



Muslims in Public Policy: 2025 Impact Report

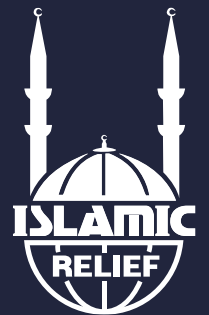
Driving positive change, empowering professionals and fostering inclusion.

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Message from the Founder



Peace, mercy and blessings of God be upon you,

When we launched Muslims in Public Policy (MIPP) in 2023, our vision was clear: to help build a pipeline of diverse public sector leaders across the UK who see public service not just as a career, but as a calling.

Two years on, we have seen that vision begin to take shape, through mentorship, outreach, and a growing network of professionals committed to leading with purpose. MIPP has begun to support career journeys at key stages, from students exploring public policy for the first time, to public service professionals stepping into leadership roles.

This progress has only been possible thanks to the generosity of our mentors, volunteers, funders, and partners. Thank you for supporting us.

Looking ahead, our ambitions grow, as does our need for support. To continue building this network, we need time, resources, and new partnerships. If you believe in the power of public service and the importance of representing the communities we serve at all levels, we welcome you to be a part of this journey.

Irfan Suleman - Founder & CEO

The situation

5.8% of local authority chief executives and chief officers declared themselves as having an ethnic minority background. (LGA, 2021)	8.2% of senior civil servants and 12.1% of Grade 6/7 officers in the Civil Service are from an ethnic minority background. (Civil Service, 2022)	4.6% vs 1.2% the difference in Muslim representation between the most junior and senior Civil Service grades. (FOI request, 2020)
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Our solution

70 mentees supported in their career development on MIPP's mentorship programme (2023-2025).	40 senior mentors recruited from a diverse array of positions, including senior civil servants, local government directors, and experienced public sector consultants.	>250 student and graduate attendees at 'Pathways into Public Policy' (PIPP) conferences organised with the Impact Muslim Network.
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The outcomes

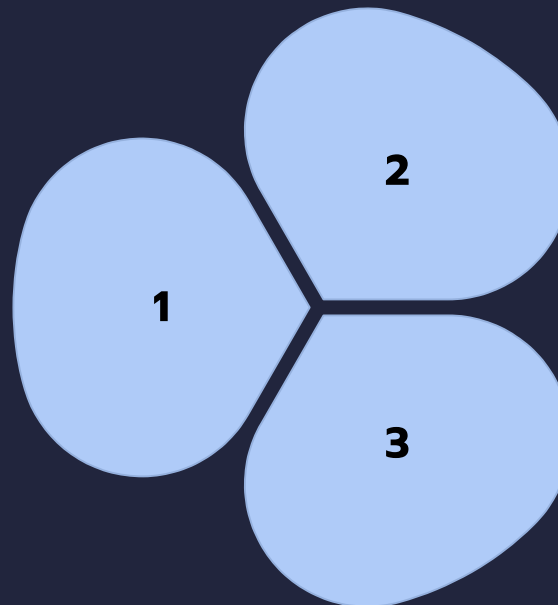
84% of mentees reported developing new skills from their mentoring. 75% reported that they overcame challenges.	77% of PIPP attendees made a productive relationship with a current graduate trainee on the Fast Stream, Impact, and/or NHS management programmes.	54% of PIPP attendees went on to apply for a public sector graduate scheme, 31% of whom received a job offer.
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MIPP's story and mission

Public service across the UK is more diverse than ever before. However, disparities persist with the under-representation of ethnic minorities and those from lower socioeconomic backgrounds at senior grades. Muslims in the UK can particularly face barriers in seeking to reach senior strategic policy positions. MIPP seeks to contribute to the solution through empowering professionals and fostering inclusion, championing the achievements of current Muslim professionals in the public sector in turn to inspire new generations to thrive and prosper.

Attract Outreach

MIPP is encouraging graduates and young and mid-career professionals to consider a career in public service, and thus to enter and excel across the British public sector.



Nurture

Mentoring and Leadership

Through mentorship and leadership development, MIPP fosters a collaborative environment promoting shared learning across the public sector. MIPP seeks to nurture Muslim professionals and build a thriving community.

Serve

Networking

MIPP supports senior Muslim professionals in the sector in giving back and passing on their wisdom and experience to the next generation through mentoring and development opportunities. MIPP seeks to platform experienced public servants, serving across the sector.

Vision, Mission & Theory of Change

Vision: to see a society where public institutions are led by diverse and purpose-driven officials, who serve with passion, morals, integrity, and a deep commitment to the UK's communities.

