



The British Academy

People Strategy 2025-2028

The British Academy
**SUMMER
SHOWCASE**
Fri 20 – Sat 21 June

**Discover a
world of ideas**

Enabling staff to be and do their best

A strategy framework for the development of our people and workplace, aligned with the Academy’s role and purpose and the priorities in our strategic plan.

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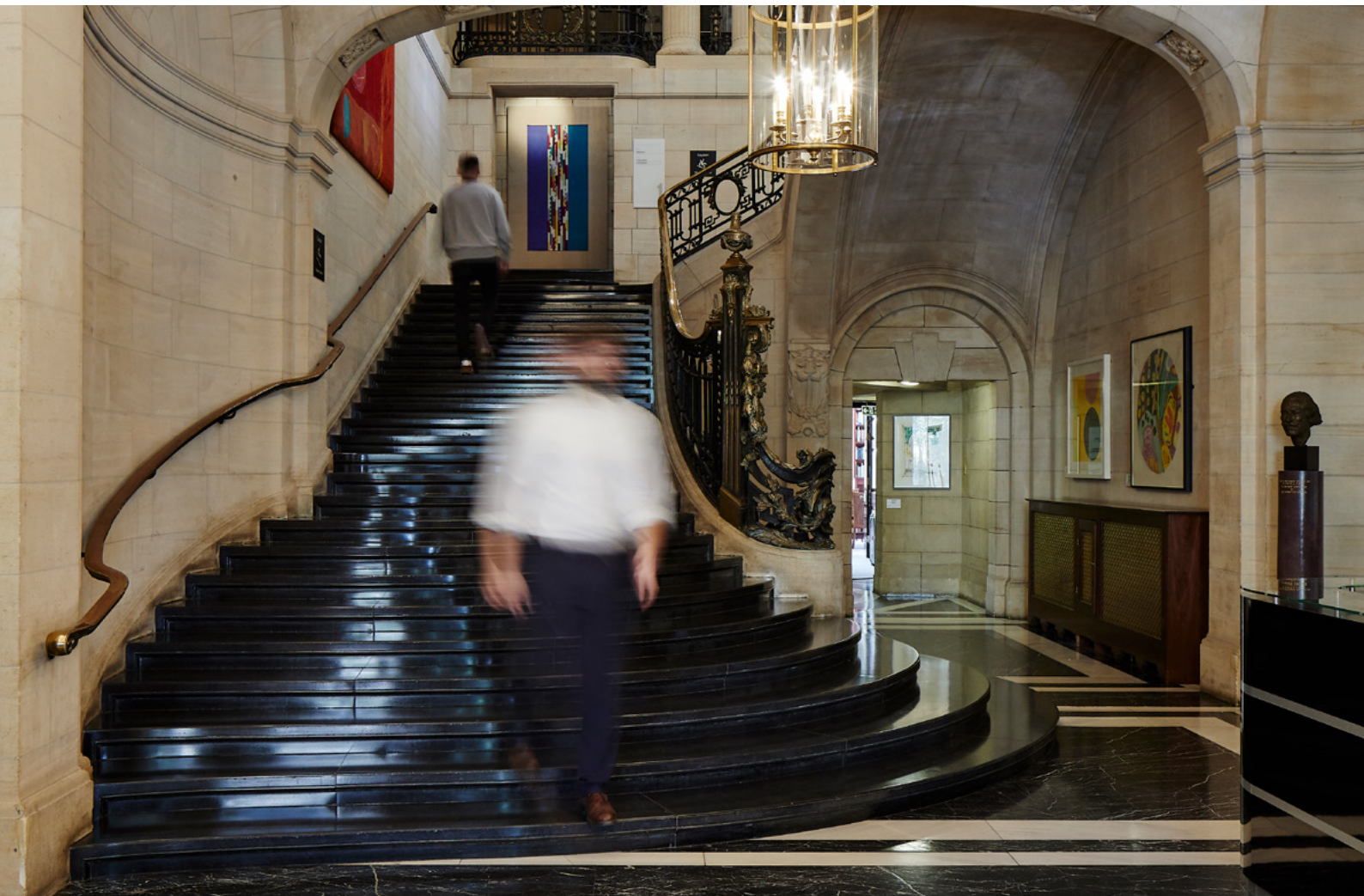
The Academy's role and purpose

We are the UK's national academy for the humanities and social sciences, founded in 1902.

- A fellowship of outstanding scholars and distinguished researchers
- A community for everyone engaged in the humanities and social sciences
- A funder, supporting research and working for the benefit of the public

Understanding our world, shaping a brighter future

We mobilise the humanities and social sciences to understand the world and shape a brighter future.



