

# GENDER PAY GAP REPORT

**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 2018, in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. 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 for the figures, and we set out our continued commitment to improve the gender pay gap 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 32 academic departments and over 50 research centres and institutes, in three Faculties: Arts; Science, Engineering and Medicine; and Social Sciences. The Warwick community comprises more than 26,000 students and over 6,500 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 and estates staff.

# OUR GENDER PAY GAP

“At Warwick, we seek to create an inclusive and supportive community for all our staff and students. A community where differences of culture and identity are celebrated and where differences of opinion are welcomed and respected, in an atmosphere of mutual respect and consideration for the dignity of all. 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.



We still have a great deal of work to do to ensure better gender representation across the breadth of our workforce, and we are developing our strategy for inclusion to help us to address this.

We recognise that the gender pay gap arises largely because of over-representation of women in lower-paid roles and under-representation of women in senior academic and professional roles. We are committed to raising aspirations and creating opportunities for women to advance their careers, and we will identify more means to attract, retain and support women at Warwick and to increase the representation of women at senior levels.

We know that this long-term aim cannot be addressed through any quick fixes, but inclusion and diversity will be at the forefront of our priorities, so that all our students, staff and partners feel the benefits of this commitment.”

Stuart Croft,  
Vice-Chancellor

“The figures in this year’s report are little changed from the ones we reported last year. We understand that we still have a lot to do to change the current position with respect to gender pay and we know that it will take time for change to happen. We have already put in place a number of initiatives to address the underlying causes of our gender pay gap and many of these are discussed later in this report.



Fundamentally, we need to address the over-representation of women in lower-paid roles and their under-representation in more senior and higher-paid roles. We have undertaken a comprehensive review of the Academic Promotion process in order to remove the perceived structural barriers to promotion for women and we are starting to see proportionally more women applying for and achieving promotion.

We are in the process of consulting with staff and Trade Unions to identify further changes that could be made to University policy and practice. We believe that by seeking to access the expertise that resides within our community we will be able to identify further interventions which will support the progression of women and thus help to reduce the gender pay gap. To drive this agenda forward we have established a Pay Action Group which will co-ordinate our initiatives to address both the gender and ethnicity pay gaps.

We are specifically focusing our attention in this regard on training and development, the identification of structural barriers to progression and on tackling the widespread, implicit cultural biases that inhibit the career development of women across all grades of our workforce.

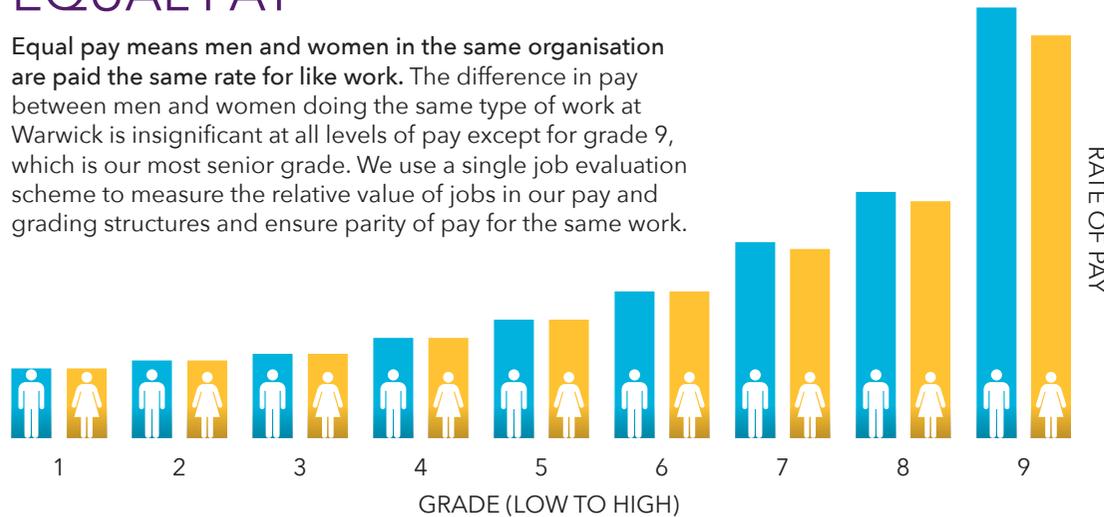
Whilst we recognise that these measures won’t produce immediate change, we are confident that they will indeed produce change that is sustained and impactful.”

