

UK Gender Pay Gap Report 2022

UCFB
UNIVERSITY CAMPUS OF FOOTBALL BUSINESS

GIS
GLOBAL INSTITUTE OF SPORT



Equality, Diversity & Inclusion at the heart of our People Strategy



Brendan Flood

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Founder, Chairman and CEO

UCFB HE is an aspirational, challenger university, with a proven model for making sports education more relevant, more connected and more embedded in the sports industry, providing our students with the best experience in the world of sport.

This report is the first of its kind for **UCFB | GIS**. Our Gender Pay Gap has been calculated in accordance with Government regulations. The report is based on snapshot data as of 5th April 2022 and covers activities between April 2021 - April 2022. We are pleased to show that our mean Gender Pay Gap is **below the UK average of 14.9%**, with **UCFB/GIS sitting at 12.5%**. Our priority will now be to identify where we can decrease the gender pay gap that we currently have.

We will continue to create an inclusive Institution that actively attracts and engages diverse and talented individuals from many different heritages and lifestyles, and promotes inclusion and equitable treatment of students and staff at all levels. Equality, Diversity and

Inclusion will be reflected in everything that we do, underpinning one of our core institutional values in which we strive to create an environment of **fair play for all** to succeed at **UCFB | GIS**.

We are conscious of our male-to-female population, and the higher percentage of males, which is a likely result of norms associated with the sector of Sport. However, we are continuing to review and consider mechanisms that will attract a higher proportion of female staff and students alike and believe that keeping EDI at the forefront of our decision-making will amplify our ability to do this.

Our success will be measured through mechanisms such as; Internal promotions of female staff, females in leadership positions, staff surveys, voluntary turnover, performance reviews and on-boarding and exit surveys. These measures will be assessed whilst we continue to promote Flexible Working, attractive training opportunities and a non prejudiced recruitment process.

Reporting Gender Pay Gaps - Overview

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually.

The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

- **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower middle, upper-middle and upper quartile pay bands.

Pay Gap Calculations

Ordinary Pay	
Mean	Median
12.0%	12.5%

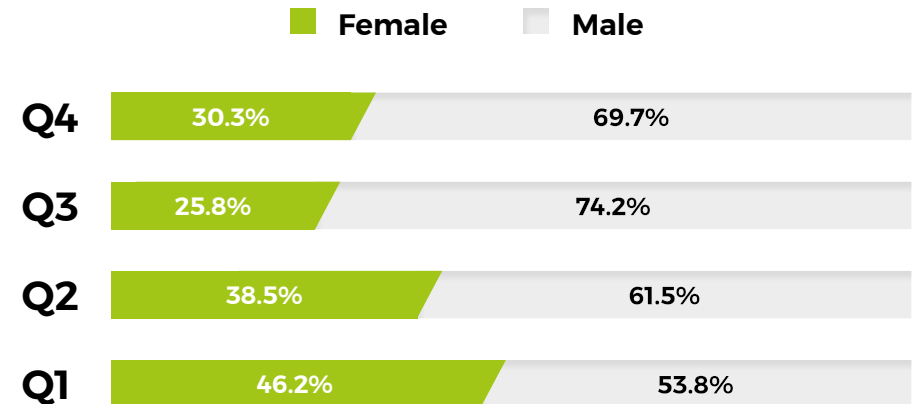
Ordinary Pay Mean: this is the difference between the average hourly rate.

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

The UK National gender median pay gap 2022 was 14.9%. UCFB compares favourably with this.

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. UCFB's pay gap is impacted by the fact that there are a higher proportion of male employees across the Institute.



Bonus Pay Gap Calculations

Bonus Pay	
Mean	Median
-26.4%	37.5%

The negative percentage shown in the Bonus Pay Mean field indicates that male employees received lower bonus payments on average than female employees.

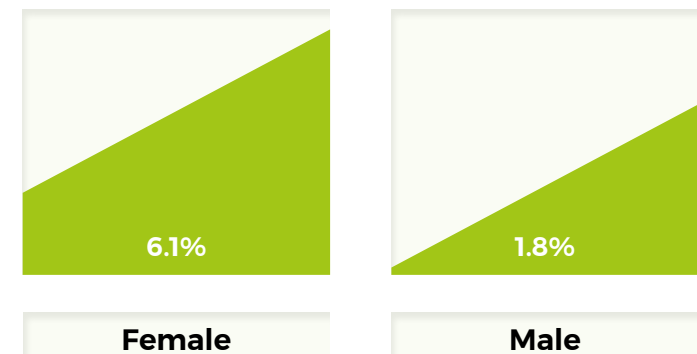
What does the data show?

UCFB does not operate a standardised bonus scheme. The bonus figures awarded in the relevant pay period are reflective of monetary awards given to employees who completed additional and exemplary work relating to the COVID-19 pandemic.

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.

Proportion of Bonuses awarded in 21/22



Action Plan - Our people strategy

In 2022, UCFB | GIS were proud to publish its first People Strategy for both UCFB College (University Campus of Football Business) and GIS (Global Institute of Sport). The People Strategy is anchored in the principle that our people are our most valuable asset, and sets out how we will support and enable our people to deliver our vision and support our students. The strategy was co-designed and co-produced by our people and so is a strategy “**for our people, by our people**”.

Our aim is to have a future workforce that is representative of our future students, industry partners, and local and global sports participation and sub cultures and we will actively seek to increase diverse representation throughout and reduce our Gender Pay Gap. We are already taking leaps in the right direction and making progress through some of the initiatives below and will continue to improve this area by:

- Continuously reviewing the Equality and Diversity Committee to ensure it stays inclusive and representative of our current and anticipated workforce
- Enhancing our recruitment process by introducing agile, inclusive and competitive attraction, selection and onboarding techniques that attract and engage world class, diverse teams of people.
- Regularly reviewing all HR policies and process to ensure they are accessible and inclusive for all
- Continuing to develop and regularise a longitudinal curriculum of training about equality, diversity and inclusivity for all staff
- Developing Employee Resource Groups to help foster a sense of belonging and inclusion to the workplace
- Implementation of a ‘Future Leaders programme’ accessible and inclusive for all
- Working with our leadership teams to create strategic workforce plans, better job design and explore ways to grow and develop our own talent through career progression pathways accessible for all
- Creating a positive work-life balance through an agile and flexible approach to work
- Implementation of transparent pay scales and clearly defined job roles across the institution.
- Regularly reviewing our benefit and reward framework to ensure it is inclusive, offers flexibility and choice to suit diverse and changing needs
- Annually analyse our Gender Pay in order to understand any gaps and proactively work to reduce them.

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