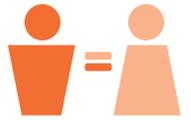


Gender Pay Gap Report 2025

Foreword



Simon Hayes
Chief executive



Reporting on our pay gaps is an essential part of our commitment to fairness, transparency and inclusive employment. It helps us highlight where inequalities persist and ensures accountability for our progress.

As CEO, I take overall responsibility for our gender pay gap, and for ensuring all pay decisions are transparent, evidence-based and applied consistently across Sport England.

Despite recently joining the organisation, I am encouraged by early progress in our 2025 data, with the mean gender pay gap narrowing from 9.83% in 2024 to 9.64% this year. While modest, this shift reflects the positive impact of work already underway.

In 2025, we strengthened our foundations by expanding apprenticeships, continued reciprocal mentoring, and launched a new diversity and inclusion action plan.

Looking ahead to 2026, we will build on this momentum through new equality, diversity and inclusion training, continuing to support the Disability Confident Scheme, implementation of our menopause action plan, and the deeper engagement with culturally diverse colleagues through listening forums. These commitments will continue to support the delivery of our Diversity and Inclusion Action Plan (DIAP) and organisation-wide equality objectives, and they'll also help ensure Sport England remains a place where everyone can thrive.



Foreword (continued)



Jason Fergus
Board member



Creating a diverse and inclusive workplace is essential to Sport England's long-term success. When people feel valued and supported, they perform at their best. Reducing our gender, ethnicity and disability pay gaps is therefore a key priority for the Board.

By strengthening our culture of inclusion and taking accountability for meaningful change, we aim to create a workplace where everyone can thrive. Publishing our Pay Gap data helps us stay transparent about our progress and where improvement is needed.

Although we have made some progress, pay gaps remain. These do not reflect unequal pay for the same roles but highlight structural and representation challenges that we must continue to address.

Looking ahead, we remain focused on turning insight into action. By continually reviewing our practices, listening to our people and adapting to what the data tells us, we can make steady, meaningful progress.



The gender pay gap is different from unequal pay

Understanding the difference between these two concepts is key.

What's the difference?

- **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.

Legislative requirements

The UK Government requires public sector employers with 250 or more relevant employees to publish gender pay gap information by 30 March 2026, based on the following data from 31 March 2025:

- mean and median gender pay gap
- mean and median gender bonus gap – this information is excluded from our report as we don't have a bonus scheme
- proportion of men and women by quartile pay band.

The mean

The mean gives an overall indication of the size of the gender pay gap. Outliers, such as very high or very low earners, influence this calculation and may skew the dataset.

To calculate the mean, the hourly pay for all employees is added together and divided by the number of employees. This is done separately for men and women.

The mean hourly rate of men is then compared with the mean hourly rate of women to calculate the mean gender pay gap.

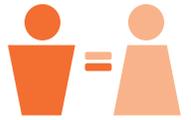
The median

To calculate the median, employee hourly rate of pay is ordered from lowest to highest. The midpoint (the wage of the employee that sits in the middle of the line-up) is the median hourly rate.

This is done separately for men and women. The midpoint for each is then compared to calculate the median gender pay gap.

The median doesn't consider the outliers. For example, if the composition of employees remained the same year on year, but if the lowest paid women got a pay increase and the highest paid men took a pay cut, the median wouldn't change.

Reporting factors



The gender pay gap is calculated based on a snapshot date of 31 March, regardless of whether the results would be different using data from the day before or the day after. The gap may therefore look quite different if the figure was drawn from an average over the year.

For example, when using the snapshot date:

- If someone accepted a promotion on 25 March but the new role didn't begin until 1 April, data from their previous role would be captured.
- If someone left the organisation on 20 February and their replacement didn't start until 10 April, no one would be recorded as filling this vacancy.
- If someone handed in their notice and was due to leave on 4 April, but their replacement started on 1 March for a handover, both employees would be included in the calculations.
- If someone started mid-March and therefore received pro-rated pay for this month, they'd be included in the numbers, but their salary wouldn't be included in the pay gap calculations.

