

THE FOOTBALL ASSOCIATION GENDER PAY REPORT 2023



The past year has seen significant progress against all our strategic objectives, both on and off the pitch. Most notably we are so proud of our Lionesses winning the 2022 UEFA Euros, increasing attendances in the Barclays Women's Super League, a record-breaking Women's FA Cup Final crowd, and the Government's commitment to our pledge to give equal access for girls to play football in school.

We have made huge progress with our gender pay gap over the years and since its inception. We are pleased that our leadership and recruitment efforts have continued to improve diversity across The FA, but organisations are dynamic, and this year our gender pay gaps have slightly widened since the previous reporting period. This is mainly attributed to factors outside of our control, such as leavers and the timetable of major events at Wembley Stadium, which affects who is included in the calculations.

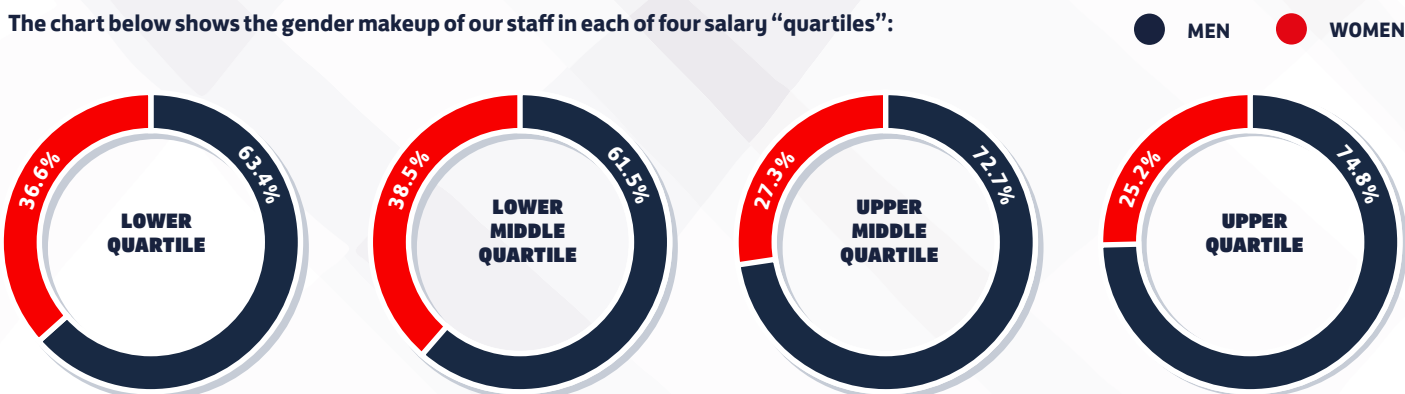
We remain committed to always assessing the underlying causes of any pay gaps, and to taking action to close pay gaps over the long term.

GENDER REPRESENTATION AT THE FA

We are committed to improving gender balance at all levels of The FA. The charts below show the distribution of male and female employees across the salary quartiles in 2023 - these quartiles have been calculated by dividing our workforce into four equal parts. Female representation has decreased slightly in the upper and upper middle quartiles, due to both our fluctuating population of match day and event staff and a small number of senior leavers.

The demographic profile of our workforce, in particular the fact that more than half 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. We continue to focus our efforts on improving diversity at all levels of our workforce, including growing our internal female talent with development and mentoring support, as well as continuing to mandate diverse shortlists when working with external search partners, whilst never compromising our principle of meritocracy in order to recruit the best talent for the role.

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% in our mean (average) hourly pay gap since 2022, to 18.1% 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 increased to 16.5% 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 (driven by the staffing of events at Wembley Stadium) and a number of personnel changes within our 'Head' leadership positions, where we saw a small number of female leavers, and the successful replacements happened to be male.



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.

