



# **Diversity & Inclusion Strategy 2017-2022**

Name: Hiran Odedra (Senior Diversity & Inclusion Business Partner)  
Department: HR&OD  
Date: June 2017

## Introduction

We are committed to diversity and inclusion, as highlighted in the University Charter:

*“The University will provide a collaborative and supportive working and learning environment, which embeds equality of opportunity and the rights of individuals in all its operations and treats everyone with dignity and respect”.*

Cranfield aims to enhance its position as a University and Employer of choice and promote an inclusive learning, teaching and working environment for our staff, irrespective of background. We have developed a range of policies, procedures and development materials to support these aims and our wider culture change programme.

We recognise the benefits of diversity & inclusion and that by managing diversity successfully we will enhance creativity and innovation.

This Diversity & Inclusion strategy supports the University’s mission and outlines how we will not only fulfil our legal duties, but also promote a culture where the diversity of our staff is positively valued.

## Legal Context

Under the ‘**General Duty**’ of the Equality Act 2010, the University will have due regard to the need to:

- Eliminate unlawful discrimination/harassment and victimisation
- Promote equality of opportunity between people who share a protected characteristic and those who do not share it, namely:
  - age
  - disability
  - gender reassignment
  - pregnancy and maternity
  - race
  - religion or belief
  - sex
  - sexual orientation
  - marriage and civil partnership
- Foster good relations between people who share a protected characteristic and those who do not.

## Strategic Aims:

To achieve this we have developed the following strategic aims for the next five years, along with our 5 year aspirational targets in **Appendix 1**.

Full details of the actions that we intend to take to support these aims are included in the Diversity and Athena SWAN action plans. The key objectives for each strategic aim are as follows:

**Strategic Aim 1:** Ensure all objectives are evidence based and impact can be measured and monitored.

To support this aim, we will:

- 1.1. Improve declaration rates for protected characteristics data and provide staff with a full understanding of how that data will be used by the University.
- 1.2. Identify and implement a central monitoring process to capture data regularly by protected characteristic for each stage of the employee lifecycle e.g. recruitment, turnover, career progression, caring responsibilities and flexible working.
- 1.3. Interpret and analyse the data and use this analysis to inform targeted action plans.

**Strategic Aim 2:** Increase the recruitment, selection and retention of diverse staff.

To support this aim we will:

- 2.1. Promote Cranfield as an inclusive employer by reviewing our imagery and producing more diverse images and case studies to be used in a range of communication channels.
- 2.2. Provide support to line managers so that they are aware of the steps they can take to increase the diversity of their Departments.
- 2.3. Review recruitment and selection processes, procedures and training to ensure they are fair, unbiased and inclusive.
- 2.4. Analyse leaver data, including reasons for leaving and use the analysis to inform interventions to retain talented staff.

**Strategic Aim 3:** Increase the diversity present in senior management roles

To support this aim, we will:

- 3.1. Continue to develop and promote targeted career development activity for women and explore opportunities to provide similar development to other diverse groups of staff who are under-represented at senior levels.
- 3.2. Develop the Cranfield Step-Up women's network and support the launch of other staff networks for other staff groups e.g. Carers network.
- 3.3. Develop and deliver career support workshops and guidance to support staff through promotion processes (particularly for academic roles).
- 3.4. Develop appropriate mentoring/sponsorship schemes to support staff with their career development (particularly female, disabled and BAME staff).

**Strategic Aim 4:** Embed an inclusive and respectful culture, which enables staff to value the benefits of diversity.

To support this aim, we will:

- 4.1. Provide essential development so all staff are aware of their roles and responsibilities under the legislation and help to eliminate bias and inappropriate behaviours.
- 4.2. Support the University Senior Management Team to demonstrate their visible commitment to the Diversity & Inclusion Strategy in their areas and lead by example.
- 4.3. Develop a culture where it is 'safe to speak up' and challenge inappropriate behaviours without fear.
- 4.4. Provide and encourage regular communications and staff engagement activities to help staff understand the benefits of diversity and feel valued.

**Strategic Aim 5:** Demonstrate Cranfield's reputation as a Diverse and Inclusive employer by achieving Diversity awards, in particular Athena SWAN, Stonewall and HR Excellence in Research.

