

The Huddersfield Town Association Football Club Limited

A CULTURE OF INCLUSION

'TERRIERS TOGETHER'
EQUALITY, DIVERSITY, AND INCLUSION STRATEGY
2020 - 2030



**HUDDERSFIELD TOWN
FOUNDATION**

The Club's Official Charity



Within Huddersfield Town Football Club we share a collective belief that we can always be better, and we strive for ongoing, continuous improvement in all aspects of our work. Ultimately, we want to be the best Club we can possibly be, and our inclusion work is a fundamental aspect of this aspiration. Equality, diversity, and inclusion are integral to our vision and ethos, to the communities that we serve, and to football as a sport. Huddersfield Town AFC is already renowned for 'doing the right thing' and our inclusion work reinforces and strengthens our established reputation.

We are committed to developing and implementing policies, procedures, practices, and plans that go beyond compliance and lead to long-term and sustainable changes in our organisational culture and environment, for everyone's benefit. We will be recognised nationally and internationally as a Club that lives and breathes its inclusion aspirations, and a Club that is safe, welcoming, and respectful for all.

Our fantastic work in relation to equality, diversity, and inclusion has developed over many years, and particularly since 2017 when the Club achieved promotion to the Premier League and commenced its journey through the stages of the Premier League Equality, Diversity, and Inclusion Standard (PLEDIS). The Club achieved the Preliminary Award in October 2018 and the Intermediate Award in November 2020.

The Club itself has gone through significant transition, including changes in ownership and composition of the Board. With each change we continue to positively influence organisational and cultural change, to which our inclusion imperatives are integral.

Our EDI¹ work is closely related to Safeguarding and our responsibilities to safeguard children, adults at risk, and all members of our stakeholder groups from abuse and/or other forms of harm. To ensure safeguarding considerations are factored into our EDI work, our working group has recently been re-named as the Equality and Safeguarding Working Group, and safeguarding is a standing item on the agendas for these meetings. Members of the Working Group are committed to ensuring a collaborative approach to meeting the EFL Safeguarding Standards, including mental health and emotional wellbeing, for the benefit of the Club and our extended community.

As a Premier League Club, working towards the PLEDIS² is mandatory, and while we are currently an EFL Championship Club, our commitment to the work we are doing is unwavering, as demonstrated by our ongoing efforts even through the unprecedented circumstances associated with the COVID-19 pandemic.

Our 'Terriers Together' Equality, Diversity, and Inclusion Strategy supports the Club's overarching strategic goals and values and reflects our aspirations of being at the forefront of excellence in relation to EDI. This strategy is intended to encompass the collaborative work being led by the Club, in conjunction with the Huddersfield Town Foundation, and the Huddersfield Town Women's Team; for us to truly make a difference, working in partnership across the three pillars of our Club is essential.

ANN HOUGH

**Operations Director and Board Equality Lead
Huddersfield Town AFC**

¹Equality, Diversity and Inclusion

²Premier League Equality, Diversity, and Inclusion Standard (PLEDIS)





Huddersfield Town Foundation stands alongside Huddersfield Town Football Club and Huddersfield Town Women Football Club to confirm that we share a collective belief that equality, diversity, and inclusion are integral to our vision and ethos, to the communities that we serve, and to football as a sport. The Foundation and its work have to deliver and demonstrate on a daily basis that we uphold the principles of equality, diversity, and inclusion, and by using the power of our brand and our connection to the local community, we work to ensure that our participants and programmes reflect the local community and serve its needs.

We are well-represented on many stakeholder working groups across Kirklees, and we connect with many schools and other community partners to ensure that we play a significant role in educating and developing knowledge around the EDI key characteristics. Huddersfield Town Foundation's strapline of "On Your Side" is a clear demonstration that we want to work with all members of our community and networks. The Foundation plays an integral role in the Club's Equality and Safeguarding Working Group as well as being well-represented on the Club's EDI External Advisory Group. There is a specific member of the Foundation's Board of Trustees who has responsibility for EDI, and the Foundation submits an annual EDI action plan to its main funder, the Premier League Charitable Fund. There is a strong commitment to good Governance, and the development of policies and processes that ensure this is adhered to. The Foundation is very proud to have supported the Club to achieve the PLEDIS Preliminary Award in October 2018 and the Intermediate Award in November 2020.

