

Gender pay gap 2019 - explained

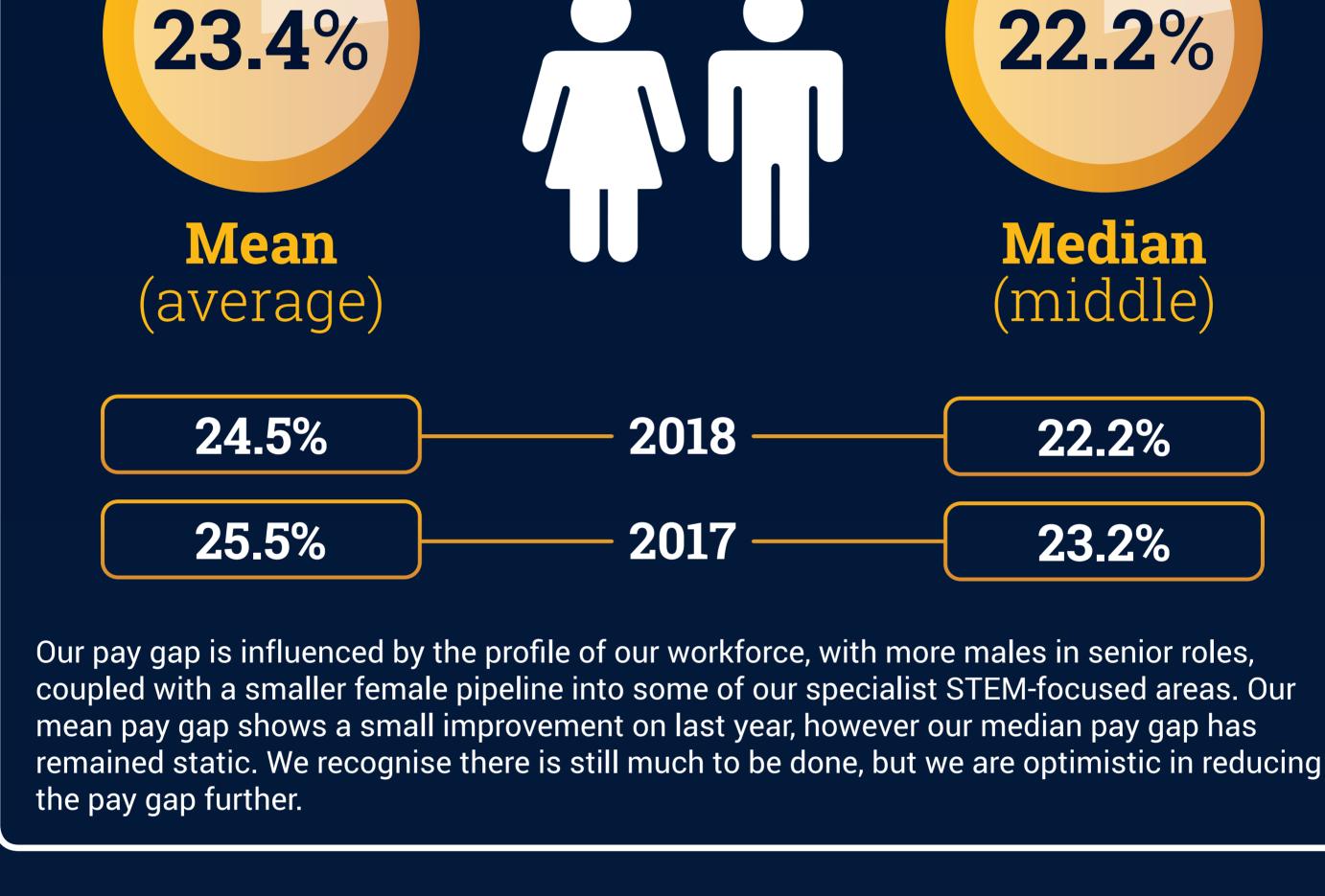
Each year we are required to publish information on the pay gap between men and women working at Cranfield. The pay gap is the percentage difference between the average hourly earnings of men and women across the University. This is different to equal pay, which shows us whether there are differences in pay between men and women doing comparable work. Our workforce composition and the specialist nature of our STEM-focused research

continues to adversely influence our pay gap. We are taking some significant steps in embedding cultural change throughout the

