



<b>DEPARTMENT</b>	PEOPLE
<b>POLICY/PROCEDURE</b>	EQUALITY, DIVERSITY & INCLUSION ACTION PLAN
<b>DATE OF ISSUE</b>	JULY 2025
<b>DATE OF REVIEW</b>	JUNE 2026
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## **INTRODUCTION**

This Action Plan sets out the Equality, Diversity, and Inclusion (“**EDI**”) objectives for Lincoln City Football Club (“the **Club**”) for the period 2025-26. These objectives support the Club’s commitment that all fans, players, staff, volunteers, visitors, and others we have contact with are treated fairly, equitably, and with dignity and respect.

At the heart of the Club are our values which include a set of guiding principles that highlight the fact that we are people-focused and that we value, respect, and recognise all aspects of EDI. This plan recognises the crucial role that our values and principles play in enabling the Club to achieve its overarching strategic aims and objectives.

EDI is intrinsic to everything we do and to every aspect of our fan, player, volunteer, and staff experience. This plan sets out our commitment to enhancing our practice within EDI and the protected characteristics within the Equality Act 2010, namely Age, Disability, Sex, Gender Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, and Sexual Orientation.

## **OBJECTIVES**

The Club’s EDI objectives are as follows:

1. Ensure that services are accessible and welcoming to all individuals and communities.
2. Employ a modern and diverse workforce and promote an organisational culture that values and cultivates diversity.
3. Celebrate and promote the diversity of our participants, staff, and volunteers; and
4. Prioritise equality, diversity, and inclusion based on evidence to help address key issues facing individuals and communities.



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**1. ENSURE THAT ALL FACILITIES AND SERVICES WHICH WE PROVIDE ARE ACCESSIBLE AND WELCOMING TO ALL INDIVIDUALS AND COMMUNITIES BY EMBEDDING EQUALITY, DIVERSITY, AND INCLUSION INTO ALL ASPECTS OF THE CLUB**

Objective	Action	Responsibility	Timescale	Measuring Success
1.1 Improve the accessibility of activities through appropriate facilities and staff engagement	<ol style="list-style-type: none"> <li>Review access and facilities within the Stadium in line with Level Playing Field audit.</li> <li>Accommodate needs and adjust for disabled staff and fans.</li> </ol>	Advisory Group, Director of Operations, Head of Governance and Compliance	30 June 2026	Actions taken to uptake work that has been outlined as necessary through the Access Audit conducted by Level Playing Field in April 2023. May take the form of a specific 'Access Audit Working Group'.
1.2 Develop a marketing and communications strategy to increase awareness of EDI	<ol style="list-style-type: none"> <li>Identify key dates to include within the marketing and match theme calendar.</li> <li>Collate opportunities to market to a range of different groups.</li> </ol>	Head of Marcoms, Head People & Talent Development, LCFC Foundation	30 September 2025	Cross-department work to ensure that pre-agreed dates in the match theme and marketing calendars are met with sufficient engagement in terms of content, activities and community work being done on the Club side.
1.3 Ensure that our policies and procedures are based on recognised models of best practice in relation to EDI	<ol style="list-style-type: none"> <li>Maintain existing policies in line with review dates.</li> <li>Review policies to ensure EDI is taken into consideration.</li> </ol>	Advisory Group and Head of People and Talent Development	30 June 2026	EDI is reflected across our policies moving forward and refers to the ongoing commitment. Policies are challenged when under review or construction by fulfilment of an equality impact assessment.



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1.4 Ensure accurate collection of participant data to ensure we can record relevant statistics	7. Annual Equality Monitoring Survey of fans and Board/staff 8. Produce Annual Equality Monitoring Report	Advisory Group and Head of Governance and Compliance	30 June 2026	This will reflect our work as a club to diversify and expand into wider communities, as well as allow us to identify key areas for development moving forwards.
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**2. EMPLOY A MODERN AND DIVERSE WORKFORCE AND PROMOTE AN ORGANISATIONAL CULTURE THAT VALUES AND CULTIVATES EQUALITY, DIVERSITY, AND INCLUSION**

Objective	Action	Responsibility	Timescale	Measuring Success
2.1 Deliver programme of EDI training to all board members and staff	1. All staff and board members are to receive EFL Playing for Inclusion training as part of their induction. To be pushed further as an ongoing strive for compliance. 2. Training to be delivered as part of a 3-year cycle. 3. Disseminate any updates through various channels. 4. Identify and deliver other forms of EDI training, e.g., modern slavery.	Advisory Group and Head of Governance and Compliance	30 June 2026	Enable and support staff and board members to be more confident and competent in recognising EDI issues. Maintaining this baseline education standard within staffing culture is the minimum requirement going forward, with other specific training to be delivered ad-hoc when identified to ensure that employees are given all the tools that they may need within the workplace.
2.2 Increase diversity of workforce	5. Identify a range of platforms to advertise jobs.	Advisory Group and Head of	30 June 2026	Fostering a culture of inclusion by promoting good practice, setting clear expectations and visibly



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	<p>6. Provide statistics on job applicants as part of annual Equality Monitoring Report.</p> <p>7. Promote positive recruitment of females, the disabled, and individuals from an ethnic minority background.</p>	People and Talent Development		<p>tackling behaviors that are unacceptable and discriminatory.</p> <p>Increased diversity of the workforce.</p> <p>Using outside specialists such as Global Sports Jobs and i-Recruit platform to ensure that the widest diversity of applicants can be achieved for vacancies within the Club.</p>
2.3 Increase diversity of the Board where appropriate.	8. Recruit directors who are female, from a non-white/ethnic minority background, and/or have a younger age profile where appropriate.	Advisory Group and Board	Ongoing	Whilst the board can already be considered as diverse as it currently is, increased diversity of Board would be deemed a success in future reviews. This would be measured through the annual equality monitoring survey.

### 3. CELEBRATE AND PROMOTE THE DIVERSITY OF OUR FANS, PLAYERS, AND STAFF

Objective	Action	Responsibility	Timescale	Measuring Success
3.1 Champion a diverse and inclusive culture and celebrate and promote EDI through relevant events, communications, and other engagement activities	1. Promote programmes and events within our external communications that support a wide range of communities, including female fans, younger	Internal and External Advisory Group, Head of Marcoms	30 June 2026	Increase in the number of stories, communications and promotion within EDI and connect with a wider range of groups to be supportive.



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	fans, and fans from the LGBTQ+ and non-white/British communities.			
3.2 Work towards achieving and being recognised within relevant Equality Standards	2. Meet and exceed the EFL Code of Practice Equality Standards	Advisory Group and Head of People and Talent Development	30 June 2026	Achieve the EFL Code of Practice accreditation at the first attempt and comply with both essential and desirable criteria.

#### 4. PRIORITISE EQUALITY, DIVERSITY AND INCLUSION BASED ON EVIDENCE TO HELP ADDRESS KEY ISSUES FACING INDIVIDUALS AND COMMUNITIES

Objective	Action	Responsibility	Timescale	Measuring Success
4.1 Establish opportunities for groups where a need is identified through local data or information within our key themes	1. Develop programmes specific to a group to address a need	Advisory Group	31 December 2025	Demonstrable evidence of information being used to generate engagement through clear and consistent examples in



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4.2 Undertake targeted engagement with community groups who can act as a sounding board, critical friend and consultation/promotion mechanisms	2. Identify key stakeholders to support in development of strategy	Advisory Group	31 December 2025	reports to the Board, Advisory Groups, and staff.
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