



Queen Mary  
University of London

# Equality, Diversity and Inclusion

Impact Report  
2023–2025



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# Introduction from President and Principal



I am proud to share Queen Mary’s Equality, Diversity and Inclusion (EDI) Impact Report 2025. This report covers the reporting period August 2023–July 2025 and provides a comprehensive overview of the initiatives and activities undertaken across the University, serving as a valuable tool to assess our progress and promote transparency in our ongoing commitment to become the most inclusive institution of our kind, anywhere.

The report provides the opportunity to highlight key achievements – milestones we are particularly proud of include:

- The achievement of our first Race Equality Charter Bronze award from Advance HE, recognising our work in progressing race equality as an institutional priority,
- The establishment of the new EDI Forum, an interactive platform for staff and students to exchange ideas, good practice, and concerns related to EDI,
- The appointment of three Faculty EDI Leads, responsible for leading the design and implementation of Faculty-level EDI Action Plans and engaging our Schools with Culture & Inclusion activity,
- The introduction of the Carer’s Career Development Fund, a scheme designed to support parents and carers with the additional care costs linked to attending career-development events outside of standard working hours,
- The launch of a new Menopause Staff network, and recruitment Co-Chairs to lead the network’ development and future direction,
- Continuing our commitment to rolling out our annual Staff Survey, with results showing an increase in favourable responses in 59 of the 67 survey questions since 2022- including those related to valuing diversity and support available in relation to mental health and wellbeing,
- The launch of an Annual Data Disclosure Campaign aimed at improving the quality of our workforce diversity data and deepening our understanding of the

experience of colleagues from under-represented groups – including collecting data on socio-economic background for the first time.

I am appreciative of the dedication and efforts of colleagues across the Queen Mary community to advance EDI at our University, your ongoing commitment plays a vital role in driving this work forward. The testimony and evidence captured in this Impact Report demonstrate the real difference our Culture & Inclusion work is having, and articulates, in our community’s own words, the important steps we are taking to make good on ‘most inclusive’.

Whilst we celebrate the impact on progress of our work here at Queen Mary, we must also acknowledge the barriers and challenges to inclusion and participation our community face, and that the global context tests both us and organisations like ours. There is still much to do to fulfil our ambitions and my Senior Executive Team and I continue to work closely with our Culture & Inclusion leaders to ensure everyone can thrive and flourish at Queen Mary.

Thank you for taking the time to read our EDI Impact Report. We appreciate your interest in our work and commitment to fostering a truly inclusive community.

**Professor Colin Bailey**  
President and Principal

# Queen Mary’s Mission, Vision and Values

Our Strategy 2030 sets out a vision to open the doors of opportunity.

Our ambition is to become the most inclusive university of our kind, anywhere. This ambition is central to our strategy which outlines our mission to create a truly inclusive environment, building on our cherished cultural diversity, where students and staff flourish, reach their full potential and are proud to be part of the University.

Our Values (**Inclusive, Proud, Ambitious, Collegial, and Ethical**) directly support our mission. Working to our Values

is essential if we are to achieve our ambitions and ensuring a common understanding of our Values mean is essential.

Our Values in action framework outlines the expectations that we should have of ourselves and of each other, and how we act and interact with each other every day. Our recently developed Embedding Values Toolkit encourages local-level conversations focusing on embedding Values-driven behaviour within individual teams.

## Our values

### Inclusive

We will be inclusive and maintain our proud tradition of nurturing and supporting talented students and staff regardless of their background and circumstances, and continually enhance our strong engagement with our local and global communities.

### Proud

We are proud of the difference we can all make when we work collectively.

### Ambitious

We are ambitious and we will foster innovation and creativity, disrupt conventional thought and respond with imagination to new opportunities to further our vision, mission and academic ambitions.

### Collegial

We will be collegial and promote a strong collegial community through openness, listening, understanding, co-operation and co-creation, ensuring focused delivery of our collective vision and strategy.

### Ethical

We will act with the highest ethical standards, and with integrity in all that we do.

The EDI Impact Report outlines in detail the actions and initiatives undertaken at Queen Mary to achieve our Strategy 2030 ambitions around inclusion.



The illustrations seen throughout the report were custom-designed as part of the EDI team’s brand refresh process, and have been widely used to raise awareness of the team’s activities within – and beyond – the University.

# Strategy 2030 Key Performance Indicators (KPIs)

Queen Mary recognises that having a diverse and representative staff and student community is essential to fulfilling the ambitions of Strategy 2030: opening the doors of opportunity. We have clear, evidence-based targets and performance indicators to advance gender and race equality within our staff body.

| Our Key Performance Indicators                                                                       |          |          |          |          |          |
|------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 40:40:40 Black, Asian and Minority Ethnic people in junior, middle and senior levels by 2030 (+/-5%) |          |          |          |          |          |
| 2019/20                                                                                              | 2020/21  | 2021/22  | 2022/23  | 2023/24  | 2024/25  |
| 48:28:19                                                                                             | 48:30:20 | 49:31:20 | 54:33:22 | 56:35:24 | 60:38:26 |
| 50:50:50 women in junior, middle and senior levels by 2030 (+/-5%)                                   |          |          |          |          |          |
| 2019/20                                                                                              | 2020/21  | 2021/22  | 2021/22  | 2022/23  | 2024/25  |
| 59:52:38                                                                                             | 60:52:38 | 57:54:39 | 57:54:40 | 56:53:43 | 58:53:43 |

Queen Mary has seen a continuous increase in the proportion of BAME colleagues in middle-grade and senior positions. There has been a 7 percentage point increase in the proportion of BAME staff in senior positions since 2019/20, from 19% to

26%. The proportion of BAME staff in middle-grade positions has also increased from 28% to 38%. The proportion of junior staff who are BAME has increased from 48% in 2019/20 to 60% in 2024/25.

The proportion of female staff in senior positions has also increased since 2019/20 from 38% to 43%. The proportion of female staff in junior (58%) and middle-grade (53%) positions are ahead of the 50% targets.

# Achieving through our EDI Governance - Progress made through our working groups

## Equality, Diversity and Inclusion Steering Group

The Equality, Diversity and Inclusion Steering Group (EDISG) serves as the University’s central body for strategic oversight of EDI matters and plays a key role in advancing our EDI objectives. Reporting to the Senior Executive Team (SET), EDISG ensures that stakeholders – including staff networks, faculties and directorates – have a voice and play an active role in strategic EDI-related decisions at Queen Mary.

Several sub-committees report into EDISG, as outlined below. EDISG is responsible for overseeing their progress, ensuring accountability, and driving timely delivery of actions. It also promotes achievements within the Queen Mary community and facilitates the sharing and implementation of learning and innovation.

Together, EDISG and its sub-committees provide a coordinate and strategic approach to EDI, supporting deeper engagement across the University. The following section outlines progress made by these groups.



# Disability Inclusion Action Group

Since early 2023, the Disability Inclusion Action Group (DIAG) has served as the University-wide body providing strategic oversight of disability inclusion at Queen Mary. DIAG brings together staff, students, and key stakeholders to support a whole-institution approach to disability inclusion.

