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

1. We have implemented a flexible working policy that allows employees to request flexible working arrangements if they have a caring responsibility for a child or an adult with a disability, or if they have a long-term health condition. This policy has been successful in increasing the number of employees who are able to work flexibly, which has helped to reduce the gender pay gap.

2. We have introduced a new recruitment process that includes a gender equality assessment for all roles. This assessment considers the gender equality implications of the role and the recruitment process, and ensures that the role is open to all genders. This has helped to increase the number of women in senior roles and has reduced the gender pay gap.

3. We have implemented a new training and development program that includes gender equality training for all employees. This training has helped to increase awareness of gender equality issues and has helped to create a more inclusive and equitable workplace. This has helped to reduce the gender pay gap.

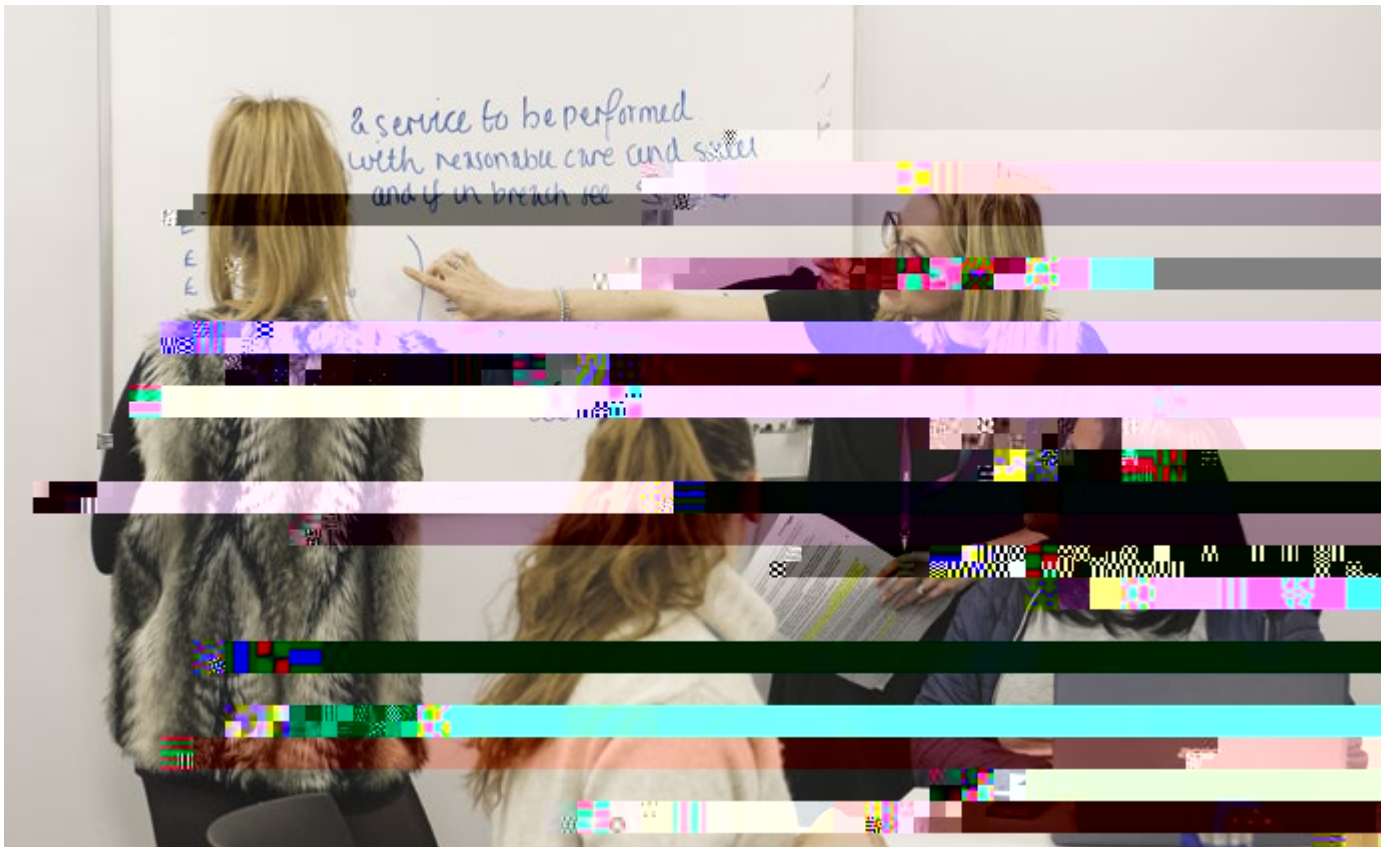
4. We have introduced a new performance management system that includes gender equality objectives for all employees. These objectives are designed to ensure that all employees are given equal opportunities to progress in their careers and to help to reduce the gender pay gap.

