



FOOTBALL LEADERSHIP DIVERSITY CODE RESULTS





■ ■ *Only 18 months ago Paul Elliott told me of his idea for a code that could drive change throughout football. We brought together leaders from across the game to create and then launch the FLDC and now it's great to see over 50 clubs reporting back on their first year's results. Despite the pandemic and the huge challenges of the last year, it's clear that real progress is being made. Whilst there is still a huge amount of work to do, industry practices have shifted and processes have been put in place to drive change. I would like to thank everyone involved and supporting the FLDC. ■ ■*

Mark Bullingham, Chief Executive Officer, The Football Association (The FA)



FOREWORD

Football has the power to bring people together from all backgrounds and walks of life.

For many years, English professional football has showcased diversity on the pitch, but this hasn't always been reflected off the pitch – whether that be in the game's senior leadership, team operations or coaching positions.

Collectively, we are determined to change that. Together, we are working to break down the barriers that have contributed to some groups being historically underrepresented in certain roles within the game.

The Football Leadership Diversity Code is fundamentally about ensuring equal access to opportunities for all. On the pitch, players have long lived in a meritocracy where they are judged on their skills and qualities each week. However in broader footballing structures, we know that recruitment

The Football Leadership Diversity Code was conceived in June 2020, while the country was in full lockdown and amidst the backdrop of tackling inequality becoming a global conversation.

It was evident through conversations with FA CEO Mark Bullingham that equality, diversity and inclusion was one of his top strategic priorities for the organisation, and it was clear that we must lead by example if we were to really positively impact the English game.

When creating the Code, we knew it had to hold The FA and the whole of English football to account, with all stakeholders wholly aligned.

We mirrored the principles of In Pursuit of Progress, The FA's equality, diversity and inclusion plan, which ran between 2018-2021. This was transformational for the organisation, but represented the start of a journey. Aspirational targets were

processes and transparency need to improve, and we need to make sure that we are doing everything we can to access the broadest talent pools possible.

Each signatory to the Code is committing to doing just that. They have pledged to create a more diverse workforce from the inside out, and from top to bottom.

It will no doubt take time and we will not see change overnight, but we are striving towards a common goal where what we see on the pitch is reflected off the pitch. We know that all the signatories to the Code are at different stages of their EDI journey and this is a first step, but in the future, we hope to consult with signatories to explore expanding the Code to other protected characteristics in the professional game. Despite a challenging year, these results show that not only can football help drive change, but that it is committed to doing so through action.

key, as the most important change in English football had to be the culture.

In my view, the Code represents the crucial, formal acknowledgment of underrepresentation in terms of ethnicity and gender across the game. Our collective aspiration in English football must be to build on this acknowledgement and embed these principles in every facet of our game, from communities to boardrooms.

It will not happen overnight, but by increasing transparency in recruitment and getting firm commitments from across the game, we will ensure that in the long-term, our game becomes truly representative of our modern society.

This report proves that progress is being made, but it's important that English football collectively does more in this crucial area to take it to the next level over the coming years.

Football has the power to bring people together from all backgrounds and walks of life.



Edleen John
International Relations,
Corporate Affairs, and
Co-Partner for Equality,
Diversity and Inclusion Director,
The FA

It was clear that we must lead by example if we were to really positively impact the English game.



Paul Elliott
Inclusion Advisory
Board Chair, The FA

SUMMARY

The Football Leadership Diversity Code – launched in October 2020 – is a pan-football programme which aims to ensure that the diversity we see on the pitch is better reflected off the pitch.

Football collectively set itself the challenge to make the industry more accessible and to recognise the value and skills of those who might have historically been excluded from some parts of the game. Our goal was to improve our recruitment processes to ensure that we reach the widest possible talent pool and ultimately diversify our non-playing workforce.

The response from across the game was fantastic, with 51 professional football clubs signing up to the Code since its inception. We hope that more will follow as English football continues its work towards shaping a game that is more representative of our wider society.

Unfortunately, the Code faced a challenging first season which saw the world come to a halt due to the COVID-19 pandemic. This difficult societal backdrop meant that many clubs and organisations had to furlough or lose employees altogether. In a year when fans watched the vast majority of games from home, and where clubs battled with reduced incomes, the recruitment market was significantly suppressed.

Despite the challenging backdrop, the first annual results from the Code show promise. During its first year, 18% of senior management hires across football were Black, Asian or Mixed Heritage. This is a significant achievement when the Government's McGregor Smith Review (2020) highlights that only 6% of top management jobs in the UK are held by those with a Black and Minority Ethnic background.

Likewise, the number of senior coaches hired from a Black, Asian and Mixed Heritage background accounted for around 28% of hires – far exceeding our 10% target. There is still clearly more work to do in other areas of the Code where football didn't reach its collective targets, but overall these results represent a solid platform on which we hope to build.

The targets in the Code are explicitly focused on recruitment; they are not absolute representation targets. This allows us to measure the momentum of change taking place immediately, rather than solely focusing on longer-term representation goals. It also enables us to meet clubs wherever they are on their Equality, Diversity and Inclusion (EDI) journey, recognising that they are all at different stages with varying levels of diversity within their current workforces. The downside to this approach is that comparing clubs solely on their recruitment targets will not give a full picture of the diversity at a club. However, we encourage readers to learn more about each club's EDI plans and broader commitments to diversity beyond the Code.

Overall, given that a number of signatories began from a standing start with regards to implementing diversity-focused recruitment targets or creating an EDI plan, this a positive start in a difficult first year.

As we move towards year two, we look forward to seeing this momentum develop as clubs refine and enhance their recruitment practices, processes and diversity monitoring data collection.

We are delighted that football has collectively created a platform on which we must now build in the years to come.

■ ■ We have supported the development of the Code from the outset because it showed a clear signal of intent from football to set the future direction for building a more inclusive game. It has been great to see so many clubs and organisations commit to recruitment targets. We need to build on a positive start and drive long-term change in the way that people access opportunities in the football industry, so that it becomes more representative of the people who play and watch the game. ■ ■

Sanjay Bhandari, Chair, Kick It Out



■ ■ *The Premier League is proud to support the Football Leadership Diversity Code, which is now embedded within the existing work being undertaken by all our clubs to improve representation and tackle inequality. There should be no barrier to opportunities and we are pleased to be making progress and achieving our targets. However, there is more that can be done and this Code represents an important collective commitment as football continues to work together to create long-term change and embed greater diversity across all areas of the game.* ■ ■

Richard Masters, Chief Executive, Premier League

THE CODE

Football is constantly evolving, and we want to ensure that the makeup of the game better reflects the diverse communities in our country. Whilst we have seen some progress on the pitch with improvements in relation to gender and ethnic diversity, we recognise that senior roles within clubs and the support structures off the pitch have not advanced at the same pace.

The Code sees The FA, FA Women's Super League, FA Women's Championship, Premier League and English Football League (EFL) come together with clubs across the men's and women's game to commit to embedding greater diversity across senior leadership teams, team operations and coaching setups. This will be achieved by implementing best practice recruitment processes, implementing recruitment targets, and increasing accountability and transparency.

Hiring remains focused on merit, with the aim always being to find the best person for the job. However, signatory organisations are encouraged to ensure that they search for the best person for the role in broader and more diverse talent pools. This is not about tokenism or box ticking. Instead, it's about making sure that we move away from recruitment practices based on personal networks, which is a longstanding challenge across football and an approach which has negatively impacted the levels of diversity in certain areas of the game.

Signatories to the Code agreed to five common principles. These are:

- Our organisation will champion diversity across both ethnicity and gender
- Our coaching staff should reflect the professional playing base of diversity
- Our senior leadership and team operations' diversity should match the local population's diversity
- Our recruitment will be based on merit whilst ensuring a diverse pool of candidates
- Our club will have an Equality, Diversity and Inclusion (EDI) plan with targets, reporting annually and supported by data collection

Clubs also pledged to create an EDI plan which delivers the principles of the Code and the ambition to meet the targets below. It was agreed that clubs could, where necessary, use the 2020/21 season to evaluate data and create their EDI plans to publish ahead of the 2021/22 season. If in any one year clubs are unable to achieve any of the targets listed below, they can explain why as part of their EDI plan and annual reporting. Later in this report, you will see the updates from each individual signatory.

SENIOR LEADERSHIP AND TEAM OPERATIONS

15%

of new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

30%

of new hires will be female

COACHING: MEN'S PROFESSIONAL CLUBS

25%

of new hires will be Black, Asian or of Mixed Heritage

10%

of new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING: WOMEN'S PROFESSIONAL CLUBS

50%

of new hires will be female

15%

of new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT

Shortlists for interview will have at least one male and one female Black, Asian or of Mixed Heritage candidate, if applicants meeting the job specifications apply.



■ ■ *The Football Leadership Diversity Code is a significant step towards creating an equal game that is better representative of our society. I'm pleased that a number of FA Women's Super League and FA Women's Championship clubs have signed up and are showing progress, and I hope more clubs become signatories in future and show their commitment towards making our game more inclusive.* ■ ■

Dawn Airey, Chair, FA Women's Super League and FA Women's Championship Board

RESULTS

The Football Leadership Diversity Code was launched in October 2020, and 42 football clubs signed up at its inception alongside The FA and Premier League. By the end of the first reporting year, this had risen to 51 clubs, football authorities and seven recruitment agencies.

A. Collective Football Results

For many clubs who signed up to the Code, the collection of data needed for submission as signatories was a challenge. Many clubs' current recruiting systems did not support the collation or delivery of the diversity data required. We hope that going through this process in year one has helped clubs understand where they might need to invest to make this a simpler process moving forward. It is important to recognise and applaud the fact that nearly all clubs have done their best to uphold their commitment as signatories by working through the data required. Our independent data collection agency, Sparkler, received and processed the data from the signatories and subsequently provided the overview for this report.

The results represent hires between the period of 1 September 2020 to 31 August 2021, and we will continue to use this annual reporting window in future years. It should be noted that in this inaugural year, we only have 10 months of data from the date signatories signed up, given the Code launched on 27 October 2020.

When reviewing the data, we have split the collective results into football clubs and football authorities, along with providing a full football collective average. As previously detailed, the Code specifically focuses on recruitment data rather than overall representation data. This was a deliberate first step to start to drive change immediately, rather than setting an absolute representation target which would require significant lead time, particularly for those clubs and organisations that hadn't previously focused in any significant way on diversity. We've been clear that the Code is a starting point. Individual clubs and football bodies may already have their own representation targets or targets for other protected characteristics or areas of EDI focus. We would encourage the inclusion of representation targets as part of each organisation's EDI plans but recognise that everyone is at a different stage of their journey and starting from a different baseline. The one thing we can all impact is recruitment, and that's the area of focus for this Code.

In future years, we'll aim to better understand the broader representation landscape and, in time and following consultation with our signatories, may also look at expanding the targets within the Code.



The collective results across football, noting coaching figures for the football authorities only refer to The FA, are as follows:

■ Target reached
 ■ Close to target – within 5%
 ■ Target not reached

| Code Segment | Targets | Clubs | FA/PL/EFL | Collective Football Average |
|----------------------------------|---|--------------|--------------|-----------------------------|
| SENIOR LEADERSHIP TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 17.8% | 20.0% | 17.9% |
| | 30% of our new hires will be female | 19.8% | 40.0% | 20.8% |
| TEAM OPERATIONS TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 11.3% | 21.4% | 11.9% |
| | 30% of our new hires will be female | 25.5% | 50.0% | 27.8% |
| COACHING - MEN'S CLUBS TARGETS | 25% of our new hires will be Black, Asian or of Mixed Heritage | 20.8% | 50.0% | 21.2% |
| | 10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage | 26.4% | 66.7% | 27.8% |
| COACHING - WOMEN'S CLUBS TARGETS | 50% of our new hires will be female | 43.8% | 83.3% | 46.1% |
| | 15% of our new hires will be Black, Asian or of Mixed Heritage | 11.5% | 0.0% | 10.8% |

Collectively, football met two of the targets of the Code: senior Black, Asian or Mixed Heritage men's game coaches and Black, Asian or Mixed Heritage senior leadership hires. However, we can see that other targets are within reach and progress is being made. Individual clubs have succeeded in meeting targets, which should provide inspiration and motivation to other clubs, sports and sectors – particularly when achieved against a challenging societal backdrop.

These are percentages, so it is useful to provide some context on absolute numbers to give a fuller picture of the collective impact of the Code:

- 58 of 273 (21%) of coaches hired in the men's game came from a Black, Asian or Mixed Heritage background. So, with 54 football signatories to the Code, on average that is over one Black, Asian or Mixed Heritage coach being hired per club.

- 25 of 86 (29%) of senior coaches hired in the men’s game came from a Black, Asian or Mixed Heritage background. This is particularly positive to see. At the Code’s inception we created a specific target for senior coaching positions because of concerns that hires would be to junior roles and it appears that clubs are meeting this challenge.
- 37 of 207 (18%) of those hired in senior leadership positions across the game came from a Black, Asian or Mixed Heritage background, exceeding the targets. This is encouraging when the Government’s McGregor Smith Review (2020) highlights that only 6% of top management jobs in the UK are held by those with a Black and Minority Ethnic background.

This is just the start, and we hope that we can build on these successes in future years. Whilst we have highlighted the progress made, we also acknowledge that there are opportunities to do more to ensure we progress further.

- 47 of 102 (46%) of coaches in the women’s game were female. Whilst this is not far from the 50% target, is seen as a key development strand of building better representation in the women’s game and needs further work. Whilst this is not far from the 50% target, it is seen as a key development strand in building better representation in the women’s game and needs further work.
- 134 of 1126 (12%) of team operations hires came from a Black, Asian or Mixed Heritage background. In light of the comparatively large number of hires this season in this category, this is an area where we would have hoped to see more collective progress.

Football Shortlists

There was not a specific numerical or percentage target in the Code for recruitment shortlists. However, clubs pledged that, where a candidate meeting the job requirements came from a Black, Asian or Mixed Heritage background, a minimum of one candidate would appear on the shortlist.

Furthermore, if a female Black, Asian or Mixed Heritage candidate applied and met the job requirements, they too would appear on the shortlist. This was in recognition of the lack of representation – particularly of females from Black, Asian or Mixed Heritage backgrounds – and in line with our aim of embedding recruitment practices to increase access to opportunities for underrepresented groups.

B. Recruitment Partners’ Results

Alongside clubs and football authorities, we also asked recruitment organisations to sign up to the Code. As signatories, they not only pledged to share their knowledge on best practice recruitment processes, but also demonstrated the same commitment as clubs and football authorities by providing transparency on the data of how they recruited within their own organisations.

■ Target reached

| Code Segment | Targets | Recruiters |
|---------------------------|--|------------|
| SENIOR LEADERSHIP TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 25.0% |
| | 30% of our new hires will be female | 66.7% |
| TEAM OPERATIONS TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 23.5% |
| | 30% of our new hires will be female | 76.5% |

■ ■ *We are particularly proud of hitting our recruitment targets for the numbers of females within women's coaching, team operations and senior leadership. Our focus is now on increasing equality of opportunity for male and female Black, Asian and Mixed Heritage candidates and ensuring that we start to reflect our modern and diverse community.* ■ ■

**Zoe Brough, Human Resources Director,
Wolverhampton Wanderers**

C. Individual Results

Many sectors faced significant operational challenges in 2020 and football was no exception. Particularly for those football organisations that had not yet truly started their EDI journey, this was a challenging time to begin. These challenges are reflected in the number of clubs that succeeded in meeting the pledges and targets. Across the board, only one target – the target of hiring over 50% female coaches for female teams – was achieved by over half of the signatories.

However, we should bear in mind that judging individual clubs on their targets over one year – particularly such a challenging one – is difficult.

Additionally, as previously mentioned, we are focusing on recruitment targets rather than absolute representation targets.

Each club will have their own EDI plans and if they already have a diverse workforce, they may not need to meet the target in a specific role to meet their current diversity representation targets. That being said, we see this Code as cumulative and are therefore already looking ahead to what the picture might look like when we move away from the more binary options of the first year to review recruitment data year-on-year.

Nearly all Code signatories found it hard to meet all of the targets. Huge recognition should be given to those who met many of their goals under difficult circumstances, and the commitment and support for the process shown by nearly all signatories has been noted and warmly welcomed. Our firm desire is to continue to support all signatories in their efforts to meet the Code's targets and to encourage those who are yet to sign up to consider doing so to be part of this collective drive for change.

| Code Segment | Targets | Percentage of clubs and football authorities meeting the target |
|----------------------------------|--|---|
| SENIOR LEADERSHIP TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 43% |
| | 30% of our new hires will be female | 32% |
| TEAM OPERATIONS TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 33% |
| | 30% of our new hires will be female | 42% |
| COACHING - MEN'S CLUBS TARGETS | 25% of our new hires will be Black, Asian or of Mixed Heritage | 30% |
| | 10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage | 48% |
| COACHING - WOMEN'S CLUBS TARGETS | 50% of our new hires will be female | 55% |
| | 15% of our new hires will be Black, Asian or of Mixed Heritage | 23% |

2020/21 FLDC SUMMARY



AFC Bournemouth

SENIOR LEADERSHIP TARGETS

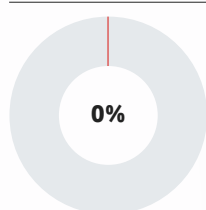


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

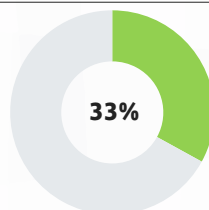


30% of our new hires will be female

TEAM OPERATIONS TARGETS

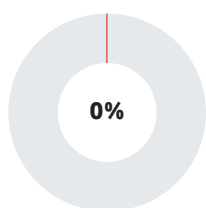


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

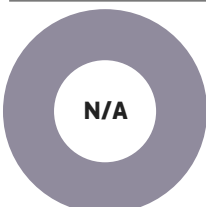


25% of our new hires will be Black, Asian or of Mixed Heritage

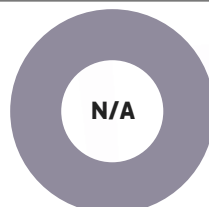


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

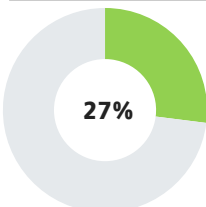


50% of our new hires will be female

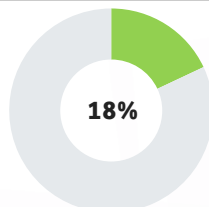


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

AFC Bournemouth signed up to the Football Leadership Diversity Code in November 2020. The data reported as part of the reporting phase of the FLDC is based on the timeframe of 1 September 2020 to 31 August 2021. The club started monitoring recruitment data in the 2018/19 season and currently holds the Advanced Level of the Premier League Equality Standard (PLES). AFC Bournemouth actively encourages applications from Black, Asian or of Mixed Heritage candidates and shortlisted all applicants from these backgrounds who applied and met the job specifications within the 2020/21 season.

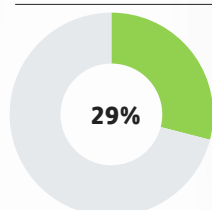


2020/21 FLDC SUMMARY

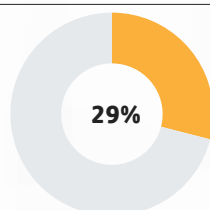


Arsenal

SENIOR LEADERSHIP TARGETS

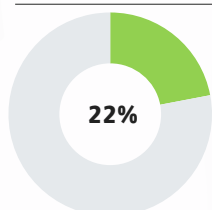


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

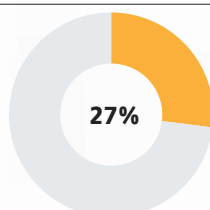


30% of our new hires will be female

TEAM OPERATIONS TARGETS

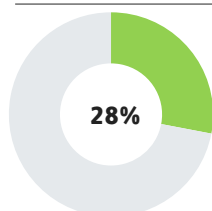


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

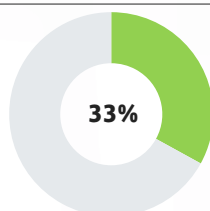


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

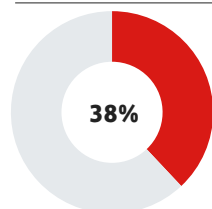


25% of our new hires will be Black, Asian or of Mixed Heritage

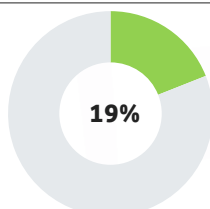


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

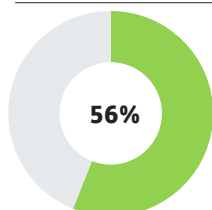


50% of our new hires will be female

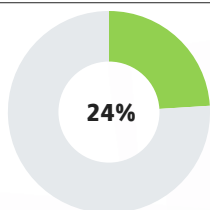


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We have always understood how football and Arsenal has the power to break down barriers and bring people together through a common love of the game and the Club.

