

Pay Gap Report

2024



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Foreword from the President and Principal

Queen Mary University of London's goal is to be the most inclusive university of our kind, anywhere.

Our People, Culture and Inclusion Enabling Plan translates our Strategy 2030, Vision, Mission and Values into a set of Equality, Diversity and Inclusion (EDI) initiatives to realise this goal. In line with this, we are continuing to go beyond statutory requirements by publishing our ethnicity pay gaps as well as looking intersectionally by gender and ethnicity.

Building on this progressive approach, this year we have also explored disability pay gaps. We are proud to introduce disability pay gap reporting into this process, reflecting the significant growth of work taking place on disability inclusion.

This year's report details the pay gap data as of 31st March 2023 and, for bonus pay, the period 1st April 2022 to 31 March 2023. This report also provides an overview of the actions being taken to close our pay gaps during the reporting period, as well as our priorities for the future.

The progress made since our previous report includes foundational work for our first Race Equality Charter submission; further implementation of our Gender Impact Plan; continued success in Athena Swan Charter accreditations at School level; and significant development of our work on disability inclusion. The continuation of our annual Staff Survey is supporting us to identify priority areas for action across the institution.

Our mean gender pay gap has continued to reduce and is now 14.0%, which is lower than the average for Russell Group institutions (17.3%). Whilst our median gender pay gap (10.0%) has increased slightly from the previous year, it remains lower than the average for Russell Group institutions (13%).

We are pleased to see further reductions in our ethnicity pay gaps since our last report. This reflects increases in representation of staff from Black, Asian and minority ethnic backgrounds (BAME) in our middle and senior grades.

We continue to monitor progress against our key strategic priorities to increase staff diversity which is central to closing our pay gaps. We have Key Performance Indicators (KPIs) to reach 50:50:50 (+/- 5) representation by gender and 40:40:40 (+/- 5%) representation of BAME staff at junior: middle: senior grades by 2030. Whilst we are making progress against these aims, we need to increase the pace of change in order to meet our aims by 2030.

Since 2019, we have seen positive changes in the representation of women and BAME staff in senior roles. In particular, the representation of women and BAME staff in grade 7 roles has continued to increase over the last 5 years. Representation has also increased in our most senior roles at grade 8, however the increases are smaller. For both gender and ethnicity, we hope to increase the pace of change at this most senior level. The work outlined in this report is essential to achieving this.

Our disability pay gaps are smaller than those for gender and ethnicity reflecting a more even representation of disabled staff across pay quartiles and grades. Like many organisations, we acknowledge that we have a low disclosure rate for disability, and we must work to increase this to support better data reporting and understanding of our disability pay gaps.

Professor Colin Bailey CBE, FEng, BEng, PhD, CEng, FICE, FStructE, MIFireE, President and Principal





About us

Queen Mary University of London is a leading research-intensive university with a difference – one that opens the doors of opportunity to anyone with the potential to succeed.

At the heart of our University and our 2030 Strategy is our community of students, staff and alumni. Ranked 117 in the world and 1st in England for social mobility, the University has over 33,000 students on degree programmes and close to 5,400 members of staff. At Queen Mary, we have the best record of all Russell Group universities in England for recruiting undergraduates from a wide variety of socio-economic backgrounds: 92% of our undergraduates are from state schools, 71% are from Black, Asian and Minority Ethnic (BAME) backgrounds, 49% are first in family into Higher Education (HE) and 35% are from households where the annual taxable income is less than £20,000.

We are a truly global university: over 170 nationalities are represented on our five campuses in London, and we also have a presence in Malta, Paris, Singapore and China.

We believe that a diversity of ideas helps us achieve the previously unthinkable. Throughout our history, we've fostered social justice and improved lives through academic excellence. And we continue to live and breathe this spirit today, not because it's simply 'the right thing to do' but for what it helps us achieve and the intellectual brilliance it delivers. Our goal is to be the most inclusive university of its kind anywhere, and we are proud to welcome anyone who has the ability to succeed with us, wherever they come from.





Executive summary

Gender Pay Gap

Our mean gender pay gap is 14.0%. With students removed the mean gender pay gap is 14.4%. Our mean gender pay gap has continued to reduce from 21.7% in 2017 and is lower than the national average for Russell Group institutions (17.3%) and also when compared specifically to Russell Group institutions in London and the South-East (15.1%)¹.

The mean gender pay gap continues to be higher than the median gap because of a higher number of men in senior positions such as professors and Heads of Schools or Institutes. We have seen positive increases in the representation of women in the senior pay quartile from 35.7% in 2017 to 41% in this year's report. We also see a consistent over-representation of women in the lower quartile which impacts our pay gaps. This has reduced from 64% in 2017 to 59% in this year's report. Whilst this is movement in the right direction, we want to see a faster rate of progress to close our pay gaps.

Our median gender pay gap is 10.0%. With students removed, our median gender pay gap is 8.4%.

Our median gender pay gap has increased slightly from 8.2% in the previous year. Upon further investigation we have identified that this increase is due to the slight amendment we have made in our methodology year which is further outlined below. Using the previous methodology the median gender pay gap for 2023 would have been 7.6%, and thus a continued reduction from previous years.

Our median gender pay gap is smaller than the national average (13.0%) but, this year, is slightly larger than the average in London and the South East (9.1%)².

9.7% of men and 8.0% of women received a bonus in the 12-month period up to March 2023. Our median gender bonus gap is 0.0% and our mean gender bonus gap is 52.4%. Excluding Clinical Impact Awards (CIAs), 7.4% of men and 7.1% of women received a bonus in the 12-month period up to March 2023. The median gender bonus gap excluding CIAs is 0.0% and mean gender bonus gap excluding CIAs is 9.6%.

14.0%

mean gender pay gap

▼ 1% vs previous report

10.0%

median gender pay gap

▲ 1.8% vs previous report

¹ Source: **Universities and Colleges Employers Association (UCEA) benchmarking data** (Russell Group institutions, 2022-23)

² Source: **Universities and Colleges Employers Association (UCEA) Interactive Dashboards** (Russell Group institutions, 2022-23)

Ethnicity Pay Gap

Our mean ethnicity pay gap is 19.5%. With students removed the mean ethnicity pay gap is 16.3%.

Our mean ethnicity pay gap has reduced from 21.9% in 2018, our first year of ethnicity pay gap reporting. The gap has reduced from 20.2% last year. We see a slower rate of change in the ethnicity pay gap when compared to the gender pay gap. As with the mean gender pay gap, the mean ethnicity pay gap continues to be higher than the median because of a higher number of staff from White backgrounds in senior positions. We have seen positive increases in the representation of BAME staff in the senior pay quartile from 21% in 2018 to 24% in this year's report. Whilst this is movement in the right direction, we want to see a faster rate of progress to close our pay gaps.

Our median ethnicity pay gap is 14.5%. With students removed the median ethnicity pay gap is 12.5%.

The median ethnicity pay gap has reduced from 19.3% in 2018, and from 15.6% last year. Looking at the figure with students removed however, the median gap has increased since last year when it was 10.3%. When calculating the median ethnicity pay gap with students removed using the old methodology, the gap is 11.0% which is a very slight increase from the previous year. A change in methodology will cause fluctuations in the figures. We will continue to use this new methodology moving forwards which will enable us to draw clearer comparisons between reports.

When comparing with Russell Group institutions as a whole, our ethnicity pay gaps are larger than the national average (5.3% median, 7.3% mean) as well as within London and South East (7.7% median, 10.8% mean)³. We have a significantly higher and broader representation of Black, Asian and minority ethnicity (BAME) staff across all pay quartiles than the Russell Group average both nationally and when comparing to institutions in London and the South East only.

A number of factors influence our ethnicity pay gaps, such as the consistent high proportion of BAME staff in we have in the lower pay quartile, which has increased by from 54% in 2018 to 55% this year. This quartile includes roles such as catering, security and residential services which Queen Mary is proud to provide in-house. A considerable proportion of these roles are held by BAME staff, many of whom are from the local community and who form a significant proportion of this occupational group in society more widely. In line with

our Values, we are proud to pay the London Living Wage and provide full access to our staff benefits through our in-house Estates and Facilities function, which has a positive impact on our local East London communities.

The mean ethnicity pay gap is also influenced by Student Ambassador roles. In line with our student population (71% BAME) many of Student Ambassadors come from a BAME background. Student Ambassador roles are situated within our lower pay quartile (at grade 1) and thus impact on our overall pay gap figures when included in our calculations.

10.8% of White staff and 6.8% of BAME staff received a bonus in the 12-month period up to March 2023. Our median ethnicity bonus gap is 0.0% and our mean ethnicity bonus gap is 22.5%. Excluding Clinical Impact Awards, 8.8% of White staff and 5.7% of BAME staff received a bonus. The median ethnicity bonus gap excluding CIAs is 0.0% and mean ethnicity bonus gap is 4.4%.

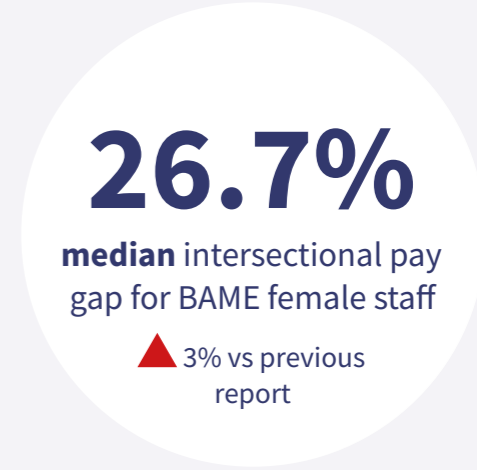
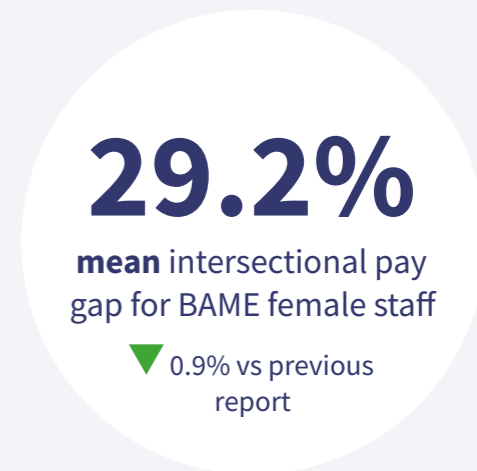


Intersectional pay gaps: Gender and Ethnicity

This is the second year we are reporting on intersectional pay gaps by gender and ethnicity. Our analysis shows a 21.4% mean pay gap for BAME men (compared to 21.9% in our previous report) and a 29.2% pay gap for BAME women (compared to 30.3% in our previous report). These figures have reduced since last years report, for women slightly more than men.

Our analysis shows a 20.1% median pay gap for BAME men (compared to 19.5% in our previous report) and a 26.7% median pay gap for BAME women (compared to 23.7% in our previous report). In line with the trend we have seen for the median gender pay gap and median ethnicity pay gap, these figures have risen slightly due to the change in methodology.

When disaggregating this analysis further, the largest pay gaps are experienced by our Black staff, most significantly our female Black staff.



³ Source: **Universities and Colleges Employers Association (UCEA) benchmarking data** (Russell Group institutions, 2022-23)

Disability Pay Gap

Our median disability pay gap is 5.1% and our mean disability pay gap is 9.9%. This is the first year we have reported on a pay gap by disability.

