

No	Action	Rationale	Accountable	Responsible	Time Frame	Measure of success
<b>Key Priority 1: fairer workload allocation</b>						
1.1	Create metrics to monitor fairer workload allocation by gender, broadening beyond only teaching allocation, potentially including wider activities such as public engagement, EDI work.	Current data monitoring systems for workload allocation by gender are inadequate.	SPH Management Board	SPH Management Board and OC to create a working group, led by an OC chair; Comms Manager for website updates	By Jul 2025	Consensus on metrics and what “success” looks like, including any gender differences; performance on metrics, e.g. via culture survey results, to be documented on SPH website.
		2024 Staff survey: 56% of women and 54% of men agreed that they can comfortably cope with their workload.			By Jun 2029	Decrease proportion of staff reporting workload not being manageable to 20%, with no gender difference.
		Opportunities Committee is female-heavy (77% people in Dec 2024), compared to 58% of staff and 64% of students within SPH.			By Dec 2025	Refresh Committee to ensure approximately 40% of the Opportunities Committee is male in line with SPH staff gender balance.
1.2	Improve fairness of workload allocation, e.g. increase in exam marking	Wellbeing and culture survey results: only 34%	SPH Management Board	SPH Management Board;	Dec 2026 for first	Compliance with metrics from 1.1; agreement on

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	by male senior academics; expand workload allocation model to post-docs; establish equality by gender by monitoring	agreed in 2023 culture survey results that workload is allocated fairly.		Director of Education to oversee teaching actions' roll-out	evaluation of scheme	next set of attainment targets
		Some modules received complaints from female staff that the large majority of markers were women.			By Dec 2028	Improved perception of fairness of workload allocation (improvement in staff satisfaction on culture survey from 2023 scores to at least 50% in all genders)
		Baseline data on workload allocation is lacking.			By Dec 2026	Routinely collected data on workload by gender demonstrating fair allocation.
<b>Key Priority 2: enhance working culture and environment, including beyond gender inequalities</b>						
2.1	Improve reporting of bullying and harassment (B&H) through a combination of: advertising the University-wide Report and Support tool; improving culture through the rest of this action plan; sharing more visible “zero tolerance” message from SPH senior leadership;	Imperial 2024 staff survey showed 20% of women and 9% of men had experienced bullying and harassment in SPH; 2023 culture survey also showed significant numbers had experienced or	Director of School	OC chairs; Comms Manager for publicising	Start: Jan 2025 Interim evaluation End: May 2029	Better measure B&H experience in anonymous staff surveys e.g. year this occurred and compare with reported numbers – establish what the reporting rate is and monitor over time

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	and following through with B&H consultant's report recommendations and meeting (occurred in Dec 2024)	witnessed this; 17% did not know how to report it. Number reporting B&H in SPH via Report & Support is 20 between 2020 and 2024, potentially lower than those who experience B&H (though timeframe of their B&H experience was unclear in the survey).			By Dec 2027	Rise in B&H reporting rate, reaching a target of 50% of incidents reported.  Staff surveys showing a drop in people experiencing B&H down to 5% or less in all genders.
	Only 37% agree that SPH management is committed to tackling bullying and harassment in culture survey 2023.					Staff surveys show >95% know how to report B&H Staff surveys shows improvement in proportion believing SPH management is committed to tackling B&H – greater than 10% improvement, with no difference by gender.

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2.2	Improve training for LGBTQ+ staff/students undertaking international work	Results from survey of LGBTQ+ staff/students/allies: only 8% feel 'somewhat' or 'extremely' confident navigating difficult situations related to LGBTQ+ issues while working, studying or collaborating internationally; 2024 SPH strategy survey had 34 respondents who were not heterosexual or not cis-gender	OC chairs	LGBTQ+ working group	Dec 2026 for completing training	Training improves confidence navigating difficult situations from 8% to 40% in the somewhat or extremely confident responses, and this occurs in men, women and people with other gender identities.
	Organise training session in partnership with MindOut; receive favourable feedback				By Jun 2026	Having ≥20 staff/students to the training session and >80% positive feedback on usefulness of training.
2.3	Improve formal support for LGBTQ+ staff/students undertaking international work	Results from survey of LGBTQ+ staff/students: only 39% report feeling comfortable or safe when working / collaborating internationally	OC chairs	LGBTQ+ working group	By Dec 2026	Survey of LGBTQ+ staff/students report improved levels of feeling comfortable or safe when working / collaborating internationally up to 45%, and this occurs in men, women and people with other gender identities

