



IN PURSUIT OF PROGRESS

THE FA'S EQUALITY, DIVERSITY AND INCLUSION PLAN 2018-21 Published: August 2018





UNITE THE GAME, INSPIRE THE NATION.

This is The FA's vision. Football is for everyone and we're determined to break down barriers which get in the way of progress.

Today, we are the governing body of a national community that includes more than 11 million football participants, almost 30 million spectators and more than 90,000 grassroots teams.

Collectively, football has the power to inspire future generations.

WHAT EQUALITY, DIVERSITY AND INCLUSION MEANS TO THE FA

At The FA, equality, diversity and inclusion means valuing and celebrating our differences. Nurturing the right working environment and culture means everyone thrives and can be themselves.

For the game, it means everyone's welcome, ensuring differences between us do not create barriers to getting into football and staying involved.

Differences can be something tangible like gender, race and ethnicity. Less obvious differences include heritage, religion, sexual orientation, unseen disabilities, family or social status and age.

We believe embracing equality, diversity and inclusion makes us stronger, and better equipped to meet the challenges of the modern game.

Despite our individual differences, one thing should never be different – the game is **FOR ALL**.

Unless covering a specific aspect, we use the word 'inclusion' in this publication to cover the entire scope and meaning of equality, diversity and inclusion.



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“We are a team that represents modern England and in England we've spent a bit of time being a bit lost as to what our modern identity is. Of course, first and foremost I will be judged on football results. But we have a chance to affect other things that are even bigger.”

Gareth Southgate
England Manager

“FROM BOARDROOM TO BOOTROOM, WE CAN LEAD CHANGE”

“



Football shouldn't just be trying to keep up with the pace of societal change; it should be helping lead it.

For example, we can help normalise conversations on LGBT+ topics and help remove stigmas when it comes to mental health. We can also help ensure that those running the game – from the boardroom to bootroom – are diverse and representative of those who play.

This plan highlights The FA's work across the areas of the game we directly control, but we are not alone. We will continue to work with the other football authorities who are also working hard to diversify the football landscape.

Greg Clarke
Chair, The Football Association

“LET'S SEIZE THE OPPORTUNITY TO MAKE A DIFFERENCE”

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During my football career in the 1980s and '90s I experienced plenty of discrimination. But I also saw football's incredible power to bring people together, pull down barriers and act as a force for good.

Today, I'm proud to chair The FA's Inclusion Advisory Board which holds The FA to account on its inclusion ambitions and, in particular, this Plan.

We have the opportunity to make a long-term difference and have a huge impact on what football looks like on and off the field.

I look forward to helping football on this journey.

Paul Elliott CBE
Chair of The FA's Inclusion Advisory Board

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OUR TARGETS

Initially, our focus will be on the make-up of The FA itself. Our priority is to be as diverse and inclusive as possible – and to ensure the best people want to work at The FA. To achieve this, we must recruit from the widest-possible talent pool.

For example, 75% of our job applicants are male. Despite this, diversity at The FA is currently better than many might think. We are 32% female and 13% of our staff are from black, Asian and minority ethnic (BAME) backgrounds. The average age is 37. But this is not enough.

During the past two years we have significantly improved our recruitment practices. That's enabled us to set ourselves some challenging targets to reach by 2021. These targets make our ambitions clear, enable us to measure our progress and hold our leaders to account.

Initially, we have set targets for females and those from BAME backgrounds, whether as part of our general workforce, in leadership¹ roles and/or as England coaching staff. Over time, we will add targets for other under-represented groups.

2021 TARGETS:

Employee type	Category	Now: 2018	Target: 2021
Workers	Female	32%	36%
	People from BAME backgrounds	13%	16%
Leadership ¹ roles	Female	30%	40%
	People from BAME backgrounds	5%	11%
England coaching staff	Female	26%	29%
	People from BAME backgrounds	13%	20%

¹ Leadership is defined as members of the senior management team and the extended leadership team.

Everything you'll read in this plan is also embedded in relevant FA division business plans. We are holding individuals accountable from the outset. Our progress will be reported to The FA's senior management team, main FA Board and FA Council.

As you'll read, some focus areas relate purely to the grassroots game. These will be tracked against County FAs' business plans. These business plans contain individual County FA targets which collectively add up to national targets.

