

THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2017



This report contains The FA's gender pay gap figures as required by law, as well as additional information which we are voluntarily disclosing which we believe provides helpful background and context.

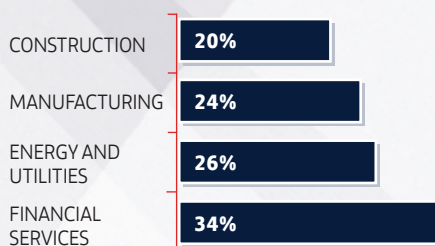
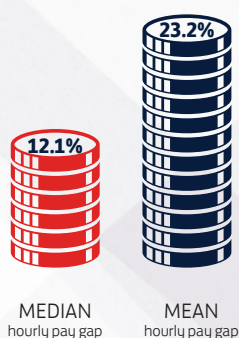
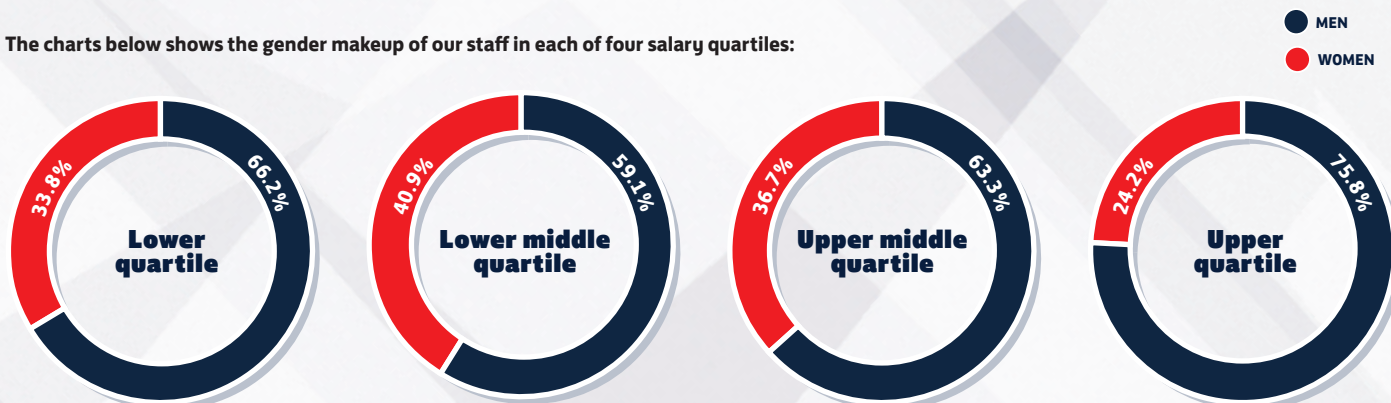
This is a revised version of The FA's 2017 gender pay report, initially published in March 2018. We are republishing this report to separately disclose the gender pay gap figures for Wembley National Stadium Limited, an entity within The FA with over 250 employees – see the statutory requirements section below.

GENDER REPRESENTATION AT THE FA

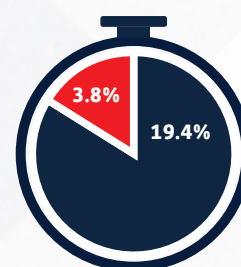
In April 2017, 34.6% of FA staff were female, and our five most senior employees (including the Chairman and England Manager) were male. Improving our gender balance has been a significant objective in recent years, and is an area where we are making real progress. We will have three women on our Board by the end of this season. We also have more women on our senior and extended leadership team than we did three years ago, and the majority of our women's national coaching roles are now filled by women.

Great work is going on across the country to increase female participation at all levels in the game, and over time this will build a better pipeline of talented women to work in managing and governing the game as well as playing it. Despite progress, we know there is still much to do, as our most senior jobs in football are filled in the main by men which is reflected by our gender pay gap figures.

The charts below shows the gender makeup of our staff in each of four salary quartiles:



Median pay gap by industry – PwC Women In Work Index 2017



DEMOGRAPHIC FACTORS NON-DEMOGRAPHIC FACTORS

HOURLY GENDER PAY GAPS

Our median hourly pay gap of 12.1% is lower than the national average at 18.4%, and is significantly lower than the averages for other industries that struggle with female representation. The mean figure is higher at 23.2% as this includes a small number of very senior male employees. We cannot eliminate the pay gap completely whilst our most high profile coaching jobs are filled by men and are understandably having a significant impact on our gender pay position.

