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Some examples of the actions that we have taken, include:

1. We have implemented a flexible working policy which allows employees to request flexible working arrangements if they have a caring responsibility or other reasons. This has helped to reduce the gender pay gap by allowing more women to stay in the workforce.

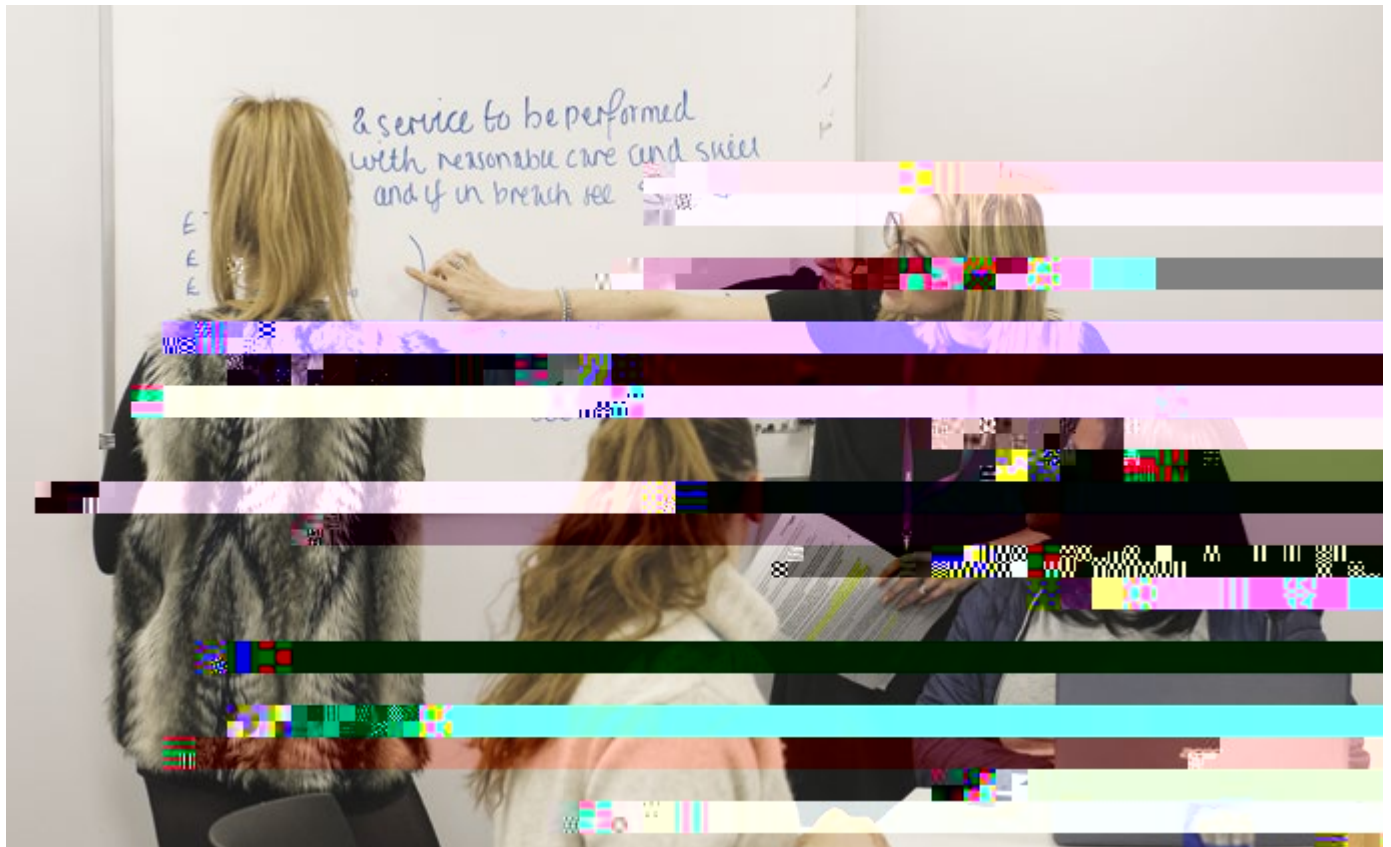
2. We have introduced a parental leave policy which allows employees to take up to 12 weeks of leave before and after the birth of their child. This has helped to reduce the gender pay gap by allowing more women to return to work after having a child.

