



GENDER PAY REPORT

MANCHESTER UNITED

2018



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Our Commitment



Manchester United recognises that publishing our Gender Pay Gap report annually allows us to use the information gathered to shape our work within this essential area and grow as a business. All data is extremely valuable and allows us to build our work to ensure meaningful progression and change across the club.

It's important for us to continue using the information gathered from our Gender Pay Report, and all of our activities within the area of equality, diversity and inclusion to ensure that all individuals associated with Manchester United are afforded the opportunity to reach their full potential. We have a number of areas within the business that present a gender pay gap in favour of women and we are continuing to use learnings from these departments to progress in this area.

Within recent years, we have made some excellent progress, particularly with the establishment of our Equality Committee, introduction of Employee Inclusion Networks and the work being done around the #alredallequal campaign.

We are pleased to share and highlight our plans for the next three years as we look to establish ourselves as a leader in the field of equality, diversity and inclusion.

A handwritten signature in black ink that reads "Richard Arnold".

Richard Arnold
Group Managing Director



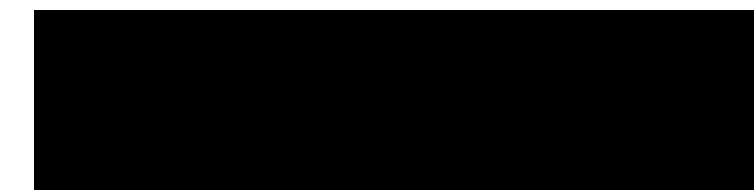
EQUALITY, DIVERSITY AND INCLUSION AT MANCHESTER UNITED

#allredallequal is Manchester United's promise to champion equality, diversity and inclusion. To celebrate individualism. Accepting people for who they are, embracing the differences that make the world a more exciting place.

There is no greater goal than a more equal world.

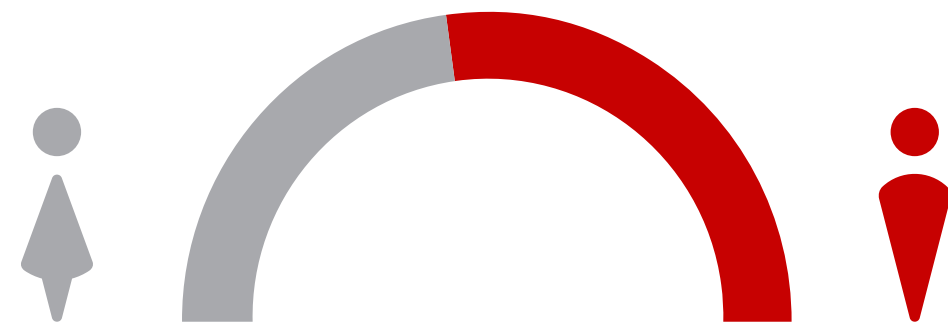
Since launching in November 2016, Manchester United's #allredallequal campaign has continued to encompass everything that the club does within the area of equality, diversity and inclusion. Manchester United continues to drive forward its own work and engage with a wide range of equality campaigns, linking its efforts to staff, players and supporters.

Working closely with key stakeholders such as Stonewall, Kick It Out, Level Playing Field and MUDSA, the club is striving to be at the forefront of equality both on and off the pitch.



#allredallequal

What is the Gender Pay Gap?



