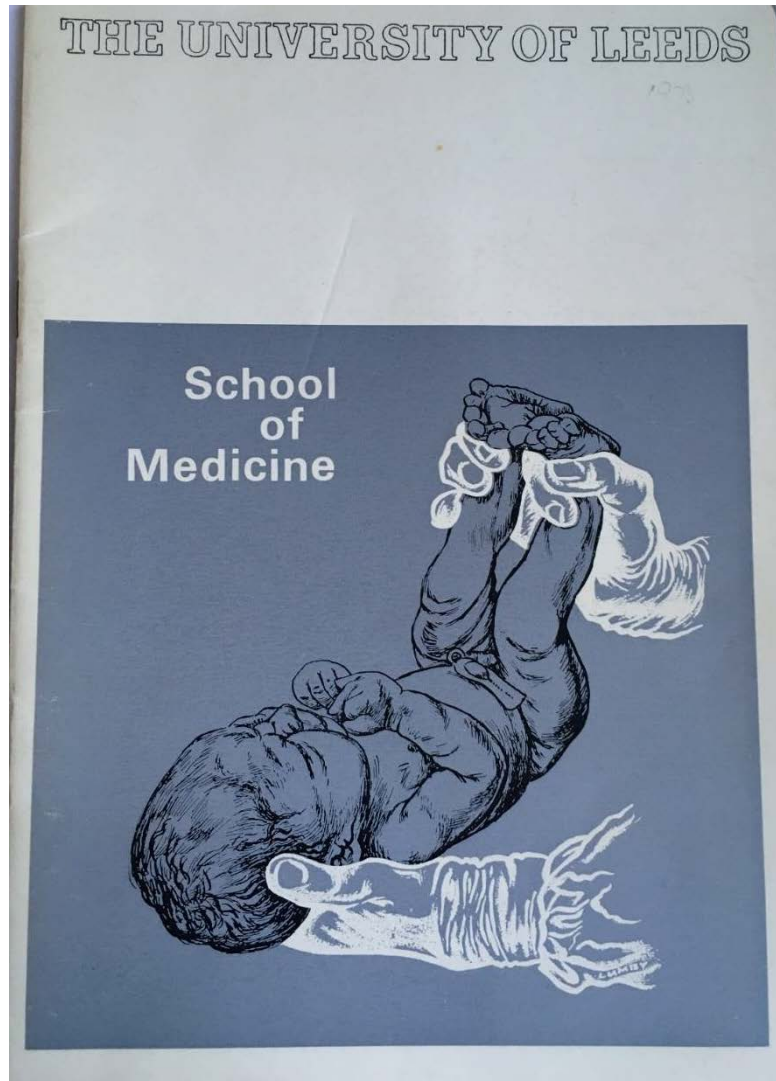


Insights from an Athena Swan Gold Award Holder

Professor Louise Bryant, Chair in Psychological & Social Medicine
Associate Dean, Equality Diversity & Inclusion, School of Medicine
Academic Lead for Gender Equality, University of Leeds

