

Th

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 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 that 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 mentorship scheme that pairs senior employees with junior employees. This has helped to reduce the gender pay gap by providing junior employees with the support and guidance they need to advance their careers.

4. We have introduced a diversity and inclusion training program that educates employees on the importance of diversity and inclusion. This has helped to reduce the gender pay gap by creating a more inclusive and equitable workplace.

5. We have implemented a recruitment and selection process that is designed to attract and hire diverse candidates. This has helped to reduce the gender pay gap by ensuring that we are hiring the best talent regardless of gender.

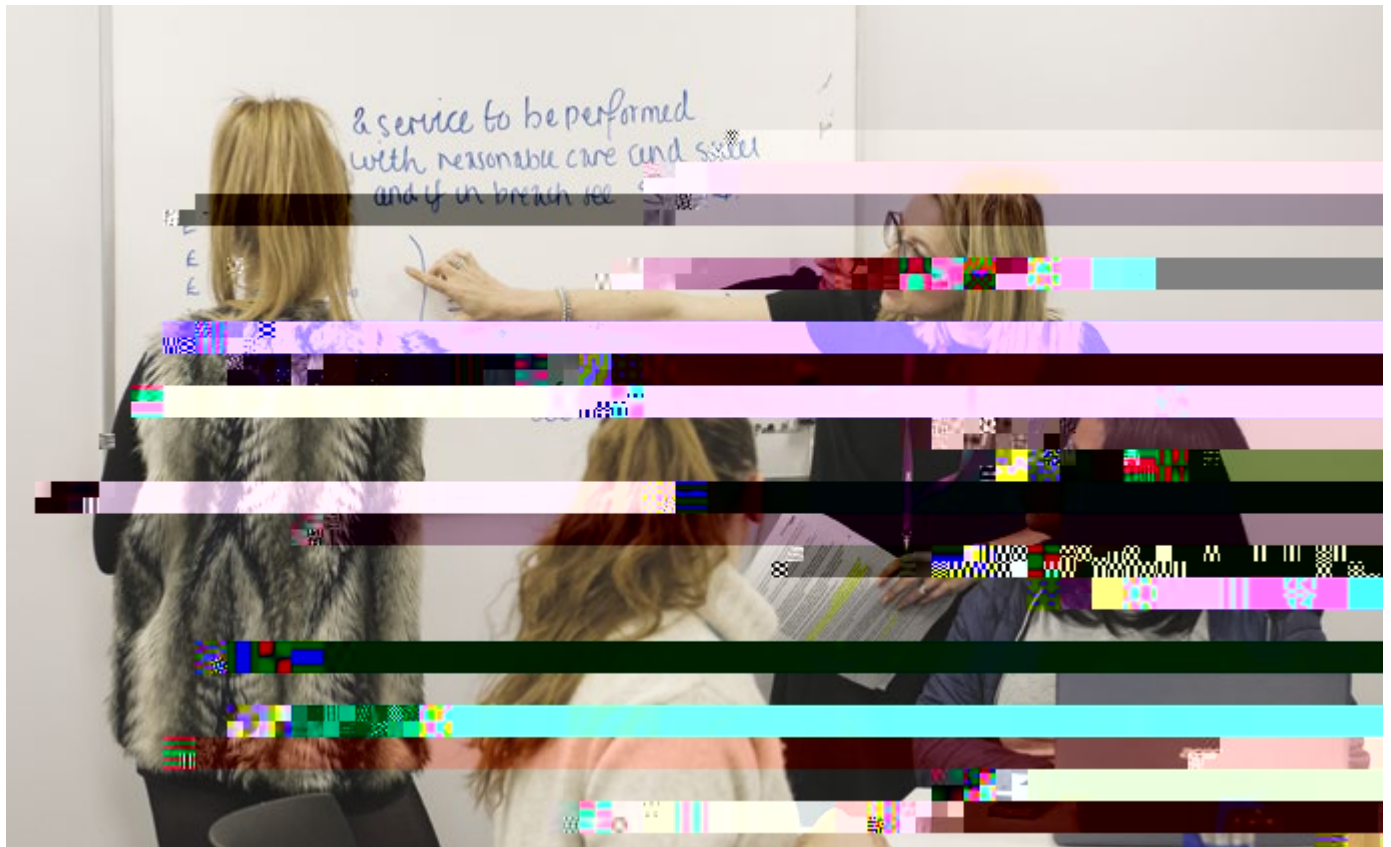
6. We have introduced a pay transparency policy that allows employees to see the pay ranges for different roles. This has helped to reduce the gender pay gap by ensuring that pay is based on the value of the role rather than gender.