We will also produce an annual report at the end of each season to chart progress against our main targets and preview the year ahead.





OUR PRIORITIES

We have identified four priorities which need our attention:

- The FA and our culture
- The England teams' support structure
- The game's grassroots workforce
- Inclusion programmes across the game

When delivering the work within each priority, we will be guided by The FA's values. They are embodied in the word **PRIDE**:

- Progressive:** We embrace new thinking in the pursuit of continuous improvement.
Respectful: We set the standards for respectful behaviour across the game.
Inclusive: We champion and ensure that football is and will remain a game for everyone.
Determined: We are tenacious and accountable to each other in serving the whole game and doing the right thing.
Excellent: The very best outcome can only be achieved by sustained excellence in performance.

Some of our commitments support existing work which has produced positive results. Others are new. They all reflect an enhanced determination within the organisation's leadership to achieve positive change.

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"I try and show everyone what can happen if you overcome adversity and keep trying to do the right things. Stick to some key skills – honesty, respect, determination – and eventually you'll be able to achieve your dreams. I hope I'm an example of that."

Jack Rutter

Former England Cerebral Palsy captain, now coach



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"The FA is at a critical time at the moment in terms of its governance and direction. I want to be a part of that team, to bring cohesion and help drive those objectives forwards."

Rupinder Bains
Non-executive FA Board member



The entrance to The FA's all-staff conference, February 2018. Bringing the organisation's 'FOR ALL' ethos to life, the corridor up to this point featured the names of every conference attendee in alphabetical order. 'The People's Pathway' in effect.

THE FA AND OUR CULTURE

A healthy culture is at the heart of any successful organisation. In 2016, when we launched a new four-year strategic plan, we embarked on a journey to improve our culture.

The plan is vital, but culture underpins it. We will continue to monitor our culture so inclusion thrives.

People, not policies, make this happen. The more diverse we become, the more progress we will make.

We have already made tangible inroads on gender equality – since 2016 we have more than doubled the number of senior women in our organisation – including now having three women on our Board. We have also significantly increased BAME representation at leadership level.

However, there is still plenty to do.

WE WILL:

1. DELIVER BETTER RECRUITMENT PRACTICES
2. SUPPORT TALENTED FUTURE LEADERS
3. REDUCE PAY GAPS
4. EDUCATE AND HOLD INDIVIDUALS TO ACCOUNT
5. PROMOTE DIVERSE BOARDS AND COUNCILS
6. IMPROVE THE RECORDING OF DIVERSITY DATA
7. ACHIEVE THE ADVANCED LEVEL OF THE EQUALITY STANDARD FOR SPORT



1. DELIVER BETTER RECRUITMENT PRACTICES

- Attract more applicants from under-represented groups by opening new recruitment channels. This will include adding more diversity specialist recruitment partners to our roster by 2018/19. We will mandate all partners to include suitably-qualified diverse candidates on shortlists.

2. SUPPORT TALENTED FUTURE LEADERS

- Launch a mentoring programme to improve opportunities internally for talented people who want to progress within The FA;
- Continue the internal development programme (started in April 2018) for our high-potential future leaders;
- Continue our school-leaver apprenticeship programme;
- Continue our youth development programmes and our support of The FA Youth Council.

3. REDUCE PAY GAPS

- Increase the number of women in leadership roles to help reduce the gap;
- Gain better data on our BAME workforce, to enable us to can publish an accurate BAME pay gap in the 2019/20 season.

As required by law, we have published our gender pay gap. In 2017/18 our median hourly pay gap was 12.1%, lower than the national average of 18.4%. The gap is also lower than other traditionally male sectors such as manufacturing (24%) or financial services (34%). Our mean figure of 23.2% and gender bonus gaps (median 8.2% and mean 16.4%) are largely caused by The FA having male employees in its most senior roles. We have increased the number of women in leadership roles over the last two years and are committed to make more progress in reducing the pay gap. However, we cannot completely close the pay or bonus gap as long as the most senior national coaching roles are filled by men.