5. We have implemented a new pay and benefits policy that includes gender equality considerations. This policy ensures that all employees are paid fairly and equitably, and that there is no gender pay gap. This has helped to reduce the gender pay gap.

6. We have introduced a new diversity and inclusion strategy that includes gender equality as a key focus. This strategy has helped to create a more inclusive and equitable workplace, and has helped to reduce the gender pay gap.

7. We have implemented a new employee assistance program that includes gender equality support. This support has helped to reduce the gender pay gap by providing employees with the resources they need to manage their work and life balance.

8. We have introduced a new flexible working policy that allows employees to request flexible working arrangements if they have a caring responsibility for a child or an adult with a disability, or if they have a long-term health condition. This policy has been successful in increasing the number of employees who are able to work flexibly, which has helped to reduce the gender pay gap.



# 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% ↓)	

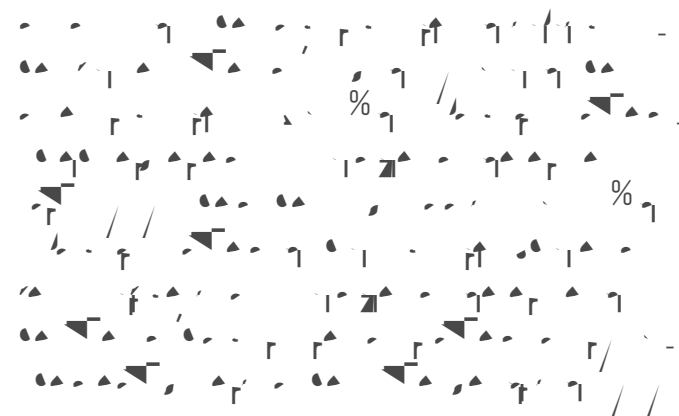
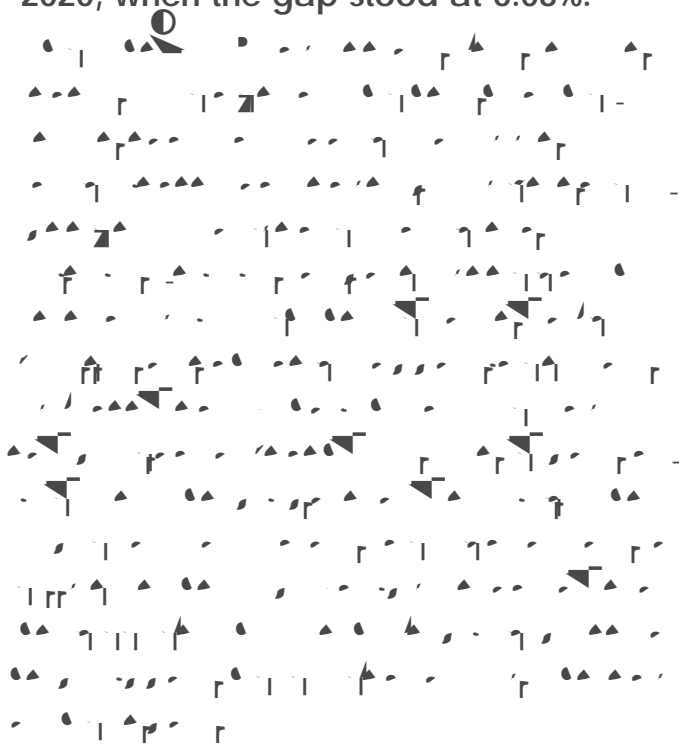
\* The gender pay gap is calculated as the difference between the mean (or median) earnings of men and women, expressed as a percentage of men's earnings. The gender bonus gap is calculated as the difference between the mean (or median) bonus payments of men and women, expressed as a percentage of men's 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