Ensuring equality and diversity is at the heart of Arsenal is a priority and we know, like so many organisations, we are on a journey of improvement and have lots more to do.

Since 2008, we have run the 'Arsenal for Everyone' programme to underpin our commitment to and celebration of the diversity of the Arsenal family.

Our aim is to create a more diverse workforce that feels a strong sense of family and which reflects the community we represent.

Signing up to the Football Leadership Diversity Code has been another step along our journey. It has provided us with demanding targets and

ensures our focus remains on the actions required to drive meaningful change. This has resulted in progress in Black, Asian and Mixed Heritage representation across our Club. However, we need to do more work to attract women to senior positions. This is a challenge faced across the game and is something we continue to have at the heart of our strategy.

We also understand that coaching and support structures off the pitch do not fully reflect the increasing gender and ethnic diversity seen on the pitch and this continues to be an area of focus for us all.

We continue to keep a sharp focus on increasing diversity across our Club. We strongly believe that a diverse workforce across all aspects of our operations is essential for our future success on and off the pitch.

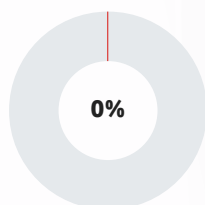


2020/21 FLDC SUMMARY

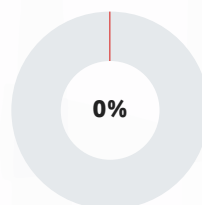


Aston Villa

SENIOR LEADERSHIP TARGETS

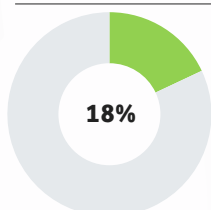


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

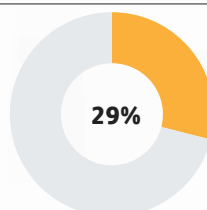


30% of our new hires will be female

TEAM OPERATIONS TARGETS

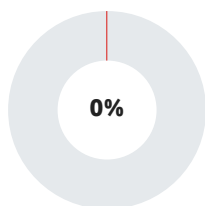


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

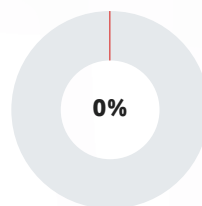


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

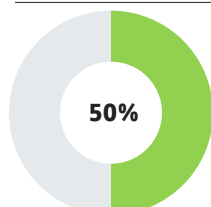


25% of our new hires will be Black, Asian or of Mixed Heritage

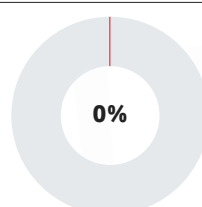


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

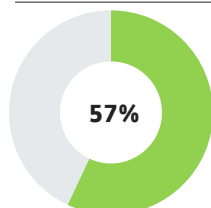


50% of our new hires will be female

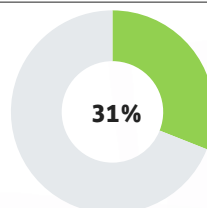


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Aston Villa is fully committed to increasing and supporting employment opportunities across the Club from a diverse talent pool, which is representative of our local area. We are proud to be located in a diverse city but recognise that this is not currently reflected in our staffing demographics in certain areas of the Club. We also recognise that we are producing this data against a unique context spanning the past 12 months; the worldwide COVID-19 pandemic has clearly had an unprecedented impact upon our Club's recruitment and staff turnover levels. However, we will use this data as a benchmark for future seasons and welcome wider transparency across the football sector, particularly within coaching and leadership. This information enables us to have a deeper understanding of barriers to opportunity across our recruitment and selection processes. Whilst the data indicates that we have met targets in identified categories, we will continue to drive forward our agenda to widen opportunities and participation for all. The

Club has implemented an Equality Delivery Plan to help shape, monitor and challenge the Club to make significant progress in the short and long-term. The Club is striving towards a culture whereby internal talent is developed, nurtured and encouraged to progress. The Club recently achieved the Preliminary Level of the Premier League Equality Standard and is continuing to drive equal opportunities through its commitment to Women in Football's 'Get Onside' initiative. There are also several active coaching initiatives, which the Club are fully supporting, to enable opportunities for Black, Asian and of Mixed Heritage individuals (Coach Core Apprenticeships, Coaching Sector Skills Academy, FA BAME Work programme, ECAS Scheme). During season 2020/21, the Club has recently reviewed and transformed our approach to recruitment and selection to ensure we are treating every applicant in a fair, inclusive and consistent manner.

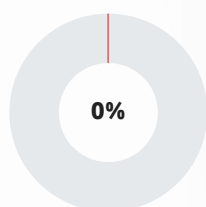


2020/21 FLDC SUMMARY

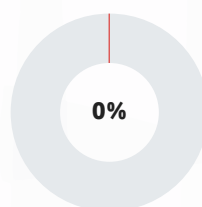


Blackburn Rovers

SENIOR LEADERSHIP TARGETS

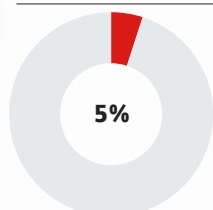


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

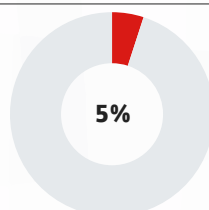


30% of our new hires will be female

TEAM OPERATIONS TARGETS

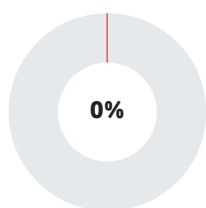


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

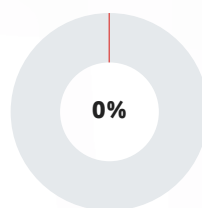


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

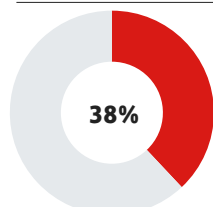


25% of our new hires will be Black, Asian or of Mixed Heritage

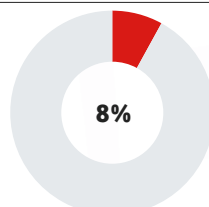


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

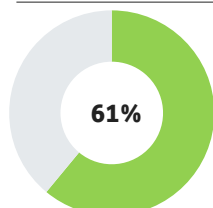


50% of our new hires will be female

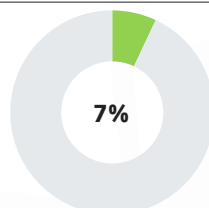


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

"One Town, One Team, One Community, #OneRovers" Blackburn Rovers is committed to ensuring everyone is welcome and recognises it has an active role to play in ensuring we value and encourage diversity, promote inclusion and address discrimination where it exists. Equally, all associated with the club have an active role to play in contributing to delivering our objectives in order to increase diversity and develop a culture of inclusion where individuals can thrive. Over the years, we have implemented a number of activities to support and promote our commitment to diversity including staff training, promoting equal opportunity and reinforcing our equality commitment on all our job adverts. In addition, we have

undertaken a number of positive action initiatives designed to support our recruitment strategy with underrepresented groups in the football industry, as well as achieving the Equality Code of Practice for our efforts and commitment. Whilst we have reached a number of our strategic objectives, we recognise managing diversity is a continuous process for which we must measure and evaluate our interventions and initiatives in order to create sustainable change in supporting all individuals regardless of ethnicity or background. With that being said, the data published allows us to shape the club's priorities in order to focus on both short and long term progression."

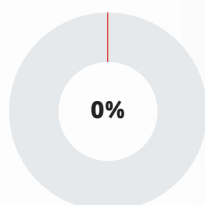


2020/21 FLDC SUMMARY

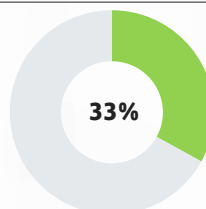


Bolton Wanderers

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

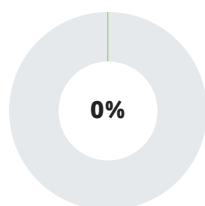


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

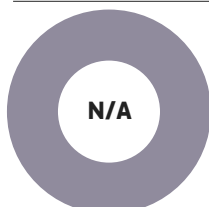


25% of our new hires will be Black, Asian or of Mixed Heritage

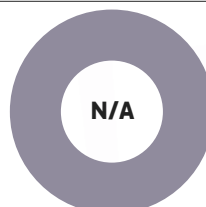


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

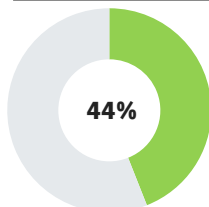


50% of our new hires will be female

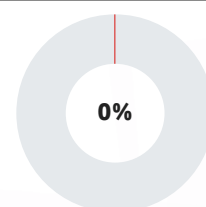


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Bolton Wanderers Football Club were on the verge of collapse two years ago. Following the takeover by Football Ventures and the journey out of administration the Club is beginning the rebuilding. A new Management Team is now emerging and there is the appointment of a new CEO who is committed, along with the board to the importance of EDI, which through a new working group will be embedded into the culture and operations of the Club.

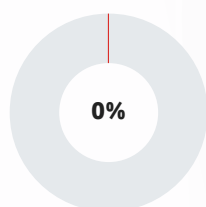


2020/21 FLDC SUMMARY

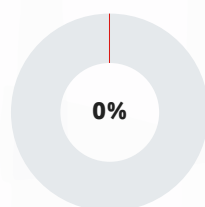


Brentford

SENIOR LEADERSHIP TARGETS

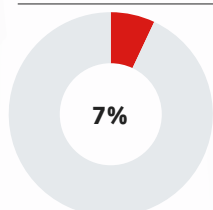


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

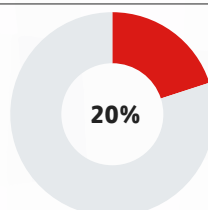


30% of our new hires will be female

TEAM OPERATIONS TARGETS

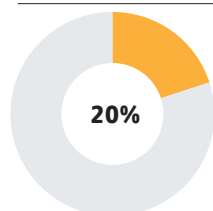


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

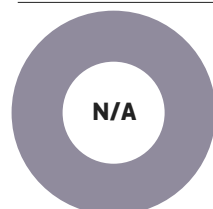


25% of our new hires will be Black, Asian or of Mixed Heritage

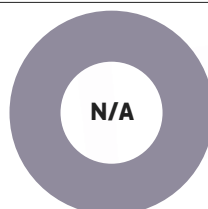


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

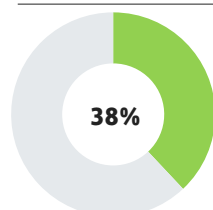


50% of our new hires will be female

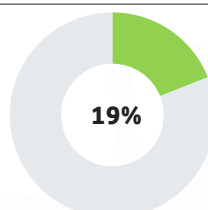


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Brentford FC has made a public commitment to putting inclusion at the heart of all we do. Through this commitment, we have revamped our recruitment systems to be more inclusive and fair and anecdotally, this has already yielded results with more diverse people being hired by the Club in recent times. As a reflection of this we now have one of the most ethnically diverse boards in sport. However, our current club

HR system does not have the capacity to generate the diversity data we need for the reporting element of The FA's Football Leadership Diversity Code. With the advent of promotion to the Premier League, the Club have committed the resources to updating to a new HR system this season and the relevant diversity data will be available for improved analysis and publishing in 2022.

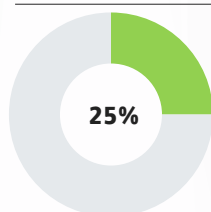


2020/21 FLDC SUMMARY

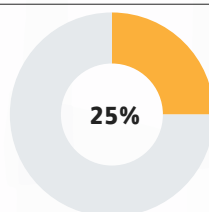


Brighton & Hove Albion

SENIOR LEADERSHIP TARGETS

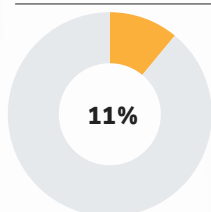


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

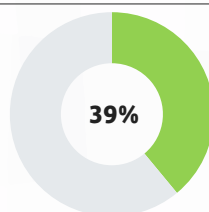


30% of our new hires will be female

TEAM OPERATIONS TARGETS

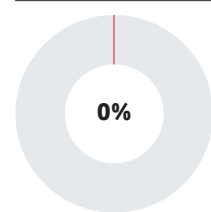


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

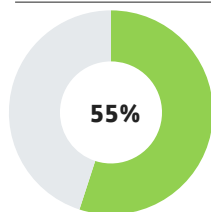


50% of our new hires will be female

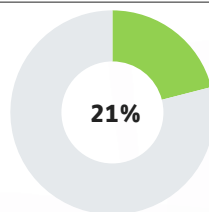


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

The 2020/21 season for all football clubs was dominated by the global Covid-19 pandemic. Staff turnover in coaching areas was low and we recruited for just two roles in the men's coaching area and none in the women's area. This meant that it was not possible to attain our recruitment diversity targets for coaching. We did however meet our recruitment ethnic diversity target in respect of new hires in senior leadership despite the overall number of new hires being low (four in total). We narrowly missed our target in respect of female new hires (attained 25% versus a target of 30%) into senior leadership however the data does not show other achievements linked to female progression such as the appointment of three women onto club boards during the past 12 months. Recruitment was busier in the Team Operations area of the business, and we exceeded our target for recruitment of females

(attained 39% versus a target of 30%). We narrowly missed our ethnic diversity recruitment target in the Team Operations area (attained 11% versus a target of 15%) but the data is encouraging and our attainment aligns with our local demographic. As a club, we recognise that moving the dial in terms of diversity and under-representation will take time and as such we are taking a long-term approach. An example of this approach is the development of a 10-year strategy as part of our overarching EDI plan which focuses specifically on the development of pathways into coaching for Black, Asian and Mixed Heritage candidates and women. The strategy has the aim of creating opportunities and identifying talent from under-represented groups at all levels of the coaching pathway.

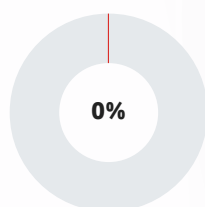


2020/21 FLDC SUMMARY

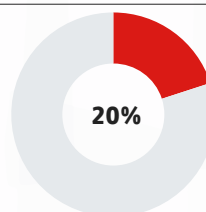


Burnley

SENIOR LEADERSHIP TARGETS

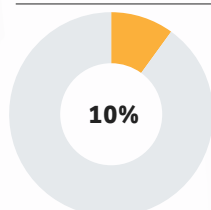


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

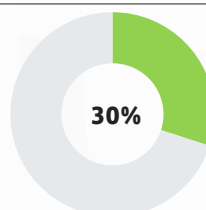


30% of our new hires will be female

TEAM OPERATIONS TARGETS

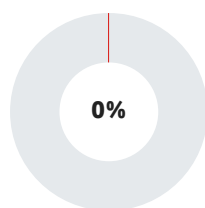


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

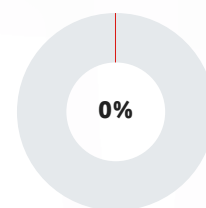


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

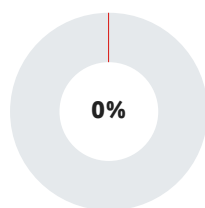


25% of our new hires will be Black, Asian or of Mixed Heritage

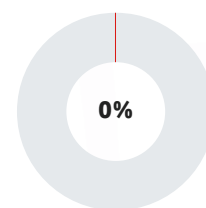


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Burnley Football Club signed up to the Football Leadership Diversity Code (FLDC) in October 2020. The club's immediate pledge to the Code formed as part of the club's longstanding commitment to lead the way towards greater diversity, representation, and inclusion across all elements of the men's and women's game. We feel it is our collective responsibility to address inequalities in the game, the FLDC is an opportunity to lead with transparency and enable the club to recognise achievements and review progress for the season ahead.

For the 2020/21 season, the club appointed five senior leaders of which 20% were female; From the 30 positions recruited across Team Operations, 30% of new hires were female and 10% ethnically diverse.

Over the 2020/21 season the club also outlined its plan to professionalise

the women's team as part of the women's football strategy; the entire Burnley FC Women's operation became its own entity and is now operated as part of the club, benefiting from greater integration and investment.

Overall, recruitment activity for Burnley Football Club for the 2020/21 season was limited due to the global pandemic. The club is currently reviewing data permissions and segmentation of recruitment data in order to demonstrate performance and publish results for this section.

As a club we take pride in being on track to achieve our Senior Leadership and Team Operations targets. We acknowledge that there is room for improvement and are whole heartedly committed to progressing further as a club in all areas of equality, diversity, and inclusion.

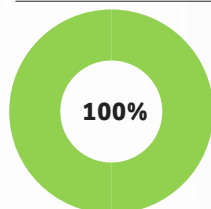


2020/21 FLDC SUMMARY

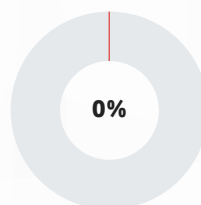


Burton Albion

SENIOR LEADERSHIP TARGETS

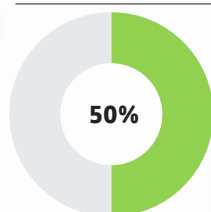


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

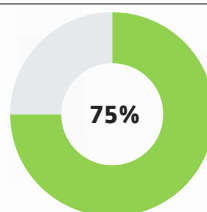


30% of our new hires will be female

TEAM OPERATIONS TARGETS

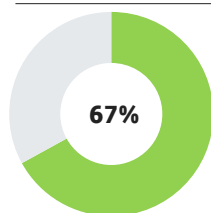


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

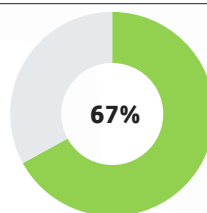


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

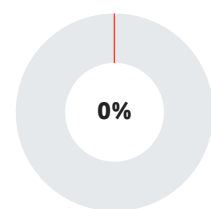


50% of our new hires will be female

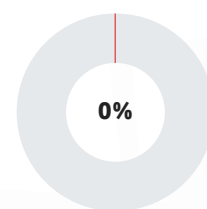


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Season 2020/21 has been full of challenges but also opportunities. Over the course of the season, given the situation we found ourselves in due to the pandemic, we are pleased with our progress against the targets set. We have aspirations and plans to really look at developing our female coaching staff in the women's teams for the new season as well as ensuring we have robust recruitment processes for all areas. As a Club we have always prided ourselves in giving opportunities to people from all backgrounds and experiences. This has continued to be the case for season 2020/21 and being representative of our community will continue to be a priority for our Club.

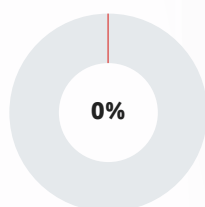


2020/21 FLDC SUMMARY

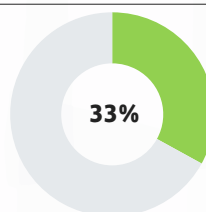


Cambridge United

SENIOR LEADERSHIP TARGETS

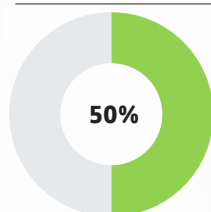


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

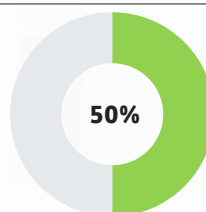


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

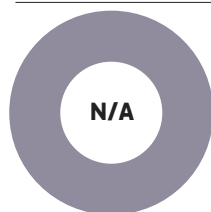


25% of our new hires will be Black, Asian or of Mixed Heritage

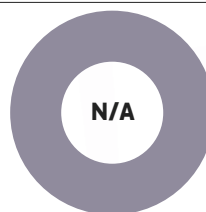


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

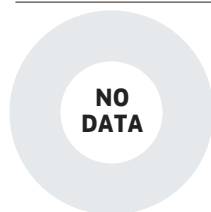


50% of our new hires will be female

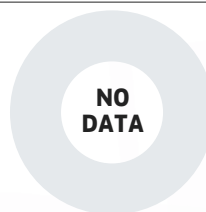


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Cambridge United is committed to reaching its FLDC targets, which forms part of the club's wider commitment to EDI. It is a firm focus of the club, starting at the very top.

We have created a sub-group of the Board to consider how we can improve on all aspects of our plans to further improve our efforts in relation to ED & I. The club has successfully recruited under the PL and EFL Player to Coach Scheme and both the club and Community Trust are doing more than ever to reach all parts of our community and to show leadership in this area.

We have implemented a plan to collect equality data for recruitment which will enable us to identify any areas of under-representation or potential inequalities.