Our strategic priorities for 2023-27

1. Strengthening and championing the humanities and social sciences
2. Mobilising our disciplines for the benefit of everyone
3. Opening up the Academy

What we believe in

Integrity - being honest, independent, impartial, trustworthy and fair

Diversity - fostering a culture that is enriched by different perspectives

Creativity - seeking new knowledge and insights

Rigour - pursuing the highest levels of excellence and intellectual distinction

Collaboration - working effectively and respectfully with everyone

Our core objectives

1. To invest in the very best researchers and research
2. To celebrate and promote the humanities and social sciences
3. To inform and enrich debate around society's greatest questions
4. To ensure sustained international engagement and collaboration
5. To make the most of our people, partnerships and resources

Equality, diversity and inclusion

The Academy's equality, diversity and inclusion goals focus on:

1. The work of the Academy: our Fellowship and the research and researchers we fund, support and publish in the UK and globally
2. The Academy as an employer and workplace
3. The Academy as an influencer, convenor and partner

How these frameworks inform our People Strategy

Strategic Plan Objective Five:

We will seek to be a model employer in all respects, taking steps to ensure that we continue to attract, retain and develop the best talent, provide appropriate reward and recognition, and foster a supportive culture for everyone.

EDI Strategy 2025-2028:

We have adopted anonymous recruitment practices, to minimise bias and recruit based on scenario-based questions, competencies, and our values. We will be an inclusive employer that attracts and retains talent and supports and nurtures diversity from all sections of society. This includes fair promotion, remuneration and hiring of staff.

We will foster a working environment and culture which supports everyone in terms of their personal development, wellbeing and work/life balance, including family-friendly policies and a positive, inclusive culture underpinned by shared values.

Our values

The Academy's workplace values and supporting text are set out below. We share these core values with each other. They guide how we work together and with others. We demonstrate them through our behaviours.



Collaboration

We consistently work together to a common purpose, supporting each other, communicating openly and sharing knowledge. We are flexible and adaptable, receiving feedback constructively



Creativity

We bring imagination and curiosity to our work, valuing learning, diverse thinking, and innovation. We are open-minded, receptive, and responsive, taking account of alternative perspectives



Empathy

We are understanding, sensitive, compassionate, and considerate, mindful of our own wellbeing alongside that of others



Excellence

We always do our best, without striving to be perfect, applying our expertise and experience to develop and grow



Integrity

We are open and honest with each other, accepting personal responsibility and demonstrating loyalty. We are reliable and dependable, having belief that we will be transparent and clear



Resilience

We are confident, bold, and tenacious, knowing when to listen as well as when to speak up. We respond positively to challenges and overcome problems



