Gender Pay Gap Report 2019
Foreword

Sport England is committed to tackling inequalities and this is at the heart of everything we do. Our approach is firmly embedded in both Sporting Future and Towards an Active Nation.

Additionally, our Code for Sports Governance for diversity requires organisations that we invest in to demonstrate a strong and public commitment to progressing towards achieving gender parity and greater diversity generally at Board and workforce levels.

We welcome the introduction of Gender Pay Gap Reporting and what it sets out to achieve. We see it as a positive opportunity to increase our transparency of any pay challenges that we face and it’s an important step forward for reducing the gender pay gap and improving gender equality at Sport England.

This year’s data shows an increase in our mean and median pay in favour of men, up from 5.3% and 2.0% to 10% and 2.8% respectively. While disappointed in these figures, we recognise that the gap arises because of small gender profile changes in the reporting year which have influenced the upper pay quartiles.

As we are a relatively small organisation minor structural changes like these can often have a dramatic consequence on our year-on-year data. Women continue to be over-represented in lower paid roles which is another contributing factor to the gender pay gap.

While the mean and median figures are higher than other similar organisations benchmarked, they are well below the Office of National Statistics (ONS) mean and median averages of 23.4% and 17.7%. We’re clear that we have work to do and noticeable change cannot be addressed through any quick fixes, but progress is also being made. This is due to having in place: good recruitment practices and educational awareness of unconscious bias, fair pay and grading structures which are underpinned by robust job evaluation. This helps us ensure that pay is based on objective criteria, such as job size and complexity, and is free of bias.

Working closely with our Board and Equality and Diversity Group, one of our long-term commitments to diversity is about increasing the gender profile of women and men across relevant grades and creating an inclusive culture, living our value, We are... Inclusive and achieving the wider aims of our Diversity Action Plan.

We’re determined to continue making progress to build a diverse workforce and this report provides an overview of the work that we have already done, including our challenges. At Sport England, we recognise that inclusive organisations perform better. I know there is more we can do to create a diverse workforce that better serves the communities we work with and I look forward to supporting this as COO.
At Sport England, we aspire to be a diverse, inclusive and responsible organisation. Our aim is to have a workforce that can reflect and understand the communities we serve.

Diversity is critical for the business to be successful. We strive to further diversity and equality in the workplace and the sports sector as a whole. We want our workforce to also represent the diversity of backgrounds and identities in our society, improve our gender balance where we are underrepresented and close our gender pay gap.

We welcomed the introduction of Gender Pay Gap Reporting and for the past two years have voluntarily reported as our headcount was just below the threshold of 250 employees. This year we are above the threshold and are meeting our reporting obligations with this report.

We recognise the importance of transparency and taking steps at appropriate levels of the organisation to close the pay gap, this requires a sustained focus on recruitment, pay, progression and development, culture and engagement.

This year’s data shows an increase in our mean and median pay in favour of men, up from 5.3% and 2.0% to 10% and 2.8% respectively. We understand where the gap is primarily originating from – the upper pay quartile (Band D) – where gender profile changes in the report year occurred, alongside lower levels of male representation at lower pay quartiles (Band A) and the difference in hourly rates of pay at a lower grade.

Like last year, we’ve included ethnicity in the analysis by pay quartile, but, due to data protection principles, we cannot report by ethnicity as the dataset is too small.

We’re committed to making progress, maintaining equitable gender pay and addressing areas where there is a gap. Cultural changes never happen overnight, but we’ve good plans in place to help drive gender progression and gender profile. We’ve confidence in the internal collaborations we’ve in place to affect change.
The gender pay gap is different from equal pay

Unequal pay is the unlawful practice of paying men and women differently for performing the same or similar work or work of value. The gender pay gap is a measure of the difference between the average hourly earnings of men and women. In keeping with equal pay, Sport England is committed to fostering a transparent and fair pay and reward scheme, underpinned by robust job evaluation. Running alongside this, we have bi-annual equal pay audits to check for gender bias and this is reported to our Board with recommendations.

