

ORGANISATIONAL DEVELOPMENT PARTNER (DIGITAL FLUENCY AND AI)

PEOPLE AND CULTURE DIVISION

ALC1679

CANDIDATE BROCHURE



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WHAT MAKES UEA SO SPECIAL?

The University of East Anglia is a publicly funded major UK research and teaching university. It was built to embody a radical new vision for higher education, where interdisciplinarity is crucial and excellence in both research and teaching is valued. UEA consistently ranks within the top quarter of universities in the UK for the quality of research and teaching.

As a major regional employer and cultural centre, we take our regional civic responsibilities very seriously and have kept our sights on the people and place we call home. In fact, we launched our University Civic Charter in October 2023; created from in-depth community engagement, renewing our commitment to the region as part of our 60th anniversary.

There are many things which make UEA special, not least of which is the community of staff and students that work and study here. UEA includes three Nobel prize winners, including Sir Paul Nurse and Sir Michael Houghton, and many fellows of the Royal Society and British Academy amongst our alumni and current staff.

Our campus is home to Sir Denys Lasdun's iconic brutalist architecture set in hundreds of acres of beautiful country park that includes a large broad (lake). In the spirit of Lasdun's ambition to inspire an anatomy of ideas, today, UEA is tackling some of the key challenges of the changing world. UEA's research combines disciplines

and breaks new boundaries across its priority research themes of climate, creative and health.

UEA is the place where global warming was first documented. Since the 1970s, UEA's Climatic Research Unit, and more recently Tyndall Centre for Climate Change (Headquarters hosted at UEA), have played a pivotal role in developing temperature records and climate models, contributing to the understanding of climate change, and informing global policy. Many UEA scientists have played significant roles in the Intergovernmental Panel for Climate Change (IPCC), which was jointly awarded the 2007 Nobel Peace Prize for its efforts to increase public knowledge of anthropogenic climate change. Environmental Science and Global Studies at UEA continue to be a major powerhouse for research and teaching.

UEA is widely regarded as a pioneer in creative writing, having established the UK's first Creative Writing Masters programme in 1970. This renowned programme has since attracted and produced numerous successful writers, including Booker Prize winners such as Ian McEwan and Anne Enright, and Nobel Prize Winner Sir Kazuo Ishiguro. In recent years, UEA academics have played a pivotal role in the discovery and presentation of the Gloucester Royal shipwreck (Norfolk's Mary Rose). Our iconic Sainsbury Centre for Visual Arts is a major museum and arts research facility.



Health research at UEA not only embraces the Faculty of Medicine and Health but draws in research from both social and natural sciences. Research under this theme has made major contributions in the fields of healthy ageing, epidemiology and involving citizens (via our innovative Citizens' Academy) in improving health care outcomes. This theme benefits from close association with the other major research institutes on the Norwich Research Park; notably the Norfolk and Norwich University Hospital and the Quadram Institute. The Norwich Cancer Research Network, and Norfolk Institute for Healthy Ageing, are examples of key mechanisms for delivery of real impact from health research at UEA.

UEA has been a major success over the last 60 years and looks forward with confidence to the next 60 years.

For an informal discussion about the post please contact Kirsty Webb, Associate Director of OD via kirsty.webb@uea.ac.uk.

UEA is part of the Norwich Research Park

Norwich Research Park (NRP) membership locates UEA in one of the largest concentrations of research institutes in the whole of Europe – four independent internationally-renowned research institutes: John Innes Centre, Quadram Institute, Earlham Institute and The Sainsbury Laboratory; with the University of East Anglia and Norfolk and Norwich University Hospitals NHS Foundation Trust, supported and funded by The John Innes Foundation, The Gatsby Foundation, and UKRI Biotechnology and Biological Sciences Research Council.

The NRP provides an ideal environment for collaborative use of infrastructure and facilities, with a single portal for academics and businesses to access the specialist facilities across the Park.

The Enterprise Centre is a regional business, knowledge and innovation hub, with workspace provision and supports over 80 businesses working alongside UEA staff and students in a dynamic and vibrant entrepreneurial community. On the wider NRP, there are dedicated laboratory and office spaces in the Innovation Centre and Centrum hosting over 600 staff within a total of 115 businesses and spinouts.



