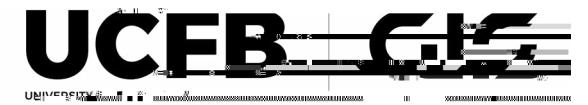


UK Gender Pay Gap Report



at the heart of our People Strategy



Founder, Chairman and CEO

is an aspirational, challenger university, with a proven model for making sports education more relevant, more connected and more embedded in the sports industry, providing our students with the best experience in the world of sport.

. Our Gender Pay Gap has been calculated in accordance with Government regulations. The report is based on snapshot data as of 5th April 2022 and covers activities between April 2021 - April 2022. We are pleased to show that our mean Gender Pay Gap is , with

. Our priority will now be to identify where we can decrease the gender pay gap that we currently have.

We will continue to create an inclusive Institution that actively attracts and engages diverse and talented individuals from many different heritages and lifestyles, and promotes inclusion and equitable treatment of students and staff at all levels. Equality, Diversity and

“ everything that we do, underpinning one of our core institutional values in which we strive to create an environment of to succeed at .

We are conscious of our male-to-female population, and the higher percentage of males, which is a likely result of norms associated with the sector of Sport. However, we are continuing to review and consider mechanisms that will attract a higher proportion of female staff and students alike and believe that keeping EDI at the forefront of our decision-making will amplify our ability to do this.

Our success will be measured through mechanisms such as; Internal promotions of female staff, females in leadership positions, staff surveys, voluntary turnover, performance reviews and on-boarding and exit surveys. These measures will be assessed whilst we continue to promote Flexible Working, attractive training opportunities and a non prejudiced recruitment process.

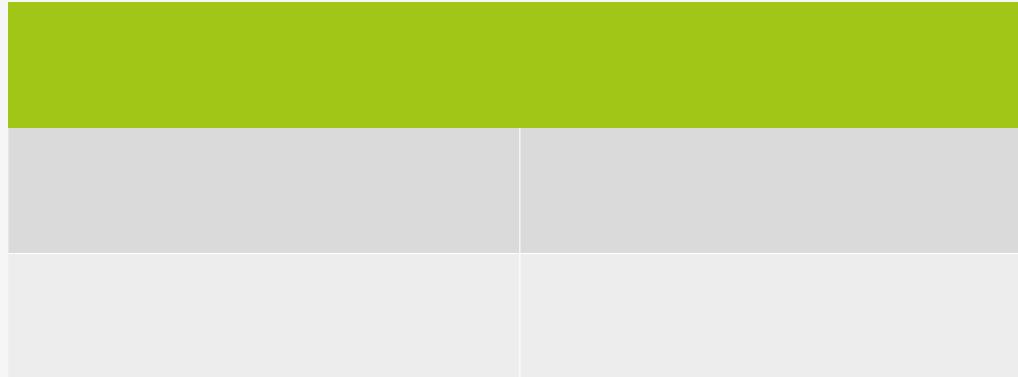
Overview

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually.

The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

Employers must report six different measures, based on a snapshot of pay data on a date set out by the

- - the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- - the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- - the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- - the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- - the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- - the proportions of male and female full-pay relevant employees in the lower, lower middle, upper-middle and upper quartile pay bands.

