

LMS/ICS Athena SWAN Silver Action Plan 2017

No.	Planned Action/Objective	Rationale	Key outputs and milestones	Responsibility	Timeframe	Success Measures
1	Collecting continual feedback from the LMS/ICS community	Athena requirement	<ul style="list-style-type: none"> • Exit Interviews: Collate key or recurring themes for improvement and report to SAT on a 6 monthly basis to promote discussion of remedial actions and improvements. Collect high quality next destination data for post-docs. • MRC and Imperial College staff surveys: Correlate with local Athena SWAN survey and Focus Groups to identify actions that would better support women in science. • Athena Survey: Design and implement a follow-up Athena SWAN survey in 2020. • Focus Groups: Utilise Focus Groups where necessary to drill down into key themes identified from survey outputs for better understanding. • Utilise structured interviews where necessary e.g. Research Support staff to understand specialised career pathways, professional support available and identify gaps and opportunities to support. Develop questions, plan interviews, analyse data and agree actions. 	LMS HR Manager Barbara Hehir	2017 and ongoing. 2018 and 2019 2020 2018 and 2019 July – September 2017	100% take up of Exit Interviews for employees who leave. Record of outputs with identifiable themes for improvements & actions taken. Aim to increase Survey Response from 61% in 2016 to 65% in 2020. 2020 Focus Groups report high level of satisfaction with career support for women. Improved results in 2020 Survey in areas that have been targeted by the Action Plan.

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2	<p>Athena SWAN Working Groups:</p> <p>3 New Groups:</p> <ul style="list-style-type: none"> • Families • Development • Careers 	Opportunities Committee	<ul style="list-style-type: none"> • Launch 3 new working groups to take on the work streams: <ul style="list-style-type: none"> - Families (in the broadest sense) - Development - Careers • Recruit into the new working groups and ensure succession when there is staff turnover. • Group key themes from the Action Plan into Work Streams to task the new working groups. • Working Groups meet every 6-8 weeks to maintain momentum on actions. • Opportunities Committee meets every 2 months to monitor Action Plan and review progress of the actions, identify obstacles and provide feedback, steer and encouragement to Working Groups. • Commission further Focus Groups if necessary to aid direction of Action Plan. 	Opportunities Committee	<p>May 2017 recruitment to Working Groups</p> <p>June 2017 Launch Working Groups</p>	<p>Working groups sufficiently people resourced to deliver workstreams.</p> <p>Actions are addressed according to planned schedule.</p> <p>Detail gathered from Focus Groups enhances or clarifies feedback provided in survey, and provides information on progress of actions.</p>
3	<p>Data:</p> <ul style="list-style-type: none"> • Student and Employee Cohort Data • Promotions and Awards Data • Membership of external committees 	Data quality, Athena requirement	<ul style="list-style-type: none"> • Initiate recording of information acceptance / refusal of offers to students and post-docs. • Initiate collection of next destination data for post-docs at or before exit interview. • Plan data collection & keep under review, particularly as new HR system implementation happens for UKRI. • Review gender-balance data for applying & attaining tenure, promotions and awards. • Collect information on Group leaders' membership of influential external committees, and update annually to include in their CV for their appraisal with Institute Director. 	<p>Opportunities Committee Chair Prof Christian Speck</p> <p>LMS Head of HR Dr Sharon Citrone.</p>	<p>April 2018 and annually</p> <p>April 2018 and annually</p> <p>January 2018</p>	<p>Maintain data quality and report to SAT / Opportunities Committee.</p> <p>Maintain vigilance and take remedial action if necessary.</p> <p>On-going parity between genders.</p> <p>Current record of Group leaders' membership of external committees.</p>

