

# THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2021



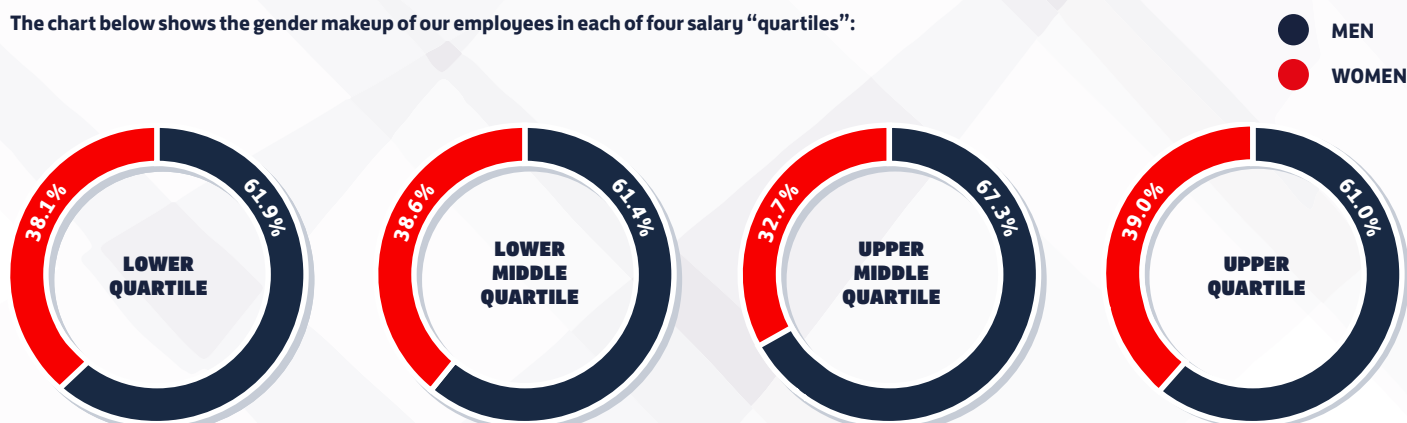
Following the success of our Equality, Diversity and Inclusion (EDI) plan 'In Pursuit of Progress', we launched our new three-year strategy 'A Game for All' in October 2021. This sets out ambitious plans to use the power of football as a force for good.

To enable this, our work continues to build strong foundations inside The FA to ensure we better represent the communities we serve. This includes making even more progress on gender diversity, taking a bigger step up in our ethnic diversity targets and adding a new focus by setting a disability target. The metrics demonstrate the positive momentum achieved thus far to our gender balance, maintained over several years now, which is reflected in a significant reduction in our mean and median gender pay gaps. We are also voluntarily publishing our ethnicity pay gap for a second year.

## GENDER REPRESENTATION AT THE FA

We remain committed to improving gender balance at all levels of our organisation. The charts below show the distribution of male and female employees across the salary quartiles in 2021 - these quartiles have been calculated by dividing our workforce into four equal parts. We are pleased to say that female representation has improved in the majority of the quartiles and, in our more highly paid positions, this has increased by 11.2%. Nevertheless, the main cause of our overall pay gaps in favour of men (as shown below) continues to be the demographic profile of our workforce, as our most senior football and organisation leadership roles continue to have male employees in-post.

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



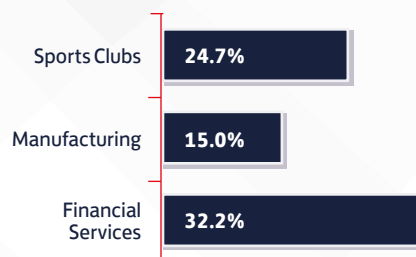
**MEAN**  
Hourly pay gap



**MEDIAN**  
Hourly pay gap

## HOURLY GENDER PAY GAPS

We have seen a significant decrease of 4% in our mean (average) hourly pay gap since 2020, to 13.5% 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 also significantly decreased since 2020 to 2.2% in favour of male employees. This is well below the national average of 15.5% and also lower than the average pay gaps in other traditionally male-dominated industries, as shown below. We are proud of this progress, but remain committed to closing this gap further.



## KEY DISTINCTIONS – GENDER PAY VERSUS EQUAL PAY

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

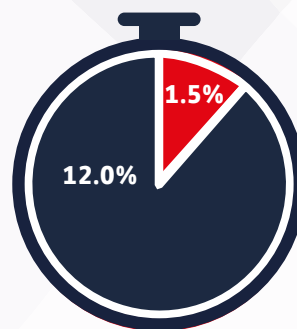
**Equal pay** is when men and women performing equal work receive equal pay, as set out in the Equality Act 2010.

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.