The 2021/22 EFL Code of Practice Final Assessment Report states that the club's submission showed "honest and constructive self-assessment, leadership, organisation and commitment to complete as much evidence as reasonably possible, at a time whereby the club faced many additional operational challenges.

"Evidence presented by the club is above the minimum requirement and strong in terms of quality, relevance and reflective of collaborative working."

We have found the process of working with the FLDC team really constructive and helpful. We look forward to working with them again this year.

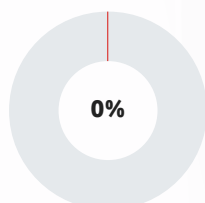


2020/21 FLDC SUMMARY

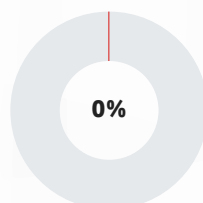


Charlton Athletic

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

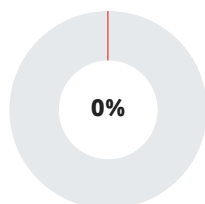


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

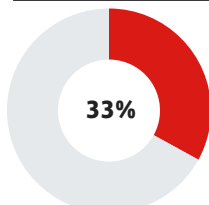


25% of our new hires will be Black, Asian or of Mixed Heritage

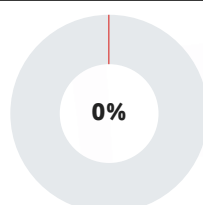


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

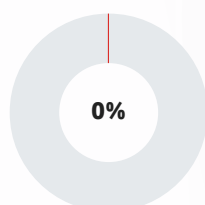


2020/21 FLDC SUMMARY

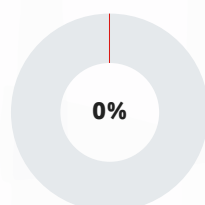


Chelsea

SENIOR LEADERSHIP TARGETS

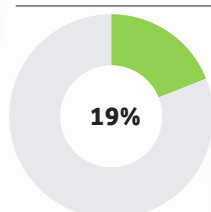


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

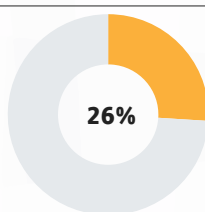


30% of our new hires will be female

TEAM OPERATIONS TARGETS

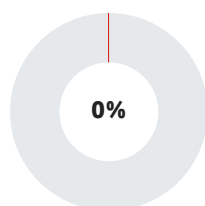


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

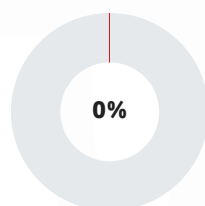


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

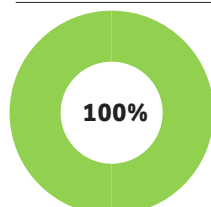


25% of our new hires will be Black, Asian or of Mixed Heritage

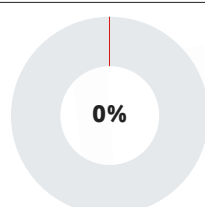


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

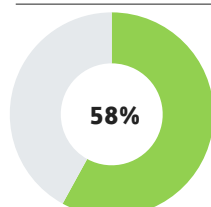


50% of our new hires will be female

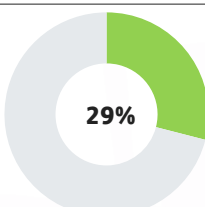


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Chelsea Football Club signed The FA Football Leadership Diversity Code (FLDC) in 2020. As an advanced level club within the Premier League Equality, Diversity, and Inclusion Standard the club has been focussed for a number of years on creating a culture of diversity and inclusion. Each area of the club has a plan in place covering all aspects of EDI for our employees, fans, and visitors. Our talent acquisition and recruitment strategy is designed to encourage applications from a wider range of talent pools and supports candidates from a variety of backgrounds, skill sets and experiences. As part of the wider football community, we want to demonstrate and ensure we have an open, fair, and consistent approach to recruitment. The club has developed a robust applicant tracking system with clear reporting which provides significant detail on every step of the recruitment lifecycle from application to job offer. Where the club has

not met the FLDC targets there will be several factors which need to be considered, such as, volume of actual job vacancies and having a strong mix of qualified candidates applying for those vacancies. Within our senior leadership population, we have had no vacancies to fill in this FLDC review period. Similarly, in senior men's coaching we have hired only the Men's Team Head Coach and his senior coaches during the review period and for reasons of confidentiality this was a closed process. All other roles are advertised and promoted via our careers website and filled through our standard recruitment process. The club also reserves the right to promote internally where an employee has been developed to take a more senior role. The Code does not require reporting on these promotions, but these are monitored to ensure fairness against all nine protected characteristics.

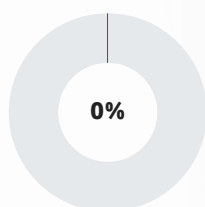


2020/21 FLDC SUMMARY

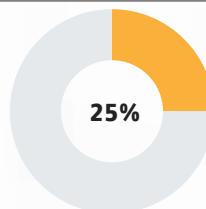


Cheltenham Town

SENIOR LEADERSHIP TARGETS

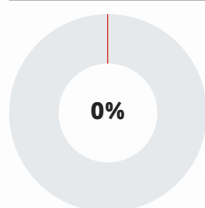


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

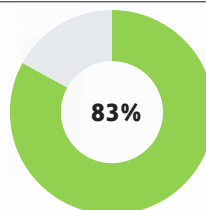


30% of our new hires will be female

TEAM OPERATIONS TARGETS

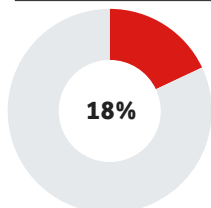


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

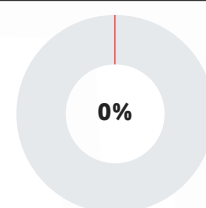


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

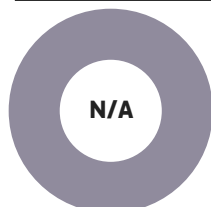


25% of our new hires will be Black, Asian or of Mixed Heritage

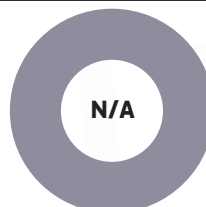


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

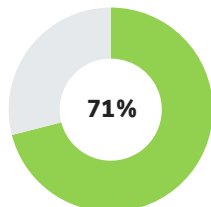


50% of our new hires will be female

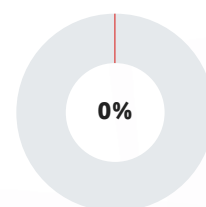


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We have not undertaken a great deal of recruitment in the past 12 months for various reasons, such as the stability of the current coaching team and issues related to COVID-19. As a club we continue to find it difficult to recruit Black, Asian and Mixed Heritage candidates from within the local demographic of Cheltenham and other parts of North Gloucestershire, which is up to 94% white according to the latest available data. However,

we have begun advertising to a wider audience for certain roles through The FA's new job portal and we have also recruited a new full-time academy coach through the Premier League Player to Coach Scheme for Black, Asian and Mixed Heritage former players. We remain committed to equality and diversity and will continue to ensure that our recruitment process for job vacancies is transparent and inclusive.

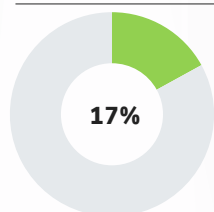


2020/21 FLDC SUMMARY

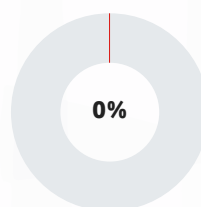


City Football Group (Manchester City)

SENIOR LEADERSHIP TARGETS

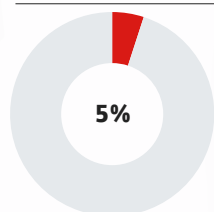


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

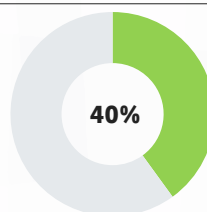


30% of our new hires will be female

TEAM OPERATIONS TARGETS

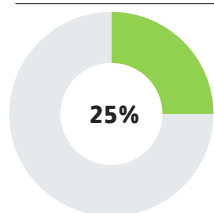


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

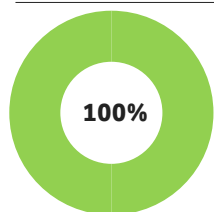


25% of our new hires will be Black, Asian or of Mixed Heritage

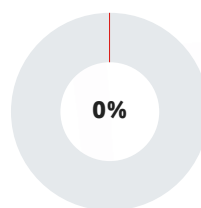


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

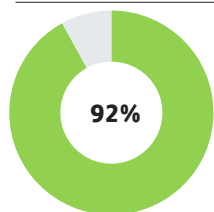


50% of our new hires will be female

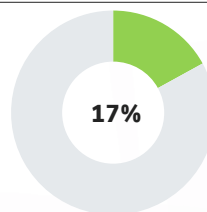


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Manchester City has reinforced its long term and ongoing commitment to enhancing diversity across senior leadership positions, broader team operations and coaching roles through its participation in The FA's Football Leadership Diversity Code.

Over the past twelve months the Club has made progress within five of the eight target areas outlined in the Code through appointments to roles across each of the four Code segments which include: leadership, team operations and men's and women's coaching.

There is however much more to do, and whilst long term change will take time, work is already underway to ensure more of the Code's targets are met in the future.

The Club continues to provide opportunities for all employees to develop their own careers through access to various learning and development programmes, with a view to creating a diverse group of future leaders within the organisation.

Alongside this and throughout the 2021/22 season, the Club will use its existing EDI plan that is closely aligned with the Premier League EDI Standard - for which Manchester City was awarded the Advanced Level in 2018 - to ensure the foundations established in the first year of the Code are built upon to deliver lasting change.

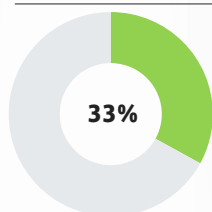


2020/21 FLDC SUMMARY

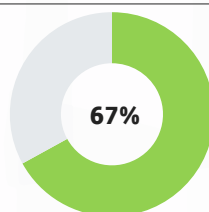


Coventry City

SENIOR LEADERSHIP TARGETS

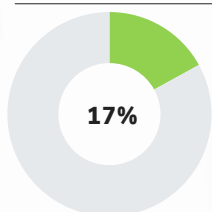


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

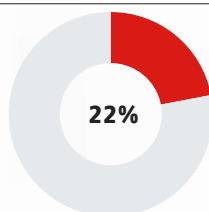


30% of our new hires will be female

TEAM OPERATIONS TARGETS

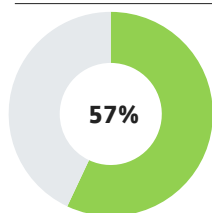


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

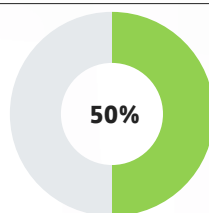


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

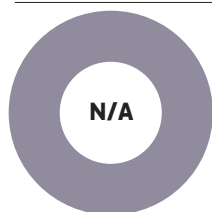


25% of our new hires will be Black, Asian or of Mixed Heritage

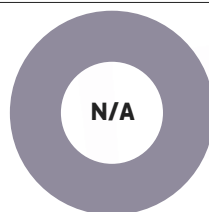


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

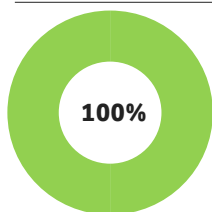


50% of our new hires will be female

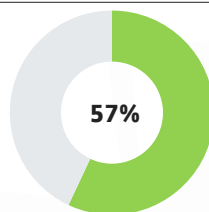


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We have exceeded the majority of our targets and feel comfortable that our Safer Recruitment process is open to all candidates qualified to perform the role, irrespective of their gender, race, age etc. Our senior leadership roles rarely become available due to long standing employees and low staff turnover in these positions.

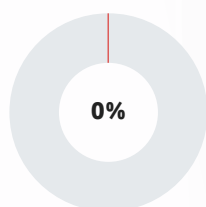


2020/21 FLDC SUMMARY

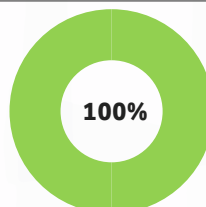


Coventry United

SENIOR LEADERSHIP TARGETS

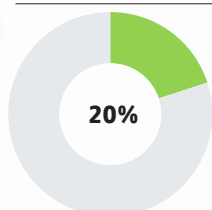


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

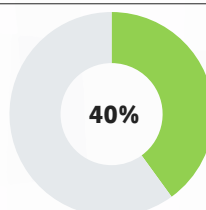


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

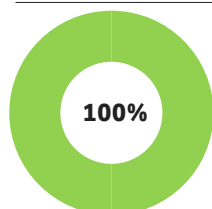


25% of our new hires will be Black, Asian or of Mixed Heritage

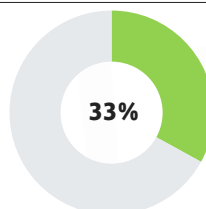


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

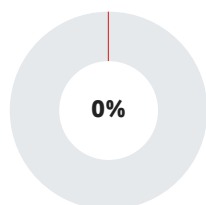


50% of our new hires will be female

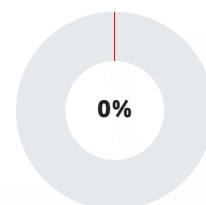


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

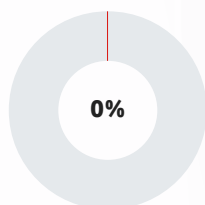


2020/21 FLDC SUMMARY

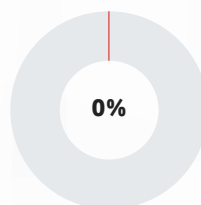


Crystal Palace

SENIOR LEADERSHIP TARGETS

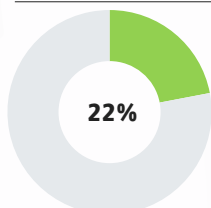


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

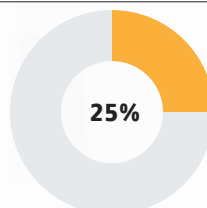


30% of our new hires will be female

TEAM OPERATIONS TARGETS

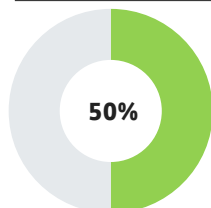


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

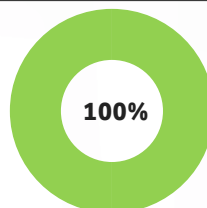


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

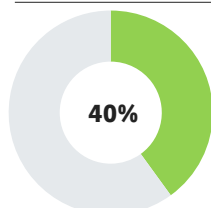


50% of our new hires will be female

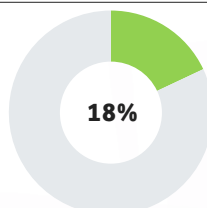


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

At Crystal Palace Football Club we are proud to be an Equal Opportunities employer and our robust recruitment process ensures equality of opportunity for all. Our recruitment figures for the 20/21 season were very positive and we are pleased to report on such encouraging figures for the first year of the FLDC. The most significant achievement for the Club is that we exceeded our targets with regards

to men's coaching in that 50% of all new hires were Black, Asian or of Mixed Heritage. At Crystal Palace Football Club we believe diversity within the workforce is key to successful business performance and culture. During the 21/22 season we will continue to strive towards exceeding our targets outlined in the FLDC pledge.

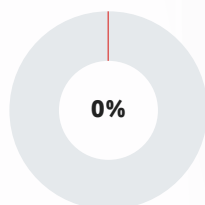


2020/21 FLDC SUMMARY

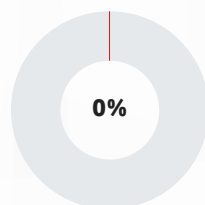


Derby County

SENIOR LEADERSHIP TARGETS

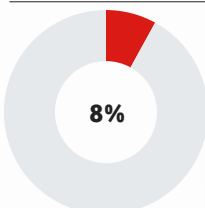


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

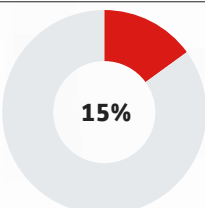


30% of our new hires will be female

TEAM OPERATIONS TARGETS

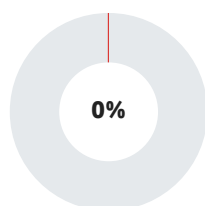


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

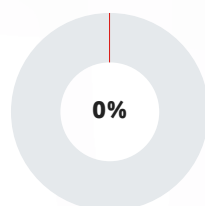


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

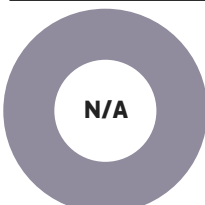


25% of our new hires will be Black, Asian or of Mixed Heritage

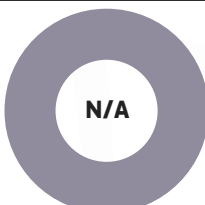


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

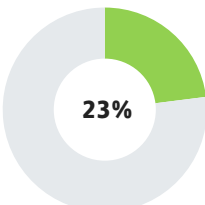


50% of our new hires will be female

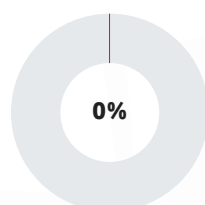


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Derby County is proud and honoured to be one of the founding signatories of the Football Leadership Diversity Code and is determined to play a key role to continue to drive equality and diversity right across the game we all love so much. It is something we are extremely passionate about.

We are fully aware of our standing within the local community, being the 'heartbeat' of our one-club city, and the impact that we can have on so many people's lives.

Discrimination does not belong in the beautiful game, nor anywhere in society, and by signing up to the Football Leadership Diversity Code we are pledging to act and make a difference.

This is not just about on the pitch, but also senior leadership positions, broader team operations and coaching roles, and we are committed to developing and enhancing our talented and diverse workforce for years to come and show a pathway that is clear for everyone.

By signing up to the Football Leadership Diversity Code, and by obtaining data for the entire 2020/21 season which has been published, will allow us to create an in-depth Equality Diversity and Inclusion plan to deliver the key principles of the Code.

With that information analysed, we now have the accurate baseline data required for the key areas where we can focus on improving in order to achieve the targets we have signed up for and strive to meet. In addition, this has also identified areas where we can see progress is being made and the key action points that we need to take forward over the 2021/22 season.

We remain passionate about the Football Leadership Diversity Code and look forward to making continued progress in achieving our ambitions over the current season.



2020/21 FLDC SUMMARY



Doncaster Rovers

SENIOR LEADERSHIP TARGETS

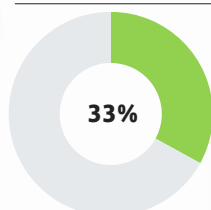


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

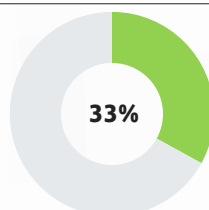


30% of our new hires will be female

TEAM OPERATIONS TARGETS

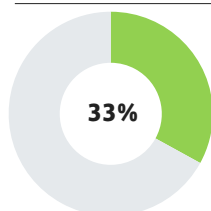


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

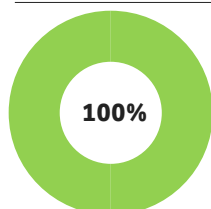


25% of our new hires will be Black, Asian or of Mixed Heritage

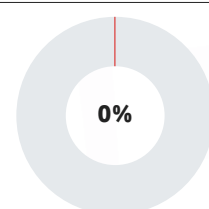


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

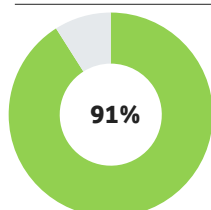


50% of our new hires will be female

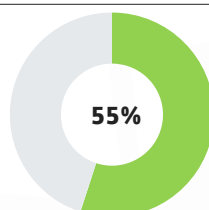


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

In what has been a challenging time for all areas of the football business, Club Doncaster have continued to strive for a modern workforce which reflects the diversity of our town and immediate region. We have used the Football Leadership Diversity Code to enhance our practices and work in partnership with new and existing agencies to support our work and recruitment protocols.

Reporting during this time has seen the wider Club Doncaster business has been able to provide our current workforce with continued employment. This has therefore meant lower than usual recruitment and job opening figures. This has also combined with local and national skill shortages in a number of key area roles.

It is hoped that, now we are able to have qualifications in these areas developed, we can continue to work with local agencies to support the

upskilling of local persons and those who represent our communities from all backgrounds.

