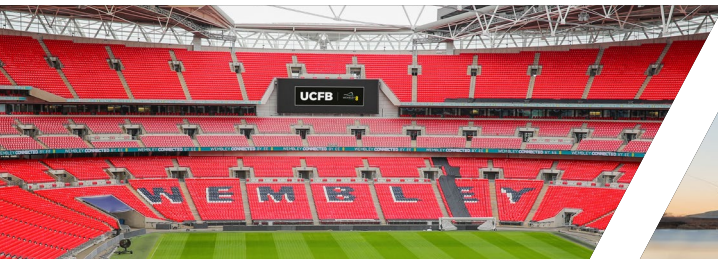


# UK Gender Pay Gap Report 2024

**UCFB**  
UNIVERSITY CAMPUS OF FOOTBALL BUSINESS



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

At UCFB, we are committed to creating an inclusive, equitable, and diverse workplace where all colleagues can thrive. Transparency in gender pay gap reporting is a fundamental part of that commitment, enabling us to assess progress, identify areas for improvement, and take meaningful action.

## Understanding Our 2024 Gender Pay Gap

Our 2024 gender pay gap analysis highlights both progress made and areas requiring further action.

### **Over the last year:**

- Our mean gender pay gap increased from **5.2% in 2023 to 8.1% in 2024.**
- Our median gender pay gap increased from **6.5% in 2023 to 12.0% in 2024.**

While our figures remain better than the projected UK national median gap of 13.1%, we recognise that even a small gap is too large. Addressing this requires continuous effort, accountability, and bold action.

## Progress and Positive Change

**Over the last year, we have made meaningful strides in increasing female representation:**

- Our overall female workforce grew from **34% in 2023 to 37.1% in 2024.**
- Female representation in Quartile 2 increased significantly, rising from **31.3% in 2023 to 43.1% in 2024.**

This progress demonstrates that our initiatives to support career development and female progression are making an impact. However, we recognise the need for further action to increase representation in leadership roles and across all pay quartiles.

## Our Commitment to Closing the Gender Pay Gap

We are committed to embedding gender equality across UCFB and will take decisive action to narrow the gap:

- **Strengthening Leadership Pathways:** Expanding career development opportunities to ensure greater female representation in senior roles.
- **Ensuring Pay Transparency & Fairness:** Continuing to roll out institution-wide pay scales to guarantee equitable pay structures.
- **Fair Reward & Recognition:** Conducting a structured review of reward and bonus policies to eliminate disparities.
- **Building an Inclusive Culture:** Embedding diversity and gender equity at the heart of decision-making, ensuring all policies support fairness.

## Driving Sustainable Change

We are proud of the progress we have made, but we also acknowledge that achieving true gender pay equality requires ongoing effort and accountability. Through proactive initiatives, targeted interventions, and a firm commitment to change, we will continue to create a fairer, more inclusive, and equitable UCFB for all.

Together, we will build a workplace where every colleague—regardless of gender—can thrive, progress, and be rewarded fairly.



**Brendan Flood**  
Founder, Chairman and CEO

*Brendan Flood*

# Reporting Gender Pay Gaps – Overview

UK Gender Pay Gap Report 2024

## 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.

The gender pay gap considers the differences in the average pay between men and women, irrespective of role.

The report does not look at the difference in pay between men and women doing work that is the same, similar, equivalent or of equal value.

The report is required under the Equality Act 2010 (Gender Pay Gap Information) Regulations and is based on data from a snapshot date of 5th April each year.

## What are we required to report on?

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 and female full-pay relevant employees.
- **Mean gender pay gap:** the difference between the mean hourly rate of pay of male and female full-pay relevant employees.
- **Median bonus gap:** the difference between the median bonus pay paid to male and female relevant employees.
- **Mean bonus gap:** the difference between the mean bonus pay paid to male and 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

## UK Gender Pay Gap Report 2024

UCFB Ordinary Pay 2024	
Mean	Median
8.1%	12.0%

UCFB Ordinary Pay 2023	
Mean	Median
5.2%	6.5%

**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 increased from **5.2% in 2023 to 8.1% in 2024**. Our median gender pay gap has also increased from **6.5% to 12.0%**.