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	LGBTQ+ support info & links are integrated into university-level travel risk assessment and web pages. Advocate with risk assessment team to include this in the travel risk assessment form. Work with Imperial 600 on this, the staff-student LGBTQ+ network ( <a href="https://www.imperial.ac.uk/equality/staff-networks/imperial-600/">https://www.imperial.ac.uk/equality/staff-networks/imperial-600/</a> )	College is currently rolling out a new Overseas Working reporting system enabling better monitoring of international work for staff/students. SPH is one of the Departments piloting this new system. Alongside the travel insurance records, we have identified that this system could be used to trigger prompts for staff and students to attend training on LGBTQ+, particularly when travelling to countries less tolerant towards LGBTQ+ communities.			By Dec 2028	Successful integration of support info in College systems.
2.4	Calculate gender ratio & ethnic diversity in SPH publications authorship	Analysis of publicly available data estimating gender &	OC chairs	Publication bias working group	Start analysis:	Increased publication output for female academics and

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	<p>per year (from 2020 onwards) using Symplectic and HR data. Run an annual focus group meeting to understand the reasons behind the differences</p> <p>Take any appropriate remedial action, such as related to fairer workload allocation aims above.</p>	<p>ethnicity by name suggested some biases: men published 1.3 times as many first author papers per person as women, after adjusting for job level; women in minoritized ethnic groups published 0.79 times the number of papers per person as white women</p>			<p>Jan 2025</p> <p>Remedial action from Jan-Dec 2026</p>	<p>academics of ethnic minorities relative to that for white males year on year, using current analysis as baseline</p>
	Disseminate results across Faculty of Medicine and University, support other departments undertaking similar				<p>Submit to journal: Dec 2025</p>	<p>Increased awareness about inequalities in scientific outputs within and outside Imperial as assessed by dissemination activities</p>

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	analyses, and publish in peer-reviewed journal					within Imperial and views and downloads of the publication.
2.5	Set up SPH working group for race equality	We want SPH to be a diverse and inclusive environment across all genders. Ethnic and cultural diversity is associated with increased productivity.	OC chairs	Volunteer OC members, who will appoint their own lead	Form group by May 2025	Contribute to and support university REC efforts and policies, for instance through representation at relevant working groups or by documenting career progression by ethnicity and gender in SPH (see below).
	Where feasible, undertake analysis of ethnicity and gender by job level, producing similar statistics as are available for gender alone for Athena Swan, documenting intersectionality of ethnicity and gender (e.g. some data sets will have	Race equality charter (REC) preliminary surveys 2021 show challenges to career progression experienced by staff from minoritised groups. Data not available at SPH			Annually from 2025.	Systematically collecting and monitoring ethnicity data within SPH.

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	small numbers, so liaise with Imperial REC team)	level, but at Faculty of Medicine level.			Pilot by 2029	Pilot interventions are tracked and % of applicants, shortlisted and successful candidates from minoritised ethnic groups increases for targeted posts in men and women in SPH. Assuming SPH numbers will be similar to Faculty, our target is to have less than 5% drop in minoritised ethnic applicants at the shortlisting stage (improved over the current 10%).
	Better support applicants from ethnic minorities through recruitment process and reduce biases (conscious or unconscious). Pilot measures to improve numbers of applications and successful appointments from under-represented ethnic groups of all genders e.g. advertising on specific websites/networks (such as Black British Professionals in STEM), creating search committees, blinded shortlisting Benchmark data on applications and shortlisting and internally and externally.	% of minoritised ethnic candidates drops between applications and shortlisting from >30% to <20% of for academic jobs in the Faculty of Medicine REC data. Similar drops observed for research staff, learning & teaching staff, and PTO staff.				
	Group organises at least two events each year throughout the AS award.				Annual events take	Attendance at our annual events is at least 30 people with at least

