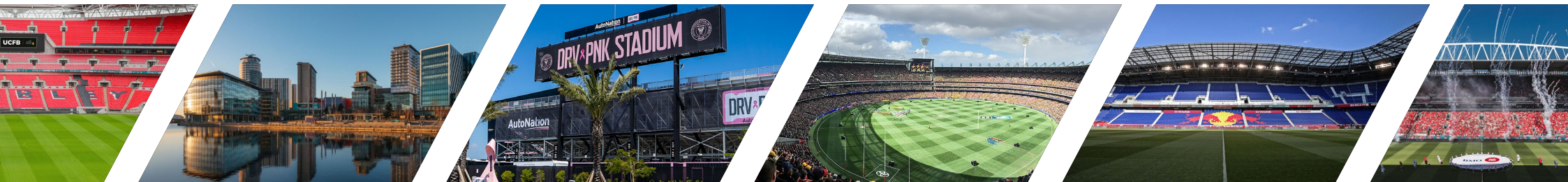


UK Gender Pay Gap Report 2023

UCFB
UNIVERSITY CAMPUS OF FOOTBALL BUSINESS

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Diversity, Equity and Inclusion are at the heart of our People Strategy



Brendan Flood

Brendan Flood
Founder, Chairman and CEO

UCFB's 2023 gender pay gap demonstrates significant progress in the reduction of our gender pay gap since 2022.

Following on from our first gender pay gap report, published in 2023, actions were taken to address a gap of **12.0%** and we are pleased to announce that these actions have been successful in helping to reduce the mean gender pay gap to **5.2%** for 2023.

I'm extremely proud of the continued commitment to reduce our gender pay gap and create an equal playing field for all. Some things I'm particularly impressed by are the implementation of transparent pay bandings across much of the institution, the ongoing commitment to ensuring opportunities are available equally and fairly through our inclusive recruitment strategies and the continued support our line managers demonstrate for flexible working, as I know how important these are in the fight for gender equality.

It's positive to see our gender pay figure is significantly smaller than the national average of **14.3%**, and the **11.3%** within Higher Education. However, we also recognise that there is still progress to be made to further narrow the gap.

At **UCFB** we are committed to our institutional core value of **fair play for all**. This report not only outlines the steps we have taken to promote a culture of equity but also outlines our future actions aimed at ensuring we continue to foster a culture of equity and inclusion that allows us to attract and retain diverse talent.

Moving forward we will measure the impact of our actions using demographic data, KPIs and survey results. We remain dedicated to adjusting our plans wherever necessary to keep us on track with our goals.

Reporting Gender Pay Gaps – Overview

UK Gender Pay Gap Report 2023

What is the gender pay gap?

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually. This falls under the Equality Act 2010 (Gender Pay Gap Information) Regulations and a snapshot of data should be taken on 5 April each year.

What do we need to report on?

Calculations that are required to be published are:

- Mean and median gender pay gap
- Proportion of males and females by quartile
- Mean and median gender bonus gap
- Proportion of males and females receiving a bonus

What is the difference between gender pay and equal pay?

It is important to be clear that gender pay is different to equal pay.

Gender Pay

The gender pay gap shows the differences in the average pay between men and women, regardless of their role or seniority.

Equal Pay

Equal pay focuses on the pay differences between men and women who carry out the same role, similar roles or work of equal value.

Pay Gap Calculations

UK Gender Pay Gap Report 2023

UCFB | GIS Ordinary Pay 2023

Mean	Median
5.2%	6.5%

UCFB | GIS Ordinary Pay 2022

Mean	Median
12.0%	12.5%

Ordinary Pay Mean: this is the difference between the average hourly rate.

Ordinary Pay Median: this is calculated by sorting hourly pay from lowest to highest and finding the midpoint average.

UCFB's mean gender pay gap has decreased from **12.0% in 2022 to 5.2% for 2023**. Our median gender pay gap has also decreased from **12.5% to 6.5%**.

UCFB's overall figures compare favourably to the average gender pay gap in Higher Education, which is at **11.3% for 2023**.*

UCFB's gender pay also compares positively against the national average of **14.3% in 2023****.