Mission: to empower British Muslims to enter and thrive in public service through values-driven leadership, strong networks, and professional growth - building a pipeline of future leaders.

Insight →	Goals →	Intervention →	Impact
Young Muslims are not drawn to careers in the public sector.	To attract aspiring, faith-driven sector leaders.	Outreach programme builds awareness of the impact of policy careers.	Increase young Muslims' awareness of the sector.
The policy and strategy pipeline in the public sector is narrow.	To nurture aspiring leaders with potential to progress.	Values-centred leadership programme.	Emergence of a cohort of new leaders, utilising their values to enhance their public service.
Muslim professionals are underrepresented in these leadership roles.	To platform senior Muslim leaders across public sector bodies.	Networking events spotlighting the impact Muslim officials across public service have on UK communities.	Grow understanding of the intersection between faith communities and policymaking.

Meet the team

Our success relies on passionate volunteers who drive MIPP's mission forward. These dedicated professionals balance demanding careers with volunteer work. In 2025, our volunteer team has expanded to 14 active members across Whitehall departments, local councils, and the NHS.



Irfan Suleman

Founder and CEO
Team Leader
(Rough Sleeping &
Health Policy),
MHCLG



Tamanna Taznin

Deputy CEO
Head of Digital
Oversight and Data
Policy,
DHSC



Ahmad Bismillah

Head of Outreach
Delivery Manager,
NHS Innovation
Accelerator



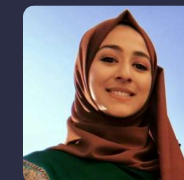
James Wrathall

Head of Prof. Dev.
Local Plan Project
Officer,
Dacorum Borough
Council



Mahira Chowdhury

Events
Strategy and
Equalities Officer,
LB Barking &
Dagenham



Anisah Rahman

Events
Community Safety
Project Officer,
LB Havering



Naffisa Cham

Outreach
Civil Service Fast
Streamer,
UK Health Security
Agency



Hammaad Ashfaq

Outreach
Economist (Animal
& Plant Health and
Welfare),
DEFRA



Sidrah Iqbal

Outreach
Assistant Contract
Manager,
Public Sector
Audit Appt.



Yakub Ali

Finance Lead
Senior Finance
Manager (Brent
Cross),
LB Barnet



Madihah Noor

Communications
Assistant Economist,
Home Office



Mubin Choudhury

Engagement
Performance
Improvement
Analyst,
LB Tower Hamlets

Advisory Board

The work of our diligent volunteers is also kindly supported by quarterly meetings with MIPP's advisory board, who together hold wide-ranging experience and expertise in both central and local government.



Karime Hassan

Former Chief Executive of Exeter City Council (2013-2023)

"It is pleasing to see the progress made by MIPP in putting together the mentoring programme. It speaks to the growing maturity of the leadership team and their sense of calling. It is an important endeavour that will, inshallah, become part of the scaffolding developing careers and future leaders."



Nabeela Rasul

Former Senior Civil Servant - DEFRA

"A career in public service is deeply rewarding, and seeing MIPP take shape has been truly inspiring. MIPP is fostering a culture of possibility, where aspiring leaders learn from lived experience, and seasoned professionals give back. MIPP is uniquely positioned to help graduates find their calling and help members realise their full potential."

Mentorship Programme

Leadership Development

Leadership is a core priority at MIPP. MIPP aims to develop transformative leadership skills and provide exposure to ensure representation of Muslims in senior roles across local and central government.

MIPP is developing a bespoke Muslim public leadership module for its upcoming programme, drawing on notions of Prophetic Leadership.

Programme Statistics

MIPP has supported 70 mentees over two cohorts since 2023, through our diverse team of 40 mentors spread across 10 local councils and 10 government departments.

A majority of mentees work in the civil service or local government and primarily identify as Asian British (88% in 2023/24 and 76% in 2024/25).

Skills Development

The programme runs six workshops per cycle, including virtual networking time, while a WhatsApp community facilitates ongoing connection between professionals in local government and other sectors.

Outcomes are focused on career advancement and skills development in areas such as interview preparation and personal branding.

Testimonial

"My mentor has been extremely proactive in supporting me ahead of interviews, putting me forward for leadership opportunities within my department and expanding my network. I am so grateful to have someone who is senior, but accessible and happy to sponsor my career!" -

Gen Kawasaki, Head of Priority Projects at UK Home Office



Mentee Testimonials



Zayn Bakth

Evaluation Analyst at Ministry of Justice

"With the help of my mentor and his connections, I've been able to increase my insight of other roles within the civil service such as roles within project management and Economics. I had multiple interviews over the course of my mentoring relationship and definitely could not have got as many without the mentorship programme."