7. We have implemented a performance management system that is designed to evaluate and reward employees based on their performance. This has helped to reduce the gender pay gap by ensuring that high-performing employees are rewarded equally.

8. We have introduced a flexible retirement savings plan that allows employees to save for retirement on a flexible basis. This has helped to reduce the gender pay gap by allowing more women to save for retirement.

9. We have implemented a flexible pension scheme that allows employees to contribute to a pension on a flexible basis. This has helped to reduce the gender pay gap by allowing more women to save for retirement.

10. We have introduced a flexible health and wellness program that allows employees to take time off work to attend to their health and wellness. This has helped to reduce the gender pay gap by allowing more women to stay in the workforce.



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%)	

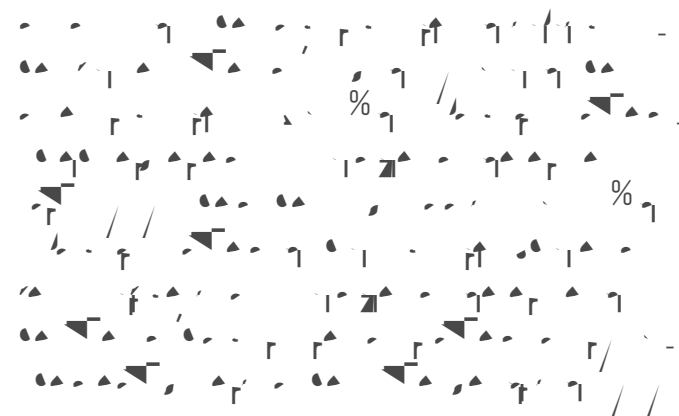
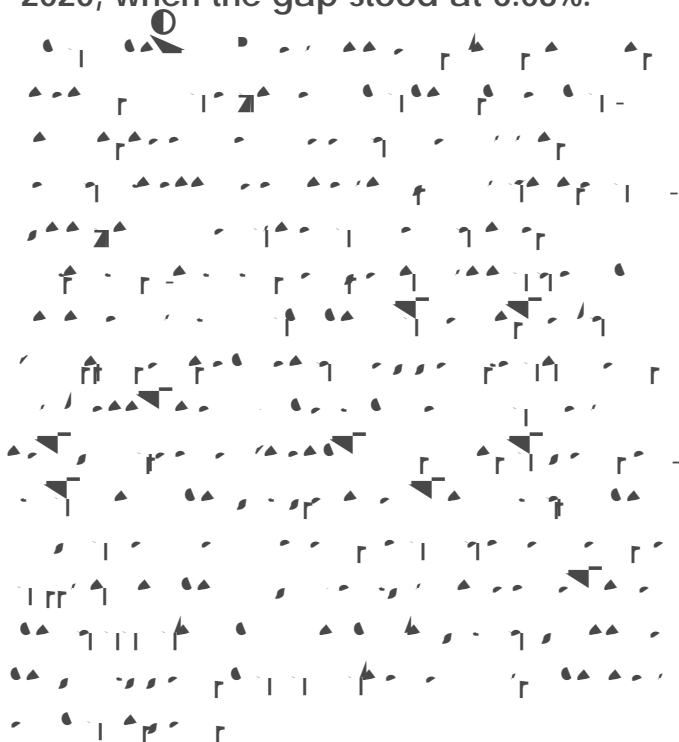
* The gender pay gap is calculated as the difference between the mean (or median) earnings of men and women, expressed as a percentage of men's earnings. The gender bonus gap is calculated as the difference between the mean (or median) bonus payments of men and women, expressed as a percentage of men's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