Chaired by the Chief Governance Officer, DIAG aims to provide a strategic

overview and give direction across all matters of disability inclusion, making recommendations to EDISG on action and initiatives that should be taken by the University. This includes responsibility for the development and implementation of Queen Mary's Disability Inclusion Strategy. The group plays a key role in engaging with the University community to ensure the voices of disabled staff and students are heard, and in promoting awareness of

disability-related issues. This includes addressing environmental, digital, behavioural, and systemic barriers faced by disabled people.

Through its collaborative and inclusive approach, DIAG supports the planning and delivery of meaningful cultural change across all aspects of University life, providing strategic direction on matters relating to disability inclusion.

## Partnering and engaging with external schemes

In August 2023, Queen Mary became members of the Business Disability Forum, an organisation that supports organisations to become more inclusive and accessible to employees, customers and wider stakeholders. Through this membership, Queen Mary has access to expert resources, benchmarking tools, training and webinars and wider learning opportunities.

In September 2023, Queen Mary became members of the Disability Confident Scheme, a voluntary UK government led initiative designed to encourage employers to recruit, retain and develop people with disabilities and health conditions. The scheme is designed to support employers continuously improve their approach to disability inclusion. Queen Mary have joined the scheme as a Disability Confident Committed (Level 1) employer.

## Development of Disability Inclusion Impact Plan

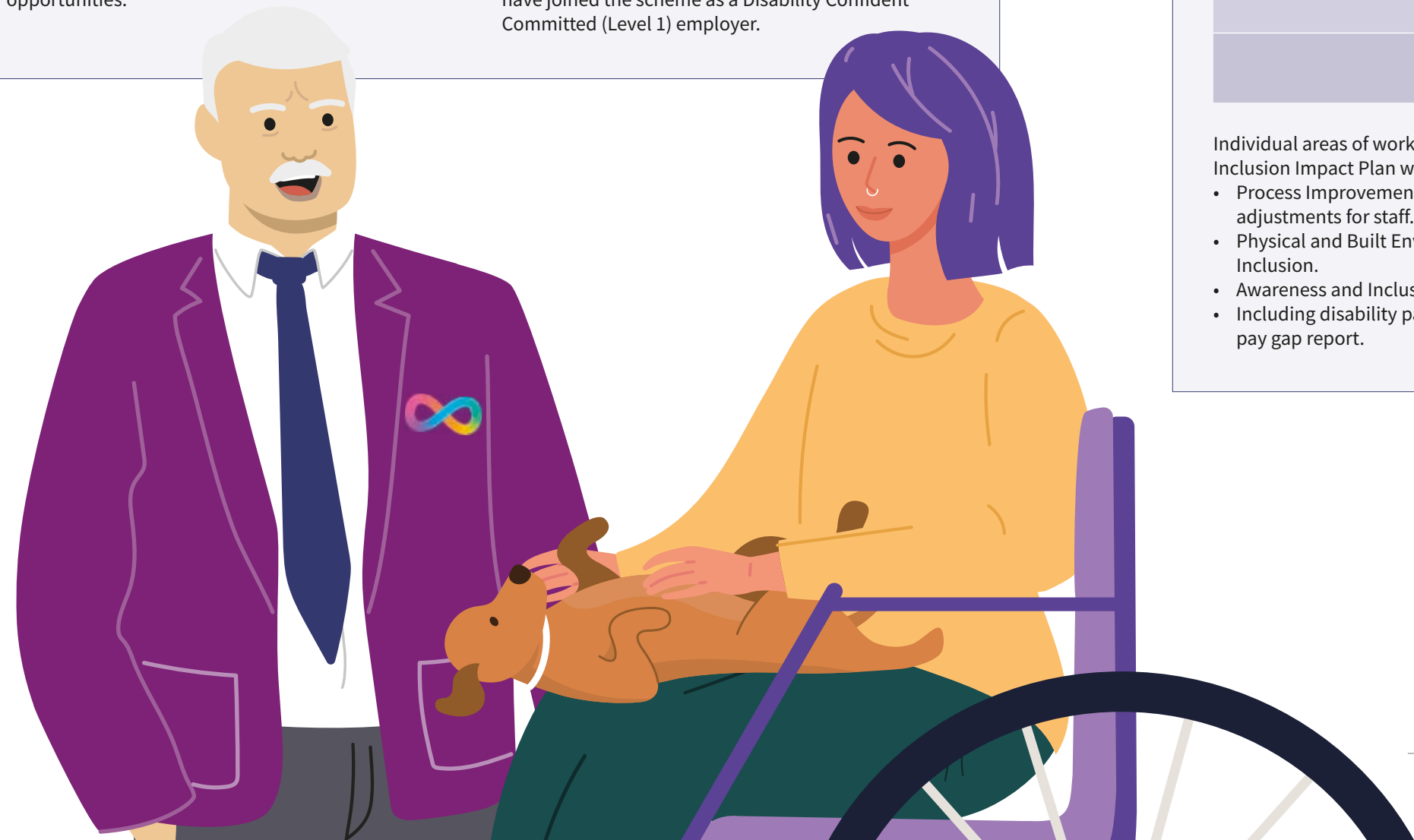
The Disability Inclusion Action Group has led the work to develop Queen Mary's first Disability Inclusion Impact Plan. Initial work focused on developing the following vision statement and identifying the overarching priority action areas.

‘Our **vision** is to create an inclusive environment for work and study, which celebrates diversity and enables and empowers people with disabilities to thrive. We believe that a truly inclusive environment benefits everyone and enhances our collective ability to innovate, collaborate, and succeed.’

| Understanding                                    | Supporting                                                                               | Educating                                                                               |
|--------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Increase Disclosure of Disability Status         | Enhance and embed support of our Staff Disability Network at University level            | Enhance support for managers/ tutors to effectively support disabled staff and students |
| Increase understanding of barriers to inclusions | Improve our approach to physical accessibility                                           | Raise awareness and challenge the stigma of having a disability                         |
|                                                  | Improve anticipating and providing reasonable adjustments to disabled staff and students |                                                                                         |
|                                                  | Improve our approach to disability inclusion in staff recruitment                        |                                                                                         |

Individual areas of work sitting under the Disability Inclusion Impact Plan where progress has been made:

- Process Improvement Review of reasonable adjustments for staff.
- Physical and Built Environment and Disability Inclusion.
- Awareness and Inclusion Dates.
- Including disability pay gaps in Queen Mary's 2025 pay gap report.
- Launch of 2024/25 Disclosure Campaign, expanding the diversity monitoring information collected by Queen Mary (including disability) to align with guidance on good practice from AdvanceHE, the Wellcome Trust and the Social Mobility Commission.
- Launch of Queen Mary's first Disability Inclusion Workplace Hub, providing a range of information and resources colleagues can access for support.



## Disability History Month (UKDHM)

UK Disability History Month was first marked by the university in 2023 and in 2024 this success was built upon, with a broader programme of events, activities and workshops. UKDHM is an opportunity for Queen Mary to celebrate the disabled community and to focus on the history of the struggle for equality for disabled people.

Activities to mark UKDHM included:

- A Lunch and Learn discussing Hidden Disabilities and Chronic Illness.
- Career Accelerator Neurodiversity and Disability Mentoring Workshop.
- Flag raising ceremony: The Disability Pride was flown as a visible symbol of Queen Mary's commitment to championing our disabled community.

