



# FULHAM FOR ALL STRATEGY

2024 - 2027

FOR EQUALITY. FOR DIVERSITY. FOR EVERYONE.



**Pioneers**  
**Confident Custodians**  
**Action Orientated**  
**Open & Inclusive**  
**Service Excellence**

## TABLE OF CONTENTS

Foreword	4
A Message From The EDI Team	6
Our Fulham for all objectives	11
The three year plan	12
Year on plan: a look within	13
How we will check the success of our Fulham For All strategy	16

## FOREWORD



### A note from our CEO Alistair Mackintosh

Fulham Football Club and Fulham Football Club Foundation (“the Club”) are committed to delivering an equitable, diverse and inclusive environment. As a British club with global following, we recognise that we must continue to raise awareness and challenge inequalities. Football is about different players bringing unique experiences to the team and for us that is true beyond the pitch too. Our workforce, supporters and participants within the community make us a truly culturally diverse Club and it’s important that we see the positivity in increasing the diversity of our workforce, the players and our supporters. More talent, more support and more diversity means better decisions and better outcomes for all our stakeholders.

The 2023/24 season was another season for us in the Premier League. As always, our committed team adapted and reacted to the changing circumstances and environment with us being able to reach more people than ever with the club competing in England’s elite division.

This strategy remains focused on key opportunities and activities for everyone to engage with not only to understand cultural and social class context but also to celebrate and promote each of the nine protected characteristics of Gender, Ethnicity, Age, Disability, Pregnancy and Maternity, Marital Status, Sexual Orientation, Transgender status and Religion or Faith.

One of our greatest Equality, Diversity and Inclusion (“EDI”) achievements over the last few years, was building the foundations for the ‘Fulham for All’ campaign in the 2022/23 season. ‘Fulham for All’ has now become our strategy but also a promise to champion all aspects of EDI. Always. In everything we do. Ensuring that everyone is aware, and that they are welcome.

As we now look to update ‘Fulham for All’ with this new strategy we should continue to build on our successful foundations. One of those has been engaging and consulting supporters and members of our community. This initiative was developed by our internal Equality Working Group (“EWG”). This group of internal staff have worked together to consider how we can embed a culture of EDI meaningfully and effectively.

As a result of our efforts to raise the profile and importance of proactive EDI work, we have learned more about what our priorities should be and how we should develop. Our priorities are on ensuring that our players, workforce, participants and supporters not only feel like they are included but that they ‘belong’.

This new ‘Fulham For All’ strategy for 2024-2027 sets out what we want to achieve over the next three years. These outcomes will be achieved by working in partnership with key allies on EDI practice and by having closer more personal relationships with our staff, players and participants. It therefore gives me great pleasure in presenting our new and updated EDI strategy: Fulham For All, 2024-2027!

**Alistair Mackintosh**

Chief Executive Officer Fulham Football Club

# FOREWORD



## A note from Fulham Football Club Foundation CEO Mike McSweeney

Prioritising EDI remains paramount for social sustainability and we're excited to unveil the Club's renewed commitment to EDI. Our pledge extends beyond words to tangible action, detailed in our comprehensive three-year 'Fulham For All' Strategy.

The EDI strategy and action plan marks a new chapter for The Club. We build upon our past achievements and learn lessons, striving for change in football and society, generally. Our aim is to foster a club where everyone feels a sense of belonging.

Our strategy is bold, measurable, and achievable. Achieving our goals will require collective efforts from everyone associated with Fulham across the Club and Foundation. I urge every individual involved to participate in our EDI activity, contributing to the recognition of this strategy.

Our focus on intentional change involves linking top-down strategies with community-based initiatives around EDI. This approach encourages a culture of inclusion across the entire club and Foundation, aiming to establish equity in both policy and practice.

Moreover, it's crucial to emphasise the importance of our Foundation's social impact programmes within the community. These initiatives serve as the cornerstone of our commitment, allowing us to extend our influence beyond the pitch, positively impacting lives and making meaningful change within the communities we serve.

**Mike McSweeney**

Chief Executive Officer Fulham Football Club Foundation

# A MESSAGE FROM OUR EDI TEAM

## difference maker

[dif-er-uhns mey-ker] noun

*A dedicated person who can make a big impact even with just a small action or a few words. Someone who improves the lives of others. One who rallies or encourages others to propel themselves forward and bring about change.*

In developing this strategy, we wanted to create something that everyone, in any department could feel part of and contribute to. Too often, we believe that 'EDI' is considered an area of practice, that is perhaps someone else's 'job'. We also know that there is sense of fear among teams relating to EDI approaches, which we think stems from an understanding that people will make a mistake, say the wrong thing or ask the wrong question. This can have a disruptive effect on creating a positive and psychologically safe culture, where our people can have good quality conversations, good

relationships and confidence in sharing concerns.

