

## Annual Report for the Concordat to Support the Career Development of Researchers

### Universities and Research Institutes

Name of Institution	Imperial College London
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Contact for questions/concerns on researcher career development	Ines Perpetuo ( <a href="mailto:i.perpetuo@imperial.ac.uk">i.perpetuo@imperial.ac.uk</a> )
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**Statement on how the organisation creates, maintains and embeds a research culture that upholds a positive and inclusive environment for researchers at all stages of their careers (max 500 words)**

Imperial College London is committed to a research environment defined by integrity, good governance and best practice. Our ambitious, collaborative and multidisciplinary community shares a common goal: tackling the greatest scientific challenges of our time. This is enabled by a strong collective research ethos and a focus on maintaining public trust and confidence in everything we do. We foster an environment where researchers can be bold, push disciplinary boundaries and feel supported. A positive research culture is central to our mission of achieving enduring excellence in research and education in science, engineering, medicine and business for the benefit of society.

Responsibility for sustaining this culture lies with all staff and students. We greatly value our researchers and recognise that they are fundamental to delivering world-class research. Imperial is dedicated to building a supportive, considerate and highly motivated community grounded in diversity, inclusivity and mutual respect across all disciplines, functions and activities, enabling us to attract and retain talented people. Equality of opportunity is essential to research excellence, and we believe that diversity of thought and culture is critical to solving complex challenges. We therefore aim to remove barriers, eliminate discrimination and ensure everyone can reach their full potential.

Our commitment to excellence underpins everything we do. Excellence can only be achieved by ensuring that a positive and inclusive research culture is fully embedded in policies, practices, and initiatives across the institution, rather than treated as an add-on or separate activity.

These initiatives foster professional development of researchers and research-associated professions, encourage interdisciplinary collaboration, and build partnerships with industry, governments, and the third sector to translate research into practical solutions.

We embed Equality, Diversity and Inclusion through a clear strategy, governance structures, and dedicated working groups. We hold key accreditations, including Athena Swan Silver, Race Equality Charter Bronze, and Stonewall Gold. Training such as unconscious bias and recruitment workshops and resources like the EDI

online course, supports this commitment. Further initiatives include the EDI Excellence Seed Fund and recognition through the President’s Awards, ensuring an inclusive environment where diverse perspectives are valued.

Wellbeing is integral to our research culture. Our Mental Health and Wellbeing Strategy, supported by the Mindful Employer Charter and Time to Change pledge, provides mental-health first aiders, tailored training, and a zero-tolerance approach to bullying and harassment, reinforcing our dedication to a compassionate and respectful environment.

We also promote transparency through open research, uphold the highest standards of ethical conduct, and encourage societal engagement to ensure research benefits the wider community, including schools, patients, and local groups.

Finally, we embed sustainability by committing to environmental responsibility across all activities. We have signed the Concordat for Environmental Sustainability of Research and Innovation Practice and aim to achieve net-zero carbon emissions by 2040. Our strategy spans university-wide initiatives and local actions, covering decarbonisation, sustainable lab practices, and eco-friendly campus environments.

**Provide a short summary of the institution’s strategic objectives and implementation plans for delivering each of the three pillars of the Concordat (environment and culture, employment, and professional development of researchers) for your key stakeholder groups together with your measures for evaluating progress and success (*max 600 words*)**

Imperial's strategy, “Science for Humanity” focuses on three objectives: **Enabling Talent, Powering Research, and Amplifying Impact**. Implemented from 2024, it is underpinned by the Enabling Roadmap. The People Plan is our strategic framework to 2030, built on three pillars: **Great Employee Experience, People Services that Drive Impact and Future Ready Workforce**. It reflects our commitment to an inclusive, engaging, and high-performing environment where every colleague can thrive and contribute to Imperial’s mission of Science for Humanity on the road for REF 2029.

### **Environment and culture**

Imperial is committed to fostering an inclusive, supportive environment that drives collaboration and innovation. We embed the mental health and wellbeing strategy across the employee lifecycle, ensuring colleagues from all backgrounds feel

valued. This includes enhanced support for overseas staff and disability accommodations to create equity for diverse staff communities.

A unified entry point for People services will improve transparency and accessibility, reducing barriers for anyone (including researchers) seeking support. Psychological safety and confidence in feedback processes are central to this approach.

