Objective	Rationale / Originator	Description and Implementation	Reference Application Section (s)	Responsibility Action Owner [required for success]	Timeframe Start/end date	Success Measure
1. Undergraduate and taught Postgraduate Students						
1.1 Increase proportion of women on to UG programmes.	Fixed UG numbers over last 10 years, lower than sector average.	Widening Participation through outreach programme with targeted state schools. Target A-level transition and A-level students. Enable teachers to take materials science into the classroom lesson plans and teacher coaching. Review course streams and advertising (Summer 2017) , monitor application / uptake rate across streams Increase visibility of role models at all levels. Support events focused towards women. Discover Materials Network for increasing profile. While the proportion of offers made to women has been increased to 42%, the acceptance rate by women is below 30% but over 40% for men. **NEW ACTION:** investigate the reasons for this and put plans in place to mitigate them.	4.1(ii) 4.1(v)	UG admissions [Outreach officer, HoD]	2017-2023	*Increased UG proportion of female enrolment; Target 50% in long term; 40% after a further 3 years from 2020 (increase from below 30% to 34% over the period). Increased awareness of Materials.* *Monitored by Admissions Tutor annually and in annual statistics reported to SAT, Department Strategy Committee (DSC).*
1.2 Monitor UG and PGT data.	Ensure programme is not creating gender biases. Changes in BEng/MEng choices require further analysis.	Monitor BEng and MEng choices *vs* gender and any effect on destinations of graduates. Monitoring of data (system in place and currently show no bias). Benchmark internally (FoE, Physics and Chemistry), and nationally (HEIDI). **NEW ACTION:** monitor Year 3/4/MSc option choices *vs* gender.	4.1	Senior Tutor [DUGS, MSc Director]	2017-2019 Ongoing , annually every November	*Understanding of choices: better advice to students.* *No bias in achievement levels.* *Annual monitoring report by programme directors, reviewed by SAT, DSC.*
1.3 Communication / satisfaction.	Lack of awareness of complaint routes. Feedback in student satisfaction surveys.	Raise awareness of routes for discussion of issues; promote tutor for women position. **NEW ACTION:** Report&Support. Appointment of Senior Tutor to Student Office (person appointed: summer 2017). NSS (Jan annually). Obtain feedback on actions directly from UGs *via* student led surveys (March annually). **NEW ACTION:** Student Welfare Advisor appointed.	5.5(iv)	DUGS [Athena Champion, UG reps]	2016-2023	*Improved satisfaction for all students (especially women) measured via student surveys, NSS feedback and focus groups.* Improve overall NSS ranking to upper half of sector (recent results have fluctuated significantly).

1.4 Integrate UGs and PGTs with Department as a whole.	UG/PGT feedback to SAT and SSC.	Organise Dept. wide activities, (*e.g* Dept. BBQ) Integration of UG and PG activities. UG and PG representation on SAT. UG and MSc reps are invited *ex officio* to annual Gala Dinner(annually every Jan). **NEW ACTION:** review post-COVID once students fully return to campus, especially MSc integration *via* tutorial support, project supervision.	5.3(iv)	DUGS/DPGS	Introduced measures 2016 and ongoing	*Improved UG/PGT experience and department cohesion measured by ~~student-led survey and~~ feedback to student-staff committees (target 80% of students report feeling integrated by 2021).*
2 *Postgraduate Research Students*							
2.1 Increase % of female PhD students.	Improve pipeline of women in materials.	Active engagement with UGs, target potential applicants and encourage early application to secure funding. Careers advice in research to UGs (to connect with ~~our recently instigated~~ MatSoc seminar series) **RENEW ACTION:** Questionnaire for those who decline PhD offer, to understand why women do not accept positions.	4.1(iv)	PG Admissions [DUGS, DPGS]	2017-2020	*Increased percentage of women PGs (applying & accepting). Target 50% in long term; 40% after 3 years. Note: data not currently easy to access. Monitored by PG office reported annually and evaluated at PGC and SAT.*
2.2 Increase interaction with research and academic staff through social and academic Opportunities.	Raised by PG rep at Athena meetings and further feedback from PG committee.	Implement PGs Materials Seminar Series Plan for 3-4 Dept. events annually run by the PGs; ensure 50:50 M:F speaker ratio. **NEW ACTION:** review post-COVID once students fully return to campus.	5.3(iv)	PGC Chair [post graduate tutor]	Plan of activities in place for October 2017	*Better department cohesion, PGs feel part of the materials community.* *Self-sustaining activities run by the students.*
2.3 Improve supervisor-PG experience, provide 'best practice' for all.	Imperial College PG Survey. PRES and Feedback from PGC 'PhDs want time / good communication with the supervisor'.	All students have a second supervisor to ensure projects are running well and any issues can be addressed *via* a third party Develop New Induction Programme and Continuity Lectures: Discuss expectations and responsibilities with both staff and PGs. **NEW ACTION:** continue with supervisor training introduced prior to COVID. **NEW ACTION:** review role of PhD student mentors.	5.3(iv)	DPGS [all staff]	Induction Pilot run Oct 2016, Review (summer 17) , and extend to other years 2017.	*Feedback of high quality supervision by PGs, improved experience. Monitored by DPGS/ GRADSOC and PG / PRES survey. Target 80+% positive response* *Link to submission rates (see 2.4).*
2.4 Submission.	Ensure all students submit within funding period.	Achieve 100% PhD completion rate within 3.5 years (or funding period if longer). Monitor completion rates versus gender/fee status Clear communication of expectations to supervisors.	4.1(iv)	DPGS [all staff]	2017-2020 (ongoing monitoring)	*100% PhD completion rate within 3.5 year achieved No bias in submission time vs gender.*

