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FOREWORD

Reporting our gender pay gap is more than a legal requirement for us. By sharing our data it enables us to track our progress in an open and transparent manner and to engage all staff at Warwick on that progress.

We believe that publishing this data helps us to better understand the issues that our colleagues face, and helps us – with our colleagues, to create a place of work where everyone can thrive.

In this annual report, we reflect and report on our progress over the last year to close the gender pay gap, and other pay gaps, at the University of Warwick for the snapshot date of 31 March 2021. We analyse this data and look at the context for the figures. We show where we’re succeeding, and where we still need to do more work, and we outline what we plan to do as our next steps on our journey towards full equality.

[We’re reporting in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.]
OUR REFLECTIONS

We are very pleased to see that our pay gap figures have improved, and the representation of women, staff who disclose Black, Asian and Minority Ethnic ethnicity, and staff who declare a disability have all improved at the senior levels of our staff community. We know however, that our progress is slow. Sustained improvement will require continued fundamental changes.

For everyone, 2020 and 2021 have been dominated by Covid-19. At the University, this has entailed managing the impact of the pandemic on teaching and learning, research and the campus experience, and associated planning for recovery. It has also meant strengthening the role the University plays in the Coventry and Warwickshire region – through activities like volunteering and support for local communities, and it has meant our academic experts contributing to the international understanding of the pandemic.

Early in the pandemic we recognised the differential impact of Covid-19 on certain groups within our staff community. We used a staff support survey to enable staff to voice their concerns and share their experiences, and then we were able to put in place interventions to mitigate the negative impact. These interventions included reviewing our existing flexible and agile working policies and the implementation of a new carer’s policy. We also adjusted timelines for the annual academic promotions process to allow more time for people whose preparations were disrupted by Covid-19, and put additional support in place. And through careful management of our finances throughout the financial year, we’ve been able to re-invest directly in our staff, such as our Career Support Scheme which is helping staff whose careers have been adversely affected by Covid-related issues (including caring responsibilities). Nonetheless, we have still had to pause some initiatives due to the pandemic and look forward to taking these forward this year.

At Warwick, we know that closing pay gaps is a long-term endeavour. We have always been a forward-facing University, helping to transform our region, country and world for the collective good. Our staff are at the heart of this – providing the capability and capital to enable the University to fulfil its purpose. We must both maintain our institutional commitment and momentum, and further accelerate our work to recruit and retain a more diverse workforce - one that is more representative of wider society. Until we can ensure that fewer marginalised groups are in lower paid roles, and that more Marginalised groups are represented in senior roles, we will not eliminate pay gaps. That means that we must focus on the management of talent across the organisation, creating an environment in which individuals can excel and in which we progressively remove the barriers that hold individuals back from realising their full potential.

Chris Ennew, Provost
Stuart Croft, Vice-Chancellor
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, Social Sciences and Science, Engineering and Medicine.

The Warwick community is made up of more than 28,000 students and over 7,500 members of salaried staff. Within our staff body, we have over 2,500 academic staff, supported by over 3,500 professional services and over 1,300 commercial services and estates staff from 105 different nationalities.

The 2021 league tables illustrate Warwick’s reputation for excellence, both in the UK and globally. We are proud to be named University of the Year for Teaching Quality and also as runner-up for University of the Year by Sunday Times’ Good University Guide 2022 which ranked Warwick 8th out of all UK universities. In the Guardian University Guide 2022, Warwick ranked 6th in the UK. Warwick is now ranked 61st in the world in the QS University World University Rankings, which evaluates over 5,500 universities.
WHAT IS THE GAP?

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.

It’s calculated as the average difference between the mean hourly pay gap of men and women. The median is the difference between the mid-point hourly pay rate of men and women.

THE LANGUAGE WE USE

MEAN - The mean (average) involves adding together the pay or bonuses of employees and then dividing by the total number of employees.

MEDIAN - The median is the middle value of all hourly rates when ranked. That is the amount paid to the employee in the middle of the list, if employees are listed in order of pay or bonus. We look at the median as it’s less affected by numbers at the top end of the pay range.