3. We have implemented a career development program which provides employees with access to training and development opportunities. This has helped to reduce the gender pay gap by providing more women with the skills and experience needed to progress in their careers.

4. We have introduced a mentorship scheme which pairs experienced employees with less experienced employees. This has helped to reduce the gender pay gap by providing more women with the support and guidance needed to progress in their careers.

5. We have implemented a pay review process which ensures that all employees are paid fairly and equitably. This has helped to reduce the gender pay gap by ensuring that women are paid the same as men for the same work.

6. We have introduced a diversity and inclusion training program which provides all employees with the knowledge and skills needed to create a more inclusive and equitable workplace. This has helped to reduce the gender pay gap by ensuring that all employees are treated fairly and equitably.



# GENDER PAY GAP

## - THE HEADLINE DATA ON PAY AND BONUS DIFFERENTIALS

The University of Law on 5 April 2021	The gender pay gap. Women's earnings relative to men's earnings* (↑ ↓)	Page
Our mean gender pay gap	5.47% lower (↓ 5.47% ↓)	7
Our median gender pay gap	9.63% lower (↓ 9.63% ↓)	9
Our mean gender bonus gap	7.43% lower (↓ 7.43% ↓)	11
Our median gender bonus gap	15.00% lower (↓ 15.00% ↓)	11
The proportion of male employees receiving a bonus	8.68% (↓ 8.68% ↓)	
The proportion of female employees receiving a bonus	8.72% (↓ 8.72% ↓)	

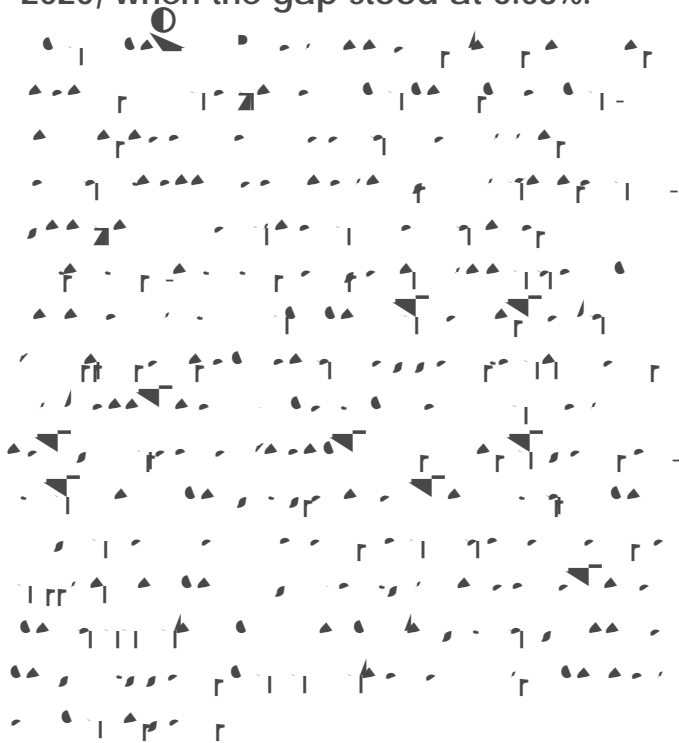
\* The gender pay gap is calculated as the difference between the mean (or median) earnings of men and women, expressed as a percentage of men's earnings. The gender bonus gap is calculated as the difference between the mean (or median) bonus payments of men and women, expressed as a percentage of men's bonus payments. The proportion of male and female employees receiving a bonus is calculated as the number of employees receiving a bonus, divided by the total number of employees, expressed as a percentage.