2.5 Monitor Student PG data and PG Feedback.	Ensure no gender bias in PGR systems.	Collection, monitoring and benchmarking of data at a national level is established including; registry data; direct PG feedback, DPS interviews. Disseminate information/get feedback on actions from PGs **NEW ACTION:** identify ways to connect current PhD students with alumni.	4.1	DPGS / MSc Directors	**Continuous** Submission Nov; Recruitment Feb annually	*No bias in achievement levels. Department performs above national average.*
3 *Staff*							
3.1 Recruitment: Increase the number of female applicants for academic posts.	Maintain and grow above sector average levels of female staff Continue to promote female staff to senior levels.	The Department maintains a pre-emptive list of outstanding candidates to facilitate search committees - managed by themes. Candidates approached for positions should be 50:50 women and men. Identify outstanding young candidates and sponsor them for Fellowship applications. Provide active mentorship for academic roles. Review job descriptions / adverts for neutral language: emphasis on preferred skills and highlight Silver SWAN holder. At least one academic female on all shortlisting and appointment panels. (4.3 unconscious bias).	5.1(i)	HoD [Theme Reps / DoR, DRM]	**2016-2019** Monitor and review actions annually	*Increased applicant pool of female staff at all levels to 40% by 2023.*
3.2 Support at key transition points: mentoring.	Feedback from PDRAs committee and at SAT.	Set-up mentoring programme, with training from PDC Provide support for academic review of proposals and mock interviews Database and information days on fellowships every June. Redeployment of fixed-term staff: informal consultation 6 months before contract end HoD meetings with long-term PDRAs to discuss career plans Industry Champion (Fionn Dunne)	5.3(iii)	PDRA Champion [DoR, HoD, PDC, FD]	-Pilot run in **2016**, review and extend by end of **2017** -Workshop every 6M	*Successful transition of PDRAs to permanent positions (academia or industry). High success rate for proposals. Successful mentorship programme assessed by PDRA-led survey. Target 40% of PDRAs to experience mentor scheme by 2021̶3.*
3.3 Improve transparency around promotion for academic staff.	Feedback from staff survey and PRDPs.	New procedures in place (2016) to improve transparency and ensure that ALL staff are considered. Formalise role of teaching peer review in promotions procedure (raise student awareness to unconscious bias in SOLE responses). Increase support for teaching practice. **NEW ACTION:** engage in design of SOLE successor.	5.1(iii)	HoD [DOM]	**2016-2018** Monitor and review policy annually	*Increased satisfaction with process determined by staff survey: Target; 100% participation, 95% satisfaction. Formalised peer review processes for College promotion. Improved teaching evaluation for staff.*

3.4 Induction : embedding Athena principles on day 1.	*Feedback from new staff.*	New staff to meet with a member of the Athena SAT committee at the start of their appointment, who will introduce Athena actions and departmental culture, sign the code-of-conduct.	5.1(ii)	DRM, [SAT]	Embedded by 2017	*More rapid integration into Department culture.*
3.5 Training.	Concerns in data around declining levels of uptake / low level of Male training.	RENEW ACTION: Assess uptake of training courses by academic staff (especially low M uptake). Promote and monitor (both internal and external) training for staff. Post-Doc survey to include a questions on training, support *etc* take actions that arise from feedback.	5.3(i)	DRM [Post-doc mentor]	2019-2021	*Improved awareness of training courses (via PRDP review) and increased uptake for all staff to 50%. Gap closure for M:F uptake rates.*
3.6 Improved mentoring / support of early career staff: both academics and research fellows.	Feedback from staff at PRDP and at Staff Athena / DRC meetings.	Engagement and training of PIs in mentoring of staff, consideration of mentoring activities in promotion (PRDP 2017 – training by 2019) . Feedback: allow new staff to change their mentor if they are unhappy – in a blame-free manner - review mentoring at PRDP RENEW ACTION: Grant applications reviewed by a mentor and DoR. Introduce requirement for large grant applications to include mentoring arrangements. Set up regular 6 monthly proposal workshops: monitor impact on submission and success rates (start March 2018)	5.3(iii) 5.3(v)	HoD [DoR; all senior staff]	2016-2019	*Increased support for junior staff - recognised in staff surveys (College survey 90% positive) and at PRDPs.* *Improved outcomes of grant applications (target 40% success rate).*
3.7 Appraisal.	Data analysis showed that some staff have not had the benefit of appraisal.	Achieve and maintain 100% participation in annual review process for all staff (currently 100% for academic staff). Return rates of PRDPs with research / professional staff will be an item for academic staff PRDPs with HoD. Annual review of PRDP process and format for all staff	5.3(ii)	HoD [DRM, all staff]	2016-2018 PRDP annually May-June	*100% participation in PRDP process for all staff ; improved staff development (e.g. uptake of training).*
3.8 Improve workload model (profile) and monitor and intervene for individuals with high load. Monitor and reward external commitments.	Feedback on workload from academic staff led to new model piloted this year	Statistics to be presented for the "median" at each staff grade, and used in promotions consideration for staff Monitor the profiles for the women, ensuring they are in line with male colleagues (per grade) Information collected annually on all external work (e.g. external boards such as company boards, national steering groups *etc*. – summer 2017) NEW ACTION: revise workload allocation model to ensure inclusion of supportive roles and less visible tasks.	5.6(vii)	HoD	Jan 2018-2020	*Effective model that captures all staff activity effectively and that staff view as fair and transparent (via staff survey)* *No gender bias in profiles (based on grade comparators).*

