



FOOTBALL LEADERSHIP DIVERSITY CODE RESULTS 2022/23





MARK BULLINGHAM ON WHAT'S NEXT FOR THE FOOTBALL LEADERSHIP DIVERSITY CODE



Mark Bullingham
CEO, The FA

We are disappointed that the results this year show that the game is making slower progress than hoped in diversifying its leadership, coaching staff and workforce.

The Code was the beginning of professional football taking a more open and accountable approach to diversifying its workforce, and we all agree that in order to increase the rate of progress, we need to evolve again.

With this in mind, English football has agreed in principle to make reporting data on age, sex, gender, ethnicity, disability and sexual orientation mandatory for professional clubs.

Following discussions with the Premier League, English Football League, Barclays Women's Super League and Barclays Women's Championship, we have proposed an addition to The FA Rule Book which would see clubs publish their workforce data biannually in order to provide full transparency and put football at the top of global industry in its levels of reporting accountability. This workforce data is already collected by the professional leagues, but its publication is not currently mandatory.

The final details of this rule change will be consulted on over the coming months with a view to it being fully approved ahead of the 2023-24 season.

This will be a critical change for football which future proofs our approach for years to come. There is no silver bullet to solving these challenges and we know that this alone will not drive all of the change we want to see. But publishing who we are, measuring that regularly and setting targets that stretch clubs to do better is a big step forward. It will be for clubs to set their own targets based on local factors, but it will help provide a clear statement that football is tackling diversity head on.

We are proud that The FA has openly published our data and held ourselves to account since 2018, working in collaboration with the leagues and clubs to support this work will be incorporated into our next four-year equality, diversity and inclusion strategy, which will be published next season as we continue to use our influence to drive positive change.

INTRODUCTION

The Football Leadership Diversity Code was introduced in 2020 to help improve the diversity across the men's and women's games and support football's goal of ensuring its leaders, coaches and workforce better represent an evolving society and the diversity we see on the pitch.

English football collectively set itself the challenge to make the industry more accessible and capture the talent that the game has been missing, ultimately ensuring we reach the widest possible talent pool in order to diversify the workforce across the game.

The Code was designed as a step towards better data and better transparency; and our approach will constantly evolve.

YEAR THREE SUMMARY

While the Code is now three years old, we are not seeing a rise in the diverse hiring rates we might have expected with its continued maturation. We considered the first season a strong platform to build on, but we have failed to see an increase in clubs' collective recruitment rates since then.

From newly collected workforce data, we know that across football, 30% of team operations and 22% of senior leaders within our signatories' workforce are female.

However, only 9% of team operations and 7% of senior leaders are Black, Asian or Mixed Heritage. Meanwhile, 13% of coaches and 11% of senior coaches are Black, Asian or Mixed Heritage, which falls very short of our aim of representing what we see on the pitch.

At The FA, we have been publishing our targets and workforce data for many years and we believe it has helped us drive change. Our coaching workforce is 29% Black, Asian or Mixed Heritage, which is well over double the football average.

We can see this year that the collective recruitment rates across football are only slightly higher than the workforce data, meaning the pace of change is very slow and football needs to accelerate its work.



THE CODE

The requirements for the Code this season have not been changed since year one, allowing clubs that needed it, the time to embed new recruitment processes and get used to a new way of working. This year, though, we have also collected workforce data across signatories, including adding disability and LGBTQ+ elements at the request of the clubs.

The purpose of the Code remained the same. We want to continue to evolve the make-up of our sport so that all communities are more effectively represented and we better reflect the nation and the local communities in which Clubs are set. Whilst we recognise progress on the pitch in relation to gender and ethnic diversity, we want to ensure that senior roles within clubs and the support structures off the pitch advance at this same pace. The Code increases accountability and transparency and sees The FA, the Premier League and the English Football League (EFL) alongside clubs across the men's and women's game commit to embedding greater diversity across senior leadership teams, team operations and coaching setups through focusing on recruitment targets and implementing best practice recruitment processes.

Hiring remains focused on merit, with the aim being to find the best person for the job by looking at more diverse talent pools. This is not about tokenism or positive discrimination, but is about making sure that we move away from the legacy of focusing on recruitment practices focused on personal networks and biased hiring which is a longstanding challenge across football and has limited the equality of opportunity for candidates from historically underrepresented groups. It has been clear to see that this historical approach has negatively impacted the diversity in leadership across the game.

Signatories to the Code agreed to common principles:

- 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. We encourage you to review each club's EDI plan as the Code provides a snapshot of recruitment.

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.



RESULTS

The Football Leadership Diversity Code was launched in October 2020. There are now a total of 53 clubs and three football authorities signed up to the code.

A. Collective Football Results

We would like to thank all our signatories for the substantial effort required in the collection and processing of data for the code, it remains a considerable task.

This year the clubs submitted their data through a secure link to The FA's Research and Insight Team who are members of the Market Research Society. They then provided the data overview for this report and confidential club data is not passed on.

The results represent hires from the period of 1st August 2022 to 31st July 2023.

When reviewing the data, as with previous years, we have split the collective results into clubs and football authorities, along with providing a full football collective average. We now have three years of data to review, and also the collective make-up of the workforce of the signatories.



| 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) | 9.1% | 27.3% | 9.4% |
| | 30% of our new hires will be female | 23.0% | 36.4% | 23.3% |
| 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) | 11.2% | 20.2% | 11.7% |
| | 30% of our new hires will be female | 29.9% | 47.1% | 31.0% |
| COACHING - MEN'S CLUBS TARGETS | 25% of our new hires will be Black, Asian or of Mixed Heritage | 16.0% | 50.0%* | 16.2% |
| | 10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage | 8.9% | 100.0%* | 9.4% |
| COACHING - WOMEN'S CLUBS TARGETS | 50% of our new hires will be female | 41.6% | 50.0%* | 42.1% |
| | 15% of our new hires will be Black, Asian or of Mixed Heritage | 8.3% | 16.7%* | 8.8% |

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

* Only The FA hires coaches as part of the Football Authority coaching targets

This year clubs have, collectively, not met any of the targets, although individual clubs have. The football authorities, this year, have together met all of their targets, noting as in previous years that only The FA hires coaches for the coaching targets.

Over the three years of the code, collective hiring rates for team operations and female coaches have remained at a fairly constant level, as has hiring Black, Asian and Mixed Heritage coaches. However, hiring rates for Black, Asian and Mixed heritage senior leaders and senior coaches have both dropped.

As the hiring rates in this section are expressed in percentages, it's also worth noting the numbers of hires over the season. We saw over 500 senior leaders recruited, nearly 2000 team operations staff, around 400 coaches, of which over 180 were senior coaches, and over 100 coaches in the women's game.

B. Workforce Data

For the first time this season, we have captured collective workforce data from signatories which gives us a fuller picture of the landscape. It also allows us to see what affect current hiring rates might have on the workforce.

This is also the first year we have collected LGBTQ+ and Disability data and it is notable that over a third of clubs currently do not collect this data for their employees, therefore the current figures should be taken with caution. Current ONS statistics state that 3% of the English population are LGBTQ+, therefore, at 4%, football is in line with this figure, however the proportion of employees with a disability is quite considerably below the English average.

We can see that current hiring rates are typically slightly higher than the segmented collective workforce data, meaning the pace of change across the whole sector will be very slow.

Of course, some clubs will have much higher individual rates and will be driving change at their club. For example, you can see from The FA, Premier League and EFL's combined data, for Black, Asian or Mixed Heritage hires for senior leaders and team operations, the hiring rates are well in excess of the workforce data, meaning the potential for change is much higher.

This can also be seen in the coaching figures for the football authorities which represents FA data only as the Premier Leagues and EFL do not hire coaches. Here, The FA has met or exceeded both coaching targets for three consecutive years, resulting in a coaching workforce which is 29% Black, Asian or Mixed Heritage.

| Code Segment | Targets | Clubs | FA/PL/EFL | Collective Football Average |
|-------------------|--------------------------------|--------------|---------------|-----------------------------|
| SENIOR LEADERSHIP | BLACK, ASIAN OR MIXED HERITAGE | 7.4% | 7.2% | 7.4% |
| | FEMALE | 21.3% | 30.1% | 21.6% |
| TEAM OPERATIONS | BLACK, ASIAN OR MIXED HERITAGE | 8.9% | 14.5% | 9.2% |
| | FEMALE | 28.9% | 43.1% | 29.7% |
| JUNIOR COACHES | BLACK, ASIAN OR MIXED HERITAGE | 13.2% | 28.6%* | 13.3% |
| SENIOR COACHES | BLACK, ASIAN OR MIXED HERITAGE | 10.5% | 28.6%* | 11.1% |
| OVERALL WORKFORCE | LGBTQ+ | 3.5% | 10.6 % | 3.8% |
| | DISABILITY | 7.7% | 8.5% | 7.8% |

* Only The FA hires coaches as part of the Football Authority coaching targets

C. Football Shortlist Results

As with previous years, there was not a specific numerical or percentage target in the code for shortlists, but 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 and, if a suitably qualified female Black, Asian or Mixed Heritage candidate applied, they too would appear on the shortlist. This was in recognition of embedding recruitment processes and practices to enhance access to opportunities and to recognise the lack of representation particularly of women from Black, Asian or Mixed Heritage backgrounds across the football landscape.

Compared to previous years, the number of shortlists with a male Black, Asian or Mixed Heritage candidate continued to rise slightly from 46% in 2020/21 and 48% in 2021/22 to 52% in 2022/23. The percentage of shortlists featuring a female Black, Asian or Mixed Heritage candidates dropped slightly to 47% from 51% in 2021/22, but is still significantly higher than the 17% recorded in 2020/21. The football authorities results were similar to those of clubs, with 50% of shortlists containing a male Black, Asian or Mixed Heritage candidate and 44% of shortlists including a female candidate of Black, Asian or Mixed Heritage background.

These numbers do not reflect the proportion of times the pledge was kept, but the proportion of times an appropriate candidate applied and was put on the shortlist.

D. Individual Results

As in previous years, code signatories found it very hard to meet all the targets. They were never intended to be easy targets and are aimed to drive change; not confirm the status quo.

The proportion of clubs meeting each of the individual targets is very similar to last year in most categories. The exceptions were the proportion of clubs meeting their female team operations targets, which was up over 10 percentage points from last year and the proportion of women's clubs meeting their female coaching targets, which was up 36 percentage points from last year.

| Code Segment | Targets | Clubs |
|----------------------------------|---|--------------|
| 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) ITAGE | 27.3% |
| | 30% of our new hires will be female | 31.1% |
| 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) | 29.2% |
| | 30% of our new hires will be female | 56.0% |
| COACHING - MEN'S CLUBS TARGETS | 25% of our new hires will be Black, Asian or of Mixed-Heritage | 26.0% |
| | 10% of our new senior coaching hires will be Black, Asian or of Mixed-Heritage | 26.8% |
| COACHING - WOMEN'S CLUBS TARGETS | 50% of our new hires will be female | 59.3% |
| | 15% of our new hires will be Black, Asian or of Mixed-Heritage | 19.2% |



football
leadership
diversity
code

FLDC SUMMARY KEY

0% - where hires have been made in target area but no hires meet criteria for target (e.g. 5 senior leaders hired, of those 5 none were female = 0% female senior leaders hired)

No hires - where club has made no hires in target area at all (e.g. no senior leaders hired, so no hires made towards female senior leader target, rather than 0%)

N/A - used only where target is not applicable for that organisation (e.g. women's club targets if club does not have a women's team)

Not collected - where a club has stated they do not collect the data (e.g. a club has made hires but they do not collect ethnicity data during the recruitment process)

2022/23 FLDC SUMMARY

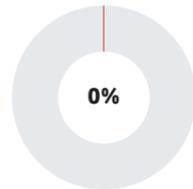


The FA

SENIOR LEADERSHIP TARGETS

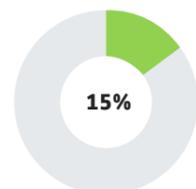


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

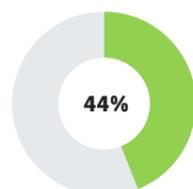


30% of our new hires will be female

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

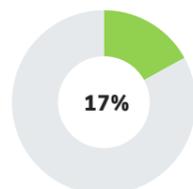


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

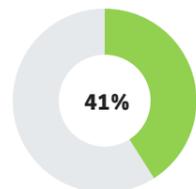


50% of our new hires will be female

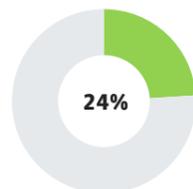


15% of our new hires will be Black, Asian or of Mixed Heritage

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're pleased to continue to once again exceed most of the pledges set out in the Football Leadership Diversity Code.

Our results reflect our ongoing commitment to improving representation across all areas of the game, which is a critical part of our equality, diversity and inclusion strategy, A Game For All.

The Code has increased our focus on our workplace culture and specific recruitment practices, enabling us to reach a broader talent pool while also ensuring all recruitment decisions continue to be made on merit.

This is supported by numerous positive action programmes we have in place to specifically target underrepresentation in coaching across all levels of the game, including within our national teams.

We're also continuing to build a high quality, diverse talent pool through our Football Leadership Diversity Code careers platform, which has seen over 12,500 candidates registered and over 4,900 roles advertised on the platform since it launched in 2020. On the FLDC careers platform, 40% of registered candidates are Black, Asian or Mixed Heritage, emphasising the ethnically diverse nature of the talent pool created and provided to club signatories.

While we're making good progress as an organisation, we know there is much more to be done collectively across English football to ensure the diversity we see on the pitch is reflected across the game.

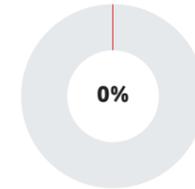


2022/23 FLDC SUMMARY

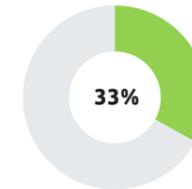


EFL

SENIOR LEADERSHIP TARGETS

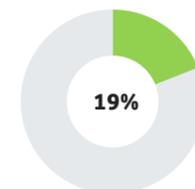


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

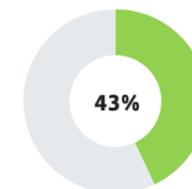


30% of our new hires will be female

TEAM OPERATIONS TARGETS

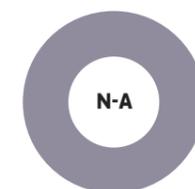


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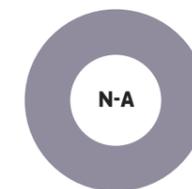


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

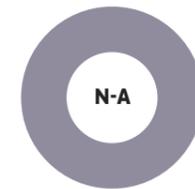


25% of our new hires will be Black, Asian or of Mixed Heritage

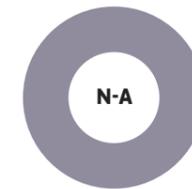


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

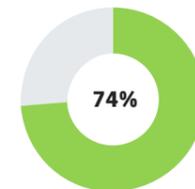


50% of our new hires will be female

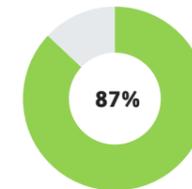


15% of our new hires will be Black, Asian or of Mixed Heritage

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 at the start of the 2021/22 season, the EFL's Equality, Diversity and Inclusion delivery continues to be led by its Head of EDI, reporting into the Chief Executive, with support from an EDI team that has grown to six employees in the past year. The League's work is underpinned by a five-year Together strategy, which was launched in August 2022, with the aim of making the EFL and its Clubs reflective and representative of the communities in which they serve. In 2022/23 the EFL delivered over 7,000 hours of education to Clubs in the first season alone, surpassing its five-year target of 5,000 hours. All EFL Clubs undertake the Code of Practice which assesses their work, learning, development and commitment to EDI practices and determines a grade of Bronze, Silver or Gold depending on their submission. Throughout season 2022/23 the EFL supported each Club during a redesign of the Code, ahead of every Club being assessed during the 2023/24 season, with bronze the minimum mandatory level that must be attained.

Since the last FLDC report the EFL has seen the number of female employees in the organisation rise to 41% compared to 39% last season. The number of Black, Asian or of Mixed-Heritage employees is up to 7% from 4% last year. Encouragingly, the number of female "team operations" employees recruited in the last 12 months (new hires) is at 43%. The number of Black, Asian or of Mixed-Heritage "team operations" employees recruited in the last 12 months is at 19%.

The EFL is committed to improving on these results even further, providing everyone the same opportunity to succeed across the EFL.

