Cranfield University

Gender pay gap 2020 – explained

Each year we publish information on the pay gap between men and women working at Cranfield. Our figures are based on a data 'snapshot' taken on the same date each year – 31 March. 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.

It is encouraging to see a year-on-year reduction in our pay gap, with the median falling by 2.7% and the mean by 0.8% in 2020. While our workforce composition and the specialist nature of our STEM-focused research continues to influence our pay gap, we are striving to address this. We have put in place a combination of medium and longer-term initiatives to support our equality, diversity and inclusion agenda and, in turn, help address our pay gap.

The pay gap statistics

Pay gap

Mean (average)		Median (middle)
22.6%	2020	19.5%
23.4%	2019	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. We have seen a significant improvement in our median pay gap, due to an increase in the proportion of females in the top two quartiles. Our mean pay gap shows a small improvement on last year. We recognise there is still much to be done, but we are optimistic that our planned actions will help to reduce the gap further.

Bonus pay gap

Proportion of employees receiving a bonus

Female		Male
20.9%	2020	17.6%
17.8%	2019	15.3%
12.5%	2018	11.4%
24.8%	2017	18.9%

This means that 20.9% of women were in receipt of a bonus, compared to 17.6% of men.

There are two types of bonus payments:

Recognition award
This is open to all staff and is based on exceptional performance.

Bonus scheme
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 beween men and women

Mean (average)		Median (middle)
54.6%	2020	62.5%
56.4%	2019	33.3%
32%	2018	25%
61%	2017	50%

This shows the difference in bonus pay between men and women at the University. The figures indicate that men's bonuses were higher on average over the snapshot period (1 April 2019 to 31 March 2020).

Positively, a higher proportion of women (20.9%) were awarded a bonus payment in recognition of their contribution, compared to men (17.6%). Due to the uneven nature of our workforce however (with more males represented at senior levels), in most cases these bonus payments were lower than those received by male colleagues because they are typically a percentage of salary.

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. The 2020 figures are more reflective of economic and market forces at that time.

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

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

Year	Q1 ♀	Q1 ♂	Q2 ♀	Q2 ♂	Q3 ♀	Q3 ♂	Q4 ♀	Q4 ♂
2020	63.0%	37.0%	49.9%	50.1%	42.4%	57.6%	25.1%	74.9%
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%

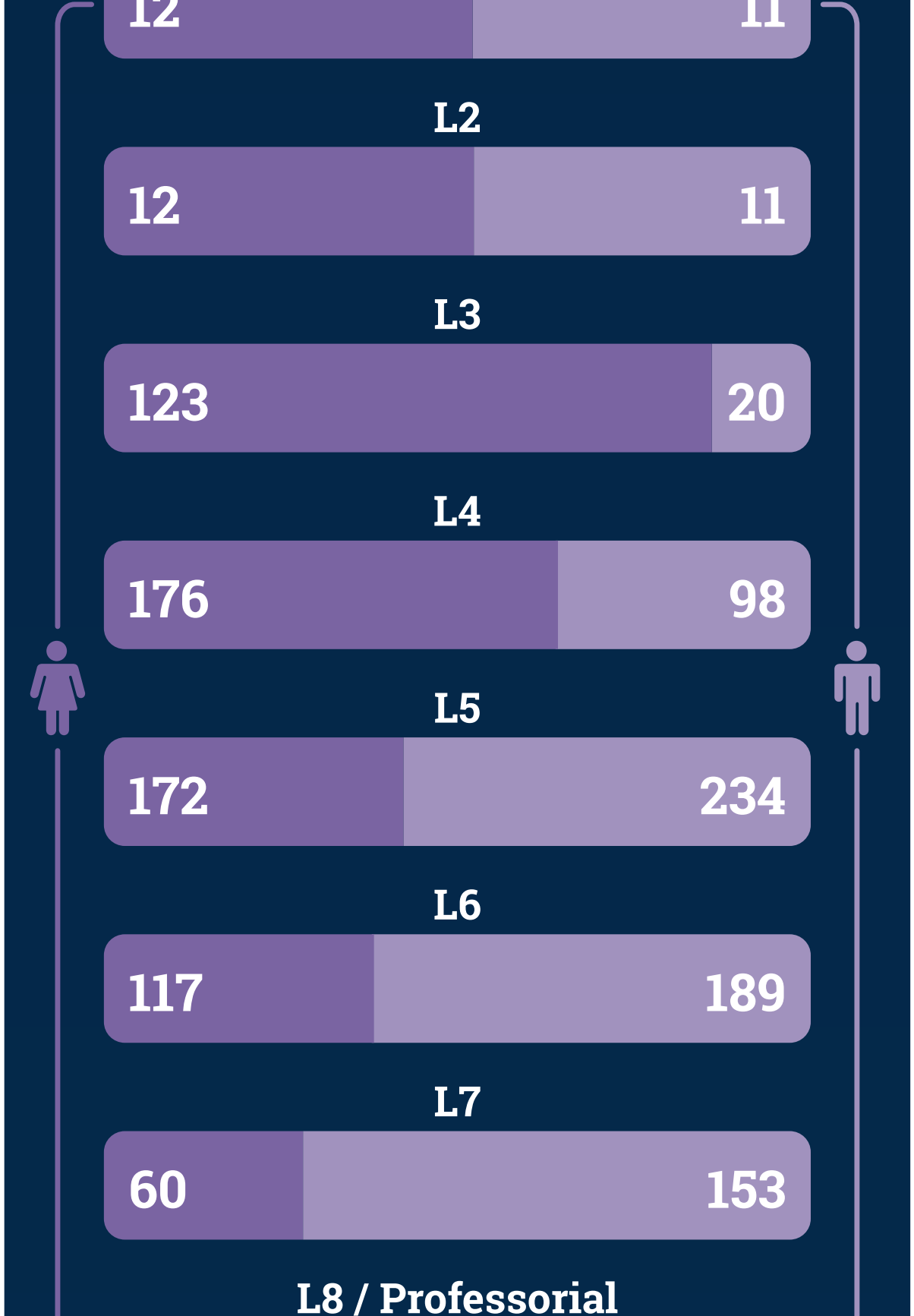
While we have a greater proportion of women in the lower quartiles, it's encouraging to see more women moving into the upper quartiles. This is due to our focused recruitment and development activities as outlined in our Athena Swan and Diversity Action Plans. This year, we have seen a continuation in the upward trend of female appointments and 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 13%** 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 have been limited opportunities to appoint women into senior posts.
- It is very encouraging to see that the **pipeline of female talent is increasing in levels 4 to 7.**