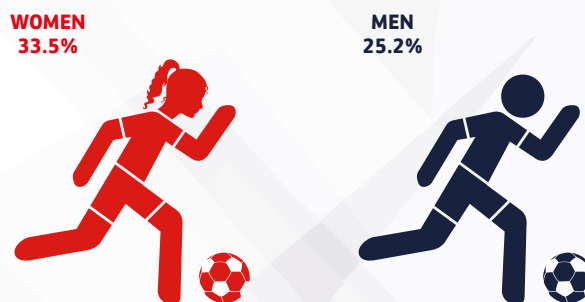
A **gender pay gap** refers to the difference between men's and women's average earnings across the organisation, expressed as a percentage of men's earnings.

GENDER BONUS GAPS AND PROPORTION OF EMPLOYEES RECEIVING A BONUS

We have seen a significant decrease in our overall gender bonus gaps, with our mean bonus gap reducing by 11.7% and our median bonus gap reducing by 7.6%. These changes have, in part, been driven by the bonuses paid to the Lionesses after winning the 2022 UEFA Euros.

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.

As was the case in the previous reporting period, 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 all eligible.



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	WNSL
MEAN HOURLY PAY GAP	17.1%	10.8%
MEDIAN HOURLY PAY GAP	17.2%	6.9%
MEAN HOURLY BONUS GAP	58.9%	49.7%
MEDIAN HOURLY BONUS GAP	8.1%	0%

ENTITY	GENDER	LOWER QUARTILE	LOWER MIDDLE QUARTILE	UPPER MIDDLE QUARTILE	UPPER QUARTILE
FAL	MEN	59.4%	66.8%	79.2%	71.8%
	WOMEN	40.6%	33.2%	20.8%	28.2%
WNSL	MEN	66.5%	58.9%	66.6%	66.7%
	WOMEN	33.5%	41.1%	33.4%	33.3%

ENTITY	PROPORTION OF MEN AND WOMEN RECEIVING A BONUS	
FAL	MEN	32.0%
	WOMEN	48.3%
WNSL	MEN	8.7%
	WOMEN	7.3%

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.

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 fewer than 250 employees), which showed a mean hourly pay gap of 6.3% in favour of male employees and a median hourly pay gap of 2.4% in favour of male employees.



MEAN
Pay gap



MEDIAN
Pay gap

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 Black, Asian, Mixed or other ethnic background ('BAME') employees and the rest of our workforce. There is currently no legal obligation to publish any ethnicity pay data. However, The FA has chosen to voluntarily report our ethnicity figures as part of our ongoing commitment to transparent reporting beyond regulatory requirements.

GAP	THE FA	FAL	WNSL
MEAN HOURLY PAY GAP	-15.0%	-16.4%	13.1%
MEDIAN HOURLY PAY GAP	-8.1%	-7.4%	0.0%
MEAN HOURLY BONUS GAP	-9.3%	-11.1%	30.2%
MEDIAN HOURLY BONUS GAP	-4.0%	-1.7%	-13.8%

Note: A negative gap denotes a pay gap in favour of our Black, Asian Mixed or other ethnic background employees.

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 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, together with the combined pay gaps across both FAL and WNSL.

The FA's ethnicity disclosure rate for FA employees is 36%. 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.

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. As part of this, we have announced our intention make it mandatory for all professional clubs in the English leagues to report data on age, sex, gender, ethnicity, disability and sexual orientation within their organisations, ahead of the 2024-25 season.

OUR COMMITMENT

We have worked hard to close our gender pay gap every year since we started reporting in 2017 – so the recent change to this trend is disappointing. We firmly believe in hiring the very best people we can, and we will continue to take the right action to drive long-term positive change to improve our organisation. It is particularly pleasing to see our year-on-year progress on the ethnicity pay gap has continued in this year's report.

We remain fully committed to doing the right things for the long-term, including tackling underrepresentation in our sector and ensuring the broadest possible pipeline of diverse talent across our organisation.

We will continue to nurture an environment where everyone can thrive. 'A Game for All', our current EDI strategy will end in 2024, and later this year we will launch our new EDI plan, which will lay out our ambitions for the next four years, where tackling discrimination and underrepresentation will remain core to what we do and who we are.

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.