WHY REPORT BOTH? We use both the mean and the median because they give us slightly different insights into the distribution of pay and bonus data. The mean can be affected by a few outliers, and the median is less affected and therefore doesn’t show a potentially skewed distribution.
BROADENING THE SCOPE

We want to go further than just removing the gender pay gap. Although there was no formal requirement to do so, last year we published our ethnicity and disability pay gaps alongside our gender pay gap. We continue to do this this year and have now added our LGBTQUA+ gap.

LGBTQUA+

is the acronym used at Warwick to refer to lesbian, gay, bi, trans, queer and undefined people, people on the asexual or aromantic spectra, and others who experience similar forms of prejudice and/or discrimination (+).
THE ACTION WE’RE TAKING

Let’s start by reviewing the initiatives and plans we set up to target the gender pay gap. Many of these, although initially set up to target the gender pay gap, have had positive impact in other areas including ethnicity, disability and LGBTQ+.

OUR PAY ACTION GROUP

Our Pay Action Group was formed in 2018. It’s led by the Provost, Chris Ennew, and its purpose is to examine ways of reducing pay gaps across the University. It works with other groups including the Gender Task Force, Race Equality Task Force, Rainbow and Disability Task Force. The Pay Action Group has published a high level Pay Action Plan, which was approved by the Remuneration Committee and University Council.
LEADERSHIP DEVELOPMENT

The Athena Swan Charter is a framework which is used across the globe to support and transform gender equality within higher education (HE) and research.

Established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment, the Charter is now being used across the globe to address gender equality more broadly, and not just barriers to progression that affect women.

Advance HE members can apply for institutional and departmental Athena Swan awards recognising their gender equality efforts.

We currently hold 19 Athena SWAN awards across the University - up from 15 last year, with some of the 19 departments having upgraded their award level from Bronze to Silver. And we renewed our institutional silver award in 2018.

With support from the Gender Taskforce, Athena Swan initiatives such as 'Demystifying the Promotion Process' and subsequent sharing of best practice in departments means staff are better informed about, and supported through, the academic promotions process.

Since 2017 and following a revision to the academic promotions process with an introduction of promotions advisors, we have seen a 100% success rate for women who applied for Professorial promotion. In 2019/20 we have seen a 93% success rate for women promoted to Reader. Of these, 13% declared as Black, Asian and Minority Ethnic and 7% declared a disability.

In response to the impact of the Covid-19 pandemic we introduced promotions advisers to support those members of staff - predominantly women with caring responsibilities, who had been adversely impacted by periods of lockdown.

We have also seen a doubling of the number of Black, Asian and minority ethnic appointments at senior academic levels – again, following revision of our academic promotions process. We are continuing to explore and implement interventions that will help us to build on this small but significant progress.

The CORE Development Programme in Warwick Business School (WBS) is aimed at supporting career progression for colleagues at grades 3-5 (lower quartiles), where women are currently over-represented. The programme has received positive feedback and a number of colleagues have successfully secured new more senior roles following the course. We also run the CORE Leadership Programme for academic and professional services staff at FA7 in WBS.
We introduced Springboard, the award-winning international personal and professional development programme, in 2019-20. We targeted the programme at women in the Education Group at Warwick to support the development of female staff at grades 3-5, to encourage professional development and to maximise the potential of this group of staff.

The programme has been very well-received and other staff groups have expressed their interest in participating, so we’re now reviewing how we extend its reach.

Aurora is a female leadership development programme run by Advance-HE. It is run as a unique partnership bringing together leadership experts and higher education institutions to take positive action with women in the profession to address the under-representation of women in leadership positions in the sector.

In February 2020 we established Warwick Aurora Alumnae to enable women who have completed this programme to continue to engage, learn, support each other and contribute to other institutional female development initiatives. Women in the alumnae network have volunteered to act as mentors to support other development initiatives.

