Equity, Diversity and Inclusion Annual Report

August 2022 – July 2023

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Introduction

This Equity, Diversity and Inclusion (EDI) report provides an account of our staff data and actions for the period August 2022 - July 2023. It has been written in line with our statutory reporting to the Higher Education Statistics Agency (HESA) and to demonstrate compliance with the Public Sector Equality Duty and Equality Act (2010). This report also offers the opportunity to highlight Cranfield's ongoing progress and successes in EDI while acknowledging the challenges we continue to face.

This report covers the period 2022-2023. During this time, we published our new EDI strategy - Making Change Happen, together with a video bringing it to life.   As well as summarising our progress against our previous EDI strategy, we set four new strategic ambitions. By 2027 our ambitions are to be:

1. A diverse organisation that is more representative of our local and global communities and partners than we were 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.

This report for the period 2022-2023 therefore spans across our previous and our current strategies.

Our commitment to equity, diversity and building an inclusive culture is interwoven throughout our corporate plan, Ambition 2027. The corporate plan was also launched during the reporting period and is supported by a number of enabling strategies and areas of focus, including "Applied Research Powerhouse", "Distinctive Cranfield Learner" and "Employer of Choice", All these elements reflect our EDI aspirations.

Overview 2022-2023

We regularly analyse our EDI data, not only to meet our statutory obligations, but to assist us with understanding our staff demographics. By understanding our staff data, we can tailor actions that, in turn, support our goal of being an Employer of Choice, in line with Ambition 2027.

In summary, over the period we have made positive progress against our four new EDI strategic ambitions (outlined above). The data in this report are presented in line with statutory requirements, by individual protected characteristics. We do also acknowledge that there are complexities and barriers experienced by people with intersecting identities in our workplace which will require further analysis.

The charts and tables provide a detailed account of our data. Some of our positive actions and successes during this period are summarised now.

Highlights

Gender

- Introduced a sector-leading enhanced maternity leave policy offering 22 weeks of paid leave at full pay.
- For the second year running we were recognised in the Top 30 Employers in the UK by the charity Working Families, reflecting our innovative, flexible and family-friendly policies and practices that support parents and carers.
- Our gender pay gap continues to reduce. In the relevant period, our mean pay gap reduced from 22.2% to 21.0% and our median from 18.7% to 18.4%. While this progress is positive, we recognise the need for ongoing improvement. For details, please refer to the published report on our website.

Ethnicity

- Reported our ethnicity pay gap for the first time. While this is not currently a statutory requirement, it signals our commitment and provides a benchmark for us to make continued improvements. For details, please refer to the published report on our website .
- Celebrated Black History Month by inviting Nels Abbey, a writer, media executive and corporate leadership & diversity consultant to join us and run a workshop.
- In January 2023, Cranfield's executive leadership team signed individual pledges supporting race equality as part of Race Equality Matter's Big Promise.

Disability

- Members of our community who chose to share a disability, condition or impairment increased during the reporting period. Sharing rates have improved and at 7% are in line with the sector benchmark.
- Organised a series of events, blogs and speakers for Neurodiversity Celebration week in March 2023, and established a Neurodiversity working group.
- Launched a Digital Accessibility YouTube playlist with video guides to help staff and students produce accessible documents and presentations.

Sexual orientation

- Developed a new Sexual Orientation report on our EDI data dashboard, which helped to achieve an increase in the percentage of people who chose to share their LGBTQ+ status from 2% to 3%.

- Celebrated LGBTQ+ History Month by sharing information about Cranfield's LGBTQ+ community and what we can all do to promote an inclusive culture.
- During Pride 2023, our community members shared how they would be celebrating throughout the month, and their experiences of inclusivity at Cranfield.

Intersectionality

To support our communities and EDI agenda more broadly, recognising the intersectional challenges we face, we have taken additional actions, some of which are highlighted below:

- established a new University Executive Forum with a broader, more diverse membership to support the Chief Executive and Vice Chancellor and the Executive Team in the operation of the University, in particular the delivery of the corporate plan. The first forum included a session on inclusive, candiate centric recruitment practices;
- established a men's mental health community and support network as a forum to provide a space for male colleagues to open up, share their experiences and show they're not alone;
- ran Inclusive Leadership Development and Conscious Decision-making workshops which were well attended and positively received; and
- launched a new report + support tool which makes it easier for staff and students to seek support and report behaviours such as bullying, harassment and discrimination which are not acceptable and have no place at Cranfield.

