



# Gender Pay Report

# 2021

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I am pleased to see the results of some excellent work on reducing the gender pay gap at MPS, but, of course, there is always more to do. The majority of MPS employees are women, around 60 per cent, and women make up 52 per cent of our membership. The intake into medical and dental schools is now also majority female, so more women will inevitably be progressing through the professions and need to be treated fairly. It is important that the MPS workforce reflects the demographic of the membership, as that way, we can really identify with the issues they are facing in their lives as well as in their work.

Reducing the gender pay gap at MPS is a subject close to my heart, as Chair of the Department of Health and Social Care's Implementation Advisory Group for the Gender Pay Gap in England, and would like to be able to say we are ahead of the curve.

There are several recognised causes of the gap, for example, having more senior men in the workforce with higher salaries, and the so-called motherhood penalty, where women with children end up on a slower career trajectory. These are all areas which MPS is addressing, but realistically, reducing the gap will be complex and slow, and will require concerted focus from all at MPS – but is worth doing.

To help with this, we all need to work together, men and women, as pay gaps are an indirect measure of inequality. Therefore, reducing gender inequality at MPS will eventually reduce the pay gap. Attracting more men into junior roles will be helpful, and, of course, promoting more women to the senior levels of the organisation.

The impact of the pandemic on pay gaps generally has been interesting. Whilst it has been an enabler for an increase in flexible working, which has benefited several colleagues with caring responsibilities, it has been difficult for those who were managing their workload whilst also home schooling their children. As Eleanor Roosevelt said "Nothing we learn in this world is ever wasted". The MPS response to keeping everything going during the pandemic has been very impressive. Let's learn from the experience, and put it to good use in reducing our gender pay gap.

I am proud to be part of an organisation that is taking this issue so seriously and look forward to seeing better results year on year.

**Professor Dame Jane Dacre**  
President of MPS Council



# Creating an environment where everyone can flourish

**At MPS, respect for each other and appreciation of our differences lie at the heart of our values.**

It's our goal to make MPS the best place to work – where everyone feels secure and comfortable to be themselves, know they are valued, and are empowered to do their very best for members. Many businesses say the same, so what makes MPS different?

Our business is to help healthcare professionals navigate the ethical challenges and legal risks of modern practice. The advice, support and assistance we provide covers an ever-evolving range of complex and sensitive medicolegal and dentolegal issues. Through this, we help members deliver safer, more reliable care for their patients, protect their careers and reputations, and promote sustainable healthcare systems across the globe. The impact of our work can be far-reaching.

Success then depends crucially on the brilliant individuals who deliver those services – and that requires diversity. We need people who have different experiences and expertise, and bring innovation, creativity and a fresh perspective.

As people are our most important asset, we must create an environment where they can flourish, and have a culture that enables and encourages everyone to make the best contribution they can.

That is why we've made Diversity and Inclusion (D&I) one of our strategic priorities, with a focus on engagement, awareness and support for all people. I invite you to read further about our D&I journey so far and all the ways we are making MPS the best place to work.

Our efforts – in building a positive workplace culture, engaging with our colleagues and acting on their feedback to spark positive change – have earned us an **Outstanding Workplace 2021** award from employee engagement experts, People Insight.

This is an amazing achievement when you take into consideration the challenging circumstances we have continued to operate in for the last 12 months.

## Our gender pay gap

In 2016, we began work to reduce our gender pay and bonus gaps, understand the root causes, overhaul our pay framework, remove barriers to career-progression that have disproportionately impacted women, and expand the support and benefits we provide to all colleagues.

Five years on and I am once again pleased to see our overall gender pay gap figure continues to reduce. And when we drill down to all role levels at MPS, our data shows that the average hourly rate differs by 3% or less for the vast majority of colleagues (the detail of which can be read on page 13).

Although pleased to be making progress, when it comes to having more gender diversity in senior leadership, we know we are not yet where we want to be. It is a journey and we need to stay focused on the areas that can have the greatest impact on our talent pipeline.

**Bev Proctor**  
Executive Director, People and Culture



# Inclusion, Equality and Diversity at MPS

We operate in a culturally and ethnically diverse market and want our people to reflect the diversity of the healthcare profession we serve. Gender is but one part of that diversity.

Growing criticism of systemic inequality in the UK healthcare sector's professional bodies, unions and regulators prompted us to reflect and look inwardly at our organisation, to ensure that no positions of influence are dominated by any one group.

We do not accept racism, prejudice or discrimination in any form, but a period of reflection made it clear that whilst we work hard to create an environment that is inclusive to all, we can and should do more.

We want to ensure all colleagues feel that they belong, that they can be their best self at work, and are included and valued because of their background, identity, and circumstances.