The Foundation was originally established on values of equality through the provision of Early Kick Off Breakfast Clubs, the aim of which is to ensure that all young people at school receive a healthy start to the day. As we move towards our 10-year anniversary in 2022, these principles of equality, diversity, and inclusion remain strong across all of our programmes and we set ourselves clear and ambitious targets to ensure that we continue to improve and expand our provision. Our delivery serves a very wide representative demographic of Kirklees but there is still more that we can do, which was the overarching message from the research undertaken in developing a new strategy for the Foundation. We recognise that the world we live in changes rapidly and that with great education and development of skills such as listening, communication, and respect, we can help to make our community a better place for all.

Our staff undertake regular training in many aspects of EDI including the Club's 'Terriers Together' workshop. We work every day of the year to celebrate the diversity of Kirklees and we hope we are seen as a Club and a Charity that are passionate about equality, diversity, and inclusion not only from a strategic and reputational perspective but living these principles and values every day through our delivery and our organisational ethos and culture.

SIOBHAN ATKINSON
Chief Executive Officer
Huddersfield Town Foundation



INTRODUCTION

Our 'Terriers Together' Equality, Diversity, and Inclusion (EDI) Strategy sets out our approach for all related matters up to 2030. It is a public declaration of our commitment to maintaining and continuously developing a culture and community that are fully inclusive, resulting in our staff, supporters, and other stakeholder groups reflecting and celebrating the diversity of our local communities.

'TERRIERS TOGETHER'

The 'Terriers Together' concept was borne out of EDI-related initiatives arising from the Preliminary Level of the PLEDIS³. Now an established brand, the 'Terriers Together' ethos continues to encapsulate our ever-evolving work and the value we place on diversity and fostering inclusive practices throughout our business. 'Terriers Together' is explained in the extract from our website, below.

We have a zero-tolerance approach towards discriminatory language and behaviour. We actively promote equality and celebrate diversity as demonstrated through our work towards achieving the Premier League Equality, Diversity, and Inclusion Standard, and our support of a range of campaigns including: Level Playing Field; Rainbow Laces; Football vs Homophobia; Kick it Out, and our own 'One Club and One Community Against Hate Crime' Campaign.

Huddersfield Town Football Club plays an integral role within the local community. We are proud of our reputation of creating and developing community cohesion throughout the town and the wider locality. Football itself plays a unique role in bringing people together from a wide range of different communities, and can provide opportunities for all sections of the community to engage with the Club and participate in the community programmes provided by our charity, the Huddersfield Town Foundation.

We wholeheartedly advocate that everyone, regardless of background and any protected characteristic, is welcome at the Club, and we expect all stakeholders to behave towards others in a manner consistent with the principles of respect, tolerance, and fairness.

We believe that everyone should have the opportunity to flourish in an inclusive environment, free from discrimination, harassment, or abuse (including safeguarding matters). We will take a proactive approach to advancing equality, celebrating diversity, and fostering an inclusive environment for all our staff, supporters, and stakeholders⁴ regardless of background or any of the nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation).

We will do this by:

- Ensuring that the 'Terriers Together' Equality, Diversity, and Inclusion Strategy has the full support and buy-in from the Board and Senior Management Team.
- Ensuring staff at all levels are aware of our EDI and Safeguarding strategic aims and associated action plans, and the role they fulfil in bringing these to fruition.

³Premier League Equality, Diversity, and Inclusion Standard (PLEDIS)

⁴Our stakeholders are many and varied, across the Club, the Huddersfield Town Foundation, and the Huddersfield Town Women's Team. Our main stakeholders include: staff; players; supporters; supporter groups; Kirklees Stadium Development Limited; schools and their pupils; outreach participants; Kirklees Council; external agencies such as the Equality and Human Rights Commission; Stonewall; Disability Confident; Mindful Employer, and others.

