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

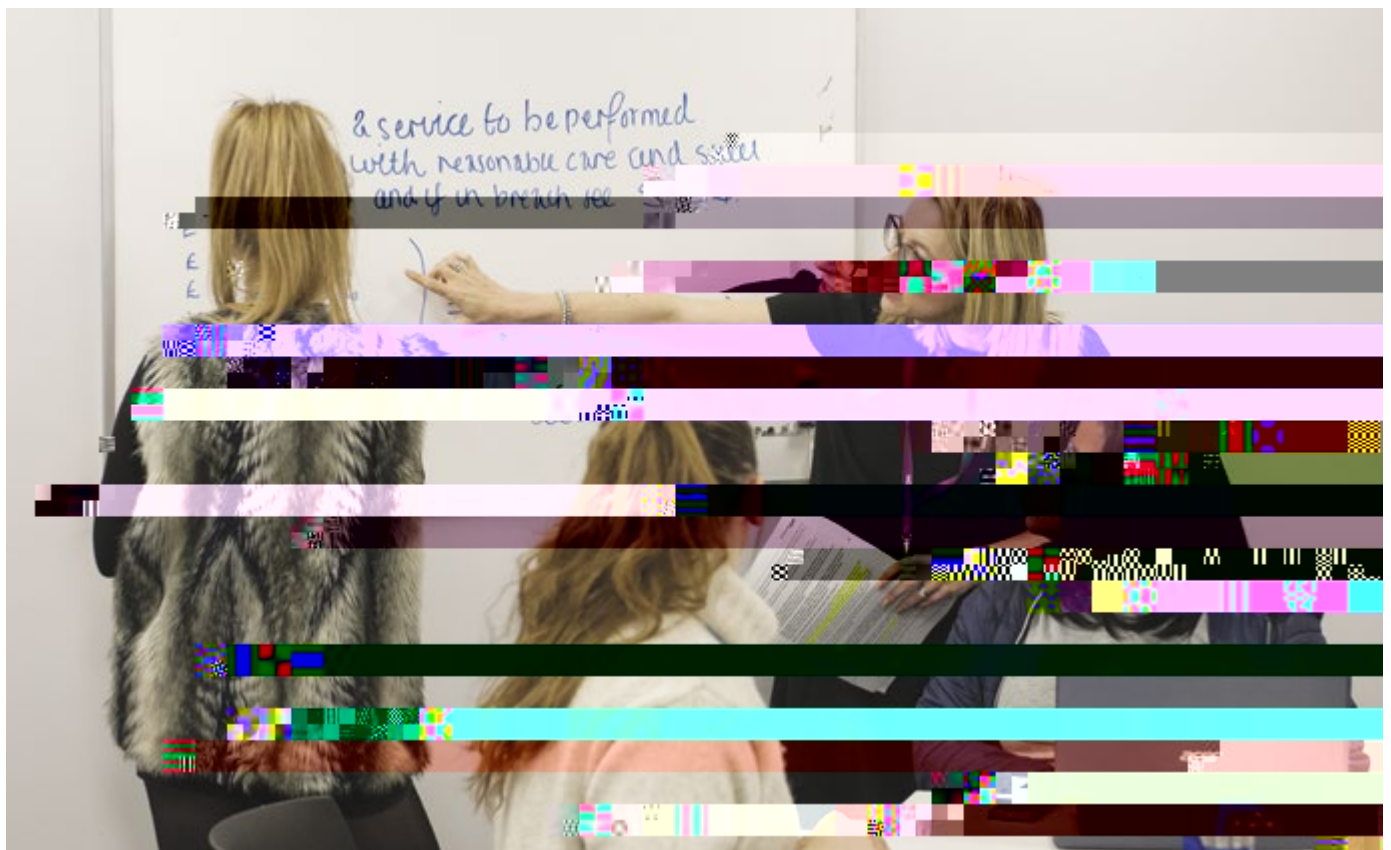
1. We have implemented a new recruitment process to ensure that we are attracting a diverse range of candidates. This includes using a variety of recruitment channels, such as job boards, social media, and employee referrals, and ensuring that our recruitment process is inclusive and accessible to all. We have also implemented a new interview process to ensure that we are assessing candidates on a range of criteria, including their skills, experience, and potential for growth.

