# Cranfield University

# Equity
# Diversity
# Inclusion

## Strategic plan to 2027

Making change happen

# Strategy overview

## Ambitions

We are a diverse organisation that is more representative of our local and global communities and partners than we are in 2022.

We are an inclusive organisation where all our staff and students have a voice and feel safe (physically and psychologically) and respected, and where everyone can fulfil their own potential.

We are an organisation where EDI is strongly integrated across all our activities and everyone feels confident when talking about EDI matters.

We are an organisation that continues to take decisions and actions which are informed by our data.

## Priority areas

### Take down barriers to diversity and inclusion

We will:

- Adopt bolder, more inclusive, agile, and best practice recruitment initiatives that enable the attraction and selection of diverse, high-performing talent, including positive action.
- Retain people by helping everyone to realise their potential through effective and inclusive development and talent management.
- Offer targeted career development opportunities for women, and black, Asian and minority ethnic people, who our data tells us face organisational barriers to career progression and are underrepresented at senior levels at Cranfield.
- Undertake research to identify organisational barriers faced by underrepresented groups for whom we don't have the data, including people who are disabled, and members of the LGBTQ+ community. This will enable us to take a targeted approach to taking down organisational barriers.
- Develop and implement actions to achieve physical and digital accessibility for all.

### Build an inclusive, values-based culture

We will:

- Provide a distinctive employee experience through regular engagement and two-way communication with our employees, recognised trade unions, our staff network groups and working groups.
- Provide a distinctive student experience through regular engagement and two-way communication with students, the Students' Association, loop groups and other forums, as noted in Cranfield's Student Voice framework.
- Actively support and further promote our staff networks, School and PSU EDI groups, cross-University Working Groups, and their action plans.
- Continue to promote agile, flexible and inclusive working practices that support the diverse needs of staff, students, partners and the wider Cranfield community.
- Continue to demonstrate Cranfield's reputation as a diverse and inclusive employer through awards/charter marks and memberships of external bodies.
- Develop and embed a culture where leadership drives positive change.

### Weave EDI into all we do

We will:

- Further enhance our student experience through creating an environment of access and inclusion, by all our stakeholders working together, including our staff, wider community and external partners.
- Further enhance our research culture through promoting opportunities to collaborate and by extending opportunities for stakeholders to work together.
- Create opportunities to increase knowledge and awareness of EDI and practical actions that can be taken across our sites.
- Create opportunities for learning and micro opportunities so that everyone can increase their confidence and feel empowered when talking about diversity and inclusion, in particular with regards to race and ethnicity, disability, neurodiversity and LGBTQ+. This will help foster a culture of trust and allyship.

### Ensure all EDI objectives and actions continue to be evidence-based

We will:

- Improve sharing rates for people with protected characteristics and ensure people understand how that data will be used by the University.
- Continue to leverage robust data and management information reporting capabilities to support the delivery of key strategic objectives and actions, and measure their success.
- Continue to carry out Equality Impact Assessments of pay awards, and analysis of gender and ethnicity pay gaps, and act upon the findings.

# Introduction

"Being a modern, inclusive organisation is at the heart of our future success. It is absolutely crucial that we make more rapid progress so that Cranfield can be recognised and celebrated as a university with diverse, high-performing and world-class talent."

**Professor Karen Holford CBE FREng,** Vice-Chancellor and Chief Executive



This is Cranfield's second, five-year EDI strategic plan, building on the 2017-2022 plan. The 2017 plan contained seven strategic aims (outlined in Appendix 1) and led to substantial progress against each. That progress provides the foundation upon which we can build more ambitious plans for 2023-2027.

Since the previous strategy document was published, we have defined a set of shared, common **values** and a number of internal strategies and commitments, not least our corporate plan, **Ambition 2027 – creating impact together.** Building a diverse and inclusive community where we can all thrive, and bring our diverse perspectives is central to achieving our vision and corporate aims.