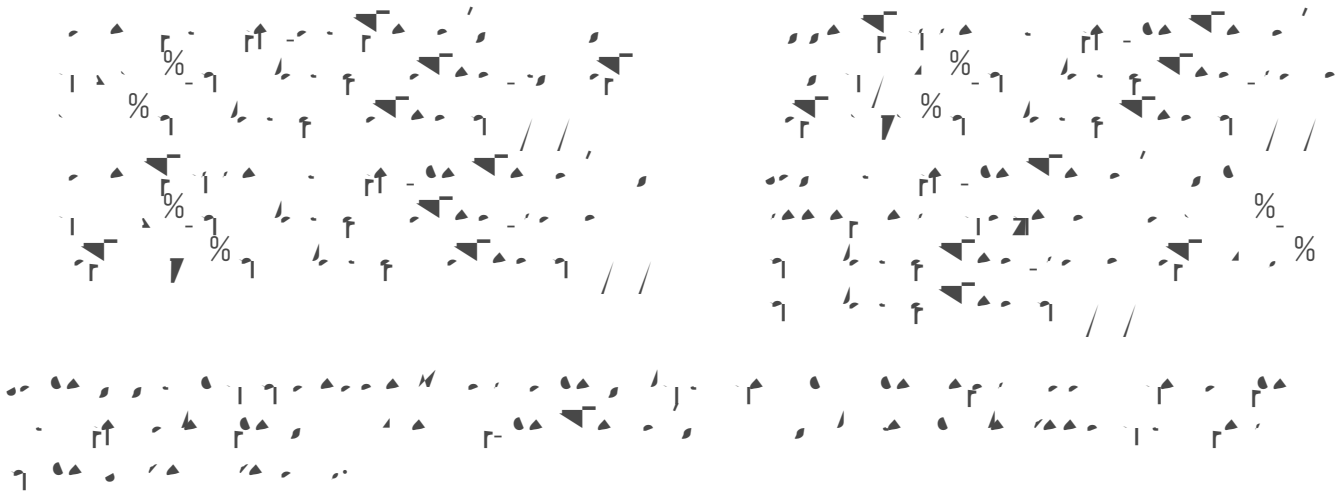


OUR DATA: THE 'MEAN' GAP

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%.

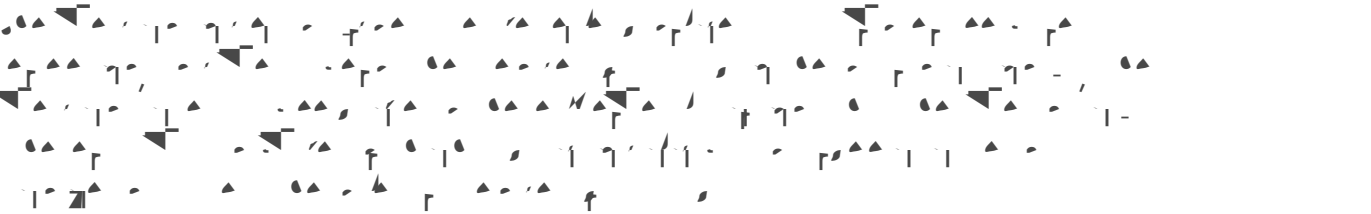


In our:



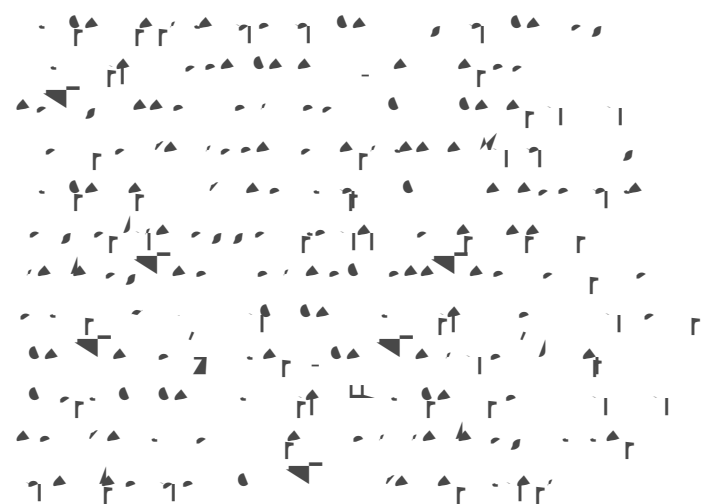


OUR DATA: THE 'MEDIAN' GAP



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



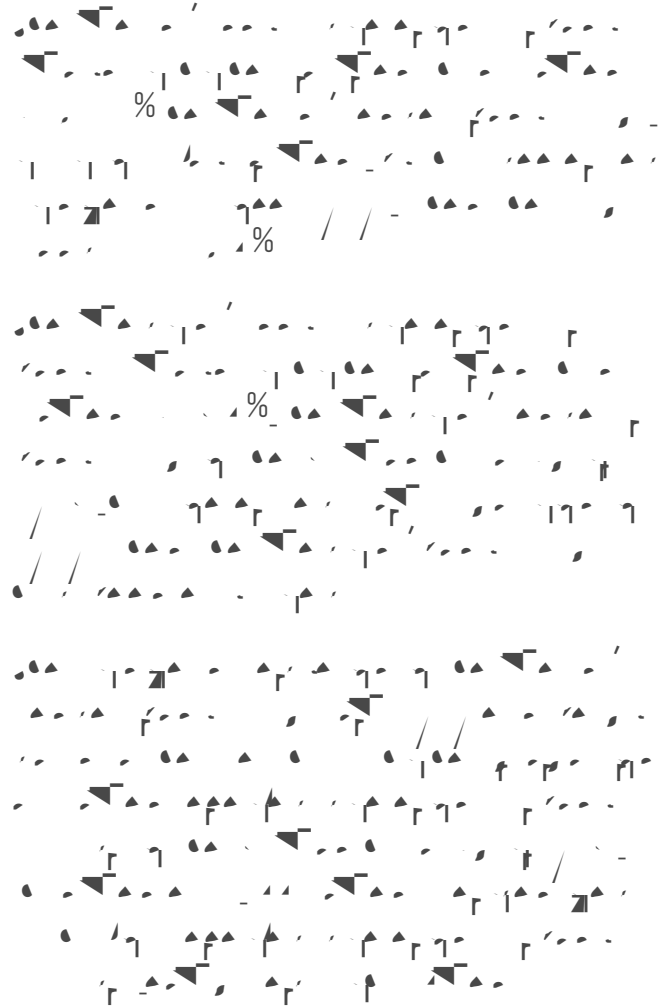
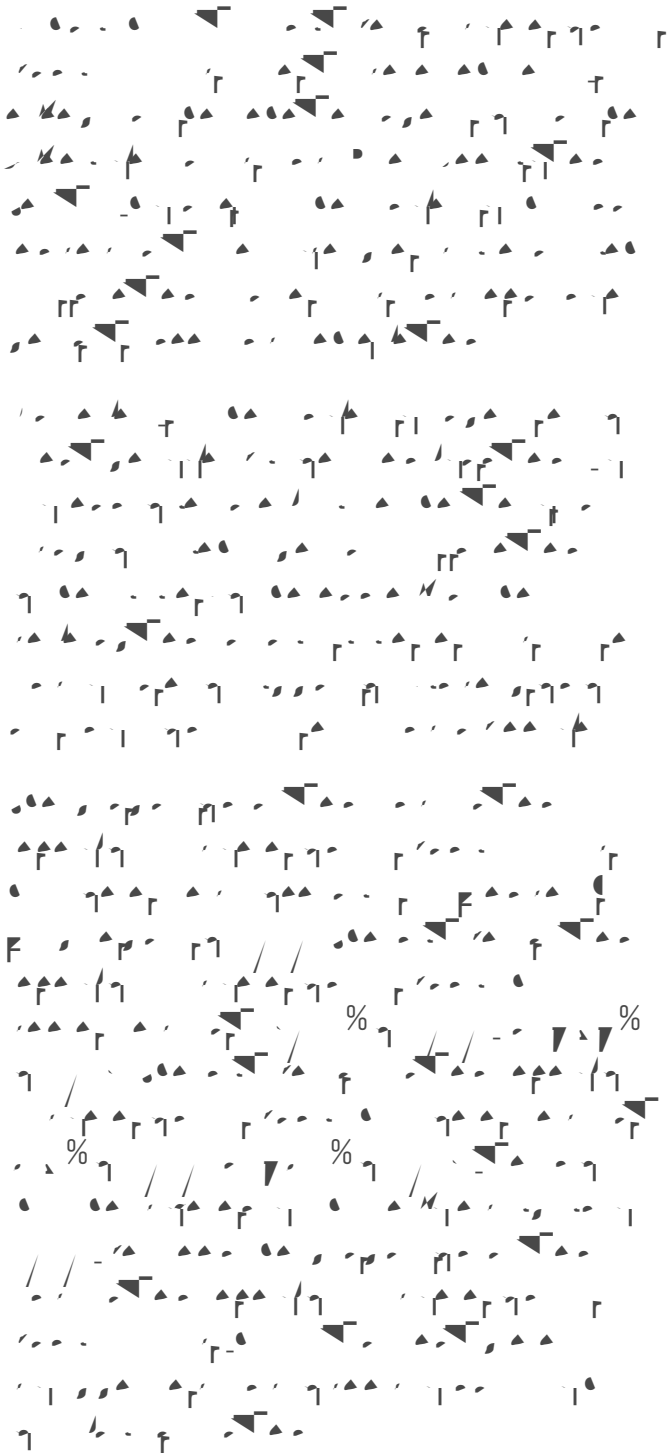


