



**CITY**  
UNIVERSITY OF LONDON  
EST 1894

# Case Study: Implementing a Holistic Race Equity Strategy Institution-wide

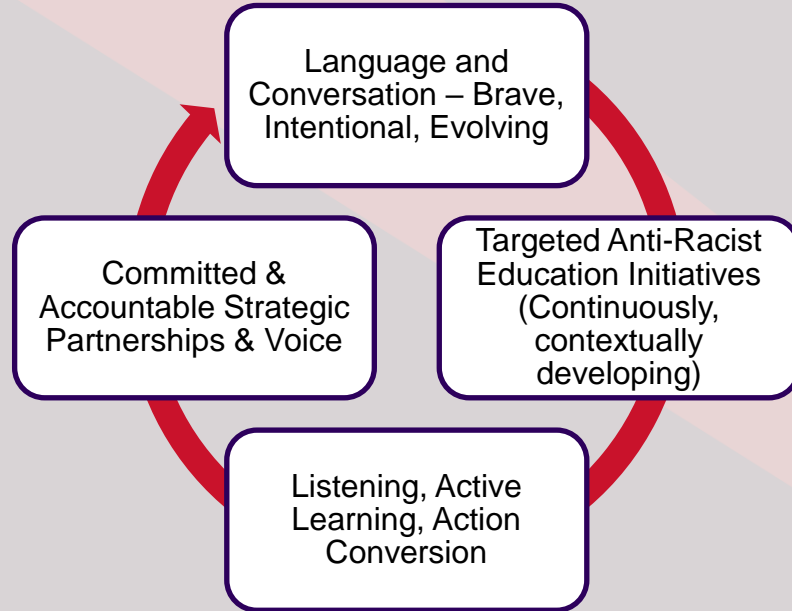
Sabah Holmes – Race Equality Manager

[www.city.ac.uk](http://www.city.ac.uk)



**This is City.**

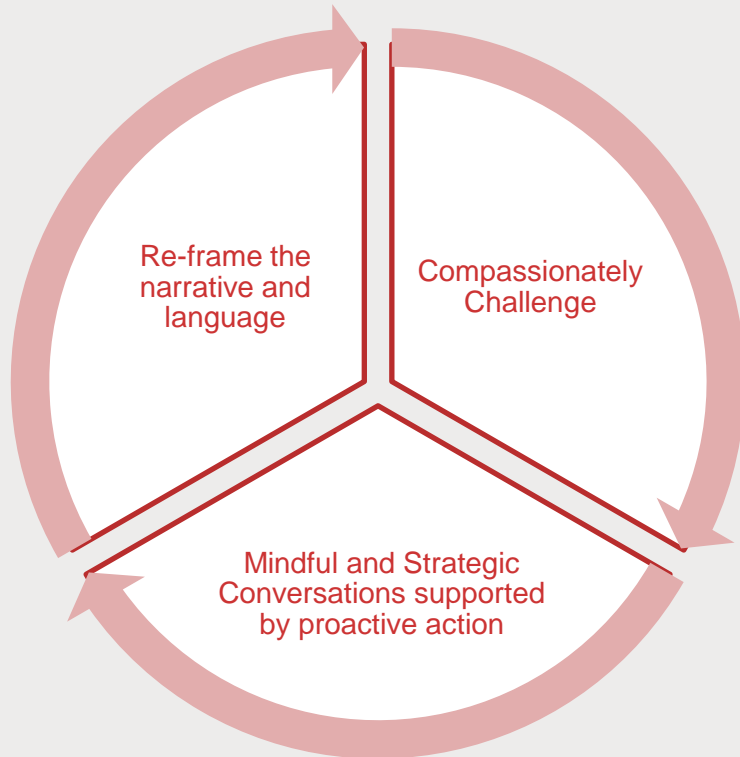
# Our approach at City



*“Our Mantra: Be Someone. Do Something.”*

*– Natasha Mutch-Vidal,  
Senior EDI Officer (Race Equality) – City, University  
of London*

# Language and Conversation – Brave, Intentional, Evolving



- We **have re-framed the way we talk about EDI** and encouraged colleagues to use alternative, sensitive and de-gendered language which has been supportive in creating a subtle yet continuous cultural and mindset shift.
- We also **mindfully and strategically have difficult educational conversations (followed by action and support)**, especially with leaders and core teams like HR and others in academia, around terminology, race work, its challenges, Whiteness, privilege and fragility, White tears, White feminism, racial trauma and more – normalising and educating compassionately around complex concepts, terms and language, as it evolves, particularly supporting White colleagues, with patience, on their inclusion journey.
- We **challenge and push back, assertively yet compassionately, internally and strategically, uplifting voices of Women of Colour and course correcting** when our White leaders miss the mark or do not share in the burden and labour as they should – **we do not judge, we do the work.**