2. We have implemented a new training and development program to ensure that our employees are equipped with the skills and knowledge they need to succeed in their roles. This includes providing a range of training opportunities, such as workshops, seminars, and online courses, and ensuring that our training program is inclusive and accessible to all. We have also implemented a new career development program to ensure that our employees have the opportunity to grow and advance in their careers.

3. We have implemented a new flexible working policy to ensure that our employees have the flexibility they need to balance their work and personal lives. This includes offering a range of flexible working options, such as flextime, job sharing, and remote working, and ensuring that our flexible working policy is inclusive and accessible to all. We have also implemented a new parental leave policy to ensure that our employees have the support they need to return to work after their children are born.

4. We have implemented a new diversity and inclusion strategy to ensure that we are creating a workplace that is inclusive and accessible to all. This includes implementing a range of initiatives, such as diversity training, employee resource groups, and inclusive recruitment practices, and ensuring that our diversity and inclusion strategy is inclusive and accessible to all. We have also implemented a new pay equity policy to ensure that our employees are paid fairly and equitably for their work.

5. We have implemented a new employee assistance program to ensure that our employees have the support they need to deal with personal and professional challenges. This includes providing a range of services, such as counseling, financial advice, and legal support, and ensuring that our employee assistance program is inclusive and accessible to all. We have also implemented a new mental health support program to ensure that our employees have the support they need to manage their mental health.



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%)	

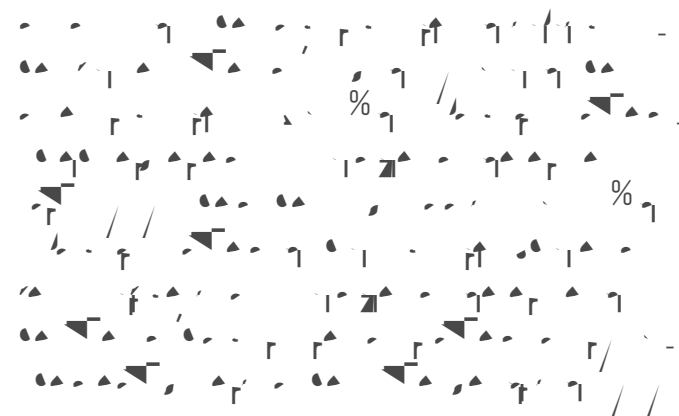
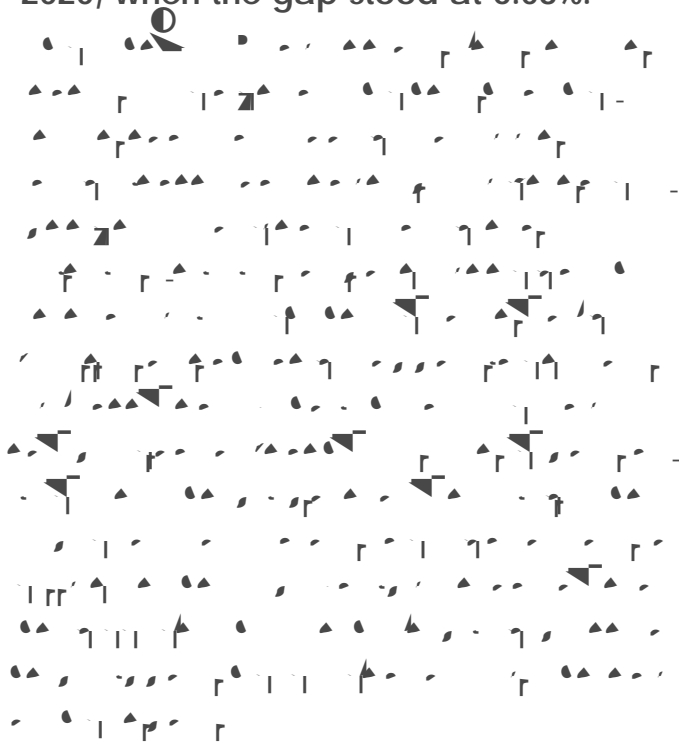
* The gender pay gap is calculated as the difference between the mean (or median) earnings of men and women, expressed as a percentage of men's earnings. The gender bonus gap is calculated as the difference between the mean (or median) bonus payments of men and women, expressed as a percentage of men's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

