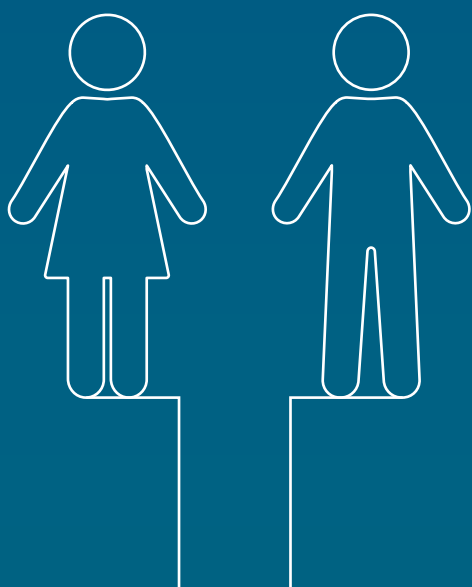


THE UNIVERSITY OF LAW GENDER PAY GAP REPORT 2022



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	-0.1% (-5.47%, ▼)	
median	-0.1% (-9.63%, ▼)	
mean	-2.0% (-7.43%, ▼)	
median	-20.00% (-15.00%, ▼)	
	-0.3% (-8.68%)	
	-4.0% (-8.72%)	

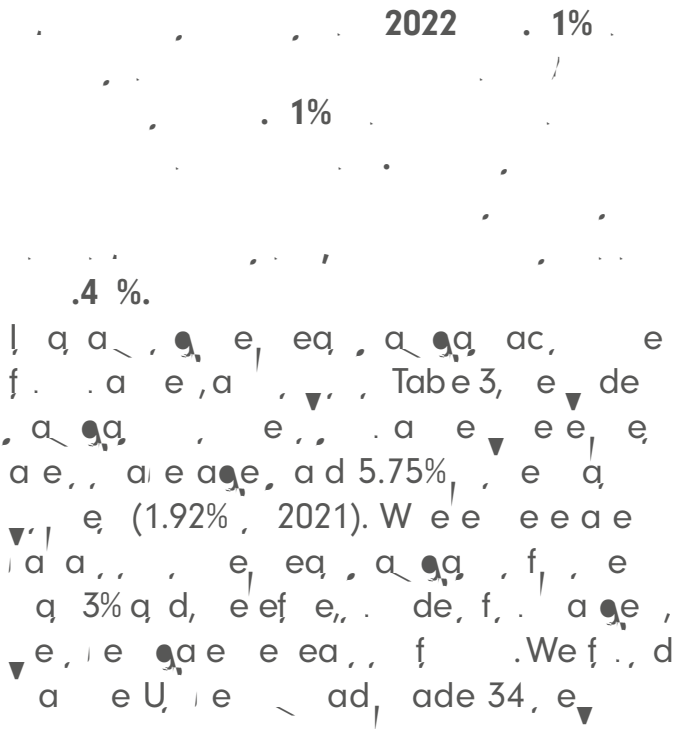
* Figures are based on 2021 gender equality data, based on the data provided by the companies.

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



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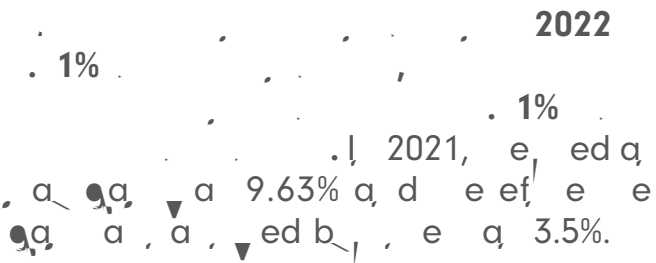
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3, Mean Pay Gap based on full-time employees, excluding directors, as at 31 December 2022

	2022	2021	2020	201	201	201
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 breakdown of the gender pay gap by department. The largest gap is in the Sales department at 3.5%. The smallest gap is in the HR department at 1%.





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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

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The ... eq ... b q ... a ... 26.67% (7.43% ... 2021) eq a a ... e ... a ... e ... e ... e ... ' ... b a ... t ... e ... a ... e e ... a e ... ' ... b a ... t ... e T ... a c ... a ce ... a ... ed ... c a ... ed ... 2021. H e ... e c a e ... da ... a ... f 2021, a ... a ... e ... b a ... t ... e a a ... d ... e a ... fe ... a ... e ee ... a ... d a ... ced ... e eq ... b ca ... c ... a a ea W a ... t ... e e ... 2021 ... eq ... ca ... c ... a d ... a ... i ... e ... be ... 23.83%, ... c ... 2.84% e ... a ... e ... 2022, eq ... b q ... a

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

The U.K. Gender Pay Gap Report 2017, published by the Equality and Human Rights Commission (EHRC), shows that the gender pay gap for FTSE 100 companies is 14.7% and for all companies is 15.1%. However, the gender pay gap for FTSE 100 companies is 14.7% and for all companies is 15.1%. However, the gender pay gap for FTSE 100 companies is 14.7% and for all companies is 15.1%. However, the gender pay gap for FTSE 100 companies is 14.7% and for all companies is 15.1%.

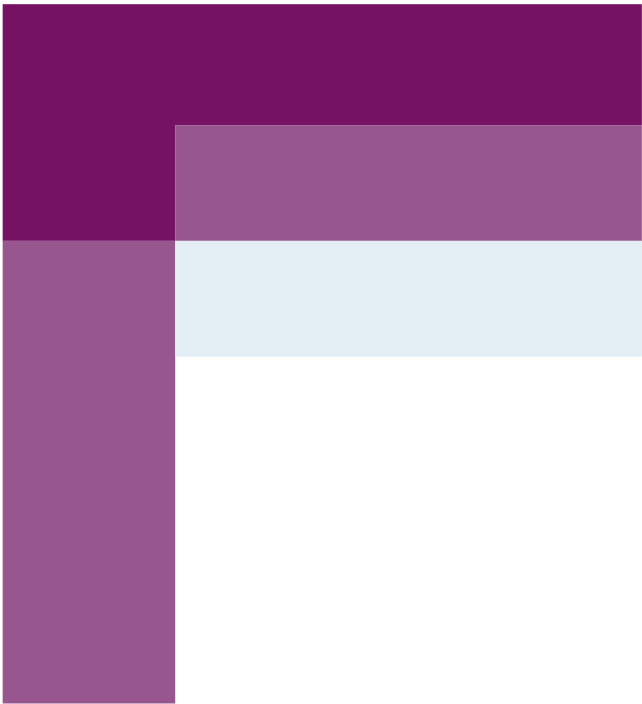
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