#allredallequal
Manchester United continues to progress its work in this essential area, specifically around the #allredallequal Equality Action Plan and continuing to integrate equality, diversity and inclusion throughout all areas of the business.

Since August 2016, the Club has set-up an Equality Committee; an executive management group responsible for leading equality from the very top of the organisation, in addition to a number of employee inclusion networks.
Manchester United continues to promote its activities and programmes via a number of media channels. The Club has just over 153m followers across its 12 social media platforms and an average of 5.4m monthly visitors to manutd.com. These channels are used to promote the Club’s equality, diversity and inclusion activities, particularly around #allredallequal.

Media Platforms

#ALLREDALLEQUAL IMPRESSIONS

160 MILLION+
Black History Month

Manchester United, in partnership with Kick It Out, held an event at Old Trafford in support of Black History Month. Over 100 pupils from Manchester United Foundation’s partner schools across Greater Manchester took part in the event involving interactive workshops and activities, including a presentation from former player Quinton Fortune.
International Day of Persons with Disabilities

Using its social media channels, the Club recognised International Day of Persons with Disabilities in December 2016 by teaching three players Glory, Glory Man United in British Sign Language.

<table>
<thead>
<tr>
<th>CAMPAIGN STATISTICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST TEAM PLAYERS</td>
<td>THREE</td>
</tr>
<tr>
<td>FACEBOOK SHARES</td>
<td>2,400</td>
</tr>
<tr>
<td>FACEBOOK VIEWS</td>
<td>64,000</td>
</tr>
</tbody>
</table>
Manchester United confirmed its plans to enhance facilities for disabled supporters in January 2017 in line with the recommendations of the Accessible Stadia Guide. The project provides over 300 new positions for disabled supporters, including the installation of the new wheelchair user platforms, the widening of vomitories, and new easy access seats for ambulant supporters.

CAMPAIGN STATISTICS

NEW ACCESSIBLE POSITIONS INTRODUCED: 300

UNIQUE CAMPAIGN VIEWS: 72,653
EFL Final Mosaic

At the EFL Cup Final fixture between Manchester United and Southampton on February 26th 2017, a fan mosaic was arranged, using the Club colours and spelling out Manchester United. Each bag that was held up included #allredallequal branding.

CAMPAIGN STATISTICS

MANCHESTER UNITED SUPPORTERS 32,814
In March 2017, Manchester United became the UK’s first football club to partner with leading LGBT charity, Stonewall. Through the partnership, Manchester United confirmed its membership as part of the TeamPride collection, helping to form opinions, share practice and influence behaviour by using the power of sport to harness the message of equality within the LGBT community.

**TeamPride**

In March 2017, Manchester United became the UK’s first football club to partner with leading LGBT charity, Stonewall. Through the partnership, Manchester United confirmed its membership as part of the TeamPride collection, helping to form opinions, share practice and influence behaviour by using the power of sport to harness the message of equality within the LGBT community.

**Campaign Statistics**

- **First UK club to partner with LGBT charity**: #1
- **Partnership announcement retweets**: 3,129

03/17
Level Playing Field
Weeks of Action

The Club continued its close relationship with access charity, Level Playing Field, promoting their Weeks of Action campaign in March 2017 and highlighting the #GameChangers initiative.

CAMPAIGN STATISTICS

TWITTER FOLLOWERS REACHED
18.3 MILLION

03/17
In March 2017, six internal Inclusion Networks were established with the aim of increasing awareness and engagement with Manchester United staff across all strands of equality.

The Inclusion Networks are now responsible for moving the Club forward in the different areas of equality, diversity and inclusion, both internally and externally.
In April 2017, the match against Swansea City was dedicated to the #allredallequal campaign.

