



LEICESTER CITY FOOTBALL CLUB

GENDER PAY GAP REPORT NARRATIVE: 2019

At Leicester City Football Club, we are committed to not only reporting our gender pay gap statistics, but to analysing our gender pay gap in line with our club and equality strategy, as well as taking actions to address the challenges we find.

The benefits and importance of exploring our equality data and gender pay gap is essential to the continued work we carry out within LCFC to create a diverse and inclusive workforce. Year on year the data reporting helps to direct, challenge and develop our equality action and initiatives to ensure we are able to attract, recruit and retain the top talent available across the Club.

Club Context

Following the 2018 report, the Club has completed an employment contract review that includes contractual weekly hours, which has resulted in moving from a 40-hour week to a 37.5-hour week. Although this has been a positive change for our employees, this does contribute in a small way to the increased gender pay gap we see in the 2019 report.

As with our previous gender pay gap reports, due to the operational nature of a football club, our figures are heavily influenced by the high salaries at the upper end of the overall pay range, which corresponds to the First Team players and coaching staff, who are all male. This situation did not change in 2019, and as we have continued to strengthen this area of the business, we can actually see the increased impact of this on the figures, which explains the trend we see towards a male percentage bias again this year. When we analyse the senior job role changes across the wider club which have taken place in this last year further, we also anticipate this pattern to continue into the 2020 report. This is due to a number of new appointments across both football management and our team of Directors, with the majority of the new senior appointments being male employees.

However, we can see the changes LCFC have implemented over the last few years in talent, recruitment and equality strategies starting to create change and support our work towards creating a diverse workforce overall. This is across all protected groups, ensuring we have talent from all areas of the community to contribute to positive organisational performance. We can particularly see this in our support and stadium teams. This has included a number of senior female appointments recently into the management team and executive level roles, as well as an increasingly diverse employment profile.

To ensure we are continuing to achieve our vision of a diverse workforce and fully support and serve our fanbase and local community, we will be monitoring and tracking our progress to ensure that we are continuing to hire the best talent. You can find out more details on this in our wider equality work and 2019 Annual Achievement Report on our website.

The Calculations

In order to place its Gender Pay Report into accurate context, the Club prepared two sets of data to clarify the potentially distorting effect of players' salaries on the overall figures.

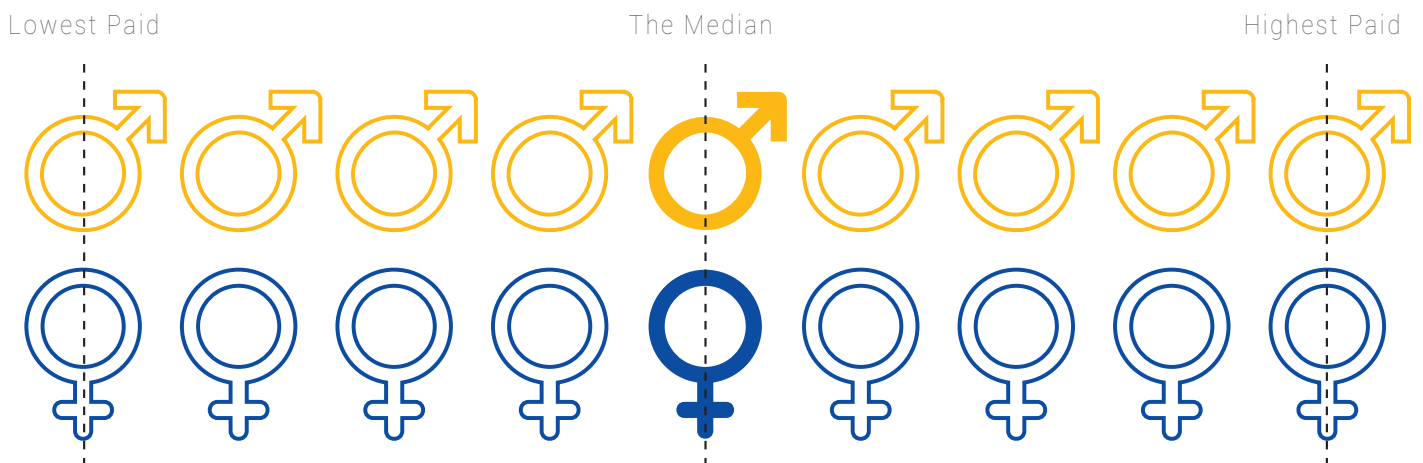
This year, the analysis has been taken a step further to provide a more realistic representation of salaries and the report contains median and mean figures including players' salaries, plus the comparator of median and mean figures without the players' and also without the scholars and football manager salaries. The same process has been applied to calculations of both bonus pay and pay quartiles.