8.5% of disabled staff and 9.0% of non-disabled staff received a bonus in the 12-month period up to March 2023. Our median disability bonus gap is 0.0% and our mean disability bonus gap is 3.0%. Excluding Clinical Impact Awards, 7.7% of disabled staff and 7.3% of non-disabled staff received a bonus in the 12-month period up to March 2023. The median disability bonus gap is 0.0% and mean disability bonus gap is 8.6%.

We recognise that we have a low disclosure rate for disability in our data (approximately 5%). National data indicates 23% of working age adults are disabled⁴. We would therefore expect to see a higher rate of staff declaring a disability than the percentages we currently see. This impacts on our disability pay gap data reporting.

Further analysis of our pay gaps, including representation by pay quartile and grade are provided later in this report.



⁴ Source: **Family Resources Survey: financial year 2021 to 2022 - GOV.UK** (www.gov.uk)

Methods

The data presented throughout this report is drawn from March 2023 snapshot data as required by reporting regulations; hence references to ‘current’ or ‘2023’ data will refer to this snapshot date.

For these reasons, actions that have been taken to address the pay gap since March 2023 are not captured in our metrics but will be reported in our next pay gap report. Similarly, where we have made references to benchmarking data, these refer to the mostly

recently available data collated by the University and Colleges Employee Association (UCEA) benchmarking exercise in which 60% of member institutions shared pay gap data for academic year 2022-23⁵.

Pay Gaps and Equal Pay: The Differences Explained

Pay gaps are often confused with equal pay. In this section, we explain the difference between them and the fact that they are very different concepts which are not interchangeable and measure quite separate and distinct aspects of pay.

Equal pay is the right for staff to receive equal pay for work of equal value, as set out in the Equality Act 2010. Equal pay refers to staff being paid the same for the same work within the workforce. At Queen Mary, we do not have an equal pay gap at any level. The University uses a job evaluation scheme to determine the relative value of roles in order to ensure equal pay for like work.

Pay gaps are the percentage difference between the average hourly pay between different groups of staff, for example between men and women. While there may be different average pay figures for different groups (such as, women and men) across an organisation, there may also be differences between the average pay of women and men within specific roles in an organisation⁶.



⁵ Source: **Universities and Colleges Employers Association (UCEA) benchmarking data** (Russell Group institutions, 2021-22)

⁶ Source: **Examining the gender pay gap in HE** (ucea.ac.uk)

The gender pay gap is calculated using the approach required by the Government’s reporting regulations, outlined below. We use the same approach to calculate the ethnicity, disability, and intersectional pay gaps in interests of ensuring consistency in our reporting. Our approach to intersectional pay gap calculations corresponds with how UCEA produce their figures.

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires that we publish the six metrics below, which are based on all ‘full pay relevant employees’ (defined as employees paid their usual pay in full during the period in which the snapshot date falls).

- Mean pay gap
- Median pay gap
- Mean bonus gap
- Median bonus gap
- Proportion of men/women receiving a bonus*
- Proportion of men and women in pay quartiles*

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 all percentage pay gaps are expressed as the difference between women and men’s pay as a percentage of men’s pay using the following calculation:

$$\frac{\text{men's average hourly rate} - \text{women's average hourly rate}}{\text{men's average hourly rate}}$$

The method for the calculations of ethnicity pay gaps in these reports are the same as those used to calculate the gender pay gap which means all percentage pay gaps are expressed as the difference between BAME and White staff’s pay as a percentage of White staff’s pay using the following calculation:

$$\frac{\text{white staff's average hourly rate} - \text{BAME staff's average hourly rate}}{\text{white staff's average hourly rate}}$$

For intersectional pay gap calculations, pay gaps are expressed as the difference from white male staff hourly rate using the following calculation:

$$\frac{\text{white male staff's average hourly rate} - \text{intersectional categories average hourly rate}}{\text{white male staff's average hourly rate}}$$

For disability pay gap calculations, pay gaps are expressed as the difference from the hourly rate for staff who have not disclosed a disability using the following calculation:

$$\frac{\text{average hourly rate for not disclosed disability status} - \text{average hourly rate for disclosed disability}}{\text{average hourly rate for not disclosed disability status}}$$

A positive percentage indicates that men/White staff/non-disabled staff overall are paid more than women/BAME staff/disabled staff; zero means there is no pay gap; and a negative percentage indicates that women/BAME staff/disabled staff overall are paid more than men/White staff/non-disabled staff.

Due to the way the mean and median are calculated, and because the highest paid employees tend to earn significantly more than the lowest paid, the mean pay can be skewed by a small number of very high (or very low) earning individuals compared to the median pay.

For example, since there are more men in higher-paying roles than women, the mean pay for men tends to be pulled upwards more than mean pay for women, so that the gender pay gap measured by mean earnings tends to be higher than for median earnings.

* For ethnicity and disability pay gap reporting, the analysis considers the proportion of BAME and White staff and the proportion of disabled and non-disabled staff in pay quartiles.

Methodology Change

Queen Mary University has, for this report, slightly amended its methodology of pay gap calculations.

Previously, each employment contract with Queen Mary was treated as an individual employee for the purposes of the calculations. Queen Mary does, however, employ some individuals on more than one contract and therefore in these instances their hourly rate had been recorded separately for each contract for the pay gap calculations in Queen Mary's previous annual pay gap reports.

The majority of multi post holders sit between grades 1-5, our lower and lower middle pay quartiles, and are in roles such as Teaching Assistants, Teaching Fellows and Demonstrators. Overall, 274 (4.3%) of 'full pay relevant employees' in this reporting period are multi-post holders.

This year, those employees with more than one contract have had their hourly rate calculations based on their overall employment relationship with Queen Mary, so there is now only a single hourly rate assigned to each employee. The effect of this has been to adjust the figures slightly, but in the view of Queen Mary this gives a marginally more accurate picture of the Pay Gap.

This change has had a marginal impact on our median gender pay gap this year, which has risen slightly to 10.0%. Using the previous methodology Queen Mary's median gender pay gap for 2023 would have been 7.6% a continued reduction from previous years. Our median ethnicity pay gap using the previous methodology would have remained 14.5%.

We note that making this methodology change does have an impact on our ability to measure our progress against our previous pay gaps this year. Following this year's reporting we will continue to use the same methodology to ensure meaningful comparisons moving forwards.



The Gender Pay Gap

The gender pay gap is the difference between the average hourly pay of male and the average hourly pay of female staff.

The **mean** gender pay gap is calculated as the percentage difference between average (mean) male and female hourly pay.

The **median** gender pay gap calculates the percentage difference between the midpoint of male and female hourly pay when both are listed from highest to lowest value.

Gender pay gap across all staff

The median hourly pay rate for men is £23.93 and for women it is £21.55, which represents a 10.0% median gender pay gap. The mean average hourly pay rate for men is £27.91 and for women it is £24.01, which represents a 14.0% mean gender pay gap. The mean gender pay gap continues to be higher than the median gap because of a higher number of men in senior positions such as professors and Heads of Schools or Institutes.

Our mean gender pay gap has continued to reduce from 15.0% in our previous report and from 21.7% in 2017. Our median gender pay gap however has increased slightly from 8.2% in the previous year. Upon further investigation we have identified that this increase is due to the slight amendment we have made in our methodology as outlined above. Our data indicates a higher proportion of men on multiple contracts in the lower quartile than the proportion of women. This means a higher instance of male employees' posts were combined into a single hourly rate causing an uplift in the median hourly pay for men. Using the previous methodology the median gender pay gap for 2023 would have been 7.6%, and

thus a continued reduction from previous years.

With students removed, our median gender pay gap is 8.4% and our mean gender pay gap is 14.4%. These figures are only slightly higher than those with students included, which suggests we have a relatively gender balanced representation of students employed in temporary roles such as student ambassadors.

Our gender pay gaps are smaller when compared with other Russell Group institutions where the average median gender pay gap is 13% and average mean gender pay gap is 17.3%. When comparing specifically against Russell Group institutions in London and the South East, our mean gender pay gap is again lower than the average which is 15.1%. Our median gender pay gap is very similar to other institutions in this group, where the average median gender pay gap is 9.1%⁷.

The targeted actions outlined in this report are designed to enable us to close our pay gaps further over the coming years. These actions are set out in the sections of this report headed 'Actions to Date and Priorities for driving forward change'.



Quartile positioning by gender

At Queen Mary, in common with most large employers in the UK, there are more men employed in senior roles than women and there are more women than men in junior grades and therefore lower-paid roles.

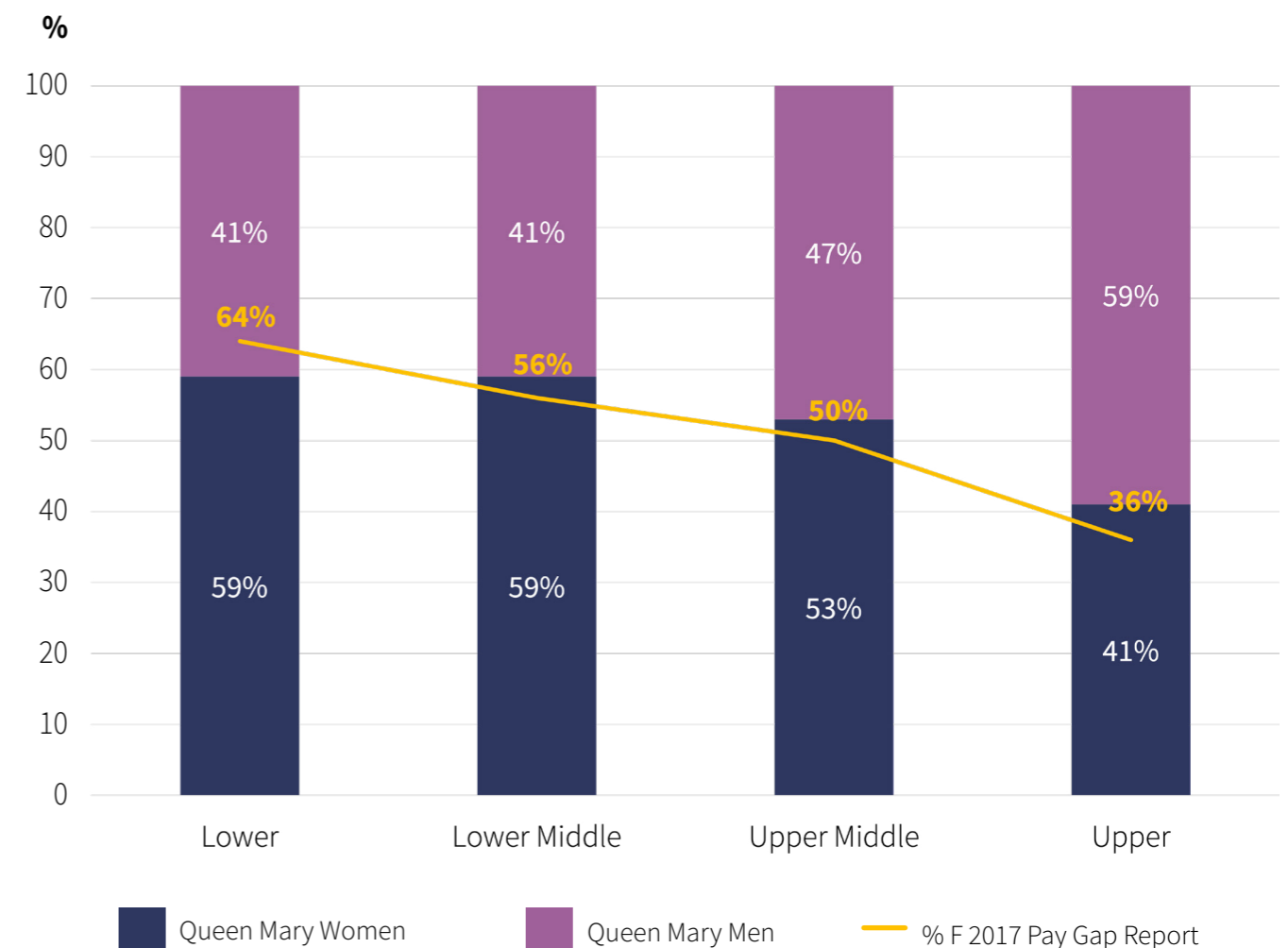
These are the main factors contributing to the gender pay gap. This is demonstrated when reviewing our pay gaps by pay quartile and gender. Low staff turnover rate means representation across these quartiles only changes slightly year-on-year.