**CAMPAIGN STATISTICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach of #allredallequal across social media</td>
<td>15.7 million</td>
</tr>
<tr>
<td>Television audience</td>
<td>16.4 million</td>
</tr>
<tr>
<td>Fans exposed to stadium branding</td>
<td>150,000</td>
</tr>
</tbody>
</table>

04/17
Call Full Time on Hate

Ahead of Manchester United’s fixture against Chelsea, the Club promoted Kick It Out’s Full Time on Hate Crime initiative, outlining the Club’s stance against offensive and discriminatory behaviour at Old Trafford.

CAMPAIGN STATISTICS

RETWEETS 392
MATCHDAY ATTENDANCE 75,272
Rainbow Laces Summit

Over 150 leaders in sport attended Stonewall’s Rainbow Laces Summit, hosted at Old Trafford. Richard Arnold, Group Managing Director, hosted a CEO’s round table discussion on the power of commercial partnerships and LGBT inclusion.
Partnership with Gay Star News

Through the Club’s partnership with Gay Star News, 20,000 bespoke posters were produced to promote the Club’s #allredallequal promise, in addition to sharing the One Love logo designed specifically for the Club’s work with the LGBT community.

Posters were provided across 8 Pride events throughout the Summer and were placed within 20,000 bags.

**Campaign Statistics**

<table>
<thead>
<tr>
<th>PRIDE EVENTS DISTRIBUTING POSTERS</th>
<th>EIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>BESPOKE POSTERS PRODUCED</td>
<td>20,000</td>
</tr>
</tbody>
</table>
Manchester United’s first home game of the season, against West Ham United, saw the opening of new accessible facilities for our disabled supporters. This has resulted in the introduction of lower counters, improved signage, dedicated entrances and additional accessible toilets.

<table>
<thead>
<tr>
<th>Campaign Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW ACCESSIBLE ENTRANCES</td>
<td>3</td>
</tr>
<tr>
<td>NEW ACCESSIBLE TOILETS</td>
<td>9</td>
</tr>
<tr>
<td>NEW ACCESSIBLE COUNTERS</td>
<td>3</td>
</tr>
</tbody>
</table>
Recognising the diversity of the Club’s global fan base, the Club engaged with match going supporters and featured them on the United Review handshake; an iconic image that has featured on the match day programme since 1950s.

**United Review: Player Handshake**

**CAMPAIGN STATISTICS**

<table>
<thead>
<tr>
<th>NUMBER OF SUPPORTERS FEATURED</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUMBER OF MATCHDAY PROGRAMMES DISTRIBUTED</td>
<td>450,000+</td>
</tr>
</tbody>
</table>
World Mental Health Day

The Club launched its Mentally Healthy Strategy on World Mental Health Day 2017, with a panel discussion taking place including representatives from Aon, State of Mind and Manchester United. Over 30 staff members attended the workshop.

CAMPAIGN STATISTICS

STAFF MEMBERS IN ATTENDANCE

30+
Black History Month

As part of the #AllRedsEquality campaign, Manchester United held an event at Loreto High School in support of Black History Month. Over 30 pupils from the school took part in a workshop with former player Quinton Fortune.

<table>
<thead>
<tr>
<th>Campaign Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Workshops Delivered</td>
</tr>
<tr>
<td>Pupils in Attendance</td>
</tr>
</tbody>
</table>
Inclusive Reds: United and Hannah

Hannah has cerebral palsy and started playing powerchair football in 2012, after her condition left her unable to play on her feet. She now plays for the Manchester United Powerchair team and is looking forward to a bright future.
In October 2017, Manchester United’s Group Managing Director, Richard Arnold, was named within the Leading 50 Ally Executives by OUTstanding, the charity which works alongside some of the biggest companies in the world, ensuring workplace equality and helping to eradicate discrimination, through a professional network of ideas and best practice.