## Our Diversity and Inclusion Vision

We are an organisation which is inclusive, diverse, and committed to fairness and dignity for colleagues, members and suppliers around the world. We want all colleagues to feel nurtured, supported and represented, so that they can realise their true potential and achieve the recognition they deserve.

## Our Strategic Goals

Our Diversity and Inclusion Strategy is underpinned by the MPS Group Inclusion, Equality and Diversity Policy and articulates our strategic intention, goals and actions to ensure that operational processes, ways of working and our people policies and leadership routines reinforce a culture of inclusion, equality and respect.

This brings together initiatives from across MPS into a connected plan which reflects best practice, aligns our message, builds collective knowledge and understanding and delivers sustainable change.

## Diversity and Inclusion Forum

In 2020, we launched a Diversity and Inclusion Forum with the purpose of helping us to be better at listening, learning and engaging with colleagues from diverse backgrounds. The Forum brings together colleagues from around the world to engage in honest and respectful dialogue on sensitive diversity matters - reinforcing our culture of respect and fairness for all. Forum members contribute their own experiences and learn from each other, research and share best practice and shape the Diversity and Inclusion Strategy and action plans with the aim of creating a more diverse and inclusive workplace.

- Our Diversity and Inclusion Forum has been operational for a year, discussing a variety of business priorities.
- Working on feedback received, the Forum have created the Diversity and Inclusion Strategy which confirms our Vision and actions up until 2025.
- Successful initiatives implemented have prioritised understanding our current position, a campaign to promote colleagues providing their diversity data, setting and agreeing both diversity representation (across the many facets of diversity including gender, sexuality, ethnicity and disability) and Inclusion Index targets, developing an Inclusion Employee Survey to be externally benchmarked annually and extending our colleague-led initiatives to include the Black, Neurodiversity, LGBTQIA+, Parenting and Menopause networks.
- In 2022 we will launch a new development programme aimed at supporting those colleagues with the desire and potential to progress into future line management roles. The programme will have a large experiential element to it and the cohorts will be made up from a diverse range of candidates from across MPS.

- An exciting commitment as an organisation, we have adopted The Halo Code, the UK's first Black hair code. No Black employee should have to change their natural or protective hairstyle in order to thrive at work. We hope that the Halo Code will move us one step closer to a world free from discrimination, where all Black members of our community have their identities fully recognised and celebrated.
- An Upwards Mentoring scheme has been implemented to increase the diversity of thought at the top of our Organisation and provide development opportunities to our junior colleagues. All the Executive team and many of the Non-Executive Directors have a mentor from a different background and lived experience to themselves.



I started working at MPS in 1994. Over the years, I have undertaken a lot of different roles and have, of course, hit different stages of my personal life whilst in work. Marriage, children, divorce... my colleagues were there to support me throughout. These are life events which are talked about.

When I started noticing differences menopause was having on my body and mind, I didn't know where to turn or indeed whether I actually wanted to talk about it.

As I started to understand what was happening, how it was affecting my work and had found one or two colleagues to talk to, we went into lockdown. I know how isolated I felt during this time and considered there were likely other people feeling the same.

With the encouragement of my then Line Manager, I set up a menopause support group for colleagues who felt the same and wanted to talk. The response was overwhelming. Women across the business came forward to share their stories on how menopause symptoms were seriously impacting their health, wellbeing, and confidence and concentration at work, and the difficulty they had in getting support. Although it felt good to know we weren't alone, we felt there was more which could be done.

We've now launched MPS's Menopause Network, in order to:

- provide support through shared learnings and experiences,
- educate, build awareness, and smash taboos, and
- influence policies and programmes that help colleagues continue to thrive in at work

One of our first initiatives has been to help MPS work towards gaining accreditation as a Menopause Friendly Employer, and to update our sick leave and flexible working policies to acknowledge menopause-related symptoms.

**Paula Rix**  
Legal Services Team Leader



# Championing a culture of flexible working

At the beginning of 2021, we announced to colleagues our commitment to continued home working, a decision in line with most businesses, giving colleagues some reassurance about the future and their ability to maintain a work-life balance.