The balance of men and women by quartile illustrates the challenge we have in making faster progress on the pay gap. The data highlights an over-representation of women in the lower and lower middle quartiles and an under-representation in the upper quartile. We have seen positive increases in the representation of women in the senior pay quartile from 35.7% in 2017 to 41% in this year's report. Whilst this is movement in the right direction, we want to see a faster rate of progress. Since the previous year, there has been no marginal change in percentage representation

by gender however we have seen an increase of 11 women in the upper quartile versus no increase in the number of men.

Our representation by gender across quartiles is largely in line with other Russell Group institutions, as indicated in the graph below. In the lower quartile however, we have greater gender balance than the average. When looking specifically at Russell Group institutions in London and the South East, we have a slightly higher representation of women in the upper quartile compared to the 39% average⁸.

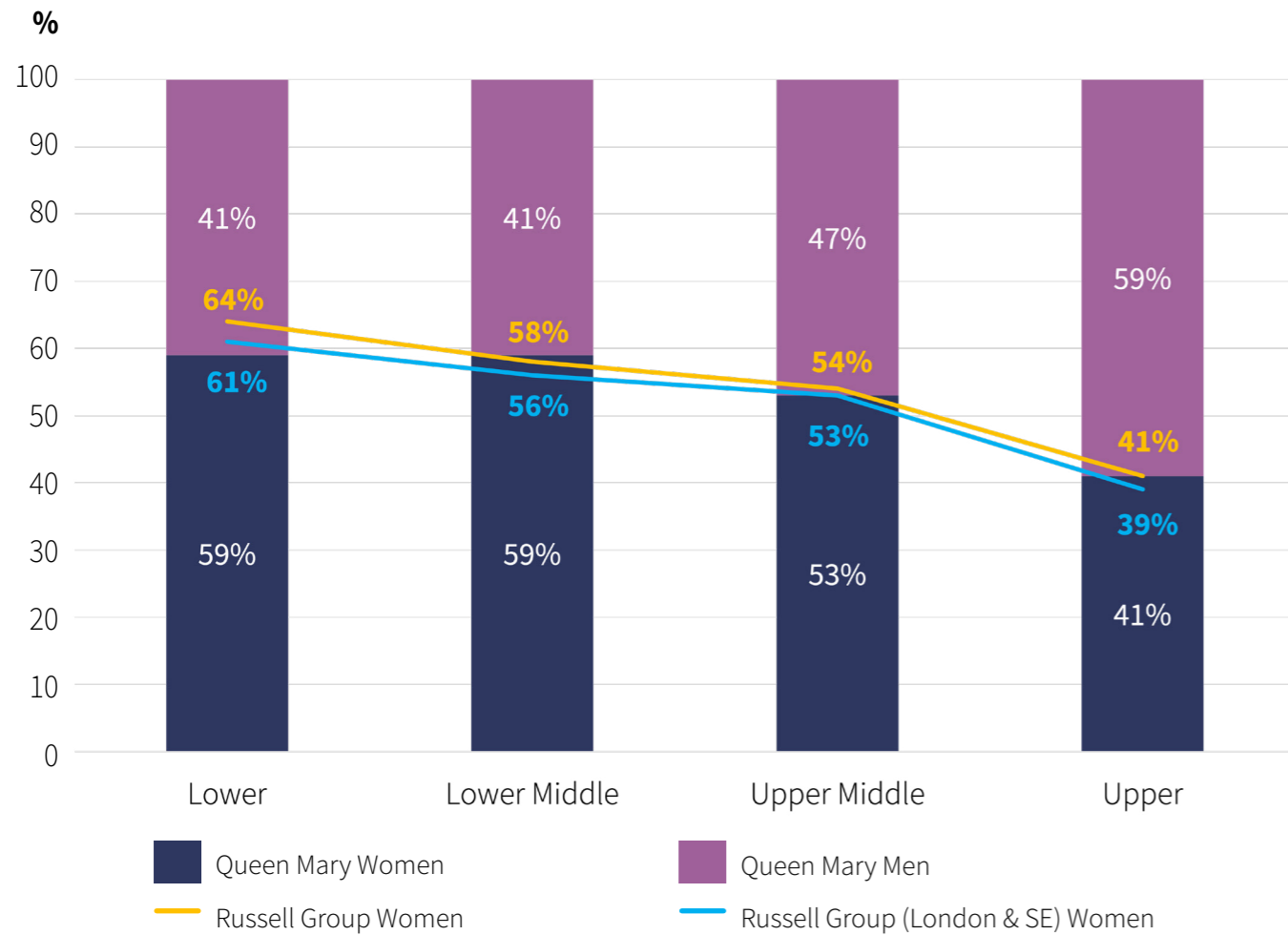
Quartile Positioning by Gender



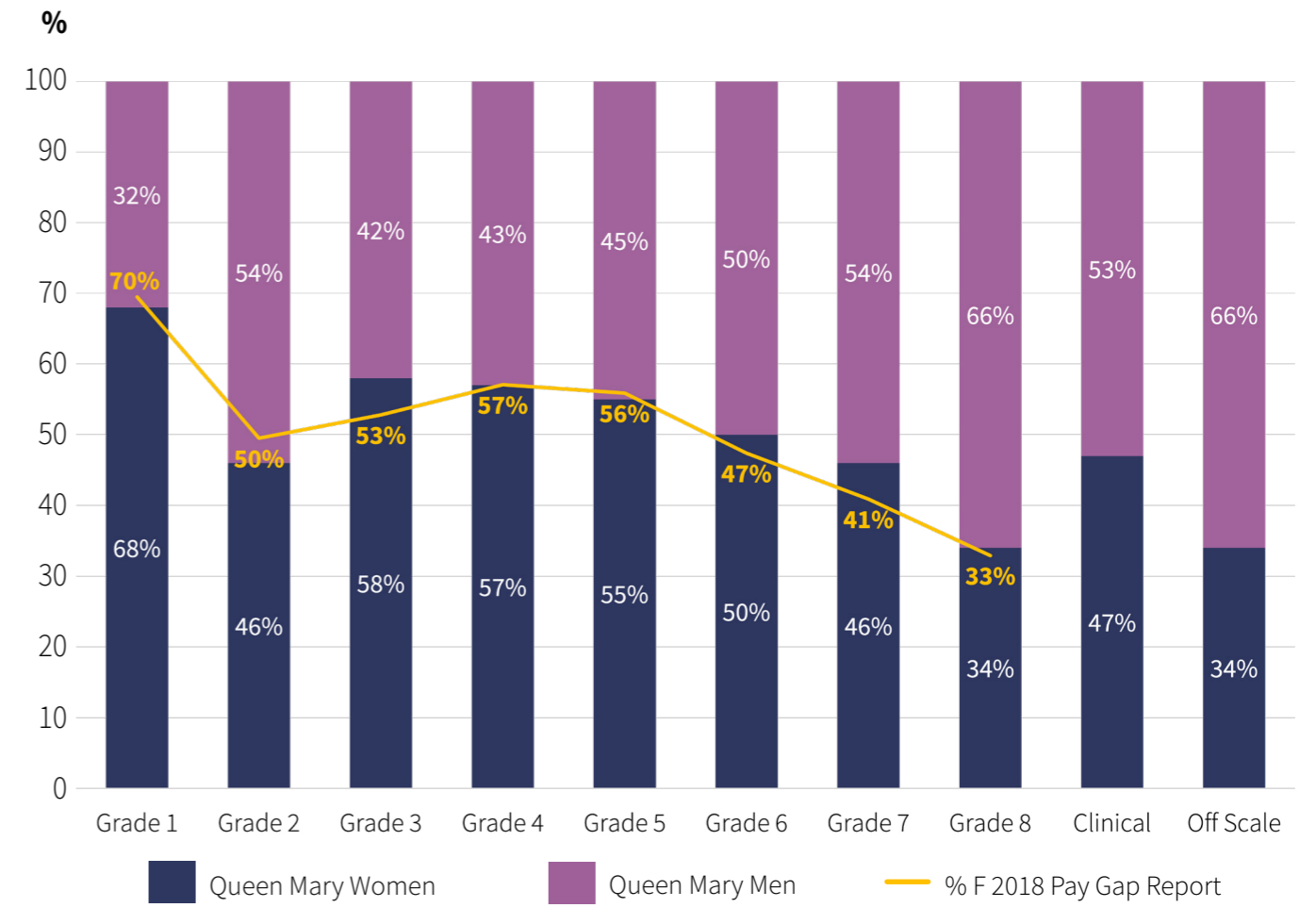
⁷ Source: Universities and Colleges Employers Association (UCEA) benchmarking data (Russell Group institutions, 2022-23)

⁸ Source: Universities and Colleges Employers Association (UCEA) benchmarking data (Russell Group institutions, 2022-23)

Gender Quartile Representation



Gender Distribution by Grade



Reporting on Clinical and Off-Scale breakdowns were first included in last year's report (2023)

