



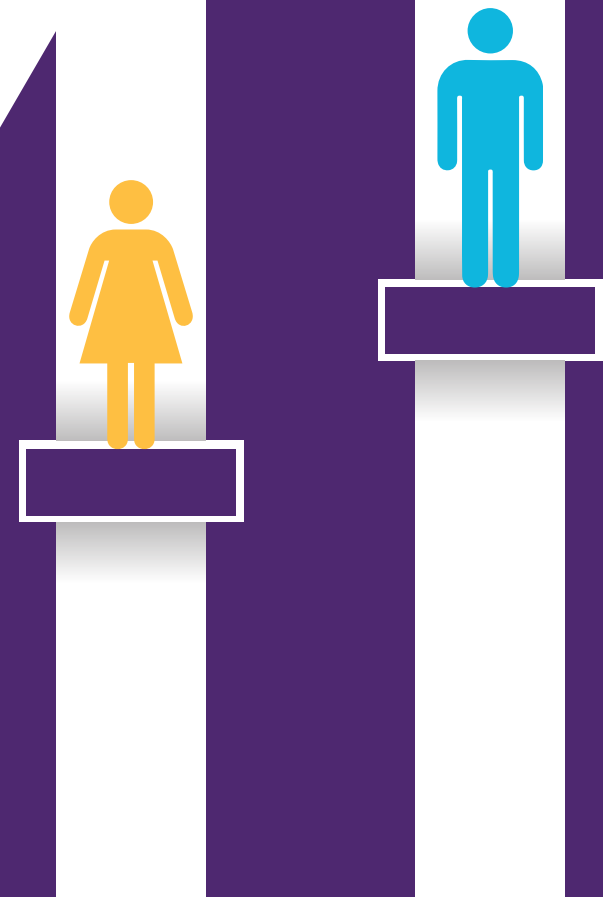
GENDER PAY GAP REPORT

WARWICK
THE UNIVERSITY OF WARWICK

INTRODUCTION

In this report, we provide information on the gender pay gap at the University of Warwick for the snapshot date of 31 March 2017 in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The gender pay gap is the difference in hourly pay between the total population of the men in the workforce and the total population of the women in the workforce. We give the average and mid-point gap for hourly pay rate and for bonus pay. We analyse this data and look at the context to the figures.

We set out our commitment to improve the gender pay gap through steps already in place, and through the further actions we've identified. As our Vice-Chancellor sets out in the closing summary to this report, we need to champion our vision of diversity and make sure any progress is sustained. This will be one of our highest priorities.



ABOUT US

Warwick is a world-leading university with the highest academic and research standards. We have 39 academic departments and over 50 research centres and institutes, in four Faculties: Arts, Medicine, Science and Social Sciences. The Warwick community is made up of more than 25,000 students and over 6,000 members of staff. Within our staff body, we have over 2,500 academic staff, supported by over 3,000 professional services and over 1,000 commercial services staff.

We are committed to inclusivity, fostered in an environment of mutual respect and dignity. Every member of the Warwick community plays their part in this, helping us to ensure that we make best use of all the talent we have, and that all our students, staff and partners feel the benefits of this commitment.



“The factors behind the gender pay gap are hugely complex, which makes it hard to look at this issue from a generalist perspective – factors such as differences in education, qualification and experiences to name but a few.

The problem that faces the University of Warwick – and indeed many other organisations – is not so much a failure to pay equally to staff at the same level, but rather a skew in the gender distribution across levels, with more women in lower paid occupations and more men in higher paid occupations. And until this changes, we can continue to pay equally for staff at the same level, but a gender pay gap will persist.

So, for us and for many other organisations, the imperative has to be around raising aspirations and creating opportunities for women to advance their careers. But there are few quick fixes. Some organisations outsource many of the activities that are dominantly female and lower paid. Their figures may look better but it doesn’t solve the problem. At Warwick, we prefer not to outsource. Some may advocate positive discrimination – a more controversial approach and one that most organisations in the UK have steered clear of. Instead, our focus of attention continues to be on training and development, on the identification of structural barriers to progression and on tackling the widespread, implicit biases that inhibit the career development of women across all grades. It won’t produce quick change, but it will produce sustained change.

