

THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2022



Into our sixth year of reporting, we reflect on what has been quite a journey. In 2016 a new leadership team for The FA came together and one of our big ambitions was to rebuild The FA into a world class organisation. This meant hiring and promoting the very best diverse talent to transform the organisation and improve the gender balance of The FA, shaking off historical perceptions. Coupled with big plans to inspire positive change in women's and girls' football, we had a great platform to start from. Over the past 6 years we are very proud of the progress we have made at all levels throughout the organisation, topped by some brilliant role models in high profile leadership and coaching roles. During this period alone we appointed our first female Chair, as well as a female Head Coach for the Lionesses.

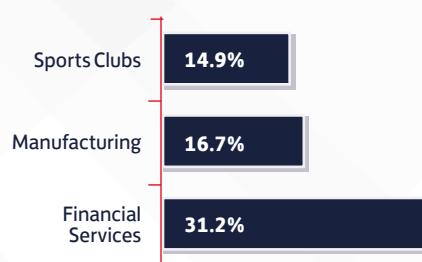
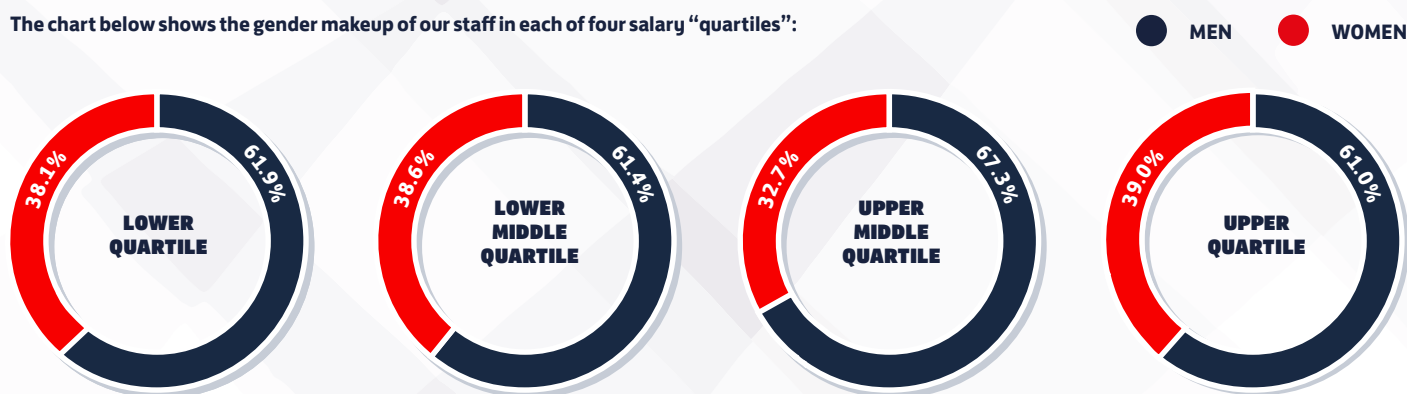
The impact of this so far has been to see a continual reduction in our mean and median gender pay gaps, but these gaps can and will vary year on year due to the nature of what we do. This year has seen our gender pay gaps slightly increase. Simply put, this is the year that captures our senior men reaching the UEFA EURO 2020 tournament final. The pay and bonuses awarded for that achievement to senior male coaches are the main reasons our gaps have seen a small increase. The fact that it is only a relatively small increase points to the fact that our underlying gender pay equality remains very strong.

GENDER REPRESENTATION AT THE FA

We remain committed to improving gender balance at all levels of the organisation. The charts below show the distribution of male and female employees across the salary quartiles in 2022. These four salary quartiles have been calculated by dividing our workforce into four equal parts. Female representation has slightly decreased in the lower quartiles and improved in the upper middle quartile. The main cause of our overall pay gaps in favour of men (as shown below) therefore continues to be the demographic profile of our workforce, as several of our most senior football and organisation leadership posts are held by males.

We aim to further improve the diversity and particularly the gender balance of our general workforce and leadership roles through a number of initiatives such as broadening our appeal and reach as an employer to prospective employees, running internal high potential development programmes as well as traditional and reverse mentoring schemes.

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 2.7% in our mean (average) hourly pay gap since 2021, to 16.1% 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 increased to 5.4% in favour of male employees. However, this continues to remain significantly lower than the national average of 14.9% and also lower than the average pay gaps in other traditionally male-dominated industries, as shown in the graph on the right. Whilst we are aware this is a step back overall in the significant progress we have achieved in continually reducing our gap over the last five years, we are confident that our underlying progress remains strong.

