

IN PURSUIT OF PROGRESS

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

YEAR 2 REVIEW AND REPORT

Published: November 2020



The FA's Wildcats programme, which is aimed at 5-11-year-old girls, is seeing an increase in disability provision.



Front cover shot: Raheem Sterling takes the knee before England's men's senior match against Denmark in September 2020. See page 10 for more on our response to the Black Lives Matter momentum.

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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.

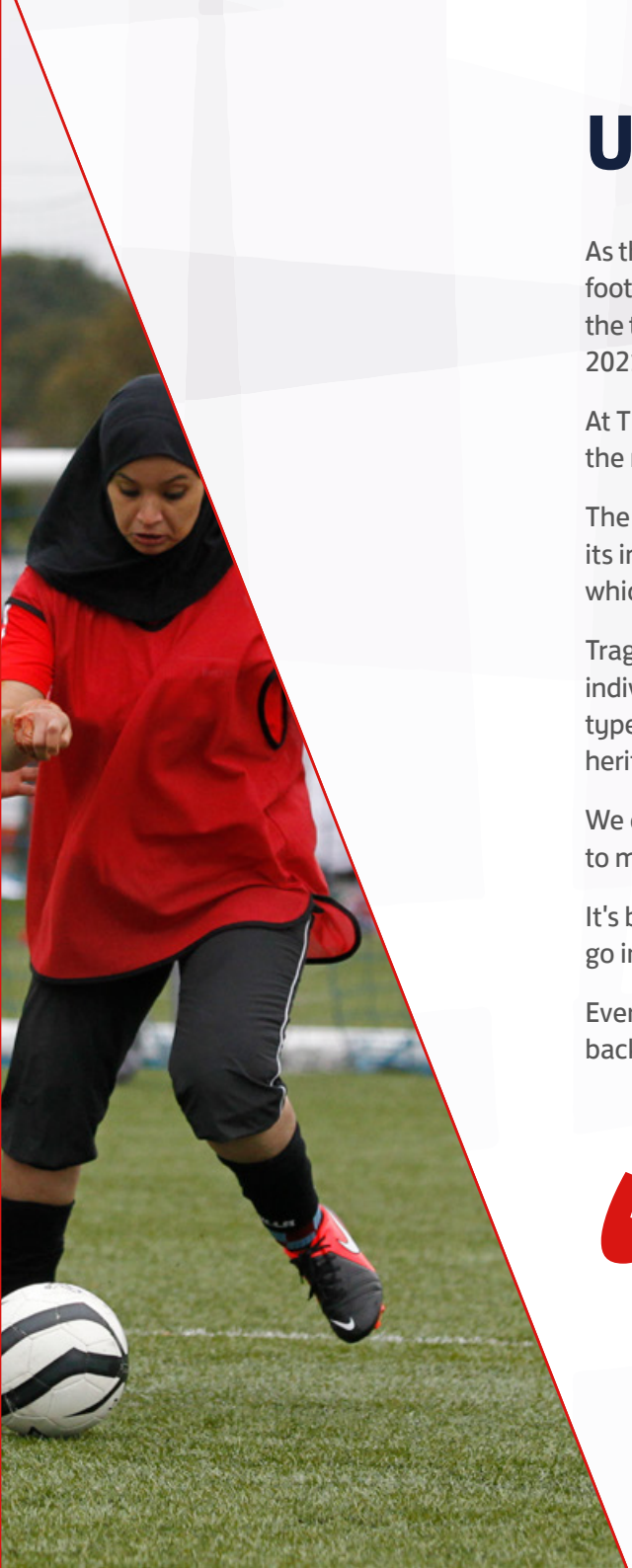
Use of the term 'BAME' in this document: The FA recognises that some people feel this term is now outdated. We intend to reduce our future usage of this term wherever possible so we are specific about the ethnicity group(s) to which we refer.





“ Recent turbulent times across our country and beyond have rightly resulted in more conversations taking place to address inequality in all of its forms. We will continue to demonstrate action and leadership so that our national game is accessible to everyone, regardless of ability, social background or protected characteristics. ”

Greg Clarke
FA Chairman



UNITE THE GAME, INSPIRE THE NATION.

As the nation's number one team sport with c. 18m fans (aged 16+), 14.1m participants and over 100,000 grassroots teams, football has the incredible power to bring people together, pull down barriers and act as a force for good. This report marks the two-year anniversary of the release of In Pursuit of Progress, our equality, diversity and inclusion strategy that takes us to 2021.

At The FA, equality, diversity and inclusion means valuing and celebrating our differences. We are trying hard to nurture the right working environment and culture where everyone thrives and can be themselves.

The 2019/20 season has been a turning point for many in society with the onset of the global coronavirus pandemic and its impact on communities everywhere. Covid-19 has also disproportionately impacted people from BAME backgrounds which has heightened anxieties in these communities.

Tragic incidents in 2020 resulted in the resurgence and prominence of the Black Lives Matter momentum. This has led individuals and organisations globally to question their working practices and how inclusive they really are in the face of all types of discrimination. We are no different and have taken the opportunity to listen to the views of our black and mixed-heritage colleagues to understand how we can improve, as well as enhancing our anti-discrimination efforts across the game.

We continue to fight against discrimination of all kinds across the game, from grassroots to professional football. We want to make our 'beautiful game' for everyone.

It's been another year where progress has been made, much has been learned and we will continue to build on this as we go into the final year of our equality, diversity and inclusion strategy.

Every single participant has the right to play the game with confidence and without prejudice, regardless of ability and background. We are proud of our achievements so far and we continue on the journey to make the game truly For All.

“ We are deeply committed to doing everything in our power to deliver a game free from discrimination. This is one of the most critical strands of our strategy for the next four years. ”

Mark Bullingham
FA Chief Executive Officer

“ As a young boy, my father was a professional footballer and then manager, and I saw first-hand the challenges he went through just to be accepted for who he is – a black person trying to earn a living in the game that he loves. I’m honoured to now be part of rising to the challenges he faced and making our society – and football – more inclusive. ”

Liam Rosenior

Former professional player and new member of The FA’s Inclusion Advisory Board

Apart from Liam, The FA’s Inclusion Advisory Board (IAB) has six other new members. They are former professional footballer Marvin Sordell, Centre for Mental Health CEO Sarah Hughes and Transport for London’s Director of Inclusion and Talent, Staynton Brown. In addition, Edleen John, who was appointed to the Board when she was KPMG’s Director of Inclusion, Diversity and Social Equality has recently joined The FA as International, Corporate Affairs and Co-Partner for Equality, Diversity & Inclusion Director.

