

EQUALITY & DIVERSITY CHARTER

The Club's vision is to create an environment in which everyone at the Club and at any third-party organisation we work with, including sponsors, partners, suppliers and counsel (together, the Spurs Community), has equality of opportunity in employment and access to services – this includes job applicants.

Our aim is for the Spurs Community to be inclusive, diverse, supportive, fair and free from discrimination, fostering a mindset that values equality.

Equality means treating all individuals equally regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, religion or belief, sex or sexual orientation (each a Protected Characteristic).

Our charter is based on three core principles:

- a commitment to treat everyone equally and fairly;
- respect and value the diversity of our local communities, guests, partners and staff; and
- challenge any instance of inequality and anticipate and respond positively to differing needs and circumstances.

The Spurs Community will uphold the below action plan, which implements these principles.

1 DISCRIMINATION

The Spurs Community will implement and enforce a zero-tolerance approach towards discrimination, harassment and all other forms of unacceptable behaviour.

The following forms of discrimination are prohibited and unlawful:

- Direct Discrimination: treating someone less favourably because of a Protected Characteristic.
- Indirect Discrimination: a provision, criterion or practice that applies to everyone but puts people with a certain Protected Characteristic at a particular disadvantage compared to others, and is not a proportionate means of achieving a legitimate aim.
- Harassment: this includes sexual harassment and other unwanted conduct related to certain Protected Characteristics, which has the purpose or effect of violating

someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

- Victimisation: subjecting someone to detriment who has or is believed to have complained (or may complain) about or supported (or may support) someone else's complaint about discrimination or harassment.
- Instructing, causing, inducing or knowingly helping unlawful acts: instructing causing, inducing or knowingly helping someone to unlawfully discriminate against, harass or victimise another person, or to attempt to do so.

2 CULTURE

Equality, diversity and inclusion must be championed at the very top of the organisation. The Club's Board is fully committed to, supportive of and determined to meet the highest standards of best practice in relation to the diversity and inclusion needs of staff, our fans, customers and all involved with the Club. Diversity and inclusion is everyone's business and the Directors will make sure they play their part in demonstrating inclusive leadership, role modelling inclusive and fair values and behaviours. The Board is wholly committed to promoting respectful behaviours, whilst challenging unacceptable behaviours. The Spurs Community will be similarly committed.

The Spurs Community will make all managers aware of their responsibility to develop and safeguard a culture of equality, diversity and inclusivity.

All staff will be given regular and substantial training on equality, diversity and inclusion and treating others with dignity and respect.

3 EQUALITY POLICY

Each member of the Spurs Community will adopt, resource, endorse and widely publicise its own written equality policy, setting out specific measures for its implementation and identifying a member of staff responsible for reviewing the policy periodically.

4 RECRUITMENT AND PROMOTIONS

The Spurs Community will ensure that their recruitment, promotion and other selection processes ensure equality of opportunity. In doing so, the Spurs Community will bear in mind that:

- certain wording in advertisements may discourage certain groups of individuals from applying for a role; and
- certain advertising strategies will be less effective for certain groups of individuals.

The Spurs Community will collect diversity data for their workforce and commit to meaningful targets where necessary to improve diversity in respect of, in particular (but not exhaustively), gender and race.

This charter may be amended from time to time.