Median & Mean Figures

The median figure is reached through calculating the percentage difference between the halfway point in the men's pay scale and the halfway point in the women's pay scale – providing a figure closest to what the majority of the Club's employees earn.

This calculation involves listing all of the numbers in numerical order. If there is an odd number of results, the median is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

The mean figure is the percentage difference in average hourly rates between men and women and is impacted by the distribution of men and women in an organisation's pay scale. It is also the number most easily distorted by a relatively small number of higher earners, such as professional footballers.

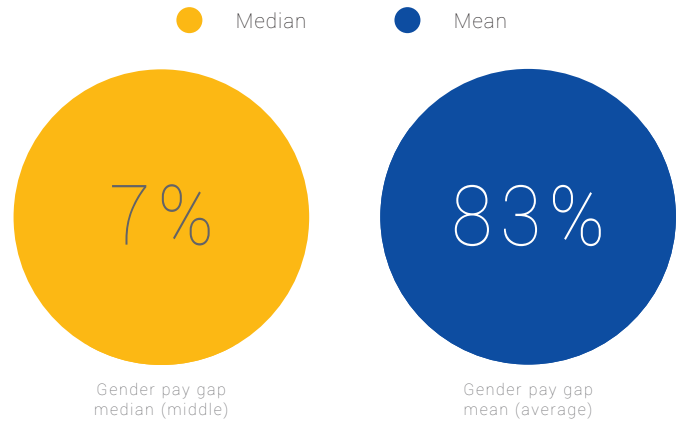


Pay

Including footballers, our median figure is 7% and mean is 83%.

In other words, when comparing mean hourly rates, women earn 17p for every £1 that men earn.

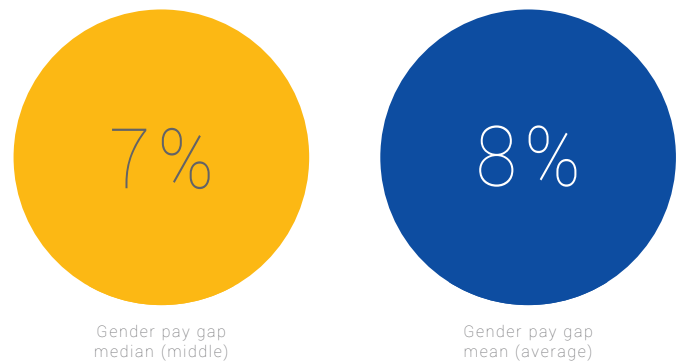
In comparison, last years GPG including footballers and all staff reported a mean of 79% and a median of 0.2%.



Excluding footballers, scholars and football management, our median figure is 7 and mean is 8%.

In other words when comparing mean hourly rates, women earn 92p for every £1 that men earn.

In this scenario, the 8% gender pay gap is below the national average of 17.3% in 2019 for all employees.



