



# FOOTBALL LEADERSHIP DIVERSITY CODE RESULTS 2021/22







■ ■ *I would like to thank everybody involved for supporting the Football Leadership Diversity Code, as part of a collective desire to create meaningful change. This year shows some signs of progress, with a shift in recruitment processes that will start to change the game and the three governing bodies exceeding seven out of eight targets. However, while we saw clubs exceeding diversity targets for senior coaches in the men's game and coaches in the women's game, there is still a huge amount of work to be done across the game. We understand that substantive change will take time, but a number of clubs have already made progress, and we expect to see more clubs follow that lead in years to come. ■ ■*

**Mark Bullingham, FA Chief Executive**

## FOREWORD



**Paul Elliott**  
FA Inclusion Advisory Board Chair,  
2014-22

**We were very proud to introduce the Football Leadership Diversity Code to the English game in October 2020, which is the first initiative of its kind in our industry.**

We know that English football is diverse on the pitch, but the efforts to ensure those in roles off the pitch truly represent the communities we serve have significantly increased in recent years. And rightly so.

This is crucial if we are to make the game truly inclusive for everybody and make it clear to those from historically underrepresented groups that the pathway is there for them should they wish to take a step into working within the game we all love.

In the two years since we launched the Code, we've seen over 60 clubs, organisations and partners unite and agree to making their hiring policies more transparent, committing to

representation targets which will lead to increased diversity within their senior management teams, coaching setups and team operations roles.

The powerful impact of such a collective commitment should not be underestimated.

As this year's report shows, good progress is being made in some areas, but there is clearly more work to be done by all to ensure this has the lasting impact we all crave. We know clubs are on different journeys, with their own individual challenges, be that in resources or local demographics.

It will take time, but meaningful change is starting to happen and together our united approach will ensure the English game is genuinely for all.



# SUMMARY

The Football Leadership Diversity Code is now in its second year having been launched mid-pandemic in October 2020. For year two, we have recalibrated the reporting window to match our football season, meaning this year and in future years it will cover the recruitment period from the start of August to the end of July. This does mean there is a small overlap in results this year, but will allow us to make better year-on-year comparisons in the future.

The Code is a pan-football programme which looks to ensure that the diversity we see on the pitch is better reflected off the pitch.

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

For year two, the Code remains unaltered, focusing on ethnic and gender diversity across senior management, team operations and coaches; with different coaching targets for women's clubs. Following discussions with clubs, we intend to bring LGBTQ+ into the code for future seasons.

Football has embraced the Code fantastically, with 51 professional football clubs, including all Premier League clubs signed up to it. We are working with the EFL, as it designs its League-wide strategy, to encourage the remaining League clubs to join.

The Code was launched in one of football's most challenging ever seasons, with the COVID-19 pandemic meaning many clubs had to furlough or lose staff and, with reduced incomes, the recruitment market was significantly suppressed.

However, despite this, we saw a really positive first season of the Code which saw the clubs collectively exceeding their targets for hiring Black, Asian and Mixed Heritage senior leaders and senior coaches; while posting strong figures in their recruitment for team operations and Black, Asian and Mixed Heritage men's coaches.

For year two, we are pleased to see that clubs have, for the second year in a row, exceeded the target for recruiting Black, Asian and Mixed Heritage senior coaches in the men's game. This was thought to be a particularly tough target when the code was brought in. This year clubs have also exceeded their target for Black, Asian and Mixed Heritage coaches in the women's game.

We also saw a big uplift in the proportion of shortlists which had a female Black, Asian and Mixed Heritage candidate (from 17% to 49%), while the number of shortlists with a male Black, Asian and Mixed Heritage candidate increased slightly (46% to 49%).

This year, we also saw an increase in the proportion of both female and Black, Asian and Mixed Heritage hires in Team Operations positions, although these still remained below target.

However, collectively we are still recruiting under our target for non-senior Black, Asian and Mixed heritage coaches in the men's game and also for female coaches in the women's game. These are the two areas we would like to see more progress in next season.

We also saw a decrease in the proportions of hires in senior management hires for both female and Black Asian and Mixed Heritage hires after a strong first year.

There is clearly much more to do and you will see from the individual club reports that some clubs have had far more success in recruiting diversly than others, meaning we have much more to share and learn. As with last season, the targets in the Code are hiring targets focused on recruitment and are not absolute representation targets. This allows us to measure the momentum of change taking place immediately rather than solely focusing on long-term goals. It also enables us to meet clubs wherever they are on their journey as clubs are at very different points of their EDI pathway. This also means, that comparing clubs with clubs based on recruitment targets will not give the reader a full picture of the diversity at a club; and we encourage you to learn more about what each club is doing through their own EDI plan to promote diversity.

It is encouraging to see clubs remain committed to diverse recruitment and look forward to seeing more signatories join in year three, adding an LGBTQ+ element and further improving the diversity of recruitment.

■ ■ ***The results on recruitment of senior Black, Asian and Mixed Heritage coaches and the achievement of targets by the football authorities are encouraging. There is also plenty of room for improvement in other areas such as senior leadership and the recruitment of female coaches. Two years in, now would be a good time for reflection across the industry to share learnings and accelerate collective change. ■ ■***

**Sanjay Bhandari, Chair, Kick It Out**

■ ■ ***The Premier League fully supports the Football Leadership Diversity Code as we collectively work to achieve greater diversity across all areas of the game. We are pleased to be making progress but there is still much more to be done to ensure there are opportunities at all levels of the workforce – this remains a priority for us. ■ ■***

**Richard Masters, Chief Executive, Premier League**



# 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. We have agreed to review the Code for year three, specifically adding an LGBTQ+ element at the request of the clubs.

The purpose of the Code remains 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 ticking a box, but is about making sure that we move away from the legacy of focusing on recruitment practices focused on personal networks, 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 alongside. We encourage you to review each clubs 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.

“It’s great to see a big increase in the percentage of new Black, Asian and Mixed-Heritage hires across women’s football this year and it’s pleasing to see our clubs embracing the Football Leadership Diversity Code overall. However, there’s much more to be done to make our game more inclusive and particularly we want to see more female coaches working within the women’s game. It has been a historic year for the women’s game on the pitch and it’s important that we implement initiatives such as this as we collectively strive to make our game truly for all.”

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



# RESULTS

The Football Leadership Diversity Code was launched in October 2020. There are now a total of 51 clubs, three football authorities and seven recruitment agencies signed up to the code.

## A. Collective Football Results

We would like to thank all our signatories for the considerable 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 Behavioural Insight and Business Analytics 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. For many clubs who signed up to the Code, the collection of data remains a challenge and clubs have worked hard to fulfil their obligations to the Code.

The results represent hires from the period of 1st August 2021 to 31st July 2022. This is a change from last year’s reporting window which ended in September in order to realign the programme with the normal football year. This means that there will be some double counting of hires taken in August and September 2021 but, as the targets are percentages of actual hires, this does not fundamentally affect the results.

When reviewing the data, as with last year, we have split the collective results into clubs and football authorities, along with providing a full football collective average. We are also able to compare it with year one. While year one covered only 10 months, as the Code specifically focuses on the proportion of hires and not overall representation data, a comparison between years is still relevant. The use of recruitment data was chosen in order to start to drive change immediately rather than setting an absolute target which would need to have had a significant lead time particularly for those clubs and organisations that hadn’t previously focused in any significant way on diversity. The Code remains a starting point, which means that individual clubs and football bodies may also additionally have their own individual representation targets. We would encourage the inclusion of representation targets as part of each organisation’s Equality, Diversity and Inclusion plans but recognise that everyone is on a different part of their journey and is starting from a different baseline. The one thing we can all impact is the recruitment and the focus on those joining our organisation and thus this Code focuses on this element of the football ecosystem.

The collective results across football are as shown opposite:



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

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

| Code Segment                     | Targets   | Clubs        | FA/PL/EFL    | Collective Football Average |
|----------------------------------|---|--------------|--------------|-----------------------------|
| SENIOR LEADERSHIP TARGETS        | <b>15%</b> of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | <b>10.2%</b> | <b>15.4%</b> | <b>10.4%</b>                |
|                                  | <b>30%</b> of our new hires will be female  | <b>17.3%</b> | <b>38.5%</b> | <b>18.0%</b>                |
| TEAM OPERATIONS TARGETS          | <b>15%</b> of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | <b>13.3%</b> | <b>16.5%</b> | <b>13.5%</b>                |
|                                  | <b>30%</b> of our new hires will be female  | <b>28.7%</b> | <b>40.0%</b> | <b>29.2%</b>                |
| COACHING c MEN’S CLUBS TARGETS   | <b>25%</b> of our new hires will be Black, Asian or of Mixed Heritage   | <b>16.3%</b> | <b>25.0%</b> | <b>16.4%</b>                |
|                                  | <b>10%</b> of our new senior coaching hires will be Black, Asian or of Mixed Heritage   | <b>21.3%</b> | <b>33.3%</b> | <b>21.6%</b>                |
| COACHING – WOMEN’S CLUBS TARGETS | <b>50%</b> of our new hires will be female  | <b>33.1%</b> | <b>50.0%</b> | <b>33.3%</b>                |
|                                  | <b>15%</b> of our new hires will be Black, Asian or of Mixed Heritage   | <b>16.1%</b> | <b>0.0%</b>  | <b>15.8%</b>                |



As last year, football only collectively met two of the targets of the Code. Clubs continued to exceed the target for the recruitment of senior Black Asian and Mixed Heritage coaches at Men’s clubs and this year also met the target for recruiting Black Asian and Mixed Heritage coaches in their women’s team. There was also an increase in the proportion of both female and Black, Asian and Mixed Heritage hires in Team Operations positions, although at 29% and 14% respectively, both were just below our collective targets (30% and 15%).

The area of the Code that saw a particular drop off this year was the percentage of hires in senior executive positions for both Black, Minority and Mixed Heritage and female candidates. The proportion of Black, Minority and Mixed Heritage hires fell significantly, although, at 10% of hires, the level of recruitment remained above the 6% of Black and Minority Ethnic leaders across all sectors in the UK recorded by the Government’s McGregor Smith Review (2020). However, football wants to be collectively hiring well above this level. The proportion of female hires in senior leadership positions remained below target at 18%. This is also a lower proportion than the current number of female leaders in football which our results showed to be 22%.

- The results are displayed as percentages, so it is useful to provide some context on absolute numbers to give a fuller picture of the collective impact of the Code.
- 42 of 405 (10%) of those hired in senior leadership positions across the game came from a Black, Asian or of Mixed Heritage background.
  - 73 of 405 (18%) of those hired in senior leadership positions across the game were female.
  - 247 of 1832 (14%) of team operations hires came from a Black, Asian or of Mixed Heritage background. This is not far off the 15% target.
  - 535 of 1832 (29%) of team operations hires were female. This is just short of the 30% target.
  - 51 of 311 (16%) of coaches hired in the men’s game were from a Black, Asian or Mixed Heritage background.
  - 24 of 111 (22%) of senior coaches hired in the men’s game from a Black, Asian or Mixed Heritage background.
  - 40 of 120 (33%) of coaches hired in the women’s game were female.
  - 19 of 120 (16%) of coaches hired in the women’s game were from a Black, Asian or Mixed Heritage background.

**Football Shortlists**

As with year one, 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 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 last year, the number of shortlists with a male Black, Asian or Mixed Heritage candidate increased from 46% in 2020/21 to 49% in 2021/22.

The increase in the percentage of shortlists featuring a female Black, Asian or Mixed Heritage candidates also rose to 49% in 2021/22, a significant increase on the 17% in the 2020/21. 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.

B. Recruitment Partners’ Results

As in the first year, we also asked recruiters to sign up to the Code. This meant that as signatories, they not only supported sharing their knowledge on best-practice recruitment processes, but they also demonstrated the same commitment as clubs and the football authorities by providing

■ Target reached

| Code Segment              | Targets  | Recruiters |
|---------------------------|--|------------|
| SENIOR LEADERSHIP TARGETS | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 31.3%      |
|                           | 30% of our new hires will be female  | 50.0%      |
| 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) | 28.7%      |
|                           | 30% of our new hires will be female  | 65.5%      |

■ ■

The EFL has unveiled a comprehensive five-year EDI strategy, ‘Together’, which aims to make the League and its clubs more reflective of the communities in which they serve. The strategy will support the aims of Football Leadership Diversity Code and we look forward to working collaboratively to improve our game, together. ■ ■

Trevor Birch, Chief Executive, EFL

transparency on the data of how they were recruiting into their own organisations. Our seven recruitment partners performed well, as they did last year, exceeding all of the hiring targets. The partners were also very close to exceeding the senior leadership target too, and we must consider again that these are recruitment targets and not absolute targets.

C. Individual Results

As in year one, nearly all 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.

Huge praise should be given to those who have met many of their goals this year and we should always bear in mind that a signatory cannot be judged on a single year’s results. Each signatory should have its own diversity targets for its workforce which it may still meet even if the annual recruitment targets fall short. You will see in the individual club pages that the clubs have added commentary to their results to provide an update on their approach and we continue to encourage the reader to look further and see club’s individual EDI plans.

| Code Segment                     | Targets  | Percentage of clubs and football authorities meeting the target |
|----------------------------------|--|---|
| SENIOR LEADERSHIP TARGETS        | 15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics) | 30.4%   |
|                                  | 30% of our new hires will be female  | 30.4%   |
| 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) | 35.7%   |
|                                  | 30% of our new hires will be female  | 46.4%   |
| COACHING – MEN’S CLUBS TARGETS   | 25% of our new hires will be Black, Asian or of Mixed Heritage   | 28.6%   |
|                                  | 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  | 23.2%   |
|                                  | 15% of our new hires will be Black, Asian or of Mixed Heritage   | 21.4%   |

It should also be noted that size and resource is not the precursor to success and we should note the continued high performances in both year one and two of the Code from clubs like Coventry City and Doncaster Rovers as they strive for more diverse workforces.

In August the EFL announced their new EDI strategy and we will be looking to work with the EFL and their clubs to encourage more clubs firstly to sign up and secondly to support those who are already signatories to the Code.

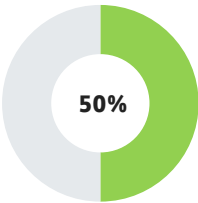


# 2021/22 FLDC SUMMARY

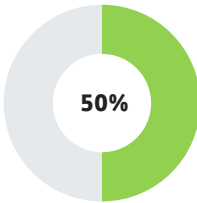


## The FA

### SENIOR LEADERSHIP TARGETS

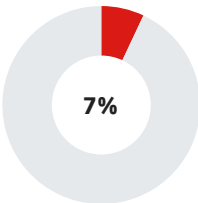


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

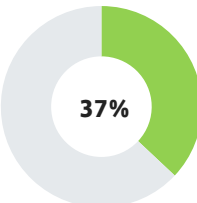


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

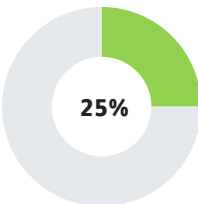


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

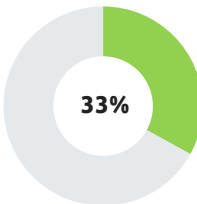


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

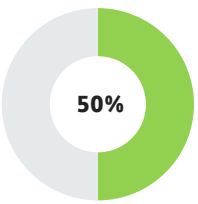


25% of our new hires will be Black, Asian or of Mixed Heritage

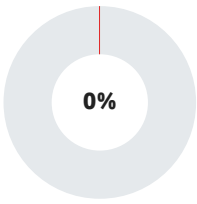


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

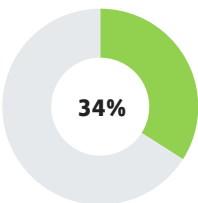


50% of our new hires will be female

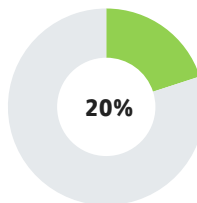


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 are pleased with our performance against the majority of the pledges set out in the Football Leadership Diversity Code (FLDC).

The first year of our latest three-year equality, diversity and inclusion (EDI) strategy, A Game For All, has seen a number of initiatives launched and strong progress made.

Our results reflect our ongoing commitment to improving representation across all areas of the game. We have made good progress in our overall workforce representation and our men’s senior coaching population. The recruitment and representation of those from a Black, Asian or Mixed Heritage background in our women’s game remains a challenge, and this area will see greater focus and attention over the coming years.

Whilst a short-term solution is unlikely to be found, there is commitment to implement longer-term initiatives to tackle this.

The Code has strengthened our focus on our culture and recruitment practices, enabling us to reach the broadest talent pool possible, while ensuring inclusive assessment so that all recruitment decisions are made on merit. Within our core workforce, our recruitment rate of those from underrepresented ethnic groups has been 22% over the year.

Overall, we are pleased about the progress being made since the introduction of the Code, however we know there is much more to be done and we will not be complacent in this critical area.

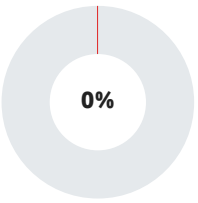


# 2021/22 FLDC SUMMARY

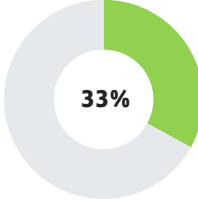


## EFL

### SENIOR LEADERSHIP TARGETS

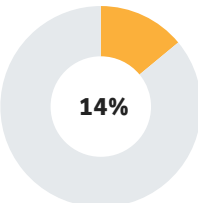


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

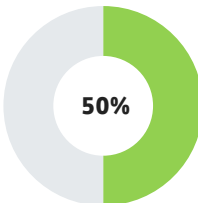


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

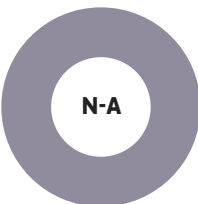


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

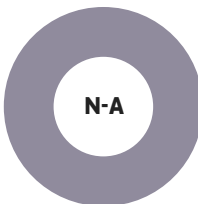


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

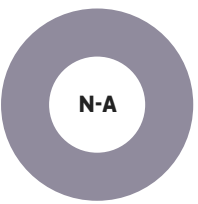


25% of our new hires will be Black, Asian or of Mixed Heritage

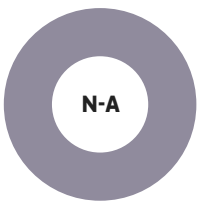


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

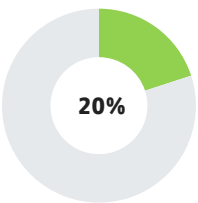


50% of our new hires will be female

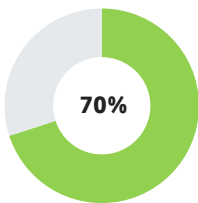


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 EFL has implemented changes to help it become a more inclusive employer and has appointed a new Head of Equality, Diversity and Inclusion to implement a new 5-year strategy for the organisation. Developed in consultation with stakeholders across the game, the EFL’s new comprehensive EDI strategy, ‘Together’, aims make to make the League and its clubs more reflective and representative of the communities in which they serve, providing a clear EDI framework for the EFL and its 72 clubs in the period ahead. ‘Together’ will appear on the sleeve badges of all EFL shirts through the 2022/23 campaign and a number of initial changes have been introduced such as a new colour-blind clash kit regulation, a series of educational seminars provided to clubs and a blind recruitment tool has been introduced to advertise for EFL and club roles. During the reporting period, despite an increase in staff, the League has closed its gender gap within the organisation, with the number of female employees rising to

39% compared to 37% last season. 21% of senior leaders are female (up from 20%), 33% of senior leaders recruited in the last 12 months are female (up from 17% and surpassing the FLDC target of 30%), 47% of ‘team operations’ employees are female (increased from 44% last season) whilst 50% of ‘team operations’ staff recruited in the last 12 months were female – surpassing the FLDC target of 30%.

In addition, the number of Black, Asian or Mixed Heritage candidates recruited for ‘team operations’ in the last 12 months was 14% - an increase from 0% last season. The EFL is committed to improving on these results even further, providing everyone the same opportunity to succeed across the EFL and we look forward to working collaboratively with clubs and partners to improve our game, together.



