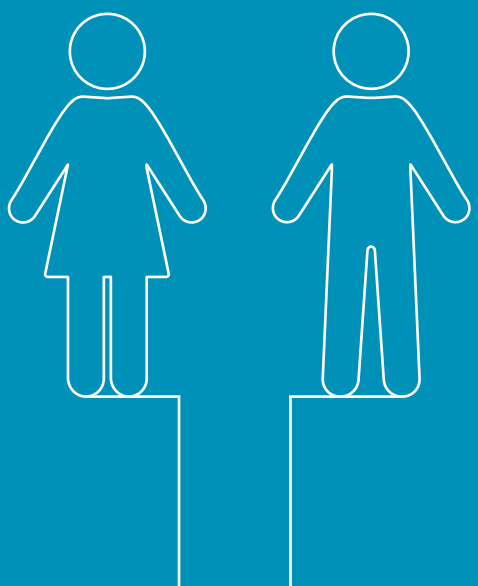
The University of Law

THE UNIVERSITY OF LAW
GENDER PAY GAP REPORT 2020



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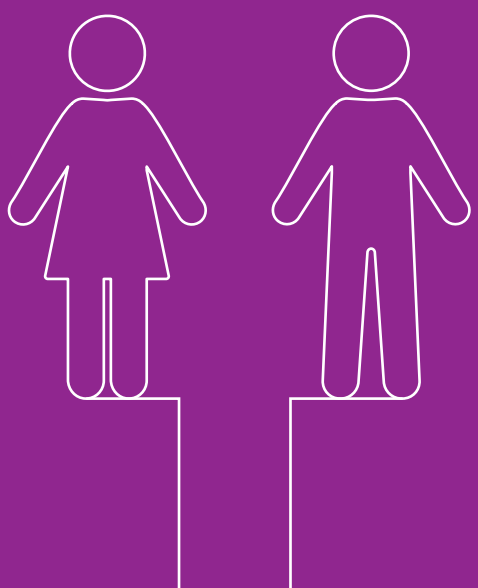
OVERVIEW

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 and business 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, include:

- We advertised our Director of Equality, Diversity and Inclusion role via a dedicated BAME search agency and successfully appointed someone into the role, as a member of the Executive Board reporting directly to the Vice-Chancellor.
- Advertising all of our Academic (teaching) vacancies via the Black Solicitor's Network, as standard, to encourage greater diversity in order to better reflect our student body.
- Strengthening our messaging on our recruitment homepage, encouraging and welcoming a more diverse range of candidates to apply to us.

GENDER PAY GAP - THE HEADLINE DATA ON PAY AND BONUS DIFFERENTIALS

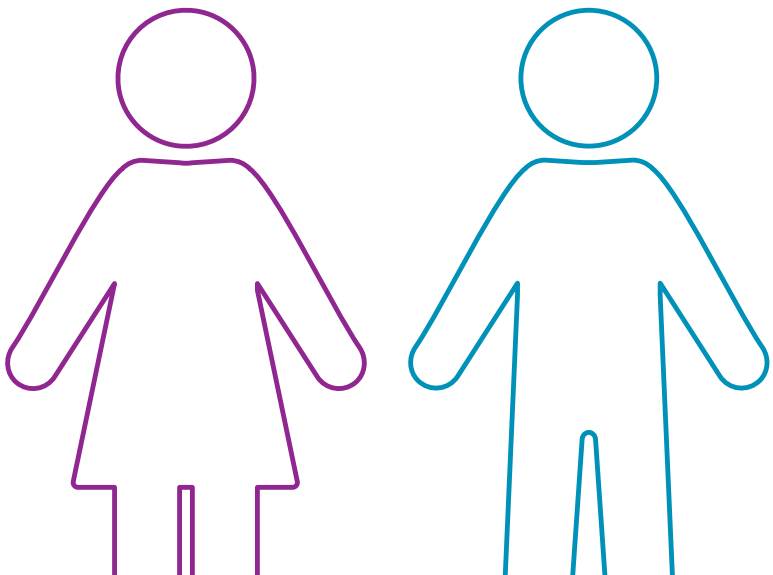
The University of Law on 5 April 2020	The gender pay gap. Women's earnings relative to men's earnings* (see note)	Page
Our mean gender pay gap	**6.08% lower** (4.54% lower)	6
Our median gender pay Gap	**5.41% lower** (0.60% lower)	8
Our mean gender bonus gap	**24.75%** (37.16% lower)	10
Our median gender bonus gap	**0%** (27.53% lower)	10
The proportion of male employees receiving a bonus	**10.2%** (4.07%)	/
The proportion of female employees receiving a bonus	**7.6%** (0.80%)	/

