

CELTIC FOOTBALL CLUB



GENDER PAY GAP REPORT 2017

CELTIC FC Limited



FOREWORD

Celtic Football Club is proud of its history and the aims for which it was established. These include the promotion of Celtic as a Club for all, regardless of gender, age, religion, race or ability. This purpose is held strong today and forms the foundation for the way in which the Club operates both on and off the field. Celtic Football Club is committed to ensuring a fair and inclusive culture is present throughout the organisation and recognises the value that a truly diverse workforce can harness.

As is detailed within the following report, Celtic FC Limited (the “Company”), like many employers within the UK, has a Gender Pay Gap. This report will provide an understanding of this gap, a narrative as to why a gap exists and detail our approach in addressing it.

This report relates to Celtic FC Limited. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 do not apply to any other of our group companies. As required, the data included relates to the snapshot date 5th April 2017.

We confirm that the data contained within this report is accurate.

Sionadh Kellington
Head of HR

Peter Lawwell
CEO



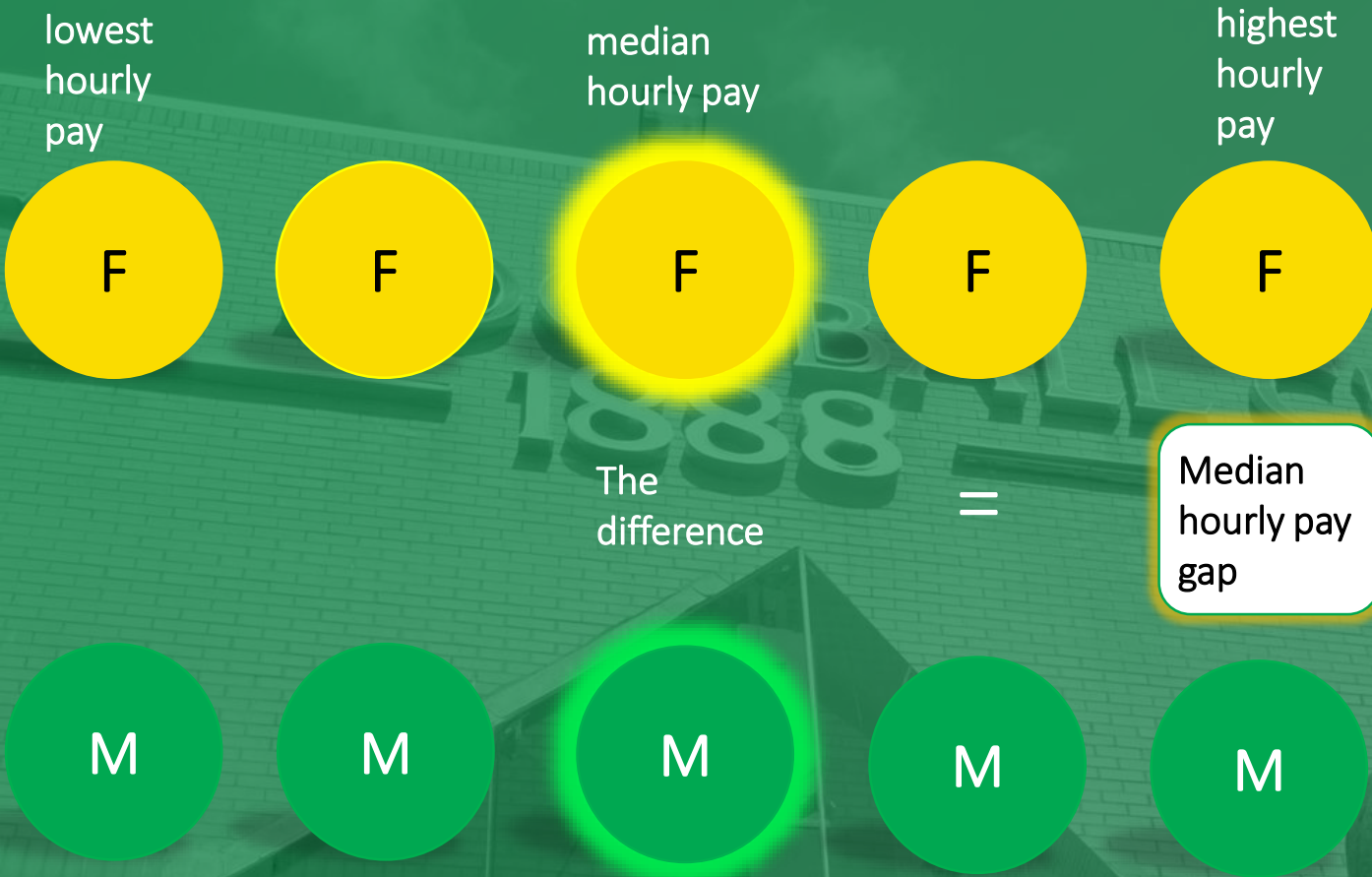
MEASURING THE PAY GAP

Gender pay versus equal pay

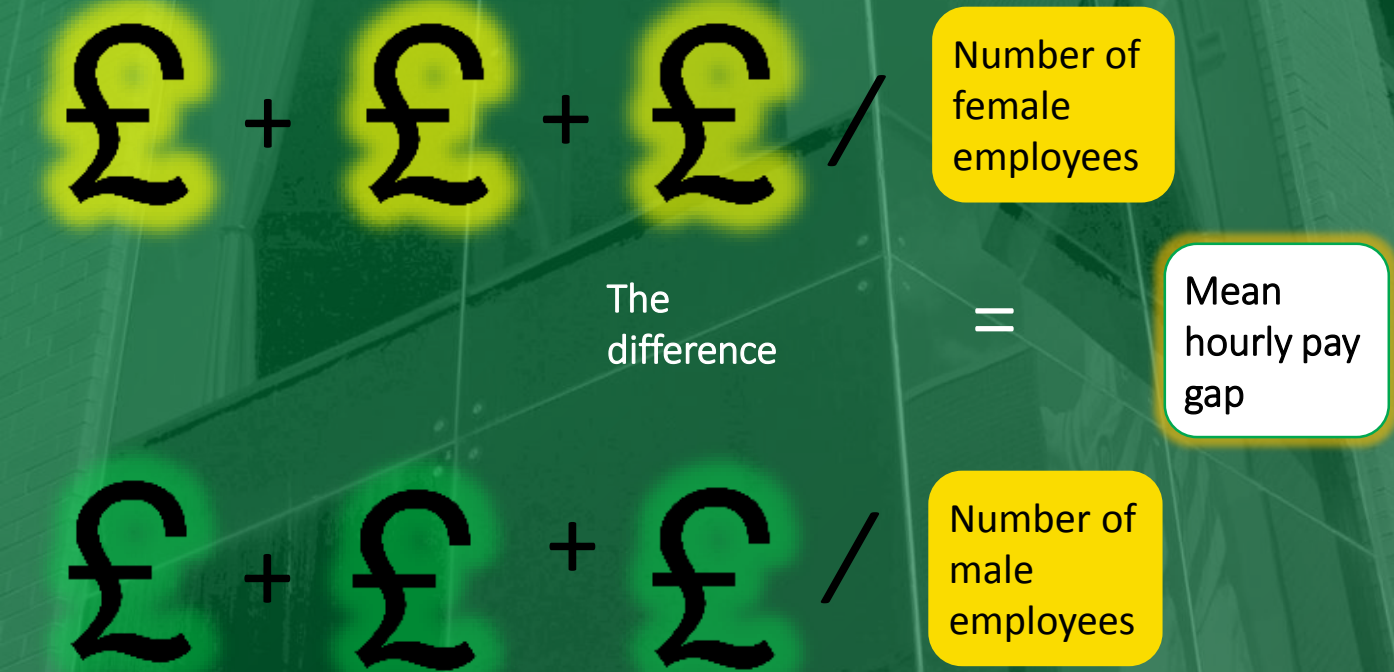
The gender pay gap shows the difference between the median and mean hourly rates of pay that men and women receive. Gender pay does not measure equal pay. Equal pay relates to what women and men are paid for fulfilling the same or similar jobs or work of equal value.

