



PAY GAP REPORT

GENDER, ETHNICITY, DISABILITY

WARWICK
THE UNIVERSITY OF WARWICK

INTRODUCTION

The gender pay gap is the difference in hourly pay between the total population of men in the workforce and the total population of women in the workforce.

In this annual report, we provide information on the gender pay gap at the University of Warwick for the snapshot date of 31 March 2019, in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We have chosen also to consider pay gaps in relation to other protected characteristics and we will initially be focusing on ethnicity and disability. Accordingly in this report we will address these pay gaps alongside the gender pay gap.

We give the mean (average) and median (mid-point) gap for hourly pay rate and for bonus pay. We analyse this data and look at the context for the figures, and we set out our continued commitment to improve the gender pay gap (and other pay gaps) at the University through steps we've already put in place, and through the further actions that we have identified.

ABOUT US

Warwick is a world-leading university with the highest academic and research standards. We are committed to inclusivity, fostered in an environment of mutual respect and dignity. We have more than 30 academic departments and over 50 research centres and institutes, in three Faculties: Arts; Science, Engineering and Medicine; and Social Sciences. The Warwick community is made up of more than 25,000 students and over 7,000 members of staff. Within our staff body, we have over 2,500 academic staff, supported by over 3,000 professional services and over 1,500 commercial services and estates staff.



OUR PAY GAP

“At Warwick, we are firmly committed to creating an inclusive and supportive community for all our staff and students. We have put in place our strategy for Social Inclusion which will ensure that, irrespective of background, disability, faith, gender, race and sexual orientation, all staff and students have access to equal opportunities to thrive and progress at Warwick.

In this context, Gender Pay Reporting has been of real value to us in focusing our thinking on some of the changes we need to make long term and short term. The gender pay figures this year have improved slightly compared to last year. However, sustained improvement requires fundamental changes to the over-representation of the women in lower paid roles and the under-representation in higher paid roles and this will only be realised over the longer term. This process has started. 23.4% of our professors are women compared to 21% in 2018 and this is due to a more transparent academic progression framework (now in its third year of operation). Our leadership programmes for professional services staff have also received positive feedback with significant numbers of women advancing their careers across the University. And we have now implemented a series of targeted development programmes for women in our more junior grades.

Our Pay Action Group is co-ordinating initiatives to address all pay gaps and has developed a comprehensive action plan which will be published shortly. We are keen to be open and transparent, not just about our gender pay gap but also about ethnicity and disability related pay gaps. Thus, although there is no formal requirement to do so, this year, we have chosen to publish our ethnicity and disability pay gaps as part of this report. As yet, there is no formal reporting standard and gaps in disclosure by staff mean that there are larger margins for error. But publishing the best data we have is a start in our drive for transparency and it will help us understand and identify what we need to change.”



