



Gender pay gap 2018 – explained

Each year we are required to publish information on the pay gap between males and females 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, where men and women are paid the same amount for equal work.

Our workforce composition and the specialist nature of our STEM-focused research continues to 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



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. Both pay gap figures, however, show a small improvement on last year.

Bonus pay gap

Proportion of employees receiving a bonus



There are two types of bonus/recognition schemes:

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 between men and women

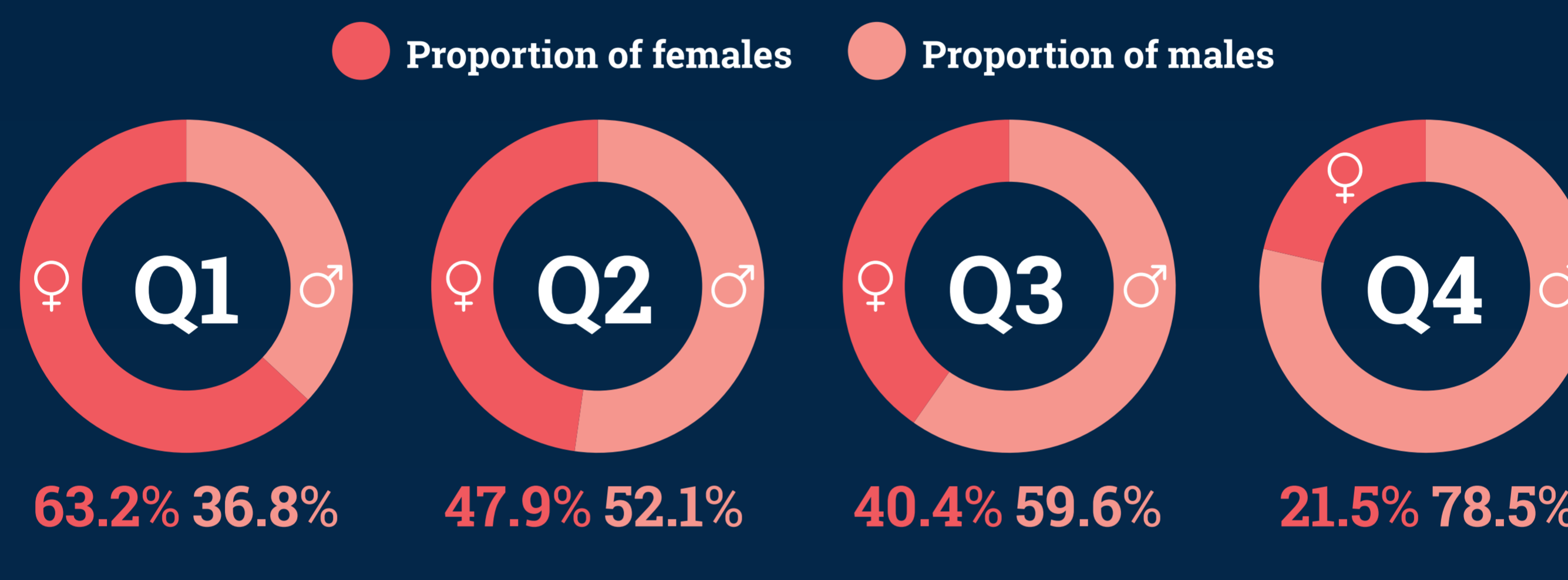


While more females received a bonus than men, the uneven nature of our workforce has influenced our bonus pay gap. There is an under-representation of women at more senior levels where, typically, bonus payments are a fixed percentage of salary.

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

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.



We have a greater proportion of females in the lower quartiles. However, we are beginning to see more males in the lower quartiles (an increase of 3.9% compared to 2017), assisted in part by the active promotion of our apprenticeship programme.

