAN applications, there have been efforts at all levels to advance female academic career opportunities. I am very aware of the challenges in this area and am determined that UCL will meet these head on. The process of making this application has refocused our attention on the challenges which are detailed herein. We will address these issues as a priority.'*

Professor Malcolm Grant  
President and provost

**Good practice example:** the network of senior equality champions appointed by the provost.





## Awards

### Departments

#### Aston University

##### School of Life and Health Sciences

##### Bronze department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'From my own experience, one of the principal reasons that allowed me to develop a successful research laboratory was the opportunity to work part-time. I am delighted to be included as one of the case studies in this application, which highlights the significant benefits I achieved in working part-time during various stages of my career. Our school strategy now formally recognises part-time work as a 'good and valuable practice', and I remain supportive of all part-time/flexible working-hours requests.'*

Professor Helen R Griffiths  
Executive dean

**Good practice example:** good childcare provision, including a high quality nursery and holiday club.

#### University of Birmingham

##### College of Medical and Dental Sciences

##### Bronze department award

- **Joined:** 2011
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Key to [our] objectives is the recruitment and development of dedicated staff who are supported and valued for their contribution and given every opportunity to achieve their full potential. We are committed to the promotion of gender equality in all areas of our activity, from recruitment, through to induction and mentoring and support, as well as specifically supporting the career development of all staff and students through our performance and development review processes.'*

Professor Lawrence S Young  
Pro vice-chancellor and  
head of college

**Good practice example:** openness of the teaching pathway to promotion for research-active staff.

**University of Bristol**  
School of Oral and Dental Sciences

**Silver department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'As part of our work towards a SWAN Silver award we have conducted a review of gender balance in the school... This has highlighted our achievements to date and also the challenges ahead of us... While our school has more female than male students and more female academics overall, all of our readers and most professors are male. I believe that this will change over the next few years as our current cohort of junior academics are promoted: our action plan has been developed with the intention of supporting this change.'*

Professor Jonathan Sandy  
Head of school

**Good practice example:** the scheme by which women returners can apply for up to six months protected research time and the flexible approach to return.

**University of Bristol**  
School of Social and Community  
Medicine

**Silver department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'Some of my earliest memories are of trips to my grandmother's laboratories at the Hammersmith Hospital, where she had been director of an MRC unit. She had to resign her job when she married, so she and my grandfather built a laboratory in their garden to enable her to continue her research career. Today, the obstacles faced by women in academia are less overt and more subtle... As head of school, I will take personal responsibility for ensuring that the SWAN team is given the resources and influence to put our action plan into practice.'*

Professor Jonathan Sterne  
Head of school

**Good practice example:** 'fair and effective recruitment' training for all interview panelists, giving consideration to rotating the days of meetings to accommodate part-time staff.

**University of Cambridge**  
Department of Chemistry

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'It is an understatement to say that I endorse this application: I believe that the principles embodied in the Athena SWAN process are absolutely essential for the future success of our department. . . To me, the Athena SWAN award scheme is not a matter of compliance – it is a process that we should and would continue even if the Athena SWAN scheme did not exist – the proposed practices reflect plain common sense.'*

Professor Daan Frenkel  
Head of department

**Good practice example:** employing a dedicated careers officer for contract research staff.

**University of Cambridge**  
Department of Materials Science  
and Metallurgy

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We recognise that there is no room for complacency. As set out in this application, we are making efforts to improve across all areas. The department, being relatively small, is very cohesive. I can say with confidence that the academic staff are fully committed to the objectives set out in this application.'*

Professor A Lindsay Greer  
Head of department

**Good practice example:** a pilot for carers leave support.

**Cardiff University**  
School of Biosciences

**Bronze department award**

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Following feedback from staff during the Athena SWAN application process, the school has prioritised communication, leadership, development and performance management for increased consideration across all areas of the school. With these key priorities in mind, we communicate as widely as possible the school's objectives and the expectations for academic staff in order to succeed in our ambition to achieve the highest standards of excellence.'*

Professor Ole H Petersen  
Director

**Good practice example:** the establishment of a women professors' forum.

**Cardiff University**  
School of Dentistry

**Bronze department award**

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'To ensure that Athena SWAN achieves a high profile within the school of dentistry, I have personally chaired all the meetings of the working group and lead the self-assessment team... I have provided an update on the Athena SWAN application at each of my bi-monthly school briefings.'*

Professor Michael AO Lewis  
Dean and head of school

**Good practice example:** circulating the calendar of committees at the start of the year.

## Cardiff University School of Engineering

### Bronze department award

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Since we first entered enthusiastically into the Athena SWAN process in 2008, there has been significant progress in addressing the challenges which are particular to women within engineering. Key initiatives were confidence training, which had an immediate impact on promotion applications from female staff, as well as active participation in the university women professors' forum.'*

Professor Karen M Holford  
Pro vice-chancellor of the  
college of physical sciences

**Good practice example:** committee chairs are encouraged to schedule meetings to be no later than 14.00.

## Cardiff University School of Medicine

### Bronze department award

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The sharing of good practice has seen the extension of schemes supporting postgraduate research students with maternity, paternity and adoption leave being extended from one institute across the school. Perhaps more importantly, though, the commitment to securing recognition through the award scheme has sent a strong signal to everybody connected with the school that we are determined to create an environment where every staff member and student is able to maximise her/his potential.'*

Professor B Paul Morgan  
Dean and head of school

**Good practice example:** all recruiters attend equality and diversity training before they are able to chair an interview panel.