Our action plan will become more comprehensive over the next twelve months to support further initiatives when they happen. We will look to create specific events for all areas of our community. The training and developing of our existing staff will be very important to ensuring workforce retention. The return of key qualifications in a face-to-face learning environment - such as coaching qualifications - will help us continue to reach our targets set by The FA and have action plans for the areas that we know need to make progress on.

From the senior management down, we commit to continue working with the Code to organically grow our workforce.

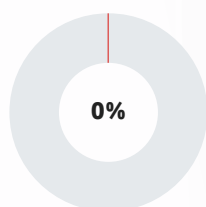


2020/21 FLDC SUMMARY

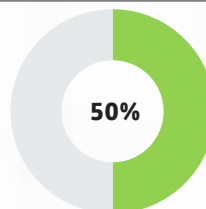


Durham Women

SENIOR LEADERSHIP TARGETS

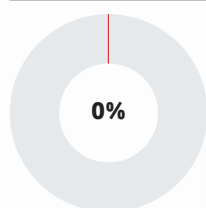


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

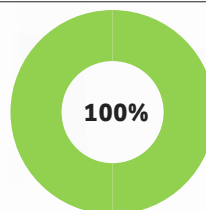


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

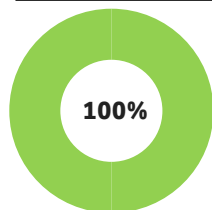


25% of our new hires will be Black, Asian or of Mixed Heritage

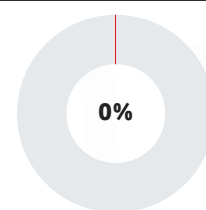


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

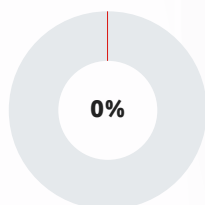


2020/21 FLDC SUMMARY

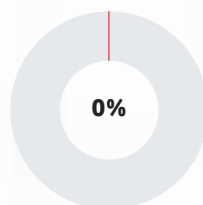


Everton

SENIOR LEADERSHIP TARGETS

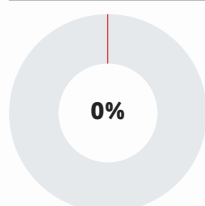


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

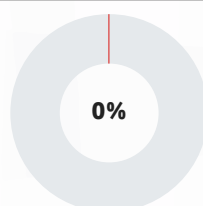


30% of our new hires will be female

TEAM OPERATIONS TARGETS

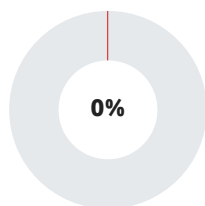


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

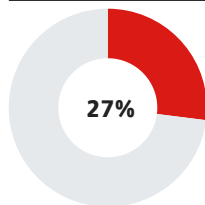


25% of our new hires will be Black, Asian or of Mixed Heritage

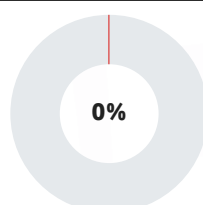


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

As the People's Club, equality and diversity is at our heart. We actively embrace people from all backgrounds and walks of life and are passionately committed to being inclusive, fair, and respectful. We are a family – brought together by football – for everyone.

Since 2018, Everton Football Club has been on a journey to implement structure, governance, and best practice. Equality, diversity, and inclusion have been integral to this. In March 2020, we were pleased that our work to embed EDI across the Everton Family was recognised with the 'Advanced Level' of the Premier League Equality Standard.

In October 2020, we were proud to become founding signatories of The FA's Football Leadership Diversity Code.

Whilst we have worked hard to embed a culture of equality, diversity, and

inclusion across the Everton Family, we know that we have more work to do, particularly to ensure that the diversity of our workforce represents that of the local community and that our coaching staff represent the diversity of the players they serve.

We are currently working with a number of stakeholder groups, including our internal Diversity Steering Group, our External Equality Advisory Group and our staff networks, to review our processes and procedures. We are committed to taking positive action to redress areas of imbalance and will continue to measure ourselves against The FA's Football Leadership Diversity Code targets.

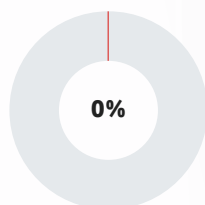


2020/21 FLDC SUMMARY

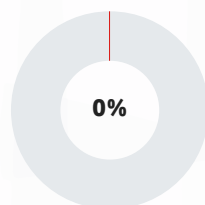


Fleetwood Town

SENIOR LEADERSHIP TARGETS

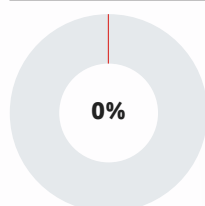


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

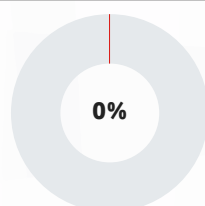


30% of our new hires will be female

TEAM OPERATIONS TARGETS

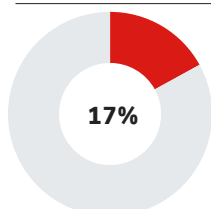


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

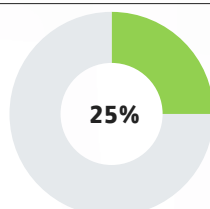


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

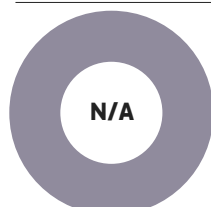


25% of our new hires will be Black, Asian or of Mixed Heritage

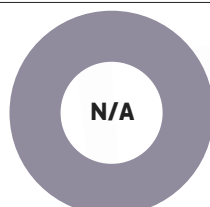


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

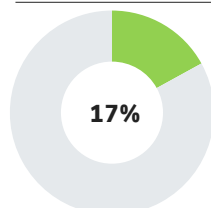


50% of our new hires will be female

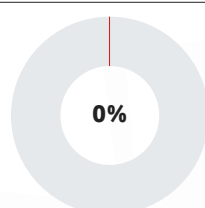


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We understand the performance does not meet the requirement listed above. However, we do have difficulty attracting BAME candidates who meet the criteria from the area, this is purely down to the demographics. Where a role was advertised and shortlisted we actively looked to offer opportunities to Black, Asian and Mixed Heritage candidates who did meet the criteria of the role.

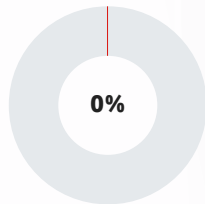


2020/21 FLDC SUMMARY

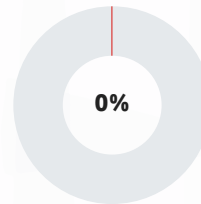


Forest Green Rovers

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

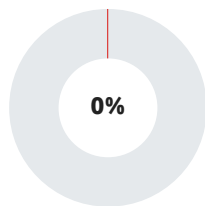


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

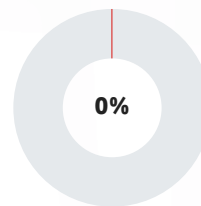


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

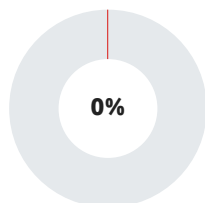


50% of our new hires will be female

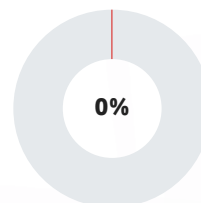


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

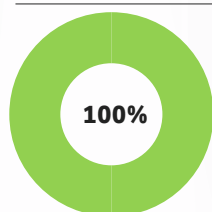


2020/21 FLDC SUMMARY

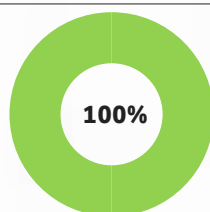


Fulham

SENIOR LEADERSHIP TARGETS

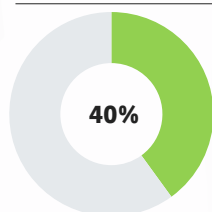


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

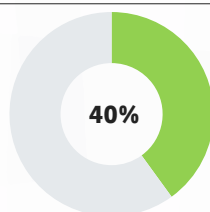


30% of our new hires will be female

TEAM OPERATIONS TARGETS

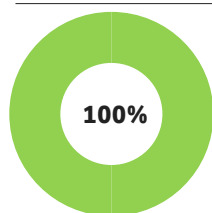


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

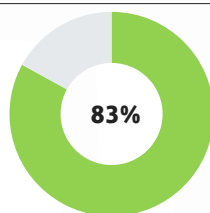


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

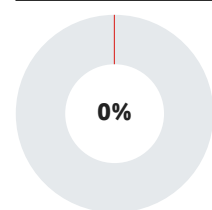


25% of our new hires will be Black, Asian or of Mixed Heritage

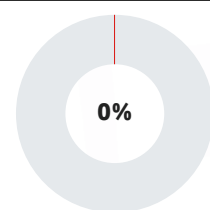


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

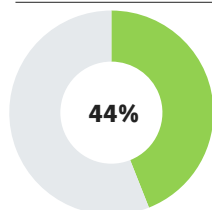


50% of our new hires will be female

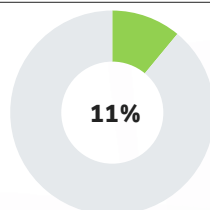


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Fulham Football Club is committed to meeting the targets set out in The FA's Football Leadership Diversity Code. This is evident from our success in meeting the majority of those targets set. However, it is notable that we have been unable to meet the 'Coaching - Women's Clubs Targets'. This is primarily due to the transition of the Women's Team, from under our community provision, to the Club alongside our other mainstream elite professional football programmes. This transition occurred in June 2021 where we recruited a permanent full time Head Coach. We have also

recruited a 'casual' Assistant Head Coach who fulfils the female category of this target, however for the purpose of this exercise and transparency, we have chosen to only submit data on our permanent workforce which has therefore limited our progress against this target on this occasion. As we begin to develop the Women's Team by increasing resources and vacancies we will strive to comply with these targets in order to have a truly diverse and effective workforce, in all areas of Club activity.

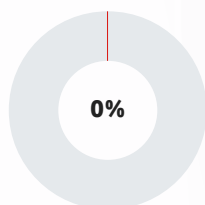


2020/21 FLDC SUMMARY

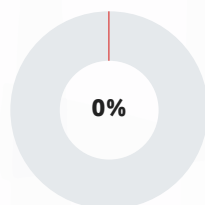


Huddersfield Town

SENIOR LEADERSHIP TARGETS

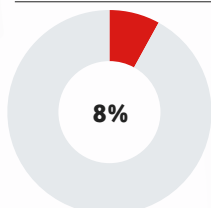


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

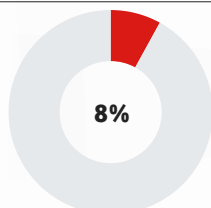


30% of our new hires will be female

TEAM OPERATIONS TARGETS

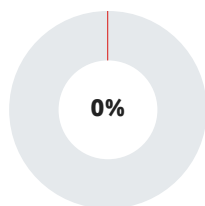


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

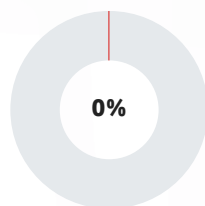


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

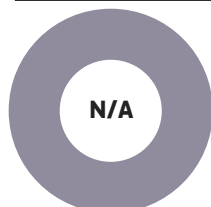


25% of our new hires will be Black, Asian or of Mixed Heritage

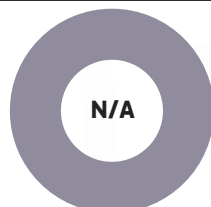


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

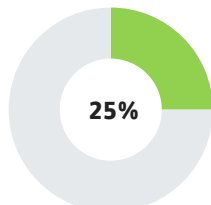


50% of our new hires will be female

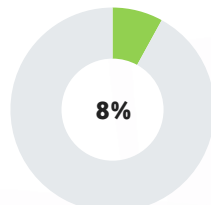


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Huddersfield Town Association Football Club Limited takes great pride in creating and maintaining a welcoming and supportive environment for all. We are committed to promoting a diverse and inclusive community – a place where everyone can be themselves and in which everyone feels valued and included, and supported to achieve their full potential. We offer a range of family-friendly and inclusive employment arrangements and we have a zero-tolerance approach to any form of discrimination. We are committed to the redress of any inequalities by taking positive action where appropriate. We are seeking to diversify our workforce, in particular by gender, disability, and ethnicity. However, we appreciate that it takes time to change the composition and culture of an organisation, which is why we have developed a ten-year EDI strategy, as we believe this gives us the best and most realistic chance of making those changes to our

policies, procedures, practices, and plans that will have the biggest impact on diversifying our workforce. We have made great strides in our work and we are proud to be a Mindful Employer, a Disability Confident Leader, a supporter of the Muslim Athlete Charter, and the first Football Club to be working towards becoming a Menopause Friendly Employer. We are working towards achieving the Advanced Level of the Premier League Equality, Diversity, and Inclusion Standard, which is not mandatory for Championship Clubs. We believe we have set ourselves challenging but achievable targets to reduce any representation gaps in our identified priority areas.

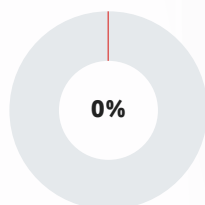


2020/21 FLDC SUMMARY

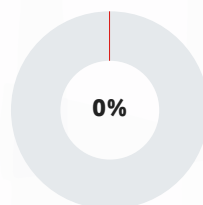


Ipswich Town

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

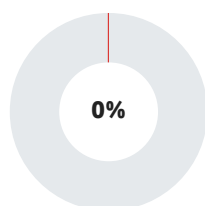


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

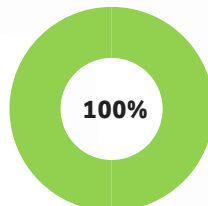


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

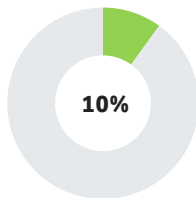


50% of our new hires will be female

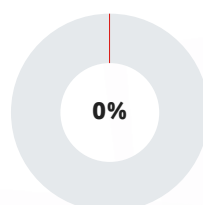


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

The 2020/21 Season was a difficult time for all those involved in professional football and Ipswich Town was no different. In the midst of a pandemic and with many members of staff on furlough or working from home, the survival of the business was a key concern rather than recruitment of new staff. Looking forwards the Club is under new ownership and will strive to make Ipswich Town a world-class organisation in all areas including its recruitment. New appointments were limited during the last season. We expect this to change in the next 12 months.

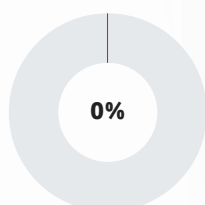


2020/21 FLDC SUMMARY

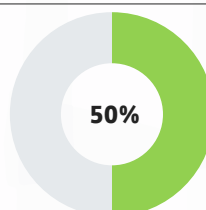


Leeds United

SENIOR LEADERSHIP TARGETS

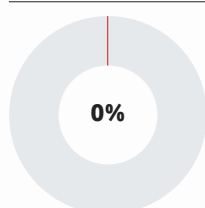


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

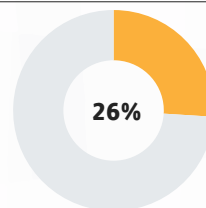


30% of our new hires will be female

TEAM OPERATIONS TARGETS

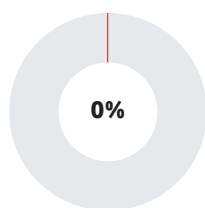


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Leeds United Football Club acknowledges the importance of the work towards the FLDC and has signed up to the Code to improve the diversity of its workforce. As such, although it has not been possible to accurately document a number of equality characteristics for the 2020/21 season, positive steps have been made to ensure all the required information is collected and recorded from this point forward. In order to do this, a

Head of Safeguarding and EDI and an HR Business Partner have been appointed, working together with a focus on recruitment policies and procedures across the club. The club is also currently procuring a new HR system that will be used to collect and analyse the equality data to further improve our recruitment procedures going forward.

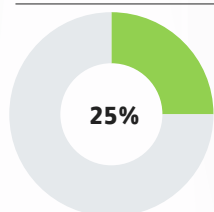


2020/21 FLDC SUMMARY

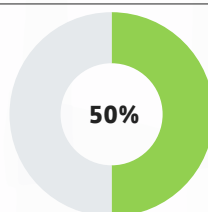


Leicester City

SENIOR LEADERSHIP TARGETS

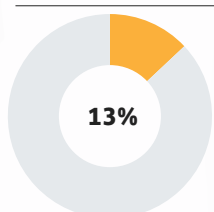


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

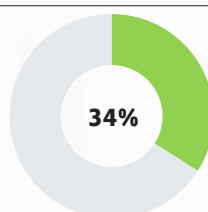


30% of our new hires will be female

TEAM OPERATIONS TARGETS

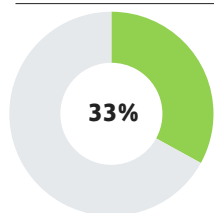


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

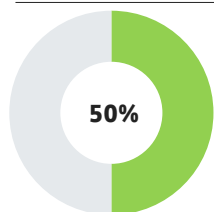


25% of our new hires will be Black, Asian or of Mixed Heritage

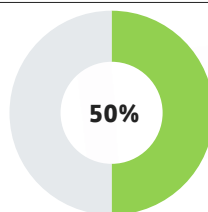


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

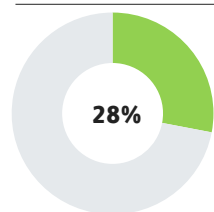


50% of our new hires will be female

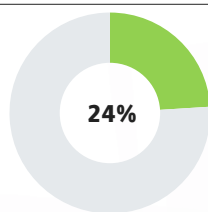


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Leicester City Football Club is wholly committed to embedding the Football Leadership Diversity Code within its practices to increase equality of opportunity and to encourage recruitment from across society.

The Football Club were one of 40 founding signatories across the Premier League, English Football League, Barclays FA Women's Super League and FA Women's Championship to adopt the Code in 2020, committing to embedding greater diversity across its senior leadership, team operations and coaching setups.

Since then, the Club has introduced a range of new procedures and policies to support these aims, focusing on more inclusive recruitment practices and developing Hiring Managers' skills, while celebrating diversity in the workforce more publicly.

The Code, and its findings, has allowed the Club to have a greater understanding of areas for development, but also where it continues to see the benefits to the work already undertaken.

Although the Club recognises there is still a considerable amount of growth needed, these findings have confirmed key areas for improvement and will help to ensure it stays clear on objectives and direction.

At the heart of the Club's vision and commitment is the desire to protect, celebrate and encourage equality, both within its organisation and its community. LCFC is extremely proud to have been able to demonstrate huge steps towards this through its work, as it seeks to build a culture that places value on diversity and offers fairness through equality.

The Club continues to use football as a force for good and its work so far has given renewed determination to ensure Leicester City remains at the forefront of effecting positive change. This is a commitment to its staff and its community, who are central to its mission of being an employer and a Football Club that everyone can be part of and be proud of.