- Ensuring departmental action plans contain at least one equality-related objective and that these are reviewed annually, to inform progress towards the overarching strategic goals.
- Ensuring that players receive training, education, and support to identify and report any concerns and/or incidents of discrimination, harassment, or abuse.
- Working in partnership with all stakeholders to advance equality, diversity, and inclusion for all.
- Embedding equality and inclusion in all that we do, in our culture, and our business, including our partnerships with other organisations.
- Working closely with the Women's Team to ensure they are able to benefit from the Club's infrastructure in relation to EDI and Safeguarding, and that they are proactive in promoting the 'Terriers Together' brand and associated EDI work, as well as upholding the EFL Standards for Safeguarding.
- Using equality monitoring data to identify the impact of our strategy on representation of different groups, and to take ongoing action to reduce any representation gaps.
- Upholding the principles of the PLEDIS and being an advocate for this framework.
- Supporting the Football Leadership Diversity Code and being open and transparent about our progress towards meeting and exceeding recruitment and selection targets relating to people in under-represented groups.



THE ROLE OF THE EQUALITY AND SAFEGUARDING WORKING GROUP

The Equality Working Group was formed in November 2017, initially to facilitate the Club's work towards the Preliminary Level of the PLEDIS. Membership of the Group is fluid, and new members are always welcome; the core team remains consistent with representation from departments across the organisation including the Board. Meetings take place fortnightly, to discuss and review progress towards our operational and strategic aims, and to identify and respond to any emerging issues.

In November 2021 the group was renamed the Equality and Safeguarding Working Group to reflect the integration of Safeguarding. This group is responsible for leading and shaping the Club's equality, inclusion, and safeguarding objectives, also relating these to the Huddersfield Town Foundation and the Huddersfield Town Women's Team. This working group is also the conduit between the Board and the wider staff body for all issues relating to EDI and safeguarding.

The composition of the Equality and Safeguarding Working Group is subject to occasional change arising from associated employment changes (new starters, leavers, and internal changes in roles/responsibilities); details of current membership can be found on our website in the 'Terriers Together' section: www.htafc.com/club/terriers-together/

Strategic objectives are determined by our local context in terms of our relationship with staff, supporters, and other interested parties, as well as the priorities of our community, which is both ethnically diverse and one of the most deprived areas in the country. We use equality monitoring data to identify areas of under-representation and shape our strategy around ensuring that we take steps to be as representative and inclusive as possible of the communities that we serve.



THE ROLE OF THE EQUALITY, DIVERSITY, AND INCLUSION EXTERNAL ADVISORY GROUP (EDI EAG)

The Equality, Diversity and Inclusion Advisory Group was formed in July 2019 and consists of a small team of volunteers external to the Club. The individuals are responsible for providing the internal Equality and Safeguarding Working Group with independent, critical challenge in relation to our inclusion work, to ensure a consistently robust and holistic approach.

The External Advisory Group meets quarterly and reviews the Club's EDI Strategy and feedback from the PLEDIS assessments. This additional support is invaluable in ensuring strategic equality objectives are fit for purpose and aligned to addressing the most prevalent inclusion issues.

OUR STRATEGIC OBJECTIVES FOR ENHANCING EQUALITY, DIVERSITY, AND INCLUSION 2020 - 2030



The Equality and Safeguarding Working Group leads on developing and implementing the 'Terriers Together' Equality, Diversity, and Inclusion Strategy and has the full support of the Club's Senior Management Team and the Board, and the Senior Managers and Board of the Huddersfield Town Foundation and the Huddersfield Town Women's Team.

Our strategic priorities are underpinned by data, both quantitative and qualitative. We believe that statistical information is important and useful in identifying priority areas for action; however, fundamentally we work with people and rather than purely focusing on quantitative targets, we are committed to adopting a blended approach. We are keen to take account of people's experiences, thoughts, and feelings, all of which can be the difference between a genuinely inclusive culture and one in which actions are superficial and do not lead to long-term and sustainable change.

Strategic EDI objectives also reflect our commitment to achieving and maintaining the Advanced Level of the PLEDIS and to fulfilling the requirements of the Football Leadership Diversity Code. The strategic aims translate into departmental action plans (produced annually and reviewed regularly throughout each year), focusing on priority actions, timescales, and measures of success and impact. We advocate that every individual who engages with us - as a member of staff, a supporter, a commercial partner, supplier, or member of our local communities - has a role to play in helping us to embed EDI considerations in all aspects of our work and to develop an inclusive Club of which we can all be proud.