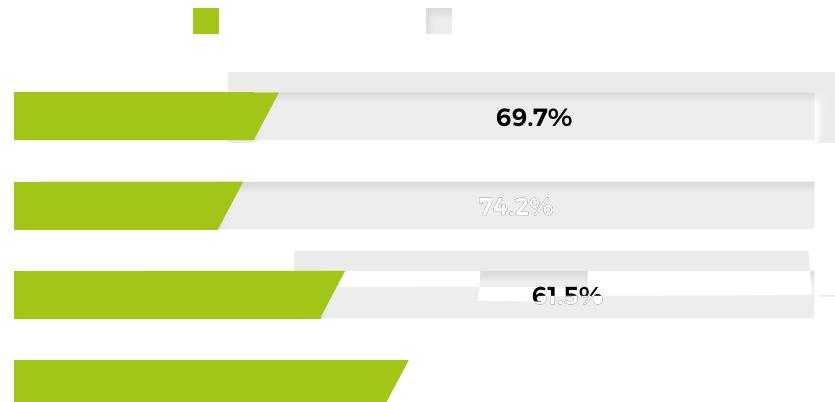


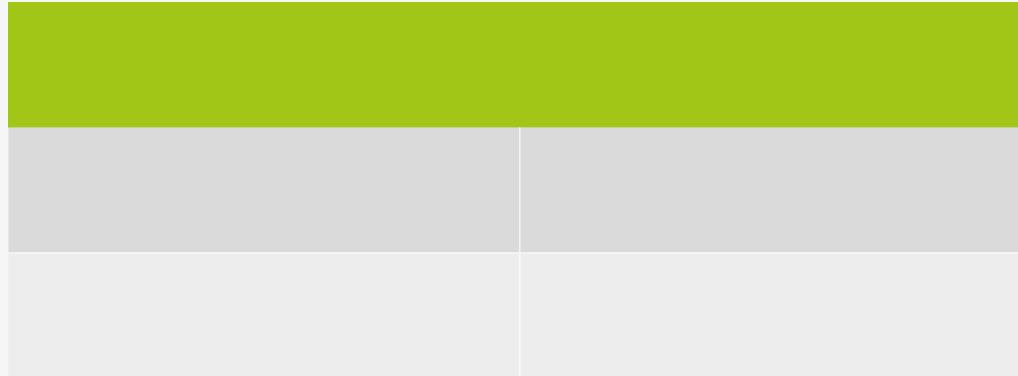
The proportion of male and female employees in four pay quartiles ordered from the lowest pay cohort (Quartile 1) to the highest pay cohort (Quartile 4) is shown. The bands have been established by ranking all employees by average hourly pay, starting from the lowest to the highest paid and dividing into quartiles. UCFB's pay gap is impacted by the fact that there are a higher proportion of male employees across the Institute.

this is the difference between the average hourly rate.

this is calculated by sorting midpoint average.

The UK National gender median pay gap 2022 was 14.9%. UCFB compares favourably with this.





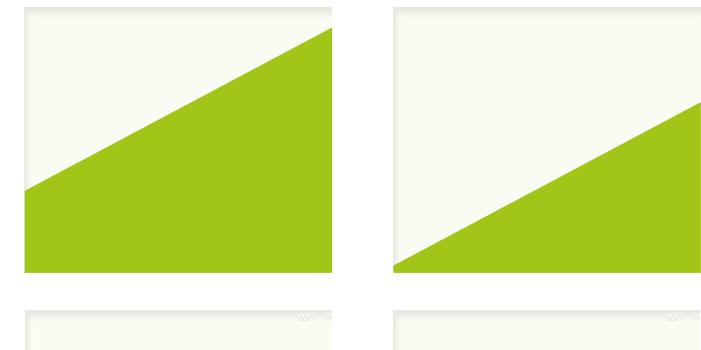
that male employees received lower bonus payments on average than female employees.

does not operate a standardised bonus scheme. The bonus awards given to employees who completed additional and exemplary work relating to the COVID-19 pandemic.

this is the difference between the average bonus pay of relevant female employees and the average bonus pay of relevant male employees, expressed as a percentage.

this is the difference between the median bonus pay of relevant female employees and the median bonus pay of relevant male employees, expressed as a percentage.

awarded in 21/22



Our people strategy

In 2022, UCFB | GIS were proud to publish its People Strategy. UCFB (University Campus of Football Business) and GIS (Global Institute of Sport). The People Strategy is anchored in the principle that our people are our most valuable asset, and sets out how we will support and enable our people to deliver our vision and support our students. The strategy was co-designed and co-produced by our people and so is a strategy.

Our aim is to have a future workforce that is representative of our future students, industry partners, and local and global sports participation and sub cultures and we will