Proportion of men and women staff by grade

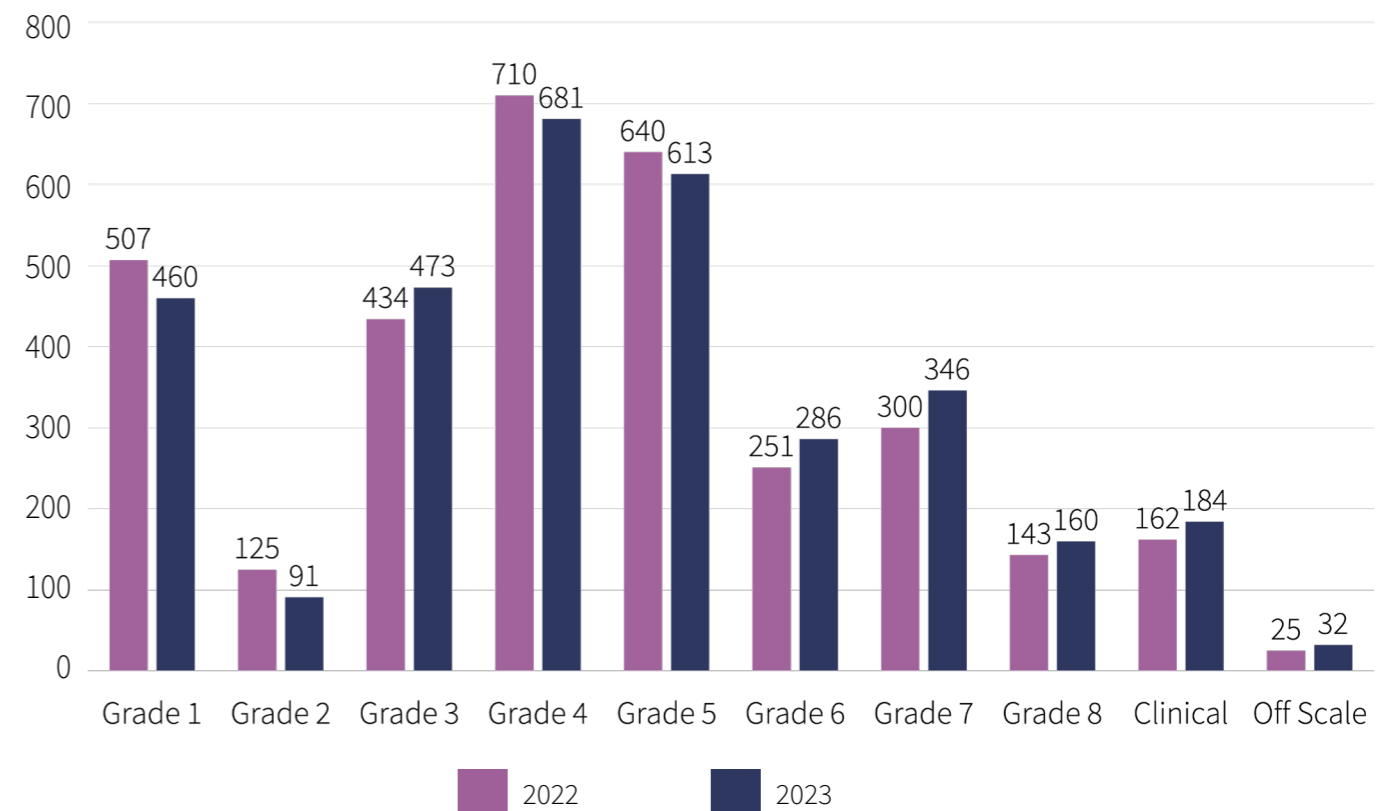
The data in the chart 'Gender distribution by grade' highlights the reason there is a disparity of men and women across the quartiles. Men make up the majority of senior roles at grades 7, 8 and off-scale and women make up the majority of junior and middle grades.

Many of the roles in the junior grades are in cleaning, catering and residential services, which we are proud to employ in-house, are held by women, who form a significant proportion of this occupational group in society more widely. In line with our Values, we are proud to pay the London Living Wage, which has a positive impact on our local East London communities.

The number of grade 2 roles is substantially smaller compared to all other grades at only around 4% of overall roles, meaning roles in this grade not have a significant impact on our gender pay gaps.

As indicated in the chart below, we have seen positive increases in the representation of women at senior grades 7 and 8 since 2019. Since our previous report we have also seen an increase in the representation of women in Off-Scale grades of +4% (+7 women). We also see increases at grade 6 +3% (+35 women), grade 7 +1% (+46 women) and grade 8 +1% (+17 women). However, we also see a significant increase at grade 3 of 4% since 2019 where there is already an overrepresentation of women. Since the previous year we have seen an increase of 39 women at this grade alongside a decrease of 23 men (+4% F increase). These increases across the grade spectrum highlight the complexity of factors influencing the pay gaps we continue to see.

Representation of Women by Grade





Bonus pay

9.7% of men and 8.0% of women received a bonus in the 12-month period up to March 2023. Our median gender bonus gap is 0.0% and our mean gender bonus gap is 52.4%.

Our mean gender bonus pay gap has reduced from 63.4% in the previous year. However, it is important to note that there has been an overall reduction in total bonus awards since the previous year where 14% of men and 13.5% of women received a bonus.

Excluding Clinical Impact Awards, 7.4% of men and 7.1% of women received a bonus in the 12-month period up to March 2023. The median gender bonus gap is 0.0% and mean gender bonus gap is 9.6%.

The vast majority of bonuses are awarded through the Staff Bonus Scheme, all recipients of this scheme are awarded the same financial reward. Over the reportable period, a very small number of bonuses were awarded outside of this scheme, which has influenced our mean bonus pay gaps. Clinical Impact Awards (previously Clinical Excellence Awards) are bonus payments awarded and funded by the NHS in recognition of achieving impact at a national level in the field of clinical work.

We are pleased to have reported once again a zero median gender bonus gap (both including and excluding CIAs). This reflects significant work carried out in recent years to ensure consistency and transparency in our internal bonus processes.

The Ethnicity Pay Gap

The ethnicity pay gap is the difference in pay between the average hourly earnings of Black, Asian and minority ethnic (BAME) staff and those of White staff.

The **mean** ethnicity pay gap calculates the percentage difference between average (mean) hourly pay for White staff and BAME staff.

The **median** ethnicity pay gap calculates the percentage difference between the midpoint of hourly pay for White staff and BAME staff when both are listed from highest to lowest value.

Any staff who have chosen 'prefer not to say' when disclosing their ethnic background will not be reflected in these calculations. Our disclosure rate for ethnicity data is approximately 97%.

In this report, we use the term BAME to ensure consistency with other organisations, including Government, and use the Office of National Statistics definition. The acronym BAME stands for Black, Asian, and Minority Ethnic and is defined as all ethnic groups except White ethnic groups.

Queen Mary currently uses the term 'BAME' as this reflects the way we collect and store staff and student data and it aligns with our reporting obligations and usage within the majority of other Higher Education institutions. However, as we are aware that this term is considered by some to be problematic, we continue to review our use of language around race and ethnicity, through our Race Equality Action Group. Our **Short Guide to Understanding Race and Ethnicity Language and Terminology**, developed by our Race Equality Action Group (REAG), aims to provide some context and information around different terminology and language relating to race and ethnicity.

19.5%

mean ethnicity pay gap

▼ 1% vs previous report

14.5%

median ethnicity pay gap

▼ 1% vs previous report



Ethnicity pay gap across all staff

The median hourly pay rate for White staff is £23.93 and for BAME staff it is £20.46, which represents a 14.5% median ethnicity pay gap. The mean average hourly pay rate for White staff is £28.37 and for BAME staff it is £22.84, which represents a 19.5% mean ethnicity pay gap.

The median ethnicity pay gap has reduced from 19.3% in 2018, and from 15.6% last year. The mean ethnicity pay gap has also reduced from 21.9% in 2018 and from 20.2% last year. This reflects the progress we have made in increasing representation of BAME staff in middle and senior grades across Queen Mary (grades 6 and above). The slower pace of change here reflects the consistent high proportion of BAME staff in our lower pay quartile. This is further explored below.

When compared to other Russell Group institutions across the UK, our ethnicity pay gaps are higher. The mean ethnicity pay gap across the Russell Group is 7.3%, and the median ethnicity pay gap is 5.3% (BAME/White). Looking at Russell Group institutions in London and the South East, the mean ethnicity pay gap is 10.8% and the median ethnicity pay gap is 7.7%⁹.

Whilst these benchmarks provide a helpful comparison, it is important to note that this data reflects only the information that universities have voluntarily shared with the Universities and Colleges Employers Association (UCEA); at present this is a total of 105 institutions, representing approximately only 60% of UCEA member universities. Secondly, the UCEA benchmarking does not enable us to measure specifically against other universities who have an in-house estates and facilities function. Rather, these benchmarks reflect all universities, some of which outsource these roles meaning they are not included in their pay gap reporting data.

In reporting on our ethnicity pay gap, we have also provided calculations with students removed. This is to better understand the pay gaps specifically for our staff population. We are proud to offer employment opportunities for students through part-time student ambassador roles. In line with our student demographics (71% BAME), the majority of student ambassadors are from BAME backgrounds meaning these roles, situated in the lower pay quartile, have an impact on our overall ethnicity pay gap.

With students removed our pay gaps are lower; our median ethnicity pay gap with students removed is 12.5% and the mean is 16.3%. Looking at the figure with students removed however, the median gap has increased since last year when it was 10.3% with students removed. When calculating the median ethnicity pay gap with students removed using the old methodology, the gap is 11.06% which is a very slight increase from the previous year. A change in methodology will cause fluctuations in the figures. We will continue to use this new methodology moving forwards which will enable us to draw clearer comparisons between reports.

Quartile positioning by ethnicity

The representation of BAME staff in the upper quartile has increased from 21% and from 28% in the upper middle quartile since our 2018 Pay Gap Report which shows encouraging progress. We hope to see continued progress moving forward recognising the importance of sustained investment and interventions, such as those highlighted in this report, to increase the pace of change at senior levels.

We have also seen increases in the representation of BAME staff in lower quartiles, where there is already a high proportion, which will have a counter impact on closing our ethnicity pay gap. The lower quartile includes roles such as catering, cleaning, security and residential services which Queen Mary provides in-house rather than outsourcing. A considerable proportion of these roles are held by BAME staff, many of whom are from the local community and who

form a significant proportion of this occupational group in society more widely. In line with our Values, we are proud to pay the London Living Wage and provide full access to our staff benefits through bringing these roles in-house, which has a positive impact on our local East London communities.

In addition, student ambassadors are also represented in this quartile, a large proportion of whom are from BAME backgrounds as outlined above.

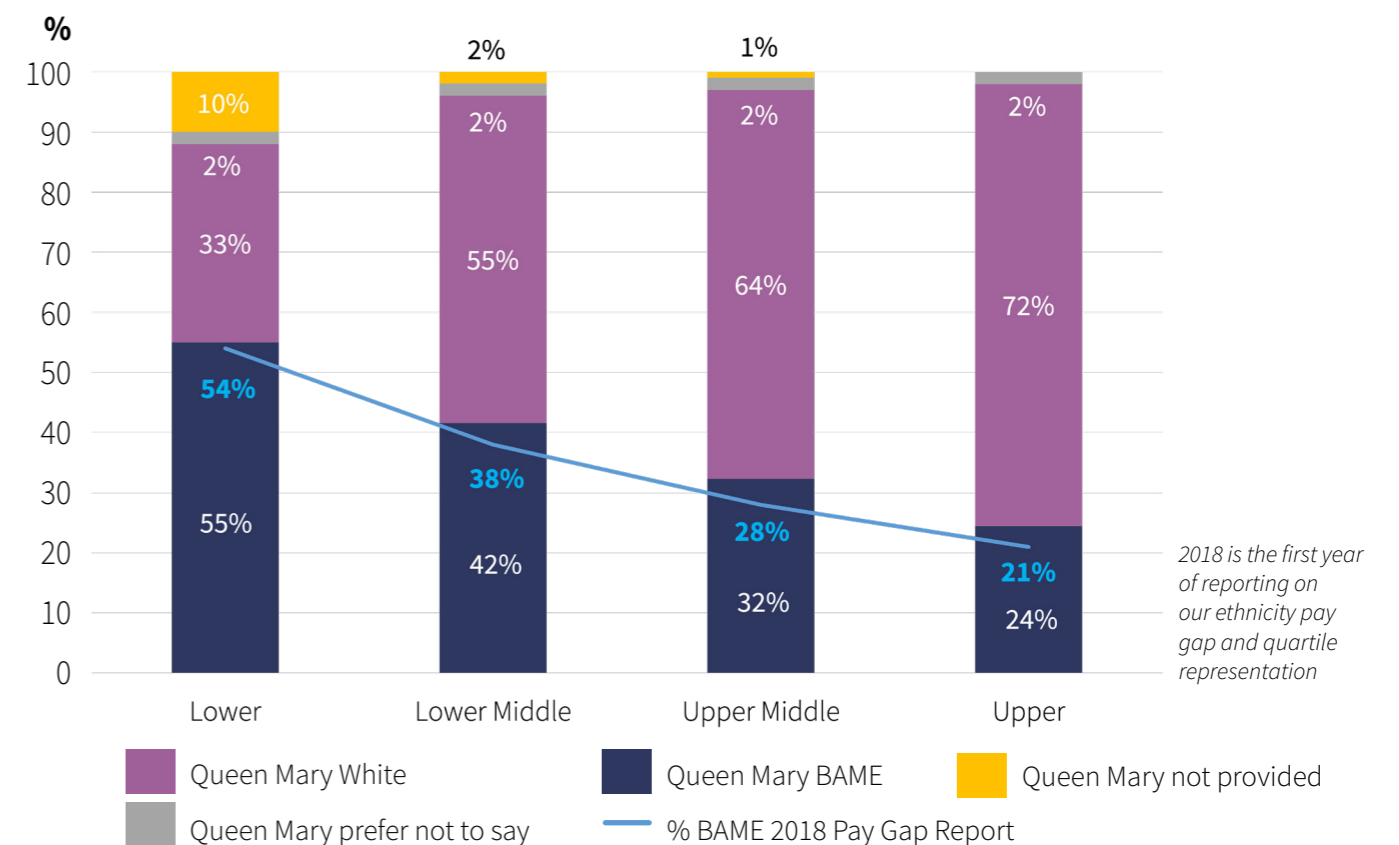
The lower quartile also has the highest proportion of staff for which we do not have ethnicity data, demonstrating a need to encourage disclosure particularly in these grades to better understand representation by ethnicity.

