Equity, Diversity and Inclusion Annual Report

August 2024 – July 2025

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Abbreviations

A list of abbreviations used in this report

Abbreviation	
CDS	Cranfield Defence and Security
FBAM	Faculty of Business and Management
FEAS	Faculty of Engineering and Applied Sciences
EDI	Equity Diversity and Inclusion
HESA	Higher Education Statistics Agency
PSU	Professional Services Unit
SATM	School of Aerospace, Transport and Manufacturing
SOM	School of Management
SWEE	School of Water, Energy and Environment

Introduction

This Equity, Diversity and Inclusion (EDI) Annual Report covers the period 1 August 2024 – 31 July 2025. It reflects the progress made against our strategic objectives and the challenges experienced during a year of significant organisational change.

This report provides an account 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). The charts and tables in this report are presented in line with statutory requirements, by individual protected characteristics, and provide a detailed account of our staff demographic data.

We continue to analyse our EDI data regularly, not only to meet our statutory obligations, but to assist us with understanding our staff demographics and experience.

This report also sets out progress against our operational actions for 2024–25, together with our future priorities for 2025–26, aligned to our EDI Strategy and four strategic ambitions.

Overview 2024-2025

The University change programme has developed this year; it has inevitably shaped the pace and focus of our EDI work. This has required us to prioritise essential policy updates, statutory reporting, and staff support while pausing or deferring longer-term initiatives such as our Athena Swan and Race Equality Charter submissions. We will be seeking a further extension for both Charters, with the expectation that work will not fully recommence until late 2026.

Despite these constraints, we remain committed to embedding equity, diversity and inclusion across all aspects of University life. Over the year we:

- Completed a full review and update of our Disability Policy and Reasonable Adjustments Framework.
- Started work on a revised Trans Inclusion Policy in light of the Sussex OfS case and the supreme court ruling.
- Maintained the engagement of our staff networks and introduced opportunities for their Chairs to feed directly into the University EDI Committee.
- Continued preparation towards our Disability Confident Leader submission, with planned completion in 2025.
- Delivered National Inclusion Week activities in September 2024.
- Launched the Cranfield EDI Forum, creating a new space for dialogue, knowledge-sharing and staff engagement.
- Carried out an equal pay audit.
- Reported on the disability pay gap for the first time, alongside ethnicity and gender pay gaps.
- Developed an improved Equality Impact Assessment Framework

Progress against other planned operational actions is shared in more detail at the end of this report.

The data presented in this report reflect a new organisational structure at Cranfield. The University is now organised around two academic Faculties (moving from the previous structure of four academic ‘Schools’). This has made year-on-year comparison of the data more complex.

We continue to operate under a period of recruitment freeze/essential spend with fewer vacancies advertised during the reporting period of 2024/25 compared to 2023/24. We have, therefore, not reported in detail on recruitment data this year, electing to focus on analysing voluntary turnover data.

The University total staff headcount decreased by 6.5% in the period, from 1749 to 1635.

People Key Performance Indicators (KPIs)

Cranfield's People KPIs were first agreed in 2022 and include targets to increase the representation of people from specific groups by 2027. The progress and trajectory that we saw in previous years has plateaued in the 2024/2025 period, with the exception of Female Professors, as shown in Table 1 below. The reasons for this plateauing are strongly linked to the level of turnover during a period of organisational change, combined with a reduction in recruitment over the past 2 years. The 3% increase in female professors since 2024 is encouraging and is explained by two factors - our actions to improve our Senior Academic Promotions process; and general turnover levels amongst male professors. This is explored further in the data analysis section of this report.

Table 1 Progress towards People KPIs

KPI	2022	2027	**Progress**				
	Base line	**Target**	**Jul-25**	Apr-25	Jan-25	Oct-24	Jul-24
Female Academics	24%	**35%**	**29%**	29%	29%	29%	29%
Female Professors	11%	**20%**	**18%**	18%	18%	18%	15%
UK Black, Asian and Minority Ethnic	7%	**12%**	**9%**	9%	10%	10%	10%
Disability shared	4%	**6%**	**9%**	9%	10%	9%	9%

Below target	On target	Target met/exceeded

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 alongside our People KPIs. We also provide detailed data and analysis of staff turnover in the period.

For a detailed explanation of each job family, refer to the Glossary.

Age profile

Figure 1 displays the age profile of our staff and highlights that, while there has been a fall in overall staff numbers, the age distribution at the University has remained consistent with previous years, with most staff being within the 30-39, 40-49 and 50-59 age bands.

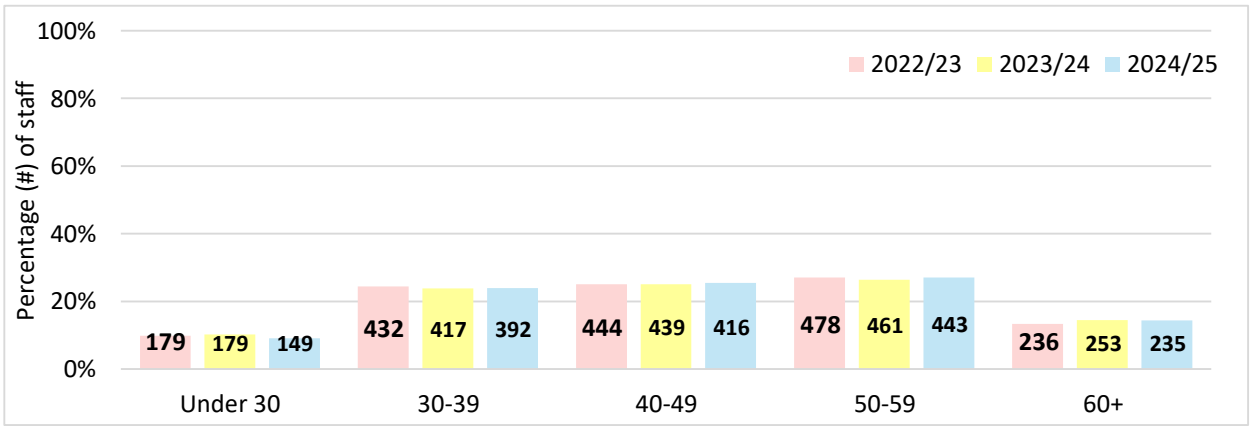

Figure 1 Staff age profile breakdown for the University, 2022/23 to 2024/25

Table 2 below shows that in 2024/25 more than 70% of staff in Professorial and Operational staff were aged 50 or above – significantly higher than the University-wide average of 41%. The Research community represents our youngest staff demographic group, with over 70% of staff in this group aged 40 or under, compared to 33% across the University. This reflects typical career trajectories and most researchers being at a post-doctoral career stage and age.

Table 2 Staff age profile breakdown by job family, for 2024/25

Age range	Academic	Business Services	Operational	Professorial	Research	Technical	University
Under 30	0% (<5)	6% (46)	9% (<5)	0% (0)	23% (67)	27% (32)	9% (149)
30-39	23% (81)	20% (144)	6% (<5)	1% (<5)	50% (144)	17% (20)	24% (392)
40-49	40% (138)	25% (183)	11% (<5)	26% (29)	16% (47)	13% (15)	25% (416)
50-59	23% (78)	35% (258)	51% (18)	38% (42)	6% (18)	24% (29)	27% (443)
60 and over	14% (47)	14% (107)	23% (8)	35% (39)	3% (10)	20% (24)	14% (235)

Disability profile

Table 3 below shows the number of staff who have shared they have a disability, condition or impairment. This group continues to represent 9% of the workforce, unchanged from 2023/24.