Kick It Out’s observer role on the IAB is now fulfilled by its Chair Sanjay Bhandari, while Roya Mehdizadeh-Valoujerdy represents The FA Youth Council.



OUR TARGETS – HOW WE’RE DOING

We must practise what we preach and therefore getting our own house in order is paramount. In short, we want the diversity within The FA to reflect the diversity we see on the field of play.

The chart below shows the 2018 baseline figure at the start of our three-year strategy for each employee category, where we are now – and our 2021 target.

Employee type	Category	2018 baseline	Now: Sept 2020	Target: 2021
All employees	Female	32%	36%	36%
	People from BAME backgrounds	13%	12%	16%
Leadership ¹ roles	Female	30%	36%	40%
	People from BAME backgrounds	5%	9%	11%
England coaching staff	Female	26%	36%	29%
	People from BAME backgrounds	13%	25%	20%

¹ Leadership is defined as members of the executive team (directors) and their direct reports (mainly heads of functions). Some 75 people in all.

CONTEXT:

All employees:

- **Female:** Our 2021 target has been achieved one year early. We will continue with our plans to attract more women to our organisation as we determine our next gender workforce target for The FA’s 2021-24 strategy.
- **BAME:** We are disappointed not to make more progress here given our recent focus in this area. The impact of Covid-19 in freezing recruitment and deferring our apprenticeship scheme has adversely affected our progress. However, work on increasing the appeal of working for The FA, a new FA-led industry mentoring programme and our Black Lives Action Plan work (see page 10) should all boost performance – although it’s unlikely we’ll meet our 2021 target.

Leadership roles:

- **Female:** Key promotions and appointments have resulted in steady progress. At the time of publishing, The FA’s executive is over 50% female. We are on track to achieve our 40% target by 2021.
- **BAME:** Focus on development programmes and key appointments has led to good progress. We are confident we will achieve our 11% target by 2021.

England coaching staff:

- **Female:** Already exceeded 2021 target, mainly due to increase in England women’s coaching staff.
- **BAME:** Already ahead of 2021 target.

Use of the term ‘BAME’ above: The FA recognises that for many this term is now outdated. We intend to reduce our future usage of this term wherever possible so that we are specific about the ethnicity group(s) to which we refer.

REDUCING PAY GAPS

Alongside improving the diversity of our staff, we are also focused on working towards reducing ethnicity and gender pay gaps. The chart below reflects the progress we're making in the context of the notes below it.

YEAR	Mean ¹ gender pay gap	Median ² gender pay gap	Mean gender bonus gap	Median gender bonus gap	Mean ethnicity pay gap	Median ethnicity pay gap
2019	16.8%	5.1%	64.1%	11.6%	13.7%	4.4%
2018	18.0%	10.8%	35.2%	9.1%	N/A	N/A
2017	23.2%	12.1%	16.4%	8.2%	N/A	N/A

CONTEXT

Ethnicity pay gap: For the first time in 2019, and ahead of it being mandatory, we have measured our ethnicity pay gap. The results are a 13.7% gap in mean pay and 4.4% in median pay. A smaller gap than we measure in gender but one which we aim to close in the same way through focusing on recruitment and internal development opportunities. Comparison with similar industries is difficult as so few organisations have published their data, but it is known that in London the percentage difference in median hourly pay between people of a white ethnicity and all those who belong to an ethnic minority group is largest at 21.7%.

Gender pay gap: We have seen continued reduction in our mean hourly pay gap, which has narrowed from 18% in 2018 to 16.8% in 2019. Our median hourly pay gap of 5.1% has more than halved from 2018 and continues to be significantly lower than the national average of 17.3%. We are very proud to have made such positive progress this year, particularly when compared against average pay gaps in other industries which face similar challenges in attracting and recruiting a diverse workforce.

Gender bonus gap: Across The FA, the mean bonus received by men in 2019 was 64.1% higher than that received by women. This difference was largely driven by one-off bonuses paid to the senior men's coaching team following the team's success at the FIFA World Cup 2018. The median gap, which does not taken into account these bonuses, was much lower at 11.6%, highlighting the significant impact of the FIFA World Cup bonuses on our overall bonus gaps. We will always recognise and reward our team for tournament success, but appreciate that doing so will adversely impact our gender bonus gap figures in that year.

¹Mean = the mathematical average. i.e. add all the salaries together and divide by the total number. ²Median = the mid-point. i.e. list people in order of salary size; the median salary is the one in the middle





PRIORITY 1: THE FA AND OUR CULTURE

CASE STUDY:

OUR BLACK LIVES ACTION PLAN

As an organisation we're proactively aligned and in solidarity with the Black community. Events in early 2020 shone a bright light on the way in which Black people have been treated within society, showcasing real inequalities and injustices. These events brought about frank discussions on race and ethnicity both in society and within organisations, in a way that hadn't happened before.

To co-ordinate and sustain our focus this year, our leadership team initiated listening sessions to understand the lived experiences of our colleagues, particularly those of Black heritage across our two main staff sites – Wembley Stadium and St. George's Park. These conversations and the insights obtained have underpinned the development of a formal Black Lives Action Plan to accelerate our culture change and create an environment where everyone thrives and belongs.

We are committed to promoting the important message that we want to eradicate inequality and injustice against Black heritage individuals and indeed any community, because we truly believe that our game is for all. The fact is that a significant – and growing – percentage of the football community is of Black heritage and these individuals are key contributors and participants.

We have taken some short-term actions – such as sanctioning the use of the Black Lives Matter logo on match shirts for Premier League players from all 20 clubs. Looking ahead, we have a series of activities planned for the 2020/21 season, all designed to make a positive impact on The FA, football and wider society.

Most recently, we focused on Black History Month in October 2020 where we recognised the outstanding contributions people of Black heritage have made to our organisation and across football.



“ Our England teams represent the diversity of our country and The FA continues to work towards ensuring this is reflected in our support teams off the pitch. We condemn discrimination of any kind and believe that everybody deserves to be treated with respect with equal opportunities available for all. This is a fundamental pillar of what we stand for. ”

Gareth Southgate
England Men's Senior Manager

When professional football restarted, we sanctioned the use of the Black Lives Matter logo on players' shirts at all 20 Premier League clubs, uniting in solidarity with the Black Lives Matter message.