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4	Unconscious Bias Training	Survey 2016, Opportunities Committee discussions	<ul style="list-style-type: none"> • Offer training sessions to all LMS and ICS employees and students and have a minimum of 2 sessions per year with more in the first two years. • High level of awareness internally, and in those who leave LMS/ICS to go elsewhere. 	LMS Head of HR Dr Sharon Citrone	Workshops booked from April 2017 (4 in 2017). Annually at least 2 workshops.	30% of employees and students to have attended unconscious bias training in 2017, rising to 50% by 2020 (bearing in mind 25% turnover of post-docs/students).
5	Networking: Promote networking as an important support to career progression	Survey 2016, Focus Groups 2015	<p>Students:</p> <ul style="list-style-type: none"> • Pilot launch of student ‘Lightning Talks’ at the Annual LMS Retreat and future involvement in planning • Encouragement and support to continue the Student Retreat and cohort-building activities. • Ongoing Student Journal Club and Student WIP to encourage participation amongst peers where it is least intimidating. • Measure student feeling on greater involvement through planned Focus Groups. 	LMS Student Committee and Careers Working Group	<p>June 2018</p> <p>April 2017</p> <p>2017 – 2018</p> <p>June 2018</p>	<p>Student Focus Groups demonstrate students feeling more involved in the Annual LMS Retreat, greater sense of ownership.</p> <p>Data from retreat day reflects 5% increase in student attendance (from 80% to 85%).</p> <p>60% of students report useful to have presented at their PhD Assessments, Student Retreat, Journal Club, Student WIP as useful experiences.</p> <p>Focus Groups report that students feel more comfortable asking questions in science seminars and meetings.</p> <p>90% and gender balance of students reporting having plenty of opportunities to network, internally (from 62%</p>

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			<p>Post-docs and Professional and Support staff:</p> <ul style="list-style-type: none"> • Increase understanding of the importance of networking for career progression: <ul style="list-style-type: none"> • Develop a web page with articles describing networking and outlining its benefits. • Develop resources outlining 'how to do it' effectively as an ongoing part of developing connections and deepening relationships, helping others first and not just an activity when you want something. • Publish Case Studies of relevant careers demonstrating how networking has enhanced careers. • Encourage line managers to champion and enable more networking by team members and to promote access to the web page resources. • Support and encourage membership of Communities of Knowledge and professional organisations for postdocs and professional and support staff. 	Careers Working Group	<p>Summer 2018</p> <p>Autumn 2019</p> <p>Autumn 2018</p>	<p>female and 79% male) and externally (from 58% female and 87% male).</p> <p>In 2020 Survey, 65% of staff saying they have opportunities for networking and knowledge sharing and feel encouraged to participate.</p> <p>In 2020 Survey, 70% of research support staff saying they have opportunities for external networking and knowledge sharing and feel encouraged to participate (from 51%).</p> <p>In 2020 Survey, 50% of staff saying they are members of professional organisations or Communities of Knowledge.</p>
6	<p>Mentoring: Promote mentoring as something that successful and senior people use as a mechanism that supports female careers</p>	<p>Survey 2016 and Focus Groups 2016</p>	<ul style="list-style-type: none"> • Address concerns of those who report viewing mentoring as an indication of 'failure' or 'struggling' by linking Mentoring to important life skills such as 'resilience' and 'self-care' and by linking it to important scientific and professional skills and traits of success such as 'collaboration', 'problem-solving', 'trouble-shooting', critical thinking and reflective practice. • Replenish the In-House Mentors and monitor take- 	Careers Working Group	<p>January 2018</p> <p>September 2017 and</p>	<p>In 2020 Survey, increase in people reporting that they have mentors from 2016 Survey:</p> <ul style="list-style-type: none"> - Female scientists to 60% (from 34%) - Science support staff to 30% (from 12%) - All staff to 60% (from 40%)

