

TOTTENHAM HOTSPUR

Rule N: Mandatory Workforce Data Report

Tottenham Hotspur Football Club is committed to diversifying its workforce, continuing to create an inclusive environment in which everyone feels welcome and has equal access to the Club and its services. In October 2024, we were delighted to be awarded the Advanced Level of the Premier League Equality, Diversity and Inclusion Standard. This award recognised the Club with the league's highest honour and as a leader in DEI, after continued assessment over a three-season period (from 2021-22 to 2023-24.)

The Club has continued to progress DEI across all Club functions throughout the current 2024/25 season. Key milestones have included the second year of the Club's Health & Wellbeing (HWB) strategy under which a broad range of staff initiatives are delivered, including physical activities classes; our mental health first aider programme; and financial wellbeing training provided in collaboration with our partners at HSBC. In line with our commitment to the Mayor of London's Women's Night Safety Charter, the Club launched mandatory Active Bystander training for staff across all Club locations. A working group was established in response to the new Worker Protection Act, which was tasked with assessing risk across Club locations and reviewing our Safeguarding policies with the internal Safeguarding Board. We also reviewed and enhanced our inclusive, family-friendly people policies ensuring they remain inclusive and up to date with new legislation. This saw a new 'Neonatal Care Leave' introduced, in line with the Neonatal Care Act 2023, which came into effect on April 6, 2025.

The Club is committed to tackling discrimination of all kinds and raising awareness of DEI. We remain invested in employee learning and development opportunities, with DEI training delivered this season on topics including Faith Inclusion, Creating LGBTQ+ Inclusive Environments and Alzheimer's Awareness training for our fan-facing operational teams. Furthermore, all managers participate in a comprehensive training series which includes inclusive recruitment practices and guidance. We now look ahead to a new season and the launch of our new Diversity, Equity, and Inclusion (DEI) strategy, which will encompass the key focus areas in which we shall continue to drive positive change.

Donna-Maria Cullen
Executive Director
DEI Board Sponsor

Collection Rate

Category	Number	Return Rate
Total (All Workforce)	717	100%
Board and Senior Leaders	82	100%
Other Staff	561	100%
Senior Coaching Staff	10	100%
Other Coaching Staff	64	100%

Data & Segmentation

Gender*	Total (All Workforce)	Board and Senior Leaders	Other Staff	Senior Coaching Staff	Other Coaching Staff	National data	Local data
Men	71.5%	68.3%	69.5%	100%	82.8%	49%	48.2%
Women	28.5%	31.7%	30.5%		17.2%	51%	51.8%
Other specified	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PNTS	N/A	N/A	N/A	N/A	N/A	N/A	N/A

* We have used legal sex data to be consistent with our gender pay gap reporting.

Age	Total (All Workforce)	Board and Senior Leaders	Other Staff	Senior Coaching Staff	Other Coaching Staff	National data	Local data
16 – 24	11%		10.5%		31.3%	10.3%	10.6%
25 – 34	41.1%	12.2%	45.6%		42.2%	13.5%	18.9%
35 – 44	24.7%	43.9%	21.9%		18.8%	13%	16.9%
45 – 54	13.2%	30.5%	11.9%			13.3%	14.3%
55 – 64	8.2%	13.4%	7.8%			12.6%	10.6%
65 – 74	1.4%		1.8%			9.9%	6%
75+						8.6%	4.4%
PNTS	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Sexual and/or romantic orientation	Total (All Workforce)	Board and Senior Leaders	Other Staff	Senior Coaching Staff	Other Coaching Staff	National data	Local data
Bi (Bisexual), Gay or Lesbian, Other Specified	2.9%		3.5%		1.6%	5.6%	3.1%
Heterosexual	76.6%	74.4%	77.2%	100%	67.2%	83.4%	89.4%
PNTS	5.6%	4.7%	13.5%		4.7%	11.0%	7.5%
Undisclosed	14.9%	19.8%	5.8%		26.6%	N/A	N/A

* We have made the decision to merge the results for Bi (bisexual), Gay or Lesbian and Other to protect the anonymity of LGBTQ+ employees within our workforce.

Gender identity different to sex registered at birth	Total (All Workforce)	National data*
Yes		0.5%
No		93.5%
PNTS		N/A
Undisclosed	100%	6%

**Note: The Office for National Statistics (ONS) clarified that the gender identity data collected in the 2021 Census should be used for guidance only, not as precise estimates, due to potential uncertainties in the data.*

Disability	Total (All Workforce)	Board and Senior Leaders	Other Staff	Senior Coaching Staff	Other Coaching Staff	National data	Local data
Yes	5.3%		6.4%			17.7%	16.6%
No	64.9%	68.3%	65.1%	100%	51.6%	82.3%	83.4%
PNTS	8.2%		8.7%			N/A	N/A
Undisclosed	21.6%	28%	19.8%		34.4%	N/A	N/A

Ethnic Group	Total (All Workforce)	Board and Senior Leaders	Other Staff	Senior Coaching Staff	Other Coaching Staff	National data	Local data
White	73.9%	81.7%	74.2%	100%	57.8%	81.7%	57.1%
Mixed or multiple ethnic groups	4.9%		5.2%			2.9%	7.1%
Asian or Asian British	4.9%		5.3%			9.3%	8.7%
Black, Black British, Caribbean or African	5.3%		5.9%			4%	17.6%
Other ethnic group						2.1%	9.7%
PNTS	2.6%		2.9%				
Undisclosed	7.7%		5.7%		23.4%	N/A	N/A