A range of other work has taken place under this priority, all underpinning the commitments in the original strategy. Here are some of the highlights:

Our commitments – we will...	2019/20 highlights:
DELIVER BETTER RECRUITMENT PRACTICES	<ul style="list-style-type: none"> • 21% of all new hires are from a BAME background. 36% of new hires are female. This has resulted from several enhanced recruitment practices.
SUPPORT TALENTED FUTURE LEADERS	<ul style="list-style-type: none"> • Third programme delivered for latest cohort of internal high-potential employees; • Participation in Business In The Community (BITC) BAME mentoring programme; • In-house mentoring programmes ready for delivery in 2020/21 season.
EDUCATE AND HOLD INDIVIDUALS TO ACCOUNT	<ul style="list-style-type: none"> • Diversity and inclusion activities remain embedded in relevant divisions' programme plans. Our anti-discrimination work explicitly requires collaboration across many teams; • Diversity and Inclusion learning now part of The FA induction programme; • 'Unconscious bias' workshops delivered to the leadership team with company-wide roll-out planned for 2020/21 season.
PROMOTE DIVERSE LEADERS	<ul style="list-style-type: none"> • BAME representation at leadership level up from 5% to 9%. On track to reach 2021 target of 11%; • Female representation at leadership level up from 30% in 2018 to 36% in 2020 (2021 target = 40%); • FA Executive Team (i.e. directors) now 54% female: seven female/six male.
IMPROVE THE RECORDING OF DIVERSITY DATA	<ul style="list-style-type: none"> • The planning of diversity and disability data is underway. A roadmap for delivery with key stakeholders will be undertaken in the 2020/21 season to improve the recording of diversity data.
ACHIEVE THE ADVANCED LEVEL OF THE EQUALITY STANDARD FOR SPORT	<ul style="list-style-type: none"> • Working towards Stage 1 (Pre-submission) and Stage 2 (Full submission) for the 2020/21 season.

PRIORITY 2: THE ENGLAND TEAMS' SUPPORT STRUCTURE

CASE STUDY:

ELITE COACH PLACEMENT PROGRAMME

The 2019/20 season saw the second successful year of the Elite Coach Placement Programme. The programme is a positive action initiative to create the opportunity for coaches from under-represented groups to work with the England national teams.

The aim is to build a bigger and more diverse coaching talent pipeline for the future. Our coaches gain valuable experience and go on to become professionals across the game. Alumni of the programme include Sol Campbell, Kieron Dyer, Terry Connor and Paul Nevin.

The programme is jointly owned by The FA and the Professional Footballers' Association (PFA). This season, seven coaches joined our England squads on a season-long placement.

Due to the hiatus caused by the coronavirus pandemic, our current coaching cohort will stay on the programme for part of the 2020/21 season.

“ The programme was exactly what I expected – and more. The honour of working for the full squad, being around St. George’s Park and learning new ways of teaching and coaching – it’s been a brilliant experience. The programme has given me a fascinating insight into what can be done with quality preparation and knowledge. ”

Chris Powell
Men’s Senior Team Elite Placement Programme Coach

The Elite Coach Placement Programme has seen Chris Powell work with the England men’s senior team.





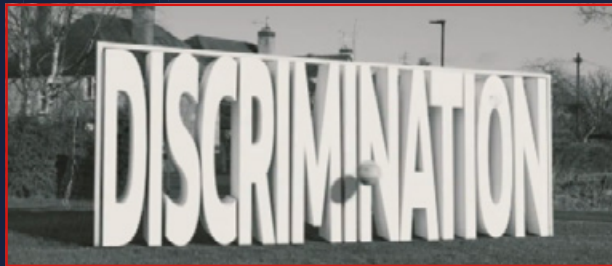
Manisha Taylor, Academy Coach at QPR. One of the first females of Asian origin to study for the UEFA A Coaching Licence.

A range of other work has also taken place under the priority, all underpinning the commitment in the original strategy. Here are some of the highlights:

Our commitments – we will...	2019/20 highlights:
<p>ENSURE QUALIFIED, DIVERSE CANDIDATES ARE INTERVIEWED FOR ENGLAND ROLES</p>	<ul style="list-style-type: none"> • 100% commitment met. Every national team role has seen at least one BAME candidate interviewed, where a suitably-qualified BAME candidate applied.
<p>PROVIDE BAME COACHING PLACEMENTS ON ENGLAND CAMPS</p>	<ul style="list-style-type: none"> • Seven coaches joined the England men’s squads as part of the season-long Elite Coach Placement Programme, which will be extended due to Covid-19; • In the women’s game, former Elite Placement coaches have received further support and guidance to help them to secure further employment at clubs; • A new men’s Coach Development Group was initiated, with 18 coaches. Three have been accepted to embark on the UEFA ‘A’ Licence.
<p>SUPPORT THE DEVELOPMENT OF FUTURE BAME AND FEMALE TALENT</p>	<ul style="list-style-type: none"> • The National Specialist Coach Development programme this season has given three BAME coaches the opportunity to work long-term with our England squads. A recent joiner included Kurt Husnu who was promoted from The FA’s Elite Mentee Programme; • Our Elite Mentee Programme has seen four mentees secure roles within football ranging from coaching roles in women’s and men’s football as well as analyst roles at FIFA. The Mentee Programme will be enhanced for next season; • A new talent ID database for the female game will monitor and track the game’s pipeline and help enhance programmes for 2020/21; • A new Coach Club Placement programme will provide BAME male coaches with valuable club experiences via The FA. 10 placements have been initiated across seven clubs, with four coaches to date securing employment at their respective placement clubs.
<p>PROVIDE BAME AND FEMALE GRASSROOTS/ PROFESSIONAL COACHING BURSARIES</p>	<ul style="list-style-type: none"> • Coach bursaries awarded in 2019/20: <ul style="list-style-type: none"> – For the UEFA A Licence = 25 (13 BAME/12 female), and – For The FA Advanced Youth Award = 13 (11 male/2 female); • The UEFA B bursary application window has been carried over to season 2020/21 due to Covid-19 impact.
<p>SUPPORT ELITE DISABILITY PLAYER AND COACHING PATHWAYS</p>	<ul style="list-style-type: none"> • Impairment teams activity and competitions have been severely affected by Covid-19. However, The FA has been involved in successful bids for the following blind football events: <ul style="list-style-type: none"> – IBSA Blind Women’s workshop – at RNC Hereford July 19-23 2021; – IBSA World Blind and VI World Football Championships in Birmingham August 2023 (men’s blind, women’s blind and men’s partially-sighted).
<p>SUPPORT ENGLAND PLAYERS – PAST, PRESENT AND FUTURE</p>	<ul style="list-style-type: none"> • To help the transition of national team players into coaching roles, a new ‘player-to-coach’ programme has been developed based on research into athlete-to-coach experiences in other elite sports; • The programme will be tested by a pilot group comprising former players.

