

Respect policy (EDI, Bullying, Disciplinary)

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RESPECT POLICY

1. Purpose

At Fair Game UK we take inclusion and diversity seriously. We believe that creating and supporting each other in an environment that is respectful and free of all forms of discrimination, victimisation, bullying/harassment, sexual harassment, physical violence, is critical for us to live our organisation's values: Fairness & Integrity, Open & Transparent, Collaborative & Engaging, Guided by Experts, Community-focused & Inclusive.

We have an ethical and legal responsibility to celebrate and champion equality and diversity. A respectful working and volunteering environment requires the cooperation and support of all our people and other stakeholders, by setting a positive example. Disrespectful behaviour such as discrimination, victimisation, bullying/harassment, sexual harassment, physical violence, or any attempt towards the inclusion of our members or community will not be tolerated.

2. Introduction

2.1 Fair Game UK's aim is to ensure football clubs are sustainable and competitive business with a long-term vision. Communities can massively benefit from their football clubs, and we believe that diversity and inclusivity must be at the heart of fan engagement.

2.2 The organisation is committed to recognising that everyone is different, valuing equally and the unique contribution that each volunteer brings in terms of experience, knowledge, and skills.

2.3 Fair Game UK is committed to promoting the values of equality of opportunity, diversity, and inclusivity. We will work closely with UK volunteers to ensure equality, diversity, and inclusivity (EDI) is embedded both at all levels of our organisation and in the football communities that we support.

2.4 The principles of non-discrimination and equality of opportunity also apply to the way in which volunteers treat visitors, clients, customers, suppliers, and former volunteers. We expect all our people to be accountable for equality, diversity, and inclusion at Fair Game UK. It is only by working together that we can ensure that everyone can perform at our best and that we can better support the football communities.

2.5 This policy reflects that we see equality, diversity and inclusion are an integral part of Fair Game UK. As a UK public sector organisation, we are fully committed to our legal obligations under the [Equality Act 2010](#) legislation and the Public Sector Equality Duty. It sets how we treat all volunteers, contractors, academics, advisors, members of football clubs, and other stakeholders with dignity, fairness, and respect. This is regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex, or sexual orientation (protected characteristics).

2.6 Any volunteer who experiences or witnesses behaviour in violation of the previous points is encouraged to address it using the process outlined in this policy. More serious forms of inappropriate behaviour (discrimination, victimisation, bullying/harassment, sexual harassment, or physical violence) should be reported immediately to an appropriate reporting contact.

3. Policy statement

Aims

3.1 This policy sets out our commitment to:

- A Fair Game UK that is free from discrimination and prejudice
- Ensure a transparent, consistent, and robust approach towards Equality, Diversity, and Inclusion (EDI) in its governance, decision-making, policies, practices, and processes
- Address barriers to equality and diversity in football and encourage the development of programme content to enhance the diversity of its component disciplines

- Immediately address any observed or advised serious forms of inappropriate behaviour (discrimination, victimisation, bullying/harassment, sexual harassment, or physical violence) even if a formal complaint has not been made to address it
- Comply with UK equalities legislation and our other external obligations including equality standards set by contracts, regulatory requirements, accreditations and good practice schemes
- Achieve a governance system within Fair Game which is representative, diverse and inclusive
- Ensure that we attract and retain people from the widest possible diversity of backgrounds and experiences to and at all levels of the organisation
- Build a strong evidence base, including of good practice, to promote EDI in football with the participation of relevant stakeholders
- Position ourselves as a leading voice for EDI in football
- This policy does not limit the supervisory team right to manage. Performance reviews, work assignment and evaluation, and disciplinary measures taken by the employer for any valid reason do not constitute disrespectful behaviour, discrimination, victimisation, bullying/harassment, sexual harassment, or physical violence.

Scope

3.2 This policy applies to:

- All our people including volunteers and delegates of Fair Game UK at all levels
- Working with third-party UK providers and partners. This includes recruitment and selection, learning and development, opportunities for promotion, conduct at work and termination of service.