Other reporting factors influencing the gap

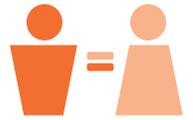
Because the hourly rate is calculated **post-salary sacrifice deduction**, employees who are part of benefits schemes such as childcare vouchers and cycle to work are recorded as having lower wages. While this is part of the reporting criteria, its impact on each organisation's pay gap will vary depending on the extent of their salary sacrifice offering.

Only employees receiving **full pay** are included in the reporting data, meaning those on reduced pay due to maternity, shared parental or sick leave are excluded from the calculations. This can sometimes result in a disproportionate number of women being excluded from the data set. But this may also work the other way, whereby both the employee on maternity leave (if they're receiving full pay) and their maternity cover are included in the calculations.

Only **Sport England employees** are included in the calculations. Anyone employed by an agency isn't included.

Gender pay gap reporting is based on **binary genders** only (women and men), meaning the gap doesn't consider non-binary or other identities.

Our 2025 gender pay gap



In 2025 our **mean** gender pay gap figure remained similar to 2024, decreasing by 0.19 percentage points to **9.64%**. Our **median** has increased from 7.48% to **7.99%**.

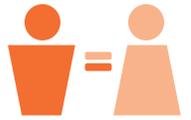
This compares with an estimated 12.8% gender pay gap among all full-time and part-time employees and sectors in April 2025, [reported by the ONS](#), and 12.3% for the public sector.

Several factors can influence the gap, for example external societal factors and the size of our organisation. The following page will cover some of these factors in more detail.

| | Mar-23 | Mar-24 | Mar-25 |
|--------------------|--------|--------|---------------|
| Mean gap% | 8.71% | 9.83% | 9.64% |
| Mean pay (men) | £26.34 | £27.83 | £28.79 |
| Mean pay (women) | £24.04 | £25.09 | £26.01 |
| Median gap% | 6.93% | 7.48% | 7.99% |
| Median pay (men) | £25.06 | £26.36 | £27.23 |
| Median pay (women) | £23.32 | £24.39 | £25.05 |
| Total employees* | 300 | 327 | 333 |

* Total eligible employees

Challenges and factors influencing the pay gap at Sport England



Our challenges

- Our approach to pay reflects government policy, which may impact on ability to reduce pay gaps.
- As a relatively small organisation, minor structural changes can significantly impact the overall pay gap.
- The gender pay gap can partly be associated with societal factors and gender norms. While we can't influence these, we continue to work towards reducing our own pay gaps.

Other factors

- Some specialist teams receive a **salary market supplement**. While this is necessary for attraction and retention, it can skew our pay scales meaning a potential influence on the pay gap. For further commentary on this please see [page 16](#) on our equal pay audit.
- Removing **senior employees' salaries** alters the gap; if you were to remove the chief executive the 31 March 2025 mean gap would decrease to 8.29% and the median gap would remain the same at 7.99%. The mean and median gap would further decrease to 7.78% and 7.82% respectively, by removing our entire Executive Leadership Team.

