

Diversity & Inclusion Action Plan 2025 - 2028

UK & Ireland 2028 Limited Diversity & Inclusion Action Plan 2025

Diversity & Inclusion Plan – Purpose & Pledge

A joint message from our Chair, Debbie Hewitt, and our Managing Director, Chris Bryant:

As the local organising committee of EURO 2028, we are a time-bound organisation offering significant employment opportunities over the coming years. This presents a unique chance to develop and implement impactful Equality, Diversity & Inclusion (EDI) initiatives that align with our mission and operational timeline.

We recognise that diverse identities, lived experiences, and perspectives enrich our organisation, strengthening decision-making and drive innovation. We are committed to ensuring all communities across our eight Host Cities* have fair and equitable access to opportunities within our organisation—whether through employment or volunteering across the tournament.

We pledge to build a workplace where every team member is treated with dignity and respect, and where all voices are heard, valued, and actively influence the organisation's success.

The following Diversity & Inclusion Action Plan outlines how we will fulfil this commitment. We aim to strengthen representation, remove barriers to participation, and embed inclusivity into every aspect of our work. Whilst ambitious, we believe that these goals are achievable through a culture and practices that have EDI at the core of everything that we do.

As our organisation evolves over the next coming years, this plan will grow with us, with an updated action plan each year. Our Board will conduct annual reviews to assess progress, ensuring we remain transparent about our progress and accountable to the plan.

**Host Cities are Birmingham, Cardiff, Dublin, Glasgow, Liverpool, London, Manchester & Newcastle*

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UEFA EURO 2028 is taking place across the UK & Ireland where Europe's top 24 national teams will compete in a 31-day, 51 match tournament, attended by over 3 million spectators and with a global tv audience of upwards of 2 billion people.

As one of the world's largest and highest-profile sporting events, UEFA EURO 2028 will attract the attention of the sporting and major event communities, the media, and the public at large across the UK& Ireland, Europe and the World. With its unique hosting model, the event promises to spread the impacts and benefits of the tournament across the nations and communities of the UK and Ireland.

UK & Ireland 2028 Limited, the company responsible for the local delivery of UEFA EURO 2028, has been established and incorporated with the five United Kingdom and Ireland Football Associations as shareholders; the delivery company is tasked with organising the tournament in line with the UEFA hosting agreement.

Whilst small at the point of its initial establishment in April 2025, with a team of less than twenty, the organisation will grow during its lifetime to over 200 by tournament time, with an additional workforce to be recruited to support the operational delivery of the tournament on behalf of UEFA.

With gradual growth through 2025/2026, the size of the team will increase rapidly during the final twelve months up to the delivery of the tournament itself. This projected growth model, with strategic activity the primary focus in the initial phase, ahead of implementation and operational delivery in the latter period, is the context within which our action plan is based.

At the present size of the organisation, the Board will maintain the role of assessing action against this plan; as the organisation grows, we will review the implementation of an appropriate mechanism to take over this activity to ensure ongoing delivery against the plan (e.g. appointing an EDI Champion within the Board, or creation of an EDI Steering Panel) with the Board retaining ultimate accountability.

Introduction to Our Plan

UK & Ireland 2028 is dedicated to embracing and celebrating the rich diversity of our host nations as we grow. Across our Senior Leadership Team, wider organisation, and incredible volunteers, we are committed to reflecting a broad range of identities, lived experiences, and backgrounds in all aspects of our work and a key foundation of our organisational culture.

Guided by representation goals informed by comparable sporting organisations and events – alongside meaningful engagement with our Host Cities and their communities—we will use these targets to drive progress and shape an inclusive vision that benefits everyone.

We are committed to recruiting the most skilled and talented individuals for each role through an equitable and accessible recruitment process. Our workplace will be a space where diverse perspectives are valued, amplified, and empowered to shape decision-making.

With three key pillars at the heart of our strategy – Promoting Inclusion, Championing Representation, and Protecting & Respecting the rights of all – we will take intentional actions over the next three years to create meaningful change and ensure lasting impact.