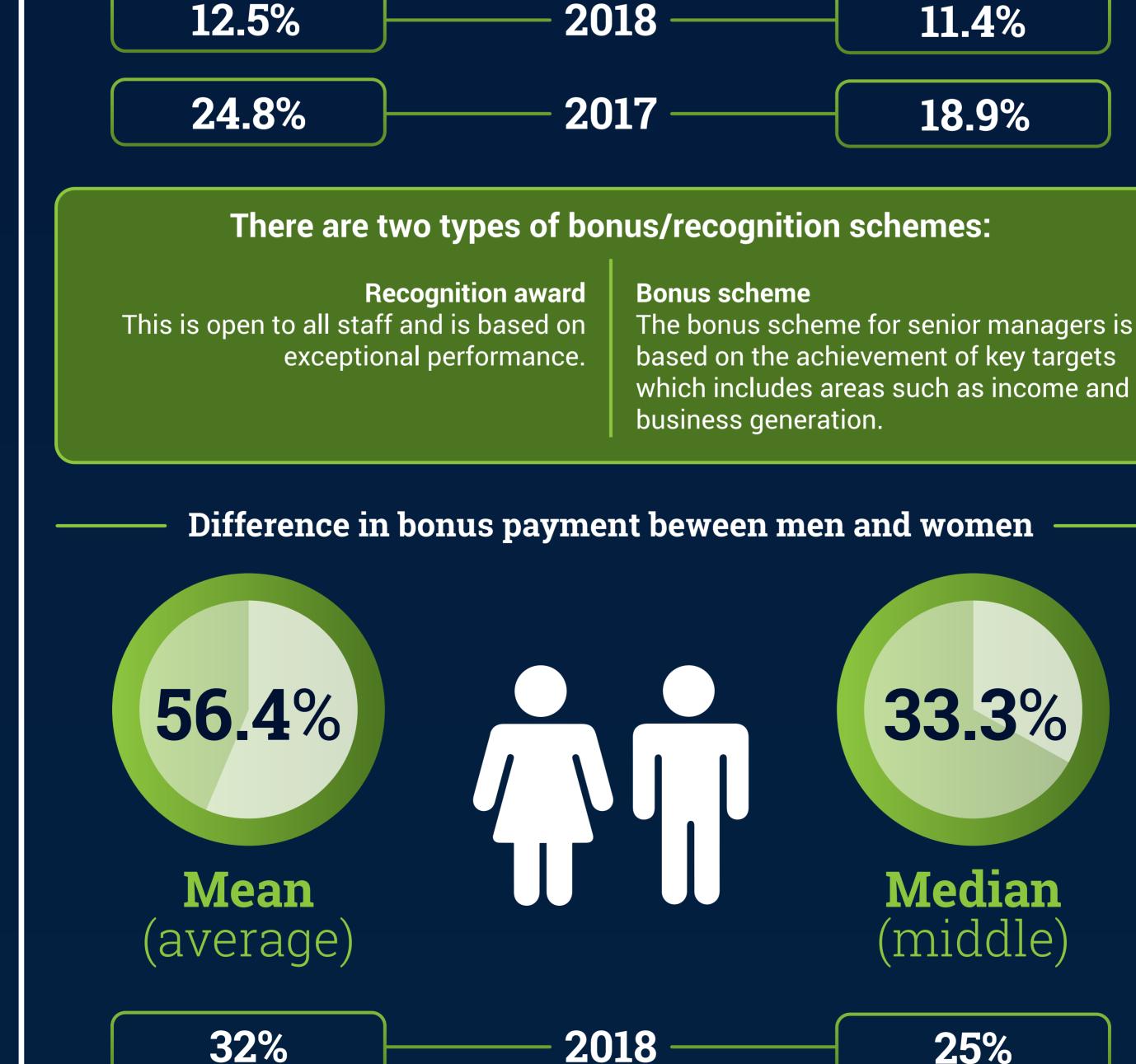
University to support diversity and to address our gender pay gap. There is no single

initiative that will help reduce the gap. Instead, we believe it is about a combination of initiatives over time, focused on attracting, recruiting, retaining and developing our diverse talent, especially females, all of which are captured in our diversity, Athena SWAN and HR Excellence in Research action plans. The pay gap statistics