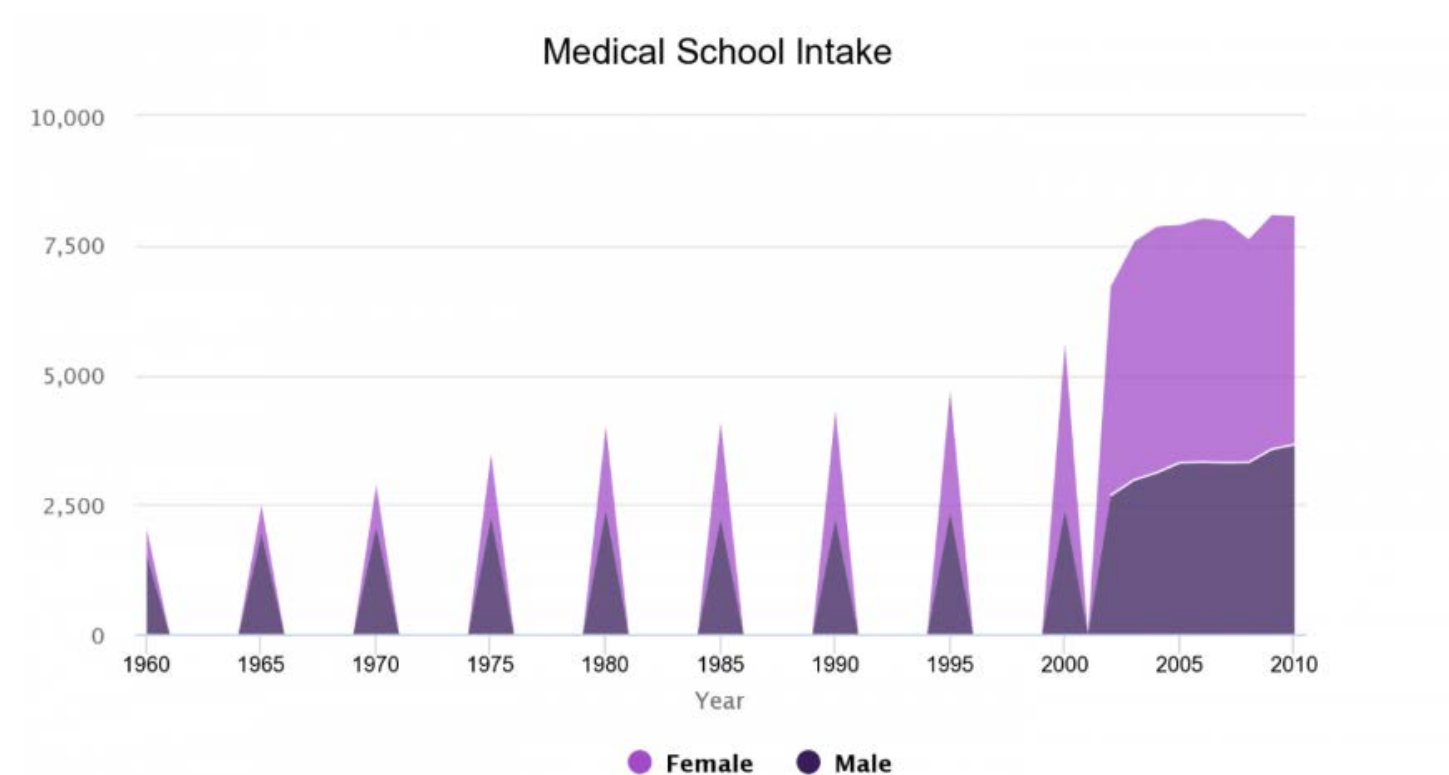




“ ... at Leeds as at most other medical schools, a young man who is expected to get three Cs – or better – and has a good personality, has a very good chance of receiving a conditional offer.....

Competition among young women is greater and two B's and a C should be their aim.”