When comparing with Russell Group institutions we have a significantly higher and broader representation of BAME staff across

all pay quartiles both nationally and when comparing to institutions in London and the South East only. The average representation in the Russell Group is below 20% in every quartile and only 12% in the highest quartile. For Russell Group institutions in London and the South East the average representation of BAME staff in the highest quartile is only 14%, and BAME representation across the other three quartiles remains under 30%¹⁰.

This provides important context in understanding the factors contributing to Queen Mary experiencing higher ethnicity pay gaps than other institutions. The higher representation of BAME staff across quartiles impacts on the pay gaps we are seeing. This is in addition to the fact that we choose to have an in-house estates and facilities function.

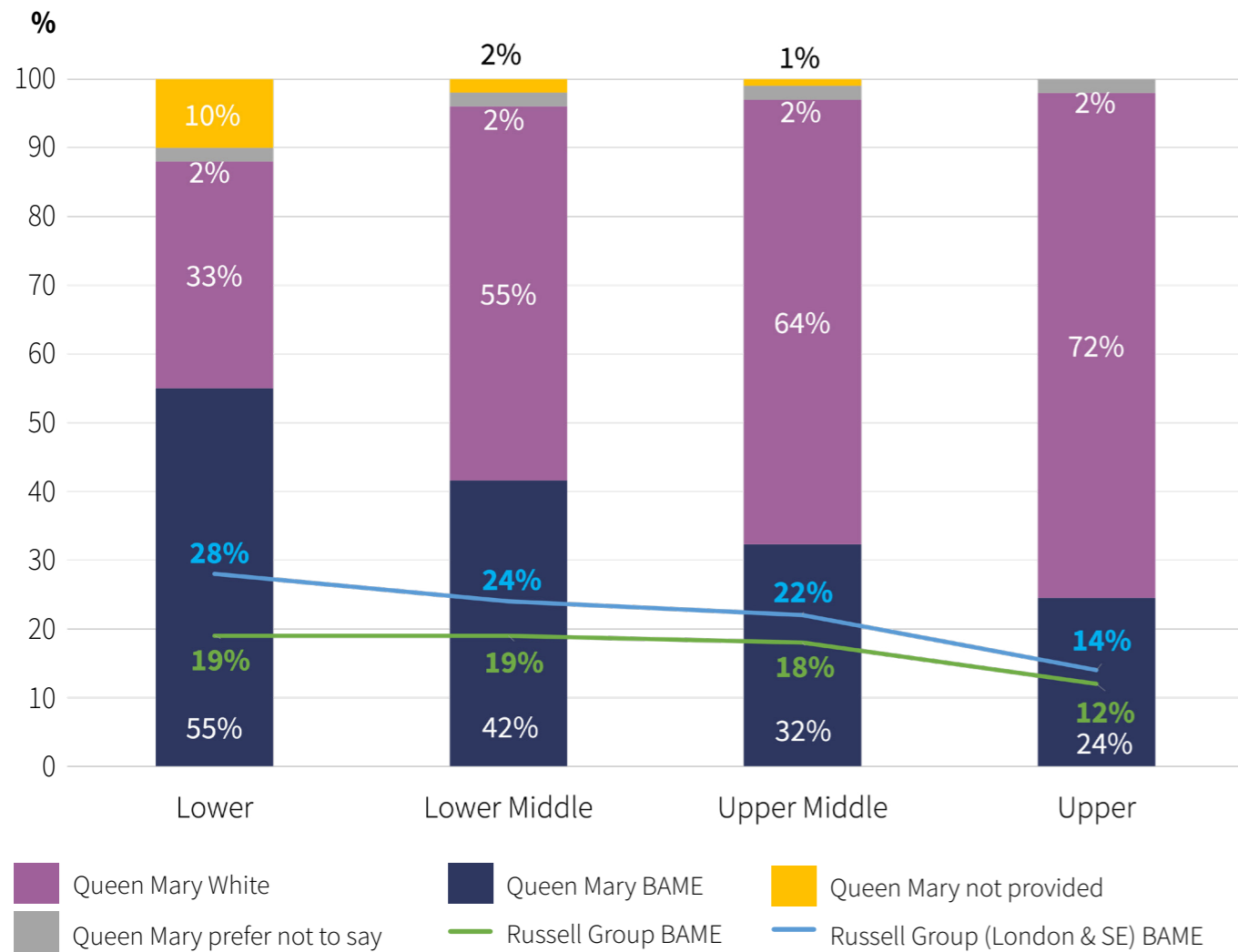
Quartile Positioning by Ethnicity



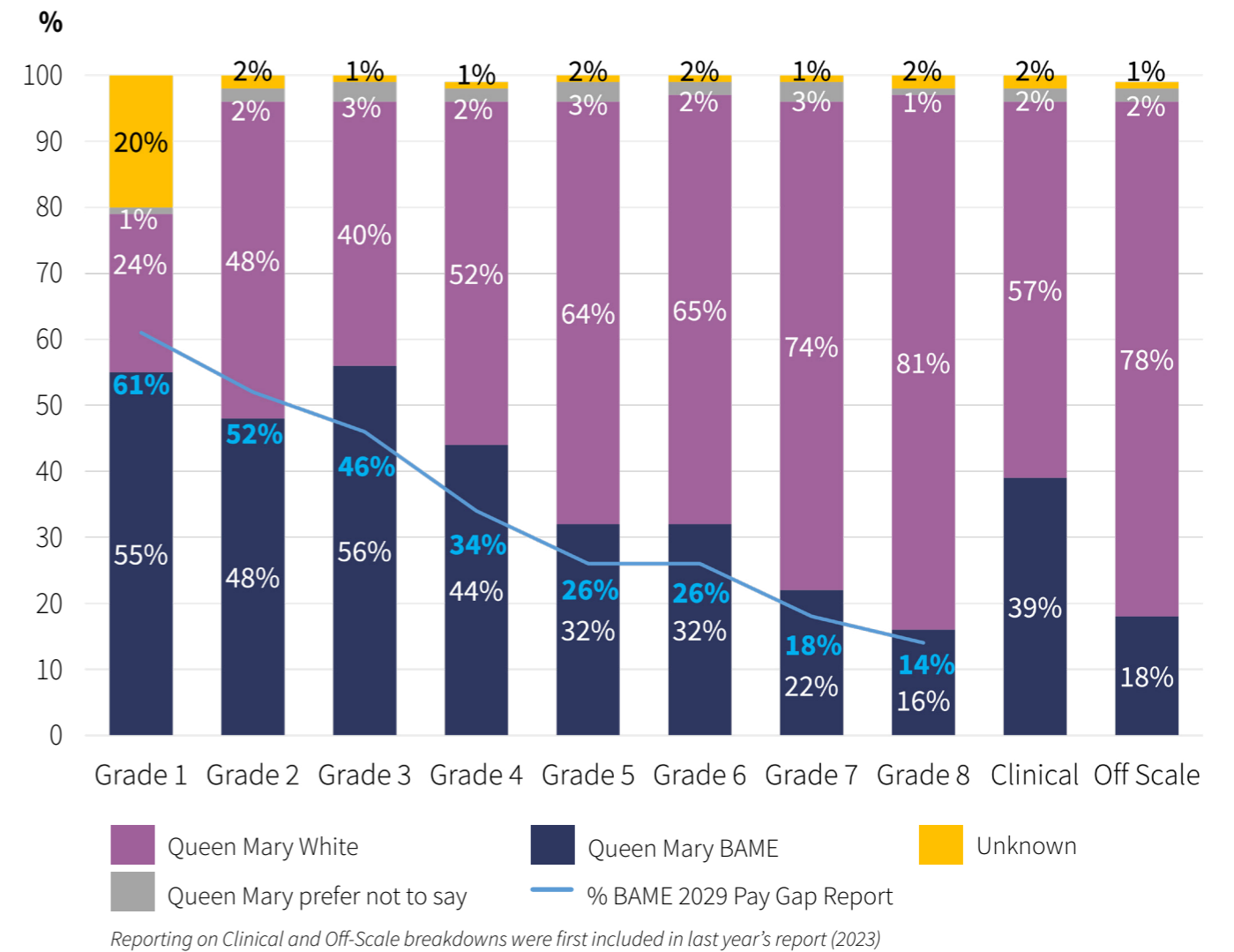
⁹ Source: **Universities and Colleges Employers Association (UCEA) benchmarking data** (Russell Group institutions, 2022-23)

¹⁰ Source: **Universities and Colleges Employers Association (UCEA) benchmarking data** (Russell Group institutions, 2022-23)