UCFB's gender pay is better than the provisional national average median gap for all employees which for April 2024 is 13.1%\*. Nationally the median gender pay gap in April 2023 was 14.3%\*.

UCFB's gender pay gap is closely aligned to the current higher education sector average of 11.3% and the predicted average of 10% for teaching professionals in higher education. However, UCFB's gap is significantly lower than the predicted 24% for other educational professionals.

[\\*ONS Gender pay gap in the UK: 2024](#)

# Pay Gap Calculations – Quartiles

## UK Gender Pay Gap Report 2024

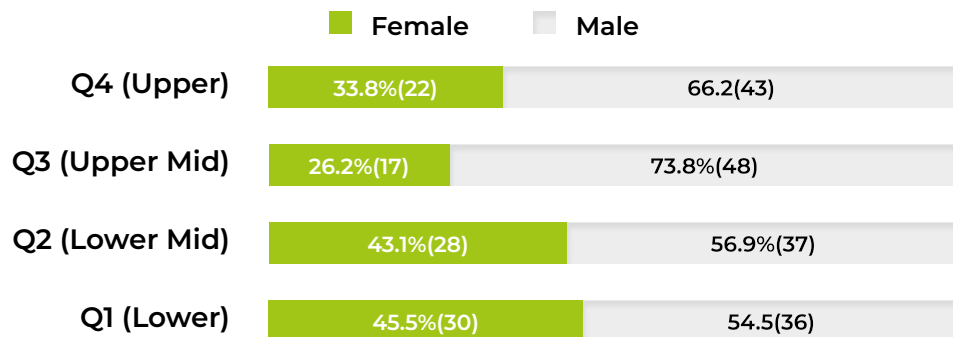
UCFB's Full Pay Relevant Employee Headcount for the gender pay gap reporting period is 261, with 65 employees per quartile (66 in the lower quartile, in line with government guidelines). Due to the relatively small workforce, even minor shifts in headcount across the quartiles can have a significant impact on the gender pay gap figures, making variations more pronounced.

Quartiles show 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). The bands have been established by ranking all employees by average hourly pay, starting from the lowest to the highest paid and divided into quartiles.

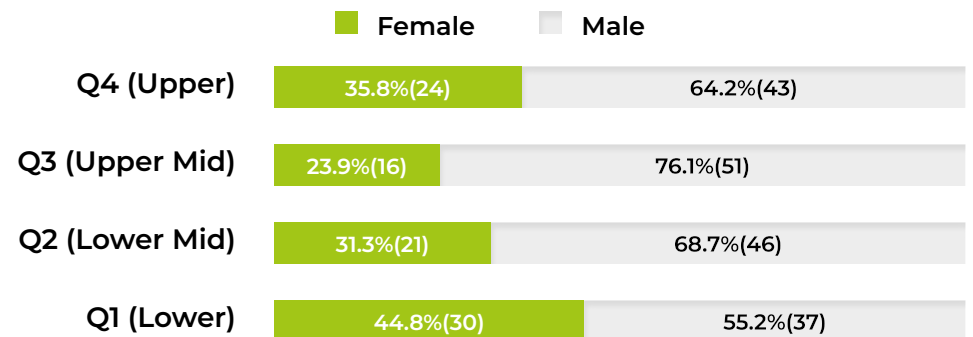
There are more males than females in all four pay quartiles, which is influenced by the fact that there are a higher proportion of male employees across the institution. In UCFB, **62.8% (127)** of full pay relevant employees are **male** and **37.1% (97)** are **female**. However, there has been an increase in female employees across UCFB, up from **34% in 2023**.