Recruitment

Attraction, recruitment and selection continued to be a focus, and many initiatives were implemented in the year to enhance the candidate experience, and improve our practices, including:

- collaborated with local recruitment providers and attended careers fairs in our region to help us attract and recruit more diverse talent from our local community;
- launched a new in-house workshop, "The Art of Successful Recruitment which has been well attended and positively received; and
- enhanced the inclusivity of our recruitment practices which included:
  - reviewing the "essential" criteria for a role to ensure we are not causing people to self-select out of applying;
  - promoting job opportunities through video content shared on social media;
  - writing our adverts in an engaging, candiate focused way, in plain, gender-neutral language; and
  - using assessments to evaluate candidates, not just relying on a single interview.

Student engagement

Throughout this period, we have been working more closely with our student community. This includes delivering a variety of EDI workshops and sessions to students, collaborating with the Student Wellbeing and Disability Support team to support students with their needs, and engaging with the Cranfield Students Association and Cranfield Careers and Employability Service.

New Senior Academic Promotions Process

In 2022, we launched a new Senior Academic Promotions Process, after a comprehensive review. This involved consultation with colleagues and trade unions, and significant research into sector best practice to inform our new process. One of the key principles guiding this review was to ensure an inclusive process, where decision makers are aware of, and mitigate bias, and outcomes are subject to independent review.

The positive impact of our new process is reflected in the demographics data and analysis section of this report, and we hope to see further improvements in our data in the next reporting period.

We conducted an equality impact assessment (EIA) on the promotion candidates and their success rates which is summarised in Table 1. Please note, the number of candidates who chose to share if they are disabled or their sexual orientation was too low to be able to conduct analysis. Contract hours were evaluated, distinguishing between full time and part time staff. The EIA revealed that a higher proportion of staff working full-time hours were considered for promotion compared to those working part-time. This insight will inform our approach to the 2023-2024 promotions round.

Characteristic	% of eligible candidates considered	% Successful
Female	21%	79%
Male	15%	72%
White	17%	77%
Minority ethnic	19%	68%
Full time	19%	75%
Part time	2%	0%

Table 1 EIA - Senior Academic Promotions

Research Acceleration Fellowship

We introduced a Research Acceleration Fellowship to provide funding for additional time in support of personal research and research career development from January 2023-July 2023. We actively encouraged applications from researchers belonging to minoritised or underrepresented groups. We conducted an EIA of the applications and awarded fellowships, the results of which were:

- 27%of applicants were female, and 40% of the fellowships were awarded to women;
- 6% of applicants shared they are disabled, and 10% of fellowships were awarded to people who shared they are disabled;
- 6% of applicants shared their sexual orientation as being LGBTQ+ and 7% of fellowships were awarded to LGBTQ+ applicants; and
- 62% of applicants were from Black, Asian or minoritised ethnic groups and 42% of fellowships were awarded to Black, Asian and minoritised ethnic people.

The relatively small applicant numbers did not allow more detailed analysis to be conducted into individual characteristics, or intersecting identities.

Positive pulse survey results

We regularly carry out pulse surveys to ask our staff how they feel about working at Cranfield. This includes questions about Cranfield's progress on EDI and how they perceive Cranfield as an "employer of choice".

The survey results from January 2023 showed:

- 84% of staff agree they are proud to work at Cranfield from a baseline of 82% in 2022;
- 77% of staff agree they feel part of a supportive community from a baseline of 71% in 2022; and
- 63% of staff agree we are making progress on our EDI agenda from a baseline of 55% in 2022.

Staff networks

Our staff networks continue to gain momentum and have created active calendars of meetings and events. We have established a new parent and carers staff network, and are members of Employers for Carers UK. We established a forum specifically to bring together our network chairs and to provide support in their roles and encourage intersectional sharing of perspectives and ideas. Our networks are supporting cultural change at Cranfield through fostering a wider understanding of the EDI agenda.

Data Analysis

In this section we provide a snapshot of our staff demographic data in a series of tables and charts, with brief commentary to help interpret the data.

Staff gender profile

When looking at the gender balance across the University, this is stable compared with the previous years – women now make up 48% of all University staff, a small increase from 47% last year.

The proportion of female staff increased within all schools and professional services units (PSUs), with the exception of the School of Aerospace Transport and Manufacturing (SATM) which remained the same as shown in Figure 1 below. It should be noted that while the percentage of female staff within SATM remained static, the actual number of female staff has increased.