- Developing Inclusive Education for Neurodivergent Learners workshop, discussing barriers that learners who learn differently face and strategies and tools to support educators being more inclusive in the design and delivery of their teaching.
- Inclusion Passports workshops, focusing on Inclusion Passports as a tool in obtaining and maintaining workplace adjustments to inform our work on their introduction at Queen Mary.
- A Lunch and Learn on the History of UK Disability Legislation and a talk sharing lived experiences around disability representation.

# Gender Equality Action Group

The Gender Equality Action Group (GEAG) has remained focused on successful delivery of our Gender Impact Plan (GIP). This has included monitoring progress of specific actions and appraising impact and success against our aims and priority areas.

GEAG has received annual GIP progress evaluation reports which have informed the groups main areas of focus. These have included supporting parents and carers, including through the launch of the Carers Career Development Fund.

Our 2025 GIP evaluation report identified specific areas of positive impact including continued high

success rates for academic promotion for women, and this year also for staff from Black, Asian and minority ethnic (BAME) backgrounds. This is resulting in increased representation of women and BAME staff in senior academic roles which is having a positive impact on reducing our gender and ethnicity pay gap.

In January 2025 we held an Athena Swan Mid-Term Review, facilitated jointly with Advance HE. This session considered the progress we have made towards gender equality thus far and explored areas where we need to increase or adapt our efforts to achieve our aims. As part of this exercise, we received positive

feedback from Advance HE on our progress to date and strong encouragement to undertake a Gold institutional submission.

GEAG's priority for academic year 2025/26 is to establish a self-assessment team to support the university's Gold Athena Swan submission. Membership will be reviewed and new subgroups created to support the process. The Athena SWAN Charter provides an established framework to progress Gender Equality at Queen Mary and working towards a Gold submission is a key milestone in meeting our ambition to be the most inclusive university of our kind, anywhere.

## Gender Equality Directory of Good Practice and Research

In 2025, Queen Mary's launched the [Gender Equality Directory of Good Practice & Research](#). This new online resource brings together a comprehensive range of case studies showcasing diverse projects, research and initiatives that are contributing to progress gender equality at Queen Mary and beyond. The repository presents an opportunity to spotlight and celebrate members of staff/teams achievements and share good practice. Case studies that can be found include;

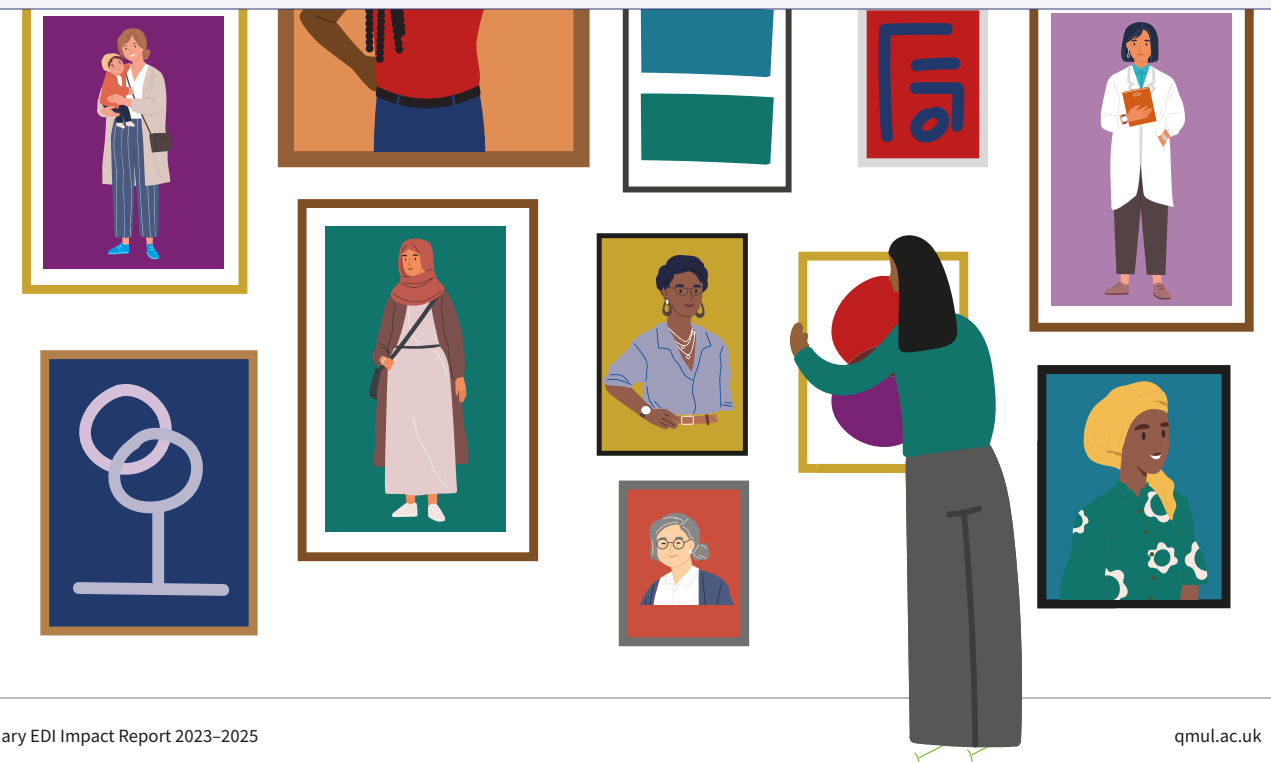
- Understanding ADHD across the life course in girls and women, Dr Jessica Agnew-Blais.
- Pharmaceutical Geographies of Self-managed Sexual Health, Dr Sydney Calkin.
- Dual-earner couples and remote/hybrid work, Dr Mayra Ruiz-Castro.
- Gender, Employment and Dependency, Dr Patrizia Kokot-Blamey.
- International Research Network Language and Gender, Dr Falco Pfalzgraf.
- Women in Tech Network, IT Services Directorate.

## International Women's Day

To mark International Women's Day in 2024 & 2025, Queen Mary organised and held a series of events, activities and presentations to celebrate the histories and achievements of women and encouraging action and allyship. Examples activities within the programmes included;

- Power beyond position: Amplifying voices of women who lead beyond their job role (Speakers: Kavita Jaidev, Ella Moncrieffe and Anastasia Malama).

- Reproductive Borders and Bordering Reproduction: Exploring Reproductive Healthcare Inequalities (Dr Camillia Kong).
- Charting Diverse Career Trajectories: Collective Wisdom from Women at Queen Mary (Speakers: Chenee Psaros, Rosie Anderson, Jenny Hewitt and Ji Young Yoon).
- Celebrating #IWD2025: Accelerating Action on Women's Economic Empowerment (Speakers: Zoe Burt and Propelle).



# LGBTQIA+ Inclusion

Queen Mary has continued in its work to progress LGBTQIA+ Inclusion, following the development of the interim LGBTQIA+ Inclusion strategy. The university has also continued its membership of the Stonewall Diversity Champions programme.