Ethnicity Quartile Representation



Ethnicity Distribution by Grade



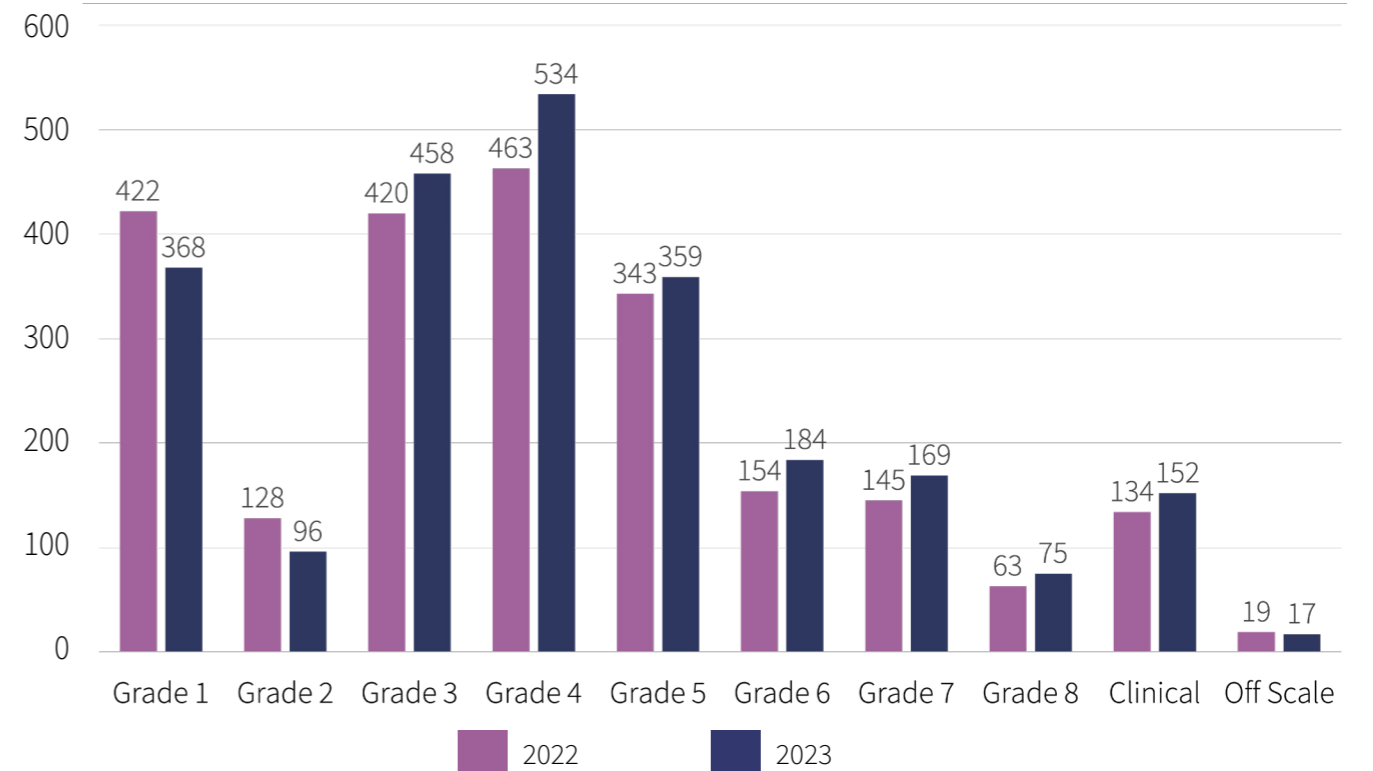
Proportion of White and BAME staff by grade

Since 2019, we have seen increased representation of BAME staff in senior grades 7-8. We also see increases of BAME representation in the middle grades 4 and 5 and at grade 3.

These increases at a senior level indicate positive progress towards our aims to reach 40:40:40 ethnicity representation across junior: middle: senior grades by 2030. In relation to our pay gaps, however, the simultaneous and higher increases at lower grades counterbalance the increases at senior levels meaning we see fluctuations in the closing of our ethnicity pay gap.

Examining our ethnicity pay gap importantly challenges us to continually review whether we are making the right decisions. Whilst an increase of BAME staff in our lower grades has a negative impact on our ethnicity pay gaps, we are led by our Values. We are proud to engage with the local community as an employer and to provide an in-house estates and facilities function, paying the London Living Wage and providing full access to our staff benefits. Nonetheless, we recognise the need to increase the pace of change at senior levels and the work outlined in this report is essential to enabling us to do so.

Representation by Ethnicity and Grade 2022-2023



Bonus pay

11% of White staff and 7% of BAME staff received a bonus in the 12-month period up to March 2023.

Our median ethnicity bonus gap is 0.0% and our mean ethnicity bonus gap is 22.5%. Excluding Clinical Impact Awards (CIAs), 8.8% of White staff and 5.7% of BAME staff received a bonus in the 12-month period up to March 2023. The median ethnicity bonus gap excluding CIAs is 0.0% and mean ethnicity bonus gap excluding CIAs is 4.4%.

The vast majority of bonuses are awarded through the Staff Bonus Scheme, all recipients of this scheme are awarded the same financial reward. Over the reportable period, a very small number of bonuses were awarded outside of this scheme, which has influenced our mean bonus pay gaps. Clinical Impact Awards (previously Clinical Excellence Awards) are bonus payments

awarded and funded by the NHS in recognition of achieving impact at a national level in the field of clinical work. Queen Mary has no control over these payments.

Our mean ethnicity bonus pay gap has significantly reduced from 41.5% in the previous year. However, as with the gender bonus pay gap, when excluding CIAs we have seen an increase in the mean ethnicity bonus pay gap this year. Bonuses are awarded to a very small proportion of employees, and because these are paid on an annual basis it is possible for there to be a large impact on the bonus gap from one year to the next.

We are pleased to have reported once again a zero median ethnicity bonus gap (both including and excluding CIAs). This reflects significant work carried out in recent years to ensure consistency and transparency in our internal bonus processes.

Gender and Ethnicity

Our previous pay gap included presentation of intersectional pay gap analysis by gender and ethnicity for the first time; we recognise these two characteristics often have interactions in public life.

Progressing both gender and race equality are strategic priorities at Queen Mary, supported by our KPIs around staff diversity and wider People, Culture and Inclusion Enabling Plan. We continue to publish our gender, ethnicity and intersectional pay gap data are published in line with these strategic commitments.

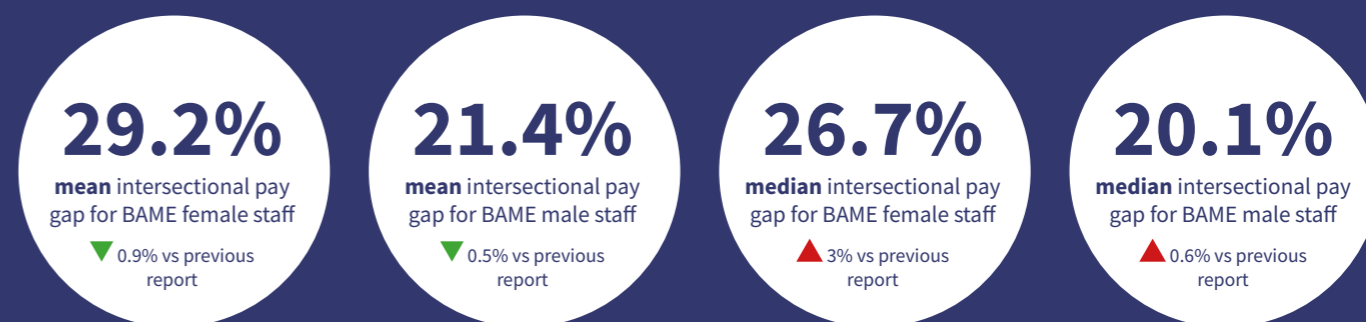
Our intersectional pay gap analysis shows a 20.1% median gap for BAME male staff and a 26.7% median pay gap for BAME female staff. The mean pay gap for BAME male staff is 21.4% and for women is 29.2%.

Our gender pay gaps are reflected here in the higher pay gaps for BAME women than for BAME men. When comparing to our previous report, the mean pay gaps here have reduced slightly but the median gaps have increased. This aligns with the trend we have seen this year with our gender pay gaps.

When comparing to other Russell Group institutions, our intersectional pay gaps are significantly higher; UCEA benchmarking data shows a 7.3% median pay gap for BAME men and a 17.5% median pay gap for BAME women. The same benchmarking data shows a 9.3% mean pay gap for BAME men and 23.0% mean pay gap for BAME women.

For Russell Group institutions in London and the South East, the median pay gap for BAME men is 9.5% and for BAME women is 16.6%. The mean pay gap for BAME men is 11.5% and for BAME women is 23.7%. Our pay gaps are higher than these benchmarks however, as mentioned earlier in this report, these benchmarks are not entirely reflective of the sector as they do not enable comparisons specifically with institutions who do not outsource particular roles.

When disaggregating further, the largest pay gaps are experienced by our Black staff, specifically our Black female staff. This remains the same as the previous report and reflects the higher proportion of women and Black staff in roles situated in our lower pay quartiles. This trend is comparable with other Russell Group institutions where pay gaps are highest for Black male staff (22.3% median, 28.3% mean) and for Black female staff (34.7% mean and 31.2% median)¹¹. We are committed to addressing this issue and, as outlined earlier in this report, will be using the Race Equality Charter the forthcoming five-year action plan to support a strategic approach to progressing race equality.



¹¹ Source: Universities and Colleges Employers Association (UCEA) benchmarking data (Russell Group institutions, 2022-23)

Mean intersectional pay gaps: gender and ethnicity

		Men		Women	
		Average of Hourly rate	Pay gap vs White men	Average of Hourly rate	Pay gap vs White men
BAME	Total	£24.17	21.4%	£21.76	29.2%
	Asian	£24.95	18.8%	£22.66	26.3%
	Black	£19.77	35.7%	£19.25	37.4%
	Mixed	£26.38	14.2%	£22.97	25.3%
	Other	£24.40	20.6%	£20.70	32.6%
Unknown	Total	£21.49	30.1%	£17.54	42.9%
Prefer not to say	Total	£25.92	15.7%	£23.83	22.5%
White	Total	£30.73	-	£26.14	14.9%

Median intersectional pay gaps: gender and ethnicity

		Men		Women	
		Median of Hourly rate	Pay gap vs White men	Median of Hourly rate	Pay gap vs White men
BAME	Total	£21.54	20.1%	£19.74	26.8%
	Asian	£21.55	20.0%	£20.46	24.1%
	Black	£19.24	28.6%	£17.61	34.7%
	Mixed	£21.55	20.0%	£21.54	20.1%
	Other	£22.33	17.1%	£18.50	31.4%
Unknown	Total	£15.18	43.7%	£13.20	51.0%
Prefer not to say	Total	£22.12	17.9%	£23.01	14.6%
White	Total	£26.95	-	£23.31	13.5%

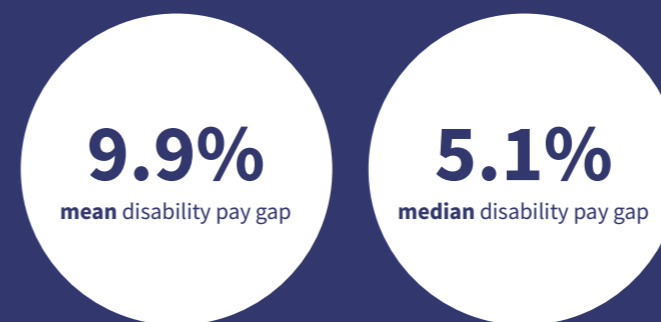
The Disability Pay Gap

In this year's reporting we are including disability pay gaps for the first time. Our median disability pay gap is 5.1% and our mean disability pay gap is 9.9%.

These pay gaps are noticeably smaller than the pay gaps for gender and ethnicity. We recognise that we have a low disclosure rate for disability in our data (approximately 5%). National data indicates 23% of working age adults are disabled¹². We would therefore expect to see a higher rate of staff declaring a disability than the percentages we currently see. This impacts on our disability pay gap data.

We are committed to undertaking a disclosure campaign to encourage staff to share this information with the University to enable us to undertake accurate and meaningful analysis such as exploring pay gaps by disability.

We are unable to benchmark this data as we have done for gender and ethnicity as UCEA do not currently provide benchmarking pay gap data by disability.