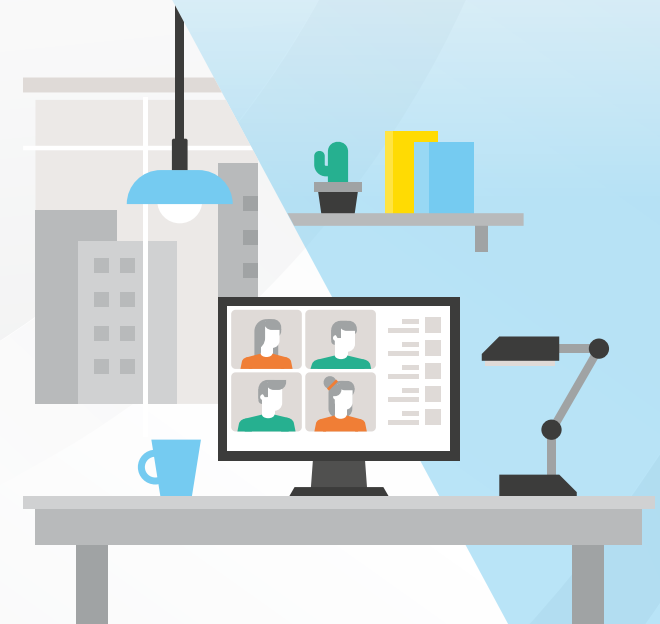
We also asked our people to reflect on the working practices brought about by the global pandemic and to help co-create our new ways of working going forward, taking the best of what we have learnt over the last year whilst ensuring that we continue to support our members' and each other. We want to thank everyone for their hard work and determination demonstrated despite the difficult circumstances.

Among their feedback was a strong feeling that they felt supported, better communicated with than ever before and pleased that wellbeing has been at the top of the agenda. Some colleagues wanted to return fully to the office, whilst others stated their preference to continue working in a mix of home and office-based environments.

Based on this feedback, we developed and shared our proposal for a 'New Reality'. This included a plan to launch three new colleague 'personas' (Home, Hybrid and Office workers), to enable MPS to make effective decisions around the office environment and policy implementation.

We placed a large emphasis on the fact that our New Reality would start from a position of full trust and empowerment, and we engaged with both the Parent and Wellbeing Networks to ensure proposals were aligned to their needs.

We committed to work with team leaders and Employee Engagement Forums throughout the rest of the year to ensure the successful implementation of our New Reality and the colleague personas. This resulted in reviewing policies, working with Digital & Change and Facilities to ensure we have the technological and physical capabilities for hybrid working and liaising with the Talent team about what skills our people need to make New Reality a success.



# Growing our own

We believe in proactively developing our people. Our talent management is a continuous process throughout the year and throughout every colleague's career cycle, with the aim of building a diverse pool of highly talented people, capable of supporting our current and future business requirements.

This includes:

- Understanding colleagues career aspirations and enthusiasm to succeed
- Assessing colleagues' potential to inhabit a more complex role with a broader scope of responsibilities, and when they would be ready to do so
- Identifying colleagues' development needs and providing opportunities, such as coaching and mentoring to address them
- Creating opportunities to challenge and develop talented individuals, such as delegating responsibilities, running projects and secondments.

## Emerging Leaders Programme

The first of our new Emerging Senior Leaders Development Programme was launched in June 2021. The aim of the programme is to build stronger commercial, technical and leadership capability in readiness for future senior leadership roles. These may be internal or more externally facing roles in Business Development such as the Medical or Dental Director roles.

The first cohort comprised of six females and five males identified as having the aspiration and potential to progress. This is in keeping with our aim to achieve gender balance in MPS's senior levels.

## Leadership Fundamentals

Our leadership fundamentals programme was introduced in 2019 to develop leadership capability across all levels across the organisation.

For the period 01 April 2020 to 31 March 2021, 97 colleagues from Guide and Implement levels have participated in our leadership fundamentals programme. Of these participants, 51% were female and 49% were male.

In our Member Projection and Support Division all operation leaders are undertaking an intensive programme to support their Operational Leadership capability which includes 7 weeks of training modules, followed by 121 coaching. The programme contains a number of workshops, coaching support, on the job assessments and best practice guides to support their development. In total 39 delegates are undertaking the programme, with a mix of 16 males and 23 females.

In 2022 we will launch a new development programme aimed at supporting those colleagues with the desire and potential to progress into future line management roles. The programme will have a large experiential element to it and the cohorts will be made up from a diverse range of candidates from across MPS.

## Values awards

Our Values Awards recognise and celebrate colleagues who demonstrate outstanding performance that reflect our values and make a tangible difference to the organisation and a real difference to members.

From 01 April 2020 to 31 March 2021, there were 299 nominations for values awards of which 67% were females. Of these nominations, 47 went on to be winners of which 64% were female.





When I joined MPS in 2009 as a full-time trainee Medicolegal consultant, it was on my return from maternity leave, when part-time working at that time wasn't an option for that role. Over subsequent years I am really proud to be part of an organisation that has embraced change which has enabled me to have a much better work-life balance as a result of part-time and flexible working.

After further maternity leave in 2012 I was encouraged and supported in developing my knowledge and leadership skills. I was successful in gaining my Faculty of Forensics and Legal Medicine membership, and later became a team leader for the newly developed Medical Advisory Team.