A key area of focus within the interim strategy is increasing visibility and awareness raising. Across the 2024/25 academic year, 20 dates linked to LGBTQIA+ inclusion were marked at Queen Mary, including 5 additional dates compared to previous years. This included the two flagship dates

LGBTQIA+ History Month and Pride Month as well as others including Trans Day of Visibility, The International Day Against Homophobia, Biphobia and Transphobia (IDAHoBiT), Bi Visibility Day, Trans Awareness Week and Transgender Day of Remembrance.

## LGBTQIA+ History Month

In February each year, Queen Mary marks LGBTQIA+ History Month, an opportunity to celebrate the achievements, contributions and histories of LGBTQIA+ people in the UK and around the world. In 2024 and 2025 we held our largest and most collegiate events to date.

The programmes of events over the last two years have included:

- Flag raising, with the Intersex Inclusive Progress Pride flag flown as a visible symbol of

Queen Mary’s commitment to championing our LGBTQIA+ community.

- Library event: Discovering and enjoying great reads.
- Community events: Tea and Talk: Health and Wellbeing in the LGBTQ+ Community, Knit and Knatter and Queer Coffee Morning.
- Lunch & Learns: Our Stories Told By Us: Celebrating the African Contribution to the UK HIV Response - An LGBTQIA+ perspective; LGBTQIA+ Cancer Care

## Pride Month

Throughout June each year, Queen Mary University of London takes the opportunity to celebrate the diversity, joyousness and resilience of the LGBTQIA+ community through marking Pride Month. The programmes of events over the last two years have included:

- Flying of the Progress Pride Flag.
- Lunch & Learns: “Putting LGBTQIA+ Carers on the

map” and ‘The Stonewall Riots: A Transnational History’.

- Workshops and talks discussing fostering inclusion in music technology education.
- QMOut LGBTQIA+ Staff Network events, including coffee socials, picnics and book shop visits.
- Pride Month Pop-up/awareness raising stands around our campuses.

## PHASE

The Preventing and Addressing Harassment and Sexual Misconduct Working Group (PHASE) exists to develop and maintain a strategic and consistent approach towards preventing and responding to harassment and sexual misconduct at Queen Mary to meet the needs of staff, students, and our community.

PHASE has had a busy period (2023–2025) and have achieved many key milestones on our journey to becoming a more inclusive organisation where bullying, harassment and misconduct are effectively prevented and addressed. Many of these milestones further strengthen our legal and regulatory duties:

- Establishing mandatory student training ‘Consent Matters’ so everyone can recognise and ask for sexual consent,

- Improving our existing mandatory staff training to better address harassment - in line with the Worker Protection Act,
- Creating and launching a new training session ‘Responding Sensitively to Disclosures’ and training over 60 staff,
- Launching a Managers’ Addressing Bullying, Harassment and Misconduct Toolkit,
- Adopting a new, stronger policy position on Staff-Student Relationships to prevent harassment,
- Creating a single, comprehensive source of information for our students on our commitment to, and work around, preventing and addressing harassment.

Fundamentally, the cross-service work of PHASE means our staff and students

are better aware of behavioural expectations in an academic environment, and are better able to address, and report or disclose, where these standards are not met. The Group continues to build robust infrastructure that enables decision-makers to navigate, understand and discharge our policies effectively and consistently and with increasing confidence. This can be evidenced by a growing proportion of staff who report feeling confident in reporting bullying/harassment (+5% since 2022) and that appropriate action will be taken on the basis of their report (+3% since 2022).

Further, detailed insight and reporting around Queen Mary’s work to address and prevent bullying, harassment and misconduct can be found on Report + Support via our Insight Reports.



# Race Equality Action Group

The Race Equality Action Group (REAG) has continued to play a leading role in driving progress on race equality at Queen Mary. The group provides strategic oversight and coordination of race equality activities across the University.

As part of Queen Mary’s Race Equality Charter self-assessment, REAG was revitalised to function as our Self-Assessment Team, leading Queen Mary through a comprehensive institutional application to Advance HE’s Race Equality Charter. This brought together student representatives, ethnically diverse colleagues, and senior leaders from across the University. This self-assessment involved in-depth analysis of staff and student data, as well as surveys to better understand the lived experiences of our community. The Race Equality Charter offers a framework and evidence-based

approach to help institutions address barriers and enhance representation, progression, and success for Black, Asian, and Minority Ethnic staff and students – key factors in Queen Mary’s Strategy 2030.

Queen Mary are proud to have successfully received a Bronze award from AdvanceHE for their Race Equality Charter in August 2024. This achievement recognises the University’s work in progressing race equality as an institutional priority. This framework has provided us with independent scrutiny of the University’s efforts to improve equality, and aligns with its values and people, culture, and inclusion work.

Our resulting institutional Race Equality Action Plan (2024–2029) sets out our roadmap for driving long-term change. This plan aligns with the University’s

overarching strategy and outlines how we will embed race equality at every level of the institution.

Moving forward, Queen Mary has identified four key priority areas to focus our efforts:

- Improving the representation of Black, Asian and Minority Ethnic staff at senior levels.
- Taking appropriate action on issues of race.
- The Black undergraduate student experience.
- Investing in and developing Black, Asian and Minority Ethnic postgraduate researchers (PGRs).

These priorities are supported by nine additional action areas, which collectively provide a clear strategic vision for how we will continue to progress race equality across the University.

## Black History Month

In October, Queen Mary marks Black History Month, an opportunity to celebrate the achievements, contributions and histories of Black people in the UK and around the world. In both 2023 and 2024, Mary held a programme of events, initiatives and communications from 1-31 October which included.

2023: Black History Month Theme:

- *Stories Told by us – celebrating the African contribution to the UK HIV response* (Rebecca Mbewe, Research Assistant at Queen Mary).
- *Increasing representation – Computer Science at Queen Mary* (Jo Brodie, Public Engagement Manager).

2024: Black History Month Theme: Reclaiming Narratives

- *Reclaiming Narratives: A conversation* (Akyaba Addai-Sebo & Pashington Obeng).
- *The Atlantic Charter Revised: How Black Britons turned the tables to reclaim self-determination in World War II* (Dr Leslie James).

In 2024, Queen Mary also published a Black History Month, People Profile Series, spotlighting Black staff, students, and alumni across Queen Mary and celebrating their contributions to the University and wider community.



# Opportunities for Staff Engagement

## Staff Networks

Staff Networks are places where people with shared identities and backgrounds can connect with colleagues and make positive change across the University. Queen Mary recognises that Staff Affinity Networks are central to creating a positive environment that respects the diversity of staff and enables colleagues from all backgrounds to thrive.

Queen Mary remain committed to developing and strengthening our staff

network infrastructure. The EDI Team continue to work closely with the networks, providing support to ensure our networks are effective and successful.