Figure 1 Female staff by School/Professional Support Units (PSUs)

As shown in Figure 2, when looking at gender representation by job family, it is pleasing to see the number of female academics has risen steadily over last three years, from 84 in 2021 to 103 in 2023. The number of female professors has also increased by three since last year.

We have seen a small rise in the number and percentage of female technicians compared to last year, another positive result.

Women continue to be the majority in business services roles. The apparent fall in the percentage of women within the operational job family this year is as a result of an increase in men in this job family, rather than a fall in the number of women employed in these roles.
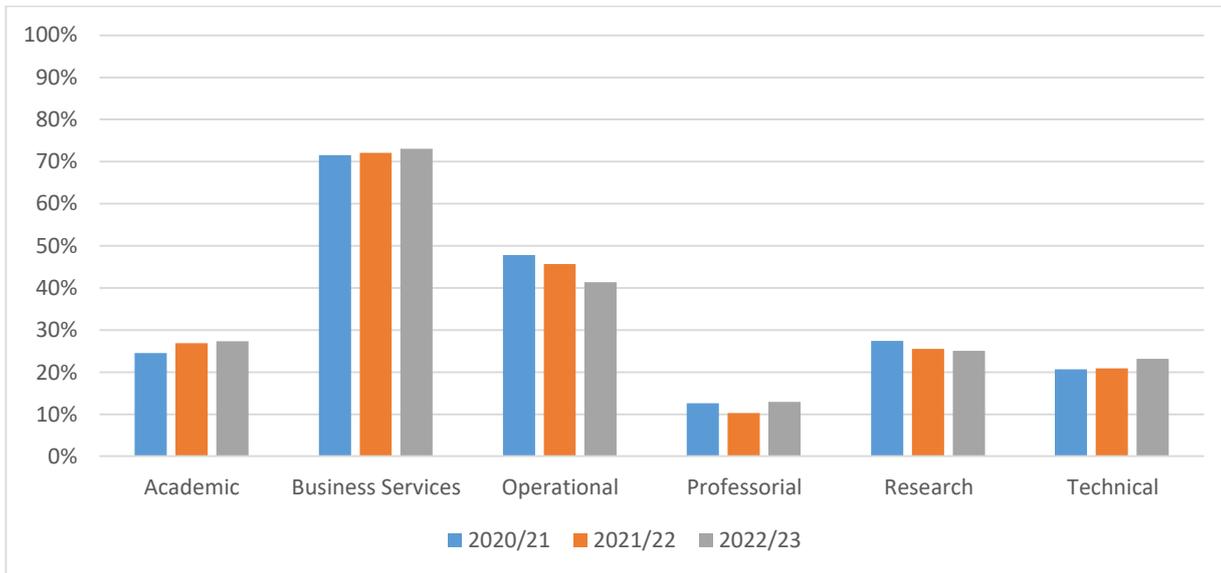
Figure 2 Female staff by job family

Gender representation on senior committees of the University

We improved representation on University senior committees in the reporting period, shown in Table 2. In 2023, the University established a new University Executive Forum with a broader, more diverse membership, replacing the previous Senior Management Team structure. Representation on Senate has also improved based on the previous reporting year, now with 20% female representation (Senate has authority delegated by Council to oversee the academic work of the University, assure academic quality and standards and regulate student affairs. Membership is predominantly made up of the Cranfield's professoriate).

	2022 - 2023		**2021- 2022**	
Committee	% Female	% Male	% Female	% Male
Council	53	47	50	50
University Executive	31	69	31	69
University Executive Forum*	43	57	28	72
Senate	20	80	13	87
* Created in 2023. Previous to this we had a Senior Management Team in place.				

Table 2 Gender representation on senior committees of the University

Staff ethnicity profile

Our staff nationality and ethnicity data for the period are shown in the tables and figures below.

When looking at the ethnicity of our staff in Table 3, staff from a minority ethnic background represent 22% of all University staff, a rise of 3% from last year. This is explained by a

significant increase in the number of non-UK minority ethnic and an increase in UK minority ethnic staff. This increase in UK minority ethnic staff is very positive, as we continue to seek to become more representative of our local demographic*.

Frustratingly, we experienced a significant increase in the number of "undisclosed" ethnicity data amongst our staff. This is a direct result of changes to the ethnicity categories made by HESA which required staff to re-share their personal data with us. Significant efforts are being made to encourage re-sharing of this information.

