



ENGLISH INSTITUTE OF SPORT (EIS) GENDER PAY GAP REPORT

In line with legislative requirements, this is the gender pay gap report based on the pay data on 31 March 2021.

At the EIS, we strive to ensure that all employees are treated fairly in terms of pay and reward irrespective of role or gender. The gender pay gap looks at how everyone, including contractors as well as employees, is paid across the organisation. As such it is an important inclusion indicator. Everyone at the EIS is committed to enabling a working environment that provides opportunities for a rewarding career whilst contributing to the organisation's success. Fairness, equality, and inclusion are also at the heart of everything we do in providing a world class service to the sports with which we work. This year we have also established an Equality, Diversity, and Inclusion (ED&I) employee working group to support the reach, impact, and implementation of our ambition to be a truly inclusive employer.

The data shows that unfortunately the pay gap has increased both in the mean and the median calculations. This is despite implementing the significant changes set out in last year's report in our recruitment processes and checks. Last year our GPG was 16.1% (mean) and 11% (median) compared to this year's 18.7% (mean) and 16.7% (median). Following this disappointing increase, we commissioned a detailed and specialist data analysis of the information. This has provided greater clarity of the areas that are causing the GPG to arise.

- Firstly, when looking at the pay gap within the four quartiles, there is a small pay gap in the two lower pay quartiles and a more significant pay gap in the higher two quartiles, with the highest being in the top quartile. Equally, we have more females in the lower paid quartiles and more males in the higher quartiles. This indicates that having more men in higher-paid roles has a greater impact on the overall pay gap than having more women in lower-paid roles and that difference is most substantial for the highest-paid roles.
- Secondly, in analysing the data in functions within the organisation, it seems that the greater gaps are in our central functions and not in our practitioners (which accounts for 50% of the organisation).
- Finally, and most significantly, we have identified that the biggest impact on our overall GPG comes from part time workers. At the EIS, a significant number of people work part time across all levels and all functions. We have found that more of the part time women we employ are in lower paid roles and more of the part time men we employ work in higher paid roles. There is no evidence that there are equal pay issues, simply that where we have high value part time work it is more likely to be done by men.

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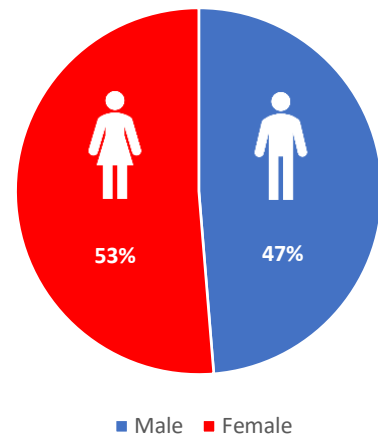
This more detailed insight will enable us to take more targeted action this year to address our GPG, with a summary of this set out further in this document.

EIS WORKFORCE

The EIS workforce can be broadly broken down into four areas. These are:

- Practitioners (working in Sports Science and Medicine)
- Operational Services (working in Administration and Sports Services)
- Business/Professional Services (working in Finance, Human Resources, Communications, and Information Systems)
- Central Services (working in Innovation, Athlete Health, and Performance Data)

GENDER SPLIT



The gender composition of the workforce is similar to previous years. In March 2021, split 53% female and 47% male.

There are a range of pay grades appropriate to the areas noted above, including critical qualifications, skills and knowledge required for each role. Additionally, Sports National Governing Bodies have autonomy to set salaries for the practitioners working for them, which can give rise to pay inconsistencies, including within the same specialism. This is a contributory factor to the gender pay gap.

GENDER PAY GAP

The gender pay gap looks at the average hourly pay of all male and female employees. On 31 March 2021 the mean gender pay gap was 18.7%, with the median gender pay at 16.7%. The median is typically a more representative figure when there is a lot of variation in pay, whereas the mean can be skewed by a handful of highly paid staff members. As set out above, we have undertaken some detailed data analysis to understand why our pay gap has increased.

MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP
18.7%	16.7%

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Analysis of our recruitment and selection data shows that though we appointed marginally more women than men in this reporting year, a greater proportion of the men continued to be recruited into more senior roles on higher starting salaries.