This strategy has been one year in the making and something we have pored over to make sure it feels like it 'fits' with the Club's way and that it is impactful. We want people to feel comfortable talking about things they don't know a lot about and that relies a lot on us developing a strategy and environment where people feel represented, safe and included.

In 2020, following the death of George Floyd which was shortly after the death of Breonna Taylor a question was asked of organisations about what they were committing to doing to review and address structural inequality. Our journey had already started back in 2017; however, this was a significant event that forced even the most resistant to consider what they could change, so that history would not continue to repeat itself. The Club took meaningful action which led to the recruitment of our current Inclusion Manager. Below is a snapshot of some of the action taken to date based on how we took the task on to take action against systemic inequality.

### 2017-18

- EDI Lead recruited
- Equality working group established
- Club received positive audit report from Kick It Out
- EFL Equality standards in place

### 2020-21

- Fulham FC post a 'black tile' on social media
- FA Player to Coach scheme implemented
- Coach inclusion diversity scheme (CIDS) introduced
- FLDC developed and the club pledge their commitment to meet the recruitment targets

### 2021-22

- Derek Chauvin: former police officer convicted of murdering George Floyd
- PLEDIS standards introduced
- PLEDIS preliminary status awarded
- Fulham Female Working Group established

### 2023-24

- FLDC - Third consecutive year of meeting standards. Only PL Club to meet targets
- Clubs first full year of running the Merky FC programme
- MET Police found to be institutionally racist, misogynistic and homophobic by Dame Louise Casey
- Child Q - A black school girl is strip searched at school. Hackney council say racism was likely to be an influencing factor

## A MESSAGE FROM OUR EDI TEAM *continued...*

Our three key objectives are:

- Representative, Safe & Included;
- Empowering Action; and
- Preventing Discrimination.

Within these objectives we have developed a total of five overall success indicators. These will feature across all of our work for the next three years and have been

developed and consulted on with staff, players, supporters and participants. Each success indicator has a series of measures which will be owned by appropriate and relevant departments and progress against these will be measured through the Equality and Safeguarding Strategic Steering Group ("ESSSG").

**Eleanor & Jamie**

# WHAT DO WE LOOK LIKE?

Before we set our objectives for the next three seasons we wanted to be clear on what significant demographic data we held on our stakeholders so that we could identify what is important to us and what we need to work towards.

On reviewing the data for our workforce, supporters and participants, it became clear that there were three target areas for us to focus on, and these were on increasing representation of:

- Females
- Members of the Asian community; and
- Those who identify as having a disability.

These demographic priorities have been a driving force for us and have now become central to the delivery of this strategy and how we use data for change. So that we can be held accountable we are publishing high level detail of our demographic data to ensure that we can demonstrate year-on-year progress.

## Workforce

The data is based on responses from 274 individuals across the Club and Foundation's permanent workforce for the 2023-24 season. Our internal documents provide further demographic insights, including a detailed breakdown of our workforce across various areas.

### Gender

Category	Percentage
Male	68
Female	26
Prefer not to say	5
Prefer to self-describe	1
Transgender	0

### Ethnic Origin

Category	Percentage
White English/Welsh/Scottish Northern Irish/British	68
Black, African, Caribbean or Black British	13
Mixed & multiple ethnic groups	8
Prefer not to say	7
Asian	4

### Sexual Orientation

Category	Percentage
Heterosexual	87
Prefer not to say	8
Bisexual	3
Gay man	0
Gay woman/Lesbian	2
Other	0

### Age

Category	Percentage
16-24	13
25-34	20
35-44	35
45-54	7
55-64	10
65-74	6
75+	1
Prefer not to say	8

### Disability

Category	Percentage
Yes	5
No	90
Prefer not to say	5

### Religion/Belief

Category	Percentage
Christian ( <i>including Church of England, Catholic, Protestant and all other Christian denominations</i> )	45
No religion (including Atheist)	37
Prefer not to say	11
Muslim	4
Buddhist	1
Hindu	1
Any other religion	1
Jewish	0
Sikh	0
Agnostic	0

## Supporters

The data is based on the responses of our supporters who identified as either Season Ticket Holders or Members during the 2023-24 season.