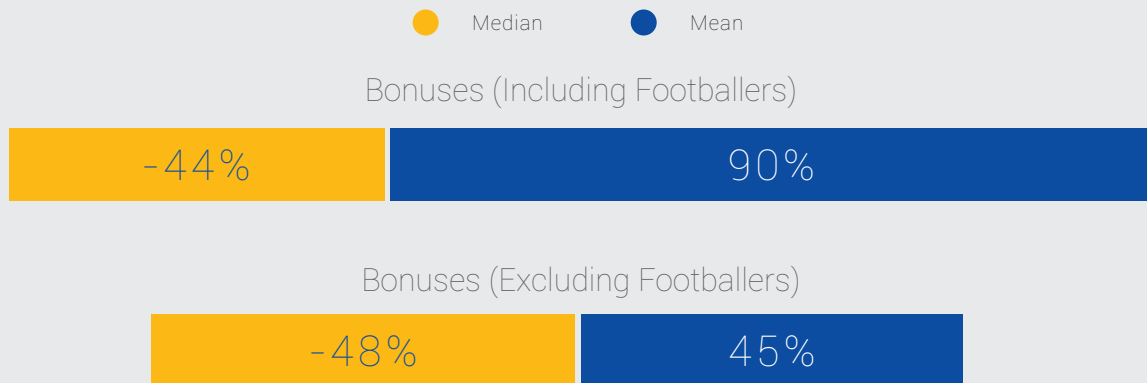
Bonus

Including footballers our median bonus figure is -44% and our mean figure is 90%.

In 2018, we reported a median bonus of -0.17% for all staff including footballers and a mean of 90%.

Excluding footballers, scholars and football management our median bonus figure is -48% and our mean figure is 45%.

Staff receiving bonus was 85% for both males and females.

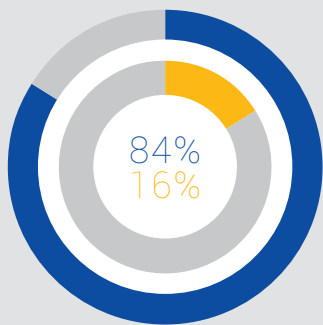


Pay Quartiles

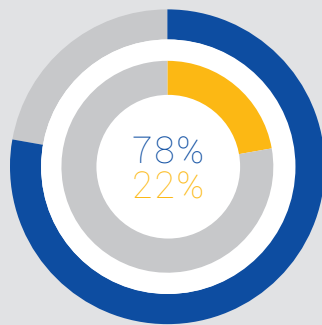
The following figures show the percentage of men and women in each of the Club's pay quartiles. These are calculated by dividing our combined pay scale into four equal-sized groups and determining the percentage of men and women in each.

Including Footballers

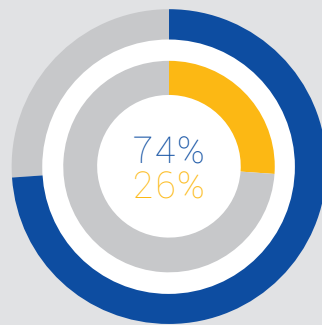
● Male ● Female



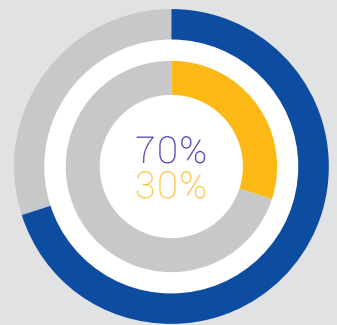
Top Quartile



Upper Middle Quartile



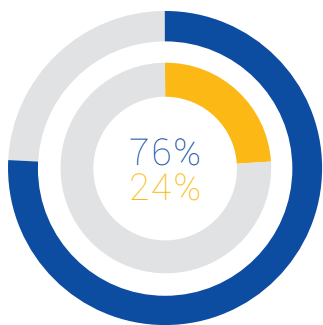
Lower Middle Quartile



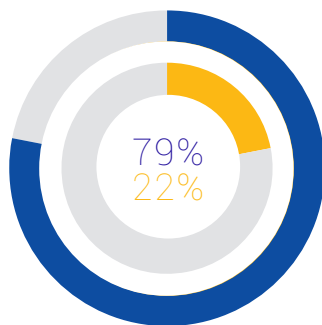
Lower Quartile

Excluding Footballers & Manager

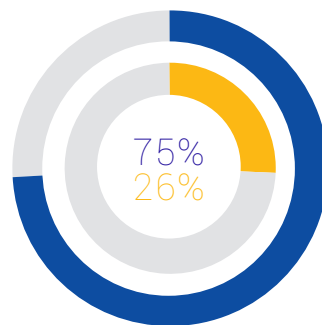
● Male ● Female



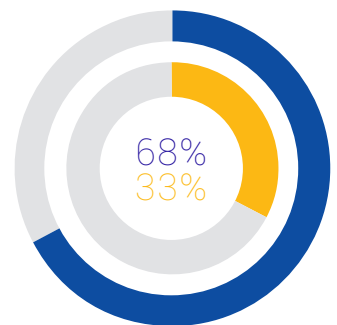
Top Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