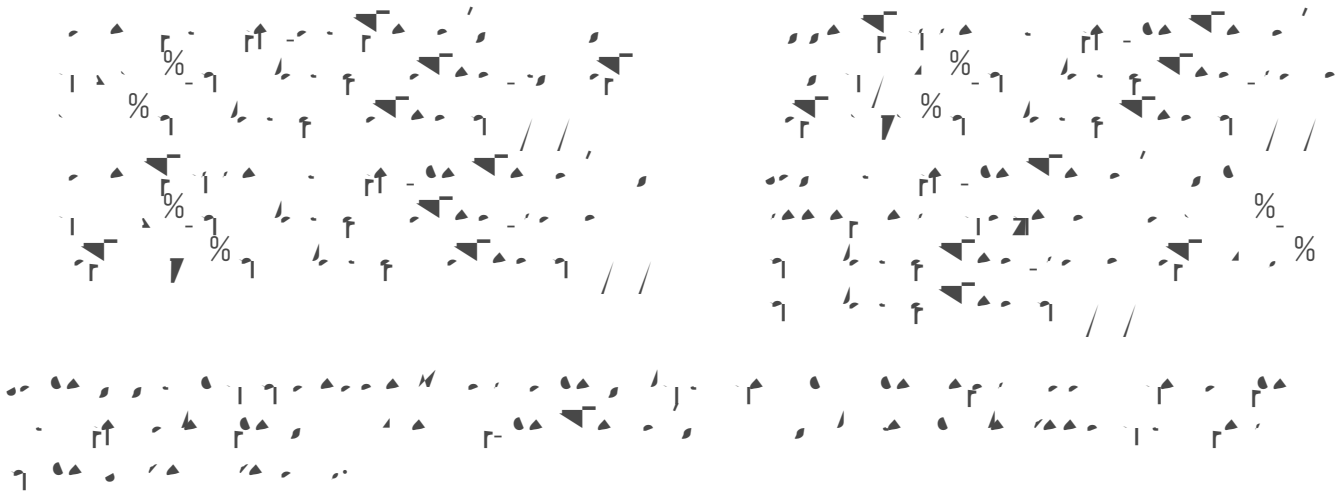


OUR DATA: THE 'MEAN' GAP

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%.

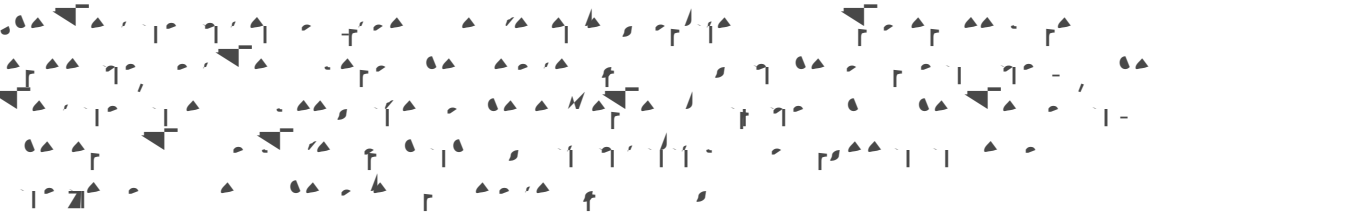


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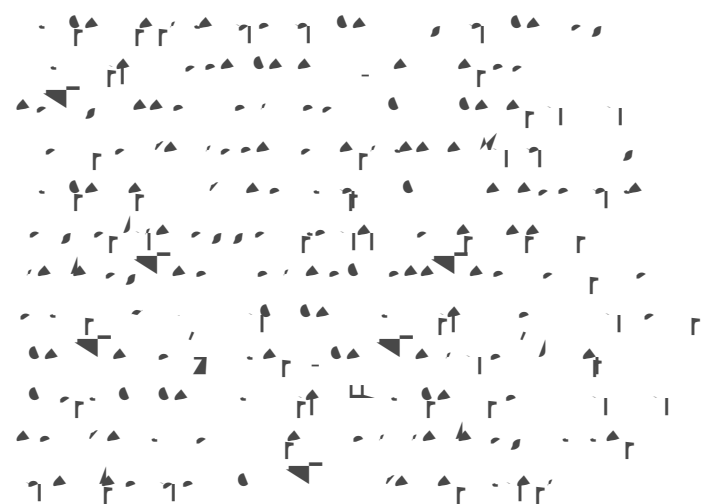