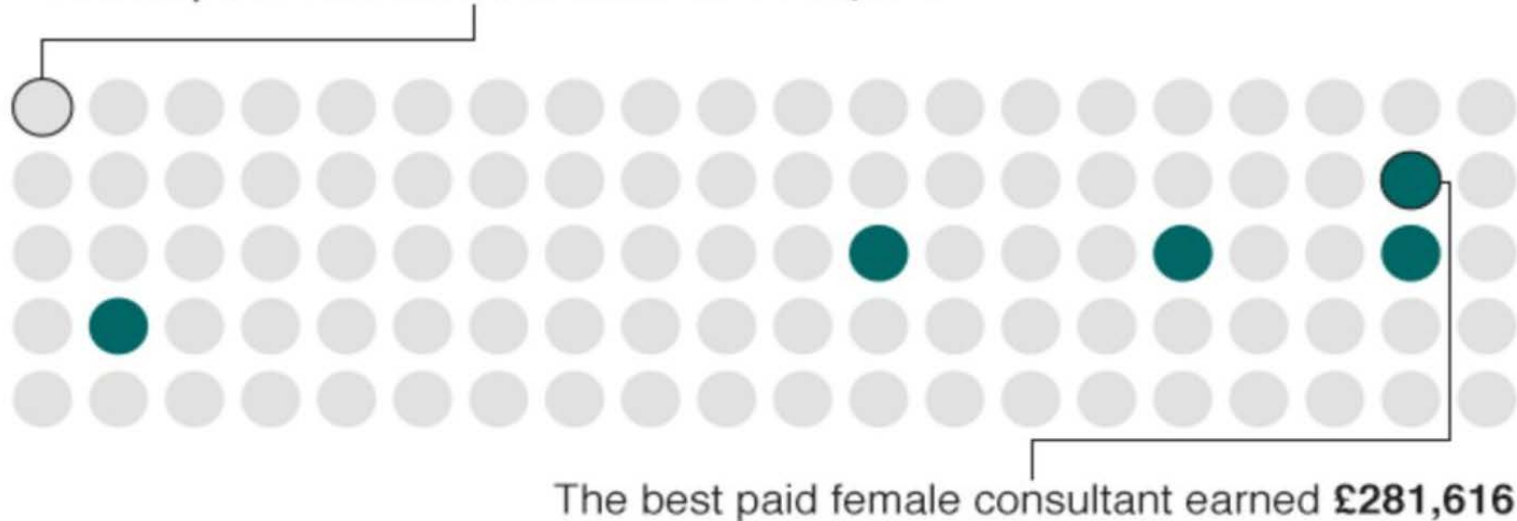
School prospectus circa 1975



Source: Centre for Workforce Intelligence (2012). Report. [Shape of the Medical Workforce: Starting the debate on the future consultant workforce](#)

95 of 2017's highest-paid NHS consultants are men and five are women

The best paid male consultant earned **£739,460**



Source: NHS Digital

BBC



Department
of Health

Letter issued on 29th July 2011

One of the things the panel and I were very concerned about going forward, is how both the academic and NHS partners are supporting women in clinical academia so that they can develop into and be appointed to senior leadership positions.

I now write to tell you therefore, that when we next run the competition for NIHR BRCs and BRUs we do not expect to short-list any NHS/University partnership where the academic partner (generally the Medical School/Faculty of Medicine) has not achieved at least the Silver Award of the Athena SWAN Charter for Women in Science.

Athena SWAN
Silver
“Mission
critical”

<https://www.kingsfund.org.uk/sites/default/files/media/sally-davies-women-in-medicine.pdf>

Our Athena SWAN timeline



What did we do?



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- Sector leading work e.g. Memorandum of Understanding with NHS, work on sexual harassment of students, links with NIHR Academy
- New initiatives: menopause work, parenting working group, intersectional activities.
- HR initiatives, e.g. automatic extension of FTCs to the end of maternity leave, option to return to FT within 5 years of going PT, purchase of holiday
- Research into gender equality initiatives

Financial investment



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- ~ £20K a year on EDI activity, including events
- Strong investment in E&I related training:
 - Trans awareness
 - Unconscious bias & Equality Policy
 - Mental health awareness
 - First responding: intimate partner violence
 - Student training: allyship and active bystander gender and race focused
- ~ 25 Career Development Awards of up to £15K for returners from caring/sick leave/maternity

What moved us from Bronze to Gold?



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- Financial investment including staff posts
- A Dean who bought in and got involved
- Increased staff capacity due to perceived value
- Engaged with Advance HE, e.g. became panellists
- Evaluated everything: kept records and collected quant & qualitative data
- Regular student and staff surveys
- Considered our priorities beyond the Athena SWAN application, e.g. sexual and racial harassment of students, linked with SoM Strategy

How have we changed?



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- Leadership team composition:
- Now 6/9 are women, compared with 2/8 in 2015
- Appointment of Associate Dean for EDI to senior management team
- Grown in confidence to challenge status quo & set precedents in University
- Broadened agenda in equality and inclusion for all – Athena SWAN one strand

What hasn't changed

- No significantly improvement in % senior female clinical academics
- Gender pay gap – particularly the Clinical Excellence Award 'bonus pay gap'
- Disproportionate impact of fixed-term contracts on female research staff
- Low proportion of senior female staff are BAME
- Still issues in relation to student sexual/racial harassment on placement
- Female students still view that gender is a 'negative factor in career development & that having a family will have a significant negative impact on careers

Leading and Managing Complex Change

Vision +	Consensus +	Skills +	Incentives +	Resources +	Action Plan	= Change
	Consensus +	Skills +	Incentives +	Resources +	Action Plan	= Confusion
Vision +		Skills +	Incentives +	Resources +	Action Plan	= Sabotage
Vision +	Consensus +		Incentives +	Resources +	Action Plan	= Anxiety
Vision +	Consensus +	Skills +		Resources +	Action Plan	= Resistance
Vision +	Consensus +	Skills +	Incentives +		Action Plan	= Frustration
Vision +	Consensus +	Skills +	Incentives +	Resources +		= Treadmill

Adapted from Knoster, T. (1991) Presentation in TASH Conference. Washington, D.C.

Adapted by Knoster from Enterprise Group, Ltd.

Break out groups



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- What are the the most challenging areas relating to Athena SWAN/gender equality right now for your Institution?
- What have you tried?
- What has worked & what hasn't?