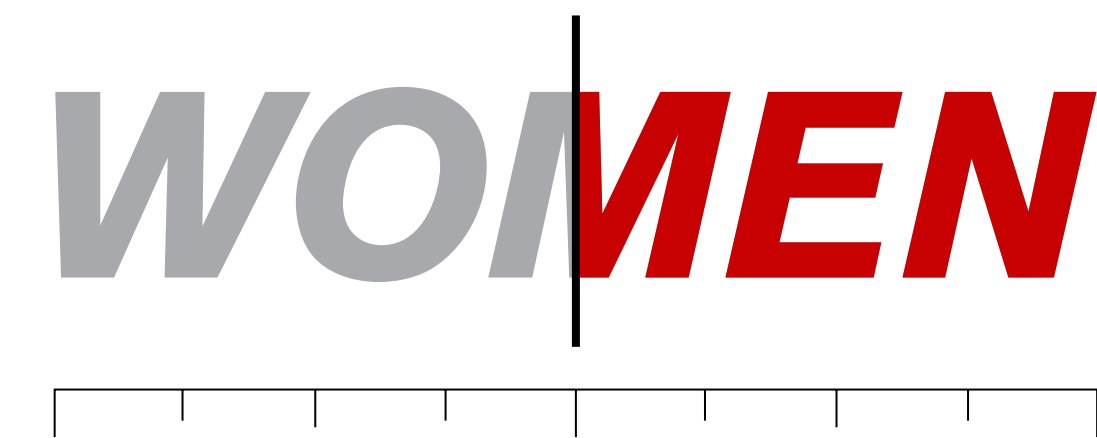
Gender Pay Gap

The gender pay gap measures the difference between men and women's earnings across the Club by expressing women's pay as a percentage of men's pay. This is different to equal pay. Equal pay refers to men and women receiving equal pay for equal work.



Mean Pay Gap

The mean gender pay gap is the difference in average hourly pay for women compared to men.



Median Pay Gap

The median pay gap compares the hourly pay rate of the middle woman compared to the middle man when pay is set out from the highest to the lowest point.

NB: At Manchester United, we recognise that gender doesn't always refer to male or female. For the purposes of the Gender Pay Gap Report, the results have been calculated in the manner required and outlined by the regulations, which focuses solely on males and females.



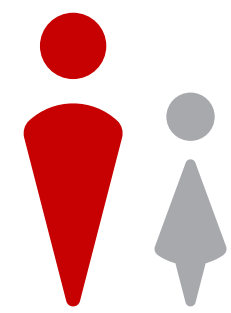
2018 Gender Pay Gap Results (1 of 2)

Manchester United in the UK is made up of various trading entities. The regulations require businesses with 250 or more employees to report their Gender Pay Gap.

For 2018, only Manchester United Football Club Limited was in scope of this requirement, therefore the results below do not include MU RAML Ltd, MUTV Ltd or Manchester United Foundation.

Gender Pay Gap Results for Manchester United Football Club Limited

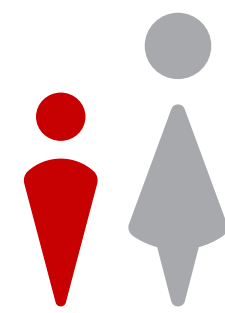
Mean Hourly Pay



79.2%

There is a gender pay gap favourable to men due to a proportionately higher amount of men in senior management positions and within our professional player group, which generally attract higher earnings.

Median Hourly Pay



-1.4%

There is a median pay gap favourable to women which reflects a higher volume of casual male staff receiving comparatively lower earnings.

Mean Bonus



79.2%

There is a mean bonus gap favourable to men. This is influenced by a higher proportion of men in more senior roles which generally attract higher value bonuses.

