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; it 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 female talent, all of which are captured in our diversity, Athena SWAN and HR Excellence in Research action plans.

The pay gap 2019

Pay gap 2019

Mean (average)		Median (middle)
23.4%		22.2%
24.5%	2018	22.2%
25.5%	2017	23.2%

Our pay gap is influenced by the profile of our workforce, with more males in senior roles, coupled with a smaller female pipeline into some of our specialist STEM-focused areas. Our mean pay gap shows a small improvement on last year, however our median pay gap has remained static. We recognise there is still much to be done, but we are optimistic in reducing the pay gap further.

Bonus pay gap 2019

Proportion of employees receiving a bonus

Female 17.8%		Male 15.3%
12.5%	2018	11.4%
24.8%	2017	18.9%

There are two types of bonus/recognition schemes:

Recognition award	Bonus scheme
This is open to all staff and is based on exceptional performance.	The bonus scheme for senior managers is based on the achievement of key targets which includes areas such as income and business generation.

Difference in bonus payment between men and women

Mean (average)		Median (middle)
56.4%		33.3%
32%	2018	25%
61%	2017	50%

While more females received a bonus than men, the uneven nature of our workforce has influenced such bonus pay gaps.

During 2017/18 the University faced a challenging year and financial constraints were applied on reward across the University which impacted on our bonus pay figures for 2018. This year is more reflective of current economic and market forces.

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 influenced our bonus pay gap with the under-representation of women in more senior grades, where typically bonus payments are a percentage of salary.

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 performance zone at each salary level.

Proportion of men and women in each pay quartile 2019

The quartiles are calculated by ranking male and female employees from the lowest hourly 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 females | Proportion of males

	Q1	Q2	Q3	Q4
2019	67.0% 33.0%	46.2% 53.8%	41.9% 58.1%	24.1% 75.9%
2018	63.2% 36.8%	47.9% 52.1%	40.4% 59.6%	21.5% 78.5%
2017	67.1% 32.9%	49.3% 50.7%	41.0% 59.0%	22.4% 77.6%

We have a greater proportion of women in the lower quartiles. Recognising that the proportion of women in the upper quartile remains low, it's encouraging to see these figures are increasing attributable in part to initiatives being driven forward through our Athena Swan and University Action Plans. This year, there has been an increase in the success of women in the pipeline who have been promoted.

Factors affecting our pay gap

Factors

- **Workforce composition:**
  - **We have more women at levels 1-4** than men.
  - **We have more men at levels 5-8** than women, particularly in our technology-based themes.
  - **Only 23%** of our academics are female.
  - **Only 14%** of our Professorial staff are female.
- **Small female pipeline** into some of the science, technology and engineering disciplines we operate in.
- **Under-representation of females in science, technology and engineering** disciplines, both in the sector and at Cranfield.
- **Timeframes** for developing research/ academic portfolios to support academic promotion can be lengthy.
- **Historically, there has been a low turnover of men at senior levels** meaning there are limited opportunities to appoint women into senior posts.
- It is encouraging to see that from **levels 4 to 7 the pipeline of female talent is increasing**.

Female/male split by salary level

L1	16	4
L2	14	8
L3	135	24
L4	157	102
L5	184	238
L6	123	182
L7	49	159
L8 / Professorial	21	99

What we are doing to help close the gap

Values and behaviours

What we've done in the last 12 months

- With the active participation of over 800 colleagues, more than half of the total staff population, we developed a set of shared, stretch values (Ambition, Impact, Respect, Community) which help to define who we are, guide the way we work together and help to shape our decisions.

Ongoing initiatives

- Work is underway to embed our values across the University, including specifically embedding them within our recruitment and selection processes and in P&DRs and showcasing them in action through our internal and external communications. We believe that by communicating and embedding these values and behaviours into everybody's everyday experience, it will support the 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 inclusivity of leave.

Ongoing initiatives

- We carry out a professional salary review every three years. This impacted positively on our 2018 equal pay figures, with men now earning only 4% more than females in the group compared to 10% in the last equal pay review.
- We carry out periodic reviews on equal pay.
- We carry out an equality impact assessment following our key pay reviews (such as the October review and professional review) to ensure the process is fair and equitable for all groups of staff.

Development

What we've done in the last 12 months

- We held a career development week which included events on topics such as, regrading, reward and promotion, mentoring, apprenticeships, digital skills and enhancing skills for success. One-to-one skills were also made available 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 increase in promotions. Recent participants were invited to present some of the issues associated with the University's Executive.
- We have embedded diversity into promotion and succession planning for all academic posts to ensure that process are fair, inclusive and to provide equality of opportunity.
- Our Career Development group continues to advance initiatives in support of career development opportunities. These 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 Apprentice Forum – are going from strength to strength.

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 tank while our teams attempted to sink or capsize them. The experiment was broadcast live into local schools.
- We used personal stories, blogs and interviews to showcase the people at Cranfield who help shape engineering in celebration of *The 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 Women in Engineering Day event, sponsored by Boeing in April, to inspire the next generation of female engineers and students.
- We have signed up to the Women in Aerospace and Aviation charter.

Recruitment and selection

What we've done in the last 12 months

- We have increased our use of positive action statements to attract more women to roles where there is currently an under-representation.
- Flexible working commitment continues to be included on all job adverts.
- We have updated recruitment materials (job descriptions, further particulars, our website materials, advert, images) to ensure our commitment to our values, our people and inclusion is reflected at every stage of the recruitment journey.
- We have developed a new 'conscious decision making' workshop which will be rolled out to support colleagues whether they are involved in shortlisting and interview or support other decisions relating to recruitment and selection.

Ongoing initiatives

- 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.
- We are putting increased emphasis on feedback from not interviews, particularly with senior staff, so action can be taken to address issues.
- We are committed to ensuring our recruitment processes are continuously reviewed to ensure there are no barriers towards candidates being promptly appointed to posts.

Flexible working

What we've done in the last 12 months

- Working Families (as a workshop on Flexible Working for the University SMT to promote the benefits of flexible working to both the individual and the University.
- We revised our flexible working policy, which was endorsed by Working Families. A University-wide consultation with staff and our Trade Union representatives supported the development of the policy and our stance is now reflective of our approach to agree any flexible working requests, or to find a compromise, unless there are valid reasons not to.
- 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.

Ongoing initiatives

- We have been proactively promoting the policy to ensure that colleagues understand it is for everybody, not just those with caring responsibilities
- We've held a series of drop-in sessions to provide an informal opportunity for staff to talk to HR about anything to do with flexible working. These sessions will now be held on a regular basis.
- The topic of flexible working and 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 Wellbeing Strategy and is exploring ways of raising awareness of wellbeing initiatives.
- 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.

Ongoing initiatives

- In 2019 we launched a programme of wellbeing activities and, due to its success, we have now rolled out an enhanced annual programme which includes sessions on men and women's health, general lifestyle advice and 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 this. Over 300 managers have attended so far.

Action plans

- We continue to embed the actions set 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.

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 31 March 2019.

Our bonus and recognition pay plan is based on payments made within the preceding 12 months ending on the snapshot date (1 April 2018 to 31 March 2019).