**University of Edinburgh**  
The Royal (Dick) School of  
Veterinary Studies

**Bronze department award**

- **Joined:** 2005
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'I have ensured that the school adopts a compulsory appraisal process. This will provide all with an effective framework to discuss career aspirations and is also a chance to highlight any hindrances staff may face. A strong appraisal culture will allow management to monitor workloads, ensure an objective allocation of responsibilities, as well as ensuring opportunities for development are available to all staff.'*

Professor David J Argyle  
Head of school and  
dean of veterinary medicine

**Good practice example:**

commitment to co-host an equality and diversity workshop with the Roslin Institute on an annual basis, which all new staff will attend.

**University of Edinburgh**  
School of Biological Sciences

**Silver department award**

- **Joined:** 2005
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'I value the rigorous assessment of our strengths and weaknesses and the opportunities it gives us to address the issues through our action plan. It is revealing, for example, that our staff are less aware of the school's policies and procedures for promotion than I had realised... Nevertheless, I am optimistic that our Athena SWAN activities, our increased awareness and redoubled efforts provide a solid foundation for change.'*

Professor David Leach  
Head of school

**Good practice example:**

the online talent register, only considering supervisors for promotion once they have completed performance and development reviews with their staff.

**University of Glasgow**  
School of Physics and Astronomy

**Silver department award**

- **Joined:** 2011
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'Our ongoing programme of staff and student monitoring and gathering of statistical information is now firmly established and operating in a robust and sustainable manner. The Juno principles [from our champion award in 2011] are now firmly embedded within the school's structures and processes. On that basis I commend to you without hesitation our submission for Athena SWAN Silver status.'*

Professor Martin A Hendry  
Head of school

**Good practice example:** a clear mechanism for feedback from early career researchers via the PhD and postdoc forums.

**Imperial College London**  
Department of Mathematics

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Silver
- **Department Bronze:** Nov 2012

*'Our actions in the last year have been firmly directed toward identifying any deficiencies in our work environment across all levels, from undergraduate through to academic staff, and preparing for this Athena SWAN application has been extremely useful in identifying areas upon which we can make an impact.'*

Professor Richard Craster  
Head of department

**Good practice example:** the Elsie Widdowson fellowships, which allow female academics to concentrate fully on their research work upon returning from maternity or adoption leave.

## Imperial College London

### Department of Medicine

#### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Silver
- **Department Bronze:** Nov 2012

*'From the beginning we were keen that the committee should consult with, and provide a voice for, members across the department. Their voice has been uncomfortable at times but from this I see real progress being made... As a result of the consultation process the committee made several recommendations which we have begun to implement. I am determined to see this work come to fruition and to make sure we have vibrant and productive communication.'*

Professor Gavin Screaton  
Head of department

**Good practice example:** provision of 'top tips' induction material for new lecturers and postdoctoral researchers.

## University of Leicester

### Department of Cancer Studies and Molecular Medicine

#### Bronze department award

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Since 2003, when the department was formed, we have not had a formal process to ensure that we have a culture of equality. It has been a valuable exercise to begin to formalise this process as we have developed this application. Undertaking this work for the Athena SWAN Bronze award has been of great value to enable us to closely examine how the department operates, to identify deficiencies, and develop a strategy to address these.'*

Professor WP Steward  
Head of the university  
department of oncology

**Good practice example:** reintroducing annual appraisal and mentoring to identify and support staff applying for promotion.



