

THE PLACE OF USEFUL LEARNING

STRATHCLYDE PEOPLE 2030



University of
Strathclyde
Glasgow



Introduction

In all we do Strathclyde is committed to putting our People first – students, staff and partners – and ensuring that our University is a place of belonging and wellbeing where individual and collective successes are achieved through support for one another.

Putting People first is a central feature of our University Strategy, Strathclyde 2030. It is our people working together that will enable us to achieve our Strategic Plan.

Our socially progressive and values-led approach shapes how we work together. Our collective efforts deliver greater positive impact on the world around us. We each play a role in delivering this impact and our People Strategy is a key enabler for supporting all of us to succeed as an inclusive and diverse Strathclyde community.

We are already demonstrating how working together with a common purpose delivers success. Colleagues from across the University have worked together to deliver an outstanding education and student experience, world leading research and transformative innovation and impact.

Over the course of the last six years, despite a challenging environment, we have successfully delivered our People Strategy and will continue to build on this success in the future.

Strathclyde 2030 reaffirms our commitment to each other and our aim to develop our approach to People, ensuring we provide an outstanding employee experience to our staff and remain amongst the very best places to work. Implementing our ambitious People Strategy, Strathclyde People 2030, will support everyone in our community to contribute to our ambitions and enable those in our University community to flourish in their work or study.



We will enable everyone in the Strathclyde Community to contribute to the delivery of Strathclyde 2030 whilst also ensuring Strathclyde is a great place to work.

Professor Stephen McArthur
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Principal and Vice Chancellor



Our People Vision

As a Strathclyde Community we put people first. We are a **Values Based, Socially Progressive Organisation** that is People Oriented. We are committed to providing an exceptional values-based work environment that delivers an outstanding employee experience for all our staff. We will enable a collaborative culture that engages all staff and supports them in the delivery of our University Strategy - **Strathclyde 2030** and ensures that Strathclyde continues to be a great place to work.

Our Values

[Our Values](#) reflect who we are and how we do things. They help us to navigate how we deliver our Strategy, demonstrating as a community what we believe in and what we stand for.

As Strathclyders we are recognised as being:

BOLD: confident and challenging about what we do, and supportive of appropriate and managed risk in our decision-making

PEOPLE-ORIENTED: committed to our staff and students, providing opportunities and investing in their development.

INNOVATIVE: focused on discovering and applying knowledge with impact and encouraging creative thinking and new ideas..

COLLABORATIVE: working together, internally and externally, with integrity and in an open, respectful way.

AMBITIOUS: for our institution, staff and students as well as supporting the ambitions of our partners.