In 2023/24 the implementation of I-Recruit, an anonymous recruitment tool, will ensure that all applicants responding to roles advertised by EFL Clubs will be judged entirely on their skills and qualifications.



2022/23 FLDC SUMMARY



Premier League

SENIOR LEADERSHIP TARGETS

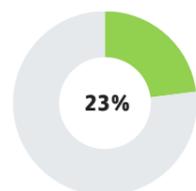


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

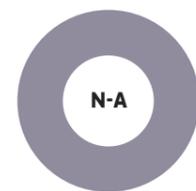


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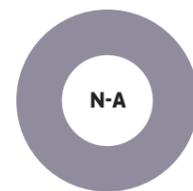


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

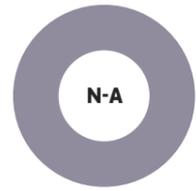


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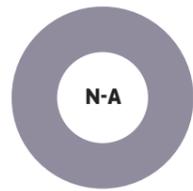


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

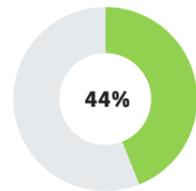


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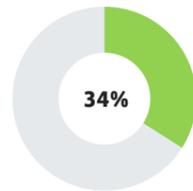


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RECRUITMENT



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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. Throughout Season 2022/23, the Premier League has continued to improve representation across senior leadership and wider business hires, including the recruitment of an additional independent non-executive director to complete the composition of a new and diverse Board. To maintain momentum, we are ensuring that hiring managers are upskilled in inclusive and safer recruitment practices. Internally, we have launched a new culture and inclusion action plan, refreshing current employee values and behaviours to ensure we continue to provide an environment where everyone can thrive. We continuously review and refresh our staff policies to enable everyone at the Premier League to be the best version of themselves and have recently launched new Menopause, Equal Opportunities and Cultural Holiday Flex policies. We continue to promote EDI across all areas

of our operations and support Clubs to do the same. 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. The Premier League’s Academy Future Leaders programme and Player to Executive Pathways Scheme launched in Season 2022/23 and demonstrate our commitment to help create a more diverse professional workforce across the game. We will continue to work with partners across football to deliver programmes for individuals from under-represented groups to increase career opportunities and pathways. Overall, we are pleased to have met our senior leadership and team operations diversity targets but recognise there is still much more to do to support diversity at all levels. The Premier League remains committed to promoting equal opportunity, tackling discrimination and improving access to career pathways as part of our No Room For Racism Action Plan.

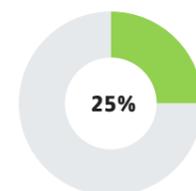


2022/23 FLDC SUMMARY

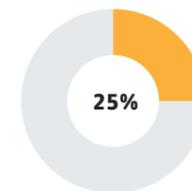


AFC Bournemouth

SENIOR LEADERSHIP TARGETS

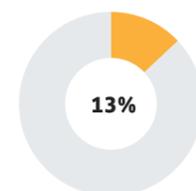


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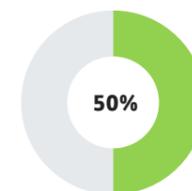


30% of our new hires will be female

TEAM OPERATIONS TARGETS

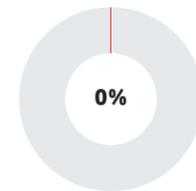


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

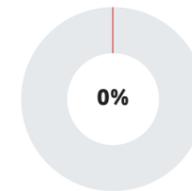


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

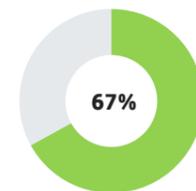


25% of our new hires will be Black, Asian or of Mixed Heritage

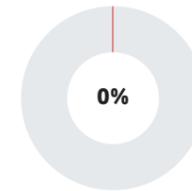


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

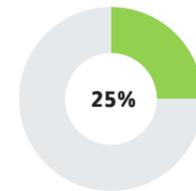


50% of our new hires will be female

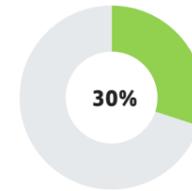


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Over the last season we have developed a club-wide EDI strategy which has set challenging incremental targets to aid us to address areas of under representation. The EDI strategy is supported by a three-year rolling EDI Delivery plan which will outline how progress will be made.

AFC Bournemouth sits within Bournemouth, Christchurch and Poole council where demographics are significantly different to other areas of the country. Our target percentage for new hires that are Black, Asian or of Mixed Heritage will reflect this at 10%. This compares to our local data (BCP Census 2021) which reported 7.3% of our local population being from Black, Asian or of Mixed Heritage backgrounds

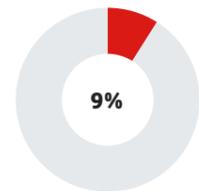


2022/23 FLDC SUMMARY

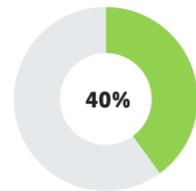


Arsenal

SENIOR LEADERSHIP TARGETS

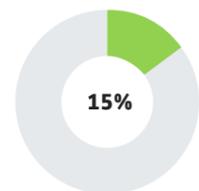


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

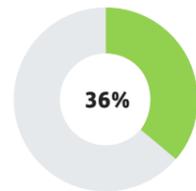


30% of our new hires will be female

TEAM OPERATIONS TARGETS

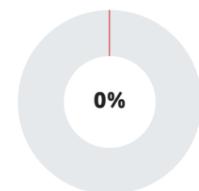


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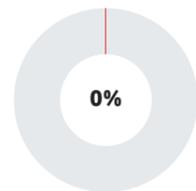


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

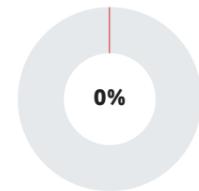


25% of our new hires will be Black, Asian or of Mixed Heritage

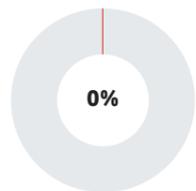


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

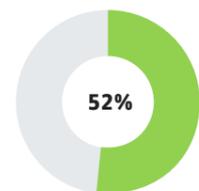


50% of our new hires will be female

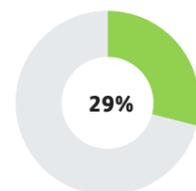


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Equality, diversity and inclusion has always been part of the fabric of Arsenal and we're proud of the progress we've made to create a truly diverse workforce. We're particularly proud that our executive team became gender equal from June 1st, 2023. This is a step in the right direction that means we have a more diverse group of leaders who can drive equality, diversity and inclusion right through our club. We also recently retained the Advanced Premier League Equality, Diversity and Inclusion Standard, but we know we must continue to make progress. The Football Leadership Diversity Code provides us with challenging targets that we are passionate about achieving. In the last 12 months we've seen improvements in female representation at senior level and have successfully recruited 17 females into senior positions. We know we still have work to do recruiting Black, Asian or Mixed-Heritage

candidates into our senior roles, and we will continue to build on the small increase we have achieved in the last year. We'll also continue to focus on creating more equal representation across the club, with a particular emphasis on creating pathways for underrepresented groups at junior levels and in coaching roles with our women's team. We have a newly created department that is developing a comprehensive Environmental, Social and Corporate Governance strategy with robust targets and a clear pathway to achieve them. This has also been the catalyst for the development of a new equality, diversity and inclusion strategy which is embedded in everything we do. We're proud of the work we're doing, but it never stops. We are committed to achieving our targets and we'll continue to push for further change as we aim to drive pride, inspiration and belonging across our workforce.

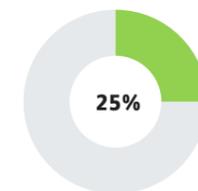


2022/23 FLDC SUMMARY

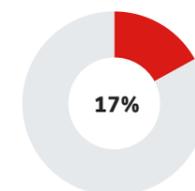


Aston Villa

SENIOR LEADERSHIP TARGETS

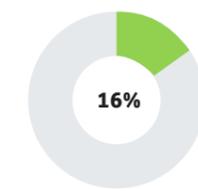


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

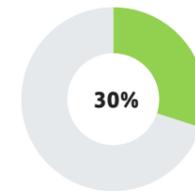


30% of our new hires will be female

TEAM OPERATIONS TARGETS

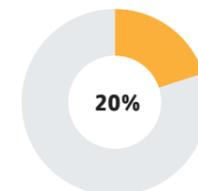


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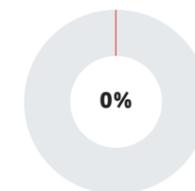


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

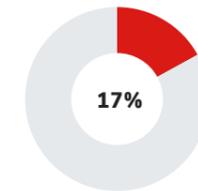


25% of our new hires will be Black, Asian or of Mixed Heritage

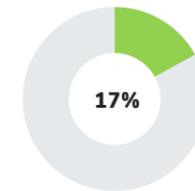


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

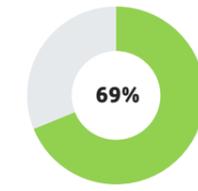


50% of our new hires will be female

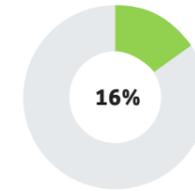


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Aston Villa Football Club aims to embed equality, diversity and inclusion into everything we do. We are fully committed to the principles of FLDC, alongside our wider EDI agenda which includes the Premier League EDI Standard, our ALL IN initiative, our commitment to the Disability Confident standard and developing our partnership with Inclusive Employers.

Our data indicates that there has been some progress in identified areas, for example this season we have received the highest number of applications from ethnically diverse candidates for our roles. This shows that we are actively promoting our roles to a wide talent pool. However, there is still some work to do as we strive to understand and address any barriers to equal opportunities and recruiting from our diverse communities.

One of our focus areas for improvement is to increase the number of female applications for our roles and the data collated supports our aim. During Season 2022/23, we launched our 'Day in the Life' initiative on our AVFC Careers site, which proudly showcases the varied work and roles undertaken by our colleagues across the Club. We are committed to developing this initiative and advertising our opportunities to inspire and attract talented individuals from the widest talent pool available.

Alongside FLDC, the Club has recently appointed a new Equality, Diversity and Inclusion Lead who is driving forward the Club's agenda and aim of achieving the Intermediate level of the Premier League Equality Standard. The EDI Lead will also have a strategic focus on the Club's overall EDI Delivery plan, which is currently being reviewed and will be updated to include the insights taken from this year's FLDC submission.



2022/23 FLDC SUMMARY



Barnsley

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



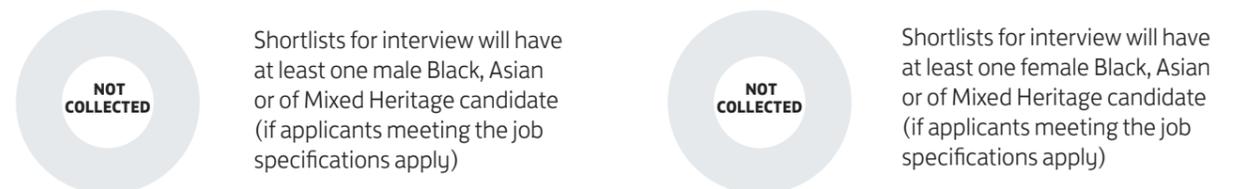
COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments

We are working towards collecting ethnicity and disability information for our employees and future hires. During the period stated we did not take this information.

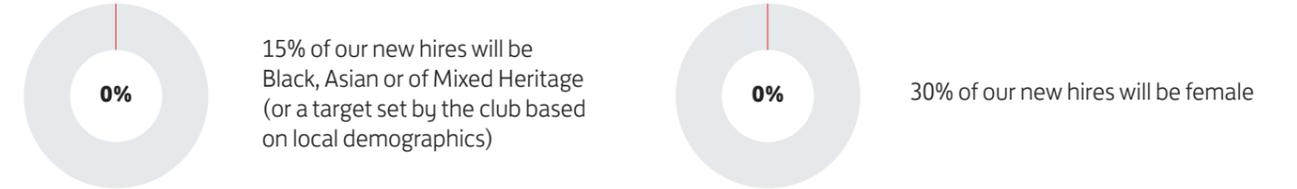


2022/23 FLDC SUMMARY



Birmingham City

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments

The action plan includes the aim of becoming a partner club of the Professional Player to Coach scheme within the next 12 months.

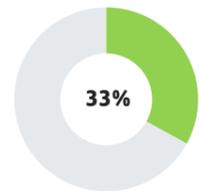


2022/23 FLDC SUMMARY

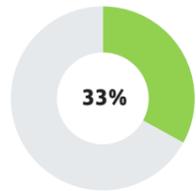


Blackburn Rovers

SENIOR LEADERSHIP TARGETS

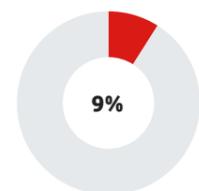


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

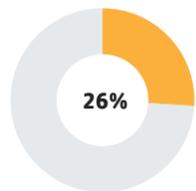


30% of our new hires will be female

TEAM OPERATIONS TARGETS

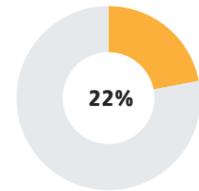


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

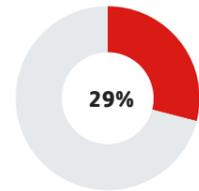


25% of our new hires will be Black, Asian or of Mixed Heritage

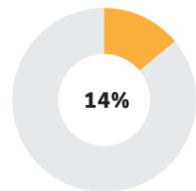


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

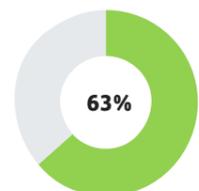


50% of our new hires will be female

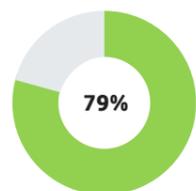


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

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. Over the past 12 months we have introduced several initiatives to support and increase the number of underrepresented groups within our recruitment strategy, promote development and educate and empower staff to share opinions and report concerns. This year we implemented I-Recruit, the EFL’s blind recruitment platform to reduce unconscious bias and assist with our reporting procedures for equality monitoring. We are also taking part in the FA’s Club Placement Programme, designed to provide a 12-month work placement within our Category 1 Academy to enable coaches from underrepresented groups to develop and gain invaluable experience within an elite sporting environment.

Additionally, we have invested in a training programme for employees both pre-employment and during the employment life cycle to educate and promote our commitment to equal opportunities as well as ensuring equality, diversity and inclusion is a fundamental topic of our core programme. We have also introduced a number of welfare support and education groups both internally and externally on relevant topics such as menopause, We are Lancashire Women, Part of the Crowd disability focus group and formulated an internal and external inclusion forum. We have also enhanced our reporting function to recognise the link between additional vulnerabilities and discrimination.

Whilst we have reached several of our strategic objectives, we aim to continue to build on our progress to ensure sustainable change in supporting all individuals regardless of ethnicity or background.

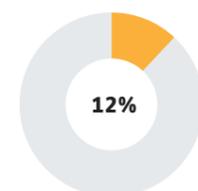


2022/23 FLDC SUMMARY

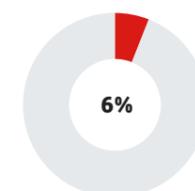


Bolton Wanderers

SENIOR LEADERSHIP TARGETS

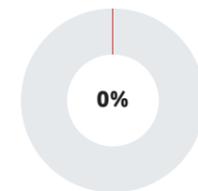


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

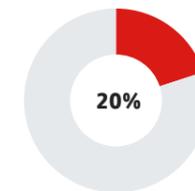


30% of our new hires will be female

TEAM OPERATIONS TARGETS

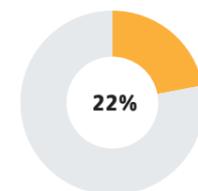


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

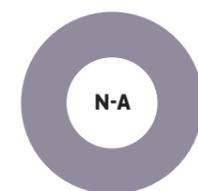


25% of our new hires will be Black, Asian or of Mixed Heritage

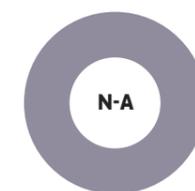


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

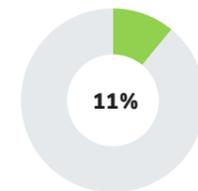


50% of our new hires will be female

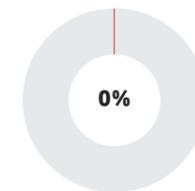


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Bolton Wanderers is committed to promoting inclusion and diversity at all levels of the club structure and to addressing discrimination wherever it exists. We acknowledge that we have work to do to meet the FLDC targets and are actively trying to be an employer that is more representative of our local community. We have implemented new HR systems which enable us to more fully monitor and report on the diversity of our teams. Staff turnover in our coaching teams was low but where vacancies became available we endeavoured to attract and interview a diverse range of candidates. We will continue to strive to meet the requirements of the FLDC over the coming seasons.