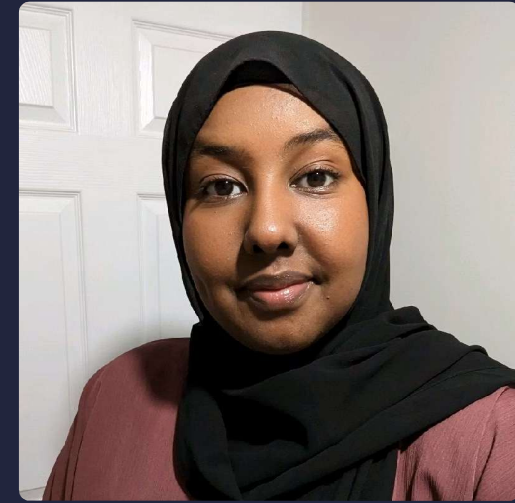


Aisha Farah

Commissioning Manager at London Borough of Waltham Forest

"I gained more clarity around Career planning and was able to come up with a flexible 5 year plan. I now feel more comfortable about applications and interviews, I've gained a lot of confidence!

"I was able to use the support given by mentor on my CV, application, and interview and got a job very soon after starting the programme. It's also made networking feel less daunting"



Hiba Jama

Data Governance Manager at Department for Science, Innovation and Technology

"Mentoring has had a very positive impact on my career journey. Through guidance, motivation, and expanded perspectives, my mentor has given me the tools and clarity to seek opportunities and expand my horizon! I truly see mentoring as stepping stones to success!"

Mentor Testimonials



Taznema Khatun

**Head of Climate Adaptation Policy at
Department of Transport**

"I have seen my mentee develop a stronger understanding of what her interests are and become more certain of the path she wants to follow. My experience as a policy professional benefitted her but also sharing what it's been like to navigate similar challenges we face as visibly Muslim women in the workplace."



Zoinul Abidin

**Head of Universal Services at LB Barking
& Dagenham**

"I've seen my mentee grow with a more rounded awareness of the impact he can make in local government. He especially benefitted learning how policy may impact frontline services and my approach to leadership and innovation being at the heart of policy and service delivery."



Akram Rizvi

**Infrastructure, Government and Health
Manager at KPMG**

"The MIPP Mentoring Programme has helped my mentee overcome professional challenges and allowed them to learn how I have coped with challenging situations whilst working both in local government and in KPMG."

Mentee Demographics

Muslims in Public Policy is committed to ensuring equity and representation among our mentee cohorts to support individuals from lower socio-economic and ethnic minority backgrounds.

Ethnicity

Among MIPP's mentees, volunteers and event attendees, 8 out of 10 come from a British Asian background, almost 10% from a Black British background, 5% from a British Arab background and 5% from other backgrounds. MIPP strives for greater representation and diversity.

Education

90% of our mentees come from state school backgrounds, with almost half of our mentees having received free school meals at some point during their education.

Diversity of Sectors

60% of our mentee community work in the Civil Service, 30% in Local Government and 10% in other sectors.

Meanwhile, our volunteer community and events bring together professionals from an even more diverse range of sectors, with on average 45% working in the Civil Service, while 10-15% work in Local Government, 1/5 are students and 20-25% in other public sector or public sector-adjacent professions.

Outreach



Career Advice

MIPP's Outreach team supports the next generation of the public policy workforce by running workshops and sessions on application support and careers advice, and offering insights into the public policy sector.



'Elevating Futures' tour of govt. offices, February 2025 at 2 Marsham Street



Awareness and Interest

Initiatives are aimed at engaging students interested in public sector careers, targeting Midlands and London universities. MIPP has reached well over 250 attendees at the annual Pathways into Public Policy conferences.



Pathways into Public Policy, Local Government Association, October 2024



University Partnerships

MIPP has forged partnerships with universities and student organisations including KCL, LSE, Surrey University, Queen Mary University, UCL, Oxford, Cambridge and others.