Stuart Croft,
Vice-Chancellor



Christine Ennew,
Provost

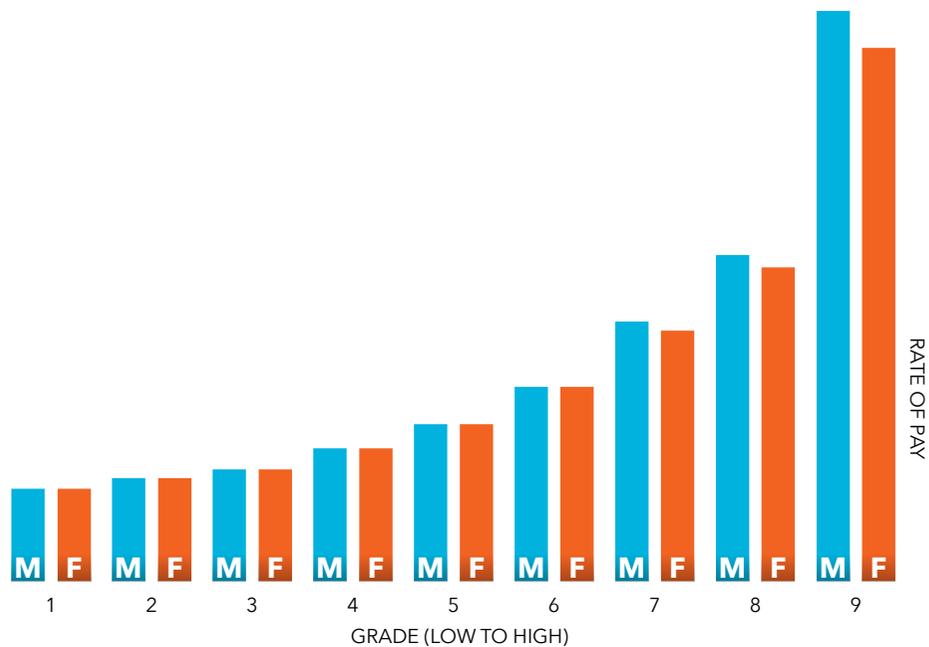


EQUAL PAY AND THE GENDER PAY GAP

EQUAL PAY

Equal Pay means that men and women in the same organisation are paid the same for work of comparable value. At Warwick, we find that the differences between the pay of men and women at each grade is small and in many cases, insignificant. The exception to this is at the highest level, grade 9, where men are paid somewhat more than women, on average. Due to the large proportion of men in higher grades and large proportion of women in the lower grades the gender pay gap is substantial.

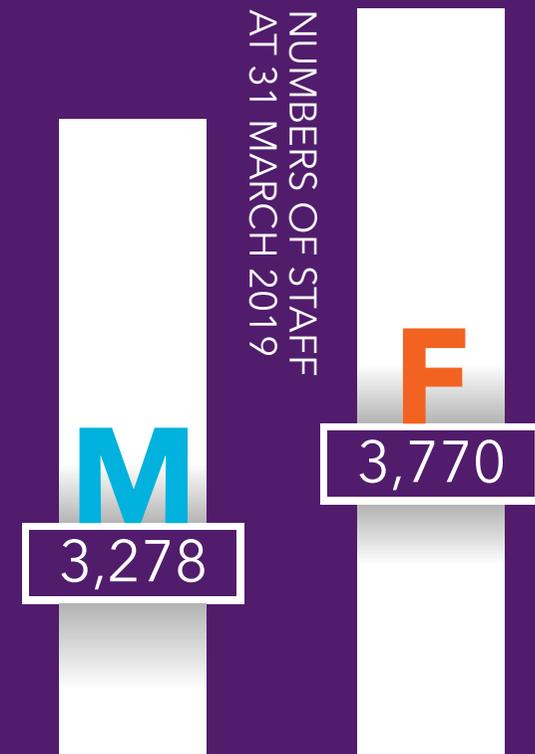
AVERAGE RATE OF PAY BY GRADE FOR MALES AND FEMALES



GENDER PAY GAP

The Gender Pay Gap is the difference between the gross hourly earnings of men and women across the whole organisation. Unlike equal pay, the gender pay gap is not solely the result of the University's pay practices because it is influenced by other, much broader, and complex, economic, cultural and social factors.

The mean gender pay gap is the average difference between the mean hourly pay rate of men and women. The median gender pay gap is the difference between the mid-point hourly pay rate of men and women. The mean can be skewed by a few outliers, whereas the median is less affected by outliers and a skewed distribution.



GENDER

WORKFORCE PAY DATA IN FOUR QUARTILES

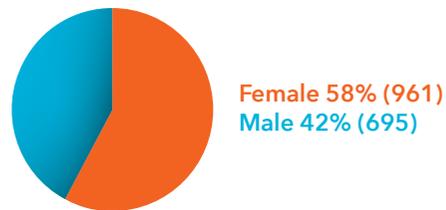
One of the Government reporting requirements is to calculate the proportions of men and women in quartile pay bands, which is done by dividing the workforce into four equal parts.

Below is the overall staff population; it is divided into segments from lowest to highest hourly pay, and shows the number and percentage of men and women in each quartile. There are significantly more women in the lower quartile, and more men in the upper quartile.

