

FOOTBALL LEADERSHIP DIVERSITY CODE

1. The Code

A. PRINCIPLES

By voluntarily signing up to the code, our organisation agrees with the following 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

B. PLEDGES

By signing up to the code, we pledge to create an EDI plan which delivers the principles of the code. We state our ambition to meet the following targets, recognising that different clubs are on different parts of their journeys. Where necessary, we can use the 2020/21 season to evaluate our data and create our EDI plan - publishing it ahead of the 2021/22 season. We will apply hiring targets for coaches, leadership positions and the recruitment principles. If in any one year we are unable to achieve any of the targets below, we will explain why as part of our EDI plan and annual reporting.

SENIOR LEADERSHIP & 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 and one female Black, Asian or of Mixed-Heritage candidate (if applicants meeting the job specifications apply)

2. Best Practice and Supporting Information

A. SIGNING UP TO THE CODE

- When you sign up, The FA will add you to the list of clubs supporting the code which will be on our website from launch onwards
- The FA will provide you with a kite-mark for you to use to show your support for the code

B. RECRUITMENT PRINCIPLES

The following principles have been developed by the Expert Groups. These are best practice recruitment principles which we encourage clubs to leverage and implement to help support achieving the targets.

- Job descriptions will be written to encourage a wide pool of applicants
- Clubs will instruct diverse shortlists from recruitment agencies
- All appropriate jobs will be advertised centrally, for at least two weeks, so that all football jobs can be found in one place
- External recruitment will be advertised openly wherever appropriate
- Interview panels should be diverse wherever feasible (support could be provided by PL, EFL and FA if requested)
- Shortlists for interview will include a minimum of one male and one female Black, Asian or of Mixed-Heritage candidate (if applicants meeting the job specifications apply).
- Recruitment diversity data for applications, interviews, offers and hires will be collated and reviewed to support understanding of talent pools and reach of advertising
- Training and education programmes will be provided to drive best practice across recruitment procedures, including assessment processes
- The code applies to all positions in the football club with the exception of the Head Coach and their team, as we appreciate that this recruitment often has to happen quickly
- If the Head Coach is not recruited through an open process, the club will consider whether it can implement additional development opportunities for a Black, Asian or of Mixed-Heritage or female coach with a clear focus on boosting the job prospects for the participant(s)
- It is recognised that not all recruitment principles are relevant to internal hires

C. DEVELOPING TALENT

As part of their EDI plan, organisations will consider having programmes to develop diverse talent. This can include creating development programmes such as:

- a programme for young coaches from historically underrepresented backgrounds to ensure a pipeline of next generation coaching talent—including ethnically diverse female coaches for women's pathways
- elite coach development programmes for coaches from historically underrepresented backgrounds in the senior coaching set up
- social mobility programme for currently underrepresented groups, such as an apprenticeship, mentoring or work experience programme

D. DEFINITIONS

Black, Asian or of Mixed-Heritage: Black, Asian or of Mixed-Heritage as defined by the Office for National Statistics and updated from time to time, as ethnicity classifications evolve.

Senior leadership: Clubs have very different structures, so it is up to the clubs to decide their own approach. We recommend that senior leadership applies to the top 25% of earners. Clubs may want to include middle management in their targets.

Senior squad coaches: Clubs have very different structures. The aim of this pledge is to help make sure diverse coaches aren't only accessing junior positions. Clubs will declare their own senior positions which may include first team, U23s, U21s and U18s, but we recommend applies to the top 25% of earners.

Local diversity: Diversity levels vary across the country and we recognise that for certain roles within an organisation, it is unlikely that individuals will move cross-country. National ethnic diversity as outlined in the 2011 census is 14%. Clubs may want to set themselves specific targets based on their own local diversity in their own EDI plans that reflect their community- for example, in areas with higher proportions of a specific minority group, clubs might want to set a higher target. If a club sets itself a target that reflects the local demographics which is less than the national average, it should explain why it won't be using the national average. Targets should be reviewed following the results of the 2021 census.

Team Operations: Refers to full-time support staff such as physiotherapists, doctors, nutritionists, HR managers, legal counsel etc. to be defined by the individual club.

Achieve or explain: Clubs may not be able to meet the recruitment targets in the code or the local demographic-related targets due to staff turnover rates or the nature of the role and applicants applying. Clubs will need to provide the broader context and explain these limiting factors in their plan and end of year report. If targets are missed, then Clubs will also be expected to use the data collected from the process to improve their recruitment in subsequent years- e.g. by using agencies that offer more diversity.