THE ROLE

The role holder will play a key role in supporting the university to build the digital confidence, capability and fluency of its staff, co-ordinating a structured programme of activity to assess digital fluency needs, identify capability gaps, support the deployment of appropriate interventions, and enable joined-up governance and decision-making. The role holder will also support the university's emerging workforce AI capability agenda, helping to develop AI literacy, confidence and responsible adoption across professional services and academic support functions. Working collaboratively with Organisational Development Services (ODS), ITCS and other stakeholders, the role will help ensure staff are equipped with the knowledge, skills and behaviours required to make effective, ethical and productive use of AI technologies in their work.

The role holder will support deployment of the Jisc Discovery Tool to underpin institutional and local gap analysis, using the resulting data and insight to help identify priority areas, quick wins, core and urgent training needs, and longer-term development requirements.

The role holder will not be expected to deliver all digital fluency or AI training directly but will act as an enabling partner, working collaboratively with relevant departments and subject matter experts to coordinate, facilitate, signpost and commission appropriate interventions, resources, training and communities of practice.

The role will require strong project management, stakeholder engagement, facilitation and organisational development skills, as well as the ability to work across academic and professional services boundaries.

The role holder will be line-managed by the Head of OD and Professional Learning.

KEY RESPONSIBILITIES

CO-ORDINATION AND PROJECT MANAGEMENT

- Manage day-to-day co-ordination of the university's digital fluency/AI capability development activity, ensuring alignment with agreed priorities and related programmes of work.
- Maintain and monitor project plans, milestones, risks, dependencies, action logs and progress reports.
- Co-ordinate activity across multiple stakeholders, departments and workstreams, ensuring clarity of roles, responsibilities and deliverables.
- Prepare updates and reports for the Digital Fluency/AI Steering Groups and other relevant governance groups.
- Track progress against agreed outcomes and identify issues requiring escalation or decision.

DISCOVERY AND GAP ANALYSIS

Working in collaboration with colleagues in LLE and ITCS:

- Support the implementation, promotion and ongoing use of the Jisc Discovery Tool across relevant staff groups, enabling individuals, teams, faculties and divisions to assess skills and capabilities and undertake digital fluency and AI needs analyses.
- Analyse outputs from the Discovery Tool to identify capability strengths, gaps, trends and priority development needs.
- Support the identification of core and urgent training needs, prioritising quick wins where immediate interventions could improve confidence, productivity, compliance or staff experience.

THE ROLE (CONTINUED)

- Work with academic and professional services colleagues to understand differing digital and AI capability needs across roles, disciplines and services.
- Identify gaps between existing provision and emerging requirements linked to broader digital initiatives including AI, data migration, new learning technologies/systems adoption and evolving ways of working.
- Ensure data is used appropriately, ethically and in line with university data protection requirements.

DEVELOPMENT AND DEPLOYMENT OF INTERVENTIONS

- Using insights gathered in the discovery phase, facilitate the deployment of appropriate digital fluency and AI interventions, resources and learning opportunities.
- Work with ITCS, LLE, CHERPPS and other relevant departments to ensure training and support is developed and delivered by the most appropriate subject matter experts.
- Commission, curate or signpost resources where appropriate, avoiding duplication and making best use of existing institutional provision.
- Support the creation, development and coordination of digital fluency communities of practice and identify opportunities for peer learning, staff-led knowledge exchange and sharing of good practice.
- Work with digital champions, early adopters and subject matter experts to amplify expertise across the university.
- Support the development of accessible resources, guidance and case studies.
- Apply organisational development and change management approaches to support digital fluency and AI adoption, helping ensure that awareness, understanding, knowledge and capability are developed systematically

across staff groups.

- Promote a culture of continuous learning, experimentation and confidence in the use of digital tools and approaches.
- Support departments to embed digital fluency and AI development into local plans, induction, leadership and professional development pathways and change programmes.
- Evaluate interventions and use feedback to improve ongoing provision.

GOVERNANCE AND REPORTING

- Under the oversight of the Digital Fluency and AI Steering Groups, support the development and implementation of a framework for digital fluency governance and decision-making.
- Support the development of clear processes for assessing, prioritising and triaging digital fluency requests, initiatives and emerging needs.
- Support the Steering Groups to maintain a coherent view of digital fluency and AI priorities, gaps, opportunities and risks across the institution.
- Contribute to the preparation of papers, briefings and reports relating to workforce AI capability, digital fluency and organisational change for relevant governance groups and senior stakeholders.
- Support the monitoring and evaluation of AI pilot activity, helping to capture lessons learned, assess outcomes and identify opportunities for wider adoption or scaling.
- Develop measures of success for digital fluency activity, including engagement, participation, confidence, capability improvement and impact on performance.
- Produce regular monitoring reports for the steering group and senior stakeholders.