In the last year, senior leaders at Warwick have participated in training on racism, its impact and their role as leaders in challenging racist behaviours and embedding anti-racist practice in their day-to-day work. This training has been led by Kulbir Shergill, Director of Social Inclusion, supported by Professor Binna Kandola OBE - a Business Psychologist, Senior Partner and co-founder of Pearn Kandola, a business-psychology consultancy focused on making the modern workplace fair for everyone by promoting Diversity and Inclusion and eradicating prejudice and unfairness.

We’re actively seeking to increase inclusion and diversity at leadership level over the year ahead. We will continue workshops on inclusive leadership, and we’re continuing work with Coventry City Council and the Warwickshire Local Enterprise Partnership (LEP) on a forum for leaders of inclusive cultures (FLIC). We’ve also launched a pilot leadership development initiative for staff of Black, Asian and Minority Ethnic ethnicity – the INspire programme, which will help drive structural and cultural changes to our talent development strategies.

And, to inform our submission for the Race Equality Charter Mark, we’ve undertaken a systematic review of the University’s current performance on anti-racist practice, outlining how further interventions will be resourced and implemented, helping us benchmark what we do and provide an evidence base to drive future change.

Finally, as part of our response to Covid-19 and the need to place a number of staff on furlough, we piloted an administrative skills training programme for staff in lower graded roles (levels 1 and 2) in Campus and Commercial Services (CCSG) where there was a high proportion of women whose roles were furloughed.
INCREASING SUPPORT FOR FAMILIES AND CARERS

With the continuation of Covid-19, we’ve reinforced the range of initiatives and policies that are in place to help support staff with caring commitments.

We also have exceptional provisions for those with families. We’ve enhanced maternity and adoption provision. This has been well received by our staff 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 Warwick Academic Returners Fellowship provides a valued route for individuals to focus on career development and research for the initial period after their return from maternity leave.

Our new Carer’s policy recognises the increased challenges faced by individuals who are responsible for providing some form of care to others. The policy offers paid leave in order to help individuals balance their work and caring responsibilities.

We are already highly committed and supportive of flexible working and have now introduced agile working in parts of the organisation.

ALISON WESTWOOD

Alison accepted a place on the Introduction to Administrative Skills course after being put on furlough from her substantive role as a Food and Beverage Assistant for Warwick Training and Conference Centres, and then undertaking a reassignment to the Test and Trace/Asymptomatic Testing Team as an ATS Operations Team Leader. This training offered her another opportunity to learn new skills and enhance existing ones.

Commenting on the reassignment, Alison said “My reassignment went well. It was a shock to the system to start with, after a period of furlough, but I really wanted to be proactive, to keep occupied and give a different job a try. Because the placement was temporary and I knew that my normal job was waiting for me, it didn’t feel so intimidating trying something new this way. In this placement I still got to use my customer service skills, it was just a case of using them differently. I talked to a wide range of staff and students from across Warwick, a variety of people, which is nice. This role was all about being adaptive and thinking on your feet or asking the right questions and having a “can do” attitude. I think these are all good skills to have for any job.”

DR OKSANA TRUSHKEVYCH

Oksana is a research fellow in the Ultrasonics group in our Department of Physics. In 2014, together with her supervisor, she won funding for a pilot research project that brought together her earlier expertise in Liquid Crystals and the strength of the Ultrasonics group. She is currently working on an ERC funded proof of principle project, bringing electromagnetic acoustic transducers closer to being used in Non-Destructive testing and saving people’s lives and resources.

Oksana says “Despite coming into a completely new field, I felt well supported and quickly moved forward. My experience and knowledge from other fields has always been valued, and I have been encouraged and given opportunities to start new research directions. I am also a mum of three, both of our daughters and our son were born while I was working at Warwick. Maternity leave arrangements are very generous. The flexibility that the department offers is invaluable. It is a joy to come back from maternity leave because one can come back part time and slowly build up working hours, the department is very sympathetic to breastfeeding, plus the University Nursery is outstanding. Most importantly, even though I am not in a permanent position, my supervisor ensured that I have somewhere to come back to if I wish.”
REWARD

Our Senior Performance Remuneration Review process includes a rigorous programme of equality adjustments and 19 equality adjustments have been made since 2021 as part of a process to rectify any obvious pay anomalies on the basis of internal and external benchmarking.

