

THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2025



At The FA, we remain committed to creating a game free from discrimination, embracing the unique diversity of our country and continuing to use football as a force for good. We reflect on the remarkable achievement of the Lionesses in 2025, with 75,000 people lining London's streets to celebrate the England Women's EURO-winning squad. This was a powerful reminder of the extraordinary power football has to bring individuals and communities together, and how far the women's game has come.

One year on from the publication of our 2024-2028 EDI Strategy, we are proud of our progress and recognise that our work is not always linear. We remain focus on our three key pillars:

- 1. Boosting Representation:** Improving the diversity of officials, players, coaches, volunteers and employees.
- 2. Driving Inclusion:** Making everyone involved in the game, in whatever capacity, feel welcome.
- 3. Tackling Discrimination:** Creating a culture where prejudice and abuse are routinely challenged and addressed.

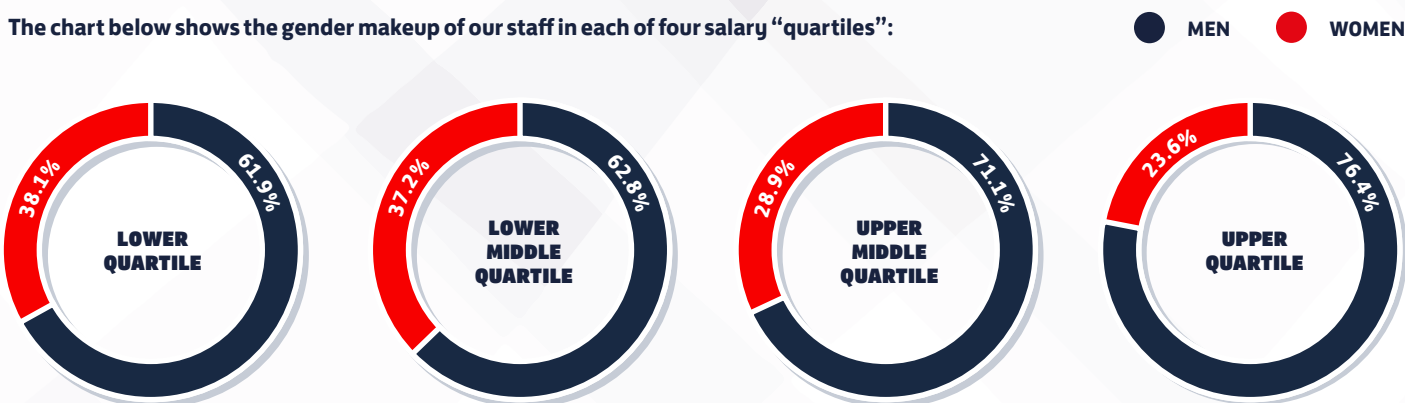
We continue to evolve as an organisation and mostly that will show up positively in our pay gaps, however the transfer out of The FA of the Women's Professional Game to become a new independent company in this period had a negative impact on our gender pay gap. Whilst the creation of this business is a significant achievement for all stakeholders and the women's game, it means our gender pay gaps have widened as a number of highly paid female employees are now employees of the new company.

GENDER REPRESENTATION AT THE FA

We are committed to a healthy gender balance at all levels of The FA. The charts below show the distribution of male and female employees across the salary quartiles in 2025 – these quartiles have been calculated by dividing our workforce into four equal parts. We are pleased to see that female representation has increased slightly in the upper quartile by 1.5%.

Overall, the demographic profile of our workforce, in particular the fact that many of our most senior football and organisational roles are held by men, continues to be the main driver of our overall gaps and an ongoing area of focus for us. While it remains likely that the most highly paid senior men's coaching roles will continue to be a material factor for the foreseeable future, we are confident that there is a high and equitable standard in the areas we have greater control of.

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



HOURLY GENDER PAY GAPS

We have seen an increase of 3.4% in our mean (average) hourly pay gap since 2024, to 16.0% in favour of male employees. Our median hourly pay gap, which measures the difference in pay between our mid-level male and female employees, has increased to 18.0% in favour of male employees. Whilst it is disappointing to see increases in our overall gaps, we are confident that this does not reflect our ongoing progress towards improved diversity at The FA. As noted above, these changes are primarily due to the differing population included in our calculations from year to year, particularly driven by the transfer of the Women's Professional Game this year to the new independent company.



MEAN
pay gap



MEDIAN
pay gap

We continue to focus on fair and transparent recruitment, pay and progression processes.

KEY DISTINCTION - GENDER PAY VERSUS EQUAL PAY:

A gender pay gap is often confused with the issue of equal pay, but the two are fundamentally different.

Equal pay is when men and women performing equal work receive equal pay, as set out in the Equality Act 2010.

A **gender pay gap** refers to the difference between men's and women's average earnings across the organisation, expressed as a percentage of men's earnings.



CAUSES OF THE MEAN HOURLY PAY GAP:

Having a few of our most highly paid roles held by men continues to exacerbate the pay gap and we continue to challenge ourselves to improve this particularly within our leadership team – our published ambition is to have 45% of our senior leader roles held by women in 2028.

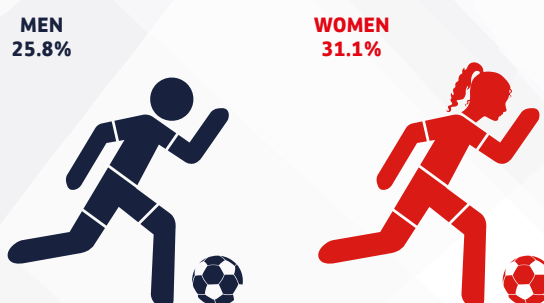
Another contributing element has been the number of female joiners at a junior level. While this may increase our gender pay gap in the short-term, it is a vitally important factor in building a sustainable pipeline of female talent, which in turn strengthens our long-term approach to creating a diverse workforce and narrowing the pay gap.