OUTstanding Recognition List

In October 2017, Manchester United’s Group Managing Director, Richard Arnold, was named within the Leading 50 Ally Executives by OUTstanding, the charity which works alongside some of the biggest companies in the world, ensuring workplace equality and helping to eradicate discrimination, through a professional network of ideas and best practice.
Executive Sponsorship of Inclusion Networks

Following December’s Equality Committee Meeting, Executive Sponsorship of each Inclusion Network was confirmed. Executive Sponsors attend Inclusion Network meetings, providing advice, guidance and support on the group’s plans to embed equality, diversity and inclusion throughout the business.

**Campaign Statistics**

<table>
<thead>
<tr>
<th>Inclusion Networks</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sponsors</td>
<td>7</td>
</tr>
</tbody>
</table>
Launch of #allredallequal
Equality Monitoring Surveys

In February 2017, the #allredallequal equality monitoring surveys were launched, being sent to Permanent and Temporary Staff, Casual Workers, Stewards, U18, U23 and First Team Players, Executive Club Members, Official Members and Season Ticket Holders. There was an 54% average response rate across all groups.

**Campaign Statistics**

- **Average Response Rate**: 54%
- **Number of Responses**: 13,058
Manchester United Foundation and CP United FC

In March 2018, Manchester United Foundation launched its partnership with CP United FC. The partnership aims to provide a number of inclusive footballing opportunities for players across Greater Manchester.

CAMPAIGN STATISTICS

PARTICIPANTS ATTENDED 81
Ahead of the Club’s FA Cup fixture against Brighton, a communications strategy was developed to pro-actively address any instances of homophobic chanting that may take place during the game.

This included a website article, programme article, tannoy announcements and stewards and match day staff briefings.

**Manchester United v Brighton Hove and Albion**

**Campaign Statistics**

<table>
<thead>
<tr>
<th>Event</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matchday Attendance</td>
<td>74,421</td>
</tr>
<tr>
<td>Views on ManUtd.com</td>
<td>7,095</td>
</tr>
</tbody>
</table>

03/18
Virtual Stewarding Service

In March 2018, the match day reporting number was relaunched as a ‘Virtual Steward Service’, with the aim of encouraging the reporting of offensive and/or discriminatory behaviour at Old Trafford, ensuring that the Club provides an environment that is welcoming to all supporters regardless of their individual characteristics.

CAMPAIGN STATISTICS

VIEWS ON MANUTD.COM

271

03/18

MARCH 2019
Unified Football Tournament

Pupils from Manchester United Foundation partner schools across Greater Manchester teamed up with children from local Special Educational Needs (SEN) schools to take part in Unified Football; a 10-week training programme, culminating in a tournament at Manchester United’s iconic training ground, which was later aired on BBC’s Match of the Day.

<table>
<thead>
<tr>
<th>CAMPAIGN STATISTICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PARTICIPANTS INVOLVED</td>
<td>65</td>
</tr>
<tr>
<td>PARTNER SCHOOLS</td>
<td>4</td>
</tr>
<tr>
<td>SPECIAL EDUCATIONAL NEEDS SCHOOLS</td>
<td>3</td>
</tr>
</tbody>
</table>
On the 24th March 2018, Manchester United published its Gender Pay Report 2017, providing mandatory information on the Gender Pay Gap, as well including voluntary information including professional players.

The report contained essential information on the Club’s commitment to equality, the #allredallequal campaign and the Inclusion Networks.

**MEAN HOURLY PAY GAP**

37.8%

**MEDIAN HOURLY PAY GAP**

-7.4%
Manchester United v West Bromwich Albion

In April 2018, the Club’s match against West Bromwich Albion was dedicated to the #allredallequal campaign, which included stadium branding, centre circle branding, programme, website and social media content and collaboration with the Club’s equality partners.