*www.pinsentmasons.com

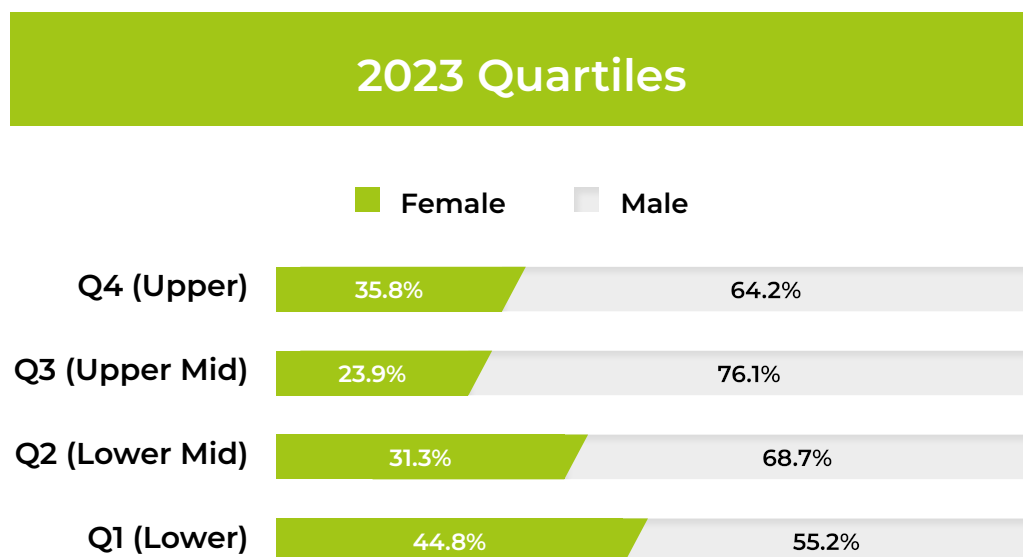
**[ONS, Gender Pay Gap in the UK: 2023](#)

Pay Gap Calculations – Quartiles

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Quartiles

The proportion of male and female employees in four pay quartiles ordered from the lowest pay cohort (Quartile 1) to the highest pay cohort (Quartile 4) is shown. The bands have been established by ranking all employees by average hourly pay, starting from the lowest to the highest paid and dividing into quartiles.



Across our institution, **66%** of our employees are male and **34%** are female.

There are more males than females in all of our pay quartiles, impacted by the fact that there are a higher proportion of male employees across the Institution. This can be attributed to the institutions focus on sports, which traditionally attracts a larger male demographic.

However, there has been positive movement in the upper quartile, seeing our female population increase from **30.3% in 2022 to 35.8% in 2023**.

Bonus Pay Gap Calculations

UK Gender Pay Gap Report 2023

Bonus Pay Mean: this is the difference between the average bonus pay of relevant female employees and the average bonus pay of relevant male employees, expressed as a percentage.

Bonus Pay Median: this is the difference between the median bonus pay of relevant female employees and the median bonus pay of relevant male employees, expressed as a percentage.

No bonuses were awarded to UCFB colleagues in the relevant pay period for this exercise. This means that there is no bonus data to report. UCFB does not operate a standardised bonus scheme.

Action Plan

UK Gender Pay Gap Report 2023

What we did

Building on our **People Strategy** that was created in 2022 *“for our people, by our people”* with the belief that our colleagues are our most valuable asset, we have proudly taken the following actions:

- Appointed a new Chair to the Equality and Diversity Committee to bring a fresh new perspective to this important group
- Implemented inclusive recruitment strategies including anonymous screening and trialing inclusive interview techniques
- Assigned compulsory DEI training for all new starters and refresher training for all colleagues
- Established a Colleague Resource Group to drive awareness initiatives and champion diversity
- Kicked off our Leadership Pathway programme to level the playing field for our future leaders
- Continued on our journey to roll out transparent pay banding throughout the institution
- Approved flexible working requests, allowing colleagues to improve healthy work-life balance
- Carried out equality impact assessments during change programmes to assess the impact proposals on different characteristics

What we're doing

We have ambitious plans to continue to support our **DEI goals** over the next **12-24 months** including:

- Introducing an annual awareness calendar to spotlight events across the year
- Using Lived Experience to raise awareness and ensure our policies and guidance benefit colleagues most impacted
- Utilising our Staff Skills Training academy to roll out further DEI training modules
- Putting diversity, equity and inclusion on the agenda at networking events
- Review of policies to ensure they are fit for purpose and reflect best practice in the DEI field
- Continuing to implement pay bands across the institution until they are established across all departments within UCFB
- Introducing reverse mentoring to give a voice to colleagues from a diverse background
- Seeking external accreditation of the work on diversity and inclusion at UCFB from to demonstrate our long-term commitment

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