
EDI Annual Report 24/25

Colleague Annual Equity Monitoring report

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Foreword

Brunel University of London is proud to be one of the UK's most diverse universities. Our diversity strengthens our creativity, innovation and sense of community, and being powered by diversity is fundamental to who we are and how we operate.

Over the past year, Brunel has undergone significant organisational change across both Academic and Professional Services areas.

Whilst challenging, this has enabled a more connected, agile and people-centred university. It has strengthened collaboration, clarified accountability and laid stronger foundations for embedding equity, diversity and inclusion across all areas of university life.

This report is published alongside Brunel's Equity Strategy 2025–2029, which sets a clear and ambitious direction for the years ahead. The strategy places equity at the heart of decision-making and reflects our commitment to addressing structural inequalities, removing barriers and enabling all members of our community to thrive.

This report highlights our progress, identifies where further action is needed and provides the focus and governance to drive meaningful, sustained change. I would like to thank all colleagues who have contributed to our people and equity work during this period of transformation – your commitment has been invaluable.

Janis Westley
Chief People and Culture Officer



Introduction

Welcome to our Colleague Annual Equity Monitoring report. The report outlines the actions the University has taken over the past year to demonstrate due regard to the Public Sector Equality Duty.

In carrying out our functions, we are required to consider the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between individuals who share – and those who do not share – protected characteristics.

Meeting this duty involves proportionately assessing the potential equality impacts of decisions, reducing disadvantage, responding to different needs, encouraging participation from underrepresented groups, and ensuring reasonable adjustments for disabled people. This report also reflects our ongoing compliance with the specific duties, including the publication of equality objectives every four years and annual reporting on our performance.



Empowering our communities

At the core of our Equity Strategy are three pillars, aligned with the university's strategy, 'Powered by Diversity' and grounded in the University's values.

The three pillars commit to

Pillar 1:

Build and sustain an equitable university

Pillar 2:

Foster and deliver social justice-driven education, research, and outcomes

Pillar 3:

Empower our diverse communities

Each pillar will be implemented through a year-by-year plan of actions, with defined timelines and accountability measures, tracked through linked performance indicators as detailed in the Equity Strategy and Delivery Plan which takes a bold approach to shaping Brunel's equity work for the next four years.



2024/25 Workforce Demographic Snapshot

The data utilised in this report, and the appendices was sourced from our HR System.

Year-on-year comparisons should be treated with caution due to substantial organisational changes this year, including the Academic Resize and the implementation of the Target Operating Model. These changes have affected both structure and FTE.

FTE decreased by 223.2 from academic year 2023-24 to 2024-25. A further reduction in FTE is expected in 2025-26, with additional decreases already occurring between August and December 2025-26. The structure reported for 2024-25 reflects the new organisation, now comprised of four colleges.

The data presented covers all colleagues employed between 1 August 2024 and 31 July 2025. While colleagues can update their EDI information in the ERP system up to the final submission in November, the dataset only pertains to colleagues employed during this academic year. It encompasses all existing colleague members on both permanent and fixed-term contracts, whether full-time or part-time.

The colleagues count used throughout the report is based on Full-time Equivalent (FTE), a methodology which provides a more accurate measure of the workload handled by colleagues.

Terminology

- For the purposes of this report, "sex" is defined in line with the **Equality Act 2010** and the **UK Supreme Court** judgment in *For Women Scotland Ltd v The Scottish Ministers (2025)* as a person's biological sex.
- In the report, the term "colleagues" replaces the word 'staff', however, there are instances where the term 'staff' is utilised when it refers to a **Staff Network Group**.
- **Unknown** - This category includes cases where no information has been recorded because the colleague did not provide a response or the field was left blank. No active choice to withhold information can be inferred.
- **Prefer not to say** - This category includes cases where the colleague actively selected the option indicating that they do not wish to disclose the information.