Despite being part of a fantastic team, I was keen to take on a new challenge and when the opportunity came up in 2020 to apply for the Underwriting and Policy Lead role I was again encouraged to move outside my comfort zone and apply, despite not being sure if I had the full skillset required. Learning a new skillset, taking insurance (CII) exams and developing a commercial viewpoint has been a real challenge, particularly remotely during the pandemic, however I have been supported by my colleagues throughout.

Recently I was selected to be on the Emerging Senior Leaders Program which gives me further opportunities to understand different divisions and build stronger commercial, technical and leadership capability so that I might be in the position to apply for more senior leadership roles in the future.

Reflecting back over my time at MPS so far, I have been encouraged to push my boundaries and develop new skill sets, whilst still being able to be present to watch my children grow up and be there when they need me.

**Sarah Townley**  
Underwriting Policy Lead



# Women's Inspirational Network

The Women's Inspirational Network (WIN) was created by colleagues who wanted a safe space to share experiences and ideas and raise awareness of issues that can be faced by women in the workplace.

Now in its third year, WIN is a growing community, helping colleagues to network and delivering educational events and mentoring opportunities for female colleagues to grow their support network and succeed through collaboration.

## Meet the Women of MPS

- In November 2020, the WIN launched a rolling series to introduce a selection of the women working across MPS through asking them some quickfire questions about their career and who has inspired them. The aim was to provide inspiration to others, create an opportunity for sharing the profiles of the women of MPS and extending the WIN network.
- The Forum have been very proud to introduce some of our female colleagues including the MPS President, Professor Dame Jane Dacre, and member of MPS Council, Dr Fiona Cornish – a former President of the Medical Women's Federation, and colleagues across the business.

## WIN Family

- As a challenging 2020 drew to a close, WIN took the opportunity to ask the children of our colleagues around the world what it has been like to have their mum working from home during the pandemic. The resulting output was both funny and heart-warming in equal measure and it enabled us to celebrate a positive to come out of what certainly had been a challenging year.

## International Women's Day

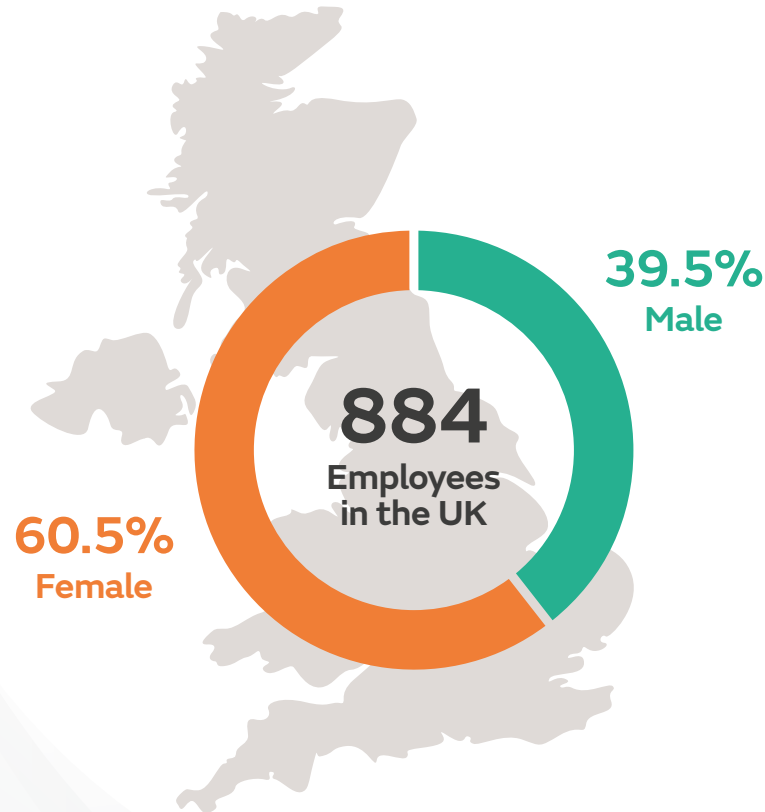
- 8 March 2021 saw MPS mark *International Women's Day*, a global day celebrating the social, economic, cultural, and political achievements of women.
- The theme of the event was 'Choose to Challenge' and the WIN chose to challenge itself to play our part in enabling peer support and networking of the women across MPS.

## PALS

- Peer Action Learning Set groups (PALS) were established inviting colleagues to form groups and connect with colleagues around MPS. We have a number of PALS groups established who met to share ideas, work through challenges and discuss complex issues in a trusting, supportive environment.
- PALS supports continuous learning through reflection and helps develop an open, probing mind, and an ability to listen, question and explore ideas.
- PALS groups are open to all colleagues, of all genders, and WIN is continuing to encourage colleagues to get involved by registering their interest so as they can be connected with a group.