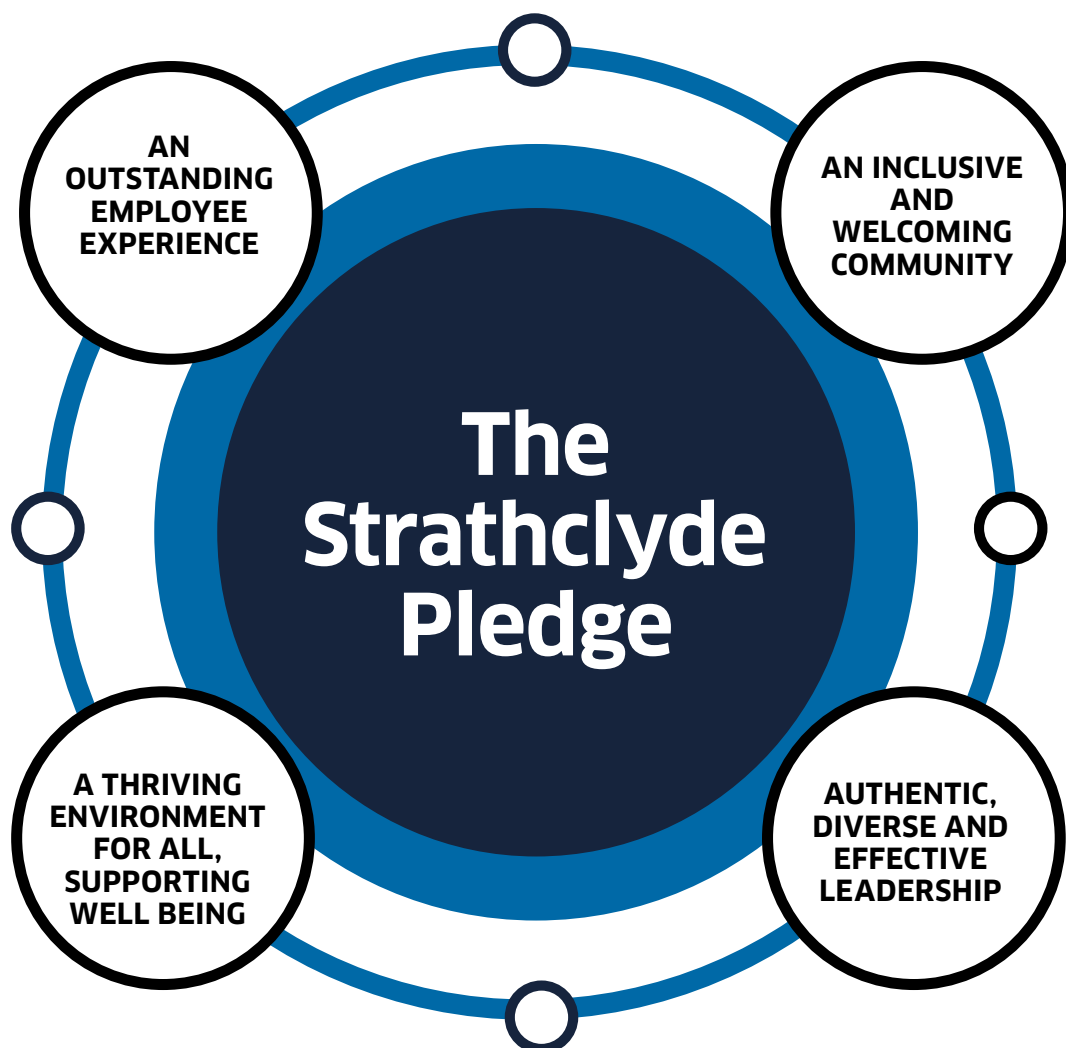


Alongside our values and our commitment to provide a safe and secure environment to live, work and study, we expect everyone in our Strathclyde community to understand, respect and behave in accordance with our [Strathclyde Community Commitment](#).

Our People Strategy will be realised through our ongoing commitment to the Strathclyde Pledge and four key People Themes.

The Strathclyde Pledge

The Strathclyde Pledge is our foundation commitment to all of our staff. In line with our socially progressive, values based approach we will further develop 'The Strathclyde Pledge' by providing stable contracts, fair and equal pay, ensuring your opinions are valued, recognising 'life matters' - the importance of balancing work and home life and we will ensure our staff are safe, secure and supported through our Safe 360 Framework.



Strathclyde People Themes

Key themes to ensure that we put our People First as we deliver Strathclyde 2030.

- 1. An outstanding Strathclyde Employee Experience**
- 2. An inclusive and welcoming community**
- 3. A thriving environment for all, supporting wellbeing**
- 4. Authentic, diverse and effective leadership**

The Strathclyde Staff Pledge

Our Strathclyde Pledge encompasses five key commitments which every individual staff member at Strathclyde will benefit from:

Our Pledge is that every individual staff member at Strathclyde will have:

SAFE 360° - A SAFE, SECURE AND SUPPORTED ENVIRONMENT - Through our [Safe360°](#) framework we are committed to creating and promoting a safe and respectful environment that enables our staff, and the wider Strathclyde community to work, learn and live free from harm, abuse, neglect, or exploitation.

LIFE MATTERS - We recognise that everyone has a life outside work and that everyone is unique, with diverse needs both personally and professionally and these may change over time. To support this, we will offer flexibility and support to allow staff to balance work with key life events.

STABLE CONTRACTS - We commit to ensuring as much certainty as possible for those engaged on a fixed-term or flexible contract and early confirmation of what will happen at the end of each contract along with appropriate career development and support for those whose contracts are coming to an end.