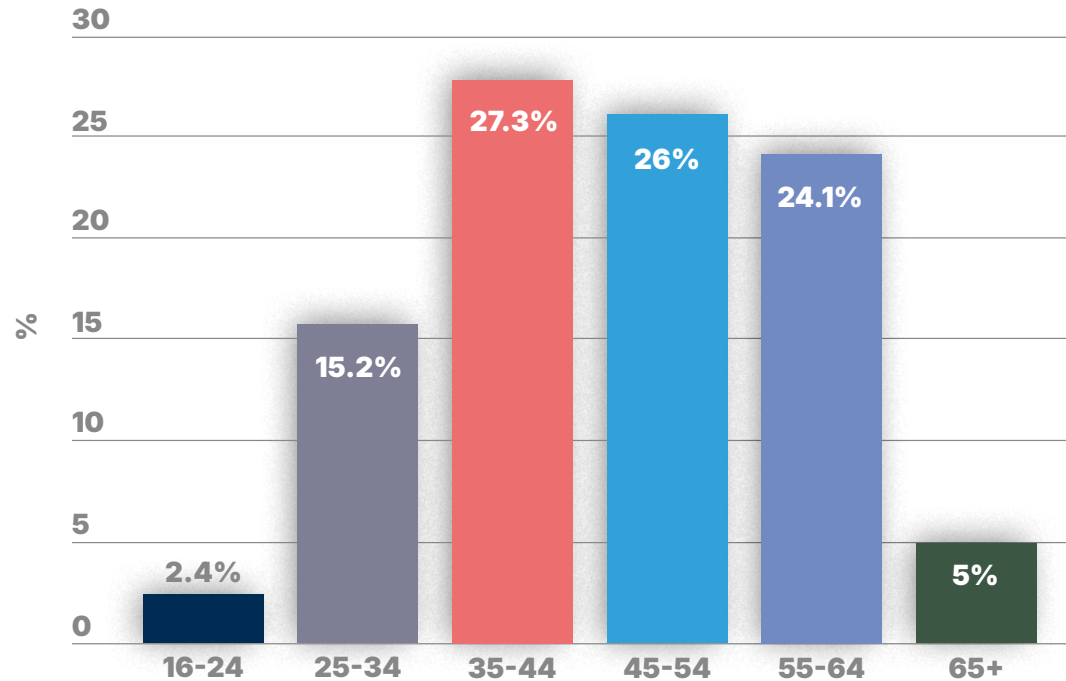
Colleagues we work with

The chart illustrates the distribution of colleagues across age groups.

The largest proportion falls within the **35-44 age group at 27.3% (578.5)**, followed by those aged **45-54 at 26% (549.9)** and **55-64 at 24.1% (509.8)**.

Smaller proportions include the **25-34 group at 15.2% (322.4)** and the **65+ group at 5% (106.6)**, while staff aged **16-24 make up the smallest segment at 2.4% (50.0)**.

Across all three years, the **35-44, 45-54 and 55-64** age groups consistently represented **the largest shares of the workforce**, while the 16-24 and 65+ groups remained the smallest.



Age	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
16-24	60.5	2.7%	70.4	3%	50	2.4%
25-34	354.1	15.8%	384.5	16.4%	322.4	15.2%
35-44	632.6	28.3%	656	28%	578.5	27.3%
45-54	565.0	25.3%	586.6	25.1%	549.9	26%
55-64	507.0	22.7%	523.1	22.3%	509.8	24.1%
65+	117.4	5.2%	119.8	5.1%	106.6	5%
Total	2236.7	100%	2340.4	100%	2117.2	100%

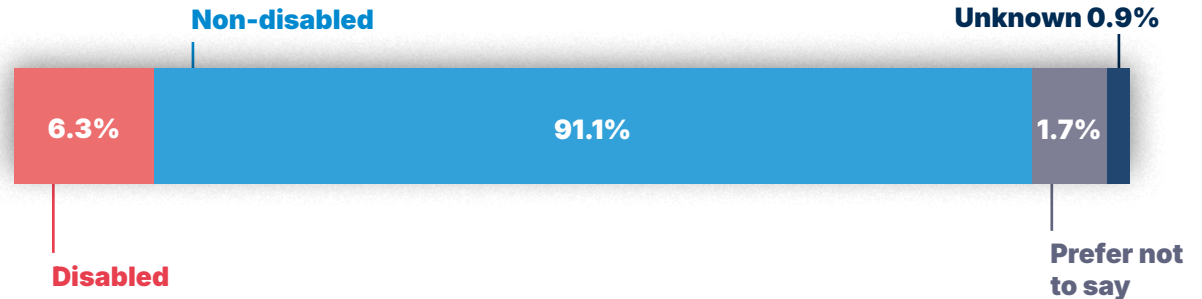


Disability

In 2024/25, the majority of colleagues reported being **non-disabled (91.1%, 1928.4 FTE)**. Colleagues who identified as **disabled accounted for 6.3% (133.2 FTE)**, though the absolute FTE number decreased. A further **1.7% (36.8 FTE) chose "prefer not to say,"** while **0.9% (18.9 FTE) had unknown disability** status.

The proportion of disabled employees increased each year from 5.9% in 2022/23 to 6.3% in 2024/25, while the non-disabled group remained above 91% across all three years, with fluctuations in the 'prefer not to say' and 'unknown' categories.