**University of Leicester**  
Department of Physics and  
Astronomy

**Bronze department award**

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We are a department which takes seriously equality and diversity issues. We wish to ensure that the workplace is transformed for all our staff and believe that we have identified the actions that need to be taken to achieve the aims and goals of the Athena SWAN programme. An Athena SWAN Bronze departmental award will both provide us with recognition of the work we have undertaken as well as the action plans to continue to improve in relation to the goals of the Athena SWAN programme.'*

Professor Mark Lester  
Head of department

**Good practice example:** a training bundle for line managers with a strong equality and diversity component.

**University of Leicester**  
School of Psychology

**Bronze department award**

- **Joined:** 2006
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'While considerable progress has been made in recent years, the school of psychology faces many challenges in the years to come if we wish to demonstrate a sustained achievement of this goal... The process of submitting to the Athena SWAN award has itself, in the collection of survey data and the reflection upon current custom and practices, suggested further changes and improvements. This is work in progress that reflects the school's willingness to reflect on its effectiveness and to embrace change.'*

Professor Mark Lansdale  
Head of school

**Good practice example:** including all staff in social gatherings such as the weekly lunch invite.

**London School of Hygiene and Tropical Medicine** Faculty of Epidemiology and Population Health  
Bronze department award

- **Joined:** 2011
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The Athena SWAN Charter embodies principles that are dear to me: I dedicated my PhD thesis, written more than 20 years ago, 'to all women working in science'. I have therefore been pleased to see the implementation of new policies and working practices, such as underwriting, the career map, flexible and family-friendly working and the establishment of the equal opportunities committee, during my employment with LSHTM.'*

Professor Laura Rodrigues  
Dean of faculty

**Good practice example:** 'career map' for staff responsibilities and promotion criteria.

**London School of Hygiene and Tropical Medicine** Faculty of Public Health and Policy  
Bronze department award

- **Joined:** 2011
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The faculty strives to ensure that there are no barriers preventing female colleagues progressing into senior academic positions, and have changed working practices and promoted family friendly policies to achieve this aim. Nurturing and transparent practices, a focus on progress and reward through achievement on an open, fair and equitable basis, and total flexibility to allow a healthy work-life balance, all contribute to our high retention rates and the desirability of the faculty as a place to pursue a successful academic career in public health.'*

Professor Richard Smith  
Dean of faculty

**Good practice example:** departmental funding of fellowships awarded to women.

### **Loughborough University**

School of Sport, Exercise and  
Health Sciences

Silver department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'I am personally committed to ensuring that women students and staff achieve their full potential and progress to the highest possible positions within the school, university and in other places of employment. I am determined that any barriers to such progress should be identified and, where possible, removed.'*

Professor Mark P Lewis  
Dean of school

**Good practice example:** one semester teaching reduction for maternity returners and a gradual increase in hours.

### **Newcastle University**

Institute of Cellular Medicine

Silver department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'We are not complacent, we know that we have had some success but that it takes time to embed this ethos and working across all of our groups and teams. Our action plan is therefore ambitious yet realistic. It will stretch us but we know that it is achievable.'*

Professor Dave Jones  
Director of the institute

**Good practice example:** proactive activities to help support and develop research associates to become independent researchers.

**University of Oxford**  
Department of Biochemistry

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We welcome the Athena SWAN process, which has provided a mechanism for formal review of our current position. It has enabled us to highlight problem areas and identify necessary actions. In particular, the self-assessment process has brought to light some difficult issues which we are now addressing, and has provided momentum for us to move ahead with institutional measures that will result in the necessary long term cultural changes. We believe we now have a forward-looking action plan that will be extremely beneficial to all members of the department.'*

Professor Mark Sansom  
Head of department

**Good practice example:** the 'head of department lunch' scheme that provides a less formal platform for academic staff to raise any concerns or opinions they have.

**University of Oxford**  
Department of Engineering Science

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Our Athena SWAN application has made us much more sensitive to the risks of merely accepting the status quo... The careful review of how we operate has allowed us to develop an action plan that will involve a number of new and very positive initiatives... I believe that our engagement with the Athena SWAN Charter will be central to this strategy, ensuring that we genuinely draw in the most talented individuals, and then provide them with an environment in which they can flourish.'*

Professor Guy T Houlsby  
Head of department

**Good practice example:** the wording of job advertisements to include comments to encourage people who have taken career breaks to apply.

## University of Oxford

Department of Primary Care Health Sciences

Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The extension of Athena SWAN to medical departments has prompted us to formalise a process of self-reflection and to embed our existing good practice. I believe this commitment is evident from... two important metrics. First, the almost total staff engagement... following early staff feedback... we established eight working groups, with virtually all departmental staff volunteering to actively engage in at least one group. Second we had an 85% response rate to our staff survey... and over half the department attended a meeting to discuss the action plan.'*

Professor Richard Hobbs  
Head of department

**Good practice example:** granting a school-term only contract to a member of research staff.

## University of Oxford

Nuffield Department of Clinical Neurosciences

Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'[As a newly formed department] we have been developing departmental policies and structures largely from scratch. One of our early steps was to establish a senior management group, which currently has four women out of our nine members. We have done our best to ensure that... we can offer the necessary flexibility with flexible working, access to nursery care and so on. However, the work required to put together our application to Athena SWAN has... provided an excellent opportunity to reflect on our achievements as well as our deficiencies.'*

Professor Christopher Kennard  
Head of department

**Good practice example:** departmental childcare provision.

**Plymouth University**  
School of Psychology

**Bronze department award**

- **Joined:** 2005
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'While we enjoy buoyant recruitment of female undergraduates, with women outnumbering men, over the course of a career in psychology we see the ratio of women to men reverse. . . Our motivation in applying for the Athena SWAN award is to benchmark where we are with respect to supporting the careers of women in psychology from undergraduate to professor and senior manager and to explore the issues they face. We see the Athena SWAN award as facilitating actions that will enable us to identify and address barriers to the advancement of women in psychology careers.'*

Dr Liz Hellier  
Head of school

**Good practice example:** decreased administrative load for new members of staff and those returning from maternity leave.