Cranfield's commitments to the principles of equity, diversity and inclusion (EDI) are woven like golden threads throughout Ambition 2027 and its supporting strategies.

The purpose of this new EDI strategic plan is to articulate our ambition for EDI over the next five years and weave these golden threads into one clearly articulated set of objectives. This will enable us to set goals and monitor and track our progress against them.

The trajectory we have charted over the past five years can be further heightened, and there remains a great deal we can do to build on our culture of inclusion and improve our diversity. As well as it being the right thing to do, we know that by managing and embedding EDI successfully, we will enhance creativity and innovation.

Further improvement and 'Making change happen' will require bold, positive actions. Consistent with our values, we recognise that for Cranfield to be a diverse community where all our people, (staff, students and partners) feel included, we need to be more ambitious and take bolder steps to create bigger impact.

This report was written with significant contributions from our University Executive, chairs of our staff networks and School EDI groups, and colleagues from People and Culture, Student Experience and Communications and External Affairs. We thank everyone for sharing their insights.

# Recognition: current charters, accreditations and memberships



In the past five years, Cranfield has been recognised as an inclusive, welcoming employer. We have gained external endorsement, notably through HREiR, TALENT, and Athena SWAN. We are a Disability Confident employer and we are proud to be recognised by Working Families in their Top 30 Employers 2022 rankings.

We have been granted a Gold Defence Employer Recognition award in acknowledgement of our support for the defence and armed forces community and alignment with the Armed Forces Covenant. In addition, we are sponsors of International Women in Engineering Day and signatories of the Women in Defence and Women in Aerospace and Aviation Charters.
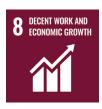
We will look to maintain the recognition, charters, accreditations and status in the years to come.

Through regular surveys, our staff and students will let us know whether they agree if we are making progress in our EDI ambitions.

In 2022, signalling the University's ongoing commitment to sustainability and environmental responsibility, Professor Karen Holford, our Vice-Chancellor and Chief Executive, signed the Sustainable Development Goals Accord. The United Nations Sustainable Development Goals (SDGs) are a framework for action by all countries in a global partnership to achieve social, environmental and economic sustainability by 2030. The SDGs aim to tackle climate change, poverty and inequality, and to develop health, education and economic growth. Cranfield's research and teaching is directly contributing to each SDG.

We will work to help deliver the University's commitment to the SDG Accord beyond our research and teaching. In particular, SDG 5, Gender Equality; SDG 8, Decent Work and Economic Growth; and SDG 10, Reduced Inequalities are relevant to our ambitions for EDI.



"More than ever, our people are at the heart of our corporate plan. We want to establish and promote a fully inclusive culture where all our people feel part of a diverse, skilled, ambitious and motivated community. We want everyone to feel empowered and engaged through working in a collaborative, supportive and safe working environment."

**Helen Perkins,** Director of People and Culture

# Our understanding of
# equity, diversity and inclusion at Cranfield

**We are raising our ambition following the first five-year plan, strengthening our commitment from 'equality' to 'equity'. To express this commitment, the 'E' in EDI at Cranfield will now refer to equity.**

There are many different ways that EDI can be defined, and each person will have their own understanding of what EDI means to them. You may also see some organisations using the 'E' in EDI to refer to equality. We have decided to move to using the term equity rather than equality so we thought it would be helpful to provide our understanding of the terms EDI at Cranfield.

Equity and equality are both terms that are linked to the idea of 'fairness' and can often be used interchangeably, but they do differ in their meaning.

**Equality** is based on the idea that everyone should be treated the same. It's about fair treatment and equal opportunity for all. However, the drawback of equality is that it does not consider individual differences or needs. At Cranfield, we will continue our work to achieve and maintain equality and uphold the Equality Act (2010).

**Equity** is understanding and giving individuals what they need to achieve their full potential. In line with our values of community and respect, at Cranfield we believe that equity means treating people as individuals and aims to give everyone what they individually need to be successful. We acknowledge structural barriers exist that put some people at a disadvantage and we therefore need to consider organisational practices, systems, and processes that put some people at a disadvantage, and seek to overcome them.

