

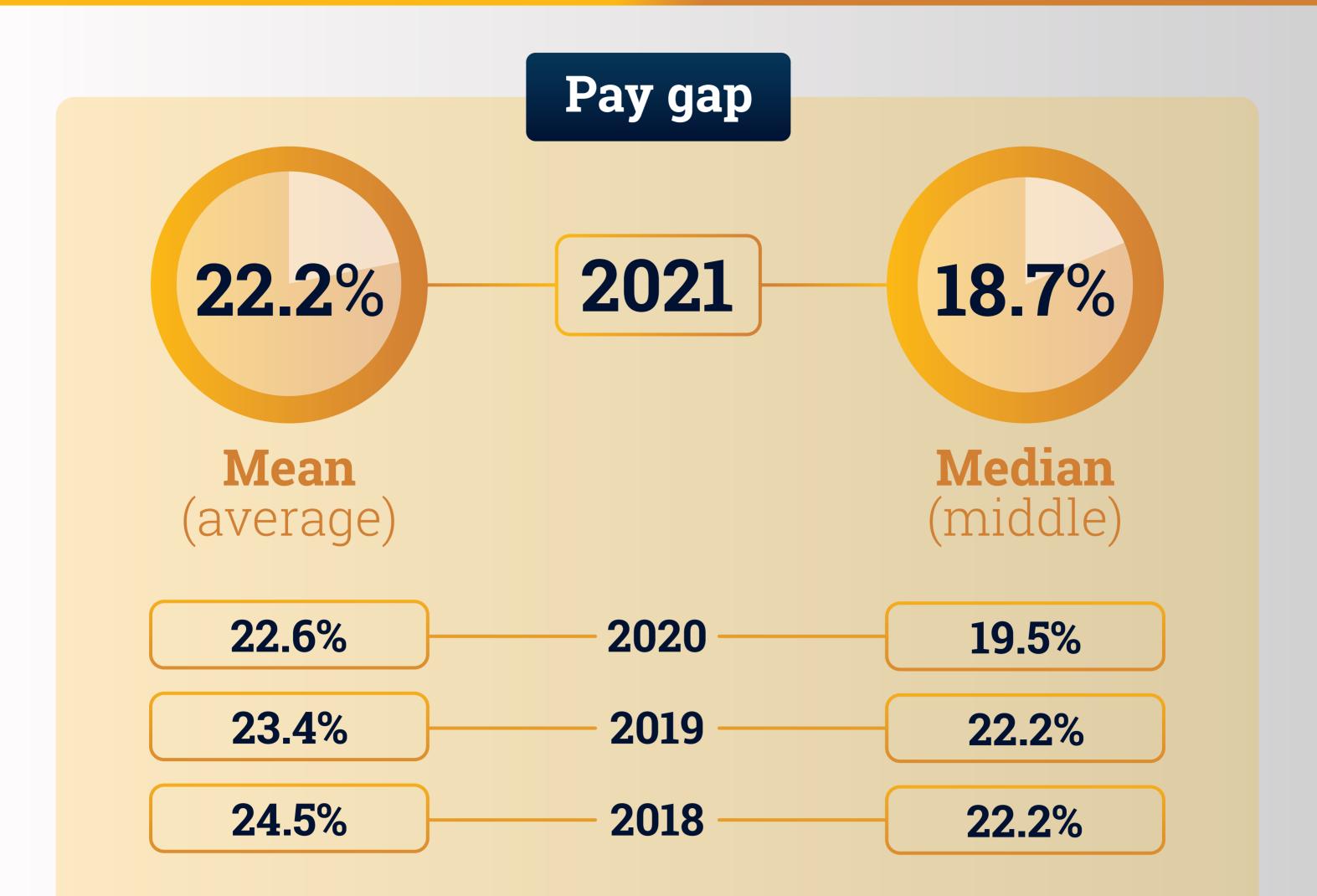
Each year we publish information on the pay gap between men and women working at Cranfield. Our figures are based on a data 'snapshot' taken on the same date each year – 31 March. This report covers the period 1 April 2020 to 31 March 2021.

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.

While it is encouraging to see a year-on-year reduction in our pay gap, with the median falling by 0.8% in 2021 and the mean by 0.4%, progress is less than we had hoped. The reporting year was a particularly challenging one; we were at the height of the Covid-19 pandemic and the focus for many of our staff, particularly women, was on juggling caring and work responsibilities, rather than progressing career opportunities or development.