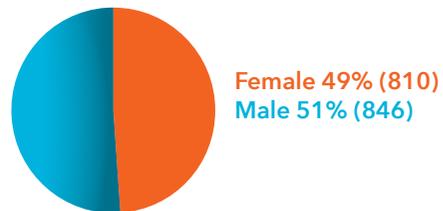
TOTAL WORKFORCE BY QUARTILE (1656 staff in each quartile)



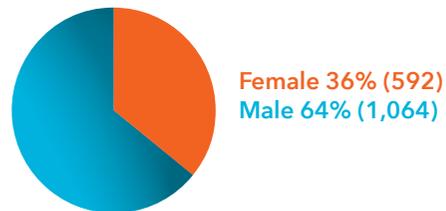
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE

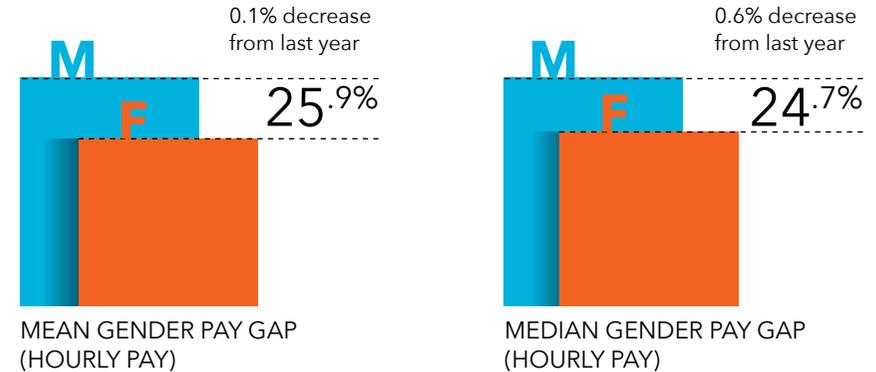


UPPER QUARTILE

OUR GENDER PAY GAP DATA

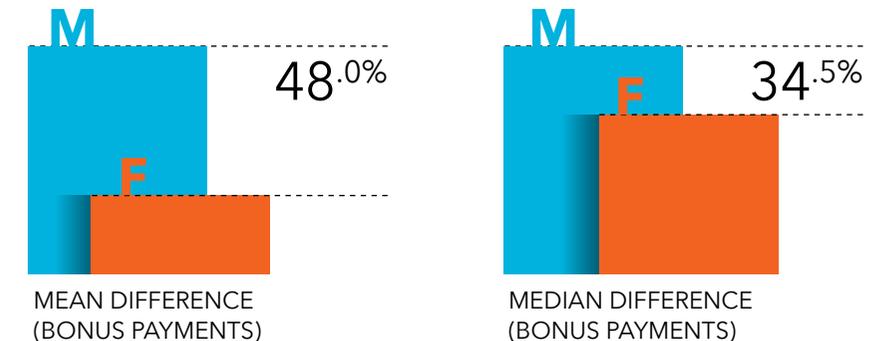
HOURLY RATE OF PAY BY GENDER

The average hourly rate of pay for men was 25.9% higher than for women and the median hourly rate of pay for men was 24.7% higher than for women according to data collected on 31 March 2019. The mean and median gaps have decreased slightly from 31 March 2018.



BONUS PAYMENTS BY GENDER

Between 1 April 2018 and 31 March 2019, **38.1% of women received a bonus payment compared with 30.4% of men.** The women who received bonus payments were predominantly in lower paid grades. In contrast, a number of the men who received bonus payments were in the highest grades (this includes a number of Clinical Excellence Awards which were determined by the NHS rather than the University). If the Clinical Excellence Awards are included the bonus pay gap is 62.5% but without those externally determined figures the bonus pay gap is 48.0%, whereas the median remains the same. The median is less influenced by these large bonuses and here the gap is 34.5% representing an 8.2% improvement from last year.



ETHNICITY

Our Pay Action Group is co-ordinating initiatives to address a range of pay gaps. We have a statutory responsibility to report on our gender pay gap and on the changes we are putting in place to address the current gap.

