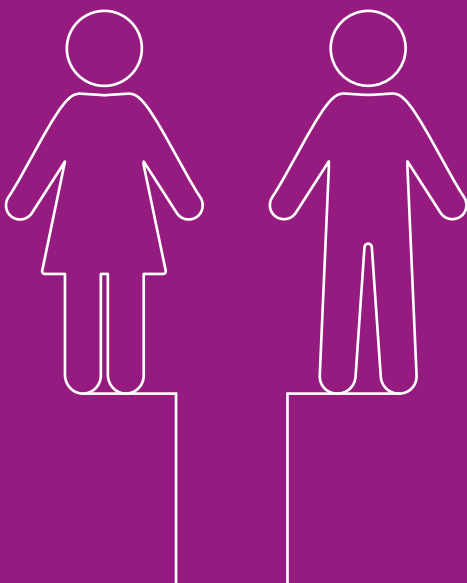




# OPERIE

## Mandatory gender pay gap reporting.

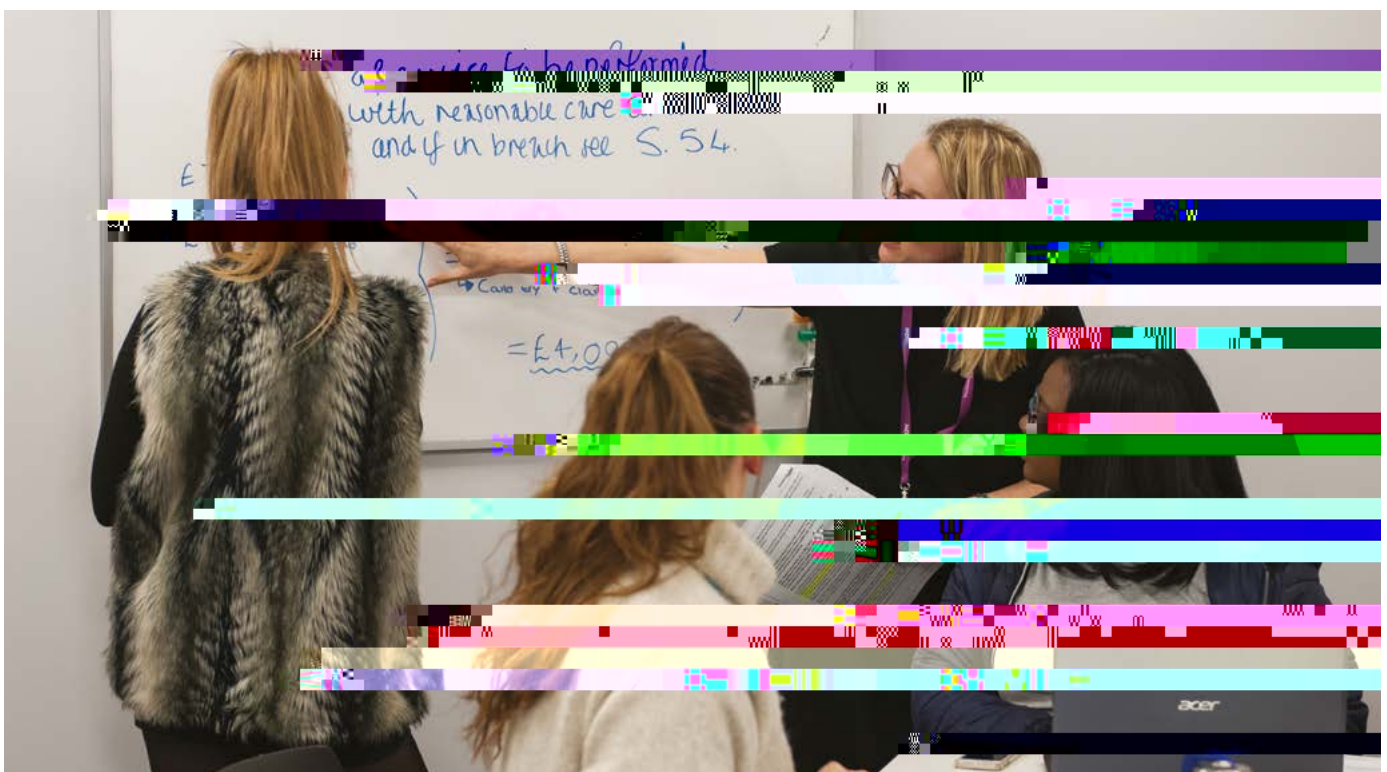
Since April 2017, any organisation that has 250 or more employees has been required to publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. We are required to publish our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



The University of Law is one of the UK's longest-established specialist providers

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 DIFFERENTIAL

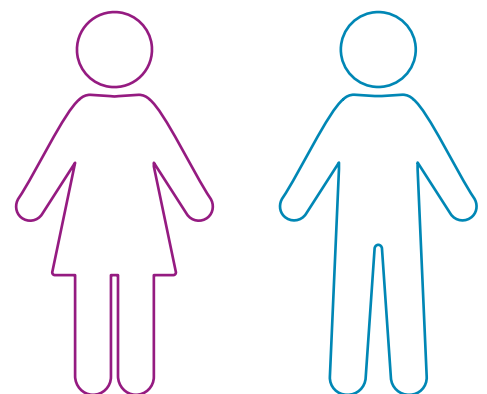
The University of Law on 5 April 2019	The gender pay gap. Women's earnings relative to men's earnings* (see note)	Page
Our mean gender pay gap	4.54% lower (7.60% lower)	7
Our median gender pay gap	0.60% lower (5.30% higher)	9
Our mean gender bonus gap	37.16% lower (22.20% lower)	11
Our median gender 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 MALE / FEMALE 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 is 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





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 has 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.

## ORDA A: HE BON ' 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

# OUR GENDER PAY GAP CONCLUSION 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 apprenticeship 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.