Promote Inclusion	Champion Representation	Protect & Respect Rights For All
Create an inclusive environment where every member of the UK&I 2028 team feels valued, engaged, welcome and secure in their workplace	Champion authentic representation, ensuring diverse voices and perspectives are reflected across the UK & Ireland 2028 workforce	Safeguard and uphold the rights of all individuals by educating & empowering our team to share knowledge, foster understanding and confidently challenge prejudice

Promote Inclusion

Create an inclusive environment where every member of the team feels valued, engaged, welcome and secure in their workplace

	Culture of inclusion
1	Senior Management responsible for cultivating a leadership culture rooted in inclusivity, collaboration and respect in daily operations.
2	Weekly team meetings create a collaborative space where all employees are encouraged to share their insights, contribute ideas, and provide feedback on organisational direction and key decisions.
3	Cultivate an inclusive culture built on fairness, collaboration, and safety, ensuring every individual feels valued and supported.
	Inclusive communications & language
1	We will use inclusive language & imagery in all internal and external communications, that welcomes and represents all communities and demographics. Language will be gender-neutral, culturally sensitive, and accessible, ensuring that every individual feels valued, respected, and included.
2	Employees are empowered to recognise, address and guide others on inappropriate language use, supporting each other and enable continuous learning.
	Employee engagement
1	Regular Employee Consultation Forums (ECF) ensure that diverse perspectives and insights actively shape the direction and key decisions of UK & Ireland 2028. Employee-nominated ECF representatives will attend these meetings, advocating on behalf of the wider workforce. Nominations are encouraged from across all functions and backgrounds.
2	Employee-led calendar of events for UK & Ireland 2028 to recognise, educate and celebrate key and important dates, inc. but not limited to Black History Month, Ramadan, International Women's Day, Mental Health Month, Suicide Awareness Day, Pride
3	Annual employee engagement and intermediate pulse surveys to assess and review our workplace culture
4	Paid leave available for employees to engage in cultural & religious observance without utilising annual leave to do so

Promote Inclusion

Create an inclusive environment where every member of the team feels valued, engaged, welcome and secure in their workplace

Activity	Responsible Owner	Intended Outcome	By When
Culture of inclusion			
1.1 Inclusivity to be explicitly referenced in culture/ values (Values yet to be identified & published)	Director of HR Operations	All employees to be aware that inclusivity is at the heart of the organisation culture and practices	December 2025
1.2 SMT to actively ensure that all employees are able to contribute, for example by creating opportunities to speak in meetings, & allowing time for collaboration and feedback	All SMT	For all employees to be able to contribute equally	In action
1.3 All new starters to be given an induction programme that includes all current employees, to enable them to build relationships across the entire organisation and at all levels	Director of HR Operations	New employees feel able to speak to any other member of the team, to share feedback and ideas at all levels	In action
1.4 New employees to be offered a buddy as a peer contact within the organisation as an additional source of support in their first few months onboard	Director of HR Operations	New employees have an additional source of support to help them to settle into the organisation	In action
Inclusive communications & language			
1.5 We will use inclusive language & imagery in all internal and external communications, that welcomes and represents all communities and demographics. Language will be reviewed before publishing to confirm it is gender-neutral, culturally sensitive, and accessible.	All SMT	For all recipients of our communications to feel valued, respected, and included	In action

Promote Inclusion

Create an inclusive environment where every member of the team feels valued, engaged, welcome and secure in their workplace

Activity	Responsible Owner	Intended Outcome	By When
Inclusive communications & language (cont.)			
1.6 Where appropriate across employee recruitment, volunteer interviews & training, materials & translation to be available in official host languages, eg Welsh & BSL	Director of HR Operations	For all candidates, employees & volunteers across all the host nations to be able to access all materials	In action
1.7 Leaders to role model use of appropriate language as well as identifying and addressing inappropriate language to empower all employees to do the same	All SMT	For all employees to feel comfortable to raise any incidents where inappropriate language is used, regardless of whether they feel able to directly address it themselves	In action
Employee Engagement			
1.8 Creation of ECF to provide mechanism for employees to give feedback as the organisation grows	Director of HR Operations	ECF to exist with reps from across the organisation	August 2026
1.9 Creation of employee networks, self-selected and based on shared characteristics, to provide a mechanism for employees to share feedback with the organisation on how to better support their needs	Director of HR Operations	Employee networks to provide SMT with feedback on how they would like to recognise & celebrate key dates & milestones	August 2026

