

THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2018



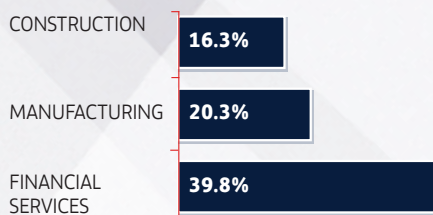
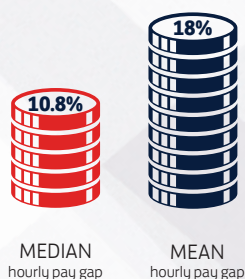
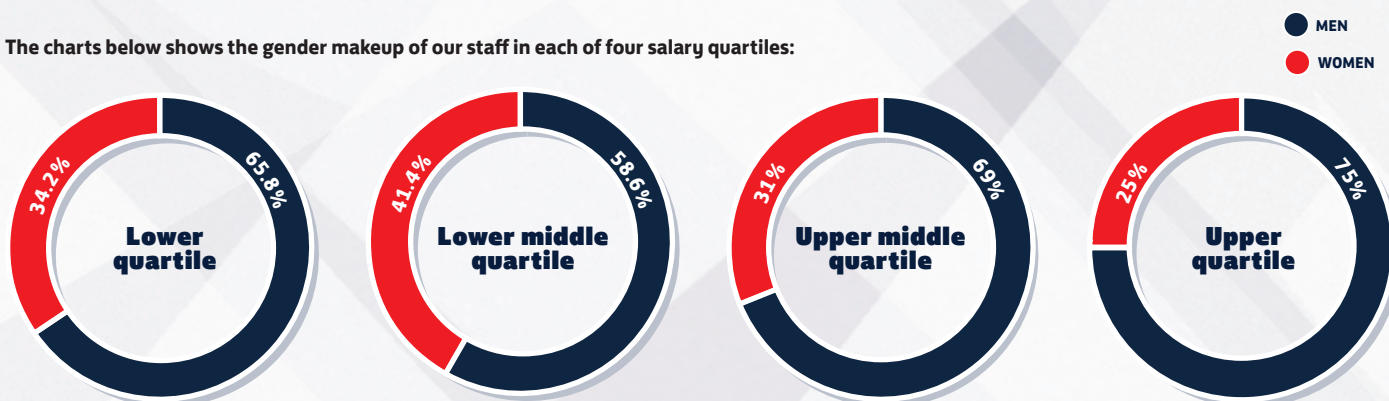
The FA's vision is to Unite the Game, Inspire the Nation. Football is a game for all and we are determined to break down barriers that get in the way of progress and to energise those who need our support to achieve their potential. In 2018 we published our three-year Equality, Diversity and Inclusion plan, 'In Pursuit of Progress'. This plan sets out our ambitions and how we plan to achieve those, including setting ourselves ambitious targets on our gender balance. We are very proud of the significant progress we have made in closing our gender pay gap. Not only is this important in its own right but symbolic of the positive cultural changes we are seeing inside our organisation.

GENDER REPRESENTATION AT THE FA

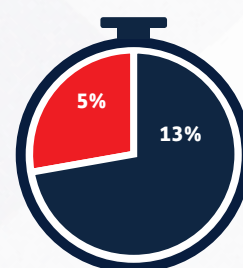
Since our first year of gender pay reporting, the overall male/female split of FA employees has remained similar and the five males in our most senior roles (including the England Manager) have all remained in post - these factors therefore continue to heavily influence our gender pay gaps. However, we are proud to have made real steps forward in employee diversity and, having made a number of senior female appointments at Wembley and St. George's Park, we now have three women on our Board and more women than ever on our leadership team.

We are committed to further promoting and increasing female involvement in football at all levels and our initiatives, designed at improving representation such as increasing the number of female coaches at St. George's Park, have been extremely successful over the past year. We are confident that this increased female participation in the game will lead to a more diverse FA workforce.

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



Median pay gap by industry – Office for National Statistics UK
Gender Pay Gap: 2018 provisional figures



DEMOGRAPHIC FACTORS
NON-DEMOGRAPHIC FACTORS

HOURLY GENDER PAY GAPS

We have seen a significant reduction of over 5% in our mean hourly pay gap from last year, from 23.2% to 18.0%. Our current median hourly pay gap of 10.8% has also reduced and continues to be lower than the national average (currently 17.9%). It also remains significantly lower than the averages for other industries that also struggle with female representation, such as construction and financial services.

KEY DISTINCTION – GENDER PAY VERSUS EQUAL PAY

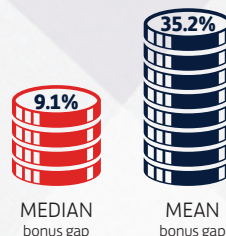
Our **gender pay gaps** represent the difference in average male pay versus average female pay across The FA, and are therefore heavily influenced by the fact that we have more men in senior roles. In contrast, an **equal pay gap** represents an illegal difference in pay between male and female employees 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

By carrying out further analysis and taking into account what are known as demographic factors, namely the fact that we have more men in senior roles, our pay gap reduces to 5%. This small remaining gap is due to other relevant factors such as different roles, responsibilities and performance levels amongst employees at similar levels. We are confident that employees performing the same roles are paid fairly, irrespective of gender.

GENDER BONUS GAPS

Across The FA, the mean bonus received by men in 2018 was 35.2% higher than that received by women. The median gap was much closer at 9.1%, which shows that bonuses paid to our small number of very senior male employees are having a significant impact on our gender bonus gaps. The increase in the mean bonus gap is also due to the fact that in the same period as these male employees were paid bonuses, we had a small number of senior female leavers who had previously earned bonuses. These women have since been replaced by other senior women but not all were eligible for a bonus during this reporting period due to their start dates. Bonus gaps will continue to be challenging for us given our highest profile coaching roles are held by men. The more tournament success we enjoy, the bigger the bonus gap will become.



PROPORTION OF EMPLOYEES RECEIVING A BONUS

Across all employees of The FA, 53.1% of men and 48.1% 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 therefore due to differences in gender representation amongst 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	16.7%	19.0%	FAL	MEN	68.3%	57.0%	70.9%	74.8%
MEDIAN HOURLY PAY GAP	10.2%	16.7%		WOMEN	31.7%	43.0%	29.1%	25.2%
MEAN HOURLY BONUS GAP	35.1%	27.5%	WNSL	MEN	60.0%	57.4%	73.0%	72.8%
MEDIAN HOURLY BONUS GAP	8.4%	15.1%		WOMEN	40.0%	42.6%	27.0%	27.2%

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
FAL	MEN	71.7%
	WOMEN	64.9%
WNSL	MEN	14.6%
	WOMEN	15.7%

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 1.8% in favour of male employees and a mean hourly pay gap of 7.7% in favour of female employees, a reduction of 1.7% since last year.

OUR COMMITMENT

This report marks a positive step forward in the reduction of our gender pay gap and this is largely due to the journey we have been on since 2016 to transform the culture of The FA.

One of our successes has been the appointment of a number of talented women right across our organisation and we are not stopping here; this agenda has the same energy driving it as it did when we started.

We believe a better gender balance in both football and non-football roles makes us stronger and better equipped to meet the challenges of the modern game and a modern organisation.

We take our role in leading the way in football very seriously and are proud to be at the forefront of promoting diversity and inclusion within our sport.

GREG CLARKE
Chairman