Disability 2024-25



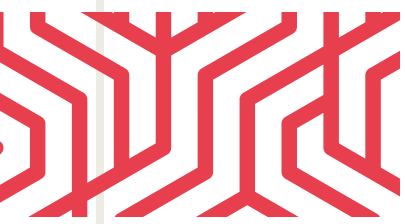
Disability	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Disabled	132.5	5.9%	145.5	6.2%	133.2	6.3%
Non-disabled	2052.3	91.8%	2135.2	91.2%	1928.4	91.1%
Prefer not to say	34.2	1.5%	43	1.8%	36.8	1.7%
Unknown	17.4	0.8%	16.6	0.7%	18.9	0.9%
Total	2236.7	100%	2340.4	100%	2117.2	100%



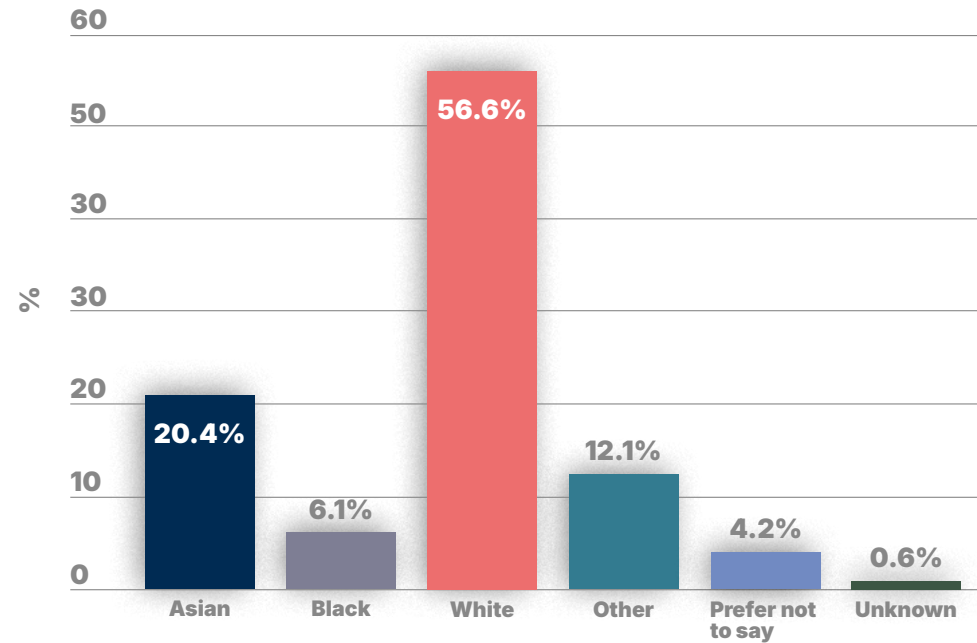
Ethnicity

The largest ethnic group is **White colleagues 1,197.3 FTE (56.6%)** of the workforce. **Asian colleagues are the second-largest group at 431.8 FTE (20.4%)**, followed by those identifying as **Other ethnicities with 256.6 FTE (12.1%)**. Colleagues identifying as **Black accounted for 129.6 FTE (6.1%)**, while **89.5 FTE (4.2%) preferred not to disclose** their ethnicity. A smaller number of colleagues (**12.4 FTE, 0.6%**) **have an unknown ethnic background.**

The White group remained the largest across all three years, while the Asian group represented around one-fifth of the workforce. The Black and Other groups showed small fluctuations, and the 'prefer not to say' category increased over the period, with the Unknown category remaining stable at 0.6%.



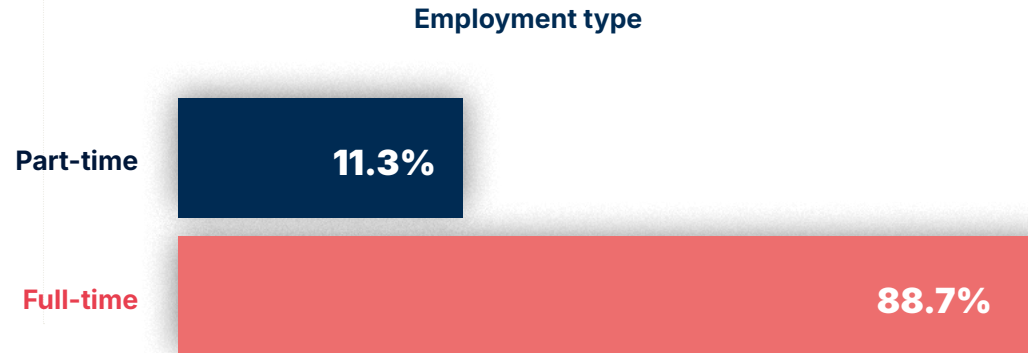
Ethnicity type 2024-25



Ethnicity	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Asian	432.8	19.4%	473.1	20.2%	431.8	20.4%
Black	140.3	6.3%	148.8	6.4%	129.6	6.1%
White	1316.2	58.8%	1340	57.3%	1197.3	56.6%
Other	256.8	11.5%	279.6	11.9%	256.6	12.1%
Prefer not to say	75.9	3.4%	84.4	3.6%	89.5	4.2%
Unknown	14.5	0.6%	14.4	0.6%	12.4	0.6%
Total	2236.7	100%	2340.4	100%	2117.2	100%

Full-time / Part-time

11.3% of the workforce work part-time while **88.7% are full-time**. The proportion of **full-time colleagues increased each year** from **86.6% in 2022/23 to 88.7% in 2024/25**, while the proportion of **part-time colleagues decreased** from **13.4% to 11.3%** over the same period.