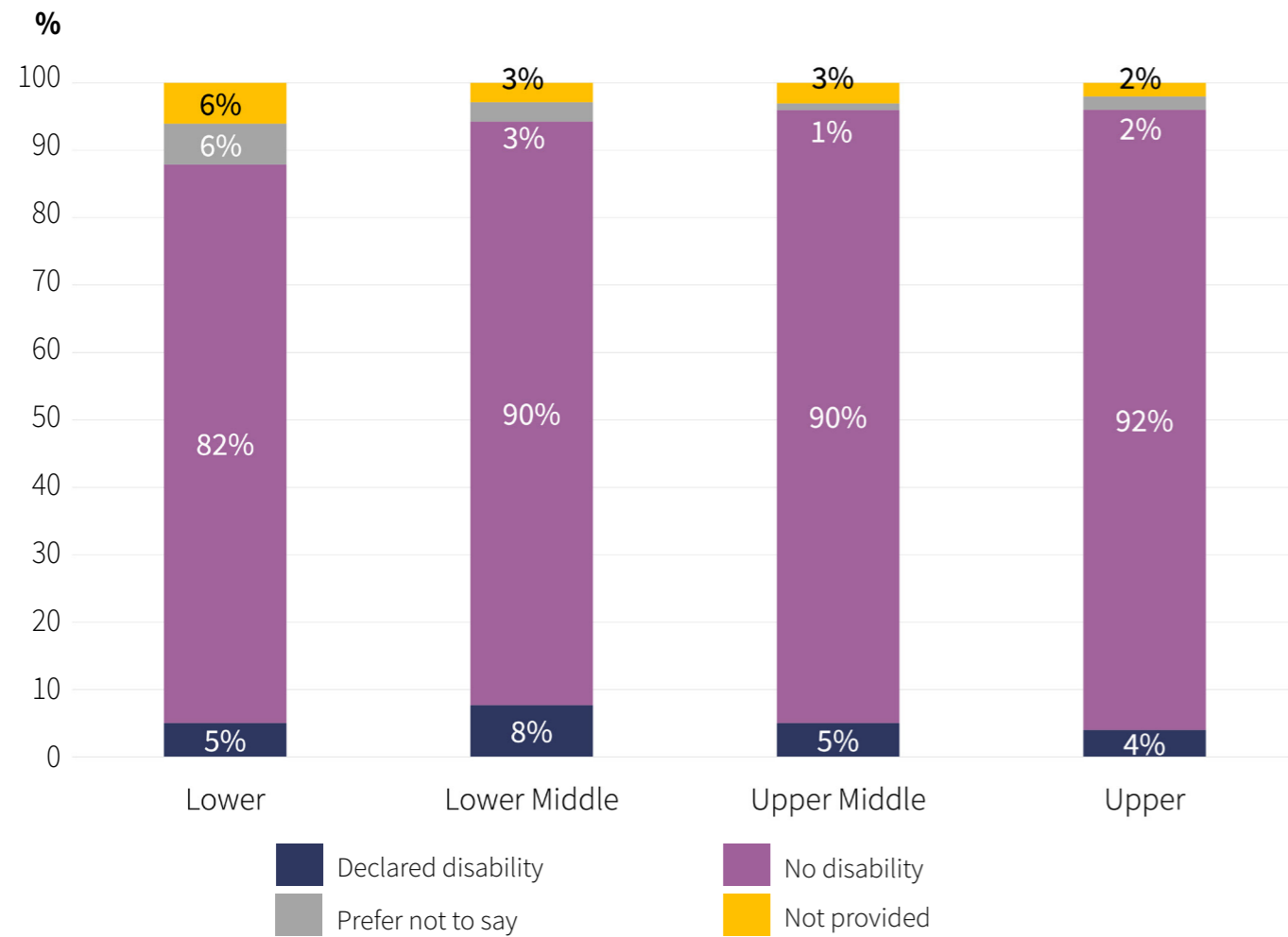
¹² Source: Family Resources Survey: financial year 2021 to 2022 - GOV.UK (www.gov.uk)

Quartile positioning by disability

Our data demonstrates a relatively balanced representation of disabled staff across each of the four quartiles with the highest representation in the lower middle quartile and the lowest in the upper quartile.

As mentioned above, we acknowledge a low disclosure rate of disability across our data.

Disability Quartile Representation



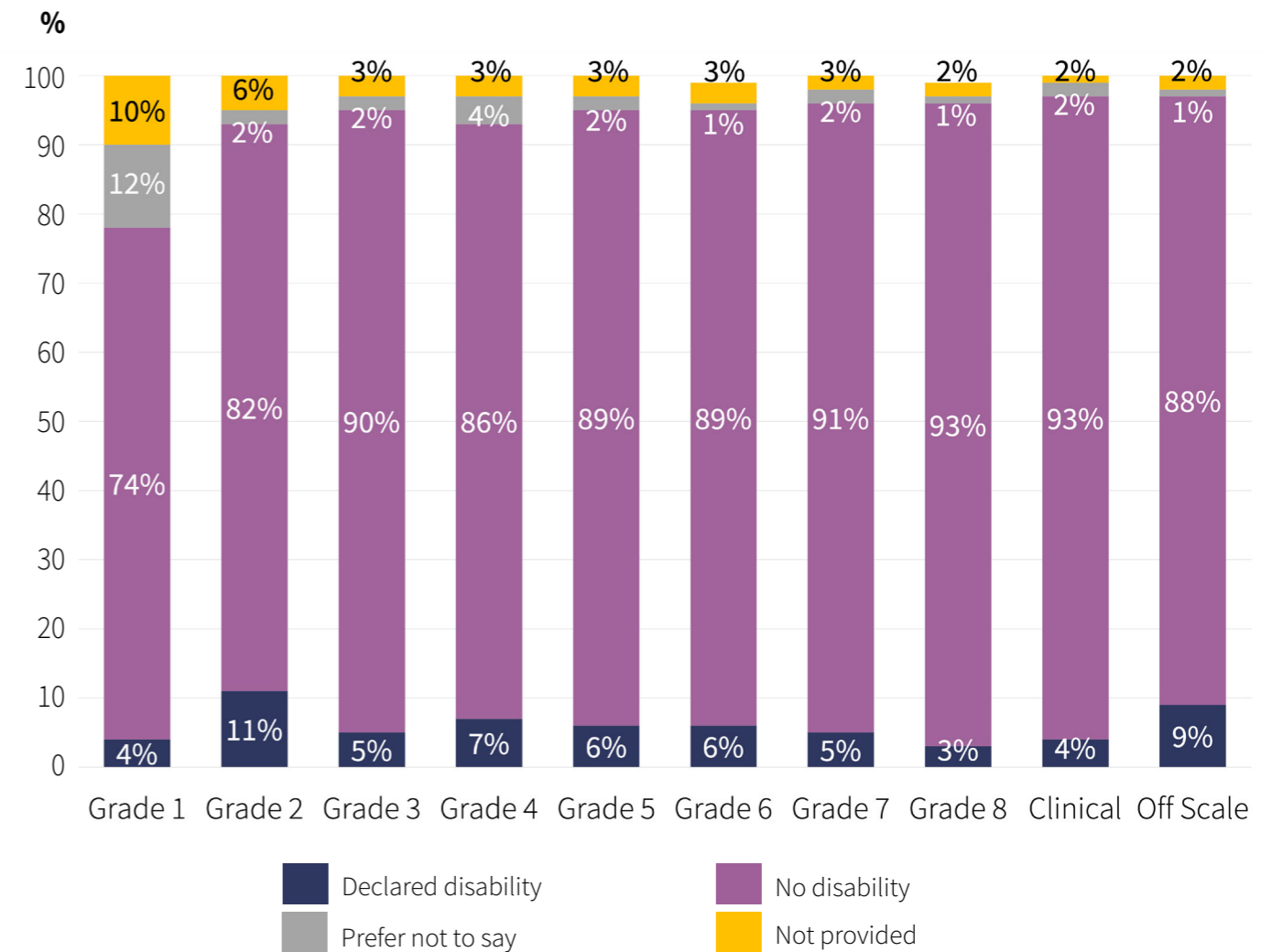
Proportion of disabled and non-disabled staff by grade

The representation of disabled staff by grade is relatively balanced. The highest representation of disabled staff is at grade 2 (11%) and in Off-Scale roles (9%). These grades are those with the smallest numbers. As mentioned above only approximately 4% of all roles are situated at grade 2. This may explain the higher percentage representation we see at these grades.

As seen above in our ethnicity data, we have a higher proportion of “prefer not to say” as well as “unknown” in the junior grades. This again highlights the need to encourage a greater level of disclosure with particular focus at this level.

Disability distribution by grade

Proportion of Full Pay Relevant Employees by Disability Status by Grade



Bonus pay

8.5% of disabled staff and 9.0% of non-disabled staff received a bonus in the 12-month period up to March 2023.

Our median disability bonus gap is 0.0% and our mean disability bonus gap is 3.0%. Excluding Clinical Impact Awards, 7.7% of disabled staff and 7.3% of non-disabled staff received a bonus in the 12-month period up to March 2023. The median disability bonus gap is 0.0% and mean disability bonus gap is 8.6%.

Each year, bonuses are awarded to a relatively small proportion of employees, and as a result there can be a large impact on the bonus gap from year to year. Clinical Impact Awards (previously Clinical Excellence Awards) are bonus payments awarded and funded by the NHS in recognition of achieving impact at a national level in the field of clinical work.



Actions to Date

Since our last report, we have continued to introduce a wide range of initiatives to deliver against our Key Performance Indicators to have 50% of our middle and senior level roles held by women and 40% by Black, Asian and Minority Ethnic (BAME) staff and to contribute to reducing our gender and ethnicity pay gaps.

The EDI Team continues to lead work across portfolios of strategic importance including Race Equality, Gender Equality, LGBTQA+ and Disability Inclusion as well as to support faculties and local areas to progress their EDI Action Plans.*

*For further details of our broader Equality, Diversity and Inclusion work refer to our most recent **Equality, Diversity and Inclusion Annual Report**

Race Equality

Our Race Equality Action Group (REAG) have been at the forefront of progressing race equality at Queen Mary since 2020. The group provide oversight and coordinate activities on Race Equality across the University.

Our membership has been reinvigorated to support REAG to act as a Self-Assessment Team to lead Queen Mary's first institutional application for the **AdvanceHE Race Equality Charter**. We have brought together student representatives, ethnically diverse colleagues, and leaders from across the institution.

We are proud to have officially launched our **Race and Ethnicity Language and Terminology Guide** designed to support students and staff in fostering discussions that use inclusive language.

Gender Equality

We have continued to progress our **Gender Impact Plan (2022-2027)**. We are proud to report that, one year into the plan's lifecycle, a significant number of actions (59%) have been achieved or are set to be achieved in line with original agreed timescales. This demonstrates the significant and continued commitment given to progressing gender equality across Queen Mary.

The Gender Equality Action Group (GEAG) is responsible for monitoring the successful implementation of the Gender Impact Plan, providing scrutiny, input and accountability. In early 2023 we undertook the first of our annual Gender Impact Plan progress reports. This included introducing a new process through which action owners could bring change requests to actions through GEAG for review. This process proved successful and enables us to ensure the Gender Impact Plan is kept up to date, accurate and ambitious throughout its lifecycle.

A particular area of focus during this reporting period has been exploring enhancements in support for parents and carers. During 2022-23 we ran a series

of engagement exercises to hear from parents and carers at Queen Mary on their experiences to inform this work. 93 staff members engaged in these exercises (30% academic, 70% professional services). These insights, alongside benchmarking research, are informing the scoping of enhancements in this area. We recognise the gendered impact of caring responsibilities on career opportunities and progression. Enhancing support for parents and carers is a core part of achieving our aims of 50% gender balance at senior levels and closing our pay gaps.