In the light of the financial constraints following the onset of the Covid-19 pandemic, no member of the senior team has received a performance pay rise or bonus but equality adjustment processes have continued.

Through careful management of our finances, we were also able to give salaried staff a thank you payment in 2021 to reflect the staff community’s support for the University through the pandemic.

LIVING WAGE ACCREDITATION

We’ve been paying the real Living Wage for a number of years, voluntarily going above and beyond the government minimum. This year, we’ve become an accredited Living Wage Employer, extending the positive effects that people see from receiving a real Living Wage, by working with our suppliers to make sure they all pay a real Living Wage as well.

We’re proud of our role as a local employer, with thousands of our staff based in Coventry and Warwickshire, and in turn supporting suppliers and their staff with this accreditation.

RECRUITMENT

We put recruitment on hold early into the pandemic, and we placed a large number of staff in our Campus and Commercial Services Group (CCSG) and Estates teams on furlough (the Government’s Covid Job Retention Scheme). We’re now exploring the development of targeted programmes to enhance career progression for under-represented groups.

Our recruitment team continues to review our recruitment processes are effectively targeted to attract individuals currently under-represented in some staff segments.

We continue to train staff to prevent stereotyping and address discrimination and bias through training for staff particularly in managerial roles.

SOCIAL INCLUSION

Our Social Inclusion Strategy sets out targets for achieving a diverse workforce by 2030. Despite Covid-19, we have been determined to continue our work on pay gaps as part of our commitment. We’ve finalised and published a pay action plan – managed through our Pay Action Group.

We are developing our Institutional Talent Management Strategy which will help to drive improvements in equality, diversity and inclusion in our recruitment, development, progression, succession planning and retention activities.

CCSG were awarded a Special Recognition Award by Coventry City Council for their partnership work with the Coventry Job Shop and this partnership will continue.
The winning trophy design was by Ant Brewerton, Head of Academic Services in the Library, a member of the Social Inclusion Committee and chair of the University’s Stonewall Self-Assessment Team. His inspiration for the trophy design came from the work of the Social Inclusion Committee. The ring part of the design is made up of 12 links, representing the 12 characteristics covered by the work of the Social Inclusion Committee - all firmly linked and united in one University, showing ED&I at Warwick supports us in our differences but unites us in the values that we hold in common.

The Warwick Institutional Athena Swan Self-Assessment Team and the Gender Task Force this year launched a new award to acknowledge commitment to equality, diversity, and inclusion and to share best practice.

This award recognises an individual or team who have contributed to the enhancement of equality, diversity and inclusion at Warwick by delivering a specific project, initiative, and/or by actively demonstrating a commitment to building more inclusive work/study environments and experiences through their everyday behaviours. It helps in our goal to develop an environment which promotes equality of opportunity, values diversity, and where students and staff can work and study free from discrimination and harassment.

The judging panel was chaired by the Provost, Chris Ennew, and the winners announced at a ceremony in November 2021.

Talking about the impact of the Committee, Johannes said: “We hope that we have helped to improve SLS as our working place in a number of ways. We were able to achieve a change in the policy that all members in promotion or recruitment panels should at least be of the same rank as the candidate being considered. This resulted in an extreme workload for female senior academics who, unfortunately, are fewer in numbers than male senior persons. The solution will not only result in a reduction of the workload but also gives the opportunity to give junior colleagues invaluable panel experience. Another initiative is the attainment gap analysis conducted by Professor Philip Young (who was also commended for his work). Phil uses advanced statistical testing models to assess attainment gaps in student cohorts over the years and to derive tailored measures of support for those student subgroups driving the gap. This is ongoing work, but already has been recognised by many other institutions and societies. We feel that our work is valued by our community as we have seen a steep increase in committee membership over the last two years.”
DR JANE BRYAN AND PUJA LAPORTE

Jane and Puja won the Inaugural Excellence in E,D&I Award for their Active Bystander Initiative.

