

Empowering People, Enabling Impact

IMPERIAL

People Function



People Plan

Empowering People, Enabling Impact



9,487
colleagues

50:50
even sex representation
at an institutional level

2,617
line managers

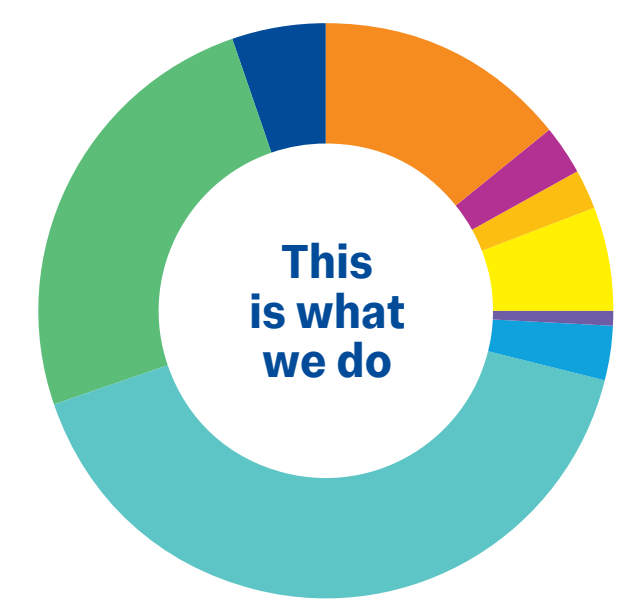
119
nationalities
represented

7.5
average years
service

62%
in open-ended
contracts

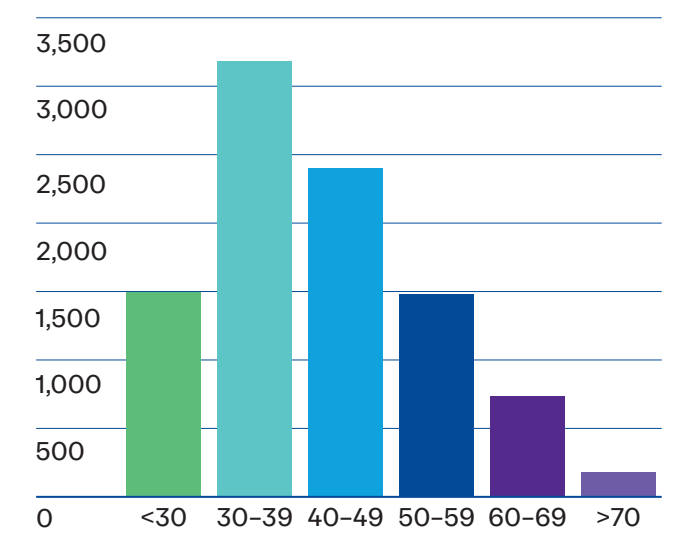
Figures correct as of 1 August 2025

Our people in numbers

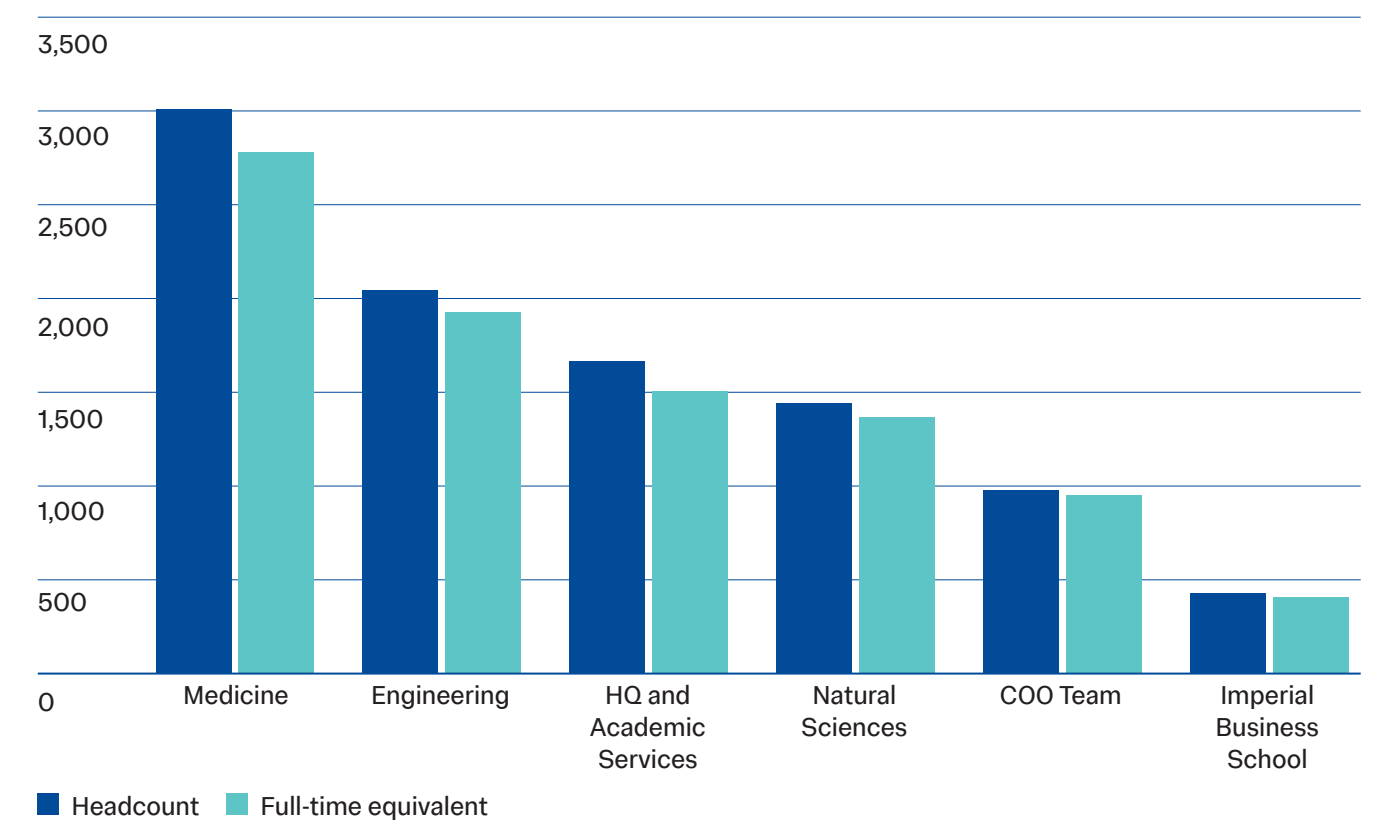


- Research
- Technical services
- Academic
- Clinical academic
- Clinical research
- Learning and teaching
- NHS nurses
- Operational services
- Professional services

We are multigenerational



This is where we work



A message from our Chief People Officer

Since joining Imperial, I've been inspired by the passion, talent and commitment of our people. Our standing as a world-leading institution is thanks to this exceptional staff community, and our People Function exists to support colleagues as they enable Imperial's mission and impact.

The People Plan is the result of collaboration between our People Function and the wider Imperial community. It brings existing work and new ideas together in a unified plan that will guide us to 2030. While the People Function plays an enabling role, we all have a part to play in delivering a sector-leading employee experience.

Our new People Function tagline, Empowering People, Enabling Impact, reflects this ethos. It's about creating an environment where everyone can thrive, contribute and feel valued. Our people are the beating heart of Imperial and central to its mission for world-changing impact.

The People Plan is our commitment to you – and to the future of Imperial.

Kathryn Al-Shemmeri

What is the People Plan?

The People Plan is the strategic framework that will lead us to 2030. It explains how we will support and enable our Science for Humanity strategy with a bold, unified and progressive approach to our people.

