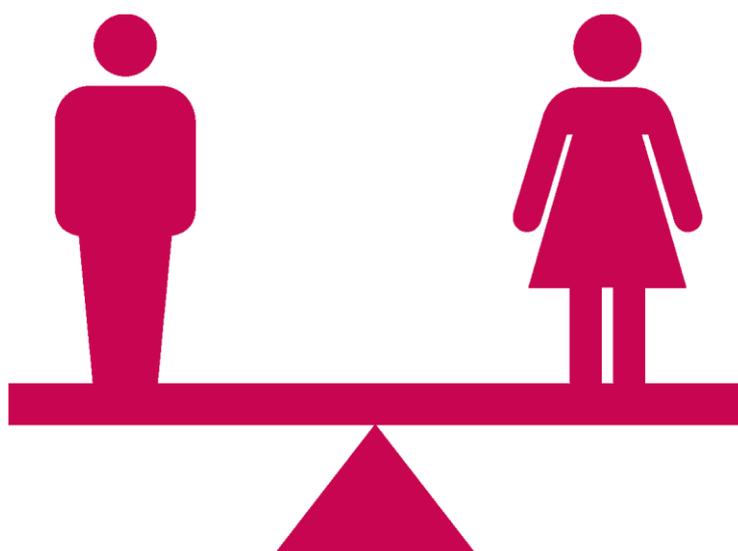


GENDER PAY REPORT 2018





1 Introduction

Harlequins currently have between 360-380 paid employees; full time, part time and casual workers. Harlequins Rugby Club is considered a breeding ground for world class players, both past and present. That tradition has continued into the 21st Century with seven members of the club's 2017-18 squad being part of the England Elite Squad as well as several other international team players.

Harlequin Football Club, to give it its official name, was founded in 1866 as the Hampstead Football Club and renamed in 1870. Over the intervening 148 years Harlequins has become established as one of the great clubs of international rugby with supporters spread across five continents. It has also seen considerable investment throughout the intervening years, with the announcement in November 2017 of the Club's intention to build a new world class stadium at the heart of the local community, with the goal of making a positive social, cultural, and economic impact on the local area. Through investment in its people and facilities Harlequins aims to achieve the Club's strategic goal; *'To excite the world of sport through the Harlequins spirit'*

To deliver on its purpose statement and achieve its strategic aims, Harlequins must ensure it has a diverse and inclusive workforce, so it can attract and retain the best candidates for its positions. The Club recognises the benefits of a diverse workforce and is committed to providing a working environment that is free from any form of discrimination. The Club seeks to promote the principles of equality and diversity in all its dealings with employees, workers, job applicants, clients, customers, suppliers, contractors, recruitment agencies and the public. Part of this approach includes the Club's participation in Gender Pay reporting.

Gender Pay is important to the Club for several reasons. Research has shown that companies in the top quartile for gender/racial/ethnic diversity are more likely to have financial returns above the national industry medians. Furthermore, there is a shrinking talent pool in the UK; companies need to focus on being an 'Employer of Choice' through reputation/brand and its employee benefits and policies to be an attractive option for applicants. Social responsibility from employers is also becoming increasingly more important to employees

Harlequin Football Club is required by law to publish an annual gender pay gap report. This is the report for the snapshot date of 05/04/2017.

- ❖ The mean gender hourly pay gap for Harlequin Football Club is 61.6%.
 - This is due to the male playing squad being paid employees, whilst the female team is currently unpaid (as detailed further below), excluding the playing squad the mean gender pay gap is 7.8%
- ❖ The median gender pay gap for Harlequin Football Club is -4.0%.
- ❖ The mean gender bonus pay gap for Harlequin Football Club is 44.8%.
- ❖ The median gender bonus pay gap for Harlequin Football Club is 46.6%.
- ❖ The proportion of male employees in Harlequin Football Club receiving a bonus is 28.5% and the proportion of female employees receiving a bonus is 32.5%.



2 Pay Quartiles by gender

Band	Males	Females	Description
A	79.2%	20.8%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	72.6%	27.4%	Includes all employees who standard hourly rate places them above the lower quartile but at or below the median.
C	53.4%	46.6%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
D	89.0%	11.0%	Includes all employees whose standard hourly rate places them above the upper quartile.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Below is the Pay Quartiles by gender if we excluded the Playing squad. As you can see the split in gender decreases across the upper quartiles when we remove the Playing squad, especially in Band C, which indicates the number of female employees in middle management roles and therefore equal pay.

Band	Males	Females	Description
A	78.7%	21.3%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	78.7%	21.3%	Includes all employees who standard hourly rate places them above the lower quartile but at or below the median.
C	49.2%	50.8%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile.
D	67.7%	32.3%	Includes all employees whose standard hourly rate places them above the upper quartile.

3 What are the underlying challenges and causes of Harlequin Football Club's gender pay gap?

As stated previously, Harlequin Football Club is committed to the principle of equal opportunities and treatment for all employees, regardless of gender, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. The Club has the following policies in relation to these points;



- Equal Opportunities and Diversity Policy
- Flexible Working Policy
- Maternity, Paternity and Other types of Leave Parental Policy
- Recruitment Policy

Harlequin Football Club takes any breaches to these policies extremely seriously. It has clear policies for pay and treatment of employees, regardless of their gender (or any other characteristics set out above). As a result, the Club;

- Carries out pay and benefit audits at regular intervals, as part of the Club appraisal and performance review process.
- Evaluates job roles and pay grades as necessary to ensure a fair structure.