	Female	Male	mean % gap* (↑ ↓ %)	median % gap* (↑ ↓ %)
Top Quartile			1.92% (↑ ↓ %)	2.97% (↑ ↓ %)
Upper Middle Quartile			0.52% (↑ ↓ %)	0.86% (↑ ↓ %)
Lower Middle Quartile			-2.26% (↑ ↓ %)	-4.00% (↑ ↓ %)
Lower Quartile			-6.12% (↑ ↓ %)	-8.68% (↑ ↓ %)

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

2021
 2020
 2019
 2018
 2017
 2016
 2015
 2014
 2013
 2012
 2011
 2010
 2009
 2008
 2007
 2006
 2005
 2004
 2003
 2002
 2001
 2000
 1999
 1998
 1997
 1996
 1995
 1994
 1993
 1992
 1991
 1990
 1989
 1988
 1987
 1986
 1985
 1984
 1983
 1982
 1981
 1980
 1979
 1978
 1977
 1976
 1975
 1974
 1973
 1972
 1971
 1970
 1969
 1968
 1967
 1966
 1965
 1964
 1963
 1962
 1961
 1960
 1959
 1958
 1957
 1956
 1955
 1954
 1953
 1952
 1951
 1950
 1949
 1948
 1947
 1946
 1945
 1944
 1943
 1942
 1941
 1940
 1939
 1938
 1937
 1936
 1935
 1934
 1933
 1932
 1931
 1930
 1929
 1928
 1927
 1926
 1925
 1924
 1923
 1922
 1921
 1920
 1919
 1918
 1917
 1916
 1915
 1914
 1913
 1912
 1911
 1910
 1909
 1908
 1907
 1906
 1905
 1904
 1903
 1902
 1901
 1900
 1899
 1898
 1897
 1896
 1895
 1894
 1893
 1892
 1891
 1890
 1889
 1888
 1887
 1886
 1885
 1884
 1883
 1882
 1881
 1880
 1879
 1878
 1877
 1876
 1875
 1874
 1873
 1872
 1871
 1870
 1869
 1868
 1867
 1866
 1865
 1864
 1863
 1862
 1861
 1860
 1859
 1858
 1857
 1856
 1855
 1854
 1853
 1852
 1851
 1850
 1849
 1848
 1847
 1846
 1845
 1844
 1843
 1842
 1841
 1840
 1839
 1838
 1837
 1836
 1835
 1834
 1833
 1832
 1831
 1830
 1829
 1828
 1827
 1826
 1825
 1824
 1823
 1822
 1821
 1820
 1819
 1818
 1817
 1816
 1815
 1814
 1813
 1812
 1811
 1810
 1809
 1808
 1807
 1806
 1805
 1804
 1803
 1802
 1801
 1800
 1799
 1798
 1797
 1796
 1795
 1794
 1793
 1792
 1791
 1790
 1789
 1788
 1787
 1786
 1785
 1784
 1783
 1782
 1781
 1780
 1779
 1778
 1777
 1776
 1775
 1774
 1773
 1772
 1771
 1770
 1769
 1768
 1767
 1766
 1765
 1764
 1763
 1762
 1761
 1760
 1759
 1758
 1757
 1756
 1755
 1754
 1753
 1752
 1751
 1750
 1749
 1748
 1747
 1746
 1745
 1744
 1743
 1742
 1741
 1740
 1739
 1738
 1737
 1736
 1735
 1734
 1733
 1732
 1731
 1730
 1729
 1728
 1727
 1726
 1725
 1724
 1723
 1722
 1721
 1720
 1719
 1718
 1717
 1716
 1715
 1714
 1713
 1712
 1711
 1710
 1709
 1708
 1707
 1706
 1705
 1704
 1703
 1702
 1701
 1700
 1699
 1698
 1697
 1696
 1695
 1694
 1693
 1692
 1691
 1690
 1689
 1688
 1687
 1686
 1685
 1684
 1683
 1682
 1681
 1680
 1679
 1678
 1677
 1676
 1675
 1674
 1673
 1672
 1671
 1670
 1669
 1668
 1667
 1666
 1665
 1664
 1663
 1662
 1661
 1660
 1659
 1658
 1657
 1656
 1655
 1654
 1653
 1652
 1651
 1650
 1649
 1648
 1647
 1646
 1645
 1644
 1643
 1642
 1641
 1640
 1639
 1638
 1637
 1636
 1635
 1634
 1633
 1632
 1631
 1630
 1629
 1628
 1627
 1626
 1625
 1624
 1623
 1622
 1621
 1620
 1619
 1618
 1617
 1616
 1615
 1614
 1613
 1612
 1611
 1610
 1609
 1608
 1607
 1606
 1605
 1604
 1603
 1602
 1601
 1600
 1599
 1598
 1597
 1596
 1595
 1594
 1593
 1592
 1591
 1590
 1589
 1588
 1587
 1586
 1585
 1584
 1583
 1582
 1581
 1580
 1579
 1578
 1577
 1576
 1575
 1574
 1573
 1572
 1571