**Queen Mary, University of London**  
School of Engineering and Materials Science

**Bronze department award**

- **Joined:** 2005
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The school has, for many years, actively promoted flexible and part-time working to support parents of young children and those with other caring roles. . . Nonetheless, the underrepresentation of women is exacerbated at grades 7 and 8. We are committed to developing strategies that ensure that women are provided with equal opportunity for career development and have recently implemented changes to our appraisal and academic promotion processes to address these issues, emphasising quality over quantity of outputs.'*

Professor David Lee  
Head of school

**Good practice example:** invitations to female alumni to an industrial liaison forum event for undergraduates.

**Queen's University Belfast**  
School of Biological Sciences

**Gold department award**

- **Joined:** 2005 (founder member)
- **University award level:** Silver
- **Department Gold:** Nov 2012

*'As head of school, I want to create a working environment in which the careers of women will flourish alongside those of men. To this end, I consciously attend to leading and managing current best practice and innovations. I am very proud of our school achievements to date.'*

Professor Christine Maggs  
Head of school

**Good practice example:** an innovative response to QUB's particular geographic constraints to advertise posts in pairs and clusters.

**Queen's University Belfast**  
School of Medicine, Dentistry and  
Biomedical Sciences

**Silver department award**

- **Joined:** 2005 (founder member)
- **University award level:** Silver
- **Department Silver:** Nov 2012

*'As dean of school, I am very keen to include PhD students and postdoctoral researchers in the activities of the self-assessment team and the gender equality office. This is crucially important as there is a perception among young female PhD students and postdocs that an academic career is incompatible with family life. The GEO... has developed several new initiatives to engage with these early career scientists/clinicians and enthuse them for an academic research career.'*

Professor Patrick G Johnston  
Dean of school

**Good practice example:** developing the women's early career academic network.

## University of Reading

### School of Construction Management and Engineering

#### Silver department award renewal

- **Joined:** 2007
- **University award level:** Bronze
- **Department Silver:** 2009

*'We are conscious that discrimination can occur on occasion through simple thoughtlessness, or a lack of appreciation of how particular groups can be systemically disadvantaged by specific procedures and practices. I am therefore very grateful for the thorough and independent work of the self-assessment team in moving the gender equality agenda forward. In particular, they have drawn my attention to the recent drop in conversion rates of female undergraduates; reversing this trend will be a key action going forward.'*

Professor Stuart Green  
Head of school

**Good practice example:** email protocols to tackle out-of-hours culture.

## Royal Holloway, University of London

### Department of Earth Sciences

#### Bronze department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'I welcome the processes involved in developing the bid so that shortcomings can be highlighted and addressed. I look forward to making genuine progress in improving gender equality across a diverse range of policies and practices by working towards the achievable targets we have set in our action plan.'*

Professor Jason Morgan  
Head of department

**Good practice example:** automatic consideration of staff for promotion and encouragement to apply for sabbatical leave.



**Royal Holloway, University of London**  
Department of Psychology

Silver department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'We have moved from a departmental profile where the majority of key management positions were held by males, to one where I am the only male in the department management structure. This better reflects the gender balance of our students, post-doctoral staff and early career academic staff. Equally I recognise that there is a need to ensure that these positions are rotated, but this is the first time in my academic career that I can recall female academics being in the large majority across the key decision making roles.'*

Professor John Wann  
Head of department

**Good practice example:** staff being discouraged from making a case for promotion, instead submitting a CV to be considered annually.

**University of Sheffield**  
Department of Animal and Plant Sciences

Silver department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Silver:** Nov 2012

*'The time is right for this department to apply for Athena SWAN Silver: the process of applying has been an informative and motivating experience. The reflection of where we are, where we want to be, and how we get there has been constructive and positive and has added energy to a process that already had considerable momentum.'*

Professor Michael Siva-Jothy  
Head of department

**Good practice example:** rotating major administrative roles and trialling different solutions to departmental flexibility.