As set out in last year’s report, all our positions are advertised as open to the possibility of flexible, including part-time working. Our detailed analysis this year has identified this as one of the key drivers of our GPG. As of 31st March 2021, we had 168 part time workers of which 62 were male and 106 were female. Our GPG across part time workers on that date was 37% (median) and 32% (mean). This is because, at that time, more of the part time women we employed are in lower paid roles and more of the part time men we employed worked in higher paid roles.

BONUS GENDER PAY GAP

The EIS does not have a contractual bonus policy but rather the opportunity (non-contractual) to pay a small non-consolidated payment. This is usually in the region of 1.5%. For the purposes of the GPG reporting this is referred to as bonus. A very small number of employees who transferred into the EIS have protected terms and conditions, and, as a result retain the opportunity to receive larger bonus payments. Alongside this the National Director has access to a specific and different non contractual bonus option. These differences do impact on the bonus pay gap as defined by the GPG because, for the very small number of staff to which this applies, there are more male staff than female.

Last year, the EIS reported a mean bonus gender pay gap of 24.2% and a median bonus gender pay gap of 13.6%. Compared to 2020, the bonus gender pay gap in the EIS has broadly remained the same.

MEAN BONUS GENDER PAY GAP	MEDIAN BONUS GENDER PAY GAP	PROPORTION OF WOMEN WHO RECEIVED BONUS	PROPORTION OF MEN WHO RECEIVED BONUS
24.1%	17.7%	82.5%	85.0%

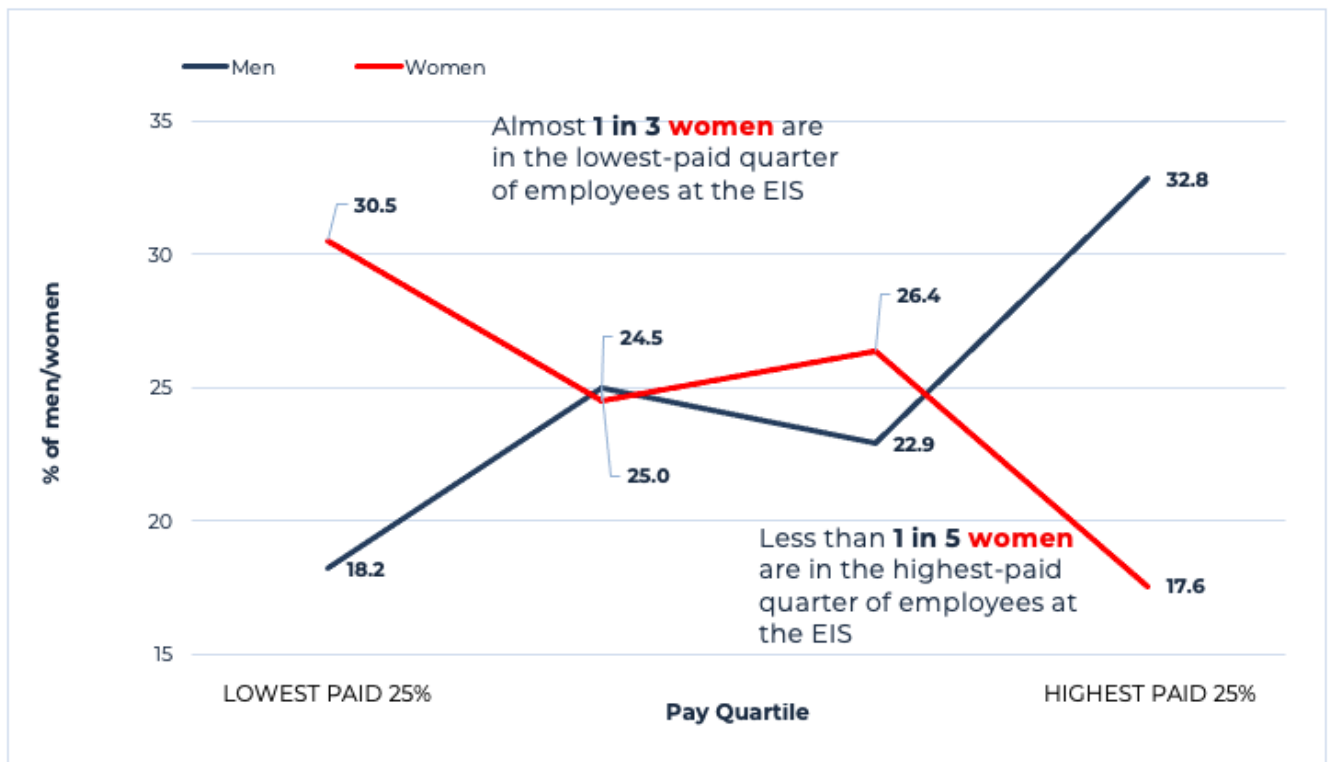
The non-contractual, non-consolidated payment is paid to all employees who meet the eligible criteria as a fixed percentage of salary. With an over-representation of women in lower grades, this does contribute to the bonus gender pay gap. We have set out in our action plan below some information about actions we are taking this year to implement a new pay and grading arrangement as part of our future reward strategy. This will include strategically deciding our position with respect to a future approach for any non-salary elements of pay (such as bonuses).

