



CLOSING THE PAY GAPS GENDER, ETHNICITY, DISABILITY

WARWICK
THE UNIVERSITY OF WARWICK

INTRODUCTION

A pay gap, such as 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 reflect and report on progress over the last year to close the gender pay gap at the University of Warwick for the snapshot date of 31 March 2020, 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 have 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 28,000 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 GAPS



Stuart Croft,
Vice-Chancellor



Christine Ennew OBE,
Provost

Much of 2020 has been dominated by the management of institutional responses to Covid-19 and the associated planning for recovery. The differential impact of the pandemic has been highlighted in so many different contexts and it is concerning to hear that nationally, new studies seem to indicate that Covid-19's effect on the economy and payroll budgets may be reversing some of the progress on pay gaps seen over the past few years. Early on in the pandemic we recognised the differential impact of the pandemic on groups within our staff community. A Covid-19 survey was conducted which enabled staff to voice their concerns and a number of interventions were put in place across the institution. These included a general overview of the flexible and agile working policies and the implementation of a new carer's policy and a new career support scheme. Timelines for the academic promotions process were adjusted to allow more time for those whose preparations were disrupted and additional support was put in place.

We have been determined to continue our work on pay gaps and during the year we were able to finalise a comprehensive pay action plan. This action plan has been published following a review of the different workstrands at Pay Action Group; a range of actions are already in progress and a number have been completed. We are in the process of developing an Institutional Talent Management Strategy covering talent recruitment, development, progression, succession planning and retention, which will help to drive improvements in equality, diversity and inclusion. The University's Social Inclusion Strategy work sets out our targets for achieving a diverse workforce by 2030.

Last year we decided, although there is no formal requirement to do so, we would publish our ethnicity and disability pay gaps alongside our gender pay gap. We continue to do so this year and while there are no formal reporting rules, we believe that 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.

The pay gap figures this year have improved slightly compared to last year and the representation of women, and staff who disclose BAME ethnicity and staff who declare a disability has improved in the senior levels, however the progress is slow and sustained improvement will require fundamental changes.

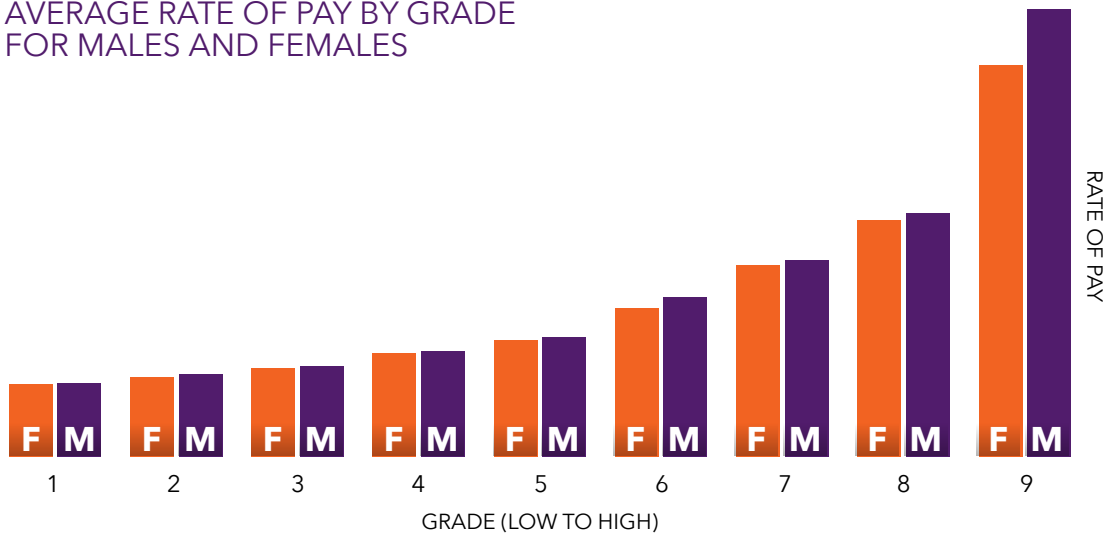
We understand that changing pay gaps is a long term endeavour and depends on ensuring a more diverse workforce and one that is more representative of our society. Until we can ensure that fewer marginalised groups are in lower paid roles and that more are represented in senior roles, we will not eliminate pay gaps. And that means that our approach has to 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.