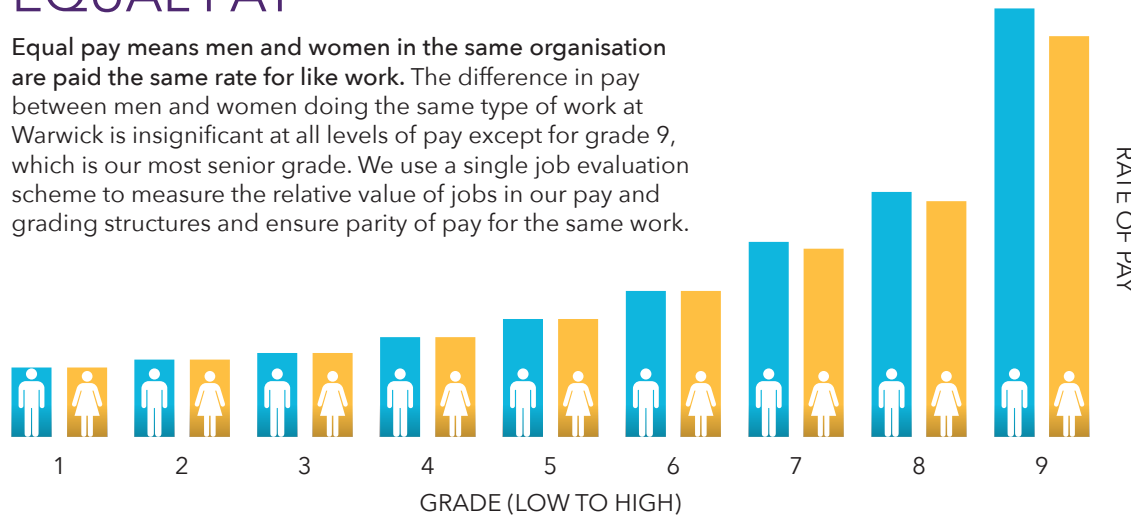
Looking ahead however, we must continue to monitor pay differentials and aim to address any differences related to any of the protected characteristics – and not just gender.”

Christine Ennew,
Provost

EQUAL PAY AND THE GENDER PAY GAP

EQUAL PAY

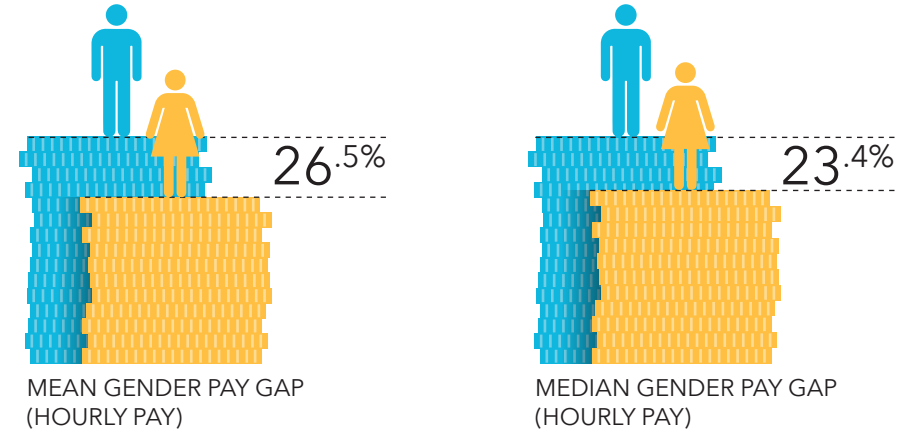
Equal pay means men and women in the same organisation are paid the same rate for like work. The difference in pay between men and women doing the same type of work at Warwick is insignificant at all levels of pay except for grade 9, which is our most senior grade. We use a single job evaluation scheme to measure the relative value of jobs in our pay and grading structures and ensure parity of pay for the same work.