Jane is the Academic Lead for the University’s Community Values Education Programme (CVEP) as well as being a Reader in the Law School. Jane ensures that activities are evidence-based, and aims to promote learning from the project in academic spaces and beyond. Puja is the Programme Manager, working closely with the Students’ Union and a dedicated team of Tutors who deliver workshops and courses and contribute to the development of other resources and opportunities.

The active bystander approach was originally developed as a way of introducing educational interventions to help tackle sexual misconduct and abuse, but can also be applied to other types of unacceptable behaviours such as racism, homophobia, and transphobia. The initiative aims to equip students with the knowledge, confidence, and skills to recognise and safely challenge behaviours which may be contrary to our shared values. This is an intervention designed to provide a campus environment in which all members of the University community feel safe and are respected.

All incoming students are now offered an ‘Introduction to Active Bystander’ workshop online, which introduces them to the principles of the approach and discusses intervention strategies through practical scenarios.
GENDER

EQUAL PAY

Equal Pay means that men and women in the same organisation are paid the same for work of comparable value.

At Warwick, both men and women are paid the same rate for like work and, 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. Here, men are paid 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.

GENDER PAY GAP

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 which result in men and women being disproportionately represented in different roles and grades.
PAY BY QUARTILES

One of the Government’s 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.

This chart shows our 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. Career progression is one of the factors we are investigating.

HOURLY RATE OF PAY BY GENDER

The average hourly rate of pay for men was 21.9% higher than for women at Warwick according to data collected on 31 March 2021. The median hourly rate of pay for men was 19.9% higher than for women. The mean pay gap has reduced by 4.9% and the median pay gap has reduced by 3.4% from our previous report on data from 31 March 2020.

BONUS PAYMENTS BY GENDER

Between 1 April 2020 and 31 March 2021, 5.1% of women at Warwick received a bonus payment compared with 3.8% 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 was because Clinical Excellence Awards were included – which are determined by the NHS rather than the University. If the Clinical Excellence Awards are included, the mean bonus pay gap is 78.8%. Without those externally-determined figures the mean bonus pay gap is 5.3%, and the median gap is 13.3%.
ETHNICITY

We calculate the ethnicity pay gap (and the disability pay gap) in the same way as we calculate the gender pay gap, and we use the same data collection point of 31 March 2021. We participated in a pilot exercise to prepare for formal reporting and recognise that the ethnicity pay gap may need to be reported in a different way in future depending on confirmed guidelines from the Government.

Our data for ethnicity and disability may be influenced by the fact that a number of our staff have chosen not to disclose this information. The Pay Action Group is considering this issue – recognising that disclosure is voluntary. We also note that there is considerable variation within the Black, Asian and Minority Ethnic category and we aim for greater levels of granularity to report effectively. Further, we recognise that the term BAME is increasingly contested and we’re reviewing our use of this term.

PAY BY QUARTILES

These charts show the overall staff population divided into segments from lowest to highest hourly pay. They show the percentage of staff of Black, Asian and Minority Ethnic ethnicity, white ethnicity and staff who did not disclose their ethnicity.

- **LOWER QUARTILE**
  - BLACK, ASIAN AND MINORITY ETHNIC: 18.3% (350)
  - WHITE: 77% (1,470)
  - NOT KNOWN: 4.7% (89)

- **LOWER MIDDLE QUARTILE**
  - BLACK, ASIAN AND MINORITY ETHNIC: 26.9% (513)
  - WHITE: 67.6% (1,291)
  - NOT KNOWN: 5.5% (105)

- **UPPER MIDDLE QUARTILE**
  - BLACK, ASIAN AND MINORITY ETHNIC: 21.6% (413)
  - WHITE: 72.7% (1,387)
  - NOT KNOWN: 5.7% (109)