A positive and supportive workplace

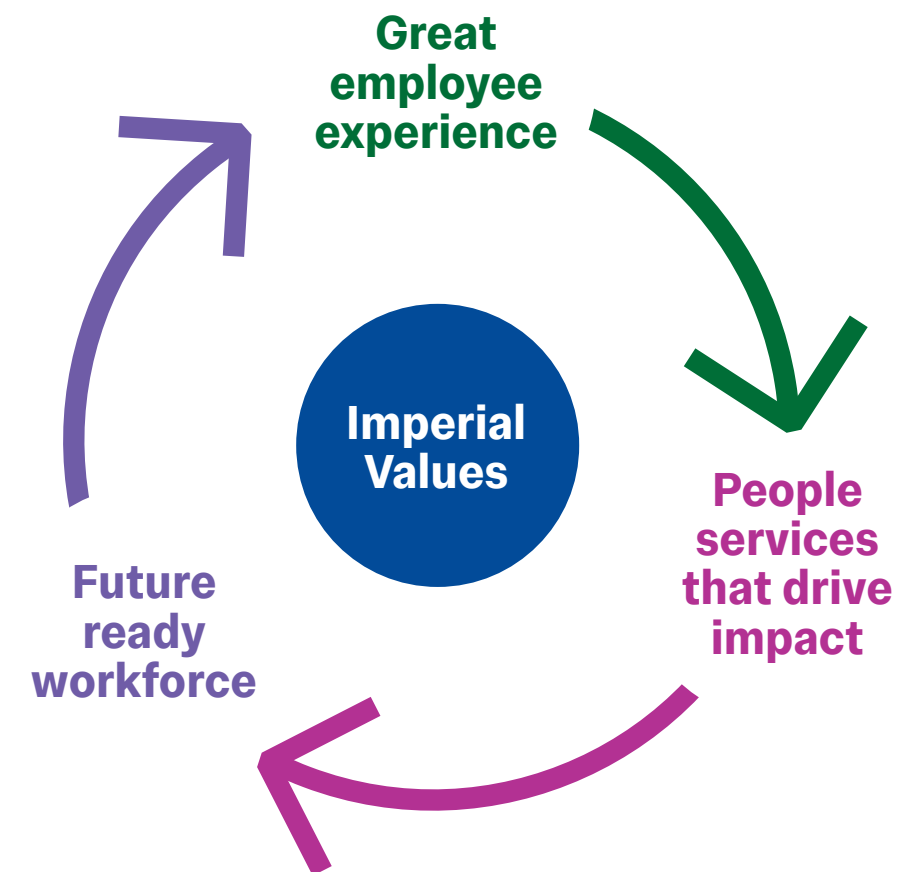
The plan goes beyond a traditional HR strategy. It is a statement of intent to create a positive and supportive workplace experience for our colleagues, from application to leaving day. It is grounded in our values and commitment to inclusion, and outlines how we will ensure Imperial is a place where colleagues are empowered to thrive.

Key initiatives and innovation

The People Plan builds on the Enabling Roadmap, which sets out how we will provide great services to our staff and students. This plan collects initiatives into one strategic framework, with new ideas to position Imperial as a sector leader in people practice. It ensures we have the people, capability, culture and infrastructure to deliver on our Science for Humanity strategy.

Attract, recruit and retain talent

It is fundamental that we continue to attract, recruit and retain brilliant people in order to be effective, achieve our objectives and secure long-term sustainability. The People Plan responds to this challenge. It demonstrates our investment in Imperial's future – building a resilient, agile and values-led institution.



People Function framework and pillars

Three central pillars inform the People Function framework. These are based on our Imperial values: **Respect, Collaboration, Excellence, Integrity** and **Innovation**.

The following pages detail each of the three pillars and how they support the People Plan.

1

Great employee experience

Imperial's People Function will work with departments to foster an employee experience where colleagues feel valued, supported and enabled to contribute to Imperial's mission. We will cultivate an inclusive environment where support and performance go hand in hand, so every colleague excels personally and professionally.



How this supports our strategy

This pillar supports Imperial's ambition to attract and retain world-class talent through rewards, working environment and employee engagement, in line with our values. Our impact in research, innovation and education relies on empowering and supporting colleagues, and fostering an inclusive culture where individuals and teams perform at their best.

Where are we now?

- **Competitive total reward:** Our total remuneration is benchmarked in the median to upper quartile of the sector. Our global reputation makes us competitive in attracting top talent.
- **Joining Imperial:** There is some good practice but new starters don't always have a consistent or thorough induction to their role at Imperial.
- **Line manager support:** Many line managers feel under-supported in enabling team performance. Colleagues don't always feel supported and empowered by managers.
- **Performance management:** There is some good practice but performance management is inconsistent, with limited clarity and confidence in how to support and develop colleagues.
- **Wellbeing:** Our wellbeing strategy has shifted the mental health conversation, supported by a network of Mental Health First Aiders. It will be embedded across the employee lifecycle.
- **Learning and development:** This offer is highly regarded but feedback shows difficulty in obtaining spaces on some courses. We need to clearly align the offer to our strategy.



Where are we going?

Rewards and benefits

Our pay strategy will continue to benchmark between the median and upper quartile of the sector, underpinned by fair and transparent pay frameworks. We will continue to offer a broad and flexible benefits package, including generous leave policies, pension contributions and wellbeing support. Benefits are designed to make staff feel valued and supported.