OUR GENDER PAY GAP

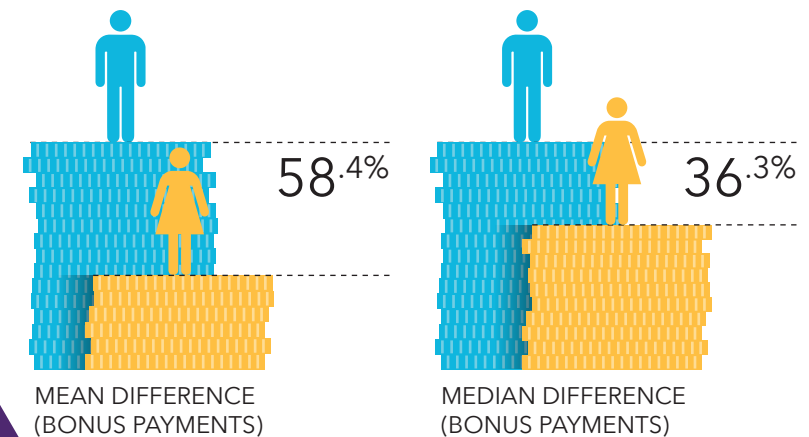
HOURLY RATE OF PAY BY GENDER

The average hourly rate of pay for men was 26.5% higher than for women according to data collected on 31 March 2017.



BONUS PAYMENTS BY GENDER

27% of women received a bonus compared to 22% of men between 1 April 2016 and 31 March 2017. The average bonus pay was 58.4% higher for men than for women.



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.