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.

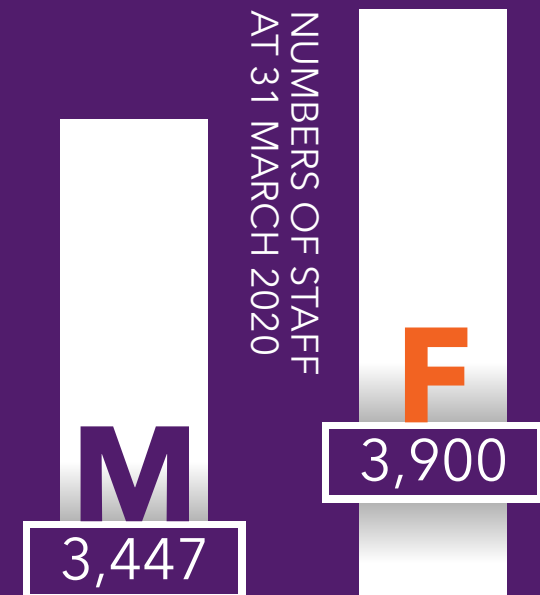
AVERAGE RATE OF PAY BY GRADE FOR MALES AND FEMALES



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

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.



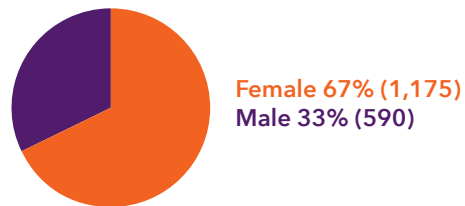
GENDER

WORKFORCE PAY DATA IN FOUR QUARTILES

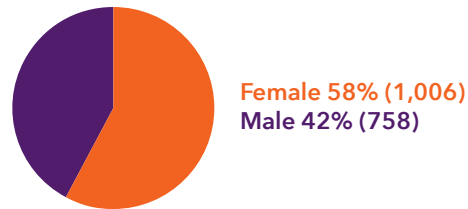
One of the Government reporting requirements is to calculate the proportions of men and women in quartile pay bands, which is done by dividing the workforce into four equal parts.

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.

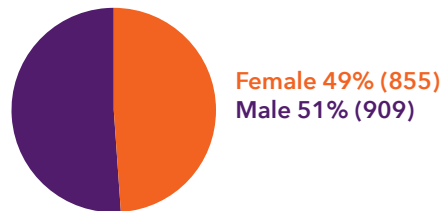
TOTAL WORKFORCE BY QUARTILE (1,764 staff in each quartile)



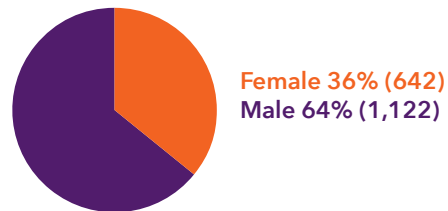
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE

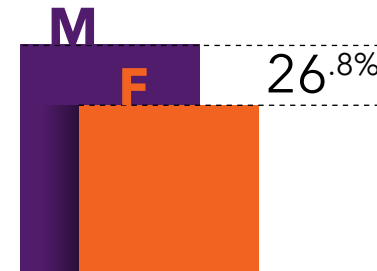


UPPER QUARTILE

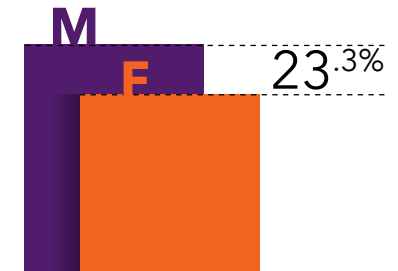
OUR GENDER PAY GAP DATA

HOURLY RATE OF PAY BY GENDER

The average hourly rate of pay for men was 26.8% higher than for women and the median hourly rate of pay for men was 23.3% higher than for women according to data collected on 31 March 2020. The mean gap has increased and the median gap has decreased from 31 March 2019.