Health and wellbeing

We will continue to embed the mental health and wellbeing strategic goals across the employee lifecycle. Our wellbeing and mental health support provision draws on expert teams, including Occupational Health, EDIC and Move Imperial, to provide a holistic central offer that meets people at their point of need. Our women’s health support will align with wider wellbeing support, with policies, services and training empowering staff through menstrual, menopause and other health-related experiences. We will develop our cultural and communications work to ensure women feel confident and supported in seeking help.

Learning and development

We will create a learning and development offer that adapts to individual needs. It will be digital-first so colleagues have access to modern resources and tools. Our apprenticeship and Executive Education offer will support this. It responds to key institutional needs such as management development and data skills. We will review our Essentials courses and move them to an in-house system, so content is as concise and useful as possible. This will also improve compliance reporting.

Line manager support

We are developing tools and frameworks that support line managers to enable and empower their staff to thrive, and to ensure that performance is an ongoing conversation.

Leadership development

We are building on the strengths of separate development programmes and taking a ‘one Imperial’ approach to developing leaders who can deliver our strategy.

Employee engagement surveys

We will adapt our staff survey model to gather meaningful data on colleague experiences of Imperial and our culture. We will build on current processes to action survey findings so we can improve employee experience while minimising workload.

Sustainable workload

We will find proactive ways to foster sustainable working. This means helping teams to prioritise workloads alongside wellbeing, and to design jobs that are stretching but sustainable. Partnering with colleagues across Imperial, we will enable leaders and managers to model behaviours, set boundaries and foster environments where colleagues can discuss workload and wellbeing.

An inclusive environment

Building on plans in the EDI strategy, we will incorporate inclusive principles and practices across all areas of Imperial life – from recruitment and development to culture and leadership. This means creating spaces where colleagues feel respected, represented and able to thrive. Inclusion will be a shared responsibility, supported by expectations, action and dialogue.

Performance management

We will improve the Annual Review Conversation (ARC) process, performance improvement policies and targeted support for line managers. The Enterprise Resource Planning (ERP) Talent module and refreshed career frameworks will help staff and managers understand performance expectations and next steps. We plan to embed a culture of continuous feedback to understand, support and recognise performance.

Revived Imperial Essentials

We will review our Essentials courses and move them to an in-house system, so content is as concise and useful as possible. This will also improve compliance reporting.

Physical environment

Imperial’s campus experience programme, the Great Environment Portfolio, will deliver strategic physical and digital transformation to support academic growth and enhance campus experience. We will provide desirable workspaces that add value.



2

People services that drive impact

We will deliver integrated and person-centred people services that respond to the university's needs. The result will be a harmonious and empowered colleague community where support is provided when it is needed most.



How this supports our strategy

Science for Humanity is an ambitious strategy that requires people to focus on collaboration, innovation and delivery. Our operational services need to support this, removing the barriers and friction to achieving Imperial's mission.

Where are we now?

- **Service improvements underway:** Responding to feedback, we've made progress in key areas like Recruitment and the Staff Hub.
- **Siloed service experience:** Despite improvements, many users have experienced services as siloed, slow and lacking seamless integration.
- **Resolution:** Our mediation service has led to more issues being resolved informally, helping to reduce stress and improve outcomes. However, there is still a preference for formal resolution processes. This can lead to longer timelines and lower satisfaction than informal approaches.
- **International mobility:** Our new International Mobility Framework and overseas working platform support colleagues working abroad. This will further enhance flexibility and global collaboration, and strengthen Imperial's international position.

Where are we going?

Integrated people support

Services in the new People Function structure aim to break down silos, offer a clear entry point for colleagues, and enable more joined-up ways of working. Specialist support teams will provide targeted expertise, so staff can easily access guidance and resources.

Improved people operational services

Imperial is investing in Oracle Fusion. This will launch in 2026, with Talent and Learning modules to follow in 2027. The system will change our operational services, with improved processes across Recruitment, the Staff Hub and beyond. It will free up time for people-centred support, data accuracy and insight, and it will futureproof our systems.

Resolution-first employee relations

We will embed a resolution-first approach to handling concerns, complaints and conflict, with priorities for dialogue, accountability and lasting solutions. This model aims to reduce the time, stress and cost of formal processes, while ensuring fair and meaningful outcomes. Complex or escalated cases will still go through formal mechanisms, for a balanced approach.