Men and women across the Company are paid equally for doing equivalent jobs.

HOW WE CALCULATE THE MEDIAN DIFFERENCE



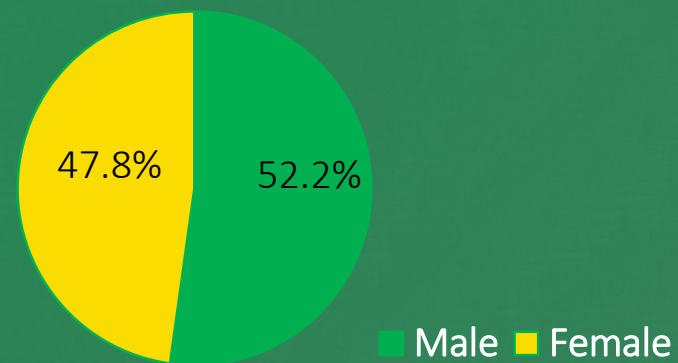
HOW WE CALCULATE THE MEAN DIFFERENCE



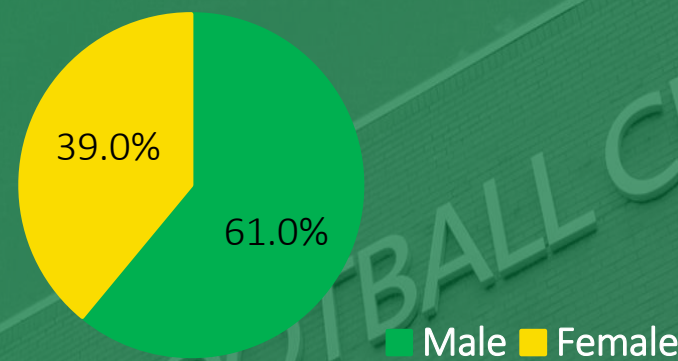
PAY QUANTILES

The proportion of male and female employees according to quartile pay bands

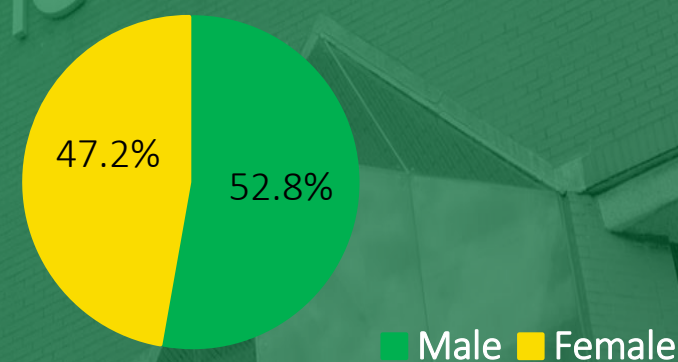
Lower



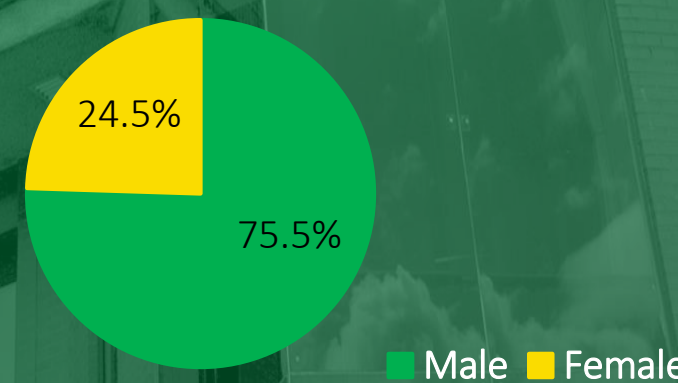
Lower Middle



Upper Middle



Upper



UNDERSTANDING OUR PAY GAP



Hourly pay gap	Mean	Median
Womens earnings are	24.5% lower	0% lower

Our mean pay gap of 24.5% is above the national average of 17.4%*. Our median gap of 0% is below the national average of 18.4%*, indicating pay parity at our middle line pay rates.

With 60% of the Company's workforce being male, and 40% being female, our overall gender balance is relatively encouraging, considering the historical gender balance of the football industry. However when we