2022/23 FLDC SUMMARY



Bradford City AFC

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)

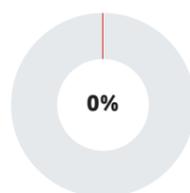


30% of our new hires will be female

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

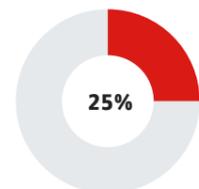


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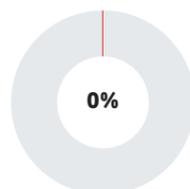


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

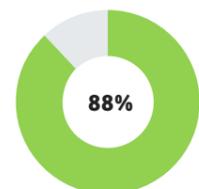


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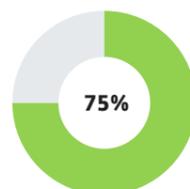


15% of our new hires will be Black, Asian or of Mixed Heritage

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 signed up for the FLDC half way through this season and wanted this to demonstrate our commitment to increasing diversity in our workplace, as well as amongst our senior and non-senior teams.

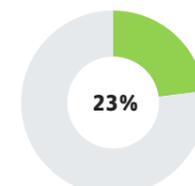


2022/23 FLDC SUMMARY

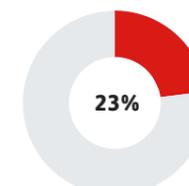


Brentford

SENIOR LEADERSHIP TARGETS

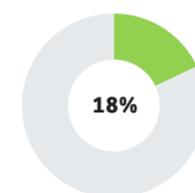


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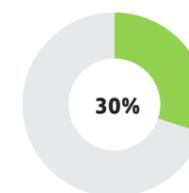


30% of our new hires will be female

TEAM OPERATIONS TARGETS

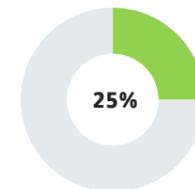


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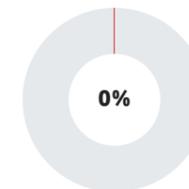


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

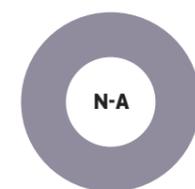


25% of our new hires will be Black, Asian or of Mixed Heritage

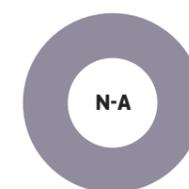


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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

This was our second season in the Premier League, which has seen a huge period of growth for the club. We have again seen high volumes of recruitment, but we want to ensure we encourage internal progression and development too and will continue to invest in our people. This year we made further improvements to our internal HR systems to collect diversity demographic data securely. We have also moved to a more secure recruitment platform, where we collect anonymised data on candidates, and will work with the provider to access the data required for the next period. We continue to make sure our recruitment process is fair and equitable so that we're truly hiring the best person for each job. We aim to attract a more diverse range of candidates, through reviewing language in our job descriptions and advertising roles on different channels, to ensure we are more representative. We continue to align with best practice hiring

methods, including the use of anonymous recruitment, and providing our people with development opportunities to enable them to make better hiring decisions, and we are hopeful that this will be reflected in our data going forward.

We are proud to have made a number of significant hires in coaching roles and recognise the value diversity brings in this space. This is key in the development of our academy, and we are also proud to be participating in the Premier League Coach Diversity & Inclusion Programme. Diversity is only one angle of our work in this area. We want our people feel welcomed and valued at Brentford FC, so that we can develop and retain our talent. The club will continue to place inclusivity at the heart of everything we do, and this will be central in our new EDI strategy.

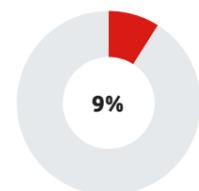


2022/23 FLDC SUMMARY

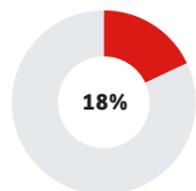


Brighton & Hove Albion

SENIOR LEADERSHIP TARGETS

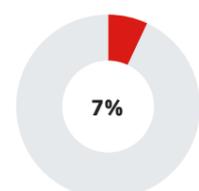


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

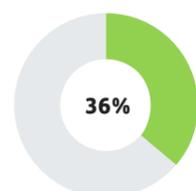


30% of our new hires will be female

TEAM OPERATIONS TARGETS

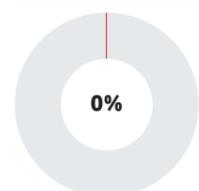


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

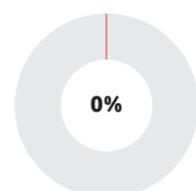


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

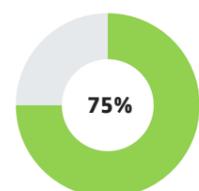


25% of our new hires will be Black, Asian or of Mixed Heritage

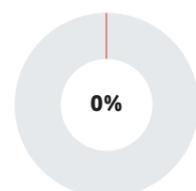


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

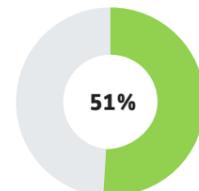


50% of our new hires will be female

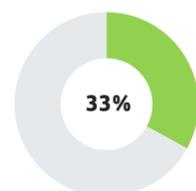


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Brighton & Hove Albion remain committed to equality, diversity and inclusion and are currently working towards the advanced Premier League Equality, Diversity and Inclusion Standard.

As a club, we recognise that local demographics play a part in how we might achieve our important diversity targets and as such, we have implemented new measures in order to support in identifying and recruiting colleagues from across the United Kingdom, and further afield.

The club now offers both relocation and accommodation packages for those who are successful at interview, has wider and further reaching recruitment campaigns, extensive presence on diverse channels, and more investment on women working in football than ever before.

As part of the club's 10-year strategy, we continue to provide diverse pathways into coaching for Black, Asian and Mixed-Heritage candidates and women, and have taken further steps in creating opportunities and identifying talent from under-represented groups at all levels of the coaching pathway. This year the club overhauled its parental policies, increasing its maternity, paternity and shared parental leave policy, launching new policies to support parents both already employed by the club, and to support in attracting those considering the prospect of joining the club.

Reflecting on the data, whilst some targets were not achieved, the club continues to focus on attracting new colleagues from diverse backgrounds to the club and opening up career pathways within the club; this aim is underpinned by our ongoing work to attain the advanced level of the Premier League Equality Diversity and Inclusion Standard.

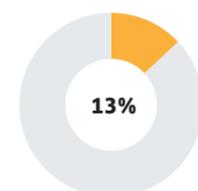


2022/23 FLDC SUMMARY

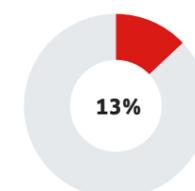


Burnley

SENIOR LEADERSHIP TARGETS

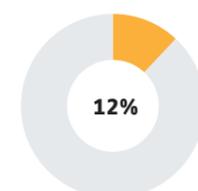


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

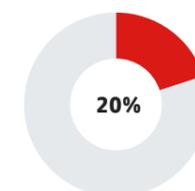


30% of our new hires will be female

TEAM OPERATIONS TARGETS

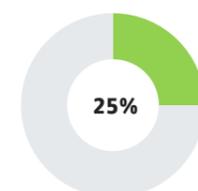


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

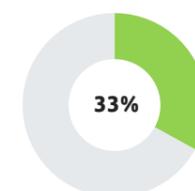


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS



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

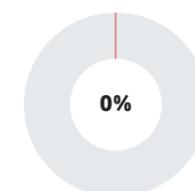


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

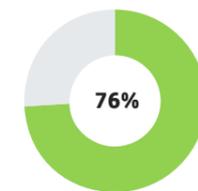


50% of our new hires will be female

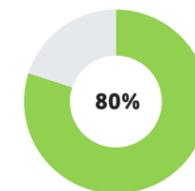


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Burnley Football Club has been signed up to the Football Leadership Diversity Code (FLDC) since October 2020 to further our commitment to improving our diversity, representation and inclusion across the Club including the men's & women's game and within our Academy.

As a Club we pride ourselves on being 'One Club for All', and whilst we acknowledge we have some areas to improve, we are invested in progressing as a Club in all areas.

Since our last submission in 2022 our EDI Lead has left the Club. Since then, we have put more resources into our EDI department to ensure EDI is always a priority. We now have a new EDI Lead, an EDI Executive and an EDI Intern. We are also instructing a third party to audit our strategy, policies and procedures across the Club.

We are committed to ensuring that EDI is embedded across every department in the Club and make it a priority for all.

Our First Team staff has diversified and we have appointed our first permanent female Women's Head Coach, we want to ensure that our team reflects our community and represent it. As each year goes on, we hope that our reports show our effort and reflect our desire to be more inclusive and diverse.

We are One Club For All.



2022/23 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

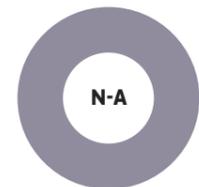


25% of our new hires will be Black, Asian or of Mixed Heritage

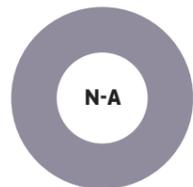


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

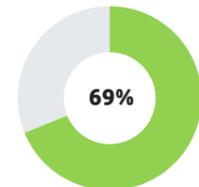


50% of our new hires will be female

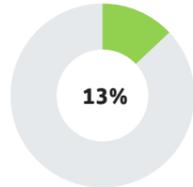


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Burton Albion is committed to ensuring that equality of opportunity is at the very heart of everything we do to ensure we provide fair and non-prejudicial access to the services across the club, Community Trust and Academy. It is the policy of Burton Albion Football Club that no person, whether a job applicant, employee, volunteer or customer, shall be discriminated against. Our commitment to equality and diversity isn't just an exercise but part of our core beliefs. It's something fundamental to everyone who works at Burton Albion and what we expect from all the people who visit us both on matchdays and non-matchdays. Burton Albion is a family club, and we pride ourselves on making the Pirelli Stadium a place where everyone feels safe and welcome.

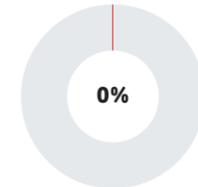


2022/23 FLDC SUMMARY

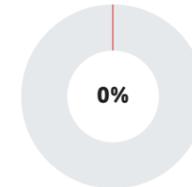


Charlton Athletic

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)

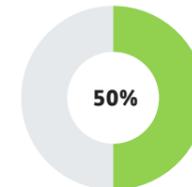


30% of our new hires will be female

TEAM OPERATIONS TARGETS

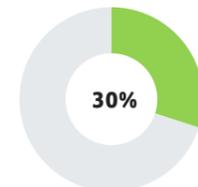


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

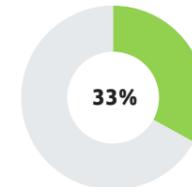


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

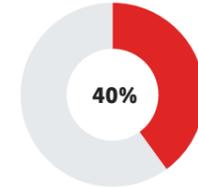


25% of our new hires will be Black, Asian or of Mixed Heritage

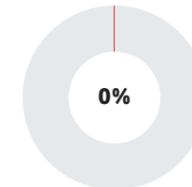


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

Our new Board has highlighted EDI as a priority, and since last season we have appointed Paul Elliott as Board of directors lead for EDI and Mental Health.

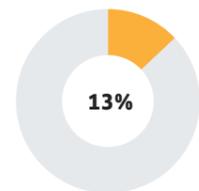


2022/23 FLDC SUMMARY

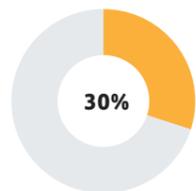


Chelsea

SENIOR LEADERSHIP TARGETS

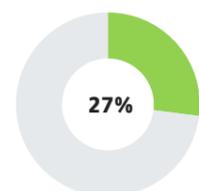


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

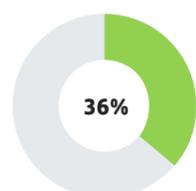


30% of our new hires will be female

TEAM OPERATIONS TARGETS

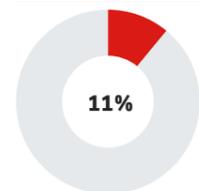


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

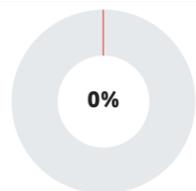


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

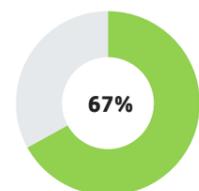


25% of our new hires will be Black, Asian or of Mixed Heritage

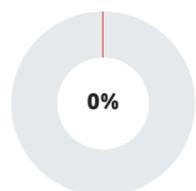


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

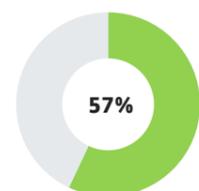


50% of our new hires will be female

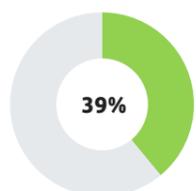


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

In a year where our women's team saw unparalleled success on the pitch and our equality, diversity and inclusion employee resource groups launched, our commitment to our ED&I strategy has never made a greater impact, reinforcing it as a cornerstone of our club's culture. As we strive to win, we continue to be brave to ensure the impact of our ED&I strategy is felt by our colleagues, fans and communities. And, this year, we attracted recognition for this work, as we celebrated awards on the external stage.

proud of our workforce and their commitment to always want to do the right thing, often adjusting their creative thinking to marketing campaigns or events to ensure that inclusivity or diversity is always a priority. As we continue on our journey, and regularly reflect on the changing needs of our current and potential workforce, we remain proud of what has been achieved so far but hold the commitment to continuous improvement across the club.

We continue to prioritise equality, diversity and inclusion, as Chelsea consistently delivers beyond what the FA Diversity Code and the Premier League Equality Standard expects of a football club. We remain incredibly

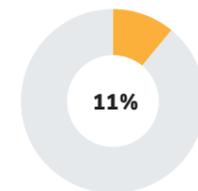


2022/23 FLDC SUMMARY

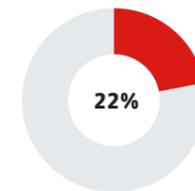


Cheltenham Town

SENIOR LEADERSHIP TARGETS

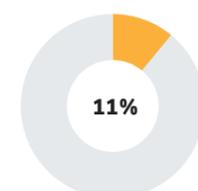


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

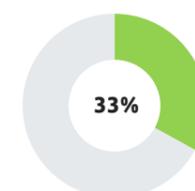


30% of our new hires will be female

TEAM OPERATIONS TARGETS

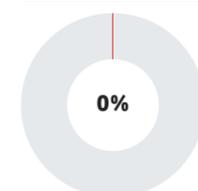


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

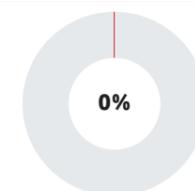


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

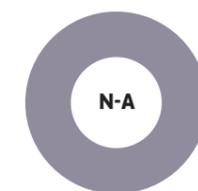


25% of our new hires will be Black, Asian or of Mixed Heritage

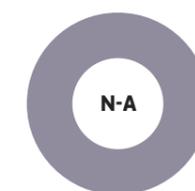


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

The largest turnover of staff is within the academy but many of the new hires are recruited from the local area where there is a small Black, Asian or of Mixed-Heritage population.

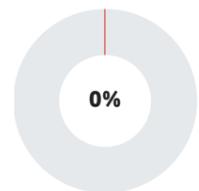


2022/23 FLDC SUMMARY

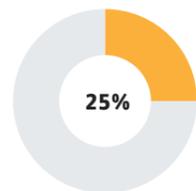


City Football Group (Man. City)

SENIOR LEADERSHIP TARGETS

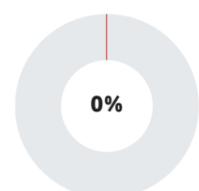


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

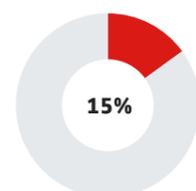


30% of our new hires will be female

TEAM OPERATIONS TARGETS

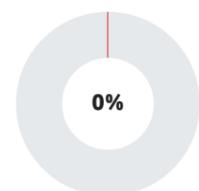


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

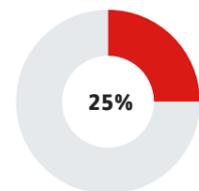


25% of our new hires will be Black, Asian or of Mixed Heritage

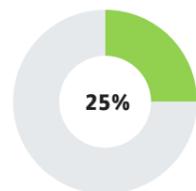


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

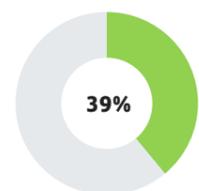


50% of our new hires will be female

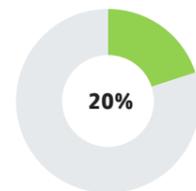


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Manchester City has now concluded its third year of participation in the FA's Football Leadership Diversity Code, a programme which supports the Club's ongoing objective of enhancing diversity across senior leadership positions, broader team operations and coaching roles.

