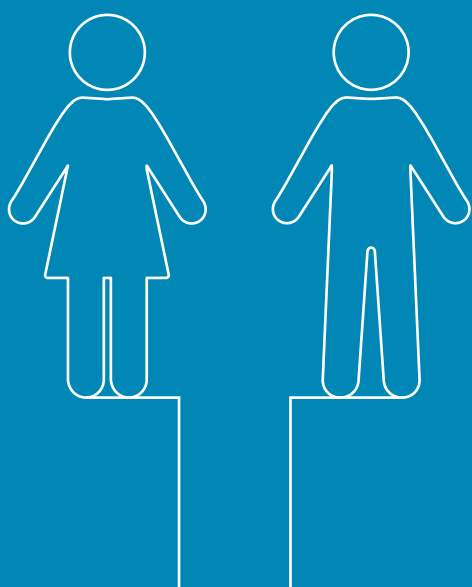


THE UNIVERSITY OF LAW GENDER PAY GAP REPORT 2019

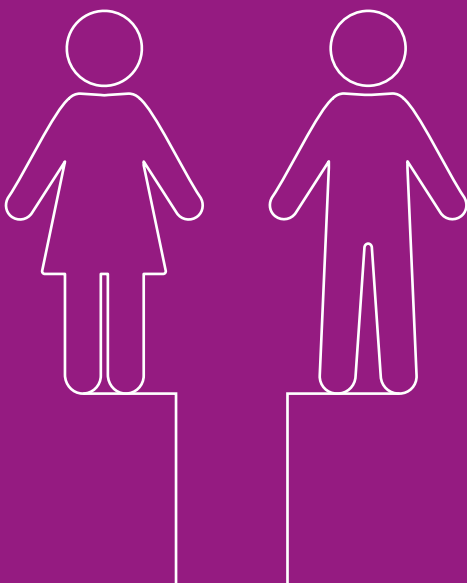


OVERVIEW

Mandatory gender pay gap reporting.

Since April 2017, any organisation that has 250 or more employees has been required to publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. We are required to publish our gender pay gap data and a written statement on our public-facing website at:

Gender Pay Gap Service



INTRODUCTION



UNDERPINNING EVERYTHING WE DO IS OUR COMMITMENT TO ACHIEVE EQUALITY AND DIVERSITY AMONGST OUR PEOPLE

The University of Law is one of the UK's longest-established specialist providers of legal education. We are committed to addressing work place barriers to equality in the form of career equity for men and women by developing and maintaining a working environment that encourages and rewards career progression equally, regardless of gender.

We believe that the policies and procedures we have in place represent good practice and encompass what we believe to be major influencers on gender pay e.g. opportunities for career progression and development; diversity; recruitment; reward and working practices. However, like any responsible organisation, we will continue to review and monitor the effectiveness of these, so that they continue to develop and evolve to meet existing and future employee, client and business needs.

There is a strong commitment from the organisation's senior leadership team to reduce our gender pay gap, as they recognise the importance from both a moral, ethical and business perspective of not only career equity between men and women, but fairness on how they are rewarded.

We operate in a competitive business environment and in order to deliver services successfully to our diverse client and partner group, we need to ensure that we mirror their high expectations and those of our staff in achieving equality. While we will not compromise on appointing the best person for a role, we will continue to look for opportunities to encourage, develop and grow our staff, with the aspiration of achieving and maintaining equality in pay and career progression opportunities.

Some examples of the actions that we have taken over the past 12 months include:

- Trialling the use of 'Diversifying', a purpose-led careers platform for employers looking to showcase their jobs to a diverse community and a purpose-led careers platform for candidates keen to work for employers who are serious about diversity and inclusion.
- Advertising all of our Academic (teaching) vacancies via the Black Solicitor's Network, as standard, enabling the University to reach their full membership list.
- Strengthening the message on our recruitment homepage, encouraging and welcoming a more diverse range of candidates to apply to us: - 'As an equal opportunities employer, we welcome applications from all suitably qualified persons. However, as Black, Asian and Minority Ethnic (BAME) individuals are currently under-represented within the University - which does not reflect our diverse student body - we would particularly welcome applications from BAME candidates. All appointments will be made on merit'.