THE ROLE (CONTINUED)

- Produce regular monitoring reports for the steering group and senior stakeholders.
- Contribute to wider Organisational Development/People and Culture reporting, planning and evaluation activity.

COMMUNICATIONS AND ENGAGEMENT

- Collaborate with Engagement and Internal Communications team to develop engaging and accessible communications and engagement plans and support campaign planning and messaging.
- Establish key personas and profiles to ensure communication and engagement activity is tailored to different audiences and needs across academic staff, professional services staff, managers, leaders and specialist roles.
- Support communication and engagement activity which promotes responsible and confident AI adoption, helping staff understand approved tools, appropriate use, available support and emerging opportunities.
- Help translate technical and policy-related information into practical guidance that supports staff to apply digital tools and AI effectively, responsibly and confidently in their roles.
- Working with the EDI team, ensure communication and engagement activity is inclusive, accessible and aligned with university tone and values.
- Ensure digital fluency activity is inclusive, accessible and responsive to the needs of diverse staff groups with due consideration to digital inclusion, accessibility, confidence, barriers and different starting points in the design and deployment of interventions.

THE PERSON

EDUCATION AND EXPERIENCE

- Relevant degree-level qualification or equivalent relevant professional experience (E)
- Evidence of continuing professional development in organisational development, learning and development, digital capability, change management or a related field (E)
- Experience of driving forward organisational, cultural or workforce development initiatives within a complex organisation (E)
- Experience of coordinating projects or programmes involving multiple stakeholders and workstreams (E)
- Experience of analysing information, data or insight to identify priorities, trends, gaps and development needs (E)
- Experience of facilitating learning, development or capability-building interventions (E)
- Experience of building effective working relationships with a diverse range of stakeholders (E)
- Knowledge of digital capability, digital fluency or digital skills development within organisations (E)
- Understanding of project and change management principles and approaches (E)

- Experience of producing reports, papers, briefings or presentations for senior stakeholders (E)
- Experience gained within higher education or another large, complex public sector organisation (D)
- Experience of using or supporting digital capability assessment tools, such as the Jisc Discovery Tool (D)
- Experience of supporting AI literacy, AI adoption, digital transformation or technology-enabled change initiatives (D)
- Experience of developing or supporting communities of practice, networks or champion schemes (D)

SKILLS AND KNOWLEDGE

- Excellent project planning and organisational skills, with the ability to manage multiple priorities and deadlines (E)
- Strong analytical skills with the ability to interpret data and translate findings into practical recommendations (E)
- Excellent written communication skills, including the ability to prepare reports, governance papers, briefings and

business-focused communications (E)

- Excellent interpersonal and stakeholder engagement skills (E)
- Strong facilitation skills, with the ability to engage and influence groups at different organisational levels (E)
- Ability to communicate technical or specialist concepts in a practical and accessible way (E)
- Ability to work collaboratively across professional, academic and technical teams (E)
- Strong digital literacy and confidence in using a range of digital tools and platforms (E)
- Ability to support and influence behavioural and cultural change relating to technology adoption (E)
- Experience of evaluating interventions and measuring impact (E)

THE PERSON (CONTINUED)

PERSONAL ATTRIBUTES

- Enthusiastic advocate for organisational development, learning and continuous improvement (E)
- Curious, proactive with a pragmatic, solution-focused approach (E)
- Highly collaborative and relationship-orientated (E)
- Credible, professional and able to work across multiple stakeholders with a high degree of autonomy (E)
- Ability to manage own work objectives, professional development, belonging and wellbeing. (E)

Essential Requirements (E) are those, without which, a candidate would not be able to do the job.

Desirable Requirements (D) are those which would be useful for the post holder to possess and will be considered when more than one applicant meets the essential requirements.

FURTHER INFORMATION

This full-time post is available on a fixed term basis for three years.

Salary will be £38,784 to £46,049 per annum on Grade 7 on the single salary spine.

Relocation expenses are reimbursable under certain conditions.

Place of Work - The University is strongly committed to providing an excellent student experience and research environment, and it is expected that all staff will be available on campus to carry out their duties during their working week in support of these goals. We have a hybrid-working policy which supports a mix of at home and on campus 'hybrid' working for many roles. For the majority of hybrid roles, the expectation is a minimum of 60% of working time will be spent physically present in the workplace.