Harlequin Football Club is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is a result of the roles in which men and women work within the Club and the salaries that these roles attract, such as its Playing Squad and technical coaching staff. 2017/18 was the first season in which Harlequins had an official Women's Team structure; these players are currently not paid employees of the club. This is due, in part, to the commercial revenues generated by the women's game compared to the men's game. However, Harlequins is exploring avenues which could see the women's team become full-time paid employees of the club in the future.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely to be in front-line roles at the lower end of the organisation. Women are also more likely than men to have had a break from work that have affected their career progression, for example to bring up children. Below is the breakdown of gender split within Harlequin Football Club by relevant role/management grades (inclusive of our Playing department and squad);

Level	Male	Female
Casual Worker (in relation to match/event days)	28.8%	13.7%
Admin/Coordinator	11.3%	7.9%
Middle Management	7.5%	3.4%
Senior Management	5.4%	1.3%
Players	20.2%	0%

The higher percentages in the casual worker and Senior Management categories reflects the higher proportion of men that have the technical qualifications and skills required within the Rugby industry as coaches and players. This is something the Club is working to address through its Community and Foundation departments through the delivery of its Women's and Girls strategy; to include the growth of the SWITCH programme, Harlequins Ladies squad and overall education and support of Women in Sport agenda.





Most organisations have a gender pay gap. The mean gender pay gap for the whole economy (according to the November 2016 Office for National Statistics Annual Survey of Hours and Earnings figures) is 17.5%. Whilst the Club's mean gender pay gap at 61.6% is significantly above the national average, this is due to the Club's Playing squad which is all male due to the professionalism of the sports. This fact massively skews the Club's pay report data. When the Club ran its gender pay report, removing its playing squad the mean gender pay gap was reduced to 7.8%.

The median gender pay gap for the whole economy (according to the above survey) is 19.2%. At -0.4%, the Club's median gender pay gap is therefore significantly below the whole economy and national average which means the median pay for female employees was 4% higher than that of male employees. Men and women are paid equally for carrying out equivalent role within the Club, so the gaps are not indicative of equal pay issues within our organisation. The negative median gender pay gap figure is an encouraging sign that the Club is committed to fair and equal pay for all roles where applicable.

The mean and median gender bonus gap for the Club is relatively large at 44.8% and 46.6%. These figures reflect the higher proportion of men in the management and commercial department roles (which is in line with the national norm) that, under our current commission policy, attract a performance bonus. They will also include the Club's playing squad who receive playing related bonus' and appearance bonus's which are not applicable to any female counterparts. However, the proportion of men at Harlequin who received in a bonus in the 12 months leading up to 05/04/2017 was 28.5%, while for women this was 32.5%. This therefore demonstrates the Club's fair approach to bonus's where applicable.

4 What is Harlequin Football Club doing to address its gender pay gap?

While the Club's gender pay gap compares less favourably (although it is more positive if you exclude the Playing squad) with that of other organisations within the UK economy, this is not a subject about which the Club wishes to be complacent. The Club is committed to its previous statement of being a fair employer to all employees, regardless of gender, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. The Club is fully committed to doing everything in its power to address and ultimately reduce the gap within the next 5 years.

However, the Club must acknowledge some of the challenges and constraints it is presented with in several areas; such as career or development choices. As highlighted previously, the Club has introduced several policies and schemes to promote gender diversity, parental rights, and equal opportunities for all. Some examples of these are as follows;

- Childcare Vouchers for all parents at the Club.
- Continuous review of the Club's Flexible Working Policy.
- Supporting parents:



- Continuous review of Maternity, Paternity and Other Types of Parental Leave policies to encourage and support all parents and careers. This includes training of line managers in how to implement these policies.
- Numerous employee engagement events to include employee's partners, families, and support network.

5 What is Harlequin Football Club going to do moving forward to address its gender pay gap?

Looking forward and in line with the Club's purpose document and strategic plans, the Club commits to extending its approach to reducing its gender pay gap in the following ways;

- Create an Equal Pay Policy and monitoring process.
- Continuously reviewing its policy on bonus payments.
- Creating an evidence base to identify any barriers to gender equality and implement policies to tackle these.
- Introduce Gender Monitoring. The Club will introduce a Gender Monitoring process and policy to understand and mitigate;
 - The proportion of men and women applying for job and being recruited;
 - The proportion of men and women applying for and obtaining promotions within the Club;
 - The proportion of men and women leaving the organisation and their reasons for leaving;
 - The gender split within each level and pay grade at the Club;
 - The uptake of flexible working, childcare vouchers etc by gender and level within the Club;
 - The proportion of men and women who return to their original (or higher) job after a period of maternity or other parental leave.

The policies detailed above will not on their own adequately address or reduce the Club's gender pay gap – and it may be several years before some have any impact at all. In the meantime, the Club is fully committed to reporting on an annual basis what it is doing to reduce its gender pay gap and the impact it is making.

I, Liz Mulkerrin, People Director, confirm that the information in this statement is accurate.

Signed:

Date: 04/04/2018