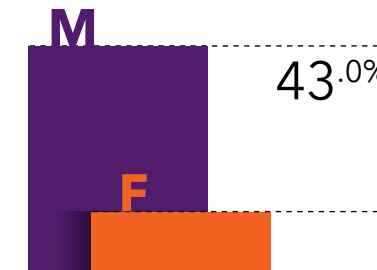
MEAN GENDER PAY GAP (HOURLY PAY)



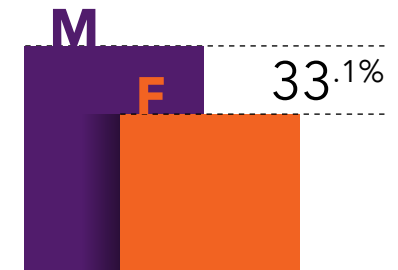
MEDIAN GENDER PAY GAP (HOURLY PAY)

BONUS PAYMENTS BY GENDER

Between 1 April 2019 and 31 March 2020, 45.5% of women received a bonus payment compared with 32.5% 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 63.3% but without those externally-determined figures the bonus pay gap is 43.0%, whereas the median remains the same. The median is less influenced by these large bonuses and here the gap is 33.1% representing a 1.4% improvement from last year.



MEAN DIFFERENCE (BONUS PAYMENTS)



MEDIAN DIFFERENCE (BONUS PAYMENTS)

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 2020 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. 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.

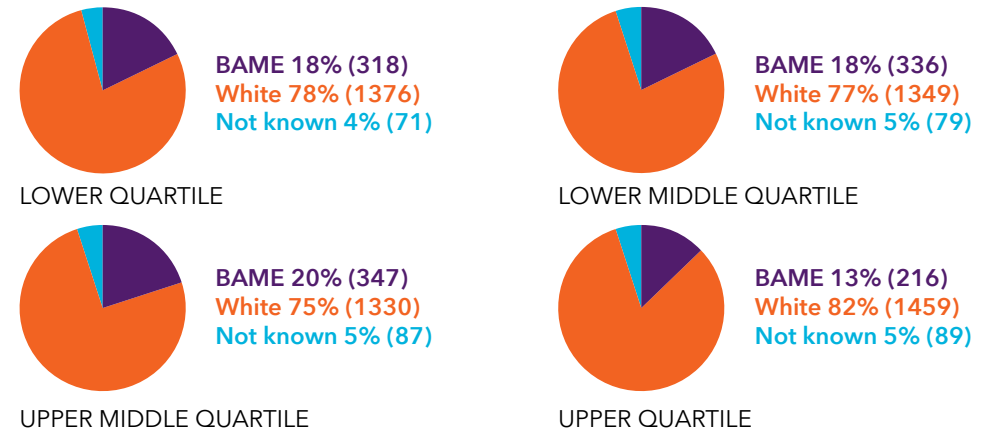


ETHNICITY PAY GAP

WORKFORCE ETHNICITY PAY DATA IN FOUR QUANTILES

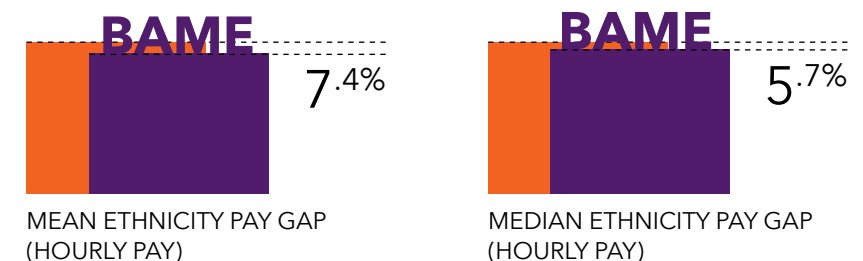
The charts below show the overall staff population divided into segments from lowest to highest hourly pay. They show the percentage of staff of BAME ethnicity, White ethnicity and staff who did not disclose their ethnicity.