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			<p>up of mentoring by gender.</p> <ul style="list-style-type: none"> • Take opportunities to publicise career mentoring e.g. introducing In-House Mentors at beginning of seminars, feature article in LMS Newsletter. • Continue sourcing and promoting seminar speakers as Mentors-on-Tour. • Join Faculty of Medicine (FoM) Mentoring Scheme & appoint a named Mentoring Champion for ICS. Promote the Mentoring Workshop sessions to aid those considering the role of mentor and to support existing mentors. • Continue with the Annual LMS Mentoring Awards launched in 2016 to endorse the support for and merits of mentoring and recognise the impactful work done in support of fellow colleagues by managers, supervisors, postdocs and students who provide outstanding formal or informal mentoring. • Develop and publish mentoring Case Studies reflecting different career stages and staff groups. 		<p>annually</p> <p>September 2017 and ongoing</p> <p>Summer 2017 (in hand and planned)</p> <p>September 2017</p> <p>Spring 2018</p>	<p>and with gender parity</p> <p>Focus Groups reflect mentoring viewed as a positive and purposeful developmental resource that supports self-esteem, critical thinking and resilience.</p> <p>ICS Mentoring Champion in place July 2017 and utilised for information, advice and support on accessing suitable mentoring.</p> <p>At least 5% of staff utilising the FoM mentoring scheme by April 2018.</p> <p>Minimum of 4 published Case Studies by April 2018.</p>
7	<p>Recruiting Women: Review the ability of the Institute to appeal to and attract excellent female candidates, in particular female Group leaders</p>	<p>Data, Opportunities Committee</p>	<ul style="list-style-type: none"> • Add to adverts that costs of childcare will be covered for interviewees. • Add appropriate female name to advert for informal contact as well as male. • Improve strap-line for female-friendly and family-friendly adverts. • Advertise on WiSE. • Make more effective use of social media, including LinkedIN. • Set up a gender-balanced committee to carry out searches for candidates. • Use the EMBO Women in Life Science database, 	<p>Institute Recruitment Search Committee led by Institute Director Professor Dame Amanda Fisher</p>	<p>Recruitment starting April 2017 and subsequent recruitments</p> <p>May 2017</p>	<p>10% increase in the number of female applicants (from the average over the last 4 years of 14 female applicants per year, 28% of total applicants.</p> <p>100% of recruitment campaigns attract female applicants.</p> <p>At least 33% of group leaders recruited are women.</p>

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			<p>AcademiaNet and Researchgate.</p> <ul style="list-style-type: none"> • Provide information to candidates on the recruitment process and indicative timeline and proactively communicate with applicants if any delays. • Mention collaborative approaches, mentoring and training opportunities, which may have particular appeal for women. • From Imperial College Silver Organisation Action Plan: Use the '<i>exemplar of open advert good Practice</i>', to help to write adverts and '<i>Know your Pool</i>' strategy. • Collate a list of potential future women speakers and future recruits: all Group Heads to collect when at conferences and report back. • Review visibility of Athena SWAN actions and impact on public website as well as internal website, improve emphasis on Athena SWAN ethos and family friendly culture in the Institute. • Consider whether increased funds for campaigns would help or whether more creative campaigns and channels would positively impact attraction rates. • Continue to use software checking tools to identify and protect against masculine-coded adverts (commenced in 2016). 		<p>September 2017</p> <p>May 2017 for new campaign</p> <p>May 2017 for new campaign</p> <p>2017 and ongoing</p>	<p>Zero call-backs from candidates chasing progress updates / 100% candidates receive proactive communication throughout the recruitment process.</p> <p>List yields candidate for each recruitment campaign.</p> <p>100% of draft adverts go through 1st pass of the software with no changes to be made.</p>