THE WIDER PICTURE

Our work across the equality, diversity and inclusion spectrum takes many forms. Despite the enforced Covid-19 playing hiatus this work has continued apace, as shown on these pages.



Tell Us, We'll Tackle It:

January 2020 saw the launch of the above anti-discrimination campaign. It's designed to encourage grassroots game stakeholders to report discrimination. See also pages 28-30 for our wider anti-discrimination work.



New-look FA Inclusion Advisory Board:

This Board is chaired by Paul Elliott CBE (pictured), and was refreshed in 2019 with seven new faces now working with us to drive change across all areas of equality, diversity and inclusion across football.

Faith and Football calendar:

We have worked with numerous stakeholders to produce our annual calendar for all major faiths. The calendar highlights and explains the most significant faith-based events and festivals that may impact football and its participants.



FAITH & FOOTBALL A CALENDAR OF RELIGIOUS FESTIVALS 2020/21 SEASON



Bringing Opportunities to Communities:

The above is the title of The FA's Asian Inclusion strategy, which details our plans to reach out to the Asian community. One focus has been on improving overall communications and engagement. With this in mind, last season two media campaigns were launched.



One saw Asian 'influencers' such as BBC Broadcaster Noreen Khan and singers H-Dhami and Rika feature in a social media campaign to encourage participation. The campaign was produced in collaboration with leading Asian media broadcaster, BritAsia TV.

Another campaign saw us link with two professional footballers of Asian heritage, Jimmy Carter (Liverpool and Arsenal) and Rosie Kmita (West Ham Utd and Watford), the Barclays FA WSL's first Asian female footballer. They are pictured above with The FA's Head of Diversity & Inclusion Strategic Programmes, Dal Darroch at the 2019 BritAsia Music Awards, making an appeal to British Asian audiences to engage in football.

“ My employment marks the culmination of the placement opportunity. Working these past two years within the national set-up has given me a great deal of personal and professional development. ”

Will Antwi
National Specialist Coach

National Specialist Coach Programme:

We've seen another year of BAME coaches spending time at the elite level through our 18-month National Specialist Coach Programme. Will Antwi (pictured third from left) has worked as a specialist coach alongside the men's under-17 squad since the programme began and has recently secured full-time employment with The FA as Lead Insights and Assistant Head Coach in the Youth Development Phase.



THE WIDER PICTURE *continued*

LGBTQ+ inclusion:



LGBTQ+ History Month: In February 2020, FA Chairman Greg Clarke (pictured) hosted 150 guests at Wembley Stadium to kick-off a month of awareness and insight into the challenges faced by the LGBTQ+ community.



▲ Rainbow Laces: A wide suite of materials were produced in October 2019 for use by The FA and all County FAs to ensure national support for Stonewall's Rainbow Laces campaign, now in its fourth year. Support came from leadership bodies and clubs at every level.



▲ Cross-organisational mentoring circles:

We have embarked on an initiative to develop some of our employees from historically under-represented backgrounds through a mentoring programme with Business In The Community (BITC). The BITC cross-organisational mentoring circles provides professionals across multiple industries with the opportunity to come together and learn from each other, gaining insights on topics including career development, motivation, confidence and combatting 'imposter syndrome'. Pictured above is a group of mentees gathering for a mentor session at St. George's Park.



▲ Welcoming Asian women to football:

South Asians are one of the least active ethnic groups in England with regards to playing sport, according to Sport England's recent 2020 research report entitled *Sport for All?*. As part of our Asian Inclusion strategy, we have established an Asian Women in Football Advisory Group, seen here meeting at Wembley Stadium before the Covid-19 lockdown.

Increased disciplinary standards: ▶

Last season saw us trial a programme where new Regional Discipline Officers were tasked with ensuring County FA investigations were of a higher standard than previously. The trial quality-controlled every investigation involving discrimination, physical contact on a match official and assault on a match official. It took place across Birmingham, Gloucestershire, Lancashire, Leicestershire and Rutland, London, Sussex and West Riding. It has already ensured County FAs prioritise their case-loads and upskill staff not to not fear investigating tough and sensitive matters.



PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE

CASE STUDY 1:

COUNTY FA CODE OF GOVERNANCE

In January 2020, The FA became the first national governing body in English sport to introduce a regional Code of Governance across our County FA network. It provides support and guidance to those running the grassroots game throughout the country.

Equality, diversity and inclusion provisions have been included in the Code, helping every County FA to futureproof their governance structures for future generations and changing demographics. The Code also covers the role of Inclusion Advisory Groups (IAGs) in representing local diverse communities, and makes provisions for gender diversity, ethnic diversity and youth representation. The Code also requires all County FAs to achieve a minimum of the Preliminary Level of the Equality Standard for Sport, the second level.

It means every County FA can assess its current practices against the highest standard of corporate governance in football. This helps ensure they have the structures, functional operations and decision-making processes in place to offer the best-possible service to the game at a local level.

The Code was developed by a working group, including representatives from County FAs, relevant senior FA employees, youth councils and Sport England. It takes elements from Tier 3 of the Sport England Code of Governance – the current gold standard – adapting and elevating them to work specifically for football at every level of a County FA.

The Code outlines key requirements underpinned by five key principles: **structure, people, communication, standards and conduct** and **policies and processes**.

A number of County FAs have already committed to embedding the Code since its inception and we are working closely with the rest of the County FA network to ensure they work towards it.

As the national sport that millions of people play and support across the country, it's important we and the County FAs serve and lead the game as effectively as possible. This new regional Code of Governance will support that goal.

We look forward to working in partnership with the County FAs in the coming months and years as they adopt this Code and set a new standard for sports governance in this country.





KICK IT OUT
25 YEARS OF CAMPAIGNING FOR EQUALITY IN FOOTBALL

 **ENGLAND**

PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE *(continued)*

CASE STUDY 2:

DEVELOPING DISABILITY FOOTBALL

Growing the infrastructure for disability football has been a particular focus in the last 12 months – and it's producing positive results.