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Activity	Responsible Owner	Intended Outcome	By When
Employee Engagement (cont.)			
1.10 Employee engagement & pulse surveys give all employees an opportunity to provide feedback on the organisation. Completion rates to be monitored to ensure results are meaningful & establish targets for completion in future surveys. Both the results and any resulting feedback or outcomes to be shared with all employees.	Director of HR Operations	Opportunity for feedback to be provided by all employees and for results to drive people agenda for the following months	August 2026
1.11 Paid volunteering leave available, as well as ability to transfer up to 4 bank holidays to alternative dates, to accommodate religious or cultural observance	Director of HR Operations	Allow staff to openly observe religious or cultural events	In action

Champion Representation

Champion authentic representation, ensuring diverse voices and perspectives are reflected across the UK & Ireland 2028 workforce

	Recruitment actions & initiatives
1	Expand recruitment advertising to reach wider numbers of underrepresented groups, including underrepresented ethnic groups, disabled people, LGBTQ+ communities, and those from lower socio-economic backgrounds.
2	All roles are advertised for a minimum of 2 weeks to allow individuals a generous window of opportunity to apply.
3	Ensure inclusivity throughout the entire recruitment journey, providing necessary adjustments and embedding inclusive practices within assessment processes to create equitable opportunities for all candidates.
4	Ensure representation of interview panels is diverse where possible
5	Our target aims of representation of our people (both paid workforce & volunteers) by 2028 is 50-50% gender balance, 18% individuals from ethnically diverse backgrounds, 15% disabled people*, and 5% LGBTQ+ people, alongside individuals from lower socio-economic & varied regional and educational backgrounds, at all levels of the organisation
6	Leverage short-term employment opportunities during the Tournament to offer skills and experience to individuals across the Host Cities with limited work experience
	Training & development
1	EDI training to all UK & Ireland 2028 employees and volunteers, ensuring meaningful education and impactful learning experiences
	Employee networks
1	Employees to identify what network groups are important to them. UK & Ireland 2028 will provide the infrastructure and support to deliver these groups i.e. LGBTQ+/Pride network, Women's network, Mental Health Network, Mentorship programmes

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Activity	Responsible Owner	Intended Outcome	By When
Recruitment actions & initiatives			
2.1 Target recruitment advertising to ensure maximum exposure across underrepresented groups.	Director of HR Operations	As diverse as possible applicant pool, improving diversity of successful candidates	December 2025
2.2 All roles to be advertised for a minimum of two weeks to ensure candidates from all backgrounds and circumstances have an adequate opportunity to apply	Director of HR Operations	As diverse as possible applicant pool, improving diversity of successful candidates	In action
2.3 Carry out a review of all recruitment & selection practices to ensure inclusivity is a core principle being applied at every stage. Utilise strength-based assessment practices wherever possible.	Director of HR Operations/ Senior Recruitment Manager	Equal opportunities available for all candidates	October 2025
2.4 Diverse interview panels to be selected for assessments wherever possible	Director of HR Operations	For diversity & inclusion to be visible to all prospective candidates	In action
2.5 To set ourselves targets for representation across the key characteristics of: gender, ethnicity, disability and sexuality and to monitor our progress using data captured anonymously from all new starters	Director of HR Operations	To identify any areas that are underrepresented within the organisation and allow for future recruitment to be more targeted at these groups	October 2025

Champion Representation

Champion authentic representation, ensuring diverse voices and perspectives are reflected across the UK & Ireland 2028 workforce

Activity	Responsible Owner	Intended Outcome	By When
Recruitment actions & initiatives (cont.)			
2.6 To focus recruitment of short-term employment opportunities at individuals with limited work experience wherever possible	Director of HR Operations	To provide a legacy of greater employability for residents of the Host Cities with little direct work experience	December 2026
2.7 Create and deliver suite of training for hiring managers to ensure best practice is followed at all stages through the process (eg unconscious bias)	Director of HR Operations	Ensure fair recruitment practices applied	In action
Training & Development			
2.8 EDI training to be created & delivered to all employees & volunteers	Director of HR Operations	Improve EDI education level of the organisation, across both employees & volunteers, supporting positive long-term impact	August 2026
Employee Networks			
2.9 HR & SMT to support employees with the identification and creation of any employee networks to provide a formal channel for employees to be able to provide feedback to or make requests of the organisation	Director of HR Operations	Employees to feel included and heard by the organisation, for change to be implemented wherever possible	August 2026