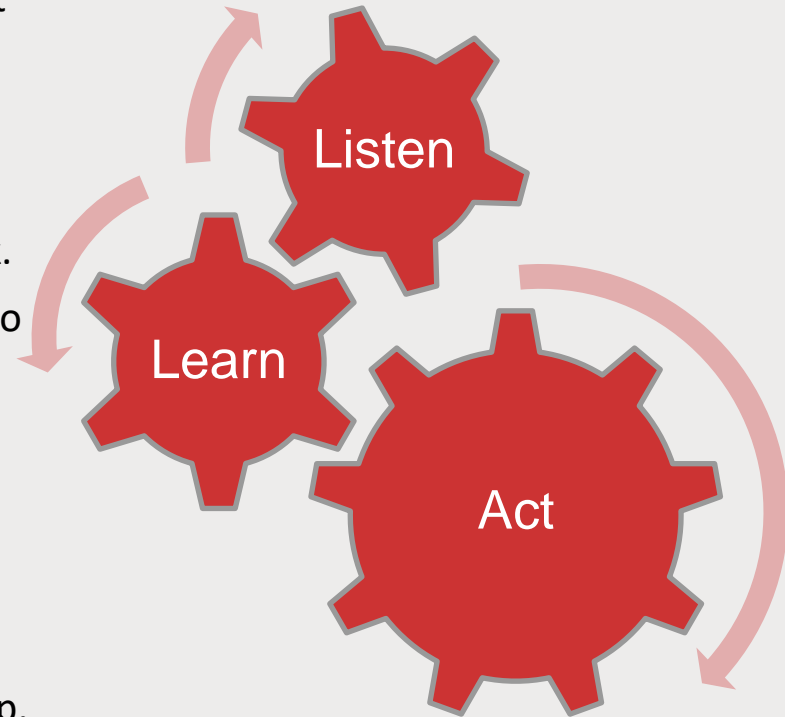
# Targeted Anti-Racist Education Initiatives



- **Diversify Your Mind** – monthly, online, accessible, informal – evolving, driving responsibility to self-educate, safe and brave spaces for allies and those interested in inclusive practice and knowledge development – regular spaces of belonging.
- **Webinar and Podcast Series** – More conversations, Listen and Learn Sessions, Continued Development.
- **#RealTalk Conversations** – We do not get stuck in between different ‘hats’ – In Race Work - We are clear about ethics and what the right thing to say and do is. We build trust authentically.
- **Allyship development pilots** and inhouse development and joint ventures with partner Universities.
- **Outside the box thinking** – inhouse content co-development with academic and student teams to build confidence and involvement in this work – co-ownership and co-producers of knowledge.
- **Reciprocal mentoring scheme** – continuous improvement to embed centrally.
- **Inclusive coaching offering** – Strategic interventions and conversations with HR OD teams to create mindfully inclusive thinking, upskill and educate.
- **Positive disruption-driven working** – Create contextual and curated knowledge and community-supporting interventions and programmes e.g. planned work with Islington Council

# Listening, Active Learning, Action Conversion


- Quarterly EDI Forums with Senior Leadership Engagement
- Strategic Conversations with Senior Leaders
- Upskilling intentionally – especially HR leaders & teams
- Mitigating for Trauma, *around* territorialism and Supporting staff/ students of colour and allies in this work.
- Conversion of conversations to Proposals and Direct link to Race Equity Action Plans and EDI Strategy.
- Strong SU link, CEO support, Alignment, Co-partnering.
- Improving visibility and transparency of data and communications, especially around challenges and challenging experiences that act as barriers to race work for staff and students. Challenging internally ‘the way things have always been done’ especially in HR/ leadership.



# Committed & Accountable Strategic Partnerships

- Executive Board and Network for Racial Justice (NRJ) (our staff network) – Regular strategic meetings & representing voice.
- Close partnership with NRJ, EDI leads and EDI work to build anti-racism and race-lens intersecting thinking into how we do, say and are – Continuous, active, intervention – strategic, intentional, curated, changing.
- RECSAT is a platform for action not just a charter mark.
- Prioritising close working with our staff and students of colour, centring their needs.
- Supporting targeted staff and student lived experience and other strategic research projects and consultancy in house.
- Continuously putting student leaders/ reps and SU leaders in control of student work to empower them to lead – making strategic interventions and supporting actively.





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