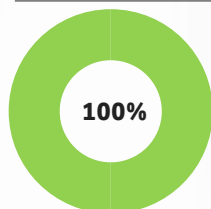


2020/21 FLDC SUMMARY

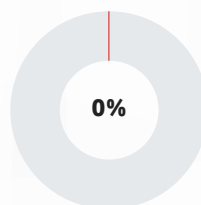


Lewes

SENIOR LEADERSHIP TARGETS

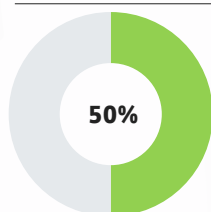


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

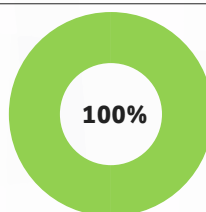


30% of our new hires will be female

TEAM OPERATIONS TARGETS

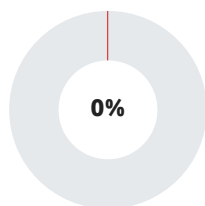


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

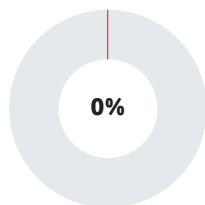


25% of our new hires will be Black, Asian or of Mixed Heritage

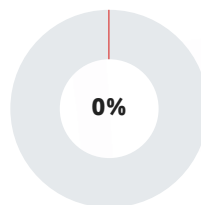


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

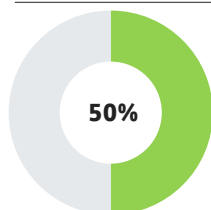


50% of our new hires will be female

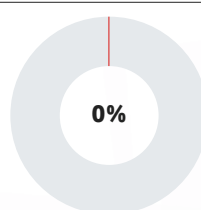


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments



2020/21 FLDC SUMMARY



Lincoln City

SENIOR LEADERSHIP TARGETS

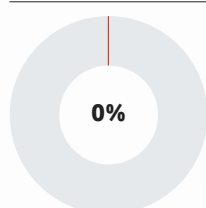


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

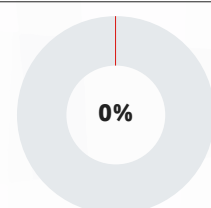


30% of our new hires will be female

TEAM OPERATIONS TARGETS

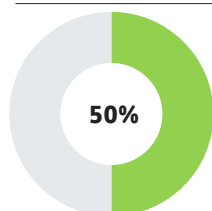


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

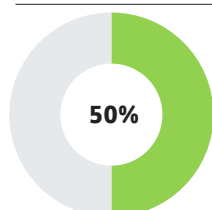


50% of our new hires will be female

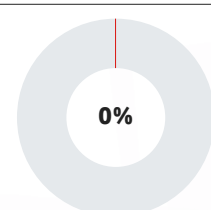


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Lincoln City Football Club is a relatively small organisation which employs just over 70 permanent staff (excluding first team and academy players and "casual"/match day only staff). The Club has only recruited for three permanent positions in the 2020/21 season, namely a Stadium Manager, Academy Lead Age Group Coach (Youth Development Phase), and Academy Coach under the Premier League Professional Player to Coach Scheme ("PPCS"). Of these positions, the Academy Lead Age Group Coach remains unfilled. The Club did not recruit for any senior leadership or senior coaching roles in the

2020/21 season. Given the low levels of recruitment involved, it is very difficult to draw any kind of meaningful conclusions from the data provided. The Club has, however, recently participated in the PPCS, which is a positive action initiative designed to build, encourage and support the transition of under-represented Black, Asian, and Mixed Heritage men and women who are members of the Professional Footballers Association into coaching in the professional game. The successful candidate will commence this new role in September 2021.

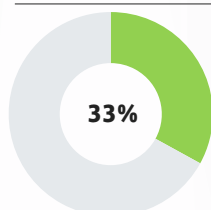


2020/21 FLDC SUMMARY

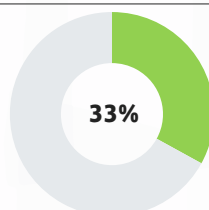


Liverpool

SENIOR LEADERSHIP TARGETS

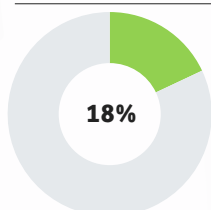


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

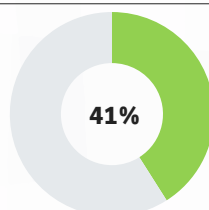


30% of our new hires will be female

TEAM OPERATIONS TARGETS

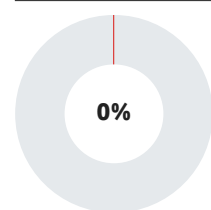


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

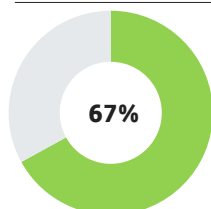


25% of our new hires will be Black, Asian or of Mixed Heritage

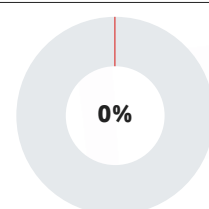


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

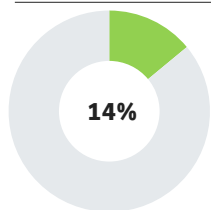


50% of our new hires will be female

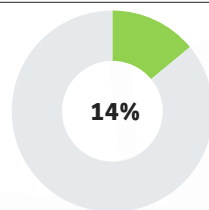


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Liverpool Football Club is fully committed to the principles of the FLDC, in addition to delivering against other points of measurement such as the Premier League EDI Standard and the Stonewall Diversity Champions programme. The club's dedicated Red Together strategy encompasses all activity within the important area of ED&I, including our continuing desire to diversify our workforce across key strands of equality – disability, gender, ethnicity, and LGBT+. We have introduced several inclusive recruitment techniques into our processes in the past year, including being more open about our desire to recruit diverse talent, engaging with diverse job boards, encouraging our employees to share vacancies within their own diverse networks and establishing a dedicated internal resourcing team to ensure consistency across all that we do. We have instilled a behavioural shift from our hiring managers, where diversity and inclusion is being embraced throughout every stage of the recruitment process. Our employee inclusion

networks play an important part within our Red Together strategy and with recent changes made to gather more support from senior leadership and executive teams, the club is already seeing a development within their role and influence across our business. We also appointed a senior EDI manager in June 2021 who is persistently strengthening the club's drive and commitment to equality. Our intention is to continue to champion important themes around EDI as we take on our responsibility to create a sense of belonging for our people, supporters, key stakeholders, and visitors, while constantly tackling the biggest issues in football and wider society. Liverpool FC Foundation, the club's official charity, is also continuing to enhance its efforts in this area and has recently launched the 'Game On' Coaching Academy, in partnership with Nike, providing coaching, mentoring and development opportunities for diverse coaches across the Liverpool City Region.

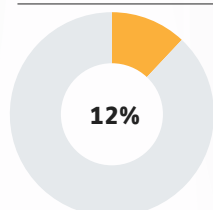


2020/21 FLDC SUMMARY

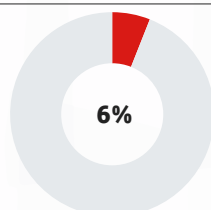


Manchester United

SENIOR LEADERSHIP TARGETS

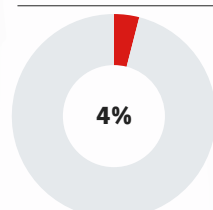


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

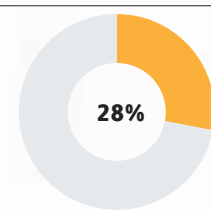


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

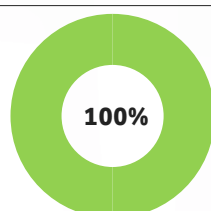


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

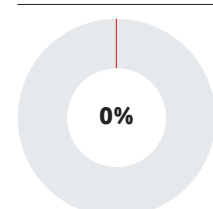


25% of our new hires will be Black, Asian or of Mixed Heritage

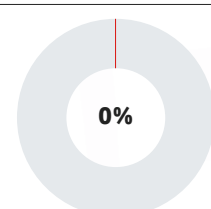


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

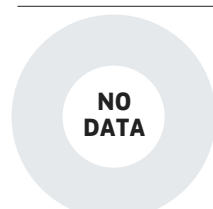


50% of our new hires will be female

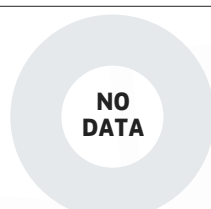


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Manchester United has conducted a thorough review of recruitment data for the reporting period 1/9/2020 to 31/8/2021 to assess performance against FLDC targets. The results demonstrate positive progress towards increasing the diversity of our workforce in several key areas, including exceeding our target for Black, Asian or Mixed Heritage hires to the men's senior coaching team, and nearing our targets for new Black, Asian or Mixed Heritage hires within the senior leadership team, and for new female hires within the operations team. This was despite a club-wide recruitment freeze and very low attrition rates during the pandemic. There are some areas, such as women in senior leadership, where we performed strongly in the year prior to the pandemic but fell short of our target during the 12-month reporting period covered by this data. We

recognise that there are several areas where further work and focus is required to get closer to our targets, and to remove structural barriers to progress. A range of initiatives are already under way or planned, including various apprenticeship, training and internship programmes to nurture and create opportunities for diverse talent. We continue to drive forward our Diversity & Inclusion Strategic Framework, launched in 2019, to ensure that the club is a welcoming and inclusive environment for people from all backgrounds. This includes employee diversity networks and D&I training. Increasing the ethnic and gender diversity of our workforce is an important component of our club-wide All Red All Equal campaign against all forms of discrimination. We remain firmly committed to continuously pursuing our FLDC commitments as part of this process.



2020/21 FLDC SUMMARY



Newcastle United

SENIOR LEADERSHIP TARGETS

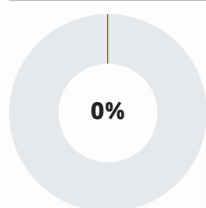


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

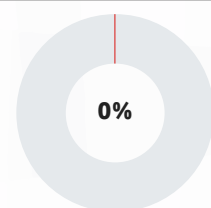


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

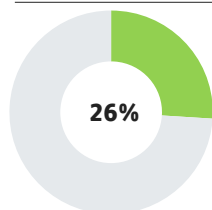


50% of our new hires will be female

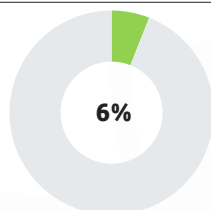


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

The impact of the COVID pandemic on recruitment has been significant; we have seen falling attrition rates internally and a noted shift in the candidate market with individuals less likely to be seeking a move during times of economic uncertainty. These factors combined mean that we, like many others, have seen significantly reduced recruitment activity than in a normal year and a noticeably reduced talent pool where roles have been advertised.

Where we have recruited, we have championed diversity across both ethnicity and gender and are fully mindful of our diversity goals, which are informed by our annual equality monitoring report and data. Those commitments, of course, cover all protected characteristics, including those which are the subject of this report.

We remain committed to improving all areas of diversity within our recruitment and are confident that as things return to a more normal post-pandemic environment, we will see that commitment reflected in improved data as we continue our journey and fully support the principles, pledges and best practice of the Football Leadership Diversity Code. We look forward to the opportunities this creates to take positive and proactive action to access a broader talent pipeline that ultimately leads to our Club better reflecting, representing, and inspiring the wonderful communities it serves.



2020/21 FLDC SUMMARY



Northampton Town

SENIOR LEADERSHIP TARGETS



NO HIRES

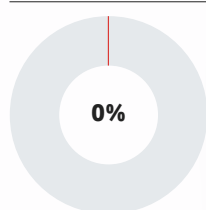
15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



NO HIRES

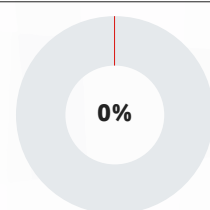
30% of our new hires will be female

TEAM OPERATIONS TARGETS



0%

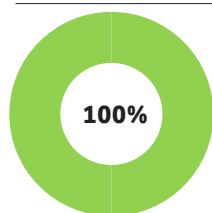
15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



0%

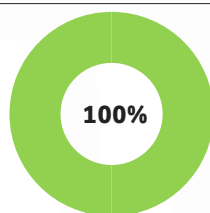
30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



100%

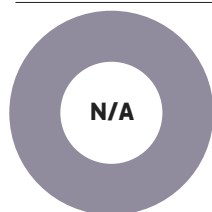
25% of our new hires will be Black, Asian or of Mixed Heritage



100%

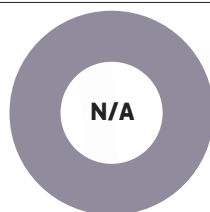
10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



N/A

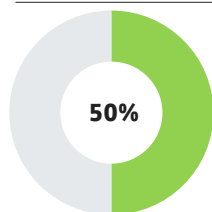
50% of our new hires will be female



N/A

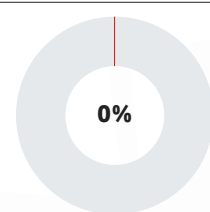
15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



50%

Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



0%

Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Northampton Town Football Club is delighted to sign up to The FA's Football Leadership Diversity Code as part of the club's ongoing EDI work.

The club signed up to the Code in January 2021, approximately half way through the period being reported on.

Season 2020/21 football operations were clearly impacted by the COVID-19 pandemic, especially within the club's academy with the academy adapting to Government restrictions at the time and some of our existing staff being placed on the furlough scheme. As such, the

number of new hires recruited was reduced against what would have been expected in a typical year.

There were only four external new hires in the reporting period, therefore the data reported for this period may be of limited use, although we are delighted to be taking part in the Professional Player to Coach scheme. The club see the 2020/21 period more as an opportunity to set the baseline data and look forward to the reporting of future years data as the club works towards the Football Leadership Diversity Code.

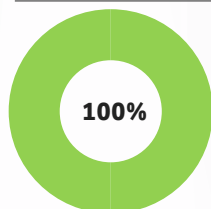


2020/21 FLDC SUMMARY

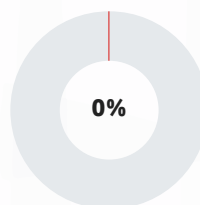


Norwich City

SENIOR LEADERSHIP TARGETS

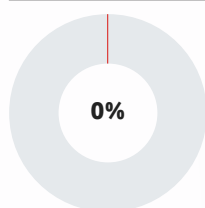


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

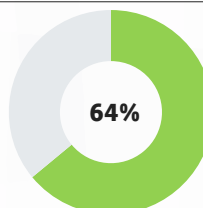


30% of our new hires will be female

TEAM OPERATIONS TARGETS

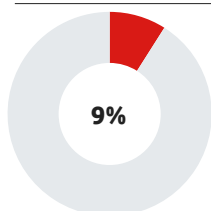


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

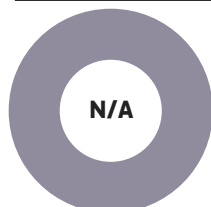


25% of our new hires will be Black, Asian or of Mixed Heritage

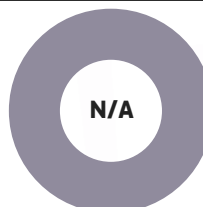


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

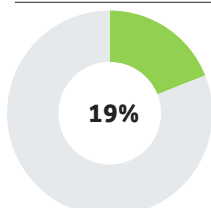


50% of our new hires will be female

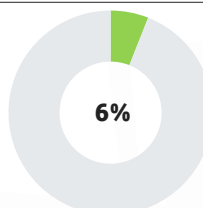


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Norwich City identified a starting point by generating our equality branding: "A home for everyone". Both a mission statement and a long-term goal, this approach has helped build foundations for the removal of barriers to application from minority communities. Steps taken to build on these foundations include the creation of an EDI lead role and engagement with the Premier League coaching diversity scheme.

We have made the commitment to achieve the preliminary status for the PLEDIS (Premier League Equality, Diversity, and Inclusion Standard), reviewing our existing procedures and practices and amending accordingly. Steps in this regard include working with external consultants to understand how to further our reach into minority communities and make the club an appealing and safe space for BAME and LGBTQ+ candidates and developing

a suite of management training based on correcting unconscious bias which in turn will be rolled into wider training for line managers around recruitment.

We have redesigned the EDI data capture at the point of application, which we believe will be the building block for creating an anonymous recruitment assessment process, ensuring candidates are appointed based on their skills and not on their background.

Overall, the club aims to create "a home for everyone" and will work towards achieving all necessary targets by openly reflecting on our existing processes and amending them to create robust methods that encourage diversity in application and equality in appointment and progression.

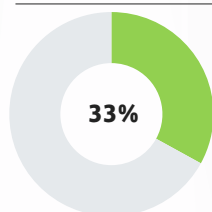


2020/21 FLDC SUMMARY

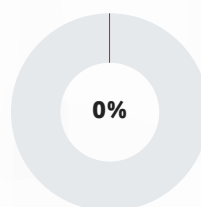


Nottingham Forest

SENIOR LEADERSHIP TARGETS

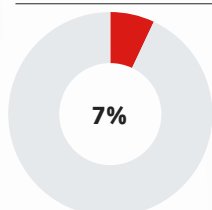


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

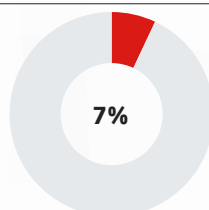


30% of our new hires will be female

TEAM OPERATIONS TARGETS

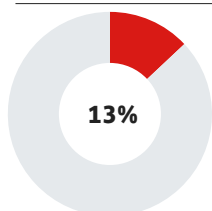


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

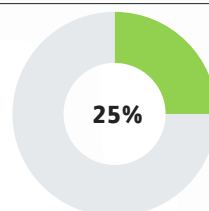


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

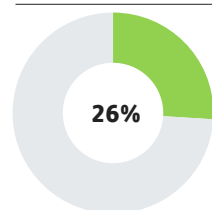


50% of our new hires will be female

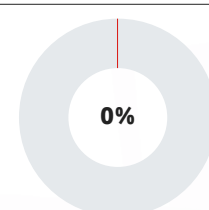


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We are delighted to be signatories to the voluntary Code and recognise that these are the first necessary steps to produce the much needed diversity in our game. The statistics presented cover a material period which includes both working under the Code and the period prior to its implementation. The most important advance is that the Club has complied with all aspects of the Code since its adoption and we are confident that best practice is now ingrained in our recruitment processes insofar as diversity is concerned. We are obviously very happy that two of the crucial targets in relation to Black, Asian and Mixed Heritage recruitment in both the Senior Leadership and Men's Coaching Targets have been met. These are both areas in which Black, Asian and Mixed Heritage candidates have been traditionally unrepresented. This is a welcome development and builds on the Club's previous record in hiring

Black, Asian and Mixed Heritage managers and coaches at the highest level. As with all statistics the small number of hires can create significant swings in the percentage outcomes as can the particular period of assessment. As regards the Senior Leadership targets, for example, the outcomes would be much more favourable in terms of female hires if the offers of employment were included and the start date extended to include this. Notwithstanding the above, the statistics confirm the underlying difficulty of attracting candidates from unrepresented groups. However, with the aid of the Code moving forward we are determined to continue to seek to meet the challenging targets set. We hope that as society moves beyond the pandemic that this will give us the opportunity to do so.



2020/21 FLDC SUMMARY



Oxford United

SENIOR LEADERSHIP TARGETS

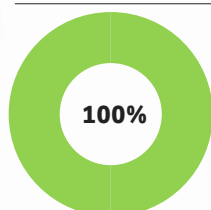


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

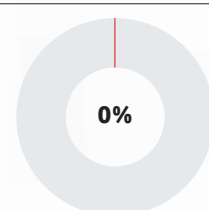


30% of our new hires will be female

TEAM OPERATIONS TARGETS

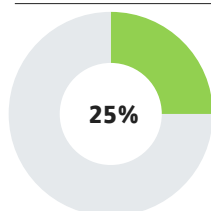


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

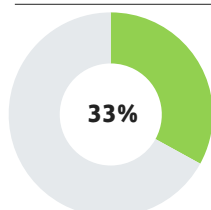


50% of our new hires will be female

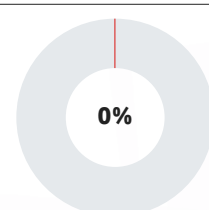


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

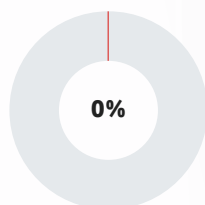


2020/21 FLDC SUMMARY

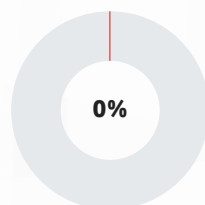


Plymouth Argyle

SENIOR LEADERSHIP TARGETS

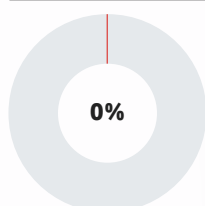


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

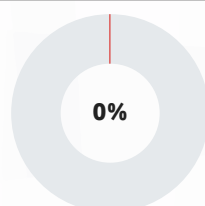


30% of our new hires will be female

TEAM OPERATIONS TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

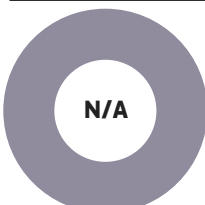


25% of our new hires will be Black, Asian or of Mixed Heritage

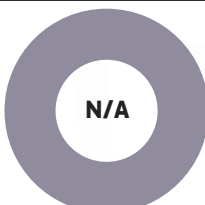


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

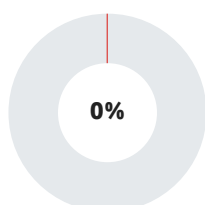


50% of our new hires will be female

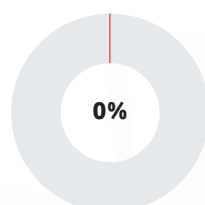


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Plymouth Argyle is committed to promoting equality, valuing diversity, and continuously striving to develop more inclusive means throughout our organisation, with the help of stakeholders, supporters, and staff.

This commitment is set out in our Equality Policy, and we are committed to embedding this throughout our organisation as it is important in everything that we do, including recruitment.

When an individual comes to work for the club, we promise that there is a genuine and equal opportunity for them to develop in their role to the full extent of their own ambitions and abilities, without

regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and belief, sex, or sexual orientation.