**"Understanding these issues and balancing equity is a crucial step to achieving true equality in the workplace."**

**Jenny Garrett** (Equality v Equity)

This definition aligns with Cranfield's ambition of embedding inclusive practices and operationalising our strategic aims across our organisation.

**Diversity** is about recognising difference. It's acknowledging the benefit of having a range of perspectives in decision-making and our workforce being representative of our organisation's customers and communities.

**Inclusion** is where people's differences and experiences are valued and used to enable everyone to thrive. We believe that an inclusive working environment is one in which everyone feels that they belong, can be their true selves, their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.

## How equality and equity differ

| Equality ▼ | Equity ▼ |
|---|---|
| Treat everyone the same | Consider systems that disadvantage and seek to overcome them |
| Collective approach | Individual approach |
| Needs management | Needs leadership |
| Hold power | Share power |
| Input driven | Outcomes driven |

Table: copyright @Jennygarrett.global
Quote: Garrett, J. (2023) Equality vs Equity. Bingley: Emerald Group Publishing Ltd.

**"Equity, diversity and inclusion needs to run as a golden thread collectively through our education and student experience. This aligns with our University values and aspirations to nurture a fully-inclusive culture."**

**Professor Sean Tyrrel,** Pro-Vice-Chancellor - Education

# EDI Strategic Plan to 2027
# Making change happen

**By 2027 our ambition is that Cranfield is:**

**1** A diverse organisation that is more representative of our local and global communities and partners than we are in 2022.

**2** An inclusive organisation where all our staff and students have a voice and feel safe (physically and psychologically) and respected, and where everyone can fulfil their own potential.

**3** An organisation where EDI is strongly integrated across all our activities and everyone feels confident when talking about EDI matters.

**4** An organisation that continues to take decisions and actions which are informed by our data.

These four ambitious EDI objectives have been identified to continue the momentum from the past five years, and directly support us to achieve Ambition 2027.

Progress against them will be evaluated, in part, through monitoring our progress towards the measures and key performance indicators (KPIs) agreed in our People strategy, which are provided in Appendix 2.

In addition to these KPIs, annual EDI operational action plans will enable us to set specific actions and goals each year.

# 1 OBJECTIVE ONE
## Take down barriers to diversity and inclusion.

**Our ambition:** We are a diverse organisation that is more representative of our local and global communities and partners than we are in 2022.

We recognise that despite making incremental progress, women, and Asian and ethnic minority people remain underrepresented at Cranfield, especially at senior levels.

### To achieve this objective we will: recruit, retain, and develop…

1.1.    Adopt bolder, more inclusive, agile, and best practice recruitment initiatives that enable the attraction and selection of diverse, high-performing talent, including positive action.

1.2.    Retain people by helping everyone to realise their potential through effective and inclusive development and talent management.

1.3.    Offer targeted career development opportunities for women, and black, Asian and minority ethnic people, who our data tells us face organisational barriers to career progression and are underrepresented at senior levels at Cranfield.

1.4.    Undertake research to identify organisational barriers faced by underrepresented groups for whom we don't have the data, including people who are disabled, and members of the LGBTQ+ community. This will enable us to take a targeted approach to taking down organisational barriers.

1.5.    Develop and implement actions to achieve physical and digital accessibility for all.



# 2 OBJECTIVE TWO
## Build an inclusive, values-based culture.

**Our ambition:** We are an inclusive organisation where all our staff and students have a voice and feel safe (physically and psychologically) and respected, and where everyone can fulfil their own potential.

We see from our pulse surveys that we have made good progress to support our people, however not all members of our community currently have an equal voice, and we recognise that lived experiences do differ.

### To achieve this objective we will communicate, support, embed and demonstrate …

2.1.    Provide a distinctive employee experience through regular engagement and two-way communication with our employees, recognised trade unions, our staff network groups and working groups.