*UK Census 2021 ethnic minority people: Milton Keynes – 28%, Bedford 24%, Shrivenham 9%, Swindon 18%.

	2020/21		2021/22		2022/23	
	Count	%	Count	%	Count	%
Non-UK Minority Ethnic	188	11%	197	12%	244	14%
Non-UK White	228	14%	231	14%	61	3%
UK - Minority Ethnic	118	7%	116	7%	136	8%
UK - White	1049	64%	1053	64%	434	25%
Undisclosed*	58	4%	56	3%	894	51%
University	1641	100%	1653	100%	1769	100%

Table 3 Staff nationality and ethnicity

There has been little change from last year in the specific ethnicities of UK minority ethnic staff. The changes to HESA categories for general ethnicity mean a direct comparison year on year is not made, but the current ethnicities are shown in Table 4.

Ethnicity	Count	%
Asian - Indian or Indian British	34	25%
Any other Asian background	16	12%
Asian - Chinese or Chinese British	15	11%
Asian - Pakistani or Pakistani British	13	10%
Any other ethnic background	12	9%
Black - African or African British	11	8%
Black - Caribbean or Caribbean British	9	7%
Mixed - White or White British and Asian or Asian British	7	5%
Any other Mixed or Multiple ethnic background	5	4%

Mixed - White or White British and Black Caribbean or Black Caribbean British	5	4%
Asian - Bangladeshi or Bangladeshi British	5	4%
Arab	3	2%
Mixed - White or White British and Black African or Black African British	1	1%

Table 4 UK ethnicity

Figures 3 and 4 show the ethnicity of our staff by school/PSU and by job family. These figures highlight the high percentage of 'Undisclosed' ethnicity that has resulted from recent changes to the ethnicity categories made by HESA which required us to seek the information anew from staff. Efforts are being made to encourage re-sharing of this information by all our staff.
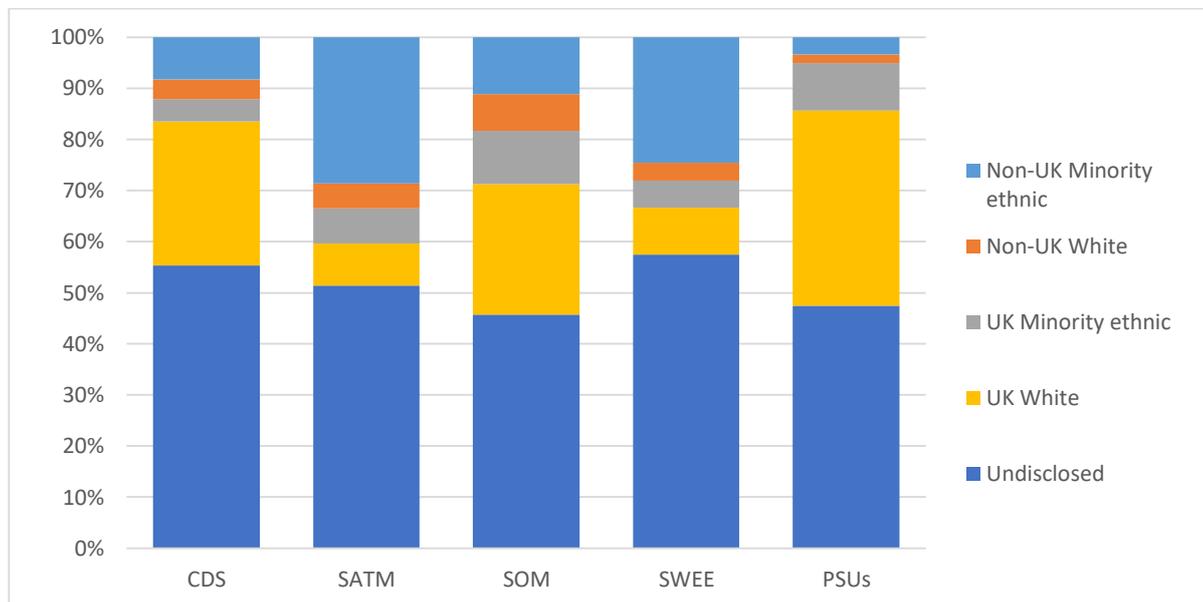