Imperial has also been selected to deliver the Global Talent Fund, alongside initiatives such as the School of Convergence Science and the Global Hubs, these initiatives will support a diverse workforce aligned with the UK's Industrial Strategy, promoting interdisciplinary research and international collaboration aligned with the UK's Industrial Strategy.

## Employment

Our strategy prioritizes attracting, nurturing, and championing talent. The launch of Oracle Fusion in 2026 will enable data-driven recruitment and workforce planning, ensuring fair, competitive employment practices. Advanced analytics will support retention and career development through proactive interventions for all staff.

Employee experience improvements include **consistent onboarding**, clear role expectations, and fair contract practices. Enhanced People Function support will deliver reliable HR services across departments, ensuring researchers feel heard locally and centrally. This also includes support for fair employment practices including the use of fixed-term and open-ended contracts.

The People Plan strengthens manager support through new **line manager frameworks** and clearer performance measures. Those frameworks equip Supervisors and Managers - both new and experienced – with essential skills, policies and institutional knowledge to handle challenges and create positive team working environments. The new frameworks will equip Line managers with the confidence and knowledge to support employees by embedding feedback, and clarifying development pathways, and advancement routes for each job family.

## Professional Development of researchers and their line managers

The Concordat calls for career progression, skills development, and reflective career planning. Imperial meets this through a strong commitment to learning and development, offering tailored opportunities, and expanding digital resources to support growth and career navigation.

Integrated learning and talent systems will simplify access to training and progression pathways, embedding development throughout the employee experience. These systems, complemented by improved data and analytics, will enable targeted interventions and informed career planning, helping individuals identify opportunities that align with their aspirations and institutional needs.

Aligned with this, the **Early Career Researcher Institute** (ECRI) plays a pivotal role in attracting, developing, empowering, and advocating for the next generation of research talent. ECRI provides a comprehensive suite of opportunities, including courses, events, resources, reflection tools, and funding schemes. It also offers bespoke individual guidance and fostering collaboration and community. Through these initiatives, ECRI ensures that early career researchers have access to the skills, knowledge, and support needed to thrive and progress in their careers. To provide continuous support from ECRs to senior staff, the People Function has designed leadership development programs for mid-level and senior staff, preparing them for future responsibilities and strategic roles, ensuring a pipeline of capable leaders.

These initiatives reflect Imperial’s dedication to a positive and inclusive research culture, fair employment practices, and robust professional development opportunities for researchers—empowering every colleague to thrive and contribute to **Science for Humanity**.

**Summary of actions taken, and evaluation of progress made, in the current reporting period to implement your plan to support the three pillars in respect of each of your key stakeholder groups [Institution; Academic Managers of Researchers (Deans, Heads of Schools/Departments/PIs); Researchers]**

<p><b>Environment and Culture</b> (<i>max 600 words</i>)</p>	<p><b>Institution</b></p> <p>Imperial has restructured Imperial Insights (all staff induction) and is delivering specific inductions for different job families having piloted Induction for Academics this year (eight Academics participated in this in person event). ECRI has a long-standing induction for Research Staff that is now signposted at Insights as well.</p> <p>To support compliance and promote best practice in research, the Research Office has launched two new online courses for all academics and research staff: <u>Trusted Research</u> and <u>Research Integrity &amp; Ethics at Imperial</u>. Both</p>
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courses are signposted on Insights for easy access. Since introduction, nine academics and 51 research staff have completed the Research Integrity & Ethics course, while 46 staff members have undertaken the Trusted Research training.

Research Culture 2025 projects (cross institution)

- The project “Neurodiverse ECR Experiences” examined the research culture for neurodivergent ECRs at Imperial through a review of practices, focus groups, and external consultation. It produced a comprehensive report with recommendations to embed neurodiversity training, build supportive communities, streamline reasonable adjustments, and create inclusive environments. These findings will inform future training, resources, and sector-wide dissemination, including plans for a neuroinclusive conference.
- The “Beyond Open Research (Phase II)” project piloted approaches to embed transparency, reliability, and recognition of Team Science. Through three co-creation workshops, the team developed a proof-of-concept framework for data quality, defined values for Team Science, and created guidelines for public involvement in fundamental research. With 53 participants and measurable improvements in understanding FAIR principles, the project secured Imperial’s approval to join the UK Reproducibility Network and laid the groundwork for university-wide scale-up.