# The shape of our workforce



As of 5 April 2021, 858 colleagues were classed as “full pay relevant” who received their full pay in the reporting period, and 26 were “relevant” employees which means that they were employed at the time but did not receive their full pay. This could be for reasons such as extended maternity leave, reduced sick pay or unpaid leave of absence. Full pay relevant employees are used in all the reporting calculations; however relevant employees are only used in the bonus calculations.

### How the pay gap is measured

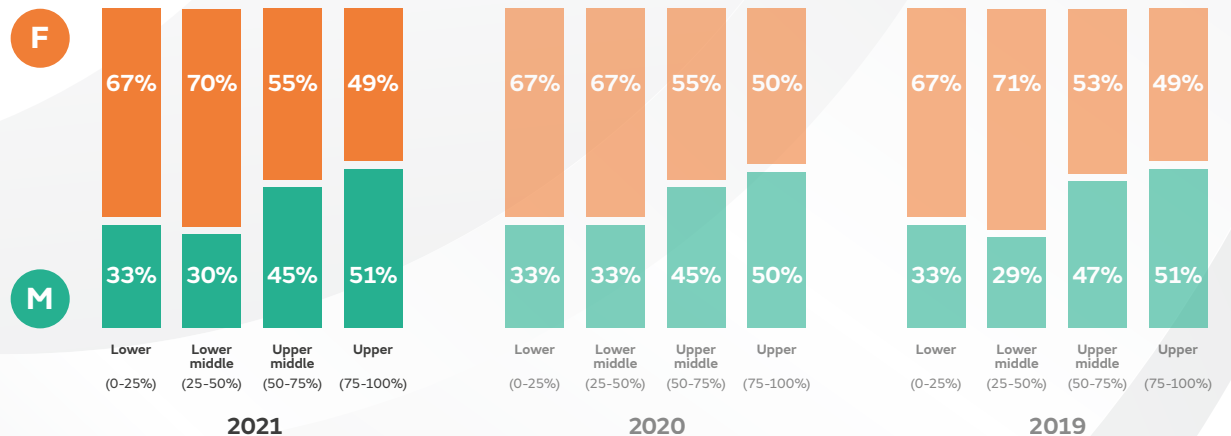
The UK legislation governing gender pay reporting requires that we divide our workforce into four, equally sized groups based upon their hourly pay – called Lower, Lower Middle, Upper Middle and Upper pay bands. Each represents a quarter of our

total UK workforce, including full and part-time employees, ranging from the lowest-paid 25% of workers to the highest-paid 25%.

We then report the percentage of men and women within each pay band and calculate the mean and median differences in their pay and bonus<sup>1,2</sup>. These measurements represent our organisation’s gender pay gap. A positive percentage represents where men are paid more. A negative percentage represents where women are paid more. It is important to stress that the hourly average pay gap does not compare the earnings of a man and a woman doing the same job. More information on how the pay gap is calculated and measured can be found at the [Equality and Human Rights Commission website](#).

### Gender distribution at MPS by reporting pay band

For the analysis to be more meaningful the **mean** and **median** pay gap have been analysed by evaluation level.



### MPS evaluation levels

We use a global job evaluation framework which groups all colleagues into five evaluation levels and sets salary ranges for each. It ensures fair and consistent pay across the organisation.

When recruiting, the pay framework is referenced together with internal peers to ensure that new starters pay is in line with colleagues already in the organisation whilst reflecting the skills, knowledge and experience that they bring to MPS.