Despite the enforced Covid-19 hiatus, there are now 25,246 players within the disability football pathways we have established around the country. That's a 6% year-on-year increase. In addition, 100 disability-specific recreation centres now operate, attracting significantly more youth and female players.

A further £1m was invested into the Disability Workforce Fund to maintain a network of 43 disability-specific football development officers across the County FA network. These officers work alongside two national impairment-specific officers, who support the Cerebral Palsy and Powerchair pathways in partnership with Cerebral Palsy Sport and the Wheelchair FA.

We're also seeing disability provision being embedded in 'mainstream' FA participation programmes, such as Wildcats, which is aimed at 5-11-year-old girls. Pan-disability sessions now take place at 18 venues which host the Wildcats programme, running alongside the wider inclusive mainstream offer.

We have created a new beginner-friendly format for blind football and will pilot it in 2020/21. With various like-minded partners, we have also carried out a review of disability football within schools and re-aligned priorities with the Youth Sports Trust, English Schools FA and Special Olympics UK.

All the above provision is underpinned by an enhanced support package for all County FAs and an improved coach education offer, with a new Introduction to Disability Football module now launched.

Finally, to create greater awareness of the disability game, we have also reached agreement with BT to broadcast The FA Disability Cup in 2021 – a big first for disability football in this country.

One example of a disability-specific initiative supported by Disability Workforce Fund (DWF) is BOBiCats programme created by the Berks & Bucks FA. It offers recreational football opportunities for children with disabilities, run through FA Charter Standard clubs. One such club is Shinfield Rangers, which has now run 40+ disability sessions and has affiliated two disability youth teams for for the 2020/21 season.



PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE *(continued)*

CASE STUDY 3:

RESEARCHING DISCRIMINATION IN GRASSROOTS FOOTBALL

Effective action is always based on genuine insight. That was the philosophy earlier in 2020 behind undertaking a wide-ranging research programme into discrimination in grassroots football.

In the constant quest to eradicate all forms of discrimination, we wanted to know how we could make the reporting process more widely known and thereafter, how investigations and hearings could be streamlined to achieve swift outcomes.

Here are just a few of the insights our research revealed:

- People from historically under-represented groups lack confidence in the current process and the ability of The FA and County FAs to take discrimination seriously and mete out severe punishments;
- There is sporadic understanding of how to report a discrimination incident;
- Dissatisfaction with the process even after a report has been made, particularly with the speed in concluding cases and communicating their outcomes;
- On the flip-side, the quality of information received by The FA and County FAs is often poor, meaning investigations inevitably become protracted;
- Hearings could be improved if those on the panels had better skills, e.g. gained from a legal/police/investigative background – and also had a deeper understanding of diversity issues.

From the above – and many more insights – The FA is now embarking on a fourfold programme:

1. Creating greater awareness of the ways to report a discriminatory incident, and the type of information that's needed to progress it;
2. General improvement in the entire process so it is not off-putting and overly lengthy;
3. More training for everyone involved in the process, including those who sit on panels at hearings;
4. Improved communication with all those involved throughout a discrimination investigation, with greater emphasis on a more empathetic approach.

We will report on the impact our programme has and continue to listen to every stakeholder to continuously improve every aspect of reporting a discriminatory incident and bringing it to a swift conclusion.



A range of other work has taken place under this priority, all underpinning the commitments in the original strategy. Here are some of the highlights:

Our commitments – we will...	2019/20 highlights
SUPPORT COUNTY FAs TO IMPROVE INCLUSION	<ul style="list-style-type: none"> The second National County FA Inclusion conference was held at St. George's Park and three Inclusion Advisory Group development days were delivered to the majority of County FAs; We have supported County FAs to achieve the Equality Standard for Sport. All have achieved the Foundation level, 11 have achieved Preliminary level and two Intermediate level – this is second-highest level achievable and the same currently attained by The FA itself.
DEVELOP DIVERSE AND TALENTED LEADERSHIP WITH COUNTY FAs	<ul style="list-style-type: none"> Within the new County FA Code of Governance, County FAs are: <ul style="list-style-type: none"> Given Board-level diversity targets around gender; Asked to evidence their work to increase ethnic diversity within their leadership structures; Required to set up an independent Youth Council; Mandated to have a place on in the County FA boardroom for the Chair of the County FA Inclusion Advisory Group.
IMPROVE THE REACH AND EFFECTIVENESS OF COUNTY FA INCLUSION ADVISORY GROUPS (IAGS)	<ul style="list-style-type: none"> IAGs are now using a self-assessment tool and almost all have attended one of three IAG development days; Several IAG Chairs now sit on their County FA boards; Several IAGs have commissioned research into how to reach diverse communities; IAG Chairs have been offered free access to online FA online training, leadership resources; A County FA equality community platform has been established online.
SET INCLUSION TARGETS IN THE NEW NATIONAL GAME STRATEGY	<ul style="list-style-type: none"> Progress has been made against the inclusion targets set out in the current National Game Strategy, which started in 2018. All coaching and refereeing inclusion figures were tracking above 2018/19 performance (until the impact of Covid-19 in March 2020 which stopped all grassroots football). Highlights include: <ul style="list-style-type: none"> 2,024 newly-qualified BAME coaches in the nine months prior to March 2020 (across Levels 1,2 and 3); 1,311 newly-qualified female coaches in the nine months prior to March 2020 (across Levels 1,2 and 3); 1,745 (8.6%) registered female referees as at March 2020; 1,951 (9.6%) registered BAME referees as at March 2020.
DELIVER BESPOKE PROGRAMMES TO SUPPORT DIVERSITY	<ul style="list-style-type: none"> Asian inclusion: Phase 2 of our Bringing Opportunities to Communities was launched in September 2019, focused on increasing Asian inclusion in football by improving: <ul style="list-style-type: none"> Our internal culture; Pathways into football; Access to the grassroots game; Female Asian inclusion; Engagement and communication. Faith-based interventions: These have included a refreshed Belief in the Game guide, Sukkot and Iftar faith events held at Wembley Stadium, and a partnership in the National Mosque and Football conference at Leicester City FC; Refugees and asylum seekers: In December 2019, we partnered with the United Nations High Commission on Refugees (UNHCR) and the Institute of Migration (IOM) in Geneva to announce our three-year plan to make football the go-to vehicle for community integration and belonging for refugees and asylum seekers in England. The FA has also funded a full-time National Women's Football Officer within Amnesty International UK to develop opportunities for female refugee and asylum seekers to participate in football.