The 31 March 2019 Ethnicity Pay Gap and Disability Pay Gap has been calculated in accordance with the Government guidelines for Gender Pay Gap reporting. The University participated in a pilot exercise to prepare for formal reporting and subject to further guidelines from the Government the ethnicity pay gap may need to be published in a different format.

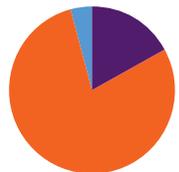
The data for ethnicity and disability may be influenced by the fact that a number of staff have chosen not to disclose this information and the Pay Action Group are addressing this issue bearing in mind that disclosure is voluntary. In addition, we would also note that there is considerable variation within the BAME category and future reporting must aim for greater levels of granularity.

ETHNICITY PAY GAP

WORKFORCE ETHNICITY PAY DATA IN FOUR QUARTILES

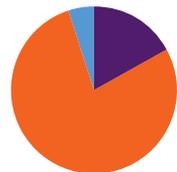
The charts below show the overall staff population divided into segments from lowest to highest hourly pay, and shows the percentage of staff of BAME ethnicity, White ethnicity and staff who did not disclose their ethnicity.

TOTAL WORKFORCE BY QUARTILE (1656 staff in each quartile)



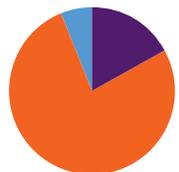
BAME 17% (281)
White 79% (1302)
Not known 4% (73)

LOWER QUARTILE



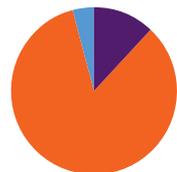
BAME 17% (278)
White 78% (1295)
Not known 5% (83)

LOWER MIDDLE QUARTILE



BAME 17% (287)
White 77% (1281)
Not known 6% (88)

UPPER MIDDLE QUARTILE



BAME 12% (191)
White 84% (1383)
Not known 4% (82)

UPPER QUARTILE

Overall 15% of staff identify as BAME with 80% identifying as White and 5% of staff declining to disclose this information.

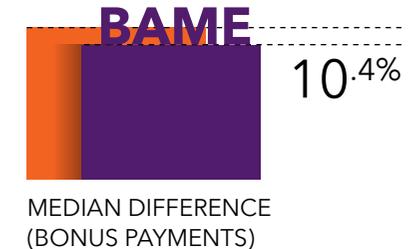
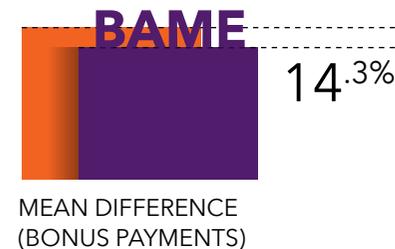
HOURLY RATE OF PAY BY ETHNICITY

The mean hourly rate of pay for staff of White ethnicity was 8.2% higher than for BAME staff and the median hourly rate of pay for staff of White ethnicity was 4.2% higher than for BAME staff according to data collected on 31 March 2019.



BONUS PAYMENTS BY ETHNICITY

Between 1 April 2018 and 31 March 2019, 38% of staff of white ethnicity received a bonus compared to 25% of staff with BAME ethnicity, the mean bonus pay for staff of White ethnicity was 137% lower than for BAME staff (this includes Clinical Staff who are eligible for Clinical Excellence Awards which are determined by the NHS, rather than the University). If the Clinical Excellence Awards are excluded the bonus pay gap is 14.3%. The median bonus pay for staff of White ethnicity was 10.4% higher than for BAME staff (with Clinical staff the gap is 1.9% higher).



The ethnicity pay gap looks smaller than the gender pay gap and is more variable across grades and these top level figures do not tell the full story. The numbers of BAME staff are small in many grades and therefore it is more difficult to understand variations within BAME community. These will be further investigated by the Race & Equality Task Force and Pay Action Group.