 1570
 1569
 1568
 1567
 1566
 1565
 1564
 1563
 1562
 1561
 1560
 1559
 1558
 1557
 1556
 1555
 1554
 1553
 1552
 1551
 1550
 1549
 1548
 1547
 1546
 1545
 1544
 1543
 1542
 1541
 1540
 1539
 1538
 1537
 1536
 1535
 1534
 1533
 1532
 1531
 1530
 1529
 1528
 1527
 1526
 1525
 1524
 1523
 1522
 1521
 1520
 1519
 1518
 1517
 1516
 1515
 1514
 1513
 1512
 1511
 1510
 1509
 1508
 1507
 1506
 1505
 1504
 1503
 1502
 1501
 1500
 1499
 1498
 1497
 1496
 1495
 1494
 1493
 1492
 1491
 1490
 1489
 1488
 1487
 1486
 1485
 1484
 1483
 1482
 1481
 1480
 1479
 1478
 1477
 1476
 1475
 1474
 1473
 1472
 1471
 1470
 1469
 1468
 1467
 1466
 1465
 1464
 1463
 1462
 1461
 1460
 1459
 1458
 1457
 1456
 1455
 1454
 1453
 1452
 1451
 1450
 1449
 1448
 1447
 1446
 1445
 1444
 1443
 1442
 1441
 1440
 1439
 1438
 1437
 1436
 1435
 1434
 1433
 1432
 1431
 1430
 1429
 1428
 1427
 1426
 1425
 1424
 1423
 1422
 1421
 1420
 1419
 1418
 1417
 1416
 1415
 1414
 1413
 1412
 1411
 1410
 1409
 1408
 1407
 1406
 1405
 1404
 1403
 1402
 1401
 1400
 1399
 1398
 1397
 1396
 1395
 1394
 1393
 1392
 1391
 1390
 1389
 1388
 1387
 1386
 1385
 1384
 1383
 1382
 1381
 1380
 1379
 1378
 1377
 1376
 1375
 1374
 1373
 1372
 1371
 1370
 1369
 1368
 1367
 1366
 1365
 1364
 1363
 1362
 1361
 1360
 1359
 1358
 1357
 1356
 1355
 1354
 1353
 1352
 1351
 1350
 1349
 1348
 1347
 1346
 1345
 1344
 1343
 1342
 1341
 1340
 1339
 1338
 1337
 1336
 1335
 1334
 1333
 1332
 1331
 1330
 1329
 1328
 1327
 1326
 1325
 1324
 1323
 1322
 1321
 1320
 1319
 1318
 1317
 1316
 1315
 1314
 1313
 1312
 1311
 1310
 1309
 1308
 1307
 1306
 1305
 1304
 1303
 1302
 1301
 1300
 1299
 1298
 1297
 1296
 1295
 1294
 1293
 1292
 1291
 1290
 1289
 1288
 1287
 1286
 1285
 1284
 1283
 1282
 1281
 1280
 1279
 1278
 1277
 1276
 1275
 1274
 1273
 1272
 1271
 1270
 1269
 1268
 1267
 1266
 1265
 1264
 1263
 1262
 1261
 1260
 1259
 1258
 1257
 1256
 1255
 1254
 1253
 1252
 1251
 1250
 1249
 1248
 1247
 1246
 1245
 1244
 1243
 1242
 1241
 1240
 1239
 1238
 1237
 1236
 1235
 1234
 1233
 1232
 1231
 1230
 1229
 1228
 1227
 1226
 1225
 1224
 1223
 1222
 1221
 1220
 1219
 1218
 1217
 1216
 1215
 1214
 1213
 1212
 1211
 1210
 1209
 1208
 1207
 1206
 1205
 1204
 1203
 1202
 1201
 1200
 1199
 1198
 1197
 1196
 1195
 1194
 1193
 1192
 1191
 1190
 1189
 1188
 1187
 1186
 1185
 1184
 1183
 1182
 1181
 1180
 1179
 1178
 1177
 1176
 1175
 1174
 1173
 1172
 1171
 1170
 1169
 1168
 1167
 1166
 1165
 1164
 1163
 1162
 1161
 1160
 1159
 1158
 1157
 1156
 1155
 1154
 1153
 1152
 1151
 1150
 1149
 1148
 1147
 1146
 1145
 1144
 1143
 1142
 1141
 1140
 1139
 1138
 1137
 1136
 1135
 1134
 1133
 1132
 1131
 1130
 1129
 1128
 1127
 1126
 1125
 1124
 1123
 1122
 1121
 1120
 1119
 1118
 1117
 1116
 1115
 1114
 1113
 1112
 1111
 1110
 1109
 1108
 1107
 1106
 1105
 1104
 1103
 1102
 1101
 1100
 1099
 1098
 1097
 1096
 1095
 1094
 1093
 1092
 1091
 1090
 1089
 1088
 1087
 1086
 1085
 1084
 1083
 1082
 1081
 1080
 1079
 1078
 1077
 1076
 1075
 1074
 1073
 1072
 1071
 1070
 1069