FAIR AND EQUAL PAY - We are committed to providing fair and equal pay and within each grade we will continue to pay colleagues appropriately regardless of their gender or other protected characteristic. We are committed to continuing to pay the Voluntary Living Wage and providing greater clarity and transparency to staff so they can understand the rationale for their salary level.

EMPLOYEE VOICE - An opinion that matters - We commit to listening to, and responding to, the views of all our staff, both through engaging directly with all our staff and working in partnership with our recognised Trade Unions.

To deliver the Strathclyde Pledge we will:

SAFE 360° – SAFE, SECURE, SUPPORTED

- Fully embed our **Safe360°** approach to safeguarding and ensure its successful delivery through oversight by our Safeguarding Committee and Safeguarding Team.
- Embed our [Culture of Care Strategy](#) to achieve excellence in the areas of safety, wellbeing and resilience.
- Encourage a compassionate community where suicide prevention is embedded into our daily activities through the implementation of our [Suicide Prevention Strategy](#).
- Develop an action plan to further enhance safeguarding arrangements for early career researchers.

LIFE MATTERS

- Provide a framework of leave arrangements to both support and celebrate key life events.
- Offer a range of flexible and agile working arrangements to balance work and life.
- Provide support for those experiencing life events such as bereavement and those undergoing fertility treatment.

STABLE CONTRACTS

- Continue to reduce the proportion of staff on fixed term contracts with over three years' service.
- Provide career support and advice to those on fixed term contracts to support them in their future career choices.

FAIR AND EQUAL PAY

- Review our university pay and grading structure in light of the national pay spine review to ensure that we continue to provide fair and appropriate reward for all grades and categories of staff.
- Continue to ensure within-grade equal pay and monitor this through regular equality monitoring.

EMPLOYEE VOICE – AN OPINION THAT MATTERS

- Provide a range of opportunities for all staff to engage in and have the opportunity to input on matters that are important to the Strathclyde community.
- Carry out regular Engagement Sessions to update staff on the delivery of Strathclyde 2030 and provide opportunity to give feedback.
- Implement a framework for the ongoing development of employee equality networks in order to facilitate engagement for all our communities.
- Engage in the development and review of our Policy Framework through our People Policy Forum.
- Work together in partnership with our recognised Trade Unions to enhance the employee experience at Strathclyde.

Distinctive Strathclyde

The Strathclyde 360 approach

Safe360 reflects our commitment to safeguarding staff and students by bringing together a range of policies, procedures and support mechanisms to set out standards of behaviour, protect from harm and to challenge and address behaviour that is inconsistent with our values. The Safe360 Framework encompasses the following key initiatives.

Launched in 2021, our [Strathclyde Community Commitment](#) highlights the way in which we should interact with each other and how we should expect to be treated in return. It recognises the importance of diversity and expressing our opinions whilst ensuring that this is done respectfully and appropriately.

Our Dignity & Respect Policy and associated procedures were revised and launched in 2023 to simplify the routes that staff and students need to take to address concerns and prevent inappropriate behaviour. This is supported by a step-by-step flowchart to guide members of the Strathclyde Community to the appropriate procedure and case studies are available to provide information, guidance and reassurance to staff and students who may be experiencing, or have experienced, situations related to behaviour they deem to be inappropriate.

In 2022 we introduced Report and Support, the University's online reporting facility to allow anyone to disclose behaviours or issues that they believe may be putting their safety, or the safety of others, at risk.

We have also re-launched our Dignity & Respect Adviser Network as part of Safe360, a pool of colleagues who can be contacted if a member of our community wishes to raise or discuss concerns of inappropriate behaviour. These volunteer staff members are trained to provide comprehensive support to those that have experienced, or been impacted, by bullying, victimisation, discrimination or harassment.

In 2024 we established a Safeguarding Committee to oversee these activities supported by a new Safeguarding Team led by our Head of Safeguarding and have a designated Safeguarding lead on our University Court.

In 2025 we launched a Suicide Prevention Strategy aimed at embedding Suicide Prevention into day to day activities.

Strathclyde People Themes



Theme 1 - An outstanding Strathclyde Employee Experience

An outstanding employee experience is important regardless of what stage you are at in your career at Strathclyde. Whether you are joining the University and becoming a Strathclyder or are already working with us we will ensure that whilst working you get the opportunity to fulfil your potential and that your contributions are recognised. We will also ensure that those leaving the University have the opportunity to remain part of the Strathclyde Community.