Table 3 Staff disability profile breakdown for the University, 2022/23 to 2024/25

	2022/23		***2023/24***		***2024/25***	
	Count	*%*	*Count*	*%*	Count	%
No shared disability	1593	90%	1512	86%	**1419**	**87%**
Disability shared	126	7%	166	9%	**155**	**9%**
Undisclosed	50	3%	71	4%	**61**	**4%**

Table 4 below presents a detailed breakdown of the disabilities, conditions, or impairments shared by staff in 2024/25. Consistent with previous years, the most commonly shared categories are ‘a long-term illness or health condition (e.g. cancer, HIV, diabetes, chronic heart disease, or epilepsy)’ and ‘a learning difference (e.g. dyslexia, dyspraxia, or AD(H)D)’. These are closely followed by the sharing of ‘a mental health condition, challenge, or disorder (e.g. depression, schizophrenia, or anxiety)’. Together, these three categories account for 69% of all shared conditions across the University.

Table 4 Breakdown of shared disability, conditions or impairments for the University, 2024/25

Disability, condition or impairment	**Count**	**%**
Learning difference such as dyslexia, dyspraxia or AD(H)D	38	25%
Long-term illness or health condition such as cancer, HIV, diabetes, chronic heart disease, or epilepsy	36	23%
Mental health condition, challenge or disorder, such as depression, schizophrenia or anxiety	33	21%
An impairment, health condition or learning difference not listed above	13	8%
D/deaf or have a hearing impairment	13	8%
Physical impairment (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)	9	6%
Social/communication conditions such as a speech and language impairment or an autistic spectrum condition	6	4%
Two or more impairments and/or disabling medical conditions	5	3%
Development condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language	<5	<1%
Blind or have a visual impairment uncorrected by glasses	<5	<1%

Ethnicity profile

As shown in Table 5, Black, Asian and minority ethnic staff now make up 25% of the workforce, a 1% increase compared to last year. While the number of White staff has decreased by 4% over the past 12 months – compared to a 3% decrease in the number of Minority Ethnic staff - the proportion of White staff overall has risen by 2%. This apparent increase can partly be attributed to a rise in staff re-sharing their ethnicity following the updates to ethnicity categories at the end of 2022/23, which required individuals who had previously identified as White to reshare their information.

Table 5 Staff nationality and ethnicity

	2022/23		**2023/24**		**2024/25**	
Ethnicity	Count	%	Count	%	Count	%
Black, Asian & Minority Ethnic	**380**	**21%**	**421**	**24%**	**407**	**25%**
UK Black, Asian & Minority Ethnic	136	8%	*167*	*10%*	155	10%
Non-UK Black, Asian & Minority Ethnic	244	14%	*254*	*14%*	252	15%
White	**495**	**28%**	***897***	***51%***	**863**	**53%**
UK - White	434	25%	*742*	*42%*	707	43%
Non-UK White	61	3%	*155*	*9%*	156	10%
Not Available	**827**	**47%**	**357**	**21%**	**302**	**18%**
UK – Not Available	652	37%	289	17%	247	15%
Non-UK Not Available	175	10%	68	4%	55	3%
Undisclosed[1]	**67**	**4%**	**74**	**4%**	**63**	***4%***
University total	**1769**	**100%**	**1749**	**100%**	***1635***	***100%***

Table 6 provides a comparative breakdown of UK Minority Ethnic staff for 2023/24 and 2024/25. Among these groups, ‘Asian – Indian British’ staff remain the largest, while those identifying as ‘Any Other Black background’ make up the smallest proportion. The most notable change has been a decrease in the number of ‘Asian – Pakistani British’ staff, which dropped from 16 in 2023/24 to 10 in 2024/25, a fall of 38%.

Table 6 UK ethnicity

	2023/24		**2024/25**	
UK Ethnicity	**Count**	**%**	**Count**	**%**

[1] Undisclosed represents ‘prefer not to say’, ‘not known’ or blank entries

Asian - Indian or Indian British	36	22%	38	25%
Any other Asian background	22	13%	21	14%
Asian - Chinese or Chinese British	16	10%	14	9%
Asian - Pakistani or Pakistani British	16	10%	10	6%
Black - African or African British	14	8%	13	8%
Mixed or multiple ethnic groups - White or White British and Asian or Asian British	12	7%	10	6%
Any other ethnic background	12	7%	15	10%
Black - Caribbean or Caribbean British	11	7%	8	5%
Asian - Bangladeshi or Bangladeshi British	8	5%	7	5%
Any other Mixed or Multiple ethnic background	7	4%	6	4%
Mixed or multiple ethnic groups - White or White British and Black Caribbean or Black Caribbean British	5	3%	5	3%
Arab	5	3%	5	3%
Mixed or multiple ethnic groups - White or White British and Black African or Black African British	3	2%	2	1%
Any other Black background	-	-	1	1%

Figure 2 illustrates the ethnic diversity of staff across each Faculty and the Professional Service Units (PSUs) for 2024/25. Minority Ethnic staff make up 14% of the workforce in PSUs– a figure consistent with the 15% recorded last year. The Faculty of Business and Management has 27% Minority Ethnic staff - slightly higher than the 25% reported in SOM in 2023/24. The Faculty of Engineering and Applied Sciences (FEAS) shows greater ethnic diversity, with Minority Ethnic staff representing 33% of the workforce, lower than the 38% seen in the School of Aerospace, Transport and manufacturing (SATM) last year, but comparable to the 34% reported in the School of Water Energy and Environment (SWEE) in 2023/24.

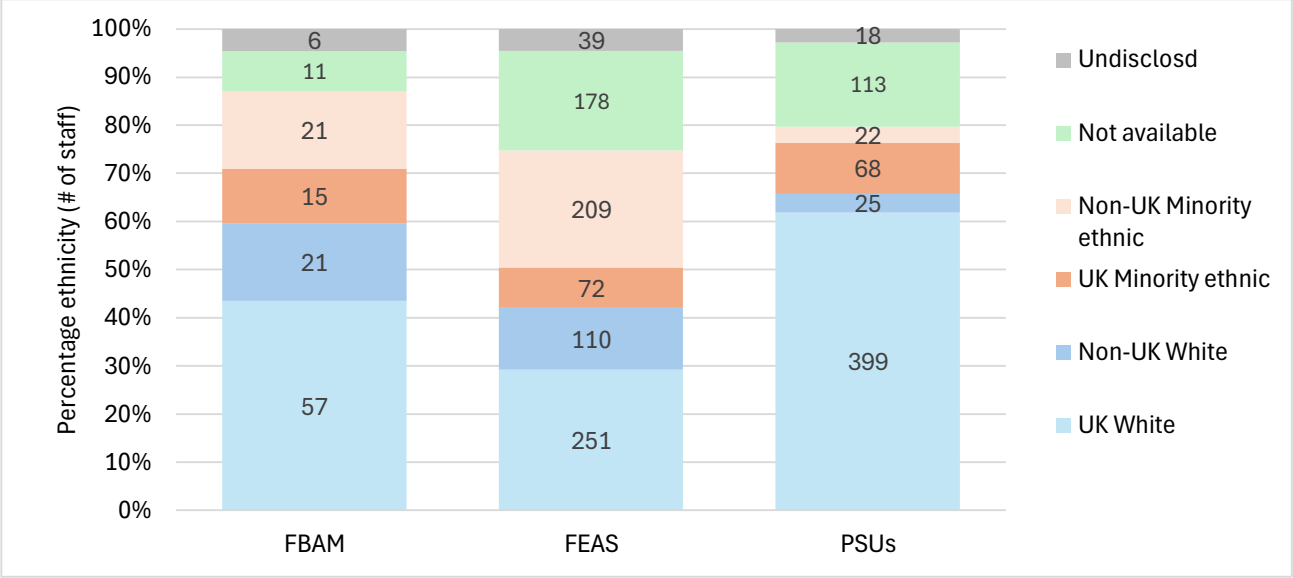

Figure 2 Staff ethnicity by Faculty/PSUs

Figure 3 below illustrates the ethnicity distribution of staff across each job family for 2024/25. As seen in previous years, the Research and Academic job families remain the most ethnically diverse, with 53% and 34% Black, Asian or minority ethnic staff respectively – well above the University-wide representation of 25%. In contrast, staff within the Technical job family continue to show the lowest levels of ethnic diversity, with 12% Black, Asian or minority ethnic staff.