Christine Ennew,  
Provost

# EQUAL PAY AND THE GENDER PAY GAP

## EQUAL PAY

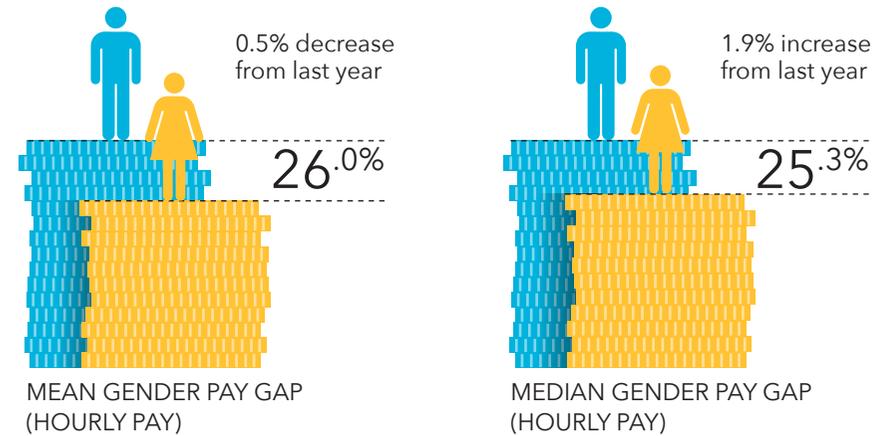
Equal pay means men and women in the same organisation are paid the same rate for like work. The difference in pay between men and women doing the same type of work at Warwick is insignificant at all levels of pay except for grade 9, which is our most senior grade. We use a single job evaluation scheme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

## HOURLY RATE OF PAY BY GENDER

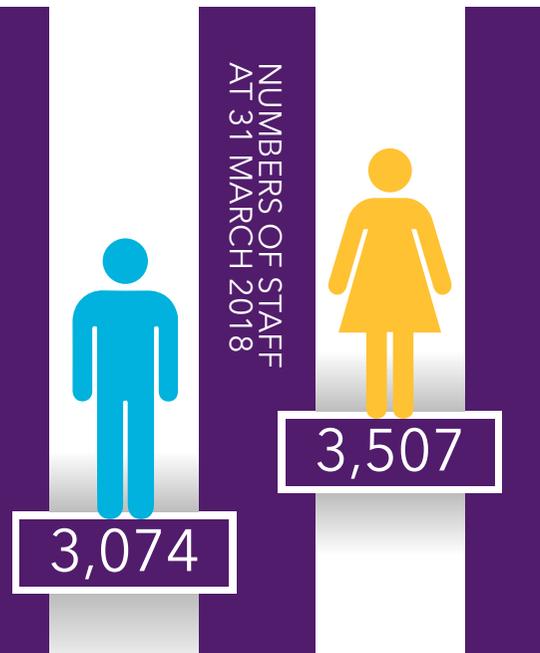
The average hourly rate of pay for men was 26.0% higher than for women according to data collected on 31 March 2018 which has decreased slightly from 31 March 2017.



## GENDER PAY GAP

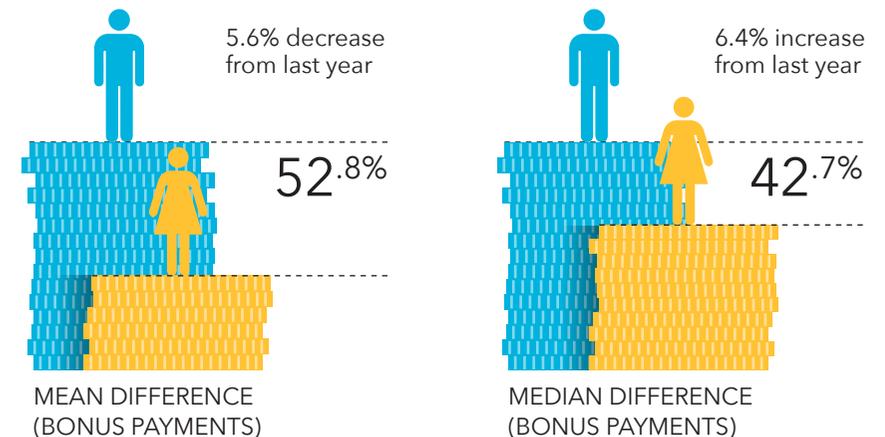
The Gender Pay Gap is the difference between the gross hourly earnings of men and women across the whole organisation. Unlike equal pay, the gender pay gap is not solely the result of the University's pay practices because it is influenced by other, much broader, and complex, economic, cultural and social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



