

Warwick SU Gender Pay Gap 2020

Background to the Gender Pay Gap 2020

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 came into force on 1st October 2016. They require all private and voluntary sector employers with a headcount of 250 or more on the snapshot date to publish prescribed information about their gender pay gap. The gender pay-gap calculations must be based on an hourly rate of pay for each employee. The information must include certain allowances and any bonuses paid within the 12 month period that ends on the official snapshot date, which is 5th April each year.

Due to the impact of Coronavirus (COVID-19), the Equality and Human Rights Commission (EHRC) announced that enforcement of gender pay gap reporting for the 2020/21 reporting year (which uses a snapshot date of 5th April 2020) will not begin until 5th October 2021. Therefore meaning the 2020/21 report needs to be submitted by 4th October 2021. Data extracted as at the snapshot date, does not cover those who have not received their full pay (e.g. those on maternity leave or long-term sick etc., that are no longer receiving full pay). During this year of the pandemic, it is particularly significant for us because the majority of our casual staff did not receive payment within the relevant pay period. This was as a result of the closure of our Commercial operations and casual staff that met the criteria for the Coronavirus Job Retention

scheme were furloughed, however these payments were made outside of the relevant pay period.

Staff numbers for this report are 389 headcount (105 permanent and 284 casuals). It should be noted that whilst the headcount was 389, in line with government guidance, data for only 109 employees (101 permanent and 8 casuals) was used to compile this report as they received full pay during the relevant pay period as outlined above.



About Warwick SU

Warwick SU uses a Job Evaluation scheme and associated incremental pay scale structures to ensure equal pay for work of equal value as assessed by this scheme. We award men and women fairly for similar work.

All Warwick SU staff are paid at least the higher rate of the National Minimum Wage, regardless of age, with those aged 23 and over, paid at least the National Living Wage. We are committed to working towards implementing the Living Wage Foundation rate, which is set by the Living Wage Foundation.

Warwick SU staff who do not identify as male or female are omitted from Gender Pay Gap calculations, in accordance with the guidance from HMRC. We are obliged to produce data based on how gender is recorded for HMRC purposes; however, Warwick SU aims to operate in

a non-gender binary approach.

.Warwick SU is strongly grounded in principles of social justice and ethical behaviour. Our organisation's remuneration policy details the framework for fairness under which our reward principles operate.

Whilst Warwick SU does not have a bonus scheme, for the purposes of Gender Pay Gap reporting "bonus pay" also includes long-service awards with a monetary value. A Long Service Award scheme is in operation and recognises colleagues upon reaching 15 and 25 years' service. The figures are highly variable as there are a handful of long service awards each year. This year both long-service awards are for males and figures for bonus pay need to be understood in this context.



The Gender make up at Warwick SU

On the date of the snapshot (5th April 2020) there were **389 members of staff on the payroll** (105 permanent and 284 casuals). However, as outlined above this snapshot only covers the 109 who were receiving full pay. This comprised of **66 females and 43 males**. The ratio has reduced slightly since 2019 with the female to male ratio being **61% and 39%** compared to last year being **63% female to 37% male**.

In terms of the difference between salaried and casual staff, there has been a marked increase in female staff in the casual group (64% to 88%) but a reduction of permanent female staff from **62% to 58%**. It should be noted that this is based on a very small number of casual staff (8) out of the overall snapshot (109).

The Gender Pay Gap figures at Warwick SU

Our gender pay gap figures are formally reported as follows:

The difference in mean pay between male and female employees at Warwick SU is -11.66%, meaning females mean earnings are 11.66% LESS than males.

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- The difference in median pay between male and female employees at Warwick SU is -13.51% meaning females median earnings are 13.51% LESS than male.
- The difference in mean bonus pay between male and female employees at Warwick SU is 100%.
- The difference in median bonus pay between male and female employees at Warwick SU is 100%.

- The proportion of male and female employees who received bonus pay at Warwick SU is 100% of men and 0% of women.

The number of Warwick SU's male and female employees in each quartile of their pay distribution are as follows:

Quartile	Male	Female
Lower	32%	68%
Lower Middle	37%	63%
Upper Middle	37%	63%
Upper Quartile	53%	48%