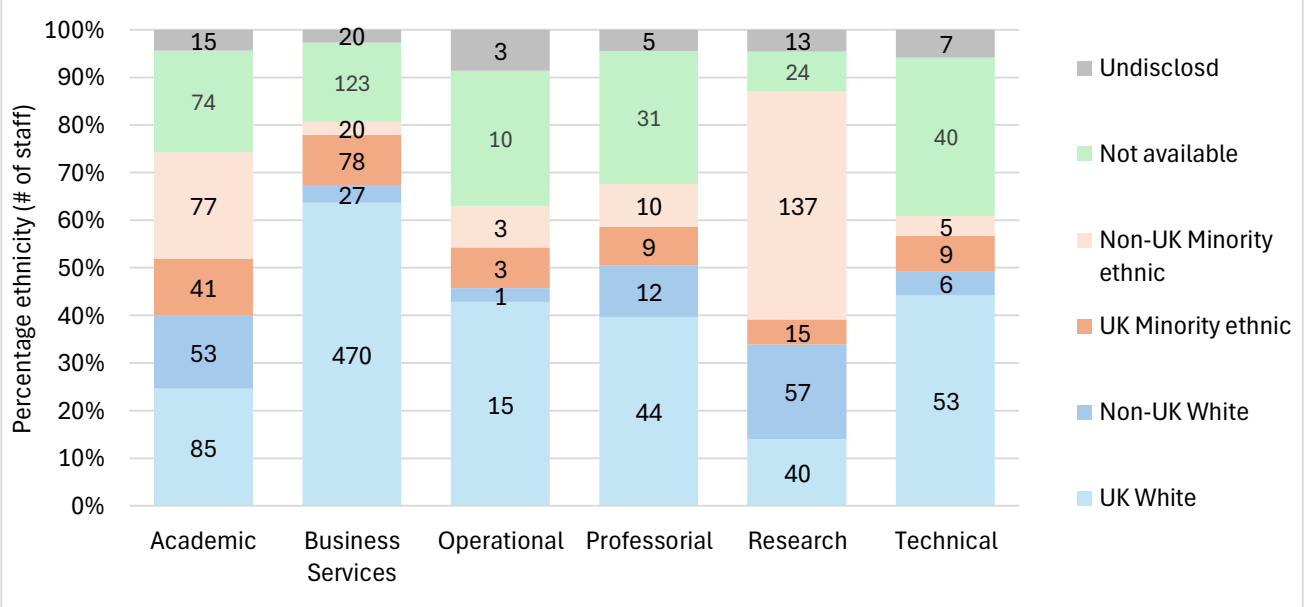

Figure 3 Ethnicity by job family

Ethnicity representation on senior committees of the University

The Ethnic representation within the University senior committees is shown in Minority Ethnic representation on the Senate increased slightly from 16% in 2023-24 to 19% in 2024–25.

Table 7 below.

The number of Minority Ethnic members on Council has doubled since 2023/24 last year, and overall representation is now at 22%. Comparative data[2] indicates that this is above the sector average of 16% for Minority Ethnic membership.

There was no change in representation on the University Executive, which continues to lack any Black, Asian or Minority Ethnic representation.

Minority Ethnic representation on the Senate increased slightly from 16% in 2023-24 to 19% in 2024–25.

Table 7 Ethnicity representation on senior committees of the University

	2023 - 2024		2024 - 2025	
Committee	**#**	**%**	**#**	**%**
Council	<5	12%	<5	22%
University Executive	0	0%	0	0%
Senate	22	16%	*25*	*19%*

[2] Source: HESA Staff Data 2023/24.

Gender profile

Table 8 compares the number and percentage of women across the University from 2022/23 to 2024/25. The data shows that the overall gender balance has remained stable in recent years, with women now making up 47% of the workforce. This small change is due to a 9% fall in the numbers of women employed since 2023/24 compared to a 5% decrease in the number of men.

Table 8 Number and percentage of women across the University, 2022/23 to 2024/25

	2022 - 2023		**2023 - 2024**		**2024 - 2025**	
	#	**%**	**#**	**%**	**#**	**%**
Female	842	48%	836	48%	765	47%
Men	927	52%	*913*	*52%*	*870*	*53%*

Table 9 below outlines the gender distribution of staff across each Faculty and the Professional Service Units (PSUs). The PSUs continue to have the highest proportion of women at 69%, unchanged from 2023/24. This is followed by FBAM, where women make up 59% of staff - comparable to the 59% recorded in SOM in 2023/24. In contrast, FEAS has a comparatively low proportion of female staff at 28%, reflecting historically lower female representation within its component Schools – CDS (33%), SATM (20%), and SWEE (45%) in 2023/24.

Table 9 Number and percentage of women, by Faculty/PSUs, 2024/25

	FBAM		**FEAS**		**PSUs**	
	#	%	#	%	#	%
Female	77	59%	244	28%	444	69%
Male	54	41%	615	72%	201	31%

Figure 4 below shows the gender of our staff across each job family. Positively, the proportion of female professors increased to 18% in 2024/25—up 3% from the previous year—as their numbers rose from 17 in 2023/24 to 20 in 2024/25. In the period, 3 out of 11 promotions to chair were women. This growth, alongside a slight decline in the number of male professors, contributed positively to our progress on improving the representation of female professors at Cranfield.

An increase in turnover of female academics during 2024/25 coupled with a decrease in male turnover during the same period, has resulted in no change to the overall representation of female academics in 2024/25 – remaining at 29%.

As in previous years, women continue to represent a significant proportion (72%) of our Business Service staff in 2024/25. Representation of women within the Research and Technical job families also remained steady, at 26% (no change from 2023/24) and 23% (a 2% increase) respectively.

Within the Operational job family, we have seen an 11% decrease in female representation, at 29% in 2024/25. This is a result of voluntary turnover being 40% among female staff compared

to 14.5% among male staff. Most voluntary female operational staff leavers (67%, n=4) cited ‘normal retirement’ as their reason for leaving.

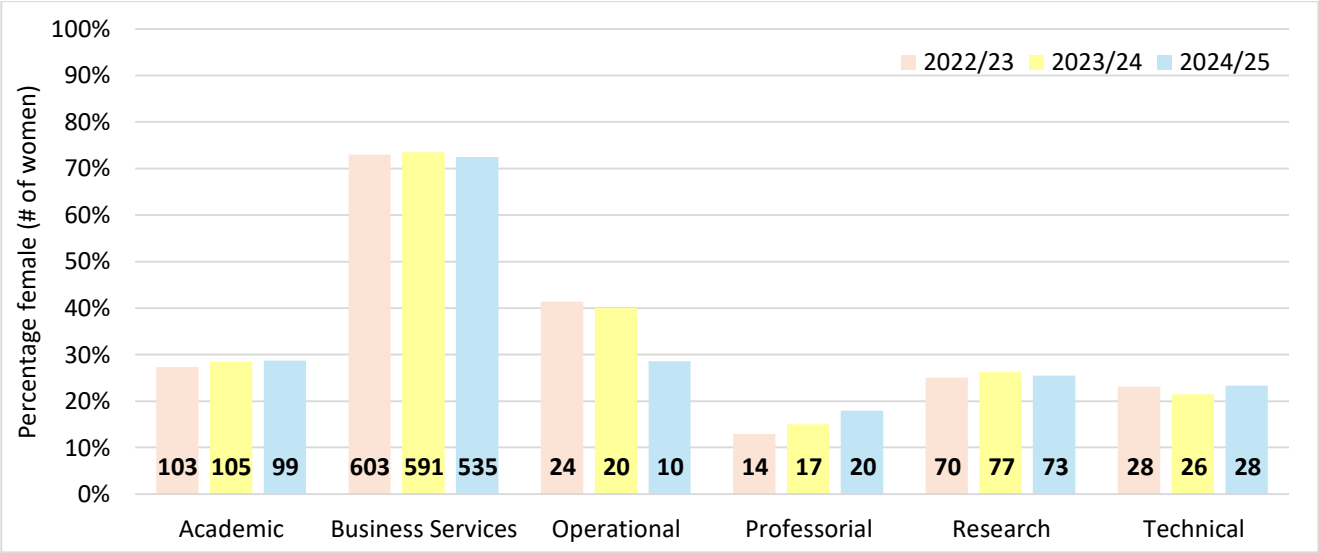

Figure 4 Number and percentage of women by job family, 2022/23 to 2024/25

Gender representation on senior committees of the University

Female representation on Council has fallen from 53% in 2023/24 to 44% in 2024/25, a change that, while appearing significant, reflects a reduction of just one female member. Despite this fall, representation remains closely aligned to the sector average of 43%.

