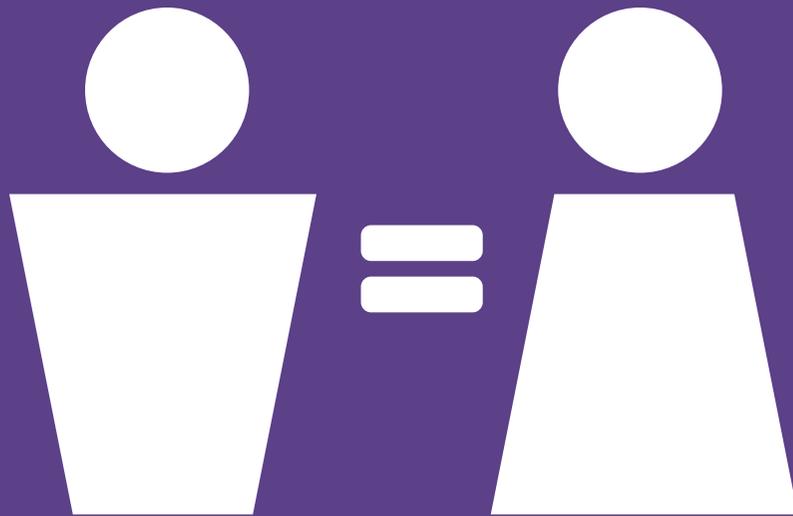


# GENDER PAY GAP REPORT 2018



# FOREWORD



**Nick Pontefract**  
Chief Operating Officer

“ **At Sport England, we want our workforce to represent the diverse mix of backgrounds and identities in our society. Our vision is that everyone, regardless of their age, background or level of ability, feels able to engage in sport and physical activity. Similarly, we want our workforce to have the same opportunity to thrive.**

We want everyone to feel respected, valued and able to give their best. This commitment is not only central to our values, it's also critical to our long-term success, which is why we seek to work with people and organisations who reflect our values. This is firmly embedded in our Code for Sports Governance which 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.

Last year Sport England welcomed the introduction of Gender Pay Gap Reporting and what it set out to achieve. We see it as a positive opportunity to increase our transparency of any pay challenge that we face and it's an important step forward for equality.

Comparing our statutory figures with last year shows a positive picture, with a decrease in our mean and median pay gaps, down from 6.4% and 5.8% to 5.3% and 2.0% respectively. This is substantially lower than other similar organisations benchmarked and well below the Office of National Statistics (ONS) mean and medium averages of 25% and 18.8%. We are clear that, while we still have much to do, progress is being made. This is due to the actions we have in place, for example, good recruitment practices and educational awareness of unconscious bias, which are an indicator that this year we are bringing about a positive change on some of our gender pay gap metrics.

I am also clear that we have fair pay and grading structures which are underpinned by solid job evaluation. This helps us ensure that pay is based on objective criteria and is free of bias.

Working closely with our Board, one of our long-term commitments to diversity is about increasing the gender profile of women across all our grades, creating a supportive and inclusive culture and achieving the aims of our wider Diversity Action Plan. We are determined to continue making progress to build a diverse workforce and this report provides an overview of the considerable work that we have already done or have planned in the next year.

I look forward to publishing further updates in due course as we continue on our journey, creating an inclusive and more diverse workforce that better serves the communities we work with.

# FOREWORD (CONTINUED)



**Jackie Smyth**  
Equality & Diversity Manager

“ **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. Our vision is that everyone, regardless of their age, background or level of ability, feels able to engage in sport and physical activities.**

We want our workforce to also represent the diversity of backgrounds and identities in our society – improve our gender balance and closing our gender pay gap is an important part of this aspiration.

We welcomed the introduction of last year’s Gender Pay Gap Reporting and voluntarily reported as our headcount was just below the threshold; as it is this year. We anticipate we will be above the threshold when we report next year.

At Sport England we recognise the importance of transparency and taking steps at all levels of the organisation to close the pay gap – this requires a sustained focus on recruitment, progression and development, culture and engagement.

At Sport England we have a mean gender pay gap of 5.3% which is significantly lower than other similar organisations benchmarked (i.e. those from a similar sector/industry) by the Office for National Statistics, and an improvement compared to last year’s gender pay gap of 6.4%.