### University of Sheffield

School of Health and Related Research

Bronze department award

- **Joined:** 2009
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We operate a policy of making rights, usually available only to limited groups of staff, available to all. We have, for example, always made periods of study leave available to all research staff, not just to our academic faculty... personal consultancy to all our staff, not just to academic staff... resources for travel and conferences available to all staff... I am clear that a working environment which values everyone equally creates a more supportive, more communal, happier, and thereby more effective workplace.'*

Professor Jon Nicholl  
Dean of school

**Good practice example:** using the women academic returners' programme funding to provide targeted support.

### Sheffield Hallam University

Department of Architecture and Planning

Bronze department award

- **Joined:** 2008
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'As a member of the self-assessment team I... can confirm that the process has been both enlightening and affirmative... [and has] highlighted a number of issues that address equality in the wider context. These are highlighted in our action plan, some of which have already been implemented... As a department we entered this process with confidence in our overall position on gender equality but emerged with a heightened and refreshed sense of our responsibility to drive the wider equality agenda forward.'*

Professor Norman Wienand  
Head of department

**Good practice example:** teaching organised in groups of two or more staff to allow flexibility.

**Sheffield Hallam University**  
Department of Engineering and  
Mathematics

**Bronze department award**

- **Joined:** 2008
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Working towards this Athena SWAN award has raised our awareness of the importance of supporting students from a diverse range of backgrounds... In recent years the department has focused on retention and progression of our female students, but we are now intent on building up numbers while retaining our emphasis on providing a positive student experience... We have recognised that not all recruitment panels have had an appropriate gender balance in the past and have successfully instigated a strategy to address this.'*

Dr Martin Howarth  
Head of department

**Good practice example:** grouping female students into a small number of tutor groups is a helpful response to their low numbers.

**University of Southampton**  
Chemistry

**Bronze department award**

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'I have been head of academic unit since August 2010. My priorities have been to stabilise the department by ensuring that we assist all our staff and students to perform to the best of their ability by offering support where it is required by personal circumstance... I believe that Southampton chemistry is a great place to work and I am committed to making it even better by supporting the implementation of the actions identified, by ensuring that the resources required are in place.'*

Professor Philip A Gale  
Head of Chemistry

**Good practice example:** proactive and responsive induction processes.

## University of Southampton Electronics and Computer Science

### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Our preparation for the Athena SWAN application has helped ECS understand better the weakness in our practices and culture that work against better gender equality. We recognise the need to be more systematic about ensuring female representation in key decision-making processes, to be more comprehensive in our training and mentoring, to encourage a flexible working culture that enables good work/life balance, and to be more proactive about encouraging women researchers from ECS and elsewhere to apply for open positions.'*

Professor Neil White  
Head of electronics and  
computer science

**Good practice example:** establishing and taking feedback from a career discussion forum.

## University of Southampton Faculty of Medicine

### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'While career advancement is encouraged across the spectrum of diversity, there are still fewer women in senior management positions. The faculty is now looking into the provision of bespoke coaching for senior staff to ensure that those women who wish to have the opportunity to take on senior management positions are well prepared to do so. In turn, these successful colleagues will become role models for others with similar aspirations.'*

Professor IT Cameron  
Dean of the faculty of medicine

**Good practice example:** dual university and trust appraisal for clinical academics.

## University of Southampton Ocean and Earth Science

### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We have benefitted greatly from the self-assessment that we have made as part of this application. Our statistics compare favourably with most relevant national averages, but we acknowledge where we have more work to do. I will ensure that the Athena SWAN panel continues to operate after submission of this document, and will play an active role in ensuring that our action plan is implemented and that sufficient resources are in place.'*

Professor Tim Minshull  
Head of SOES

**Good practice example:** eight-week summer cover for student parents.

## University College London Department of Computer Science

### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'There is significant underrepresentation of women at all levels of our department. Our discussions of the reasons for this have led us to understand [that this] extends back into interest in computing in schools... Our departmental strategy and academic mission is to work to turn this completely unacceptable situation around... We are therefore engaging at many different levels, including promoting computer science among girls at school, improving our messages to attract women to apply to UCL at all levels and... to support and nourish their work and careers.'*

Professor John Shawe-Taylor  
Head of department

**Good practice example:** the post-break award scheme with committed finances.

### University College London

#### Department of Medical Physics and Bioengineering

##### Bronze department award

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'While being optimistic about future trends, our SWAN action plan is heavily focussed on accelerating our rate of progress by increasing awareness of existing policies and the need for proactive practices, by building the confidence of female students and junior staff, and by highlighting our successes and positive role models.'*

Professor Jem Hebden  
Academic head of department

#### **Good practice example:**

departmental retreats and extensive outreach activities.

### University College London

#### MRC Laboratory for Molecular Cell Biology

##### Silver department award renewal

- **Joined:** 2005 (founder member)
- **University award level:** Bronze
- **Department Silver:** 2009

*'Since the award of Silver status in 2009, soon after I was confirmed as director of the MRC Laboratory for Molecular Cell Biology, I have fully supported efforts within the department to not only maintain, but advance, gender equality. In these last three years in particular I have sensed a change, in that we are shifting from being aware of gender equality in all that we do, to it now being the norm and at times almost unnoticed.'*

Professor Mark Marsh  
Director

**Good practice example:** undertaking a full review of the institute's website, including photographs, against the Athena SWAN principles.