4. Our Standards

4.1 No unlawful discrimination, victimisation, bullying/harassment, sexual harassment, or physical violence conducts shall occur in the support and management of our volunteers and delivery of our services, and all decisions shall be objective and fair with individual circumstances taken into account

4.2 Our services will take a person-centred approach, and diversity considerations will be incorporated into processes and delivery to ensure that all our services are accessible to all; we prevent discrimination, and we protect the dignity of our service users

4.3 We expect all our people will use appropriately inclusive language and behave in a way that will uphold the dignity of colleagues, service users, and stakeholders

4.4 We commit to providing and supporting channels for our people to have their voices heard. This includes opportunities to network with one another, and feedback to organisational proposals

4.5 Create a working environment that values difference and is free from prohibited discrimination, victimisation, bullying/harassment, sexual harassment, or physical violence. Any individual who experiences or witnesses' discrimination or harassment is encouraged to

report it. All complaints will be taken seriously, promptly, and thoroughly investigated, and dealt with in a sensitive and respectful manner

4.6 The portrayal of under-represented groups within our campaigns and materials should be balanced, and not reinforce stereotypes

4.7 We will ensure that fundraising practices do not put pressure on or take advantage of people in vulnerable circumstances, specifically adhering to relevant recommendations of the Fundraising Regulator when we fundraise from individuals.

5. Laws and regulations

This policy ensures our compliance with the requirements of relevant UK legislation including the [Equality Act 2010](#) legislation.

6. Priorities

In the context of our long-term commitment to EDI we have identified some aspects that need to be addressed as a matter of priority including further diversifying our governance structures and volunteer base to more accurately reflect the diversity of UK society.

7. Behavioural concerns reporting

A tool has been developed to address the resolution methods for a spectrum of behaviours that vary in severity, which includes:

- Examples of inappropriate behaviour
- A description of informal and formal resolution options
- Further information about restoration

This tool may be used whether inappropriate behaviour is exhibited by all our people (volunteers, delegates and all colleagues working on our behalf).

Behaviour can be deemed inappropriate even if a volunteer did not intend it to be.

Step 1: Assessing the options available:

The charts below provide examples demonstrating a spectrum of behaviour, where volunteers engage in positive and respectful behaviour, or sample behaviours of harassment/bullying, sexual harassment, or physical violence (the examples listed are not intended to be an exhaustive list). There are a number of reporting options available for volunteers to access when inappropriate behaviour has been experienced. These intend to make volunteers feel more comfortable coming forward and raising concerns to ensure that inappropriate behaviour stops.

- **Respectful behaviours:**

Respectful Behaviour Example	Resolution for Respectful Behaviour
<ul style="list-style-type: none"> · Diversity · Inclusivity · Dignity · Equality · Promotion of positive communication · Enhancement of collaborative working relationships · Respects professional boundaries 	N/A

- **Disrespectful behaviours:**

Disrespectful Behaviour Examples	Resolution for Disrespectful Behaviour
<ul style="list-style-type: none"> · Not valuing diversity, inclusion, dignity, fairness, and equality · Disruptive to positive communication, courteous conduct, and collaborative working relationships · Interruptions · Rudeness · Concerns with language · Unprofessional jokes/sarcasm · Gossips <p>(More objectionable and severe forms of disrespectful behaviour are considered harassment and/or bullying)</p>	<p>Informal resolution is typically recommended. This can be a quicker, more effective method of resolving disrespect and/or issues of interpersonal conflict.</p> <p>Options include:</p> <ul style="list-style-type: none"> · Communicating with the other person directly · Resolving with the support of the supervisor or another level of management · Resolving through a group meeting (anonymous) · Resolving through mediation (third party) <p>If disrespectful behaviour continues after informal resolution is used, then formal resolution may be required.</p>

- **Inappropriate behaviours:**

Harassment/Bullying Examples	Resolution for Harassment/Bullying
<p>Harassment:</p> <ul style="list-style-type: none"> · Objectionable conduct that creates a risk to the health of a worker · Conduct is objectionable if it is based on race, creed, religion, colour, sex, sexual orientation, gender-determined characteristics, marital status, family status, source of income, political belief, political association, political activity, disability, physical size or weight, age, nationality, ancestry, or place of origin. <p>Bullying behaviour:</p> <ul style="list-style-type: none"> · This behaviour includes severe conduct that adversely affects a person's psychological or physical well-being. Conduct is considered severe if it is: <ul style="list-style-type: none"> · repeated humiliation, hostility, intimidation, or retaliation that adversely affects a person's psychological or physical well-being; or · a single instance so serious that it has a lasting, harmful effect on a person. 	<p>Formal resolution is typically recommended. Complaints can be reported immediately to a member of the Directors team. Informal resolution can be considered in less severe cases.</p>