Protect & Respect Rights for All

Safeguard and uphold the rights of all individuals by educating & empowering our team to share knowledge, foster understanding and confidently challenge prejudice

	Policies
1	Embedded Equal Opportunities policy within UK & Ireland 2028, ensuring its core principles shape Recruitment, Onboarding, and Training processes to create a truly inclusive workplace and fair working practices.
2	Suite of policies in place to support EDI agenda including but not limited to fair working practices, flexible working, caring responsibilities, transitioning at work
3	Code of conduct and policies (including sexual harassment), grievance and whistleblowing policies in place. Implementation of an external whistleblowing provider in place in 2026.
	Reporting
1	Anonymised employee EDI reporting in place to enable tracking of our diversity & inclusion profile, now and as we grow
2	Gender pay reporting in 2026, 2027 and 2028
	Working environment
1	Enhance accessibility across all environments; digital, physical, and procedural, to better support disabled, D/deaf, and neurodivergent individuals. Improvements to be co-designed with employees to ensure they are meaningful, inclusive, and remove real-world barriers
2	Ensure all workspaces used for EURO 2028 are accessible for UK & Ireland 2028 employees, including Volunteers

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Activity	Responsible Owner	Intended Outcome	By When
Policies			
3.1 Equal Opportunities policy to be core principle of all recruitment, onboarding & training processes as they are developed	HR Operations Director	Maximise equality of opportunity for all candidates and all employees	December 2025
3.2 Comprehensive policy review to include those specifically concerned with EDI principles, to ensure they meet the needs of the organisation in best supporting all its employees	HR Operations Director	Policies are implemented that support the organisation's EDI agenda	October 2025
3.3 Review of policies & processes that would support & facilitate an employee complaint regarding any incident or experience that they have had, including the implementation of an anonymous whistleblowing helpline & external, independent EAP provision (once the organisation is at an appropriate size)	HR Operations Director	Employees have clear channels to submit a complaint if necessary	In action
Reporting			
3.4 All employees required to submit EDI data upon joining the organisation, which is then anonymised and only accessible for reporting purposes – target of 80% disclosure rate, progress to be reviewed regularly	HR Operations Director	Allows monitoring of representation within the organisation, to allow us to track progress against stated aims	In action

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Activity	Responsible Owner	Intended Outcome	By When
Reporting (cont.)			
3.5 Gender pay reporting to identify any areas for concern across the levels of the organisation and allow for future recruitment campaigns to be targeted accordingly	HR Operations Director	Allows an opportunity to remedy any gender pay gap that may arise	2026 (once organisation is large enough to do so)
Working environment			
3.6 Ensure physical office environment is accessible to all employees, acting upon employee feedback to adjust and accommodate as required	HR Operations Director	All employees are able to access and attend the office space without barriers	In action
3.7 Default requirement for all venues to be accessible for all employees & volunteers; for specific needs to be met as we become aware of them	Director of Operations, UK&I	Provide all employees & volunteers with equal access to all venues	In action
3.8 Identify through induction & onboarding process any barriers any new starters may face to accessing the digital workspace and work with them to identify improvements/ adjustments where required	HR Operations Director	All employees are able to fully access online resources as required	In action

Summary

- **We believe our Diversity & Inclusion Action Plan will strengthen representation, remove barriers to participation, and embed inclusivity into everyaspect of our work. Whilst ambitious, we believe that these goals are achievable through a culture and practices that have EDI at the core ofeverything that we do**
- At the time of publishing, UK & Ireland 2028 Limited consists of less than 20 employees; as we grow over the coming years, our plan will evolve, withreporting on representation targets to ensure accountability and meaningful progress.
- We are committed to implementing and fostering this plan, developing an organisational culture rooted in inclusivity, accessibility, and belonging –welcoming everyone to be part of EURO 2028 and an unforgettable Summer of sport.