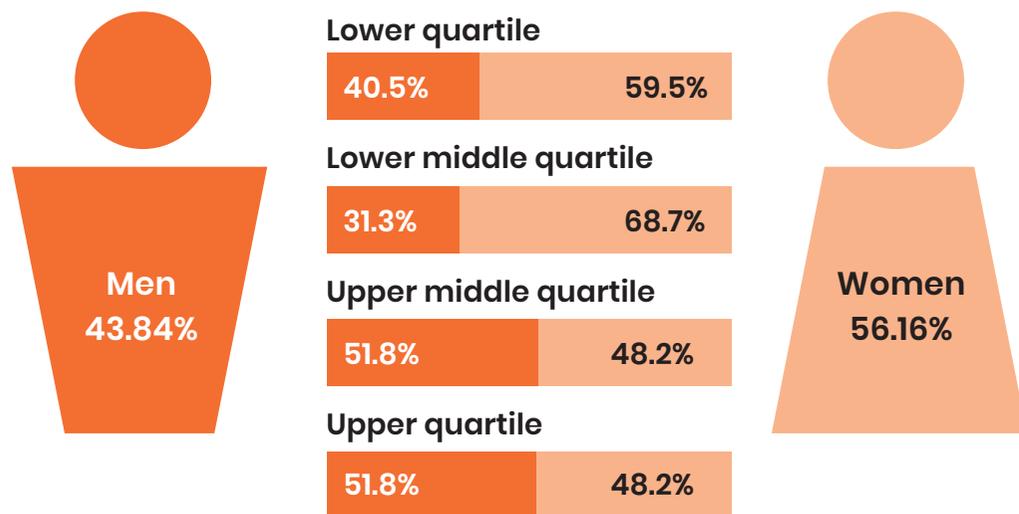
Grade representation by gender



| | Mar-23 | | Mar-24 | | Mar-25 | |
|------------------------------|--------|-------|--------|--------|--------|--------|
| | Men | Women | Men | Women | Men | Women |
| Total employees* | 43.67% | 56.3% | 43.73% | 56.27% | 43.84% | 56.16% |
| Lower quartile | 34.7% | 65.3% | 37.8% | 62.2% | 40.5% | 59.5% |
| Lower middle quartile | 40.0% | 60.0% | 32.9% | 67.1% | 31.3% | 68.7% |
| Upper middle quartile | 48.0% | 52.0% | 52.4% | 47.6% | 51.8% | 48.2% |
| Upper quartile | 52.0% | 48.0% | 51.9% | 48.1% | 51.8% | 48.2% |
| Executive director | 60.0% | 40.0% | 57.1% | 42.9% | 57.1% | 42.9% |
| Most senior manager | 46.9% | 53.1% | 49.1% | 50.9% | 49.1% | 50.9% |
| Senior manager | 47.2% | 52.8% | 52.1% | 47.9% | 51.5% | 48.5% |
| Manager | 48.6% | 51.4% | 39.8% | 60.2% | 36.0% | 64.0% |
| Junior manager | 28.8% | 71.2% | 30.6% | 69.4% | 37.0% | 63.0% |
| Senior admin | 47.6% | 52.4% | 48.3% | 51.7% | 48.1% | 51.9% |
| Admin | 25.0% | 75.0% | 16.7% | 83.3% | 21.4% | 78.6% |

* Total eligible employees

Grade representation by gender (continued)



The pay quartiles divide the workforce into four equally-sized groups based on their hourly pay rate. The lower quartile refers to the lowest paid 25% of employees, and the upper quartile is the highest paid 25% of employees.

Despite our total eligible employees increasing to 333 in 2025, the split between men and women has remained almost the same. Likewise, the split in each quarter remains similar to in 2024.

People changes

- **New starters** From April 2024 to March 2025, there were 27 new starters, 12 were men and 15 were women.
- 33.3% of women joined on a salary above the bottom of the salary band, whereas 41.7% of men started above the band.
- Appointments made above the bottom of the salary band relate to job-market specific issues particularly within the finance and legal teams.
- Guided by our pay policy and recruitment guidance we will continue to monitor the impact of the job market on our approach to specialist pay.
- **Leavers** From April 2024 – March 2025, there were 25 leavers. 8 were men and 17 were women.
- **Internal promotions** In the calendar year 2025, of all internal promotions, 37.5% were men and 62.5% were women.

Our 2025 successes



Leveraged the **apprenticeship levy** to support skills development and enable our employees to grow within the workplace.

Launched the **Diversity and Inclusion Action Plan 2025–2029** publishing new organisation-wide equality objectives.

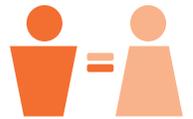
Launched a **new recruitment system** to enhance the candidate experience and maintain our bias free approach to recruitment.

Created the **Nurture programme** to empower colleagues to build the skills and knowledge to support their career development ambitions.