Building on the first two years of the programme, which saw new hires join the Club in a number of areas identified within the Code, further progress has been made in the areas of Senior Leadership, Team Operations and Women's Club Coaching this year.

The Club is firmly committed to increasing representation in all of the Code's areas over the long-term and will alongside this, continue to ensure that existing employees have access to a wide range of learning and development programmes to support their career development.

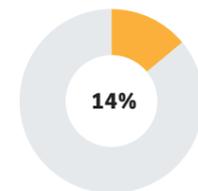


2022/23 FLDC SUMMARY

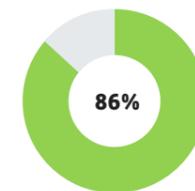


Coventry City

SENIOR LEADERSHIP TARGETS

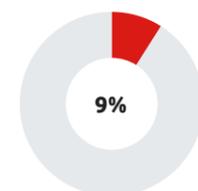


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

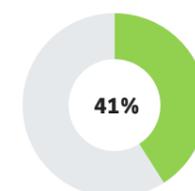


30% of our new hires will be female

TEAM OPERATIONS TARGETS

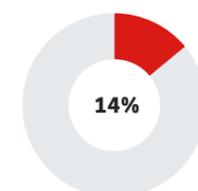


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

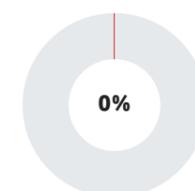


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

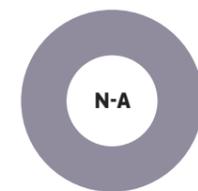


25% of our new hires will be Black, Asian or of Mixed Heritage

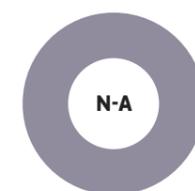


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

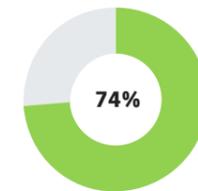


50% of our new hires will be female

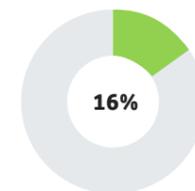


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

All Club roles are based at the First Team Training ground, Academy, Retail Stores and Ticket office only. The Club does not operate a Stadium or a women's team. There have been 27 permanent appointments over the last 12 months, the majority of these following the Club's takeover and restructuring programme which commenced in January 2023. Recruitment is ongoing. All recruitment is conducted in accordance with the Club's Safer Recruitment policy. Roles are widely advertised on the Club's website, social channels, through EFL and FA portals and via specialist sites relevant to the role, to encourage a more diverse workforce. The Club has a high percentage of long-term employees in Senior Leadership roles, the majority of which have been in position in excess of 7 years, so turnover of staff at Senior Leadership level, and in general, is low. This year's recruitment saw 7 new appointments in the Senior Leadership Team, six of which were female. Five of these roles are newly created positions.

The Club introduced a blind recruitment policy in January 2023. Short list panels are only provided with the Club Application Form completed by each applicant. All names and diversity information are removed and names are only released after shortlisting has taken place. This ensures a totally fair and unbiased recruitment process at all levels. The Club participates in recruitment initiatives from the Premier League and FA, and has recently appointed a female coach via the FA Placement Programme. It has also participated in the Premier League's Player to Coach Scheme.

Whilst the Club is delighted again this year with its progress, as part of its EDI Action Plan it plans to highlight staff from diverse backgrounds who currently work in key roles at the Club to actively encourage more applicants to apply for future roles.

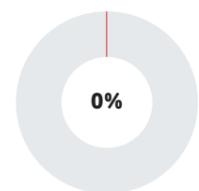


2022/23 FLDC SUMMARY



Crystal Palace

SENIOR LEADERSHIP TARGETS

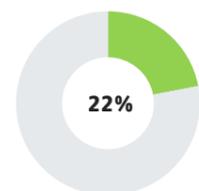


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

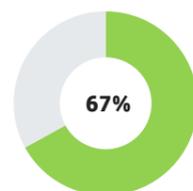


30% of our new hires will be female

TEAM OPERATIONS TARGETS

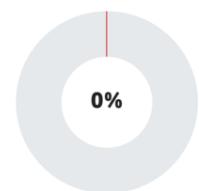


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

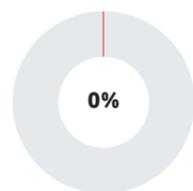


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

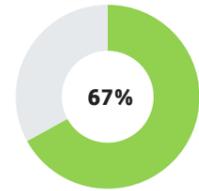


25% of our new hires will be Black, Asian or of Mixed Heritage

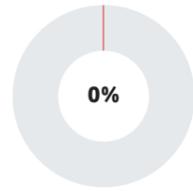


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

Palace For All – These Colours Unite Us All

At CPFC, we remain committed to our equality, diversity and inclusion strategy 'Palace For All - These Colours Unite Us All.' Throughout the season, we have introduced various internal and external initiatives to drive this agenda forward.

We actively encourage applications from underrepresented groups, including women and individuals of Black, Asian, and Mixed Heritage. Recognising that there is much work to be done to attract diverse talent to our Club, we are dedicated to continuously improving our recruitment and retention processes.

Currently, our Club proudly holds the Intermediate level of the Premier League Equality, Diversity, and Inclusion Standard (PLEDIS).

Our commitment is unwavering as we continue taking steps to ensure that our Club is inclusive for all.

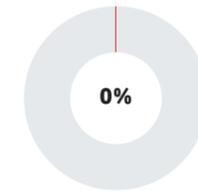


2022/23 FLDC SUMMARY

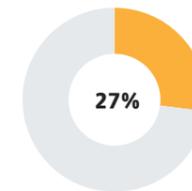


Derby County

SENIOR LEADERSHIP TARGETS

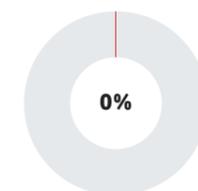


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

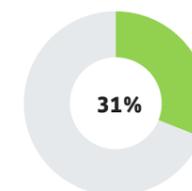


30% of our new hires will be female

TEAM OPERATIONS TARGETS

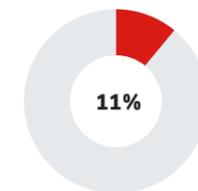


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

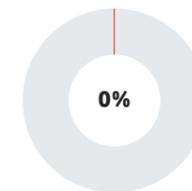


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

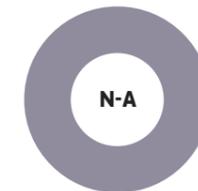


25% of our new hires will be Black, Asian or of Mixed Heritage

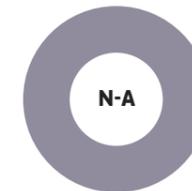


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

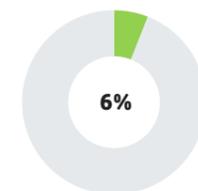


50% of our new hires will be female

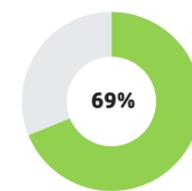


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Derby County remains proud to be a signatory of the Football Leadership Diversity Code and is committed to playing a key role in driving equality and diversity right across the game.

We are fully aware of our standing within the local community and the impact that we can have on so many people's lives. Discrimination does not belong anywhere and by signing up to the Football Leadership Diversity Code we have pledged to act and make a difference. This is not just about on the pitch, but also senior leadership, team operations and coaching roles. We are committed to developing and enhancing our talented and diverse workforce to show a clear pathway. By obtaining data over the last three seasons, as well as implementing new procedures and practices to allow for better reporting and live data viewing, we believe this has allowed us to

create an in-depth Equality, Diversity and Inclusion (EDI) plan to deliver the key principles of the code. We are utilising accurate baseline data so focus can be made on achieving the targets we have signed up for. This has also identified areas where we can see real progress is being made and the key action points that we need to take forward.

We have also applied for and been successful in securing funded coaching placements, notably the Professional Player to Coach Scheme, to increase diversity across the workforce, and also appointed an EDI Lead to work across both the club and Community Trust to focus on the club's EDI strategy. We remain passionate about the Football Leadership Diversity Code and look forward to making continued progress in achieving our ambitions over the current season.



2022/23 FLDC SUMMARY



Doncaster Rovers FC

SENIOR LEADERSHIP TARGETS

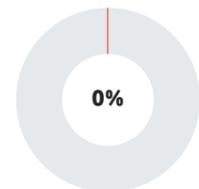


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

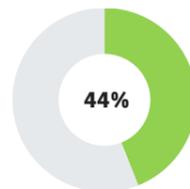


30% of our new hires will be female

TEAM OPERATIONS TARGETS

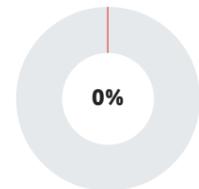


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

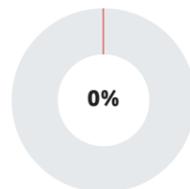


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

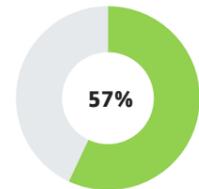


25% of our new hires will be Black, Asian or of Mixed Heritage

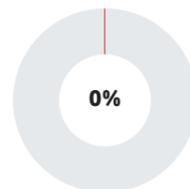


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female

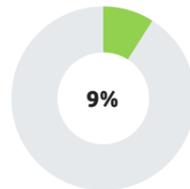


15% of our new hires will be Black, Asian or of Mixed Heritage

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

All of our recruitment is done through equal process with fairness & ED&I intentionally in mind.

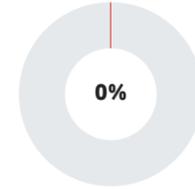


2022/23 FLDC SUMMARY

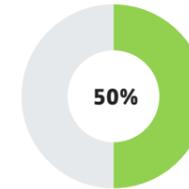


Durham Women

SENIOR LEADERSHIP TARGETS

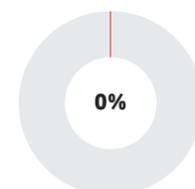


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

TEAM OPERATIONS TARGETS

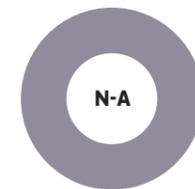


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

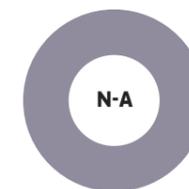


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS



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

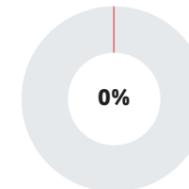


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

As a female only club we encourage an open application process for all and have a higher number of female to male ratio in key senior roles. Opportunities are open to anyone.

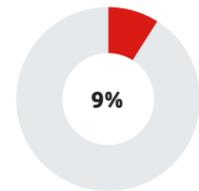


2022/23 FLDC SUMMARY

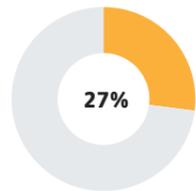


Everton

SENIOR LEADERSHIP TARGETS

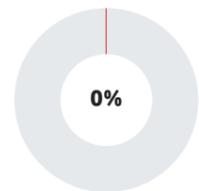


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

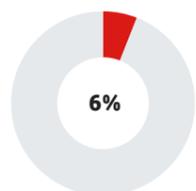


30% of our new hires will be female

TEAM OPERATIONS TARGETS

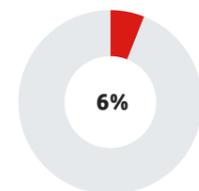


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

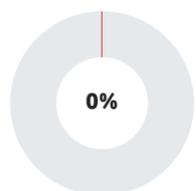


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

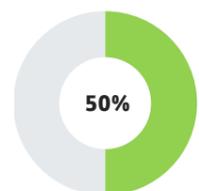


25% of our new hires will be Black, Asian or of Mixed Heritage

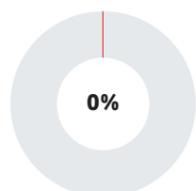


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

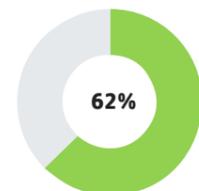


50% of our new hires will be female

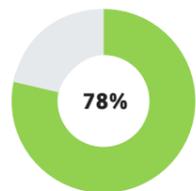


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Everton Football Club is committed to creating a football family where everyone feels respected, celebrated, and empowered. We want to affect real change with regards to equity, diversity and inclusion across Everton, football as a whole and wider society. We believe in creating and developing authentic opportunities to foster better relationships between people from all identities and are steadfast in our promise to challenge and stamp out discrimination and hate.

It is encouraging to see we are making progress, thanks in part to our actions and eagerness to diversify where and how we advertise employment opportunities. However, we know there is still work to be done to continue building towards our targets and to realise the objectives set out in our 10-year equity and diversity plan.

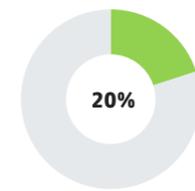


2022/23 FLDC SUMMARY

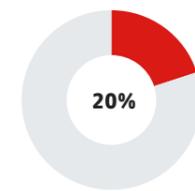


Fleetwood Town

SENIOR LEADERSHIP TARGETS

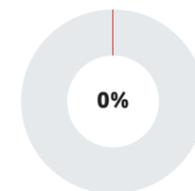


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

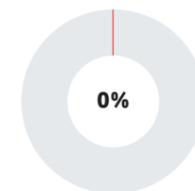


30% of our new hires will be female

TEAM OPERATIONS TARGETS

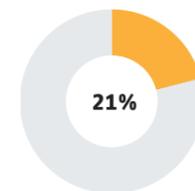


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

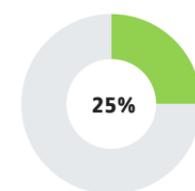


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

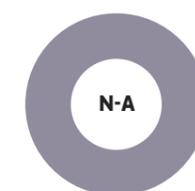


25% of our new hires will be Black, Asian or of Mixed Heritage

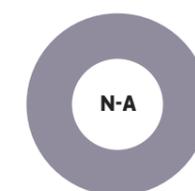


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

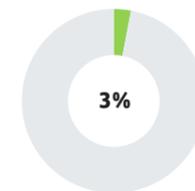


50% of our new hires will be female

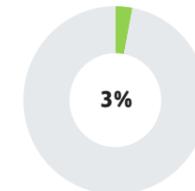


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

At Fleetwood Town we've made great strides to become as open and inclusive a club as possible. Location has always been an issue for the club, with the demographic of the local area challenging, but we feel we continue to do everything we can and are proud of our Diverse work force.