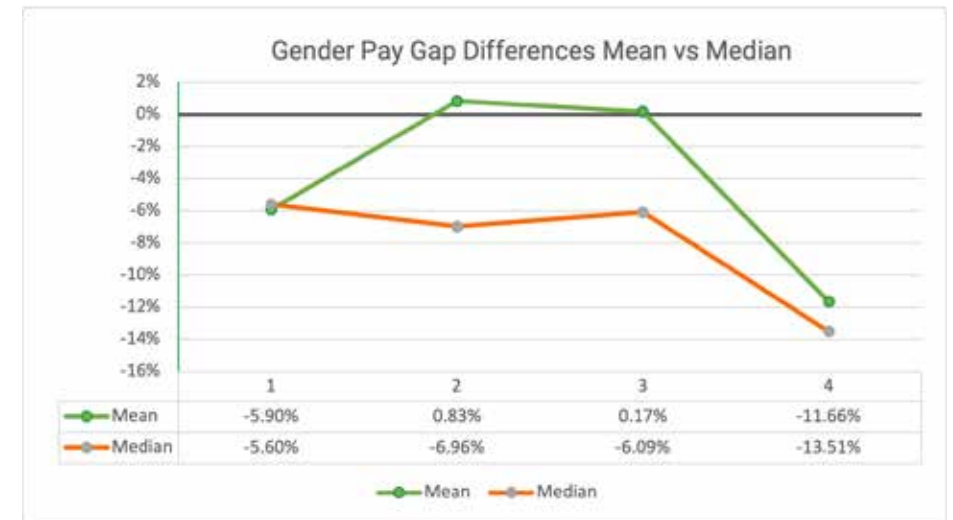
Analysis of the data for Warwick SU

Mean and Median Pay Gap Analysis:

We now have four years of data and so can start reviewing the trends.

When looking at the snapshot data alone, there is a significant gap in both the mean and median pay gap for the first time meaning males are earning

significantly higher than females in both categories. The mean hourly rate overall for males is £15.00 with females being on £13.25. The median hourly rate overall for males is £14.05 for males with females on £12.15.



In comparison to the wider environment at Warwick University, Warwick SU still compares favourably (based on last year's figures for the university) with Warwick University at **26%** for the mean gender pay gap and **25.3%** for the median gender pay gap.

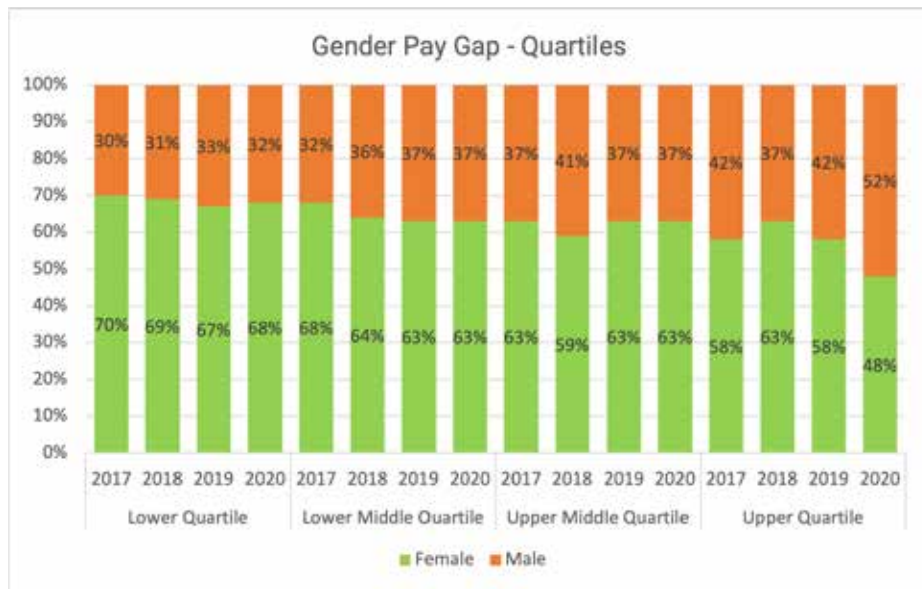
The main reason there is a significant change is that four female senior managers (CEO and 3 Directors) have either left the organisation since the

last snapshot date or did not receive full pay in the relevant pay period. Given the size of the organisation, this has had a significant impact on the figures. Whilst a new female Director joined (HRD), and later a further female Director was appointed as part of a reorganisation, this will still significantly affect the future gap for 2021 if action is not taken, particularly as the current female HRD is also leaving and may not be replaced by a female HRD.

Quartile Analysis:

There has been little change in the lower quartiles since last year or the Upper Middle. However, the Upper quartile has seen a significant shift of females in this quarter **58% last year to 48%** in this snapshot and the worse since records have been published.

The graph below shows how male/female % have changed over the last four years



How Warwick SU is addressing the Gender Pay Gap

The Trustees and leadership team of Warwick SU remain fiercely committed to eliminating any gender pay gap, with the view that the actions taken should not only support colleagues within the organisation itself, but should also help to address imbalances on a national level. The departure of four female Directors has significantly affected these efforts and this risk was identified in the last report. Whilst the new CEO and Comms and Marketing Director are now male, two female Directors were also appointed (although one female Director (HR), has recently left the organisation).

This will have a positive impact unless a new male HR Director is appointed which will maintain this new gap in the upper quartile.