Although Q4 shows a decrease in the proportions of females in this pay quartile, there has been positive movement in others, particularly Q2 which has seen our female population increase from **31.3% in 2023 to 43.1% in 2024**, and a **2.3% increase in Q3 from 2023**.

### 2024 Quartiles



### 2023 Quartiles



# Bonus Pay Gap Calculations

## UK Gender Pay Gap Report 2024

**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.

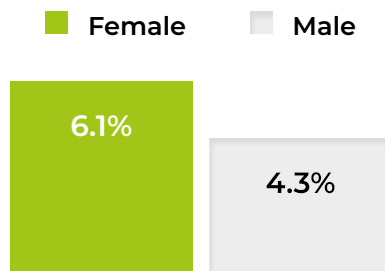
**Bonus Pay Median:** this is the difference between the median bonus pay of relevant female employees and the median bonus pay of relevant male employees, expressed as a percentage.

**No bonuses were awarded in 2023** in the relevant pay period. This means that there was no bonus data to report.

In 2024 UCFB has a **Bonus Pay Mean** of **51.5%** and a **Bonus Pay Median** of **40.0%**. This indicates that male employees received higher bonus payments on average than female employees.

The **Bonus Proportion**, shows that more female relevant employees received bonus pay during the relevant period than male relevant employees, with **4.3% of male relevant employees** and **6.1% of female relevant employees** receiving bonus pay.

### Bonus Proportion



### UCFB Bonus Pay 2024

Mean	Median
51.5%	40.0%

# Gender Pay Gap Overview – 2023 vs 2024

## UK Gender Pay Gap Report 2024

- UCFB’s mean gender pay gap **increased from 5.2% in 2023 to 8.1% in 2024**. Our median gender pay gap has also increased from 6.5% to 12.0%. However, we are still below the predicted national pay gap of **13.1%**.
- There is no bonus data from 2023 to compare against.
- Q4 (Upper) **decline (-1.9%)**: The loss of a female Director has directly impacted the gender pay gap.
- Q3 (Upper Mid) **increase (+2.3%)**: More women moving into higher-paying roles, a positive trend.
- Q2 (Lower Mid) **increase (+11.8%)**: Significant improvement in female representation at this level increasing from **31.3% to 43.1%**, highlighting that more women are progressing into mid-tier roles.
- UCFB’s median gender pay gap (12.0%) is only slightly above the predicted **Higher Education teaching professionals (10%) and way below other educational professionals (24% & 14%)**.
- **Progress is being made in Q2 & Q3**, with more women moving into mid-tier roles – this is key for long-term gender balance.
- While the proportion of males in the upper quartiles has influenced the gap, there are clear signs of **progress in gender representation**.
- Overall female representation at UCFB has **increased from 34% to 37.1%**, showing positive movement towards greater gender balance.

Quartile	2023 Female %	2024 Female %	Change
Q4 (Upper)	35.8% (24)	33.8% (22)	-2% (Loss of senior female employees impacted pay figures)
Q3 (Upper Mid)	23.9% (16)	26.2% (17)	+2.3% (More women progressing into mid-level roles)
Q2 (Lower Mid)	31.3% (21)	43.1% (28)	+11.8% (Significant improvement in female representation)
Q1 (Lower)	44.8% (30)	45.5% (30)	+0.7% (Largely stable proportion of female employees)

# Key Reasons for the Gender Pay Gap Increase

UK Gender Pay Gap Report 2024

## **Higher Proportion of Male Employees in Senior Roles (Q4 & Q3)**

- The gender pay gap exists because a greater proportion of male employees occupy higher-paying roles in the upper quartiles.
- The biggest driver of change is the loss of a senior female employee, reducing Q4 female representation and impacting the overall female mean pay.
- Due to small employee numbers, a small change in employees within the top quartile can have a significant influence on the overall findings.
- Q4 (Upper Quartile) remains male-dominated (66.2%), and the proportion of females in this quartile decreased slightly from 35.8% to 33.9%.

