

#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.



### **Media Platforms**

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.

ENGAGEMEN

#ALLREDALLEQUAL IMPRESSIONS

160 MILLION+







### **Black History Month**

Manchester United, in partnership with Kick It Out, held an event at Old Trafford event involving interactive workshops in support of Black History Month. Over 100 pupils from Manchester United Foundation's partner schools across

Greater Manchester took part in the and activities, including a presentation from former player Quinton Fortune.

PUPILS FROM PARTNER SCHOOLS

100+

10/16









## **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.

CAMPAIGN STATISTICS	
FIRST TEAM PLAYERS	THREE
FACEBOOK SHARES	2,400
FACEBOOK VIEWS	64,000

12/16









### **Home for All Reds**

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.

UNIQUE CAMPAIGN VIEWS	72,653
NEW ACCESSIBLE POSITIONS INTRODUCED	300
CAMPAIGN STATISTICS	

01/17







### **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 STATIST

MANCHESTER UNITED SUPPORTERS

32,814

02/17



EQUALITY ACHIEVEMENTS 2016-2019 <u>16</u>

### **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 STATISTIC

FIRST UK CLUB TO PARTNER WITH LGBT CHARITY

#

PARTNERSHIP ANNOUNCEMENT RETWEETS

3,129

03/17



EQUALITY ACHIEVEMENTS 2016-2019 <u>18</u>

## **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



### **Inclusion Networks**

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.

ETHNIC DIVERSITY NETWORK

MULTICULTURAL COMMUNITY NETWORK

PARENT AND CARERS NETWORK

PRIDE NETWORK

WOMEN'S NETWORK

WORKABILITY NETWORK

03/17

OCTOBER 2016









## #allredallequal

In April 2017, the match against Swansea City was dedicated to the #allredallequal campaign.

		STATI	

REACH OF #allredallequal ACROSS SOCIAL MEDIA	15.7 MILLION
TELEVISION AUDIENCE	16.4 MILLION
FANS EXPOSED TO STADIUM BRANDING	150,000

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.

MATCHDAY ATTENDANCE	75 979
RETWEETS	392
CAMPAIGN STATISTICS	

04/17





### **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.

CAMPAIGN STATISTICS

LEADERS IN SPORT IN ATTENDANCE

150 +

04/17

OCTOBER 2016 MARGM 2019



# 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	
PRIDE EVENTS DISTRIBUTING POSTERS	EIGHT
BESPOKE POSTERS PRODUCED	20,000

04/17





## Accessible Stadia Guide Implementation Plan

Manchester United's first home game of the season, against West Ham United, saw the opening of new accessible entrance facilities for our disabled supporters. This toilets.

has resulted in the introduction of lower counters, improved signage, dedicated entrances and additional accessible toilets.

CAMPAIGN STATISTICS	
NEW ACCESSIBLE ENTRANCES	3
NEW ACCESSIBLE TOILETS	S
NEW ACCESSIBLE COUNTERS	3

09/17



# **United Review: Player Handshake**

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.

CAMPAIGN STATISTICS	
NUMBER OF SUPPORTERS FEATURED	10
NUMBER OF MATCHDAY PROGRAMMES DISTRIBUTED	450,000+

09/17



## **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 STATISTIC

STAFF MEMBERS IN ATTENDANCE

30+

09/17



## **Black History Month**

As part of the #allredallequal 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.

CAMPAIGN STATISTICS	
NUMBER OF WORKSHOPS DELIVERED	
PUPILS IN ATTENDANCE	30-

10/17



## **Inclusive Reds: United and Hannah**

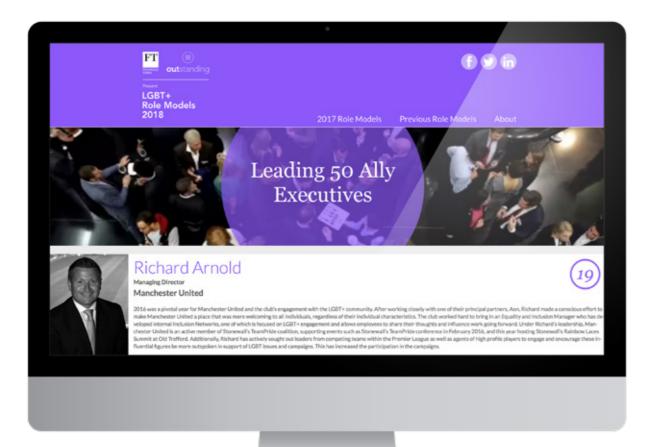
Hannah has cerebral palsy and started playing powerchair football in 2012, after her condition left her unable to play on her feet. She now plays for the Manchester United Powerchair team and is looking forward to a bright future.

CAMPAIGN STATISTICS

POWERCHAIR PLAYERS

14

10/17



# 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.

CAMPAIGN STATISTIC

EXECUTIVE ALLY LIST

**TOP 50** 

10/17





## **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	
INCLUSION NETWORKS	6
EXECUTIVE SPONSORS	7

OCTOBER 2016 MARCH 2019

12/17





SURVEY fallredallequal



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EQUALITY ACHIEVEMENTS 2016-2019