Continued with the **Reverse Mentoring programme** to support the mutually beneficial exchange of skills, ideas and perspectives.

Introduced new recruitment **software to detect and minimise gender bias** in job adverts.

Our 2026 commitments



Development of our **licence to recruit accreditation**, which means that anyone involved in recruitment must complete our inclusive recruitment training.

Develop a **Menopause and Menstruation Action Plan** to show how Sport England can make a clear commitment to support our employees.

Review and revamp our external careers website with updated videos showcasing what it is like to work at Sport England.

Strengthen our **Equality, Diversity and Inclusion training offer** including mandatory training on sexual harassment and whistleblowing.

Launch **Listening Forums** for culturally diverse staff, to create safe spaces for staff to share their experiences of working for Sport England.

To continue our work as a **Disability Confident Leader** and our commitment to listening and valuing feedback from disabled employees.

Our policies and practices



Recruitment

- We use anonymised recruitment to help reduce unconscious bias within our recruitment and selection processes.
- We include positive action statements in our job adverts to encourage those in underrepresented groups to apply, bringing a wider, more diverse pool of talent into Sport England.
- We use skill-based assessments and structured interviews for recruitment and promotions.
- We regularly review our recruitment statistics (ethnicity, gender, disability and sexual orientation) for each stage of the recruitment process. This data is shared at our Equality Group meetings and our Board.
- Where possible, we remove mandated minimum qualifications in recruitment (exceptions include technical skilled roles e.g. HR, finance and town planning).
- We're transparent with salary on our job adverts and clearly state that it is our policy to appoint to the advertised salary.

Pay

- Our pay is underpinned by robust job evaluation.
- We ensure our pay policy is adhered to and used to justify our hiring and pay-related decisions. It's our policy to recruit to the bottom of the pay grade band. Any deviation must be justified through a robust business case.

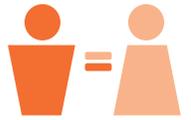
Benefits

- Employees have access to a wide range of benefits including: 32 days of annual leave plus bank holidays, a benefits platform with discount vouchers, an employee assistance programme, a range of flexible policies, generous pension scheme, cycle to work scheme and a healthy lifestyle benefit of £500 per annum.

Flexible and family-friendly policies

- We offer enhanced shared parental, maternity and adoption leave, and return to work coaching for those who have been on long-term leave.
- Flexible working policies and practices are well embedded, ensuring that our employees can work in a way that enables them to balance a successful career with commitments outside of work.

Our policies and practices (continued)



Other

- For the past five years, we've offered a bespoke development programme for administrative roles, providing tailored training and coaching to enhance skills and support career progression. In 2025, we reviewed the content to ensure it continues to meet the needs of our target audience. In 2026 we're rolling out a refreshed programme targeted at all non-management roles, to offer more colleagues the chance to benefit from this valuable opportunity. The refreshed development programme is called **Nurture**.
- We support four staff equality networks – Culture Crew (Culturally Diverse Group), STRIDE (Disability), LGBTQ+ and the Women's Network.
- By providing our Executive Directors regular staff profiles and recruitment dashboards we hope to enhance their awareness of representation across Sport England.
- Where we observe imbalances in representation within specific areas of our business, we explore the potential causes to remove any possible barriers to entry and progression.

Ethnic breakdown by job category



Below is data by ethnic group, showing representation across the organisation on 31 December 2025 and including all employees, not only those who meet the Gender Pay Gap reporting criteria. Due to GDPR we've grouped executive leadership team with most senior managers. **Sport England's overall ethnicity pay gap between white employees and employees from other ethnic backgrounds remains similar to last year, at 7.38%.** Due to the small number of employees at Sport England, these figures are volatile and one individual leaving, for example, can have a significant effect on the gap figure.