This year we have included ethnicity in the analysis by quartile, but due to data protection we cannot report by ethnicity as the data-set is too small.

There is still more to do to improve gender pay, from maintaining and improving gender profiles by levels in the organisation, reviewing our recruitment and promotion processes, wherever possible that both men and women are included in all short-lists and building on our existing initiatives.

Ultimately, we are committed to making progress and building a diverse workforce where there is equitable gender pay. ”

# 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 2019, based on the following data from 31 March 2018:

- > 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 2018) 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.

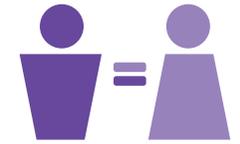
## BENCHMARKS

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:

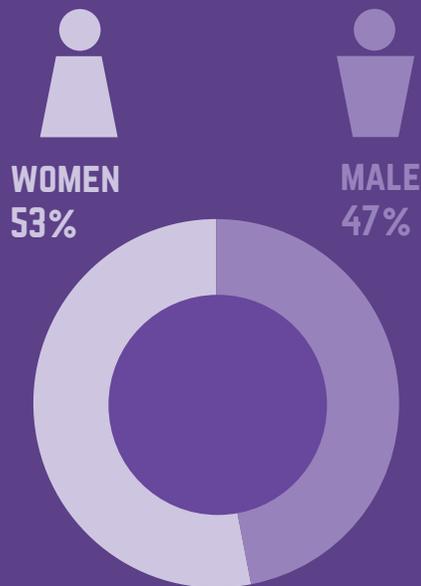
- > Sector: organisations in the same broad sector
- > Industry: organisations in the same industry
- > Employees: organisations with a similar number of employees.



# GENDER SPLIT OF SPORT ENGLAND EMPLOYEES



Last year our gender workforce was an almost equal split of men and women. This year the gender profile for women has increased from 49.8% to 53%. Sport England was undergoing an organisational restructure in the reporting year and this has resulted in an increase in the representation of women, particularly the upper quartile band.



## WHAT IS OUR GENDER PAY GAP AT SPORT ENGLAND?

The mean gender pay gap for Sport England is 5.3% based on an average standard hourly rate of £25.38 (men) and £24.02 (women). This compares very well across the whole sample of organisations benchmarked and is significantly lower than organisations in the charities/not for profit sector.

## HOW DOES THIS COMPARE?



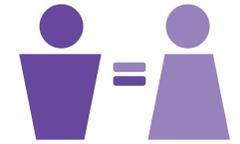
The median gender pay gap for Sport England is 2.0% based on the middle standard hourly rate of £23.29 (men) and £22.83 (women). The median is the middle value when all the values are ranged from highest to lowest. This also compares very well across the whole sample of organisations benchmarked and is significantly lower than organisations in the charities/not for profit sector.

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

## HOW DOES THIS COMPARE?



# 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.

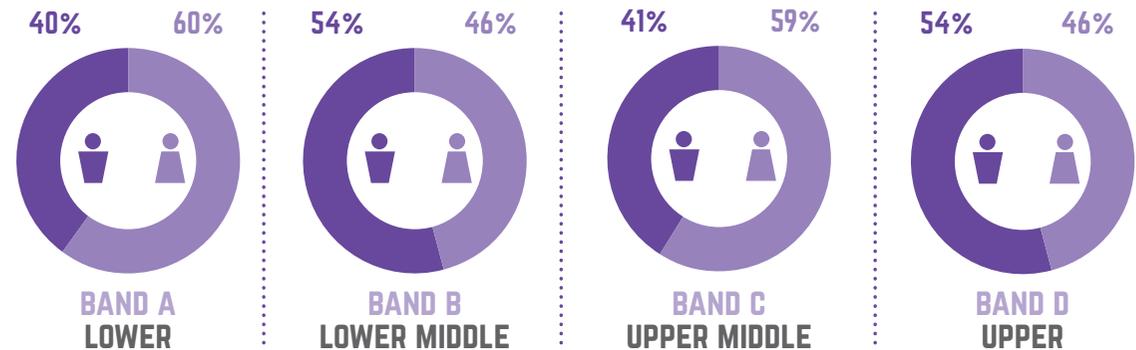
Sport England continues to have an imbalance of men and women in Band A (lowest paid) and Band D (highest paid). While women made up 53% of our overall workforce in March 2018, 68% of our Administrators (the grades attracting the lowest levels of remuneration) are women. Recruitment data shows that we attract more women than men into our Administrative roles.