As we look forward to 2030, we describe below what Strathclyders can expect when working at Strathclyde. Our aim is to further enhance our socially progressive approach and provide an outstanding employee experience throughout everyone's career at Strathclyde so we can attract and retain the very best staff.



Distinctive Strathclyde

Enhancing the Employee experience through our socially progressive approach

People are at the heart of all that we do and at Strathclyde we want to ensure that colleagues have the best possible employee experience. Through our people orientated policies we aim to provide support for staff, both in work and in their life outside the University. Therefore, we are continually striving to ensure that we have a wide-range of policies that are socially progressive and reflect modern-life requirements.

Over recent years we have developed our Carers policy, aimed at supporting a significant population of our staff to manage their work and caring responsibilities with up to 5 days paid carers leave, going beyond the unpaid statutory requirement.

We have introduced a Menstruation Policy and Menopause Policy. This was a proactive approach to support the large population of the Strathclyde community who will be impacted as a result of menopausal symptoms at work and to demonstrate our commitment to supporting their needs.

In 2021 we enhanced our family friendly offerings, developing a toolkit to support staff taking family leave and enhancing our Maternity Support (Paternity) pay and leave beyond the entitlements offered in the sector.

In 2023 we launched our People Policy Forum to ensure that consistent and meaningful stakeholder engagement and consultation was undertaken in relation to the on-going review of our people-related policies. It is vital that we ensure that our policies are fit for purpose and take account of a broad spectrum of views from across the Strathclyde community. The forum comprises of representatives across the University who come together to provide user feedback and suggestions for improvements.

The group inform policy-decision making and ensure that our policies are socially progressive, align with University strategies and values and are accessible to all. Policies under review are shared through Inside Strathclyde to allow all members of the Strathclyde community the opportunity to share their views.

In 2024 we launched our new [People Hub](#), a one stop shop for all HR-related information – including our award-winning, socially-progressive policies – making it easier to access and navigate important workplace information. Great effort has been taken to make our people-related policies more digitally accessible, easier to understand and more reflective of the ‘People First’ theme which underpins our Strathclyde 2030 strategic plan. With information clearly signposted to support colleagues at different stages throughout their career.

Since 2025 we have launched a range of socially progressive policies including a new fertility policy, a neonatal care leave and pay policy as well as introducing specific policies for bereavement and compassionate leave.

A) BECOMING A STRATHCLYDER

Ensuring an Outstanding Candidate Experience

“When you apply for a role at Strathclyde you will have an exceptional welcoming candidate experience, with a clear and fair recruitment process that is simple, accessible and easy to understand”

A Strathclyde welcome

“When you become a Strathclyder you will have a comprehensive induction programme in place from your first day so that you know who we are, what to expect from our community and how we will support you to thrive in your role.”

We will do this by:

Undertaking a comprehensive review of our recruitment and onboarding processes including:

- Developing an applicant's charter that will provide clarity on what to expect on your recruitment journey along with regular communication along the way.
- Providing an easy to complete online application process with easy to access information on the benefits of working for us.
- Ensuring an engaging interactive experience with opportunities to find out about the University, our culture and what it is like to be a Strathclyder.
- Delivering an integrated onboarding and induction process to ensure you get the best possible start at Strathclyde.
- Ensuring new staff have the essential training when joining us and clarity about what they can expect and what is expected of them.



B) RECOGNISING YOUR CONTRIBUTION

“You will get regular feedback on your contribution and have the opportunity to discuss how your role contributes to the success of the University.”

“Your contribution to the organisation will be fairly rewarded and there will be opportunities for your manager to recognise your efforts.”

“We will offer flexibility so you will have choices on how you are rewarded and what benefits you want to choose, putting you in control”

We will do this by:

- Reviewing our pay spine and job level descriptors to support career pathways and recognise new ways of working
- Introducing greater flexibility with tailored benefits through a platform offering new and flexible benefits that support wellbeing and sustainability.
- Introducing new more flexible ways for managers to recognise contributions when they happen



C) FULFILLING YOUR POTENTIAL

“You will have regular discussions with your manager focussed on your contribution, development and career aspirations.”