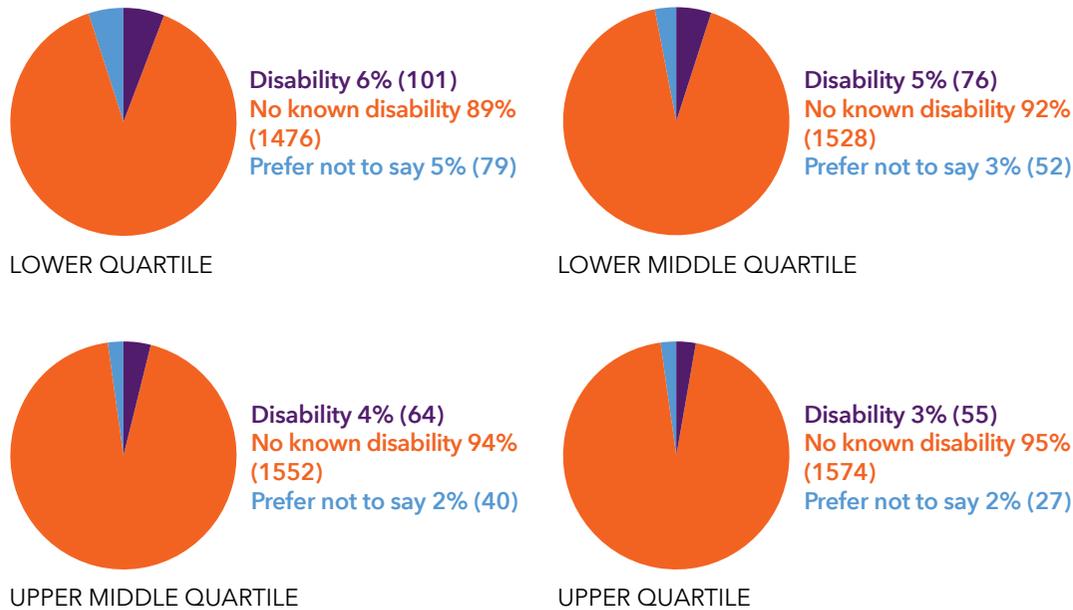
DISABILITY

DISABILITY PAY GAP

WORKFORCE DISABILITY PAY DATA IN FOUR QUARTILES

The charts below show the overall staff population divided into segments from lowest to highest hourly pay, and shows the percentage of staff who have declared a disability, staff who have no known disability and staff who prefer not to say.

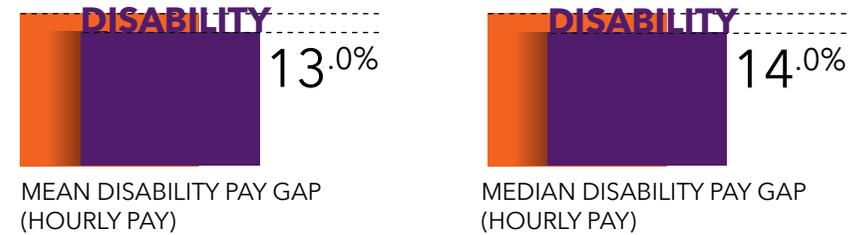
TOTAL WORKFORCE BY QUARTILE (1656 staff in each quartile)



Overall, 4.5% of staff declare a disability with 92.5% stating that they have no known disability and 3% prefer not to say.

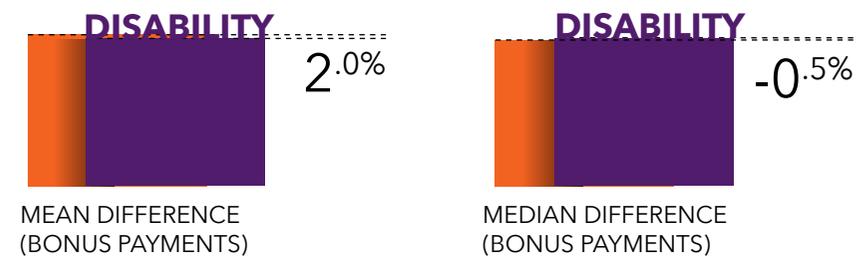
HOURLY RATE OF PAY BY DISABILITY STATUS

The mean hourly rate of pay for staff with no known disability was 13% higher than for staff who had declared a disability and the median hourly rate of pay for staff with no known disability was 14% higher than for staff who had declared a disability according to data collected on 31 March 2019.



