

## 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 2020.

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's data show that our gender pay gap is still bigger than we want it to be, primarily as a result of having an over-representation of women at the lower pay quartile and an over-representation of men in the higher pay quartiles. However, we have seen an improvement in the right direction due to actions that we have been taking in recent years. We continue to take action to understand and address this gender inequality through a continued focus on inclusive recruitment practices, fair pay and benefits packages, targeted development and progression opportunities, improved awareness-raising and engagement and through fostering an inclusive culture.

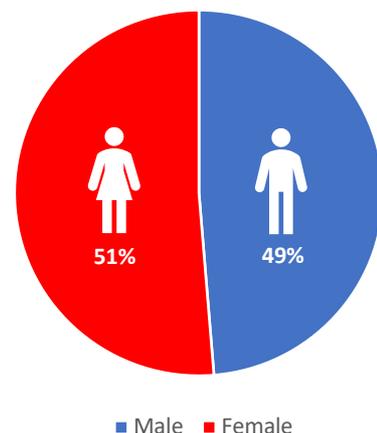
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### EIS WORKFORCE

The EIS workforce can be broadly broken down into three 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)

### GENDER SPLIT



The gender composition of the workforce is similar to previous years. In March 2019, it was an equal split, whereas in March 2020, it was 51.3% female and 48.7% male.

There are a range of pay grades appropriate to the three areas noted above based on a number of factors including qualifications and skills required for each role. Additionally, sports 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.

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## GENDER PAY GAP

The gender pay gap looks at the average hourly pay of all male and female employees. Last year, the EIS reported a mean gender pay gap of 14.9% and a median gender pay gap of 14.5% at 31 March 2019.

As at 31 March 2020, the mean gender pay gap had increased to 16.1%, whilst the median gender pay gap had decreased to 11%. 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. Whilst we welcome the improvement in the median figure, we are concerned about the increased mean pay gap and are implementing actions to reduce it.

MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP
<b>16.1%</b>	<b>11%</b>

Analysis of our recruitment and selection data shows that though we appointed slightly more women than men in this reporting year, a greater proportion of the men were recruited into more senior roles on higher starting salaries. We are introducing greater transparency around salary ranges for roles in our job advertisements and hiring managers are expected to encourage female applicants. Additionally, action has been put in place to ensure that all starting salaries are properly reviewed by HR to ensure consistency of starting salaries across men and women.

We have opened all our positions up to the possibility of flexible, including part-time working. This is making our roles more accessible to women who, on average, do more hours of unpaid work (for example through taking on caring responsibilities outside of work) leaving less time for paid work. The EIS has a large number of part-time workers, 65% of whom are women and continued focus in this area should enable more to remain with or return to the organisation, particularly following career breaks. However, since most of our female part-time workers are in lower paid roles, this has a measurable impact on our pay gap. We are considering job design and other measures to provide real development opportunities for part-time workers and initiatives to encourage more men to take advantage of our flexible working practices.

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## BONUS GENDER PAY GAP

With the exception of the National Director, 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 bonus payments. 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 94.6% and a median bonus gender pay gap of 89.1%. Compared to 2020, the bonus gender pay gap in the EIS has reduced significantly with a slightly higher percentage of women receiving bonuses.

MEAN BONUS GENDER PAY GAP	MEDIAN BONUS GENDER PAY GAP	PROPORTION OF WOMEN WHO RECEIVED BONUS	PROPORTION OF MEN WHO RECEIVED BONUS
<b>24.2%</b>	<b>13.6%</b>	<b>84.6%</b>	<b>80.6%</b>

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 pay gap. We are reviewing how we distribute non-consolidated payments with a view to producing more equitable outcomes in future.

## PAY QUARTILES

LOWER QUARTILE	LOWER MIDDLE	UPPER MIDDLE	UPPER QUARTILE
Women <b>58.2%</b> ( <i>58.5%</i> )	Women <b>56.1%</b> ( <i>51.6%</i> )	Women <b>52%</b> ( <i>51.1%</i> )	Women <b>38.8%</b> ( <i>38.9%</i> )
Men <b>41.8%</b> ( <i>41.5%</i> )	Men <b>43.9%</b> ( <i>48.4%</i> )	Men <b>48%</b> ( <i>48.9%</i> )	Men <b>61.2%</b> ( <i>61.1%</i> )

The above figures show the gender composition at the EIS across the four equal pay quartiles. 2019 figures are quoted in italics in brackets for comparison.

There has been a significant change in the lower middle pay quartile this year which has served to reduce the median pay gap. Several factors may have helped account for this change: more men than women left the organisation in this period, including some at a relatively senior level, coupled with a slightly higher number of women joining the organisation. More female staff received salary increases in the year through progression. In addition, within this reporting period, our pay anomaly process resulted in full or partial pay uplifts for 11 female staff members against 8 male members of staff.

## ACTIONS and PROPOSALS

As an organisation, we are seeking to address bias and disadvantage in all our policies and processes through a range of targeted initiatives as set out in our Diversity and Inclusion Action Plan. The following are actions which have been and continue to be implemented in the reporting period together with other planned initiatives designed to address the gender pay gap and the gender bonus pay gap:

- We have eliminated gendered language in our job adverts, engaged different recruitment partners to ensure our roles reach a wider range of potential applicants, included salary ranges in the adverts as well as positive action equality statements encouraging underrepresented people to apply.
- All positions are open to flexible working (including part-time) by default provided the arrangement enables the post holder to fulfil their duties and meet the organisation's needs.
- We have reviewed and revised our recruitment and selection training to eliminate bias at every stage of the process and are introducing data collection and analysis to understand who we are attracting to apply and where potential candidates exit the recruitment process.
- All those involved in the hiring process will be required to complete recruitment and selection training.
- We are seeking to maximise the diverse shortlists of candidates wherever possible as well as gender diversity, as a minimum, on interview panels.

- We run structured interviews with panel members asking the same questions of the candidates in the same order and scoring their responses individually to mitigate groupthink in reaching the decision on who to appoint.
- The interview panel Chair is required to raise salary expectations at the interview. HR check and challenge starting salary offers before appointment.
- Each role within the EIS is independently evaluated and benchmarked in respect of pay and benefits against similar roles in the external market.
- We address claims relating to pay against the weighting of a role in as timely a manner as possible through our annual pay anomaly process.
- We are reviewing the way we calculate and distribute the annual non-consolidated payment with the specific aim of reducing the gender bonus pay gap quickly accepting that ultimately solving the pay gap on salary is the underlying cause here.
- In addition to our newly introduced mentoring scheme, we plan to implement reverse-mentoring, job shadowing and sponsorship opportunities for underrepresented staff.

All information contained within this report was recorded on 31 March 2020, unless otherwise stated.

National Director: Nigel Walker  
Group HR Director: Jaqui Perryer

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We confirm the data contained in this report is accurate.