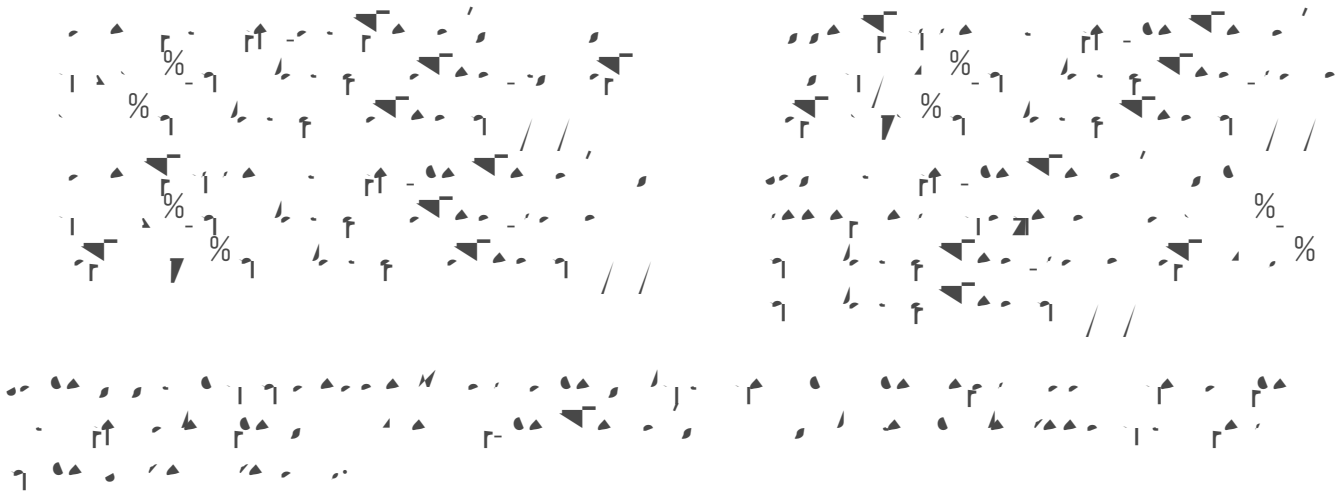


# OUR DATA: THE 'MEAN' GAP

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:



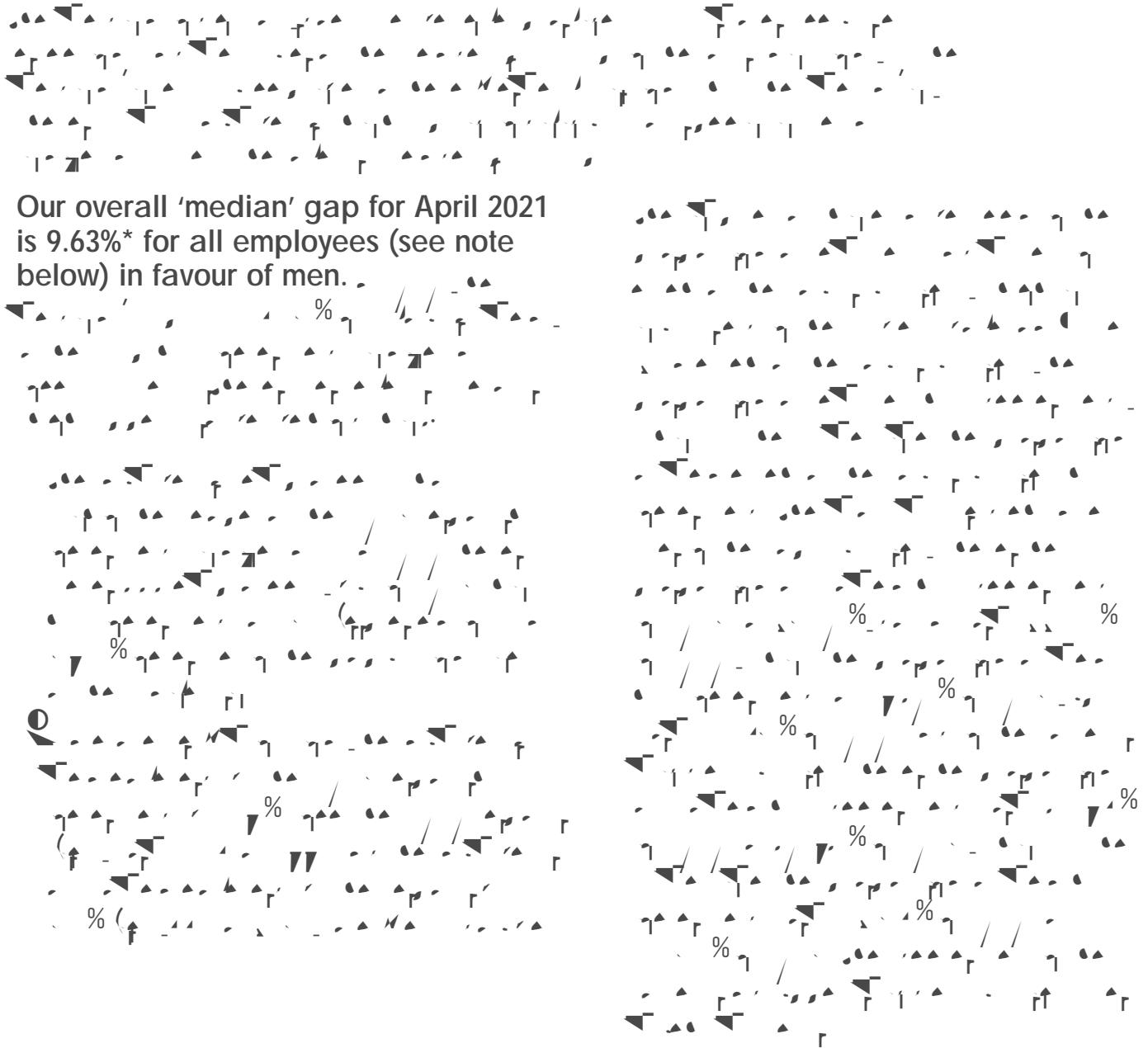


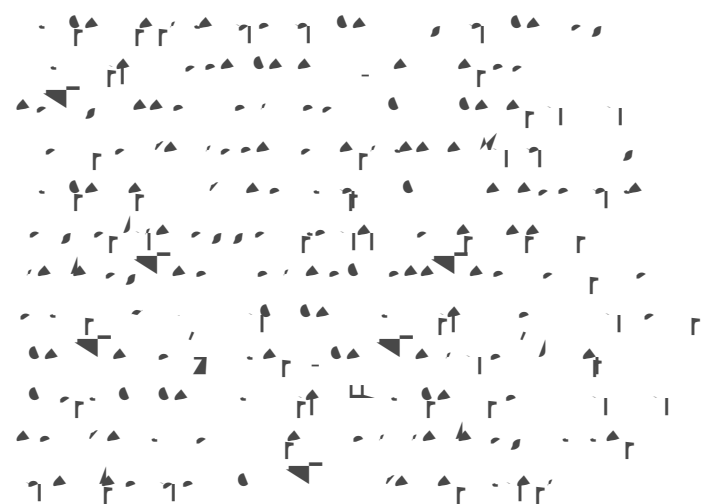




# OUR DATA: THE 'MEDIAN' GAP