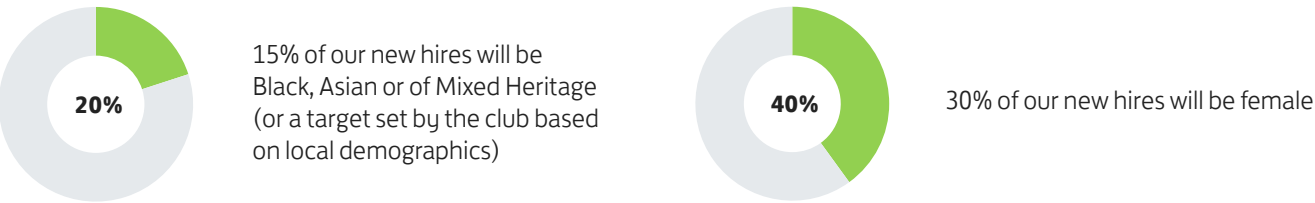


# 2021/22 FLDC SUMMARY



## Premier League

### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



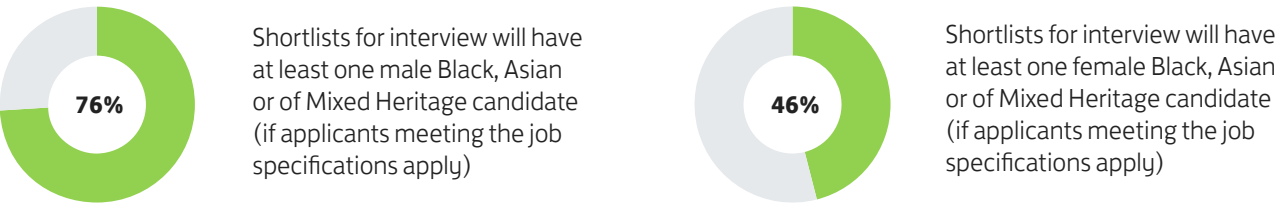
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



### 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. 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. In March 2022, we published a one-year progress report against our No Room for Racism Action Plan, which includes targets for our own workforce. We are progressing towards these by working to attract diverse candidates, tracking recruitment and creating an internal culture where every individual can thrive. The Premier League Work Placement Programme is in its second year and aims to improve access to career pathways in football for individuals from under-represented groups. Diversity has made the game stronger on the pitch and it is

essential that this diversity is reflected in leadership roles across all areas of the game. The Premier League is currently recruiting an additional independent non-executive director to complete the composition of a new and diverse Board. Earlier this year the League confirmed Alison Brittain as its new Chair, to start in early 2023. To help create a more diverse professional coaching workforce, the Premier League works with partners to deliver programmes for individuals from underrepresented backgrounds to increase career opportunities. We are pleased to have met our senior leadership and team operations ethnicity and gender diversity targets. However, we acknowledge there is still much more to do to increase diversity at all levels of the workforce and we will continue to work to improve this and exceed our targets.



# 2021/22 FLDC SUMMARY



## Elite Performance Partners

### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



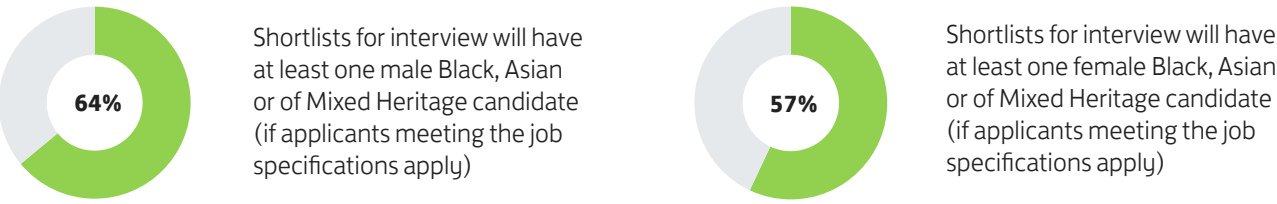
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



### Comments

As an organisation that has always seen diversity of thought, background and experience as a competitive advantage as well as a moral imperative, our shortlists aim to bring a spectrum of relevant candidates to the table for consideration.

For us, a more important metric than the percentage of shortlists with at least one diverse candidate is the number with at least two or more – thereby representing real choice and not a box-ticking exercise.

Over the last two years, our average is 2: or 40% of those shortlisted - a number which reflects our focus on potential over historic opportunity, and of which we are proud given the current make-up of the football market.

This year has been more challenging to reach those numbers, with some more technical briefs, but we are still striving to hit those targets we set ourselves.





# 2021/22 FLDC SUMMARY



## Executive in Sport Groups

### 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

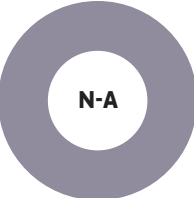


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

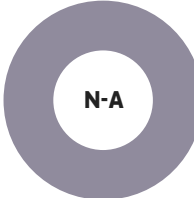


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

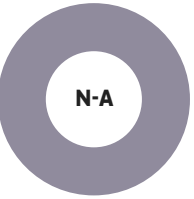


25% of our new hires will be Black, Asian or of Mixed Heritage

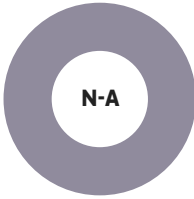


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

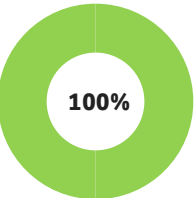


50% of our new hires will be female



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

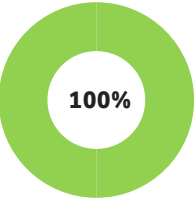


# 2021/22 FLDC SUMMARY

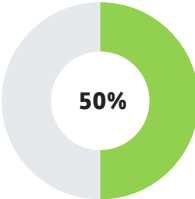


## f1 recruitment ltd

### SENIOR LEADERSHIP TARGETS

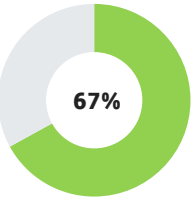


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

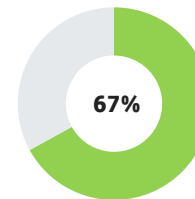


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

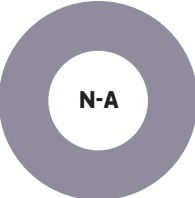


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

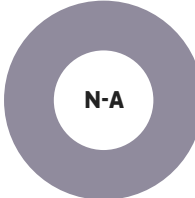


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

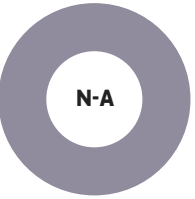


25% of our new hires will be Black, Asian or of Mixed Heritage

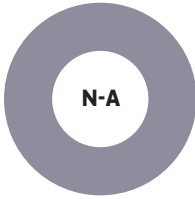


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female



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

### RECRUITMENT



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



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

### Comments

f1 recruitment are trailblazers for diversity in the Sports Marketing recruitment sector from entry to board level roles. We are winners of Recruitment Consultancy of the Year for 2022 (up to 19 employees). We became a certified B-Corp in 2021 putting social mobility and social change at the heart of our activities alongside our commercial goals. We are in the top 5% of B-Corp's globally for Governance. The f1 team is diverse with 70% female and 36% black & Asian representation. 25% of f1 candidates interviewed over the 12 months to August 2022 were non-white; 25% of candidates we placed in roles were from Black, Asian or Mixed Heritage communities. We're placing record numbers of females in roles, at over 60% of our total as well as our highest ever % of candidates from Black, Asian and Mixed Heritage communities. We are co-founders of [www.noturningback2020.com](http://www.noturningback2020.com) programme in

2016. In January 2021, NTB2020 created an Early Careers Job Board for organisations committed to diversity and inclusion to advertise entry level roles in football and wider sport. Our Back2businesship returners programme, now in its 10th year, has helped over 200 people get back to their marketing careers after time out for caring reasons.

Our programmes focus on delegates from lower socio economic and diverse communities. Between August 2020 and August 2021, 33% of the candidates we placed with Premier League football clubs were from Black, Asian, and Mixed Heritage communities. The focus on diversity by premiership clubs seems to have dropped between August 2021 and August 2022.





# 2021/22 FLDC SUMMARY



## Huckleberry Sport

### SENIOR LEADERSHIP TARGETS

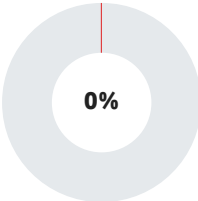


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

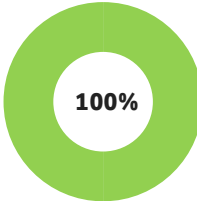


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

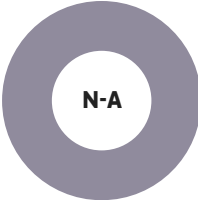


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

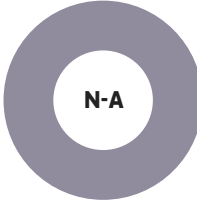


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

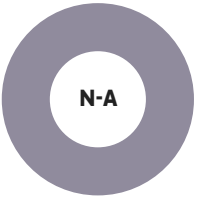


25% of our new hires will be Black, Asian or of Mixed Heritage

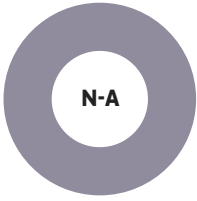


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female



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

### RECRUITMENT



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



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

### Comments

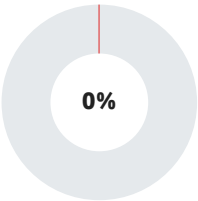


# 2021/22 FLDC SUMMARY



## Nolan Partners

### SENIOR LEADERSHIP TARGETS

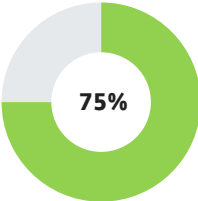


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

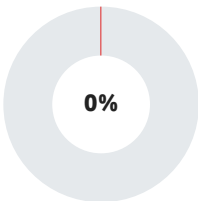


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

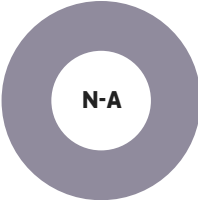


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

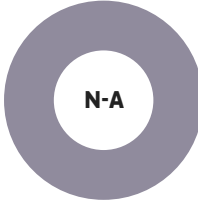


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

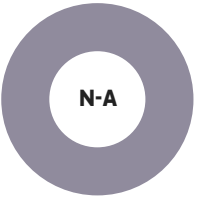


25% of our new hires will be Black, Asian or of Mixed Heritage

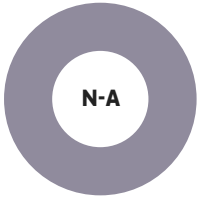


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female



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

### RECRUITMENT



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



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

### Comments





# 2021/22 FLDC SUMMARY

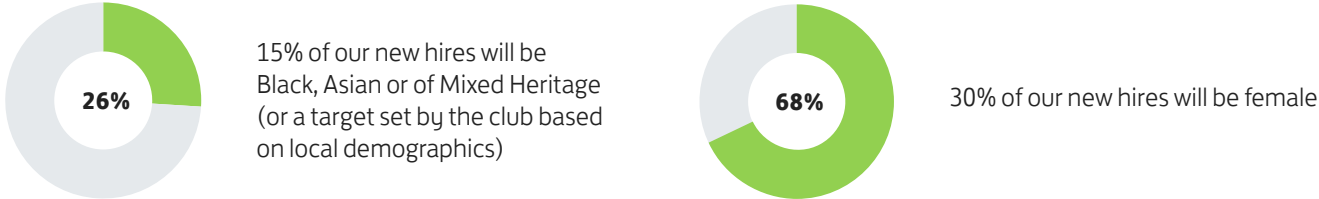


## ODGERS BERNDTSON

### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



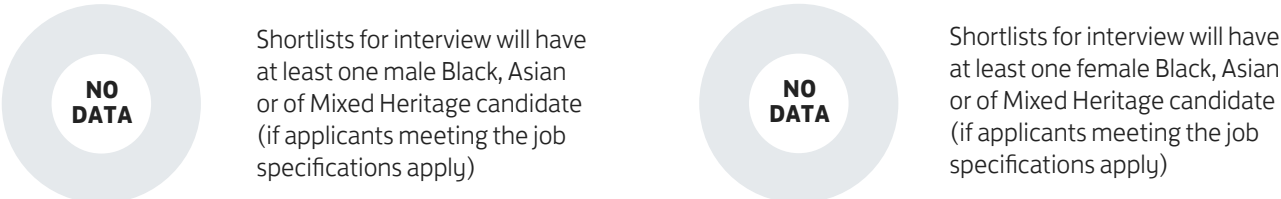
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



Comments



# 2021/22 FLDC SUMMARY



## SRI Executive

### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



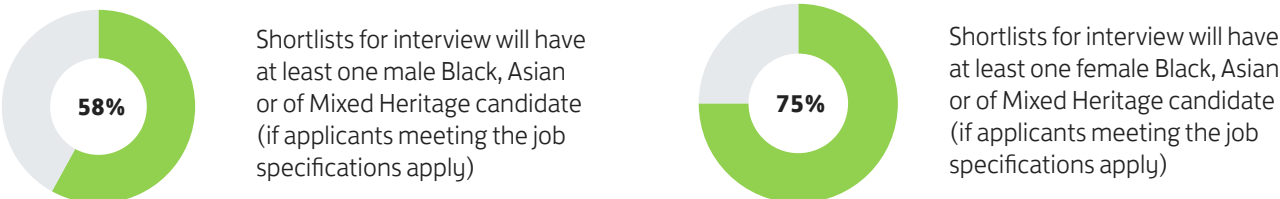
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



Comments





# 2021/22 FLDC SUMMARY



## AFC Bournemouth

### SENIOR LEADERSHIP TARGETS

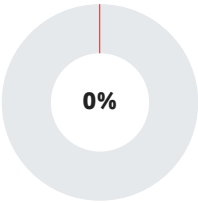


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

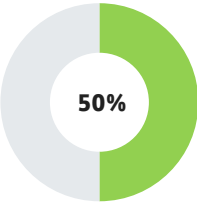


30% of our new hires will be female

### TEAM OPERATIONS TARGETS



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



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

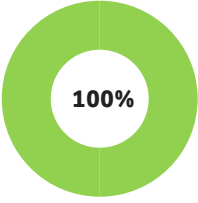


25% of our new hires will be Black, Asian or of Mixed Heritage



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

### COACHING – WOMEN’S CLUBS TARGETS

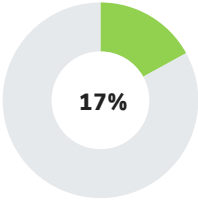


50% of our new hires will be female

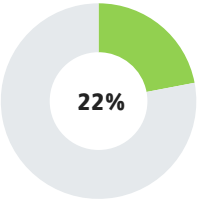


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

AFC Bournemouth signed up to the FLDC in November 2020. The club currently holds the Advanced level of the Premier League Equality, Diversity and Inclusion Standard (PLEDIS) through which we regularly monitor recruitment data.

AFC Bournemouth actively encourages applications from Black, Asian or Mixed Heritage candidates and shortlisted all applicants from these backgrounds who applied and met the job specifications within the 2021/22 season.

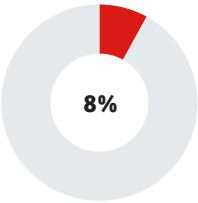


# 2021/22 FLDC SUMMARY

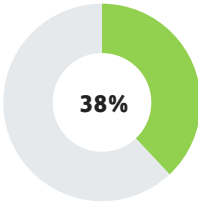


## Arsenal

### SENIOR LEADERSHIP TARGETS

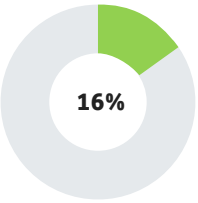


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

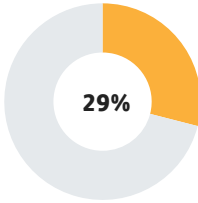


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

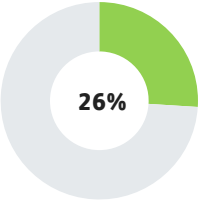


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

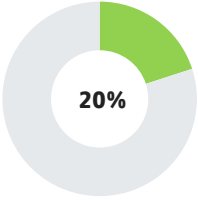


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

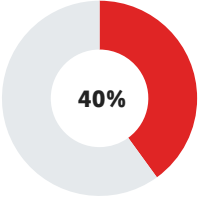


25% of our new hires will be Black, Asian or of Mixed Heritage

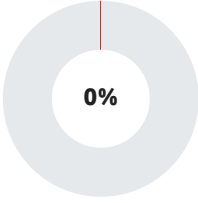


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

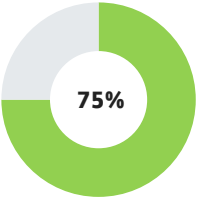


50% of our new hires will be female

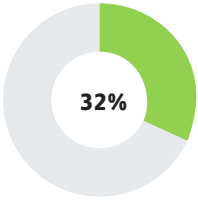


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Since 2008, our Arsenal for Everyone programme has underpinned our commitment and celebration of our diverse Arsenal family. Our aim is to create a more inclusive workforce that feels a strong sense of family, and which reflects the community we represent.

The FLDC provides us with challenging targets and ensures our focus remains on the actions required to drive meaningful change. Last year we highlighted our need to attract women to senior positions and this year we are happy to see clear progress in that area. In the last year we have recruited and promoted more women onto our Executive Team. Four of the 10-strong Executive Team are women versus two years ago.

Since last year, we have also made positive progress across all other areas of female recruitment. We acknowledge there is more work to do, in particular our need to attract more Black, Asian and Mixed Heritage candidates to our club. We are committed to championing progressive actions to achieve this.

Our belief remains the same – a diverse workforce across all aspects of our operation is essential for our future success.



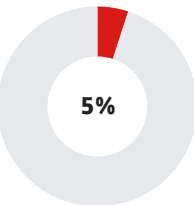


# 2021/22 FLDC SUMMARY

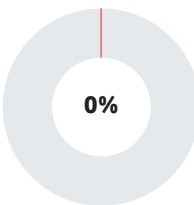


## Aston Villa

### SENIOR LEADERSHIP TARGETS

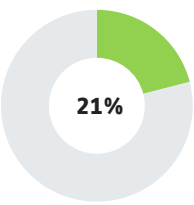


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

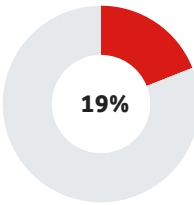


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

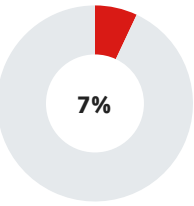


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

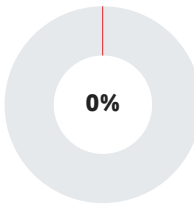


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

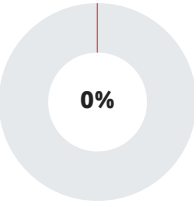


25% of our new hires will be Black, Asian or of Mixed Heritage

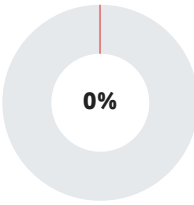


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

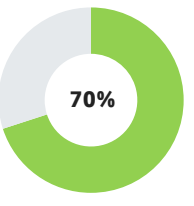


50% of our new hires will be female

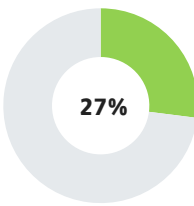


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Aston Villa is fully committed to increasing and supporting employment opportunities across the Club from a diverse talent pool, which is representative of our local area. Following the COVID-19 pandemic, recruitment has increased this season and the Club has continued to embed its recruitment and selection policy ensuring we are treating every applicant in a fair, inclusive and consistent manner. Our data indicates that we have made progress in the identified categories; we are committed to driving our agenda forward to widen opportunities and participation for all. We strive to understand the barriers to equal opportunities and are committed to creating solutions. As an example, the Club has been at the forefront of creating a Football User Group with our HR system provider to discuss improved system functionality to reduce bias. This year’s data has reaffirmed one of our focus areas of increasing female applications and applications from Black, Asian and Mixed Heritage females. There

are several existing and new initiatives planned to help to address this including: the girl’s leadership ‘Change Makers’ programme (supported by Cazoo), a ‘Day in the Life project’ on our AVFC Careers Website and continuing to attend local careers fairs to increase the visibility of women in football. The Club has also purchased Women in Football advertising credits to ensure targeted vacancies are reaching the widest talent pool available. The Club is supporting several active coaching initiatives to enable opportunities for Black, Asian and of Mixed Heritage individuals including the Coach Inclusion Diversity Scheme.