4. EDUCATE AND HOLD INDIVIDUALS TO ACCOUNT

- Provide inclusion education to The FA's c900 employees, The FA Board and FA Council during the 2018/19 season;
- Ensure this plan is embedded in the business plans of all FA divisions in 2018/19, so every leader plays their part in achieving our inclusion objectives;

5. PROMOTE DIVERSE LEADERS

- Improve diversity across our senior management team, as we believe cultures are set by those in leadership roles. We will also ensure our Board maintains the positive progress to date.
- Launch a new leadership programme to improve the pipeline of diverse leaders through the County Football Associations to The FA Board and FA Council (see below);
- Continue working with Government and Sport England to ensure our Board continues to meet Sport England's 'Code for Sports Governance'.

The FA Council Reforms in 2017 have already helped change the diversity of the Council. 11 additional places were created, such as specific representatives for BAME communities, disability, youth and women's football. The introduction of term limits and changes to maximum ages – the introduction of a new maximum joining age of 65 to accompany the current maximum age limit of 75 – means the Council will have considerable churn in coming years. In fact, before the end of this plan at the end of the 2020/21 season, at least 22 members will move on. So, while the structure of the Council is not expected to change during the life of the plan, the personnel will. This means The FA's focus will be on supporting County FAs in optimising their own diversity programmes and leadership structures to help improve the diversity of those nominated for future Council roles.



FA Inclusion Advisory Board Chair Paul Elliott alongside Danielle Carter (England and Arsenal) at an FA-hosted International Women's Day event at Wembley Stadium.

6. IMPROVE THE RECORDING OF DIVERSITY DATA

- Harness digital tools to improve the quality of football participants' diversity data in the 2019/20 season. This will build into a national picture of football's demographics to give us the insight to target our efforts where they are most needed.

Every year, more than 11 million people participate in football, predominantly as players. To date, there has been little recording of diversity data among these participants, partly because providing this information remains voluntary. Improved digital engagement and administration is giving us ever-greater insight into football's demographics, and we are looking to build on this.

7. ACHIEVE THE ADVANCED LEVEL OF THE EQUALITY STANDARD FOR SPORT

- Achieve the UK Sports Council's 'Advanced Level of the Equality Standard for Sport' by 2020/21. We have already achieved the Intermediate Standard;
- Fund 50% of the cost for every County FA working towards either the Intermediate or Advanced Standard.



The Equality Standard
A Framework for Sport



“

“The reason I'm on The FA's Inclusion Advisory Board is to drive change. I know from working with Paul Elliott (IAB Chair) that he wants to do the same. The FA is the governing body for football in England and has a real opportunity to be a leader here and I'm proud to be a part of that.”

Chris Paouros
FA Inclusion Advisory
Board member



THE ENGLAND TEAMS' SUPPORT STRUCTURE

Of the 23-man squad which competed so well this summer in the FIFA World Cup in Russia, 12 were black or mixed-background. They are a vibrant, modern team that represents England at its best – as do all our 28 England teams (see chart below).

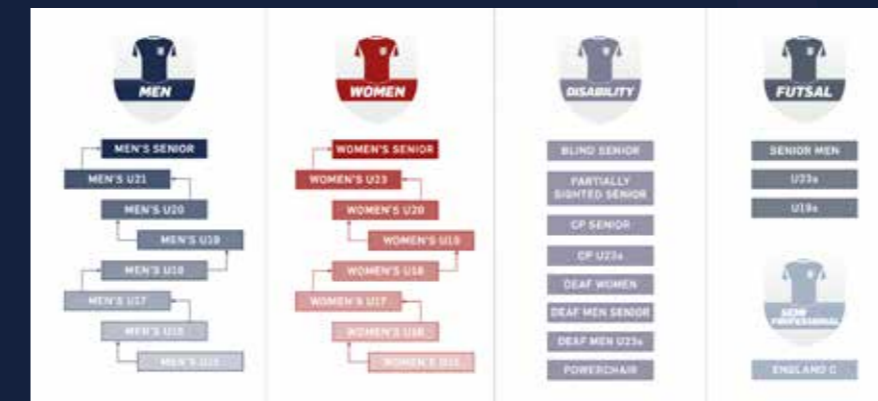
At present, 13% of our coaches at St. George's Park, the England teams' training and development centre, are from BAME backgrounds.

It is our ambition that our coaching and support staff better reflect what's been achieved on the pitch.

On gender we have made real progress. Many of our coaching roles in the women's game are held by women. But we can still do more to influence and support the pipeline of talented female coaches progressing through the system.