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



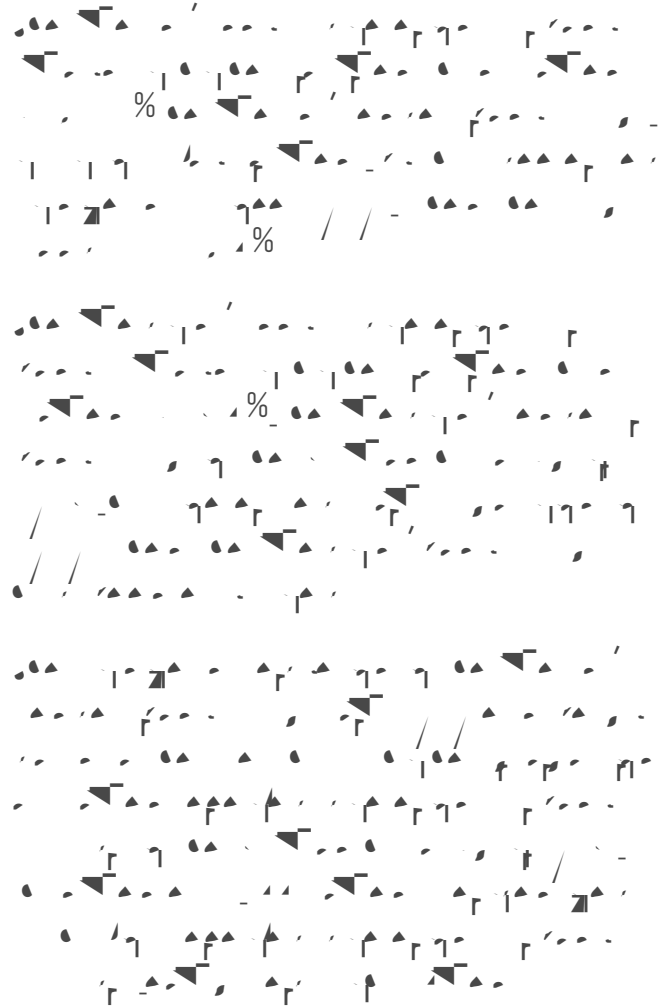
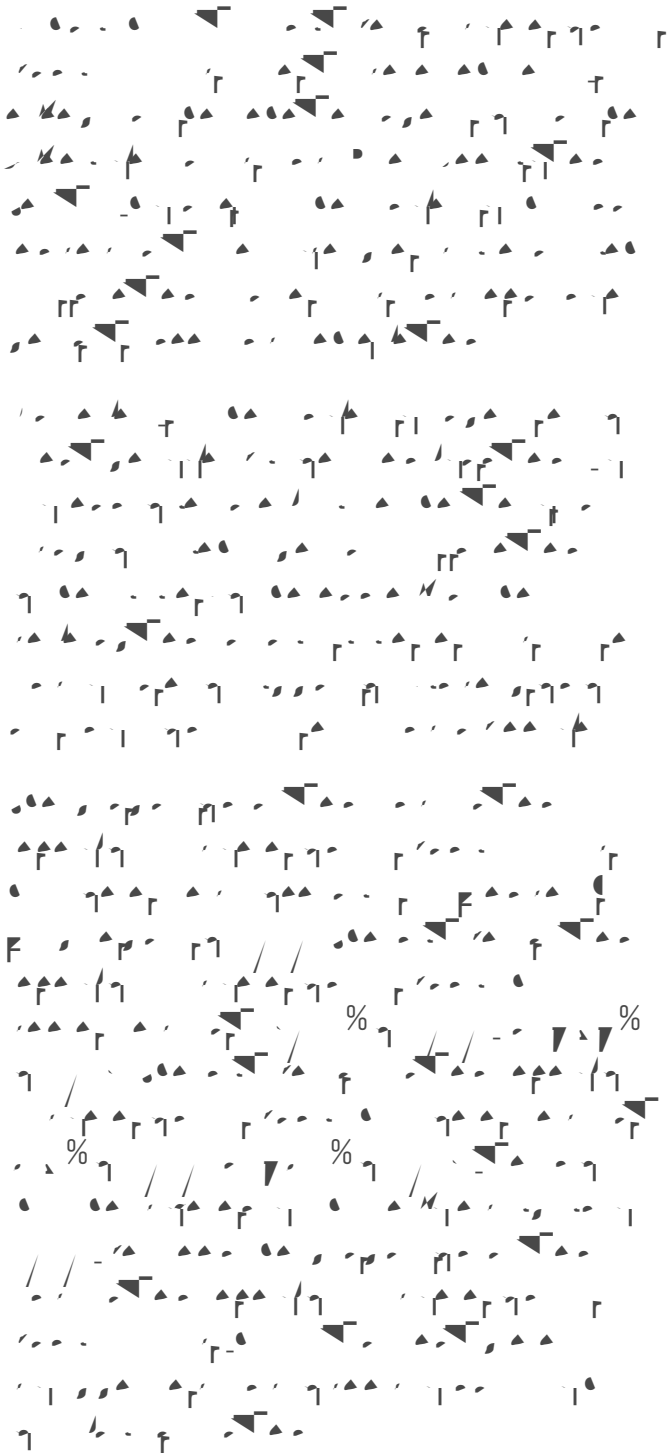