- **UPPER QUARTILE**
  - BLACK, ASIAN AND MINORITY ETHNIC: 13.6% (259)
  - WHITE: 80.9% (1,543)
  - NOT KNOWN: 5.5% (106)

HOURLY RATE OF PAY BY ETHNICITY

The mean hourly rate of pay for staff of white ethnicity was 10.8% higher than for Black, Asian and Minority Ethnic staff and the median hourly rate of pay for staff of white ethnicity was 13.7% higher than for Black, Asian and Minority Ethnic staff according to data collected on 31 March 2021.
BONUS PAY BY ETHNICITY

Between 1 April 2020 and 31 March 2021, 5.2% of staff of white ethnicity received a bonus, compared to 2.4% of staff with Black, Asian and Minority Ethnic ethnicity. The mean bonus pay for staff of white ethnicity was 515.4% lower than for Black, Asian and Minority Ethnic staff - this includes clinical staff who are eligible for Clinical Excellence Awards which are determined by the NHS, as noted above. If the Clinical Excellence Awards are excluded, the bonus pay gap is 12.5% higher for staff of white ethnicity.

The median bonus pay for staff of white ethnicity was 33.3% higher than for Black, Asian and Minority Ethnic staff. Without Clinical Excellence Awards the gap is 0%.

DISAGGREGATED ETHNICITY PAY GAPS

Our ethnicity pay gap looks smaller than the gender pay gap and is more variable across grades. But these top level figures do not tell the full story. The data presented below is disaggregated by ethnic group and shows that the mean and median pay gap for staff from a black background is significantly higher than for those from the other groups.

The median bonus pay gap is high and staff from a black background are also markedly less likely to receive a bonus compared to staff from a white background. There is also a higher number of staff from a black background in the lower quartile (staff in lower grades) compared to the upper quartile (staff in higher grades).

The numbers of Black, Asian and Minority Ethnic staff are small in many grades. This makes it more difficult to understand variations within the Black, Asian and Minority Ethnic community. We are considering this further through the Race Equality Task Force and our Pay Action Group.

ETHNICITY PAY GAP 2021

Pay gaps from 2020 are in brackets to show change over time.

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Mean Pay Gap in Hourly Pay</th>
<th>Median Pay Gap in Hourly Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Ethnicity</td>
<td>25.8% (27.8%)</td>
<td>16.7% (25.5%)</td>
</tr>
<tr>
<td>Asian Ethnicity</td>
<td>7.8% (2.7%)</td>
<td>9.6% (1.7%)</td>
</tr>
<tr>
<td>Mixed Ethnicity</td>
<td>14.6% (12.1%)</td>
<td>13.7% (1.7%)</td>
</tr>
<tr>
<td>Other Ethnicity</td>
<td>10.3% (10.0%)</td>
<td>4.9% (-3.0%)</td>
</tr>
</tbody>
</table>
DISABILITY

PAY BY 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. Overall, 5.3% of staff at Warwick declare a disability, with 91.4% stating that they have no known disability and 3.2% preferring not to say.

HOURLY PAY BY DISABILITY STATUS

The mean hourly rate of pay for staff with no known disability was 18.4% higher than for staff who had declared a disability. The median hourly rate of pay for staff with no known disability was 14.8% higher than for staff who had declared a disability, according to data collected on 31 March 2021.

BONUS PAY BY DISABILITY STATUS

Between 1 April 2020 and 31 March 2021, 2.7% of staff who had declared a disability received a bonus compared to 4.6% of staff who had no known disability. Again, this includes staff eligible for Clinical Excellence Awards. If the Clinical Excellence Awards are included, the mean bonus pay gap is 91.7%. Without those externally-determined figures, the bonus pay gap is -26.1%. The median bonus pay gap with Clinical Excellence Awards was 44.4% whereas without Clinical Excellence awards it was 0%.

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 through our Disability Task Force.
### LGBTQUA+ PAY BY 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 as LGBTQUA+.