BONUS PAYMENTS BY DISABILITY STATUS

Between 1 April 2018 and 31 March 2019, 30% of staff who had declared a disability received a bonus compared to 36% of staff who had no known disability (this includes Clinical Staff who are eligible for Clinical Excellence Awards which are determined by the NHS, rather than the University). If the Clinical Excellence awards are included the bonus pay gap is 34.2% but without those externally determined figures the bonus pay gap is 2%. The median bonus pay gap for staff who had no known disability was 0.5% higher than for staff who had declared a disability (with Clinical staff the gap is 0.9% higher).



As with the Ethnicity Pay Gap, there is quite a bit of variability across grades, this combined with the relatively small number of staff who have declared a disability makes it difficult to draw firm conclusions. There are areas that need further investigation and these issues are being addressed by the Disability Task Force.

CHALLENGES

WHAT ARE THE CHALLENGES?

Understanding and responding to issues of intersectionality is a priority and one of our challenges is the lack of data on a number of diversity characteristics including ethnicity and disability. In terms of gender we have identified that:

- ▶ Women are under-represented in certain higher-paid occupations and dominate lower grade roles at Warwick. There are relatively few men at these grades.
- ▶ There is a greater proportion of men (64%) in the highest pay quartile.
- ▶ 23.4% of our professors are women compared to 21% in 2018, showing that there has been some progress to increase the number of female professors, although more needs to be done to maintain and accelerate progress in this area.
- ▶ The size of the bonus pay gap reflects the fact that there are more men in senior roles in our Medical School and in numerical terms, more men than women access the National Clinical Excellence Awards;
- ▶ Overall, in numerical terms, more women receive bonuses but these tend to be women who are in the lower paid grades.



SUCCESSSES



HOW WE ARE DRIVING CHANGE

We have extended the analysis of our pay gaps to other protected characteristics, such as ethnicity and disability at this stage and will be considering Sexual Orientation (LGBTQUA+) in the next phase of our work. Many of the initiatives below, although initially targeting the gender pay gap, will have a positive impact in all of these areas.

Leadership Development Programmes

- ▶ We currently hold 15 Athena SWAN awards across the University (up from 14 last year, with some of the 15 departments having upgraded their award level from Bronze to Silver) and an institutional silver award which was renewed in 2018.
- ▶ Through Athena SWAN initiatives such as 'Demystifying the Promotion Process' which ran from 2013, and subsequent sharing of best practice in departments, staff are better informed about, and supported through, the academic promotions process. Since 2017, following a revision to the academic promotions process, we have witnessed a 100% success rate for women who applied for Professorial promotion and for 2018/19 we have also seen a 100% success rate for women promoted to Reader. Of these, 20% declared as BAME and 3% declared a disability.
- ▶ The CORE Development Programme in Warwick Business School, and the SHINE programme which was piloted in the Estates Department are both aimed at supporting career progression for colleagues at grades 3-5 (lower quartiles), where women are over-represented. Both programmes have received positive feedback with significant numbers of colleagues seeking progression or other developmental opportunities across the University.

- ▶ Springboard, the award-winning international personal and professional development programme for women has recently been piloted at Warwick within the Education Group in order to support the development of female staff at grades 3-5 and to maximise the potential of this group of staff in particular. We plan to roll the programme out to the Professional Services Group more widely following the initial pilot.
- ▶ Aurora is a female leadership development programme run by Advance-HE, which supports a wide range of women in mid-career academic and professional roles to recognise and develop their leadership qualities, and to help institutions maximise the potential of these women. We will be developing an Aurora Alumni network for Warwick to enable women who have completed this programme to continue to engage and support each other.
- ▶ Senior leaders from across the University have recently engaged in a series of conversations, led by Professor Binna Kandola, on social inclusion and diversity. The pay gap was a key subject of these discussions and in particular the need for cultural and systemic change, such as recruitment practice, to help us eliminate pay gaps for all groups of staff and the role of leaders in helping to achieve this. The sessions included a number of guest panellists from a range of companies including Vodaphone, Sodexo and the Royal Shakespeare Company.