“All staff will have the opportunity to undertake development and training relevant to their role.”

“We will have clear career pathways explaining opportunities for you to progress in your career”

“We will ensure there are clear and transparent procedures for career advancement.”

We will do this by:

- Introducing and embedding our annual appraisal cycle(PCAD) to make it more agile and responsive and ensure that development conversations take place on a regular basis.
- Developing resources outlining opportunities for career development and associated career pathways.
- Streamlining our procedures for career advancement
- Ensuring role appropriate protected time and opportunities for development for all staff
- Facilitating secondments and cross disciplinary project work to provide opportunities for development
- Undertaking digital upskilling to support the delivery of our digital strategy
- Introducing a Strathclyde Associate Development Programme to develop our own talent.

D) STAYING CONNECTED – LEAVING STRATHCLYDE

“We will provide opportunities for those leaving Strathclyde to stay connected and engage with the wider Strathclyde Community”

“When you leave Strathclyde, you will have the opportunity to provide feedback so we can learn from your employee experience”

We will do this by:

- Introducing the concept of Strathclyde Staff Alumni with a range of opportunities to stay connected with the organisation e.g. staff alumni newsletters, alumni events & networking, mentoring opportunities, future job opportunities.
- Providing opportunities for those retiring from the University to access University Services and learning opportunities at discounted rates.
- Provide the opportunity to complete an exit survey which will be reviewed and reported on.



Theme 2 - An inclusive and welcoming community

Our Strathclyde community is welcoming and inclusive. We recognise the benefit that diversity brings to the Strathclyde Community. We will further develop an inclusive community that is welcoming to all regardless of background and provides an environment that promotes equality and diversity and supports positive relations between people and a culture of respect.

We will do this by:

- Developing an integrated action plan to deliver Inclusion at Strathclyde - ensuring a coordinated approach to Equality and Diversity across the University Community including:
 - Successfully implementing the Athena Swan Silver Gender Equality Action Plan with an aim to apply and achieve Athena Swan Gold accreditation.
 - Implement Race Equality Charter Action Plan.
 - Successfully implement the Disability Inclusion action plan to ensure an inclusive experience for all staff at Strathclyde.
- Taking actions to ensure a welcoming environment for those who are Neurodivergent e.g. introducing inclusive recruitment practices.
- As a Socially Progressive Employer we will work with partner organisations to provide employment opportunities for those from underrepresented groups and provide encouragement and support for them to consider working at Strathclyde.
- Take action to encourage the disclosure of equality data by staff to allow comprehensive equality monitoring to inform future actions.



Distinctive Strathclyde

Ensuring an inclusive and Welcoming community

Our commitment to EDI is demonstrated both by the consistent use of our values to guide our decision making and “how we do things” at Strathclyde.

Since 2017, the number of roles with specific EDI remits has increased from 2 to 14, representing an almost 500% increase in FTE and financial investment, from £96,647 (2FTE) in 2017 to £499,905 (8.8FTE) since 2023.

In 2020, the new senior position of Associate Principal - Social Inclusion (AP-SI) was created to focus upon advancing EDI work. The AP-SI convenes Strathclyde’s EDI Committee (EDIC) reporting directly to our Executive Team. The following groups have also been established, each of which reports to EDIC:

- **Athena Swan Self-Assessment Team.**
- **Gender Equality Steering Group.**
- **Disability Inclusion Steering Group (to support disabled and neurodivergent students and staff).**
- **LGBTQ+ Working Group.**
- **Race Equality Steering Group.**

This governance framework ensures that EDI related actions are recognised, addressed, and endorsed by senior leadership.

In September 2023, the University was awarded Athena Swan Silver status. The Athena Swan Charter is a framework to support and transform gender equality within higher education and research. Our Silver level award recognises the policies we have in place and the culture we are nurturing to create an environment in which staff of all genders and levels can thrive. Examples include flexible working hours, fair and transparent recruitment and promotion policies and practice, and strong mentoring, training, and career development opportunities. In addition to our institutional-level Athena Swan award, Strathclyde currently holds 16 awards at Departmental-level ranging between Bronze and Gold, and a Faculty-level Silver award for Strathclyde Business School.