**CAMPION STATISTICS**

**MATCHDAY ATTENDANCE**

75,095

03/18
Swiss watch maker and Club partner, TAG Heuer took the opportunity to present the TAG Heuer Connected Modular 45 Manchester United Special Edition on the final day of the 2017/18 season. Worn on the wrists of the team’s players before the match, the eleven watches are to be sold during charity auctions, the proceeds of which will be donated to the Manchester United Foundation.
Manchester United Women

In June 2018, the Club announced former international captain Casey Stoney as Head Coach of Manchester United Women, as the newly formed team began its journey in the FA Women’s Championship.
Outstanding Recognition List

For the second year running, Richard Arnold, Manchester United’s Group Managing Director was recognised by OUTstanding, the charity that works alongside some of the biggest companies in the world, ensuring workplace equality and helping to eradicate discrimination, through a professional network of ideas and best practice.

Campaign Statistics

Executive Ally List

Top 50

Times Named on List

2
#allredallequal
Charitable Giving Drive

The Club’s Multicultural Community Network, one of six Inclusion Networks in place at Manchester United, launched a Charitable Giving Drive internally, working with staff from across the business to donate clothes, food and sanitary products to two local charities; The Mustard Tree and Stretford Foodbank.

<table>
<thead>
<tr>
<th>Campaign Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items Donated</td>
</tr>
<tr>
<td>Charities Supported</td>
</tr>
</tbody>
</table>
Manchester United v Arsenal – Supporting Stonewall’s Rainbow Laces Campaign

During November’s fixture against Arsenal, the Club continued its support of LGBT inclusion charity Stonewall; dedicating the game to their Rainbow Laces initiative which included match day branding, as well as Chris Smalling donning a dedicated rainbow captain’s armband.

CAMPAIGN STATISTICS

ATTENDANCE

74,507
February 2019 saw the launch of Manchester United’s LGBT Supporters Group; Rainbow Devils. In an event led by the Club’s Pride Network, supporters, staff, partners and key stakeholders gathered to watch the Club’s win against Fulham and mark the launch of the group.

<table>
<thead>
<tr>
<th>Campaign Statistics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of LGBT Supporters’ Groups</td>
<td>1</td>
</tr>
</tbody>
</table>
International Women’s Day 2019

The Club’s Women’s Network came together with colleagues from Club partner adidas to mark International Women’s Day, in the first of several collaborative events between the two. Attendees heard from inspirational female leaders from both organisations and use the opportunity to interact, network and build lasting relationships.

<table>
<thead>
<tr>
<th>CAMPAIGN STATISTICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ATTENDEES</td>
<td>50+</td>
</tr>
<tr>
<td>SPEAKERS</td>
<td>3</td>
</tr>
</tbody>
</table>
In March 2019, Manchester United confirmed its commitment to ensure that disabled people and those with long term health conditions have the opportunities to fulfil their potential at the Club.

Signing up to the Government’s Disability Confident Scheme demonstrated the Club’s desire to ensure that Manchester United is a welcoming workplace to all.

CAMPAIGN STATISTICS

| DISABILITY CONFIDENT LEVEL | 1 |

Becoming Disability Confident Committed
Supporting Level Playing Field’s Weeks of Action Campaign

The Club used its fixture against Southampton in March to work with MUDSA to support disability access charity Level Playing Field, promoting their Weeks of Action campaign.

CAMPAIGN STATISTICS

MATCHDAY ATTENDANCE

74,459
Signing up to the Social Mobility Pledge

In March, Manchester United became the first professional football club to sign up to the Social Mobility Pledge, demonstrating its commitment to accessing and progressing talent from all backgrounds and highlighting its aims to improve Social Mobility in the UK.

CAMPAIGN STATISTICS

NUMBER OF FOOTBALL CLUBS SIGNED UP TO SOCIAL MOBILITY PLEDGE

1
No Room for Racism

Ahead of the game against Watford, the Club supported the Premier League’s No Room For Racism campaign, with players lining up in front of dedicated branding and official online channels lending their support to the initiative.

CAMPAIGN STATISTICS

ATTENDANCE

75,543
To find more about the Club’s work in this area, use the hashtag #allredallequal

or visit

www.manutd.com/allredallequal