 1068
 1067
 1066
 1065
 1064
 1063
 1062
 1061
 1060
 1059
 1058
 1057
 1056
 1055
 1054
 1053
 1052
 1051
 1050
 1049
 1048
 1047
 1046
 1045
 1044
 1043
 1042
 1041
 1040
 1039
 1038
 1037
 1036
 1035
 1034
 1033
 1032
 1031
 1030
 1029
 1028
 1027
 1026
 1025
 1024
 1023
 1022
 1021
 1020
 1019
 1018
 1017
 1016
 1015
 1014
 1013
 1012
 1011
 1010
 1009
 1008
 1007
 1006
 1005
 1004
 1003
 1002
 1001
 1000
 999
 998
 997
 996
 995
 994
 993
 992
 991
 990
 989
 988
 987
 986
 985
 984
 983
 982
 981
 980
 979
 978
 977
 976
 975
 974
 973
 972
 971
 970
 969
 968
 967
 966
 965
 964
 963
 962
 961
 960
 959
 958
 957
 956
 955
 954
 953
 952
 951
 950
 949
 948
 947
 946
 945
 944
 943
 942
 941
 940
 939
 938
 937
 936
 935
 934
 933
 932
 931
 930
 929
 928
 927
 926
 925
 924
 923
 922
 921
 920
 919
 918
 917
 916
 915
 914
 913
 912
 911
 910
 909
 908
 907
 906
 905
 904
 903
 902
 901
 900
 899
 898
 897
 896
 895
 894
 893
 892
 891
 890
 889
 888
 887
 886
 885
 884
 883
 882
 881
 880
 879
 878
 877
 876
 875
 874
 873
 872
 871
 870
 869
 868
 867
 866
 865
 864
 863
 862
 861
 860
 859
 858
 857
 856
 855
 854
 853
 852
 851
 850
 849
 848
 847
 846
 845
 844
 843
 842
 841
 840
 839
 838
 837
 836
 835
 834
 833
 832
 831
 830
 829
 828
 827
 826
 825
 824
 823
 822
 821
 820
 819
 818
 817
 816
 815
 814
 813
 812
 811
 810
 809
 808
 807
 806
 805
 804
 803
 802
 801
 800
 799
 798
 797
 796
 795
 794
 793
 792
 791
 790
 789
 788
 787
 786
 785
 784
 783
 782
 781
 780
 779
 778
 777
 776
 775
 774
 773
 772
 771
 770
 769
 768
 767
 766
 765
 764
 763
 762
 761
 760
 759
 758
 757
 756
 755
 754
 753
 752
 751
 750
 749
 748
 747
 746
 745
 744
 743
 742
 741
 740
 739
 738
 737
 736
 735
 734
 733
 732
 731
 730
 729
 728
 727
 726
 725
 724
 723
 722
 721
 720
 719
 718
 717
 716
 715
 714
 713
 712
 711
 710
 709
 708
 707
 706
 705
 704
 703
 702
 701
 700
 699
 698
 697
 696
 695
 694
 693
 692
 691
 690
 689
 688
 687
 686
 685
 684
 683
 682
 681
 680
 679
 678
 677
 676
 675
 674
 673
 672
 671
 670
 669
 668
 667
 666
 665
 664
 663
 662
 661
 660
 659
 658
 657
 656
 655
 654
 653
 652
 651
 650
 649
 648
 647
 646
 645
 644
 643
 642
 641
 640
 639
 638
 637
 636
 635
 634
 633
 632
 631
 630
 629
 628
 627
 626
 625
 624
 623
 622
 621
 620
 619
 618
 617
 616
 615
 614
 613
 612
 61

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 have a number of initiatives in place to address these factors and reduce our gender pay gap.

We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap.

We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap.

We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap.

We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap. We have a number of initiatives in place to address these factors and reduce our gender pay gap.

FURTHER ACTIONS PLANNED

Placeholder text consisting of a dense grid of small black symbols and characters, likely representing a corrupted or redacted document.