St. George's Park occupies a 330-acre site in Staffordshire, not far from Burton-upon-Trent. Opened in 2012. It is now recognised as a world-class facility and provides a home to our 28 England teams across the men's, women's, youth and disability games. Emanating from St. George's Park, an 'England DNA' has been established to provide a blueprint for how all the national teams play. The combination of St. George's Park and the England DNA has already seen considerable success on the field, with several England youth and senior teams winning or reaching the latter stages of major international tournaments in 2017, and of course in 2018, with the men's senior team reaching the semi-final of the FIFA World Cup in Russia.

ST GEORGE'S PARK – HOME TO 28 ENGLAND TEAMS



WE WILL:

1. ENSURE QUALIFIED, DIVERSE CANDIDATES ARE INTERVIEWED FOR ENGLAND ROLES
2. PROVIDE BAME COACHING PLACEMENTS ON ENGLAND CAMPS
3. SUPPORT THE DEVELOPMENT OF FUTURE BAME AND FEMALE TALENT
4. PROVIDE BAME AND FEMALE GRASSROOTS/PROFESSIONAL COACHING BURSARIES
5. SUPPORT ELITE DISABILITY PLAYER AND COACHING PATHWAYS
6. SUPPORT ENGLAND PLAYERS – PAST, PRESENT AND FUTURE

1. ENSURE QUALIFIED, DIVERSE CANDIDATES ARE INTERVIEWED FOR ENGLAND ROLES

- Continue to implement principles similar to the NFL's 'Rooney Rule'. For every national team role (i.e. head coach, assistant coach, specialist coach and mentees), at least one BAME candidate will be interviewed, if a suitably-qualified BAME candidate applies.

2. PROVIDE BAME COACHING PLACEMENTS ON ENGLAND CAMPS

- Provide 12-month placements for BAME male and female coaches throughout the national teams' structure. This scheme is in partnership with the Professional Footballers' Association (PFA).

3. SUPPORT THE DEVELOPMENT OF FUTURE BAME AND FEMALE TALENT

- Undertake research in the 2018/19 season to pinpoint the current barriers for qualified BAME coaches seeking employment in the professional game;
- Undertake research into the similarities and differences between female and male coaching styles to understand the optimum ways to retain and develop future female coaches;
- Expand our Specialist Coach Development Programme to include non-coaching team positions (e.g. Education Officers and Team Operations);
- Continue to run development programmes specifically designed for BAME and female coaches.

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"I've gone from being a player to a coach in a time when the women's game has gone from strength to strength. There has never been a better time for female coaches to maximise their potential."

Mo Marley
England Women's National
Coach (U-19/U-20)



4. PROVIDE BAME AND FEMALE GRASSROOTS/PROFESSIONAL COACHING BURSARIES

Provide:

- 25 UEFA 'A' Licence bursaries to BAME and female learners each season over the next three seasons;
- 270 UEFA 'B' Licence bursaries to BAME and female learners each season over the next three seasons.

The FA Grassroots Coaching Bursary initiative funds our aim of increasing diversity among UEFA 'B' Licence qualified coaches in England. The programme is open to any female and/or BAME coach with an FA Level 2 coaching qualification. From August 2018 we will also be offering 200 FA Level 1 bursaries for BAME coaches in a venture funded by Mars.

5. SUPPORT ELITE DISABILITY PLAYER AND COACHING PATHWAYS

- Review our coach education frameworks in 2018/19 and in 2019/20 launch a strategy to recruit and train more coaches for disability football.
- Maintain the existing and proven international player pathways across our disability squads;
- Continue to evolve our successful Talent ID programme for players with disabilities;
- Continue to monitor the accessibility of FA coaching courses to ensure they meet the needs of coaches with disabilities;
- Pilot various programmes, including a 'Backing The Best' disability inclusion project in the Greater London area to identify talent from hard-to-reach groups and communities.

6. SUPPORT ENGLAND PLAYERS – PAST, PRESENT AND FUTURE

- Provide ongoing inclusion training for all our England squads and national coaching staff;
- Retain the best knowledge and talent within the sport by delivering 'player-to-coach' programmes in the male and female games. It is our ambition to transition eight England players into coach education programmes every season;
- Develop a 'dual-career programme' for girls and women throughout the England pathway to ensure they achieve in football and life;
- Continue to make our players aware of our anti-discrimination whistle-blower and grievance policies, designed with UK Sport with support from Kick It Out (KIO) and the PFA.