In contrast, female representation has increased on both the University Executive and the Senate since 2023/24. On the University Executive, it rose from 36% to 45%, while on the Senate it increased by 2% to 25%.

Table 10 below presents the female representation across the University’s senior committees.

Female representation on Council has fallen from 53% in 2023/24 to 44% in 2024/25, a change that, while appearing significant, reflects a reduction of just one female member. Despite this fall, representation remains closely aligned to the sector average[3] of 43%.

In contrast, female representation has increased on both the University Executive and the Senate since 2023/24. On the University Executive, it rose from 36% to 45%, while on the Senate it increased by 2% to 25%.

Table 10 Gender representation on senior committees of the University

	2023 - 2024		2024 - 2025	
Committee	**#**	**%**	**#**	**%**
Council	9	53%	8	44%

3 Source: HESA Staff Data 2023/24.

University Executive	<5	36%	5	45%
Senate	32	23%	*34*	*25%*

Staff sexual orientation profile

Table 11 presents the number of staff sharing their sexual orientation from 2022/23 to 2024/25. While the number of staff identifying as LGBTQ+ has decreased slightly from last year, from 58 to 56, they continue to represent 3% of the total workforce.

Table 11 Staff sexual orientation for the University, 2022/23 to 2024/25

	2022/23		2023/24		2024/25	
	Count	%	Count	%	Count	%
Heterosexual or straight	1331	75%	1382	79%	1308	80%
LGBTQ+	57	3%	58	3%	56	3%
Undisclosed	381	22%	309	18%	271	17%

Staff recruitment data

The essential spend and recruitment freezes operating conditions of recent months have resulted in a 25% decrease in the number of advertised roles during 2024/25, falling from 187 in 2023/24 to 140 during the reporting period of 2024/25. The largest reductions in recruitment was in Business Services and Operational roles, which saw declines of 60% (87 to 35 roles) and 67% (3 to 1 role) respectively. Academic recruitment decreased by 16%, from 19 roles in 2023/24 to 16 in 2024/25.

During this period, Professorial roles increased by 50%, from 2 to 3 advertised positions, while Technical roles rose by 80%, from 5 to 9.

The overall number of Research positions remained stable and accounted for over half of all advertised roles in 2024/25 with all but 3 of the Research roles externally funded.

For a detailed explanation of each job family, refer to the Glossary.

Staff voluntary turnover data

Voluntary turnover refers to employees who choose to leave an organisation by their own decision, rather than due to the end of a fixed term contract, redundancy, or other employer-initiated reasons.

Figure 5 presents the University's voluntary turnover rates from 2022/23 to 2024/25, highlighting a consistent trend over the period. In the 2024/25 reporting period, the turnover rate for the whole University for all job roles was 8.9%, representing a slight decrease from the previous

year's rate of 9.2%. The age profile of voluntary leavers discussed in sections below reflects the uptake of staff of the Cranfield flexible retirement scheme which was active in the reporting period.

Directly comparable benchmarking data for voluntary turnover in the HE sector is not readily available. However, the Universities and Colleges Employers Association (UCEA) has published sector data on total turnover (ie including end of fixed term contracts and redundancies) for 2023-2024[4]. This places Cranfield in the upper quartile for all institutions – the median being 6.1% and the mean 6.6%.

Analysis of voluntary turnover will continue to be a priority focus during the next reporting period.

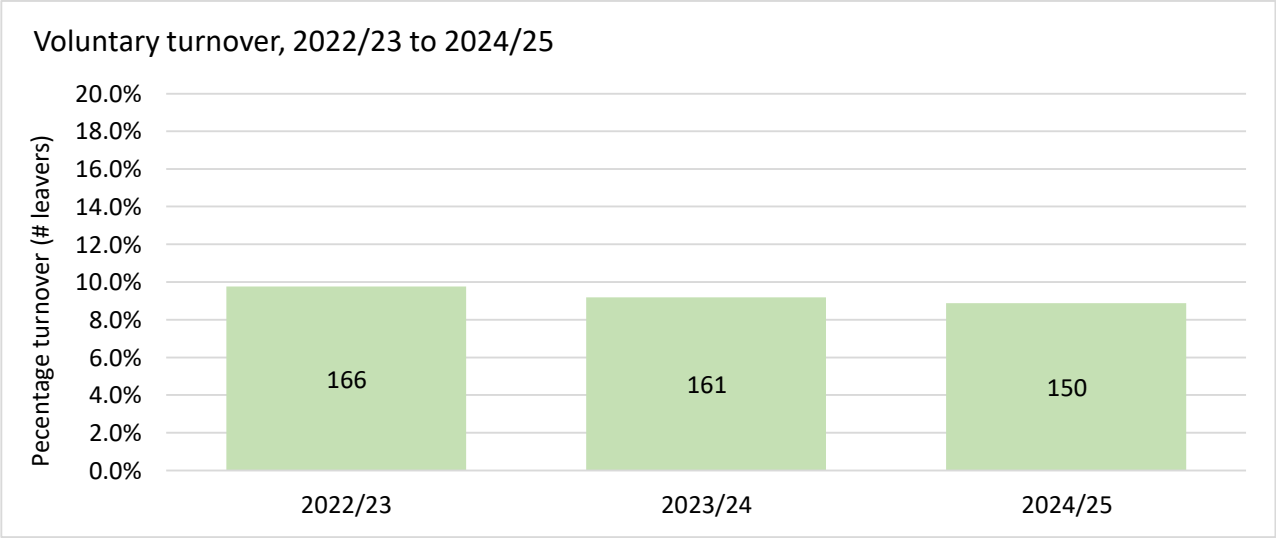

Figure 5 Voluntary turnover, 2022/23 to 2024/25

Voluntary turnover by age

Figure 6 illustrates voluntary turnover by age band, highlighting significant differences in turnover levels across age groups. The highest turnover was observed among the youngest and oldest staff - 12.2% for those aged 30 and under, and 16.4% for those aged 60 and over. Among employees aged 30 to 60, voluntary turnover generally declined with age, decreasing from 9.9% in the 30–39 group to 5.6% and 5.5% in the 40–49 and 50–59 groups, respectively.

The reasons for leaving also varied noticeably by age group. As can be expected, among those aged 60 and over, 78% (n= 31) cited retirement as their reason for leaving. In contrast, for all other age bands, the most cited reason was 'career prospects', followed by 'resigned – reason unknown' – 35% (n=7) for those aged 30 and under, 15% (6) for the 30-39 age band, and 25% (6) and 19% (5) of those aged 40-49 and 50-59 respectively. Notably, 19% (5) of employees aged 50–59 also reported 'normal retirement' as their reason for departure.

[4] UCEA Employee turnover benchmarking dashboard, 2025. The dashboard uses HESA total turnover data for the 2023-24 academic year for all UK HEIs.