2.2.    Provide a distinctive student experience through regular engagement and two-way communication with students, Student Association, loop groups and other forums, as noted in Cranfield's Student Voice Framework.

2.3.    Actively support and further promote our staff networks, School and PSU EDI groups, cross-University working groups, and their action plans.

2.4.    Continue to promote agile, flexible and inclusive working practices that support the diverse needs of staff, students, partners and the wider Cranfield community.

2.5.    Continue to demonstrate Cranfield's reputation as a diverse and inclusive employer through awards/charter marks and memberships of external bodies.

2.6.    Develop and embed a culture where leadership drives positive change.

## 3 OBJECTIVE THREE
## Weave EDI into all we do.

**Our ambition:** We are an organisation where EDI is strongly integrated across all our activities and everyone feels confident when talking about EDI matters.

We have made clear progress in unifying our vision for EDI through our values and Ambition 2027, and we can do more.

**To achieve this objective we will enhance our student experience and research culture, and create opportunities …**

3.1.  Further enhance our student experience through creating an environment of access and inclusion, by all our stakeholders working together, including our staff, wider community and external partners.

3.2.  Further enhance our research culture through promoting opportunities to collaborate and by extending opportunities for stakeholders to work together.

3.3.  Create opportunities to increase knowledge and awareness of EDI and practical actions that can be taken across our sites.

3.4.  Create opportunities for learning and micro opportunities so that everyone can increase their confidence and feel empowered when talking about diversity and inclusion, in particular with regards to race, ethnicity, disability, neurodiversity and LGBTQ+. This will help foster a culture of trust and allyship.

> "If we are to truly engage with our students, the principles of equity, diversity and inclusion must be the foundation, to enable everyone to feel part of the Cranfield community."

**Alison Whaley,** Director of Student Experience

## 4 OBJECTIVE FOUR
## Ensure all EDI objectives and actions continue to be evidence-based.

**Our ambition:** We are an organisation that continues to take decisions and actions which are informed by our people data.

We have built on our statutory obligations to provide a suite of data reporting which we can now leverage to develop the case for bolder action and make change happen. We recognise that building trust is critical so that people feel able to be honest in self-identifying and share this information. We also recognise that our data about some protected characteristics, such as disability and LGBTQ+, is limited. So, improving sharing rates will be a focus over the course of this strategic plan.

**To achieve this objective we will share, report and evaluate…**

4.1.  Improve sharing rates for people with protected characteristics and ensure people understand how that data will be used by the University.

4.2.  Continue to leverage robust data and management information reporting capabilities to support the delivery of key strategic objectives and actions, and measure their success.

4.3.  Continue to carry out equality impact assessments of pay awards, and analysis of gender and ethnicity pay gaps, and act upon the findings.

# Legal context, roles and responsibilities

## The Equality Act 2010

Under the 'General Duty' of the Equality Act 2010, the University has due regard to the need to:

• Eliminate unlawful discrimination/harassment and victimisation.

• Promote equality of opportunity between people who share a protected characteristic and those who do not share it, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage and civil partnership.

• Foster good relations between people who share a protected characteristic and those who do not.

## Roles and responsibilities

**The University Council** provides support and challenge to the University Executive in endorsing the EDI strategy and monitoring the University's delivery against its EDI objectives. Council is responsible for ensuring compliance with UK legislation, including the public sector equality duty, promoting an inclusive culture, and leading by example in its decision making and in considering its own membership.

**The University Executive** is responsible for championing EDI and driving the strategy to ensure it is implemented and maintained within their areas of responsibility. They undertake EDI related training as appropriate to enable them to feel confident and able to role model inclusive behaviour and embed processes to enable the University to create and maintain an inclusive, safe working and learning environment. An EDI and Wellbeing Committee will be established as a further channel for accountability in 2023.

**The Equity, Diversity and Inclusion team** is part of the People and Culture PSU and responsible for the management, development and implementation of the University's EDI strategy and action plans and supporting people to be informed about their responsibilities under the Equality Act 2010.