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8	Induction and On-Boarding	Survey 2016	<ul style="list-style-type: none"> • Produce an overview 'Introduction to ICS/LMS' document which explains how the two organisations work together, with signposting indicating where/who employees should go to for information, help and advice. • Seek feedback on what was useful and what could be improved in the 1:1 HR inductions re-introduced by LMS in 2016 and clarify key messages to deliver and the most effective media. • Monitor monthly 'Welcome Lunch' for new employees introduced in 2016 and ensure supported by Athena SWAN project representatives. • Review Induction for professional and support staff who may be recruited into small teams and may not have someone who understands their job fully on hand to help them. Request feedback from recent new starters and implement an Induction Checklist for managers. 	<p>LMS Head of HR Sharon Citrone</p> <p>LMS HR Manager Barbara Hehir</p>	<p>June 2018</p> <p>April 2018 and annually.</p> <p>Quarterly</p> <p>April 2019</p>	<p>2020 Survey reports:</p> <ul style="list-style-type: none"> - Increased satisfaction with on-boarding process, and 100% of employees feeling that they were provided with an effective induction. - 100% of new employees receive the Welcome Pack before or shortly after they arrive (from 50% to 100%).
9	Appraisal and PDR: Improve satisfaction with annual Appraisal and PDR as a useful experience and explore why fewer women than men describe it as a positive experience.	Survey 2016 and Focus Groups 2016	<ul style="list-style-type: none"> • Increase uptake of appraisal to 100%. • Clarify line manager's responsibility to team members' careers as career sign-posters and encourage engagement and mentoring. • Assess appraisal quality and work on improvements: Evaluate the methodology used within other Faculty of Medicine departments and MRC Harwell along with evidence based good practice methodologies. Proposal for change to IPOG and Group Heads. • Support line managers and employees with improved appraisal forms/guidance to include discussion about feedback, mentoring, career interests and CV development. Include a specific 	<p>LMS HR Manager Barbara Hehir</p> <p>Development Working Group</p>	<p>2019</p> <p>2017 / 2018</p> <p>June 2018</p>	<p>Data records show increase in appraisal uptake to 100%</p> <p>2020 Survey reports:</p> <ul style="list-style-type: none"> - 10% increase in employees saying Appraisal useful (from 61% to 70%) - 15% increase in women and 10% increase in men reporting positive experience of appraisal to achieve gender parity and overall improvement (from 59% to 75% female; from 64% to 75% male)

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			<p>section of 'developmental needs in order to achieve career goals' which can be reviewed periodically and adjusted according to +ive / -ive progress levels and any changing career goals. (positive way of speaking about negative feedback)</p> <ul style="list-style-type: none"> • Invite Imperial College PDC representative to present at a Group Heads meeting to outline resources available for post-docs. • Promote the LMS-developed 'Career Planning Toolkit'. • Utilise career experience of PI cohort in the Institute as a resource with high credibility by collating 'top-tips from PI's' and sharing is as a resource with the 'Career Planning Toolkit' to help stimulate career conversations. • HR to remind line managers & employees to review annual appraisal at 6 month mark. • Implement guidance for managers and supervisors on career signposting advice (<i>in development</i>) to support them to become more confident and effective'.er sign-posters and publish on the website: <i>Guidance for Providing Career Sign-Posting</i>. 		<p>Annually from Summer 2017</p> <p>Summer 2017</p> <p>Summer 2017</p> <p>Annually from Summer 2017</p> <p>Summer 2018</p>	<ul style="list-style-type: none"> - Gender parity and increase to 80% staff reporting that they discuss their career goals with their manager. <p>Published <i>Guidance for Providing Career Sign-Posting</i> utilised by managers and supervisors. 2020 survey reports managers feel confident to discuss careers with their team members</p>
10	Career Development: Promote meaningful development and career conversations, including greater transparency and clarity about the	Survey 2016, Focus Groups 2016	<ul style="list-style-type: none"> • Postdocs: Explain why it is essential for their careers to seek independence and have broader experience of research including other Institutes. • All staff groups: Very unlikely to have career progression internally. Helping managers and supervisors to have career progression discussions so that they have effective conversations and demonstrate a positive interest in their team members' career by openly saying that a move externally is needed to consolidate and progress. 	Careers Working Group	April 2019	<p>2020 Survey reports:</p> <ul style="list-style-type: none"> - 70% of people discuss career interests / goals with manager (up from 53% total: 51% female / 57% Male) - 85% and gender parity of people reporting they know how to progress their career (up from 71% total:

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	<p>ethos of the Institute in terms of supporting people to move on and take the next career step.</p> <p>Explore why fewer women have or feel less encouraged to undertake key development activities.</p>		<ul style="list-style-type: none"> • Case Studies: Early, middle and late career individuals at Institute and elsewhere have had an exciting career path involving 'moves' – collate and publicise these positive stories to help demystify career progression and motivate those who feel stuck. • Employability as a career aim: Encourage focus on 'employability', the ability to gain employment should you want to or need to and be attractive to potential employers by having relevant and up to date skills, experience and attitude and a well-developed CV. Seeing each role as preparation for your next role and your next employer. Provide guidance or checklist for line managers and employees of approaches / activities a manager can support to enhance others careers at different career stages. • Profile Raising and Skills Diversification: Highlight merits of diversifying skills and raising ones profile and visibility in managing existing career stage and as a preparation for moving to next role and support managers in identifying opportunities for team members to do this. Publish Case Studies where skills diversification and profile raising are linked to subsequent positive impact on careers for those staying and those moving on. • Career paths: Encourage better understanding of career paths and professional competencies utilising web links to existing resources available for science and professional careers: <ul style="list-style-type: none"> ○ MRC career map for scientists ○ HEATeD for technical staff ○ Professional bodies and membership organisations e.g. CIMA (Accountancy), CIPS (Procurement), NEBOSH (H&S) etc 	Careers Working Group	<p>Initiate 2017 and continue to refresh</p> <p>2018</p> <p>2018</p> <p>April 2019</p>	<p>64% female / 81% male)</p> <ul style="list-style-type: none"> - 25% increase and gender parity in women attending a conference (to 60% from 36%. Men are at 61%). - 10% increase in women presenting at WIP (to 28% from 18%. Men are at 26%) - 25% increase in women attending a Retreat (to 83% from 58%. Men are at 83%) - 30% increase in women attending a course (to 65% from 35%. Men are at 66%) <p>Focus Groups reflect:</p> <ul style="list-style-type: none"> - Women feel encouraged to attend courses, retreats and conferences. - 180 degree shift so that external career possibilities are presented as and seen as exciting - Opportunities to raise profile, diversify skills and undertake stretch projects have helped generate confidence and desire to build CV in existing role and prepare for next external role

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			<ul style="list-style-type: none"> • Postdocs: MRC wide review of MRC-PD Training Scheme including consistency of application and impact of scheme along with usefulness of the Vitae Researcher Development Framework planner portal provided to postdocs. 		Initiate review April 2019 with outcomes by Spring 2020	Postdocs report in Focus Groups having greater input into their development planning.
11	<p>Feedback: Explore why more women than men want to receive line manager feedback more frequently than they currently do. Take action to ensure that there is a culture of, and recognition of the importance of, providing balanced feedback at the frequency that individuals find helpful in order for people to be successful in their roles and to access the development they need for their career.</p>	Survey 2016, Focus Groups 2016	<ul style="list-style-type: none"> • Improve understanding and expectations of feedback by developing and launching a Feedback Resource for line managers and staff, highlighting the mutualism inherent in their respective success, the needs of each party and how each party can benefit from effective feedback delivered at a frequency that suits and benefits the recipient. • Encourage feedback seeking. Develop sample sentences which could be used to open conversations to request feedback. 	Development Working Group	<p>September 2019 and launch November 2019</p> <p>Launch November 2019</p>	<p>2020 Survey reports:</p> <ul style="list-style-type: none"> - Gender parity in the % of men and women saying they are satisfied with the frequency of feedback and all employees satisfied with feedback frequency (eliminating the current 28% female and 13% male who would like feedback more frequently than present) - 10% increase in employees saying the feedback they receive is helpful (up from gender parity at 87%) - Increase in female post-docs saying that feedback from their line manager is helpful (from 90% to gender parity at 94%) - 10% increase in requesting feedback (up from gender parity at 57%)

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12	Career Progression and Secondments: LMS is piloting the Haldane Fellowship scheme for funded Secondments to Industry and other academic organisations in the UK and internationally.	QQR, Student Committee	<ul style="list-style-type: none"> • This will be available to students and post-docs at LMS/ICS. Secondees from partner organisations will come to the LMS. • Aim of scheme is to provide experiential exposure to career paths allied to science so the secondees make credible and attractive candidate for future opportunities, provide additional means of advancing career paths and enriching research programmes through collaborations and knowledge sharing. • Impact assess scheme for gender parity in ease of application and undertaking secondment commitment. Develop the budget such that additional support measures are available for secondees with family or caring commitments. • Develop and publish scheme information along with the application and selection process and support for secondees before, during and after secondment. • Develop feedback and review mechanisms to measure scheme effectiveness including structured interviews with secondees and with partner organisations. • Monitor 'next destination' of secondees. • Monitor knowledge sharing and knowledge enrichment, collaborations, joint grant funding applications, joint patent applications and publications arising from the secondments. • Publish Case Studies of secondees career paths. 	<p>LMS Head of Operations Dr Carole Swan</p> <p>ICS Director of Postgraduate Studies Dr Mark Ungless,</p> <p>Grants - Dr Almut Caspary</p>	<p>2018/19 academic year</p> <p>Spring 2018</p> <p>Autumn 2019</p> <p>Ongoing</p> <p>Spring 2019</p>	<p>Scheme active by 2018/19 and first secondees in place.</p> <p>2 secondments per year for the first 5 years and gender parity in application and take-up.</p> <p>'End of Secondment' interviews with secondees report increased confidence in appraising career options and greater understanding of wider research economy.</p>