Pay gap 2019



Bonus pay gap 2019 Proportion of employees receiving a bonus Female Male 15.3% 17.8%



Proportion of men and women in each pay quartile 2019

2017

While more females received a bonus than men, the uneven nature of our workforce has

During 2017/18 the University faced a challenging year and financial constraints were

Positively, a higher proportion of women (17.8%) within the University were in receipt

of a bonus, compared to men (15.3%), however the uneven nature of our workforce has

This year is more reflective of current economic and market forces.

where typically bonus payments are a percentage of salary.

applied on reward across the University which impacted on our bonus pay figures for 2018.

influenced our bonus pay gap with the under-representation of women in more senior grades,

While we publish figures on bonus payment under our statutory duty, this doesn't reflect our

other forms of recognition – promotion, accelerated increments and moves into the high

50%

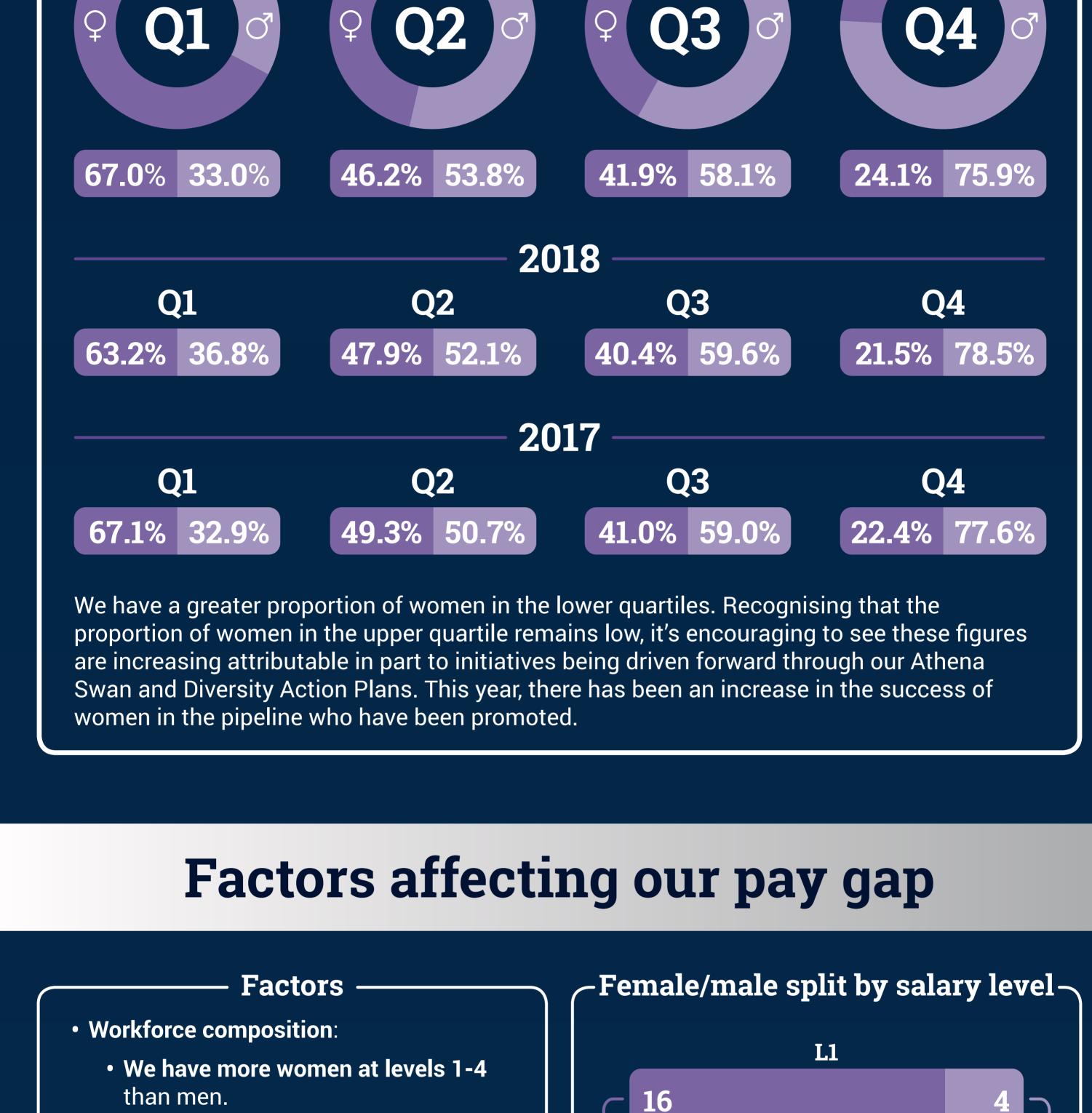
61%

influenced our bonus pay gap.