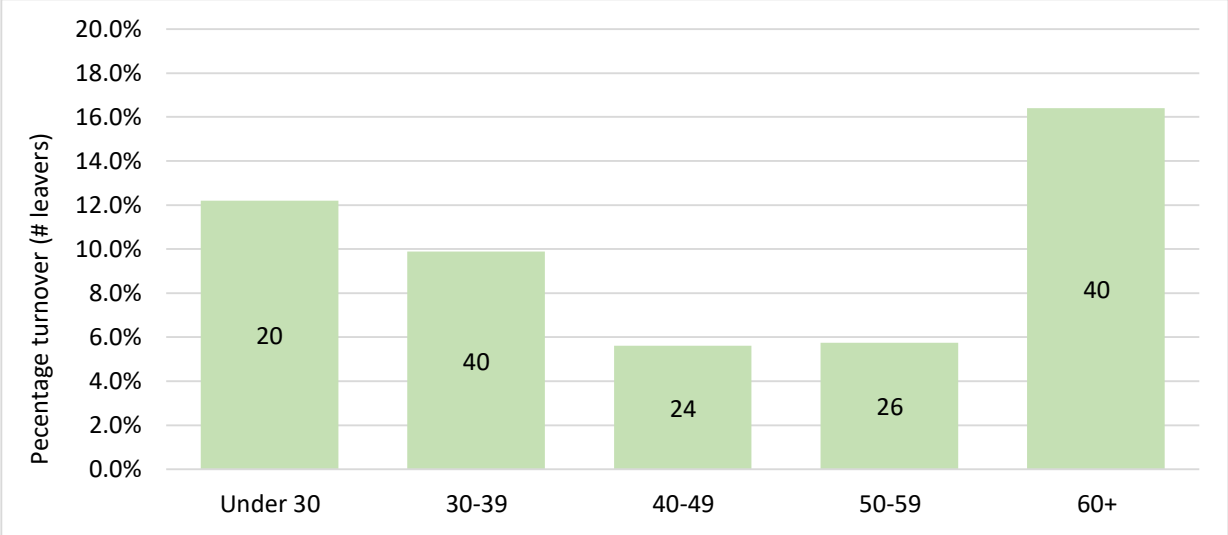

Figure 6 Voluntary turnover by age, 2024/25

Voluntary turnover by disability

Figure 7 compares voluntary turnover between staff who shared a disability and those with no known disability. Turnover among employees who shared a disability decreased in 2024/25 by 2.3% to 9.3%, while turnover for those with no known disability remained stable at 8.8%. As a result, turnover rates between the two groups were more comparable this year, leading to limited progress toward our people KPI to improve disability sharing rates.

Along with similar levels of turnover, there were also similarities in the reasons for leaving provided by both groups. Among leavers who had shared a disability, the most cited reasons were ‘career prospects’ and ‘normal retirement’ – each accounting for 27% (n=4) of this group, followed by ‘resigned – reason unknown’ at 20% (3). Similarly, among those with no known disability, ‘career prospects’ was the most common cited reason cited at 34% (44), followed by ‘normal retirement’ at 24% (31), and ‘Resigned – reason unknown’ at 16% (20).

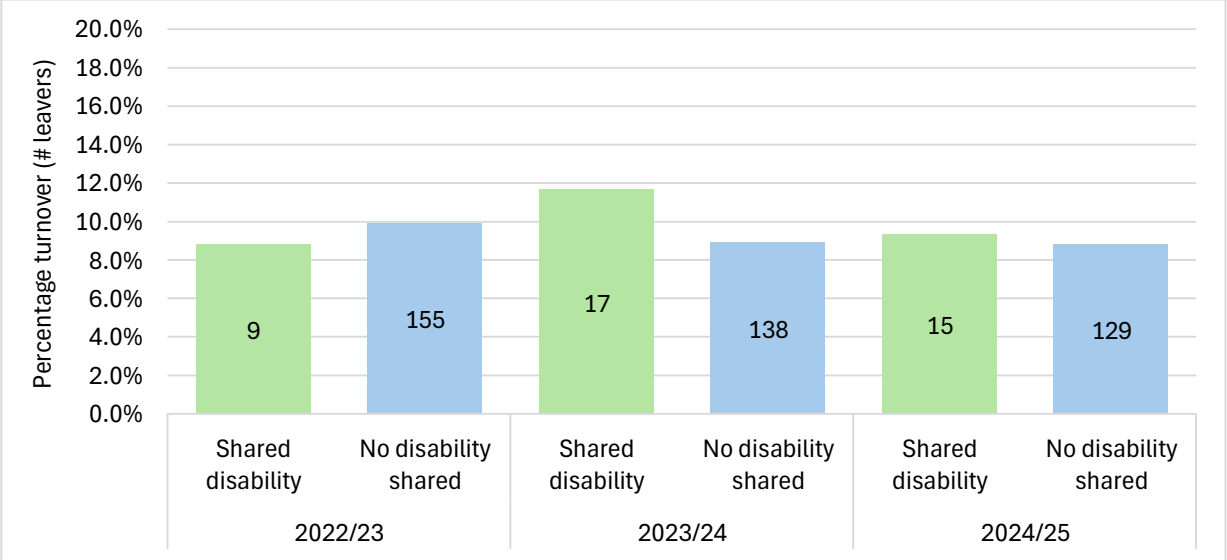

Figure 7 Voluntary turnover by disability, 2022/23 to 2024/25

Ethnicity in voluntary turnover data

As previously reported, at the end of the 2022/23 academic year, changes made by HESA to the ethnicity categories required staff who had previously identified as White to reshare their ethnicity information based on 5 new subcategories of white ethnicity. This resulted in a loss of data and a significant drop in the number of White staff recorded in 2022/23 and 2023/24. Comparisons of turnover rates by white ethnicity are, therefore, limited to the 2024/25 academic year in this report.

As shown in Figure 7, the turnover rate for Black, Asian and minority ethnic staff in 2024/25 was 10.4%, a slight increase from 9.8% in the previous year. In comparison, White staff had a voluntary turnover rate of 8.2% during 2024/25.

An analysis of the most frequently cited reasons for leaving revealed minimal differences between the two groups. For both, 'Career prospects' was the most common reason - 49% (n=21) of Black, Asian and minority ethnic leavers cited this, compared to 29% (21) of White staff.

The second most common reason was 'Normal retirement', which was more prevalent among White staff - 31% (n=22) of White leavers cited this, compared to 14% (6) of Black, Asian and minority ethnic staff.

Finally, both groups had a high proportion of leavers whose reason was recorded as 'Resigned – reason unknown' - 14% (n=6) of Black, Asian and minority ethnic leavers, and 15% (11) of White leavers.