The Race Equality Charter Self-Assessment team has started to prepare the 2026 REC submission for a silver award. Dedicated working groups have been established to address specific REC priority areas. Membership of these groups is inclusive, representing students and all staff categories, including postdoctoral researchers and fellows.

In 2025 we had the following Athena Swan successes: School of Public Health from Bronze to Silver; Department of Mechanical Engineering from Bronze to Silver; Dyson School of Design Engineering awarded a Bronze award. All departments at Imperial have an Athena Swan award and for our next institutional submission (2027), we are aiming for Institutional Gold. Membership of the Imperial Athena Swan Self-Assessment Team is being renewed with a call for ECR representatives out in January 2026.

### **Academic Managers of Researchers**

Leadership provision for managers of researchers delivered by ECRI has now clear reference to EDI, mental health, open access and research integrity to be aligned with Supervisor provision. The new Talent Strategy Framework for line manager (to be piloted in 2026) also includes these topics as part of the Values, Behaviours and Knowledge academic line managers and others need to develop (action 1.2 and 3.2).

### **Researchers**

Results from a Concordat awareness pulse survey for researchers demonstrate that whilst knowledge of the Concordat remains low (in 2025, only 34% of respondents knew about the concordat), knowledge about the 10 Development days remains high (90% of respondents know about these). These numbers increased from 2024 (25 and 85% respectively), reflecting the efforts put in on a wider dissemination strategy for both the 10 development days and Concordat actions by ECRI.

The raising researchers visibility actions (action 1.4) have been initiated with the inclusion of Postdocs and Fellows in the ECR showcase held in July 2025. The event had 37 presenters, including 7 research staff and received great feedback from both presenters and attendees (4.18/5 rating).

The Employee Relations team attended the March meeting of the ECRI Postdoc and Fellows Representatives to provide

	<p>an overview and gather feedback on the <u>Report and support tool</u> (bullying and harassment reporting).</p> <p>The <u>ECRI Awards and Celebration</u> continues to celebrate the contributions of institutional Postdoc and Fellows Representatives, but also the invaluable work the Postdoc and Fellows Champion carry out yearly. This year, there were 68 nominations for awards from 14 departments, with 11 finalists for “Supporting Research Staff and Students” and “Creating a Positive research Environment”. In addition, two departmental teams were nominated for the “The Postdoc and Fellows Reps Team Award”.</p>
<p><b>Employment (<i>max 600 words</i>)</b></p>	<p><b>Institution</b></p> <p>The <u>Annual Review Conversation (ARC) FAQs</u> have been reviewed by the Postdoc and Fellows Representatives and Champions in December 2025 and this will be reviewed by the People Function team in early 2026 (action 2.2).</p> <p><b>Academic Managers of Researchers</b></p> <p>The <u>Academic’s Success Guide</u> is now being signposted in the <u>Probation Guidance</u> and <u>ARC Toolkit</u> main pages to support line managers not only during their own probation, but encouraging their team’s development. As part of this action the <u>Career Change Conversations</u> is to be included in the ARC toolkit (action 3.2).</p> <p>In 2025, the Heads of Department Onboarding Leadership Programme supported 28 participants, including 11 from the Academic job family. The programme is designed to bring together Heads of Department from both Academic and Professional Services roles, fostering collaborative learning partnerships and reducing organisational silos. Its aim is to enable leaders to create and maintain an environment that supports highquality teaching and research culture. Imperial currently has 101 Academic and Research job family mentors across the institution, including 28 clinicians. In 2025, 18 new</p>

mentors from these job families joined the programme. During last year, Imperial received 37 mentoring requests from Academic and Research staff (including clinicians).

The newly established Leadership Development and Peer mentoring programme for Fellows and early Academics has run very successfully with 52 fellows and new lecturers/assistant professors enrolled in the 2025 cohorts. Feedback from participants demonstrate people find the sessions a good place to share and listen to different experiences as reflected by one of the participants: “I got to meet lovely people who are at different stages of their career and so was able to listen to their different stories. I found that being part of the peer mentoring group motivated me and gained a lot of insight and advice.”.

