



IN PURSUIT OF PROGRESS

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

YEAR 1 REVIEW AND REPORT

Published: September 2019





Front cover shot: Running the line is Lisa Rashid, an FA Women's Super League official and role model for all females and BAME communities aspiring to work in football.

UNITE THE GAME, INSPIRE THE NATION.

As the nation's number one sport with 30 million spectators, 11 million participants and over 90,000 grassroots team, football has the incredible power to bring people together, pull down barriers and act as a force for good. This briefing marks the one-year anniversary of the release of 'In Pursuit of Progress', our three-year equality, diversity and inclusion strategy that takes us to 2021.

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

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

Much is to be celebrated as we highlight the progress made over the last 12 months and we continue to stand by the notion that embracing equality, diversity and inclusion makes us stronger, and better equipped to meet the challenges of the modern game.

It is acknowledged that we continue to fight against discrimination of all kinds across the game from grassroots to professional football. Every single participant has the right to play the game with confidence and without prejudice regardless of ability and background. The FA is proud of the achievements and progress made so far and we continue on the journey to make the game truly FOR ALL.

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“The rise of the women's game goes to show that football continues to inspire millions in our country. It is great to see the England team helping to drive the women's game forward. This is what a modern and progressive FA is all about.”

Phil Neville,
Head Coach, England women's senior team





England men's senior Manager Gareth Southgate and staff sing the national anthem ahead of the England v Czech Republic UEFA Euro Qualifier at Wembley in March 2019. Alongside Gareth are senior men's Assistant Manager Steve Holland and elite coach Paul Nevin, who joined The FA on the Elite Coach Placement Programme (see page 8).

OUR TARGETS – HOW WE'RE DOING

On the basis of putting our own house in order first, our primary focus remains on The FA's own demographic. We want our diversity to better reflect what we see on the pitch.

The chart below shows the 2018 baseline figure for each employee category, where we're at today – and our 2021 target.

Employee type	Category	2018 baseline	Now: 2019	Target: 2021
All employees	Female	32%	34%	36%
	People from BAME backgrounds	13%	12% ¹	16%
Leadership roles	Female	30%	33%	40%
	People from BAME backgrounds	5%	6%	11%
England coaching staff	Female	26%	22% ²	29%
	People from BAME backgrounds	13%	20%	20%

¹ Unlike most other figures, this figure has gone down, not up. While we have significantly improved our rate of hiring people from a BAME background to around 20%, through a number of restructures, we have lost people from a BAME background at a greater rate. We believe this is a temporary issue and are remain confident we will make our 2021 target.

² Despite increasing the number of female coaches, the overall number of coaches (female and male) has increased thereby reducing the % of female coaches.

“There's no doubt that our men's teams represent the diversity of our modern country. We do however need to improve the diversity of coaches, referees and professionals in football at every level of the game to reflect the playing population. The FA can – and is – taking the lead in this area.”

Gareth Southgate,
England Manager, men's senior team

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

PRIORITY 1: THE FA AND OUR CULTURE

CASE STUDY:

REDUCING GENDER PAY GAPS

The good news is that we're heading in the right direction. We now have the smallest gender pay gap of any of the major sports national governing bodies.

Our second successive year of closing the gap has seen our mean¹ hourly gender pay gap reduce by 5.2% to 18% (it was 23.2%). We have also closed our median² hourly gender pay gap by 1.3% to 10.8% (it was 12.1%).

However, our mean bonus pay gap has increased by 18.8%. This requires a closer look – and in fact the men's mean bonus in 2018 was 35.2% higher than women.

However, there's some context – the median gap was 9.1%. This reveals that the bonuses paid to our small number of very senior male employees are having a significant impact on the figure across the organisation.

In addition, in the same period as these male employees were paid bonuses, a small number of senior female employees who had previously earned bonuses left The FA. Although they have been replaced by other senior women, not all the new employees were eligible for a bonus due to their start dates.

Nevertheless, bonus gaps will continue to be challenging for us. The fact is our highest-profile coaching roles are held by men. The more tournament success we enjoy – such as the FIFA World Cups in 2018 and 2019 – the bigger the bonus gaps.

“The FA has made some great strides to reduce the gender pay gap and as the largest sporting governing body in England, I am proud that The FA currently has the smallest gender pay gap of all sporting governing bodies. Progress will continue.”