Since last year our mean gender pay gap has decreased by 1.1% and this has been driven by the fact that in the last year, we have employed more women than men at senior manager levels. However, when the data is broken down by division, areas of the business where there is a noticeable gender pay gap in favour of men are Facilities and Core Market. We are currently reviewing this to set appropriate actions to address the imbalance.

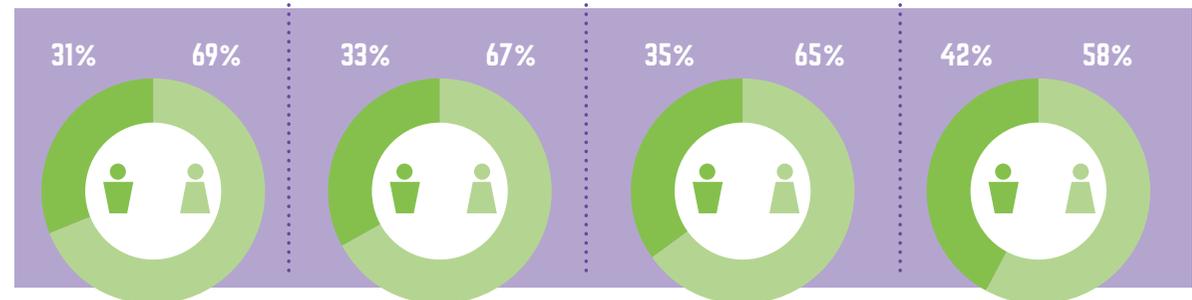
## POPULATION BY PAY QUARTILES

THIS DATA SHOWS THE GENDER REPRESENTATION BY PAY BANDS A (LOWER QUARTILE) TO D (UPPER QUARTILE)