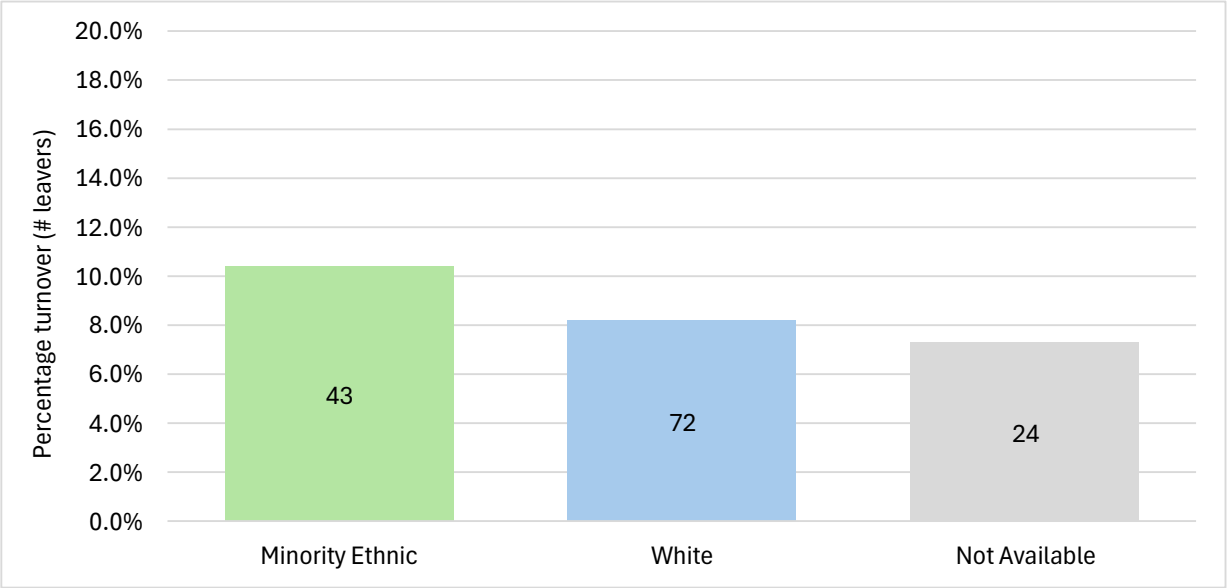

Figure 8 Voluntary turnover by ethnicity, 2024/25

Voluntary turnover of UK Black, Asian and minority ethnic staff

Figure 9 shows voluntary turnover among UK staff and highlights similar trends to those observed in the overall staff population. In 2024/25, UK Black, Asian and minority ethnic staff experienced a higher rate of voluntary turnover (11.8%) compared to their White counterparts (9%). This represents a 4.8% increase for Black, Asian and minority ethnic staff from last year.

The reasons cited for leaving closely reflect those seen across the wider staff population, with 'Normal retirement', 'Career prospects', and 'Resigned – reason unknown' being the most reported across both ethnic groups. However, there were notable differences in the most frequently cited reasons. Among UK White staff, 'Normal retirement' was the leading factor, cited by 34% (n=22). In contrast, the most common reason among Black, Asian and minority ethnic staff was 'Career prospects', cited by 42% (8). This reflects the relative age demographic and career stage of Black, Asian and minority ethnic staff.

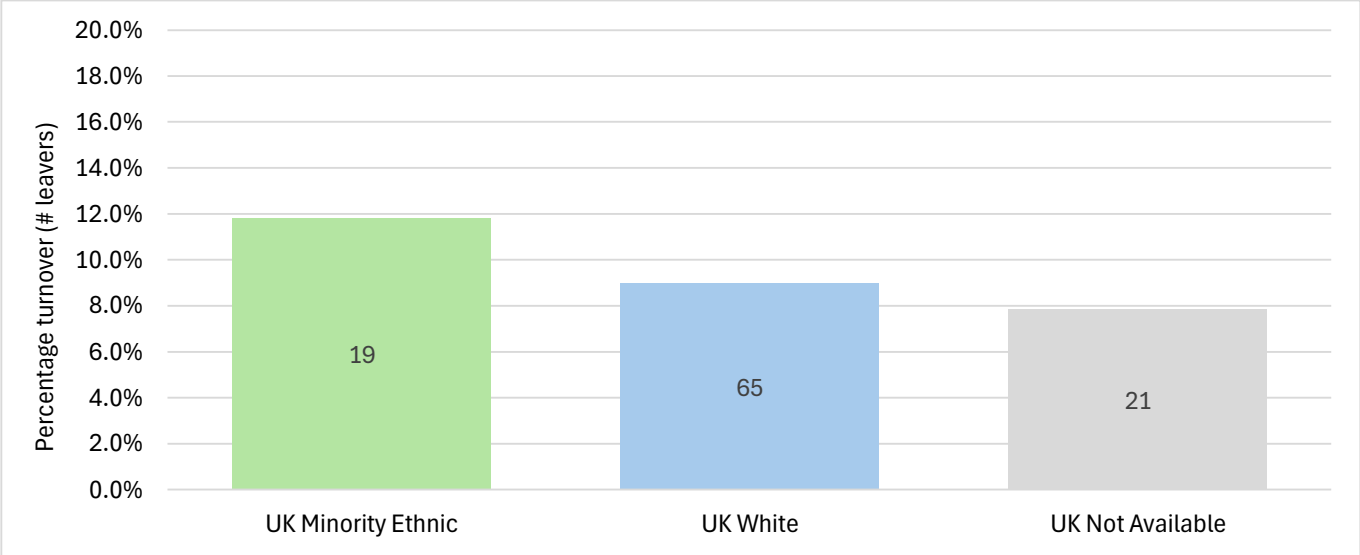

Figure 9 Voluntary turnover by ethnicity (UK only) 2024/25

Voluntary turnover by gender

Voluntary turnover rates for both men and women remained relatively stable throughout 2024/25. Female turnover increased slightly by 0.3%, while male turnover decreased by 0.8%, resulting in both groups recording an equal turnover rate of 8.9%.

Regarding reasons for leaving, there was no notable difference between the top factors cited by men and women. 'Career prospects' was identified as the most significant factor by both groups - 31% of women (n=22) and 35% of men (28). The second most common reason was 'normal retirement', cited by 21% (15) of women and 27% (21) of men, followed by 'resigned – reason unknown', reported by 18% (13) of women and 15% (12) of men.

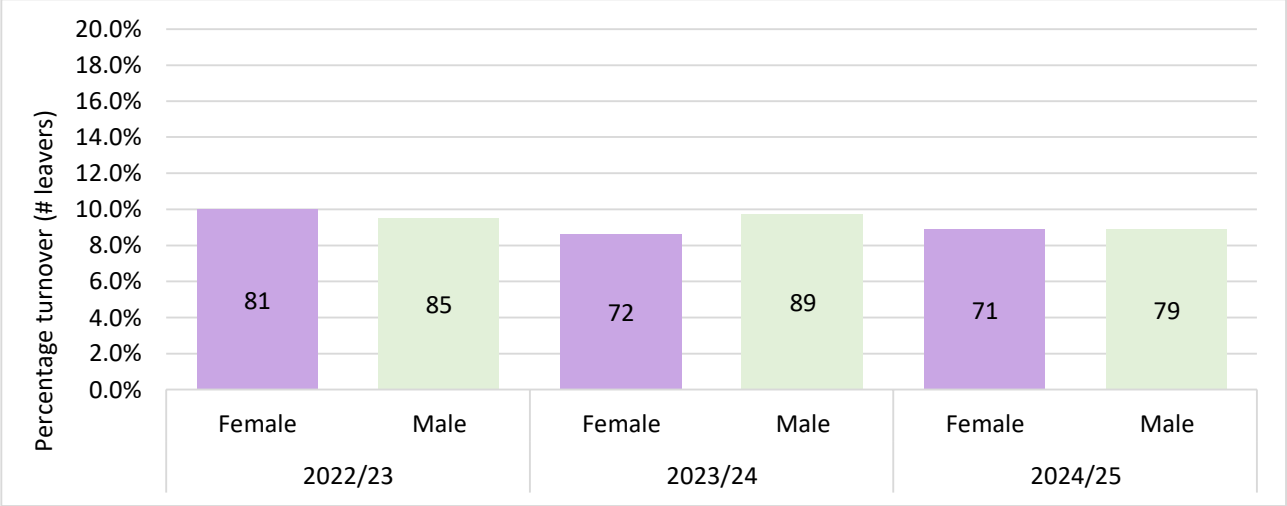

Figure 10 Voluntary turnover by gender (all roles) 2022/23 to 2024/25

Voluntary turnover - academic roles by gender

Figure 11 presents a more detailed analysis of voluntary turnover among academic staff, by gender. In 2024/25, voluntary turnover among female academics increased to 5.9%, a rise of 2.1% compared to the previous year. In contrast, turnover among male academics decreased by 1.5%, and now stands at 8.6%. While male academic turnover remains higher overall, the increase in female turnover - combined with the decline among males - has negatively affected progress against our People KPI focused on improving the representation of female academics at Cranfield.