*NB – For comparative purposes our 2019 figures are provided in brackets

THE PROPORTION OF MALES/FEMALES IN EACH QUARTILE PAY BAND

	Females	Males
Top Quartile	**66.49%** (62.01%)	**33.51%** (37.99%)
Upper Middle Quartile	**71.13%** (75.84%)	**28.87%** (24.16%)
Lower Middle Quartile	**73.85%** (70.39%)	**26.15%** (29.61%)
Lower Quartile	**72.31%** (67.98%)	**27.69%** (32.02%)

*NB - For percentage figures for females and males in each quartile in 2019 are shown in brackets



OUR DATA: THE 'MEAN' GAP

We have a mean pay gap of 6.08%* for all employees (see note below on how this compares to the wider economy), indicating that on average men are paid 6.08% 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 is clear that the biggest 'mean' gap remains in the top quartile. The differential in the top quartile has reduced significantly year-on-year since we undertook our first gender pay analysis in 2017. However, this year has seen a small increase of 0.16% in the differential in the top quartile. 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. Thus, we remain outside of meeting our aspirational target of having no more than a 3% + or – tolerance for each quartile.

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, including remuneration.

In April 2020, our Executive Board comprised of 8 employees, 5 female and 3 males, with a mean gender pay gap of 0.93% in favour of men (a reduction from 2019, when the gap was 1.8% in favour of men). What any analysis of the data shows, is that with such a small group, a single change in gender for that group (either a joiner or a leaver) can have a disproportionate impact, meaning that the gap will always be subject to variation and fluctuation.

In the Lower quartile, our 'mean' pay gap is 1.34%, in favour of women, down from 3.85% in favour of women in 2019. For the Lower middle quartile, the 'mean' gap is 2.84%, in favour of women, down from 3.55% in favour of women in 2019. With the Upper middle quartile, the 'mean' gap is 1.81%, in favour of men, up from 1.01% in 2019. With regard to the Top quartile the 'mean' gap has increased slightly to 5.97%, in favour of men, up from 5.81% in favour of men in 2019.

To help put this into context and to help visualise what the trends looks like for the quartiles over the past 4 years, the 'mean' pay gap values have been illustrated in the Table 3 below:

Table 3 – 'Mean' Pay Gap based on female's earnings relative to men's earnings per quartile

Quartile	2020	2019	2018	2017
Lower quartile	1.34% higher	3.85% higher	0.11% higher	4.00% higher
Lower middle quartile	2.84% higher	3.55% higher	0.78% lower	1.36% higher
Upper middle quartile	1.81% lower	1.01% lower	2.40% lower	1.88% lower
Top quartile	5.97% lower	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.

*NB – National Statistics (ASHE 2020) had the 'mean' gap at 14.6% for all employees, down from 16.2% in 2019.

OUR DATA: THE 'MEDIAN' GAP

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.

Our overall 'median' gap for April 2020 is 5.41%* for all employees (see note below) in favour of men. In 2019, the 'median' gap was 0.60% in favour of men, so the gap has increased significantly since last year and we will want to look into this in greater detail to try and establish the rationale for this.

However, overall the median gaps across the four quartiles, suggests that the University is in a good position and it is good to see a further reduction in the gap in the top quartile. Nonetheless, we are not complacent and know that there is still work to be done to reduce existing gaps further e.g. by ensuring that we continue to provide opportunities for career development and enhancement for all of our staff. As with the quartiles analysis for the 'mean' figures, the 'median' varies through the quartiles. Further analysis will enable us to target and develop future interventions that may be required.

*NB: National Statistics (ASHE 2020) had the 'median' gap for all employees at 15.5%, down from 17.3% in 2019.

	Female	Male	mean % gap* (see note)	median % gap* (see note)
Top Quartile			**5.97%** (5.81%)	**4.37%** (4.78%)
Upper Middle Quartile			**1.81%** (1.01%)	**2.31%** (0.77%)
Lower Middle Quartile			**-2.84%** (-3.55%)	**4.80%%** (-5.42%)
Lower Quartile			**-1.34%** (-3.85%)	**3.31%** (-3.08%)

*NB: Figures in brackets taken from 2019 Gender Pay Gap and used for comparative purpose

Table 4 below, illustrates the movements in the median for the four quartiles over the past four years.

