3. Some examples of good work to tackle inequity, but without an overarching and
sustainable race equity plan with embedded goals, clear ownership, monitoring and review
to ensure coherence and integration.

4. Low representation and distribution of racially minoritised staff and uneven distribution
across pay grades, with especially low numbers in the top two pay grades and also across
professional services roles/divisions.

5. Increasing proportions of racially minoritised students, and some progress in closing
awarding gaps, though these remain for all groups of racially minoritised students. The
work we have done on supporting and equipping academics in race equity work has not
been sufficiently systematic or far reaching and this impacts on the student experience.

6. Racially minoritised staff and students report a lack of sense of belonging and incidents of