As in previous years, the small number of female academic leavers limits the ability to draw robust comparisons regarding reasons for leaving. However, for both female and male academics, 'career prospects' was cited as the primary reason for leaving – 33% (n=2) of women, and 45% (10) of men. Among male academics, the second most common reason was 'normal retirement' (27%, 6), whereas for female academics it was job dissatisfaction (33%,2).

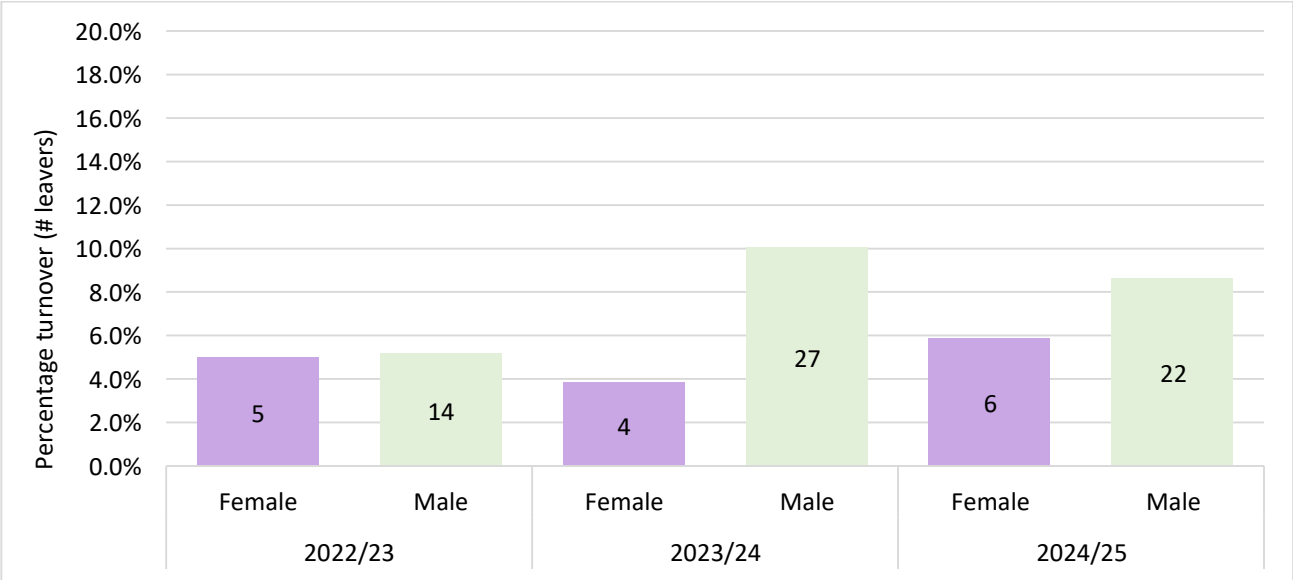

Figure 11 Voluntary turnover by gender (academic roles) 2022/23 to 2024/25

Voluntary turnover - professorial roles by gender

Figure 12 presents a detailed analysis of voluntary turnover in professorial roles by gender. In 2024/25, turnover among male professors increased by 2.3% from the previous year, reaching 8.6%, while there were no female professor leavers during the period. This dynamic has positively influenced progress toward our people KPI to improve the representation of female professors at Cranfield, which rose to 18% of all professors in 2024/25—marking a 3% improvement toward our 2027 target of 20%. This is also a result of professorial promotions in the period, as described previously in this report.

Among male professors, the most cited reason for leaving was ‘normal retirement’, accounting for 50% (4) of cases.

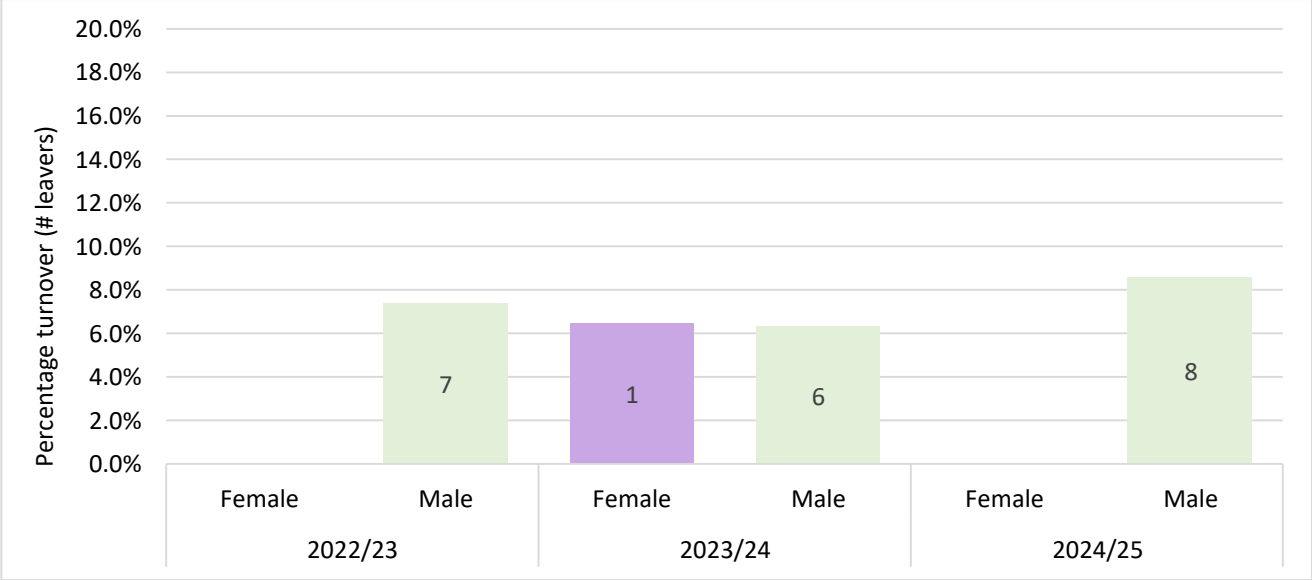

Figure 12 Voluntary turnover by gender (professorial roles) 2022/23 to 2024/25

Voluntary turnover by sexual orientation

Figure 13 presents voluntary turnover by sexual orientation and indicates minimal difference between LGBTQ+ staff and their heterosexual or straight counterparts, with turnover rates in 2024/25 at 8.8% and 8.6% respectively.

Due to the small size of the LGBTQ+ group, meaningful comparisons of leaving reasons are limited. However, the pattern of reasons provided by heterosexual or straight staff aligns with trends seen across the University. ‘Career prospects’ was the most cited reason, accounting for 36% (n=41), followed by ‘normal retirement’ at 24% (28), and ‘resigned – reason unknown’ at 14% (16).

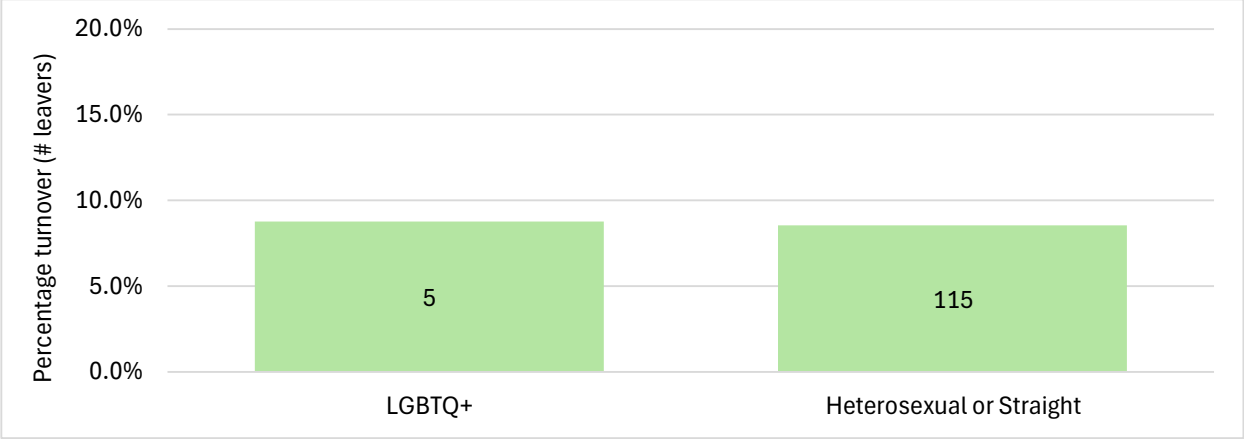

Figure 13 Voluntary turnover by sexual orientation, 2024/25

Benchmarks

Referencing the latest available HESA staff data for the academic year 2023/24 and, where not available, Advance HE's Staff statistical report 2024, Cranfield's key staff demographic metrics are benchmarked against the wider HE sector and shown in the tables below. The tables also show our People Strategy KPIs to track progress towards our goals for 2027.