Female/male split by salary level



Snapshot of what we are doing to help close the gap

Recruitment and selection

Ongoing initiatives

- We continue to use positive action statements to attract more women to roles where there is currently an under-representation. In two high-profile recruitment campaigns, we saw more women apply than had done so for similar roles in the past which was extremely encouraging.
- We have updated recruitment materials (job descriptions, our website materials, adverts and further particulars) to ensure our commitment to our values, our people and inclusion is reflected in our choices of images and language.
- We brief headhunters and recruiters to attract more diverse talent and challenge shortlists which do not include a diverse range of applicants.
- We have broadened the recruitment channels we use to enable us to attract more diverse talent.
- We ensure that recruitment panels always have diverse members including at least one woman, where possible.

Flexible working

During the past 12 months

- In our communications, we have reiterated our commitment to flexible working and that we understand that, at the moment, work may need to be completed at different times or in different ways. Various resources have been made available to support staff with caring responsibilities and working from home, as well as generally adjusting to working in a new way.
- With homeworking the 'new normal' for most of our staff, we made adjustments to our homeworking guidance to provide additional advice on how to work from home safely and effectively.
- For a second year, we took part in the Working Families Top Employers Benchmark survey about our flexible working practices. We are pleased to say that we moved up three places, coming 35th out of 70 entries. Only one University was in the top 30.

Outreach

During the past 12 months

- We formed a community and public engagement working group to help drive forward outreach activities and initiatives. Currently the group is reinvigorating our STEM ambassador programme and the support available to colleagues to help them get involved with community and public engagement.

Ongoing initiatives

- We have invested in dedicated staff time to support the delivery and development of our public engagement and outreach policy, a key element of which is focused on diversity and inclusion.
- We continue to support colleagues to engage with activity which promotes gender diversity, such as Soapbox Science.
- We continue our active role and sponsorship of International Women in Engineering Day and are taking part in the 2021 campaign, #engineeringheroes.
- We also use the national *This is Engineering Day* as an opportunity to share inspiring stories internally and across our social media channels from Cranfield engineers who are making a difference.
- We are developing content and material for our 'resources hub' on our Community and Public Engagement web pages, to help us further extend the reach and impact of our work to inspire future generations. During British Science Week, we released seven short videos showing a selection of our experts in different roles talking about why they love their job and how to get into a STEM career.

Development

During the past 12 months

- We retained our HR Excellence in Research Award, recognised by the European Commission, for our ongoing commitment to the support and career development of our researchers.
- In collaboration with VITAE, we ran the Culture, Employment and Development in Academic Research Survey (CEDARS), to find out about the experiences of our researchers, their career aspirations and views on career development opportunities. The results will help us create a healthy and supportive research culture to ensure our researchers can thrive.

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.
- We have embedded diversity into promotion and succession planning for all academic posts to ensure that our processes are fair and 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 network, Technicians Forum and Apprentice Forum – are going from strength to strength.