As part of Imperial Talent Strategy, the Talent Strategy Working Group was created to review the priority needs of Line Managers across Imperial and to implement the related improvements with particular focus on driving high performance and promoting a positive employee experience. This group met eight times in 2025 and will be implementing a pilot approach for 2026. All new, existing and returning managers are expected to complete the 3-part approach for the pilot: Management fundamentals; Engaging with a self-assessment tool for expected standards of Knowledge, Skills and Behaviours (KSBs) to identify strengths and areas for growth; and a final longer term continued management development for line managers offer.

The Imperial Coaching Academy currently comprises 17 accredited coaches, including 3 academics and 2 research staff. In 2025, the Academy received 70 coaching requests in total, of which 15 were submitted by academic staff and 10 by research staff.

The Talent & Culture function delivered one iteration of each of its Leadership Programmes for all staff during 2025, providing a total of 21 places. Participation included 3

	<p>academics on the <i>Leader as Coach</i> programme and 8 academics on the <i>Academic as Coach</i> programme.</p> <p>The leadership coaching for fellows and academics continues to have very positive feedback and traction with 10 new coaches in 2025, in a total of 23 coachees (8 of which are Lecturers/Associate Professors).</p> <p><b>Researchers</b></p> <p>ECRI has been working with Reps &amp; Champions on Research Staff personas to be used in ARC training sessions for Line managers and for research staff (action 2.2). Four personas were created with the input of both stakeholder groups in Dec 2025. As part of this action the Champions also reviewed the ARC toolkit considering these personas and feedback has been provided to the People Function, with expected outcomes in 2026.</p>
<p><b>Professional development (<i>max 600 words</i>)</b></p>	<p><b>Institution</b></p> <p>During 2025, 722 research staff had annual review conversations (ARC) from a total of 2632 (27%). This is a decrease from last year; in 2024, 1047 research staff from a total of 2641 (39%) started the ARC process. Fluctuations like this can be due to increased numbers of new staff in probation during the ARC seasons or no-knowledge of this process by new researchers or academic staff. To mitigate this, ECRI has developed a session with the People Function that links the ARC and the 10 development days opportunities. We expect these training sessions and the new ARC skills for line managers (see below) will increase the uptake and usefulness of these annual conversations for research staff and their line managers (action 3.1).</p> <p><b>Academic Managers of Researchers</b></p> <p>A new session on managing your research group was piloted in Autumn 2025. A 90 min session with reflective activities and signposting for further support from People Function</p>

and ECRI. The pilot had 9 academics in attendance including Imperial Global Singapore academics.

A new course on ARC skills for line managers (piloted 2025) had 19 participants and initial feedback was good with line managers appreciating a safe space to discuss reflections on having difficult conversations with reports about performance, supporting career growth (action 2.2).

### **Researchers**

The new ECRI website was launched in August 2025 with a stronger offering for facilitated learning activities, individual support and events, networks and funding available for Research Staff.

There are new opportunities for research staff to participate in ECRI course and provision design through becoming ECRI Programme partners and this year, we have six research staff from a total of 18 EPPs for courses in our 12 programmes.

Research staff now have access to over 100 courses (from 78 in the past) that include more Communication, Resilience and Wellbeing, and Research Computing and Data Science sessions. In this reporting period, over 1200 research staff attended ECRI provision (from a total of 2600).

The Activate Student Mentoring Programme, is a mentoring programme dedicated to supporting under-represented MSc and PhD students at Imperial. Research staff are encouraged to volunteer as mentors, and the programme currently includes 39 mentors in total, including 6 Research staff and 7 Academic staff mentors.

A pilot funding workshop open to PGRs through to Professors to receive and provide feedback on fellowship and grant applications was held in April 2025 with fellowship/grant proposals from three applicants and 30 participants acting as reviewers. After feedback the workshop has been adopted as part of ECRI's core provision, and the next iterations will be running in February and June 2026. A toolkit is being created to disseminate to departments so that the workshop can be

run at the departmental level. This funding workshop was presented at the Vitae conference 2025, with volunteers gathered to test the toolkit, ahead of its launch next Summer.

In 2025, ECRI delivered over 200 1:1 support sessions and 110 mock interviews, with strong feedback that the individual support session was informative (98% agree/strongly agree); advice was helpful and relevant to concerns (97% agree/strongly agree); with 94% agreeing they are using the information/advice in future activities they undertake. For mock interviews, outcomes reported after candidates' actual interviews (data until September 2025) showed: 55% with unknown outcomes, 29% successful, and 18% unsuccessful. These interviews supported applications across a range of roles, including approximately 60% for fellowships, 30% for lectureships, and 10% for other positions within and beyond academia.