University of Manchester ISoc x Ihsaan Careers Fair, January 2025

Testimonial: "Attending the Pathways into Public Policy event inspired me to pursue a career in the Civil Service. Seeing their commitment to inclusive dialogue, representation, and policymaking, showed me the power of public service to create lasting, positive change in society. It was also incredibly motivating to meet and connect with likeminded people who share a passion for making a difference. It was this that inspired me to apply and get my first Civil Service role in the Department for Transport!" - **Zaynah Ahmed, Department for Transport**

Networking Opportunities

A

Panel Events

Building a thriving and diverse community of Muslim professionals is central to MIPP's mission to "Nurture". We connect professionals across national and local public policy areas to foster shared learning and create key partnerships that promote collective growth.

B

Mentoring Receptions

Our Eid Mentoring Reception was held at Westminster City Council in July 2024 to conclude our 2023/24 Mentoring Programme. Over 80 attendees enjoyed speeches by mentor and mentee, Zakki Ghauri and Aamina Khan, as well as a welcome and refreshments provided by Stuart Love, our host and Chief Executive of Westminster City Council.

C

Pathways into Public Policy

MIPP partnered once more with the Impact Muslim Network for its flagship "Pathways into Public Policy" annual conference event at the LGA. 120 students and early-career professionals attended on 3rd October 2024 to learn how to enter the public sector.

D

Mentoring Wrap-Up Event

In July we held a wrap-up event for our second mentoring cohort, hearing from Shamim Rahman, Ayesha Hakim Rahman and Abu Ahmad on the topic 'Faith, Values & Impact at Work'.

E

Ramadan and Eid Events

MIPP promotes Ramadan initiatives across Muslim Staff Networks, including flagship iftars and awareness events. In 2025 we shared iftars across three government departments and three local councils.

Lunch and Learn Events

Lunch and Learns allow the MIPP community to come together and learn on the go from a wide range of public sector professionals and their work.

Diverse Topics

MIPP has held 11 "Lunch and Learn" events, covering topics ranging from diplomacy and commissioning to public affairs and trade policy negotiation.

Future Plans

In 2025, MIPP plans to continue to expand the range of speakers across more diverse personal and professional backgrounds throughout the country, especially local government leaders.

Key speakers

Events featured insights from professionals such as diplomat, Mohammed Zia, Nishat Haq, Senior Deloitte Consultant, and Samiul Chowdhury, Deputy Director at the Home Office.

And more!

Other topics included a conversation with a government and public sector consultant, a day in the life of a trade policy negotiator, and a "Ramadan in the Workplace" workshop.



Events Feedback

Prophetic Leadership

MIPP supported MPower's and Consortium's event with Lucy Bushill-Mathews, former COO of the National Zakat Foundation, on 11 June 2025.

86% of respondents said they would be very likely to recommend the session to a friend. Attendees especially appreciated the discussion's openness and the clear explanation and scrutiny of prophetic traits of leadership through the archetype of the shepherd.

Eid Mentoring Reception

"Great networking and speakers! I particularly enjoyed talk from Stuart Love, Chief Executive of Westminster Council and I think it's great to see senior officials supportive of Muslims prospering in public policy careers. Also I enjoyed the relaxed element of engaging and networking as a focus of the event rather than having a structured agenda." (5 July 2024)

Lunch and Learns

The average attendance to Lunch and Learn events was 31, with a peak of 54 for the event with Samiul Chowdhury's Lunch and Learn, Deputy Director of the Joint Combating Drugs Unit at the Home Office.

Respondents generally enjoyed the events and found them insightful, with one attendee to the Lunch and Learn with Commissioning Officer, Sheila Begum, appreciating the "interesting and useful insights into what commissioning involves," especially from "a graduate/alumni perspective".

MIPP's Future

Volunteer Model

MIPP has begun operating on a volunteer model to have more flexible resourcing, with over 50 volunteers already signed up.

A Sustainable Future

MIPP aims to increase funding to fund a part- or full-time programme coordinator role to manage delivery of our outreach, mentoring and networking projects.



Network

MIPP has recently launched a WhatsApp community to bring all our teams, volunteers, mentees and mentors together.

Mentorship Expansion

MIPP plans to expand and enhance the mentorship programme, with a goal of over 40 mentees and mentors in 2025/26.

New Partnerships

MIPP seeks new initiatives and partnerships with other networks and charities to diversify our reach and sustain the next phase

Thanks & acknowledgements

MIPP would like to extend our thanks to all our partners who have either collaborated with us or supported our work over the past two years. Your support has been invaluable.

Supporters, Partners and Hosts



mipp

Thank you - we look forward to your continued support.

Connect with us:

muslimsinpp.org



linkedin.com/company/mipp-uk



[@mipp_uk](https://instagram.com/mipp_uk)