Legislative Requirements

Public sector employers with 250 or more relevant employees are required to publish gender pay gap information by 30 March 2020, based on the following data from 31 March 2019:

- Mean and median gender pay gap
- Mean and median gender bonus gap – this information is excluded from our report as Sport England does not have a bonus scheme
- Proportion of males and females by quartile pay band.

Figures for each legal entity with at least 250 employees on the snapshot date (31 March 2019) must be calculated and reported separately:

- The mean and median gender pay gap is based on hourly rates of pay
- Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts
- The figures set out in this report have been calculated using the standard methodologies set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Benchmarks

Sport England has used benchmarks so we can see how our gender pay gap compares with other similar organisations. Our data has been benchmarked against benchmarks derived from participants in the XpertHR Gender Pay Gap Reporting Service:

- Sector: organisations in the same broad sector
- Industry: organisations in the same industry
Gender split of Sport England employees

Since we began reporting the gender profile of women has increased slightly year-on-year by 3.2% in 2018 and 1% in 2019.

What is our gender pay gap at Sport England?

The mean gender pay gap for Sport England is 10% based on an average standard hourly rate of £26.16 (men) and £23.52 (women), or an absolute difference of £2.63 per hour. This compares very well across the whole sample of organisations benchmarked but is 4.4% higher than organisations in the charities/not for profit sector.

The median gender pay gap for Sport England is 2.8% based on the middle standard hourly rate of £23.63 (men) and £22.97 (women), or an absolute difference of £0.66 per hour. The median is the middle value when all the values are ranged from highest to lowest. This also compares very well across the whole sample of organisations benchmarked, but it is 1.3% higher than organisations in the charities/not for profit sector.

Our aim is to continue to understand and close the gender pay gap.

How does this compare?

<table>
<thead>
<tr>
<th></th>
<th>Sport England</th>
<th>Sector: Charities/Not for profit</th>
<th>Office of National Statistics (ONS)</th>
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<tbody>
<tr>
<td>Mean</td>
<td>10%</td>
<td>5.6%</td>
<td>23.4%</td>
</tr>
<tr>
<td>Median</td>
<td>2.8%</td>
<td>1.5%</td>
<td>17.7%</td>
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</table>

Gender Pay Gap Report 2019
Proportion of men and women by pay quartile

Of all the metrics, this is the one most likely to shed light on the underlying causes of any gender pay gap at Sport England. This section of the report divides the workforce into four equally sized groups based on their hourly pay rate, with Band A including the lowest paid 25% of employees (the lower quartile) and Band D covering the highest paid 25% of employees (the upper quartile).

For there to be little or no gender pay gap, there would need to be the same ratio of men to women in each quartile band. A high ratio of men to women in Band D is likely to have a gender pay gap, as is a high ratio of women to men in Band A.

There have been slight shifts in all the pay quartiles compared to last year, but Sport England continues to have an imbalance of men and women in Band A (lowest paid) and this overrepresentation of women is a driving factor in our gender pay gap.

Recruitment data shows that we attract more women than men into our Administrative roles. We’ve started to encourage more men to apply for these roles via our job adverts. However, this is also largely driven by societal norms which we cannot tackle alone.

In Band D there has been a 5% increase in the number of women year-on-year since 2017. Despite this, and while there is an almost equal split of men and women in Band D, it’s the difference in hourly pay rates that is driving the gender pay gap in favour of men. The primary reason driving this difference is gender profile changes in the reporting year. Sport England is a relatively small organisation so minor structural changes like these can have a dramatic consequence on our year-on-year data.