The flexibility of the hybrid-working policy allows the possibility of some remote working, but it is the expectation that all appointments will be UK based, with any overseas working agreed in advance by exception only.

If successful you will be asked to show evidence of right to work in the UK prior to any formal offer being made. Non-British and non-Irish nationals entering the UK to undertake employment or who are currently in the UK will have to meet eligibility criteria under the points-based immigration system. The University may be able to provide sponsorship under the Skilled Worker route if relevant criteria are met. Please note, due to the complexities of the immigration system, Skilled Worker visa sponsorship is not guaranteed for every role. If you would like further information about whether this role is eligible for visa sponsorship, please contact staff.visacompliance@uea.ac.uk

The post is superannuable under the Universities Superannuation Scheme and there is an annual leave entitlement of 30 days plus statutory (8 days) and customary (6 days) holidays. The University is committed to creating an environment where the health, welfare and safety of all students and staff is of paramount importance. The University's Safeguarding Policy addresses both child protection and safeguarding children, young people and vulnerable

adults within the work of the University. Appointment will be subject to satisfactory pre-employment checks, which may include an Occupational Health assessment.

Information on the benefits of working at UEA can be found at <https://www.uea.ac.uk/about/working-at-uea>.

If you require the information contained within this candidate brochure in a different format please email staff.recruitment@uea.ac.uk

HOW TO APPLY

To apply for this vacancy, please follow the online instructions at: <https://vacancies.uea.ac.uk/>

The closing date for this role is 11:59pm on **4 October 2026**.

Please note that the application form contains an Equal Opportunities section which must be completed. The Equal Opportunities information will not be made available to the selection panel and will not form any part of either the short-listing or decision making process.

It is anticipated that presentations and interviews will take place on **14 October 2026** and we will inform you of the outcome of your application prior to this date.

Reasonable travel and incidental expenses incurred in attending the interview will be reimbursed, subject to qualifying criteria (please ensure that you keep all receipts). Please note that if you are offered a post and decline the offer, travel and incidental expenses will not be reimbursed.

ABOUT THE DIVISION

We established our new People and Culture Division following a major transformation of HR activities at the end of 2020, with the implementation of the full structure in April 2021. As part of the transformation, the University invested in a number of new roles, essential to the success of our new HR service, which is based on a Business Partnering model supported by 'centres of expertise' including Human Resources Services, Organisational Development and a Business Partnering Team.

Human Resources Services leads all HR Operational and Reward and Career Enablement activity and our customer focussed HR Service Team is the first point of contact for any HR related queries from the University Community. The HR Data and Analytics Team provide statistical data and analysis to support policy development and decision making, and ensure the delivery of our statutory statistical returns, as well as supporting the development, management and maintenance of current and new HR Systems.

The **Organisational Development Service** provides specialist, expert advice in all aspects of organisational change and development, including the development of organisational culture, leadership, engagement, learning, equality, diversity & inclusion and talent management.

The **Business Partnering Team** works across the University to support the leadership and management of the people agenda. The team acts as the trusted advisor and strategic partner in all matters related to employing and managing people, taking responsibility for day-to-day HR operational issues and connecting these to wider strategic objectives.





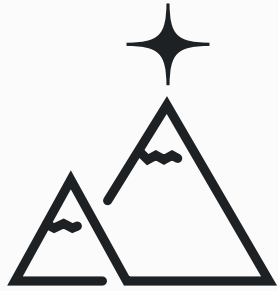
OUR VALUES

Shaped by staff, our UEA values represent a core set of standards for how we behave as an employer, drive excellence in teaching, learning and research, and collaborate as an anchor institution in our local community.

From tackling global challenges, striving for student and staff success, and creating a vibrant inclusive environment, our values are what unite us.

- ✦ AMBITION
- ✦ COLLABORATION
- ✦ EMPOWERMENT
- ✦ RESPECT

OUR VALUES (CONTINUED)



AMBITION

We are ambitious for our future success.

We are forward-thinking and brave in our approach and decisions. We make space for innovation and creativity, seizing opportunities that are responsible and sustainable. We are ambitious for the advancement of education and research.



COLLABORATION

We are collaborative in our approach.

We work together with shared purpose. We build connections, share ideas and develop new networks. We champion our regional, national and global relationships and demonstrate that together we can achieve greater goals and positively influence the world around us.



EMPOWERMENT

We empower ourselves and each other.