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"Football is the national sport and every community has talented players and coaches. Making sure we recruit, develop and engage with players in an inclusive way is the only way to get the best out of them and enable them to be the best they can be."

Joginder Chaggar
National Team
Player Development





THE GAME'S GRASSROOTS WORKFORCE

A central pillar of The FA's work is to grow the game from its grassroots. We are determined to make it as easy as possible for anyone to take up the game – or deepen their involvement – whatever their background.

This means working in partnership with the 50+ County FAs and other community partners who serve local communities. Having County FAs' positive influence and commitment to inclusion is pivotal. The County FA workforce produces English football's future players and leaders.

Through the County FA network, we must ensure football is safe, open and accessible to all the 11 million+ people who enjoy the game each year. Enjoyment comes in many forms – whether in formal leagues, recreational small-sided football or simply individuals getting together for a kick-about.

Away from the playing of the game, football delivers other benefits – health, fitness and well-being, and the forging of lifelong friendships, alongside community cohesion.

The 50+ County FAs are independent organisations, supported by The FA. They run grassroots football week-in, week-out. County FAs co-ordinate leagues, provide referees, host coach education and other courses – and generally drive participation. Each County FA has its own leadership structure that makes decisions on running the game locally. They have all achieved a level of The Equality Standard for Sport and all now have their own Inclusion Advisory Groups to guide them on diversity.

WE WILL:

1. SUPPORT COUNTY FAs TO IMPROVE INCLUSION
2. DEVELOP DIVERSE AND TALENTED LEADERSHIP WITH COUNTY FAs
3. IMPROVE THE REACH AND EFFECTIVENESS OF COUNTY FA INCLUSION ADVISORY GROUPS (IAGs)
4. SET INCLUSION TARGETS IN THE NEW NATIONAL GAME STRATEGY
5. DELIVER BESPOKE PROGRAMMES TO SUPPORT DIVERSITY



1. SUPPORT COUNTY FAs TO IMPROVE INCLUSION

- Create new minimum operating standards for County FAs to include targets for good governance and inclusion during the three years of The FAs National Game Strategy;
- Fund two grassroots officers at 'Kick It Out' (KIO) to support County FAs to improve their inclusion efforts;
- Encourage County FAs to meet Sport England's 'Code for Sports Governance', progressing to higher levels of the Equality Standard for Sport. As a result, improve the diversity of County FA workforces, Boards and Councils.

2. DEVELOP DIVERSE AND TALENTED LEADERSHIP WITH COUNTY FAs

- Launch a programme in 2018/19 to create a pipeline of future, more diverse potential leaders for grassroots football. This should translate into more diversity in County FA leadership roles and in time, on the full FA Council;
- Develop diverse leaders for the future women's game by running apprenticeship programmes, County FA training, Further Education (FE) and Higher Education (HE) training programmes, alongside ambassador and mentee initiatives.

3. IMPROVE THE EFFECTIVENESS OF COUNTY FA INCLUSION ADVISORY GROUPS (IAGs)

- Simplify and re-launch the Inclusion Advisory Group Self-Assessment Tool online;
- Include the simplified Tool and the Equality Impact Assessment in the County FA minimum operating standards in the 2018/19 season;
- Continue to host the annual national County FA inclusion conference and regional networking support forums.



"As a coach in the field, it's important for me to see a route upwards based on the skills I can offer – and nothing else."

Steve Smithies

FA Regional Coach Mentor Officer



4. SET INCLUSION TARGETS IN THE NEW NATIONAL GAME STRATEGY

- Agree and set new targets for female and BAME coaches and referees across each County FA;
- Increase women's and girls' participation by 75% across the combined County FAs over the next three years;
- Set new targets for BAME participation in the 2019/20 season based on better data collection in 2018/19;
- Increase funding of the disability workforce programme so as many County FAs as possible have a disability workforce officer.

At the start of 2018/19, The FA is launching a new three-year County FA delivery plan alongside the National Game Strategy. County FAs will have specific, individual targets to meet to ensure the game across the country is diverse.