| | Asian/ Asian British | Black/African/ Caribbean/ Black British | Mixed/Multiple ethnic groups | White | Unknown |
|-----------------------------|-------------------------|---|---------------------------------|--------|---------|
| ELT and most senior manager | 4.83% | 4.83% | 0 | 90.32% | 0 |
| Senior manager | 4.04% | 7.07% | 3.03% | 84.85% | 1.01% |
| Manager | 5.48% | 1.34% | 2.74% | 90.41% | 0 |
| Junior manager | 13.46% | 1.92% | 1.92% | 82.69% | 0 |
| Admin | 13.89% | 5.56% | 2.78% | 77.78% | 0 |
| Ethnicity pay gap | 17.02% | -12.45% | 15.35% | n/a | n/a |

Disability pay gap



Our **disability pay gap** (difference between staff who've disclosed/not disclosed a disability) is **6.97%**.

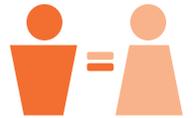
It's likely that disabilities are underreported at Sport England, meaning the figures shown are not necessarily a true representation of our employees. This is in part due to our data collection method, which relies on employees informing us of any changes since completing the data monitoring forms at the start of their employment. It's also due to some employees only reporting a disability if it has a direct impact on their work.

Sharing information about a disability is entirely voluntary. Any information provided is treated confidentially and is used only to ensure appropriate support and to help us meet our equality obligations.

| Disability declaration | Average hourly pay |
|--|--------------------|
| No | £28.22 |
| Prefer not to say | £28.69 |
| Yes | £26.25 |
| Non-disabled compared to disabled | 6.97% |

In 2024, we updated our data management software so that employees can now review the disability information we hold for them and request to update this if required. In 2026, we're looking to complete an organisation-wide exercise to update personal data. We hope for both initiatives to lead to more accurate reporting of this gap next year.

Equal pay audit



The Equal Pay figures relate to a snapshot date of 31 December 2025. In the audit, we review the pay of men and women who do similar work to investigate differences in pay. Due to GDPR, data for groups with less than 10 employees has been redacted. The percentage gaps related to these groups must be treated with caution, as such small groups can skew the data and, therefore, may not give a true picture of the gap for this job level.

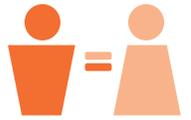
Gaps of more than 5% need to be interrogated. For Sport England, this applies to L5 and L7. Planners at L5 receive a market-pay supplement, due to labour market conditions for qualified town planners. This contributes to the gap, as a disproportionate number of those in these roles are men, and women at this level are in other roles within our standard pay grades.

The gap at L7 is wider due to the number of PA roles at this level. To aid recruitment and retention in these roles, PA roles also receive a market-pay supplement, which skews the gap in favour of women as they're in the majority at this level.

| All | % | Men | Women | Total |
|-----|----------------|-----|-------|-------|
| L1 | n/a | * | * | * |
| L2 | 3.44% | * | * | * |
| L3+ | 3.60% | * | * | * |
| L3 | 1.39% | 21 | 21 | 42 |
| L4 | 0.16% | 47 | 52 | 99 |
| L5 | 7.42% | 26 | 47 | 73 |
| L6 | 1.43% | 16 | 36 | 52 |
| L7 | -19.73% | 11 | 13 | 24 |
| L8 | -0.93% | * | * | * |
| L9 | 0% | * | * | * |

*GDPR rules applied

Final word



Victoria White
Strategic lead, human resources and development



We are pleased to share our 2025 Gender Pay Gap Report. Alongside our statutory reporting on gender, we also voluntarily analyse our ethnicity and disability pay gaps. This commitment helps us identify any structural inequalities and where necessary take meaningful, targeted action to address this.

By examining our data openly, we gain a clearer understanding of our workforce and can strengthen opportunities across Sport England.

This year, our gender pay gap has remained broadly consistent, shifting from 9.83% in 2024 to 9.64% in 2025. While progress is gradual, our commitment to long-term, sustainable change remains firm.

We have also completed a full review of our equal pay audit, providing deeper insight into where we are now and where we must focus our efforts next.

This work is a strategic priority, requiring us to support employee development, support flexible working and ensure fairness across every stage of the employee experience.





March 2026

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