3.9 Improve maternity / paternity experience.	Generally staff feel well-supported; some concerns were highlighted in data analysis and staff feedback	Actively promote Carers' fund (CF) in the Department, monitor uptake and satisfaction with the scheme Improve communication with staff around paternity rights / shared parental leave using inclusive language. Monitor uptake of leave and benefits.	5.5(ii) 5.5(iii)	DRM [SAT]	2017-2020	*Increased uptake of carers' fund across all department-: uptake from non-research staff; 8 CF applications per year* *Improved awareness of paternity rights (via DRM/SAT focus group) 100% formalised uptake for eligible staff.*
4 Organisation and Culture						
4.1 Raising the profile of women in materials,	Create an environment with visible female role models- for Dept members and external visitors.	Balanced representation of women in department literature and events - Ensure female representation of Website, Department notices/ space, seminar programmes **NEW ACTION:** participate in Women at Imperial week.	5.6(ii)	HoD [Comms Officer]	Ongoing-Review annually	*Balanced seminar programmes (50:50), high visibility of female staff.*
4.2 Improved transparency in all department policy decisions / procedures.	Response to feedback from staff away day.	Review, amend, monitor all policy documents in response to feedback: • Promotions policy reviewed 2017 • Appraisals policy reviewed 2018 • Flexible working reviewed ~~2019~~ post-COVID	5.6(iv)	DOM [HoD]	Ongoing-Review annually	*Transparency in policies measured by staff feedback.*
4.3 Create an environment of mutual respect, and challenging those who do not meet our standards.	Raise awareness of unconscious bias (e.g response to SOLE, short-listing and interview *etc.*). Increased complaints about behaviour and high-profile cases of bullying.	All staff (academic, research, support and professional) to have completed unconscious bias training and include as a mandatory part of our induction process for all new recruits (3 sessions per year from Jan 2018). To be rolled out to our PhD and UG student communities. Inclusion of expectations and culture in induction procedures, (Code of Conduct) and backed up by sanctions for people who undermine the culture. Mechanism for confidential complaints/concerns: 'Athena materials' email account set up (Jun 2017) will be directed from the Department website. **NEW ACTION:** promote Report&Support **NEW ACTION:** promote microaggressions training. **NEW ACTION:** run Black Lives Matter survey.	5.1(i) 5.6(ix)	DRM, DUGS, DPS HoD DRM [SAT Chair]	By 2018 embedded in all induction programmes 2017-2019 (review sanctions) 2016-ongoing	*All department to have undergone unconscious bias training, and training to be embedded in all programmes.* *Code of conduct embedded as Department expectation.* *Members of department communicate with Athena over any concerns.*
4.4 Create a sense of departmental community.	Greater cohesion as a Dept.	Events for the whole department. E.g. Christmas party, end-of- year staff-student rounders match followed by BBQ for whole Department. **NEW ACTION:** reinstate post-COVID.	5.6(iv)	DOM, GRADSOC	Ongoing	*Improved satisfaction and dept. cohesion in staff and student surveys (Target 70% response; 80% satisfaction).*

4.5 Representation at all levels in discussion of department policies and decision making.	Ensuring that all voices are heard and have influence in the Department.	Monitor composition of all committees for gender and seniority balance (ensuring that women are not overburdened) Encourage an environment where everyone has 'a voice'. Allow time for discussion and train chairs managing discussion.	5.6(viii)	HoD	Initial review 2015 Target by 2018	*30% representation of females on all committees Staff empowered to speak in meetings.*
4.6 Create a National Materials University Network.	Recognition that there are discipline specific issues.	Convene regular meeting (initially *via* Materials HoD network); exchange ideas and challenges. Sharing best practice • Outreach Network Imperial June 2017 • Athena Network Imperial August 2017 Inter-departmental exchange in place within Faculty.	4.1(ii) 5.6(i)	SAT Chair [HoD committee]	2017 and ongoing	*Successful network events translating to increased awareness.*