Following approval from the University’s Senior Executive Team that Co-Chairs of Staff Networks would be provided with ‘Citizenship Time’ of up to 2 working hours per week to undertake network activity, the EDI Team have supported the recruitment

of Co-Chairs for all of our recognised staff networks through a coordinated elections process. The provision of Citizenship Time evidences Queen Mary’s formal recognition of the important role staff network Co-Chairs play in supporting our strategic ambitions. All Co-Chairs have been included as members of the EDI Working Group most relevant to their network, ensuring that the networks are fully integrated into the university’s wider EDI governance framework.

| Network                        | Co-Chairs                           | Action Group                      |
|--------------------------------|-------------------------------------|-----------------------------------|
| Disability Staff Network       | Natasha Blitvic and Beatrix Andrews | Disability Inclusion Action Group |
| Gender Equality Staff Network  | Elena Jarmoskaite and Lucy Newman   | Gender Equality Action Group      |
| Menopause Staff Network        | Sheila Collins and Rebekah Shaw     | Gender Equality Action Group      |
| Parents & Carers Staff Network | Hannah Bentley and Esther Murray    | Gender Equality Action Group      |
| Race Equality Staff Network    | Bhagirathi Shah and Tracy Connelly  | Race Equality Action Group        |
| QMOut (LGBTQIA+ Staff Network) | Michael Woolley and Ji Young Yoon   | EDI Steering Group                |



# New Menopause Staff Network

In the 2024/2025 academic year, the EDI Team continued its approach to co-creating staff networks with colleagues from across the Queen Mary community by commencing work to launch a new Staff Menopause Network. This was following a wide range of feedback from colleagues stating that they would welcome the opportunity to discuss the possibility of formalising a network focusing on the menopause.

The new Menopause Network is now up and running, with established terms of reference and two elected Co-Chairs to lead network activity. The Co-Chairs have been included as members of the Gender Equality Working Group, embedding the network into our EDI governance.



# EDI Forum

In 2024, Queen Mary launched the EDI Team Forum. This initiative was designed, by the EDI Team, as a co-creation group that provides a platform for collaborative dialogue, sharing good practice, and experience of EDI matters. Through this new initiative, Queen Mary aims to provide a consultative and reflective voice and channel for staff and students to discuss ideas, challenges, good practice, and concerns related to EDI. The Forum is open to all staff and students and aims to provide a safe environment for sharing ideas and recommendations.

To date, four EDI Forum sessions have taken place, with individual forum sessions focusing on different aspects of EDI (e.g. disability inclusion, race equality).

In preparation for each session, the EDI Team identifies key areas for exploration through consultation with stakeholders, including Staff Networks and the Students Union. They then design activities be delivered during the Forum, with an emphasis on creating opportunities where attendees can actively contribute.

## EDI Forum Sessions to Date

| EDI Forum                                  | Areas of Focus                                                                                                                                                                                       |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Disability Inclusion</b><br>March 2024  | <ul style="list-style-type: none"><li>• Sharing Personal Data</li><li>• Physical accessibility of our campus</li><li>• Fostering a better sense of belonging</li></ul>                               |
| <b>Race Equality</b><br>July 2024          | <ul style="list-style-type: none"><li>• Microaggressions &amp; Freedom of Speech</li><li>• Bridging the gap: Participation and progression</li><li>• Fostering a better sense of belonging</li></ul> |
| <b>Gender Equality</b><br>October 2024     | <ul style="list-style-type: none"><li>• Gaps in experience: Mental Health and Wellbeing</li><li>• Taking a more preventative approach to bullying and harassment</li></ul>                           |
| <b>LGBTQIA+ Inclusion</b><br>February 2025 | <ul style="list-style-type: none"><li>• Experience and belonging</li><li>• Allyship</li><li>• Disclosing personal data</li></ul>                                                                     |

We are pleased to report that there has been a high-level of engagement, with approximately 90 members of the Queen Mary community attending every Forum session and positive feedback being received.

Following each session, the EDI Team develop a report providing an overview of the Forum and recommended

actions based on the ideas and suggestions put forward by attendees. The recommended actions are then presented to the relevant EDI Working Group for further discussion and consideration. The progress and delivery of the agreed actions are tracked and monitored by EDISG to ensure effective and timely implementation.

“

It was clear how much thought had gone into the session. The session really felt like a good use of my time (and the week has been particularly busy - so the threshold was high).”

Kaya Wiles

“

I haven’t worked at QM for very long so I didn’t know much about how accessibility is approached, but it felt great to work in a place that was putting in the time and effort to champion it.”

Miranda Nicklin

“

Really informative and clearly put together in a very considered and thoughtful way. Appreciate the opportunity to contribute via Mentimeter and Padlet. Great to think about microaggressions specifically as this often doesn’t get much discussion.”

Kavita Jaidev

“

The combination of breakout rooms, and online interactive elements worked well, as some people work best in a group and some prefer to think and work alone.”

Kirstie Smith

# Staff Survey

In 2022 Queen Mary’s Senior Executive Team committed to a cycle of annual staff surveys and we have held a survey every year since as part of this annual rhythm. The anonymous Staff Survey is a vital tool that helps us gain a valuable insight into colleagues’ experience at Queen Mary and helps us understand what’s working well and where we need to improve.

Since launching the annual staff survey in 2022, Queen Mary has consistently seen strong participation, with over 60% of staff taking part each year. This trend continued in 2024 and 2025, with participation rates of 69% and 64% respectively.

Action planning is a key element of our survey cycle, with Schools/Institutes/ Departments taking responsibility for developing action plans that they feel will address themes and concerns identified in their survey results. Since the results of Queen Mary’s Staff Survey 2022 were published, colleagues have worked collaboratively to implement actions specific to their local areas. Thanks to everyone working together to improve the staff experience at Queen Mary, in the 2025 survey we have

seen an increase in favourable responses in 59 of the 67 survey questions since 2022. Notably we have seen increases in the following areas;

- 75% stated they understand Queen Mary’s Values (increase from 70% in 2022).
- 71 stated they actively work to Queen Mary’s values in their role (increase from 66% in 2022).
- 72% of staff feel that Queen Mary values diversity (increase from 67% in 2022).
- 60% stated that their mental health and wellbeing are supported in their department (increase from 54 in 2022).

The University Staff Survey Steering Group provides strategic oversight of the outcomes and actions related to the Staff Survey results. The group is responsible for overseeing the development and implementation of the Institutional Staff Survey Action Plan, which is informed by both the university-level results and the local plans created by individual Schools/ Institutes/Departments.

The plan focuses on a number of key focus areas where we can make

a difference and further improve colleagues experience. One of these focus areas is Positive and inclusive working environments. As part of this focus area, dedicated sessions were held with our staff networks to better understand the lived experiences of colleagues from under-represented groups, using survey results across EDI demographics to discuss and share ideas on how the experiences of diverse colleagues could be improved.



Thank you to everyone who has taken the time to complete our staff surveys and share their thoughts: your insights will help us take action together as we look to further improve staff experience at Queen Mary.”

**Sharon Ellis, Chief Operations Officer and Chair of Staff Survey Steering Group**



# Funding Grassroot EDI Activity

To encourage colleagues take an active role in supporting our strategic EDI ambitions, the EDI Team established a structured funding allocation process. This initiative invites funding proposals from individual staff members, staff

networks, and working groups, seeking to implement targeted activities that promote EDI across Queen Mary. See below for some of the bids for funding accepted during the reporting period.

## QMUL Women who Soar: Futures in Aerospace Engineering

This project, led by Dr Kshitij Sabnis (Lecturer in Aerospace Engineering) is a prize competition for Year 12 female pupils to encourage female undergraduate representation in Aerospace Engineering programmes at Queen Mary. The competition was open to Schools around the UK to maximise engagement.