performance zone at each salary level.

rate of pay (Q1) to the highest (Q4) and then dividing this into four equal parts. If there is a higher proportion of either gender at the upper or lower quartiles, then this will influence the overall pay gap, even if the gap at each individual level is relatively small. **Proportion of males Proportion of females**

The quartiles are calculated by ranking male and female employees from the lowest hourly



turnover of men at senior levels meaning 49 there are limited opportunities to appoint women into senior posts. L8 / Professorial It is encourging to see that from

14

135

157

184

123

21

L3

L4

L5

L6

L7

8

24

102

238

182

159

99

is increasing.

We have more men at levels 5-8

than women, particularly in our

• Only 23% of our academics are

• Small female pipeline into some of the

science, technology and engineering

Under-representation of females in

science, technology and engineering

disciplines, both in the sector and at

• **Timeframes** for developing research/

academic portfolios to support academic

levels 4 to 7 the pipeline of female talent

disciplines we operate in.

promotion can be lengthy.

Historically, there has been a low

• Only 14% of our Professorial staff are

technology-based themes.

female.

female.

Cranfield.

transition towards Cranfield being a more modern, inclusive employer. Pay and reward What we've done in the last 12 months We've introduced a Reward Strategy which sets out our approach to reward across all levels at the University.

We have introduced increased annual

leave for Levels 1-5, in recognition

of improved work-life balance and

We carry out a professorial salary

the last equal pay review.

review every three years. This impacted

positively on our 2018 equal pay figures,

with men now earning only 4% more than

females in this group compared to 10% in

We carry out periodic reviews on equal

We carry out an equality impact

assessment following our key pay

We held a career development week

which included events on topics such

mentoring, apprenticeships, digital skills

to-one slots were also offered to provide

and enhancing skills for success. One-

as, regrading, reward and promotion,

reviews (such as the October review

inclusivity of reward.

Ongoing initiatives

and professorial review) to ensure the process is fair and equitable for all groups of staff.

pay.

- opportunities for colleagues to talk with HR about their individual career needs. Our Step Up Network has held career showcases and other events to support the development of women and share best practice. **Ongoing initiatives** We provide investment into leadership development for our women, through the Leadership Foundation's Aurora programme and our internal 'Women as Leaders' programme, with clear successes evidenced through an
- Outreach What we've done in the last 12 months We opened the doors to our Ocean Systems Test Laboratory for the Big Boat Build. School children were tasked with building boats to sail in our wave
- have included the launch of a University wide mentoring scheme and a review of career development pathways to support our talent pipeline. Our staff networks – Step-Up Women's Network, Technician's Forum and
- provide equality of opportunity. Our Career Development group continues to advance initiatives in support of

We have embedded diversity into

promotion and succession planning

for all academic posts to ensure that

process are fair and inclusive and to

Executive.

tank while our teams attempted to sink or capsize them. The experiments were

 We used personal stories, blogs and interviews to showcase the people at Cranfield who help shape engineering in celebration of *This is Engineering Day*. **Ongoing initiatives** We continue to engage with a number of primary and secondary schools, primarily in the Milton Keynes and Bedford area.

We are holding an annual International

sponsored by Boeing in April, to inspire

the next generation of female engineers

ending on the snapshot date (1 April 2018 to 31 March 2019).

Women in Engineering Day event,

We have signed up to the Women in

Aerospace and Aviation charter.

and students.