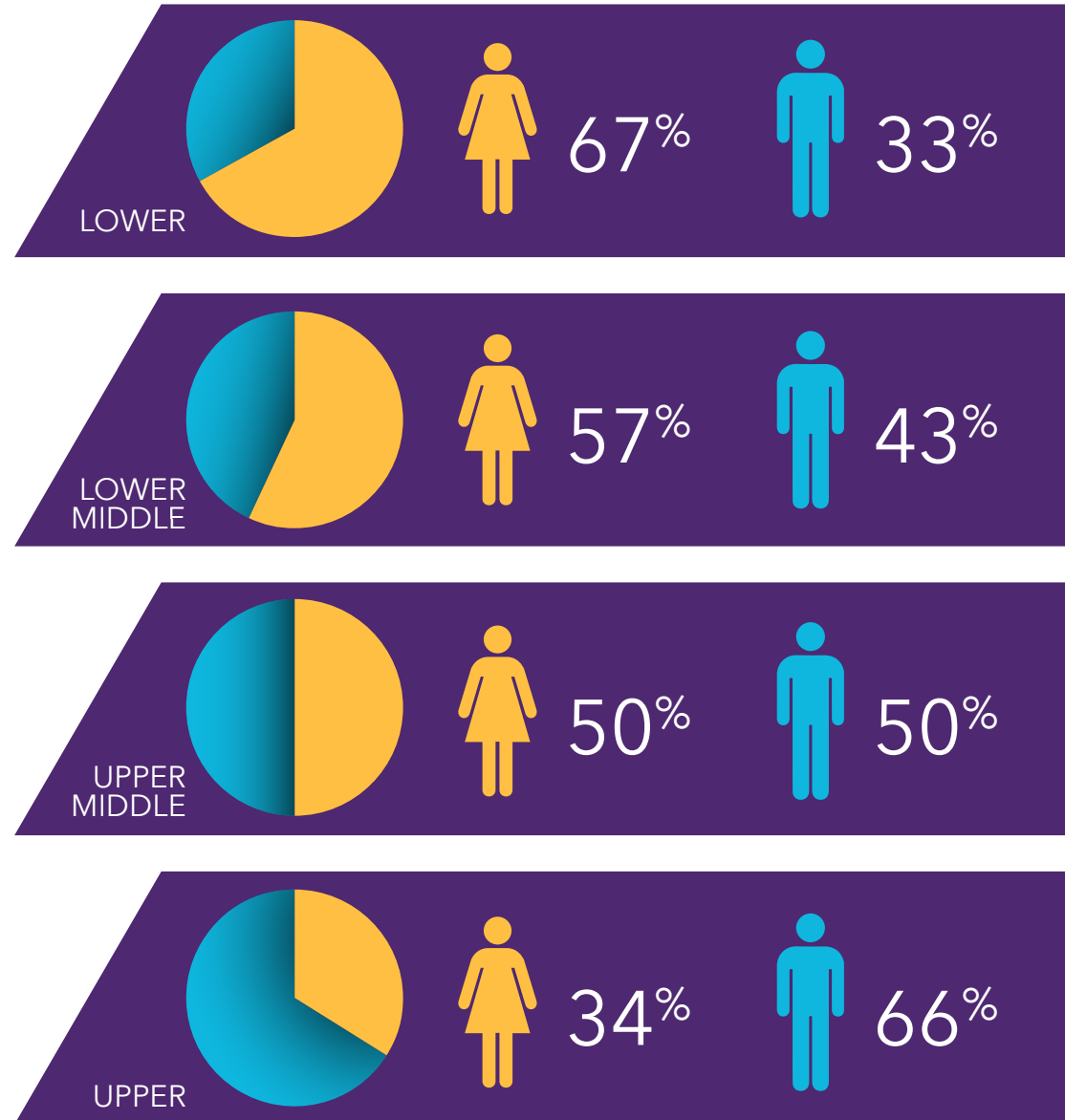
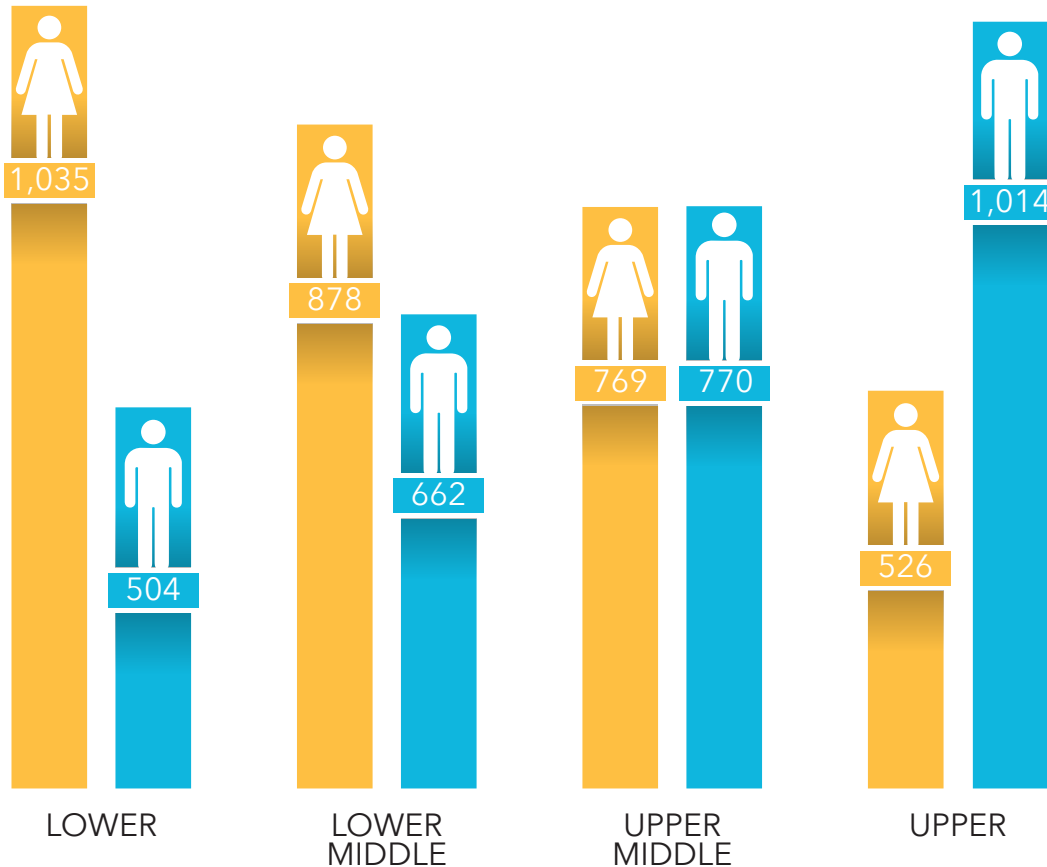
OUR GENDER PAY GAP