Gender	Strategy KPI by 2027	Cranfield July 2025	HESA 2023/24	Advance HE 2022/23 (rounded)
Females as % of all staff	-	47%	55%	55%
Females as % of all academics	35%	29%	-	-
Females as % of all professors	20%	18%	32%	31%

Ethnicity	Strategy KPI by 2027	Cranfield July 2025	HESA 2023/24	Advance HE 2022/23 (rounded)
Minority Ethnic staff as % of all staff	-	25%	19%	19%
UK Minority Ethnic staff as a % of all staff	12%	10%	-	10%
Minority Ethnic staff as % of all professors	-	17%	12%	13%

Disability	Strategy KPI by 2027	Cranfield July 2025	HESA 2023/24	Advance HE 2022/23 (rounded)
Shared disability as % of all staff	6%	9%	8%	7%

Sexual Orientation	Strategy KPI by 2027	Cranfield July 2025	HESA 2023/24	Advance HE 2022/23 (rounded)
Staff sharing their LGBTQ+ status as a % of all staff	-	3%	-	6%

Making Change Happen 2024 – 2025

Progress against operational actions 2024-2025

In our annual report for 2023-2024 we identified ten operational actions that were planned over the period. We are pleased to be able to report we have made progress against or completed these priorities, as shown in the table below.

Strategic EDI Objective	Link with action from EDI strategy	Planned Operational Action 2024 - 2025	Progress status
1. Take down barriers to diversity and inclusion	1.5 Develop and implement actions to achieve physical and digital accessibility for all.	1. Commence a 'Reasonable adjustments in recruitment' project.	In progress - part of our Disability Confident Leader Application.
		2. Review and improve our Disability policy.	In progress – engagement with stakeholders on the draft policy is underway currently.
		3. Introduce a new reverse mentoring programme from January 2025.	In progress – a framework has been developed. The implementation has been put on hold during the organisational change programme.
2. Build an inclusive, values-based culture	2.3. Actively support and further promote our staff networks, School and PSU EDI groups, cross-University working groups, and their action plans. 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.	4. Ensure our EDI Groups are aligned to the new organisational structure and priorities from January 2025.	Not yet started – timing will be determined by the implementation of the change programme.
		5. Athena Swana and Race Equality Charters – make progress against our project plans in readiness for submission in November 2025.	In progress – work continued during the period however the submission dates have been deferred in line with AdvanceHE policy for universities who are implementing structural change. The new submission dates will be agreed in November 2026 with consideration given to the AdvanceHE Inclusive Institutions Framework.
		6. Prepare a Disability Confident Leader application ready for submission in November 2025.	In progress but impacted by staffing changes – the application is being prepared for feedback and submission currently. The external deadline for renewal is November 2026.

Strategic EDI Objective	Link with action from EDI strategy	Planned Operational Action 2024 - 2025	Progress status
		7. Review the terms of reference and membership of the Executive Committee for EDI in October 2024.	Completed
3. Weave EDI into all we do	3.3. Create opportunities to increase knowledge and awareness of EDI and practical actions that can be taken across our sites.	8. Host National Inclusion Week programme of events in September 2024.	Completed
4. Ensure all EDI objectives and actions continue to be evidence-based	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.	9. Conduct an Equal Pay Review in November 2024.	Completed (Reported in May 2025 to allow for a review to be carried out following changes to Cranfield's overarching pay framework)
		10. Commence reporting for Disability Pay Gap in April 2024.	Completed and published.

Making Change Happen 2025 – 2026

Planned Operational Actions for 2025-2026

The following operational actions are planned for the period August 2025- July 2026. These actions are informed by Cranfield's EDI Strategic plan to 2027, most recent pay gap analysis, 2025 equal pay audit, and this annual report analysis. The actions also reflect the ongoing period of organisational restructure.

Strategic EDI Objective	Link with action from EDI strategy	Planned Operational Action
1. Take down barriers to diversity and inclusion	1.2. Retain people by helping everyone to realise their potential through effective and inclusive development and talent management.	1. Support the delivery of the actions identified in the HR Excellence in Research (HREiR) framework.
2. Build an inclusive, values-based culture	2.3. Actively support and further promote our staff networks, and EDI groups. 2.5 Continue to demonstrate Cranfield's reputation as a diverse and inclusive employer through awards/charter marks and memberships of external bodies.	2. Plan for EDI staff groups and networks to be aligned to the new organisational structure and priorities. 3. Submit a Disability Confident Leader application. 4. Monitor Cranfield's deferral of Athena Swan and Race Equality Charter submissions, along with the AdvanceHE Inclusive Institutions Framework, and create a project plan for submission as appropriate.
3. Weave EDI into all we do	3.2 Further enhance our research culture through promoting opportunities to collaborate and by extending opportunities for stakeholders to work together.	5. Engage in the delivery of actions for HREiR and planning for Research Excellence Framework (REF) 2029.
4. Ensure all EDI objectives and actions continue to be evidence-based	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 pay gaps, and act upon the findings.	6. Plan further communications campaigns to encourage sharing of protected characteristics- particularly for ethnicity data. 7. Improve exit interview processes and data capture. 8. Monitor the Employment Rights Bill and adapt statutory pay gap reporting as may be required. 9. Actively engage with our recognised Trade Unions and key stakeholders to participate in Equality Impact Assessments.

Glossary

This glossary explains key terms used in this report.

Academic and Research (staff): Roles in this family are wholly or mainly focused on research and teaching. They may combine elements of research, teaching and leadership or management, but the relative emphasis on these elements and the nature of the contribution will vary. Some roles will be more orientated towards research, while others will tend to concentrate on teaching, leadership and management activities. In the higher levels, there will be considerable reputation in the UK and internationally, and significant impact on the discipline and on research income.

Business Services (staff): Roles in this family are engaged in the provision of professional and administrative support services to university staff and students and sometimes to the wider public. The work might involve clerical or administrative support, developing and implementing policy, specialist advice or project management. Contacts with internal and external customers, and with external suppliers, are a common feature. All roles require an understanding of the university's systems and processes. The higher levels often combine professional qualification, managerial experience and a substantial impact on the running and resources of the University.

Operational (staff): Roles in this family are concerned with operating and running the facilities of the university. They involve direct or indirect service provision for students, staff and/or external clients, through residential, facilities, catering, cleaning and other site services or sports activity. Some roles are about providing these services personally, others enable or manage the services. The higher levels often combine professional qualification, managerial experience and a substantial impact on the running and resources of the university.

Technical (staff): Technicians bring essential expertise, providing intellectual input and technical skills to the solving of research and innovation challenges. They support the construction, operation, maintenance and repair of advanced equipment, digital resources, world-class instrumentation and research infrastructure, conduct important research and analyses, and have key roles in inspiring, teaching and developing others.

By its nature, the technical role is varied and may combine aspects of other roles such as research, teaching and leadership or management, but the relative emphasis on these elements and the nature of the contribution will vary.