<ul style="list-style-type: none"> · Harassment may be written, verbal, physical, online or electronic, a gesture or display, or any combination of these. It may happen only once, but often happens repeatedly. 	
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Sexual Harassment Examples (Based on sex, gender, or sexual orientation)	Resolution for Sexual Harassment
<ul style="list-style-type: none"> · Behaviour that creates or permits a sexualized or sexually charged, or a negative / poisoned work atmosphere · Abusive remarks, gossips or behaviours based on sex, gender, or sexual orientation · Inappropriate physical contact (touching, patting, pinching, caressing, kissing, fondling) · Objectionable and unwelcome sexual solicitations or advances · A reprisal, retaliation, or threat of retaliation for rejecting a sexual solicitation or advance · Abuse of authority (soliciting a sexual or romantic relationship from subordinate, making social invitations with sexual overtones to a subordinate) · A reprisal or threat of reprisal for filing a sexual harassment complaint · Sexual harassment may be written, verbal, physical, online, or electronic, a gesture or display, or any combination of these. 	<p>Formal resolution is recommended. Complaints can be reported immediately to Niall Cooper, or another Director.</p> <ul style="list-style-type: none"> · An informal approach is not appropriate in certain situations (where safety is a concern or where power dynamics create a barrier to addressing the situation). Informal resolution can be considered based on the complainant’s preference after being advised of the different options. · Supervisors must notify the CEO of all complaints of sexual harassment.

Physical Violence Examples	Resolution for Physical Violence
<ul style="list-style-type: none"> · Attempted or actual exercise of physical force against a person · Threatening statement or behaviour that gives a person reasonable cause to believe that physical force or sexual assault will be used against the person · Stalking or sharing of explicit images without consent. 	<p>If a volunteer finds themselves a victim of behaviour that is criminal in nature, they are encouraged to immediately report the issue to the appropriate law enforcement body.</p> <p>Formal resolution is also required if the inappropriate behaviour occurred at work. The CEO must be contacted immediately.</p>

Step 2: Addressing Inappropriate Behaviour

Volunteers can address inappropriate behaviour using either informal or formal resolution. If a volunteer is not comfortable addressing the situation informally, or for more severe forms of inappropriate behaviour (see reference chart above), then formal resolution should be considered. Please note the following important points:

2.1 If you observe inappropriate behaviour

Volunteers who witness inappropriate behaviour may also use informal or formal resolution options:

- **Documentation**

Volunteers (including witnesses and supervisors made aware of concerns) are encouraged to document concerns and any action taken (e.g. dates, details of the incident/discussion, witnesses if applicable). Documentation may be helpful in the event that concerns continue and formal resolution is required.

A supervisor receiving a complaint of **sexual harassment** must report it immediately to the CEO.

- **Requesting that no action be taken**

A situation cannot be improved if a volunteer raises concerns with their supervisor, but then asks that nothing be done to address it. If a supervisor is informed of sexual harassment, harassment, bullying or physical violence, they are required to address it. As well as protecting the volunteer themselves, this is also about protecting other volunteers from future occurrences.

2.2 Informal Resolution

A number of informal resolution options exist to address behaviour. The informal approach can be a quicker and more effective method at resolving disrespectful behaviour and/or minor issues of interpersonal conflict. This approach focuses on collaboration and problem-solving rather than focusing on who is right and who is wrong. This approach can also empower individuals to focus on working together to find solutions that support a respectful working relationship moving forward. Options include:

- **Communicating with the other person directly**

A volunteer experiencing inappropriate behaviour (complainant) may approach the person who made them feel uncomfortable (respondent), either in-person or in writing, to advise that the behaviour is unwelcome. The complainant may explain how their behaviour affected them and request that the behaviour stop. The respondent may not realize the impact of their behaviour and the feedback gives them the opportunity to change their actions.

Should a volunteer require advice or support on how to approach the respondent, they may access additional training and resources here.

- **Resolving with the support of the supervisor or another level of management**

If a volunteer / complainant does not feel comfortable speaking to the respondent, a volunteer can discuss their concerns with their supervisor (verbally or in writing) to get the supervisor's advice or support. If the concern involves the supervisor, or the volunteer does not feel comfortable approaching the supervisor, they may contact another level of management.

The complainant and supervisor can discuss informal options such as:

- The supervisor meeting with the respondent to advise them of the concern(s), hear their perspective and clarify expectations moving forward

- The supervisor meeting with all parties involved to discuss the issue together (e.g. facilitated discussion with the complainant, respondent and supervisor)
- In this situation, it is best for the respondent to be aware of the nature of the discussion in advance, so they are not caught off guard. This will aide in the discussion and support a more positive outcome.

- **Resolving through a group meeting (anonymous)**

In this option, the volunteer can approach the supervisor and make them aware of the concern of disrespect. The supervisor can then discuss expectations of behaviour more generally at a staff meeting or in a written document to staff outlining expected behaviour. This option would support anonymity, as the staff and respondent may not know a specific concern has been raised; rather, the conversation would serve as a reminder to all volunteers of expectations of a respectful organisation.