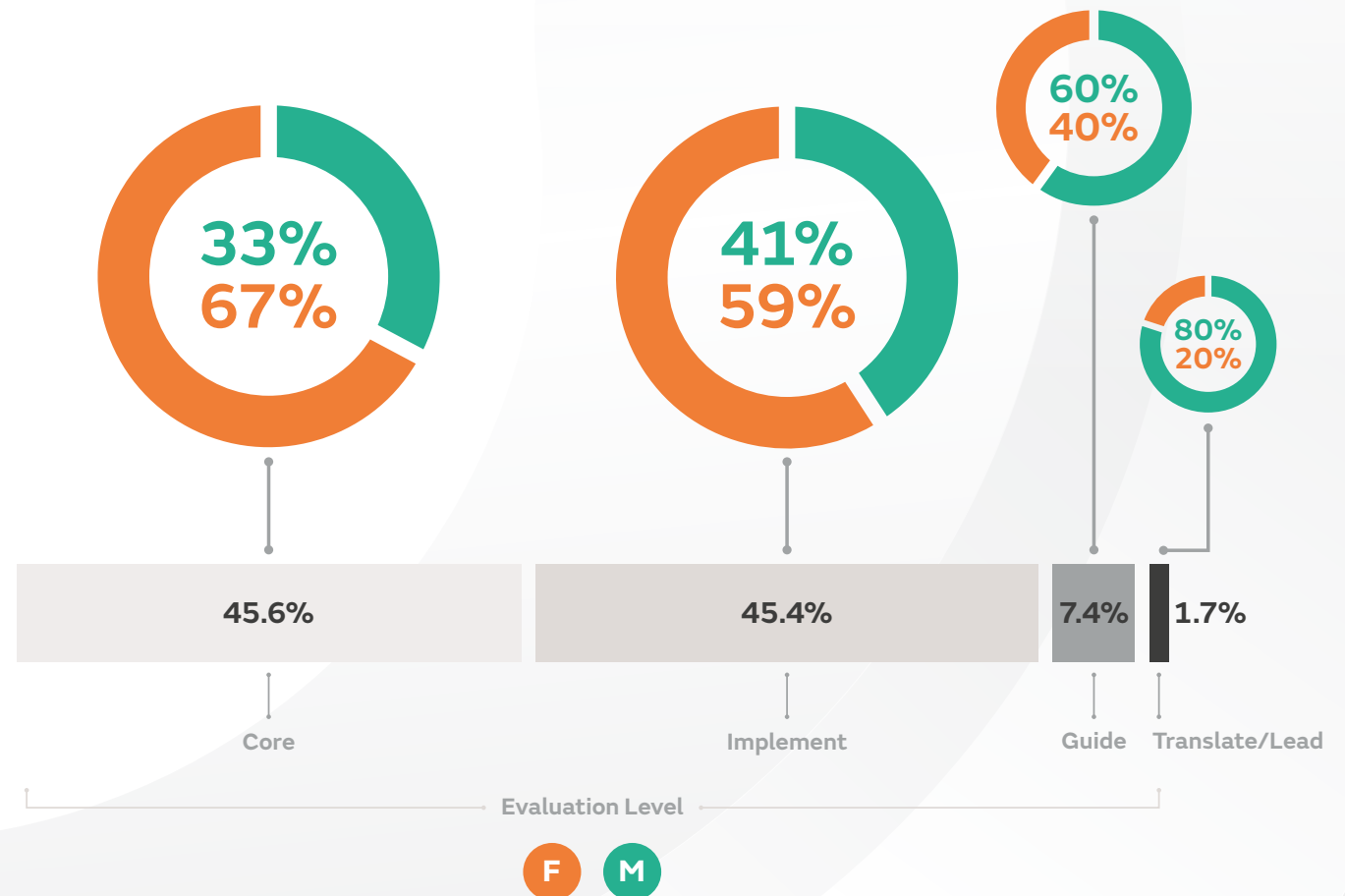
All colleagues have visibility of their roles and where they sit within the pay framework as well as the salary ranges. We do this not just for transparency, but to help map out any potential career paths and progression.

### Our evaluation levels

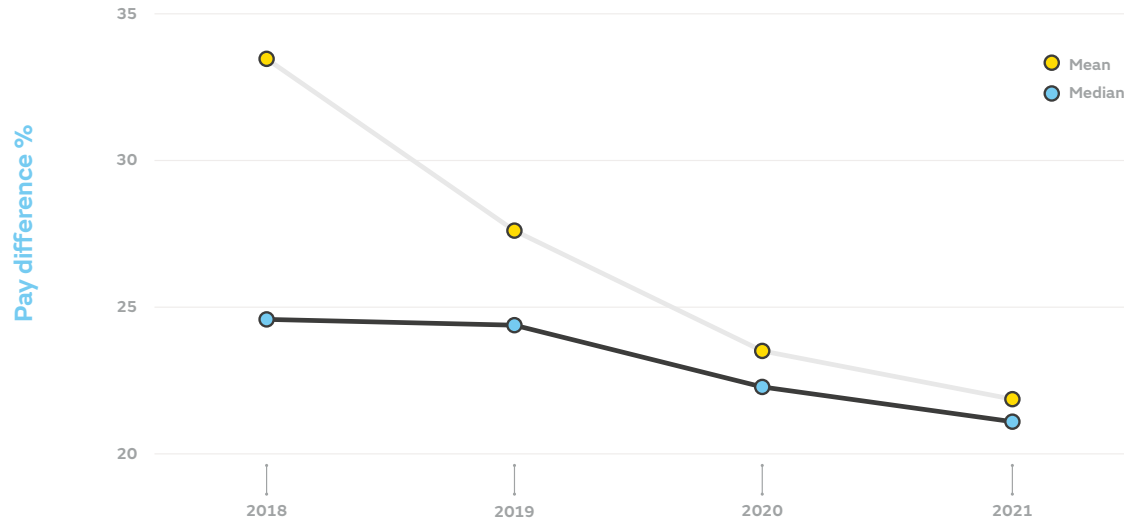
- **Core** (administrators and specialist assistants)
- **Implement** (team leaders, managers, and specialist advisers)
- **Guide** (heads of department and senior specialists)
- **Translate** (senior leaders responsible for a significant function within the business)
- **Lead** (executives responsible for the overall performance of the organisation).