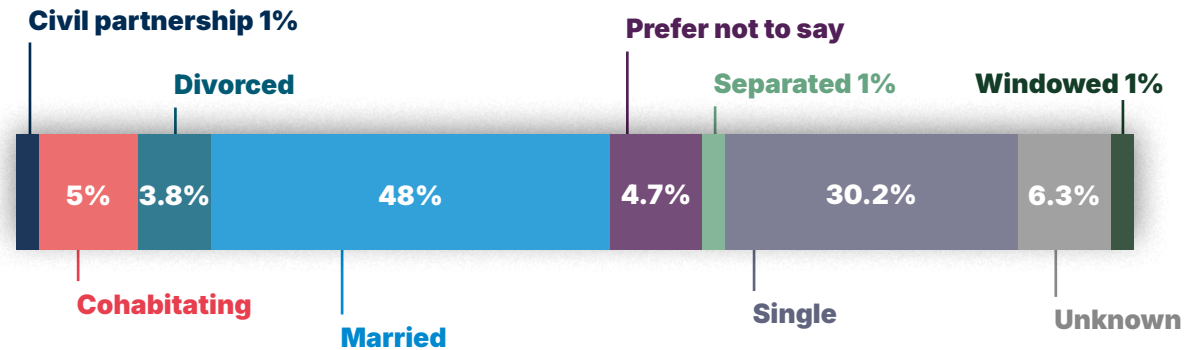
Employment type	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Full-time	1937.4	86.6%	2050.8	87.6%	1878.5	88.7%
Part-time	299.3	13.4%	289.6	12.4%	238.7	11.3%
Total	2236.7	100%	2340.4	100%	2117.2	100%



Marital status

In 2024/25, the majority of colleagues were **married (48.0%)**, followed by **single (30.2%)**. **Cohabiting (5.0%)**, **divorced (3.8%)**, and **“prefer not to say” (4.7%)** accounted for smaller proportions, **unknown status was 6.3%**, and **civil partnership, separated, and widowed staff were each under 1%**.

Over the three years, married colleagues remained around 48%, single colleagues around 30%, cohabiting colleagues increased from 4.6% to 5.0%, divorced staff decreased from 4.1% to 3.8%, “prefer not to say” increased from 4.1% to 4.7%, unknown status decreased from 7.1% to 6.3%, and civil partnership, separated, and widowed colleagues remained under 1%.

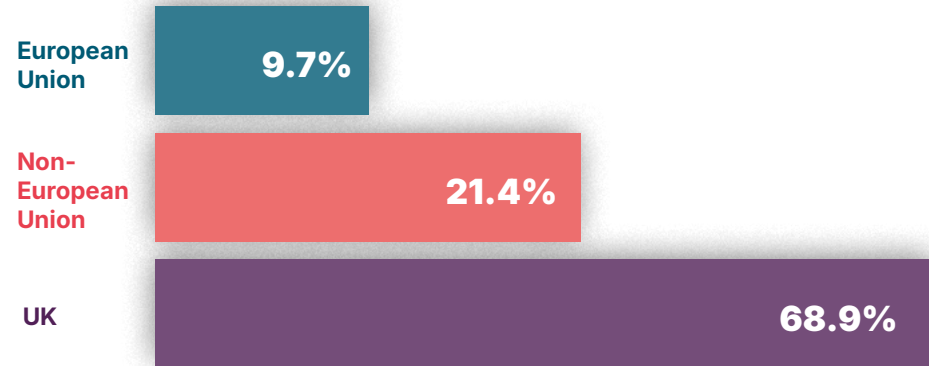


Employment type	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Civil partnership	25.5	1.1%	26.9	1.1%	21.2	1%
Cohabitation	102.1	4.6%	113.5	4.9%	106.4	5%
Divorced	92.5	4.1%	93.0	4%	81.2	3.8%
Married	1079.4	48.3%	1118.4	47.8%	1015.8	48%
Prefer not to say	91.6	4.1%	99.7	4.3%	100.5	4.7%
Separated	3.9	0.2%	5.3	0.2%	6.3	0.3%
Single	668.2	29.9%	720.2	30.8%	639.1	30.2%
Unknown	159.5	7.1%	148.1	6.3%	133.8	6.3%
Widowed	13.8	0.6%	15.1	0.6%	13.1	0.6%
Total	2236.7	100%	2340.4	100%	2117.2	100%

Nationality

The majority of the workforce in 24/25 are **UK nationals 68.9%**, with **21.4% from Non-European Union countries** and **9.7% from the European Union**.