### Gender

Category	Percentage
Male	84
Female	15
Prefer not to say	0
Prefer to self-describe	1
Transgender	0

### Ethnic Origin

Category	Percentage
White English/Welsh/Scottish Northern Irish/British	93
Black, African, Caribbean or Black British	1
Mixed and multiple ethnic groups	4
Prefer not to say	1
Asian	1

### Sexual Orientation

Category	Percentage
Heterosexual	94
Prefer not to say	2
Bisexual	1
Gay man	1
Gay woman/Lesbian	1
Other	1

### Age

Category	Percentage
16-24	6
25-34	13
35-44	13
45-54	22
55-64	24
65-74	18
75+	3
Prefer not to say	1

### Disability

Category	Percentage
Yes	9
No	89
Prefer not to say	2

### Religion/Belief

Category	Percentage
Christian ( <i>including Church of England, Catholic, Protestant and all other Christian denominations</i> )	48
No religion (including Atheist)	39
Prefer not to say	3
Muslim	1
Buddhist	1
Hindu	1
Any other religion	1
Jewish	3
Sikh	1
Agnostic	2

# Participants

WE ENGAGED

# 11,260

AVERAGE CONTACT TIME WAS 19.49 HOURS PER PARTICIPANT

PARTICIPANTS

WE ENGAGED

# 3,131

FEMALE PARTICIPANTS,  
886 MORE THAN IN 2022-23

WE ENGAGED

# 1,662

DISABLED YOUNG PEOPLE AND ADULTS,  
113 MORE THAN IN 2022-23

WE ENGAGED

# 45%

OF OUR PARTICIPANTS IDENTIFIED AS BEING  
FROM AN ETHNICALLY DIVERSE COMMUNITY

OUR SECONDARY  
EDUCATION, TRAINING  
AND CAREERS TEAM

ENGAGED YOUNG PEOPLE  
13 TO 25 FOR AN AVERAGE OF

# 63.3

HOURS PER PARTICIPANT

OUR YOUTH AND COMMUNITY  
PROGRAMMES ENGAGED

# 2,965

YOUNG PEOPLE, 61% OF THESE  
WERE AGED 14 TO 18.

WE ENGAGED WITH

# 505

YOUNG REFUGEES AND  
ASYLUM SEEKERS IN 2023-24

OUR YOUNGEST

PARTICIPANT WAS

# 3

(YEARS OLD)

OUR OLDEST

PARTICIPANT WAS

# 96

(YEARS YOUNG)

# OUR "FULHAM FOR ALL" OBJECTIVES

## Vision

A Club and Foundation that is dedicated to creating equal opportunity for everyone on and off the pitch.

## Mission

To challenge inequality, remove barriers to inclusion, and educate those around us to help ensure we provide an inclusive and psychologically safe environment for everyone.

## Our Objectives & Success Indicators

By 2027 we want to be able to say we are:

### Representative, Safe and Inclusive

Everyone will feel represented,  
safe and included

We will use data to understand the demographics of our community groups so we can increase any group which is under-represented.

Together we will implement measures with a view to learning and improving so that we establish a culture that places mental health and wellbeing at the centre of our work for our staff, players, participants and supporters.

### Empowering Action

Every player, participant,  
member of staff and  
supporter will feel  
empowered to take action to  
promote inclusivity

We increase education and awareness of EDI issues among our stakeholders from Senior Leadership throughout the Club, to Supporters.

We have effective governance and achieve continued compliance.

### Preventing Discrimination

We will take action to  
prevent and reduce  
discrimination

Every member of staff, player, participant and supporter will feel empowered to take action to tackle and prevent online or in person, abuse or discrimination.

# THE THREE-YEAR DELIVERY PLAN

## YEAR ONE:

A LOOK WITHIN 24-25

### A LOOK WITHIN

Year One into this strategy will be focusing on how we create an inclusive culture through ensuring we are embedding our Club Values and core principles of this three-year plan. We will be looking to see positive action and a move towards improving representation across the business from our workforce and supporter demographics through to creating more diverse campaigns and partnerships.

## YEAR TWO:

DEVELOPING AND ENHANCING 25-26

### BRINGING PEOPLE WITH US *(To be developed in June 2025)*

Year Two will see us achieving consistency in inclusive leadership and organisational behaviours. Moving towards more diversity at senior leadership level, within coaching and operations. Working closely with our Fan Advisory Board to extend our values to supporters and forecasting a downward trajectory in the gender pay gap.