<table>
<thead>
<tr>
<th>Quartile</th>
<th>HETROSEXUAL</th>
<th>LGBTQUA+</th>
<th>NOT KNOWN</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOWER QUARTILE</td>
<td>67.4% (1286)</td>
<td>4.4% (84)</td>
<td>28.2% (539)</td>
</tr>
<tr>
<td>LOWER MIDDLE QUARTILE</td>
<td>70% (1336)</td>
<td>5.6% (107)</td>
<td>24.4% (466)</td>
</tr>
<tr>
<td>UPPER MIDDLE QUARTILE</td>
<td>70.1% (1338)</td>
<td>4.4% (83)</td>
<td>25.6% (488)</td>
</tr>
<tr>
<td>UPPER QUARTILE</td>
<td>50.1% (955)</td>
<td>2.9% (56)</td>
<td>47% (897)</td>
</tr>
</tbody>
</table>

### HOURLY PAY BY LGBTQUA+ STATUS

The mean difference in hourly rate of pay for staff who declared as LGBTQUA+ was 3.6%. The median difference in hourly rate of pay for staff who had declared as LGBTQUA+ was 4.5%, according to data collected on 31 March 2021.

![Mean difference (hourly pay)](image)

### BONUS PAY BY LGBTQUA+ STATUS

Between 1 April 2020 and 31 March 2021, 1.8% of staff who had declared as LGBTQUA+ received a bonus compared to 3.9% staff who had declared as heterosexual. Again, this includes staff eligible for Clinical Excellence Awards. The Clinical Excellence Awards are included and without those externally-determined figures, the mean and median bonus pay gap remains the same.

As with the Ethnicity and Disability Pay Gap, there is quite a bit of variability across grades. This, combined with the relatively small number of staff who have declared as LGBTQUA+, makes it difficult to draw firm conclusions. There are areas that need further investigation through our Rainbow Task Force.

![Mean difference (bonus pay)](image)
UNDERSTANDING THE REASONS FOR THE GAP

Looking at gender, ethnicity and disability, we’ve identified that females, staff of Black, Asian and Minority Ethnic ethnicity, and staff who have declared a disability tend to dominate the lower grades and also have lower representation at senior grades.

We can also see that we have a greater proportion of men (64%) in the highest pay quartile.

The size of the bonus pay gap reflects the fact that there are more men in senior roles in the Warwick Medical School and, in numerical terms, that there are more men than women receive the National Clinical Excellence Awards.

26% of our professors are women, compared to 24.4% in 2020, so we are seeing progress in increasing the number of female professors at Warwick but we need to do more to maintain and accelerate progress in this area.

Due to the Covid-19 pandemic we suspended all bonus schemes. We established a recognition scheme for key workers and this has impacted the bonus proportion and pay gap figures disproportionately.

There is under-representation of staff categorised as Black, Asian and Minority Ethnic and staff who have declared a disability at senior levels.

Although our pay gaps for gender, ethnicity, disability and LGBTQUA+ are closing, these are all factors that contribute to our pay gaps.

Profile

WHAT A DIFFERENCE A YEAR MAKES: THE IMPACT OF COVID19 ON GRADUATE CAREERS

This report was published by the University’s Institute for Employment Research in 2021, funded by the Nuffield Foundation. It captures the impact of the pandemic on a national sample of graduate workers in their early thirties, the majority of whom had by 2019 achieved reasonable job security, and many of whom were balancing work and parenting or other caring roles before the pandemic hit.

Professor Kate Purcell, one of the authors of the report said: “Looking at the long-term impact of the pandemic on the rise of remote working, the pandemic has accelerated changes that were already beginning to be made by many organisations and demonstrated in one year the feasibility of changes that might otherwise have taken considerably longer to gain wide acceptance.

Many graduates commented positively on employers who had reacted proactively, positively, and reassuringly to preserve their highly qualified labour, but there was disenchantment among those where their organisations had simply made use of furlough money and waited for things to get better, with little planning for the post pandemic period.”
WHAT NEXT? 
OUR STRATEGY TO 2030

As Chris Ennew and Stuart Croft outline in their reflections at the start of this report, we know that achieving a significant reduction in the pay gaps at Warwick is a long-term project. To ensure there is real change it will be essential to address the unequal distribution of staff by protected characteristic across grades.