TOTAL WORKFORCE BY QUANTILE (1,764 staff in each quartile)



HOURLY RATE OF PAY BY ETHNICITY

The mean hourly rate of pay for staff of White ethnicity was 7.4% higher than for BAME staff and the median hourly rate of pay for staff of White ethnicity was 5.7% higher than for BAME staff according to data collected on 31 March 2020.

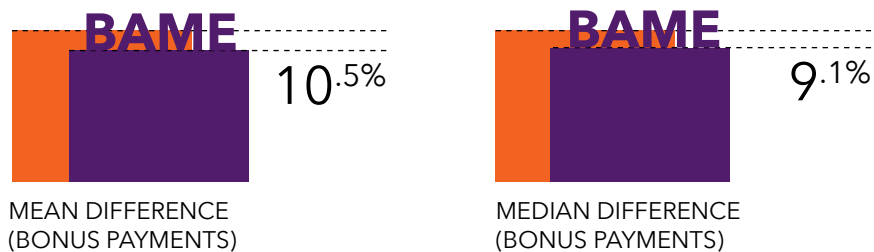


ETHNICITY

Continued

BONUS PAYMENTS BY ETHNICITY

Between 1 April 2019 and 31 March 2020, 42.4% of staff of white ethnicity received a bonus compared to 27.4% of staff with BAME ethnicity. The mean bonus pay for staff of White ethnicity was 119.4% 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 10.5%. The median bonus pay for staff of White ethnicity was 9.1% higher than for BAME staff (with Clinical Excellence Awards the gap is 0%).



The ethnicity pay gap looks smaller than the gender pay gap and is more variable across grades yet 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 also 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 an increased number of staff from a Black background in the Lower Quartile (staff in lower grades) compared to the Upper Quartile (staff in higher grades).

ETHNICITY PAY GAP 2020	Black Ethnicity	Asian Ethnicity	Mixed Ethnicity	Other Ethnicity
MEAN PAY GAP IN HOURLY PAY	27.8%	2.7%	12.1%	10.0%
MEDIAN PAY GAP IN HOURLY PAY	25.5%	1.7%	1.7%	-3.0%
MEAN PAY GAP IN BONUS PAY	-35.6%	-177.7%	33.3%	48.2%
MEDIAN PAY GAP IN BONUS PAY	65.7%	-13.6%	-3.9%	-1.8%

The numbers of BAME staff are small in many grades and therefore it is more difficult to understand variations within the BAME community. These will be further investigated by the Race & Equality Task Force and Pay Action Group.

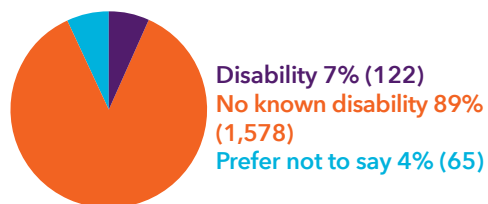
DISABILITY

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.

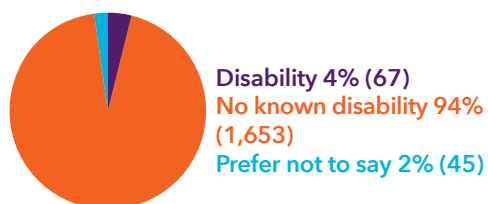
TOTAL WORKFORCE BY QUARTILE (1,764 staff in each quartile)



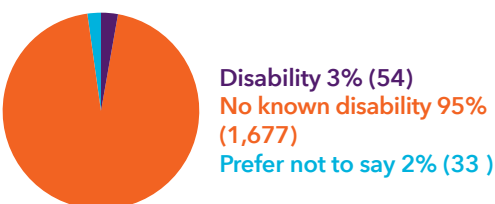
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

Overall, 4.9% of staff declare a disability with 92.5% stating that they have no known disability and 2.6% prefer not to say.