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13	Lobby Funding bodies to do more for families: Join with other Athena SWAN organisations to lobby funding bodies to be more conscious of pressures on working families with caring responsibilities	Survey 2013 and 2016, Opportunities Committee discussions	<ul style="list-style-type: none"> Utilise grant applications to request supportive funding from funders who currently do not provide such funds and offer to attribute and publicise the funding that is provided from funding bodies as a way to gain recognition for the funding and stimulate other funders to replicate such funding. Propose that the MRC provide a Dorothy Hodgkin-style fellowship to support women in early career with having a family / providing family care. Engage with The Women's Institute (WI) to take up cause with government to make maternity pay independent of employer so that women have more flexibility to move jobs if there are career or financial benefits in mobility. 	Families Working Group	<p>Initiate 2017 (already in progress)</p> <p>January 2019</p> <p>January 2019</p>	<p>Success is measured by:</p> <ul style="list-style-type: none"> Grant funders more amenable to include financial support to assist researchers with family caring responsibilities and increase in funding bodies doing so and increase in funds received. Publicising existing funding and funders New and existing networks developed New Contacts made Participation in activities
14	Fund for caring expenses: LMS pilot scheme proposed by LMS SAT to cover additional costs related to childcare, enabling scientists to attend conferences and meetings which are a function of discharging their scientific role without incurring costs personally.	Opportunities Committee discussions	<ul style="list-style-type: none"> Pilot already in place via Imperial College Faculty of Medicine. Costs could include longer periods of elder or childcare, cost of additional family member travelling to the meeting to care for children or cost of family member travelling to provide care in scientist's home. Cover childcare and travel costs for employees taking up KIT days. MRC Management Board - Paper approved Develop application criteria and approval process and publicise on webpage. Launch scheme and monitor uptake and accessibility. Collate feedback forms from those accessing scheme to follow up on benefits realised. 	<p>LMS Head of HR Dr Sharon Citrone</p> <p>Families Working Group</p>	<p>Initiate 2017 (already in progress)</p> <p>Summer 2017</p> <p>April 2017</p> <p>May 2017</p> <p>September 2017</p> <p>2018 annually</p>	<p>4 applications supported in 1st year, rising to 6 in 2020.</p> <p>2020 Survey reports:</p> <ul style="list-style-type: none"> 50% employees are aware of scheme and how to access it.