The competition included initial online stages, followed by an in-person finalist event where applicants had the opportunity to interact with female undergraduate students, academic and engineers in industry through a range of interactive activities.



The competition has definitely opened up my eyes to the world of aerospace engineering. It has also pushed me to research deeper beyond the surface of certain topics.”

**Women who Soar Competition Participant**



Seeing everyone else’s PowerPoint gave me a really good input into the different aspects of Aerospace Engineering and how broad the degree is.”

**Women who Soar Competition Participant**

## QMSU Cultural Ball: A Celebration of Cultural Unity at Queen Mary

The Cultural Unity Ball, led by Hassam Naem (VP Liberation, Internationals and Postgraduates) was designed as a flagship event for Cultural Unity Week, providing a platform where students can express their cultural identities, share their stories and celebrate their identity. By showcasing

diverse cultures, the event aimed to foster understanding and collaboration amongst students from different backgrounds and help create an inclusive student community. The event was held in the Octagon, Queen’s building and received a high level of engagement.



By creating spaces for dialogue, creativity, and shared experiences, Cultural Unity Week encourages meaningful interactions that transcend cultural boundaries. It’s an opportunity for students from all walks of life to connect, learn from one another, and build lasting bonds rooted in mutual respect and appreciation.”

**Hassam Naem, QMSU Vice President Liberation, International and Postgraduates**

# QMUL Black Postdoc Society: Black Academic Success Careers Event

This panel event was organised by Queen Mary’s Black Postdoc Society and featured presentations from Black Professors at Queen Mary. The panellists shared their career journeys, insights on overcoming challenges and

practical advice for academics and researchers. This event offered the opportunity to share experiences and celebrate the successes of Black academic staff.

# Positive Action Development Programmes

Queen Mary currently engages in a number of positive action development programmes that nurture diverse talent and support participants’ growth and career progression, in line

with our strategic EDI goals set out in Strategy 2030. These programmes attract strong interest, and feedback from attendees is consistently positive.

## Aurora

In 2023/24 - 2024-25 Queen Mary sponsored 42 women colleagues to participate in Aurora, an AdvanceHE leadership development initiative, designed to address the underrepresentation of women in leadership positions within higher education institutions.

The programme focuses on developing core leadership skills and encourages participants to consider progressing into more senior roles. It supports Queen Mary’s strategic KPI’s to increase the representation of women in leadership positions.

## B MEntor

B-MEntor is a cross-institutional mentoring scheme supporting the career development of Black, Asian and Minority Ethnic (BAME) staff across Queen Mary University of London, University College London, King’s College London, University of the Arts London, the London School of Hygiene & Tropical Medicine, SOAS University of London, and the University of London.

Between 2023 and 2025, 38 Queen Mary staff took part in the programme, which offers tailored

support for both Professional Services and Academic staff. Participants benefit from one-to-one mentoring, networking opportunities, and structured guidance to support promotion, leadership development, and strategic career planning.

B-MEntor plays a vital role in Queen Mary’s wider race equality work and directly supports our ambition to become the most inclusive university of our kind anywhere.

“

My mentor gave me very good advice and has been very supportive. I have gained insight into how to think about being strategic for promotions, to think about being strategic with service roles for career progression and also to think broadly about my research scope.”

**B Mentor Mentee**

## SEALS

Queen Mary continues to participate in the South East Action Learning (SEAL) programme for women in higher education. The programme is run collaboratively by participating institutions and offers participants the opportunity to

undertake action learning sets with women outside of their institutions. During this reporting period we have supported two cohorts through this programme with consistently positive feedback.

“

It has provided me with the tools to navigate conversations and tackle tasks. The power of using open ended questions to aid reflection in my role and areas I want to develop within my position. It has allowed me to gain confidence, sharing amongst others by listening and supporting them in conversations to tackle an issue when arises.”

**Claire Young,  
HR Recruitment Team Leader**

## Springboard

Cohorts of 20 women were sponsored by Queen Mary to participate in the award-winning Springboard Women’s Development Programme in both 2024 and 2025. Springboard offers women an opportunity to undertake a substantial review of their work and personal life and to shape the change they want, in practical and realistic ways. The programme has received consistently positive feedback from Queen Mary staff; in 2024,

89% of participants who completed the programme evaluation reported that it either fully or partially met their overall learning objectives.

“

I feel much more confident, assertive and able to express myself and my concerns professionally and in an assertive way. I have already seen changes in the way I approach challenging conversations.”

**Springboard Participant**

“

Because of my attendance at this programme, my attendance and outlook at my work has changed positively. This has positively affected my work environment, relationships with colleagues... the work I am producing is of good quality and something I am proud of.”

**Springboard Participant**



# Career Development and Training Programmes

Queen Mary’s new CPD training platform enables Queen Mary to promote EDI focused courses and has the ability to assign them automatically, track progress, send reminders and generate reports at both individual and organisational

levels. Line managers and leaders can view local completion data and create tailored learning pathways. Integration with the HR system allows anonymised reporting by protected characteristics, supporting us to identify participation trends.

## Introducing Inclusion

This e-learning module that prompts the learner to challenge their own biases as well as raising awareness of bias in other and is delivered through an e-learning module; it is classed as mandatory for all staff and

expects staff to refresh their learning every 2 years. Since 1 July 2024, 3260 colleagues have completed this module, including 750 of whom were new starters at Queen Mary.

| New starters by Faculty        | Completions |
|--------------------------------|-------------|
| HSS                            | 79          |
| FMD                            | 281         |
| Professional Services          | 200         |
| S&E                            | 163         |
| University Research Institutes | 14          |

## Queen Mary Bystander

Queen Mary Bystander is a blended course with an online element and a face to face follow up session; it introduces colleagues to a bystander tool that is

designed to help address observed unacceptable behaviour. Since 1 July 2024, over 100 colleagues have completed the course.

| New starters by Faculty | Completions |
|-------------------------|-------------|
| HSS                     | 45          |
| FMD                     | 41          |
| Professional Services   | 15          |
| S&E                     | 4           |

# Wellbeing courses

## Stress, Resilience and Strengths (100 Participants)

Participants are given options to help manage stress better, replenish resilience, and cultivate agency, whilst acknowledging and working with the real limitations they might be experiencing.

## Mental Health Awareness (68 Participants)

This session is designed to give participants the best chance of being able to spot a colleague in crisis, to know when and how it’s appropriate to intervene and understand how you can support people in the workplace.

## Mental Health Awareness for Managers (78 Participants)

This workshop provides managers with an introduction to dealing with mental health more effectively at work and an understanding of how they can support people on their wellness journey.

## Financial Wellbeing & Your Money (75 Participants)

This one-hour webinar provided by the Money and Pensions Service is for all staff. The webinar covers financial wellbeing, cost of living pressures, tips on managing money and free tools and resources.

# Pathways to Leadership

Queen Mary’s Pathways to Leadership is a suite of tailored programmes targeting audiences at distinct levels of their management/leadership career. Each programme embeds inclusion, helping participants grow as inclusive leaders. The four distinct programmes align in format and content with Strategy 2030 and reflect Queen Mary’s core Values. At the first two levels participants are able to self-nominate. In the two more senior programmes, participants are nominated.