look at the quartile split it can be seen that a greater proportion of males work at each level within our organisation, with the greatest proportionate difference being within our upper quartile.

The proportion of males within the upper quartile pay band of the Company is the main reason for our mean gender pay gap.

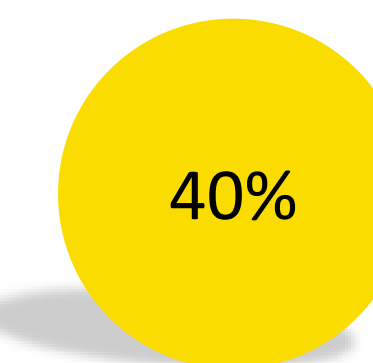
Mean pay gap by pay quartiles	
Lower	-3.6%
Lower Middle	+3.1%
Upper Middle	-0.1%
Upper	-27.8%

Our median pay gap of 0% indicates that we have pay parity at our middle line pay rates.

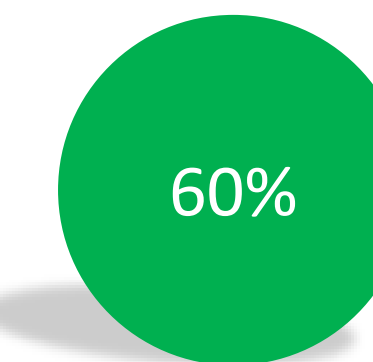
Our mean gaps for our lower to upper middle quartiles range between -3.6% and +3.1%, well below the national average of 17.4%*.

Once again this indicates that the main reason for our gap lies within our upper quartile pay band.

*Annual Survey of Hours and Earnings 2017 (ASHE) – Office for National Statistics: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>