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					place from Q3 of 2025 onwards	80% positive feedback on the events.
	Share analysis and progress on ethnicity and gender across Faculty of Medicine and beyond.	Encourage other departments to perform their own similar analyses			By Dec 2028.	Presented at least twice outside SPH.
2.6	Improve support for parents and carers	Feedback from various away days and surveys show a need for mutual, informal support. 2023 culture survey showed only 51% believe that SPH provides staff with support when they take family breaks	OC chairs	Dept Admin, OC volunteers	Run survey from Jul 2026 to Dec 2026	At least 60% of staff believe SPH provides staff with support when they take family breaks, as measured by culture survey, with no gender difference.
	Set up active parents/prospective parents and carers				By Dec 2025 for setting up, by	Parents group is well attended by men (at least a quarter of attendees)

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	support group to cover topics such as work-life balance, single parents, IVF				Dec 2026 for male attendance	
	Run a parental leave + LTFT survey across all job families, including LTFT staff who declare having had a baby and non-binary / same sex couples to understand challenges and how SPH / Imperial might improve their support.  Make improvements/liaise with College dependent on survey findings after 2026				By Dec 2028	At least 2 suggestions from the survey are acted upon.
	Reinstate annual family friendly day to improve networking for parents; invite families to events celebrating promotions and other successes	Family-friendly day was run before Covid, was popular, and helps culture and networking. Imperial 2024 staff survey found many staff not impressed with family-friendly offerings			By Dec 2025	80% positive feedback for the family friendly day among attendees.

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2.7	<p>Increase sense of belonging to Imperial and sense of community within SPH.</p> <p>Set up additional, cross-SPH social events and seminars, plus a SPH 'town hall' event where people can ask questions of senior leadership,</p>	Imperial 2024 staff survey showed only 63% felt sense of belonging to Imperial (no gender difference)	Deputy School Manager	OC	By Dec 2025	<p>Hold at least 2 each of social events, town hall and seminars per year. Monitor attendance by gender.</p> <p>Increase the proportion answering that they feel a sense of belonging to Imperial in the 2026 staff survey (from 63% to 68% for all genders)</p>
2.8	Improve senior SPH leadership engagement and support and involvement with research culture	2023 SPH culture survey and strategy review survey in SPH say they would like to see high level support e.g. for mental health and EDI initiatives to make them feel more comfortable to raise these issues 61% of culture survey respondents said SPH has a positive working culture	Director of School	HoDs	Re-run culture survey in May 2027 and May 2029	Culture survey shows at least 10-point improvement in proportion believing that SPH has a positive working culture in men and women (from 61% in 2023)

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	Director and/or HoDs attend research culture/EDI events and send emails to the whole School/department on these topics	Support from senior leadership is essential.			By Dec 2026, continuing annually	Director and/or HoDs attend 1-2 research culture/EDI events per year, and send at least 2 emails to the whole School/department on these topics
<b>Key priority 3: better support people with disabilities and/or mental health issues and improve wellbeing overall</b>						
3.1	Set up SPH working group for disability and mental health issues with mixed-gender representation.	Need to further improve mental health/disability support.  Imperial staff wellbeing surveys; SPH culture and strategy surveys: 45 - 47% agree that "Work-related mental health and wellbeing are recognised and supported in SPH" and "feel confident asking for work-related mental health and wellbeing support" in culture survey	OC chairs, Deputy School Manager	OC members, Mental Health Champion, Disability Champion	By May 2025 for set up  By Dec 2028 for improvement	Dedicated working group set up, with clear action plan.  Improvement in proportion agreeing in culture survey to the two questions on work-related mental health and wellbeing support and the staff survey question by at least 10 % points, with no gender gap