WORKFORCE PAY DATA IN FOUR QUARTILES

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

NUMBERS OF MEN AND WOMEN IN EACH PAY QUARTILE

Our staff population is divided in numbers by pay quartile.

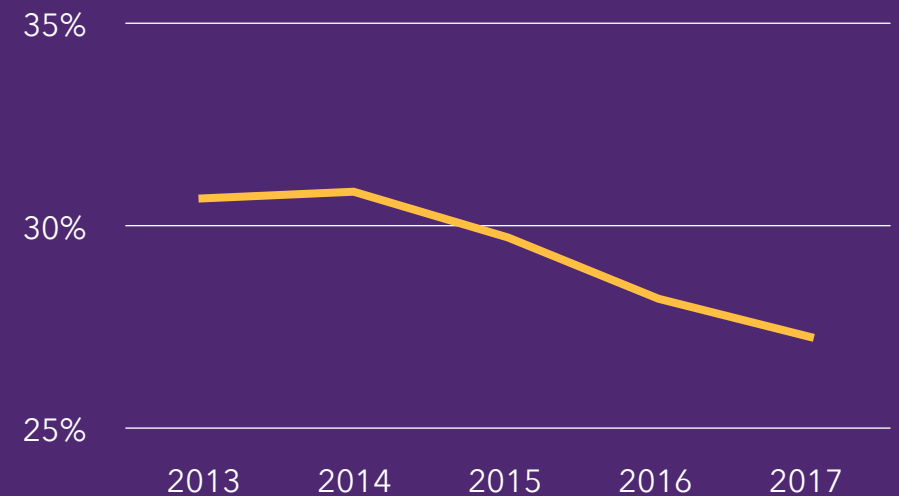


ANALYSIS – FACTORS INFLUENCING GENDER PAY GAP AND BONUS PAY

Over time our mean gender pay gap (base salary) has decreased. However, we recognise that women are under-represented in certain higher-paid occupations and dominate lower grade roles at Warwick. Further analysis follows:

- ▶ Unlike some institutions, our decision not to outsource retail, accommodation, cleaning and support services means we have a significant number of staff in roles in the lower quartile, and the majority of these are women.
- ▶ We have a different workforce structure to similar institutions, with significant commercial businesses – where a large proportion of women are located.
- ▶ There is a greater proportion of men (64%) in the highest pay quartile.
- ▶ Only 21% of our professors are women; system-wide, there is an under-representation of women in certain academic disciplines, and at professorial level overall.
- ▶ There is a higher proportion of men in certain academic disciplines which are, in relative terms, highly paid such as economics, business and medicine.
- ▶ More women than men receive bonuses. But the bonus pay gap reflects that there are more men in particular senior roles. The over-representation of men in senior clinical roles means that the bonus payments associated with the National Clinical Excellence Awards tend to widen the bonus pay gap.

BASE SALARY MEAN GENDER PAY GAP



WHAT ARE WE DOING TO IMPROVE THE GENDER PAY GAP?

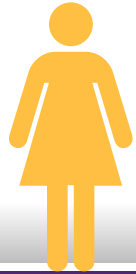
Our gender statement of intent was approved by the University's Council in July 2016. Here are our key steps to address the gender pay gap:

- ▶ We have a growing number of programmes at Warwick to address the gender imbalance in subject choices. For example, women are consistently under-represented in science, technology, engineering, mathematics and medicine (STEMM subjects), and so **we aim to increase the number of women in these disciplines from undergraduate level to postgraduate research and into academic jobs.** By improving the gender subject imbalance, we will help to improve the earning potential of women in these disciplines in the future.
- ▶ We were an **early adopter of the Athena SWAN initiative to encourage and recognise commitment to advancement of gender equality in higher education and research,** and we currently hold an institutional Athena SWAN silver award. Our Chemistry and Physics departments are silver award holders, and Computer Science, Psychology, Statistics, Mathematics, Engineering, Philosophy, Life Sciences, Warwick Business School, Sociology, WMG, Warwick Medical School and the Centre for Educational Development, Appraisal and Research all have bronze awards. **We currently hold 14 Athena SWAN awards across the University, and we work to support all our academic departments** to participate successfully in Athena SWAN. Currently Economics, Politics and International Studies, Law, the Centre for Lifelong Learning and Centre for Teacher Education are participating.
- ▶ We are currently **revising the University's academic promotion criteria and processes in order to address any structural barriers to academic promotion.** This helps to increase the pool of women who are able to progress to the highest parts of the pay scale.
- ▶ We are **supporting working parents returning from maternity/paternity and adoption leave to increase their chances of career progression,** including a working parents' network, and Research Fellowships for recent returners.
- ▶ We are **committed to conducting equal pay audits in accordance with the Equality Act 2010,** analysing the results and taking specific action based on the output.
- ▶ Our Senior Pay Review process includes a **rigorous programme of equality adjustments and there is a ring-fenced budget for these payments.**

FURTHER PRIORITIES FOR ACTION

The composition of our workforce - with women dominating the lower quartile, low turnover of staff, and the small pool of female applicants for roles in the upper quartiles, means that achieving a significant reduction in the gender pay gap at Warwick is a long-term project. We have identified a number of priorities:

- ▶ We have established a **Gender Taskforce to develop a strategy with a five year plan**, building on the Gender Statement of Intent and to take a multi-faceted approach to implementation, being mindful of existing initiatives in the University, including Athena SWAN. The taskforce consists of 15 academic, professional and support staff representing all levels of staff. Its actions will be developed **in consultation with other members of the University and by scrutinising the data on gender in the academy to ensure transparency in all related matters.**
- ▶ We will address the under-representation of women in STEM by running a **recruitment campaign for junior roles that targets female applicants.**
- ▶ We will **identify visible role models at all levels of the organisation to ensure that championing of diversity and inclusion** is embedded in our organisational culture.
- ▶ We will work to prevent stereotyping and **address discrimination and bias through accessible training for staff** involved in recruitment and selection processes and management.
- ▶ We will ensure our staff recruitment processes are effectively targeted to attract individuals currently underrepresented in some staff segments, including **recruiting from local communities and making positive action statements in job adverts** where appropriate. This will help us to attract a broader range of applicants to increase gender balance in key areas.
- ▶ We will develop and implement a talent management programme for professional and commercial services staff to **create career pathways to enable long-term development, progression and succession planning.**
- ▶ We will **extend the analysis of our pay gaps to other protected characteristics**, such as ethnicity and disability. This will enable us to look holistically at our approach to diversity in our workforce.



“The University of Warwick is totally committed to a culture of diversity and inclusion. The promotion of equality and diversity of both our staff and our student body is core to our thinking and to our actions.

It is important to make a distinction between equal pay - where the University’s commitment to equality is demonstrated in parity of reward between men and women for the same work and gender pay, where a gap arises largely because of under representation of women at senior levels. The University’s position is further affected by the fact that we have made a positive decision to keep all our retail, accommodation, cleaning and other support services in house where we offer a much better deal to our staff than outsourced provision. It is the case that women are over-represented in these activities, which is of course the case across the entire economy. Similarly the University’s continued successful investment in significant commercial businesses, such as conferencing, has an effect on the gender balance of the University’s workforce.

More important than the figures, are the actions being taken to address these imbalances in our workforce. The University has been an early adopter of the Athena SWAN initiative and currently holds an institutional silver award. But progress in achieving better gender balance has been slower than we would like. This report includes some of the things we are doing to improve the gap. We need to champion our vision of diversity and this will be one of our highest priorities.”

Stuart Croft,
Vice-Chancellor