PRIORITY 4: INCLUSION PROGRAMMES ACROSS THE GAME

CASE STUDY 1:

FOOTBALL LEADERSHIP DIVERSITY CODE

Following the tragic incidents in the first half of 2020, in the summer we announced the development and launch of the Football Leadership Diversity Code.

It aims to accelerate the change of diversity across leadership roles and across clubs in English football. Every club – whether professional, semi-professional or grassroots – will have the opportunity to change the composition of their leadership, team operations and coaching staff to reflect modern England’s diversity.

More than 40 clubs across the Premier League, EFL, Barclays FA Women’s Super League and FA Women’s Championship were founding signatories when the Code for the professional game was launched.

We are confident that the Diversity Code will make a positive difference to football behind the scenes. During the 2020/21 season, we will see the Code come into effect across all levels of the game. You can read it [here](#).

“ We want to drive the game’s response to inequality through the Football Leadership Diversity Code, which is for all. It will make football truly representative of the society we live in and those who watch and play the game. It’s vital that The FA and clubs do their utmost to reflect and inspire the communities they serve. ”

Paul Elliott CBE
FA Inclusion Advisory Board Chair



This is Chelsea FC’s version of the logo to promote their support of the Code.



PRIORITY 4: INCLUSION PROGRAMMES ACROSS THE GAME *(continued)*

CASE STUDY 2:

HEADS UP CAMPAIGN

Spearheaded by The Duke of Cambridge, the Heads Up campaign was launched in May 2019, a season-long partnership that harnessed the power of football to change the conversation around mental health.

With over almost 18m fans (aged 16+) in England alone (65% men/35% women), many fans won't go a day without talking about football – but are still not comfortable talking about or seeking help for their mental health. Heads Up aimed to use football to normalise the conversation and encourage fans to feel as comfortable talking about their mental health as they are about physical health, and to encourage the idea of 'mental fitness'.

Launched in May 2019 and extended into August 2020 by the Covid-19 crisis – a period that had a dramatic impact on mental health across the nation – Heads Up reached across all areas of football, from grassroots right up to the elite level.

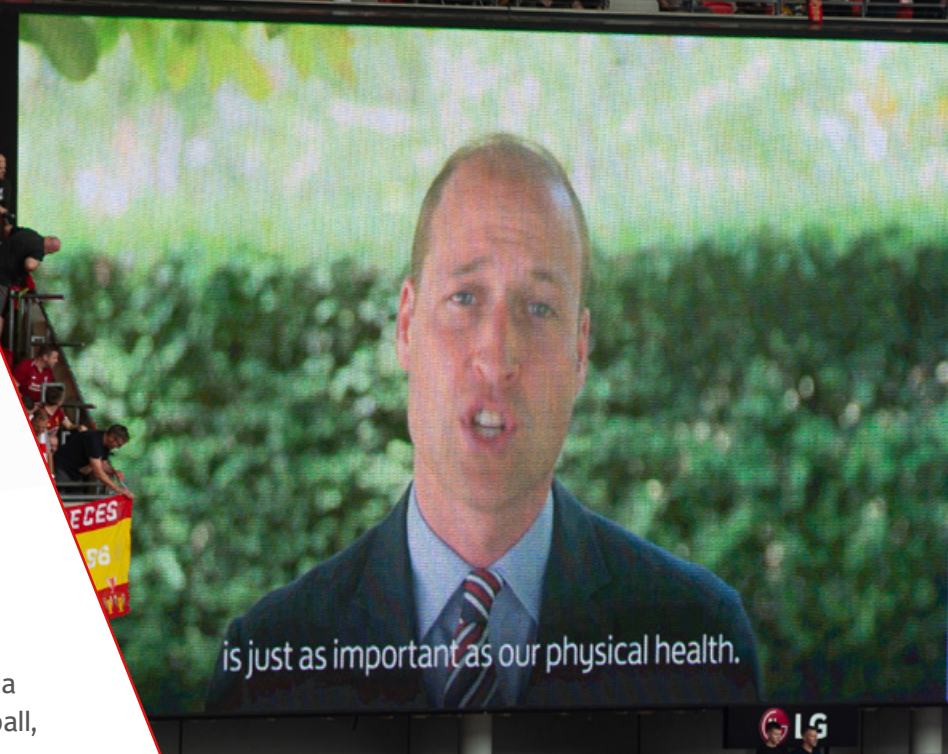
From providing tailored mental health guidance for coaches, referees and football writers, to dedicating the Final of the world's oldest domestic cup competition to mental health, the campaign aimed not only to get people talking, but also worked with charity partners Mind, CALM and Sporting Chance to ensure that those who did reach out could find the support they needed.