Most people work in three of the five evaluation levels – Core, Implement and Guide. They comprise 98.3% of our workforce. Our senior leaders make up less than 2%.

### Gender distribution by evaluation level



# Our 2021 pay gap figures



	2021	2020	2019	2018
Mean <sup>1</sup> pay difference	<b>22.1%</b>	23.4%	25.1%	25.5%
Median <sup>2</sup> pay difference	<b>22.8%</b>	24.3%	27.6%	33.6%

1. **Mean** = The difference between the averages in the ranges of hourly earnings/bonus of men and women
2. **Median** = The difference between the midpoints in the ranges of hourly earnings/bonus of men and women

We continue to see an organisational-wide improvement in the gender pay gap from the 2020 figures with both the mean and median pay difference decreasing, although they remain slightly above the national average (as reported in June 2021).

This is not evidence of an equal pay issue, but one of gender balance. Our results continue to be heavily influenced by colleagues' salaries in the Lead and Translate levels and the proportion of females at Core level.

The most significant change to our gender pay gap would happen if we increased the number of males at Core and Implement levels, as currently 67% and 58.9% of colleagues at these levels respectively are female.

## Mean pay difference by evaluation level

Evaluation level	2021	2020	2019	2018
Core	<b>2.5%</b>	3.6%	6.8%	4.6%
Implement	<b>3.0%</b>	6.2%	6.0%	-0.1%
Guide	<b>1.1%</b>	3.8%	-2.9%	0.7%
Translate/Lead	<b>19.1%</b>	16.5%	14.7%	25.0%

We continue to see a decrease in the **mean** pay across Core, Implement and Guide levels.

But the increase in the pay gap at the combined Translate and Lead levels is due to a higher number of males recruited in the year comparative to females.

## Median pay difference

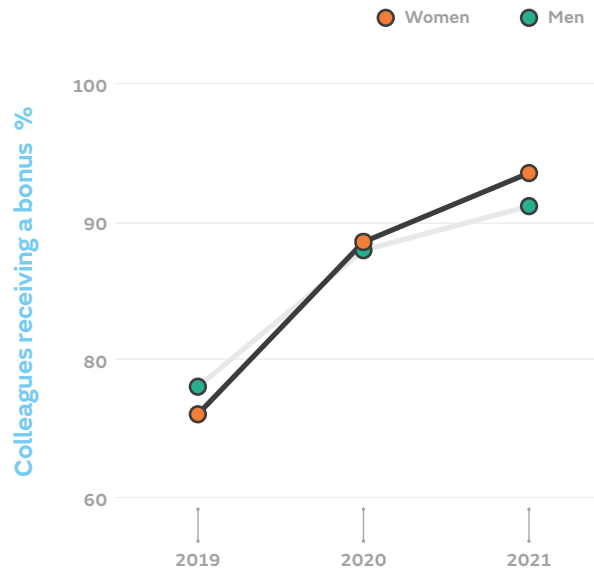
Evaluation level	2021	2020	2019	2018
Core	<b>-0.5%</b>	0.9%	1.2%	-0.5%
Implement	<b>7.6%</b>	6.9%	0.03%	-6.0%
Guide	<b>2.8%</b>	3.4%	-32.8%	-6.5%
Translate/Lead	<b>17.6%</b>	14.2%	18.6%	3.4%

The **median** pay gap is now almost equal for colleagues in Core level roles and has reduced by 0.6% for Guide.

There has been a slight increase in the median pay gap at Implement level.

At Lead and Translate evaluation levels we have few colleagues and therefore any leavers or new starters can make a substantial difference.

# Our 2021 bonus gap figures



A higher percentage of females than males received a bonus in 2021 than any previous years that we have reported.

	2021	2020	2019
Percentage of women who received a bonus	<b>93.5%</b>	88.5%	76.0%
Percentage of men who received a bonus	<b>91.1%</b>	87.9%	78.0%
Mean Bonus difference	<b>40.3%</b>	40.6%	42.2%
Median Bonus difference	<b>38.6%</b>	35.2%	44.8%

Although the number of female colleagues receiving a bonus has increased, the median bonus gap figure shows an increase in favour of males.