OUR DATA: THE 'MEDIAN' GAP



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





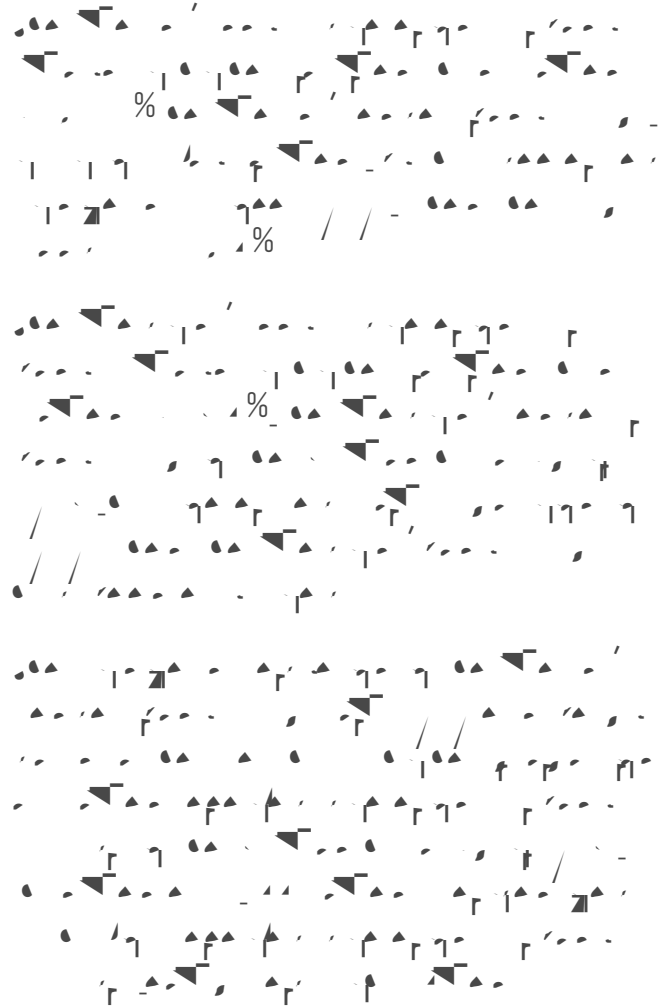
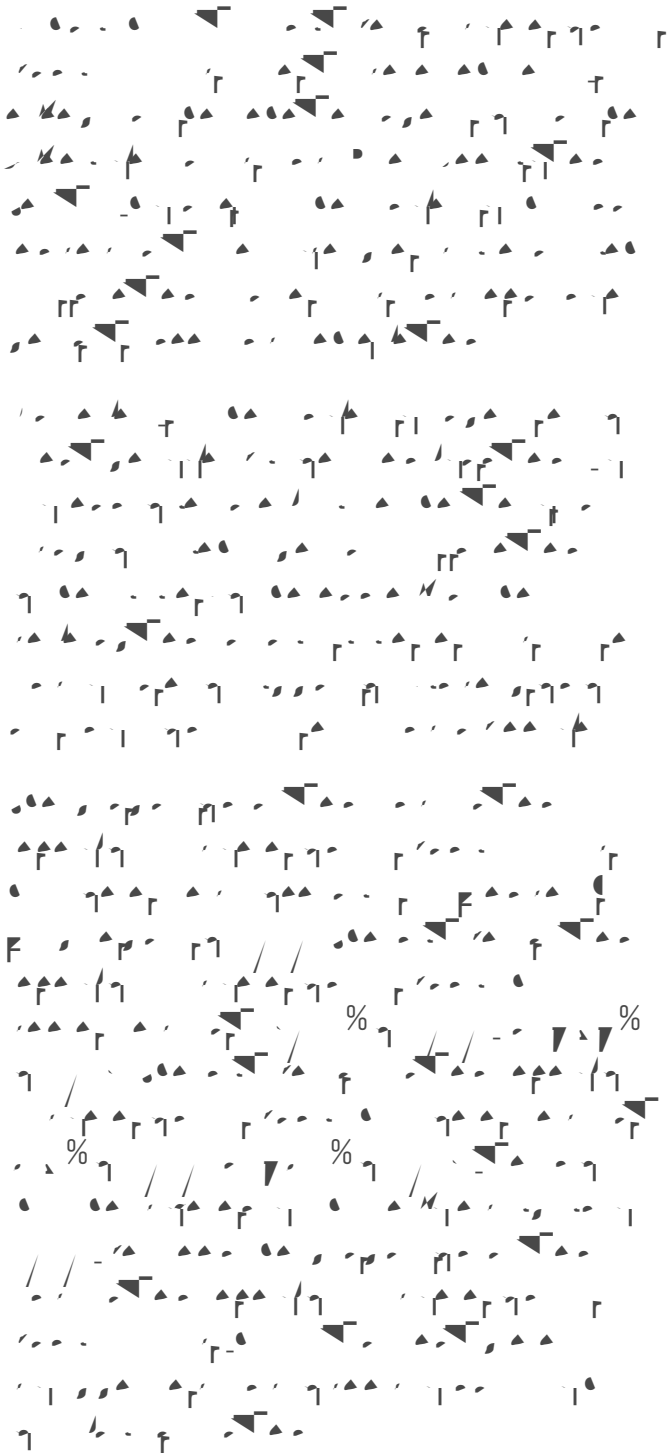
	Female	Male	mean % gap* (↑ ↓ %)	median % gap* (↑ ↓ %)
Top Quartile			1.92% (↑ ↓ %)	2.97% (↑ ↓ %)
Upper Middle Quartile			0.52% (↑ ↓ %)	0.86% (↑ ↓ %)
Lower Middle Quartile			-2.26% (↑ ↓ %)	-4.00% (↑ ↓ %)
Lower Quartile			-6.12% (↑ ↓ %)	-8.68% (↑ ↓ %)