ECRI now supports 4 funds specific for ECRs:

- Dame Julia Higgins postdoc collaborative fund aims to give researchers the opportunity to develop and deliver a collaborative research project. In total, 28 applications were submitted, which resulted in £40,000 being shared between 14 projects.
- Seeds for Success provides funding to work on preliminary data for a fellowship application. We had 34 applications, and 6 projects were awarded, totalling £24,792.
- Wings for Ideas allows researchers to work on research that might lead to a new venture, a product, or a prototype. Two applications were awarded a total of £4,888.
- ECR Community Fund aims to support ECR-led activities and events which enhance the ECR experience and support peer connections. In 2024/25, ECRI received a total of 18 applications,

	<p>including two from research staff, and awarded £8,750 in funding. In 2025/26, up to December, 12 applications have been submitted, three of which were from research staff, with a total of £5,592 awarded.</p> <p>Enterprise Lab, the skills development arm of Enterprise at Imperial, continues to open their provision to research staff. For <u>WE Innovate</u>, 5 of the initial 25 teams were led by research staff, and 8 included postdocs or fellows as team members. For the <u>Venture Catalyst Challenge</u>, 3 of the 25 teams were led by research staff, with 7 featuring postdocs or fellows as team members. Research staff also maintain strong engagement with consultancy activities through ICON. Of the 245 consultants who collectively led 454 projects, 21 were research staff, who served as project leads on a total of 34 consultancy projects.</p>
<p><b>Comment on any lessons learned from the activities undertaken over this period and any modifications you propose to make to your action plan and measures of success as a result. (max 500 words)</b></p>	
<p><b>Imperial faced significant structural and cultural shifts during 2025, creating a complex environment for implementing the Concordat Action Plan.</b> The first integrated year of ECRI provision brought together the Postdoc and Fellows Development Centre (PFDC) and Graduate School support, requiring alignment of processes and expectations across previously separate teams. Internal changes within ECRI, including the appointment of a new Associate Director (Strategy &amp; Operations) in October 2025 and a consultation about line management structures in November 2025, introduced uncertainty for staff. Beyond ECRI, the People’s Function underwent a major restructuring in March 2025, with significant changes to the Talent and Culture team—key partners in delivering Concordat elements—formalised in Summer 2025. These changes culminated in the launch of a new People Plan in December 2025, signalling a strategic shift in institutional priorities. Imperial’s commitment to the Concordat continues to underpin the work ECRI and the Talent and Culture section do with the strategic view to support the <u>REF 2029</u> exercise.</p> <p><b>Lessons learned:</b> Having an increased development offer brings its own challenges in terms of managing clear signposting to appropriate audiences and internal workload. These transitions highlighted the need for greater flexibility and dealing</p>	

with the uncertainty created by internal restructuring. It was also made obvious that dependency on sections across Imperial (e.g., People Function) requires continued communications, expectation management and contingency planning. Persistent challenges with sustaining in-person engagement—both with researchers and academic staff—since the shift toward more flexible working patterns reinforced the need for a digital-first approach and expanded online resources to ensure accessibility and continuity of support.

#### **Modifications to the action plan:**

Actions anticipated due to People Function restructuring and the new People Plan:

- Action 1.2 – Embed EDI, mental health, open access and research integrity in leadership development programmes: now integrated into updated line manager frameworks.
- Action 2.2 – Promote academic and research career (ARC) pathways: developing ARC case studies and enhanced FAQs to support new ARC training for line managers.
- Action 2.5 – Enhance management engagement in training: intensify evaluation and promotion of leadership, project management, coaching and mentoring opportunities in line with updated manager frameworks.

Actions delayed to 2026 due to ECRI and People's Function restructuring:

- Action 1.3 – Support peer-led research staff networks, including exploring a research staff association: postponed to Autumn 2026 (ECRI lead).
- Action 1.4 – Improve networking and research staff community events (e.g., hot-topic lunches, drop-in sessions, socials, wellbeing cafés): rescheduled to 2026/27 (ECRI Lead).
- Action 2.1 – Research staff induction enhancements, specifically improving international researcher information and buddy scheme toolkits: delayed to Summer 2026 (ECRI and People Partnering & Operations lead).
- Action 2.2 – Due to overlap with potential REC Silver Award action plan - changed to “Clarification of promotion pathways for Research Staff and Line Managers” and includes best practice sharing between departments – delayed to November 2026 (ECRI and People Partnering & Operations lead).