Nuala Walsh

Member, The FA Inclusion Advisory Board

¹ Mean = average. Add up all the numbers and then divide by the number employees.

² Median = the middle value or midpoint in the range of numbers.



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

Our commitments – we will...	2018/19 highlights:
DELIVER BETTER RECRUITMENT PRACTICES	<ul style="list-style-type: none"> • 21% of all new hires are from a BAME background. 36% of new hires are female. This has resulted from several enhanced recruitment practices.
SUPPORT TALENTED FUTURE LEADERS	<ul style="list-style-type: none"> • Second running of internal high-potential programme; • School-leaver apprentice programme in its second year; • Good diversity balance across both the above.
EDUCATE AND HOLD INDIVIDUALS TO ACCOUNT	<ul style="list-style-type: none"> • Diversity and inclusion activities in all relevant divisions' programme plans, with monthly progress reports; • Overwhelmingly positive feedback to ongoing staff diversity and inclusion training.
PROMOTE DIVERSE LEADERS	<ul style="list-style-type: none"> • BAME representation at leadership level up from 5% to 6%; • Female representation up from 30% to 33%; • FA Executive Team now 43% female.
IMPROVE THE RECORDING OF DIVERSITY DATA	<ul style="list-style-type: none"> • New system scoped – to be implemented in 2020/21 season;
ACHIEVE THE ADVANCED LEVEL OF THE EQUALITY STANDARD FOR SPORT	<ul style="list-style-type: none"> • Assessor appointed to provide support for the submission; • Submission to go into Sport England for the 2020/21 season.

At this year's FA staff conference in July, Pete McDonald from the Collaboration Company leads FA employees in a collaboration exercise in keeping with our 'Inclusive' value.

“

"The FA has invested in me to develop as a future leader and I am very proud of the efforts it has made to address diversity and inclusion within the organisation to develop diverse talent for the future."

Esmond Blake

'For The Future' Leadership Programme

PRIORITY 2: THE ENGLAND TEAMS' SUPPORT STRUCTURE

CASE STUDY:

ELITE COACH PLACEMENT PROGRAMME

The 2018/19 season saw the launch of the 'Elite Coach Placement Programme'. It's a positive-action programme to provide under-represented groups with short England camp-based coaching opportunities within the men's and women's England teams.

The goal is to build a more diverse talent pipeline for elite/national coaching roles.

The programme is jointly owned by The FA and the Professional Footballers' Association (PFA). The men's programme has included eight active and observational coach roles. The women's placement programme has seen three coaches from under-represented groups gain experience within the England teams.

Recruitment is now underway for Year 2 of the programme. The quote below is from one of the 'graduates' from the programme's first year:

“It has been a real honour to work with England's elite coaches and top young players, also being able to give some of my own experiences of playing both home and abroad. Being embedded in the England DNA has been fantastic and I hope to continue on this journey of becoming an elite coach at the highest level.”

Omer Riza,
Elite Coach Placement Programme





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

Our commitments – we will...	2018/19 highlights
ENSURE QUALIFIED, DIVERSE CANDIDATES ARE INTERVIEWED FOR ENGLAND ROLES	<ul style="list-style-type: none"> 100% commitment met. Every national team role has seen at least one BAME candidate interviewed, where a suitably-qualified BAME candidate applied.
PROVIDE BAME COACHING PLACEMENTS ON ENGLAND CAMPS	<ul style="list-style-type: none"> See opposite page re: successful delivery of Year 1 of the Elite Coach Placement Programme; The 'Into High Performance' programme launched in the women's game to enhance skills and experiences of female coaches.
SUPPORT THE DEVELOPMENT OF FUTURE BAME AND FEMALE TALENT	<ul style="list-style-type: none"> Our National Specialist Development Coaches' Programme completed its first cycle. It comprises an 18-month employment contract for coaches from under-represented groups; Third cohort successfully passed through the Elite Mentee Programme. Fourth cohort started their placements in July 2019.
PROVIDE BAME AND FEMALE GRASSROOTS/PROFESSIONAL COACHING BURSARIES	<ul style="list-style-type: none"> Coach bursaries awarded in 2018/19: <ul style="list-style-type: none"> – Five Senior Pro Licence; – 25 UEFA 'A' Licence; – 15 Advanced Youth Award; – 176 UEFA 'B' Licence.
SUPPORT ELITE DISABILITY PLAYER AND COACHING PATHWAYS	<ul style="list-style-type: none"> Six England impairment squads supported, while Sport England funds the disability talent pathway; Cross-departmental FA Women's and girls' disability football working group formed.
SUPPORT ENGLAND PLAYERS – PAST, PRESENT AND FUTURE	<ul style="list-style-type: none"> Player-to-Coach programme initiated, to be enhanced in 2019/20; Player- to-Coach programme and the development of English/British-qualified coaches will become part of The FA Education programme in 2019/20, across men's and women's games.