## **Shift in Workforce Composition**

- This increase in gender pay gap does not reflect unequal pay for the same role, but rather a shift in the workforce distribution, where more men are positioned in mid-to-upper quartiles.
- More women joined UCFB (+6), while male headcount dropped (-13), but mostly in mid-tier roles (Q2 & Q3).
- This resulted in more women being concentrated in lower quartiles (Q1 & Q2), which impacted median pay calculations.

## **Bonus Pay Disparity**

- More women received bonuses than men, but males received larger bonus amounts, reflective of the proportion of men in higher paid roles.

# Ongoing Progress

## UK Gender Pay Gap Report 2024

### Inclusive Recruitment Practices

We have a structured blind recruitment process, utilising diverse interview panels where possible, ensuring a fair and consistent process to mitigate bias and promote equality in hiring decisions. These measures help to improve representation across all pay quartiles, particularly in senior roles.

### Colleague Development & Progression Framework

We have introduced a clear and structured framework to support career development, which includes a decision-making panel, ensuring equal opportunities for development and progression. This initiative provides a level playing field for colleagues who wish to develop their skills and progress within the institution, addressing gender imbalances in higher pay quartiles.

### Academic Structure – Transparent Pay Scales & Job Role Alignment

As part of our commitment to pay equity, we introduced transparent pay scales, aligned with skills and experience, with progression linked to career development. This ensures consistency and fairness in pay decisions. In addition, a comprehensive Equality Impact Assessment (EIA) was conducted before implementation to assess any potential disparities, reinforcing our approach to fair and inclusive pay structures.

### Ongoing Work of the DEI Working Group

The Diversity, Equity & Inclusion (DEI) Working Group continues to lead initiatives aimed at embedding inclusivity across UCFB. This includes awareness campaigns, training programs, and employee engagement initiatives that promote gender equality and support an inclusive workplace culture. The group plays a key role in ensuring long-term, sustainable progress in closing the gender pay gap.

### Continuous Review of Policies, Procedures, and Benefits

UCFB remains committed to reviewing and evolving policies, procedures, and employee benefits to ensure they are family-friendly and flexible, supporting employees at all stages of life. This includes ongoing assessments of maternity, paternity, shared parental leave, flexible working arrangements, and other family-focused policies to meet the diverse needs of our workforce and create an inclusive and supportive working environment.

# Next Steps for Closing the Gender Pay Gap

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01

## **Strengthen Leadership Pathways for Women**

- Increase female representation in senior roles (Q3 & Q4) through leadership development opportunities.
- Enhance mentorship initiatives to support progression into leadership.
- Launch succession planning to identify and prepare women for leadership opportunities.

02

## **Encourage Female Progression from Q2 into Higher Quartiles**

- Introduce mentorship and leadership shadowing opportunities.
- Provide structured development plans within PDRs to help women transition into upper quartiles.
- Identify & remove barriers to internal progression.

03

## **Ensure Fairness in Bonus Structures**

- Conduct regular audits on bonus allocation.
- Introduce clearer criteria for awarding bonuses to maintain equity.
- Implement a structured review process to ensure equitable decisions.

04

## **Maintain the Integrity of Pay Scales & Transparent Pay Policies**

- Continue to roll out pay scales across the institution to continue to drive fairness and pay transparency.
- Implement a pay progression framework that rewards experience, qualifications and performance fairly.

# Key Takeaways

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UCFB is making progress in gender representation, particularly at mid-tier levels, which is a crucial step towards long-term pay equity.

The gender pay gap does not reflect unequal pay for equal work but rather the distribution of male and female employees across different pay levels.

Our focus remains on supporting female career progression into higher-paying roles and ensuring fair recognition across all levels, so we continue to see long-term improvements in gender pay equity.

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