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.

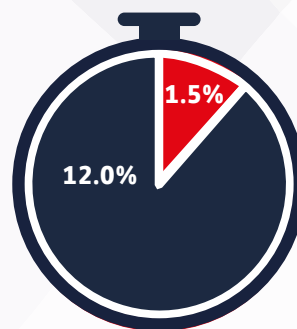
Equal pay is when men and women performing equal work receive equal pay, as set out in the Equality Act 2010.

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: 2022 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 1.7%. 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 positive that our employees are being 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 the game, all discretionary bonuses were paused for 2020/2021, however these have now resumed. Across The FA, the mean bonus gap was 69.7% in favour of men and the median bonus gap was 14.4% in favour of men. As previously mentioned this is reflective of the bonuses paid to senior male coaches because of the success on the pitch where our senior men's team reached the final of the UEFA EURO 2020 tournament (which took place in 2021).

We remain confident that bonus eligibility criteria and the basis on which awards are made remains fair and non-discriminatory.

WOMEN
33.4%



MEN
26.6%



A larger proportion of women received bonuses than men across all FA employees. This analysis includes all of our casual workers, who are predominantly male and are not eligible for our bonus scheme, as well as our permanent employees who are eligible.

STATUTORY REQUIREMENTS

The following 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	WNSL
MEAN HOURLY PAY GAP	16.8%	7.9%
MEDIAN HOURLY PAY GAP	10.0%	8.6%
MEAN HOURLY BONUS GAP	70.2%	52.3%
MEDIAN HOURLY BONUS GAP	14.0%	31.6%

ENTITY	GENDER	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
FAL	MEN	65.3%	63.3%	68.6%	71.3%
	WOMEN	34.7%	36.7%	31.4%	28.7%
WNSL	MEN	65.3%	62.1%	70.0%	63.4%
	WOMEN	34.7%	37.9%	30.0%	36.6%

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
FAL	MEN	34.6%
	WOMEN	46.6%
WNSL	MEN	7.9%
	WOMEN	8.7%

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 4.9% in favour of male employees and a median hourly pay gap of 4.1% in favour of male employees.



MEAN
Hourly pay gap



MEDIAN
Hourly pay gap

ETHNICITY PAY REPORTING



For the last two years, we have chosen to voluntarily disclose our ethnicity pay gap, which is a measure of the percentage difference in the average hourly and bonus pay of colleagues from Black, Asian, Mixed or other ethnic backgrounds and colleagues from non-Black, Asian, Mixed or Other ethnic backgrounds. There is currently no legal obligation to publish any ethnicity pay data. However, The FA chose to voluntarily report its ethnicity figures as part of our ongoing commitment to transparent reporting beyond regulatory requirements.

This year our disclosure rates were lower than previous years as a result of an upgrade to our data collection system. The data we do have from those who have disclosed indicate that our mean and median pay gaps have increased further in favour of our Black, Asian, Mixed or other heritage colleagues. Given the lower disclosure rates we will not be publishing the figures in full but we will work to increase our disclosure rates in future to ensure the most meaningful analysis possible with a view to resuming full reporting next year.

Despite not reporting fully this year, we remain committed to increasing diversity within all aspects of the game. As part of this, we have made progress during the second season of the Football Leadership Diversity Code. We exceeded our targets in hiring senior coaches in the men's game from Black, Asian, Mixed or other backgrounds and we are seeing an increase in the percentage of underrepresented ethnic groups in our workforce.

OUR COMMITMENT

At The FA, we are proud that our gender pay gap remains well below the national average. Seeing a small increase to our pay gaps in comparison to the previous year is disappointing but is reflective of the many roles we play in football. Performance related pay for our senior men's coaches impacts our gender pay gap in a successful tournament year.

We remain wholly committed to improving the diversity of our organisation and showing leadership to others. Inextricably linked to this is the culture of The FA, and we continue to work very hard to nurture an environment that brings out the best in all of us and where everyone can be themselves.

"A Game for All", our EDI strategy that runs until 2024, outlines three key strategic commitments – Lead the Change, Be the Change and Inspire the Change. This strategy brings to life how the nation's number one sport can bring people together, eradicate social barriers and be a force for good across communities.

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

A handwritten signature in white ink on a dark blue background.

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.