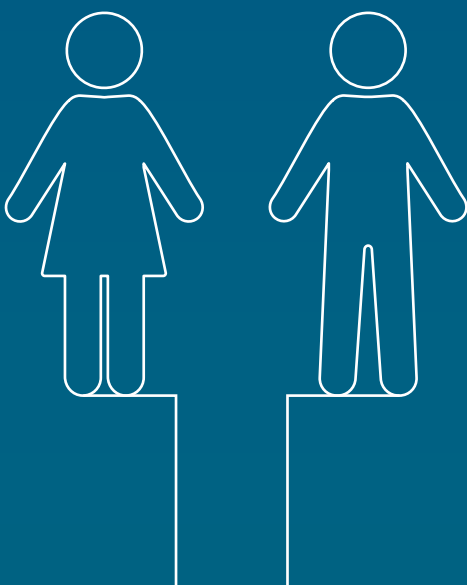


THE UNIVERSITY OF LAW GENDER PAY GAP REPORT 2022



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	1.1% (5.47% ▼)	
median	1.1% (9.63% ▼)	
mean	2.2% (7.43% ▼)	
median	20.00% (15.00% ▼)	
	3.3% (8.68%)	
	4.4% (8.72%)	

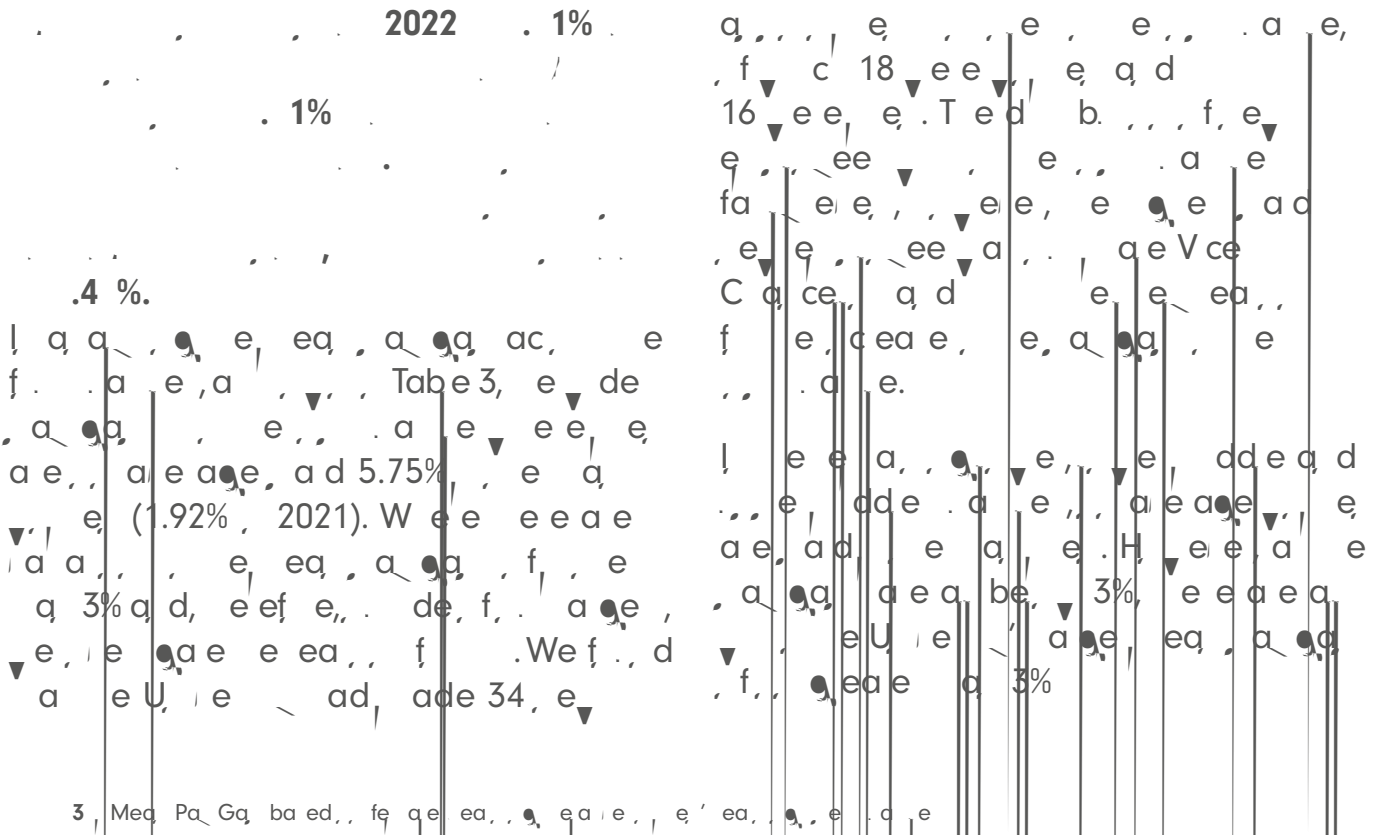
* Figures are based on 2021 gender equality data, based on the 2021 gender equality data.

Note: The percentage change in the gender pay gap is calculated as the percentage change in the gender pay gap from 2021 to 2022, based on the 2021 gender equality data.