Alongside the FLDC, the Club is working towards the Intermediate level of the Premier League EDI Standard and has updated its Equality Delivery Plan to help monitor and challenge the Club to continue to make progress, for example facilitating internship opportunities with Aston University.



# 2021/22 FLDC SUMMARY

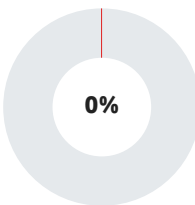


## Birmingham City

### SENIOR LEADERSHIP TARGETS

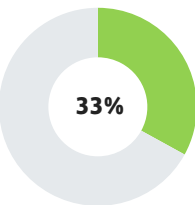


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

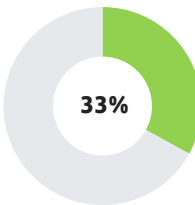


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

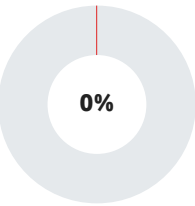


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

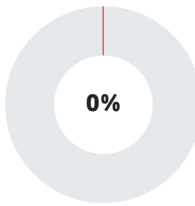


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

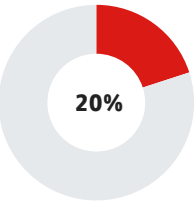


25% of our new hires will be Black, Asian or of Mixed Heritage

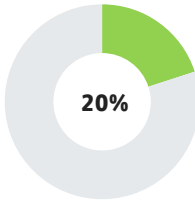


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

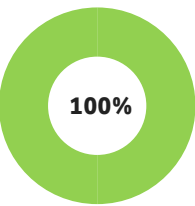


50% of our new hires will be female

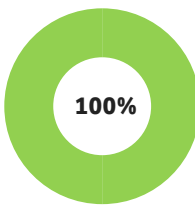


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

Birmingham City Football Club is committed to making football accessible to all. We are aiming to promote a diverse and inclusive environment across the Club, positively impacting upon all those associated with it, from staff and players to supporters, partners and the local community. We are proud to hold the name of one of the most diverse cities in the country and aim to be representative of that city. We want everyone to belong.

In focusing on the development of our EDI strategy over the last nine months, we signed up to the FLDC in February 2022, more than half-way through the period being reported on. Due to a change in HR systems during 2022, some difficulties were faced in generating the data required

for this element of the FLDC. However, these challenges have been recognised and the new system will ensure the data generated for the next reporting period will accurately reflect the recruitment of staff during that time.

As part of our new EDI strategy, we have developed an Equality Action Plan that involves a focus on recruitment and ensuring we are attracting a diverse pool of candidates for roles across the Club. We are working closely with a number of stakeholders, both internal and external, and look forward to furthering our work in equality, diversity and inclusion over the next 12 months.



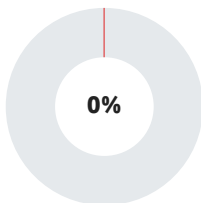


# 2021/22 FLDC SUMMARY

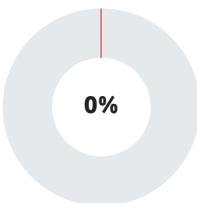


## Blackburn Rovers

### SENIOR LEADERSHIP TARGETS

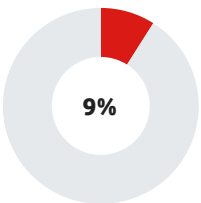


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

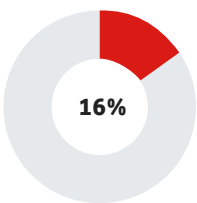


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

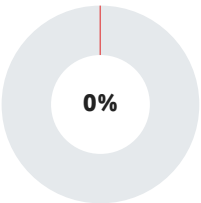


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

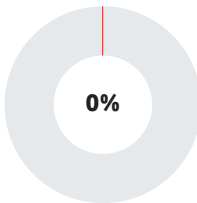


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

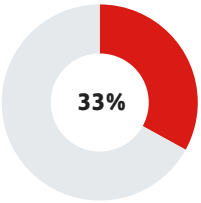


25% of our new hires will be Black, Asian or of Mixed Heritage

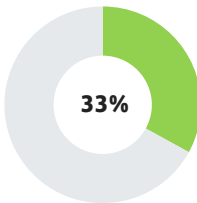


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

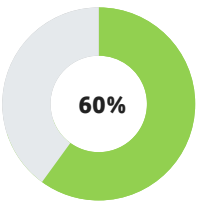


50% of our new hires will be female

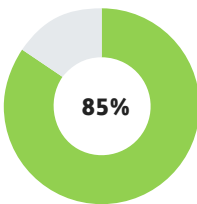


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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.

We have undertaken a number of positive action initiatives designed to support our recruitment strategy with underrepresented groups in the football industry, as well as working alongside the EFL with the Equality Code of Practice and representing the Club at the recent Together launch.

Whilst we have reached a number of our strategic objectives, we recognise managing diversity is a continuous process for which we must

measure and evaluate our interventions and initiatives in order to create sustainable change in supporting all individuals regardless of ethnicity or background.

Most recently, the Club was awarded the EFL Diversity Award for 2022 for our work with the South Asian community and the Ewood Express initiative. Internally, we continually strive to promote our commitment to diversity including staff training, promoting equal opportunity and implementing best practice. In line with this, the Club will be introducing blind recruitment in conjunction with the EFL to increase the opportunity of embracing a more diverse workforce.

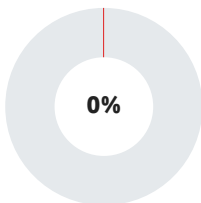


# 2021/22 FLDC SUMMARY

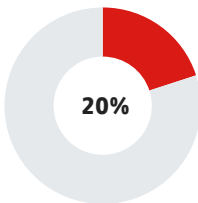


## Bolton Wanderers

### SENIOR LEADERSHIP TARGETS

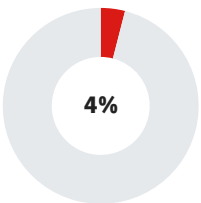


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

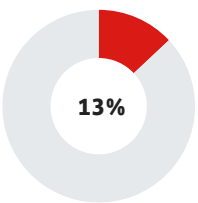


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

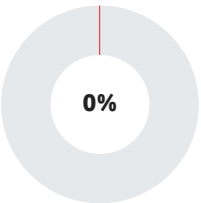


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

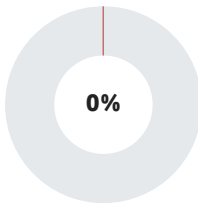


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

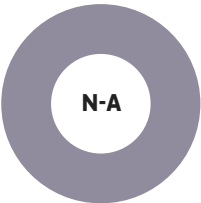


25% of our new hires will be Black, Asian or of Mixed Heritage

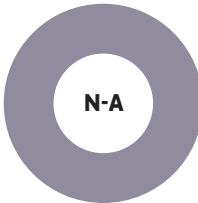


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

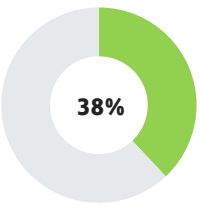


50% of our new hires will be female

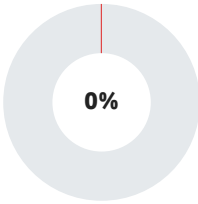


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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



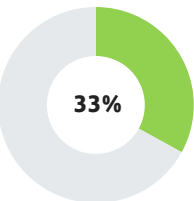


# 2021/22 FLDC SUMMARY

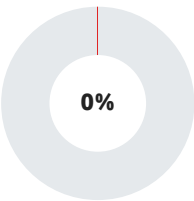


## Brentford

### SENIOR LEADERSHIP TARGETS

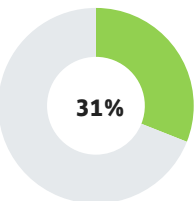


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

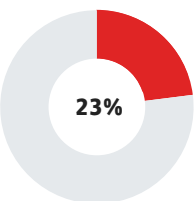


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

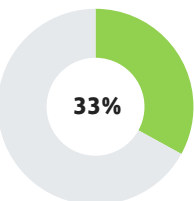


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

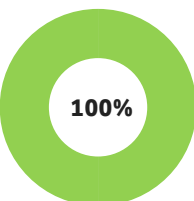


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

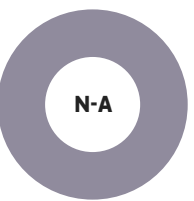


25% of our new hires will be Black, Asian or of Mixed Heritage

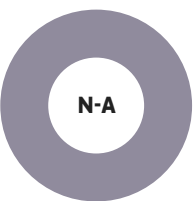


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

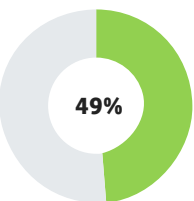


50% of our new hires will be female

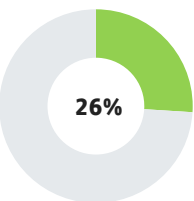


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Since the last report, we have completed our first-ever season in the Premier League. This, alongside the growth of the Club has given us opportunities to invest in, and expand, our staff and to attract talent from across the country. During this reporting period, we feel that we have made positive steps to diversify our shortlists which has led to us meeting almost all of the targets. We remain committed to casting our net as wide as possible in the future to build an even more diverse workforce, while we will continue to always hire the best person for each job.

As well as implementing a new HR system which has improved our EDI application monitoring, we have also piloted an anonymous recruitment

process for a number of executive roles within the Club. This involves us focusing purely on applicants' responses to work-related questions in the application stage, stripping bias which may typically be present when reviewing CVs and educational backgrounds. This trial has yielded positive results to date and has enabled several candidates from underrepresented groups to make the final stages and in some cases, secure a full-time contract with us.

Importantly, during this time we achieved the preliminary level accreditation in the Premier League EDI Standard – a significant landmark for us as we endeavour to put inclusivity at the heart of everything we do.

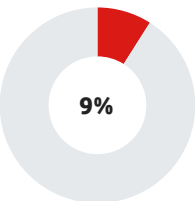


# 2021/22 FLDC SUMMARY

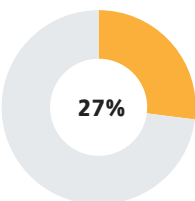


## Brighton & Hove Albion

### SENIOR LEADERSHIP TARGETS

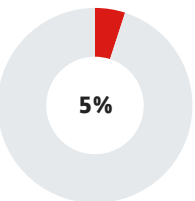


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

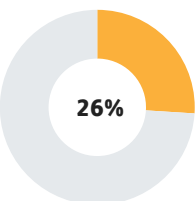


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

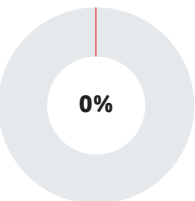


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



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

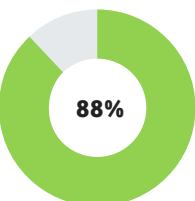


50% of our new hires will be female

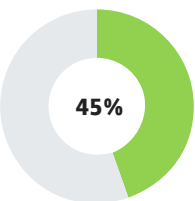


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

The 2021/22 season saw an increase in recruitment levels compared to those during the pandemic. However, staff turnover in coaching areas remained low and we recruited for just one new role in men's coaching and none in the women's area. This meant that it was not possible to attain our recruitment diversity targets for coaching. With respect to our recruitment ethnic diversity targets in senior leadership roles, one of the 11 senior hires made were of Black, Asian or of Mixed Heritage backgrounds and of the 11, four were female senior leadership hires. Despite the fact that 36% of senior leadership hires were Black, Asian, Mixed Heritage or female, the Club has not achieved its targets independently of each other, but has made progress with respect to the channels and tools it uses to attract applications for positions from diverse backgrounds. Recruitment was busy in Team Operations with 38

new hires recruited, two (5%) being from Black, Asian or Mixed Heritage backgrounds and 10 (26%) being female. Despite narrowly missing our targets with respect to female hires (26% against a target of 30%) and the same for those from a Black, Asian or Mixed Heritage background (5% against a target of 15%), the Club is confident it is moving in the right direction by continuing to diversify the way it recruits and retains staff.

Whilst we fall slightly short of targets, we do align to our local demographic. The club continues to work on the development of pathways into coaching for Black, Asian and Mixed Heritage candidates and women. The strategy has the aim of creating opportunities and identifying talent from underrepresented groups at all levels of the coaching pathway.



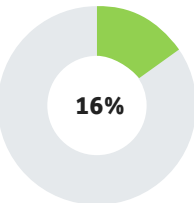


# 2021/22 FLDC SUMMARY

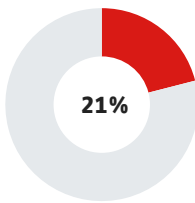


## Burnley

### SENIOR LEADERSHIP TARGETS

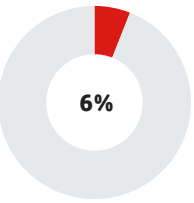


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

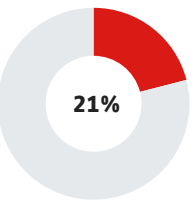


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

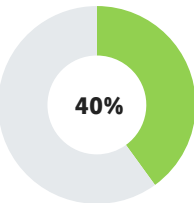


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

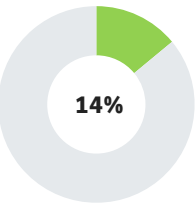


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

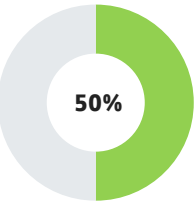


25% of our new hires will be Black, Asian or of Mixed Heritage

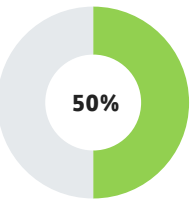


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

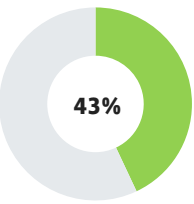


50% of our new hires will be female

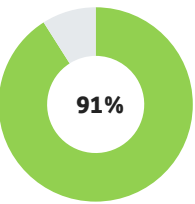


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

As One Club for All, a key strategic aim of our organisation is to show progress in all areas of EDI.

Throughout the course of the season, we have been working towards targets, ensuring we have greater diversity and inclusion across our staff base and within our men’s and women’s team operations.

Reflecting on the results, over 15% of new hires in Senior Leadership positions are of Black, Asian or Mixed Heritage backgrounds. Within our men’s first team department, 40% of new hires and 20% of Senior Coaching hires, are of Black, Asian or Mixed Heritage backgrounds.

The Club took over operations of the women’s team in February 2021. Targets have been met in this area, with 50% of new hires in coaching roles within the women’s team setup being female.

As a Club we are proud of the progression the organisation has shown in reaching and exceeding several of the targets. Progress has been shown in other areas and the Club both acknowledges and is committed to working hard to ensure all targets are met.

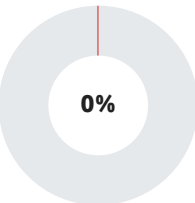


# 2021/22 FLDC SUMMARY

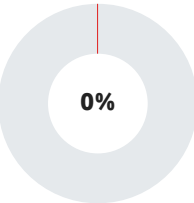


## Burton Albion

### SENIOR LEADERSHIP TARGETS

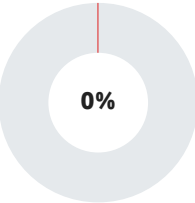


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

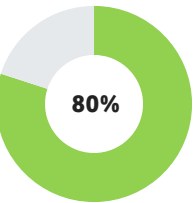


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

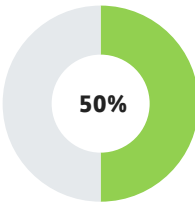


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

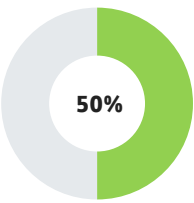


30% of our new hires will be female

### 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

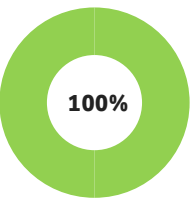


50% of our new hires will be female

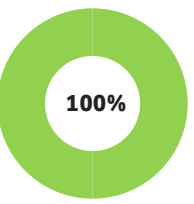


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 continues to make steps in ensuring our Club is inclusive to all members of the community.

We are continually looking at ways of improving both our recruitment and also retention processes. This is giving us a wider reach into the community and so creating a more diverse workforce.





# 2021/22 FLDC SUMMARY



## Cambridge United

### SENIOR LEADERSHIP TARGETS

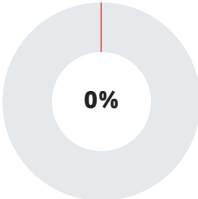


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

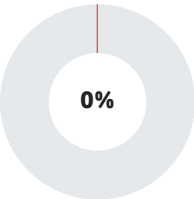


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

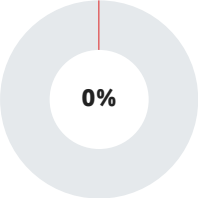


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

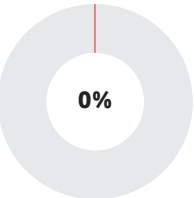


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

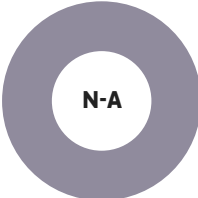


25% of our new hires will be Black, Asian or of Mixed Heritage

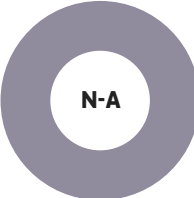


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

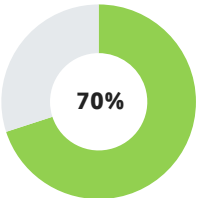


50% of our new hires will be female



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

### RECRUITMENT



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



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

### Comments

A Girls’ Elite Development Programme is being established for this season.

Coach through the PPCS in their second year.

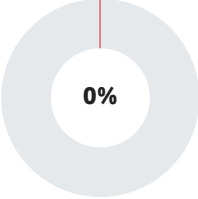


# 2021/22 FLDC SUMMARY

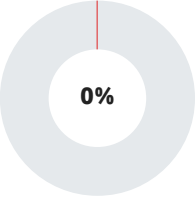


## Charlton Athletic

### SENIOR LEADERSHIP TARGETS

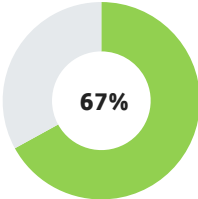


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

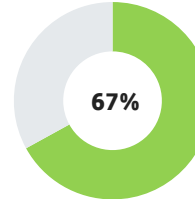


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

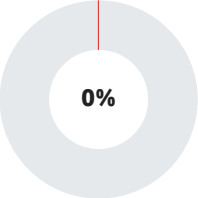


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

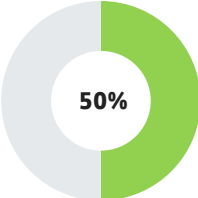


25% of our new hires will be Black, Asian or of Mixed Heritage



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

### COACHING – WOMEN’S CLUBS TARGETS

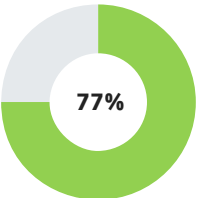


50% of our new hires will be female

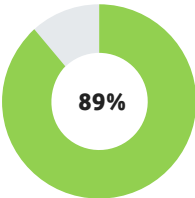


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

We have an EDI plan in the Club but it has not yet been published on our website.

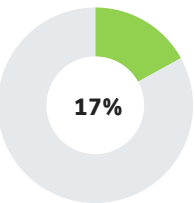


# 2021/22 FLDC SUMMARY

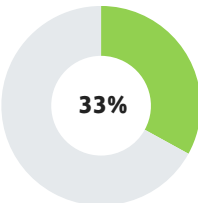


## Chelsea

### SENIOR LEADERSHIP TARGETS

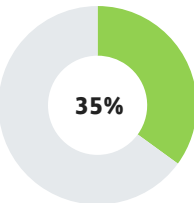


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

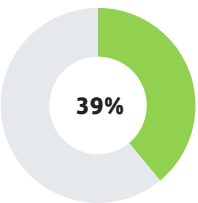


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

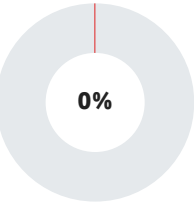


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

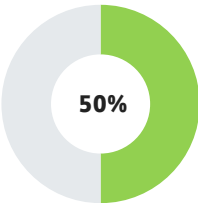


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

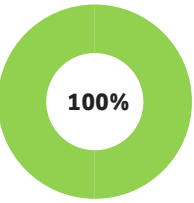


25% of our new hires will be Black, Asian or of Mixed Heritage

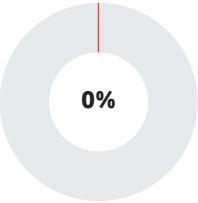


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

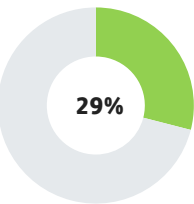


50% of our new hires will be female

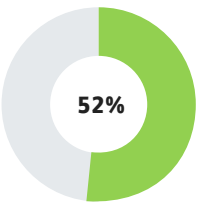


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

Chelsea Football Club signed up to the FLDC in 2020 and alongside our advanced level club status within the Premier League EDI Standard, we remain committed and focused on embedding equality, diversity, and inclusion in all that we do.