31 March 2019.

What we are doing to help close the gap Values and behaviours **Recruitment and selection** What we've done in the last 12 months What we've done in the last 12 months With the active participation of over We have increased our use of positive 800 colleagues, more than half of the action statements to attract more total staff population, we developed a women to roles where there is currently set of shared, stated values (Ambition, an under-representation. Impact, Respect, Community) which Flexible working commitment continues help to define who we are, guide the way to be included on all job adverts. we work together and help to shape our We have updated recruitment materials decisions. (job descriptions, further particulars, our **Ongoing initiatives** website materials, advert, images) to ensure our commitment to our values, Work is underway to embed our our people and inclusion is reflected at values across the University, including every stage of the recruitment journey. specifically embedding them within our We have developed a new 'conscious recruitment and selection processes, in P&DRs and showcasing them in decision making' workshop which will action through our internal and external be rolled out to support colleagues whether they are involved in shortlisting communications. We believe that by and interview panels or other decisions communicating and embedding these values and behaviours into everybody's relating to recruitment and selection. everyday experience, it will support the **Ongoing initiatives**

on feedback from exit interviews, particularly with senior staff, so action can be taken to address issues. We are committed to ensuring our recruitment processes are continuously

We are putting increased emphasis

We continue to promote the diversity

of our Cranfield community and have

produced case studies, testimonials

and videos showcasing this which are

promoted across a range of channels.

 For the first time, we took part in the Working Families Top Employers Benchmark survey about our flexible working practices. The University came 39th out of 72 entries (only one University was in the top 30). They highlighted the following strengths in our approach – our flexible working focus

groups to support the development of

our new policy, wellbeing initiatives,

maternity/paternity policies, training

provision, the session run for our Senior

Management Team, and the inclusion of

flexible working wording in all adverts.

We have been proactively promoting

the policy to ensure that colleagues

those with caring responsibilities

be held on a regular basis.

The topic of flexible working and

understand it is for everybody, not just

We've held a series of drop-in sessions to

provide an informal opportunity for staff

flexible working. These sessions will now

to talk to HR about anything to do with

Ongoing initiatives

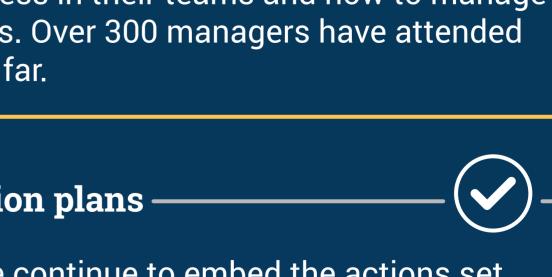
wellbeing was included in our most recent employee engagement survey and will be used as a benchmark going forward. Wellbeing What we've done in the last 12 months A Wellbeing Working Group has been set up to support the development of a University-wide Mental Health and

• In 2019, we launched a programme of wellbeing activities and, due to its success, we have now rolled out an

Ongoing initiatives

positive mental health. We continue to run 'promoting wellbeing in the workplace' workshops aimed at supporting managers to identify signs of stress in their teams and how to manage

- enhanced annual programme which includes sessions on men and women's health, general lifestyle advice and



- so far. **Action plans**
- out in our Athena SWAN and diversity action plans. In 2020 will be submitting a refreshed action plan as part of our Athena SWAN bronze award submission.

Development reasons not to. What we've done in the last 12 months

- increase in promotions. Recent participants were invited to present some of the issues associated with career progression to the University's
- Apprentice Forum are going from strength to strength.
- career development opportunities. These
- We have launched an informal parental buddy scheme to support colleagues in different situations, from expecting a child/adopting and fertility problems through to returning after maternity/ paternity leave and raising older children.

- broadcast live into local schools.

reviewed to ensure there are no barriers towards candidates being promptly appointed to posts.

What we've done in the last 12 months

Working Families ran a workshop on

Flexible Working for the University

We revised our flexible working

policy, which was endorsed by

SMT to promote the benefits of flexible

working to both the individual and the

Working Families. A University-wide

consultation with staff and our Trade

Union representatives supported the

Flexible working

University.

- development of the policy and our stance is now, where possible, to agree any flexible working requests, or to find a compromise, unless there are valid
- Wellbeing Strategy and is exploring ways of raising awareness of wellbeing initiatives.

We continue to embed the actions set

this. Over 300 managers have attended

Our Gender Pay information has been prepared in accordance with our duty under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and the associated ACAS guidance "Managing Gender Pay Reporting". The data has been extracted from our HR & Payroll database and is based on a snapshot taken on

Our bonus and recognition pay data is based on payments made within the preceding 12 months