- **Resolving through mediation (third party)**

This option uses the assistance of a trained neutral third party to attempt to resolve the concerns and to build agreement on future interactions. The focus is on restoring the relationship and not on finding fault of either party.

2.3 Formal Resolution

This form of resolution is typically used:

- For more serious cases of inappropriate behaviour (sexual harassment, harassment/bullying, physical violence), and/or
- When informal resolution is unsuccessful (e.g. inappropriate behavior continues)

How to address inappropriate behaviour through formal resolution

2.3.1 Make a formal complaint

Volunteers experiencing inappropriate behaviour or witnesses who have observed inappropriate behaviour can make a formal complaint at any time, regardless of when an incident may have occurred. Complainants are encouraged to report incidents as soon as possible after they occur as this assists with the ability to investigate and/or address the issue.

A complaint can be made verbally or in writing to an appropriate reporting contact either to their supervisor or to the CEO.

2.3.2 Complaint is received

The individual receiving the formal complaint will have an initial conversation with the complainant to discuss their concerns and identify any additional safety measures or supports that may be needed.

If a complaint has been received verbally, the reporting contact will document the complaint and have the complainant review and sign the complaint to ensure the information has been accurately captured.

2.3.3 The CEO is notified

The reporting contact will contact the CEO who will assist with determining if a formal investigation and formal resolution is required or if informal resolution is most appropriate to resolve the concern. Not every formal complaint will warrant formal resolution.

Reminder: All complaints of sexual harassment must be reported immediately to the CEO.

2.3.4 Complaint is updated

The complainant will be provided an update by the reporting contact or the CEO, generally within five to seven business days of the complaint being received. If it is determined that formal resolution will not be taken, then informal resolution options will be discussed and explored with the complainant in more detail.

2.3.5. Formal investigation begins (if applicable)

If a formal investigation is needed, separate meetings will be scheduled with the complainant, respondent and witnesses (if applicable) to gather information. A formal investigation may be led by the CEO or an independent investigator. The complainant, respondent and/or witnesses may bring in a support person to an investigation meeting.

2.3.6. A decision is made about allegations

The individual(s) leading the investigation will make a recommendation as to whether the allegations are founded or unfounded.

Disciplinary Action is action that may be taken at the conclusion of formal resolution when a volunteer has been found to engage in activities contrary to policy. Each situation is individually assessed to determine the appropriate level of discipline based on a number of factors (e.g. severity of the incident). Employers are responsible for determining the appropriate level of discipline. Disciplinary action may include:

- Written reprimand
- Immediate termination of volunteering for cause and without notice

2.3.7. Results of the investigation are communicated

Following the conclusion of an investigation, the complainant and the respondent will be advised of the results of the investigation in writing (e.g. whether the allegation was substantiated), while respecting privacy.

The specific details of any discipline administered will not be provided to the complainant or any witness interviewed in the investigation, only confirmation that appropriate action has been taken.

2.3.8. Further restoration measures are implemented

At the conclusion of formal resolution, the supervisor is responsible for ensuring restoration.

Step 3: Ensuring Restoration

At the conclusion of formal resolution, the supervisor is responsible for ensuring there are restoration measures in place to support a respectful organisation moving forward. This

may include ensuring restoration for the:

- Complainant
- Respondent
- Other parties impacted (e.g. witnesses, other members of the team)

A minimum of two steps are required to ensure restoration:

1. Post-incident supports are offered
2. Post-incident monitoring occurs

Supervisors may discuss restoration with the CEO for general advice and guidance.

3.1 Post-Incident Supports

At the conclusion of formal resolution, the supervisor of the complainant (or another level of management if the complaint was against the supervisor) is responsible for meeting with the complainant to explore additional restoration supports they may require. The supervisor of the respondent is also responsible for having a similar conversation with their volunteer. These discussions are required regardless of whether the allegations are founded or unfounded as the goal is to ensure volunteers have the appropriate resources to move forward constructively. A list of post-incident supports which can also help with the restoration can be found here.

The informal resolution options listed here can also be used to assist with restoration after and allegation has been resolved.

Not all resources noted are appropriate in all situations. Suitable options will vary based on the comfort level of the complainant and the circumstances of the situation.

3.2 Post-Incident Monitoring

The supervisor(s) of the complainant and respondent is also responsible for post-incident monitoring to ensure there are no further issues of inappropriate behaviour and to ensure there is a harassment-free organisation. Monitoring involves follow-up with the complainant to see if there has been a recurrence of any inappropriate behaviour and/or acts of reprisals, and follow-up with the respondent where appropriate to see if they have any questions moving forward. Supervisors are to document monitoring efforts made as well as the results of such monitoring.