Figure 3 Ethnicity by School/PSUs
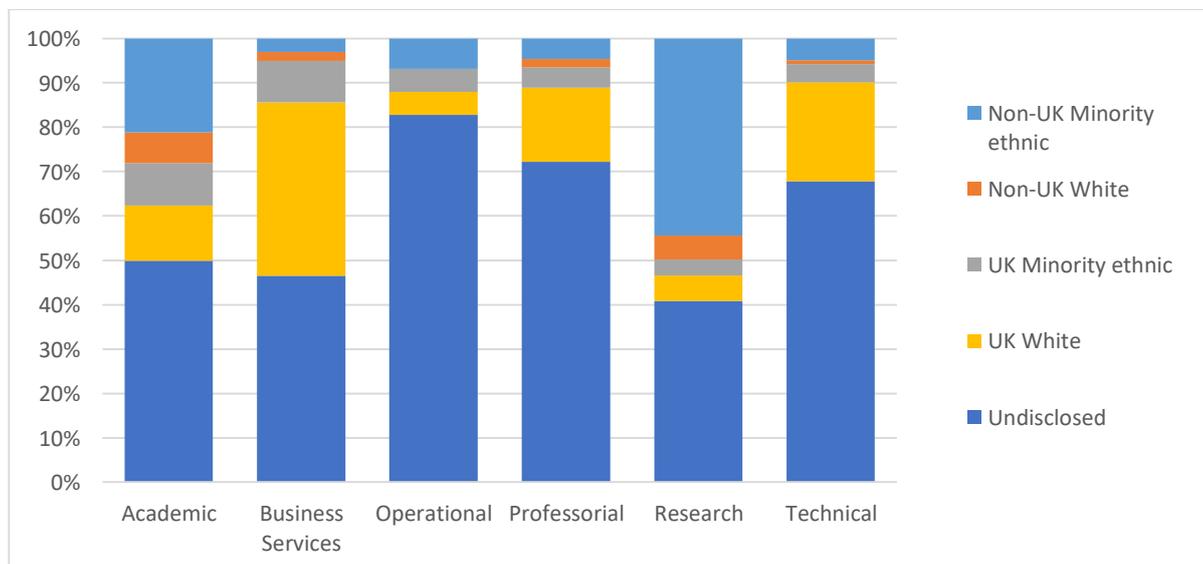
Figure 4 Ethnicity by job family

Staff disability profile

When analysing the staff disability data, we are very pleased that the percentage of staff sharing a disability, condition or impairment has increased from 5% to 7%, as shown in Table 5.

	2020/21		2021/22		2022/23	
	Count	%	Count	%	Count	%
No shared disability	1545	94%	1552	94%	1593	90%
Disability shared	71	4%	78	5%	126	7%
Undisclosed	25	2%	23	1%	50	3%

Table 5 Staff sharing a disability, condition or impairment

A further positive this year is a new option to share details of more than one disability, condition or impairment, making our data more inclusive and relevant. This is shown in Table 6.

The increase in sharing rates is particularly notable in the following areas:

- increase in long-term conditions, was 12 last year, now 30;
- increase in sharing of learning differences, was 14, now 25;
- increase in sharing mental health conditions, was 14, now 22; and
- increase in sharing hearing difficulties, was 4 now 12.

Disability, condition or impairment	Count	%
Long-term illness or health condition such as cancer, HIV, diabetes, chronic heart disease, or epilepsy	30	24%
Learning difference such as dyslexia, dyspraxia or AD(H)D	25	20%
Mental health condition, challenge or disorder, such as depression, schizophrenia or anxiety	22	17%
An impairment, health condition or learning difference not listed above	20	16%
D/deaf or have a hearing impairment	12	10%
Physical impairment (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)	11	9%
Two or more impairments and/or disabling medical conditions	3	2%

Social/communication conditions such as a speech and language impairment or an autistic spectrum condition	2	2%
Blind or have a visual impairment uncorrected by glasses	1	1%

Table 6 Disability, condition or impairment

Staff sexual orientation profile

The number of staff sharing their LGBTQ+ sexual orientation with us has increased, but remains relatively small as a percentage of our total staff. However, we are pleased to report a 36% increase in the number of people sharing they are LGBTQ+ during the six-month period after first publishing these numbers in a new data dashboard. This is a reflection of the work of our staff network, Q at Cranfield. This is shown Table 7.