With our workforce composition and the specialist nature of our STEM-focused research continuing to influence our pay gap, we will continue to address this through a combination of medium and longer-term initiatives that support our equality, diversity and inclusion agenda.

The pay gap statistics



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. With little movement in the demographic of our workforce over the past 12 months, our mean and median pay gaps have shown a smaller improvement than in previous years. We recognise there is still much to be done and we are reviewing our planned actions to ensure they are ambitious enough to have meaningful impact to reduce the gap further.

Bonus pay gap



This means that 15.8% of women were in receipt of a bonus, compared to 12.6% of men.

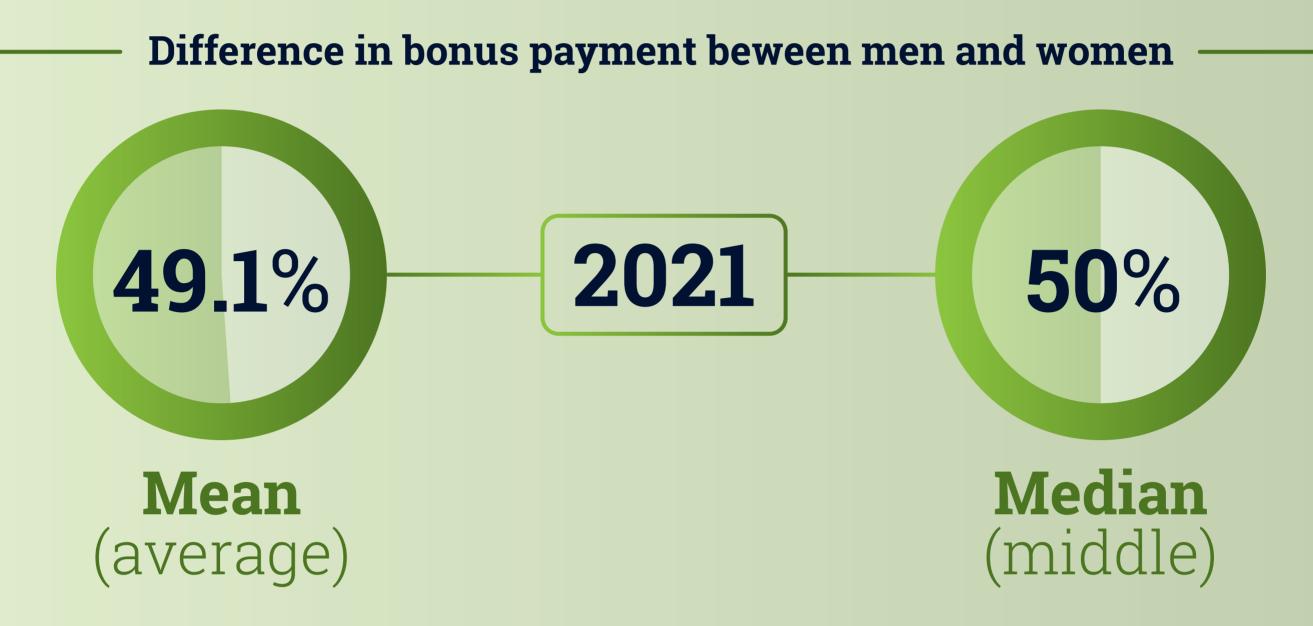


There are two types of bonus payments:

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.



This shows the difference in bonus pay between men and women at the University. The figures indicate that men's bonuses were, on average, higher over the snapshot period (1 April 2020 to 31 March 2021).