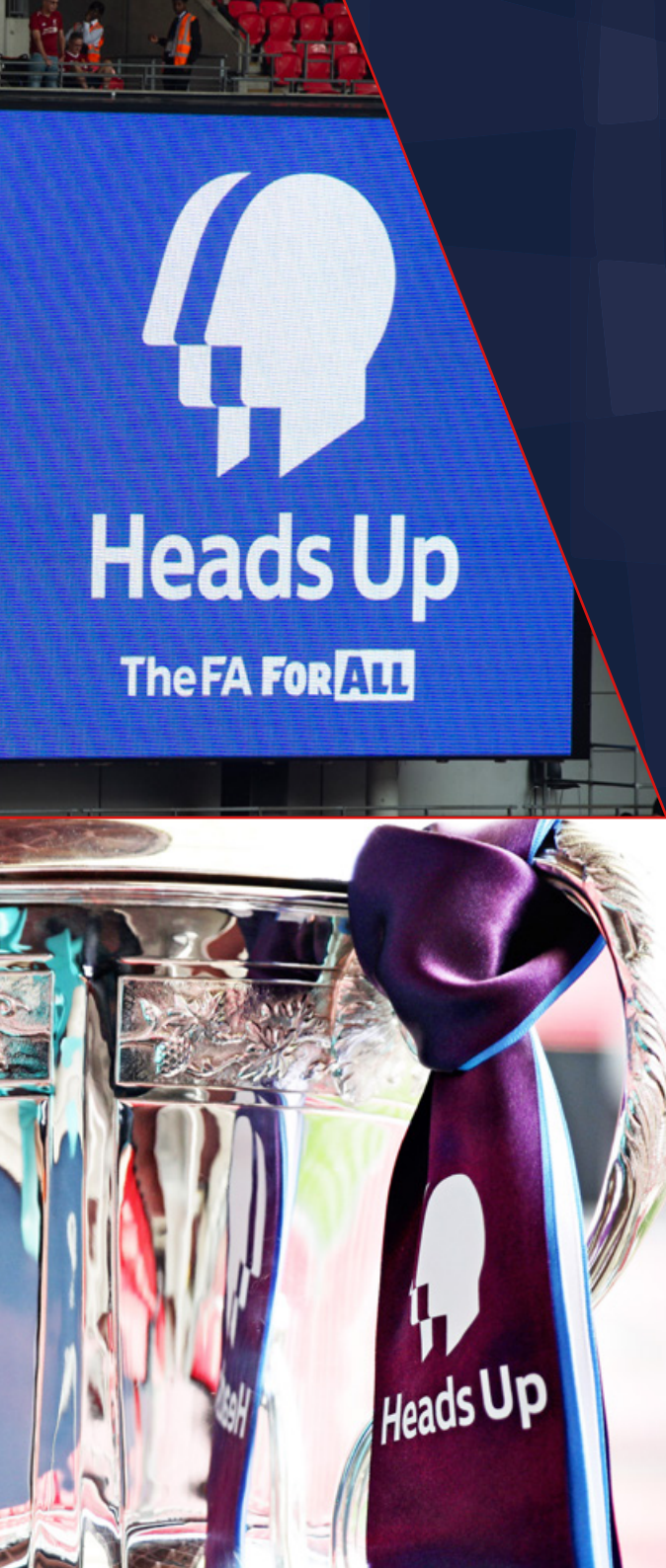
As well as motivating tens of thousands of fans to start a conversation or reach out for support, the Heads Up campaign also received widespread buy-in from across the football family, culminating in the Heads Up FA Cup Final – and, importantly, a joint declaration committing to make mental health a key priority at all levels of the game.

“ Heads Up was a huge statement about the importance of mental health, helping to remove the stigma and get fans and the football community talking. It was fitting that the campaign's crescendo, the Heads Up FA Cup Final, came at a time when the nation's mental health was more important than ever. I'm honoured to have been involved. ”

Marvin Sordell

FA Inclusion Advisory Board member and Heads Up campaign consultant





A range of other work has taken place under this priority, all underpinning the commitments in the original strategy. Here are some of the highlights:

Our commitments – we will...	2019/20 highlights
<p>SUPPORT LGBTQ+ IN FOOTBALL</p>	<ul style="list-style-type: none"> • Support for our long-standing LGBTQ+ charity partners Stonewall UK included: <ul style="list-style-type: none"> – Hosting an online panel discussion during Pride Month 2020 (June) hosted by the BBC's LGBTQ+ correspondent Ben Hunte, with an audience of more than 14,000; – A Role Models and Allies programme with FA staff to facilitate more inclusive environments for members of the LGBTQ+ community; – A bespoke programme for the coaches of the England women's squads looking at sexuality, performance and psychological safety.
<p>DEVELOP ADDITIONAL MENTAL AND EMOTIONAL WELLBEING SUPPORT</p>	<ul style="list-style-type: none"> • As part of the wider Heads Up programme, various guidance on mental health awareness has been published for bespoke football audiences. All the guidance majors on spotting the signs, supporting and signposting. All have been produced in association with mental health charity Mind.
<p>PROMOTE AWARENESS OF COLOUR BLINDNESS IN FOOTBALL</p>	<ul style="list-style-type: none"> • Premier League and EFL (English Football League) guidance notes on the impact of colour blindness in football created for all professional clubs; • Discussions with the Premier League now mean all clubs are advised of all potential colour-blind kit clashes in advance.

“ The FA Youth Council has a crucial role to play in tackling LGBTQ+ discrimination and, as importantly, preventing it in the first place. If we can educate young players, and promote an inclusive space from the very start, then football will be for everyone. ”

Roya Mehdizadeh-Valoujerdy
 Vice-chair, FA Youth Council and FA Inclusion Advisory Board Member

TACKLING DISCRIMINATION

CASE STUDY 1:

NEW SANCTIONS FRAMEWORK

In August 2020 we published new charging policies and sanctioning guidelines for discrimination by individual participants and spectators, following consultation with Kick It Out, the PFA, the League Managers Association (LMA) and representatives from clubs and leagues.

The fact that an incident of discrimination by an individual took place in private or outside of a standard football setting will no longer be a barrier to The FA issuing proceedings, following agreement from all football stakeholders that these measures are appropriate.


Match-based sanctions of six to 12 matches will now be recommended to Regulatory Commissions for almost all acts of discrimination by individual participants. While the previous minimum of six games could be increased or decreased in certain circumstances, providing a range allows greater scope for cases to be sanctioned appropriately and consistently based on their individual circumstances and seriousness.

A key achievement of The FA's Inclusion Advisory Board in recent years has been the introduction of mandatory education for those found proven at fault in a discrimination charge. This continues to be effective and is an important part of the process to help people better understand why their words or actions may be deemed wrong.

“ Kick It Out continues to champion equality across the game and welcome sanctions that are flexible to meet the seriousness of an offence. Education is critically important in rehabilitating offenders - everybody deserves to enjoy and participate in football regardless of who they are or their background. ”

Sanjay Bhandari
Kick It Out Chair





The new sanctions framework is one of several actions arising from The FA Board's decision in May 2019 to step up our efforts across the game. The need to accelerate is driven by the rise in mainly race-related discriminatory incidents – and their reporting – whether at professional or grassroots level. With this in mind, The FA's overall 2020-24 strategy includes tackling discrimination as one of the organisation's six critical 'game-changers'.

We will release our detailed commitments in our anti-discrimination game-changer strategy at the end of the 2020/21 season, which will be driven by three key commitments:

- **To tackle discrimination on and off the pitch;**
- **To build a diverse workforce from the inside out;**
- **To promote an inclusive and united game which is For All.**

Of course, it's genuine, tangible actions which will bring these commitments to life, some of which are covered in this report. For example, we will continue to enforce suitable sanctions for discriminatory behaviours, while improving our reporting processes. We will also enhance the matchday experience at our venues (see Wembley Stadium case study overleaf) to ensure safe experiences for all, as well as tackling online abuse.

We will also improve our anti-discrimination training and development initiatives for staff, create more inclusive leaders, drive the effectiveness of our diversity codes and align all our activity with our County FA network.