We have always been a forward-facing University, helping to transform our region, country and world for the collective good. Our staff are at the heart of this – providing the capability and capital to enable the University to fulfill its purpose. Through our People Strategy, we will proactively manage our talent to attract and retain a more diverse workforce, ensuring that we have the capabilities and ambition required to deliver the University 2030 strategic objectives and to create a culture where everyone thrives.

We’ve identified a number of priorities that we’ll undertake in relation to organisational practices and cultures to enable us to do this in the year ahead. Many of these will also address the gender, ethnicity and disability pay gaps.

• Through our Pay Action Group, we’ve published a Pay Action Plan (further information below), which was approved by the Remuneration Committee and University Council. We will work in collaboration with a range of expert groups across the University such as the Gender Task Force, Race Equality Task Force, and Disability Task Force to support the implementation of this.

• Actions in the Pay Action Plan are aligned with our Social Inclusion Strategy, and we will also address them through the Athena SWAN Initiative and Race Equality Charter Mark.

• As part of the Social Inclusion Strategy, we’ve agreed targets for gender and ethnicity at senior levels for academic and professional services departments.

• We’re 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 will review our reward pay and benefits and recognition and identify recommendations for improvements.

• We’ll review and expand our hybrid working policy; building on lessons learned from extended period of working from home during Covid-19.
<table>
<thead>
<tr>
<th>PAY ACTION PLAN</th>
<th>COMPLETED / IN PROGRESS</th>
<th>PRIORITY ACTIONS</th>
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| Data Capture and Target Setting | - Targets agreed for gender and ethnicity at senior levels  
- Combine pay data for all protected characteristics into one report  
- Analysis for Chartermarks  
- Social Inclusion dashboards in place | - Agree interim approach for capturing recruitment and talent data  
- Implement Success Factors Recruitment and Onboarding |
| Talent Attraction and Retention | - Exit data analysis carried out  
- Exit interview process reviewed  
- Review of policies in place to support staff i.e. flexible working, carer’s leave, agile working, Warwick Academic Returners Fellowship, Career support scheme | - Develop comprehensive talent attraction strategy (Pilot with Warwick Business School)  
- Employer brand initiative/ campaign (internal and external – linked to new Warwick values) |
| Recruitment and Selection | - Recruitment Policy for wording in job adverts updated to encourage use of gender de-coders to reduce bias in job advertisements | - End-to-end review and redesign of recruitment and selection processes  
- Review recruitment channels to identify new avenues to increase diversity of candidates |
| Promotion and Progression | - Review/analysis of promotions by grade and protected characteristics completed  
- Academic promotions criteria/framework in place – increased transparency | - Review professional services progression  
- Develop approach for talent mapping and succession (Pilot in HR and Professional Services Group)  
- Level 9 talent and succession plans |
| Job Families and Career Pathways | - High level Job Families framework developed | - Implementation of Job Families to provide clear career pathways |
| Reward and Recognition | - Comparative pay analysis conducted annually and equality adjustments made to uplift salaries in lower quartile  
- Implementation of Real Living Wage – December (All staff bonuses were paused for 2019/20, including senior staff however the increase in the Real Living Wage continued to be implemented)  
- Gained Living Wage Foundation accreditation | - Develop Reward and Recognition strategy aligned to Talent Strategy |
| Training and Development | - Unconscious Bias training completed by all staff involved in recruitment and selection  
- Administration Skills programme (Levels 1-2) – pilot March 2021  
- Springboard development programme for women at Levels 3-5 – piloted within Education Group.  
- INspire leadership programme – to improve Level 9 diversity – First cohort began March 2021 | - Develop Leadership Framework/ Platform aligned to values and behaviours  
- Improve People Management capability |
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UNIVERSITY OF WARWICK PAY GAP REPORT 2021