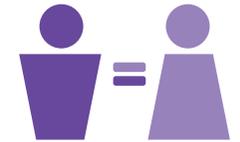
### SPORT ENGLAND



### COMPARISON WITH OTHER CHARITIES/NOT FOR PROFIT ORGANISATIONS:



# PROPORTION OF MEN AND WOMEN BY PAY QUARTILE (CONTINUED)



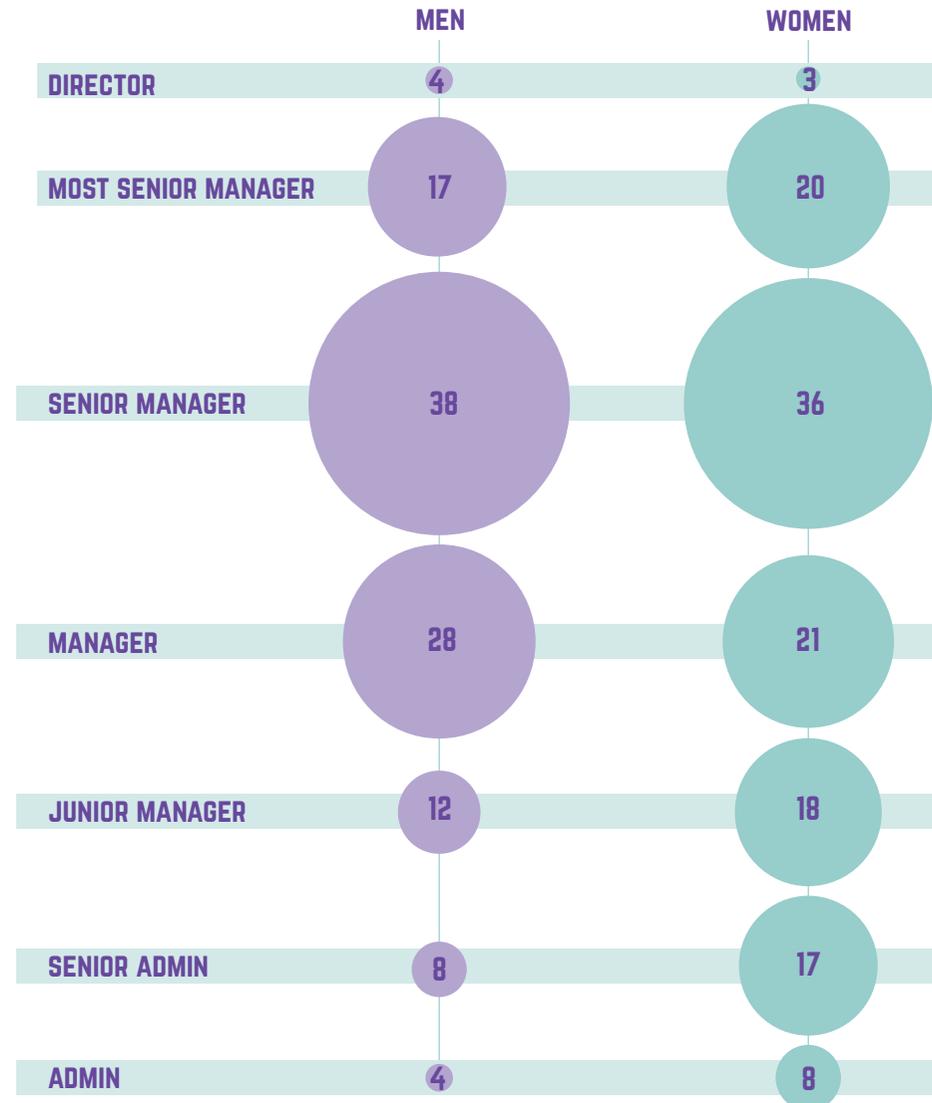
## ADDITIONAL METRICS

In this section we are talking about the effect of the overall gender pay gap (i.e. representation). We have 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 are unable to do so. We will continue to monitor ethnicity and pay in next years' gender pay gap report.

**Grades** – Our data is broken down across all our employee grades. The most significant effect on the overall gender pay gap by 2.2 and 2.8 percentage points is across grades 2 and 7 respectively. At grade 2, while there is a higher representation of men at Director level, the gender pay gap is in favour of women by 16.3%. At grade 7, there is a higher representation of women (68%) compared to men (32%) which impacts on the pay gap.

## GENDER BREAKDOWN BY GRADES



# OUR CONTINUED COMMITMENT TO DIVERSITY



As an organisation, we have achieved success on many equality fronts through a number of different initiatives we have in place. But we want to ensure we continue to progress and engage with our staff on equality and diversity.

## RECRUITMENT

A priority for Sport England is to strengthen the diversity of our workforce with the aim of moving towards a workforce composition that represents the communities in which we are based.

- > **Name-blind recruitment** - Earlier this year we adopted name-blind recruitment to help reduce the phenomena of unconscious bias in recruitment. We will continue to review the annual recruitment statistics to track and assess its impact
- > **Internal aspirations** - We are adopting an organisational statement for increasing our BAME diversity... “we will make considerable annual improvements across grades and locations and will be reported on twice yearly to Board”
- > We ensure gender balance on interview panels
- > Recruitment agencies briefed to provide diverse short-lists
- > Pay is underpinned by job evaluation
- > We ensure our Pay Policy is adhered to, justifying hiring and pay-related decisions
- > We have run unconscious bias awareness training across all levels of the organisation; and we have in place mandatory online recruitment and selection training for everyone involved in hiring

- > We have ensured that all job specifications and adverts include a clear statement of our support for flexible working and are written in gender neutral language
- > Our annual internship programme has been particularly successful in bringing in a variety of perspectives, experience and representation. It's also encouraged more BAME students to consider a career in the Sport Sector.

## OUR CULTURE

We recognise that none of our gender balance actions will succeed without the right culture and working environment. All of our people have a part to play in ensuring we always provide an inclusive environment. It is not only gender where we are taking action to improve diversity, our focus on respect and inclusion is about creating an environment where everyone can be themselves at work and is able to thrive, develop and succeed.