The calculation of gender bonus gap reporting is based on actual bonus payment received. There are several contributing factors to the way in which bonus is calculated that impact our figures. This includes (but not limited to):

- **Role evaluation level**

Bonus pay is calculated as a percentage of salary, with the percentage increasing with higher role evaluation levels.

We know there are more males working in the higher evaluation levels proportionate to females. Coupled with the greater proportion of females within the Core level, this has resulted in a higher median bonus difference between females and males.

- **New starters**

Within MPS, employees are eligible for a bonus once they have passed their probation. The bonus is then prorated for the months they were employed in the year.

For 2021, all new starters were eligible for a bonus from completion of their probation date to the end of the bonus year (31 December 2020). Previously, there was a cut-off date of July to be eligible for the bonus, so anyone recruited after this date would not receive any payment.

Between July and December 2020, proportionately more females joined in Core and Implement level roles in 2021, resulting in lower mean and median bonus payments for females.

- **Flexible working and long-term leave**

Bonus pay is calculated on a percentage of salary and is reduced for long-term leave (including maternity, shared parental leave and long term sick leave).

As a company we support flexible working for all and 17.7% of employees work part time (157 colleagues), however the majority of these (87.3%) are female, and therefore receive a pro-rated bonus based on hours worked which further contributes to a lower mean and median bonus for females.

- **Deferred bonus**

With more longer service males versus females in the Lead and Translate levels, the payment of the 2017 deferred bonus to Translate and Lead level employees resulted in a greater amount of bonus paid to males which is reflected in the lower mean and median bonus for females.

# Addressing the gender pay gap

## Flexible Working

As discussed earlier in this report, flexible working opportunities are now actively promoted for all colleagues and are an integral part of our 'new reality'. We want colleagues to feel empowered about whether they work from home or the office. Individuals and teams have the autonomy to think about the task that is being undertaken and the most effective place for it to be carried out, hopefully creating the best of both worlds.

Alongside remote working we want to continue to embed a flexible working culture through development of informal and formal working practices, exploring how we can continue to ensure that colleagues can strike the right balance between work and home.

## Coaching and Mentoring

We recognise that we don't need to wait for turnover in our Executive and Council levels to seize the opportunity to increase representation, but that we can utilise the lived experiences of our colleagues to mentor our leaders, to consider different perspectives. Therefore, we introduced Upwards Mentoring, partnering MPS's senior leaders with a mentor who is a junior colleague belonging to a minority group or who has a background different to themselves.

These relationships are often profoundly transforming for both parties and builds on our inclusive culture.

## Talent pipeline

Our aim is to get a diverse pool of candidates for any recruitment that we undertake and to achieve a balanced shortlist of candidates. As role profiles are reviewed or new roles created, we have been challenging managers to think carefully about the wording used which may inadvertently be attractive to one gender.

In our strive for continual improvement, we undertook a review of the recruitment agencies we work with and the job boards we use for advertisements. We have introduced two new agencies to our preferred supplier list who specialise in ensuring they put forward a diverse range of candidates to shortlist. This has helped us successfully appoint both female candidates and candidates from underrepresented groups. We are also trialling a number of new job boards that are aimed at targeting under-represented groups when we are placing adverts. We will continue to monitor their success in generating the number of candidates through these boards.

We are pleased to see three internal promotions to Guide level roles, two of which were female colleagues and one male. In addition, 57% of secondment opportunities over the last 12 months have been taken up by female colleagues. Of these, 100% of successful applicants for Guide level secondments have been female, and at Implement level 52% of secondments went to male colleagues and 48% to female.

We remain committed to increasing the diversity of our board (MPS Council) and the Dental Board and stipulated that any Non-Executive Director recruitment must have a balanced shortlist of candidates in terms of gender, age and ethnicity.

## Pay and Benefits

Our base pay policy provides governance around starting salaries and pay increases. We continue to assess pay issues as they arise and ensure any pay gaps are addressed where necessary. For 2021, pay increases were only awarded to Core and Implement levels, with higher increases given to those colleagues that sat lower in the pay framework range.

Work continues on the full review of our global reward strategy to ensure that reward across the organisation is fair, equitable, measurable, and transparent. In 2021 we launched a new benefits platform, which gives colleagues more exposure to the benefits available and the ability to access them at anytime from anywhere. In addition, throughout 2022 and beyond we are looking at introducing more flexible benefits which will empower colleagues to make personalised choices around the benefits which really matter to them and their lifestyle.

For more information on our  
organisation and careers at MPS  
[medicalprotection.org/uk/careers](https://medicalprotection.org/uk/careers)

And on gender pay reporting  
[gender-pay-gap.service.gov.uk](https://gender-pay-gap.service.gov.uk)

[medicalprotection.org](https://medicalprotection.org) | [dentalprotection.org](https://dentalprotection.org)

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