Family Friendly and Reward Initiatives

- ▶ The enhancement to the current Maternity and Adoption provision has been implemented and is expected to impact positively over the longer term, in relation to the retention and progression of those returning after such periods of leave. For those in academic posts, the Academic Warwick Returners Fellowship provides a valued route for individuals to focus on research for the initial period after their return from Maternity leave.
- ▶ Our Senior Pay Review process includes a rigorous programme of equality adjustments and 39 Equality adjustments have been made since 2017 as part of a process to rectify any obvious pay anomalies.

Recruitment Initiatives

- ▶ Commercial Services continue to work in partnership with Coventry Job Shop offering a range of employment opportunities in order to attract the diverse skills and talents we require. The team have recently been awarded a Special Recognition Award by Coventry City Council for their partnership work with the Coventry Job Shop.
- ▶ The Pay Action Group has reviewed and made changes to recruitment guidance and the University is working towards an enhanced recruitment training package for Managers to ensure greater inclusivity.

OUR STRATEGY FOR 2030

OUR STRATEGY AND INITIATIVES

The University is developing a People Strategy that sets out the commitments it makes to its staff and seeks to create a fair, transparent and equitable culture in the way we treat and work with our people, and grow our diverse and inclusive community. Achieving a significant reduction in the gender pay gap at Warwick is a long-term project. We have identified a number of priorities and many of these will also address the ethnicity and disability pay gaps. Many of the actions below are being addressed through the Athena SWAN Initiative, and are aligned with the Equality Objectives being developed to reflect the Social Inclusion Strategy:

- ▶ A Pay Action Group, led by the Provost, was formed in 2018 and is examining ways of reducing the gender ethnicity and disability pay gap working with other groups across the University such as the Gender Task Force, Race Equality Task Force, Disability Task Force.
- ▶ We will continue to address the under-representation of women in STEMM and seek to build our pipeline by running recruitment campaigns for roles that target women and ensuring our internal talent pipeline has a balance of men and women. We anticipate that the numbers of women and men in the upper middle quartile means that over time we can improve progression of women into senior roles.
- ▶ We will continue to identify visible role models at all levels of the organisation, ensuring that championing of diversity and inclusion is embedded in our organisational culture.
- ▶ We are exploring the development of targeted programmes to enhance career progression for under-represented groups. We continue to work to prevent stereotyping and address discrimination and bias through training for staff particularly in managerial roles. Recruiting managers are expected to complete the unconscious bias training and it is envisaged that this will become a mandatory requirement in the future.
- ▶ We have changed the guidance on the composition of professorial recruitment panels to ensure much greater diversity in composition.
- ▶ We will continue to ensure our recruitment processes are effectively targeted to attract individuals currently underrepresented in some staff segments.
- ▶ We are in the process of developing an Institutional Talent Management Strategy covering talent attraction, recruitment, development, promotion and progression, succession planning and retention, which will drive improvements in equality, diversity and inclusion. We plan to pilot succession planning in the Professional Services Group in the next academic year (October 2020).
- ▶ We are developing a Carers' Leave Policy in recognition of the increased challenges faced by individuals who are responsible for providing some form of care to others. The policy will offer paid leave in order to help individuals balance their work and carer responsibilities and ultimately assist with recruiting and retaining individuals who fall within this category.
- ▶ We are already highly committed and supportive of flexible working and have now introduced a pilot of agile working in parts of the organisation. This will enable individual staff and teams, within any operational requirements of their role, to have more say about where, when and how they work. Evidence is that agile working can really help drive inclusion, along with well-being and engagement, thus facilitating the retention and diversity of our staff.
- ▶ Commercial Services will be running an internship programme with the DFN Charitable Foundation from September 2020 offering internships to students with learning disabilities and autistic spectrum conditions. The programme is a business-led, one-year work preparation programme aimed at supporting the transition from education to work. Estates are also running an internship programme in partnership with Coventry City Council to provide work for disabled youngsters.