# THE PROPORTION OF MALES/FEMALES IN EACH QUARTILE PAY BAND

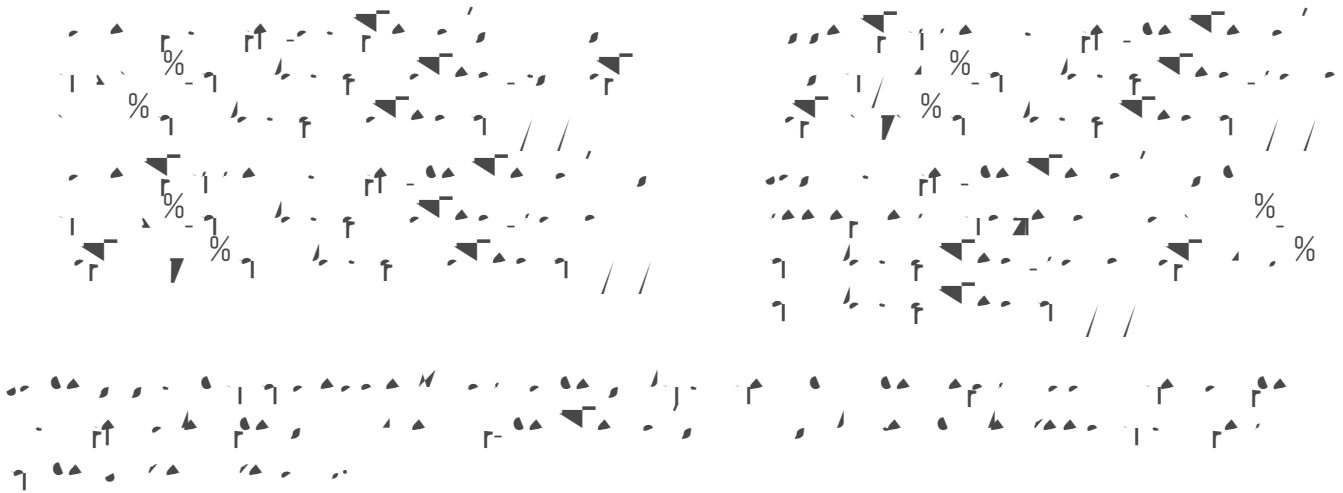


# OUR DATA: THE 'MEAN' GAP

We have a mean pay gap of 5.47% for all employees (see note below on how this compares to the wider economy), indicating that on average men are paid 5.47% more than women within the organisation. This represents a reduction in the 'mean' gap from our last report in 2020, when the gap stood at 6.08%.



In our:



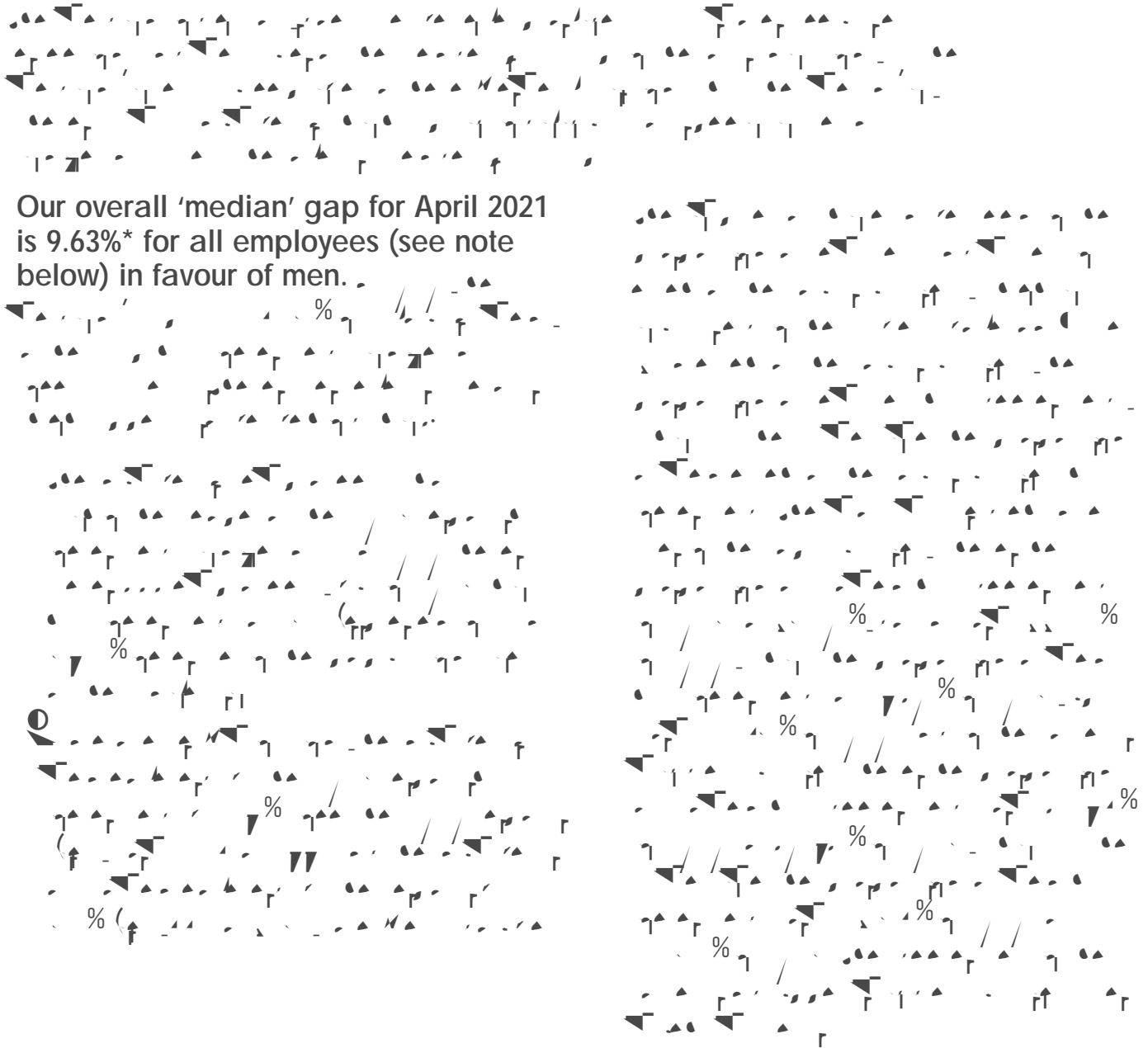


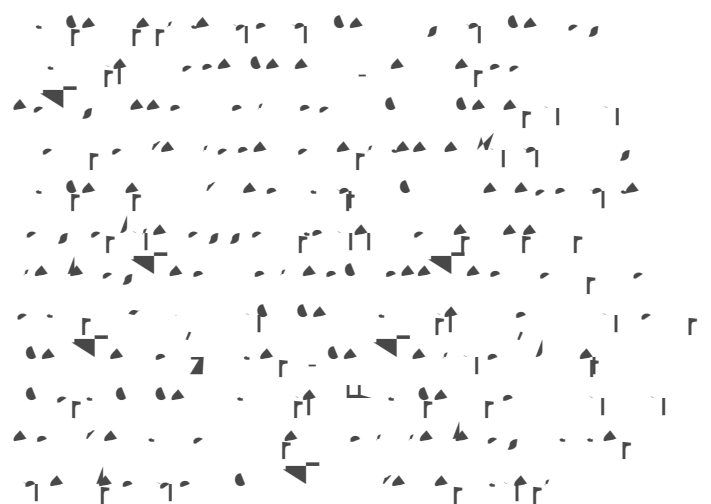




# OUR DATA: THE 'MEDIAN' GAP

Our overall 'median' gap for April 2021 is 9.63%\* for all employees (see note below) in favour of men.