- Action 2.3 – Improve end-of-contract support for research staff: shifted to Winter 2026.
- Action 2.4 – Enhance start and end of contract-related guidance for research staff line managers. Start of contract actions for Summer 2026 and end-of-contract support postponed to Winter 2026 - aligned with research staff action (ECRI and People Partnering & Operations lead).

**Measures of success:** We will now track digital engagement metrics (e.g., uptake of online resources and virtual events) and have improved reporting via Inkpath (research staff attendance data) and Oracle Fusion (Employee experience journey, 2027), monitor participation in new line manager frameworks and training. This improved reporting will ensure provision is reviewed accordingly and adjustments will be made in terms of dissemination and engagement strategies.

**Outline your key objectives in delivering your plan in the coming reporting period**  
(*max 500 words*)

In 2026, Imperial will focus on initiatives that strengthen leadership, inclusivity, and career development across the institution, as we continue to enable all our staff to be at their best at work and promoting a positive inclusive research culture on the build up to [REF2029](#).

Key priorities include the rollout of Oracle Fusion, the new ERP system and a scaled-up induction programme for all staff and tailored inductions for academic and research managers. The team will revamp Imperial Essentials, define clear performance measures, and **create the Imperial Knowledge Exchange** to improve access to resources. The new People Manager Framework and integrated EDI offer will embed equity and inclusion throughout the employee experience. Talent development across all levels will be driven by a Talent Development Programme for 3b staff and the Leadership Academy – One Imperial, which will deliver onboarding for leaders and targeted programmes for Heads of Department, senior leaders (L6/7), and professorial staff through Elevate.

#### **Concordat Action Plan Objectives for 2026**

##### **Concordat Awareness and Engagement**

Increased awareness and engagement with the Concordat through a communications plan for research staff and line managers (Winter 2025/26) and implementation of pulse surveys for academic staff starting Summer 2026.

### **Induction, Supporting Talent and Community Building**

Clarification of fellowship support processes across departments and best practice sharing (Spring–Autumn 2026). Improved induction for research staff including clearer information for international staff (Summer 2026) and creating a buddy scheme toolkit based on departmental best-practices (Winter 2026). Strengthened peer-led networks by gauging interest in a Research Staff Assembly (26/27 Academic year).

### **Researcher Visibility, Recognition and Representation**

Map research staff representation at departmental and faculty level (Spring 2026). Investigate departmental awards and raise awareness of ECRI awards (Autumn 2026) and review of research promotions information for line managers and researchers aligned with the REC Silver Award submission (November 2026).