*Median pay gap by industry – Office for National Statistics UK Gender Pay Gap: 2021 provisional figures*

## CAUSES OF THE MEAN HOURLY PAY GAP

As explained above, our further analysis shows us that most of our gender pay gap is driven by demographic factors as a result of having more men in our most senior roles. If these factors are removed, the gap reduces to 1.5%. 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 all our employees are paid fairly, irrespective of gender or other protected characteristics.



## GENDER BONUS GAPS AND PROPORTION OF EMPLOYEES RECEIVING A BONUS

Due to the Covid-19 pandemic and the impact this had on our industry, we had temporarily pause all discretionary bonuses for the 2020/2021 season. Therefore, the only bonus payments made during this period related to contractual entitlements for just two employees, which is reflected in the proportion of employees who received a bonus, as shown on the right.

As we had no comparable male and female bonus recipients, it was not possible to calculate any bonus gaps for this year. We have since resumed our discretionary bonus scheme and this will be reflected in next year's disclosure.



## STATUTORY REQUIREMENTS

The information above shows The FA's gender pay position on a combined basis 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	WNSL
MEAN HOURLY PAY GAP	16.0%	-2.9%
MEDIAN HOURLY PAY GAP	6.0%	-13.5%
MEAN HOURLY BONUS GAP	0.0%	0.0%
MEDIAN HOURLY BONUS GAP	0.0%	0.0%

ENTITY	GENDER	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
FAL	MEN	58.3%	60.1%	70.5%	58.8%
	WOMEN	41.7%	39.9%	29.5%	41.2%
WNSL	MEN	86.4%	57.4%	62.8%	71.1%
	WOMEN	13.6%	42.6%	37.2%	28.9%

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
FAL	MEN	0.2%
	WOMEN	0.0%
WNSL	MEN	0.7%
	WOMEN	0.0%

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.

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 8.1% in favour of male employees and a median hourly pay gap of -1.9% in favour of female employees.



MEAN  
Hourly pay gap



MEDIAN  
Hourly pay gap

# ETHNICITY PAY REPORTING

The following information shows our ethnicity pay position across the wider organisation, including both FAL and WNSL.

The ethnicity pay gap (as calculated by The FA) is a measure of the percentage difference in the average hourly and bonus pay of The FA's Black, Asian, Mixed or other ethnic backgrounds and non-Black, Asian, Mixed or Other ethnic backgrounds employee populations. There is currently no legal obligation to publish any ethnicity pay data. However, The FA has chosen to voluntarily report its ethnicity figures for a second year as part of our ongoing commitment to transparent reporting beyond regulatory requirements.

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 a broad category of ethnicity. Therefore, whilst this analysis provides 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.

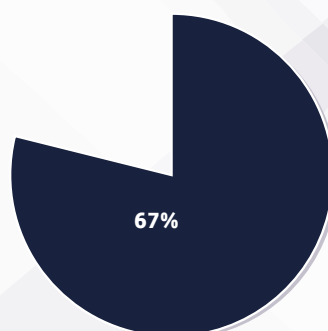
Key ethnicity pay gap calculations for FAL and WNSL are set out below, together with the combined pay gaps across both FAL and WNSL:

GAP	THE FAC	FAL	WNSL
MEAN HOURLY PAY GAP	-2.1%	-1.2%	-12.3%
MEDIAN HOURLY PAY GAP	-8.5%	-5.8%	-44.2%
MEAN HOURLY BONUS GAP	0.0%	0.0%	0.0%
MEDIAN HOURLY BONUS GAP	0.0%	0.0%	0.0%

*Note: A positive pay gap shown in the table denotes a pay gap in favour of our non-Black, Asian, Mixed or other ethnic backgrounds 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 2021 was 67% and those individuals who have not disclosed their ethnicity data are not included in our calculations, which means that the figures above do not fully represent our entire workforce. Our disclosure rate is 4% lower than the previous year, as a result of changes to our recording systems and increased recruitment in areas where we do not track diversity (such as event staff at Wembley Stadium).

However, we are continuing to focus on increasing our disclosure rates to ensure the most meaningful analysis possible. The FA is committed to being fair to everyone and welcoming people from all different communities and backgrounds, and we will therefore continue to tackle inequality and improve workplace diversity.



ETHNICITY DISCLOSURE RATE

## OUR COMMITMENT

At The FA, we are very proud of our continued progress along our gender pay journey. It is a direct reflection of the talented workforce we have across the breadth of our organisation. And beyond this we remain committed to greater inclusivity for people of all backgrounds, focussing on areas such as ethnicity, disability and sexual orientation as well as gender.

A Game for All sets out three key strategic commitments – Lead the Change, Be the Change and Inspire the Change. Lead the Change will see us continue to actively tackle discrimination on and off the pitch. Be the Change focuses on building a diverse workforce through education, development and inclusive leadership. Inspire the Change involves the delivery of core diversity programmes for historically underrepresented communities within our sport.

Through this plan, we will deliver positive change both within our organisation and across the communities we serve.

**MARK BULLINGHAM**

**CEO**