Respect

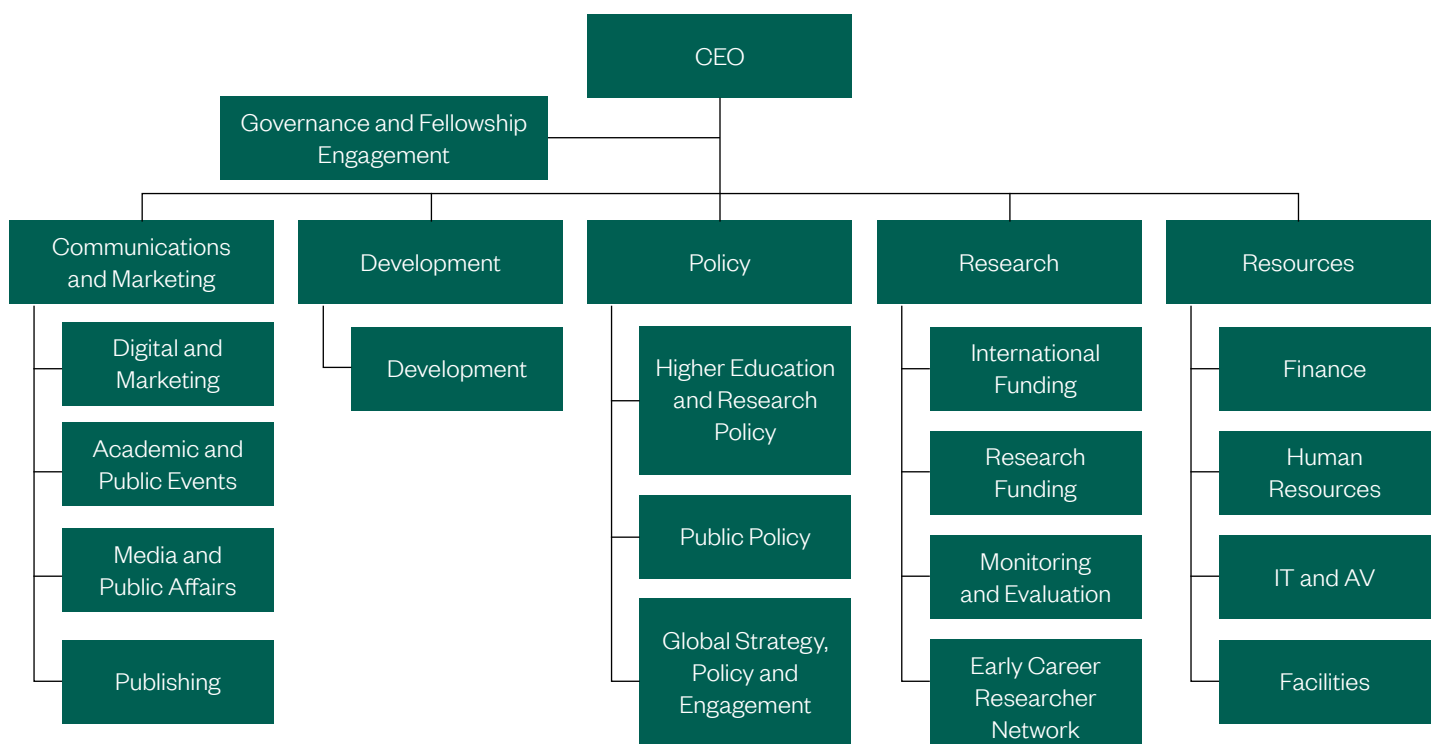
We are inclusive in our regard for each other, showing courtesy and appreciation. We treat people fairly and equally, welcoming everyone's contribution and difference

Our functions:



average age

- ## Our organisation structure



How we work

- We are committed to providing an inclusive and supportive working environment for all our staff, wherever they work. Being able to work flexibly is a key part of the Academy's employment offer.
- The Academy's building in Carlton House Terrace is integral to our work and identity as the UK's national academy for the humanities and social sciences. It is important that we have connection with and experience of it. We are not a purely virtual organisation.
- For most Academy roles, there is no requirement to work in the building for a set number of days over a defined period. However, directorates may agree specific attendance arrangements for their teams, depending on the nature of the work and business need.

6% of staff work part-time

8% of staff work compressed working hours



The employee lifecycle



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Our four workstrands

- Employee resourcing
- Employee relations
- Employee development
- Employee wellbeing

Challenges and opportunities

- Our funding and charitable status
- The investment in our building and our new lower ground spaces
- The external political, environmental, social and technological context
- Generative AI
- Opportunities for growth – long, medium and short-term
- The size and shape of our organisation and impact on career progression
- Turnover – 16% in 2024
- Average length of service is 3.3 years
- Employee engagement – 79%
- Leadership and Reward and Recognition are engagement priorities
- Workload continues to be a challenge

74%

of staff are
enthusiastic about
their job

81%

of staff would
recommend the
Academy as a good
place to work

81%

of staff are proud
to work for the
Academy

Feedback from staff

“

I love that I get to work across multiple interesting projects and that I can see these projects have real value.

“

I think the Academy should be more strategic in relation to resource management so would like to see work done in this area.

“

It feels like *everything* is a priority, which means nothing is.

“

I love working at the Academy, my job is fulfilling, my colleagues are fantastic.

“

What the Academy does is important to me, but I am less sure about my role/ place in the Academy.

“

I do not think I'm paid enough for the work I do unfortunately. There are many equitable jobs which pay higher wages.

“

I know I would be paid more if I worked in industry, but that was the decision I made when I accepted the Academy's offer. There is more to reward than pay, and I feel that the Academy's other benefits make up for that difference.



Our priorities

Enabling staff to be and do their best

1. Continue to deliver effective HR services and introduce improvements, including use of AI
2. Develop employee resourcing, relations, development and wellbeing strategies and action plans
3. Keep HR policies under regular review, reflecting employment law changes
4. Embed new model of employee relations and engagement
5. Renew our focus on developing leadership and management capability, as part of a learning culture
6. Agree a new people and workplace equality, diversity and inclusion action plan
7. Take forward the outcome of our organisational development and design review, and workforce planning

The British Academy
10–11 Carlton House Terrace
London SW1Y 5AH

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thebritishacademy.ac.uk