HOURLY RATE OF PAY BY DISABILITY STATUS

The mean hourly rate of pay for staff with no known disability was 17.9% higher than for staff who had declared a disability and the median hourly rate of pay for staff with no known disability was 18.6% higher than for staff who had declared a disability, according to data collected on 31 March 2020.



MEAN DISABILITY PAY GAP (HOURLY PAY)



MEDIAN DISABILITY PAY GAP (HOURLY PAY)

BONUS PAYMENTS BY DISABILITY STATUS

Between 1 April 2019 and 31 March 2020, 39.7% of staff who had declared a disability received a bonus compared to 35.5% 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 mean bonus pay gap is 62.6% but without those externally-determined figures the bonus pay gap is 34.6%. The median bonus pay gap with Clinical Excellence Awards was 38.5%, (without Clinical Excellence awards was 37.5%).



MEAN DIFFERENCE (BONUS PAYMENTS)



MEDIAN DIFFERENCE (BONUS PAYMENTS)

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.

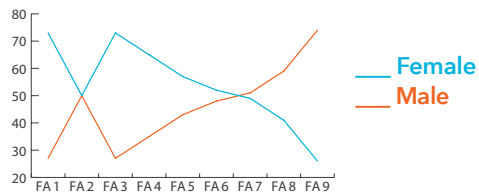
CHALLENGES

WHAT ARE THE CHALLENGES?

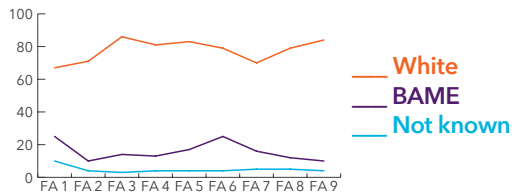
Understanding and responding to issues of intersectionality is a priority and one of our challenges is the lack of data on a number of diversity characteristics including ethnicity and disability. In terms of gender, ethnicity and disability we have identified that:

- ▶ Females, staff of BAME ethnicity and staff who have declared a disability tend to dominate the lower grades and have lower representation at senior grades;

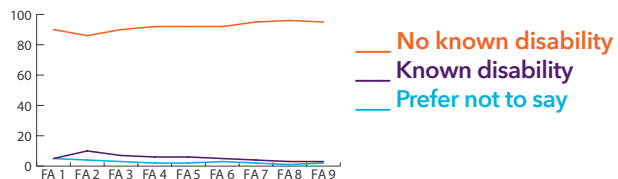
GENDER (PERCENTAGE BY GRADE)



ETHNICITY (PERCENTAGE BY GRADE)



DISABILITY (PERCENTAGE BY GRADE)



- ▶ There is a greater proportion of men (64%) in the highest pay quartile;
- ▶ 24.4% 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;
- ▶ There is an under-representation of staff categorised as BAME and staff who have declared a disability at the senior levels. 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.



SUCCESSSES



HOW WE ARE DRIVING CHANGE

We have again 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+). 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 **17 Athena SWAN awards** across the University (up from 15 last year, with some of the 17 departments having upgraded their award level from Bronze to Silver) and an institutional silver award which was renewed in 2018.
- ▶ With support from the Gender Taskforce, 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 2019/20 we have seen a 93% success rate for women promoted to Reader. Of these, 13% declared as BAME and 7% declared a disability.
- ▶ In response to the impact of the Covid-19 pandemic we introduced a system of **promotions advisers** to support those (dominantly women) who had been adversely impacted by periods of lockdown.
- ▶ Early outcomes of the revised academic promotions process have resulted in **doubling the number of**

Black, Asian and minority ethnic appointments at senior academic levels. 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 is aimed at supporting career progression for colleagues** at grades 3-5 (lower quartiles), where women are over-represented. The programme has received positive feedback. A number of colleagues have successfully secured new roles and have progressed.
- ▶ **Springboard, the award-winning international personal and professional development programme for women** was introduced at Warwick within the Education Group during 2019-20 in order to support the development of female staff at grades 3-5 and to encourage professional development and to maximise the potential of this group of staff in particular. The programme has been very well-received by participants and other staff have expressed interest and we will be reviewing options to extend its reach.
- ▶ **Aurora is a female leadership development programme** run by Advance-HE, which supports 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. In February 2020 we established the 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 have volunteered to act as mentors to support other development initiatives.