Our strategic objectives fall within four categories, which reflect the requirements of the PLEDIS.

1. LEADERSHIP AND COMMITMENT

Effective leadership at all levels of our organisation combined with ongoing commitment are crucial to the success of this strategy. We will:

- Ensure that the Board, Senior Management Team, and other Senior Staff demonstrate accountability and leadership for EDI across the Club, and that leaders act as role models, consistently reinforcing that EDI imperatives are everyone's responsibility.
- Ensure that all members of the Equality and Safeguarding Working Group lead the way in embedding EDI and Safeguarding best practice within their own departments and areas of influence, internally and externally.



- Ensure all staff contribute to EDI outcomes by involving them in developing departmental action plans and incorporating EDI objectives into individual performance reviews.
- Promote and celebrate our EDI work and the impact of this through ongoing campaigns and in an annual achievements report or similar.
- Embed the Club's 'Terriers Together' vision into commercial presentations delivered to or shared with current and prospective partners.
- Embed EDI into corporate decision-making processes and ensure that our policies and plans do not adversely impact on any individual or group.
- Embed EDI and Safeguarding into the fabric of our Club and the Huddersfield Town Foundation and ensure that all stakeholders are aware of their personal responsibilities.
- Ensure that every playing squad (Academy/Huddersfield Town B, First Team, Women's Team) has at least one designated 'Terriers Together' Ambassador and that they use their role and voice to positive effect in communicating our 'Terriers Together' ethos.

2. PROMOTING INCLUSION, AND CHALLENGING AND PREVENTING DISCRIMINATION

All stakeholders have a responsibility to contribute to developing and maintaining an inclusive culture and environment in which everyone feels valued and respected. We will:

- Ensure EDI and Safeguarding considerations are embedded in all stages of our recruitment and selection procedures and that new staff receive relevant literature and undertake training prior to commencement in post, and on an ongoing basis throughout their employment.
- Review terms and conditions of employment to ensure that these are competitive and do not unintentionally prohibit any individuals or groups from applying for our vacant positions.
- Promote the benefits of working for the Club and Huddersfield Town Foundation i.e., via the Careers section of the Club's website.
- Promote an environment of equality and inclusion in all aspects of our day-to-day operations.



- Promote our commitment to mental health and emotional wellbeing, and ensure we regularly review the support and assistance interventions that staff and other stakeholders are able to access.
- Develop, and evaluate the impact of, an annual calendar of EDI-related activities and initiatives; these will correspond with national and international dates of celebration, with particular emphasis on any identified areas of under-representation in the Club.
- Ensure reporting procedures for any EDI-related incidents are reviewed at least annually and communicated to the corresponding stakeholders on a regular basis depending on audience.

- Ensure that any complaints or concerns received via the reporting procedures are investigated as necessary and appropriate, and that outcomes are also communicated to the relevant parties, and potentially to wider stakeholders (with all due consideration to confidentiality and protecting the identity of individuals).
- Research any barriers to different stakeholders feeling confident in reporting any EDI-related incidents, using the data to take appropriate remedial action.
- Work with established and emerging staff, supporter, and community groups to develop the EDI dialogue and associated action plans.
- Adhere to our own Sanctions Policy to address any language or behaviour from supporters that does not comply with or uphold our 'Terriers Together' ethos.
- Work with the Huddersfield Town Foundation to ensure that our community outreach programmes contribute to and reinforce our EDI and Safeguarding aims.
- Review our Inclusive Communications Policy and marketing materials to ensure EDI considerations are second nature and embedded in all internal and external marketing and communications (to include subtitling on Club videos).