- > As part of our wider commitment to diversity and inclusion, we have internally recruited and trained a team of ‘dignity at work’ advisors from across the organisation. Their role is to provide confidential guidance and support to employees who feel they have experienced or witnessed bullying, harassment or victimisation. We have a clear organisational message to managers that bullying and harassment will not be tolerated and we operate in a respectful and tolerant environment

# OUR CONTINUED COMMITMENT TO DIVERSITY (CONTINUED)



- > We have established two equality, diversity & inclusion groups, one is chaired by the CEO and has oversight of work both external and internal that Sport England undertakes to ensure that it improves equality, diversity and inclusion within the sport and physical activity sectors and within SE itself. The other is internally focused and chaired by the COO and ensures we continue to deliver on our equality commitments. Both groups comprise of a diverse range of employees from across the organisation
- > We have achieved the intermediate level of Equality Standard for Sport which recognises the organisations commitment to achieving equality. We are now working towards the advanced level
- > We are introducing diversity objectives in all leader's annual appraisals
- > We are committed to maintaining our gender parity; 50/50 gender split on our Board; and forward planning to attract a good representation by gender on our committees and subsidiary boards.

## Supporting families, flexibility and retaining female talent

We are committed to supporting our working parents and carers to effectively balance their work and home life.

- > Flexible working policies and practices are well embedded ensuring that all of 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 even more working parents and their line managers through bespoke coaching sessions. And we continue to encourage greater uptake of Shared Parental Leave and offer enhanced pay. We also offer enhanced maternity/adoption and parental leave and pay

- > We promote the use of regular Keeping in Touch days with employees on career breaks.

## PROGRESSION

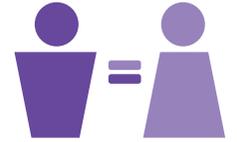
We continue to focus on ensuring there are no barriers to progression for people from any gender or background.

- > We are exploring a sponsorship programme and mentor scheme, including reverse mentoring which pairs up junior employees with senior managers (both internally and externally) to Sport England
- > We ensure fair gender distribution in pay reviews and have launched a new online system which makes it easy for managers to assess performance in a fair and evidence-based way.

## ENGAGEMENT

- > There is a Board level sponsor on all diversity issues whom are held to account on the overall delivery of Sport England's aspirations
- > Our commitment to equality and diversity is communicated through internal practices and externally through our national accreditations
- > We are reviewing equality training to ensure that it is role specific
- > We continue to encourage opportunities to engage, share news and events
- > We run regular pulse checks and annual engagement surveys so that we can continuously collate feedback and make improvements and are committed to maintaining our external accreditations.

# YEAR-ON-YEAR COMPARISONS



	MEDIAN		MEAN	
	FY 17	FY 18	FY 17	FY 18
<b>SPORT ENGLAND GENDER PAY GAP</b>	<b>5.8%</b>	<b>2.0%</b>	<b>6.4%</b>	<b>5.3%</b>
<b>CHARITIES/NOT FOR PROFIT SECTORS</b>	<b>6.3%</b>	<b>8.1%</b>	<b>8.6%</b>	<b>11.3%</b>

PROPORTION OF MEN AND WOMEN IN EACH QUARTILE BAND				
	MEN		WOMEN	
	FY 17	FY 18	FY 17	FY 18
<b>UPPER</b>	<b>59.3%</b>	<b>54.2%</b>	<b>40.7%</b>	<b>45.8%</b>
<b>UPPER MIDDLE</b>	<b>53.4%</b>	<b>41.4%</b>	<b>46.6%</b>	<b>58.6%</b>
<b>LOWER MIDDLE</b>	<b>51.7%</b>	<b>54.2%</b>	<b>48.3%</b>	<b>45.8%</b>
<b>LOWER</b>	<b>38.6%</b>	<b>39.7%</b>	<b>61.4%</b>	<b>60.3%</b>

# 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 23 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 setting 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.

March 2019



Sport England  
21 Bloomsbury Street  
London WC1B 3HF

[sportengland.org](https://www.sportengland.org)

If you have any queries, please email  
[hr.enquiries@sportengland.org](mailto:hr.enquiries@sportengland.org)