Gender balance on these programmes tends to favour female staff; information packs to FDOs and Chiefs

encouraged nominations from groups that are underrepresented at these levels in the workforce.

- Aspiring leaders is a short workshop aimed at those preparing to step into a management role. 99 colleagues have attended this since 1 July 2024.
- Management Essentials is programme of management workshops run in person for colleagues in their first management role. 58 colleagues have completed this programme since 1 July 2024.
- Established Managers, Emerging Leaders\* is an extended programme of workshops and activities for

colleagues aiming to move into or currently operating at senior management level. 29 colleagues have completed this programme since 1 July 2024.

- Transition into Org Leadership\* is a leadership programme for colleagues already in senior roles and preparing for strategic leadership. 15 colleagues have completed this programme in 2024–25.

# Increasing Participation in Apprenticeship Opportunities

Qualification programmes are delivered through Apprenticeships at Queen Mary. Apprenticeships offer an excellent opportunity for colleagues to build their knowledge and skills by undertaking the programme while remaining in their current role. They enable colleagues to deepen their expertise and immediately embed their new learning in their day-to-day work.

Queen Mary’s Organisational & Professional Development Team advocate and support apprenticeships through the Staff Apprenticeships Manager and Staff Apprenticeships Assistant.

During the period August 2023 – July 2025 the number of women accessing development through apprenticeships has increased by 16% with 55% of those undertaking apprenticeships now being women. The number of men accessing apprentices has also increased as more people are accessing this as a development route, but at a significantly lower rate than women.

We have seen a slight increase in the number of BAME staff accessing apprenticeships, but more work is needed in this area, from an intersectional perspective and in

accessing more senior level apprenticeships. An area of significant progress during this period, although numbers are low, is the 67% increase in black staff completing apprenticeship programmes.

The apprenticeship programmes being accessed by staff is very diverse with 41 different apprenticeships being made use of. The top three programme are as follows:

|                       |               |
|-----------------------|---------------|
| Senior Leader         | 43 colleagues |
| Coaching Professional | 12 colleagues |
| Data Analyst          | 10 colleagues |

“

I feel the course has really helped me with my confidence and overcoming imposter syndrome. I feel much more likely to take the next step towards promotion than I did before.”

**Liz Steed, Coaching Professional**

“

The knowledge and skills developed during my apprenticeship were extremely useful and enabled me to embed career theories, frameworks, and pedagogical approaches in the designing of the session.

The impact on my team and organisation was quite apparent. The feedback from students was very positive and received a 95%+ rating from them. Also, this was the first session of its kind delivered by anyone on our team, and it served as a blueprint for future sessions.”

**Abu Bakr Kalam, Career Development Professional**

In June 2024, Queen Mary launched a Strategic Leadership Programme designed to strengthen our leadership capacity and build a confident, empowered leadership tier. This initiative is part of our broader strategy for leadership and management

development, using apprenticeships to address key skills gaps and ensure maximum return on investment. The programme includes a cohort of 30 leaders from across the University, encouraging collaboration and the sharing of best practice.

“

I am very pleased with the growth we have seen over the last two years in people accessing the wonderful opportunities to develop, that the apprenticeship programme here at Queen Mary offers. With nearly 100 people from across all parts of the University on programme and benefiting, it’s a great demonstration of inclusivity.”

**Bob Artino, Staff Apprenticeships Manager**



# Faculties and Professional Services Highlights

Queen Mary’s three academic Faculties and PS Directorates collectively have a role with delegated authority for leadership of EDI within their area of the University. Each Faculty and Directorate have evidenced important progress around EDI locally. Below we celebrate some highlights from across our Faculties, Institutes and Schools in advancing EDI.



## Recruitment of EDI Leads

In early 2024, three new EDI Faculty Lead roles were created and successfully recruited for. These new roles report to the respective Faculty Vice-Principal, and main responsibilities include;

- Leading the design and delivery of Faculty-level EDI Action Plan.

- Chairing their area’s primary EDI decision-making group.
- Represent their unit on Queen Mary’s EDI Steering Group and report local progress, achievements and challenges.

The EDI Leads work in close partnership with the University’s central EDI Team, with each unit having a named practitioner assigned to provide project support and guidance.

| Faculty of Medicine and Dentistry                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Faculty of Humanities and Social Sciences                                                                                                                                                                                                                                          | Faculty of Science and Engineering                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Professor Aylin Basan</b><br>EDI Faculty Lead                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Dr Andromachi Georgosouli</b><br>EDI Faculty Lead                                                                                                                                                                                                                               | <b>Professor Claudia Garetto</b><br>EDI Faculty Lead                                                                                                                                                                |
| ‘We are committed to advancing equality, diversity and inclusion, striving to deliver health for all within the richly diverse communities of East London. We value and celebrate differences, promote fairness and respect, and work to remove barriers so that everyone can thrive. Guided by integrity, inclusivity and excellence, we aim to create learning, research and clinical practice environment that reflects the communities we serve and contributes to a more equitable and healthy society for everyone.’ | ‘Queen Mary has a long history of being at the forefront of equality, diversity and inclusion initiatives in higher education. It is fascinating to be part of this ongoing legacy and to see firsthand how our efforts can significantly transform the lives of those around us.’ | “My personal experience as a female academic has deeply inspired me... I immediately recognised that Queen Mary is not just an institution that talks about EDI – it is a place where we actively make EDI happen.” |

## Faculty of Humanities and Social Sciences

The Faculty developed its first Faculty EDI Plan, setting out clear priorities to advance equality, diversity and inclusion across its Schools in line with the University’s strategy. The Faculty’s EDI Committee also introduced a Community of

Practice element within its governance structure, creating space for reflective discussions, sharing good practice, and celebrating progress across the Faculty.

### School of Law

- Developed a local EDI Staff Survey, which has run annually and has served to inform EDI activity at School-level.
- Worked with colleagues in Estates (Projects) to add facilities for improved room accessibility.
- Created a local resource with information about half-term childcare schemes near Queen Mary’s campus, to support colleagues with parental responsibilities.
- Scheduled a bystander workshop session focusing on challenging unwanted behaviours for colleagues within the School, enhancing guidance within this area.

## The School of the Arts

- Conducted a staff and student feedback survey to explore issues related to race, inclusion, and diversity
- Introduced an email protocol to address accessibility and establish good practice.
- Scheduled and delivered workshops focusing on the promotion process for colleagues within the School, providing guidance and support through the process.

## School of Politics and International Relations

- The School EDI Committee established their new EDI Action plan with ambitious targets and have been working on implementation.
- Work was undertaken to develop new guidelines for colleagues involved in academic appointments, setting out best practices to ensure a fair and equitable process.
- Crib sheets were developed for colleagues who sit on appointment panels and attend job presentations to encourage good practice and an equitable approach.
- Commenced a schedule workshops focused on promotions and other EDI training focused workshops.
- Prepared the School-level Silver Athena Swan application.

# Faculty of Medicine and Dentistry

At FMD, the diverse local community offers a window to the world, ensuring that the Faculty's ground-breaking research not only improves the outcomes for patients in London, but also had a far-reaching global impact. This is reflected in the research strategy, Better for All.