3. DATA, INSIGHT, AND DELIVERY

Quantitative and qualitative data will underpin our 'Terriers Together' Equality, Diversity, and Inclusion Strategy, and inform its evolution. We will:

- Obtain equality monitoring data from our primary stakeholders on an annual basis, and benchmark this against the most up-to-date Census data for Kirklees, thus identifying any areas of under-representation and taking corresponding action.
- Go beyond statistical data analysis and comparisons by obtaining qualitative feedback from stakeholders through focus groups and other means, then analyse the feedback and use this to improve policies, procedures, and this strategy, to ensure real and tangible outcomes from others' input, leading to discernible improvements in their life experiences as supporters of the Club.
- Publish our equality monitoring data annually, to ensure all stakeholders are aware of identified priorities for reducing representation gaps and how they can support the associated actions.
- Ensure inclusive and accessible physical spaces and virtual environments, with equality of access and experience for all staff, supporters, programme participants, and others.
- Fulfil and consistently maintain the requirements of the Muslim Athlete Charter.
- Fulfil and consistently maintain the requirements of the Menopause Friendly Employer accreditation.
- Maintain Disability Confident Leader and Mindful Employer status.
- Achieve the Advanced Level of the PLEDIS by May 2023.



- Achieve Dementia Friendly status by May 2024.
- Become a breastfeeding friendly Club by May 2030 at the latest.
- Work with the EDI External Advisory Group to ensure the 'Terriers Together' Strategy is effectively implemented, and the desired outcomes and impact are achieved.

4. CONTINUOUS LEARNING AND DEVELOPMENT

We are a Club that prides itself on its endeavours to develop people and to engage them in continuous learning and improvement; this approach ensures we remain at the forefront of innovation, skills, and technologies relevant to our business, and that we maintain competitive advantage. We will:

- Ensure all staff have access to EDI and Safeguarding related training and development on an annual basis.
- Ensure all staff participate in the in-house 'Terriers Together' EDI training workshop.
- Invest Apprenticeship Levy monies to develop our own staff, particularly in leadership and management, and associated leadership capacities, including coaching and mentoring.
- Work with other parties including the stadium management staff and Match Day Stewards to ensure they are aware of their responsibilities to support the Club with its EDI work and to address any incidents arising at both home and away fixtures, and via social media.
- Work with our commercial partners and suppliers to ensure they understand and support our EDI and Safeguarding strategic aims and are able to access training and guidance from the Club to develop and enhance their own EDI and Safeguarding practices.
- Ensure the 'Terriers Together' Equality, Diversity, and Inclusion Strategy remains consistent with and complementary to the Club's overarching strategy.
- Review progress and assess impact on at least an annual basis, and undertake thorough reviews on a three-yearly basis up to 2030.



'Terriers Together' Inclusion Room

2020-2024

Consolidating our EDI foundations and achieving the Advanced Level of the PLEDIS.

2025-2027

Identified gaps in representation to have reduced by at least 5% in each stakeholder group.

2028-2030

Equality, Diversity, and Inclusion are embedded in all aspects of our work and the Club is recognised as a leader in EDI best practice.

PRIORITY ACTIONS

Leadership And Commitment	Promoting Inclusion, and Challenging and Preventing Discrimination	Data, Insight, and Delivery	Continuous Learning and Development
2020-2024			
Senior Managers/Leaders ensure that departmental action plans reflect EDI and Safeguarding priorities that relate to the 'Terriers Together' strategic objectives.	Participate in the Kick It Out transparency reporting project, and review and improve procedures for reporting incidents on match days and at other times/in other circumstances.	Capture and analyse equality monitoring for different groups, in the period September to November annually, using this to inform priorities for the season.	Achieve Menopause Friendly Employer status, thus enhancing our reputation as a female-friendly employer.
All members of staff can describe at least one EDI-related initiative detailed on their departmental action plan	Commission an accessibility audit on the stadium and its facilities.	Create and develop a HTAFC Women's Group/Network, to lead on female-facing inclusion initiatives.	Develop and implement a Mental Health and Wellbeing strategy, and retain Mindful Employer status.
Achieve the PLEDIS Advanced Award by May 2023.	Develop the 'Terriers Together Talks' series.	Create and develop other HTAFC Supporters groups, according to need and/or demand, to enhance representation and inclusion of all.	A comprehensive training programme is in place for Match Day Stewards, to increase knowledge, understanding, and confidence in recording and responding to complaints of abuse and discrimination.