PAY QUARTILES

LOWER QUARTILE	LOWER MIDDLE	UPPER MIDDLE	UPPER QUARTILE
Women 65.3% (58.2%)	Women 53.5% (56.1%)	Women 55.4% (52.0%)	Women 37.6% (38.8%)
Men 34.7% (41.8%)	Men 46.5% (43.9%)	Men 44.6% (48.0%)	Men 62.4% (61.2%)

The above figures show the gender composition at the EIS across the four equal pay quartiles. 2020 figures are quoted in italics in brackets for comparison.

The distribution of men and women across the pay quartiles is as follows:



This distribution of men and women across the pay quartiles is showing more women this year in the lower and upper middle quartiles. This is now the third year that we have seen a positive upward trend of female representation in the upper middle quartile with a particularly significant increase

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in this reporting year. Conversely, the lower quartile has seen a significant jump in the percentage of women represented. Whilst there is a very slight decline in representation of women in the upper quartile, this is not statistically valid, and we can assume this to be stable. This information supports the story that we continue to have more men in the highest paid roles in the organisation and more women in the lowest paid roles, although with the proportion of women in the upper middle quartile, there are some signs that this could be changing at the upper end.

ACTIONS and PROPOSALS

As an organisation, we continue to seek to address bias and disadvantage in all our policies and processes through a range of targeted initiatives as set out in our ED&I strategy supported by our action plan. Actions that we have taken in the last year will take some time to reflect better outcomes and due to the reporting time lag will not necessarily have an impact in next year's report. However, we will consider doing interim and internal reviews of the data to check more frequently whether the picture is changing and be able to redirect in year action if appropriate. We have already identified that the pay gap for part time workers comparing March 2021 data with June 2022 data has seen the part time pay gap reduce from 37% and 32% (mean and median) to 21% and 15% (mean and median).

Our ED&I strategy and action plan is the framework for ensuring that we focus and prioritise activity and resources in this area within the EIS. It is set out in five interconnected and interdependent areas of focus:

- Fostering an inclusive culture
- Inclusive recruitment
- Retention, development, and progression
- Education and communication
- Management accountability

However, alongside this and building on the range of practical and process related actions we delivered last year, primarily focused on reviewing and updating the end-to-end recruitment process, our actions this year are:

- In the last year we have recruited a specialist recruitment business partner in the HR team. She is working with managers across the organisation to support them in maximising diversity in recruitment where we have identified the need to increase recruitment of females into higher paid roles, higher paid part time roles and males into lower paid roles.

- From April 1, 2023, we plan to implement a new pay and grading system as part of our wider reward strategy. This has involved a complete review of all roles in the organisation, the introduction of a formal job evaluation system and the introduction of new job families and pay grades. All this will deliver greater consistency and transparency on how pay and grading decisions are made and the development of a clear progression system. As part of this work, we will complete an equality impact assessment.
- We have set long term diversity recruitment ambitions which we are monitoring on a quarterly basis which will inform recruitment potential targeted recruitment and development strategies at all levels across the organisation.
- We are completely reviewing our role descriptions, to simplify and shorten these with a specific focus on simplifying the person specifications required for applying for roles.
- We will continue to monitor and act on part time recruitment positions given the specific impact of part time recruitments on GPG.
- This year we are also rolling out leadership and management development training to support managers in their confidence and capability in leading, managing and developing their teams.

CEO: Matt Archibald

HR Director: Jaqui Perryer

We confirm the data contained in this report is accurate.