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

Gender pay gap information for the reporting period ending 31st March 2021. The gender pay gap is the difference between the average pay of men and women. The gender pay gap is calculated as a percentage of the average pay of men. The gender pay gap is calculated for the reporting period ending 31st March 2021. The gender pay gap is calculated for the reporting period ending 31st March 2021. The gender pay gap is calculated for the reporting period ending 31st March 2021.

Gender Pay Gap Information					
Reporting Period	Reporting Period	Reporting Period	Reporting Period	Reporting Period	Reporting Period
2019/20	2019/20	2019/20	2019/20	2019/20	2019/20
2020/21	2020/21	2020/21	2020/21	2020/21	2020/21
2021/22	2021/22	2021/22	2021/22	2021/22	2021/22
2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
2023/24	2023/24	2023/24	2023/24	2023/24	2023/24

OUR DATA: THE 'BONUS' GAP



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

Our gender pay gap is 10.1% (2021) compared to 10.2% (2020). This is a decrease of 0.1% from 2020. The gender pay gap is calculated as the difference between the average pay of men and women, expressed as a percentage of the average pay of men. The gender pay gap is calculated based on the average pay of men and women, excluding those on maternity leave. The gender pay gap is calculated based on the average pay of men and women, excluding those on maternity leave.

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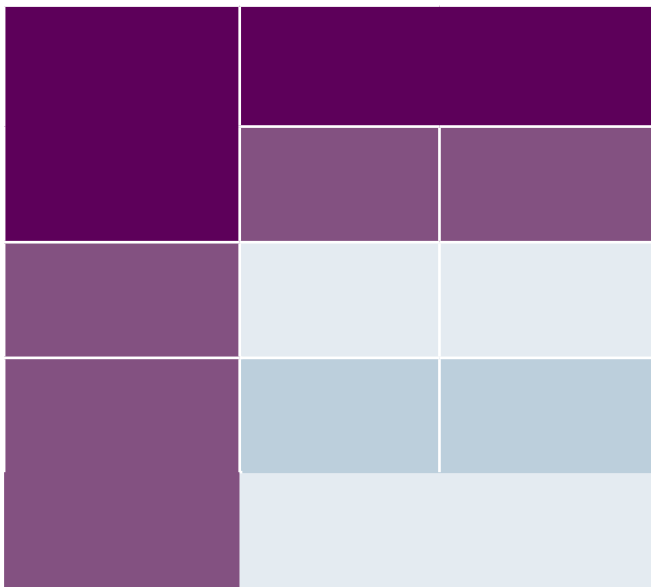
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3

The Gender Pay Gap is a measure of the difference between the average pay of men and women in an organization. It is calculated as a percentage of the average pay of men. The Gender Pay Gap is a key indicator of gender equality in the workplace. It is important to understand the Gender Pay Gap in order to address any inequalities that may exist.



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FURTHER ACTIONS PLANNED

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