5. DELIVER BESPOKE PROGRAMMES TO SUPPORT DIVERSITY

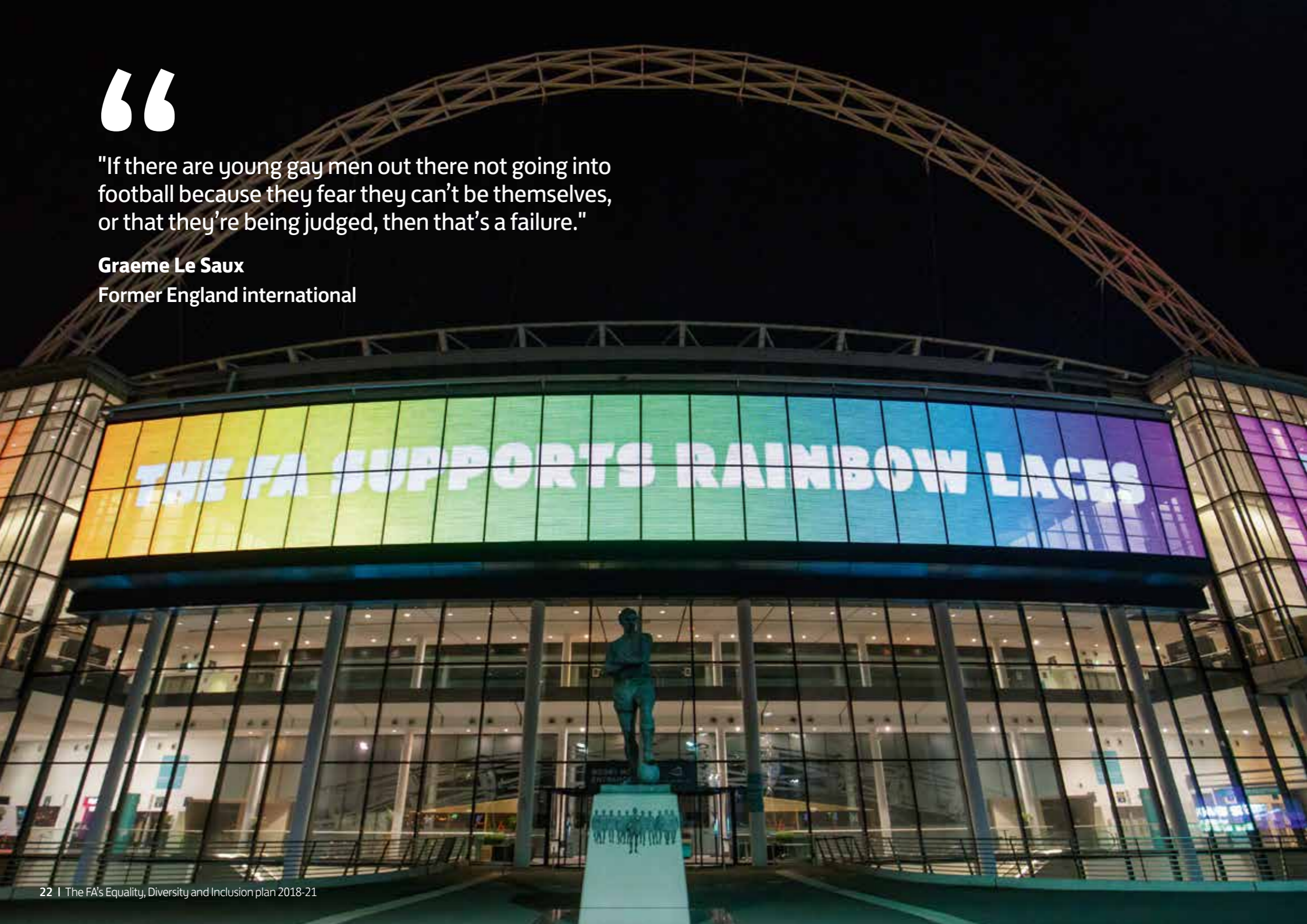
Here are five examples:

- Launch County FA-led **women's and girls'** programmes to motivate diverse participants to play regular football, focusing on disadvantaged areas;
- Work with our partners to support **people with disabilities** to play football, focusing on formats of the game for people with cerebral palsy, amputations, blindness, partial sight, deafness, or who play powerchair football;
- Continue to build on our work in **Asian inclusion in Football** following our 'Bringing Opportunities to Communities' programme – and deliver an annual Asian inclusion report;
- Continue to broaden our '**Faith and Football**' resources, host an annual 'Faith in Football' strategic forum and regularly liaise with different faith groups to help ensure that any discrimination due to faith is recognised as unacceptable;
- Maintain our role as the national lead for harnessing the power of football to help integrate **refugees and asylum seekers** into local communities.