	Count	**%**
Heterosexual	1331	75%
LGBTQ+	57	3%
Undisclosed	381	22%
University	1769	100%

Table 7 Sexual orientation

Staff age profile

There has been little change in the age profile of our staff compared with last year, as shown in Figure 5. We have seen a slight increase in the proportion of University staff under the age of 30.   The percentage of staff over the age of 60 in our professorial and operational job families, shown in Table 8, is significant for our succession planning.

Figure 5 Age profile

	% age within job family						
	Academic	Business Services	Operational	Professorial	Research	Technical	University
< 30	1%	9%	10%	0%	23%	26%	10%
30-39	27%	21%	9%	1%	48%	16%	24%
40-49	35%	26%	22%	22%	17%	15%	25%
50-59	26%	33%	31%	38%	8%	24%	27%
60+	12%	12%	28%	39%	4%	19%	13%

Table 8 Staff age by job family

Staff recruitment data

The data presented in this section are summary results from analysing recruitment activity for the six-month period August 2022 to January 2023, covering the gender, ethnicity and disability of applicants. The data are presented to show our recruitment activity by job family.

Gender in recruitment data

Overall, women represented 41% of all applicants, and 58% of those hired, resulting in a higher overall success rate of 15% for female applicants compared to that of 7% for male applicants. This is an increase on the year 2021-2022, when overall 38% of all applicants were female.

These results were replicated across all job families except for technical and apprentice roles where the number of female applicants and those shortlisted was lower. Similar female success was seen in roles across the pay scales, including those at senior level.

As in previous years, male applicants continue to have a low success rate for business service roles, with men making up 37% of all applicants, but only 17% of those hired for these roles. The percentage of offers made to women remained stable compared to last year, at 53%. The data are provided in Table 9

Female					
Job Family	**Applications**	**Shortlisted**	**Offered**	**Hired**	**Conversion Rate**
Academic	31%	34%	37%	35%	6%
Professorial	40%	100%	100%	100%	50%
Research	19%	25%	29%	29%	14%
Business Services	63%	72%	83%	83%	16%
Operational	42%	55%	58%	58%	28%
Technical	23%	26%	14%	14%	10%
Apprentice	26%	10%	17%	17%	7%
All University	41%	53%	58%	58%	15%

Male					
Job Family	**Applications**	**Shortlisted**	**Offered**	**Hired**	**Conversion Rate**
Academic	69%	66%	63%	65%	5%
Professorial	60%	0%	0%	0%	0%
Research	81%	75%	71%	71%	8%
Business Services	37%	28%	17%	17%	6%
Operational	58%	45%	42%	42%	15%
Technical	77%	74%	86%	86%	18%
Apprentice	74%	90%	83%	83%	13%
All University	57%	46%	40%	40%	7%
Elected not to share	1%	1%	1%	2%	13%

Table 9 Recruitment activity by gender for August 2022 - January 2023

Ethnicity in recruitment data

Compared to the reporting period in 2021-2022, our recruitment data for ethnicity shows little change. UK white applicants continued to have the highest success rate across all roles with 21% of this group being successfully hired (compared to 19% last year), shown in Table 10. Non-UK ethnic minority applicants again had a low conversion rate of 4% (3% last year); non-UK white had a 11% conversion rate (9% last year), shown in Table 11.

Encouragingly, UK-ethnic applicants had a conversion rate of 11% this year which was up from 6% last year.

Overall, the conversion rates for minority ethnic staff have improved since the last reporting period, by 5% for UK ethnic applicants, and by 1% for non-UK ethnic applicants. This is evidenced in the overall increase in ethnic minority staff numbers this year.

As in previous years, ethnic minority applicants from outside the UK make up the largest proportion of all applicants at 47% in the reporting period. This is a slight decrease over previous years (around 50%) and may reflect changes in the immigration landscape in the UK in the previous period. Non-UK ethnic minority applicants had the lowest success rate in terms of being appointed across all job family roles. In particular, they had a low success rate for academic and research roles even though they comprised the majority of applicants for roles of this type. UK ethnic minority applicants were shown to have low success rates in academic, operational and apprentice roles.

Our focus for 2023 -2024 will continue to be on increasing candiate attraction and identifying and removing barriers in the recruitment process to improve hiring levels for minoritised ethnic candidates.