We develop ourselves and others, trusting people to make decisions based on their expertise and knowledge. We continually improve systems and processes to support us in working in an agile and efficient way.



RESPECT

We respect each other.

We treat everyone with respect and dignity. We value diversity and foster a community where people can express different thoughts and views. We are open to challenge, so we can learn and improve. We encourage a positive, inclusive environment where everyone has opportunities to fulfil their potential.

Leadership Framework

Leading Self (Take action)

Role model the values
Act with integrity
Own your actions

The leadership practice of leading yourself means role modelling the UEA values, acting with integrity in everything you do and taking responsibility for your actions.

Leading Self involves being accountable for your professional development; that may include development that supports you with performance in your current role or looks at developing skills that prepare you for future opportunities.

Leadership approach – Values Based



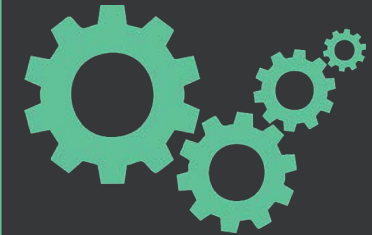
Leading Others (Inspire the team)

Engage the team
Empower, coach and develop
Create a feedback culture

The leadership practice of leading others means, inspiring, engaging and motivating other individuals (or a team) to work cohesively and to perform well.

Leading Others involves being accountable for the direction, development, encouragement, support and performance of other people. This may mean you are responsible for leading others through developmental and/or transitional change.

Leadership approach – Developmental



Leading The University (Imagine future success)

Drive strategic development
Be bold
Review and evaluate progress

The leadership practice of leading the university means imagining sustainable future successes for the university and translating that vision into strategic objectives and goals that teams can work collaboratively on delivering.

Leading The University involves being accountable for the strategic direction and development. It requires a clear vision, direction and bold decision making. You may be responsible for leading the University through systemic or transformative change which will involve robust review and evaluation processes.

Leadership approach - Adaptive



ACCOLADES

- Queen's Anniversary Prizes for Higher and Further Education have been awarded to UEA for international development studies (2009), creative writing (2011) and environmental sciences (2017). Notable alumni include Sir Paul Nurse (1973, Nobel Prize for Medicine 2001), Sir Kazuo Ishiguro (1980, Nobel Prize for Literature 2017), Sir Michael Houghton (1972, Nobel Prize for Medicine 2020) and Sarah Gilbert (1983) who led the Oxford University team to develop a COVID-19 vaccine, approved in 2020.
- Our Doctoral College, established in 2018, hosts six Doctoral Training Partnerships and integrates Faculty and School provision for 1600 Postgraduate Research Students (including those from across the Norwich Research Park), enabling collaboration and innovation.
- We recognise our global impact and were one of the first universities to declare a climate and biodiversity emergency in June 2019. Our sustainable campus, including over 50 acres of environmentally valuable parkland, is constantly evolving with ambitions to be 100% net zero by 2045 or sooner.
- UEA is a University of Sanctuary, an accreditation given to universities that show an ongoing commitment to creating a welcoming culture of inclusivity and awareness.
- UEA was awarded the Silver Athena SWAN Award in 2019, and all our Schools hold awards at Bronze or Silver.

A vibrant place to study, learn and work, UEA is a very special place.



A SUSTAINABLE UNIVERSITY

At UEA, we are now working to create a university that will be even better in the future, and we are working to achieve net zero carbon by 2045 (or earlier). Our Sustainable Ways vision is one of a resilient university – where consumption is efficient and self-generated energy supports low carbon goals, supported by a vibrant community of world-leading researchers and inspired graduates.

At a basic level, our sustainable development means that we try to balance the 'three pillars' of environmental, economic and social elements.

We challenge our environmental impact through on-site energy generation and a district heating and cooling network, reducing our reliance on grid electricity and therefore fossil fuels. We promote and use recycled and 'eco' products such as biological cleaning materials. We champion local suppliers and ethical causes, including Fairtrade and vegan products. We seek to ensure value for money in a holistic, whole-life costing sense in our new buildings and procurement contracts.

OUR INITIATIVES

Central campaigns, such as holiday shut-downs or awareness day events, support a whole-University approach to energy saving and other initiatives.

Follow us on X [@SustainableUEA](https://twitter.com/SustainableUEA)



OUR CAMPUS

UEA is based on a campus that provides top quality academic, social and cultural facilities to over 17,000 students.