Equality Action Plan – Gender

Our club equality vision is to provide equality of opportunity for all, celebrating our diversity which is supported through an inclusive environment. Gender equality and diversity is embedded into the work the club is undertaking to achieve the Premier League Advanced level standard and as part of the clubs strategic equality objectives.

Our equality strategy confirms the Club's commitment to reducing its gender pay gap and increasing the percentage of female employees. The club operates within the unique nature of the football industry and the challenges that currently brings, however we recognise our role in helping to address those challenges and there is always more we can do to challenge our current ways of working, increase opportunities and expand our impact at the club, and in our community through creating an inclusive workplace.

The strategy is sponsored by our CEO, Board Equality Champion and Directors.

As we continue to build on our previous work, our key actions for gender diversity and progression at Leicester City Football Club are:

- Learning and Development:** our newly created department ensures that equality and diversity is built into the training programme for all employees and casual workers across the Club. A focus on performance conversations and appraisals includes training which covers unconscious bias, individual communication and learning styles, awareness of personality types, supporting career development and progression for all employees in a fair and consistent approach.
- Recruitment Strategy:** having undertaken a full review of our recruitment processes, procedures, documentation and ATS from an inclusive and gender research perspective we are confident our approach will ensure that we advertise, attract and recruit talent from a broader talent pool. To support this transformation, all recruiting managers will have to complete safe and inclusive recruitment training and we are introducing measures including but not limited to, blind CVs, agency diversity agreements and broader advertising channels.
- Policies and Procedures:** we continue to review our workplace policies and documents to ensure they are supportive and there are no barriers for women in their employment, development and progression within the Club. This includes the introduction of a flexible working policy which expands the reasons and opportunities for flexible working within a framework for all employees with the intention to support employee wellbeing and performance. In the last year there has been 100% approval of applications.

- **Health and Wellbeing:** as part of our framework for wellbeing at work and introducing support for mental health, menopause awareness and gender reassignment, we have been challenging the rigour and tradition of 9-to-5, and informal flexible working for full-time employees has been introduced across the organisation, for both men and women. We have seen equal uptake in this opportunity, including reasons of childcare for both male and female employees, highlighting the importance and value to working lives for all our employees as well as in the benefits to supporting females in the workplace.
- **Strong Partnerships:** we continue working with local communities, universities, schools and colleges to highlight the career pathways into football, this includes career speed networking, career talks by female staff, work experience placements and application and interview guides for students.
- **Equality Working Group:** our active Equality Working Group works to ensure we achieve our commitments to equality, diversity and inclusion across the Club. This includes continuing to monitor our equality and diversity data across permanent and casual staff, to help identify areas of action and targeted initiatives, including dual characteristic level gender data.

"I'm proud to say that Leicester City Football Club remains wholly committed to equality for all its employees through strategy and action. Once again, our Gender Pay Gap report will enable us to challenge imbalances in personnel as we seek to create a diverse and inclusive workforce within the context of our industry."

"It is that distinctive industry that sees some of our gender pay reporting heavily influenced by variables on the football side of the operation, however, consistency across pay quartiles mean we can begin to see the change effected by our recruitment and equality strategies, where fair and equal opportunity for men and women is our collective commitment."

"The diversity of our workforce is a strength for us too and I'm pleased to say we've also taken steps to further reinforce our commitment towards becoming an organisation that represents that wonderful diversity in its community."

"I confirm the data contained in this report is true and accurate."

Susan Whelan
Leicester City Chief Executive