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15	Childcare Costs: Identify actions to support the challenges presented by arranging convenient and responsive childcare and to reduce the burden of childcare costs as deterrents to female scientists.	Survey 2013 and 2016	<ul style="list-style-type: none"> Continue to lobby Imperial College to replace the (Imperial Hospital NHS Trust) nursery at Hammersmith Campus (closing Sept 2017). Seek ways to increase access to approved providers of planned childcare at preferential rates e.g. ICL holiday clubs and the equivalent for MRC staff. Publicise Imperial College childcare benefit of £124 per month and the MyFamilyCare access including 6 free emergency care sessions for MRC employees. 	Families Working Group	2017, ongoing September 2019 Summer 2017, ongoing	Increased awareness of importance of good, affordable child care provision. Good, affordable childcare provision at the Hammersmith Campus. 100% of those eligible access the benefits provided.
16	Support for PhD students who start a family during their PhD	Survey 2016, PTAG	<ul style="list-style-type: none"> Look at good practice elsewhere to ensure that we are doing everything we can to encourage and support PhD students to complete PhDs after maternity / paternity leave. New framework to provide better structure around returning from maternity leave that helps address the short timeline most students have to complete their PhD. Utilise all elements of flexibility available to support students to achieve the 4 year ICL deadline for PhD completion. Research and publish availability of grants or funding to support childcare for students returning to complete their PhD. Monitor the specific distribution of this information to expectant students. Ensure the framework and support available is communicated widely to students and is part of the Student Handbook. 	Director of Postgraduate Studies Dr Mark Ungless ICS Student Committee	Initiate June 2018 June 2019 June 2019 June 2019 Autumn 2018	Monitoring data shows 100% of students who take maternity / paternity leave receive and understand published information on the support mechanisms, how to access them and the time line. Via 1:1 meetings with LMS Student Administration or HR before the birth and follow-up interview after the birth and on return, students report feeling informed about and supported in having a family and managing their family and PhD commitments. 100% maternity / paternity leavers return and complete their PhD.

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			intranet along with the meeting dates. <ul style="list-style-type: none"> • LJNCC to publish meeting minutes • Identify opportunities for planned 'Town Hall' meetings, with regular updates on the new building. 	Communications Susan Watts	September 2017 June 2018	and remit of the management and decision-making fora within LMS/ICS. Focus Groups report that employees and students feel communications are appropriate and effective.
19	Social / Networking opportunities	Survey 2016 and Focus Groups 2016	<ul style="list-style-type: none"> • Ensure that the new building has well designed and flexible space for socialising and informal interactions which can be used for social and networking events during the day and in the evening. • Re-brand the monthly 'LMS Happy Hour' to get wider participation and ask the post-docs committee to invite some Group Heads to each one. • Hold a regular planned lunchtime event which all staff are encouraged to attend and which could double as an opportune communications forum. 	Careers Working Group	2017, in progress currently September 2017 January 2018	2020 Survey reports satisfaction with opportunities to socialise and range of activities available. Attendance at 'LMS Happy Hour' increases with more varied staff group attendance and Group Heads attending. 1 lunch event per quarter.
20	Confidence in participating in seminars and meetings: Raise expectation of gender balanced contribution at seminars by discussion and increased awareness.	Survey 2016, other Departments' feedback	<ul style="list-style-type: none"> • Continue to provide alternative means for people to practice asking questions at post-doc invited seminars, 'Coffee with Speaker' and 'Mentors on Tour' events, plus student-only events and WIPs without group leader attendance. • Retain links with other ICL Departments and NHLI also looking into this and share good practice and ideas that work. • WIP: To improve feeling of community and improve collaboration possibilities by ensuring cross-sectional participation in WIP. More creativity and change about creating a sense of scientific 	Development Working Group	January 2018 January 2018 January 2019	Data monitoring reflects: <ul style="list-style-type: none"> - Gender balanced contributions and questions at seminars - Gender balanced presentations at WIP - Increase in the amount of questions asked by students and post-docs 2020 Survey and Focus

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			<p>community via the WIPs such as inviting groups from a different section.</p> <ul style="list-style-type: none"> • Change seating arrangements to encourage questioning and request these questions first before PI questions e.g. Postdocs and students in first two rows or in a segment of the audience so that they feel physically supported when raising question. • Students/post-docs to chair or co-chair with PI and ask the first question. • Canvass P.I.'s for generic questions that can be asked at any scientific meeting and circulate to staff and students. • A 'reward' or small voucher for questions from postdocs and students especially at the LMS Retreat. • Monitor contributions and questions for gender balance and role. 		<p>January 2019</p> <p>January 2019</p> <p>2019 and ongoing</p> <p>January 2019</p> <p>2019 and ongoing</p>	<p>Groups report:</p> <ul style="list-style-type: none"> - Feedback that WIPs is a beneficial vehicle for science and development. - Feedback that there is a decrease in discomfort in contributing at internal and external events. <p>6 'rewards' awarded annually.</p> <p>Gender parity and role parity of questions / contribution.</p>