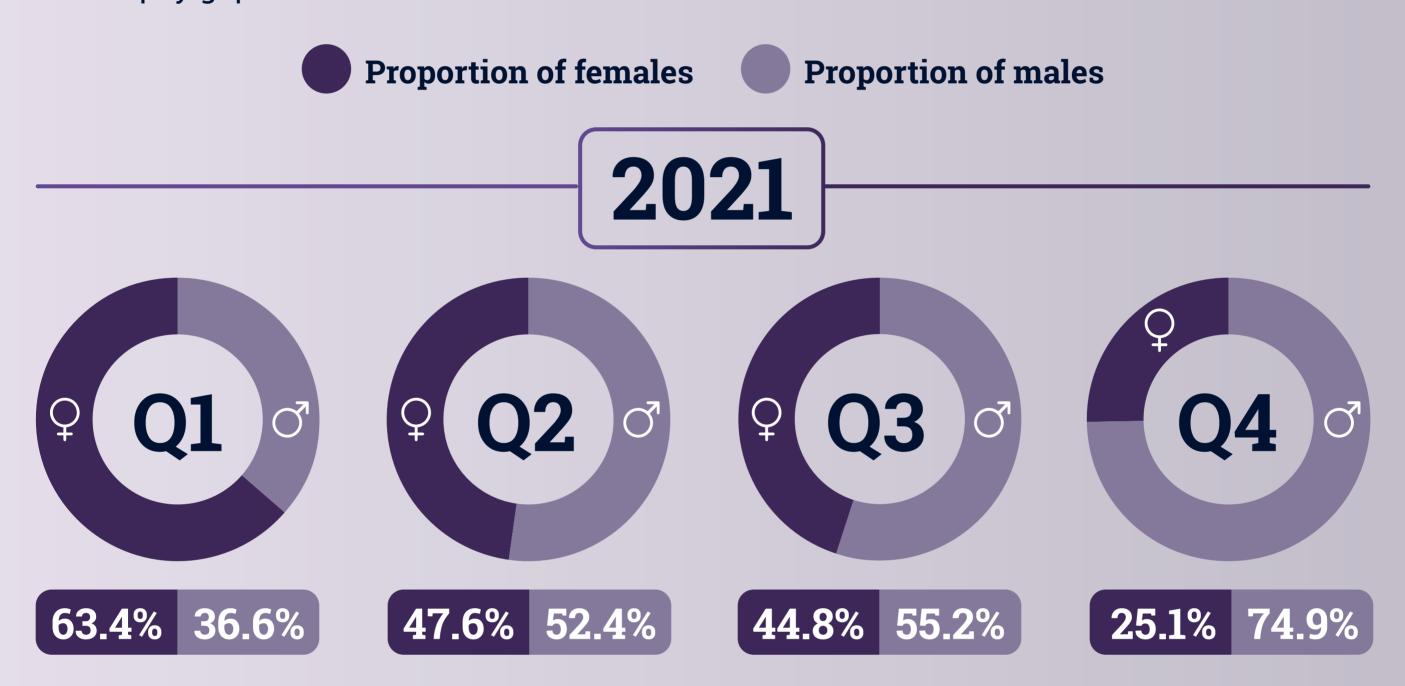
54.6%	2020	62.5%
56.4%	2019	33.3%
32%	2018	25%

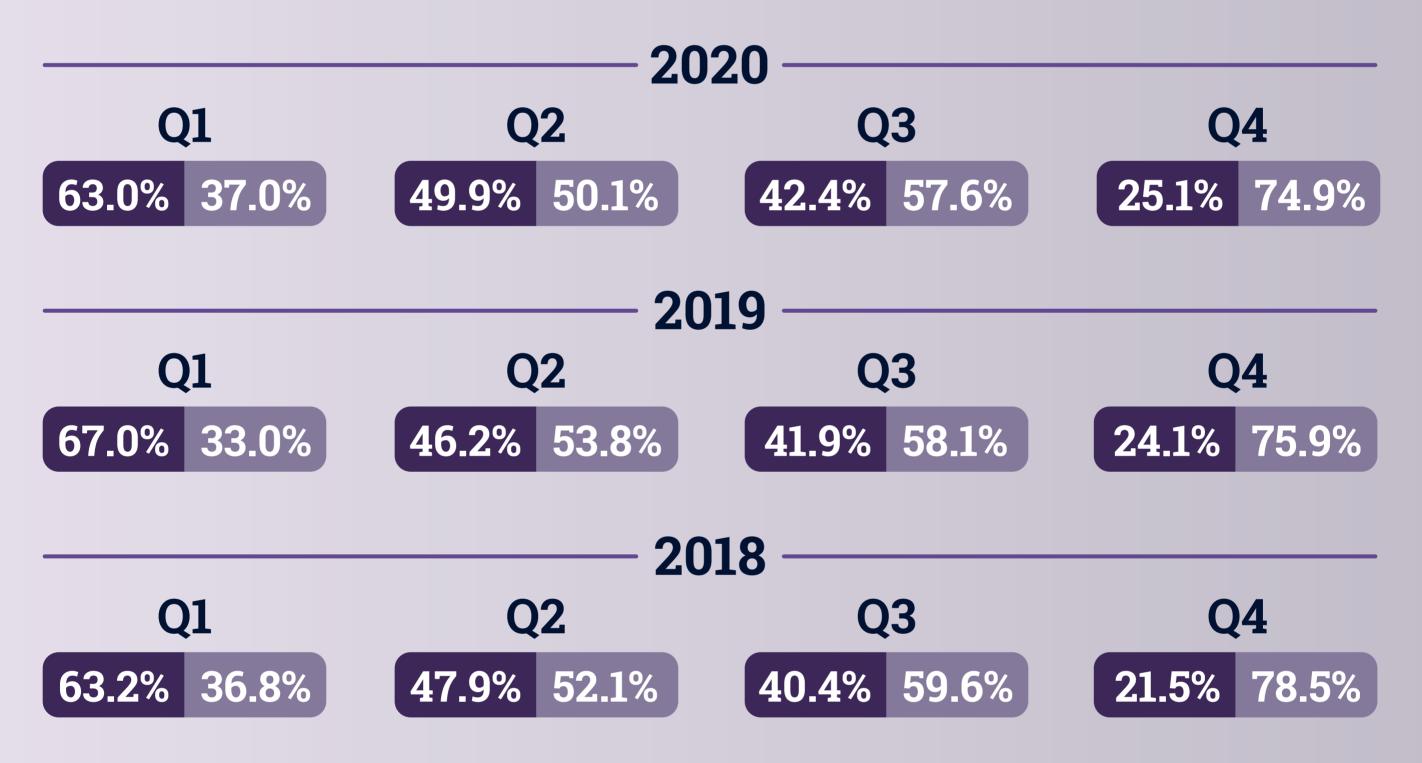
Positively, a higher proportion of women (15.8%) were awarded a bonus payment, in recognition of their contribution, compared to men (12.6%). However, due to the uneven nature of our workforce, with more males represented at senior levels, in most cases these bonus payments were lower than those received by male colleagues, as they were typically a percentage of salary.