Volunteers are also encouraged to immediately report to their supervisor or a reporting contact if concerns continue or if they believe they are being retaliated against by any individual.

8. Review and maintenance

The Respect Policy was approved in September 2022. It is next due to be reviewed in September 2024.

9. Appendices

Appendix 1: Glossary

A.1. Glossary

Definitions of equality, diversity, and inclusion (EDI) terms used by Fair Game UK.

Accountability

Ways individuals and communities hold themselves to their goals and actions, while acknowledging the values and groups to which they are responsible.

Anti-oppression

Recognising oppressions that exist in society and ways to mitigate their effects to equalise the power imbalance in communities.

Anti-racism

To actively oppose racism by advocating for political, economic, and social change.

Anti-sectarianism

The prevention of sectarianism, which is created over time through consistent social, cultural, and political habits, leading to the formation of group solidarity that is dependent on inclusion and exclusion.

Bias

A prejudice against groups or individuals that are not similar to yourself or showing preference for people that are similar to yourself.

Bullying

Behaviour that is intended to hurt someone either emotionally or physically and is often aimed at certain people or groups.

Bystander intervention

The ability to recognise a potentially harmful situation or interaction and choosing to respond in a way that could positively influence the outcome.

Direct discrimination

Occurs when someone is treated less favourably because of one or more of the protected characteristics set out above. For example, rejecting an applicant on the grounds of their race because they would not “fit in” would be direct discrimination.

Disability

A physical or mental impairment that has a substantial and long-term adverse effect on a person’s ability to carry out normal day-to-day activities. A wide range of physical, mental, and sensory impairments are covered under this definition.

Discrimination

By or against a volunteer is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect and it may occur intentionally or unintentionally.

Diversity

Individual differences between groups based on:

- abilities
- age
- disability
- learning styles
- life experiences
- neurodiversity
- race or ethnicity
- class
- gender
- sexual orientation
- country of origin
- cultural
- political or religious affiliation
- any other difference that exists.

Equality

Treating everyone the same and giving everyone access to the same opportunities.

Equity

Creating fair access, opportunity, and advancement for people from under-represented groups.

Harassment

Unwanted behaviour that is offensive, intimidating or humiliating. It can happen on its own or alongside other forms of discrimination.

Harassment related to any of the protected characteristics is prohibited. Harassment is unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment is dealt with further in our Anti-harassment and Bullying Policy.

Inclusion

The process of bringing people that are traditionally excluded into decision-making processes, activities, or positions of power. It enables individuals or groups to feel safe, respected, motivated, and engaged.

Indirect discrimination

Occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage.

Intersectionality

The intertwining of social identities like gender, race, ethnicity, social class, religion, sexual orientation, or gender identity that causes unique opportunities, barriers, experiences, or social inequality.

LGBTQ+

Stands for lesbian, gay, bisexual, transgender, queer (or sometimes questioning) and others. The 'plus' represents other gender identities and sexual orientations that are not specifically covered by the five initials.

Lived experience

The representation of the experiences and choices of a given person, and the knowledge that they gain from these experiences and choices.

Microaggression

Daily behaviour (verbal or nonverbal) that communicates hostile or negative insults towards a group, either intentionally or unintentionally.

Neurodiversity

Where neurological differences are recognised and respected as any other human variation. These differences can include, among others:

- dyspraxia
- dyslexia
- attention deficit hyperactivity disorder (ADHD)
- dyscalculia
- autistic spectrum
- Tourette's syndrome.

Oppression

Systemic and institutional abuse of power by a dominant or privileged group at the expense of targeted, less privileged, groups.

Positive action

The practice of increasing opportunities to underrepresented parts of society. Positive action involves taking targeted steps to address underrepresentation or disadvantage experienced by people with characteristics protected by the Equality Act 2010.

Racism

Prejudice, discrimination, or antagonism directed against someone on the basis of their membership of a particular racial or ethnic group.

Reasonable adjustments

The legal need to take positive steps to remove barriers faced due to disability.

Safe space

A place where people can feel confident and be comfortable expressing themselves without fear or exposure to discrimination, criticism, harassment or any other physical or emotional harm.

Systemic

Something that affects the whole and not just parts of a system.

Under-represented group

A person or group of people who are insufficiently or inadequately represented (holding a smaller percentage within a significant subgroup than the subset holds in the general population).

Victimisation

A less favourable treatment of someone who has complained or given information about discrimination or harassment or supported someone else's complaint.