We are proud to celebrate a high retention rate of staff, this loyalty and commitment to the club is one of our greatest strengths. When we do advertise for positions, we are eager to attract talented, passionate, and diverse individuals. The benefits of a diverse workforce encourage increased productivity, improved creativity, and bring a broader range of skillsets to the business.

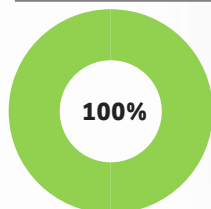


2020/21 FLDC SUMMARY

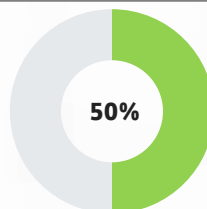


Portsmouth

SENIOR LEADERSHIP TARGETS

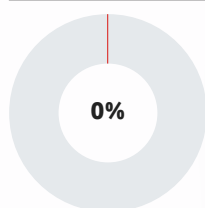


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

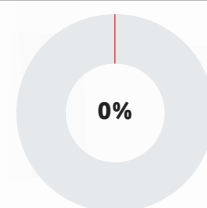


30% of our new hires will be female

TEAM OPERATIONS TARGETS

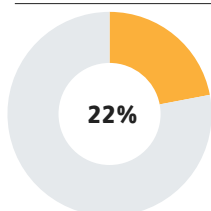


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

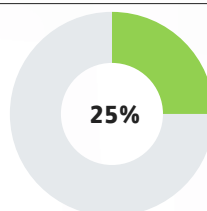


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

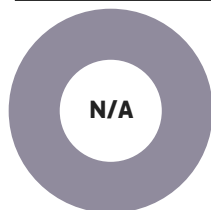


25% of our new hires will be Black, Asian or of Mixed Heritage

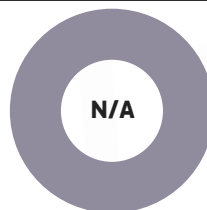


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

The organisation is striving to be an inclusive organisation and takes all EDI best practices into consideration. Unfortunately that this stage we are unable to report on HR matrix due to not having an HR system. It is our aspiration to have an HR system by the end of the year/ first quarter of next year.



2020/21 FLDC SUMMARY



Queens Park Rangers

SENIOR LEADERSHIP TARGETS

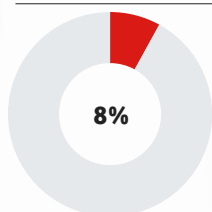


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

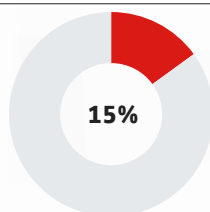


30% of our new hires will be female

TEAM OPERATIONS TARGETS

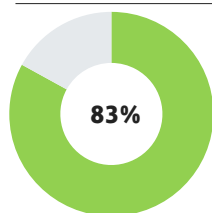


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

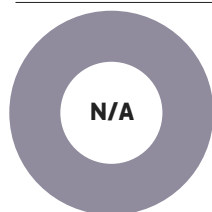


25% of our new hires will be Black, Asian or of Mixed Heritage

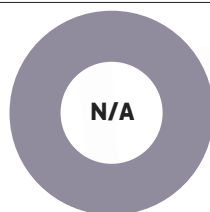


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

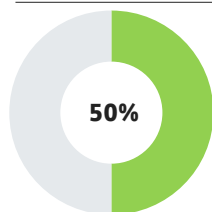


50% of our new hires will be female

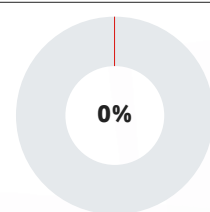


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Queens Park Rangers Football Club considers itself to have a diverse workforce at all levels throughout the Club and will continue working towards further diversification by developing and implementing an EDI plan which will incorporate recruitment initiatives to further attract applications from the Black, Asian and Mixed Heritage groups.



2020/21 FLDC SUMMARY



Rotherham United

SENIOR LEADERSHIP TARGETS

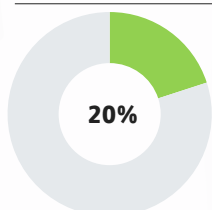


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

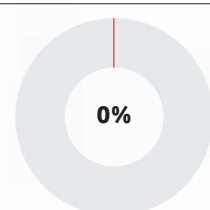


30% of our new hires will be female

TEAM OPERATIONS TARGETS

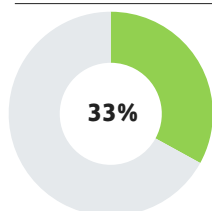


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

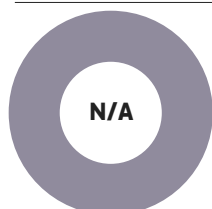


25% of our new hires will be Black, Asian or of Mixed Heritage

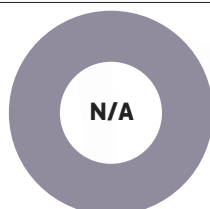


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

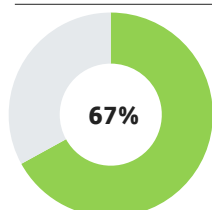


50% of our new hires will be female

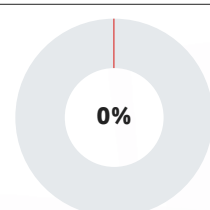


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

We were proud to sign up to the Football Leadership Diversity Code and are committed to achieving its objectives. This first year has been something of a learning curve but we are confident that we can build on the progress we have made this year. It is very important that as a sport with so much diversity across all levels of participation, that we ensure that diversity is mirrored in the key roles within our clubs. Rotherham United will learn from the experience of this year and strive to achieve all applicable targets in the next 12-month period.



2020/21 FLDC SUMMARY



Sheffield United

SENIOR LEADERSHIP TARGETS

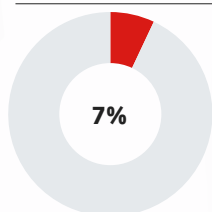


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

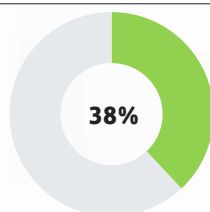


30% of our new hires will be female

TEAM OPERATIONS TARGETS

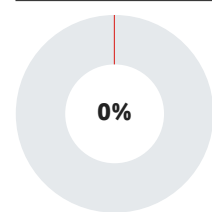


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

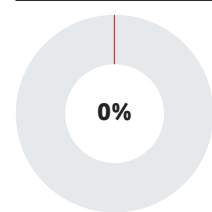


25% of our new hires will be Black, Asian or of Mixed Heritage

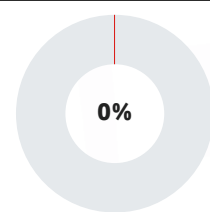


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

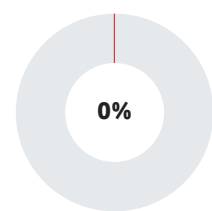


50% of our new hires will be female

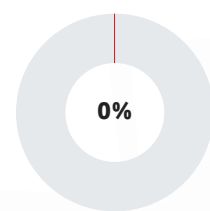


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Sheffield United FC is committed to providing a workplace that is welcoming and inclusive and where our staff are treated equally and with respect.

Over the last 12 months we have reviewed our recruitment processes from end to end, including where we advertise vacancies to widen our reach.

The club has used gender decoding tools to develop job adverts, delivered Equality and Diversity and Unconscious Bias training to staff and developed a club wide Equality Delivery Plan. Sheffield United FC has introduced an EDI Recruitment Monitoring Survey, which is separate from the application form to help reduce any unconscious bias during the shortlisting process. We have reviewed our policies and procedures and developed an EDI Policy Handbook which contains an Advertising, Recruitment and Selection Equality Policy. Sheffield United FC has also run a series of equality campaigns across the season including Black History Month and

International Women's Day.

It's great to see that more than 30% of new hires recruited into Team Operational roles are female. However, Sheffield United FC recognises that there is still some way to go to ensure that we are recruiting more Black, Asian, or of Mixed Heritage candidates into Team Operational roles and more female Black, Asian or of Mixed Heritage candidates into Men's and Women's Club coaching roles.

The club will continue to review our equality delivery plan and HR processes to ensure that we focus our efforts on achieving the FLDC targets whilst ensuring a fair recruitment process is followed and the best candidate for the role is selected. Looking ahead we remain committed to working to change the shape of our workforce and to ensure that it represents the diversity of our local communities.

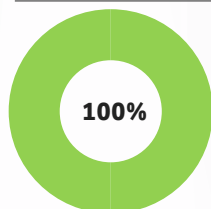


2020/21 FLDC SUMMARY



Stoke City

SENIOR LEADERSHIP TARGETS

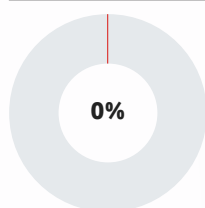


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

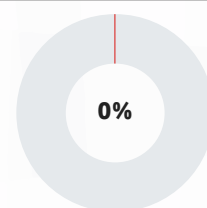


30% of our new hires will be female

TEAM OPERATIONS TARGETS

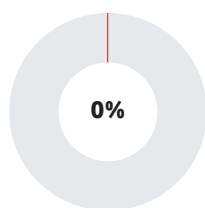


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

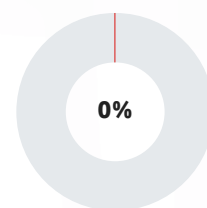


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

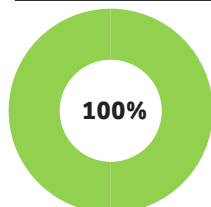


25% of our new hires will be Black, Asian or of Mixed Heritage

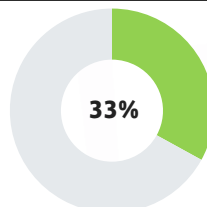


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

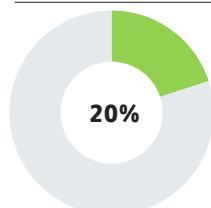


50% of our new hires will be female

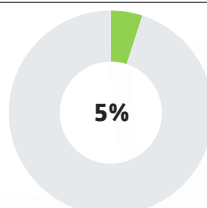


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

This was an unusual year for recruitment with the vast amount of departments not recruiting to the normal levels. We are confident that next year's results will provide a more accurate reflection of the Club's recruitment performance

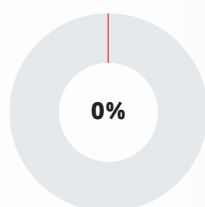


2020/21 FLDC SUMMARY

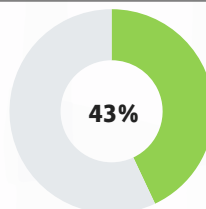


Swansea City

SENIOR LEADERSHIP TARGETS

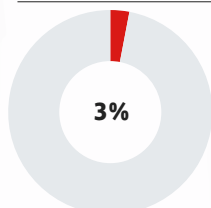


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

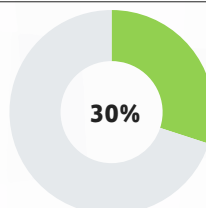


30% of our new hires will be female

TEAM OPERATIONS TARGETS

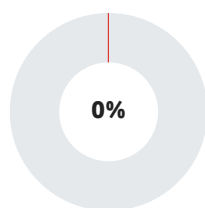


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

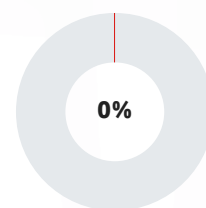


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

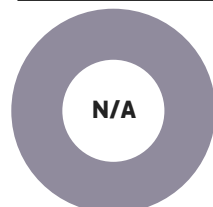


25% of our new hires will be Black, Asian or of Mixed Heritage

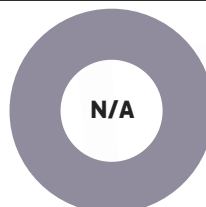


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

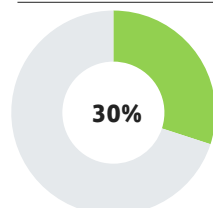


50% of our new hires will be female

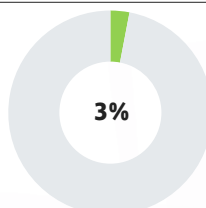


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Swansea City Association Football Club (the Club) recognises the importance of having a diverse workforce that represents the local area. The Club has reviewed and developed its recruitment processes to identify any barriers and is pleased that its efforts have resulted in achieving the hiring targets for new female hires in both senior leadership and team operation roles.

While it recognises it has not met all targets, the Club will be further reviewing and developing its recruitment practices during the 2021-22 season and beyond to ensure they are representative of the local area.

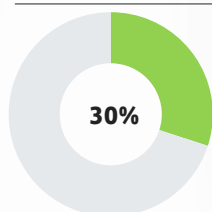


2020/21 FLDC SUMMARY

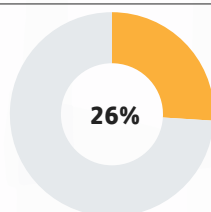


Tottenham Hotspur

SENIOR LEADERSHIP TARGETS

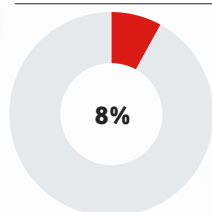


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

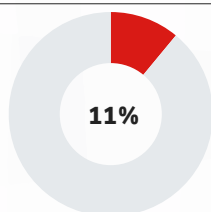


30% of our new hires will be female

TEAM OPERATIONS TARGETS

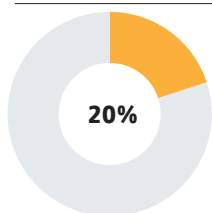


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

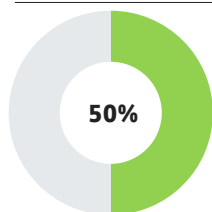


25% of our new hires will be Black, Asian or of Mixed Heritage

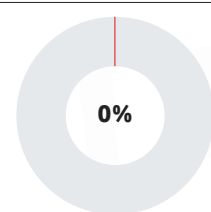


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

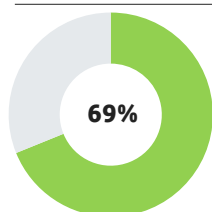


50% of our new hires will be female

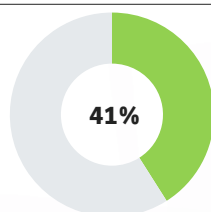


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

As a Club EDI is at the heart of everything we do. For us it's not just a policy that sits on a shelf but a tangible set of principles that are threaded through everything we do; from our recruitment to our training to our policies, and something that our Board and leaders are fully committed to whilst helping to drive our EDI initiatives throughout the Club. The data shows that although we have met many of our key targets, we need to particularly focus on the Team Operations Target to ensure that for the 2021/22 season we bridge the gap in those departments. As part of our equality action plan for the next 10 years, we have set some ambitious

targets for us to achieve and have set out key actions. The detail in which we have focused has allowed us to look in depth at our recruitment experience and analyse each stage to ensure we can be as inclusive as possible and really make a difference at every step of the process. We actively use partners who engage with our values to ensure diverse shortlists and are working to ensure we continue to drive this area. The understanding that diversity powers our performance is at the forefront of our strategy with a willingness to make a long-term impact through our 10-year plan.

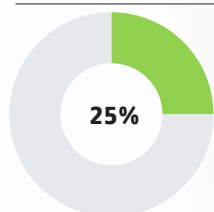


2020/21 FLDC SUMMARY

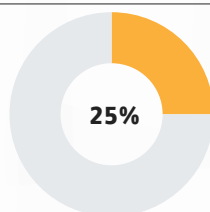


Walsall

SENIOR LEADERSHIP TARGETS

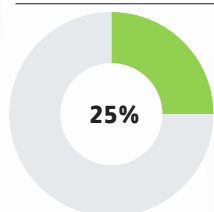


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

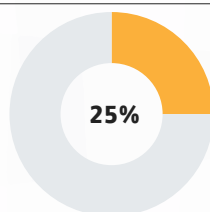


30% of our new hires will be female

TEAM OPERATIONS TARGETS

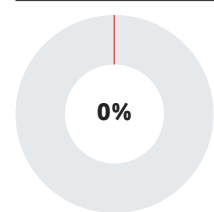


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

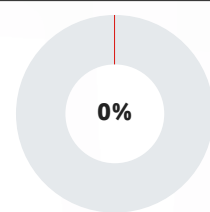


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

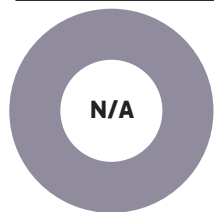


25% of our new hires will be Black, Asian or of Mixed Heritage

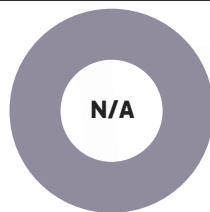


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

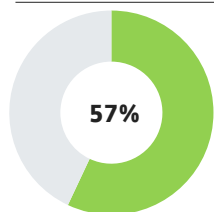


50% of our new hires will be female

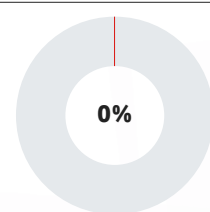


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

In the inaugural year of the Football Leadership Diversity Code, Walsall Football Club is pleased to report positive progress towards achieving the targets set by the Code. Whilst it was not possible to meet the pledges in every aspect due to the very limited number of appointments made during the period, it gives the Club a solid base from which to build upon. The Club is fully committed to the Code and increasing diversity across all departments.

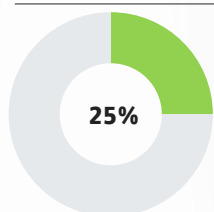


2020/21 FLDC SUMMARY

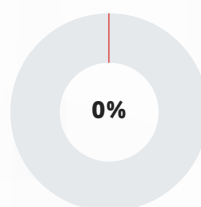


Watford

SENIOR LEADERSHIP TARGETS

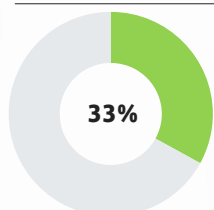


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

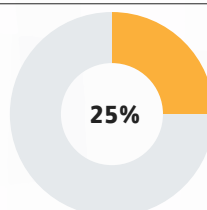


30% of our new hires will be female

TEAM OPERATIONS TARGETS

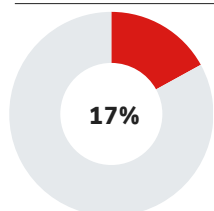


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

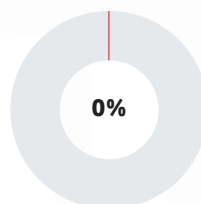


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

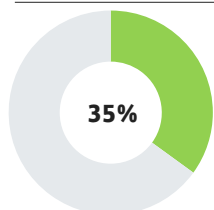


50% of our new hires will be female

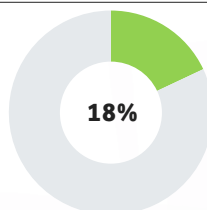


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

Watford Football Club signed up to the Football Leadership Diversity Code (FLDC) and its aspirational targets, as an extension of our continued EDI journey. While we have not met each and every target in the first year of the FLDC, we are committed and aim to demonstrate further progress next year. This is in addition to our EDI Strategy, setting out our approach and focus towards all nine protected characteristics and beyond.

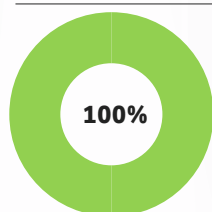


2020/21 FLDC SUMMARY

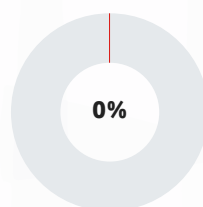


West Bromwich Albion

SENIOR LEADERSHIP TARGETS

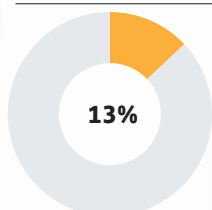


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

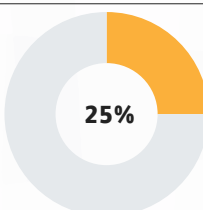


30% of our new hires will be female

TEAM OPERATIONS TARGETS

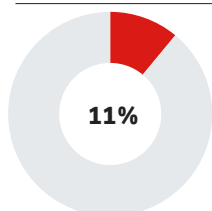


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

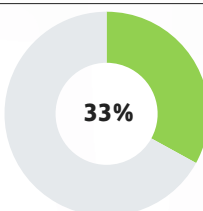


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

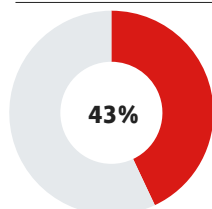


25% of our new hires will be Black, Asian or of Mixed Heritage

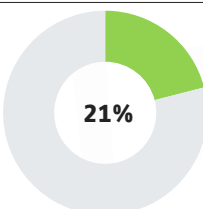


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

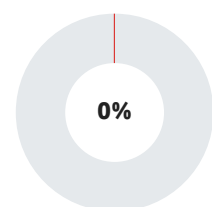


50% of our new hires will be female

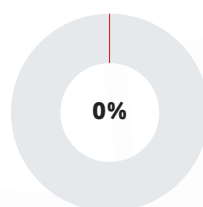


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

West Bromwich Albion Football Club is an equal opportunities employer and is committed to providing equality and fairness for all. The club opposes all forms of unlawful and unfair discrimination. Whilst we work hard to be a fully inclusive club, we acknowledge there are still improvements to be made in this area.