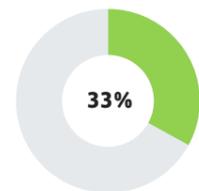


2022/23 FLDC SUMMARY

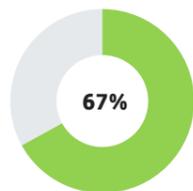


Forest Green Rovers FC

SENIOR LEADERSHIP TARGETS

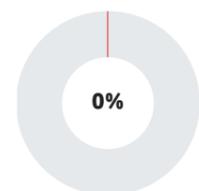


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

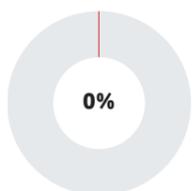


30% of our new hires will be female

TEAM OPERATIONS TARGETS

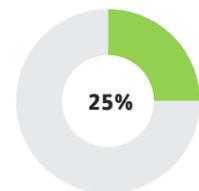


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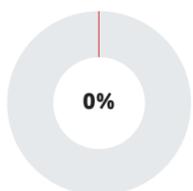


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

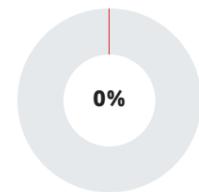


25% of our new hires will be Black, Asian or of Mixed Heritage

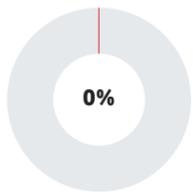


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

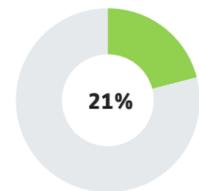


50% of our new hires will be female

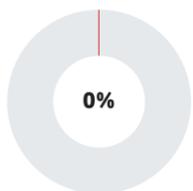


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

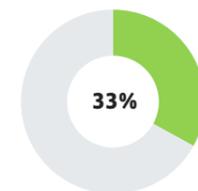
Comments

2022/23 FLDC SUMMARY

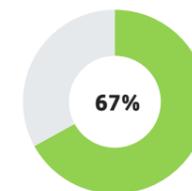


Fulham

SENIOR LEADERSHIP TARGETS

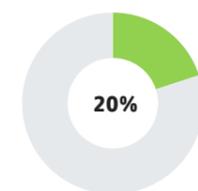


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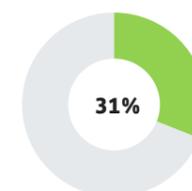


30% of our new hires will be female

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

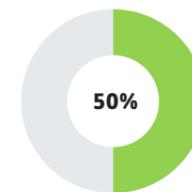


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

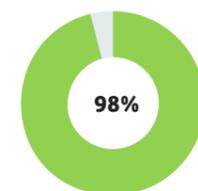


50% of our new hires will be female

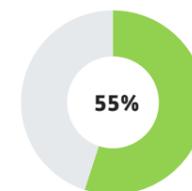


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Fulham Football Club has now concluded its third year of participation in The FA's Football Leadership Diversity Code a programme which supports the Club's ongoing objective of enhancing diversity across senior leadership positions, broader team operations and coaching roles. Over the past 12 months, progress has been made in four of the target areas within the Code, including Team Operations and Women's Club Coaching. Fulham Football Club is committed to making further progress in the years ahead to ensure that more of the Code's targets are exceeded in the future.

The club understands that diversity should be woven into every aspect of the organisation. This includes operational roles that are not

directly related to coaching or playing. By ensuring that women are well-represented in administrative, marketing, finance, and facilities management roles, the club demonstrates its commitment to creating a holistic and diverse working environment that reflects the broader society, this has been supported and championed with the Football Clubs recent partnership on the Merky FC Initiative. The Club were 1 of 11 partners to help address the lack of representation affecting the footballing landscape.

The Club has again collaborated with the Premier League on the Coach Inclusion Diversity Scheme to help increase the representation of our coaches within the workforce.



2022/23 FLDC SUMMARY



Huddersfield Town FC

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)

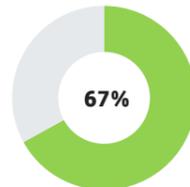


30% of our new hires will be female

TEAM OPERATIONS TARGETS

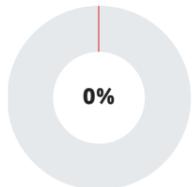


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

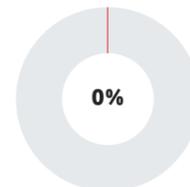


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS



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

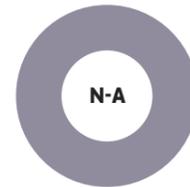


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

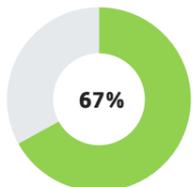


50% of our new hires will be female

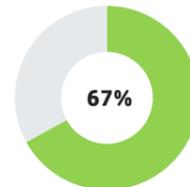


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Our EDI Strategy includes actions to address identified representation gaps over a ten year period, 2020 to 2030. Our areas of under representation relate predominantly to women, disabled people, and Black, Asian, and Mixed Heritage people. We have increased female representation by 2.74% and representation of disabled people by 0.26%. In May 2023 we achieved the Advanced Award of the Premier League Equality, Diversity, and Inclusion Standard.

Staff recruitment in the 2022/23 season was limited arising from restrictions related to the sale of the club and transfer to new ownership. In spite of these restrictions, we continue to work hard to enhance the diversity of our workforce and are pleased with the increases in representation noted.

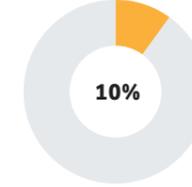


2022/23 FLDC SUMMARY



Ipswich Town

SENIOR LEADERSHIP TARGETS

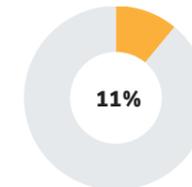


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

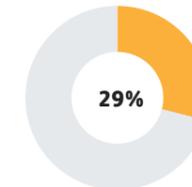


30% of our new hires will be female

TEAM OPERATIONS TARGETS

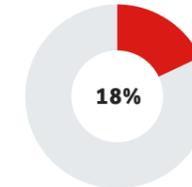


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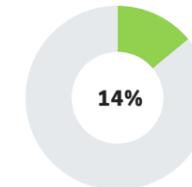


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

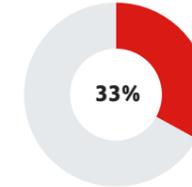


25% of our new hires will be Black, Asian or of Mixed Heritage



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 Club has continued to grow and restructure both on and off the field with promotion to the Championship assisting progression for the upcoming year. Our recent upgrade to a new human resource information system should vastly improve our data capture in the future. Additionally, the i-recruit system for academy roles has been well-received and beneficial. Our commitment to EDI is as strong as ever. We will continue to recruit the best and most talented individuals to represent Ipswich Town.

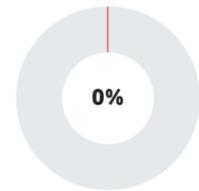


2022/23 FLDC SUMMARY

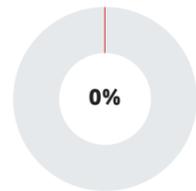


Leeds United

SENIOR LEADERSHIP TARGETS

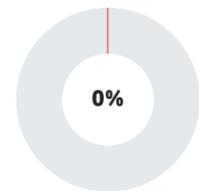


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

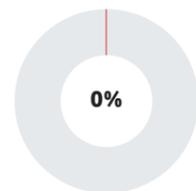


30% of our new hires will be female

TEAM OPERATIONS TARGETS

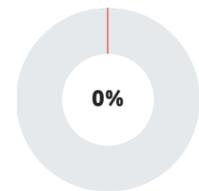


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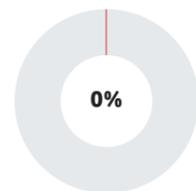


30% of our new hires will be female

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 FA Club Placement Programme, FYI – This season’s placement has moved into a permanent part-time position with us. This means we have a 100% success rate in the 3 years we’ve been involved in the programme, moving coaches from the placement into 1 full-time and 2 part-time roles.

FA EDI Coach Development Officer
As well as his role as a part-time coach with the club, we are hosting CPD events and visits for coaches that Pav works with on local & regional levels.

West Riding County FA
We will host various coach CPD events and work with the CFA to develop targeted events. We are also restarting the Ces Caesar Award. This is for a local coach from a diverse background/underrepresented community to win a placement with us.

North Riding FA
We will host various coach CPD events and work with the CFA to develop targeted events.

We also use the FLDC website as our primary source of recruitment when advertising vacancies. We achieved the PLEDIS preliminary and are currently working towards the intermediate.

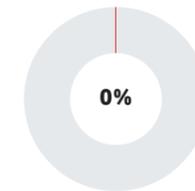


2022/23 FLDC SUMMARY

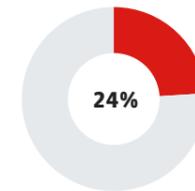


Leicester City

SENIOR LEADERSHIP TARGETS

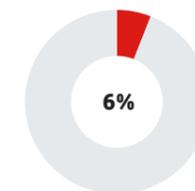


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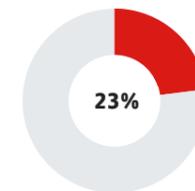


30% of our new hires will be female

TEAM OPERATIONS TARGETS

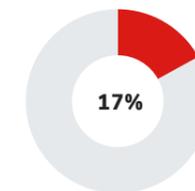


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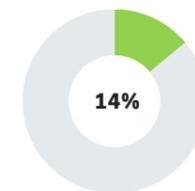


30% of our new hires will be female

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

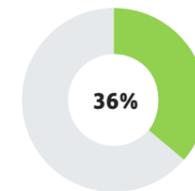


50% of our new hires will be female

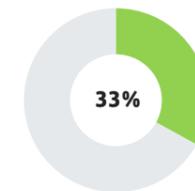


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RECRUITMENT



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

Leicester City Football Club continues to demonstrate strategic commitment to ensuring all areas of our diverse community are able to access employment opportunities with the Club. During employment, regardless of background, we strive towards equality in opportunity, learning and career progression ensuring first and foremost that individual performance and contribution is recognised.

LCFC was 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. The Club continues to ensure its procedures and policies to support its equality and diversity strategy, including focusing on more inclusive recruitment practices and developing Hiring Managers’ skills, whilst celebrating diversity.

Leicester is one of the most diverse and vibrant cities in the world and whilst the Club recognises the data demonstrates our progress- 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.



2022/23 FLDC SUMMARY



Lewes

SENIOR LEADERSHIP TARGETS

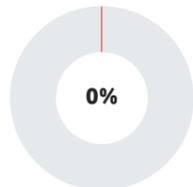


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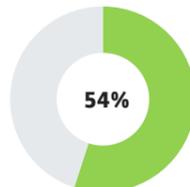


30% of our new hires will be female

TEAM OPERATIONS TARGETS

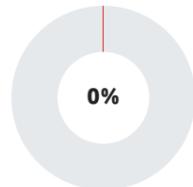


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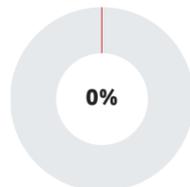


30% of our new hires will be female

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 one of the first signatories of the Football Leadership Diversity Code, Lewes FC remains committed to driving inclusion and representation in English Football. We recognise that improvements are still needed and we are working with the FA and the FLDC careers platform to help measure our progress and action the targets we have set as part of the code.

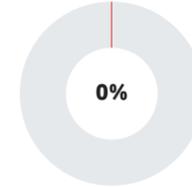


2022/23 FLDC SUMMARY

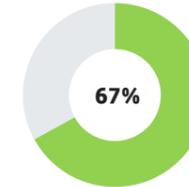


Lincoln City

SENIOR LEADERSHIP TARGETS

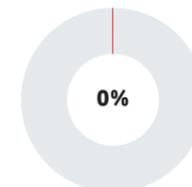


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

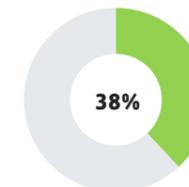


30% of our new hires will be female

TEAM OPERATIONS TARGETS

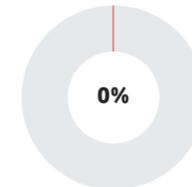


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



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

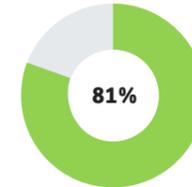


50% of our new hires will be female

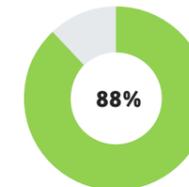


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Lincoln City Football Club employs almost 90 permanent employees (excluding first team and academy players and 'casual' /matchday only staff), approximately 25% of which are female. The Lincoln City Women's team was incorporated within the Lincoln City FC group structure at the start of the 2022-23 season. Consequently, we have included figures for the women's team in this year's submission. The Club has recruited for 18 positions during the period from 01 August 2022 until 31 July 2023. This includes 3 senior leaders, 13 team operations staff, and 6 coaches, 3 of whom are female. We are disappointed with the low levels of applicants from a Black, Asian, or Mixed Heritage background. However, this is perhaps not surprising given the lack of ethnic and cultural diversity in Lincoln and the surrounding area.

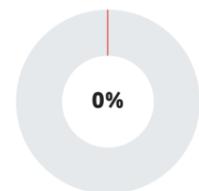


2022/23 FLDC SUMMARY

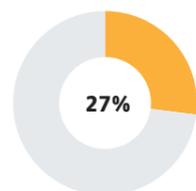


Liverpool

SENIOR LEADERSHIP TARGETS

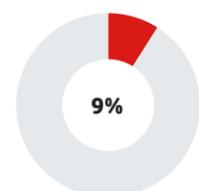


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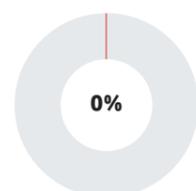


30% of our new hires will be female

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

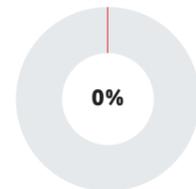


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

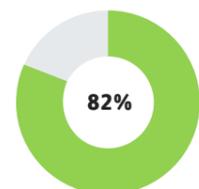


50% of our new hires will be female

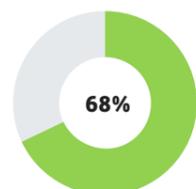


15% of our new hires will be Black, Asian or of Mixed Heritage

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

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 Equality, Diversity and Inclusion Standard Advanced Level, Stonewall's Diversity Champions Programme and partnership working through key stakeholders and partners. The club's Red Together strategy encompasses all activity within the important area of equality, diversity and inclusion (ED&I), including LFC's continuing desire to diversify our workforce across key strands of equality – disability, gender, ethnicity, and LGBT+, to create a sense of belonging for colleagues. LFC continues to embed inclusive recruitment techniques into our processes, including being explicit about our desire to recruit diverse talent, engaging with diverse job boards, encouraging employees to share vacancies within their own diverse networks and ensuring that its resourcing team are responsible for all recruitment across the business to ensure a consistent approach. During the 22/23 season, the club took a more

proactive approach to championing important themes around ED&I through its Red Together programme, with the aim of demonstrating our values to our people, supporters, key stakeholders and visitors. It's a top priority to actively celebrate the diversity of the football club on and off the pitch and highlight the importance of this to the overall success of the club. Liverpool FC Foundation continues to deliver its Game On Coaching Academy in partnership with Nike, providing a holistic coach development curriculum. In previous years, this has engaged with ethnically diverse coaches, however the 22/23 programme was targeted at disabled coaches. During the season, 13 coaches took part in the programme, all of whom were disabled. A constant after-care programme is now in place for all coaches who have taken part in the scheme, with a number of these providing positive feedback about their experiences and opportunity to be upskilled and take back their skills to their grassroots and community environments.

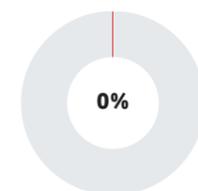


2022/23 FLDC SUMMARY

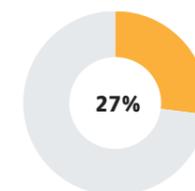


Manchester United

SENIOR LEADERSHIP TARGETS

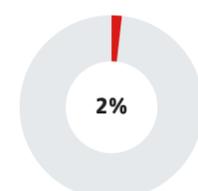


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

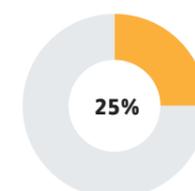


30% of our new hires will be female

TEAM OPERATIONS TARGETS

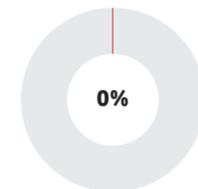


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



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

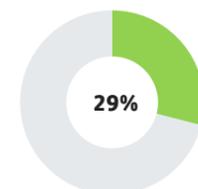


50% of our new hires will be female

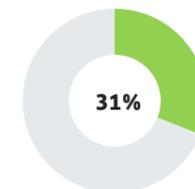


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

The Club has seen a change management and restructuring process that has led to an increase in hiring, promotions and departmental changes over the past twelve months.

The internal systems and processes are continuously evolving to meet the demands of the business and to improve our streamlined processes. The Club EDI commitment is a core pillar of the business strategy, and this is being implemented through the people, early talent, communications, and EDI strategies.

Manchester United continues to raise its profile externally as an inclusive employer, working with key stakeholders - including our corporate partners by creating positive action schemes and projects. Through the Club's ongoing work in this space, coupled with the Premier League Equality, Diversity and Inclusion Standard, the Club continues to improve its recruitment processes.