For the first time, in April this year we introduced the role of EDI Manager to lead and set our strategy, targeting our four key pillars of gender, race, disability and LGBTQI+. We believe this role, alongside a robust and forward-thinking strategy, will enable us to continue to strengthen our EDI work for our employees, fans, stakeholders, and society as a whole.

Over the course of the season, we will continue to target how we recruit – this will include looking at the language we use, continuing to trial the use

of blind CVs to remove bias and balanced interviewing panels, amongst other interventions, with the intent that this will allow us to continue to make positive progress right across the Club. Furthermore, we continue to provide opportunities for all employees to develop their own skills and careers through access to various learning and development programmes.

We strongly believe that a diverse workforce is essential for our future success on and off the pitch and acknowledge that there is still work for us to do to achieve this.

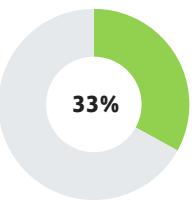


# 2021/22 FLDC SUMMARY

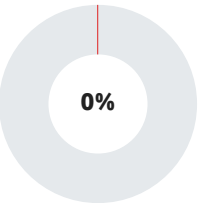


## Cheltenham Town

### SENIOR LEADERSHIP TARGETS

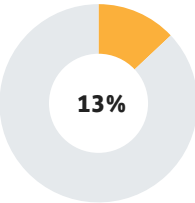


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

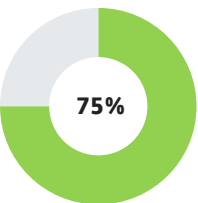


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

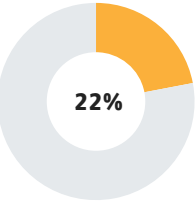


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

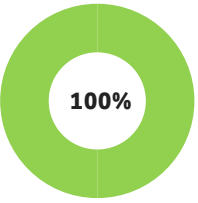


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

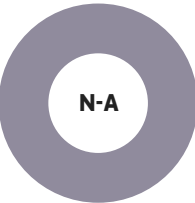


25% of our new hires will be Black, Asian or of Mixed Heritage

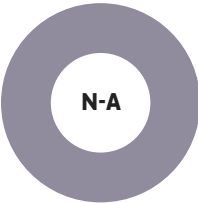


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

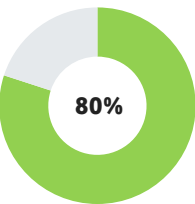


50% of our new hires will be female



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

Staff turnover in certain departments remains high and recruitment remains a significant challenge, but we remain committed to interviewing a diverse range of candidates for each role.



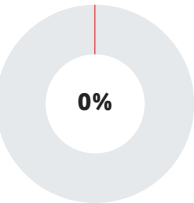


# 2021/22 FLDC SUMMARY

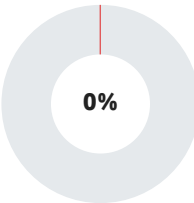


## City Football Group (Man. City)

### SENIOR LEADERSHIP TARGETS

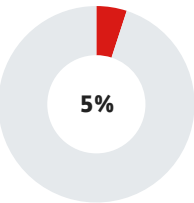


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

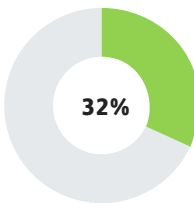


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

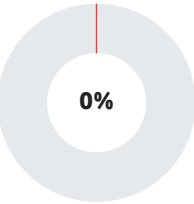


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

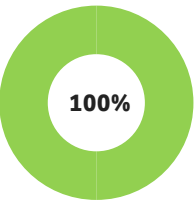


25% of our new hires will be Black, Asian or of Mixed Heritage

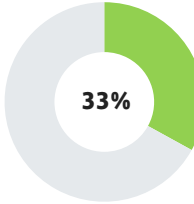


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

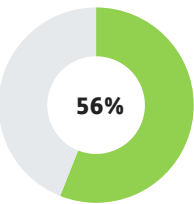


50% of our new hires will be female

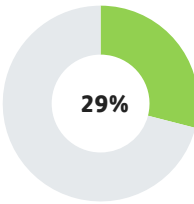


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 second year of participation in The FA’s FLDC, 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.

There is however much more to do, and whilst long-term change will take time, Manchester City is committed to making further progress in the years ahead to ensure that more of the Code’s targets are met in the future.

As part of this, the Club will continue to use its existing EDI plan to attract a broad range of talent to the organisation, as well as offer learning and development programmes to existing employees to support the development of their careers.

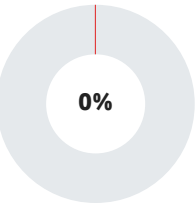


# 2021/22 FLDC SUMMARY

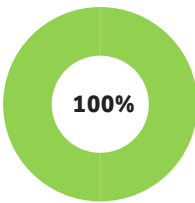


## Coventry City

### SENIOR LEADERSHIP TARGETS

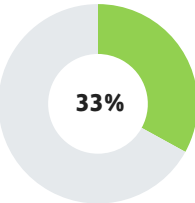


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

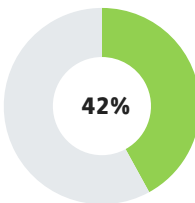


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

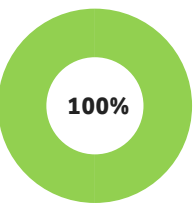


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

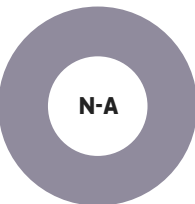


25% of our new hires will be Black, Asian or of Mixed Heritage

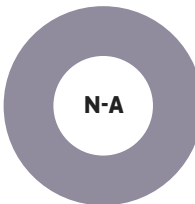


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

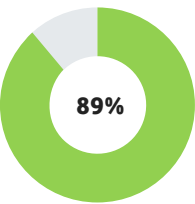


50% of our new hires will be female

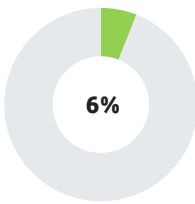


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 the Club’s roles are based at its first team, training ground, academy, and ticket office only. The Club does not have a women’s team.

The Club has a high percentage of long-term employees in senior leadership and coaching roles, the majority of which have been in these roles in excess of five years, so the turnover of staff at senior leadership level, and in general, is low. This year’s recruitment saw three new vacancies in the senior leadership Team – all appointments were female.

There have been several vacancies over the last 12 months, and all recruitment is conducted in accordance with the Club’s Safer Recruitment policy. All roles have been widely advertised to encourage a more diverse workforce.

Whilst the Club is delighted with its progress, it has set up an EDI Internal Advisory Group and part of its Action Plan includes work to encourage more diversity throughout the Club.

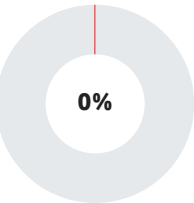


# 2021/22 FLDC SUMMARY

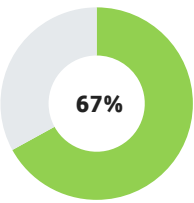


## Crystal Palace

### SENIOR LEADERSHIP TARGETS

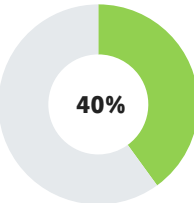


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

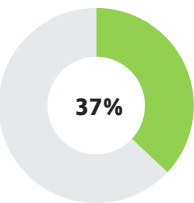


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

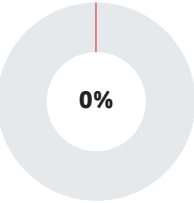


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



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

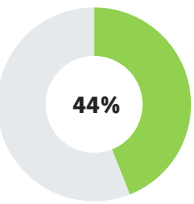


50% of our new hires will be female

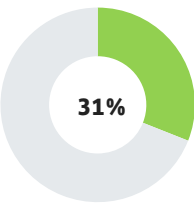


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

Crystal Palace Football Club believes that everyone who wants to participate in the Club should have the right to do so. We pride ourselves on being an inclusive Club and we not only celebrate the diversity within our workforce, we celebrate the diversity within our local community, our fan base and our players. Through our EDI brand ‘Palace for All’ we communicate our commitment to EDI to all of our stakeholders.

The Club participates in various initiatives, for example the FA Placement Programme, in order to encourage greater diversity within our employee base, especially the coaching teams.

The 2021/22 season saw a huge change in the market with regards to recruitment and the demand for people and skills increased beyond

anyone’s expectations. In order to deal with these changes in the market the Club adopted further measures e.g. increasing the number of recruitment portals used in order to attract as many applicants as possible and to ensure equality of opportunity for all.

At Crystal Palace we continuously strive to meet not only the Code’s targets but our own internal targets with regard to diversity within the Club. The Club has now appointed EDI champions throughout the business to further enhance our work in order to achieve our goals and objectives.

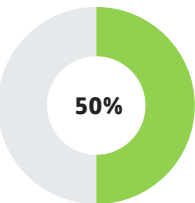


# 2021/22 FLDC SUMMARY

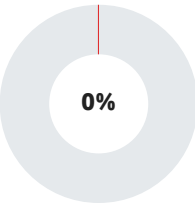


## Derby County

### SENIOR LEADERSHIP TARGETS

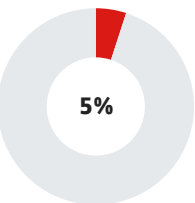


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

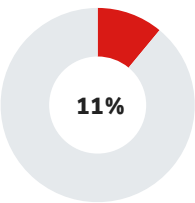


30% of our new hires will be female

### 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

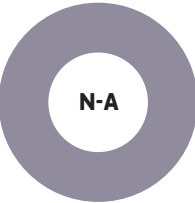


25% of our new hires will be Black, Asian or of Mixed Heritage

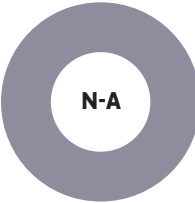


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

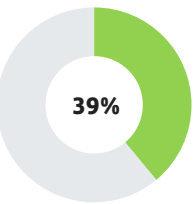


50% of our new hires will be female

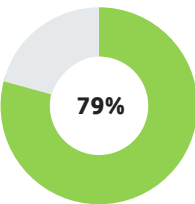


15% of our new hires will be Black, Asian or of Mixed Heritage

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

We are fully aware of our standing within the local community, being the ‘heartbeat’ of our one-club city, and the impact that we can have on so many people’s lives. Discrimination does not belong in the beautiful game, nor anywhere in society, and by signing up to the Code we are pledging to act and make a difference. This is not just about on the pitch, but also senior leadership positions, broader team operations and coaching roles, and we are committed to developing and enhancing our talented and diverse workforce for years to come and show a pathway that is clear for everyone.

By signing up to the Code and by obtaining data over the last two 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 EDI plan to deliver the key principles of the Code.

We now have the accurate baseline data required for the key areas where we can focus on improving in order to achieve – or strive to meet – the targets we have signed up for. In addition, this has also identified areas where we can see real progress being made and the key action points that we need to take forward over the current campaign.

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



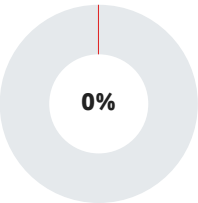


# 2021/22 FLDC SUMMARY

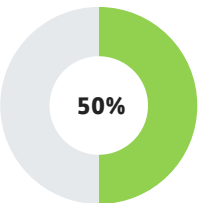


## Doncaster Rovers FC

### SENIOR LEADERSHIP TARGETS

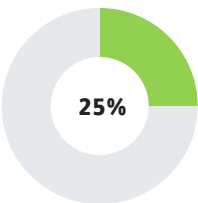


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

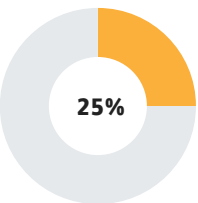


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

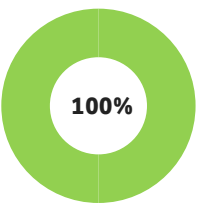


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

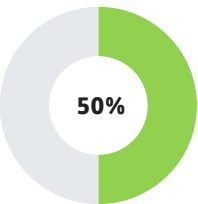


30% of our new hires will be female

### 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

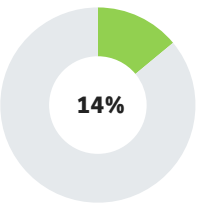


50% of our new hires will be female

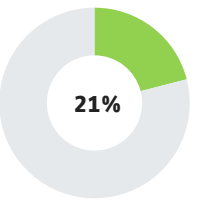


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

We are pleased that we continue to uphold the principles of the Football Leadership Diversity Code and the support of ensuring that applicants from all backgrounds and experiences are able to be given an opportunity to showcase their skills, and have an opportunity to work in the unique Club Doncaster elite environment and gain skills across football. We hope that over the forthcoming year we continue to exceed our targets and promote a diverse and stable workforce which will benefit our local area and the football industry.

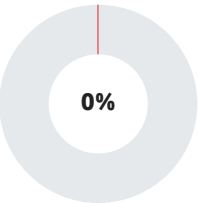


# 2021/22 FLDC SUMMARY

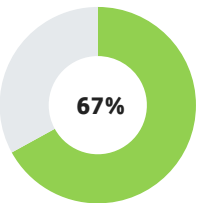


## Durham Women

### 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

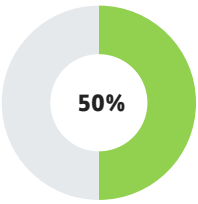


25% of our new hires will be Black, Asian or of Mixed Heritage

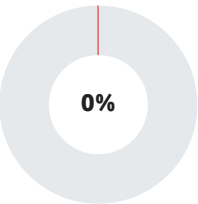


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female

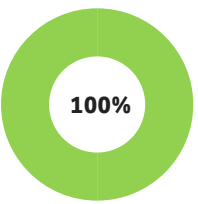


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 Club we strive to have diversity across the workforce and a large number of senior roles are held by women. However, the Club currently faces challenges in attracting female or Black, Asian and Mixed Heritage candidates to our full-time roles.

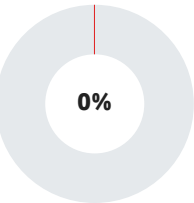


# 2021/22 FLDC SUMMARY

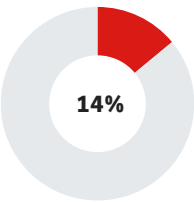


## Everton

### SENIOR LEADERSHIP TARGETS

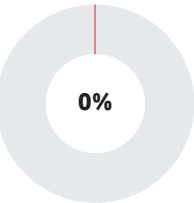


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

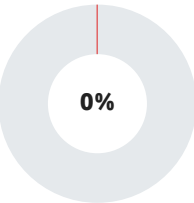


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

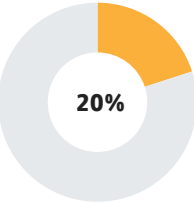


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

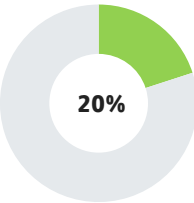


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

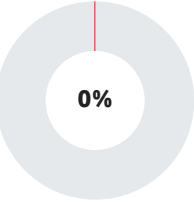


25% of our new hires will be Black, Asian or of Mixed Heritage

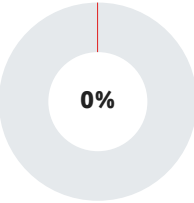


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### 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

As the People’s Club, we continue in our commitment to improving equity and inclusion across the Everton Family. We have been working on a range of initiatives which will form part of our new 10-year ‘All Together Now’ strategy and amplify our equity and inclusion work. Whilst we have made some improvements, we know there is a lot more work to be done. Through strong leadership, ambitious targets and the support from colleagues, fans, and the wider community, we will continue to create an environment and Club which respects, celebrates and empowers people from all backgrounds. We will continue to work on this journey in a way which is authentic and builds a space where everybody can feel they belong.

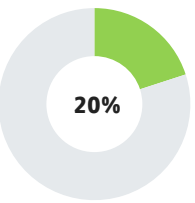


# 2021/22 FLDC SUMMARY

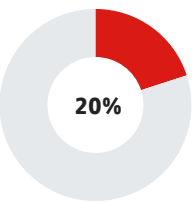


## Fleetwood Town

### SENIOR LEADERSHIP TARGETS

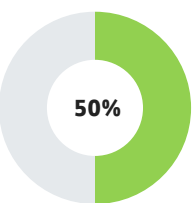


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

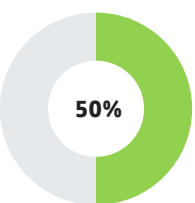


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

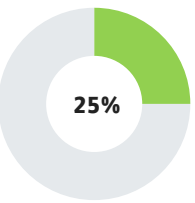


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

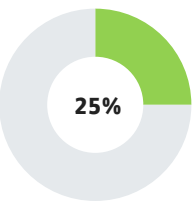


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

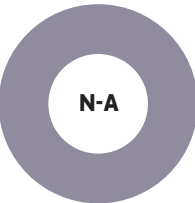


25% of our new hires will be Black, Asian or of Mixed Heritage

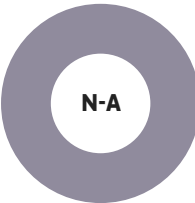


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

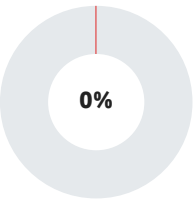


50% of our new hires will be female

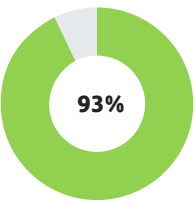


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

As a Club we are proud of have one of the most diverse training grounds at our Poolfoot Farm base, particularly with our first team, academy and international academy, which welcomes more than 400,000 users a year.

The local demographic, which is 98% white British, makes the recruitment of full-time Black, Asian or Mixed Heritage staff very difficult, but this is something we continue to encourage and work on.



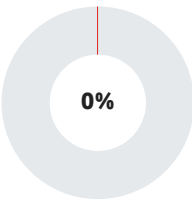


# 2021/22 FLDC SUMMARY

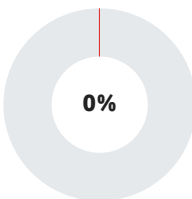


## Forest Green Rovers FC

### SENIOR LEADERSHIP TARGETS

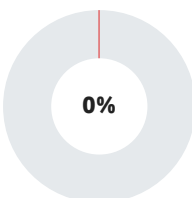


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

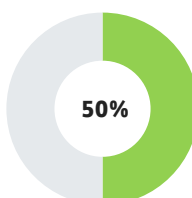


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

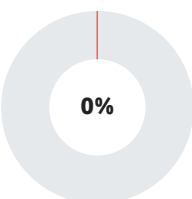


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

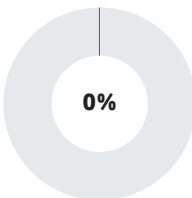


25% of our new hires will be Black, Asian or of Mixed Heritage

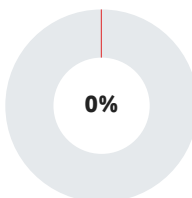


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

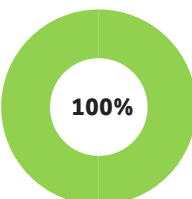


50% of our new hires will be female

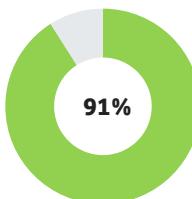


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

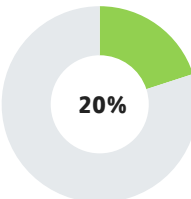


# 2021/22 FLDC SUMMARY

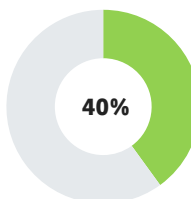


## Fulham

### SENIOR LEADERSHIP TARGETS

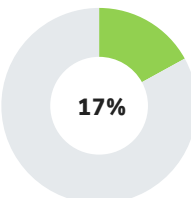


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

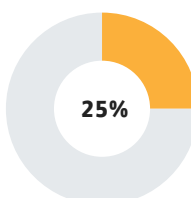


30% of our new hires will be female

### TEAM OPERATIONS TARGETS



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

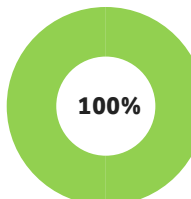


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

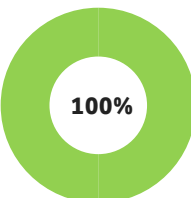


25% of our new hires will be Black, Asian or of Mixed Heritage

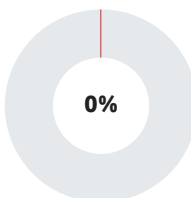


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

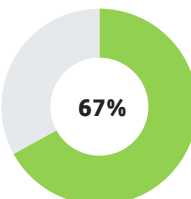


50% of our new hires will be female

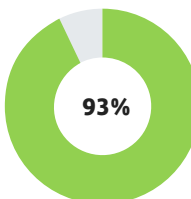


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Fulham is committed to meeting the targets set out in The FA’s FLDC - and exceeding them, where possible. This is evident from our success against the majority of the goals set to date.