**Senior managers** are responsible for leading and role modelling inclusive behaviour and embedding processes to enable the University to create and maintain an inclusive, safe working and learning environment. Senior managers are also responsible for ensuring people are informed about their responsibilities under the Equality Act 2010 and for supporting the EDI strategy in their areas of work.

**Line managers** are responsible for supporting and enabling their teams to perform their roles effectively. This includes making reasonable adjustments to support all people in our community. Line managers undertake EDI training as appropriate to help them to demonstrate appropriate behaviours and embed processes to enable the University to create and maintain an inclusive, safe working and learning environment. Managers are also responsible for ensuring people are informed about their responsibilities under the Equality Act 2010 and for supporting the EDI strategy in their areas of work.

**Staff networks, School and PSU EDI groups, cross-University working groups and Trades Unions** provide the 'employee' voice, helping to identify and support actions, and enable people to connect and share experiences across a range of protected characteristics.



**All staff** have a responsibility to ensure that their actions comply with the requirements of the Equality Act 2010, namely, to eliminate unlawful discrimination, promote equality of opportunity and promote good relations between people of different groups. They undertake EDI training as appropriate to enable them to demonstrate appropriate behaviours and enable the University to create and maintain an inclusive, safe working and learning environment.

**All students** actively embrace the Cranfield experience, respecting everybody in our diverse, international community.

**Student Experience Committee** has a responsibility to bring forward relevant matters and topics for discussion within the student community so can be shared and discussed, and progress made.

**Cranfield Students' Association (CSA)** Executive, and EDI representative work alongside the University to share insight and expertise. The CSA is an independent voice, representing student needs as part of a diverse student population.

> "Our Research and Innovation strategy contains ambitious plans, and we know that the principles of equity, diversity and inclusion are fundamental to enabling us to solve the complex challenges of today."
>
> **Professor Leon Terry,** Pro-Vice-Chancellor - Research

# Appendix 1 – Diversity and Inclusion 2017-2022 final report

Cranfield's first, five-year EDI strategic plan ran from 2017 to 2022. The 2017 plan contained seven strategic aims.

| | Strategic aims 2017-2022 | Status |
|---|---|---|
| 1 | Ensure all objectives are evidence-based and impact can be measured and monitored | Achieved |
| 2 | Increase recruitment, selection and retention of diverse staff | Significant progress |
| 3 | Increase diversity present in senior management roles | Significant progress |
| 4 | Embed an inclusive and respectful culture, which enables staff to value the benefits of diversity. | Significant progress |
| 5 | Demonstrate Cranfield's reputation as a diverse and inclusive employer by achieving diversity awards, in particular Athena SWAN, Stonewall and HR Excellence in Research. | Significant progress |
| 6 | Champion a culture where disabled staff are able to fulfil their potential. | Under Way |
| 7 | Develop a consistent approach to work life balance and family friendly policies and procedures. | Achieved |

The 2017-22 plan has achieved some substantial successes (see below) leading to Executive support for the development of a second five-year plan to cover the period 2023-27 and coinciding with the introduction of Ambition 2027.