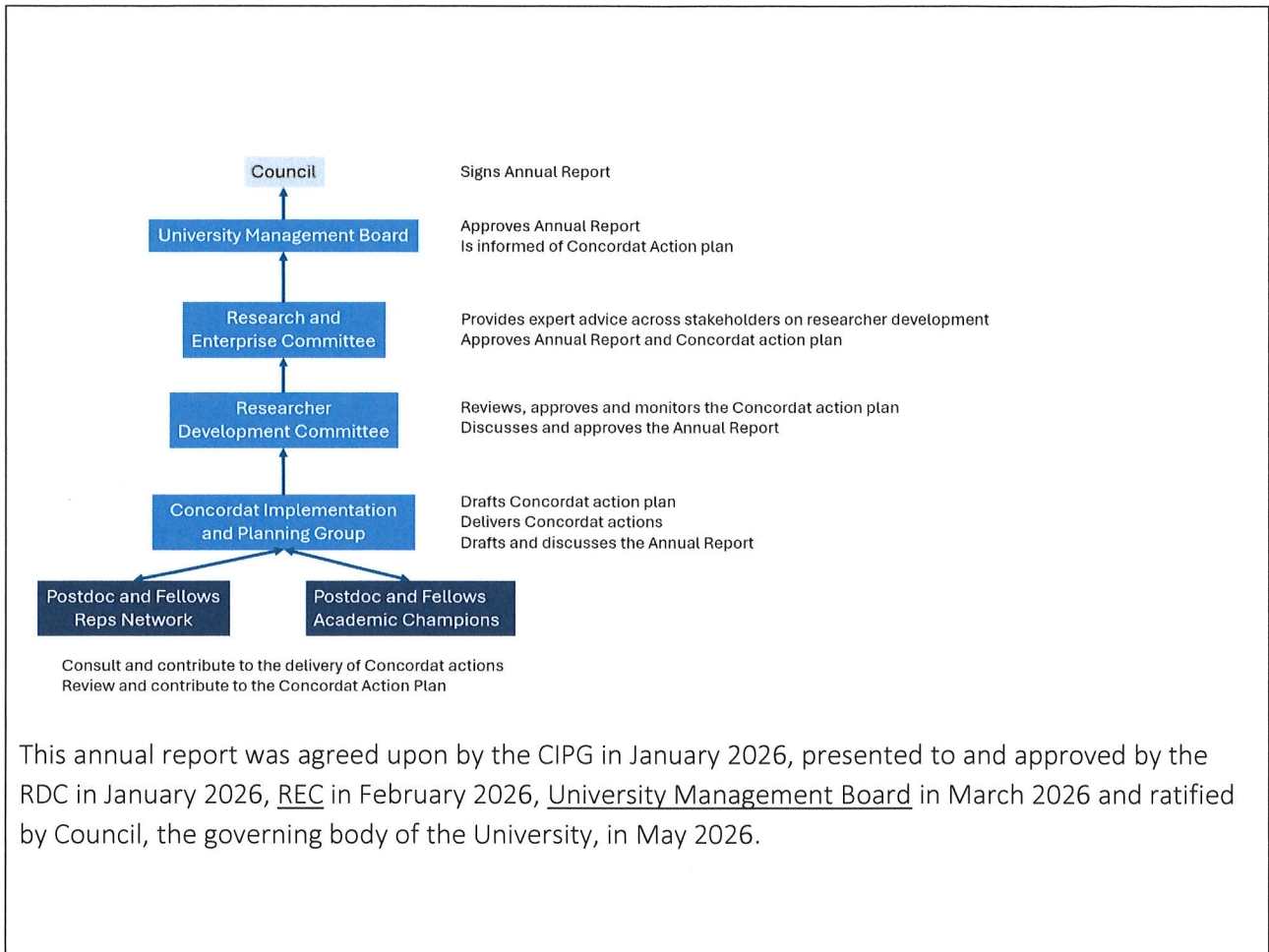
### **Contract Management and Team Building**

Improvement in ARC uptake by researchers and increased line managers confidence in ARC processes (Spring 2026). Review fixed-term contracts probation FAQs and clarify processes as needed (Summer 2026). Develop best-practice guidance and “golden rules” for hiring and contracts, including international recruitment (Summer–Winter 2026). Improve end-of-contract guidance and FAQs for both researchers and their line managers, including open-ended contract uses (Winter 2026).

2025 was, and 2026 will be, a year of change and adaptation to new teams, structures and ways of working throughout Imperial. Some activities might be piloted but only implemented at a later stage for this same reason. We will measure success through improved engagement from the research and academic staff, engagement and results of pulse surveys, uptake of digital resources, participation in leadership and ARC training (for both researchers and line managers), and delivery of delayed actions against revised timelines.

**Please provide a brief statement describing your institution’s approval process of this report prior to sign off by the governing body (*max 200 words*)**

The Concordat governance at Imperial involves all stakeholders and all levels of senior leadership including the Postdoc and Fellows Reps Network and the Postdoc and Fellows Champions, Concordat Implementation and Planning Group (CIPG), Researcher Development Committee (RDC), Research and Enterprise Committee (REC), University Management Board (UMB), and Imperial Council; please find below a diagram showing the Concordat Governance at Imperial.



Signature on behalf of governing body:

*Manvinder Banga* :

Mr Manvinder Banga (Council Chair)

Contact for queries: Dr Ines Perpetuo (Concordat Lead), Consultant, Early Career Researcher Institute.

This annual report will be analysed by the secretariat for the Concordat to Support the Career Development of Researchers, to identify good practices, themes for development and information to improve national research culture policy and practice.

If you have any questions, or suggestions on how the reporting process could be improved, please contact the secretariat via the email address listed on the RDC website:

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