While we publish figures on bonus payment under our statutory duty, this doesn't reflect our other forms of recognition, which include 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 impact the overall pay gap.





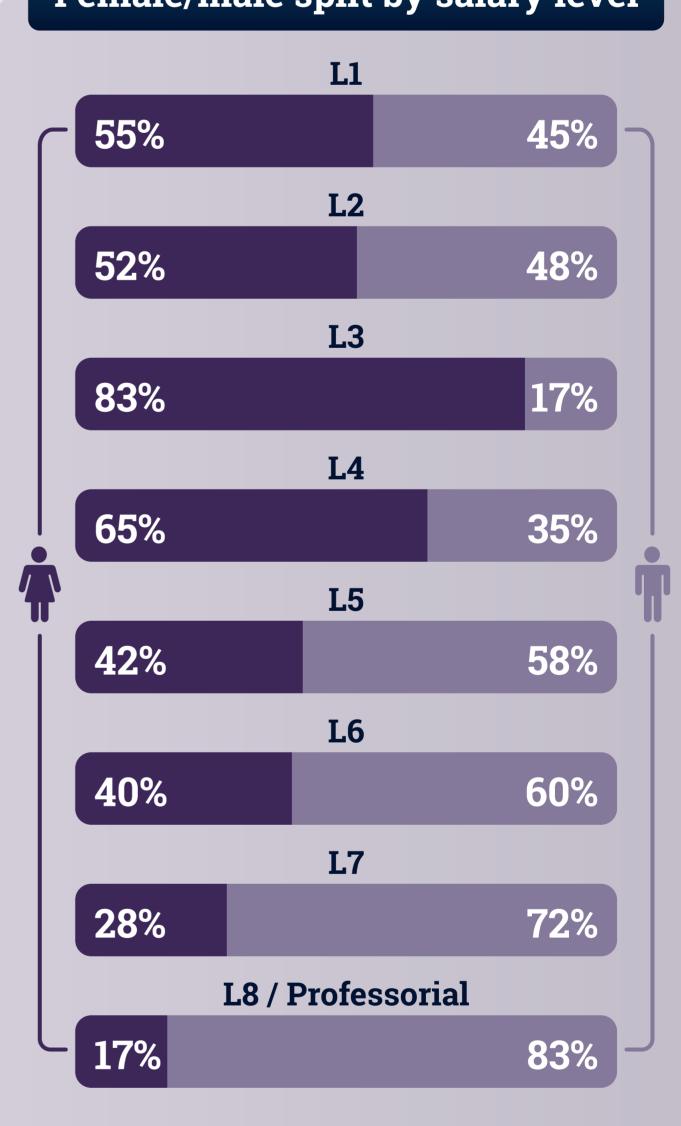
The composition of our workforce has changed little during the past 12 months, particularly within the lower and upper pay quartiles.