# Diversity and Inclusion outcomes 2017-2022

| Strategic Aim 2017-2022 | 2017-2022 Actions | Progress |
|---|---|---|
| **Strategic Aim 1 – Ensure all objectives are evidence based and impact can be measured and monitored** | 1.1 Improve declaration rates for protected characteristics data.<br><br>1.2 Implement a central monitoring process to capture and share data.<br><br>1.3 Interpret and analyse the data to inform targeted action plans. | **Achieved:** Management information and reporting underpins all we do. The reports are available to all staff and the staff networks.<br><br>We continue to focus on creating a culture where all staff feel safe to share information relating to individual, intersecting protected characteristics. |
| **Strategic Aim 2 – Increase recruitment, selection and retention of diverse staff** | 2.1 Promote Cranfield as an inclusive employer.<br><br>2.2 Provide support to line managers so that they are aware of the steps they can take to increase the diversity of their departments.<br><br>2.3 review recruitment and selection processes, procedures and training to ensure they are fair, unbiased and inclusive. | **Significant progress:** including improving our campus based imagery, website; recruitment and selection training and development, and an Advance HE audit of our recruitment and promotion practices.<br><br>This continues to be a focus as more progress needs to be made. |
| **Strategic Aim 3 – Increase diversity present in senior management roles** | 3.1 Continue to develop and promote targeted career development activity for women and other groups of staff who are underrepresented at senior levels.<br><br>3.2 Develop the Cranfield Step-Up women's network and support the launch of additional staff networks<br><br>3.3 Develop and deliver career support workshops (particularly for academic roles).<br><br>3.4 Develop mentoring/sponsorship schemes (particularly for female staff, black, Asian and minority ethnic staff, and disabled staff). | **Significant progress:** Staff networks have been established for specific communities: EmbRace; Disability; Q at Cranfield; and Step Up continues to flourish. The academic promotion process has been relaunched with significantly increased emphasis on inclusion. Staff career development has been a priority, e.g. technicians' career pathways created.<br><br>Representation at senior levels still needs further improvement, as evidenced by our gender pay and ethnicity pay gap reports, and our staff demographic data. |
| **Strategic Aim 4: Embed an inclusive and respectful culture, which enables staff to value the benefits of diversity.** | 4.1. Provide essential development so all staff are aware of their roles and responsibilities.<br><br>under the legislation and help to eliminate bias and inappropriate behaviours.<br><br>4.2. Support the University Senior Management Team to demonstrate their visible commitment to the diversity and inclusion strategy in their areas and lead by example.<br><br>4.3. Develop a culture where it is 'safe to speak up' and challenge inappropriate behaviours without fear.<br><br>4.4. Provide and encourage regular communications and staff engagement activities to help staff understand the benefits of diversity and feel valued. | **Significant progress:** our values of Community and Respect helping to support our culture and behaviours.<br><br>Our staff pulse surveys show that people feel part of an inclusive community, but further progress can be made. |

# Diversity and Inclusion outcomes 2017-2022

| Strategic Aim 2017-2022 | 2017-2022 Actions | Progress |
|---|---|---|
| **Strategic Aim 5: Demonstrate Cranfield's reputation as a diverse and inclusive employer by achieving diversity awards, in particular Athena SWAN, Stonewall and HR Excellence in Research.** | 5.1. Build on the success of achieving the Athena SWAN Bronze award and develop plans to submit a Bronze renewal under the new criteria (which goes beyond STEM) in November 2019.<br><br>5.2. Maintain our HR Excellence in Research award.<br><br>5.3. Develop a co-ordinated outreach strategy across the University.<br><br>5.4. Engage with local community groups to attract under-represented groups to the University.<br><br>5.5 Align with our stakeholders and other HEIs and join Stonewall to assess our position on the LGBT agenda through their Global Workplace Index. | **Significant progress:** demonstrated through our Athena SWAN award, HREiR award, Stonewall membership and other accreditations.<br><br>Our outreach activities into our local communities require further prioritisation as our staff data shows we are not representative of our local communities in terms of black, Asian and minority ethnic staff. |
| **Strategic Aim 6: Champion a culture where disabled staff are able to fulfil their potential.** | 6.1. Engage with staff to identify and remove any institutional barriers that exist which may disadvantage disabled applicants and staff.<br><br>6.2. Ensure our disability policies and procedures effectively support disabled staff and line managers. 6.3. Become a 'Disability Confident' employer, by joining the Government's Disability Confident scheme to demonstrate our commitment to supporting disabled staff.<br><br>6.4. Increase staff declaration rates on disability. | **Under way:** Working with our disability staff network we have achieved Disability Confident Level 2 employer and will apply for level 3 in 2023.<br><br>More needs to be done to ensure that we are continuing to dismantle ongoing barriers faced by disabled staff at Cranfield. |
| **Strategic Aim 7: Develop a consistent approach to work-life balance and family-friendly policies and procedures.** | 7.1. Understand the perceptions and barriers of flexible working to inform a consistent University-wide approach.<br><br>7.2. Review maternity provisions to enable staff to feel more supported during and after maternity leave.<br><br>7.3. Provide more comprehensive support for staff with all types of caring responsibilities.<br><br>7.4. Provide a consistent approach to keeping in touch with staff during periods of extended leave for family or caring responsibilities. | **Achieved:** A working group for flexible working was established and we had developed a fair and progressive flexible working policy prior to the pandemic.<br><br>Post-pandemic we have embraced hybrid and flexible working, with staff working 40-60% of their time on site and remotely where their roles allow.<br><br>We will need to continue to monitor the long-term impacts of the pandemic and hybrid working on underrepresented groups at Cranfield. |