## 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

12/17



## **Manchester United Foundation and CP United FC**

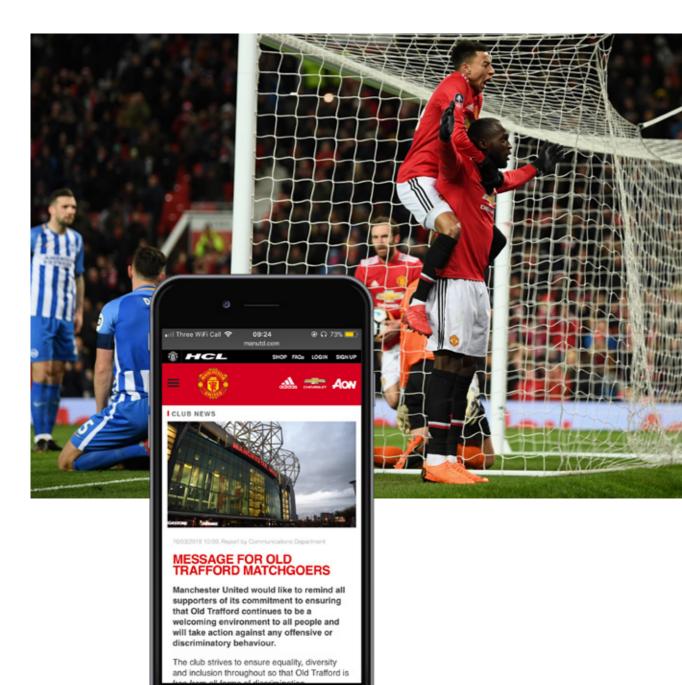
In March 2018, Manchester United Foundation launched its partnership with CP United FC. The partnership aims to provide a number of inclusive footballing opportunities for players across Greater Manchester.

CAMPAIGN STATISTICS

PARTICIPANTS ATTENDED

81

03/18



## Manchester United v Brighton Hove and Albion

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.

CAMPAIGN STATISTICS	
MATCHDAY ATTENDANCE	74,421
VIEWS ON MANUTD.COM	7,095

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 STATISTI

VIEWS ON MANUTD.COM

271

03/18



### **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.

SPECIAL EDUCATIONAL NEEDS SCHOOLS	3
PARTNER SCHOOLS	4
PARTICIPANTS INVOLVED	65
CAMPAIGN STATISTICS	

03/18

### 2017 Gender Pay Gap Results (1 of 2)

Manchester United in the UK is made up of various trading entities. The regulations require businesses with 250 or more employees to report their Gender Pay Gap.

For 2017, only Manchester United Limited was in scope of this requirement, therefore the results below do not include Manchester United Football Club Limited, MU RAMI. Ltd or MUTY Ltd

Median Hourly Pay Bonus Payments

### Gender Pay Gap Results for Manchester United Limited



There is a gender pay gap There is a median pay Recomble to men due to gap favourable to a proportionalidy higher women which reflects a amount of men in senior management positions male staff receiving which generally attract comparatively lower higher earnings. earnings.

-7.4%

roles which generally attract higher value

by a higher proportion of men in more senior



gap is favourable to women, influenced by a larger proportion of men in casual match day roles where bonus payments are not typically made or form a smaller part of

ownall remuneration.

### Who Receives a Bonus?

Ordinarily, all permanent and temperary directly employed employees are eligible to receive an annual bonus based on their individual performance and also certain Casual motch day receive bonuses, albeit this torms a smaller part of overall remuneration.

As a greater proportion of our match day staff are male and, with a high volume of smaller bonuses awarded, it has resulted in a comparatively larger proportion of men receiving a bonus.



### Pay Quartiles



Our workforce composition is made up of more men than women. Our pay quartiles reflect that this is evenly distributed across all levels of our organisation and not just concentrated at senior levels.

However, we do recognise that having more men in senior positions than women impacts our gender pay and bonus gap.

NB. A negative number indicates that women on average carn more than men.

**EQUALITY ACHIEVEMENTS 2016-2019** 

### **Gender Pay Report 2017**

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.

CAMPAIGN STATISTICS	
MEAN HOURLY PAY GAP	37.8%
MEDIAN HOURLY PAY GAP	-7.4%

03/18



## **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.

CAMPAIGN STATISTICS

MATCHDAY ATTENDANCE

75,095

03/18



## **TAG Heuer Connected Modular 45**

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.

CAMPAIGN STATISTIC

NUMBER OF TAG HEUER SPECIAL EDITION WATCHES

11

05/18



### **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.

CAMPAIGN STATISTICS

PLAYERS 21

06/18



# 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.

EXECUTIVE ALLY LIST TOP 50

TIMES NAMED ON LIST 2

10/18







## #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.

ITEMS DONATED 350KG

CHARITIES SUPPORTED 2

11/18

E/RO.ET



the Club continued its support of LGBT inclusion charity Stonewall; dedicating the game to their Rainbow Laces initiative

During November's fixture against Arsenal, which included match day branding, as well as Chris Smalling donning a dedicated rainbow captain's armband.

CAMPAIGN STATISTICS

74,507 ATTENDANCE

12/18

OCTOBER 2016



### **The Launch of Rainbow Devils**

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.

CAMPAIGN STATISTICS

NUMBER OF LGBT SUPPORTERS' GROUPS

02/19

















### **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.

CAMPAIGN STATISTICS	
ATTENDEES	50 <del>+</del>
SPEAKERS	3

03/19

<u>70</u>



## **Becoming Disability Confident Committed**

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 STATISTIC

DISABILITY CONFIDENT LEVEL

03/19

## Level Playing Field



EQUALITY ACHIEVEMENTS 2016-2019 T4

## **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 STATISTIC

MATCHDAY ATTENDANCE

74,459

03/19



## 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

03/19



### **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

4TTENDANCE 75,543

03/19

To find more about the Club's work in this area, use the hashtag

#allredallequal

or visit

www.manutd.com/allredallequal