Proactive people partnering

The implementation of the ERP means we can harness an improved data infrastructure for proactive strategic interventions and initiatives, driven by insights.

Disability

We will foster an environment where colleagues feel comfortable disclosing a disability, and we will use increased data to provide proactive and tailored support. We will better support line managers who need to implement reasonable adjustments to working practices within their team.

3

Future-ready workforce

We will enable a future-ready workforce that continues to attract great talent. We will offer skills development, clear career pathways and dynamic leadership, so colleagues are ready to adapt and excel in an evolving academic and technological landscape.

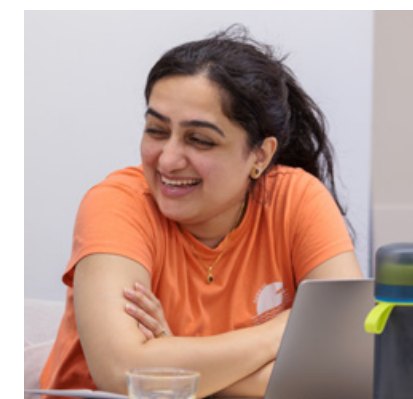


How this supports our strategy

Our talent pipeline, leadership, ways of working and workforce planning will align with emerging global challenges. Colleagues will be offered targeted development and support at key career stages. They will be empowered to innovate, lead interdisciplinary initiatives and maintain Imperial's position as a trailblazer in scientific discovery.

Where are we now?

- **Global reputation, global reach:** Imperial's standing as a world-leading institution attracts top-tier talent across research, academia and professional services.
- **Emerging recruitment challenges:** Some specialist roles – particularly in professional services – require targeted approaches.
- **Strong foundations, untapped potential:** Without consistent, strategic workforce and succession planning, we may be missing opportunities to shape our future workforce.
- **Systems ready for renewal:** Our investment in Oracle Fusion will replace outdated and fragmented people systems, which impact working efficiency and limit data available for decision making.
- **Career development opportunities:** Many staff are eager to grow and progress but we need clearer, modern career pathways to support mobility and development.



Where are we going?

Modern career frameworks for mobility and development

We will update our Professional, Technical and Operational (PTO) job family frameworks to support development and offer clear career pathways. These updates will align with revised academic and teaching frameworks.

Proactive attraction and retention of talent

We will offer dedicated, expert advice, aligned to Imperial's needs, to provide strategic impact. We will explore innovative and direct methods to reach and attract talented individuals who are both skilled and aligned with our values and vision. Our approach will be data informed, cost effective, inclusive and forward thinking, helping us to retain top colleagues and foster long-term career growth.

Strategic Workforce Planning

We will develop a Workforce Planning Framework that strategically aligns institutional priorities and workforce capabilities. It will support data-informed decision-making, identify future talent needs, and guide recruitment, development and succession planning.

Leadership Academy

The Imperial Leadership Academy will help us build a unified leadership channel. This will focus on two critical leadership levels with the potential to amplify and drive our strategy. We will launch two new programmes – one for mid-seniority leaders and one for senior leadership – to ensure Imperial is supported by high-impact leaders who can deliver our vision.

Global Talent Fund

The Global Talent Fund will help us attract and retain world-leading researchers and specialists, strengthening our international reach and interdisciplinarity. This will support our strategy by encouraging diverse teams and international collaboration to tackle global challenges.

Strengthening our academic pipeline

Postdoctoral research staff are central to Imperial's academic mission. We will work closely with colleagues in the Early Career Researcher Institute to ensure our services and development offer meet the needs of current and future generations of researchers. This will help us attract and retain world-class research talent who will deliver impact at Imperial and beyond.

Supporting our White City community

We are proud to work in partnership with local organisations and initiatives across the White City area to create employment pathways for residents. We want Imperial to be an employer of choice for local school leavers and young people. Our growing portfolio of apprenticeships and entry-level roles will offer opportunities for first steps into a rewarding career. This access to higher education and research means investment in our future workforce and helping to build a stronger, more inclusive, community.

Utilising machine learning

We will build machine learning models to understand our workforce and address areas that need support. For example, building a model to identify the factors that increase someone's risk of leaving, so they can be addressed.