Table 4 – 'Median' Pay Gap based on female's earnings relative to men's earnings per quartile

Quartile	2020	2019	2018	2017
Lower quartile	3.31% higher	3.08% higher	0.15% higher	2.91% higher
Lower middle quartile	4.80% higher	5.42% higher	2.84% lower	3.94% higher
Upper middle quartile	2.31% lower	0.77% lower	3.33% lower	4.74% lower
Top quartile	4.37% lower	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 top quartiles. The data shows that in the lower quartile, we have managed to pretty much keep in line with our aspirational target of staying within +/- 3%, although it has crept up slightly this year. The values for the lower middle quartile have fluctuated since gender pay gap reporting began in 2017, but with the latest figures showing a reduction from the gap last year, albeit the figure is still sitting outside of our aspirational target.

The upper middle quartile sits inside the aspirational +/- 3% target, although the gap has crept up since 2019.

OUR DATA: THE 'BONUS' GAP

Although a small number of discretionary bonus awards are made each year, with the exception of the schemes operating for the Executive Board and Recruitment Teams, 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 future; in the context of the development of our future reward strategy and its role in supporting/underpinning organisational strategy and objectives

The proportion of men and women receiving a discretionary bonus award has increased since our last Gender Pay Gap report in 2019. The number of men receiving a discretionary bonus has increased from 4.07% in 2019 to 10.2% in 2020. Similarly, the number of women receiving a discretionary bonus has increased 0.80% in 2019 to 7.6% in 2020, significantly reducing the differential between the proportion of men and women receiving a discretionary bonus award.

The 'mean' annual discretionary bonus amount is higher for men than women. At 24.75% the 'mean' gender bonus gap, is still in favour of men, but has decreased significantly since 2019, when the gap stood at 37.16%.

However, the 'median' annual discretionary bonus amount is the same for both men and women. At 0%, the 'median' gender bonus gap in the 12 months to April 2020, has been removed completely. This represents a significant difference in the position as at April 2019, when the gap was standing at 27.53%.

The significant reduction in the 'mean' gender bonus gap from 2019 and the removal of any differential for the 'median' gender pay gap from the position in 2019, can both be put down to the fact that a significantly higher proportion of women received discretionary bonus awards in the 12 months to April 2020, than men e.g. 42 women are identified as having receiving discretionary bonus awards, compared with 23 men.

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

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, 2018 and 2019, as part of the annual pay review process to address some of these issues and progress has been made in addressing these. However, where any outstanding legacy pay issues remain, we will continue to seek to address these.

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 continue to be the dominant gender in all four quartiles. In the context of the equalisation of the ratios, compared with 2019, the ratio of men and women in each quartile has begun to more closely align, with 2.64 women for every man in the lower quartile, 2.76 women for every man in the middle lower quartile, 2.46 women for every man in the upper middle quartile and 1.98 women for every man in the top quartile. In the 2019, the position was 2.12 in the lower quartile, 2.37 in the lower middle quartile, 3.14 in the upper middle quartile and 1.63 in the top quartile.

2

An examination of the 'mean' gender pay gaps on page 6 and 7, indicate that with the exception of the 'mean' top quartile, the remaining three quartiles indicators show that they fall inside our target range of zero (+/-3%). In terms of the 'median' gender pay gaps, with the exception the upper middle quartile, the remaining three quartiles all fall outside of the target range of zero (+/-3%). In 2019, six of the quartiles fell outside the target range of zero (+/- 3%), so with only 4 now sitting outside in 2020, this represents an improvement on the previous reporting period. The Top Quartile's 'mean' and 'median' last year sat outside of the tolerance level and that position has continued in 2020. However, although for the top quartile there is a very small increase in the 'mean' gender pay gap, from 5.81% in 2019 to 5.97% in 2020, in respect of the 'median' gap for the top quartile, this is showing a small reduction from 2019, when the gap stood at 4.78% and in 2020 is now at 4.37%. We continue to make strides through our interventions in the top quartile to reduce the 'mean' and 'median' pay gaps.

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 circa 46% of those undertaking apprenticeships currently, are women, which represents a slight increase improvement on 2019, when we reported 45.5%% 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 uses a web recruitment tool, which with its reporting functionality helps 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.

FURTHER ACTIONS PLANNED

- Developing a Diversity and Inclusion strategy which will include gender related objectives and actions.
- Monitoring of recruitment data at application, shortlisting and appointment to assure ourselves of fairness in recruitment and career progression.
- To ensure that we have an inclusive university and that staff feel they have a safe and supportive environment, we will develop a new suite of Dignity at Work and Study polices and an online reporting platform with training. We will also launch a campaign on acceptable behaviour.

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