Former England men's senior international Sol Campbell is a graduate of the Elite Coach Placement Programme. Here he is with members of the England under-21 squad.



In May 2019, Wembley extended an open invitation to Iftar – the evening meal with which the Muslim community ends the daily fast during Ramadan at sunset. There were approximately 350 attendees.

In September 2019, The FA published its first guide for coaches and managers in adult football, advising them on supporting the mental wellbeing of their players. It was compiled in association with Mind and an FA Advisory Group and will be the first in a series of such guides, aimed at different football audiences.

The FA out in force in July 2019 for the 'Pride in London' parade. The parade brings the LGBT+ community and its allies together.



Helping celebrate the Rainbow Laces campaign, Britain's most successful LGBT+ football club Stonewall FC took on Wilberforce Wanderers at Wembley in November 2018. It was a top-of-the-table Middlesex County Football League Division 1 clash - the first time a non-League seasonal fixture has been hosted at the national stadium. For the record, Stonewall won 3-1.



The latest graduates of The FA's Elite Coach Menteeship programme - a 12-month programme for budding coaches to experience coaching at international level. They are, from left: Kurt Husnu, Carly Davies, Stacey Miles and David Powderley.

“

The Elite Mentee Programme was a great platform from which to learn about elite coaching across the national squads. This exposure significantly contributed to me becoming a National Specialist Coach.”

Kurt Husnu,
National Specialist Coach, Elite Mentee graduate



The FA has worked with many of football's stakeholders to produce the above annual calendar for Faith and Football. The calendar highlights and explains the most significant festivals which could have a potential impact on football.

PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE

CASE STUDY:

BRINGING OPPORTUNITIES TO COMMUNITIES

The FA's 'Bringing Opportunities to Communities' strategy focuses on encouraging people from Asian communities to get involved in football.

April 2019 saw the launch of Phase 2 of this strategy. It's based on the fact that Asian communities represent 8% (4 million people) of this country's population, but are significantly under-represented across all levels of football, especially at the elite level.

The work based on our strategy began in 2015. Phase 1 focused on participation, development, role models and talent identification. To inform Phase 2, in late 2018 we held eight community forums across the country's eight most diverse counties. Engaging with over 500 people from Asian communities at all levels of the game, we've used the feedback and insight from these communities and wider partners to frame the objectives for Phase 2 (2019-21):

- Embed Asian inclusion across The FA and its people;
- Raise awareness of pathways into football for Asian communities;
- Embed Asian inclusion across grassroots football;
- Create opportunities to increase Asian female participation;
- Create more engagement and communication between The FA and Asian communities.

More information is available at www.TheFA.com/asianinclusion

“Our Asian Inclusion plan across its five key pillars will help to address the under-representation of Asian communities across all areas of the game. In time, we hope to see more players, coaches, referees and staff from an Asian background making football their chosen career path and changing perceptions.”

Wasim Haq,
FA Inclusion Advisory Board member

Dal Darroch, FA Head of Diversity & Inclusion presents at the launch of the Asian Inclusion Plan launch (known as 'Bringing Opportunities to Communities Phase 2') at Aston Villa FC, April 2019.