Leadership And Commitment	Promoting Inclusion, and Challenging and Preventing Discrimination	Data, Insight, and Delivery	Continuous Learning and Development
2025-2027			
<p>All third party and supplier agreements, across the business, contain a clause relating to EDI and Safeguarding expectations, and relevant individuals have attended EDI training delivered by the Club.</p>	<p>We will publish a report detailing complaints received each season and the associated action taken (redacted to protect individual identities).</p>	<p>Data collection and analysis are well-established, supported by focus group meetings held annually, with supporter groups, staff representatives, and external partners.</p>	<p>An organisational learning and development plan is in place, incorporating annual training on EDI and Safeguarding themes, and covering all employees/workers.</p>
<p>Every member of staff and player participates in at least one EDI-related event per season (e.g. through training, a community-based activity, contribution to a Terriers Together Talk etc.).</p>	<p>Changing facilities at the Canalside Training Complex cater for people of all genders, and a designated prayer room or similar is in place</p>	<p>Develop a comprehensive electronic system for recording and monitoring EDI incidents (potentially integrated with the Safeguarding Management System).</p>	<p>Chat and learn sessions are established, led by members of the Equality and Safeguarding Working Group (e.g. lunchtime debates on a range of EDI themes).</p>
2028-2030			
<p>All Board members actively and publicly support and speak about the Terriers Together EDI work and brand at every opportunity, reinforcing that this is integral to the Club and our brand.</p>	<p>We have our own in-house educational programme that we deliver to supporters, as may be required arising from application of the Sanctions Policy.</p>	<p>A sophisticated system is in place to identify any discriminatory, abusive, or otherwise unwanted conduct taking place on the Club's social media platforms, thus enabling the Sanctions Policy to be invoked as necessary.</p>	<p>The Club delivers a regular series of wellbeing workshops (mindfulness, hypnotherapy, aromatherapy, reiki, reflexology, hopi ear candles etc.) and has well-developed and easily accessible support programmes in place for all staff as necessary.</p>



ADDITIONAL OUTCOMES

2020-2024

Menopause Friendly Accredited Employer.
Fully Compliant with the Muslim Athlete Charter.
Maintain Disability Confident Leader and Mindful Employer status.

2025-2027

Female representation in staff and supporters is at 45% or higher.
Representation of people from culturally and ethnically diverse backgrounds in our staff and supporters is at 11% or higher (with particular emphasis on increasing representation of Asian people).
Representation of disabled people in our staff and supporters is at 4% or higher.

2028-2030

Stonewall Accredited Employer.
Inclusive Employer.
Training and educating other clubs and organisations in best practice in EDI.
Diversity in staff and supporters reflects Census data for Kirklees within 1%.

ACKNOWLEDGEMENTS

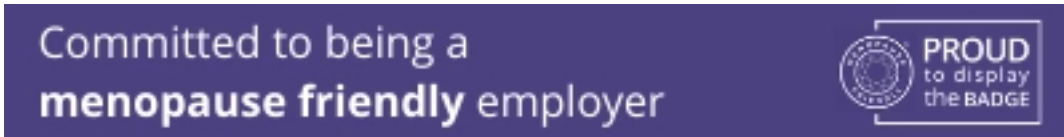
Thank you to everyone who has contributed to developing the 'Terriers Together' Equality, Diversity, and Inclusion Strategy; to ensure the Strategy is as comprehensive and impactful as possible, consultation took place with a wide range of stakeholders including the following groups of people (either as a whole or via nominated representatives):

- The Equality and Safeguarding Working Group
- The Equality, Diversity, and Inclusion External Advisory Group
- The Club Board and Senior Management Team
- The Chair of the Huddersfield Town Foundation's Board of Trustees
- Staff throughout the Club and the Huddersfield Town Foundation
- The Huddersfield Town Women's Team
- The Altogether Town Voices Panel (on behalf of supporters)

We acknowledge that the success and impact of this Strategy are contingent on the collective efforts of everyone who works for and/or is otherwise engaged with the Club to maintain a dialogue about equality, diversity, and inclusion, and to consistently challenge any views, language, and behaviour that are inconsistent with our 'Terriers Together' ethos. Together we can and will positively influence our culture and environment, while also enhancing the opportunities and life chances of those people in the communities that we serve.



ACHIEVEMENTS, ACCREDITATIONS AND PARTNERSHIPS



Her Game Too