GENDER BONUS GAPS AND PROPORTION OF EMPLOYEES RECEIVING A BONUS

We have also seen an increase in our overall gender bonus gaps, with our mean bonus gap increasing by 27.2% and our median bonus gap increasing by 1.3% in favour of men. These changes are primarily driven by the bonuses paid to the senior men's team after reaching the final of the 2024 UEFA Men's EURO tournament.

Again, our bonus gaps are heavily impacted by demographic factors, and we remain confident that bonus eligibility criteria, and the basis on which awards are calculated, remain fair and non-discriminatory. Given that FA bonuses are often tied to teams' performance at major tournaments, we expect to see continued volatility in this area as a result of rewarding competition success.

A larger proportion of women (31.1%) also received bonuses than men (25.8%) across all FA employees. This analysis includes all our casual workers, who are predominantly male and are not eligible for our bonus scheme, as well as our permanent employees who are all eligible. This is consistent with the previous reporting period.



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 set out below:

GAP	FAL	WSNL	ENTITY	GENDER	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
MEAN HOURLY PAY GAP	18.3%	2.5%	FAL	MEN	55.5%	65.0%	77.5%	77.0%
MEDIAN HOURLY PAY GAP	27.3%	1.3%		WOMEN	44.5%	35.0%	22.5%	23.0%
MEAN HOURLY BONUS GAP	39.9%	64.3%	WSNL	MEN	63.8%	65.9%	69.5%	65.5%
MEDIAN HOURLY BONUS GAP	16.8%	2.0%		WOMEN	36.2%	34.1%	30.5%	34.5%

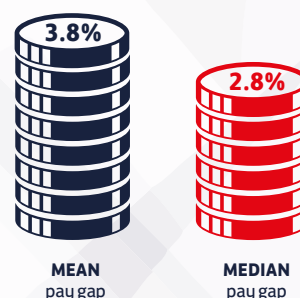
Note: A positive pay gap shown in the table denotes a pay gap in favour of our male employees, whilst a negative gap denotes a pay gap in favour of our female employees.

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING BONUS	
FAL	MEN	32.0%
	WOMEN	41.3%
WSNL	MEN	9.7%
	WOMEN	7.2%

For clarity, our senior female players are on central contracts and are 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.

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 mean hourly pay gap of 3.8% in favour of male employees and a median hourly pay gap of 2.8% in favour of male employees.



ETHNICITY PAY REPORTING

Our ethnicity pay gap is a measure of the percentage difference in the average hourly and bonus pay of The FA's minority ethnic employees and non-minority ethnic employees. There is currently no legal obligation to publish any ethnicity pay data.

However, we have chosen to voluntarily report our ethnicity figures as part of our ongoing commitment to transparent reporting beyond regulatory requirements. The government has also committed to making ethnicity pay gap reporting mandatory for employers with 250 or more employees, as provided for in the draft Equality (Race and Disability) Bill. As we have been reporting this data voluntarily for several years, we believe The FA will be well-positioned to meet this new requirement should it come into law.

We understand that our employees' identification with ethnicity is a deeply sensitive and complex personal issue, and that individuals will not always identify or associate themselves with one particular ethnicity or broad category of ethnicity. Therefore, whilst this analysis provides a high-level insight around ethnic diversity at The FA, we fully appreciate that this level of broad comparison may not highlight the differences faced by specific ethnic minorities.

GAP	THE FA
MEAN HOURLY PAY GAP	1.5%
MEDIAN HOURLY PAY GAP	12.4%
MEAN HOURLY BONUS GAP	3.7%
MEDIAN HOURLY BONUS GAP	-0.7%

Note: A positive pay gap shown in the table denotes a pay gap in favour of our non-Black, Asian, Mixed or other ethnic background employees, whilst a negative gap denotes a pay gap in favour of our Black, Asian, Mixed or other ethnic background employees.

The FA's ethnicity disclosure rate as at April 2025 was 49% of our core employee workforce and those individuals who have not disclosed their ethnicity data are not included in our calculations. This means that the figures above do not fully represent our entire workforce and as such, small movements can have a large impact on the data.

We are continuing to focus on ways we can increase disclosure rates within the organisation to ensure the most meaningful analysis possible and are committed to taking steps to progress diversity and inclusion across English football as a whole. Looking forward, we are set to launch a new internal employee system, which we expect will assist with increasing disclosure rates.



OUR COMMITMENT

Since pay gaps were first published, we have made consistent progress, albeit not always linear given the breadth of our organisation and the many roles we play. We are disappointed that in 2025 the gaps have widened but we understand why, and sometimes the right bigger picture decisions in the best interests of football will not work in favour of reducing the gaps, as we have found with setting up an independent company to operate the Women's Professional Game.

We will continue to ensure that the basic foundations for reducing pay gaps are solid, and we retain a strong focus on fair and transparent recruitment, pay and career progression processes at every level whilst at the same time continuing to improve representation.

Our 2024-2028 EDI Strategy – A Game Free From Discrimination sets out our goals across this agenda and we remain committed to improving representation in our own workforce and playing our part in uniting football to do the same.

I confirm that the information contained in this report is accurate and is in line with the statutory requirements.

MARK BULLINGHAM

Chief Executive Officer

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 and the results of our voluntary ethnicity pay analysis, which has been independently prepared by PwC