Recognising the significance of honouring cultural diversity, at Queen Mary we prioritize observing cultural celebrations throughout the year. This year, Queen Mary saw its biggest and most collegiate celebration for Black History Month to date. Staff, students, and the local community were brought together with a wide programme of events, activities, and resources to mark the achievements, contributions, success and histories of the Black community across the UK and the World.

During this reporting period two academic schools successfully achieved Athena Swan Charter accreditation; the School of Economics and Finance successfully achieved their first Bronze award and the School of Business and Management successfully renewed their Bronze level accreditation. We also launched an internal Athena Swan toolkit to support schools and directorates in achieving high quality submissions using the Athena Swan framework as a vehicle through which to drive change and progress gender equality.

Disability Inclusion

In September 2022, a one-year interim Disability Inclusion Strategy was approved by the Equality Diversity and Inclusion Steering Group (EDISG) with four key areas of focus: Governance to oversee disability inclusion; Community conversations, building on staff survey analysis, focus groups and staff network consultation; becoming Disability Confident Committed Level 1; Specific interventions including improving reasonable adjustment provision.

Following the launch of the interim strategy, the Disability Inclusion portfolio saw a number of firsts for Queen Mary, including marking International Day of People with Disabilities (December 2022) and Neurodiversity Celebration Week (March 2023).

The Disability Inclusion Action Group was established in early 2023 with the first meeting in February 2023.



LGBTQIA+ Inclusion

In March 2022 our **Trans Inclusion Statement of Commitment** was re-affirmed and updated. Our Trans Inclusion Statement of Commitment 2022 lays out the University's balanced approach and position with specific regard to trans inclusion. It is the synthesis of various legal duties Queen Mary is obliged to take due consideration of, and further incorporates our Values.

As part of Pride Month, in June 2022, we built upon our Pride Profiles established in the previous year focusing on 'What Pride means to you?'. We also sponsored a group of staff to attend Pride in London as part of the University of London group.

In July 2022 an interim LGBTQIA+ Inclusion strategy was supported by EDISG. The interim strategy focused on implementing business as usual by marking agreed

LGBTQIA+ EDI calendar dates such as LGBT+ History Month, Trans Day of Visibility, The International Day Against Homophobia, Biphobia and Transphobia (IDAHoBiT), Pride Month, Pride in London, Black Pride, Bi Visibility Day, and Trans Awareness Week and Transgender Day of Remembrance.

There was also a focus on greater support for our LGBTQIA+ Staff Network, QMOut, through regular meeting with QMOut Chairs and attending network meetings as invited.

The strategy also sought to establish a nuanced evidence base for a more rigorous and refined strategy, which included analysing Staff Survey 2022, and understanding and reporting data through HESA and our EDI Annual Report.

Engagement and Networks

Queen Mary strongly believes it is important that we hear regularly from staff about their experience. We therefore committed to a regular rhythm of annual Staff Surveys going forward. In May 2022, we held our first Staff Survey since 2019. Our 2022 Staff Survey received a high level of engagement with 63% of QM staff completing the survey.

Questions in the survey were wide-ranging, covering themes and areas including our strategy, leadership and management, how supported staff feel to do their jobs and develop their careers, recognition and reward, wellbeing, work-life balance and sense of belonging, equality, diversity and inclusion and communication.

The University Staff Survey Steering Group provides strategic oversight of the outcomes and actions related to the survey results. Key priorities based on the analysis of the University-level survey results have been identified to inform action planning. We are taking a three-tiered approach to action planning: Institutional

Level, Faculty Level and School/Department Level to ensure cross-institutional engagement, ownership and action.

We have continued to support the development of two new staff affinity networks, the first of their kind at Queen Mary. Informed by staff feedback and collaboration, the Race Equality Staff Network and Gender Equality Staff Network are already seeing a positive engagement from a diverse range of staff.

In September 2022, to align with Welcome Week, we introduced our first Queen Mary Inclusion and Awareness Calendar. The calendar highlights and celebrates pertinent dates and occasions for our diverse community. The calendar draws together planned activity to honour our commitment to being the most inclusive university of our kind, anywhere. Since the calendar has launched we have received positive feedback and high levels of engagement across staff and students.



Enhancing reward processes

Actions taken in recent years to enhance our reward processes have resulted in improvements in the success rates of women in our main reward processes. On reviewing the outcomes of the Professorial and Professional Services Grade 8 review processes we have found that proportionately more female and BAME Professors are to receive a reward than male and White Professors. In Professional Services women are

more likely to be receiving a reward than men and BAME colleagues more likely to be receiving a reward than White colleagues.

Our EDI reporting for the 2022 Academic Promotions Round highlighted that female applicants have a higher application support rate than male applicants (86% compared to 83%). Women also have a higher overall promotion rate (as a percentage of the overall

eligible population) at 17.2% (compared to 16.4% for men).

On reviewing the Staff Bonus Scheme 2022/23 awards we found that women are more likely to be supported for a reward than men (12.0% support and 8.6% respectively). This was also the case last year where 8.0% women were supported compared to 6.7% of men.

Supporting career development with an intersectional lens

We have continued to fund and support staff to attend a range of career development programmes in line with our strategic aims.

We continue to receive considerable interest in the Aurora programme which has consistently seen a track record of success in supporting women to progress in leadership. In the 2022 application round we received around 70 applications, roughly doubling previous numbers, and have sponsored 10 women to attend the Aurora programme.

We have also enabled 20 women to attend the Springboard development programme, which supports women to review their work and personal life and to shape the change they want, in practical and realistic ways; by reflecting on their goals, developing their strengths, and practicing skills such as assertiveness, goal setting and workplace coaching.

We have also continued to participate in the South-East Action Learning Sets (SEALS) which

provides a space for women to voice their work and career challenges with peers from across a number of institutions. We have supported 9 colleagues from BAME backgrounds to be matched with a mentor through the B-MEntor scheme.

Of those participating across these four development programmes, 47% are from BAME backgrounds.

Pathways to Leadership is a suite of programmes to support colleagues at each stage of their management career. These consist of five levels of core leadership programmes, from Aspiring to senior management, with 'elective' modules so that individuals can focus their learning on the specific areas they need to develop. During this reporting period, of the 54 participants on the core leadership programmes, 39 were women (72%); this includes 9 women who were on the Transition to Organisational Leadership programme, which is aimed at those in senior roles and supports them in making decisions about their future career path.

The continued commitment to providing these development opportunities speaks directly to our KPIs to improve representation of women and BAME staff senior levels.

A suite of career development tools for Professional Services staff was launched in May 2022, to support PS colleagues in mapping out their career journeys and pursuing their aspirations. This includes self-directed learning guides, workshops for staff and managers, interactive tools, and case studies to demonstrate how other PS colleagues have progressed their careers within Queen Mary.

We have introduced twice yearly reporting on gender and ethnicity participation in our apprenticeship programmes. The numbers on programmes are relatively small but this reporting has highlighted areas that we will focus on addressing in the next academic year, including the number of women signing up to apprenticeships and the number of staff from Black backgrounds withdrawing.

Future priorities for driving forward change

We recognise that the factors behind our pay gaps are complex and no one solution will deliver the equality we strive for. We are continuing to deliver and embed the objectives of our People, Culture and Inclusion Enabling Plan with success. We are committed to expanding and enhancing this work to ensure we remain ambitious in our aims to manifest real positive change for our community.



Equality Analysis

We plan to revise and enhance our approach to equality analysis at Queen Mary, reviewing our guidance and resources and working with key stakeholders to embed the framework within strategic decision making. Our approach will move to focus on the opportunities the equality analysis framework offers to help us to make the best decisions in line with our aims and Values. Furthermore, we will support leaders and

managers to embed equality analysis within their own governance processes and empower them to undertake their own equality analysis exercises. We plan to introduce a new e-module to guide and support staff through this. This e-module will be scenario based recognising the range of decision-making requiring consideration of equality impacts.

Gender Impact Plan

In the year to come, we will be continuing to deliver the Gender Impact Plan (2022-2027), which includes actions that seek specifically to increase representation by gender across junior, middle and senior grades to meet our strategic targets by 2030. Included within the Gender Impact Plan is the commitment to undertake Athena Swan applications in two Professional Services Directorates using this framework to progress gender equality in these specific areas. Both IT Services and

Estates and Facilities Directorates have committed to undertake submissions in 2024.

Planned activity also includes continuing to explore enhancements in support for carers. This includes enhancing and formalising the Parents & Carers Network in line with our other staff affinity networks, introducing specific and tailored support for carers, and exploring support for student parents and carers.

Race Equality Charter

We acknowledge that different factors contribute to our ethnicity pay gaps and the low representation of BAME staff in senior roles. Queen Mary has therefore committed to using the Advance HE Race Equality Charter as a vehicle to progress this area of work as a priority.

Over the next 12 months, our Race Equality Action Group will lead our institution through a comprehensive self-assessment per the Race Equality Charter framework.

This will encompass examining staff data and analysing student data. In addition to this, we will survey our students and staff to further understand their experiences at Queen Mary. We remain dedicated to progressing race equality as an institutional priority and the forthcoming five-year action plan will support a strategic approach that acknowledges our key areas for development.

It is our ambition to be recognised with a Bronze award in 2024.

Disability Inclusion

Queen Mary has committed to being members of the Business Disability Forum from August 2023 and to becoming Disability Confident Committed Employer (Level 1) in the academic year 2023-24.

The newly established Disability Inclusion Action Group will oversee areas of work, having spent time focusing on understanding the status quo related to disability inclusion – including spotlights on students, staff and carers. In 2023/23 the development of a vision statement and impact plan will be priority areas.

Staff Engagement


The Staff Survey Steering Group will oversee the Institutional Staff Survey Action Plan, ensuring that actions are delivered effectively. The University will continue its commitment to an annual cycle of Staff Surveys with our next staff survey in May 2023. We look to maintain a high participation rate and will continue to target areas/staff groups across the University where participation has been lower than the University average. We will continue our three-tier action planning approach where plans are created

and delivered at institutional level, Faculty level and at School/Institute/Directorate level. The new action plans will evolve from previously created action plans, taking into account the new 2023 survey results. Following the successful introduction of the Gender and Race Equality Networks, we will take a similar approach to formalise our existing Staff Disability and Staff Parents and Carers Networks, including electing co-chairs to take these Networks forward.

Our EDI Development Programmes

We will continue to offer our staff opportunity to engage in development programmes with a positive action focus in line with our strategic aims. We will continue to engage in B-Mentor, Aurora, Springboard, the South East Action Learning Programme (SEALS) programmes. The development programmes will be supported by a cohort focused approach supporting staff participating

in these programmes to build networks and develop relationships to continue to support their progression. We are continually reviewing the effectiveness of our current programmes to ensure they remain relevant and effective for our staff communities and in line with our strategic aims.



Queen Mary University of London

Applications are open for this year's **Aurora** cohort

Scan to learn more

The advertisement features a green background with three circular portraits of diverse women. A QR code is located in the bottom left corner.



Queen Mary University of London

Applications are open for this year's **Springboard** Women's Development Programme

Scan to learn more

The advertisement features an orange background with three images: a woman smiling, a woman with a yellow headwrap, and a group of women sitting together. A QR code is located in the bottom left corner.

The information given in this publication is correct at the time of going to press. The University reserves the right to modify or cancel any statement in it and accepts no responsibility for the consequences of any such changes.

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