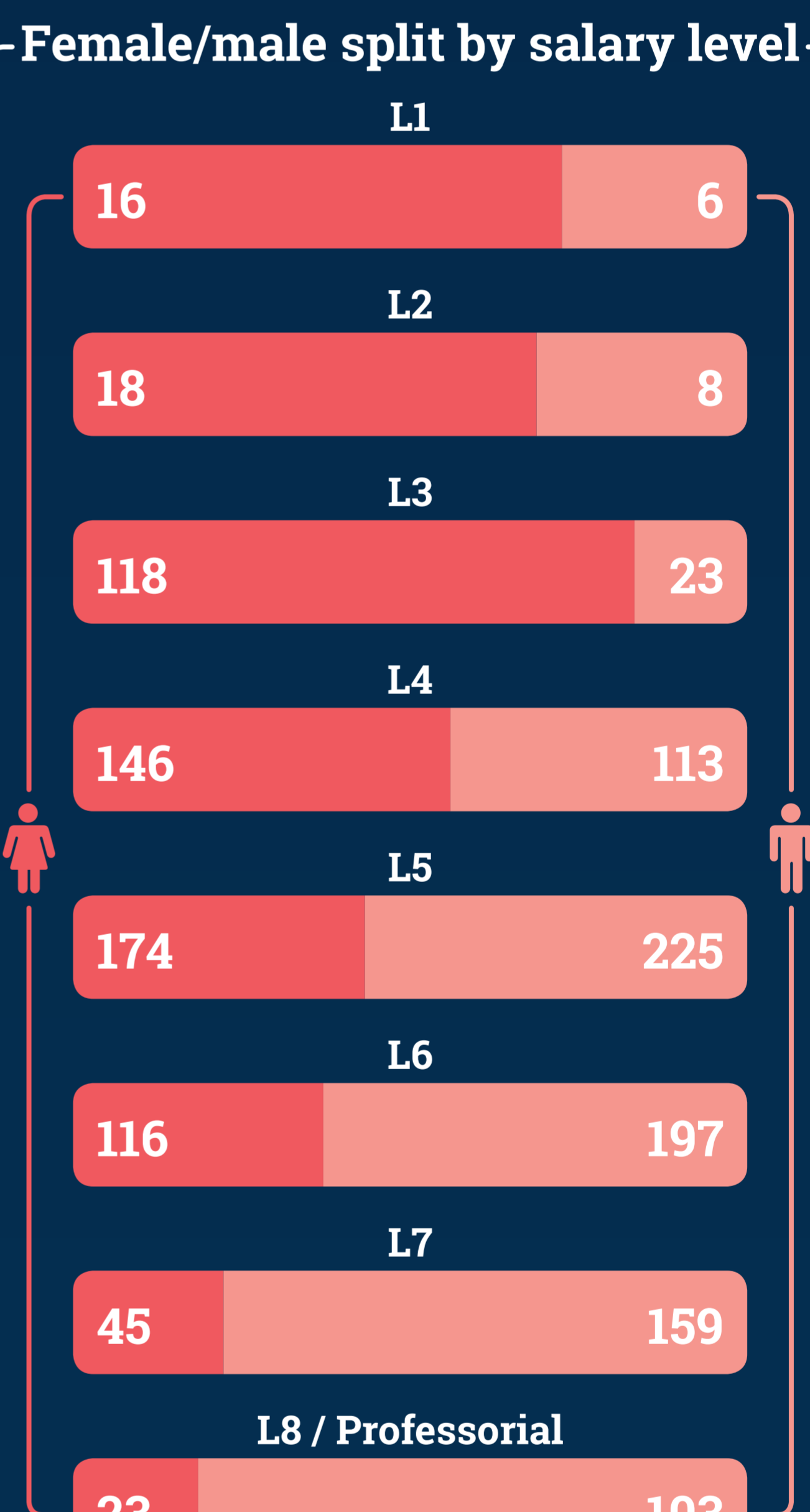
Recognising that the proportion of females in the upper quartile remains low, there are a number of initiatives in place, through our Athena SWAN and diversity action plans, to help address this.

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 22% of our academics are female.
 - Only 15% 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.

Female/male split by salary level



What we are doing to help close the gap

Pay and reward

- We continue to review our pay framework and develop our pay philosophy to ensure they are fair, competitive and equitable.
- We carry out a professorial salary review every three years.
- We carry out a biennial review of equal pay.
- We carry out an equality impact assessments 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.
- Annual leave entitlement at salary levels 1-4 is being increased to bring it in line with level 5 entitlement.

Development

- We continue to 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.
- Established a Career Development group of career development opportunities in support of career advancement opportunities. These have included the launch of a University-wide mentoring scheme, a pathway of career support our talent pipeline and plans for a 'career development' week in the spring.

Recruitment and selection

- We have reviewed our job evaluation system and processes to ensure they are bias free.
- We have a set of guidelines to clarify our expectations around attracting diverse talent which are being used by headhunters/search firms.
- We have reviewed the language used in person specifications and job advertisements to ensure they are gender neutral and include wording on the University's commitment to diversity and inclusion.
- We have revised our constitution of interview panels to ensure they are diverse and allow for a broader group of staff to get involved, our target being to make sure there is at least one woman on each interview panel, where possible.
- Workshops on unconscious bias have been offered to all staff to help them understand and eliminate biases in recruitment, promotion, Performance and Development Reviews etc.

Flexible working initiatives

- Our Flexible Working group, made up of colleagues from across the University, is helping to review our flexible working and family-friendly practices. This includes reviewing our flexible working policy.
- Flexible working commitment included on all job adverts.
- We are members of Working Families, one of the leading work life balance charities, who are advising on best practice and how to embed this.

Outreach

- Local school engagement to help influence the female STEM pipeline.
- International Women in Engineering Day initiatives.
- Involvement in Soapbox Science, a public outreach event that promotes the visibility of women in science, and challenges public perceptions of who a scientist is.
- Attendance at local recruitment and apprenticeship fairs.

Working environment

- Gathering qualitative data via exit interviews so action can be taken to address issues.
- Running a year-long programme of wellbeing initiatives.
- We are currently developing a set of shared values for Cranfield which, among other things, will help support our transition to becoming a more modern, inclusive employer and in attracting and retaining key staff.

Staff networks

- Step-Up Women's Network.
- Technician's Forum.
- Apprentice Forum.

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 2018.

Our bonus and recognition pay data is based on payments made within the preceding 12 months ending on the snapshot date (1 April 2017 to 31 March 2018).