

EQUALITY, DIVERSITY & INCLUSION (EDI) POLICY

The Purpose

The Club Company is entirely committed to creating a culture where Equality, Diversity & Inclusion of opportunity are actively promoted and unlawful discrimination is not tolerated. We are also committed to building and supporting an environment where all employees can be their authentic selves.

What is Equality, Diversity & Inclusion?

Equality

This element is rooted in ideas of justice and fairness and enshrined in the United Kingdom Equality Act 2010 (EA10) which highlights that every individual must have an equal opportunity to make the most of their lives and talents. It is also the belief that no one should have poorer life chances because of their background, personal identity or experience.

The achievement of equality of outcomes requires identifying the barriers and biases and taking targeted action (including positive action as permitted under the EA10) to overcome specific inequalities, discrimination, disadvantages and marginalisation experienced by certain groups and individuals including those protected characteristics under the EA10. Inequalities can be manifested through prejudice, oppression and discrimination – direct and indirect – and can be systemic through behaviour, policies, practices and cultures. Equally vital is to identify the EDI benefits for the workforce and business/service delivery which will ensure that the EDI strategy is positively framed to add value to the organisation.

Some users of the term equality have associated it with the idea of ‘sameness – same access or treatment’. However, this is a grossly inaccurate interpretation, as sameness is akin to ‘colour blind’ approaches – which can be discriminatory. Equality is not the same as equity (treating people equitably). Equity is concerned with the actions taken to achieve a state of equality of outcomes.

Diversity

Diversity is the differences in colour, ethnicity, abilities, age, gender, beliefs, interests, socioeconomic (class), marital or partnership status, sexual orientation, geographic, academic/professional backgrounds, opinions, backgrounds, thinking, experiences and many other characteristics

Diversity recognises that everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected, valued, promoted and celebrated. They may include, but are not limited to, differences protected by equalities law.

Research shows that diverse workforces are beneficial for decision making, innovation and problem solving as people bring a diverse range of backgrounds and experiences with them. However, it's important to note that just simple tolerance of difference and having a diverse workforce is not enough - people need to feel empowered, a sense of belonging, and feel safe to contribute their ideas and viewpoints and to achieve their full potential.

Inclusion

Inclusion is the practice of including people in a way that is fair for all, values everyone's differences, and empowers and enables each person to be themselves and achieve their full potential and thrive at work.

An inclusive workplace culture is one in which everyone feels that they belong through feeling safe in being themselves, that their contribution matters, policies and practices are fair and diverse range of people are supported to work together effectively.

To achieve genuine inclusion there must be positive action, including measures under the Equality Act 2010 to address past, present and potential discrimination and barriers to enable and empower:

- *Equal access*
- *Equal opportunities*
- *Equal treatment*
- *Equal resources*
- *Equal outcomes*
- *Equal impact*

The moral case for building fairer and more inclusive labour markets and workplaces is indisputable: recognising and valuing our identity, background or circumstance, we all have a right to the opportunity to develop our skills and talents to our full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for our work and have a meaningful voice on matters that affect us.

Why is EDI Important?

As well as complying with UK and European (still applicable at at June 2024) legislation, EDI is vital for the sustainability of businesses and economies. Everyone stands to benefit when we embrace and value the diversity of thoughts, ideas and ways of working that people from different backgrounds, experiences and identities bring to an organisation. So, organisations must ensure their people management approaches do not put any group at a disadvantage. The People Team are seen as the custodians of EDI policy and practice and therefore have the responsibility to ensuring that TCC meet their responsibilities in this crucial area.

TCC – Our EDI Objectives

EDI covers a magnitude of differences include visible and non-visible factors, for instance, personal characteristics such as background, culture, personality, work-style, accent and language. It's important to recognise that a 'one-size-fits all' approach to managing people does not achieve fairness and equality of opportunity and outcomes for everyone. People have different personal needs, values and beliefs. Good people management practice needs to be consistently fair but also flexible and inclusive to support both individual and business needs.

In the UK, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief/non-belief, sex and sexual orientation are 'protected characteristics' covered by discrimination law to give people protection against being treated unfairly.

Discrimination can:

- Impact an individual's wellbeing, performance at work and intention to stay.
- Adversely affect employment opportunities.
- Result in failure to recognise skills-based abilities, potential and experience.
- Result in significant legal costs, compensation and settlements paid to avoid defending expensive discrimination claims.

TCC Aspires to Drive the Following Inclusive Working Practices:

- When new policies/programmes or process are introduced, we will assess the impact on different groups of people, considering whether there is any potential for unjustified discrimination or missed opportunities to promote equality and greater inclusion, and if so, identify what could be done differently. This helps to build equality, diversity and inclusion into our work from the start.
- Learning Development – We will implement further development for all employees and they will undertake equality, diversity and inclusion learning in addition to the current e-learning courses, with webinars and face-to-face sessions. This will help raise awareness, deepen understanding and develop new skills among our teams.
- Survey/Feedback – including specific EDI questions into our company survey, asking for feedback from our employees.
- With the arrival of the Applicant Tracking System (ATS) in the Summer of 2025, which will automate recruitment, we will operate a name-blind recruitment policy. We will provide training for hiring managers for the interview process to ensure non-bias treatment. This will also cover gender/disability/LGBTQ. We will standardise interview questions and process to remove unconscious bias.
- We will strive to use analytics to determine which employees are paid too little for comparative responsibilities. This will result in a pay scaling/grading per role and then include tenure to build a chart to apply to the role regardless of class.
- Gender Hierarchy: Establish the number of HOD and above roles for men versus women and analyse which areas need promotion for either gender to achieve better balance. However, we will continue to ensure we retain a policy of best candidate for the job.
- Ethnicity: Advertising – drive marketing internally and externally need to include faces from all ethnicities.
- Accessibility: A review of all clubs for disabled access in all areas for members and employees. Survey disabilities within the group and assess whether we can offer practical help at work to improve disabled employees' environment.
- Continue to look at individual issues that affect men and women at work and provide a friendly policy e.g., for women, periods/menopause and for men, mental health.
- LGBTQ+: Update policies and guidelines with gender neutral language – update Employee Handbook and produce DEI related literature for employees to raise awareness.

If you have any questions about the TCC policy for our employees, please contact

the People team at hr@theclubcompany.com