Median Bonus

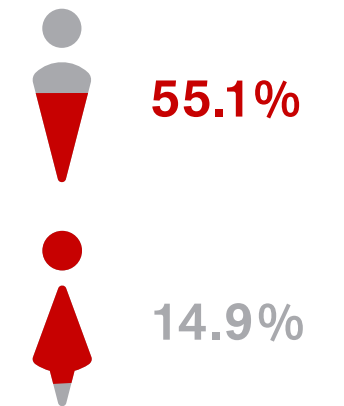


-861%

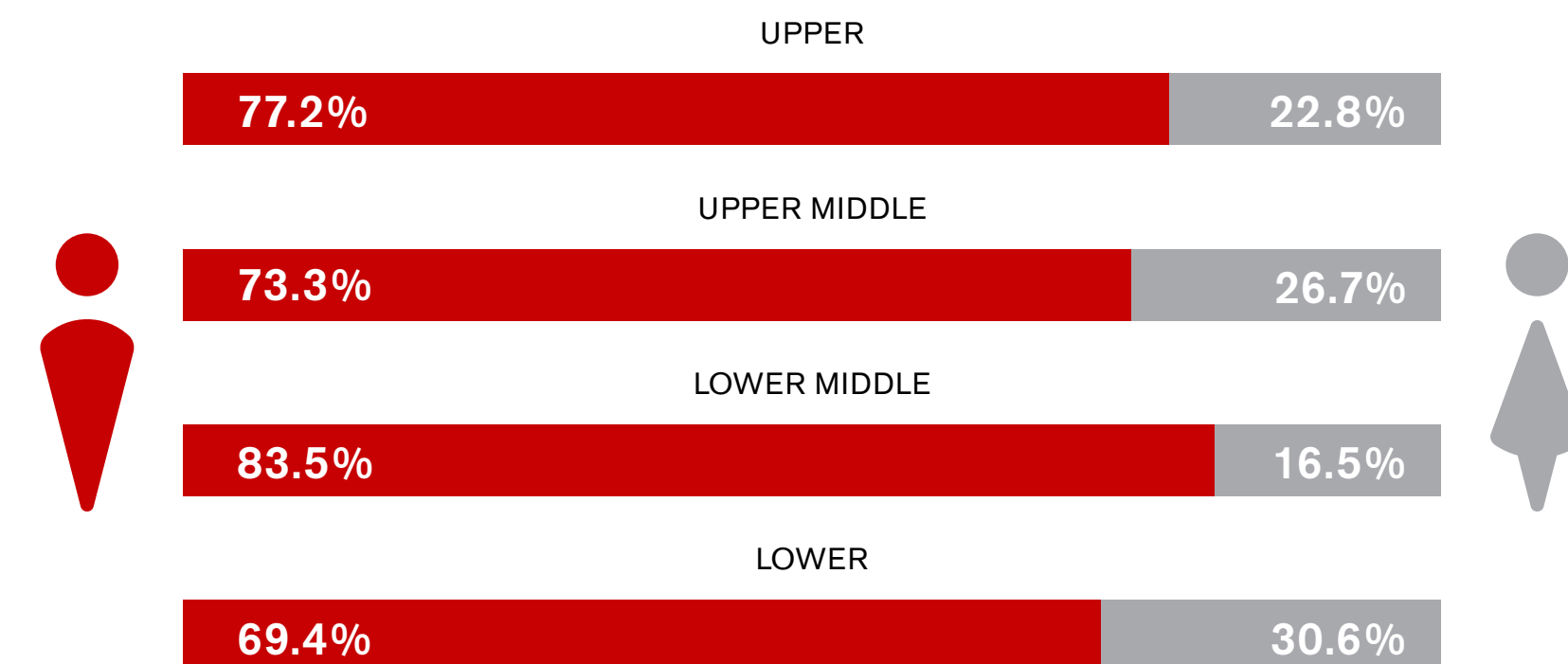
The median bonus gap is favourable to women, influenced by a larger proportion of men in casual match day roles where bonus payments are comparatively lower.

Who receives a bonus?

Ordinarily, all permanent and temporary directly employed employees are eligible to receive an annual bonus based on their individual performance and also certain Casual match day workers receive bonuses, albeit this forms a smaller part of overall remuneration. As a greater proportion of our match day staff are male and, with a high volume of smaller bonuses awarded, it has resulted in a comparatively larger proportion of men receiving a bonus.



Pay Quartiles



Our workforce composition is made up of more men than women. Our pay quartiles reflect that this is distributed across all levels of our organisation and not just concentrated at senior levels.

However, we do recognise that having more men in senior positions than women impacts our gender pay and bonus gap. We strive towards a balance through our recruitment processes and development of our activities within our work in this area.

NB: A negative number indicates that women on average earn more than men.



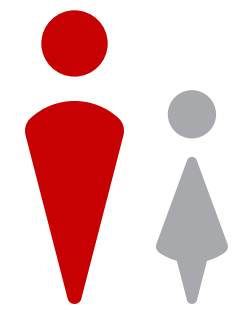
2018 Gender Pay Gap Results (2 of 2)

Due to how our business is structured, we are required to include data related to our professional players, football management and coaching staff in our 2018 results.

However, for transparency, we have decided to provide a second set of results which do not include our professional players, giving a more transparent picture of our workforce.

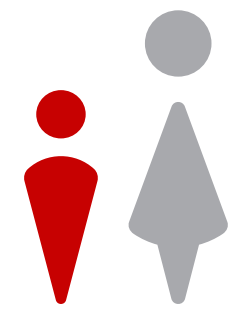
2018 Gender Pay Gap results if professional players omitted.