Seeking the views of our communities

During the past 12 months

- We recognise the value of seeking the views of our staff community and engaging with people from different backgrounds to find out what we are doing well and what we could do better to attract and retain the best possible talent from all communities.
- We held a series of focus groups with our local Black, Asian and Minority Ethnic communities to seek their perceptions of Cranfield as an employer, as well as with our own staff to explore the realities of working at Cranfield. These were conducted by an external diversity and inclusion consultancy to enable impartial conversations and the output will feed into our action plans.
- We have formed a new disabled staff network to complement the range of networks already in place. This will help to enhance disability awareness and support the implementation of our equality, diversity and inclusion strategy.

Values and behaviours

- We believe that by communicating and embedding our shared values of Ambition, Impact, Respect and Community and associated behaviours into everybody's everyday experience, it will support the transition towards Cranfield being a more modern, inclusive employer.
- We continue to embed our values into our recruitment and selection processes, in P&DRs and showcase them in action through our internal and external communications. At interviews, candidates often tell us that they were attracted to Cranfield because they share the same values.
- There have been many initiatives and activities to ensure colleagues remain connected while they are physically apart. Our sense of community has never been so strong and this was reflected in what was said in our 2020 pulse staff survey. Results also showed some positive trends, including an increase in pride and the number of colleagues who would recommend Cranfield as a great place to work. Our sense of community has been encapsulated in our '2020 year in review'.

Pay and reward

During the past 12 months

- As part of our wider equality, diversity and inclusion initiatives, we have reviewed our ethnicity pay gap and will continue to do so annually. Any associated recommendations will be built into our race action plan.
- We have continued to make adjustments to pay levels to ensure equity on the pay structure in relation to the National Living Wage.
- We have undertaken a review of our pay framework in conjunction with external consultants, and will watch trends in relevant markets so that we can respond flexibly.
- Despite the challenges of the coronavirus pandemic, we:
  - paid the salaries of colleagues who were furloughed at 100%,
  - introduced a homeworking allowance in support of remote working to assist with workstation equipment and adjustments,
  - continued with our annual pay review and promotion processes to ensure we still recognised people's contribution, albeit at reduced levels, during what had been a very challenging period.

Ongoing initiatives

- We undertake a regular equal pay review, with the next one scheduled during 2021.
- We carry out an equality impact assessment following our key pay reviews (such as the October review and professorial review) to ensure the process is fair and equitable for all groups of staff.
- We are looking at how we present and communicate our overall 'reward' package to prospective and current staff.
- We are reviewing our University benefits package to enhance our offering.

Wellbeing

During the past 12 months

- As part of our new Mental Health and Wellbeing Strategy and to enhance our current provision, we introduced 'Togetherall', an online support network, and launched Mental Health First Aiders who are an initial point of contact and support for anyone needing assistance with their mental health.
- During the pandemic, we ran a wellbeing review which encouraged colleagues to reflect on their personal wellbeing in confidence, and which signposted them to resources and guidance according to the support required.
- In recognition of the challenges being faced during the pandemic and the intensity of remote working, we introduced 'wellbeing days' for all staff, which were in addition to normal annual leave entitlement, to encourage time away from work. We also offered a programme of webinars, workshops, new online modules and produced guidance documents, covering topics such as juggling childcare with work, working from home effectively and overcoming online meeting fatigue.

Ongoing initiatives

- As part of our annual wellbeing programme, we continue to offer sessions on men and women's health, general lifestyle advice and positive mental health. We are currently piloting online yoga and mindfulness classes and providing opportunities for staff to be better informed about their financial wellbeing.
- In March 2021, we held our first virtual wellbeing review (Time-out Thursday) which was really well attended and offered a variety of mental and physical wellbeing sessions, including talks and events.

Action plans, charters and commitments

- **Athena SWAN** – following the submission of our refreshed action plan, we achieved an Institutional Athena SWAN Bronze award under the revised Charter principles. This recognises our commitment to recruiting, retaining, and promoting women in higher education, and the work undertaken to address gender equality more broadly, not just barriers to progression that affect women.
- **Disability Confident** – Our commitment to ensuring we are a truly inclusive employer has been recognised with the achievement of Disability Confident Employer status, an improvement on our previous level 1 status. We have also recently revised our disability policy and procedure for staff with a focus on promoting an inclusive, safe and supportive environment where everyone is treated with respect and dignity, in line with our University values.
- **LGBT+** – we joined Stonewall's Diversity Champions programme to support us in the development of more inclusive lesbian, gay, bi and trans policies and practices.
- **Charters** – as one of the world's leading universities for defence and security education, research and consultancy, we have pledged our support for the progression of women in the defence sector by signing the Women in Defence Charter. We were also the first university to sign up to the UK's Women in Aviation and Aerospace Charter and the only university to sign up to the CBI Change the Race Ratio initiative.

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 2020.

Our bonus and recognition pay data is based on payments made within the preceding 12 months ending on the snapshot date (1 April 2019 to 31 March 2020).