KEY DISTINCTION – GENDER PAY VERSUS EQUAL PAY

Our **gender pay gaps** represent the difference in average male pay versus average female pay across the FA, and are therefore heavily influenced by the gender split across our grades. In contrast, an **equal pay gap** represents an illegal difference in pay between male and female employees performing equal work which is not due to a material factor (such as performance, experience, market forces, location, etc.).

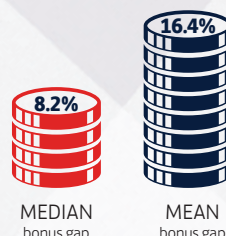
CAUSES OF THE MEAN HOURLY PAY GAP

When we analysed the figures further and took into account what are known as demographic factors, namely the fact that we have more male employees in senior roles, our gap reduces to 3.8%. This remaining gap is caused by other factors like performance and market forces. We are pleased that the work we have already done has shown positive results and, in some departments in Wembley, we have a gender pay gap in favour of women.

GENDER BONUS GAPS

Across all FA employees, the average bonus received by men is 16.4% higher than that received by women. However, this figure halves to 8.2% in the median calculation, which again shows that our small number of very senior male employees are having a significant impact on our gender bonus gaps.

The bonuses include payments for England teams' tournament success. It is a matter of fact that when we have strong results in international competition and have senior male coaches who are rewarded for that success this will make our bonus gap larger.



PROPORTION OF EMPLOYEES RECEIVING A BONUS

Across our entire staff population, 55.1% of men and 50.1% of women received a bonus. This analysis includes all of our casual workers who are not eligible for our bonus scheme, as well as our permanent employees who are eligible. The difference is due to the fact that we have more male employees in the roles which are eligible for bonuses.

STATUTORY REQUIREMENTS

The preceding information shows The FA's gender pay position across the wider organisation, including employees of both Football Association Limited (FAL) and Wembley National Stadium Limited (WNSL). By law we are required to disclose the key figures for each employing entity with over 250 employees separately. The calculations for FAL and WNSL, our entities which meet this threshold, are therefore set out below:

GAP	FAL	WNSL	ENTITY	GENDER	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
MEAN HOURLY PAY GAP	21.5%	24.0%	FAL	MEN	71.4%	52.5%	68.7%	75.8%
MEDIAN HOURLY PAY GAP	12.5%	-1.2%		WOMEN	28.6%	47.5%	31.3%	24.2%
MEAN HOURLY BONUS GAP	13.7%	29.5%	WNSL	MEN	62.7%	65.1%	56.6%	70.7%
MEDIAN HOURLY BONUS GAP	6.8%	23.9%		WOMEN	37.3%	34.9%	43.4%	29.3%

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
FAL	MEN	73.7%
	WOMEN	65.6%
WNSL	MEN	14.1%
	WOMEN	19.1%

For clarity - our senior female players are on central contracts and therefore employees of Football Association Limited. Our senior male players are managed through a commercial arrangement and are not employees of The FA and are therefore not included in this analysis.

HILTON HOTEL - ST. GEORGE'S PARK (NATIONAL FOOTBALL CENTRE LIMITED)

Although not legally required, we also carried out voluntary analysis for National Football Centre Limited (a subsidiary of The FA with less than 250 employees), which showed a median hourly pay gap of 1.5% in favour of male employees and a mean hourly pay gap of 9.4% in favour of female employees.

OUR COMMITMENT

We are committed to reducing our gender pay gap further, with a renewed focus of effort and resources on diversity and inclusion initiatives to ensure more women are working at The FA in the future. This year we will set and publish BAME and gender targets for all of our organisation and launch initiatives that will ensure that these targets are met.

The number of men applying for jobs at The FA is significantly higher than the number of women and so we are working hard to improve the pipeline in the early stages of recruitment to increase the possibility of hiring a more balanced workforce. For example at St. George's Park we have dedicated resource focused on improving the number and calibre of female coaches in the game, as well as initiatives to encourage current and retired female players to become coach apprentices.

We take our role in leading the way in football very seriously. We are committed to pay equality and believe that pay between comparable employees should be based on merit and never linked to gender.

GREG CLARKE
Chairman

We have been working with PwC LLP to understand our gender pay position, and this report sets out the results of our gender pay analysis as required by law, which has been independently prepared by PwC.