# Appendix 2. People KPIs – 2022-2027

| EDI Objective | People Strategy KPI | Measures |
|---|---|---|
| **1: We are a diverse organisation that is more representative of our local and global communities and partners than we are in 2022.** | **Talented people**<br>Increase in representation of our under- represented groups on current baseline figures. | ⌖ **Baseline** – Disability (4%), UK Ethnic Minority (7%), female academics (24%), female professors (11%).<br>⊕ **Target** – Disability (6%), UK Ethnic Minority (12%), female academics (35%), female professors (20%) by 2027.<br>⊠ **Measure** – measured through our various EDI action plans, such as Athena SWAN, continuous improvement in our pay gaps, together with recruitment and retention data. |
| **2: We are an inclusive organisation where all our staff and students have a voice and feel safe (physically and psychologically) and respected, and where everyone can fulfil their own potential.** | **Staff satisfaction**<br>Increase the percentage of staff agreeing they are 'proud to work at Cranfield'. | ⌖ **Baseline** – 82%.<br>⊕ **Target** – 90% by 2027.<br>⊠ **Measure** – Monitored through pulse survey feedback, staff turnover and resignation reasons, VC live events (via the question-and-answer sessions) and exit interviews. |
| | **Distinctive working environment**<br>Percentage of staff agreeing that 'Cranfield University cares about my wellbeing'. | ⌖ **Baseline** – 61%<br>⊕ **Target** – 75% of staff who agree that CU cares about their wellbeing by 2027.<br>⊠ **Measure** – Measured through our regular pulse surveys, sickness absence levels, take up of mental health and wellbeing initiatives. |
| **3: We are an organisation where EDI is strongly integrated across all our activities and everyone feels confident when talking about EDI matters.** | **Respectful culture**<br>Staff agree/strongly agree we are making progress with our ED&I agenda. | ⌖ **Baseline** – 55%.<br>⊕ **Target** – 70% by 2027.<br>⊠ **Measure** – Monitored through pulse survey feedback, through our various diversity action plans and our staff network groups – EmbRace, Disability Network, Step Up, Q at Cranfield. |
| **4: We are an organisation that continues to take decisions and actions which are informed by our data.** | **Engaged employee community**<br>Increase in staff participation rates for our pulse surveys. | ⌖ **Baseline** – 57%.<br>⊕ **Target** – 70% by 2027.<br>⊠ **Measure** – increasing participation rates for each survey undertaken. |
| | **Meaningful reward**<br>Maintain an inclusive pay and reward structure monitored through regular equal pay reviews. | ⌖ **Baseline** – Equal Pay - 2019 +/-5% (excluding Level 8)/Gender Pay – 18.7%.<br>⊕ **Target** – Equal Pay - improving University tolerance level +/ -3% within each pay level by 2027/Gender Pay Gap – year on year improvement.<br>⊠ **Measure** – Equal Pay - regular equal pay reviews undertaken with improving University tolerance levels from +/- 5% to +/-3% /Gender Pay Gap – year on year improvement. |