Mean Hourly Pay



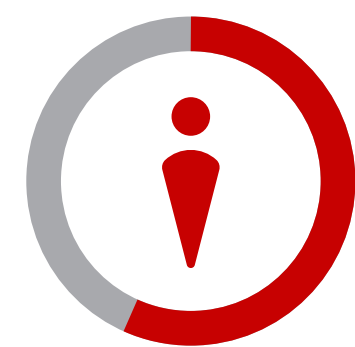
41%

Median Hourly Pay



-7.1%

Mean Bonus



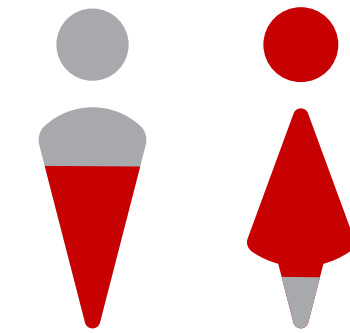
59.4%

Median Bonus



-861%

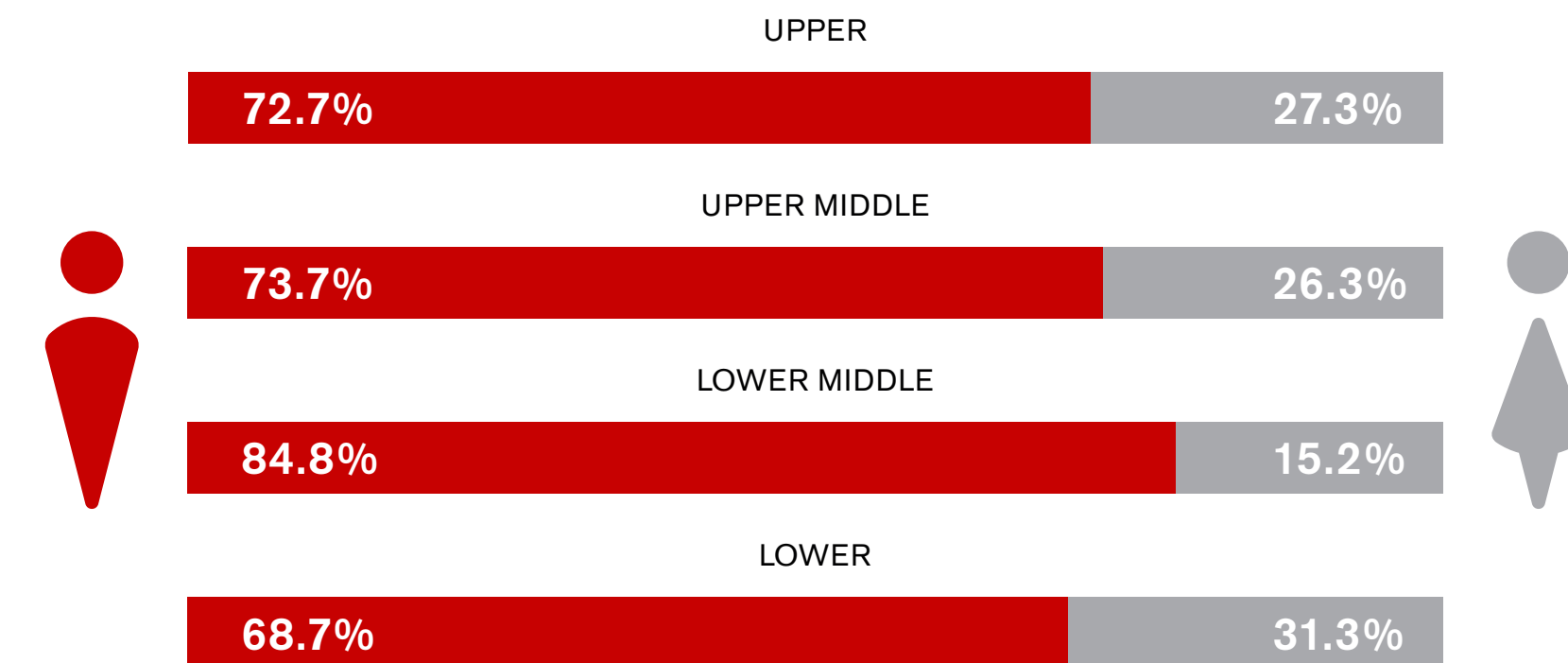
Proportion of employees who received a bonus



55%

15%

Pay Quartiles



NB: A negative number indicates that women on average earn more than men.