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		2023, across genders.			By Dec 2027	2 events organised per year, and attendance/satisfaction improving year on year.
	Group organises at least two events each year throughout the AS award.	Events increase visibility of support and stimulate engagement.				
3.2	Make promotion and other forms more neurodiversity friendly, with clearer criteria and what's being assessed in each section. Better advertised support from Promotion Champions for this.	Feedback from the Promotion Champions and 2023 disability survey: 22% of staff across genders reported that the recruitment process could have been more accessible.	OC chairs	OC members, Promotion Champions, working with HR.	Change forms by Dec 2027	Culture survey reports high satisfaction with the promotion process (at least 5% points higher than in 2023), with no difference by gender. Work with HR shows neurodiverse participants happy with the changes. Successful expansion to other disabilities and mental health.
3.3	Improve access to mental health support, either through College or other avenues, by reducing waiting times and proportion of staff/students across genders satisfied with mental health support available.	Strategy review survey: 62% waited up to a month, and some longer, for counselling.	OC chairs	OC working group, Mental Health Champion	By Dec 2028	Survey results show shorter waits, down to 30% waiting up to a month.
		2023 Culture survey: 41% said their work-related				Increase to 70% feeling well supported in Culture survey.

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		mental health and wellbeing were supported in SPH.				
	Publicise mental health first aiders.	2024 Staff Survey: 67% know where to go for mental health support (no gender difference).			By Dec 2027	>90% of staff/students know where to find support (no gender difference).
					By end of award.	Mental health first aiders report 20% increase in contacts
3.4	To introduce a successful disability mentor scheme for those staff that have identified as disabled, reaching all genders. Mentees will be asked how they would like to be matched to a mentor e.g. by gender, disability, job family.	SPH 2023 disability survey: 84% respondents report some barriers at work due to their disability.	OC Chairs	Deputy School Manager, disability working group	Develop scheme in 2026 working with Able the disability staff-student network.	Repeat disability survey shows fewer barriers experienced in work than in 2023, down to 60% with no gender gap.
	For mentors, include the role in the workload allocation scheme	Contributions need to be recognised and supported.			By Dec 2029	Have at least five trained mentees in place, with all genders represented
					By Dec 2028	Doubling of number of volunteer mentors across all genders.

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3.5	Improve wellbeing by: better signposting of mental health and other wellbeing resources; regular highlighting of same in comms, away days, probation and appraisal meetings etc; seeking and publicising evidence of benefit of using same	Imperial 2024 staff survey: only 50% in SPH said the university “does enough to support my health and wellbeing at work”: (56% for women, 46% for men); only 48% thought the university “cares about my health and wellbeing” (55% for women, 43% for men), and just 34% for people with long-term conditions or disabilities).	OC chairs	Mental Health Champion, Comms Manager, line managers.	Develop and roll out comms approach in 2025-6 Re-run strategy survey in 2027 Evaluate Dec 2027.	SPH staff survey shows at least 10% higher rating for the same wellbeing support questions, without gender gap.
		SPH surveys 2024: only 68% knew where to seek mental health support at work, 46% had heard of the staff-student network for disability, 39-54% had heard of other EDI resources/networks				Follow-up SPH strategy survey in 2027 shows greater awareness than in 2024 of EDI events and resources. Increase all % by at least 10% (with no gender difference)

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		(race equality, LGBTQ+, chaplaincy).				
<b>Key Priority 4: improve career planning and development support for PTO staff</b>						
4.1	Increase number of men applying for level 2-4 roles to avoid inverse gender bias	Underrepresentation of men (<49%) in some PTO job families. While level 5 and level 6 are ~50% women, this increases to ~60% for level 4 and ~80% for level 3 and 2.	Director of School	School Manager	By Dec 2029	At least 49% of applicants for all levels (especially levels 3 and 4) are male
	Review job advert language and routes etc	Bias in the advertising process can contribute to gender inequalities.			By Dec 2026	Systematic use of tools (e.g. Totaljobs Gender Bias Decoder) to check for gender bias in adverts.
4.2	Reinstate away day for PTO staff as annual event	OC for networking and improved communication across all SPH. Pre-COVID attendance was high and informal feedback positive. 2024 attendance was 35	Director of School	Deputy School Manager	Annual, beginning July 2025	>70% satisfaction on feedback questionnaires about content of away day, with no gender differences
						Target attendance of at least 30 people each year