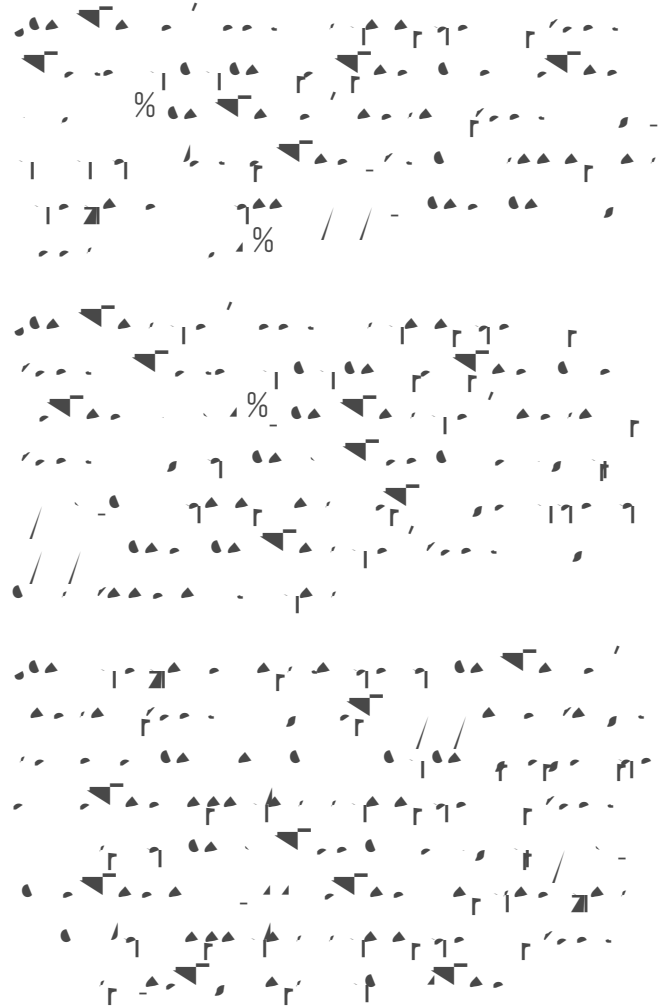
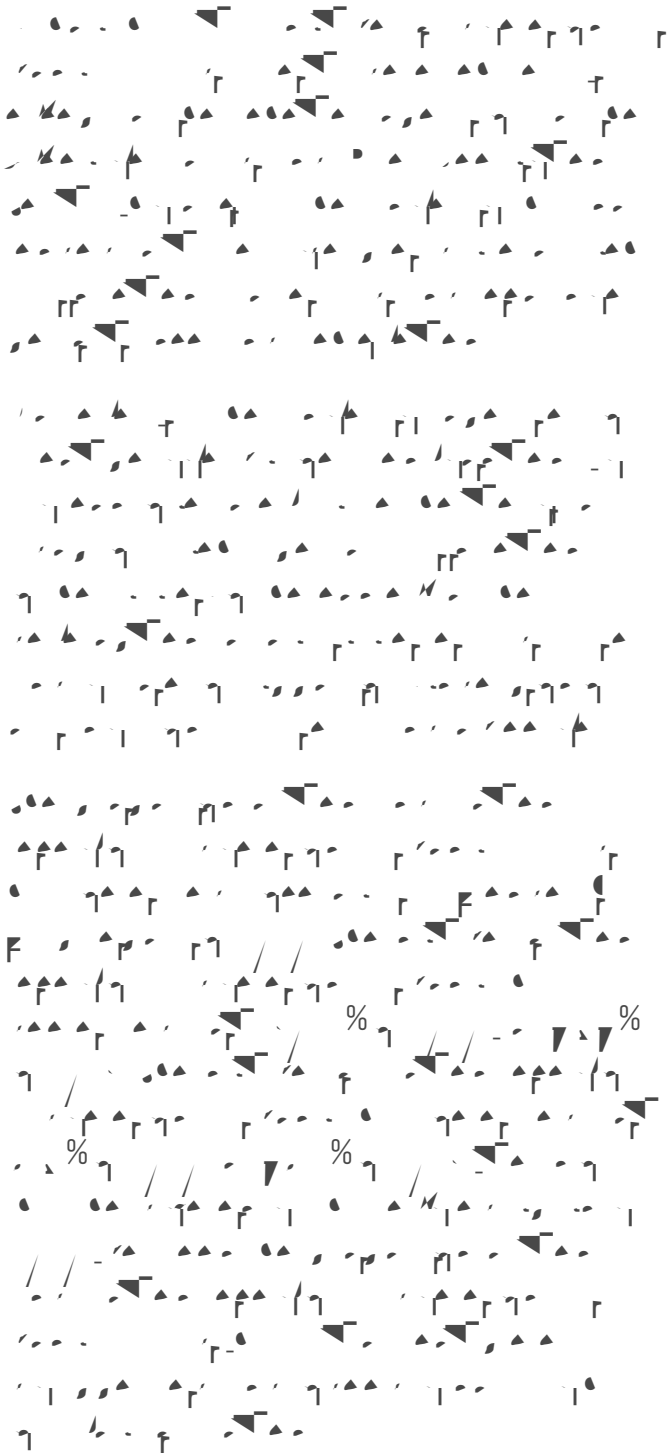
	Female	Male	mean % gap* (↑ ↓ %)	median % gap* (↑ ↓ %)
Top Quartile			1.92% (↑ ↓ %)	2.97% (↑ ↓ %)
Upper Middle Quartile			0.52% (↑ ↓ %)	0.86% (↑ ↓ %)
Lower Middle Quartile			-2.26% (↑ ↓ %)	-4.00% (↑ ↓ %)
Lower Quartile			-6.12% (↑ ↓ %)	-8.68% (↑ ↓ %)