## YEAR THREE:

CREATING A SUSTAINABLE FUTURE 26-27

### CREATING A SUSTAINABLE FUTURE *(To be developed in June 2026)*

By Year Three we will be leading the way, sustaining best and authentic practice, creating a truly inclusive culture and systemic change. We will be maximising the impact of our initiatives on our communities and society and we will be an employer of choice whilst simultaneously increasing our retention rate. Our supporters will be part of an inclusive environment and supporting the Club to develop and create more sustainable initiatives.

# YEAR ONE PLAN: A LOOK WITHIN

## Representative, Safe And Included

### Success Indicator 1

We will use data to understand the demographics of our community groups so we can increase any group which is under-represented.

### We will achieve this by:

Players:	
Measure 1.1	Increasing engagement and events with the wider Asian community across the Academy
Measure 1.2	Increase accuracy and demographic data of players across the academy and Men's and Women's First Team
Participants:	
Measure 1.3	35% of participants will be from ethnically diverse communities
Measure 1.4	12.5% of participants will identify as having a disability
Measure 1.5	Increase year-on-year female participant engagement
Staff:	
Measure 1.6	10% of the workforce will be from the Asian community <sup>1</sup>
Measure 1.7	10% of the workforce will identify as having a disability <sup>2</sup>
Measure 1.8	35% of the workforce will be female <sup>3</sup>
Supporters:	
Measure 1.9	An average of 80% occupancy of all disability access bays across each season
Measure 1.10	Increase female attendance at cup and friendly fixtures by 2027 <sup>4</sup>

<sup>1</sup> Last workforce survey indicated a total of 5.5% Asian representation

<sup>2</sup> National census states 35% of population has a disability we currently sit at 5%

<sup>3</sup> Female staff representation currently sits at 26%

<sup>4</sup> Female purchasers of unique match tickets was at 15% in the 23-24 season

### Success Indicator 2

Together we will implement measures with a view to learning and improving so that we establish a culture that places mental health and well-being at the centre of our work for our staff, players, participants and supporters.

Measure 2.1	Ensuring that by year three that no less than 100% of our workforce and our professional players have been offered the following training: <ul style="list-style-type: none"> <li>• Safeguarding;</li> <li>• Unconscious Bias training; and</li> <li>• Mental Health</li> </ul>
Measure 2.2	Being confident, through the staff engagement survey that no less than 50% in Year One of our staffing and player workforce can describe what it means to belong in a psychologically safe environment, 80% in Year Two and 100% in Year Three

## EMPOWERING ACTION

### Success Indicator 3

We increase education and awareness of EDI issues among our stakeholders from Senior Leadership throughout the Club, to supporters.

Players:	
Measure 3.1	100% of Men and Women's First Team players to attend EDI Training
Measure 3.2	100% of all Academy age groups to have attended annual EDI Training
Measure 3.3	To increase men's, women's and academy players engage and represented on EDI activations annually
Participants:	
Measure 3.4	80% of participants "feel inspired and engaged" by attending Foundation activities
Measure 3.5	To share 13+ social media posts a year to raise awareness of EDI related matters on Foundation social media channels
Measure 3.6	All Foundation sessions to have a programme of annual EDI initiatives
Staff:	
Measure 3.7	Creating an EDI workforce plan and maintaining accurate records of what training is delivered and to who
Measure 3.8	Demonstrate a commitment to continuous improvement by measuring impact on all training and workshops delivered throughout the year
Measure 3.9	100% of board members and trustees to attend EDI training annually
Measure 3.10	All staff departments are represented annually on internal social impact initiatives which will be illustrated in our annual report
Measure 3.11	That we develop an effective female engagement strategy which tackles gender equality and violence against women and girls in all aspects of sport, including our players, supporters, participants and workforce
Supporters:	
Measure 3.12	All official Club Supporter Groups to have been offered at least one EDI workshop annually including Fan Advisory Board members
Measure 3.13	Ensure the FAB help promote relevant work of the Club and Foundation
Measure 3.14	To issue a minimum of 1000 community tickets throughout the course of the season to all games held at Craven Cottage

### Success Indicator 4

We have effective governance and achieve continued compliance.

Measure 4.1	We achieve all the standards set out in the PLEDIS intermediate standard
Measure 4.2	We are compliant with all standards set out in the CCOP and achieve an 'outstanding' grade
Measure 4.3	That we have a plan to ensure all relevant policies are equality impact assessed
Measure 4.4	To reduce the mean gender, pay gap (EXCLUDING PLAYERS) year on year (currently 29.21%)
Measure 4.5	To implement a systematic method of gathering accurate demographic data of supporters annually in order to inform EDI initiatives and campaigns
Measure 4.6	To reduce the non-disclosure rate of employee demographic to less than 5% across all protected characteristics

## PREVENTING DISCRIMINATION

### Success Indicator 5

Every member of staff, player, participant and supporter will feel empowered to take action to tackle and prevent online or in person, abuse or discrimination.