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

Our commitments – we will...	2018/19 highlights
SUPPORT COUNTY FAs (CFAs) TO IMPROVE INCLUSION	<ul style="list-style-type: none"> Research into the impact of Inclusion Advisory Groups (IAGs) and the Equality Standard on CFAs. Action plan in place to increase impact; Continued funding of two FA-funded officers as part of Kick It Out partnership – to work with County FAs.
DEVELOP DIVERSE AND TALENTED LEADERSHIP WITH COUNTY FAs	<ul style="list-style-type: none"> Research on the diversity of County FA Boards completed. Results to be embedded in County FA Code of Governance to be piloted later this year.
IMPROVE THE REACH AND EFFECTIVENESS OF COUNTY FA INCLUSION ADVISORY GROUPS (IAGS)	<ul style="list-style-type: none"> The County FA National Diversity & Inclusion Conference delivered in February 2019; Three IAG development days delivered – to continually improve output.
SET INCLUSION TARGETS IN THE NEW NATIONAL GAME STRATEGY	<ul style="list-style-type: none"> Progress has been made against the inclusion targets set out in the National Game Strategy in 2018. Highlights include: <ul style="list-style-type: none"> – 1,505 newly-qualified female coaches in the last 12 months (across levels 1, 2 and 3); – 2,206 newly-qualified BAME coaches in the last 12 months (across levels 1, 2 and 3); – 1,999 (9.4%) of currently-registered referees are from BAME backgrounds. All these figures have surpassed the targets set out in the National Game Strategy.
DELIVER BESPOKE PROGRAMMES TO SUPPORT DIVERSITY	<ul style="list-style-type: none"> ‘Bringing Opportunities to Communities’ Phase 1 completed (see opposite page); ‘Faith and Football’ work: <ul style="list-style-type: none"> – First-ever ‘Iftar’ at Wembley Stadium; – Faith and Football forum delivered; – Refreshed FA Faith Calendar and Ramadan Factsheet published. Refugee and Asylum seekers: <ul style="list-style-type: none"> – Quarterly networking meetings head. Goal: to make football the tool of choice for refugee and asylum seeker integration. – Refugee Week event held at Wembley Stadium; – Partnership with Amnesty International agreed to use football to benefit female refugees and asylum seekers.

PRIORITY 4: INCLUSION PROGRAMMES ACROSS THE GAME

CASE STUDY:

SUPPORTING LGBT+ PEOPLE THROUGH FOOTBALL

Football and The FA can play a really important role in encouraging everyone to be exactly who they are – and creating acceptance and tolerance in wider society.

With this in mind, last November we announced a formal partnership with Stonewall FC to support their work. A tangible example of this support was the hosting of Stonewall's Middlesex County Football League Division One clash later that month with Wilberforce Wanderers AFC – at Wembley Stadium. It was the first time a non-League seasonal fixture has been hosted at the national stadium.

We have continued to provide extensive backing for the 'Rainbow Laces' campaign and delivered ticketing opportunities for LGBT+ fan groups at every England game at Wembley last season.

July this year saw over 50 FA employees, County FA staff and other members of the football community among the 30,000 people who took part in the Pride parade on Saturday 6 July in central London. The parade marked 50 years since the birth of the modern LGBT+ rights movement.

“The effort made to create a LGBT+ inclusive environment within The FA for all of our staff and beyond demonstrates The FA's commitment to making the game truly accessible to everyone.”

Craig Donald

FA Chief Information Officer and senior sponsor for LGBT and part of the Stonewall Role Models Programme





Just some of those who represented The FA at the Pride for London parade in the capital in July 2019.

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

Our commitments – we will...	2018/19 highlights
SUPPORT LGBT+ IN FOOTBALL	<ul style="list-style-type: none"> See opposite page.
DEVELOP ADDITIONAL MENTAL AND EMOTIONAL WELL-BEING SUPPORT	<ul style="list-style-type: none"> Charity partnerships formed with Heads Together, Mind, CALM (Campaign Against Living Miserably) and Sporting Chance; Heads Up campaign launched with FA President Prince William; Research project undertaken into awareness levels of mental health within the grassroots game; FA Mental Health Advisory Group formed and with Mind; guided production of Mental Health Guidance Notes for Grassroots Coaches & Managers in Adult Football.
PROMOTE AWARENESS OF COLOUR BLINDNESS IN FOOTBALL	<ul style="list-style-type: none"> FA guidance notes in this area continues to be UEFA model for other National Associations; Animated film release in September 2018 to bring the issue further to life; Jointly-branded information factsheets launched with Premier League and EFL; Editorial and advertorial pages in FA Cup programmes, including the Final; Fan and coach focus groups held; FA Partner in this work, Colour Blind Awareness, won the UEFA Foundation for Children Award.

“The FA is striving to become a world-leading sports governing body in the 21st century and to help with this, we must do everything we can to ensure our national game reflects the diversity of modern England. We have made big strides in the right direction and this will continue.”

