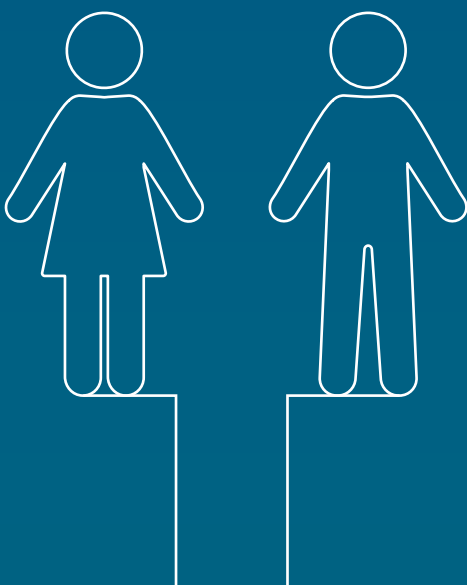


THE UNIVERSITY OF LAW GENDER PAY GAP REPORT 2022



OVERVIEW

Since April 2017, a total of 250,000 people have been vaccinated in the UK. The number of people vaccinated has increased significantly since the start of the vaccination programme. The number of people vaccinated has increased significantly since the start of the vaccination programme.



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

1 | Gender equality 2022

2022	2021 * (percentage)	
mean	-1% (5.47% ▼)	
median	-1% (9.63% ▼)	
mean	-2% (7.43% ▼)	
median	-20.00% (15.00% ▼)	
	-3% (8.68%)	
	-4% (8.72%)	

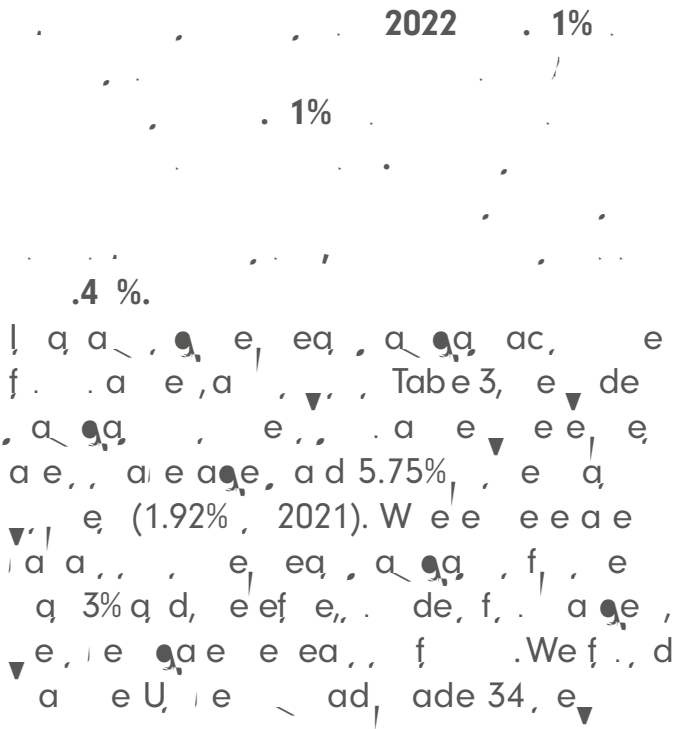
*Figures are based on 2021 gender equality data, based on the data provided by the companies.

Note: 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 PROPORTION

OUR DATA: THE MEAN PAY GAP



Our mean pay gap for 2022 is 2.59%, a decrease from 6.12% in 2021. This is primarily due to a decrease in the mean pay gap for Executive Directors, which fell from 2.26% in 2021 to 1.54% in 2022. The mean pay gap for Non-Executive Directors also decreased from 0.52% in 2021 to 1.00% in 2022. The mean pay gap for Directors increased from 1.92% in 2021 to 5.75% in 2022. The mean pay gap for the total workforce decreased from 6.12% in 2021 to 2.59% in 2022.

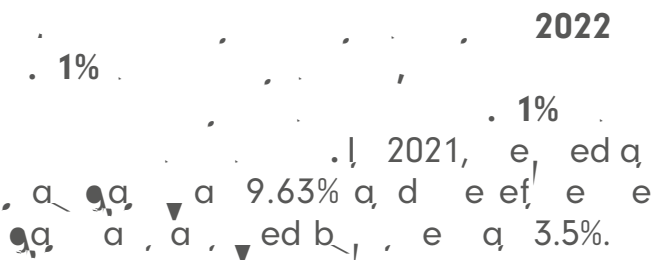
The mean pay gap for Executive Directors is 1.54% in 2022, a decrease from 2.26% in 2021. This is primarily due to a decrease in the mean pay gap for Executive Directors, which fell from 2.26% in 2021 to 1.54% in 2022. The mean pay gap for Non-Executive Directors also decreased from 0.52% in 2021 to 1.00% in 2022. The mean pay gap for Directors increased from 1.92% in 2021 to 5.75% in 2022. The mean pay gap for the total workforce decreased from 6.12% in 2021 to 2.59% in 2022.