GENDER PAY GAP

- THE HEADLINE DATA ON PAY AND BONUS DIFFERENTIALS

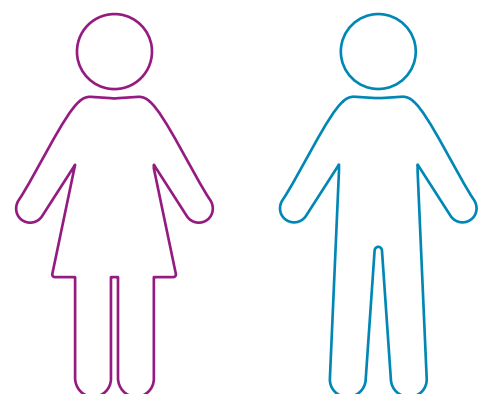
The University of Law on 5 April 2019	The gender pay gap. Women's earnings relative to men's earnings* (see note)	Page
Our mean gender pay gap	4.54% lower (7.60% lower)	7
Our median gender pay gap	0.60% lower (5.30% higher)	9
Our mean gender bonus gap	37.16% lower (22.20% lower)	11
Our median gender bonus gap	27.53% lower (28.60% lower)	11
The proportion of male employees receiving a bonus	4.07% (7.30%)	
The proportion of female employees receiving a bonus	0.80% (2.80%)	

*NB – For comparative purposes our 2018 figures are provided in brackets

THE PROPORTION OF MALES/FEMALES IN EACH QUARTILE PAY BAND

	Female	Male
Top Quartile	62.01% (62.10%)	37.99% (37.90%)
Upper Middle Quartile	75.84% (77.50%)	24.16% (22.50%)
Lower Middle Quartile	70.39% (67.10%)	29.61% (32.90%)
Lower Quartile	67.98% (68.20%)	32.02% (31.80%)

*NB - For percentage figures for females and males in each quartile in 2018 are shown in brackets



OUR DATA: THE 'MEAN' GAP

We have a mean pay gap of 4.54%* (see note below on how this compares to the wider economy), indicating that on average men are paid 4.54% more than women within the organisation. Whilst the ONS and sector averages are generally significantly higher than this, we are constantly looking to address any influences on gender pay differentials, specifically to identify any internal structural, cultural or policy decisions that we are able to adjust with the aim of removing barriers or enhancing opportunities for advancement.

In analysing the four quartiles individually, it clear that the biggest 'mean' gap remains in the top quartile. However, the differential in the top quartile has reduced significantly since we started reporting on our Gender Pay Gap in 2017, when the 'mean' gap for the top quartile was running at 11.60%, then reduced to 10.19% in 2018 and in 2019 has reduced further to 5.81%. The reduction in the gap in the top quartile over the past few years can be attributed to a number of factors over that period, with changes in the gender profile, departure of some male high earners from this quartile and through considered adjustments to salaries.

The current gap in the top quartile is caused by a very small number of male staff whose hourly rate has a disproportionate impact on the pay gap for the top quartile. This further reduction in the pay gap is drawing us closer to meeting our aspirational target of having no more than a 3% + or - tolerance for each quartile.

However, from time to time and in order to meet specific business requirements, we need to access specialist knowledge or experience from outside the organisation. This tends to be from a very small pool of applicants and, therefore, subject to market forces such as remuneration.

In April 2019, our Executive Board comprised of 8 employees, 5 female and 3 males, with a mean gender pay gap of 3.10% in favour of women (a reduction from 2018, when the gap was 5.13% in favour of women). With such a small group, even one change in gender can have a disproportionate impact, meaning that the gap will always be open to variation and fluctuation. Indeed this is true of this year's report, where the gender make-up and size of the Executive Board has changed significantly from 2018, when it was comprised of 9 employees, 4 female and 5 male.

In our:

- Lower quartile, our 'mean' pay gap, has increased to 3.85% in favour of women, up from 0.11% in 2018, but slightly down on the 4.00% in favour of women in our first Gender Pay Gap report in 2017.
- Lower middle quartile, the 'mean' gap has increased to 3.55% in favour of women a reversal on 2018, when it was 0.78% in favour of men. In 2017 the gap was 1.36% in favour of women.
- Upper middle quartile, the 'mean' gap of 1.01% in favour of men represents a decrease from 2018, when the gap was 2.40% in favour of men. The gap in 2017 was 1.88% in favour of men.
- Top quartile the 'mean' gap has reduced substantially, to 5.81% in favour of men, from 10.19% in 2018. The gap was 11.60% in 2017, so there appears to be a clear downward trend in the pay gap for employees in the top quartile.