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"If there are young gay men out there not going into football because they fear they can't be themselves, or that they're being judged, then that's a failure."

Graeme Le Saux
Former England international



INCLUSION PROGRAMMES ACROSS THE GAME

The FA supports numerous inclusion programmes across the game. We have a pivotal role to play in bringing like-minded stakeholders together and setting standards.

Many programmes are run with the other football authorities and specialist partners, encompassing every level of the game.

From a football perspective, we also support initiatives during wider national moments such as Black History Month or International Women's Day.

We will back many initiatives across the life of this plan. Below are three specific areas we will support with bespoke programmes.

WE WILL:

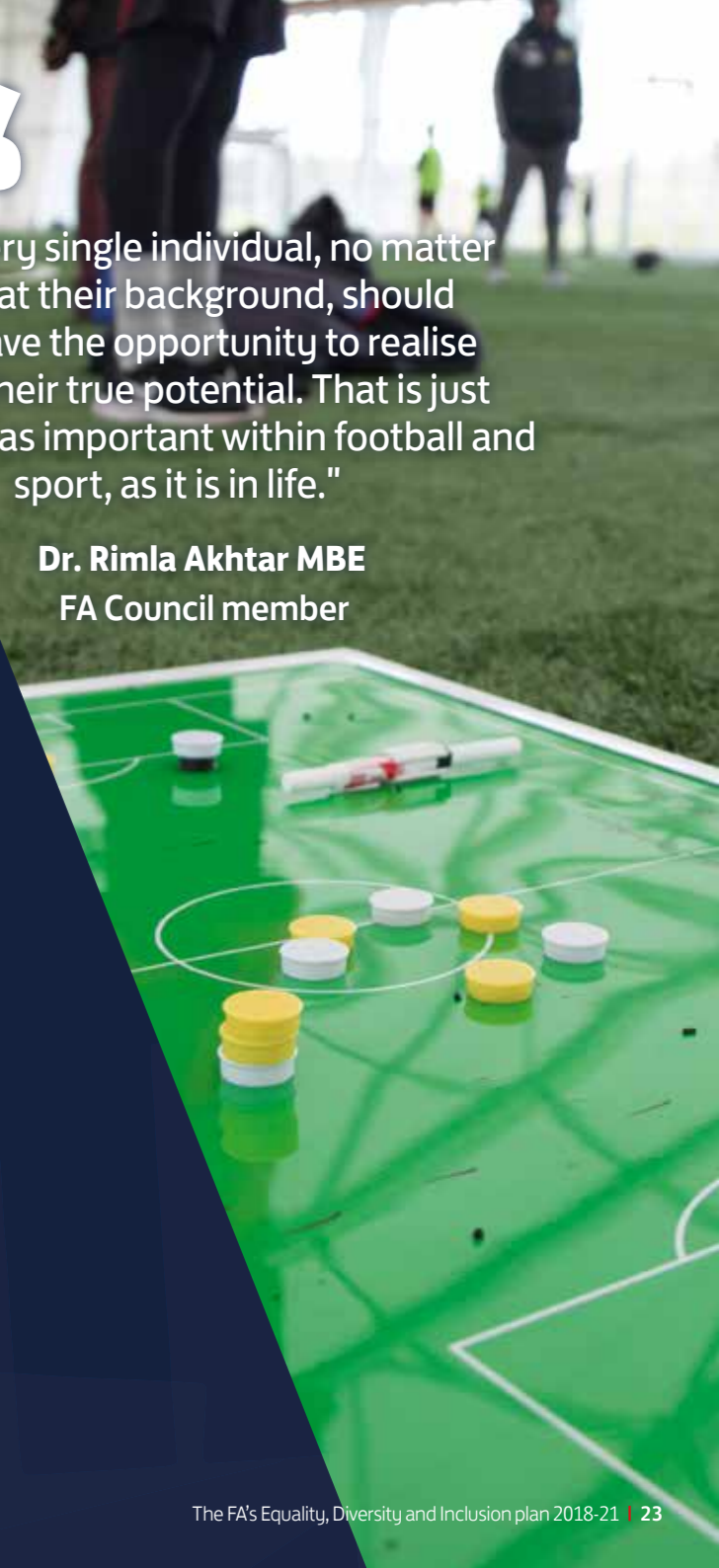
1. SUPPORT LGBT+ IN FOOTBALL
2. DEVELOP ADDITIONAL MENTAL AND EMOTIONAL WELL-BEING SUPPORT
3. PROMOTE AWARENESS OF COLOUR BLINDNESS IN FOOTBALL



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"Every single individual, no matter what their background, should have the opportunity to realise their true potential. That is just as important within football and sport, as it is in life."