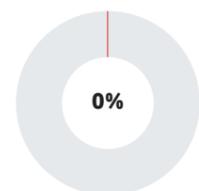


2022/23 FLDC SUMMARY

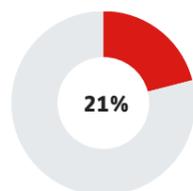


Newcastle United

SENIOR LEADERSHIP TARGETS

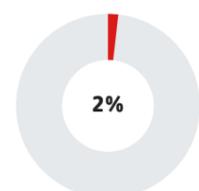


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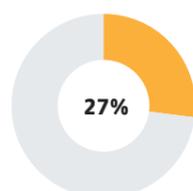


30% of our new hires will be female

TEAM OPERATIONS TARGETS

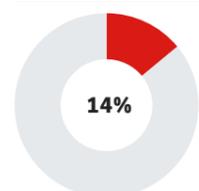


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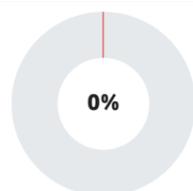


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS



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

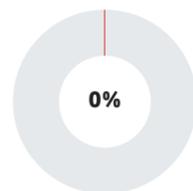


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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

Newcastle United Football Club are committed to Equality, Diversity, and Inclusion (EDI) in all aspects of our operation; how we do things is just as important as what we do. Through our 'United As One' brand we ensure that everyone has equal opportunity to join the Club and to thrive as part of our family, living the values that make us who we are. As our family grows, we seek to ensure we attract diverse talent both through internally run marketing of roles and when directing third party recruitment agencies; attraction of diverse talent is a key requirement for those on our Preferred Supplier List. Our Head of Inclusion works with community groups and networks to broaden our recruitment reach. We have been unable to separate our data for job applicants but having recently secured an Application Tracking System to help be more intuitive with our data we hope that this will enable us to fulfil and exceed the targets laid out within FLDC.

Our established anonymous recruitment approach remains in place and our Head of Resourcing and Head of Inclusion work collaboratively to ensure that all people managers involved in recruitment are equipped to conduct fair and inclusive interviews.

Our Women's Team have moved to a full-time professional model and as we strengthen and grow the team we look forward to seeing increased diversity in over time.

Whilst we are proud of our achievements to date, we recognise that there is work to be done and through external scrutiny via PLEDIS, working with our diverse supporter groups, growing our family and striving to be representative of our fan base we will continue to make gains on our EDI journey.

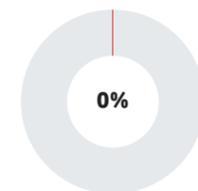


2022/23 FLDC SUMMARY

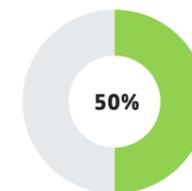


Northampton Town

SENIOR LEADERSHIP TARGETS

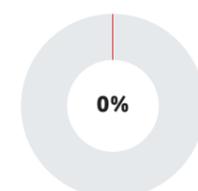


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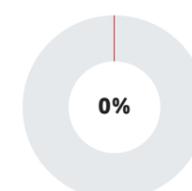


30% of our new hires will be female

TEAM OPERATIONS TARGETS

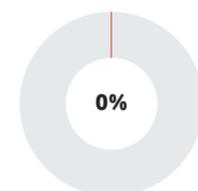


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30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

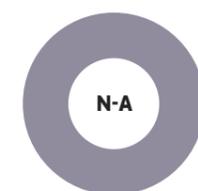


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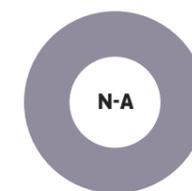


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

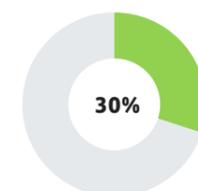


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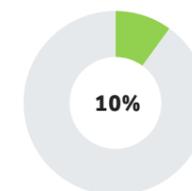


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Northampton Town Football Club remains fully committed to its ED&I work. During the year there was a consistency of senior leadership staff and senior coaches, with a low turnover meaning that there were very few recruitment processes in these areas.

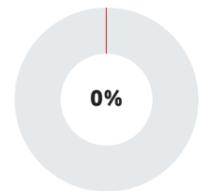


2022/23 FLDC SUMMARY

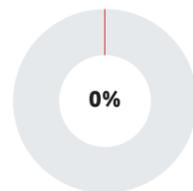


Norwich City

SENIOR LEADERSHIP TARGETS

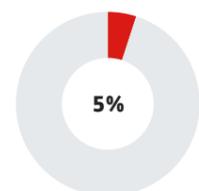


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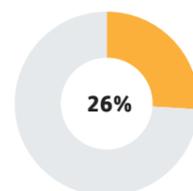


30% of our new hires will be female

TEAM OPERATIONS TARGETS

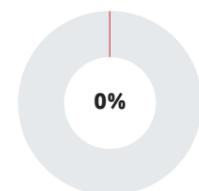


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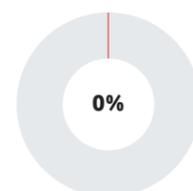


30% of our new hires will be female

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

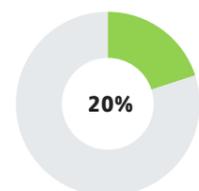


50% of our new hires will be female

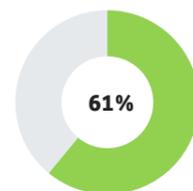


15% of our new hires will be Black, Asian or of Mixed Heritage

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 EDI principles surrounding recruitment at Norwich City have vastly improved over the last 12 months; as we work towards achieving the Intermediate level of the Premier League Equality, Diversity, & Inclusion Standard (PLEDIS), we continue to give due attention to our hiring principles, from how and where we advertise roles to the diversity and make up of our interview panels. We do, however, recognise the fast-moving nature of recruitment in football; rather than work against this current, we engage collaboratively with hiring managers to ensure both legislative and principle compliance whilst enabling positive outcomes for Club, candidate, and community. In this way, we move away from rigid procedural enforcement which may engender resistance and we favour an approach which champions lasting cultural changes and positive EDI outcomes.

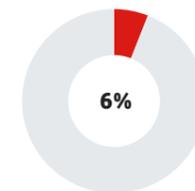


2022/23 FLDC SUMMARY

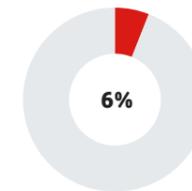


Nottingham Forest

SENIOR LEADERSHIP TARGETS

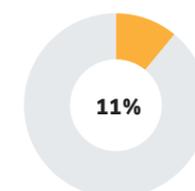


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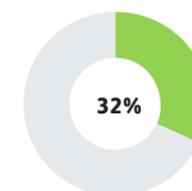


30% of our new hires will be female

TEAM OPERATIONS TARGETS

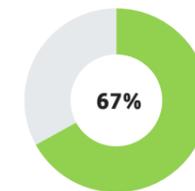


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30% of our new hires will be female

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

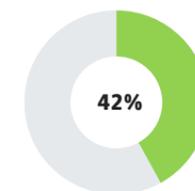


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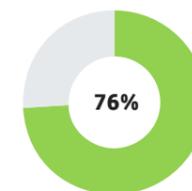


15% of our new hires will be Black, Asian or of Mixed Heritage

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 we collect candidate data during the recruitment process we anonymise it once recruited and therefore getting accurate data for this period has proven a bit difficult. The Club has committed to investing a ATS and HR system by the end of 2023 which will make reporting next season easier.

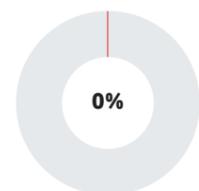


2022/23 FLDC SUMMARY

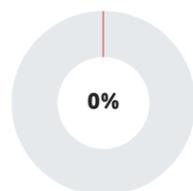


Oxford United

SENIOR LEADERSHIP TARGETS

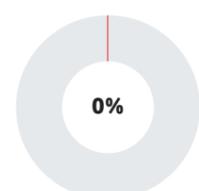


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30% of our new hires will be female

TEAM OPERATIONS TARGETS

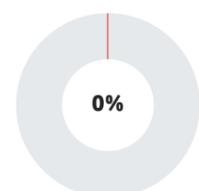


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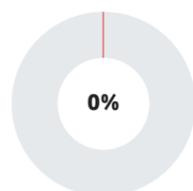


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

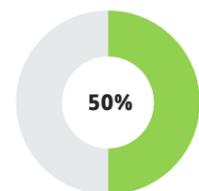


25% of our new hires will be Black, Asian or of Mixed Heritage

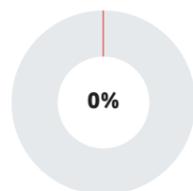


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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

At OUFC we feel we are compliant with all above EDI parameters and are confident in our recruitment policy and strategy. We have employed a first team administrator and have employed an Academy Administrator to help with policies and procedures within the recruitment departments.



2022/23 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)

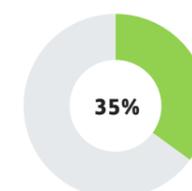


30% of our new hires will be female

TEAM OPERATIONS TARGETS

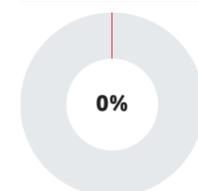


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

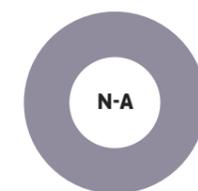


25% of our new hires will be Black, Asian or of Mixed Heritage

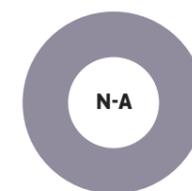


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

We are proud to be a fan, family and community-focused club that advocates equality and inclusion, and which will engage honestly and as transparently as possible with supporters. As an EFL club we have many partnerships to develop initiatives that are designed to improve people's mental health, physical health, tackle loneliness, social mobility, and address issues such as homophobia, racism, ableism, and other forms of discrimination.

Through the club's Inclusion Strategy, Plymouth Argyle aims to be more reflective and representative of the demographic of the community in which we serve at all levels. With the latest publication of the National Census, we have used a new system to gather data anonymously of staff and supporters and this has improved our awareness of our local demographic and where we need to focus

our engagement. We capture data anonymously to ensure there is no unconscious bias, especially within recruitment. Working closely with our charity, Argyle Community Trust, we can take our findings, create structured community programmes, and outreach projects to reach diverse groups of people, each with distinct reasons why they want to engage with the club. This approach also applies when we are recruiting new talent.

This season, Plymouth Argyle created a dedicated role for inclusion at the club and is only a handful of EFL clubs to make this commitment. The role of Diversity, Equity and Inclusion Manager is a key enabler in ensuring our Respect, Diversity and Inclusion club values are fully satisfied as well as drive change to ensure inclusive best practice is embedded in every aspect of the club.

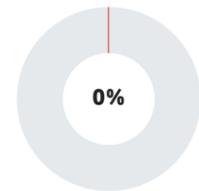


2022/23 FLDC SUMMARY

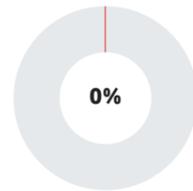


Portsmouth

SENIOR LEADERSHIP TARGETS

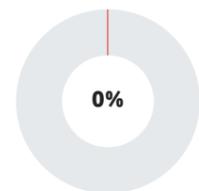


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

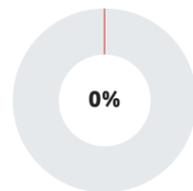


30% of our new hires will be female

TEAM OPERATIONS TARGETS

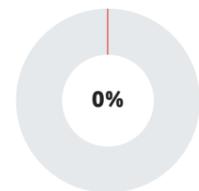


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

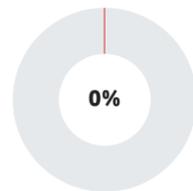


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

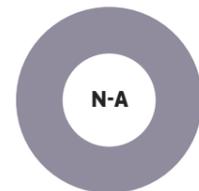


25% of our new hires will be Black, Asian or of Mixed Heritage

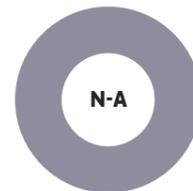


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

The club's ethnic make up represents the one of the City of Portsmouth (when compared to Census 2021 results). Unfortunately, we are not able to showcase our diversity, due to form requesting information on Black, Asian or of Mixed-Heritage staff only. We welcome the reconsideration of the diversity parameter, so that the actual diversity figures could be shared.



2022/23 FLDC SUMMARY



Queens Park Rangers

SENIOR LEADERSHIP TARGETS

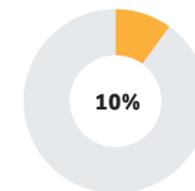


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

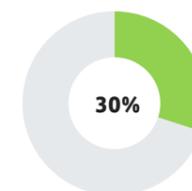


30% of our new hires will be female

TEAM OPERATIONS TARGETS

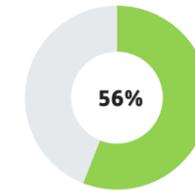


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

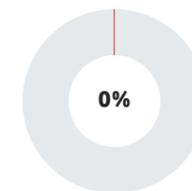


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

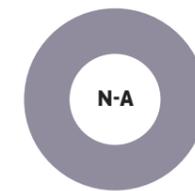


25% of our new hires will be Black, Asian or of Mixed Heritage

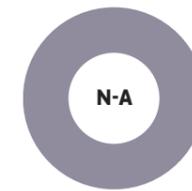


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

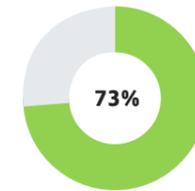


50% of our new hires will be female



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)

Comments

QPR continues to be a diverse workplace, providing opportunities for all, in accordance with Equality, Diversity and Inclusion (ED&I) practices.



2022/23 FLDC SUMMARY



Rotherham United

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



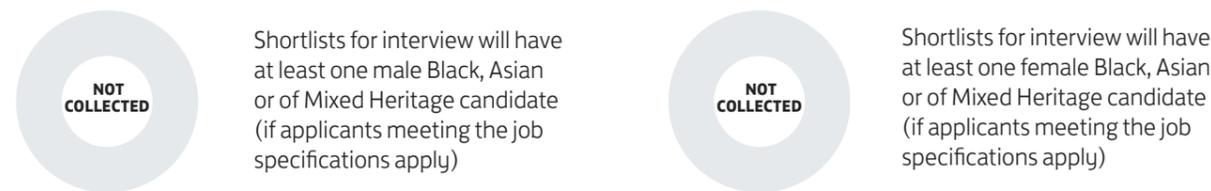
COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments

We continue to ensure that every position at the club is advertised widely and that every opportunity is given to increase the diversity of successful candidates. We are aware that much remains to be done but will increase our efforts in the coming year to improve the outcomes achieved.



2022/23 FLDC SUMMARY



Sheffield United

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments



2022/23 FLDC SUMMARY

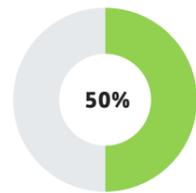


Sheffield Wednesday

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

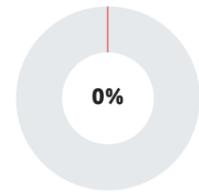


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

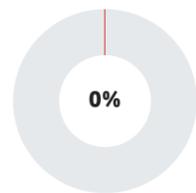


30% of our new hires will be female

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

Inclusion in the Football League Diversity Code demonstrates Sheffield Wednesday FC’s commitment to embed greater diversity across senior leadership teams, team operations and coaching setups.

Our adherence to the code promotes accountability and transparency reflecting the importance of increasing gender and ethnic diversity seen on the pitch within both the men’s and women’s game.

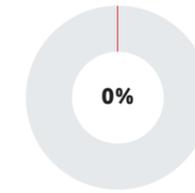


2022/23 FLDC SUMMARY

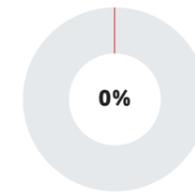


Southampton

SENIOR LEADERSHIP TARGETS

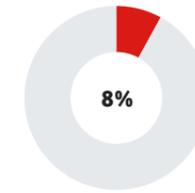


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

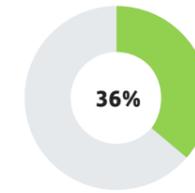


30% of our new hires will be female

TEAM OPERATIONS TARGETS

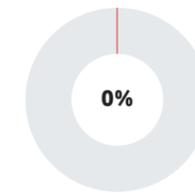


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

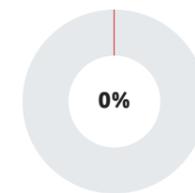


30% of our new hires will be female

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

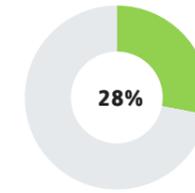


50% of our new hires will be female

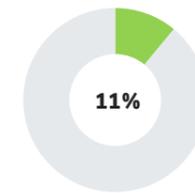


15% of our new hires will be Black, Asian or of Mixed Heritage

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

Here at Southampton Football Club, we remain committed to ensuring all our locations are a welcoming, safe, and supportive environment. By challenging inequality, removing barriers to inclusion, and educating those around us, we are working to provide an inclusive environment for everyone to thrive. The report highlights the progress we have made and areas of development to provide action for meaningful change. Since we made characteristics mandatory fields, we have reduced the number of blank returns for ethnicity from 15% in 2022, to 10%, this has allowed us to have better confidence in the data we receive. Notably, the changes we have implemented since signing the code have resulted in a 4% increase in women working and 13% increase in Black, Asian, and Mixed-Heritage backgrounds being recruited into Team operations. Additionally, we saw two internal promotions for women join the Senior Leadership, during the 22/23 season.