Since the start of the Covid-19 pandemic in 2020, we have seen a decline in the number of staff leaving the University, in particular women. This could be attributed to the adverse impact that increased caring responsibilities, home schooling, etc has had on women's careers during this time. The University's response in its utilisation of the Government's furlough scheme, homeworking and enabling staff to work more flexibly to accommodate these challenges, has had a positive impact, increasing retention levels among female employees.

Factors affecting our pay gap

Factors

- Workforce composition:
 - We have a higher proportion of women in our lower salary levels and a lower proportion in our higher levels.
 - **Only 26%** of our academics are female.
 - **Only 13%** of our Professorial staff are female.
 - We have an under-representation of women in some science, technology and engineering (STEM) areas at Cranfield and in the sector, resulting in a smaller female pipeline.
- Limitation in staff movements and opportunities:
 - Timeframes for developing research/ academic portfolios to support academic promotion can be lengthy.
 - Low turnover at senior levels leading to limited opportunities for women and other under-represented groups.



Snapshot of what we have done and are doing to help close the gap

Attracting female talent

We are reviewing our attraction strategies to encourage more applications from under-represented groups, particularly women in senior positions and female academics in our STEM areas. These include:

- writing adverts with gender-neutral language and explaining the benefits of working at Cranfield;

Female/male split by salary level

- communicating what we value at Cranfield research shows that our shared values resonate with underrepresented groups;
- refining our selection criteria to ensure that underrepresented groups do not self-select out of the recruitment process;
- monitoring our applications pipeline to identify diverse talent;
- using executive search firms to help us connect with audiences beyond our own networks and, in doing so, maximise our reach;
- moving towards the principles of The Declaration of Research Assessment (DORA) when hiring and promoting researchers, which is being woven into our internal promotion criteria;
- implementing local Athena SWAN action plans to identify objectives for improving the attraction and selection of women and other unrepresented groups;
- continuing with outreach activity to attract local diverse talent and showcase Cranfield as an inclusive University and employer.

Developing female talent

- Reviewing female members of academic and research staff to identify development gaps and support prospective promotion cases, recognising that we have an under-representation of women in these roles.
- Reviewing the membership of University committees to create development opportunities for under-represented groups and increase diversity in decision-making.
- Continuing to run the 'Cranfield Women as Leaders' Programme to develop a pipeline of future female senior leaders and supporting women on the Aurora Programme for mid-level managers.
- Offering University-wide mentoring opportunities to support and develop female talent.
- Providing development and networking opportunities through our women's network, 'Step Up'.

Retaining female talent

Pay and reward

- Tracking the National Living Wage and continuing with the policy of adjustments to our pay levels, as appropriate, to ensure equity on the pay structure.
- Commitment to becoming an Accredited Living Wage Employer in April 2022, which will positively impact our lower salary level staff, many of whom are female.
- Undertaking an equal pay review which we will use to highlight and address any inequalities in pay across all groups of staff.
- Continuing to carry out equality impact assessments following our key pay reviews to ensure the process is fair and equitable for all groups of staff.
- Continuing to explore a more cohesive University benefits package with access to a wider range of benefits.
- Establishing a University Carers Fund, providing staff who have caring responsibilities with access to financial support to attend work-related training, including conferences, development and networking events, that they might not otherwise be able to attend.

Wellbeing

- Providing on-going sessions focusing on general health and wellbeing, including 'Living with Anxiety in Uncertain Times' and 'Wellness, Recovery and Preparation After Lockdown'.
- Continuing to provide a range of health promotion initiatives designed to raise awareness
 of health and lifestyle issues affecting mental health and wellbeing (linked where
 possible to national campaigns) to support individuals and their managers and academic
 supervisors in managing risk factors, and reducing progression to mental ill-health.
- Continuing to regularly engage with our staff through a series of pulse surveys and reviewing responses by equality, diversity and inclusion demographic groups to identify trends in staff experience.

Flexible/hybrid working

 Piloting a hybrid working model which provides greater flexibility to staff, enabling most people to work, on average, 40-60% of their working week from home. We have received feedback that this has had a positive impact on wellbeing, especially for those juggling work and caring responsibilities.

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 2021.

Our bonus and recognition pay data is based on payments made within the preceding 12 months ending on the snapshot date (1 April 2020 to 31 March 2021).