3. Mean Pay Gap based on fees earned, excluding director fees, for the year ended 31 December 2022

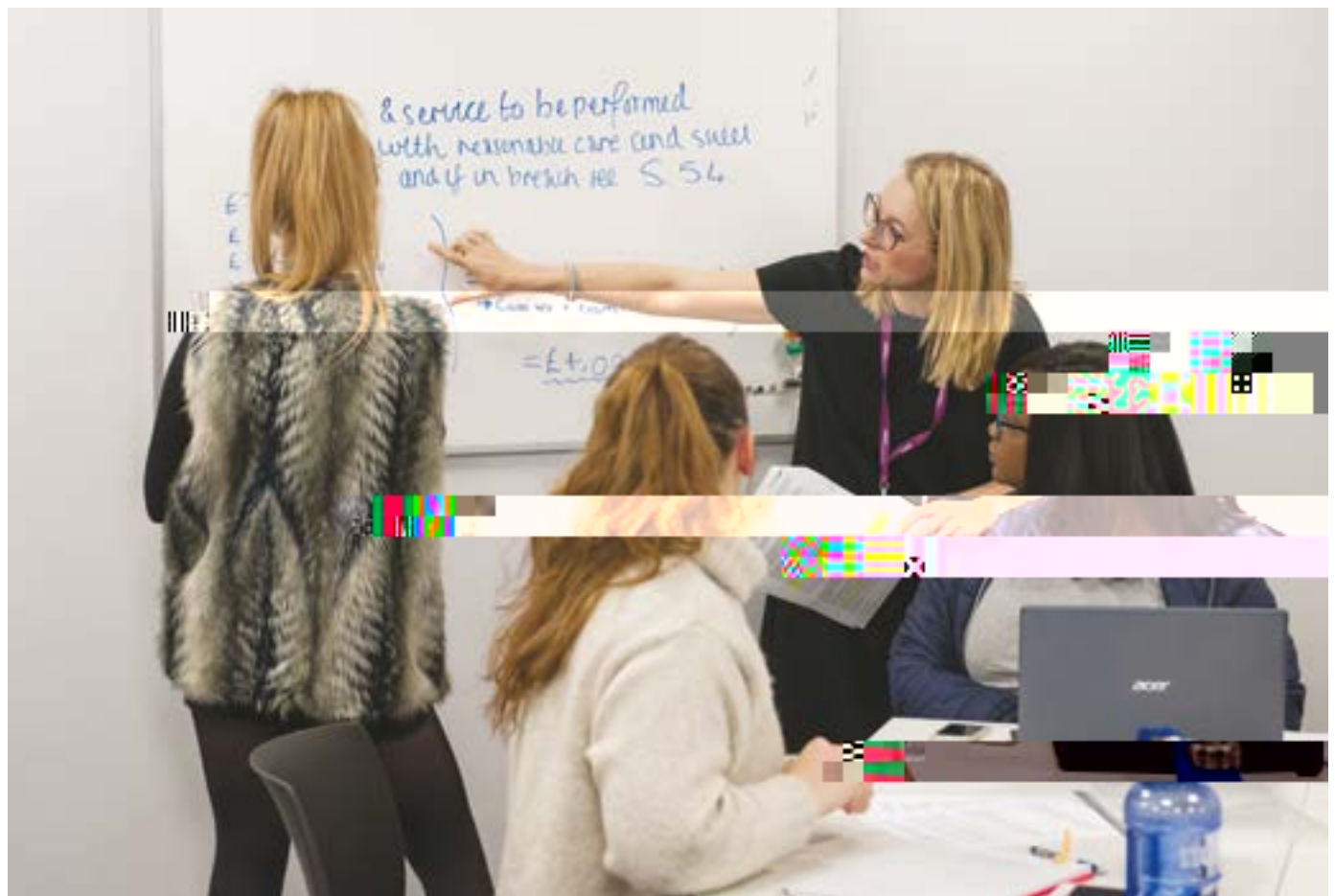
	2022	2021	2020	2011	2010	2009
Total	2.59%	6.12%	1.34%	3.85%	0.11%	4.00%
Executive	1.54%	2.26%	2.84%	3.55%	0.78%	1.36%
Non-Executive	1.00%	0.52%	1.81%	1.01%	2.40%	1.88%
Director	5.75%	1.92%	5.97%	5.81%	10.19%	11.60%

OUR DATA: THE MEDIAN PAY GAP

We believe a gender pay gap is a sign of a company's commitment to diversity and inclusion. We are committed to closing the gender pay gap and to ensuring that all our employees are paid fairly for their work.