Within the Coaches section of the report, it is worth noting that at point of data capture 33% of our senior men’s coaches were from a mixed heritage background. Although this is notable, we recognise more needs to be done to diversify our coaches across the Club, beyond the Premier League’s Coach Inclusion Diversity Scheme and the FA’s Club Placement programme. For example, last season we implemented the Coaches of tomorrow programme which saw the Club along with its partner, Starling Bank, support twenty female coaches to become qualified football coaches. Although this does not have a direct impact now, we expect this to have an impact in the future. The information provided in this report supports the Clubs Diversity and Inclusion action plan to shape, monitor and challenge the Club in making considerable progress in both the short and long-term.

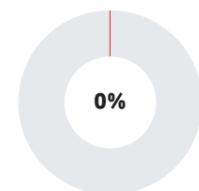


2022/23 FLDC SUMMARY

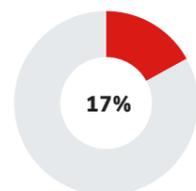


Stoke City

SENIOR LEADERSHIP TARGETS

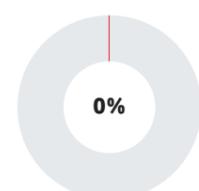


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

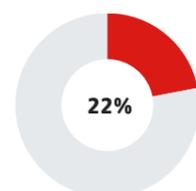


30% of our new hires will be female

TEAM OPERATIONS TARGETS

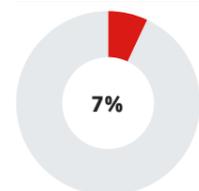


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

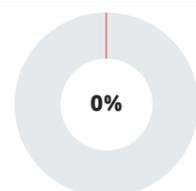


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

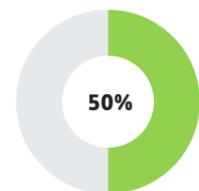


25% of our new hires will be Black, Asian or of Mixed Heritage

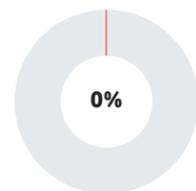


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

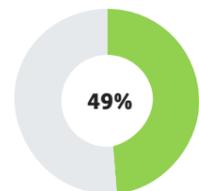


50% of our new hires will be female

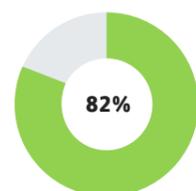


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Stoke City Football Club is an advocate and ally of equality, diversity and inclusion.

While we have made some improvements, we know there is a lot more work to be done.

We pride ourselves on being an inclusive Club and celebrate the diversity within our workforce, our fanbase, our community and our players and coaching staff.

We are committed to achieving the outcomes of the EFL's Code of Practice and the Football Leadership Diversity Code, as well as our own internal targets in this area.

We want our culture to recognise and embrace differences whilst ensuring that our employees are valued, respected and encouraged to be the best version of themselves.

Throughout our EDI journey, it is our commitment that our systems and processes will continue to positively evolve.

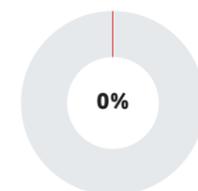


2022/23 FLDC SUMMARY

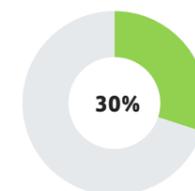


Swansea City

SENIOR LEADERSHIP TARGETS

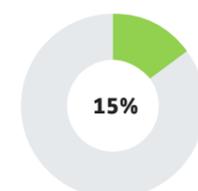


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

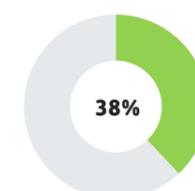


30% of our new hires will be female

TEAM OPERATIONS TARGETS

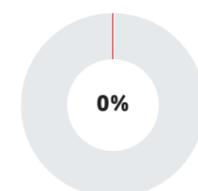


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

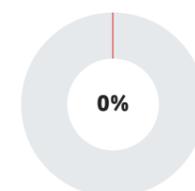


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

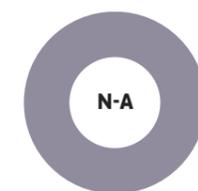


25% of our new hires will be Black, Asian or of Mixed Heritage

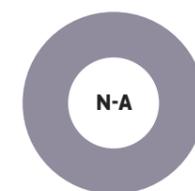


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

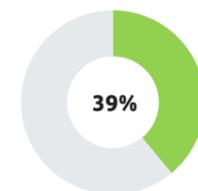


50% of our new hires will be female

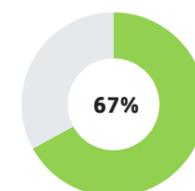


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Swansea City Association Football Club acknowledges and is committed to being accountable for effective and consistent implementation of safer recruitment procedures.

To encourage applications from minority groups and to provide confidence to applicants that they will not be disadvantaged during the recruitment process, the Club is proud to support the Disability Confident Scheme, Dyslexia Friendly and the FA's Football Leadership Diversity Code.

Equal Opportunity is an integral part of our recruitment and selection process and the organisation welcomes applications from all individuals who feel they meet the core requirements of a particular role.

The Club strives to further diversify its workforce and therefore encourages applications from women, disabled people and those from diverse ethnic communities who are currently under-represented within the organisation.



2022/23 FLDC SUMMARY



Tottenham Hotspur

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments

EDI is at the heart of everything we do at Tottenham Hotspur and the FLDC targets continue to shape our recruitment strategies.

This season, we launched our new HR system across the Club with employees given the opportunity to provide their EDI data on a voluntary basis. We are proud to have surpassed the target for BAMH new hires in the Senior Leadership and Team Operations categories, as well as the female new hire target within the ‘Team Operations’ category.

The Club continues its strong track record of providing opportunities for BAMH coaches to excel within the game, reflected in both the ‘Men’s Coaching’ categories. We have talent pathway programmes in place at both our Boys and Girls Academies, as well as our Global Development Coaching (GDC) programme which delivers both Girls and Boys

programmes. For the purposes of FLDC reporting, GDC employees have been included within the ‘non-senior coaches- Men’s’ category.

Our recruitment statistics are testament to the Club’s continued commitment to drive employment opportunities for residents within the local area. This season, the Club has supported its charitable Foundation in facilitating two job fairs at the Stadium, engaging major employers and stadium contractors to advertise live vacancies. The Club has also signed up to the Department for Work and Pensions Social Mobility Pledge Consortium and is committed to its principle of offering greater support for women into leadership roles.

The Club remains committed to increasing representation within its workforce and progressing towards the FLDC targets.



2022/23 FLDC SUMMARY



Walsall

SENIOR LEADERSHIP TARGETS



TEAM OPERATIONS TARGETS



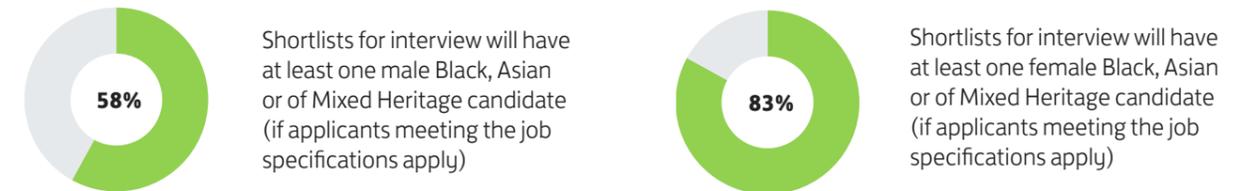
COACHING – MEN’S CLUBS TARGETS



COACHING – WOMEN’S CLUBS TARGETS



RECRUITMENT



Comments

Walsall Football Club is pleased to announce steady progress towards the objectives laid out in the Football Leadership Diversity Code and our six pledges made therein. Whilst it was not possible to meet all targets in every aspect, due to the very limited number of appointments made following a recruitment process and lack of qualifying candidates applying for roles, we are pleased to have increased the number of pledges fulfilled from two out of six in the last reporting period to five out of six in the current reporting period, with steady progress being made towards the one remaining pledge. We believe this represents significant and meaningful progress and the Club continue to be fully committed to increasing diversity across all departments.



2022/23 FLDC SUMMARY



Watford

SENIOR LEADERSHIP TARGETS

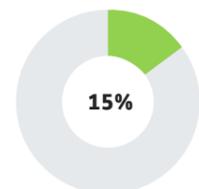


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

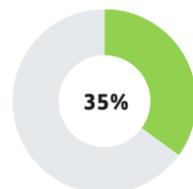


30% of our new hires will be female

TEAM OPERATIONS TARGETS

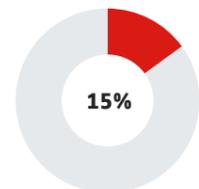


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

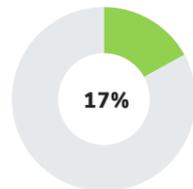


30% of our new hires will be female

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

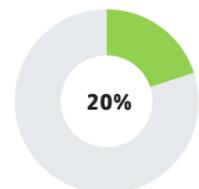


50% of our new hires will be female

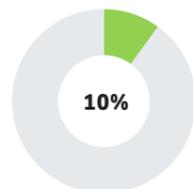


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

Watford Football Club signed up to the Football Leadership Diversity Code (FLDC) and its aspirational targets, as an extension of our continued Equality, Diversity and Inclusion (EDI) commitment.

We are pleased to have met both team operations targets for Black, Asian or Mixed Heritage and Female new hires for the second consecutive season during year three, while acknowledging the opportunity for further development in the fourth year.

Of the 12 new hires during the data window in the men’s coaching team, 8 are no longer with the club. 4 of the 10 coaches currently employed, including our men’s team head coach, are Black, Asian or Mixed Heritage.

The full launch of our EDI Strategy has been a valuable tool to ensure we are seen as a fully inclusive employer.

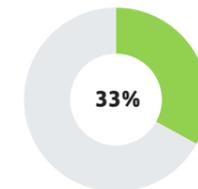


2022/23 FLDC SUMMARY

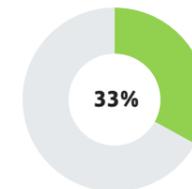


West Bromwich Albion

SENIOR LEADERSHIP TARGETS

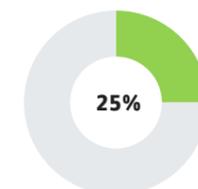


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

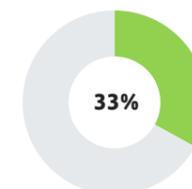


30% of our new hires will be female

TEAM OPERATIONS TARGETS

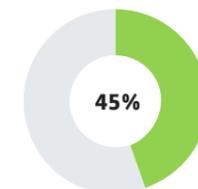


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

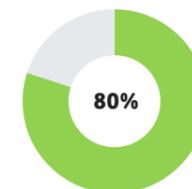


30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

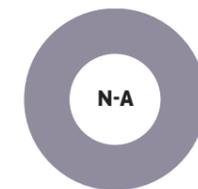


25% of our new hires will be Black, Asian or of Mixed Heritage

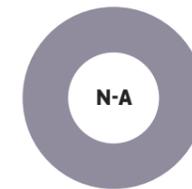


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

COACHING – WOMEN’S CLUBS TARGETS

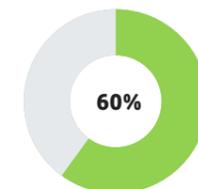


50% of our new hires will be female

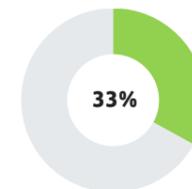


15% of our new hires will be Black, Asian or of Mixed Heritage

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)

Comments

West Bromwich Albion Football Club is an equal opportunities employer and is committed to providing equality and fairness for all. We continue to work hard in embedding EDI into all activities and we have carried out many EDI initiatives. Our Board and Senior Management Team are fully committed and supportive of all of the EDI work carried out by the Club, both internally and externally. Our EDI work is continually monitored, reviewed and updated by our EDI Working Group (EDIWG) who are continuously striving to ensure our environment is inclusive and free from any form of discrimination, intimidation, bullying, harassment, abuse etc. We promote best practice in all EDI related activities and take a zero tolerance stance on any form of unlawful discrimination. We are realistic in our approach and are bound by our resources, however, we will continue to promote EDI and continuously review our practices and approach to ensure we are continuously improving in this area.

Where targets have not been met, our consistent and fair approach to our recruitment processes ensure we are appointing the most suitable candidate for the role based on set essential criteria. We are limited in the data we are able to collect around EDI as the request for this data is not mandatory, however we will continue to collect as much data as possible to help us to understand where we may need to make improvements.

We continue our pledge to PLEDIS (Premier League Equality, Diversity & Inclusion Standards) and after gaining preliminary status we continue to work towards intermediate level, and as a Championship Club demonstrates the frameworks we have in place and our commitment to EDI. We continue to strive to achieve targets and pledges set around EDI and continue to further grow our EDI initiatives and activities.

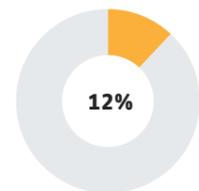


2022/23 FLDC SUMMARY

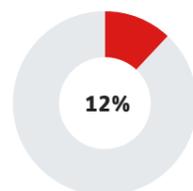


West Ham United

SENIOR LEADERSHIP TARGETS

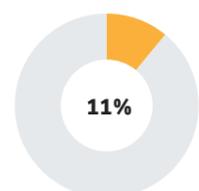


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

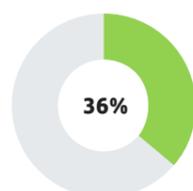


30% of our new hires will be female

TEAM OPERATIONS TARGETS

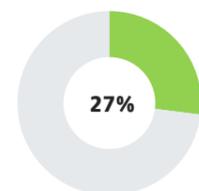


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

COACHING – MEN’S CLUBS TARGETS

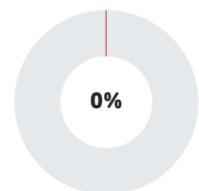


25% of our new hires will be Black, Asian or of Mixed Heritage

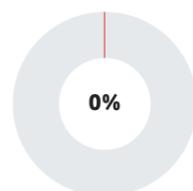


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

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)

Comments

Throughout the 2022/23 season, West Ham United has continued its efforts to ensure EDI is at the heart of everything that we do. This commitment has been recognised by the Premier League awarding the Club with the Advanced Level Health Check for its ongoing dedication and commitment to equality, diversity and inclusion - the second time that the Club has been given the highest level of award in this area. We are particularly proud of the recognition that we have received as the first Premier League Club to become a Menopause Friendly employer.

The Club has also celebrated a variety of cultural events throughout the year such as Essex Pride, the unveiling of a statue for Jack Leslie during Black History month and our first Unity Iftar Event held at London Stadium during Ramadan.

Through our diverse recruitment, internal training opportunities, the creation of new Club policies and our communication of initiatives, we believe that West Ham United is continuing to show the importance of EDI within our workforce. This is evidenced by the 7% decrease of ethnic minority staff that have left the Club, 30% of new starters being female and overall, 21% of new starters being from ethnic minority groups. Additionally, 23% of our female staff have been promoted, whilst 18% of males and 20% of females who have been promoted, are from non-white ethnicities.

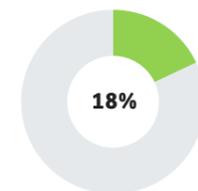


2022/23 FLDC SUMMARY

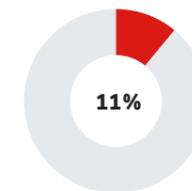


Wolverhampton Wanderers

SENIOR LEADERSHIP TARGETS

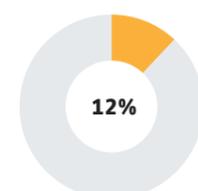


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

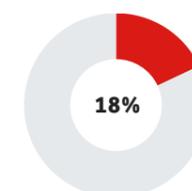


30% of our new hires will be female

TEAM OPERATIONS TARGETS

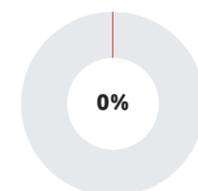


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

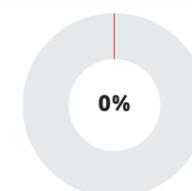


30% of our new hires will be female

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)

Comments

Wolves' ethos of 'One Pack' underpins our whole organisational commitment to achieve equality and equity in everything that we do through our Mission One Pack Equality, Diversity & Inclusion Strategy, which includes diversifying our workforce, supporters and stakeholders.