To support this aim, we will:

- 5.1. Build on the success of achieving the Athena SWAN Bronze award and develop plans to submit a Bronze renewal under the new criteria (which goes beyond STEM) in November 2019.
- 5.2. Maintain our HR Excellence in Research award.
- 5.3. Develop a co-ordinated Outreach strategy across the University to support our Diversity, CSR and recruitment strategies to help attract diverse talent to the University promote ourselves as a University and Employer of Choice.
- 5.4. Engage with local community groups to attract under-represented groups to the University.
- 5.5. Align with our stakeholders and other HEIs and join Stonewall to assess our position on the LGBT agenda through their Global Workplace Index.

**Strategic Aim 6:** Champion a culture where disabled staff are able to fulfil their potential.

To support this aim, we will:

- 6.1. Engage with staff to identify and remove any institutional barriers that exist which may disadvantage disabled applicants and staff.
- 6.2. Ensure our disability policies and procedures effectively support disabled staff and line managers.
- 6.3. Become a 'Disability Confident' employer, by joining the Government's Disability Confident scheme to demonstrate our commitment to supporting disabled staff.

6.4. Increase staff declaration rates on disability.

**Strategic Aim 7:** Develop a consistent approach to work life balance and family friendly policies and procedures.

To support this aim, we will:

- 7.1. Understand the perceptions and barriers of flexible working to inform a consistent University-wide approach, which fits the needs of the Organisation.
- 7.2. Review maternity provisions to enable staff to feel more supported during and after maternity leave and, in particular, to support those involved in longer term research roles.
- 7.3. Provide more comprehensive support for staff with all types of caring responsibilities (beyond childcare).
- 7.4. Provide a consistent approach to keeping in touch with staff during periods of extended leave for family or caring responsibilities.

## **Delivering the Strategy**

The roles and responsibilities for delivering the strategy are as follows:

### **The University Council:**

Is responsible for ensuring the University is delivering against its Diversity & Inclusion objectives and that we act within the requirements of the UK legislation to meet all our general and specific public duties.

### **The Executive and Senior Management Team:**

Are responsible for championing Diversity & Inclusion and ensuring the Strategy is implemented and maintained within their areas of responsibility. They should demonstrate appropriate behaviors and processes to enable the University to create and maintain an inclusive working and learning environment.

### **Line Managers:**

Are responsible for ensuring staff are informed about their responsibilities under the Equality Act and for supporting the strategy in their areas of work.

### **All staff:**

Have a responsibility to ensure that their actions comply with the requirements of the Equality Act, namely to eliminate unlawful discrimination, promote equality of opportunity and promote good relations between people of different groups.

### **The Senior Diversity and Inclusion Business Partner:**

Is the University lead for Diversity & Inclusion and is responsible for the management, development and implementation of the University's Diversity & Inclusion strategy and action

plan.

## Appendix 1

### Cranfield University 5 year diversity & inclusion aspirational targets

This is the first time the University has set Diversity targets and the purpose is to provide to focus to help achieve them. The targets are set by the current rate of progress, with the assumption that there will be an acceleration of that progress, or increased declaration rates (e.g. disability).

The targets will be reviewed annually and revised in line with any planned change programmes (i.e.increase or decrease in overall planned headcount).

Protected characteristic	Current % and number employed at Cranfield (2017)	HEI Benchmark	Progress at September 2020	Aspirational target 2022
<b>Gender</b>				
Female employees	46%	54%	46%	50%
Females on University SMT	14%	N/A	20%	20% (target achieved)
Female academics	23%	45% (all subjects)	23%	30%
Female Professors	14%	23% (all subjects)	12%	20%
<b>Ethnicity</b>				
UK BAME staff	9%	8.5% Local BAME population of MK – 25%, Swindon is over 15%	7%	12%
<b>Disability</b>				
	2%	4.5%  16% of working age adults in the UK have a disability	4%	4.5%

## Document control

<b>Document title</b>	Diversity & Inclusion Strategy
<b>Originator name/document owner</b>	Head of Equality, Diversity & Inclusion
<b>Professional Service Unit/Department</b>	Human Resources & Development
<b>Implementation/effective date</b>	October 2017
<b>Date of last review and version number</b>	October 2017 (V1)
<b>Date of next review</b>	December 2022

<b>Version</b>	<b>Amendment</b>	<b>By</b>	<b>Date</b>
V1	Diversity Strategy implemented	Equality, Diversity & Inclusion Business Partner	October 2017