For example, we are very pleased to outperform the targets in respect of the recruitment of Black, Asian or Mixed Heritage and female staff to senior leadership roles, and to have met a variety of other targets across different areas.

Whilst the data shows that we have fallen slightly short against the goal for recruiting females into team operations roles, this is something that we are currently focusing on, including by developing the Fulham Female Strategy in conjunction with our EDI Strategy and Delivery Plan and our Recruitment Strategy. We anticipate being able to show further development in this area over the next 12 months.

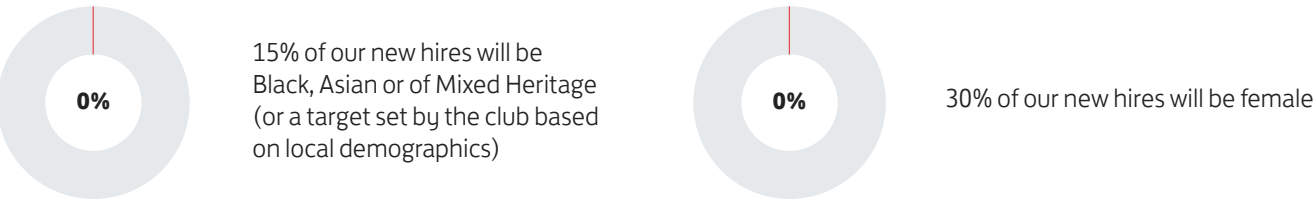


# 2021/22 FLDC SUMMARY

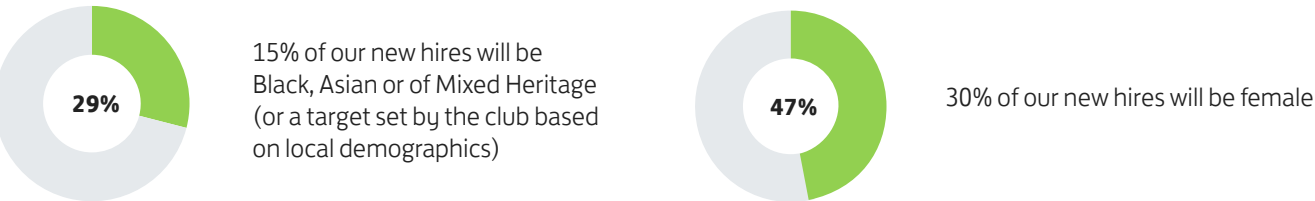


## Huddersfield Town FC

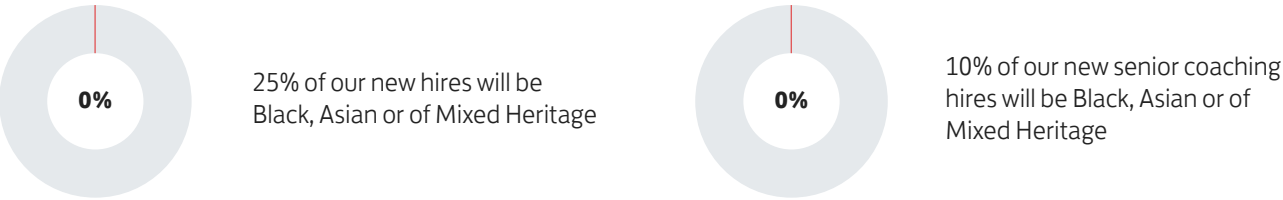
### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



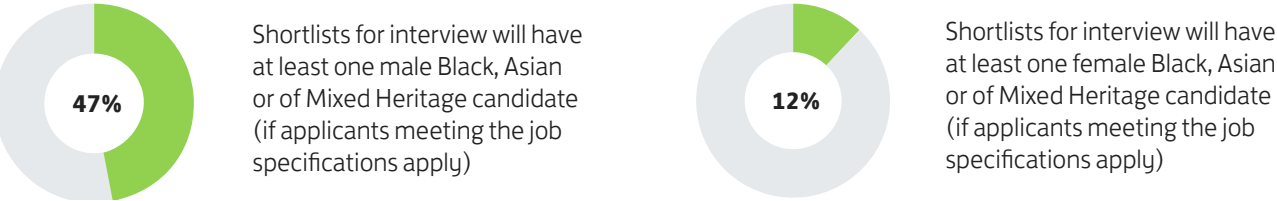
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



### Comments

Our EDI Strategy includes actions to address identified representation gaps over the 10-year period of 2020 to 2030. Our areas of underrepresentation relate predominantly to women, disabled people, and those from Black, Asian, and Mixed Heritage backgrounds.

We have reduced the representation gaps in the priority groups by at least 1% over the past 12 months and we are continuing to implement our strategy with the aim of further reducing the identified gaps year on year over the next eight years.

We have enhanced our reputation as a Club that is working hard to fulfil its EDI aspirations and we are proud to have supported other clubs with their own EDI journeys. We are aiming to achieve the Advanced Level of the Premier League EDI Standard by May 2023.

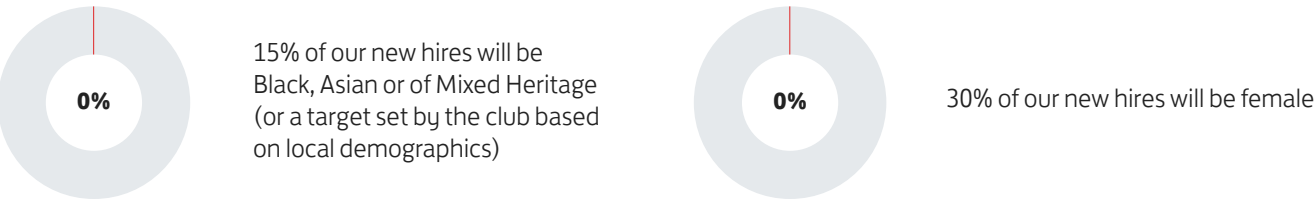


# 2021/22 FLDC SUMMARY

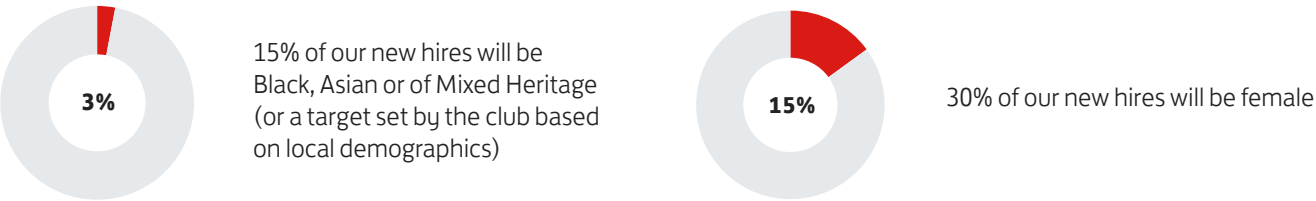


## Ipswich Town

### SENIOR LEADERSHIP TARGETS



### TEAM OPERATIONS TARGETS



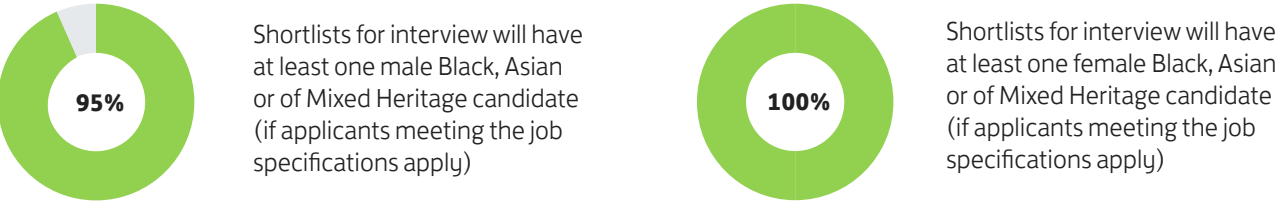
### COACHING – MEN’S CLUBS TARGETS



### COACHING – WOMEN’S CLUBS TARGETS



### RECRUITMENT



### Comments

With a dynamic senior leadership team in place and under new ownership, the level of recruitment at Ipswich Town has increased dramatically during the current reporting period.

An experienced Human Resources department is now in position at the Club, and we expect the commitment to EDI in all areas of recruitment to remain a strong part of our Club culture.

Our levels and detail of our reporting should also progress over the next 12 months. The Club is committed to improving the level of diversity amongst its staff and benefitting from the opportunities that this will provide us all as we move forwards as a successful team both on and off the field.



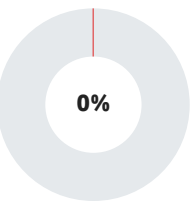


# 2021/22 FLDC SUMMARY

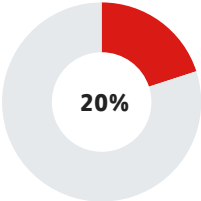


## Leeds United

### SENIOR LEADERSHIP TARGETS

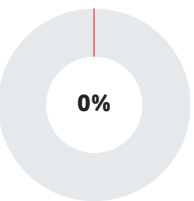


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

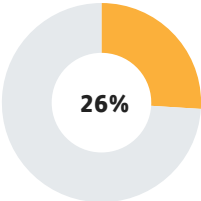


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

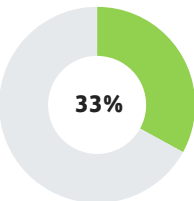


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS



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



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

### COACHING – WOMEN’S CLUBS TARGETS

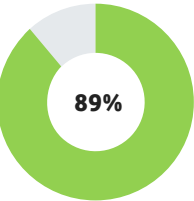


50% of our new hires will be female

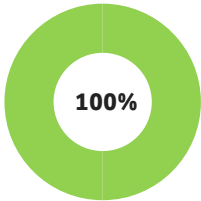


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

The Club has progressed significantly over the last 12 months in data gathering with the introduction of a new HR system. Additionally the recruitment and selection policy has been updated to include diversity data and will allow data to be captured for all new recruits plus existing staff as they can update their own data. The data captured is being used to inform the 2022/23 EDI action plan that will be published later in 2022.

The Club has been working with The FA on the FA Club Placement programme, which is for Black, Asian and Mixed Heritage coaches. The placements we have had over the last couple of seasons have both been successful. In our first season, our placement moved from the programme into a full-time Under-15 Lead Coach role with us. This season’s placement has just been offered a part-time coaching role at Oldham Athletic academy.

The Club has established links with The FA’s Diversity and Inclusion lead for Coach Development and will be running a CPD event for a cohort of diverse coaches he is working with during this season. He has also taken up a part-time coaching role with us in the Youth Development Phase for this season.

The Club is currently working with West Riding County FA to reinstate the Ces Caesar Award, which was an award for diverse coaches to win a placement with the academy. Ces was a coach at the club, who unfortunately passed away in 2017. The award was created in his name, to provide a development opportunity for a coach from a diverse background. This stalled because of COVID-19 but will get back underway this year.

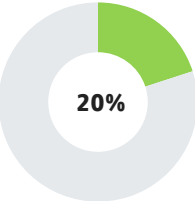


# 2021/22 FLDC SUMMARY

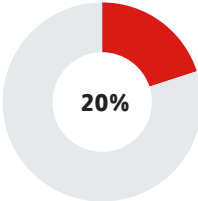


## Leicester City

### SENIOR LEADERSHIP TARGETS

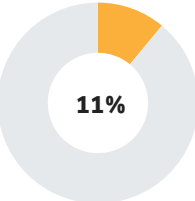


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

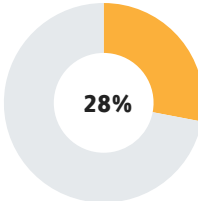


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

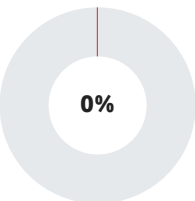


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

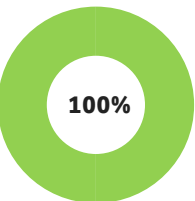


25% of our new hires will be Black, Asian or of Mixed Heritage

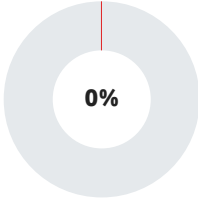


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

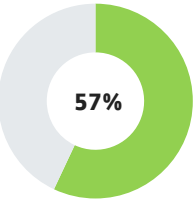


50% of our new hires will be female

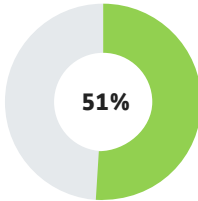


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Leicester City Football Club is an advocate and ally of diversity and inclusion across all areas of the Club, its supporters and wider community.

Our culture works to ensure that our employees are valued and respected and encouraged to be themselves. At the Club, we recognise that each of us has visible and invisible differences and that is what makes us better, together.

The Club remains committed to fostering an environment where everyone has an equal opportunity to be acknowledged, appreciated and to reach their potential, by being heard and valued.

Our work with the Premier League EDI Standard (PLEDIS) and The FA’s FLDC demonstrates that whilst diversity and inclusion is a strategic priority for us, we know there is still much to be done – both at the Club, and in our wider community. We believe we have the ability and unique position to influence both, and remain committed to doing just that.

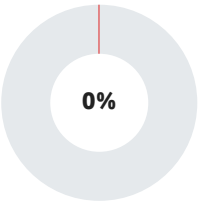


# 2021/22 FLDC SUMMARY

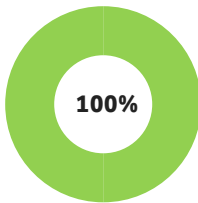


## Lewes

### SENIOR LEADERSHIP TARGETS

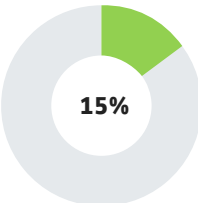


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

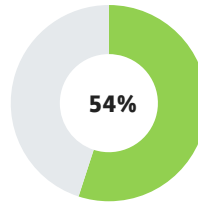


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

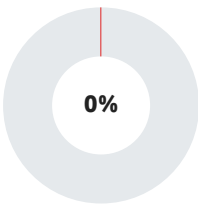


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

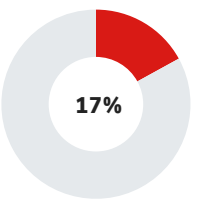


25% of our new hires will be Black, Asian or of Mixed Heritage

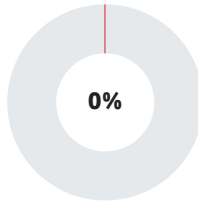


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

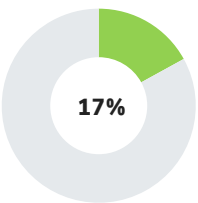


50% of our new hires will be female

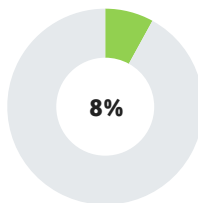


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Lewes FC is proud to be a founding signatory to The FA’s FLDC.

Our commitment to implement and champion the Code has been written into our club strategy and made public. We have grown as a club over the last 12 months and added several new roles, as well as having interim roles start and finish during this time.

Our recruitment processes have, in general, become more rigorous. At the same time, there remains a lot of work to do to develop a robust EDI plan and make sure we are identifying and attracting talent from diverse backgrounds.

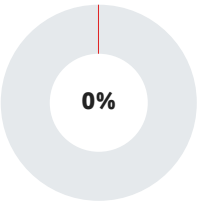


# 2021/22 FLDC SUMMARY

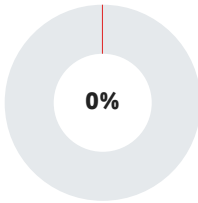


## Lincoln City

### SENIOR LEADERSHIP TARGETS

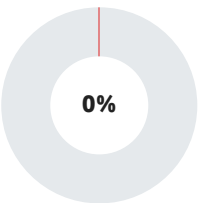


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

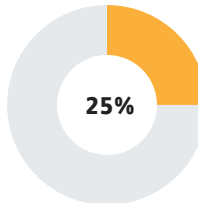


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

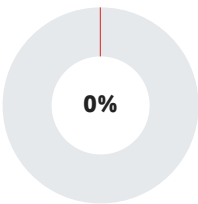


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

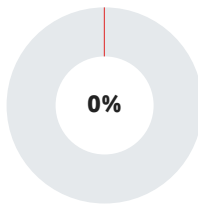


30% of our new hires will be female

### 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

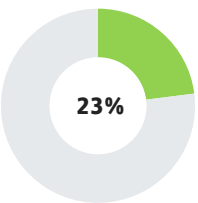


50% of our new hires will be female

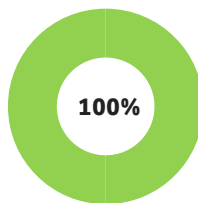


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 just over 60 permanent employees (excluding first team and academy players and ‘casual’/matchday staff), approximately 25% of which are female.

The Lincoln City Women’s team was not incorporated within the Lincoln City group structure until the start of the 2022/23 season. Consequently, we have not included figures for the women’s team in this year’s submission but will do so next year.

The Club has recruited for 22 positions during the period between 1 August 2021 until 31 July 2022. This includes two senior leaders, 16 team operations staff, and four coaches.

Four of the team operations staff that have been recruited to these posts are female. We are disappointed with the low level of applicants and successful candidates from a Black, Asian, or Mixed Heritage background. However, this is perhaps not surprising given the lack of ethnic and cultural diversity in the city of Lincoln and the wider county of Lincolnshire as a whole.



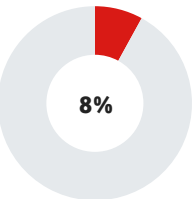


# 2021/22 FLDC SUMMARY

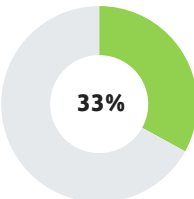


## Liverpool

### SENIOR LEADERSHIP TARGETS

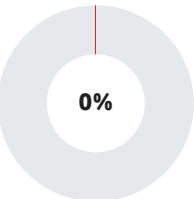


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

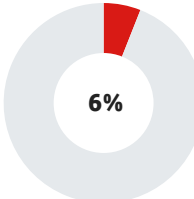


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

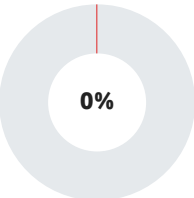


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30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

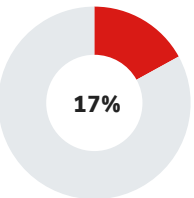


25% of our new hires will be Black, Asian or of Mixed Heritage

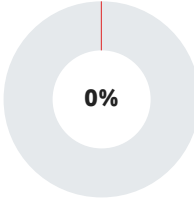


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### 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

Liverpool Football Club is fully committed to the principles of the FLDC, in addition to delivering against other measurements including the Premier League EDI Standard, Stonewall's Diversity Champions Programme and partnership working through key stakeholders such as The Girls Network. The Club's Red Together strategy encompasses all activity within the area of EDI, including our continuing desire to diversify our workforce across key strands of equality - disability, gender, ethnicity, and LGBT+, and create a sense of belonging for our colleagues. This progress has been reported strongly in these independent and external reports to date, although it is acknowledged that the reports represent a single point in time. We are unable to separate data by gender but are pleased to have made progress in ensuring diverse representation on shortlists. We continue to implement inclusive recruitment techniques into our processes, including being explicit about recruiting diverse talent, engaging with diverse job boards,

encouraging employees to share vacancies within their diverse networks and ensuring our resourcing team is responsible for all recruitment across the business to ensure a consistent approach. During the 2021/22 season, the Club took a proactive approach to champion important EDI themes through our Red Together programme, with the aim of living the values to our people, supporters and key stakeholders, whilst tackling the biggest issues in football and wider society across disability, ethnicity, gender and LGBT+. Liverpool FC Foundation also continues to deliver its Game On Coaching Academy in partnership with Nike, providing holistic development curriculum for coaches from ethnically diverse backgrounds, female coaches and our next cohort will include coaches with disabilities. During the 2021/22 season, 40 coaches took part in the programme, all of whom were either ethnically diverse and/or female, with seven individuals being recruited internally into the Liverpool FC Foundation, and others providing positive feedback.