FMD is proud to have been awarded a Gold Athena Swan charter mark – an award held by only a small number of Faculties across the UK. The awarding panel commended the work as 'transformative'. The School of Dentistry, which holds a Silver Athena Swan award, is currently working towards a Gold application.

Key Faculty-level achievements include;

- EDI Strategy Committee (Deputy roles for Culture, Gender Equality and Race Equality have been introduced) and Athena SWAN Medicine and Dentistry

Governance were updated and approved by the FMD Executive Board.

- Holding EDI Roadshows at each institute quarterly
- Working with the Daphne Jackson Fund to support researchers entering back into work following extended breaks for caring or health reasons.
- Hosting Joint Research Culture EDI Strategy Away Day to establish EDI Priorities.
- Offering tailored academic promotion support to encourage female and BAME colleagues to apply for promotion. This included a local promotion support survey to better understand staff experiences around the promotion process.
- Hosting Café Culture events to focus on specific themes
- Conducted ERIC funded research to increase visibility of under-represented groups.

## Barts Cancer Institute

- BCI Social Committee continued to organise and subsidise social and well-being activities throughout the year.
- Delivered a review of PhD studentship data.
- Held 'work in progress' support sessions for students and postdocs.

## Blizard Institute

- A Blizard bullying and harassment working group was set-up in September 2024.
- A local EDI roadshow was delivered for Blizard colleagues.
- A Postdoc Working Group was set-up, focusing on supporting postdocs.
- Conducted ERIC funded research to increase visibility of under-represented groups.
- Increased communication around academic promotions, the staff bonus scheme and the professorial review.

## Dentistry

- Awarded School-level Athena SWAN Silver Award.
- Set up a local Bullying and Harassment Task & Finish Group that delivered a local Bullying and Harassment Staff Survey to better understand colleagues experience and provide a tailored action plan.

## Institute of Health Sciences Education

- Undertook a scoping review of EDI training provided to students.
- Scheduled a series of training sessions for students including bystander and anti-racism training.
- Set up journals clubs, including a paper discussing the experiences of LGBTQIA+ medical students.

## William Harvey Research Institute

- Organised bystander training sessions for institute leadership group.
- Launched a book club to discuss EDI related matters.
- Scheduled a series of training sessions for students including bystander and anti-racism training.
- Organised bullying and harassment workshops for postdocs.

## Malta Campus

- Scheduled staff training specifically focusing on inclusion.
- National Event on Science was held, with diversity and inclusion being a central topic of discussion.

# Faculty of Science and Engineering

Faculty-wide efforts have focused on visibility and engagement. A monthly newsletter (seNews) and a dedicated Research–People, Culture and Environment webpage launched in 2025, both regularly spotlighting EDI initiatives. Informal Faculty Lunches, introduced in 2024, have become popular spaces for sharing ideas, with related news stories among the most viewed on the Faculty Staff Hub.

- Key events held by the Faculty, aligned with Queen Mary’s Awareness & Inclusion Calendar included:
- Celebrating EDI in Science & Engineering: Talks on Black heroes in mathematics, Levelling Up Maths, and a Pride Panel.

- Reclaiming Narratives in Science & Engineering (Oct 2024): Black History Month panel and guest speakers
- International Women’s Day (Mar 2025): Research talks and panel discussion.
- Neurodiversity Celebration Week (Mar 2025): Talks and panel with all five schools.
- Celebrating Pride in Science & Engineering (Jun 2025): Discussion on queer identity in STEM and allyship.

At the Annual Faculty Celebration (Dec 2024), Dr Matteo Fumagalli (SBBS) received an EDI Award for diversifying the curriculum in SBBS, producing a booklet of diverse scientist biographies that has become a valuable resource for education and outreach.



## School of Biological and Behavioural Sciences (SBBS)

- Submitted Athena Swan Silver Renewal application (May 2025) and are awaiting the result.
- Strengthened inclusion for transnational education via Nanchang University partnership.
- Marked LGBTQIA+ History Month (coffee social) and International Day of Women and Girls in Science (10 stories led by women).

## School of Electronic Engineering and Computer Science (EECS)

- Launched WHEN (Women Higher Education Network) in April 2024 to support women across academic levels.
- WHEN activities have included events, surveys, and outreach; future plans involve mentoring, international collaboration, and expansion to other schools.

## School of Engineering and Materials Science (SEMS)

- Renewed Athena Swan Bronze Award, with staff testimonials highlighting community and mentoring.
- Celebrated Lunar New Year, International Women and Girls in Science, Women in Engineering Day, and LGBTQ+ History Month (Lunch Quiz).

## School of Mathematical Sciences (SMS)

- Continued work on diversifying the Maths curriculum through a summer project exploring contributions of people with different characteristics to the history of mathematics.
- Appointed a Disability Lead to support staff in disclosing disabilities and accessing appropriate support.
- Initiated ethnic minorities lunches to connect staff and PhD students from underrepresented groups.

## School of Physical and Chemical Sciences (SPCS)

- Established WQPP (Women and Queer People in Physics) society to foster inclusion and representation.
- WQPP hosted group sessions, marked International Women & Girls in Science Day, and ran newsletter writing workshops.

# Professional services

## ITS

- ITS became the first Professional Services department at Queen Mary to begin the Athena Swan process, marking a significant step forward in advancing gender equality within Professional Services.
- The Self-Assessment Team was established to lead the ITS Athena Swan journey, with dedicated working groups formed to analyse a range of data such as recruitment, staff survey, staff, and leavers, to inform evidence-based action planning.

## Student Services

- Student Services established a dedicated EDI Committee
- The department developed an ambitious EDI Action Plan to drive equity and inclusion across the department. This includes a number of strategic priorities – such as addressing diversity in senior roles, piloting blind recruitment and supporting the development of BAME colleagues as part of a broader effort to embed inclusive practice across the department.

## Global Opportunities

- The Go Aboard factsheets were reviewed and updated to better reflect the experiences and needs of underrepresents groups.
- Factsheets aimed at BAME and LGBTQIA+ student were enhanced, incorporating lived experiences to ensure the content is more inclusive and accessible.

# Concluding Remarks



I am pleased to present the concluding remarks for our EDI Impact Report. We hope that the report provides assurance of Queen Mary’s continued commitment to equality, diversity and inclusion, as well as in the progress we are making.

The report highlights the development and tangible impact of our EDI initiatives, both university-wide and grass root level. I would like to extend my sincere thanks to everyone across the Queen Mary community who has contributed to the achievements highlighted in this report. Your commitment and collaboration are central to our continued progress and success.

Queen Mary continues to make strong progress toward our goal of becoming the ‘most inclusive university of our kind, anywhere, though we recognise that there is still more to do. In the

year ahead, we will focus on accelerating change. Two main areas of focus will be delivering against our Race Equality Action Plan and developing our Athena Swan Gold Submission which will support our aim to increase the diverse representation of senior colleagues at Queen Mary and strengthen the feeling of belonging across our community. We look forward to sharing our progress in next year’s EDI Impact Report.

**Alex Prestage**  
Associate Director Culture and Inclusion



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