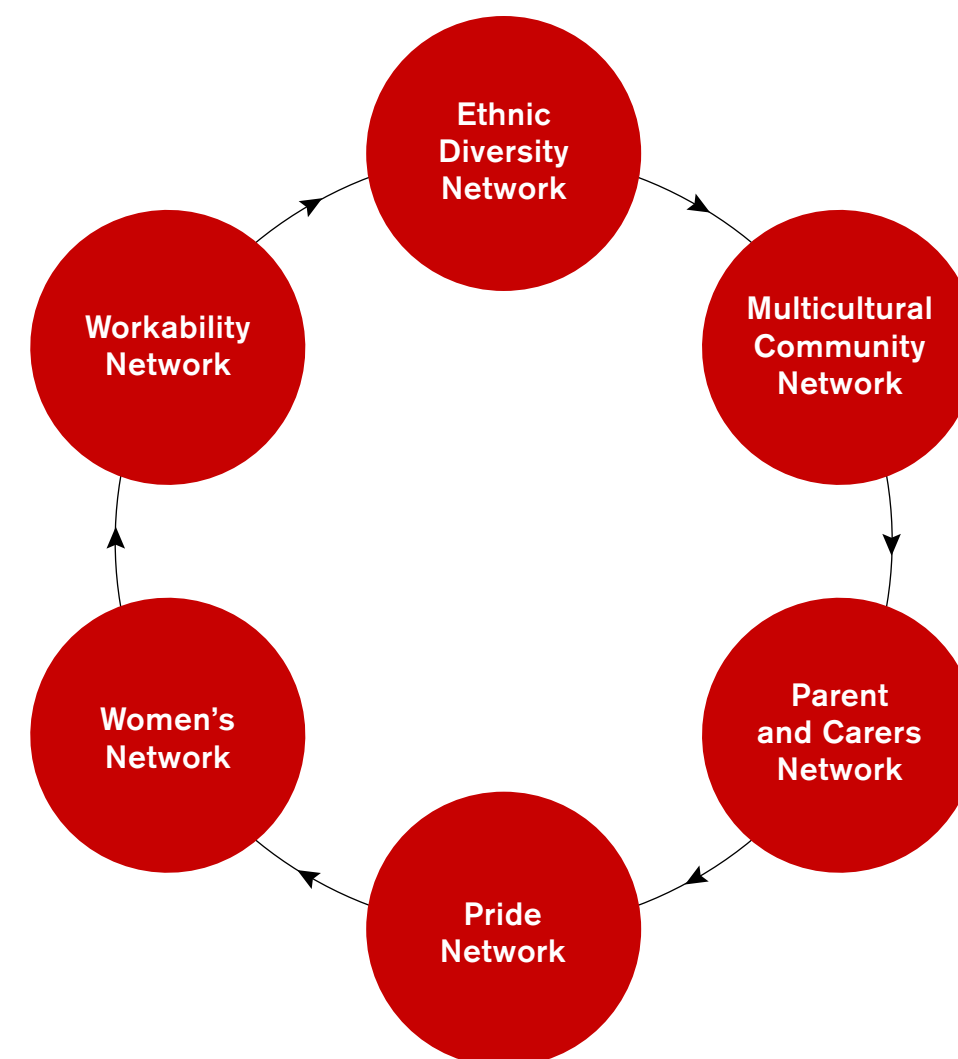
Equality and Diversity at Manchester United

Manchester United has a vast history of supporting equality, diversity and inclusion, particularly through the work done within its local communities.

In recent years, we've developed our work in this area internally; establishing its own equality campaign; #alredallequal, and embedding an infrastructure to ensure that equality, diversity and inclusion is part of everything that we do.

Manchester United's Equality Committee, which consists of an executive management group responsible for leading equality from the very top of the organisation, oversees progress in this area.

Additionally, the six Employee Inclusion Networks, each benefit from Network Leaders and at least one Executive Sponsor continues to drive forward the club's equality, diversity and inclusion initiatives internally and externally.



Equality Action Plan

Manchester United has its own Equality Action Plan; detailing how the club will continue to progress in this area both on and off the pitch across all areas of the organisation.

Over the next 3 years, the club is aspiring to achieve the below:

- Establish an **Inclusive Recruitment** programme to target underrepresentation within our workforce, whilst engaging with the diverse communities in and around our home
- **Achieve external benchmarks** and accreditations for our equality, diversity and inclusion initiatives, as a means of measuring progress being made in this area
- Continue to empower our **Employee Inclusion Networks** to drive forward the club's work within the field of equality, diversity and inclusion; building on previous successes across all areas of equality
- Develop a 3 Year **Diversity and Inclusion Strategy**, focusing on key areas of equality



#allredallequal