The UK group remained the largest across all three years, decreasing from 71.2% in 2022/23 to 68.9% in 2024/25, while the Non-European Union group increased from 19.4% to 21.4% over the same period. The European Union group remained stable.



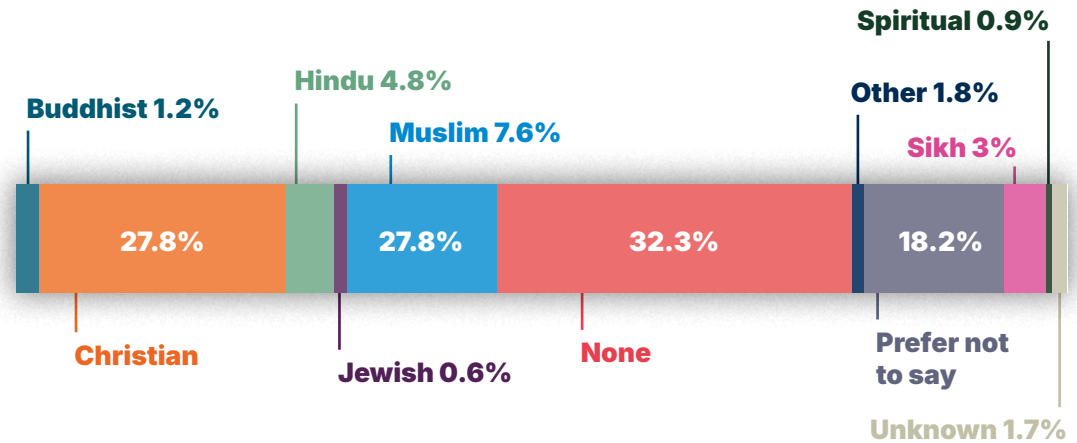
Nationality	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
European Union	210.8	9.4%	220.5	9.4%	205	9.7%
Non-European Union	433.9	19.4%	476.3	20.3%	453.2	21.4%
UK	1592	71.2%	1643.6	70.2%	1459	68.9%
Total	2236.7	100%	2340.4	100%	2117.2	100%



Religion or Belief

The data highlights a diverse workforce in terms of religion or belief, with the largest proportions identifying as having **no religion at 683.5 FTE (32.3%)** followed by **Christian colleagues at 588.2 FTE (27.8%)**

The largest groups across all three years were 'None' (32% on average) and 'Christian' (28% on average). Muslim and Hindu groups showed increases over the period, while the 'prefer not to say' category decreased from 19.2% to 18.2%. All other categories showed minor year-on-year fluctuations.



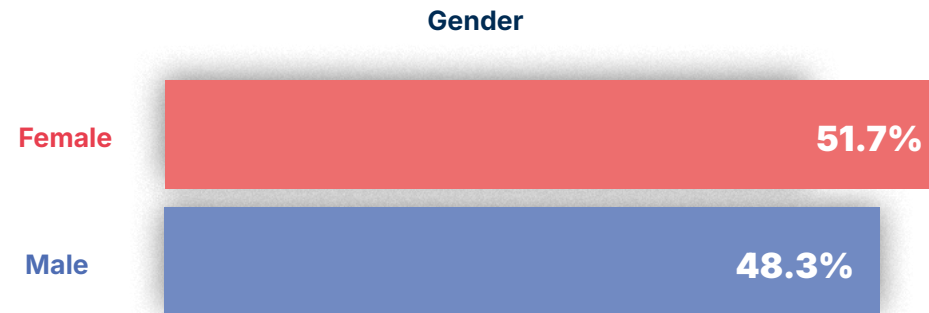
Religion or Belief	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Buddhist	25.5	1.1%	25.8	1.1%	25.4	1.2%
Christian	634.4	28.4%	659.2	28.2%	588.2	27.8%
Hindu	96.4	4.3%	108.7	4.6%	101.8	4.8%
Jewish	12.8	0.6%	13.1	0.6%	13.7	0.6%
Muslim	148.5	6.6%	175.7	7.5%	160.3	7.6%
None	715	32%	759.3	32.4%	683.5	32.3%
Other	39.3	1.8%	41.6	1.8%	38.8	1.8%
Prefer not to say	428.5	19.2%	418.7	17.9%	385.4	18.2%
Sikh	72.8	3.3%	75	3.2%	64.3	3%
Spiritual	21.6	1%	20	0.9%	19.7	0.9%
Unknown	41.8	1.9%	43.1	1.8%	36.2	1.7%
Total	2236.7	100%	2340.4	100%	2117.2	100%



Sex

In 2024/25, the split **remains relatively even** with women constituting 51.7% and men 48.3%.