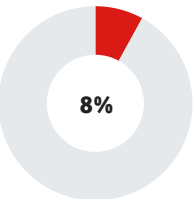


# 2021/22 FLDC SUMMARY

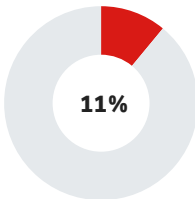


## Manchester United

### SENIOR LEADERSHIP TARGETS

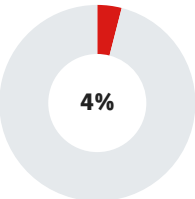


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

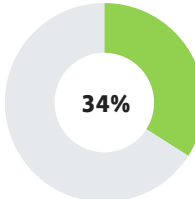


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

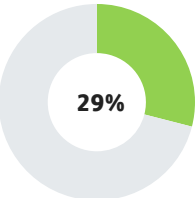


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

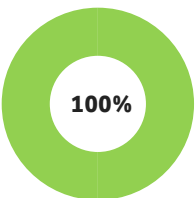


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

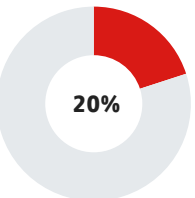


25% of our new hires will be Black, Asian or of Mixed Heritage

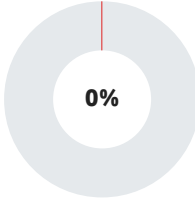


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

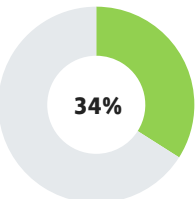


50% of our new hires will be female

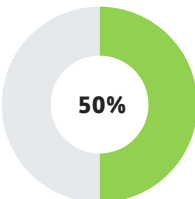


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 of leadership and restructuring that has led to an increase in hiring, promotions and departmental changes. The internal systems and processes are continuously evolving to meet the business's demands and improve our lean processes. The Club EDI commitment is a core pillar of the new business strategy, which is being implemented through the Club's People, Early Talent and EDI strategies. Manchester United continues to raise its profile externally as an inclusive employer, working with key partners and stakeholders, including our corporate partners, to create positive action schemes. Through the Club's continual work, the Premier League EDI Standard the Club continues to improve our recruitment processes.

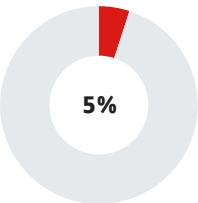


# 2021/22 FLDC SUMMARY

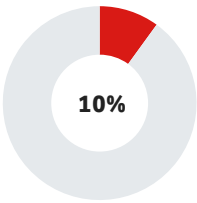


## Newcastle United

### SENIOR LEADERSHIP TARGETS

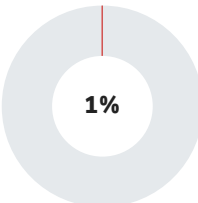


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

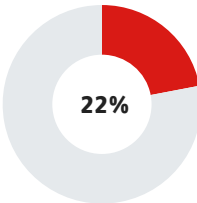


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

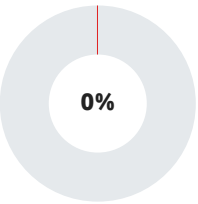


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

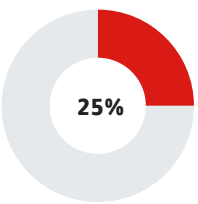


25% of our new hires will be Black, Asian or of Mixed Heritage

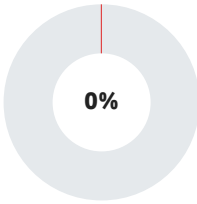


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS



50% of our new hires will be female



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

### RECRUITMENT



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



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

### Comments

Following a change in ownership in October 2022, the Club has seen significant investment in our infrastructure and resources, resulting in an enhanced employee offer which will support us to diversify our talent. Whilst the candidate market has improved, the impact of the pandemic on the labour market continues and like most organisations we have encountered some recruitment difficulties. Our Club Values put family at the heart of our business and articulate our approach to actively seek out new additions to our Newcastle United family, who enhance our diversity and enable us to better reflect the communities we serve. To this end we have recruited a new Head of Inclusion and Head of Resourcing, who working collaboratively with our Head of HR, will work to champion EDI across our business and focus on attraction of diverse talent through Positive Action. Our Club Values Champions will also support this work. We are currently designing a new EDI data

capture at the point of application, which will help us to better identify candidate demographics and enhance understanding of any barriers they face throughout the recruitment process. We already operate an anonymous recruitment system and want to strengthen our candidate base. We are proud to have been accepted onto the Coach Inclusion Diversity Scheme this season and look forward to building on this success. We are delighted to have welcomed our Newcastle United Women’s Team for the 2022/23 as they are officially under the ownership of the Club for the first time in history, with ambitious plans in place to continue to support their development.

We continually seek opportunities to access a broader talent pipeline to enable our Club to better reflect, represent and inspire our local communities, United as One.



# 2021/22 FLDC SUMMARY



## Northampton Town

### SENIOR LEADERSHIP TARGETS

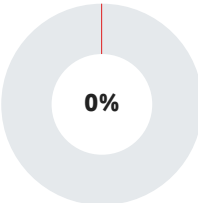


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

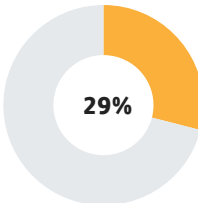


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

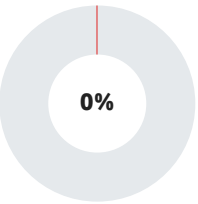


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

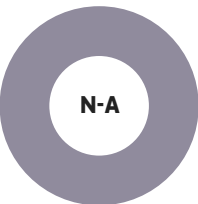


25% of our new hires will be Black, Asian or of Mixed Heritage

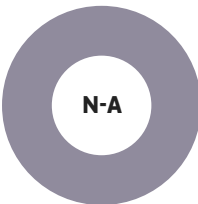


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

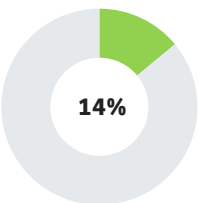


50% of our new hires will be female

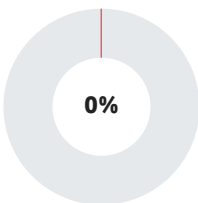


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 Club continues to review its ED&I strategy with regard to the business and recruitment. Senior roles and coaching roles at the club have seen little change in the year 2021/22 with a lot of stability and continuity.



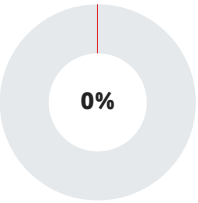


# 2021/22 FLDC SUMMARY

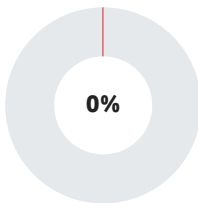


## Norwich City

### SENIOR LEADERSHIP TARGETS

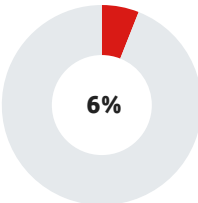


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

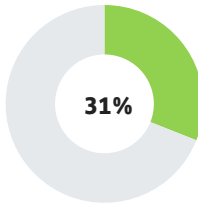


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

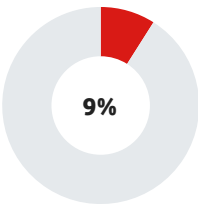


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

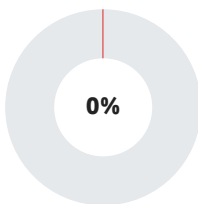


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

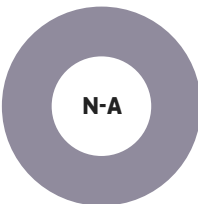


25% of our new hires will be Black, Asian or of Mixed Heritage

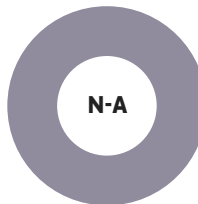


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

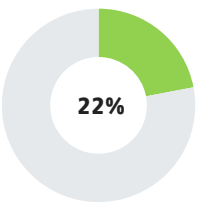


50% of our new hires will be female

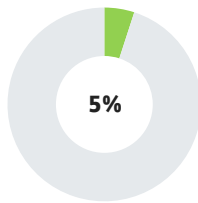


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Unfortunately, EDI principles surrounding our recruitment have not previously been as robust as in their current guise; fortunately, the Premier League EDI Standard (PLEDIS) framework provides us with a platform to ensure this is addressed and integrated as we move forward. The Club has made great strides since November 2021 with regard to EDI culture, framework and delivery plans. This has been demonstrated by being awarded the preliminary level of the PLEDIS. This has allowed the Club to build a sustainable and cyclical approach to EDI data capture of both the existing workforce and any candidates for vacant roles. By embedding the FLDC as part of the Club EDI delivery plan, we ensure that inclusive opportunities are built into our processes and that relevant data is used to guide our hand in adjusting these processes.

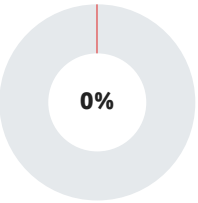


# 2021/22 FLDC SUMMARY

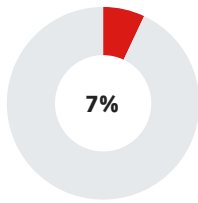


## Nottingham Forest

### SENIOR LEADERSHIP TARGETS

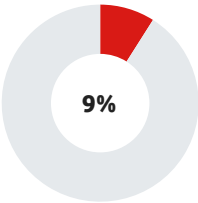


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

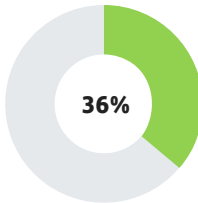


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

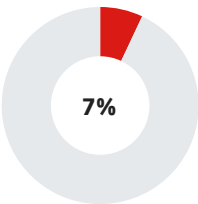


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

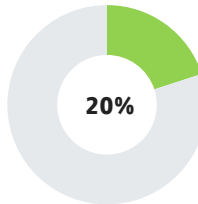


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

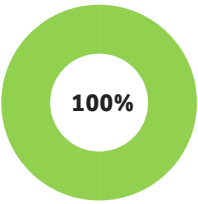


25% of our new hires will be Black, Asian or of Mixed Heritage

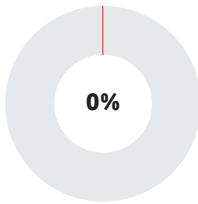


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

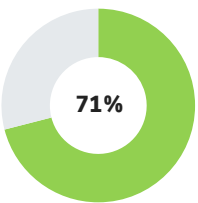


50% of our new hires will be female

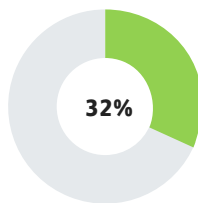


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Since joining the Code we have implemented recruitment initiatives to achieve a more diverse and inclusive workforce, with a focus on the recruitment of females both at senior and operational levels. We are pleased to see our initiatives come to fruition, having not only met the FLDC targets but also our Club targets.

Whilst we are committed to the FLDC, we maintain that we can go further and this will be a priority moving forward, particularly in terms of our EDI plan. Our recruitment targets extend beyond race and gender

and we look forward to engaging with The FA as we continue to drive diversity and inclusion among our workforce.

The statistics confirm the underlying difficulty of attracting candidates from underrepresented groups. However, with the support of the Code we are determined to continue to strive to meet the targets set.

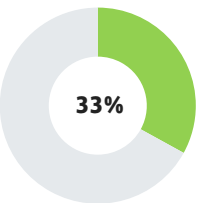


# 2021/22 FLDC SUMMARY

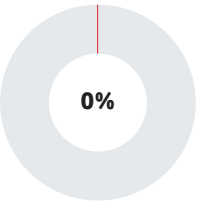


## Oxford United

### SENIOR LEADERSHIP TARGETS



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



30% of our new hires will be female

### TEAM OPERATIONS TARGETS

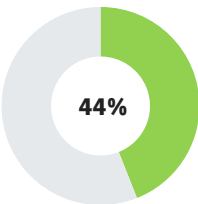


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

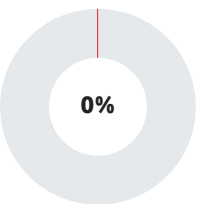


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

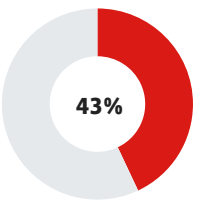


25% of our new hires will be Black, Asian or of Mixed Heritage

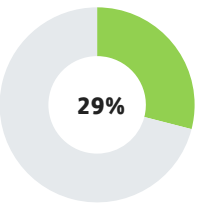


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

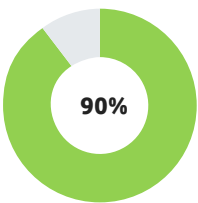


50% of our new hires will be female

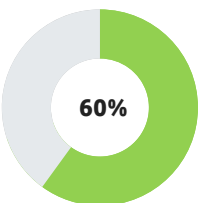


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

At OUFC we feel we are compliant with the EDI parameters and are confident in our recruitment policy and strategy.

We have employed a first-team administrator and hope to employ an academy administrator to help tighten up policies and procedures with recruitment across the board.



# 2021/22 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

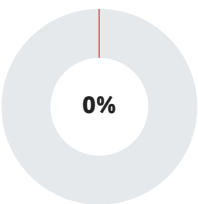


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



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

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

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

When an individual comes to work for the Club, we promise that there is a genuine and equal opportunity for them to develop in their role to the full extent of their own ambitions and abilities, without regard to their age, disability, gender, marital or civil

partnership status, pregnancy or maternity, race, religion and belief, sex, or sexual orientation.

We are proud to celebrate a high retention rate of staff and this loyalty and commitment to the club is one of our greatest strengths. When we do advertise for positions, we are eager to attract talented, passionate and diverse individuals.

The benefits of a diverse workforce encourage increased productivity, improved creativity, and bring a broader range of skillsets to the business.



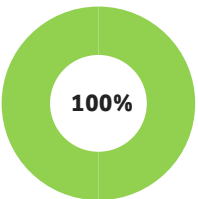


# 2021/22 FLDC SUMMARY

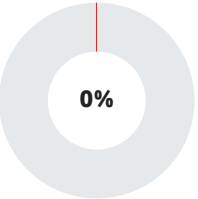


## Portsmouth

### SENIOR LEADERSHIP TARGETS

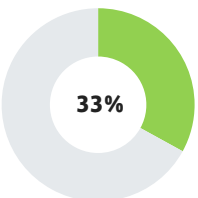


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

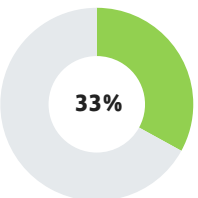


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

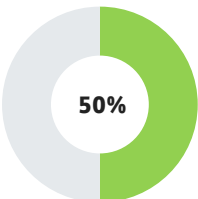


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

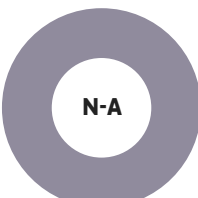


25% of our new hires will be Black, Asian or of Mixed Heritage

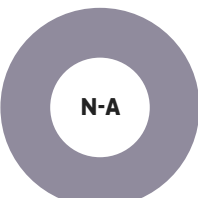


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### 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 doesn't have a recruitment system that tracks the application process, however we believe that we have robust recruitment processes in place to eliminate bias and to recruit the best talent regardless of their background.



# 2021/22 FLDC SUMMARY



## Queens Park Rangers

### SENIOR LEADERSHIP TARGETS

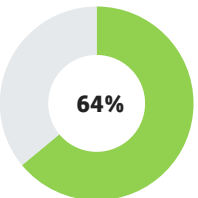


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

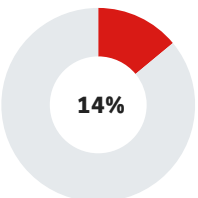


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

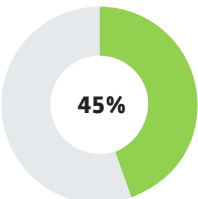


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

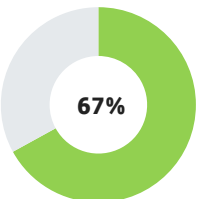


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

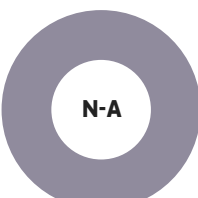


25% of our new hires will be Black, Asian or of Mixed Heritage

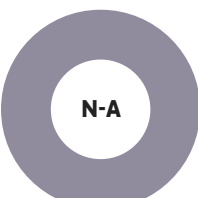


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

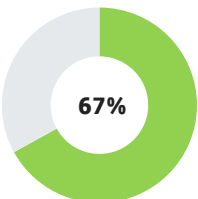


50% of our new hires will be female

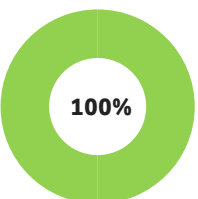


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

Whilst the Club considers its workforce to be very diverse, it will continue to encourage applications from those groups currently under represented.

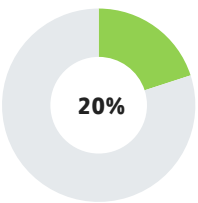


# 2021/22 FLDC SUMMARY

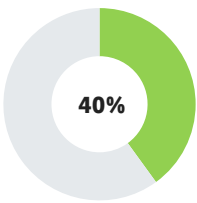


## Rotherham United

### SENIOR LEADERSHIP TARGETS

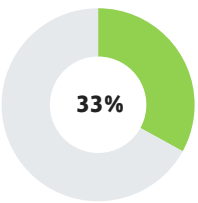


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

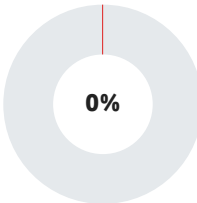


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

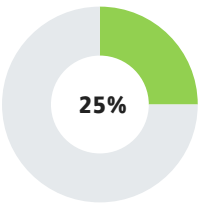


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

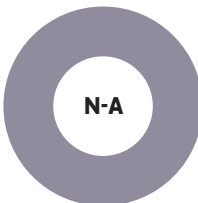


25% of our new hires will be Black, Asian or of Mixed Heritage

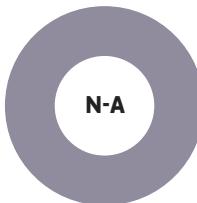


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

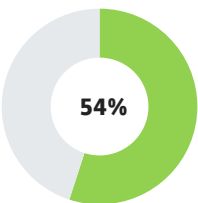


50% of our new hires will be female

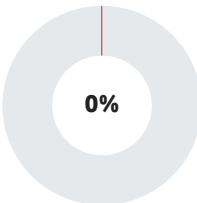


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

We remain committed to achieving better outcomes through this initiative. We recognise that insufficient concrete progress has been made, but every effort has been made and will continue to be put into achieving greater diversity in our workforce and leadership.