In April 2023, we achieved the Intermediate Level Award of the Premier League Equality, Diversity & Inclusion Standard, in which we reviewed recruitment data across all previous code submissions alongside the diversity monitoring of our wider workforce, allowing us to set progressive recruitment targets for the next three seasons, reflective of our regional diversity. For the 2022/23 reporting period, a total of 81 roles were recruited across all levels, of which 90% related to full time positions and 10% for part time positions. We further defined senior leadership as the top 25% of earners.

From the total roles recruited, 7% have been newly created full time positions which included an Academy & Media Content Officer, Equality, Diversity & Inclusion Manager and Chief Operating Officer. Team operations accounted for 83% of the total roles recruited whereas coaching roles for the men's teams accounted for 16%. The number of roles recruited for the 2021/22 reporting period is 15% higher than the previous, however this included the recruitment of a first team head coach and a decrease in recruitment in other areas of the business.

We recognise there is more work to be done across all areas, and we continue to strive to meet not only the codes targets but ensure our focus remains on establishing clear actions to drive and implement meaningful change including the implementation of a HR system to support with data collection and segmentation across all other protected characteristics.





SUPPORTING FOOTBALL ORGANISATIONS ON THEIR JOURNEYS

In 2020, The FA launched a new jobs platform on which Clubs could advertise their jobs. The FLDC Careers Platform forms part of the wider initiative of the Code to increase the diversity of the footballing workforce, from the pitch to the boardroom.

Throughout this season, we've focused on promoting and advertising the FLDC Careers platform to target audiences, supporting the continued growth of the FLDC job seeking community.

Going into Year 3 of the FLDC, the job platform has attracted 385,500 visitors, over a 50% increase in traffic compared to this time last year. We have also seen 4,800 jobs advertised on the platform and over 22,000 applications, doubling Year 2 results.

We have received positive feedback from Clubs, who have welcomed the addition of the recruitment tool to attract a diverse pool of talent which they otherwise wouldn't necessarily be able to reach.

SINCE LAUNCH..

The Football Leadership Diversity Code launched in October 2020 and now has over 50 signatories using the FLDC Careers Platform to positively impact their recruitment process and reach a more diverse pool of talent. The Platform has been used by all Premier League clubs, as well as The FA, Premier League and the EFL, and has been cited as an excellent tool for Code members looking to reach candidates from under represented backgrounds.

This report summarises the progress made throughout the 2022/23 season in increasing the awareness of the Careers Platform and continuing to attract a diverse audience of job seekers looking to progress their careers in English football.

53 CLUBS SIGNED UP

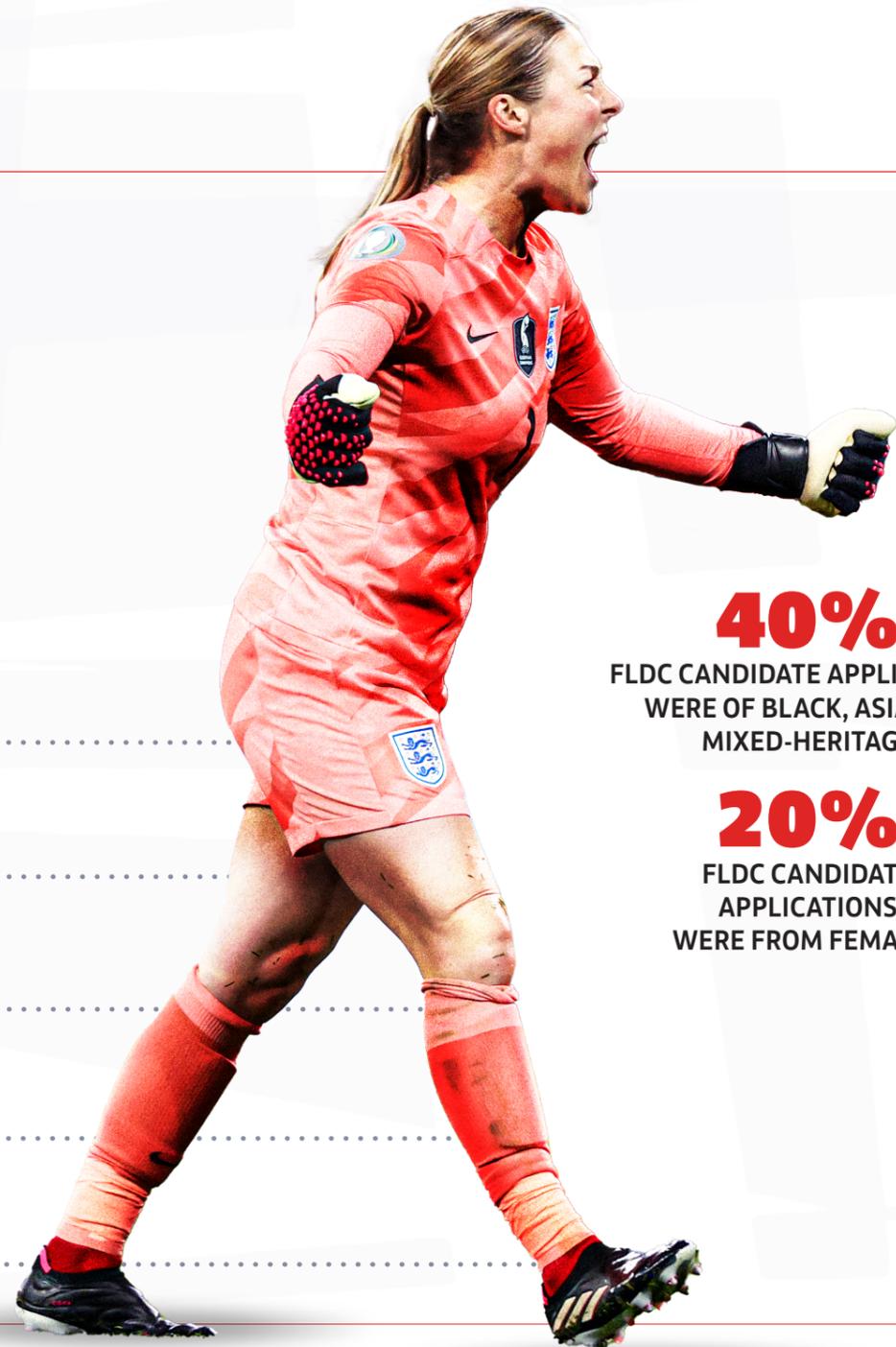
385,551 WEBSITE VISITORS

4,819 JOBS POSTED

1.25M JOBS VIEWS

22,183 JOB APPLICATIONS

Data on this page represents period from the launch of FLDC Platform. All other pages represent data from the 2022/23 season only.



40%
FLDC CANDIDATE APPLICATIONS WERE OF BLACK, ASIAN OR MIXED-HERITAGE

20%
FLDC CANDIDATE APPLICATIONS WERE FROM FEMALES

CANDIDATE DIVERSITY

OVERVIEW OF THE REGISTERED CANDIDATES' DIVERSITY PROFILES

5,524
TOTAL CANDIDATES

73%
CANDIDATES BASED IN UK

36%
BASED IN LONDON & SOUTH EAST



37%
Candidates from an ethnic minority background



25%
Candidates of a 'non-male' gender classification

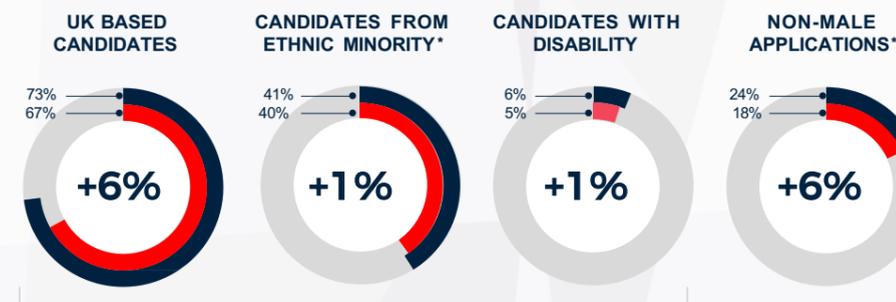


9%
Candidates with sexual orientation other than heterosexual



7%
Candidates with a disability

46% of non-UK based candidates are of ethnic minority background

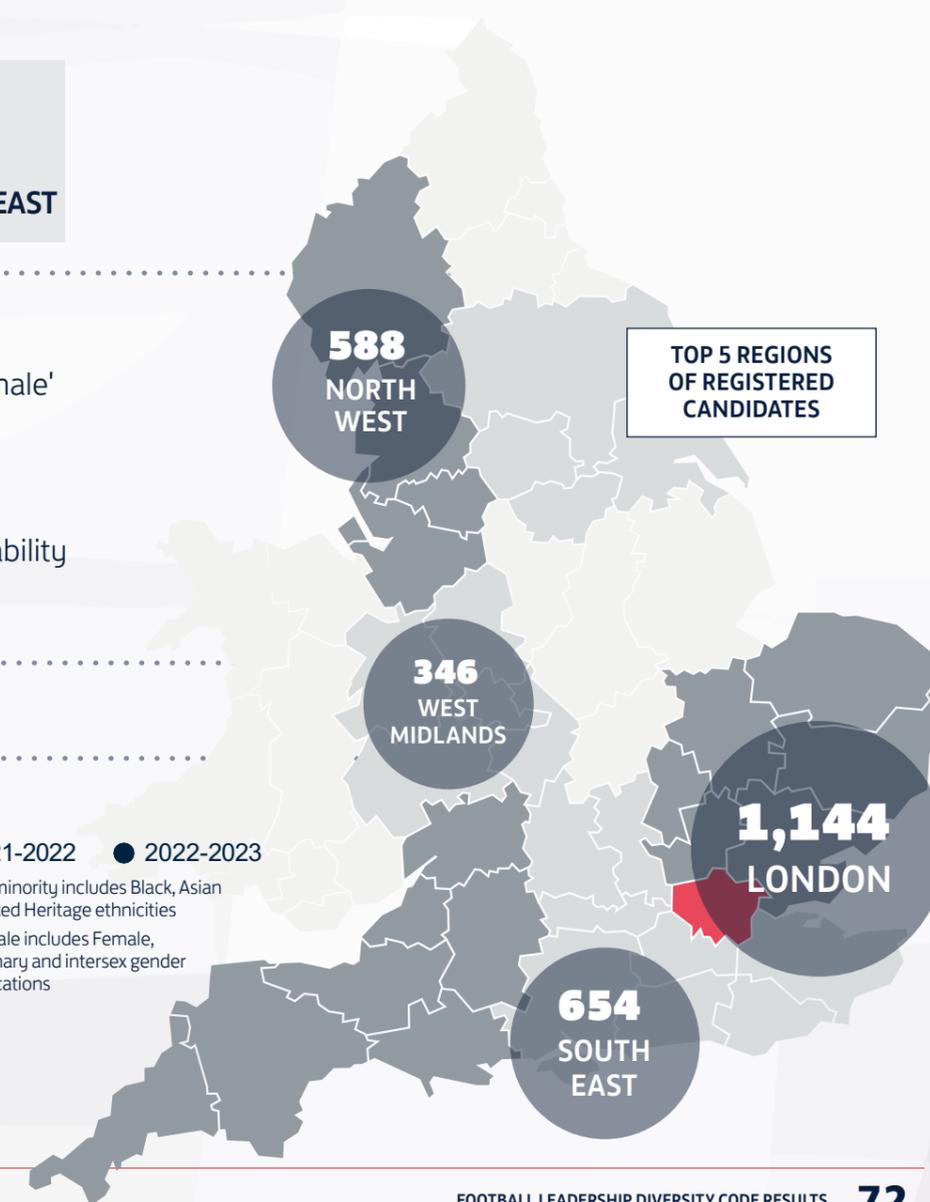


Registered Candidates

● 2021-2022 ● 2022-2023

* Ethnic minority includes Black, Asian and Mixed Heritage ethnicities

**Non-male includes Female, non-binary and intersex gender classifications



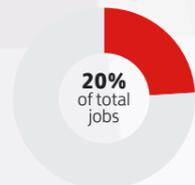
TOP 5 REGIONS OF REGISTERED CANDIDATES

SPOTLIGHT ON COACHING

COACHING VACANCY PERFORMANCE AND DIVERSITY SUCCESS

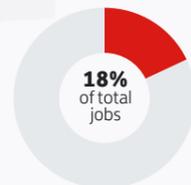
AUG 22–OCT 23

126
JOBS
354
JOBS



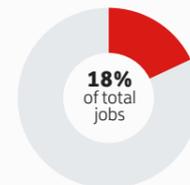
NOV 22–JAN 23

77
JOBS
483
JOBS



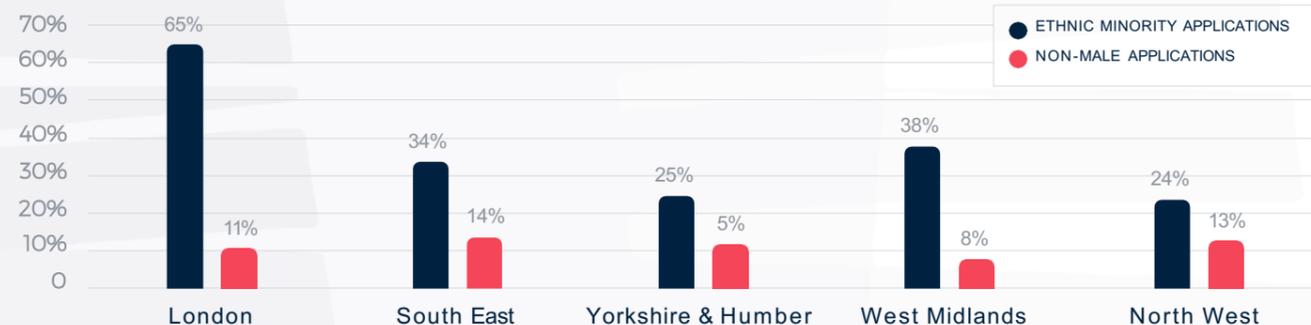
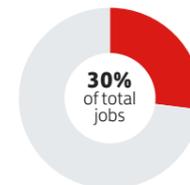
FEB 23–APR 24

84
JOBS
353
JOBS

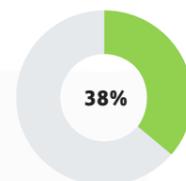


MAY 23–JUL 23

146
JOBS
750
JOBS



AVERAGE NUMBER
of coaching vacancies
posted monthly



COACHING VACANCY
applications from ethnic
minority candidates

Interesting Highlights

Increasing diversity in coaching continues to be a key area of the FLDC Careers Platform since its launch in 2020.

This season, the FLDC Careers Platform has posted a total of 440 jobs relating to coaching and sports development, receiving over 1,900 applications over the 12 months this report covers. Diversity of the coaching talent pool varies depending on the region in the UK but the FLDC candidate pool continues to demonstrate value by delivering 38%

of coaching applications made through the Platform coming from an ethnic minority group (Black, Asian or Mixed Heritage).

Coaching vacancies remain the most in demand on the Platform, with around 22% of total vacancies across the 2022/23 season being within coaching. This reflects the challenges in the professional game regarding under representation across Men's and Women's football where diversity is concerned.



NEXT STEPS

The Football Leadership Diversity Code is designed to stretch clubs and we have seen that it is difficult to meet the targets from the code.

We have collected workforce data for the first time and published it collectively. From the data this year we see that the proportion of diverse hires across football collectively is not going up and that the current levels of diverse hiring is only slightly higher than the diversity of the workforce; change is therefore too slow. We are therefore looking to transition the code from voluntary hiring targets to mandatory workforce publication and will be looking to implement an FA Rule change to support this over the 2023/24 season.

SIGNATORIES

We wish to express our thanks to every single signatory of the Code, as we collectively work towards a more diverse footballing landscape.







FOR ALL

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