The split remained stable over the three years, with women representing just over half of the workforce (51.0% to 51.9% to 51.7%) and men representing just under half (49.0% to 48.1% to 48.3%).



Gender	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Female	1140.6	51.0%	1214.5	51.9%	1095.2	51.7%
Male	1096.1	49.0%	1125.9	48.1%	1022.1	48.3%
Total	2236.7	100%	2340.4	100%	2117.2	100%



Sexual Orientation

A majority of the workforce identify as **heterosexual at 76.1%** followed by **Prefer not to say at 18%**. Colleagues who identify as **LGBTQ+ sits at 5.1%**

The proportion identifying as heterosexual increased from 75.2% in 2022/23 to 76.1% in 2023/24 and remained stable in 2024/25. The LGBTQ+ group increased from 4.6% to 5.1% over the period, while the 'prefer not to say' group decreased from 19.3% to 18.0%. The Unknown category remained under 1% across all three years.



Sexual Orientation	2022-23		2023-24		2024-25	
	FTE	%	FTE	%	FTE	%
Heterosexual	1682.8	75.2%	1780.6	76.1%	1611.6	76.1%
LGBTQ+	102.9	4.6%	116.7	5.0%	107.3	5.1%
Prefer not to say	431.6	19.3%	421.3	18.0%	381.0	18.0%
Unknown	19.4	0.9%	21.8	0.9%	17.4	0.8%
Total	2236.7	100%	2340.4	100%	2117.2	100%



Supporting Our Community: A Year in Review

This year, our staff networks have continued to play an important role in strengthening community, inclusion, and wellbeing across the university.

The Wellbeing Champions network has grown, meeting regularly to support colleagues by offering guidance, signposting resources, and creating safe spaces for conversations about wellbeing. Their events—delivered both online and in person—have helped reduce stress, boost morale, and encourage healthy habits, with one attendee noting how “refreshed and motivated” they felt after taking time for themselves.

Armed Forces

The Armed Forces Network has also had a successful year, delivering the annual Service of Remembrance in partnership with the Meeting House and maintaining strong visibility through participation in Welcome to Our World events. The interim lead’s appointment to the University of London Military Education Committee has strengthened our influence across the sector, with Brunel recognised as a model of good practice. Looking ahead, the network plans to appoint a new lead, develop Armed Forces Week activities, select a charity initiative, and deliver next years’ Service of Remembrance.

Brunel Race Equity Network (BREN)

In January 2025, BREN was established to support and represent Global Majority colleagues across the University, contributing to the University’s commitment to equity and inclusivity in line with the Public Sector Equality Duty. The network provides a forum for engagement with colleagues across the University, including senior leadership and staff networks, to help inform decision-making and promote a more inclusive, accessible and equitable working environment.

BREN adopts a participatory, member-led approach, ensuring that its priorities and activities are shaped by the lived experiences of its membership. Following a well-attended launch event in 2025, the network established an active Microsoft Teams channel to support communication and information sharing, with membership continuing to grow throughout the remainder of the academic year.

Beyond – Childless Not by Choice

The Network continues to provide a welcoming and supportive space for members to engage in ways that suit their availability. While recent organisational change has influenced participation, there is clear opportunity to strengthen and grow membership, and a re-launch is being considered to increase visibility and engagement. The Network meets monthly in person and, over the year, delivered a varied programme of activity, combining practical and creative sessions, such as a Kintsugi workshop, with reflective and discussion-based events. Topics explored included personal stories (aligned with World Childless Week), coping with the festive period, and perspectives from men, supporting connection, understanding and shared learning.





Brunel TechNet

The Network provides an inclusive forum for colleagues across Technical Services and Digital Services, supported by strong online engagement and a quarterly newsletter that shares updates and celebrates achievement. Governance arrangements remain robust, with the Council led by two co-chairs and supported by elected officers, and meeting arrangements adjusted during the year to support sustainability.

A key highlight was the Annual Technicians' Symposium in July 2025, themed "Bridging the Gap: Highlighting how technicians drive efficiency, effectiveness and agility." Organised by technicians for technicians, the event brought together colleagues from across disciplines, senior leaders and external partners. The programme included senior introductions, a panel discussion featuring Fair Attribution, poster displays, networking opportunities and informal activities, alongside the return of the Technician of the Year Awards and Battle of the Techs. Engagement was further strengthened through the return of the weekly TechNet Café, providing a safe and informal space for connection, particularly for colleagues working in smaller teams.

Professional development progressed through MiTalent and ITSS, alongside continued delivery of Fair Attribution, including publication of the Action on Fair Attribution and work to embed fair attribution practices within organisational culture. Communications activity was also strengthened through a dedicated LinkedIn presence, increasing visibility of technical roles across the University.