UK White					
Job Family	**Applications**	**Shortlisted**	**Offered**	**Hired**	**Conversion Rate**
Academic	10%	26%	37%	41%	22%
Professorial	60%	100%	100%	100%	33%
Research	5%	13%	19%	19%	35%
Business Services	50%	71%	77%	76%	19%
Operational	51%	80%	100%	100%	38%
Technical	32%	63%	67%	67%	33%
Apprentice	45%	76%	83%	83%	21%
All University	28%	52%	58%	58%	21%

Non-UK White					
Job Family	**Applications**	**Shortlisted**	**Offered**	**Hired**	**Conversion Rate**
Academic	17%	28%	42%	41%	13%
Professorial	20%	0%	0%	0%	0%
Research	12%	14%	21%	21%	16%
Business Services	8%	5%	3%	3%	5%
Operational	5%	3%	0%	0%	0%
Technical	16%	6%	0%	0%	0%
Apprentice	6%	5%	17%	17%	33%
All University	10%	9%	11%	11%	11%

Table 10 Recruitment activity by white or non white ethnicity for August 2022 - January 2023

UK Minority Ethnic					
Job Family	Applied	Shortlisted	Offered	Hired	Conversion Rate
Academic	9%	13%	5%	6%	4%
Professorial	0%	0%	0%	0%	
Research	3%	3%	4%	4%	15%
Business Services	15%	15%	14%	14%	12%
Operational	4%	3%	0%	0%	0%
Technical	5%	6%	17%	17%	50%
Apprentice	11%	14%	0%	0%	0%
All University	9%	11%	9%	9%	11%

	Non-UK Minority Ethnic				
Job Family	**Applied**	**Shortlisted**	**Offered**	**Hired**	**Conversion Rate**
Academic	64%	33%	16%	12%	1%
Professorial	20%	0%	0%	0%	0%
Research	80%	70%	55%	55%	6%
Business Services	27%	8%	7%	7%	3%
Operational	40%	13%	0%	0%	0%
Technical	46%	25%	17%	17%	6%
Apprentice	38%	5%	0%	0%	0%
All University	47%	24%	19%	19%	4%
Elected not to share	5%	4%	4%	4%	9%

Table 11 Recruitment activity by minoritised ethnicity for August 2022 - January 2023

Disability in recruitment data

The sharing rates among candidates who apply for posts at Cranfield remain relatively low as a percentage of candidates. We aim to improve our understanding of the candidate experience for disabled candidates, and therefore request people share their data with us, in line with our commitments as a Disability Confident Employer. Of those applicants who chose to share that they are disabled, 8% were successfully appointed, whereas 13% of applicants who did not share any disability-related information with us were appointed, as shown in Table 12. It is important to note that this lower success rate may be due to the fact that many applicants elect not to share their personal information until they have been offered a role. This analysis marks the first year we have published this form of analysis and serves as a benchmark for our ongoing progress. In addition, the changes to HESA codes in 2023, which have made the categories of data that we collect more inclusive, may further assist us with increasing sharing rates.

Shared Disability					
Job Family	Applications	Shortlisted	Offered	Hired	Conversion Rate
Academic	3%	7%	5%	6%	9%
Professorial	0%	0%	0%	0%	
Research	2%	4%	0%	0%	0%
Business Services	7%	9%	5%	5%	8%
Operational	7%	10%	0%	0%	0%
Technical	2%	5%	0%	0%	0%
Apprentice	6%	10%	17%	17%	33%
All University	5%	7%	3%	4%	8%

None Shared					
Job Family	Applied	Shortlisted	Offered	Hired	Conversion Rate
Academic	97%	93%	95%	94%	5%
Professorial	100%	100%	100%	100%	20%
Research	98%	96%	100%	100%	10%
Business Services	93%	91%	95%	95%	12%
Operational	93%	90%	100%	100%	22%
Technical	98%	95%	100%	100%	17%
Apprentice	94%	90%	83%	83%	10%
All University	94%	92%	95%	95%	11%
Elected not to share	1%	1%	1%	2%	13%

Table 12 Recruitment activity by disability for August 2022 - January 2023

Sexual orientation in recruitment data

Our data on sexual orientation of candidates during the recruitment process is currently too small to perform meaningful analysis. We maintain our commitment to encouraging applicants to share their sexual orientation with us during recruitment stages through our engagement with the LGBTQ+ community. We have demonstrated good progress with increasing sharing rates with our employees when they join us, and we will continue to promote this practice. In addition, the changes to HESA codes in 2023, which broaden the categories of data we collect for sexual orientation, may further aid us in this regard.