Research has been undertaken by UK government departments to assess the effectiveness of actions in improving the gender pay gap. These are outlined in the attached appendix A. Below are the actions identified along with progress to date and potential effectiveness based on those outlined in appendix A.



Decisions for Trustees

Progress and proposed future actions on actions from last year is as follows:

Prioritised Action Agreed (In order of deployment)	Progress	Future Proposed Action
<p>Action 1: We are committed to using positive action provisions to attempt to increase diversity in our workforce when recruiting and promoting candidates. By this, we mean we will recruit or promote a candidate who is of equal merit to another candidate but whom we reasonably believe has a protected characteristic (as defined by the Equality Act 2010) that is under-represented in our workforce.</p>	<ul style="list-style-type: none"> HR Advisors: All interviewers have had formal interviewing training including unconscious bias New L&D Advisor role introduced as part of reorganisation Targeted recruitment not yet undertaken (due to focus on reorganisation and pressure on recruitment timeframes this year) HR Team introduced more structured consistent interview format and consistency on Panels to include more diverse panel 	<ul style="list-style-type: none"> L&D Advisor – new unconscious bias training introduced. Hybrid Working – introduce approach focussing on flexibility possibilities Jobs advertised to include flexibility and returner friendly focus Target returners to work and career break – (benchmark with other organisations to identify these) Multiple women in shortlists for recruitment and promotions. Skills based assessments developed as part of objectives for new L&D Advisor
<p>Action 2: More actively target places where returners from career breaks are likely to be looking for work.</p>	<ul style="list-style-type: none"> Targeting needs to be for Upper Middle and Upper Quartile appointments. Issue is not percentage of female employees overall but those in more senior roles. 	<ul style="list-style-type: none"> Potentially look at 'positive action' for senior appointments within organisation.

Prioritised Action Agreed (In order of deployment)	Progress	Future Proposed Action
<p>Action 3: The SU will review its statistics in terms of which new recruits requested a higher starting salary – and whether it was agreed – showing a male/female split, and information on accelerated or discretionary pay increases that were requested (and then approved or declined) on a male/female split basis.</p>	<ul style="list-style-type: none"> Due to unprecedented work commitments (pandemic and reorganisation analysis work not undertaken). 	<ul style="list-style-type: none"> Introduce increased parity of salary at Director and Senior Manager level with new Cost of Living Increase (i.e. not one % across the board). Complete statistical analysis Widen action to actions around improving transparency including clarity on salary negotiations etc.
<p>Action 4: The SU will investigate further into promotion statistics – i.e. number of females and males who applied for internal promotion opportunities at the SU, discretionary increments and the rate of success for each gender.</p>	<ul style="list-style-type: none"> Due to unprecedented work commitments (pandemic and reorganisation analysis work not undertaken). 	<ul style="list-style-type: none"> Complete statistical analysis Review recruitment approaches if statistics highlight as an issue. Widen action to actions around improving transparency including clarity on salary negotiations etc.
<p>Action 5: Appoint diversity managers. A diversity manager monitors recruitment or promotion processes – aiding in reducing biased decisions. These managers can have visibility of internal data, are in the position to ask for more information about why decisions were made and are empowered to develop and implement diversity strategies.</p>	<ul style="list-style-type: none"> EDI started but then halted due to concerns about consultants employed. 	<ul style="list-style-type: none"> Priority adoption following new EDI review, if this is a recommendation. Likely to be champions rather than Managers given financial constraints.

Next Steps

Once the Trustees have made decisions as outlined above, the organisation will need to publish its figures by 4th October 2021. It is highly recommended that a narrative accompany the figures. This report has been reviewed by the Staff Consultative Forum (SCF), with final agreement from People and Remuneration Committee prior to submission.

Rob Parkinson

Chief Executive
September 2021

Appendix A

Potential Impact of Actions Implemented to Close Gender Pay Gap

Effective Actions (have a positive impact)

Action	Advice
Include multiple women in shortlists for recruitment and promotions.	When putting together a shortlist of qualified candidates, make sure more than one woman is included. Shortlists of only one woman do not increase the chance of a woman being selected.
Use skill-based assessment tasks in recruitment	Rather than relying only on interviews, ask candidates to perform tasks they would be expected to perform in the role they are applying for. Use their performance on those tasks to assess their suitability for the role. Standardise the tasks and how they are scored to ensure fairness across candidates.
Encourage salary negotiation by showing salary ranges.	Women are less likely to negotiate on their pay. This is partly because women are put off if they are not sure about what a reasonable offer is. Employers should clearly communicate the salary range on offer for a role to encourage women to negotiate their salary. This helps the applicant know what they can reasonably expect. If the salary for the role is negotiable, employers should state this clearly as this can also encourage women to negotiate. If women negotiate their salaries more, they will end up with salaries that more closely match the salaries of men.
Introduce transparency to promotion, pay and reward processes.	Transparency means being open about processes, policies and criteria for decision-making. This means employees are clear what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions can be reviewed by others. Introducing transparency to promotion, pay and reward processes can reduce pay inequalities.