Notable achievements during the year included the award of professional fellowships, national and sector award nominations and wins, external recognition at senior institutional and national levels, leadership in establishing new professional technical networks, and success in securing competitive scholarships and development opportunities. Together, these achievements reflect the expertise, leadership and growing influence of the technical community.

Wellbeing

The Wellbeing Champions network meets regularly and has taken on new Champions over the last year. They play a vital role in supporting colleagues across the university, fostering a culture of care and connection.

Their positive contribution goes beyond raising awareness—they provide practical guidance, signpost resources, and create safe spaces for conversations about wellbeing. By promoting healthy habits and encouraging open dialogue, they help staff feel valued, supported, and empowered to thrive both personally and professionally. Together, they're helping us build a workplace where wellbeing is a priority, not an afterthought.

"Being a Wellbeing Champion means helping colleagues feel heard and supported—it's about creating a workplace where everyone can bring their best self," says one of our Champions.

Wellbeing events have been run throughout the year supported by colleagues both on online and in person. Our wellbeing events are more than just gatherings—they're an investment in colleagues. They help reduce stress, boost morale, and strengthen connections across the university. By promoting healthy habits and raising awareness of available resources, these events enable colleagues to take charge of their wellbeing and feel supported.

"I left the event feeling refreshed and motivated—it reminded me how important it is to take time for myself," shared one attendee.

Women Support network

During the year, the Women's Support Network provided supportive and inclusive opportunities for connection and engagement. Activities included an International Women's Day event in March, a series of informal coffee and lunch meet-ups at the Meeting House throughout the spring and summer, and a June newsletter to maintain communication and visibility. The year concluded with an online festive event in December, ensuring inclusive participation. Together, these activities supported wellbeing, peer connection and a sense of belonging across the University.



Advancing equity – key achievements and initiatives

Over the past year, the University has achieved the following in advancing equity and inclusion:

- **Strategic leadership** in addressing the balance between Freedom of Speech obligations and Equality Act 2010 duties, working with London Higher and the University of London Federation to promote consistent, sector-wide approaches and reinforce institutional standards that extend beyond legal minimums.
- **Strengthened Disability and Neurodiversity** governance through new co-chair appointments, the development of formal Terms of Reference, and the initiation of a dedicated strategy to inform the year-by-year Equity Delivery Plan.
- **Progressed the development** of a four-year EDI Strategy and Delivery Plan alongside the Anti-Racism Strategy, establishing a clear, long-term framework for equitable change and accountability.
- **Partnered with senior leaders** to embed equity in organisational change through the use of equality impact assessments as an effective tool.
- **The University has advanced** the review of Trans staff and student policies, engaging key stakeholders to ensure legal compliance, uphold academic freedom, and update policies to better protect and support trans communities, with staff and student policies now progressing toward formal approval.
- **Ensured institutional alignment** with regulatory expectations through collaborative delivery against OfS Condition E6 commitments.
- **Improved staff capability and awareness** through the reintroduction of Reasonable Adjustment training, increasing understanding of adjustments and awareness of the Access to Work scheme.
- **Set out to review and align** Reasonable Adjustment policies and procedures with the Disability Confident Leader framework, in consultation with staff networks and the Disability and Neurodiversity Steering Group.
- **Reinvigorated staff network engagement** following organisational restructure by re-establishing regular meetings, confirming leadership arrangements, and identifying current priorities and support needs.

- **Continued strong progress** on EDI charters and accreditations, including being on track to achieve Disability Confident Leader status early 2026. Work progresses towards Menopause Accreditation. The University will apply for Athena Swan Silver, marking a significant milestone in its EDI journey. Looking ahead, plans are in place to apply for the Race Equality Charter in 27/28, alongside an ambition to achieve PROUD accreditation in 2026, Stonewall's new award recognising organisational commitment to LGBTQ+ inclusion.

“The University has continued to strengthen its approach to equity and inclusion through clear strategic direction, robust governance, and strong alignment with legal and regulatory responsibilities. ”

By embedding equity into decision-making, advancing policy development, and building institutional capability, the University has reinforced its commitment to fairness, consistency, and accountability.



A commitment to change and improvement

Brunel is committed to fostering a fair, inclusive and equitable working environment where all colleagues can contribute, develop and succeed.

Our workforce data provides important insight into the diversity of our staff community and helps identify where further progress is needed to ensure equity is embedded across our practices, processes and culture.

This Commitment to Change action plan aligns with the University's Equity Strategy and Delivery Plan, reinforcing shared priorities and supporting the wider institutional approach to improving equity, diversity and inclusion. By strengthening our focus on evidence-based action, accountability and continuous improvement, we aim to create a workplace that reflects our values and delivers positive experiences for all employees.