## BONUS PAYMENTS BY GENDER

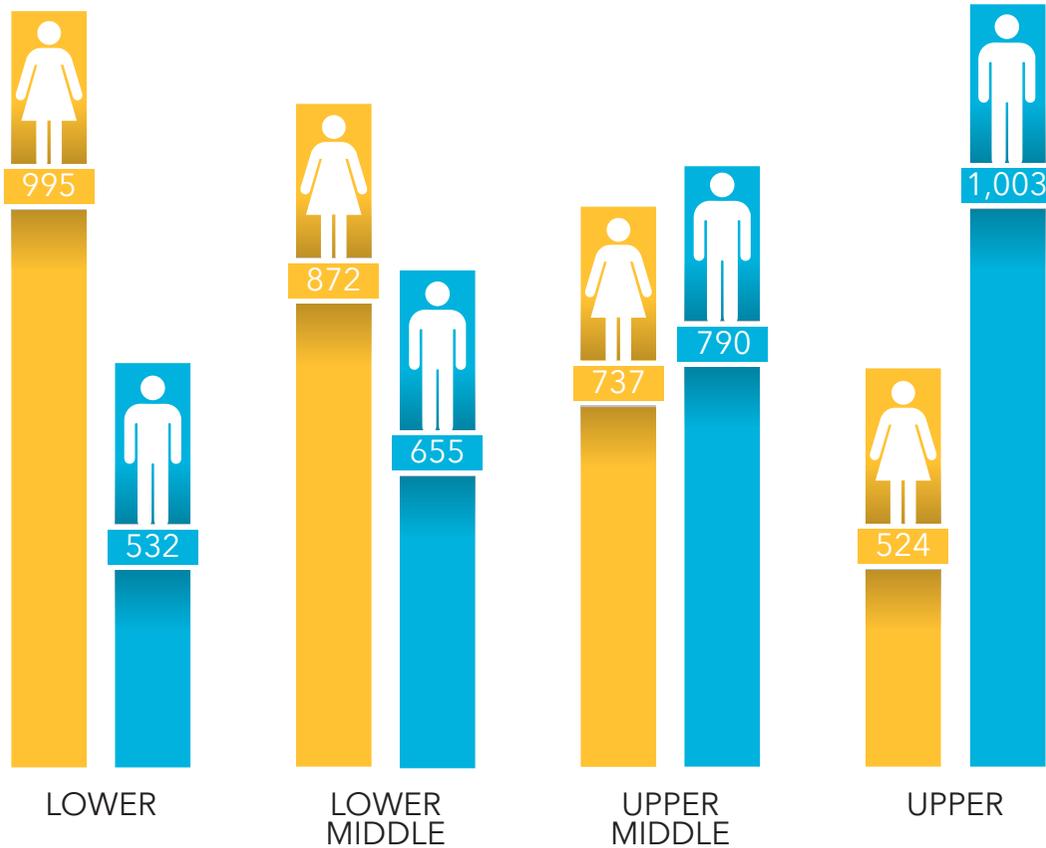
35.7% of women received a bonus compared to 27.2% of men between 1 April 2017 and 31 March 2018. The average bonus pay was 52.8% higher for men than for women, which has decreased from March 2017.



# WORKFORCE PAY DATA

## NUMBERS OF MEN AND WOMEN IN EACH PAY QUARTILE

Our staff population is divided in numbers by pay quartile.



## 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.



# CHALLENGES

- ▶ Women are under-represented in certain higher-paid occupations and dominate lower grade roles at Warwick.
- ▶ There is a greater proportion of men (66%) in the highest pay quartile.
- ▶ Only 21% of our professors are women.
- ▶ There is a higher proportion of men in certain academic disciplines such as economics, business and medicine, where average salaries tend to be higher.
- ▶ 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

- ▶ We **currently hold 14 Athena SWAN awards** across the University (up from 13 last year) and an **institutional silver award** which was renewed in 2018.
- ▶ Through Athena SWAN initiatives such as 'Demystifying the Promotion Process' which has run since 2013, and subsequent sharing of best practice in departments, staff are better informed about, and supported through, the academic promotions process. In 2017 we started a process of reforming our promotions process; following our first round of changes, **we witnessed a 100% success rate for women who applied for professorial promotion** and for the first time more women than men achieved promotion to professor. A further set of changes were introduced in 2018 and we continue to address potential barriers to academic promotion. The most recent round of academic promotions has shown continued high success rates for women.
- ▶ A **proposed enhancement to the current Maternity and Adoption provision 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.
- ▶ Our Senior Pay Review process includes a **rigorous programme of equality adjustments and 25 Equality adjustments were made** in 2017/18 as part of a process to rectify any obvious pay anomalies.
- ▶ A **core development programme has been piloted in Warwick Business School, aimed at reducing potential barriers to career progression for women** at grades 4 and 5, supporting progression to grades 5 or 6. Over half of the first cohort have achieved either promotions, secondment or other developmental opportunities following their participation.
- ▶ Commercial Services have been working in partnership with Coventry Job Shop and have been **successful in attracting more professional services applicants from the local community, in particular from BAME backgrounds, to address under-representation from these groups.**

# LONG TERM PLAN – ACTIONS

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 the below actions are also being addressed as part of the Athena Swan Initiative:

- ▶ A **Pay Action Group that is led by the Provost was formed in 2018 and is examining ways of reducing the gender and ethnicity pay gap** working with other groups across the University such as the Gender Task Force and Race Equality 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 junior roles that target 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 will explore the development of targeted programmes to enhance career progression for under-represented groups and **extend the analysis of our pay gaps to other protected characteristics**, such as ethnicity and disability;
- ▶ We continue to work to prevent stereotyping and address discrimination and bias through training for staff in managerial roles. **Recruiting managers have been encouraged 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**. This work has already begun in Commercial Services;
- ▶ We will build on the developmental programmes which are being piloted in certain business units and **continue to develop and implement talent management programmes** to create career pathways to enable long-term development, progression and succession planning.