The data, and more specifically the target data we currently hold and have reported on, is limited, and therefore not a true reflection of the diversity within our club. We have, however, identified the limitations of this data collation method and are implementing plans to strive and improve on our equality and diversity collection, and reporting methods from the initial point of recruitment. As a business and a football club we are executing Equality and Diversity plans and strategies which will allow us to identify

areas of weakness and items we need to implement or improve on moving forward. These will be led by the senior management team and cascaded down throughout the whole business.

We will use the data collected from this process - and the pledges we have made to improve our current recruitment methods - to promote dignity and respect for all. The club will safeguard everyone's safety to ensure promotion of fairness and equality of performance within all areas.

Moving forward, we are confident that implementing this approach we will achieve and maintain the targets and pledges set around equality and diversity.

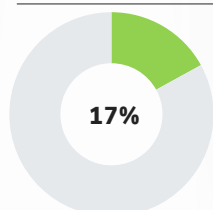


2020/21 FLDC SUMMARY

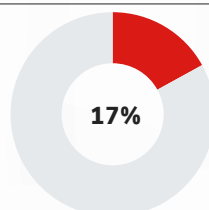


West Ham United

SENIOR LEADERSHIP TARGETS

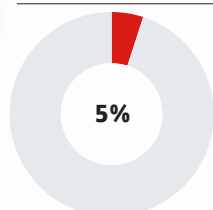


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

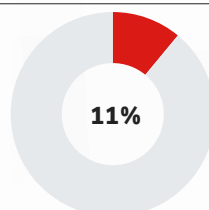


30% of our new hires will be female

TEAM OPERATIONS TARGETS

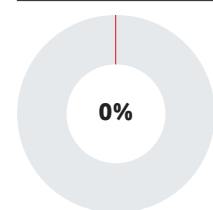


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

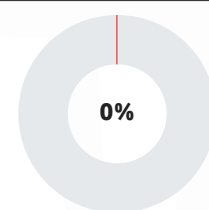


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS



25% of our new hires will be Black, Asian or of Mixed Heritage



10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

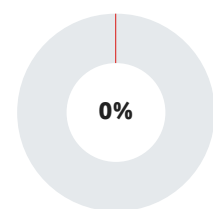


50% of our new hires will be female

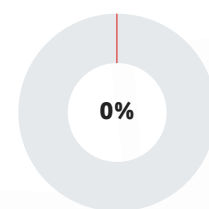


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

The club is proud to have achieved the Premier League Equality Standard at the Advanced Level, which recognises the Club's ongoing dedication and commitment to EDI.

The Club has worked hard over the past year to meet the FLDC targets and is pleased to see that the changes to its recruitment processes have meant that we have met or seen a positive increase towards these targets, particularly at senior management level. The ways that the club has achieved this is to introduce mentoring for female staff, set up a staff equality forum and train and develop all staff in a variety of ways on the importance of EDI, particularly in the area of male allyship. The Academy

also recruited its first ever female coach through the Premier League's Coach Inclusion & Diversity Scheme and has taken part in the Football Association's Black, Asian and Minority Ethnic coaching programme since its inception.

The Club will continue to work over the next 12 months, and beyond, towards meeting all of the FLDC targets and this will be achieved by continuing to engage with the local community in apprenticeship programmes across all areas of the club as well as being part of the Premier League and FA's elite coaching programmes.

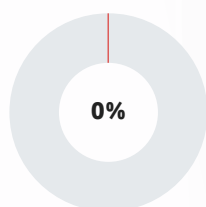


2020/21 FLDC SUMMARY

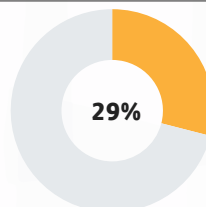


Wolverhampton Wanderers

SENIOR LEADERSHIP TARGETS

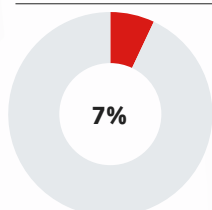


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

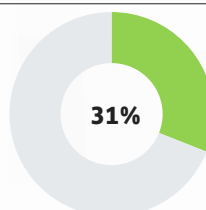


30% of our new hires will be female

TEAM OPERATIONS TARGETS

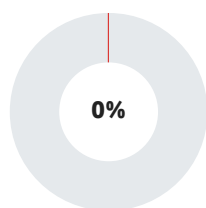


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

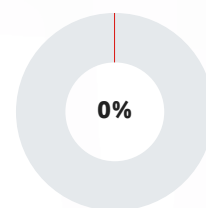


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

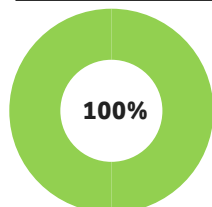


25% of our new hires will be Black, Asian or of Mixed Heritage

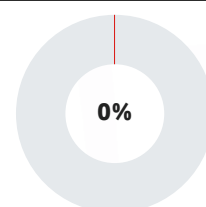


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

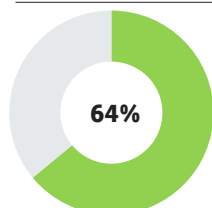


50% of our new hires will be female

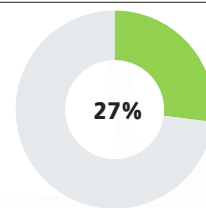


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

At Wolves we continue to promote EDI throughout the club and are pleased to release our first set of FLDC figures for year one. EDI is firmly on the agenda at the club and is a quarterly agenda item in the senior leadership team meetings, where reporting of data, good news stories and improvements to be made are all presented. The club recently conducted a staff Equal Opportunity survey which positively highlighted the increased representation of staff in all reporting categories since the 2018/19 season and although we still have work to do to improve these figures further, it's a firm step in the right direction. The EDI working group has grown since we signed up to the Code, to include more members spanning wider reaches of the club. We are about to launch an Equality Advisory group made up of external people who can advise and scrutinise

us, and we also have a fan focus group on the way which we will consult with to strengthen our offering. Wolves HR director and club equality lead, Zoe Brough, said: "We are particularly proud of hitting our recruitment targets for the numbers of females within women's coaching, team operations and senior leadership. Our focus is now on increasing equality of opportunity for male and female Black, Asian and Mixed Heritage candidates and ensuring that we start to reflect our modern and diverse community. We recognise we have work to do in advertising in the right places to attract a diverse pipeline. Whilst the performance in some key areas are disappointing to us, we take encouragement from the fact that we are regularly shortlisting diverse candidates and awareness is the first step to progression."



2020/21 FLDC SUMMARY



Wycombe Wanderers

SENIOR LEADERSHIP TARGETS

NO
DATA

15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

NO
DATA

30% of our new hires will be female

TEAM OPERATIONS TARGETS

NO
DATA

15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

NO
DATA

30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

NO
DATA

25% of our new hires will be Black, Asian or of Mixed Heritage

NO
DATA

10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

NO
DATA

50% of our new hires will be female

NO
DATA

15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT

NO
DATA

Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

NO
DATA

Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Club's Comments

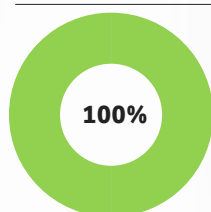


2020/21 FLDC SUMMARY

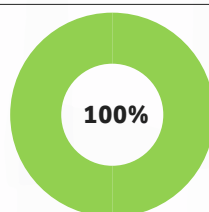


The Football Association (The FA)

SENIOR LEADERSHIP TARGETS

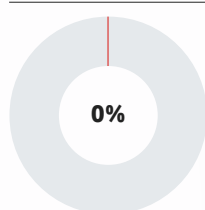


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

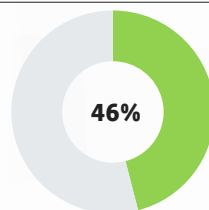


30% of our new hires will be female

TEAM OPERATIONS TARGETS

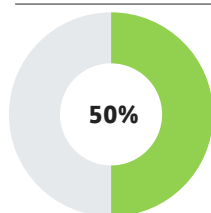


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

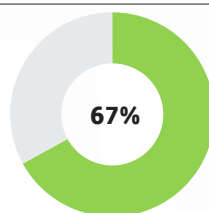


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

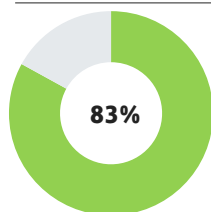


25% of our new hires will be Black, Asian or of Mixed Heritage

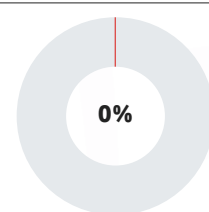


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

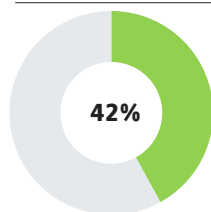


50% of our new hires will be female

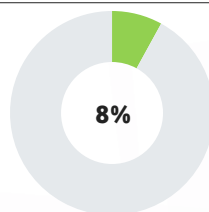


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

We are pleased to have exceeded a significant majority of the pledges set out in the Code. Our results reflect our ongoing commitment to improving representation across all areas of the game as set out in 'In Pursuit of Progress' and our recently launched 'A Game For All' strategy, where you can find absolute targets for diversity in our workforce too.

The Code has helped us focus on our culture and specific recruitment practices, enabling us to reach the broadest talent pool possible- while also ensuring equitable and inclusive assessment so that all recruitment decisions are made on merit.

Our approach is supported by various positive action programmes specifically targeting under representation in coaching within our national teams and all levels of the game, creating a high quality and diverse talent pool; a community we are continuing to build through the FLDC Careers Platform.

That said, there is clearly still work to do and we were disappointed not to meet two of

the pledges, specifically new hires from Black, Asian or of Mixed Heritage within Team Operations and in Women's Coaching.

The Team Operations category includes all of our Technical Directorate permanent employees, while Senior Leadership and Coaching fall into other categories. This data does not include any 'casual contract' recruitment who are not considered permanent employees, which would have seen Team Operations category reach 12.5% Black, Asian or Mixed Heritage new hires.

If we were to report on all recruitment across The FA (permanent, casual and board/committee hiring) then we have recruited 16.8% Black, Asian or Mixed Heritage new hires.

There is certainly more work to be done in Women's Coaching to ensure that careers here are accessible and open to all, particularly those from underrepresented groups with initiatives like the Elite Coach Placement Programme.

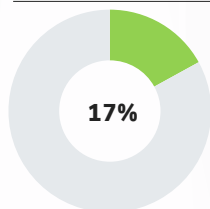


2020/21 FLDC SUMMARY

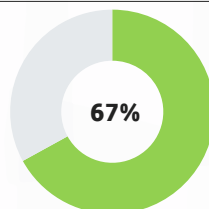


The Premier League

SENIOR LEADERSHIP TARGETS

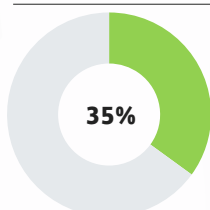


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

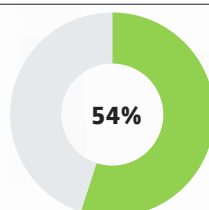


30% of our new hires will be female

TEAM OPERATIONS TARGETS

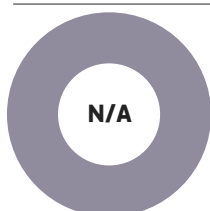


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

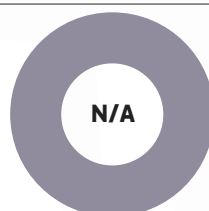


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

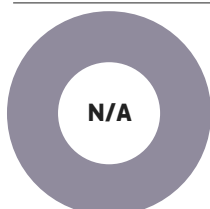


25% of our new hires will be Black, Asian or of Mixed Heritage

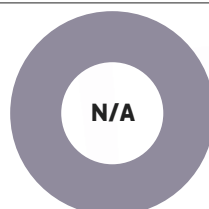


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS



50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

The Premier League is committed to improving representation across the game and creating a workforce that reflects the diversity of our industry and communities.

We are pleased to have met our senior leadership and team operations ethnicity and gender diversity targets; progress is being made but there is still much to be done. In February 2021, the Premier League launched its No Room for Racism Action Plan, which includes targets for its own workforce. We are progressing towards these by working to attract diverse candidates, tracking recruitment and creating an internal culture where every individual can thrive.

We now have the first cohort of the Premier League Work Placement Programme in place. This programme aims to provide improved access to careers for underrepresented groups. We are currently looking for an additional independent non-executive director to complete the composition of a new and diverse Board.

The Premier League continues to promote EDI across all areas of its operations and to support clubs. The FLDC is integrated into the existing mandatory Premier League Equality, Diversity and Inclusion Standard, which requires every club to achieve and report progress against agreed EDI targets.

To help create a more diverse professional coaching workforce, including at senior levels, the Premier League works with partners across football to deliver programmes for underrepresented groups to increase career opportunities and pathways.

The criteria for the FLDC Coaching data categories are not applicable to the Premier League as an organisation; as such, data has not been provided. We have recently revised the system we use for recruitment, which will enable us to report on this data in the future.

Promoting equal opportunity and creating greater access to career pathways is a priority for the Premier League as we continue to work towards exceeding our targets.

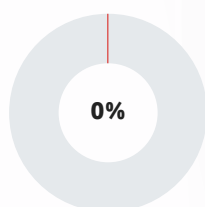


2020/21 FLDC SUMMARY

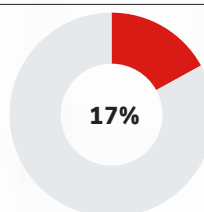


The English Football League (EFL)

SENIOR LEADERSHIP TARGETS

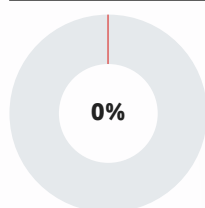


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

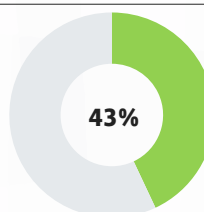


30% of our new hires will be female

TEAM OPERATIONS TARGETS

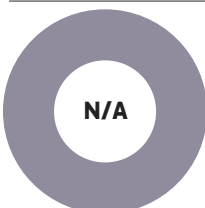


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

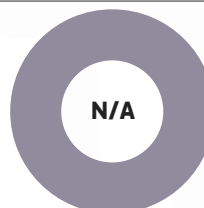


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

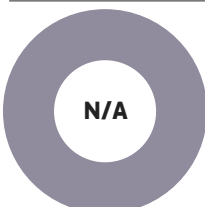


25% of our new hires will be Black, Asian or of Mixed Heritage

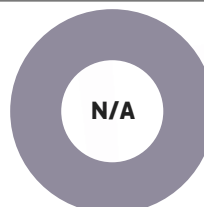


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

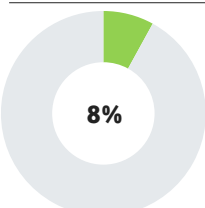


50% of our new hires will be female

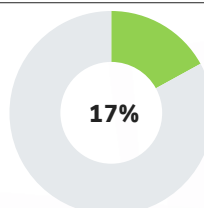


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

Since signing up to the FLDC on 1 January, the EFL has focused on establishing the building blocks that will help it become a more inclusive employer by embedding Equality, Diversity & Inclusion (EDI) into all aspects of our business.

A wide-ranging review of our approach to EDI has been undertaken to re-evaluate and rescope our work. As a result, a new senior lead will be joining the League, tasked with delivering a new strategic plan for EDI across our organisation and our clubs.

The EFL has also appointed a new Head of HR, who will prioritise on attracting talent from diverse backgrounds across the business, enabling the EFL to evolve as an organisation through difference of thought and ideas.

During the reporting period, the EFL made 20 new appointments of which 9 were internal appointments. Six senior leadership appointments were

made and 14 operational appointments - with 13 successful candidates being male and 7 female. However, none were from a Black, Asian or Mixed Heritage background. There were 12 recruitment processes that involved the shortlisting of external candidates. In total, there were 17 Black, Asian or Mixed Heritage candidates (out of a total of 279), 12 of whom did not meet the shortlist requirements and 5 who were unsuccessful at interview.

Clearly, this is a disappointing outcome given the aim of increasing diversity in our workforce, but we recognise that the FLDC has already delivered several useful learnings. For example, in order to deliver more diverse shortlists, the League is advertising jobs more broadly and in a more targeted way towards individuals with protected characteristics. We have also introduced blind shortlisting to minimise unconscious bias in the shortlisting process. More broadly, the EFL will be incorporating a number of recommendations from the EDI review into our recruitment practices.



2020/21 FLDC SUMMARY



Elite Performance Partners

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

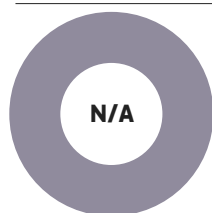


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

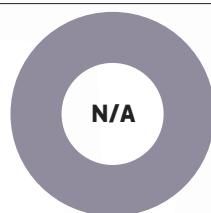


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

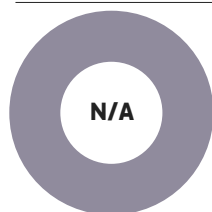


25% of our new hires will be Black, Asian or of Mixed Heritage

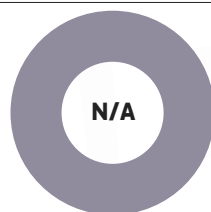


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

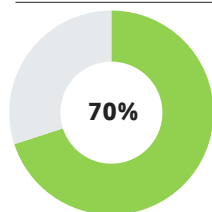


50% of our new hires will be female

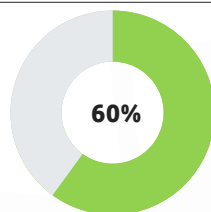


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

As an organisation that has always seen diversity of thought, background and experience as a competitive advantage as well as a moral imperative, our shortlists aim to bring a spectrum of relevant candidates to the table for consideration. For us, a more important metric than the percentage of shortlists with at least one diverse candidate is the number with at least two or more - thereby representing real choice and not a box ticking exercise. Over this time period, our average is 2: or 40% of those shortlisted and 22% of placements, a number which reflects our focus on potential over historic opportunity, and of which we are proud given the current make-up of the football market.