of our employees are female



of our employees are male

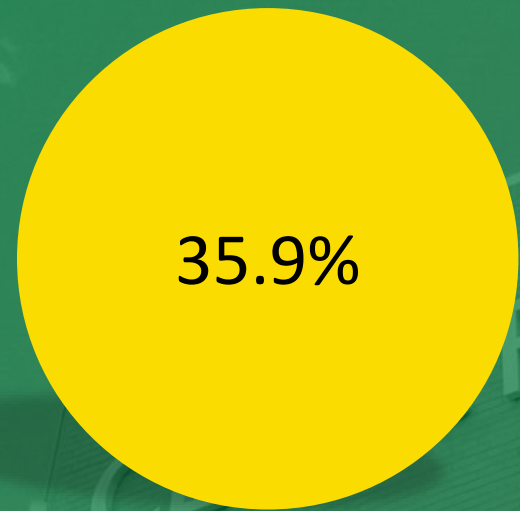


UNDERSTANDING OUR BONUS GAP

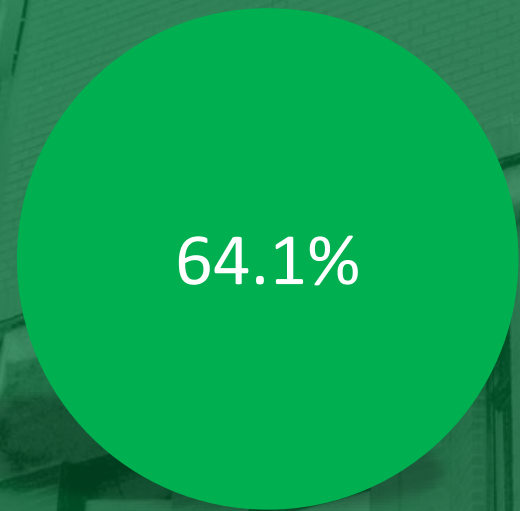
The difference between the proportion of males (64.1%) versus females (35.9%) receiving bonuses reflects the fact that the large majority of roles that qualify for bonus reside within our upper quartile pay band, with a smaller proportion sitting within the upper middle. Both our lower middle and lower quartile pay bands include our casual workforce who are not eligible for any bonus payments. As our upper quartile pay band is predominantly occupied by male employees, we have more males in receipt of bonus than we do females.

Our mean and median bonus gap, 43.1% and 17.9% respectively, is largely impacted by our bonus schemes being directly linked to pay levels. As we have a gender imbalance in our upper quartile pay band, this has impacted on our bonus gap. Additionally these bonus figures are inclusive of football related bonus payments, which in the main, are some of the largest payments made and are predominantly paid to males working in the football department.

Hourly bonus gap	Mean	Median
Womens earnings are	43.1% lower	17.9% lower



of females
receive a
bonus



of males
receive a
bonus

RECRUITMENT

In considering our current approach to recruitment, it is important to note that of 1,917 applications received, for vacancies within our upper quartile pay band, since January 2018, 25% of applicants for vacancies have been female.

It is an objective for us to better understand the drivers for this statistic and aim to ensure Celtic is an attractive place to work for all.

INVESTING IN SYSTEMS

In completing our gender pay gap analysis we have recognised the importance in having a comprehensive oversight in the composition of the Club. We are therefore investing in a new Human Resource Management system that will allow for in-depth analysis of the demographics of our workforce. In gaining this insight we will be better equipped to identify and implement targeted initiatives aimed at better understanding representation across our business.

FLEXIBLE WORKING

Flexible working practices already exist within the Club with many male and female employees undertaking part time working and having remote working arrangements, where appropriate. We will continue to consider alternative ways of working throughout the organisation. We recognise that in order to ensure that we are providing similar opportunities to people who face varied personal circumstances, it is important that we are flexible in our approach to job completion. This will not only ensure we are providing fair opportunity to all of our workforce, but will enable us to attract the best candidates in our recruitment efforts.



ADDRESSING OUR PAY GAP

E m p l o y e e D e v e l o p m e n t

Celtic's Talent Development Programme was introduced with the purpose of identifying and developing future leaders. Since its inception this programme has had 33 participants, 45% of whom are female. We are proud to have seen 21% of all of participants progress into more senior roles within the Club, with 71% of these being female. Additionally there are others whom are integral to the Club's succession planning process. This demonstrates the value placed on investing in the talent we have within the Club and we are committed to developing this.

Stability at a Senior Management level means that our objectives for employee development are focussed on the medium to long term. Our aim is to identify and develop our leaders of the future, and through focussed support, mentoring and development, ensure everyone is provided the opportunity to be in the best position possible to realise their potential.



ADDRESSING OUR PAY GAP

P r o m o t i n g w o m e n i n f o o t b a l l

As a leading force within Scottish Football, we embrace the role we must play in the promotion of women in football. Celtic has already taken action to increase the profile and coverage of our female players as positive role models. Recent initiatives have included participation of our female players in our most recent Christmas and kit launch campaigns. We are also represented on the Women's Football Committee of The European Club Association. We will continue to develop such initiatives, widening our focus to include our non-playing staff and ensuring Celtic is an employer of choice for women.

CELTIC FOOTBALL CLUB



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Gender Pay Gap Report 2017