Our priorities include improving representation at senior levels, ensuring fair recruitment, pay and progression, embedding inclusive working practices, and closing student continuation and awarding gaps. We use data, sector benchmarks and external accreditation to track progress and hold ourselves accountable.

Equity is not a standalone initiative, it informs our policies, leadership, teaching, research and support services.



Strategic Key Focus	Key Actions	Headline KPIs / Measures
Equity data and institutional intelligence	<ul style="list-style-type: none"> Strengthen equity data collection, disclosure and accessibility to support monitoring and evidence-based decision-making. 	<ul style="list-style-type: none"> The Equity staff Dashboard is introduced and routinely utilised by the Executive Board and other identified users to support strategic and operational decision-making. Increase in disclosure rate by colleagues across all protected characteristics, with at least 10% increase in disclosure for disability, neurodiversity and ethnicity.
Fair recruitment and progression	<ul style="list-style-type: none"> Monitor recruitment processes, promote equitable practices and strengthen positive action approaches. 	<ul style="list-style-type: none"> Continued improvement in the ratio between applications to hire for minoritised and disabled applicants/new colleagues year on year to at least equivalent.
Inclusive employment practices and working environments	<ul style="list-style-type: none"> Expand flexible working and review workload models. Ensure policies address barriers that disproportionately affect Black, Asian and racially minoritised groups, and disabled colleagues Embed inclusive policies and practices across HR processes, promotion, PDRs and support mechanisms to ensure institutional policies address barriers affecting colleagues across all protected characteristics under the Equality Act 2010. Improve the implementation of reasonable adjustments and provide training for managers and HR colleagues. 	<ul style="list-style-type: none"> Increase in the percentage of staff accessing flexible working arrangements across staff groups and grades. Ensure promotion outcomes are equitable by monitoring and reducing disparities across protected characteristics year-on-year. Year-on-year increase in promotion application rates from minoritised groups. Increase in percentage of staff reporting (via survey) that PDR and promotion processes are fair and inclusive. Mandatory training on the duty to make reasonable adjustments under the Equality Act 2010 – all managers and HR staff.
Pay equity and career progression	<ul style="list-style-type: none"> Implement equitable and standardised career progression, pay and recruitment frameworks, including equal pay audits and consistent starting salaries, to ensure fair and unbiased outcomes across all colleague groups. 	<ul style="list-style-type: none"> Pay gaps for gender, ethnicity and disability at or below sector average. Brunel pay gaps to be aligned with or below sector gender (12%), ethnicity (6.4%) pay gaps.
Representation in senior roles	<ul style="list-style-type: none"> Deliver targeted recruitment, sponsorship, mentoring and leadership development initiatives to increase representation of underrepresented groups in senior roles and address progression disparities. 	<ul style="list-style-type: none"> Year on year increase in the number of women Professors and Black women Professors. Year-on-year increase in representation of impacted protected characteristics in senior roles for gender, ethnicity and disability to be equal to or less than the sector average Achieve a sustained year-on-year increase in the number and proportion of colleagues from Black and racially minoritised ethnicities in grades SPOT/11/10 measured annually via EDI workforce data.

Strategic Key Focus	Key Actions	Headline KPIs / Measures
Inclusive institutional culture	<ul style="list-style-type: none"> Foster a culture where colleagues from diverse communities feel valued, respected and able to thrive. 	<ul style="list-style-type: none"> Achieve successful Stonewall Proud accreditation. Renewal of Disability Confident Leader. Achieve a successful application for the Race Equality Charter Award. Achieve a successful application for the Athena Swan Silver Award. Achieve a successful Menopause Friendly accreditation.
Staff voice and participation	<ul style="list-style-type: none"> Ensure staff networks contribute to governance, policy development and institutional strategy. 	<ul style="list-style-type: none"> Staff networks are actively involved in policy discussions, contributions to institutional governance, policy development, charter mark accreditation and strategy initiatives, with their input documented, considered, and visibly reflected in decision-making.
Governance and accountability	<ul style="list-style-type: none"> Embed equity within institutional governance structures and strengthen leadership accountability. 	<ul style="list-style-type: none"> Senior leader commitment to equity.
Safe reporting and institutional trust	<ul style="list-style-type: none"> Strengthen complaints procedures and reporting mechanisms to address discrimination and inequity. 	<ul style="list-style-type: none"> Percentage of formal complaints against those upheld in line with HR procedures, within the expected timeframe, with corrective action taken where applicable, and positive colleague satisfaction with the process. Increase the percentage of staff who are aware of and confident in using reporting mechanisms, and who believe concerns are handled fairly and effectively, measured via staff survey.



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Please note that this strategy document will remain live to remain responsive to the need for review during this four-year period and any substantial changes will seek feedback from Equity Steering Group, Legal, trade unions and staff networks and will be led by the Equity Collective. This strategy recognises and builds on Brunel's previous EDI strategy (2020-2024).