In May 2026 the University was awarded a Race Equality Charter Bronze award in recognition of the steps we are taking to advance racial equality and embed anti-racist practice across the institution. Conferred by AdvanceHE, the award acknowledges concrete action including institution wide anti racism training, senior leadership accountability for race equality, stronger support and reporting mechanisms for students and staff, work to address ethnicity related awarding gaps, and initiatives to embed inclusive and decolonised approaches to teaching. Strathclyde’s work extends beyond our campus. We are playing a national leadership role through hosting Scotland’s Anti Racism Observatory and supporting refugee and asylum seeker communities.

For over 12 years the University has participated in Project Search in collaboration with Glasgow City Council, the Scottish Consortium for Learning Disability and the City of Glasgow College providing work experience for individuals with autism to help them secure jobs.

Theme 3 - A thriving environment for all, that supports wellbeing

We will continue to develop a thriving environment that supports staff to maximise their contribution, ensures we have optimum conditions for the delivery of Strathclyde 2030 and promotes and supports the health and wellbeing of our staff and the wider Strathclyde Community.

We will do this by:

- Implementing our [Culture of Care Strategy](#) and related wellbeing action plan including the roll out of a programme of Departmental Wellbeing Reviews.
- Developing and embedding University workload principles to support the fair and consistent allocation of workload.
- Enhancing operational excellence and utilising digital technology and AI across the University to ensure our systems and processes enable our staff to deliver Strathclyde 2030, recognise and reward their efforts and support them to fulfil their potential.
- Ensuring that we have the right staff with the right skills to deliver our Strathclyde 2030 strategy through integrated workforce plans that are financially sustainable, transformation and Future Strathclyde.
- Encouraging a supportive and positive Research & Innovation culture through the implementation of the Researcher Concordat and HR Excellence in Research Action plan and by implementing the outcomes of the Wellcome Trust Collaborative cultures research project.
- Delivering our [Entrepreneurship Strategy](#) facilitating entrepreneurship for all and embedding entrepreneurial mindset education and training into the Strathclyde employee experience.
- Facilitating ways of working that support social and environmental sustainability and our commitment achieving Net Zero by 2040 whilst also recognising the importance of an on-campus experience.

Theme 4 – Authentic, diverse and effective leadership

We will develop diverse leadership at all levels to ensure that we are each empowered within our roles to succeed in our inclusive, values led, thriving environment. The delivery of our strategy and an outstanding employee experience for our staff will be dependent on authentic and effective leaders. We recognise the benefit of diversity and are committed to taking action to further diversify those undertaking leadership roles at all levels in the University. We will support the development of our leaders and ensure we develop the leaders of the future.

We will do this by:

- Broadening our succession planning framework and leadership development activities to ensure a diverse pipeline of future talent providing opportunities for staff from all backgrounds to take on leadership roles.
- Review our Leadership Competency Framework to ensure that leaders are equipped with the skills & knowledge to deliver our strategic priorities.
- Provide leadership development opportunities, coaching and mentoring to support and develop leaders and future leaders through our development programmes.
- Enhance our induction process for those taking on Leadership roles to ensure they are supported to succeed in their leadership roles.
- Creating networks and communities of practice to share best practice and provide opportunities for leaders from across the Strathclyde community to come together and share their experiences and collaborate effectively together.



MEASURING OUR SUCCESS

WE WILL MEASURE OUR PROGRESS BY:

ORGANISATIONAL KPIs

KPI 12 – Outstanding Employee Experience - Above the sector benchmark for our net promoter score that staff “would recommend Strathclyde as a great place to work”.

KPI – 13 Gender Pay Gap – We will reduce our gender pay gap year on year.

OTHER MEASURES

We will undertake regular Pulse Surveys of our staff alongside our staff Values Survey to collect views of our Strathclyde staff community.

We will survey those applying to join the University and those leaving the University to learn from their experiences.

We will undertake regular equality monitoring across all protected characteristics including intersectional analysis.

Develop and utilise a dashboard of employment and socially progressive indicators to measure progress against the implementation of the People Strategy.

Undertake a programme of Departmental wellbeing reviews with related action plans.

Monitoring the reduction in the proportion of fixed term contracts over three years' service.



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