Dr. Rimla Akhtar MBE
FA Council member



1. SUPPORT LGBT+ IN FOOTBALL

- Continue to work with Stonewall and the football authorities to promote the 'Rainbow Laces' campaign;
- Run an 'Allies' campaign in the 2018/19 season to show support for LGBT+ players and fans across grassroots and professional football;
- Work with English LGBT+ fan groups, FIFA and the Qatar FA ahead of the FIFA World Cup 2022 to ensure support for LGBT+ fans who want to attend.

2. DEVELOP ADDITIONAL MENTAL AND EMOTIONAL WELL-BEING SUPPORT

- Pilot a mental health programme with resources and education across grassroots football in the 2018/19 season;
- Set up a panel of mental health experts to guide our work, maximising its effectiveness;
- Audit The FA's mental and emotional well-being support programmes during the 2018/19 season and identify where additional support is needed.

3. PROMOTE AWARENESS OF COLOUR BLINDNESS IN FOOTBALL

- Continue to partner UEFA and Colour Blindness Awareness (CBA, the leading UK organisation devoted to the issue) to promote and disseminate best practice;
- Generate greater awareness for The FA's comprehensive colour-blindness guidance for football (produced with CBA). The guidance covers issues in relation to kit clashes, equipment, venues, information and TV coverage. It has the full support of UEFA.

One in 12 males and one in 200 females are affected by colour blindness. It means statistically there is likely to be at least one colour-blind person in a male team. In a full-house at 90,000-seater Wembley Stadium, 5,500 fans are likely to be colour-blind.

FROM THE FA'S COLOUR-BLINDNESS GUIDANCE NOTES:

See how the different-coloured bibs in the picture alongside are virtually indistinguishable in the colour-blind simulation picture below.



PROMOTING INCLUSION BY TACKLING DISCRIMINATION

Promoting the undeniable benefits of inclusion is one thing. But as the game's governing body in England, The FA has to come down hard on discriminatory behaviour.

There are two sides to this work – encouraging reporting and then having robust regulations and sanctions in place.

Reporting discrimination: We review every complaint of every kind made to us. Reporting can be made to:

- The FA at: Football.ForAll@TheFA.com, Integrity@TheFA.com or info@TheFA.com;
- Match officials;
- Kick It Out at: info@kickitout.org or via the Kick It Out App;
- The Professional Footballers' Association (PFA) at: reporting@thepfa.co.uk

Regulations and sanctions: We have strict anti-discrimination rules – and sanctions if they are transgressed.

For example, for a first offence against these rules, the minimum ban is five games, whether in the professional or grassroots game. The offender must also take a mandatory education programme.

For further information, visit: www.TheFA.com/football-rules-governance/discipline

We take our responsibility to govern football in England very seriously. Our regulatory process must be robust so everyone in football trusts it.



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"The Menteeship programme is an outstanding opportunity for me to work for the governing body of football in England and to learn and enhance my all-round coaching skills. This will help nurture me into an individual who is ready to work in an elite environment in a full-time role."

Kurt Husnu

One of the latest group of FA Elite Coach Mentees.

England men's under-20 coach Paul Simpson and Gemma Grainger, England women's National Head Coach (under 15 to under 17), being interviewed by Reshmin Chowdhury at The FA's grassroots conference at St. George's Park in December 2017. The one-day event welcomed grassroots coaches from across the country to observe a programme of coaching sessions, workshops and Q&As with some of the leading names from coaching and English football.



FOR ALL

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Keeping goal at The FA People's Cup, the nation's largest and most inclusive five-a-side football competition. The 2017/18 competition saw over 35,000 players take part across 18 categories, which included the introduction of Futsal. The finals were played at St. George's Park on April 28/29 this year.