Our positive action programmes will make a difference to under-represented groups. We will focus on delivering strong anti-discrimination campaigns and foster positive alignment with our stakeholders across football and wider political and online institutions.

HOW TO REPORT DISCRIMINATION

Reports of discrimination 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 at: reporting@thepfa.co.uk (only for use by professional players).

Every discrimination case reported to The FA is investigated and action taken where necessary. For further information, visit: www.TheFA.com/football-rules-governance/inclusion-and-anti-discrimination

TACKLING DISCRIMINATION *(continued)*

CASE STUDY 2:

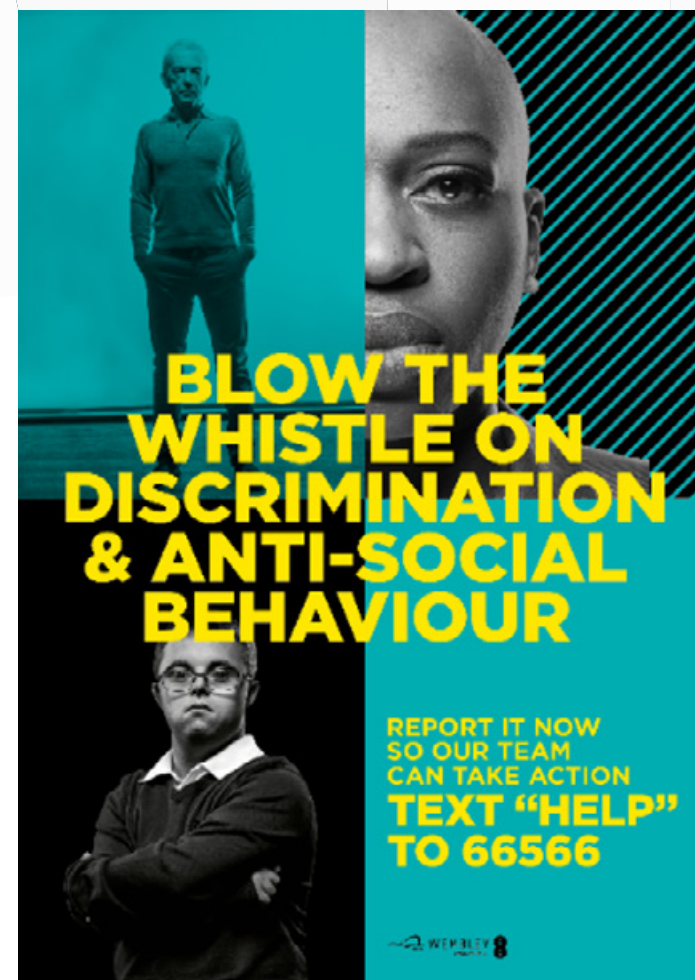
KEEPING OUR VENUES DISCRIMINATION-FREE

We have taken a number of steps to ensure our venues (Wembley Stadium and St. George's Park) provide a safe environment for all visitors, i.e. free from discrimination and anti-social behaviour. Focusing on Wembley Stadium, we have introduced five steps to ensure we provide the best matchday experience:

- Specialised training for stewards alongside the Metropolitan Police and the Crown Prosecution Service;
- The Blow The Whistle campaign which articulates our zero-tolerance approach campaign. It's now in operation across the stadium;
- A new 'anti-social' text number and service: 66566;
- Deploying the UKFPU (UK Football Policing Unit) response team to any live reported incidents;
- Upgraded CCTV and installation of two 'panomera' cameras for hi-tech evidence gathering.

“ In keeping with our role as the game's governing body in England, we are determined to set a standard for expected behaviours at football's public venues. Discriminatory behaviour of any kind will simply not be tolerated. Sending that message out at an iconic venue like Wembley means it radiates far and wide. **”**

Mark Burrows
FA Chief Operating Officer



An example of one of the materials that's part of Wembley Stadium's Blow The Whistle campaign.



LOOKING AHEAD

OUR KEY WORKSTREAMS IN THE NEXT 12 MONTHS

Among the many initiatives we'll be working on in the next 12 months – in addition to the anti-discrimination work outlined on pages 28-30 – here are a few more areas we'll be focusing on under each priority:

PRIORITY 1: THE FA AND OUR CULTURE

- To continue to evolve our leadership/mentoring programmes;
- To enhance our 'employer brand' to broaden our appeal as a career destination to a more diverse audience;
- To deliver 'unconscious bias' training to every FA employee.

PRIORITY 2: THE ENGLAND TEAMS' SUPPORT STRUCTURE

- To provide ongoing BAME and female development programmes at all levels of the game, across men's and women's football. This will also build the talent pipeline for elite and national coaching roles;
- To continue to support our staff and players to deal with discrimination and be equipped to deal with incidents should they occur. Training, processes and guidance will be developed further to support our staff and players.

PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE

- To support our County FA network to drive equality, diversity and inclusion best practice through the Inclusion Advisory Groups (IAGs) and the new Football Leadership Diversity Code;
- To measure diversity and inclusion across the County FA network through a bespoke equality, diversity and inclusion scorecard.

PRIORITY 4: INCLUSION PROGRAMMES ACROSS THE GAME

LGBTQ+ engagement:

- To support the Stonewall Rainbow Laces campaign in November 2020 in partnership with County FAs, affiliated leagues/clubs, the Referees' Association and across women's football;

- To support LGBTQ+History Month in February 2021;
- To review football's current Trans Policy;
- To participate in the Pride Parade in London in June 2021 to demonstrate our continued support.

Black Lives Action Plan:

- To implement the strategy and actions recommended by our internal working group.

Mental health and wellbeing

- To launch The FA's Mental Health and Emotional Wellbeing Plan 2020/21 on World Mental Health Day in October 2020;
- To chair and participate in the UK-wide group committed to embedding a mentally healthy culture at all levels of the game, as a lasting legacy of the Heads Up campaign.

Asian inclusion and diversity in football:

- Deliver year 2 of the three year Bringing Opportunities to Communities: Phase 2 plan;
- To deliver specific communications and engagement interventions to drive participation of Asian communities across football.

Faith and football:

- To deliver an Open Iftar and Sukkah at Wembley Stadium, produce an enhanced Ramadan factsheet – and factsheets for all major religions in the context of football.

Refugees and football:

- To deliver refugee education workshops, create refugee-related factsheets for the football family and commission an academic audit of refugee football in England.





FOR ALL

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