## University of Warwick Department of Chemistry

### Silver department award renewal

- **Joined:** 2008
- **University award level:** Bronze
- **Department Silver:** 2010

*'Warwick chemistry is driving the Athena SWAN agenda at Warwick. The welfare and communication committee model of a committee has been taken up successfully by other departments and crucially we have led changes at university level in relation to maternity issues and funded schemes for women returning to research. Chemistry has also led the way on training initiatives for PhD students and postdoctoral fellows, realising the importance of personal development activities alongside their traditional studies.'*

Professor Mike Shipman  
Head of department

**Good practice example:** the postgraduate certificate in transferable skills in science for research fellows to provide a structure for non-technical training and development.

## University of Warwick School of Engineering

### Bronze department award

- **Joined:** 2008
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'The school has operated informally in the past and we have usually been able to accommodate the requirements of staff with family commitments and provide support and career advice. [As a parent of a young family, I am] fully aware of the necessity to have a flexible and accommodating approach to staff with similar responsibilities. However, if we rely on informal arrangements as the school grows we may fail to communicate the available options to staff and students. I therefore recognise that we need to formalise some of our practices. This is the focus of our action plan.'*

Professor Nigel Stocks  
Head of school

**Good practice example:** first year tutorial groups each contain at least two female students.

**University of Warwick**  
School of Life Sciences

**Bronze department award**

- **Joined:** 2008
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'We have noted, as have many other STEMM departments, that many of our women leave academia at the postdoctoral stage. While we need to explore exactly why this is, we have two key goals – to ensure that our postdoctoral community is engaged with the life of the school and that all our postdoctoral scientists are able to develop to maximise their chances of a scientific career, either at Warwick or elsewhere.'*

Professor John McCarthy  
Head of school

**Good practice example:** providing money with which staff with caring responsibilities can pay for childcare when they travel to conferences, and a postdoctoral coffee morning.

**University of Warwick**  
Warwick Medical School

**Silver department award**

- **Joined:** 2008
- **University award level:** Bronze
- **Department Bronze:** Nov 2012

*'Following the Bronze award to Warwick Medical School, welfare and communications group-led outreach activity has helped to progress the Athena SWAN agenda in other medical schools through, for example, our Athena SWAN workshop attended by 23 medical schools. We are now routinely approached by other universities for advice on Athena SWAN implementation.'*

Professor Peter Winstanley  
Dean of medicine

**Good practice example:** all committees have Athena SWAN on their agenda at regular intervals, the returning parents support network.



# Athena SWAN Charter awards

November 2012

## Bronze university awards

*'Recognising that the university has a solid foundation for eliminating gender bias and developing an inclusive culture that values all staff.'*

- University of Brighton
- University of Glasgow
- Manchester Metropolitan University
- The Open University
- Oxford Brookes University
- Queen Margaret University
- University of St Andrews
- University of Surrey
- University of Sussex

## Renewals

- University of Cambridge
- University of Edinburgh
- The Institute of Cancer Research
- University of Leeds
- Newcastle University
- University of Sheffield
- University of Southampton
- Swansea University
- University College London

## Silver university awards

*'Recognising a significant record of activity and achievement by the university in promoting gender equality and in addressing challenges across their STEMM departments.'*

- Imperial College London
- University of Nottingham

## Bronze department awards

*'Recognising that in addition to institution-wide policies the department has identified particular challenges and is planning activities to address these in the future.'*

### Aston University

- School of Life and Health Sciences

### University of Birmingham

- College of Medical and Dental Sciences

### University of Cambridge

- Department of Chemistry
- Department of Materials Science and Metallurgy

### Cardiff University

- School of Biosciences
- School of Dentistry
- School of Engineering
- School of Medicine

### University of Edinburgh

- The Royal (Dick) School of Veterinary Studies

### Imperial College London

- Department of Mathematics
- Department of Medicine

### University of Leicester

- Department of Cancer Studies and Molecular Medicine
- Department of Physics and Astronomy
- School of Psychology

### London School of Hygiene and Tropical Medicine

- Faculty of Epidemiology and Population Health
- Faculty of Public Health and Policy

### University of Oxford

- Department of Biochemistry
- Department of Engineering Science
- Department of Primary Care Health Sciences
- Nuffield Department of Clinical Neurosciences



**Plymouth University**

- School of Psychology

**Queen Mary, University of London**

- School of Engineering and Materials Science

**Royal Holloway, University of London**

- Department of Earth Sciences

**University of Sheffield**

- School of Health and Related Research

**Sheffield Hallam University**

- Department of Architecture and Planning
- Department of Engineering and Mathematics