- ▶ In the last year, **our senior leaders have attended 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. We will continue this work over the coming year with workshops on inclusive leadership.
- ▶ **A new leadership development programme for staff of BAME ethnicity** has been launched in 2021. An Administration Skills Training Programme is also in development for staff in Levels 1 and 2 with a pilot to be launched initially for staff in Commercial Services in March 2021.
- ▶ The Race Equality Task Group also oversees the work of the Race Charter Group. **Making a submission to the Race Charter is an opportunity to undertake 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.

SUCCESSSES

Continued

Family Friendly and Reward Initiatives

- ▶ With the onset of the Covid-19 Pandemic the University has reinforced the range of policies that are in place to help support staff with caring commitments.
- ▶ The **enhancement to the current Maternity and Adoption provision has been implemented. 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 research for the initial period after their return from Maternity leave.
- ▶ We have launched a **carer's policy** in recognition of 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.
- ▶ Our Senior Pay Review process includes a **rigorous programme of equality adjustments and 56 Equality adjustments have been made since 2017** 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. **The University is committed to paying the Real Living Wage rate, which is higher than the National Living Wage rate,** to any member of staff whose pay for the financial year falls short of that recommended by the Living Wage Foundation and this has continued to be applied during 2020.

Recruitment Initiatives

- ▶ In light of the hold on recruitment that has been in place since the start of the Covid-19 pandemic and the fact that a large number of staff in the Commercial Services and Estates have been on furlough we are continuing to explore the development of targeted programmes to enhance career progression for under-represented groups.

- ▶ We have now appointed a **Recruitment Manager and Co-ordinator** who will continue to ensure our recruitment processes are effectively targeted to **attract individuals currently under-represented in some staff segments.**
- ▶ We **continue to work to prevent stereotyping and address discrimination** and bias through training for staff particularly in managerial roles.
- ▶ Commercial Services were **awarded a Special Recognition Award by Coventry City Council** for their partnership work with the Coventry Job Shop and this partnership will continue.



OUR STRATEGY FOR 2030

OUR STRATEGY AND INITIATIVES

- ▶ Achieving a significant reduction in the pay gaps at Warwick is a long-term project and to ensure there is real change it will be essential to address the unequal distribution of staff by protected characteristic across grades. We have identified a number of priorities in relation to organisational practices and cultures and many of these will also address the gender, ethnicity and disability pay gaps.
- ▶ The Pay Action Group has published a **Pay Action Plan**, which has been approved by the Remuneration Committee and University Council and will continue to work closely with other groups across the University such as the Gender Task Force, Race Equality Task Force, and Disability Task Force.
- ▶ Many of the actions in the Pay Action Plan being addressed through the Athena SWAN Initiative, Race Equality Charter Mark and are aligned with the Equality Objectives which are aligned with the University's Social Inclusion Strategy.
- ▶ As part of the Social Inclusion Strategy, targets have now been agreed for gender and ethnicity at senior levels for academic and professional services departments.
- ▶ The University is 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.
- ▶ There will be a full review of current Reward (Pay & Benefits) and Recognition and recommendations made.
- ▶ The flexible working policy; building on lessons learned from extended period of working from home during Covid-19.



HIGH LEVEL SUMMARY OF THE PAY ACTION PLAN.

Pay Action Plan	Completed / in progress	Priority Actions
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 to 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)	Develop Reward and Recognition strategy aligned to Talent Strategy Gain Living Wage Foundation accreditation
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 - Pilot March 2021	Develop Leadership Framework/ Platform aligned to values and behaviours Improve People Management capability