	Female	Male	mean % gap* (↑ ↓ %)	median % gap* (↑ ↓ %)
Top Quartile			1.92% (↑ ↓ %)	2.97% (↑ ↓ %)
Upper Middle Quartile			0.52% (↑ ↓ %)	0.86% (↑ ↓ %)
Lower Middle Quartile			-2.26% (↑ ↓ %)	-4.00% (↑ ↓ %)
Lower Quartile			-6.12% (↑ ↓ %)	-8.68% (↑ ↓ %)

Source: Internal data as of 31/12/2021. Figures are rounded to two decimal places.



# 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 distribution of our workforce, the gender distribution of our roles, and the gender distribution of our pay bands. We are committed to addressing these factors and reducing our gender pay gap over time.

We have identified several key areas where we are focusing our efforts to address our gender pay gap. These include: reviewing our recruitment and promotion processes to ensure they are fair and unbiased; reviewing our pay bands and structures to ensure they are fair and unbiased; and providing training and development opportunities for all employees to ensure they are equipped with the skills and knowledge needed to succeed in their roles.

We are committed to transparency and accountability in our approach to addressing our gender pay gap. We will continue to monitor our progress and report on our performance in this area to our stakeholders.

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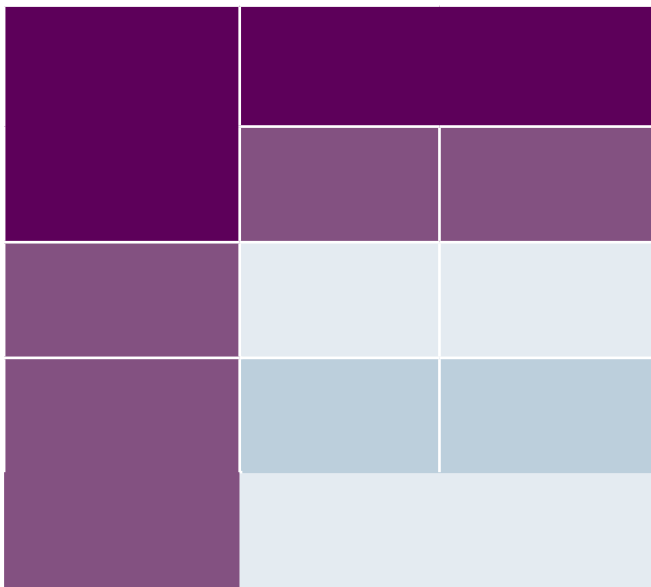


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The chart shows the gender pay gap for the company in 2021. The gap is 12.5%, which is a decrease from 15.2% in 2020. This is due to a number of factors, including a decrease in the number of female employees in the highest paying roles and an increase in the number of female employees in the lowest paying roles.

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# FURTHER ACTIONS PLANNED

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