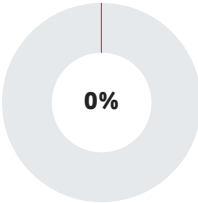


# 2021/22 FLDC SUMMARY

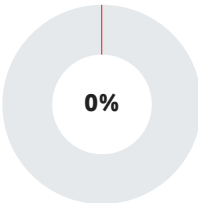


## Sheffield United

### SENIOR LEADERSHIP TARGETS

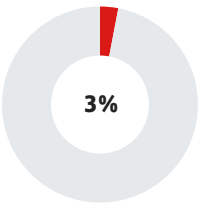


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

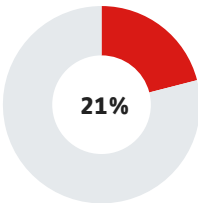


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

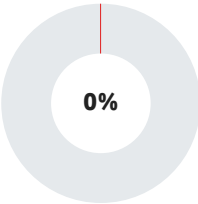


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

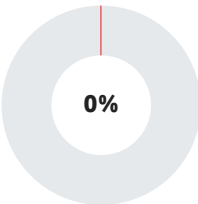


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

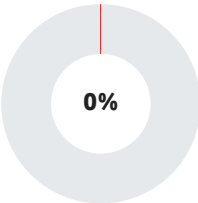


25% of our new hires will be Black, Asian or of Mixed Heritage

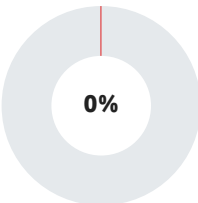


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

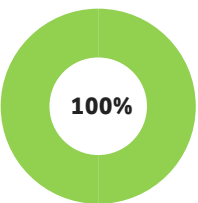


50% of our new hires will be female

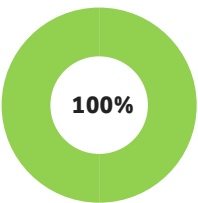


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Sheffield United Football Club is fully committed to being an inclusive club where every person is respected and given equal development opportunities, regardless of any protected characteristics. We welcome diversity and remain open to challenge and change.

Throughout the 2021/22 season, the Club’s internal EDI working group has progressed and is a great example of collaborative working across all levels of seniority and experience across the Club. In addition, officials at the Club have also been able to form a closer working relationship with our Community Foundation, whose members also sit on the working group. Together, we are able to positively support different community groups and encourage a better variety of

applicants for job opportunities, as well as improving our supporter demographic to align closer to the local data.

The aim for the 2022/23 season is to develop this further and to have a network of external leads to support the club’s key EDI objectives, continuing to make positive change.

Unfortunately, football at all levels seems to have seen an increase in unacceptable discriminative behaviour. We’re proud to reaffirm that we have a zero-tolerance approach and will take the appropriate action where we see behaviours that do not align with our values.



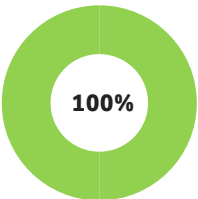


# 2021/22 FLDC SUMMARY



## Southampton

### SENIOR LEADERSHIP TARGETS

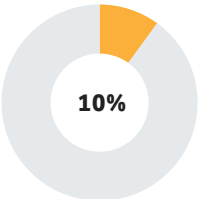


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

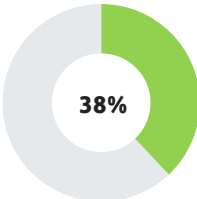


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

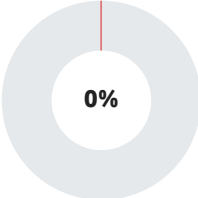


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

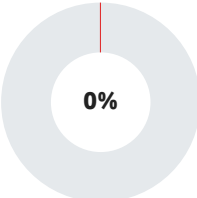


30% of our new hires will be female

### 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

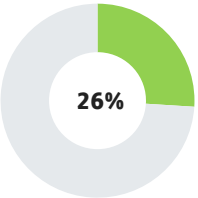


50% of our new hires will be female

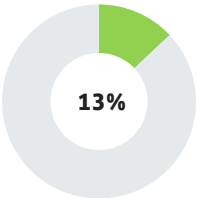


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 welcoming, safe, and supportive environments. By challenging inequality, removing barriers to inclusion, and educating those around us, we are working to provide an inclusive environment for everyone to thrive. We are proud of our achievements to date, however acknowledge there is still more for us to do on our diversity and inclusion journey. The report highlights the progress we have made and areas of development to provide action for meaningful change. Notably, some of the changes we have implemented since signing the Code have resulted in more women in leadership positions and more women being recruited within Team Operations. We understand that we need to do more to attract talent from Black, Asian, and Mixed Heritage backgrounds and this is something we are actively doing through the Premier League’s Coach Inclusion Diversity

Scheme and The FA’s Club Placement programme. We recognise that 15% of people who were invited to interview did not disclose their ethnicity. Moving forward we have made this a mandatory field along with other relevant characteristics that we collect data on at this stage.

Additionally, we pride ourselves on developing our staff. 66% of promotions within the Senior Leadership team were female, including one of our long-standing female directors being promoted on to the Board. We have also seen an internal promotion with a staff member joining the Men’s first-team coaching staff, who is of Mixed Heritage.

The information provided in this report supports the Club’s Diversity and Inclusion action plan that shapes, monitors, and challenges the Club in making considerable progress in both the short and long-term.

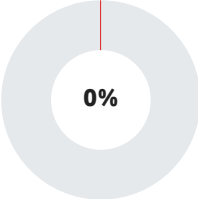


# 2021/22 FLDC SUMMARY

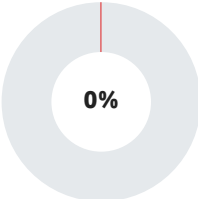


## Stoke City

### SENIOR LEADERSHIP TARGETS

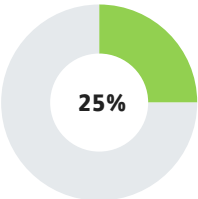


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

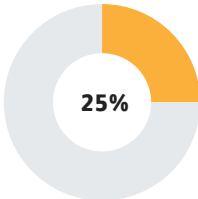


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

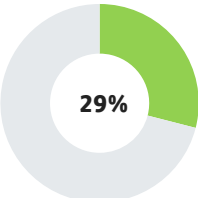


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

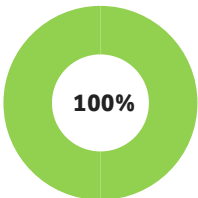


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS



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

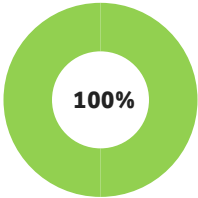


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

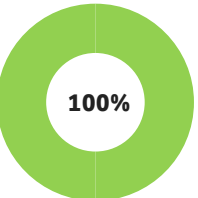


50% of our new hires will be female



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

Recruitment has been difficult over the course of the past year with some campaigns receiving no applicants, or significantly lower levels of applicants compared to previous years. Recruitment was also slightly affected, influenced, reduced or slowed by a change in non-football leadership.

We will continue to work towards publishing our EDI plan once clarity is provided through the publication of the EFL’s guidance for 2022/2023.

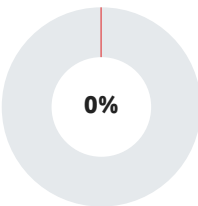


# 2021/22 FLDC SUMMARY

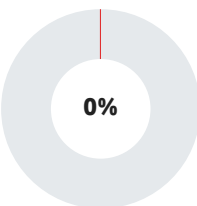


## Swansea City

### SENIOR LEADERSHIP TARGETS

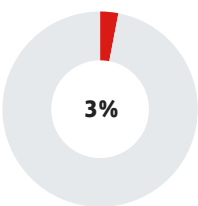


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

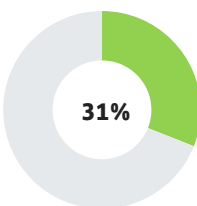


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

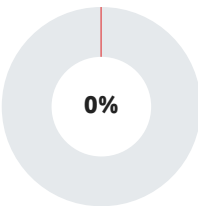


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

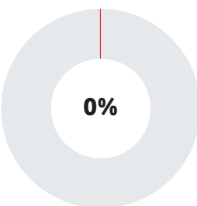


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

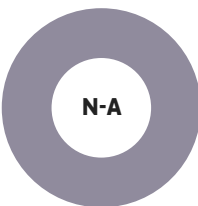


25% of our new hires will be Black, Asian or of Mixed Heritage

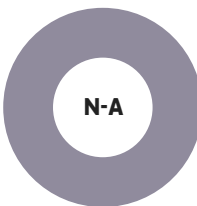


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

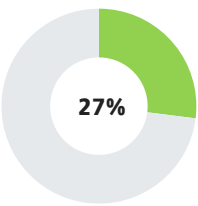


50% of our new hires will be female

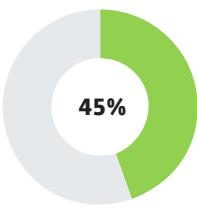


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 AFC is committed to promoting equality of opportunity to everyone who wishes to be involved in the Club. Equality is an integral part of the recruitment and selection process, and advertisements are published across various channels to reach as many job seekers as possible.

The Club’s EDI commitment is displayed on all job adverts along with particular focus on encouraging applications from women, those with disabilities, and individuals from diverse ethnic communities. We

recognise that we are on a journey of improvement and while there is a lot more to do we believe the Club’s commitment and stance to EDI is very clear to our employees, supporters and local community.

We will be working towards improving the diversity of our workforce throughout the 2022/23 season to be more representative.

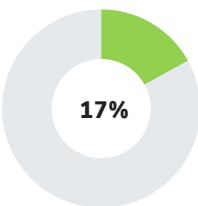


# 2021/22 FLDC SUMMARY

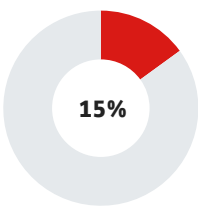


## Tottenham Hotspur

### SENIOR LEADERSHIP TARGETS

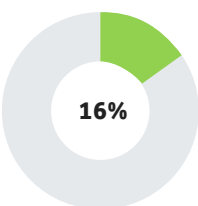


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

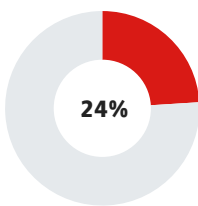


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

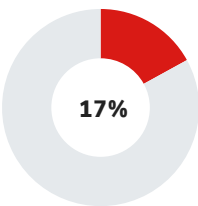


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

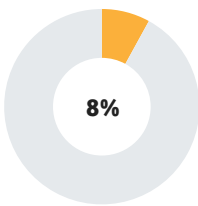


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

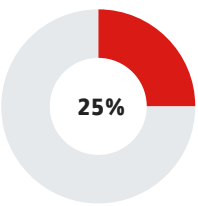


25% of our new hires will be Black, Asian or of Mixed Heritage

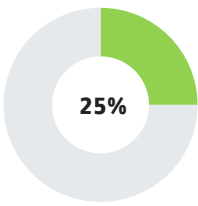


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

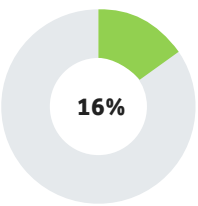


50% of our new hires will be female

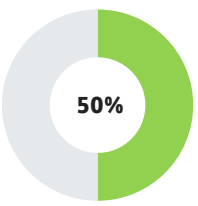


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

EDI is at the heart of everything we do. As a founding signatory of the Football Leadership Diversity Code, we have a responsibility to our employees and supporters to ensure that we implement all necessary actions to increase representation within our workforce. Actions specifically relating to recruitment and diversifying our workforce are outlined in the Club’s Equality Action Plan, which is closely monitored and evaluated on a regular basis to ensure progress is being made. By collecting and analysing recruitment data from across the Club, we can make informed decisions that demonstrate our continued commitment to driving change and ensuring fair opportunities for everyone. A success story for us is the higher percentage of female Black, Asian and Mixed Heritage candidates who were shortlisted for interview.

Furthermore, since committing to bridge the gap in our Team Operation departments last year, we are pleased that the data shows we have met our target for new Black, Asian and Mixed Heritage hires and we are encouraged to see a large increase in female hires from last year’s results. We shall use these statistics to continue to drive our ambitious plans. We have demonstrated further progression in many key areas from last year, including surpassing our target for new Black, Asian and Mixed Heritage hires within our women’s coaching teams. Although there is still work to be done in other areas, we remain fully committed to being a Club that is inclusive for all. Last year, we were delighted to achieve the Advanced level of the Premier League Equality Standard. We now remain committed to this framework and meeting the highest standard of best practice in relation to EDI.

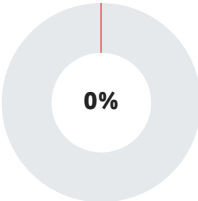


# 2021/22 FLDC SUMMARY

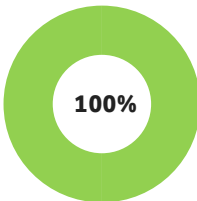


## Walsall

### SENIOR LEADERSHIP TARGETS

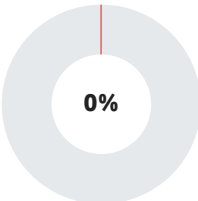


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

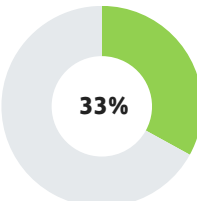


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

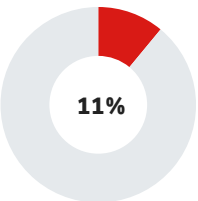


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

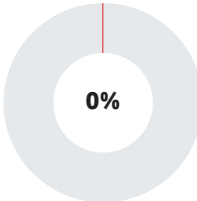


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

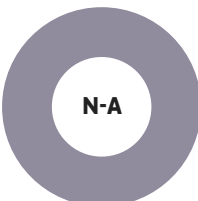


25% of our new hires will be Black, Asian or of Mixed Heritage

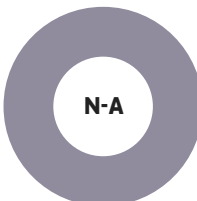


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

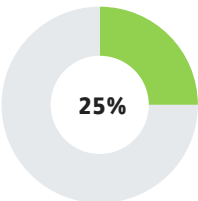


50% of our new hires will be female

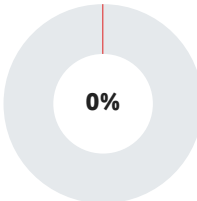


15% of our new hires will be Black, Asian or of Mixed Heritage

### RECRUITMENT



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



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

### Comments

Walsall Football Club continues to support the objectives laid out by the Code and stand by the pledges made. 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, the Club continues to be fully committed to increasing diversity across all departments.



# 2021/22 FLDC SUMMARY



## Watford

### SENIOR LEADERSHIP TARGETS

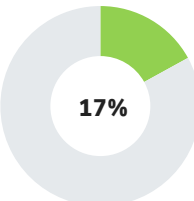


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

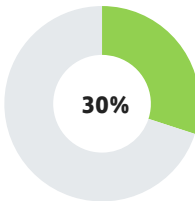


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

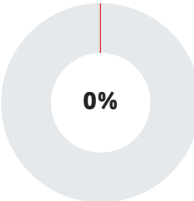


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

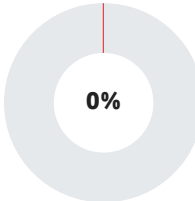


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

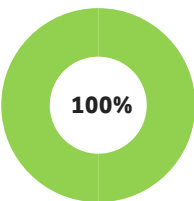


25% of our new hires will be Black, Asian or of Mixed Heritage

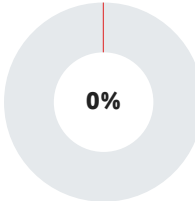


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

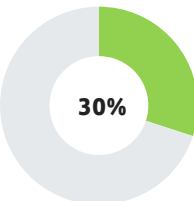


50% of our new hires will be female

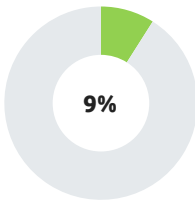


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 FLDC and its aspirational targets as an extension of our continued EDI commitment.

We are pleased to have improved our performance during year two, while acknowledging the opportunity for further development in the third year. The full launch of our EDI Strategy during 2021/22 will be another valuable tool to ensure we are seen as a fully inclusive employer.



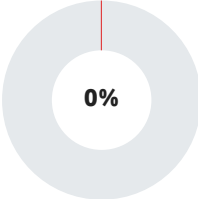


# 2021/22 FLDC SUMMARY

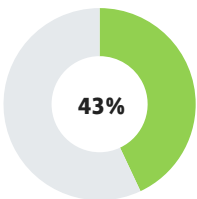


## West Bromwich Albion

### SENIOR LEADERSHIP TARGETS

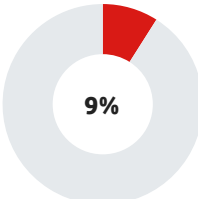


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

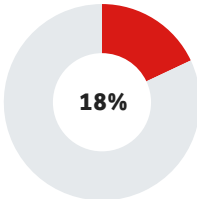


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

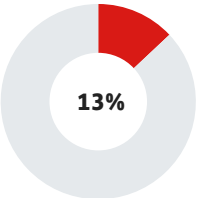


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

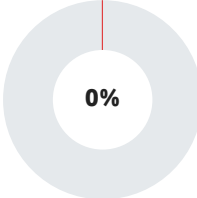


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

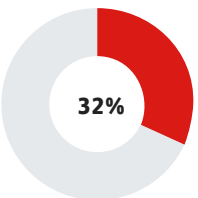


25% of our new hires will be Black, Asian or of Mixed Heritage

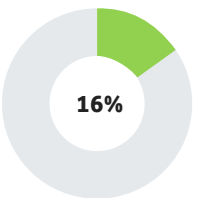


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

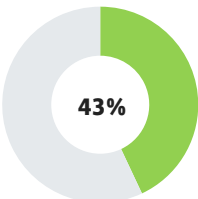


50% of our new hires will be female

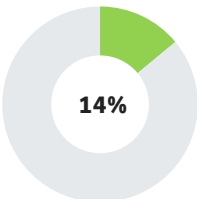


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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. The Club opposes all forms of unlawful and unfair discrimination. We have worked hard over the last season to embed EDI into all activities and we have carried out many EDI initiatives. All of our EDI work is lead by the Senior Management Team who are fully committed and supportive of all of the EDI work carried out by the Club, both internally and externally. We have implemented a three-year EDI action plan which is constantly monitored, reviewed and updated by our newly relaunched EDI Working Group (EDIWG). The EDIWG meets on a monthly basis and works to develop, progress and embed an inclusive culture and promote best practice to provide strategic oversight and direction and to review and monitor the Club’s approach to EDI-related items and issues.

Having reviewed previous practices, we now collect a wide range of EDI data which provides us with great insight and forms the basis of assisting us with setting targets and objectives around EDI for the coming seasons. Where Code targets have not been met, our consistent approach to our recruitment processes ensure we are appointing the most suitable candidate for the role based on set essential criteria. Moving forward, we will use our recruitment data to carry out targeted recruitment to attract a greater diversity of candidates and target under-represented groups, where required. We have recently been awarded preliminary level status of PLEDIS by the Premier League which as a Championship Club demonstrates the frameworks we have in place and our commitment to EDI. We will continue to achieve and maintain the targets and pledges set around equality and diversity and aim to further grow our EDI initiatives and activities.

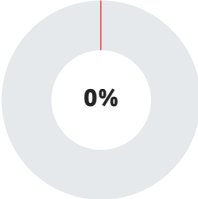


# 2021/22 FLDC SUMMARY

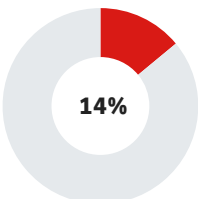


## West Ham United

### SENIOR LEADERSHIP TARGETS

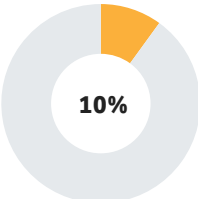


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

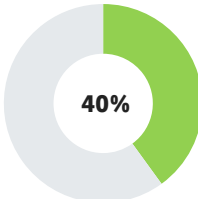


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

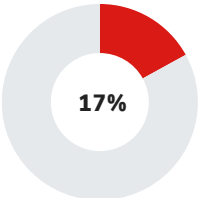


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

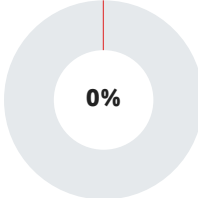


30% of our new hires will be female

### COACHING – MEN’S CLUBS TARGETS

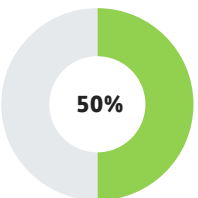


25% of our new hires will be Black, Asian or of Mixed Heritage

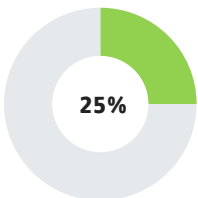


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN’S CLUBS TARGETS

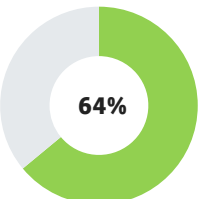


50% of our new hires will be female

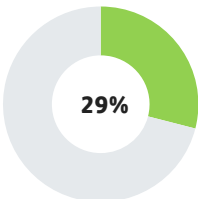


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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 2021/22 season, West Ham United has continued its efforts to ensure EDI is at the heart of everything we do.