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		people (2023 PTO staff total was 217)				
4.3	<p>Encourage PTO staff to seek opportunities for shadowing and secondments through discussions at appraisal (ARC)</p> <p>Publicise opportunities, e.g. parental leave cover / sabbatical roles</p>	<p>Shadowing offers opportunities to develop new skills that can improve career progression. No data is currently routinely collected on uptake by gender.</p> <p>PTO away day feedback highlights that these opportunities are essential for development and enhancing skills, hopefully leading to career progression / higher graded roles</p>	Heads of Department, Dept Managers, School Manager	Line managers	<p>Introduce into ARC process from 2025</p> <p>Assess in Dec 2026</p>	<p>Shadowing opportunity taken up by at least two members of staff, with gender balance monitored</p> <p>At least four internal candidates take up opportunity for secondment, with representation by gender</p>
4.4	Analyse the current mentors and mentees in PTO and encourage new mentors/mentee relationships	Feedback from PTO staff and during away day suggested need for more networking and career	Deputy School Manager	School Manager, Comms Manager	<p>Approach staff during 2025</p> <p>Increase mentees</p>	Increased uptake in mentoring scheme (>15 mentees) with gender balance representative of PTO staff.

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		progression support. Currently 9 PTO mentees (all female)			by Dec 2029	80% positive feedback from both sides.
	Approach all PTO staff member with the benefits of being a mentor and a mentee				By Dec 2026	>90% awareness of mentoring opportunities available amongst PTO staff of all genders.
	Feature the scheme in the SPH newsletter and website, with interviews from both "sides"				By Dec 2026	10% increase in demand for mentors/request from mentees, balanced across genders.
4.5	Improve PTO visibility on SPH website. Create 5 case studies on the SPH website covering the core job families, what skills, background and attitudes etc are needed in the role, and how to get into the field (e.g. dept manager, teaching administrator)	Our impression from survey free text and OC discussions is that academics are better represented on our website than other job families; only 52% of SPH staff in Imperial staff survey said they knew what career development opportunities are available.	OC chairs	Comms Manager	Dec 2027	More PTO staff know what career development opportunities are available by 10% from 2024 level in survey.
<b>Key Priority 5: better support for ECRs</b>						
5.1	Increase take-up of personal development	Strategy survey: just 1 in 40 took all 10		Line Managers,	Improve comms	At least 50% of male and female PDRAs to

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	days by PDRAs by promotion by senior management, setting expectations for line managers, highlighting examples through better comms	allowed; 46% of females and 38% of males took no development days.	SPH Management Board	Comms Manager	and onboarding for new staff during 2025-6 Assess in Jun 2029	take up >7 days per year, by end of Athena Swan award in 2029  <10% of PDRAs taking no development days in any year
5.2	Reduce isolation by improving networking, career and social activities for ECRs	54% of ECRs agreed that SPH supports their career development in the strategy working group and culture survey results.	OC chairs	OC ECR working group	Develop schedule of events in 2025 Assess in culture survey to be run in 2027 and 2029	More ECRs by 5% in culture survey to report that SPH supports their career development
	Highlight mentoring scheme	Only 54% knew how to access the mentoring scheme.			By Dec 2028	Majority of ECRs (>75%) has access to mentoring scheme across genders.
	Hold at least two ECR-relevant events each year				By Dec 2027	Co-planning with ECRs and at least 50 attendees per event, with balanced gender representation.

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5.3	Improve onboarding for new ECRs	Strategy working group and culture survey results (free-text comments); this is a focus of Imperial Chemistry's AS gold award	OC chairs	Postdoc and Fellows Champion, Line Managers, Comms Manager	Start: Jun 2025 End: Jun 2026	New ECR survey to show high satisfaction with the process (at least 80%), consistent across genders.
	Postdoc and Fellows Champion to be notified of all new starters.	Peer-support is essential for new starters.				
	Include linked resources on SPH website as part of induction pack.	Improved visibility of support available for ECRs.				