Although located in 320 acres of rolling parkland, virtually no part of the campus is more than a few minutes' walk from anywhere else, so everything is close at hand – the library, nursery, health centre, supermarket (incorporating a post office) and restaurants. Amongst the striking buildings is the UEA's Sainsbury Centre for Visual Arts, which contains the Robert and Lisa Sainsbury Collection – one of the greatest art collections formed in Europe during the 20th Century.

The University has invested in new learning and teaching and research spaces, including a celebrated new Enterprise Centre that underpins its commitment to promoting student enterprise and entrepreneurship.

Sport and Recreation plays a major part in the life of the University of East Anglia, centred around the major Sportspark facility which is one of the most successful community sport facilities in the UK. This accessible and affordable facility provides a diverse range of activities, and incorporates a 50m Olympic size swimming pool, indoor climbing wall, coaching resource centre and sports injury clinic.



NORWICH

A CITY OF STORIES

The city's motto is 'A fine city' and its strong cultural heritage has seen Norwich maintain the best of its historical character whilst developing to become one of the most vibrant and attractive cities in Europe. Norwich offers miles of riverside walks and cycle ways, and a unique collection of 1930s parks. The city is surrounded by beautiful countryside and within easy reach of the stunning Norfolk coast.

Norwich is a UNESCO World city of Literature, the first in the UK, as well as being one of the newly named Tech Cities recognising the growth of digital businesses in the region. The most prominent high-rise building, apart from the castle, is the magnificent 11th century cathedral, which still dominates the skyline. The city's medieval centre of cobbled streets remains largely intact, but there is still space for modern buildings such as the city's centrepiece, the Forum, which is a striking piece of contemporary architecture. The glass front overlooks the colourful open-air market (one of the largest in the country) and reflects the city in all its diversity.

The city is consistently rated as one of the top ten shopping venues in the UK. Norfolk and Suffolk attract thousands of visitors each summer. The famous Norfolk Broads are among the most important wetlands in Europe and a haven for rare plants, wildlife and insects. The Broads attract holidaymakers who come to navigate the intricate natural network of waterways formed by the Rivers Bure, Yare and Waveney and their tributaries.

For further information about UEA's excellent facilities, staff benefits, picturesque campus and the UEA working environment, please visit the 'Careers at UEA' microsite <https://www.uea.ac.uk/about/working-at-uea>. Additional information about living and working in the city of Norwich can be found at <https://www.workinnorwich.co.uk/>



If there is another city in the United Kingdom with a school of painters named after it, a matchless modern art gallery, a university with a reputation for literary excellence which can boast Booker Prize-winning alumni, one of the grandest Romanesque cathedrals in the world, an extraordinary new state-of-the-art public library then I have yet to hear of it. Norwich is a fine city. None finer.

STEPHEN FRY



LOCATION

Some cities you've heard of, others you have to discover. Norwich is one of the most beautiful, modern historic cities in Britain. It's a city that celebrates the independent, stimulates creativity, promotes change and encourages diversity.

UEA is a campus university located 3 miles from the centre of Norwich. Situated in the heart of Norfolk, which means it's an ideal location to explore Norwich and beyond.

BY RAIL

LONDON • 2 HOURS

CAMBRIDGE • 1 HR 15 MINS

BIRMINGHAM • 4 HOURS

Many European cities (including Paris and Amsterdam) easily accessible by train

BY ROAD

KINGS LYNN • 1 HOUR

CROMER • 45 MINUTES

SOUTHWOLD • 1 HOUR

BY AIR

NORWICH AIRPORT • 20 MINUTES

STANSTED AIRPORT • 2 HOURS

London is a major airline hub and all main international destinations are easily accessible



An internationally renowned university, UEA is ranked 26th in the UK (Complete University Guide 2026) and is in the UK Top 25 for research quality (Times Higher Education Rankings 2026) reflecting the international excellence of its research environment. We are in the World Top 60 (QS World Rankings for Sustainability 2025) and the World Top 9th for reduced inequalities (Times Higher Education Impact Rankings 2026). The University holds UK Teaching Excellence Framework Silver status.

Equality, Diversity, Inclusion and Wellbeing

The University is committed to diversifying its workforce and to the wellbeing of all our staff. For example, we hold an Athena SWAN Silver Institutional Award (since 2019) in recognition of our advancement towards gender equality for all. Further details on our broader Equality, Diversity, Inclusion and Wellbeing work can be found on our [website](#).