Rupinder Bains,
Non-executive FA Board member

CONTINUING TO TACKLE DISCRIMINATION

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

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

In May 2019, The FA Board agreed to step up our efforts across the game. The need to accelerate is driven by the rise in mainly race-related discriminatory incidents – and their reporting – at home and abroad. This included racist abuse directed at England players in the UEFA EURO 2020 Qualifier in Montenegro in March 2019. But it also continues to exist in the grassroots game.

Accordingly, work has now started across four areas:

No	Area	Aim
1	GRASSROOTS FOOTBALL	<ul style="list-style-type: none">To construct a more holistic picture of anti-discrimination across the grassroots game and in turn, how we deal with incidents.
2	ENGLAND INTERNATIONAL TEAMS	<ul style="list-style-type: none">To ensure all England players and support staff are fully prepared before matches and tournaments should discriminatory incidents occur. We will ensure everyone understands the related rules and protocols – and receives robust and unequivocal support if such incidents happen.
3	WEMBLEY STADIUM	<ul style="list-style-type: none">To make Wembley Stadium an exemplar stadium for tackling racism and anti-social behaviour.
4	PROFESSIONAL GAME	<ul style="list-style-type: none">To work with the Football Regulatory Authority to ensure appropriate penalties and education programmes in place at every level of the game.





Here's a quick overview of the current ways reporting can be made and an example of sanctions The FA can – and has – imposed.

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

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

Regulations and sanctions: We have strict anti-discrimination rules – and sanctions if they are transgressed. For example, for a first offence against these rules, the minimum ban is five games, whether in the professional or grassroots game. The offender must also take a mandatory education programme.

For further information on The FA's anti-discrimination approach, visit: **www.TheFA.com/football-rules-governance/inclusion-and-anti-discrimination**

For further information on regulations and sanctions, visit: **www.TheFA.com/football-rules-governance/discipline**

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

“Tackling discrimination is an ongoing challenge which The FA are working hard to tackle and eradicate across all areas of the game. For those that do experience any form of discrimination, it is important that it is reported through the various available channels so that it can be addressed. Without investigating it, we cannot stamp it out.”

Brendon Batson OBE

LOOKING AHEAD

OUR KEY WORKSTREAMS IN THE NEXT 12 MONTHS

Among the many initiatives we'll be working on in the next 12 months – in addition to our anti-discrimination work outlined on page 16 – here are a few under each priority:

PRIORITY 1: THE FA AND OUR CULTURE

- To launch leadership/mentoring programmes including learning from the use of best practices from industry (e.g. Business In The Community's mentoring circles);
- To improve our performance against the BAME workforce target by developing the work with our recruitment partners;
- To provide learning on unconscious bias to embed further the importance of diversity and inclusion in our culture, and therefore in all our work.

PRIORITY 2: THE ENGLAND TEAMS' SUPPORT STRUCTURE

- To ensure our positive action programmes continue to deliver essential experience for under-represented coaches and build a diverse talent pipeline for elite/national coaching roles;
- To ensure our players and staff are well-equipped to deal with discrimination and feel – and are – supported should any incident occur.

PRIORITY 3: THE GAME'S GRASSROOTS WORKFORCE

- To continue to work with County FAs to drive diversity and inclusion best practice through Inclusion Advisory Groups (IAGs). This also means working to improve IAG output and impact;
- To deliver a pilot of the bespoke County FA Code of Governance, led by The FA's Grassroots Division;
- To deliver the pilot season of Phase 2 of The FA's Asian Inclusion Plan ('Bringing Opportunities to Communities') across the five goals listed on page 12;
- To continue to drive programmes across 'Faith and Football' and to benefit refugees and asylum seekers.

PRIORITY 4: INCLUSION PROGRAMMES ACROSS THE GAME

- To expand the activation and reach of Stonewall's Rainbow Laces Campaign across Wembley, St. George's Park, County FAs, every level of the women's game and across grassroots leagues and clubs;
- To design, deliver and roll-out an 'Allies Programme' in partnership with Stonewall;
- Publish further mental health guidance notes for bespoke areas of the game (e.g. youth football, women's football).





Asha Mohamud and Ali Zaman, coaches with Really Real, winners of The FA Grassroots Award, with their players in Drayton Green, London, July 2019.



For ALL

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