Action	Advice
Appoint diversity managers and/or diversity task forces	Diversity Managers and task forces monitor talent management processes (such as recruitment or promotions) and diversity within the organisation. They can reduce biased decisions in recruitment and promotion because people who make decisions know that their decision may be reviewed. This accountability can improve the representation of women in an organisation. Diversity Managers should: <ul style="list-style-type: none"> • Have a senior/executive role with the organisation • Have visibility of internal data • Be in the position to ask for more information on why decisions were made • Be empowered to develop and implement diversity strategies and policies.

Promising Actions (promising and require further research to improve the evidence on effectiveness and how to implement them)

Action	Advice
Improve workplace flexibility of men and women	Advertise and offer all jobs as having flexible working options, such as part-time work, remote working, job sharing and compressed hours. Allow people to work flexibly where possible. Encourage senior leaders to role model working flexibly and to champion flexible working. Encourage men to work flexibly, so that it isn't seen as a woman-only benefit.
Encourage Uptake of shared parental leave	The gender pay gap widens dramatically after women have children but this could be reduced if men and women were able to share childcare more equally. Shared parental leave and pay enables working parents to share up to 50 weeks of leave and up to 37 weeks of pay in their child's first year. Offer enhanced Shared Parental Pay at the same level of enhanced maternity pay. Encourage take up of Shared Parental Leave, for example: <ul style="list-style-type: none"> • Inform future fathers that it is their legal right to request Shared Parental Leave. • Provide future parents guidance and personal support to understand the scheme • Share and promote examples of senior leaders who have taken Shared Parental Leave in the organisation.

Promising Actions

(Continued)

Action	Advice
Recruit Returners	Returners are people who have taken an extended career break for caring or other reasons and who are either not currently employed or are working in roles for which they are over-qualified. Attract Returners by: <ul style="list-style-type: none"> • Target places where returners are likely to be looking • Ensure the recruitment process is returner-friendly • Offer support before and during the assessment
Offering mentoring and sponsorship.	Although quite similar roles, mentors provide guidance and advice to their mentee while sponsors support the advancement and visibility of the person they are sponsoring. Some evidence suggests that mentoring programmes work very well for some women but not for others. It is not clear based on existing evidence whether sponsorships are more effective than mentoring, or how best to run mentoring and sponsorship programmes so they are effective.
Offer networking programmes	Some evidence suggests that formal networking programmes where members meet and share information and career advice can be helpful for some women but not others. More work is needed to understand the effects of networking programmes, and whether they need to have particular features in order to be successful.
Set Internal Targets	It is important to ensure employers' equality goals are clear and realistic, and that progress towards them can be tracked. "Improving gender equality at my organisation" or "reducing my organisation's gender pay gap" can be overarching goals, but they are not specific and they therefore risk being unsuccessful. One way of increasing the likelihood that goals will be reached is by setting specific, time-bound targets: what change will be achieved, and by when?

Mixed Results

(shown to have a positive impact sometimes but also negative impact)

Action	Advice
Unconscious Bias training	Unconscious biases can influence a person's judgement without them being aware of it. Unconscious bias training in the workplace aims to make people aware of potentially harmful unconscious biases and to reduce the impact of those biases. While some types of unconscious bias training may have some limited positive effects, there is currently no evidence that this training changes behaviour or improves workplace equality.
Diversity Training	Diversity training can help raise awareness but is unlikely to change behaviour. Some research in the US has found that mandatory diversity training either does not change the number of women in management positions, or actually reduces it. This backfiring may be for a number of reasons. It may be because people resent being made to do something and so do not take the training seriously. The training might also bring to mind unhelpful stereotypes that people then act upon, or the training might make people think that the organisation has now solved its diversity problems.
Leadership Development training	Leadership development programmes aim to teach qualities including management skills and self-confidence. While there are some very small-scale studies of the effects of leadership training programmes for women, particularly in medicine and academia, there is currently no high-quality evidence that such programmes help women progress. Some people feel that these programmes imply that the women themselves are the problem.
Performance Self-Assessments	In terms of performance in the workplace, there is some evidence that women underestimate their abilities or are more conservative in their assessment of their abilities than men are. The size of this gender difference can vary depending on the type of performance people are asked to self-assess. We do not have enough evidence to know how differences in self-assessment affect women's progression at work.
Diverse selection panels	Having selection panels with a mix of men and women seems to help women's prospects sometimes and harm them at other times. Some studies show that the more women there are on a panel, the more likely women are to be selected for a role, while some studies find the opposite. The effect can also depend on the role being recruited for or the role of women on the committee. More research is needed to understand the conditions under which a diverse selection panel is or is not effective for improving gender equality.