To put this into context and to help visualise what the trends looks like for the quartiles over the past 3 years, the 'mean' pay gap values have been illustrated in the table below:

Quartile	2019	2018	2017
Lower quartile	3.85% higher	0.11% higher	4.00% higher
Lower middle quartile	3.55% higher	0.78% lower	1.36% higher
Upper middle quartile	1.01% lower	2.40% lower	1.88% lower
Top quartile	5.81% lower	10.19% lower	11.6% lower

Where there are variations in the 'mean' pay gaps of more than +/- 3% (i.e. outside of our aspirational targets), we will investigate further the reasons for this, particularly for the Lower Middle and Lower quartiles, where the pay differential in favour of women has significantly increased since 2018. Separately, though what the data shows is that we are making good progress to reduce the overall 'mean' pay differential for females in both the Upper Middle and Upper quartiles.

We will also look at the factors that have enabled the organisation to reduce the 'mean' gap in the upper quartile since 2017, in order to maintain progress with reducing that gap further in the future.

*NB - National Statistics (ASHE 2019) had the 'mean' gap at 16.2% for all employees, down from 17.2% in 2018.

OUR DATA: THE 'MEDIAN' GAP

Our overall 'median' gap is 0.60%* (see note below) in favour of men. In 2018, 'median' gap was 5.30% in favour of women and in 2017 the gap was 2.50% in favour of women. The median indicator, we believe, provides a far more accurate reflection and measure of the gender pay gap in the organisation, as the 'median' is less susceptible to the extreme variations that the 'mean' is, where a small number of highly paid individuals or specialists can significantly skew the overall gender pay gap.

This figure, coupled with those in each of the four quartiles, suggests that overall the University is in a good position with our gender pay gap, although we are not complacent and recognise that we still have some work to do to minimise

existing gaps further e.g. ensuring that we continue to provide opportunities for career development and enhancement. In 2018, the 'median' gap indicated a further shift in favour of women, when it increased to 5.30% (up from 2.50% in favour of women in 2017). Although, the 'median' is now more aligned with where we would want it to be, it does represent a reversal of 5.90% on the 2018 position. Therefore, we will be looking at this in more detail to understand the reasons behind such a significant change.

As with the quartiles analysis for the 'mean' figures, the 'median' varies through the quartiles. In light of this, it will enable us to target and develop future interventions that may be required.

*NB: National Statistics (ASHE 2019) had the 'median' gap for all employees at 17.3%, down from 17.9% in 2018.

	Female	Male	mean % gap* (see note)	median % gap* (see note)
Top Quartile			5.81% (10.19%)	4.78% (2.41%)
Upper Middle Quartile			1.01% (2.40%)	0.77% (3.33%)
Lower Middle Quartile			-3.55% (0.78%)	-5.42% (2.84%)
Lower Quartile			-3.85% (-0.11%)	-3.08% (-0.15%)

*NB: Figures in brackets taken from 2018 Gender Pay Gap and used for comparative purpose

**NB: In this chart a negative figure indicates that female pay is higher than male pay

To put this into context and to help visualise the trends for the four quartiles over the past 3 years, the 'median' pay gaps based on female earnings relative to man's earnings per quartile are illustrated in Table 4 below

Quartile	2019	2018	2017
Lower quartile	3.08% higher	0.15% higher	2.91% higher
Lower middle quartile	5.42% higher	2.84% lower	3.94% higher
Upper middle quartile	0.77% lower	3.33% lower	4.74% lower
Top quartile	4.78% lower	2.41% lower	2.28% lower

Where there are variations in the 'median' pay gaps of more than +/- 3% (i.e. outside of our aspirational targets), we will investigate further the reasons for this, particularly for the Lower Middle and Upper quartiles, where the pay differential in the former has taken a circa 7% swing in favour of women since 2018 and in the latter the differential has increased further in favour of men.

Separately, though the data shows that in the Lower quartile, we are pretty much keeping in line with our aspirational target of +/-3% and that in the Upper Middle quartile, we have made significant strides since 2017 to reduce the differential, meaning that in 2019, we are sitting comfortably within our target of +/-3% in the quartile in 2019.

OUR DATA: THE 'BONUS' GAP

Although a small number of bonus awards are made each year, historically the University has not tended to make widespread use of such arrangements to reward and recognise performance and achievement.

However, as the University operates in a competitive business environment, it will continue to evaluate the merits of adopting such types of arrangements, in the context of the development of our future reward strategy.

The proportion of men and women receiving a bonus award has decreased since our last Gender Pay Gap report in 2018. The number of men receiving a bonus has decreased from 7.30% in 2018 to 4.07% in 2019. Similarly, the number of women receiving an award has decreased from 2.80% in 2018, to 0.80% in 2019.