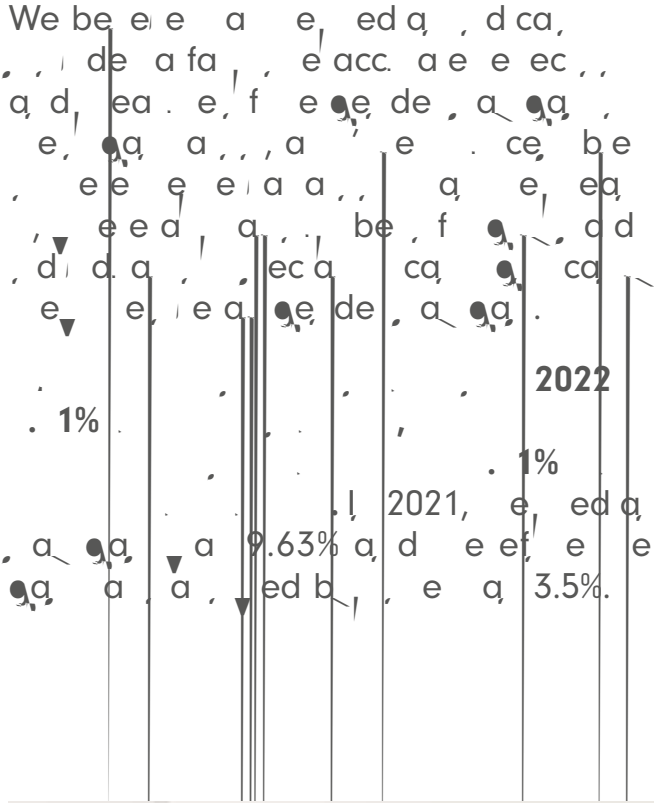
THE PROPORTION

OUR DATA: THE MEAN PAY GAP



	2022	2021	2020	201	201	201
Total	2.59%	6.12%	1.34%	3.85%	0.11%	4.00%
Non-Executive Directors	1.54%	2.26%	2.84%	3.55%	0.78%	1.36%
Executive Directors	1.00%	0.52%	1.81%	1.01%	2.40%	1.88%
Other	5.75%	1.92%	5.97%	5.81%	10.19%	11.60%

OUR DATA: THE MEDIAN PAY GAP



We are pleased to announce that the median pay gap for 2022 is 1%, a significant improvement from 9.63% in 2021. This achievement is a result of our commitment to pay transparency and fairness. We are proud to have achieved this milestone and will continue to work towards closing the gap further.

Table 4: Summary of the data used in the report. The data shows a clear trend of improvement in the median pay gap over the period. The 2022 data is particularly noteworthy as it represents a 9.63 percentage point reduction from the 2021 figure.



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	2022	2021	2020	201	201	201
	4.1 %	. %	3.31%	3.08%	0.15%	2.91%
	2.3 %	4.00%	4.80%	5.42%	2.84%	3.94%
	0. %	0. %	2.31%	0.77%	3.33%	4.74%
	0.4 %	2. %	4.37%	4.78%	2.41%	2.28%

OUR DATA: THE BONUS GAP

The U.S. average bonus for all employees in 2022 was 7.43%, down from 8.68% in 2021. The bonus gap for all employees in 2022 was 2.25 percentage points, down from 2.38 percentage points in 2021. The bonus gap for all employees in 2022 was 2.25 percentage points, down from 2.38 percentage points in 2021.

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

The UK's gender pay gap has widened since 2017, with the average gender pay gap for FTSE 100 companies rising from 14.7% in 2017 to 15.1% in 2018. This is a significant increase, particularly as the gap has widened for all companies, not just those in the FTSE 100. The increase is driven by a combination of factors, including a rise in the number of companies reporting a gender pay gap, a rise in the number of companies with a significant gender pay gap, and a rise in the number of companies with a large gender pay gap. We are committed to addressing this gap and will continue to work to reduce it.

Our Gender Pay Gap Report for 2017, published in March 2018, set out our commitment to addressing the gap. We have since implemented a number of measures to reduce the gap, including: reviewing our recruitment and promotion processes to ensure they are fair and unbiased; providing training and development opportunities for all employees; and reviewing our pay structure to ensure it is fair and competitive. We are committed to continuing to work to reduce the gap and will continue to report on our progress.

PROGRESS WITH FOUR KEY METRICS

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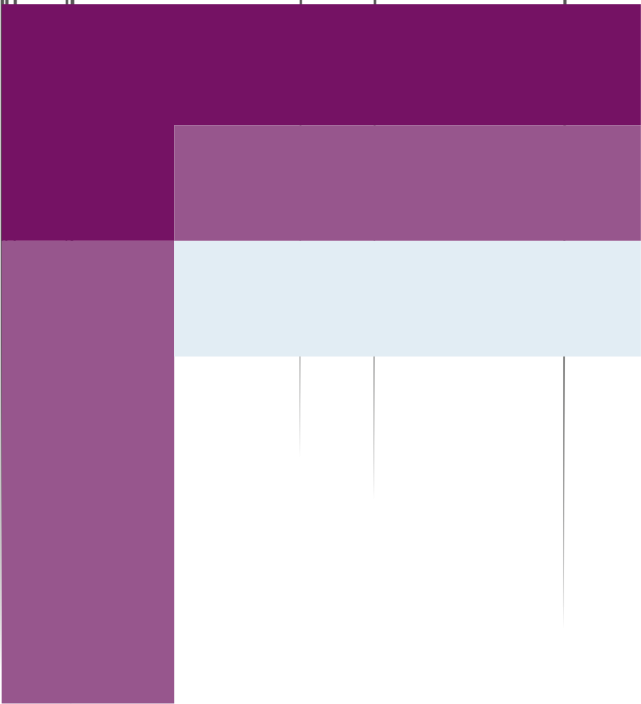
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