**University of Southampton**

- Chemistry
- Electronics and Computer Science
- Faculty of Medicine
- Ocean and Earth Science

**University College London**

- Department of Computer Science
- Department of Medical Physics and Bioengineering

**University of Warwick**

- School of Engineering
- School of Life Sciences

## Silver department awards

*'Recognising that in addition to institution-wide policies the department has a significant record of activity and achievement and has identified particular challenges, has implemented activities and can demonstrate their impact so far.'*

### University of Bristol

- School of Oral and Dental Sciences
- School of Social and Community Medicine

### University of Edinburgh

- School of Biological Sciences

### University of Glasgow

- School of Physics and Astronomy

### Loughborough University

- School of Sport, Exercise and Health Sciences

### Newcastle University

- Institute of Cellular Medicine

### Queen's University Belfast

- School of Medicine, Dentistry and Biomedical Sciences

### Royal Holloway, University of London

- Department of Psychology

### University of Sheffield

- Department of Animal and Plant Sciences

### University of Warwick

- Warwick Medical School

## Silver department renewals

### University of Reading

- School of Construction Management and Engineering

### University College London

- MRC Laboratory for Molecular Cell Biology

### University of Warwick

- Department of Chemistry

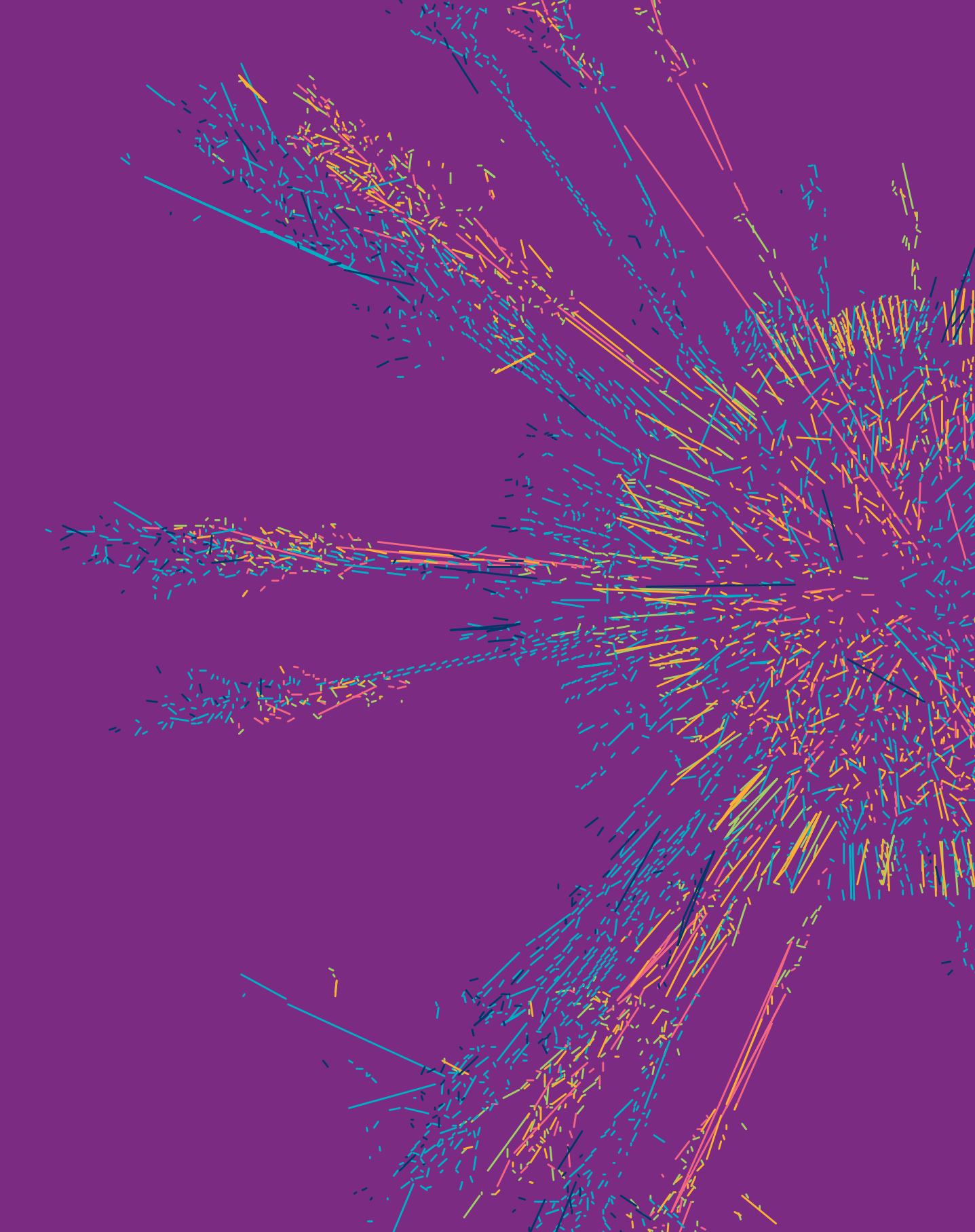


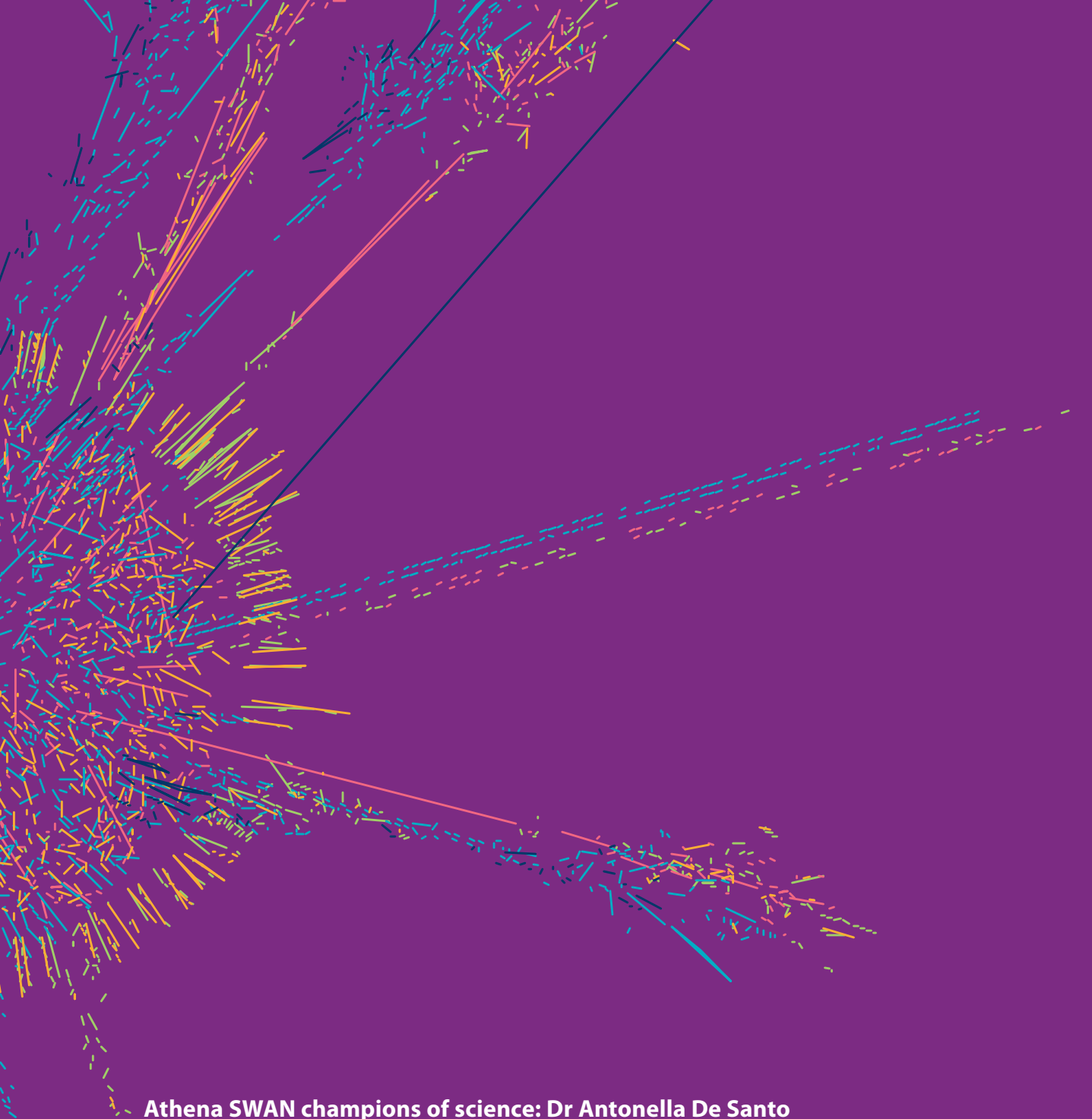
## Gold department award

*'Gold awards recognise a significant and sustained progression and achievement in promoting gender equality and addressing the challenges particular to the specific STEMM discipline of the department.'*

### Queen's University Belfast

- School of Biological Sciences





## **Athena SWAN champions of science: Dr Antonella De Santo**

*Reader in Experimental Particle Physics, University of Sussex*

Dr De Santo is part of ATLAS, one of two Large Hadron Collider experiments that discovered an elusive particle smaller than an atom highly likely to be the Higgs boson, which is said to prove theories of how the universe works.



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