Staff voluntary turnover data

Voluntary turnover occurs when staff willingly leave an organisation, as opposed to leaving at the end of a fixed term contract or other reasons initiated by the employer.

At Cranfield, our voluntary turnover rate for the six-month period to January 2023 was 5% which when extrapolated to a full year, is in line with the previous EDI annual report when voluntary turnover was 11% for the full year. This slightly lower voluntary turnover rate could reflect a stabilising of the general recruitment climate in the UK following the peak during the 'Great Resignation' and 'Great Retirement' that affected the country as a whole in 2021-2022. This rate continues to be in line with the rest of the sector.

During the six-month period, women and men experienced similar turnover rates, with women having a voluntary turnover rate of 6% and men 5%. The primary reasons for leaving were similar for both men and women, with career prospects and retirement being the most common reasons provided, however some women also referred to 'work/life balance' as a contributing factor. This is an important trend that also reflects the broader UK trends and is being considered as part of our wellbeing initiatives.

Variations in turnover can be seen within different ethnic groups. UK ethnic minority staff had the highest voluntary turnover rate of all groups during the six- month period, at 7%. The ethnic groups of non-UK ethnic, UK white and non-UK white all had a voluntary turnover rate of 5%.

Sector Benchmarks

Referencing HESA staff data for the academic year 2021/22, and the latest AdvanceHE staff statistical report which looks at staff data for the academic year 2020/21, the tables below benchmark Cranfield's key staff demographic metrics against the wider HEI sector where comparisons are available. The HESA data is a year older than the Cranfield reported data, due to HESA reporting timelines.

The tables below also show our People strategy KPIs to benchmark our progress towards our goals for 2027.

Gender	Cranfield July 2023	Strategy KPI by 2027	HESA 2021/22	Advance HE 2020/21 (rounded)
Females as % of all staff	48%	-	55%	54%
Females as % of all academics	27%	35%	-	-
Females as % of all professors	13%	20%	30%	28%

Ethnicity	Cranfield July 2023	Strategy KPI by 2027	HESA 2021/22	Advance HE 2020/21 (rounded)
Ethnic staff as % of all staff	21%	-	16%	16%
UK Ethnic staff as a % of all staff	8%	12%	-	9%
Ethnic staff as % of all professors	9%	-	12%	11%
Black staff as a % of all professors	0%	-	1%	1%

Disability	Cranfield July 2023	Strategy KPI by 2027	HESA 2021/22	Advance HE 2020/21 (rounded)
Shared disability as % of all staff	7%	6%	7%	6%

Sexual Orientation	Cranfield July 2023	Strategy KPI by 2027	HESA 2021/22	Advance HE 2020/21 (rounded)
Staff sharing their LGBTQ+ status as a % of all staff	3%	-	-	4%

Making Change Happen 2023 – 2024

Cranfield has strong ambitions to continue our progress and make change happen as outlined in our new EDI strategy. While this report demonstrates good progress in a number of key areas, we recognise there is still more we aim to achieve.   We acknowledge the need to make firm commitments to take the necessary actions to enable us to achieve our aspirations. A summary of some of our operational actions for 2023-2024 is provided below.

Operational actions

We will continue our EDI work in recruitment, career development, wellbeing, pay and reward and retention. In addition, we have planned new operational actions for the period 2023-2024, including:

1. establishing an executive committee for EDI and Wellbeing to further strengthen leadership and governance;

2. commencing the pilot for small and specialist institutions for AdvanceHE's Race Equality Charter submission;

3. applying for recognition as a Trailblazer by Race Equality Matters. The Trailblazer series spotlights forward-thinking organisations that are implementing impactful solutions to drive race equality;

4. re-establishing our Athena Swan self-assessment team for our Bronze level Charter re-submission;

5. expanding our outreach activities with local communities, including participation in job shows, and ongoing engagement with organisations such as Women Leaders UK.

6. implementing a working group to review our disability adjustments processes;

7. submitting evidence towards achieving Disability Confident Leader status under the Disability Confident Scheme, building on our current level 2 status, Disability Confident Employer;

8. developing an enhanced shared parental leave policy to remove a barrier that may disincentivise co-parents from returning to work;

9. reviewing our People KPIs for staff sharing rates which have made strong progress in the past 12 months and may be revised upwards if this trend continues; and

10. sustaining our momentum of engaging with students, by increased partnering with the Cranfield Students' Association, and collaboration with colleagues such as our Student Wellbeing and Disability Support team and Careers and Employability Service.