<b>Staff:</b>	
<b>Measure 5.1</b>	100% of staff respondents to annual staff engagement survey to agree with the statement "I am comfortable being myself in my working environment regardless protected characteristics"
<b>Players and Participants:</b>	
<b>Measure 5.2</b>	We empower all players and participants to take action and report when they are exposed to abusive and/or discriminatory language or behaviour
<b>Supporters:</b>	
<b>Measure 5.3</b>	That year on year we have an increased amount of supporters who report feeling more empowered and safe to report abuse or discriminatory behaviours during a match and this will be evident from an increase in reports during a match
<b>Measure 5.4</b>	100% of supporters responding to annual survey say, "I feel I am able to be my authentic self at Craven Cottage"
<b>Measure 5.5</b>	Increase resources to identify, monitor and take action against those who offend online and in person
<b>Measure 5.6</b>	Invest in technology that supports the identification of individuals who perpetrate abusive and/or discriminatory behaviour

# HOW WE'LL CHECK THE SUCCESS OF OUR 'FULHAM FOR ALL' STRATEGY

## Our pledge:

We will formally review progress made against each objective quarterly at the Strategic Steering Group and Mid and Annual reviews at Management Board.

We will carry out surveys and audits from 2024 to 2027 to find out if there is growth in people's knowledge and understanding of the importance of EDI matters.

We will review and analyse internal and external data to understand if we're meeting our goals.

We will be responsive to feedback, complaints and allegations.

We will publish annual reports to show the work we're doing to meet our goals.

We will celebrate our successes.

## FULHAM FOR ALL

### Multi Disciplinary Framework

We know that by working together that we have a better chance of meeting our EDI targets and can work towards a truly inclusive Club and Foundation. That's why it is important to us to keep teams together to share meaningful information in the right space with the right set of professionals. To ensure the success of this strategy the following Multi-disciplinary meetings will hold the various sectors of the organisation to account against the objectives of this strategy.



# EQUALITY AND INCLUSION CONCEPTS

The below sets out some contemporary concepts that we will use and reflect upon to contextualise the work we do in achieving our strategic objectives.

## Cultural Competence

Cultural competence is the ability to participate ethically and effectively in personal and professional inter-cultural settings. It requires knowing and reflecting on one's own cultural values and world view and their implications for making respectful, reflective, and reasoned choices, including the capacity to imagine and collaborate in cross cultural contexts.

Cultural competence is ultimately about valuing diversity for the richness and creativity it brings to society.

We want our workforce, players and participants to increase their cultural competence so that everyone feels confident to have conversations, learn, explore and get involved in promoting inclusive practices.

## Intersectionality

Intersectionality is a concept for understanding how aspects of a person's identities combine to create different and multiple discrimination and privilege.

Examples of these aspects are gender, race, sexuality, religion, disability or age.

There are many other intersectionality identities in addition to the protected characteristics.

Intersectionality identifies multiple factors of advantage or more commonly disadvantage & may be both empowering and oppressing.

For example, a trans woman who is also disabled might not face discrimination due to her separate protected characteristics but because of a combination of the two or more factors.

## Socio-Economic Status

Socio-economic background is not a protected characteristic under the Equality Act. This means if people face discrimination because of their class, or assumptions made about it, they do not have the same legal protections as they would on the grounds of racial or gender discrimination. However, we understand that you may experience education and employment opportunities differently dependent on your socio economic status, therefore we want to keep this in mind when analysing our data so that we can create a future for individuals where success is not only based on merit, but that of lived experience and transferable skills.

## Structural, Institutional and Systemic Racism

These terms can refer to a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with 'whiteness' and disadvantages associated with 'colour' to endure and adapt over time.

If systemic racism is the large spider web, and structural racism the sections of the web that touch, then institutional racism is the threads that run throughout. It is racism that occurs within social and governmental institutions and refers to the blocking of people of colour from the distribution of resources in a systematic way that benefits non black / people of colour.

We are committed to scrutinising our decisions throughout the delivery of this strategy to ensure that we do not facilitate structural, institutional and systemic racism. We will continue to pursue equality, challenge inequality and hold ourselves to account in delivering our objects to make a better future for everyone connected to The Club.

# NOTES

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# NOTES

A series of horizontal dotted lines for writing notes.