Population by pay quartiles

This data shows the gender representation by pay bands A (lower quartile) to D (upper quartile)

<table>
<thead>
<tr>
<th>Band</th>
<th>Lower</th>
<th>Lower middle</th>
<th>Upper middle</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sport England</td>
<td>39%</td>
<td>61%</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Band A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band B</td>
<td></td>
<td></td>
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<tr>
<td>Band C</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Band D</td>
<td></td>
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Comparison with other Charities/Not for profit organisations:

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<thead>
<tr>
<th>Band</th>
<th>Lower</th>
<th>Lower middle</th>
<th>Upper middle</th>
<th>Upper</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>27%</td>
<td>73%</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>30%</td>
<td>70%</td>
<td>31%</td>
<td>69%</td>
</tr>
</tbody>
</table>
Additional metrics

In this section we’re talking about the effect of the overall gender pay gap (i.e. representation). We’ve additional monitoring data covering ethnicity and grades.

Ethnicity – We collect data on the ethnicity pay gap ratio, but due to data protection and the data set being too small to report on, we’re unable to do so. We’ll continue to monitor ethnicity and pay in next years’ gender pay gap report.

Job Categories – Our data is broken down across all our job categories. The most significant effect of a specific job category on widening the overall median gender pay gap by 5.0 percentage points is admin and senior admin. While in the admin category the hourly pay rate is equal for men and women, it is the overrepresentation of women in that group that is contributing to the widening of the pay gap. At senior admin it’s the difference in hourly pay rates coupled with the overrepresentation of women that is driving the gender pay gap in favour of men. The manager job category has the most effect on closing the overall median gender pay gap by 1.5 percentage points.
Our successes

As an organisation, we’ve had successes on many fronts and will continue to engage with our staff on equality and diversity.

We also have some challenges and need to put in place specific actions to help address these.

- We adopted name-blind recruitment to help reduce the phenomena of unconscious bias within our selection process.
- We review our annual recruitment statistics to track and assess impact by applicants, those shortlisted, appointed and by job levels. This data is shared at our Equality Group Meetings and with Board.
- We’ve a well communicated internal aspiration that “we will make considerable annual improvement where we are underrepresented across grades” and this has been approved by our Board.
- Our recruiting managers are encouraged to request diverse shortlists from agencies.
- Where possible, we ensure there is gender balance on interview panels.
- We use skilled-based assessment and structured interviews for recruitment and promotions.
- Our pay is underpinned by job evaluation.
- We ensure our Pay Policy is adhered to and used to justify our hiring and pay-related decisions.
- There is leadership development in place for senior managers.
- We run unconscious bias awareness training across all levels of the organisation.
- Maternity returners are high at 99%.
- 61% of our internal promotions are women and this is proportionate to the number of applicants.
- Flexible working is advertised in job adverts, and we promote the possibility of part-time, remote working and job-sharing. This forms part of our commitment to support working parents and carers effectively balance their work and home life.
- We offer enhanced Shared Parental, Maternity and Adoption Leave.
- We have Equality Networks where members can meet, share information and seek career advice which can be useful for those who may want to progress.
- Flexible working policies and practices are well embedded, ensuring that our employees are able to work in a way that enables them to balance a successful career with commitments outside of work.
- Our Return to Work transitions programme enables us to support working parents and their line managers through bespoke coaching sessions.
- We ensure fair gender distribution in pay reviews and have an online system which makes it easy for managers to assess performance in a fair and evidence-based way.
- We run regular pulse checks and annual engagement surveys so that we can continuously collate feedback.
- We are committed to maintaining our external accreditations.
Our challenges & longer-term actions

Our challenges

• Our pay bands are too broad making it difficult to include in job adverts and negotiate pay. As a result, expectations of salary are not always clear.

• Because we are a relatively small organisation minor changes in our structures, year-on-year, can result in significant consequences to our gender pay gap (currently in favour of men). While there continues to be more women in Band A and more men on a higher hourly pay rate in Band D, it is likely a gender pay gap will continue and this is partly driven by societal norms which we cannot tackle alone. We’re nevertheless committed to reducing this.

• We need to do more to encourage our employees to take up Shared Parental Leave.

Longer-term actions

• We’ll add further clarity to job adverts in relation to salaries on offer. Recruitment managers are expected to justify any deviation from the advertised salaries through a business case.

• We’ll promote Shared Parental Leave and change the culture regarding career breaks so that it becomes more common for men as well as women.