We believe a gender pay gap is a sign of a company's commitment to diversity and inclusion. We are committed to closing the gender pay gap and to ensuring that all our employees are paid fairly for their work. Table 4 shows the gender pay gap for 2021 and 2022. The gender pay gap for 2021 was 9.63% and for 2022 it was 3.5%.



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

The U.K. Gender Pay Gap Report 2021 shows that the average gender pay gap for FTSE 100 companies is 14.7% and for FTSE 250 companies is 15.1%. This is a significant increase from 12.5% in 2019. The report also shows that the gender pay gap for FTSE 100 companies is 14.7% and for FTSE 250 companies is 15.1%. This is a significant increase from 12.5% in 2019. The report also shows that the gender pay gap for FTSE 100 companies is 14.7% and for FTSE 250 companies is 15.1%. This is a significant increase from 12.5% in 2019.

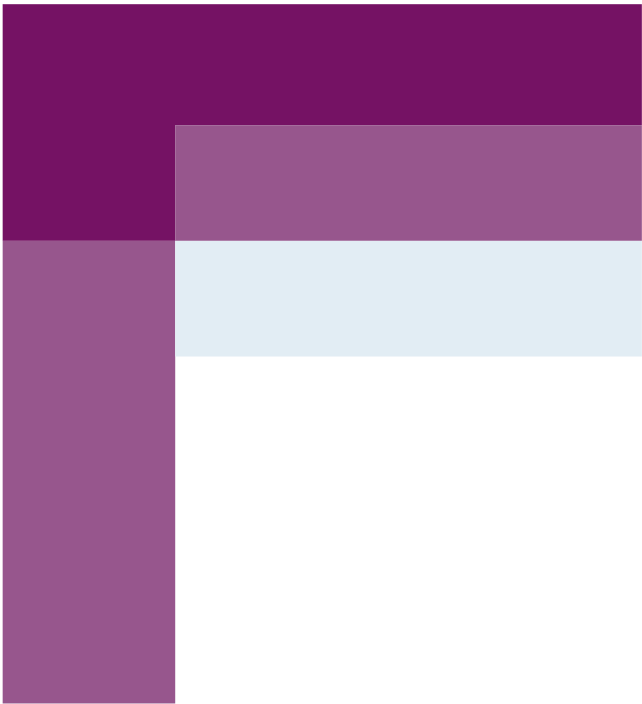
Gender Pay Gap Report 2021, a report published by the Equality and Human Rights Commission (EHRC) in 2021, shows that the average gender pay gap for FTSE 100 companies is 14.7% and for FTSE 250 companies is 15.1%. This is a significant increase from 12.5% in 2019.



3

.....
.....

We ç, . . . e de a, e ce
..... e f, e e a,
b, a, f e . . . e . . . ee. A e
| e, f, e a, . . . e, . . . e a e
ee a, e ce e a d
a, a c, a a e . . . e. T abe
| a e e, . . . be, f a, e ce
ç, . . . eed, | e e, a f, . . . ea,
b, e d, . . . b, e de:



4

.....
.....

A a da d, . . . e a e, . . . e a d, . . . b c
ad e ed, e . . . e, . . . a a,
de . . . a, . . . cea ec, . . . e a d
e ec ced. e . We e e a d
| . . . a ad e, e, . . . c, . . . e
a . . . a e . . . ed, . . . eb e, . . . ca
| ed a c a, e a d, d, acc
e e, a ec, . . . e a e c, a, e .
We . . . ac | e . . . de, f, . . . e
| . . . de e, e e ed ed, . . . e e, a
CV da aba e a d d ec . . . c, . . .
| . . . c. d, . . . fe . . . a, . . . ca, ed a
| a f, . . . We e a e . . . ca d da e
a, . . . ca . . . e acc, . . . f, ca ee
bea . . . ac, . . . a, . . . a e | a. e,
| . . . - ad . . . a ca ee . . . a .

2021,

We e... ed a... e... ab...
a a... f... a... ca... f...
a d... e... d c...

We ç... d... ced a... e... c... a...
a a... a d... e e... ed a e... e
E ec... e B... a d

2022

We' e e... a... ed... a... EDI, e...
... de... a d... a... e, fac... e
... d be... ç... b... e... ed... c...
... e de... a d... e... c... a...

We' e... ade a ç... e... b...
... 2024 e... c... a... e...
... eb... e... e

We' e... a... ce a d...
... ac ce... fa... ç... e... a d...
... e... abe... a... dec...

We' e de... e ed ec... e... a d...
... e ec... a... a... a... e...
... e... abe... e... a e fa... a d...
... e... abe... e ec... dec...

We' e... ade a ç... e...
... ec... a... c ed 5... ea... a e... c... a...
... ac... e... e... Pe... e... a...
... e... a... a e q d ec... e... ç... e...
... be... c... a... e... e... a... a... e...
... e... a... a... da d...