2020/21 FLDC SUMMARY



Executives in Sport Group

SENIOR LEADERSHIP TARGETS



15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

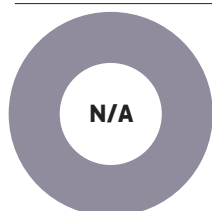


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

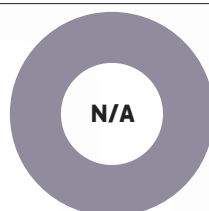


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

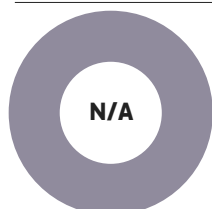


25% of our new hires will be Black, Asian or of Mixed Heritage

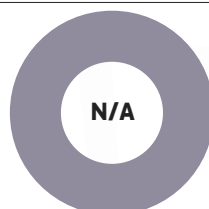


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

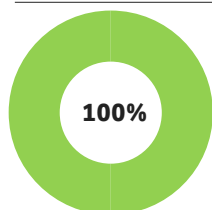


50% of our new hires will be female

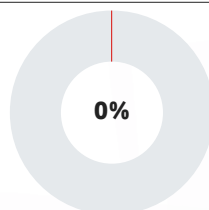


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

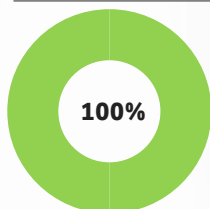


2020/21 FLDC SUMMARY

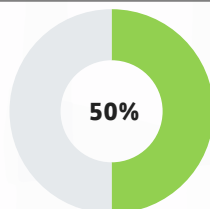


f1 recruitment ltd

SENIOR LEADERSHIP TARGETS

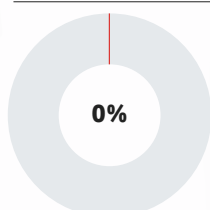


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

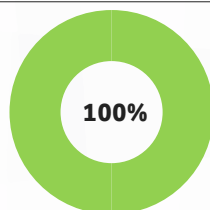


30% of our new hires will be female

TEAM OPERATIONS TARGETS

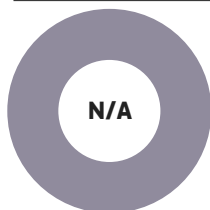


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

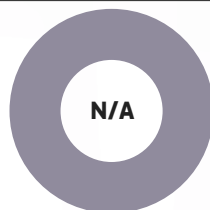


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

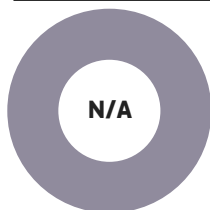


25% of our new hires will be Black, Asian or of Mixed Heritage

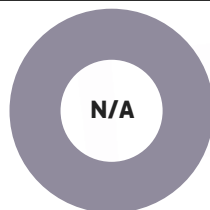


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

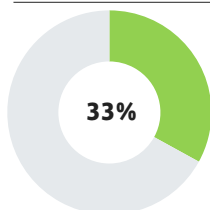


50% of our new hires will be female

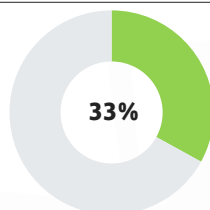


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

f1 recruitment is trailblazing diversity in the sports marketing recruitment and search sector. The f1 team is 70% female, 30% male and 30% are from black, Asian or from mixed heritage communities. The age range of the team is 24 to 64 and over 50% of the team are non graduates. Our founder is female. Less than 10% of people that work in sports marketing & sports NGB Commercial teams come from BAME communities and Females are still under represented at the top of the sector. 27% of f1 candidates interviewed are non white and over 28% of the candidates we placed in roles are from black, Asian, minority ethnic communities. 33% of the candidates we placed with Premiership football clubs this year were from black, Asian, minority ethnic communities. See below:

- We created www.noturningback2020 programme back in 2016 (then known as BAME2020) and fund a UK national Careers Outreach programme to state schools with a high representation of students from BAME communities and students on free school meals about careers in sports marketing.

- In 2021 we created a free to advertise Early Careers Job Board for organisations committed to Inclusion & Diversity. Our Back2businesship returners programme now in its 8th year has helped over 150 mainly females get back to their Marketing Careers after time out for caring reasons. Our March 2022 programme is focused on delegates from lower socio economic and BAME communities.

Premier League Football Club Assignments from August 2020 to July 2021 nine appointments across salary levels 90-150k

- One Black Female Appointed
- One Black Male Appointed
- Four white Males appointed
- One Asian Male Appointed
- Two white Female appointed

Three Females appointed 6 Males appointed

Three BAME appointed 6 White appointed

33 % BAME (1 Black Female, 1 Black Male and 1 Asian Male)

This statistic aligns with our overall statistic of placing over 27% of all appointments from the BAME community. In fact this stat is 5% above our current statistic.



2020/21 FLDC SUMMARY



Huckleberry Sport

SENIOR LEADERSHIP TARGETS

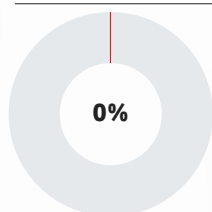


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

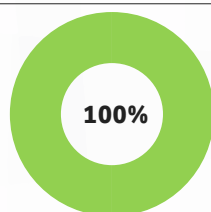


30% of our new hires will be female

TEAM OPERATIONS TARGETS

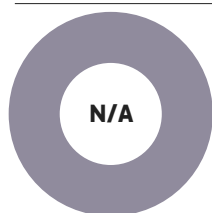


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

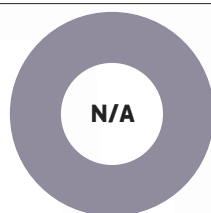


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

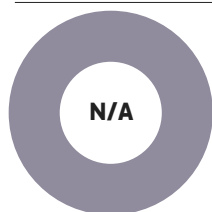


25% of our new hires will be Black, Asian or of Mixed Heritage

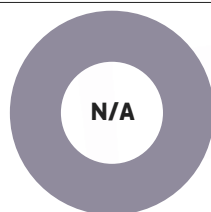


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

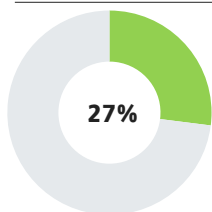


50% of our new hires will be female

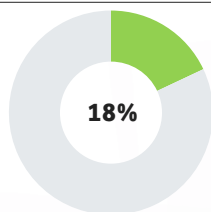


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments



2020/21 FLDC SUMMARY

Nolan Partners

SENIOR LEADERSHIP TARGETS

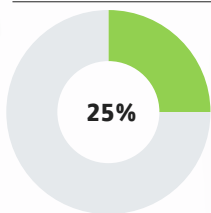


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

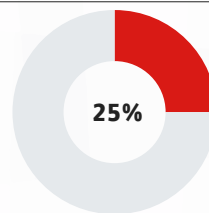


30% of our new hires will be female

TEAM OPERATIONS TARGETS

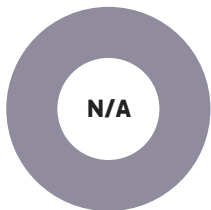


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

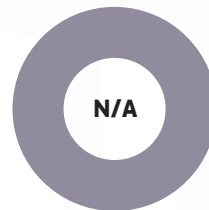


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

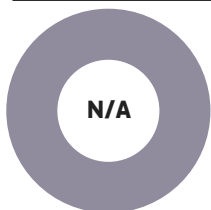


25% of our new hires will be Black, Asian or of Mixed Heritage

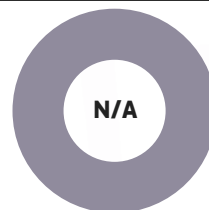


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

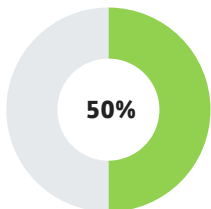


50% of our new hires will be female

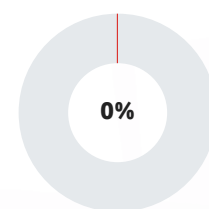


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

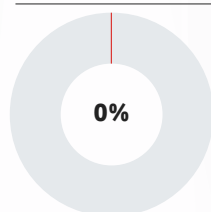
Comments

Whilst this report covers our own internal recruitment, a more relevant statistic as a headhunter is the recruitment we conduct for our clients (which include football clubs and associations). We are proud to report that 43% of hires we made in 2020-2021 were female, Black, Asian or Mixed Heritage. This reflects the strengthened focus of our clients on diversity and inclusion.

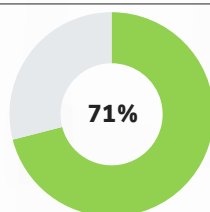
2020/21 FLDC SUMMARY

ODGERS BERNDTSON

SENIOR LEADERSHIP TARGETS

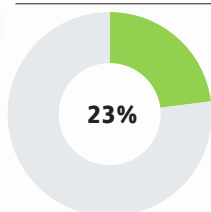


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

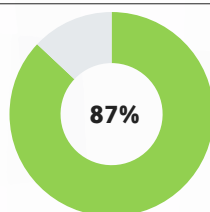


30% of our new hires will be female

TEAM OPERATIONS TARGETS

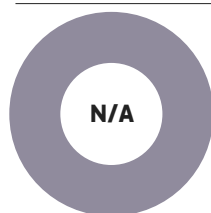


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

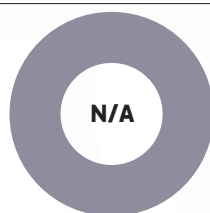


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

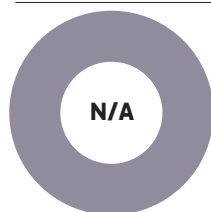


25% of our new hires will be Black, Asian or of Mixed Heritage

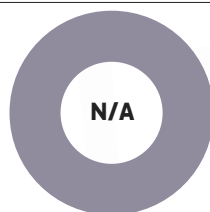


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

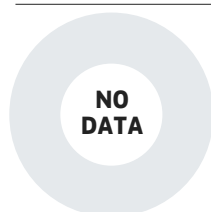


50% of our new hires will be female



15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

Across our entire organisation, we take diversity and inclusion seriously - we want to 'be the change', we are proud to be the first Executive Search Firm to sign up to the Race at Work Charter charter, our status as a level two Disability Confident Employer (working to level 3). We also hold accreditations across The FA's Football Leadership Diversity Code, Living Wage Employer, Tech Talent Charter, Change the Race Ratio and the Social Mobility Pledge.

We are proud to partner with Change 100, and the Social Mobility Foundation on our summer internship programme, in which our recruitment process includes blind application, blind CV sift and blind interview process. In 2021 our interns came from Leonard Cheshire's Change 100 programme, #10000BlackInterns and The Social Mobility Foundation. We have also

recently seen members of that cohort successfully transition from Interns into permanent members of the team.

When it comes to our own permanent recruitment and hiring, we review our own recruitment partners against diversity targets to actively seek diverse shortlists. We are always looking for innovative new ways to engage and identify our own talent across all diversities, most recently we have engaged with Black Young Professionals Network.

Anyone who has potential, or who has the necessary skills is guaranteed an interview with our hiring managers, who are all trained in our anti-discrimination policy. We also abide by our recruitment 'Disability Code'; to ensure fair, easy application and interviews for all participants. As of July 2021, our workforce was made up of 66.67% who identify as female, 12% ethnic diversity, and 5% disability.

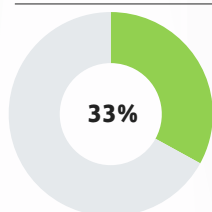


2020/21 FLDC SUMMARY

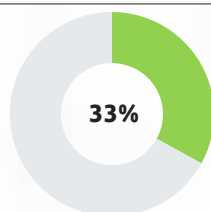


SRI Executive

SENIOR LEADERSHIP TARGETS

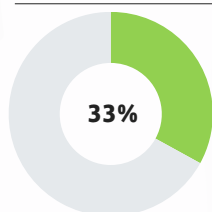


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

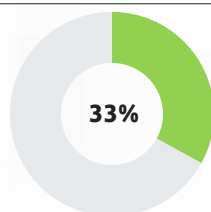


30% of our new hires will be female

TEAM OPERATIONS TARGETS

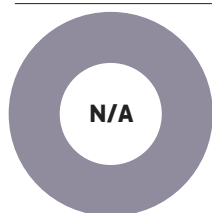


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

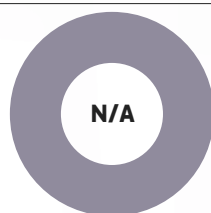


30% of our new hires will be female

COACHING - MEN'S CLUBS TARGETS

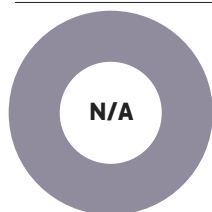


25% of our new hires will be Black, Asian or of Mixed Heritage

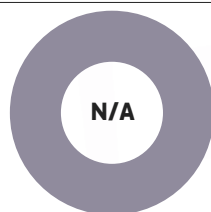


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING - WOMEN'S CLUBS TARGETS

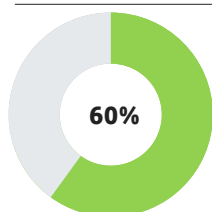


50% of our new hires will be female

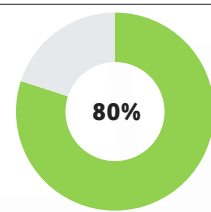


15% of our new hires will be Black, Asian or of Mixed Heritage

RECRUITMENT



Shortlists for interview will have at least one male Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)



Shortlists for interview will have at least one female Black, Asian or of Mixed Heritage candidate (if applicants meeting the job specifications apply)

Comments

SRI has aligned internal hiring to a DEI policy that has been developed by an internal working group, guided by an expert DEI organisation, and agreed by the Partner group.



■ ■ *This report shows us making significant progress towards increasing diversity in some important areas of the club, while highlighting other areas where more work is needed. It will take additional years of data to show consistent trends given the relatively low number of hires typically made each year in some of the job categories monitored. However, this first report is a useful starting point for measuring progress against the crucial goal of making our workforce more representative of the diverse talent available to us.*

At Manchester United we see diversity as a source of strength and remain strongly committed to creating an inclusive workplace for the best people we can attract from all backgrounds. ■ ■

Collette Roche, Chief Operating Officer, Manchester United





SUPPORTING FOOTBALL ORGANISATIONS ON THEIR JOURNEYS

The aim of the Football Leadership Diversity Code is to improve access across football and move to a more modern and transparent way of recruiting, which enhances the equality of opportunity for all. This is why seven recruitment agencies became signatories, not only pledging to meet the commitments themselves, but also providing recruitment workshops in a programmatic way over a period of weeks, which were delivered to clubs free of charge from March to May 2021.

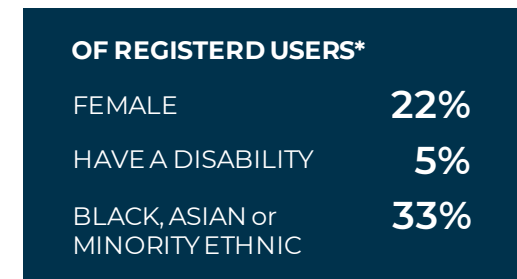
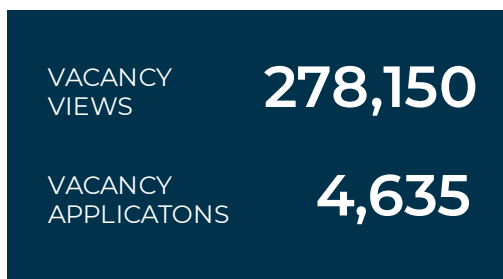
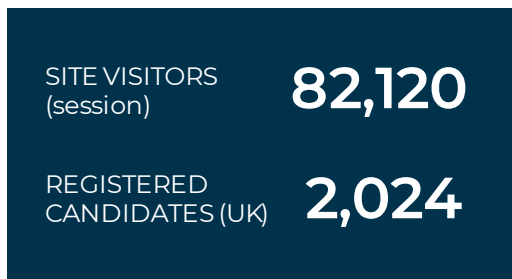
Historically within football, there have been challenges around knowing where to find job opportunities and having to register with each and every football organisation.

To combat this, The FA created the Football Leadership Diversity Code Careers Platform on which clubs could advertise their jobs, enabling a single point of reference for those looking for job opportunities. Those seeking jobs in football were also able to register and receive alerts on roles that might be of interest to them as they became available. We encourage those looking for a job in football to use the Football Leadership Diversity Code jobs board and to be proactive in setting up these alerts. Use of this platform demonstrates the array of roles available within football both for those currently inside the game, but also those coming from different industries who may never have previously considered a role in the game.

In the first year, the careers platform attracted 82,000 visitors and 2,400 registered candidates. 900 jobs were advertised on the platform with over 4,500 applications; 39% of whom came from a Black, Asian and Mixed Heritage background. We do note that only 22% of candidates were female. This is an area we'll need to focus on in future years to ensure we continue to encourage all historically underrepresented groups to explore usage of the platform and opportunities in the game.

Based on the feedback received, we believe the platform has had a positive impact on increasing the diversity of the talent pool 71% of signatories saw an improvement in the diversity of their applications, and 57% saw an increase in the quality of applications. From a user's perspective, 100% said they would recommend the platform.

FLDC CAREERS PLATFORM FACTS AND FIGURES



* represents those registered candidates with completed diversity data profiles

CANDIDATES



↑ 26% Quarterly increase of site visitors



40% of registered candidates are from London/South East

28% of vacancies are based in Greater London

39% of total performance role applications were from a Black, Asian or Minority Ethnic background

FLDC SIGNATORY MEMBERS



FLDC CAREERS PLATFORM



■ ■ *The Code has helped us keep at the forefront of our minds the need to ensure we are reaching out to all levels of our community when recruiting, and that we are showcasing our family and inclusive culture. The statistics have given us some data to celebrate where this is working, but also keep us focused and help us identify where we want to move to. ■ ■*

Kirsty Cavanagh, HR Director, Doncaster Rovers

SURVEY RESULTS: PERCEIVED BARRIERS FACING PLAYERS ENTERING COACHING

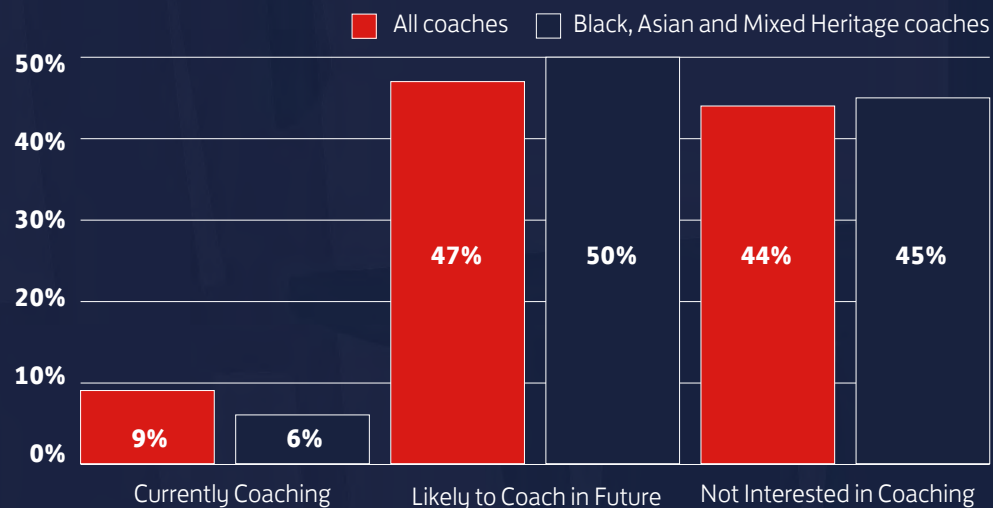
One of the traditional pathways for those entering professional coaching is to have first been a player in the professional game. Being a player – however successful – doesn't necessarily mean having the relevant skills and attributes to be a great coach. However, the prior experience of the professional game is often valuable, and we acknowledge that the playing pool is the pipeline from which many coaches are drawn.

To that end, it's important to try and understand why the diversity in professional coaching might not reflect the participation on the pitch. With the help of our signatory clubs and other footballing organisations including the PFA, we surveyed over 700 ex-professional and current professional players (approximately 50% in each population) to better understand what they perceived to be the barriers to entering coaching.

With 50% of current players likely to pursue a coaching career in the future, the appetite clearly exists for players to embark on the coaching pathway. With Black, Asian and Mixed Heritage players as likely to want to go into coaching as other players, the Code's approach of wanting to ensure representation off the pitch matches participation on the pitch seems proportionate.

Of those players that didn't have an interest in coaching, a lack of diversity was not considered one of the main reasons for not pursuing a coaching career. However, one in nine Black, Asian and Mixed Heritage players and ex-players still cited lack of diversity as a barrier to entering coaching. We believe that the clubs' and football authorities' commitment to the Code, and programmes such as the Elite Coach Placement Programme and the Player to Coach programme will be crucial in publicly showing football's proactive steps to provide people with opportunities that enhance their experience and help to therefore contribute towards ensuring that diversity is improved across all spheres of the game.

Current Engagement with Coaching / Future Likelihood



Barriers to Coaching: Results of individuals not interested in pursuing coaching roles



NEXT STEPS

Given the turbulent year, football can be cautiously optimistic about the foundations that have been laid in the Code's first year. There is no doubt that those foundations must be built upon in order to drive change and, while results can be considered promising in year one of a new initiative, they must improve in subsequent years.

Football collectively needs to meet more of its targets and signatories, individually, need to meet more of theirs. We encourage and invite more clubs to sign up to the Code and collectively we will support each other on this important journey for our industry. This Code ensures increased transparency and accountability but also enables a review of our collective picture as signatories.

The Code will now report on an annual basis and we will work together to improve our approach and develop the rich data set that we are starting to collect.

■ ■ *It's encouraging to see that the Code and other work being undertaken by clubs is having a positive impact on improving the diversity of the workforce across the game. Clearly there is much more work to do and since becoming a signatory at the start of the year, the EFL itself has undertaken wide-ranging review of its approach to Equality, Diversity and Inclusion in order to re-evaluate and rescope our work in this important area.*

While transformational change can take time, with a senior lead being recruited to deliver and implement the League's new EDI strategy, diversification of the workforce will remain priority for the EFL both in the short and long term. ■ ■

Trevor Birch, Chief Executive, EFL







FOR ALL

The Football Association
Wembley Stadium
London HA9 0WS
T: +44 (0)800 169 1863
F: +44 (0)800 169 1864
W: TheFA.com