Source: Gender Pay Gap Report 2021, based on data from the 2020 Gender Pay Gap Survey

The following table shows the gender pay gap for the company as a whole and for each of the business units. The gender pay gap is calculated as the difference between the average pay for men and women, expressed as a percentage of the average pay for men. The gender pay gap for the company as a whole is 1.2%. The gender pay gap for each of the business units is as follows:

Business Unit	2021	2020	2019	2018	2017
Business Unit A	1.2%	1.1%	1.0%	0.9%	0.8%
Business Unit B	1.3%	1.2%	1.1%	1.0%	0.9%
Business Unit C	1.4%	1.3%	1.2%	1.1%	1.0%
Business Unit D	1.5%	1.4%	1.3%	1.2%	1.1%

# OUR DATA: THE 'BONUS' GAP



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

Our gender pay gap is a result of a number of factors, including the gender pay gap in the wider market, the gender pay gap in our industry, and the gender pay gap in our own organisation. We are committed to addressing these factors and closing the gender pay gap.

We have a number of initiatives in place to address the gender pay gap, including:
 

- Pay transparency: We have implemented a policy of pay transparency, which means that we disclose our pay ranges for each role. This helps to ensure that we are paying our employees fairly and competitively.
- Recruitment: We are committed to recruiting a diverse range of talent. We have implemented a number of initiatives to attract and retain women, including flexible working arrangements and a focus on career development.
- Training and development: We offer a range of training and development opportunities to our employees, including leadership training and mentoring schemes. This helps to ensure that our employees are equipped with the skills and knowledge they need to succeed in their roles.
- Pay review: We conduct an annual pay review to ensure that our employees are being paid fairly and competitively. This helps to identify any areas where we need to adjust our pay ranges.

We are committed to closing the gender pay gap and creating a more equitable workplace. We will continue to monitor our progress and implement further initiatives as needed. We believe that a diverse and inclusive workforce is essential for our long-term success.

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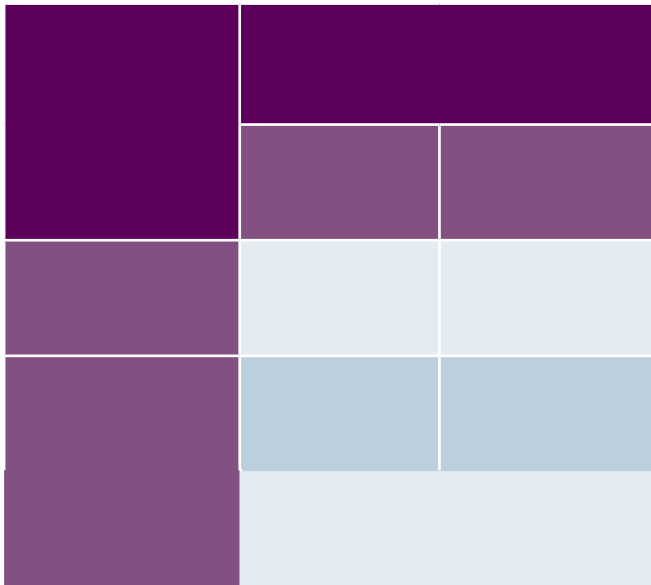
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# FURTHER ACTIONS PLANNED

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