Both the 'mean' and 'median' annual bonus amounts are higher for men than women.

At 37.16% the 'mean' gender bonus gap, has increased further in favour of men, from 22.20% in 2018.

At 27.53%, the 'median' gender bonus gap, whilst still in favour of men, has decreased 1.1% since 2018, when it was standing at 28.60%.

OUR GENDER PAY GAP – CONCLUSIONS AND HOW WE PLAN TO ADDRESS IT

We are reassured that our current gender pay gap figures do not arise from men and women being paid differently for undertaking the same or equivalent work.

Regular benchmarking of roles, both internally and externally, is undertaken throughout the course of the year to ensure that salary levels are set fairly and equitably. Where any potential issues are identified and are supported by evidence, the University's remuneration committee will consider any requests for adjustments in salary to address these.

With a large proportion of our roles, based on either 'spot-rates' or narrow salary bands, which allow for only small pay variations, the opportunity for variations caused by 'time-served' is reduced. Nonetheless, we do know that we still have some work to do with a number of roles, where relatively wide pay ranges exist and some legacy pay differentials persist. Action was taken in 2017 and 2018 as part of the pay review process to address these issues and successful progress has been made. Further measures are planned as part of the 2019 Pay Review process to address any remaining legacy issues.

The University continues to strive to ensure that the full range of career and development opportunities are available to both men and women, on the same basis, identifying and removing any actual or perceived barriers to progression at all levels, but particularly for senior roles through appropriate interventions.

In our first Gender Pay Gap Report in 2017, as part of our commitment to achieving change, in order to measure our progress, we committed to monitoring four key metrics. Specifically,

1. Equalisation of the ratios of men to women in all four quartiles, with a particular focus on maintaining the ratio at the top of our business to demonstrate fair and open career paths.
2. Achieve zero pay gaps (+/-3%), within each individual pay quartile.
3. Continue to develop Apprenticeship opportunities for career development.
4. Monitor the effectiveness of our recruitment methods, including advertising, to ensure that we are reaching as broad an audience as possible in terms of both women and men.

PROGRESS WITH FOUR KEY METRICS

So how are we doing in relation to each of the four key metrics?

1

Women are the dominant gender in all four quartiles. Compared with 2018, when there was only a difference between the Lower and Lower Middle Quartiles of circa 1% in the proportion of women and men in each quartile; the differential has increased. For the Upper Middle quartile whilst it remains higher than both, the differential in the proportion of women and men has reduced to 5.4% (down from circa 10% for both in 2018) drawing us closer to our aspirational target of equalising the ratio of men and women in each of the quartiles. With regard to the Top Quartile, the difference in the proportion of women and men when compared with the lower two quartiles is circa 6-8% (up from circa 5% in 2018). Further investigation and analysis is required to understand the differences between the gender profiles in quartile three, when compared with the other three quartiles.

2

An examination of the 'mean' and 'median' gender pay gaps on page 9, indicates that with the exception of the 'mean' and 'median' in upper middle quartile, the remaining six quartile indicators all now fall outside of our target range of zero (+/-3%). Given that this represents a complete reversal from last year, when six of the quartile indicators were within our aspirational tolerance of +/-3%, this does require further investigation and a more detailed analysis to try and establish the reasons for this swing from last year. The Top Quartile's 'mean' and now 'median' this year sit outside of the tolerance level. However, we continue to make great strides through our interventions in the top quartile to reduce the 'mean' pay gap. The 'mean' gap in 2019 is 5.81%, down significantly from the position in 2018, when the gap stood at 10.19% and in 2017 at 11.60%.

3

Since our first Gender Pay Gap Report in 2017, the University has pro-actively been promoting the Apprenticeship Scheme and has made significant strides in increasing the number of apprenticeships opportunities, not only for new entrants, but also for existing staff; thus providing numerous career development opportunities. An examination of the position shows that around 45.5% of those undertaking apprenticeships currently are women, which represents a significant improvement on 2018, when we reported that only 23.5% were women. Therefore, we will continue to look at ways in which we can improve the levels of take-up levels amongst women.

4

The University has recently launched a new web recruitment tool, which with its reporting functionality will help us to review and assess more effectively, how successful we are at attracting both male and female candidates through our recruitment campaigns e.g. by looking at the number of applications by gender, gender of those shortlisted for interview, gender breakdown of those offered a role and the gender of successful candidates who commence employment. The information that we gather from this will be used to help inform how we can potentially improve our recruitment processes and candidate-attraction methods, going forward.