• We’re exploring a mentoring scheme, including reverse mentoring which pairs up junior employees with senior managers.

• We’ll review our equality training to make it more role specific.

• We’ll trial software that will ensure gender neutral language is used in our recruitment materials.

• We’ll explore a paid graduate scheme to encourage a pool of candidates from underrepresented groups and to help reduce longer-term occupational segregation.
## Year-on-year comparisons

<table>
<thead>
<tr>
<th></th>
<th>Median FY 17</th>
<th>Median FY 18</th>
<th>Median FY 19</th>
<th>Mean FY 17</th>
<th>Mean FY 18</th>
<th>Mean FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sport England gender pay gap</strong></td>
<td>5.8%</td>
<td>2.0%</td>
<td>2.8%</td>
<td>6.4%</td>
<td>5.3%</td>
<td>10.0%</td>
</tr>
<tr>
<td><strong>Charities/Not for profit sectors</strong></td>
<td>6.3%</td>
<td>8.1%</td>
<td>1.5%</td>
<td>8.6%</td>
<td>11.3%</td>
<td>5.6%</td>
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### Proportion of males and females in each quartile band

<table>
<thead>
<tr>
<th></th>
<th>Males FY 17</th>
<th>Males FY 18</th>
<th>Males FY 19</th>
<th>Females FY 17</th>
<th>Females FY 18</th>
<th>Females FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upper</strong></td>
<td>59.3%</td>
<td>54.2%</td>
<td>49.3%</td>
<td>40.7%</td>
<td>45.8%</td>
<td>50.7%</td>
</tr>
<tr>
<td><strong>Upper middle</strong></td>
<td>53.4%</td>
<td>41.4%</td>
<td>45.7%</td>
<td>46.6%</td>
<td>58.6%</td>
<td>54.3%</td>
</tr>
<tr>
<td><strong>Lower middle</strong></td>
<td>51.7%</td>
<td>54.2%</td>
<td>49.3%</td>
<td>48.3%</td>
<td>45.8%</td>
<td>50.7%</td>
</tr>
<tr>
<td><strong>Lower</strong></td>
<td>38.6%</td>
<td>39.7%</td>
<td>38.6%</td>
<td>61.4%</td>
<td>60.3%</td>
<td>61.4%</td>
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### Benchmarked pay quartiles 2019

<table>
<thead>
<tr>
<th></th>
<th>Sport England</th>
<th>Govt Benchmark</th>
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<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
</tr>
<tr>
<td><strong>Upper</strong></td>
<td>49.3%</td>
<td>50.7%</td>
</tr>
<tr>
<td><strong>Upper middle</strong></td>
<td>45.7%</td>
<td>54.3%</td>
</tr>
<tr>
<td><strong>Lower middle</strong></td>
<td>49.3%</td>
<td>50.7%</td>
</tr>
<tr>
<td><strong>Lower</strong></td>
<td>38.6%</td>
<td>61.4%</td>
</tr>
</tbody>
</table>
Glossary of terms

Mean gender pay gap
This metric shows the difference in the average hourly rate of pay for women compared to men, expressed as a percentage. The mean takes outliers into account.

Median gender pay gap
This metric represents the middle point of the population if you separately lined up all the women in a company and all the men. The median pay gap is the difference between the hourly pay rate for the middle women compared to that of the middle man. The median is not sensitive to outliers.

Job Evaluation
A systematic way of determining the value/worth of a job in relation to other jobs in the organisation.

Diversity Action Plan
The Diversity Action Plan has enabled Sport England to create its own set of actions, helping advance equality and implement a clear set of activities to support and maintain equality, diversity and inclusion.

Code for Sports Governance
This plan has been developed as a response to requirements 2.1 and 2.3 of the Code for Sports Governance, which sets out provisions around diversity which organisations need to comply with.

The Board has an important role in challenging the direction of equality, diversity and inclusion at an organisational level and through its broader strategic aims, so that everyone can enjoy sport and physical activity in an all-inclusive environment.