Last season, we participated in Premier League and FA coaching initiatives to increase our diverse coaching network. This has seen our Men’s Academy recruit the first Black female coach within the Women’s Coaching department, as well as 75% of the external hires being female or from ethnically-diverse backgrounds – both examples illustrating our progress towards our EDI Action Plan. We have enhanced our internal recruitment pathways, with several matchday staff securing permanent employment – the majority of which are from the local area and are female or from ethnically-diverse backgrounds. The Club has also extended our Mentoring Programme which provides staff with the opportunity to develop and learn from senior leaders within the business.

Our internal training, policies and communication initiatives have also supported our EDI targets. We have provided neurodiversity, boundaries and CPS Hate Crime training for all staff; we have launched religious observation and menopause policies that provide hiring managers with greater guidance and support as our workforce diversifies; and the Club has celebrated a variety of cultural events throughout the year such as Essex Pride, Black History Month, and an Iftar held at our Rush Green Training Ground for players, parents/carers and staff to celebrate Ramadan. Through our quarterly EDI Newsletters, staff are kept informed of our latest policies, training and achievements which allows us to reinforce our EDI journey throughout the Club. 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.

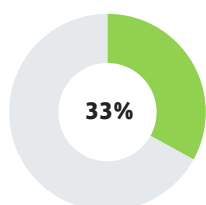


# 2021/22 FLDC SUMMARY

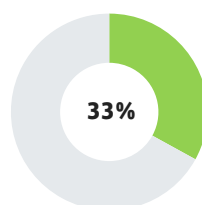


## Wolverhampton Wanderers

### SENIOR LEADERSHIP TARGETS

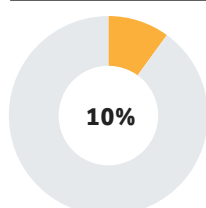


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)

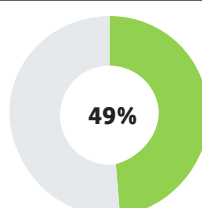


30% of our new hires will be female

### TEAM OPERATIONS TARGETS

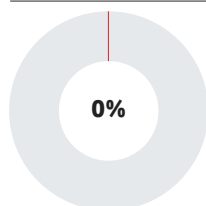


15% of our new hires will be Black, Asian or of Mixed Heritage (or a target set by the club based on local demographics)



30% of our new hires will be female

### COACHING – MEN'S CLUBS TARGETS

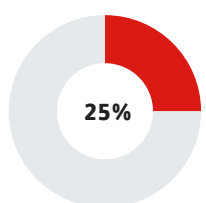


25% of our new hires will be Black, Asian or of Mixed Heritage

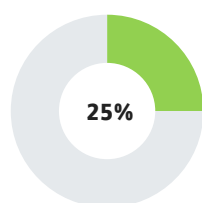


10% of our new senior coaching hires will be Black, Asian or of Mixed Heritage

### COACHING – WOMEN'S CLUBS TARGETS

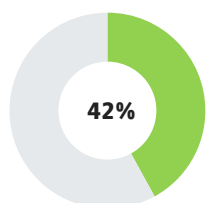


50% of our new hires will be female

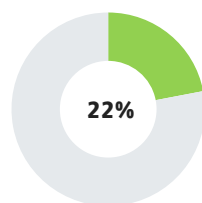


15% of our new hires will be Black, Asian or of Mixed Heritage

### 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

At Wolves we continue to promote EDI throughout the club and are pleased to release our data for the second year. We continue to have EDI and mental health and wellbeing representation at Board level and have recently rolled out EDI training to 700 employees and casual staff.

The EDI Working Group meets on a monthly basis within the Club and we have recently launched an external EDI Advisory Group, to receive external advice and help to drive our EDI agenda further. We are pleased to see the progress that we have made in female representation across Senior Leadership and Female Operations. Our next key focus is around increasing the diversity within our male and female coaching teams, which is currently underway and being discussed as part of our EDI Delivery Plan.

Wolves HR director and Club equality lead, Zoe Brough, said: "We are particularly proud of hitting our recruitment targets for the numbers of females within Team Operations and Senior Leadership. Our focus is now on increasing the equality of opportunity for male and female Black, Asian and Mixed Heritage candidates and ensuring that we start to reflect our modern and diverse community. We recognise that we have some work to do around representation in both our male and female coaching teams. We will be recruiting the first EDI Manager into the Club this season to help drive forward our EDI strategy."







## SUPPORTING FOOTBALL ORGANISATIONS ON THEIR JOURNEYS

The aim of the Football Leadership Diversity Code is to improve access across football and move to a more modern and transparent way of recruiting across the game, which enhances the equality of opportunity for all. This is why seven recruitment agencies also joined the programme, not only pledging to meet the commitments themselves, but also providing recruitment workshops in a programmatic way over a period of weeks, which were delivered to clubs free of charge during spring 2022.

The FA also created a new jobs platform on which Clubs could advertise their jobs. Historically within football, there have been challenges around knowing where to find job opportunities and having to register with each and every football organisation. The Football Leadership Diversity Code platform provided the opportunity for all signatory clubs to post all job opportunities in one place for advertisement. This also enabled those seeking jobs in football to register and receive alerts on roles that might be of interest to them. We encourage those looking for a job in football to use the FLDC jobs' board and to be proactive in setting-up these alerts. This is particularly pertinent and important to understand the array of roles available within football as the sector has opportunities for those currently inside the game, but also those coming from other industries and spheres.

So far, the job platform has attracted nearly 250,000 visitors with double the traffic in year two compared to year one. We have also seen 2,500 jobs advertised on the platform with over 12,500 applications. Again, usage in year two has been around double the inaugural year.

Based on the feedback received, we do believe that the platform has had a positive impact, with 100% of users saying they would recommend it.



# SINCE LAUNCH...

The Football Leadership Diversity Code launched in October 2020 and now has over 50 signatories across the elite game using the dedicated FLDC Career Platform including all Premier League clubs, as well as The FA, Premier League, EFL and recruitment partners.

This report summarises the progress we have made throughout the 2021/22 season in raising awareness of the FLDC, attracting a more diverse candidate pool and positively impacting the recruitment process.

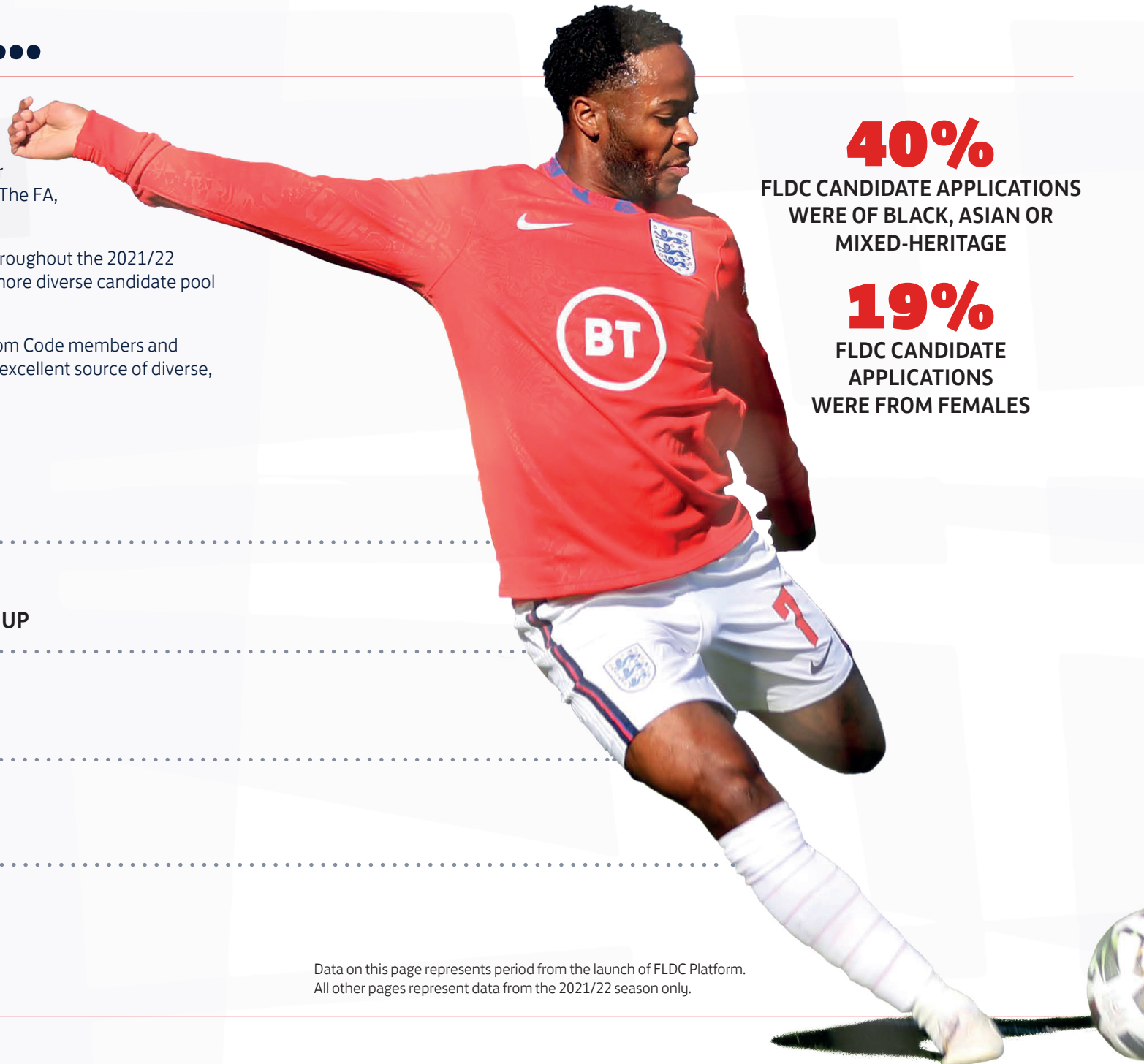
The Career Platform has received positive feedback from Code members and candidates alike and has been referenced as being an excellent source of diverse, high quality talent.

**51** CLUBS SIGNED UP

**242,278** CLUBS SIGNED UP

**2,547** JOBS POSTED

**669,471** JOBS VIEWS



Data on this page represents period from the launch of FLDC Platform. All other pages represent data from the 2021/22 season only.

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

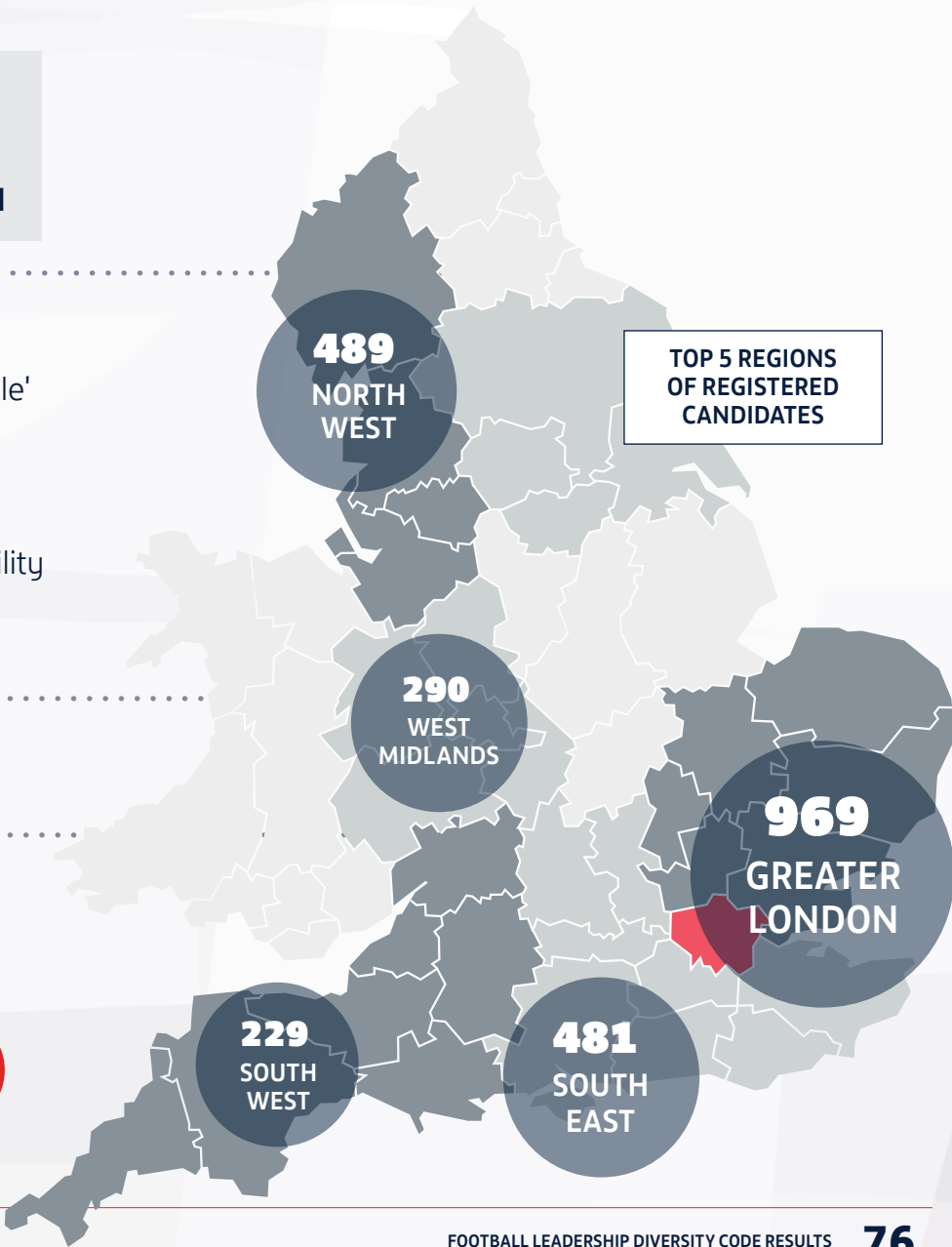
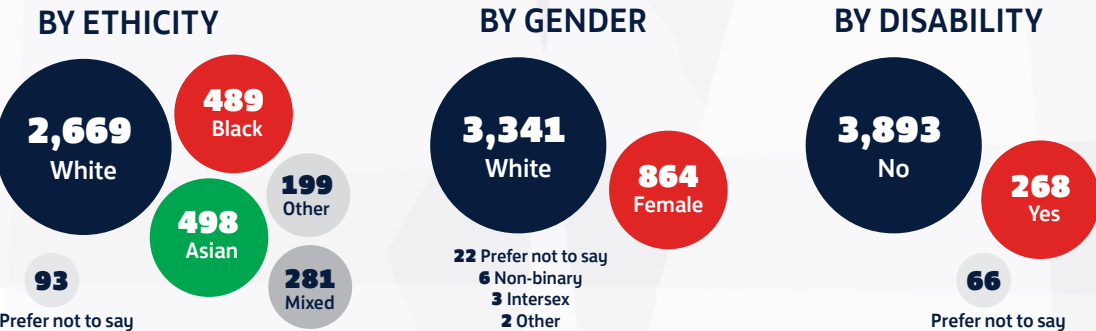
**19%**  
FLDC CANDIDATE APPLICATIONS WERE FROM FEMALES

# CANDIDATE DIVERSITY

## OVERVIEW OF THE REGISTERED CANDIDATES' DIVERSITY PROFILES



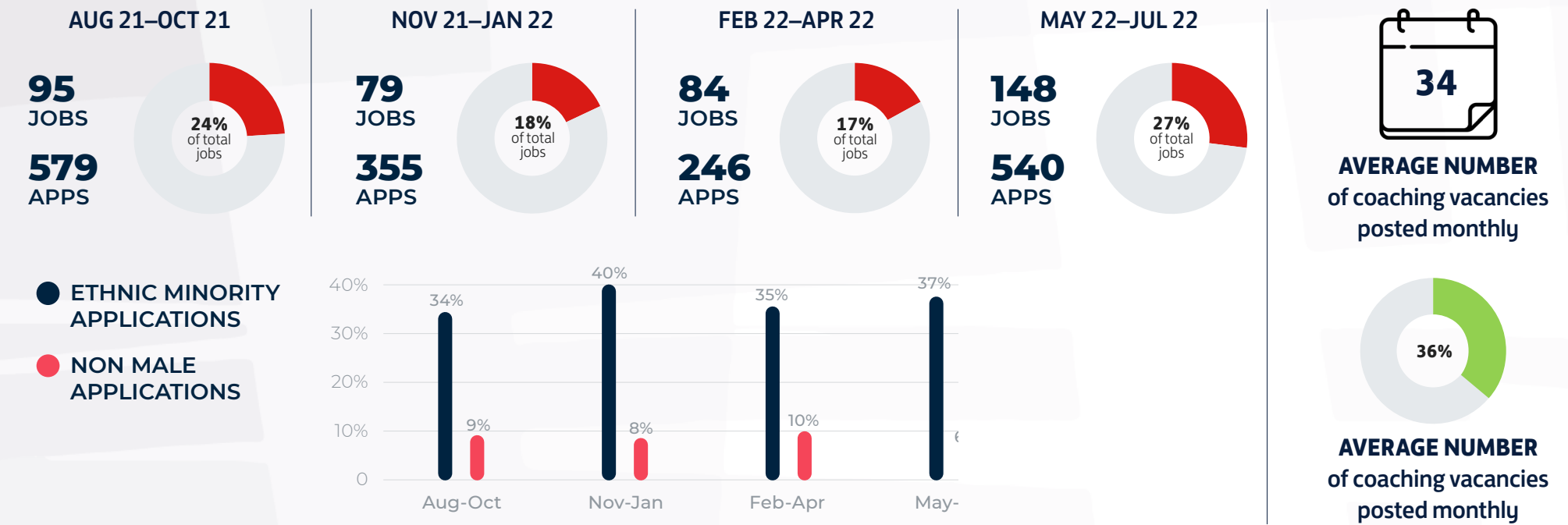
**46%** of non-UK based candidates are of ethnic minority background





# SPOTLIGHT ON COACHING

## COACHING VACANCY PERFORMANCE AND DIVERSITY SUCCESS



### Interesting Highlights

Increasing the diversity of applicants to coaching vacancies has been one of the key focus areas of the FLDC Careers Platform from inception.

With 22% of total vacancies across the 2021/22 season being within coaching, they represent a significant volume of total vacancies posted with a strong representation across the platforms candidate database with over 1.7K of applications.

Considerable effort to increase the awareness of these coaching opportunities to minority and lesser represented groups has been undertaken. Combining targeted online advertising and affiliate partner promotion, the website has delivered strong results.

The ‘under represented’ groups has maintained a 36% average of all candidate applications for coaching roles over the 12 months this report covers. With the Code target of 25% for coaching hires, the candidate pipeline provided by the careers platform should be supporting clubs in selecting coaching talent from under represented groups in their recruitment processes.

Comparatively, female representation is low with 8% of total coaching vacancy applications. This highlights the under-representation in the professional game and needs continued focus.



■ ■ **At Burton Albion FC we place equality at the top of our agenda across all football club departments and this focus is demonstrated by the appointments and promotions of Black, Asian and Mixed Heritage employees at the very top of our first team and Academy programmes. We will continue to focus our attention on equality in all aspects of our work. ■ ■**

**Burton Albion FC**



# 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. However, it is encouraging to see that football collectively continues to strive for change.

For a second year in a row, clubs have collectively met their targets for hiring senior Black, Asian and Mixed Heritage coaches in the men’s game and, this year, they have also met their targets for recruiting Black, Asian and Mixed Heritage coaches in the women’s game. Football collectively needs to meet more of its targets and signatories, individually, need to meet more of theirs.

We encourage and invite more clubs to sign up to the Code and collectively we will support each other on this important journey for our industry. This Code ensures increased transparency and accountability but also enables a review of our collective picture.

# SIGNATORIES

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











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