Technology-enabled people services

We will explore how advances in Oracle Fusion and emerging AI capabilities can support effectiveness and smarter ways of working. Our focus will be on identifying opportunities that enhance service quality, reduce friction and free up time for more strategic, people-centred work.

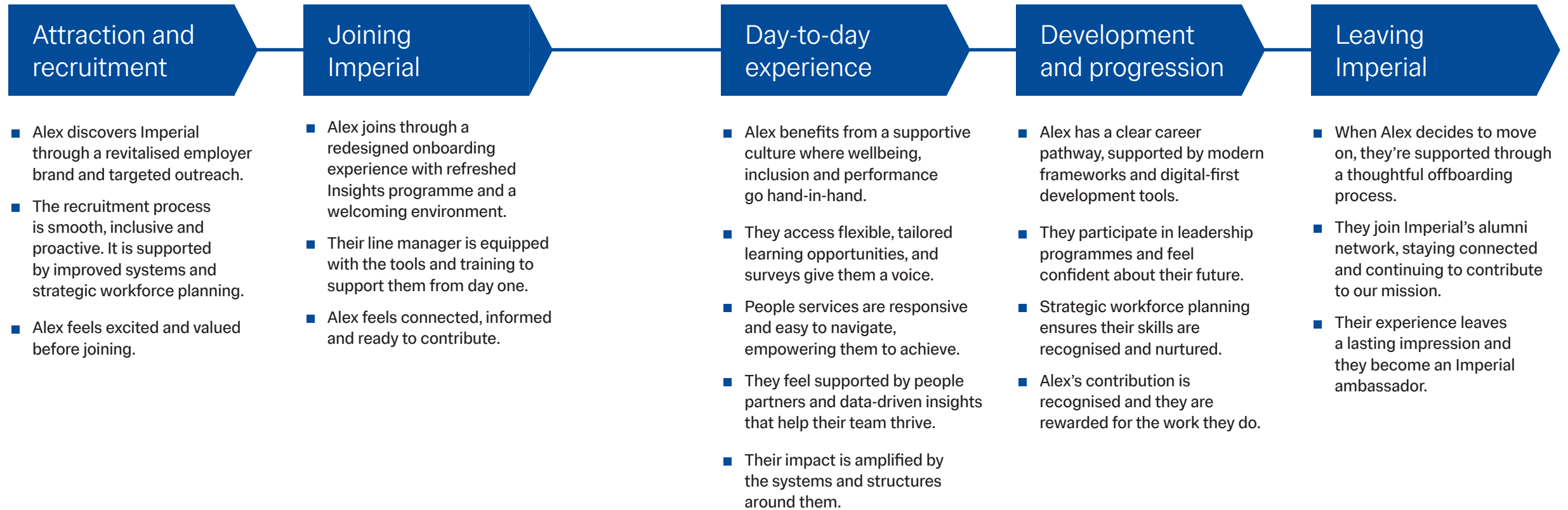


The future employee lifecycle

We want every colleague to have a positive experience at Imperial.
The People Plan will help us to achieve this ambition.



Follow our Imperial persona
Alex's journey



People Function teams

These teams sit under the Chief People Officer and make up Imperial's People Function. They work to create an inclusive, engaging and high-performing environment where colleagues can thrive and deliver impact.

Partnering and Operations

Strategic People Partners and service providers who enable great people experiences through recruitment, compliance, international mobility and day-to-day support via the Staff Hub.

Employee Relations and Policy

Guiding fair, resolution-focused workplace practices through expert employee relations support and clear, values-led policies.

Employee Experience and Culture

Shaping and driving an inclusive, engaging and rewarding employee experience that supports colleagues to realise their potential and amplify their contribution and impact.

Systems and Insights

Harnessing systems and data to improve decision-making, streamline processes, and shape a future-ready workforce.

Occupational Health

Supporting the well-being and safety of our colleagues through expert occupational health services and proactive interventions.



Measuring success

We will measure the success of our People Plan through key performance indicators (KPIs).

- **Talent attraction:** How many successful candidates accept offers, and their candidate experience through the recruitment process.
- **Embedding and thriving:** A combination of line manager satisfaction and probation pass rate.
- **Colleague satisfaction:** Employee engagement and retention.

However, success is more than metrics. If we can create an environment where all colleagues thrive and know their value, where collaboration is embedded in our institution, community is celebrated, and Imperial is known for its sector-leading employee experience, then we have succeeded.

Imperial People Function
Empowering People, Enabling Talent