



**Unlock Talent.
Break Barriers.
Power Success.**

Equality, Diversity and Inclusion Strategy 2026-32



PARIS 2024



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Foreword

Sally Munday
CEO, UK Sport



At UK Sport, we're on a mission to create the greatest decade of extraordinary sporting moments; reaching, inspiring and uniting the nation.

Achieving that ambition requires high performance sport to be a place where exceptional people from any background feel they can belong and thrive. The UK is a country rich in diversity, and so our ability to find and nurture the most promising sporting talent from across our communities is imperative if we want to remain globally competitive on the field of play.

We have made progress since launching our first Equality, Diversity and Inclusion (EDI) Strategy in 2021. We've strengthened the foundations of our approach through greater transparency, a deeper understanding of diversity across the high performance system, stronger collaboration to tackle systemic barriers, and clearer expectations of ourselves and our funded partners.

Over the past five years, we've introduced a range of initiatives to create more inclusive high performing environments.

UK Sport and our funded partners receiving investment of more than £1m have developed Diversity and Inclusion Action Plans.

These plans are owned by the Boards of each organisation and publicly set out what each sport is doing to drive change. Alongside this, we've developed a more comprehensive picture of the diversity of our funded athletes and the senior leadership across British Olympic and Paralympic sport.

We've launched targeted programmes across leadership and coaching, such as Aspire to Lead, to support the development of more diverse talent pipelines. In parallel, we've worked to ensure that the impact of major sporting events extends far beyond the events themselves, whether through youth volunteering programmes for those from low socio-economic backgrounds; partnerships that deliver social impact in host communities; or pinnacle events such as the Women's EUROs 2022 and the Women's Rugby World Cup 2025, which have helped shift the dial on women's sport.

This work has been complemented by stronger collaboration across our sporting system.

The 'Tackling Racism and Racial Inequality in Sport Review', which brought together all five Sports Councils in the UK, enabled a deeper understanding of the lived experience of racism and inequality in sport, with public commitments to action to address and begin to dismantle longstanding structural barriers.

Together, these efforts have started to expand opportunities for people from all backgrounds to compete, lead and work within sport. For example, the 2024 report on the diversity of boards of organisations in receipt of UK Sport and/or Sport England funding showed increased representation of disabled people and those from culturally or ethnically diverse backgrounds. Our cumulative data of funded athletes shows broadly positive levels of diversity in several areas.

And female representation has hit an all-time high (54%) of those from the UK holding senior positions in international sport federations.

Despite this, there continue to be areas where progress is too slow or even at risk of decreasing. Based on the same 2024 report, the number of women holding board positions fell over a four-year period (from 43% to 41%); and senior leadership teams are far from reflecting the diversity of UK society. Athlete diversity across certain demographic characteristics (particularly ethnicity) in several sports is still very low; and progress to develop and implement a coordinated approach to drive diversity in the underpinning athlete pathways has not yet materialised. And within UK Sport, despite progress in workforce diversity, gaps remain in disability representation, ethnic diversity in sport-facing roles, and translating improved recruitment access from lower socio-economic groups into sustained workforce change.

As a high performance system, we cannot achieve our ambitions without finding, developing and retaining talent from every background and in all its forms. Talent is everywhere but opportunity is not. We all have a responsibility to change that, whilst placing inclusion at the heart of our efforts.

This strategy, developed in consultation with our excellent EDI Advisory Panel, re-affirms the clear priorities that we will pursue to 2032 and how, with our partners, we will achieve them. It places equality, diversity and inclusion firmly at the heart of our high performance ambitions, recognising that a truly diverse and inclusive system will power a broader range of champions, strengthen decision-making, grow sport and help us deliver sustained and inspirational success on the world stage.

Our ambition

Ismail Amla

Chair, UK Sport EDI
Advisory Panel

Sport has always been about what's possible. At its best, it tears down barriers, reframes expectations and shows the world what human beings can achieve when given the chance to excel. That is the spirit behind this refreshed Equality, Diversity and Inclusion Strategy, and it is the standard by which we intend to be judged.

This is not a document about compliance. It is a declaration of intent.

The UK Sport Board is unanimous: building a truly diverse and inclusive high performance system is not a peripheral concern. It is mission critical. Not just because it is the right thing to do, though it is, but because we are leaving talent on the table every single day that barriers remain in place. And in the relentless pursuit of excellence that defines high performance sport, that is a cost none of us can afford.

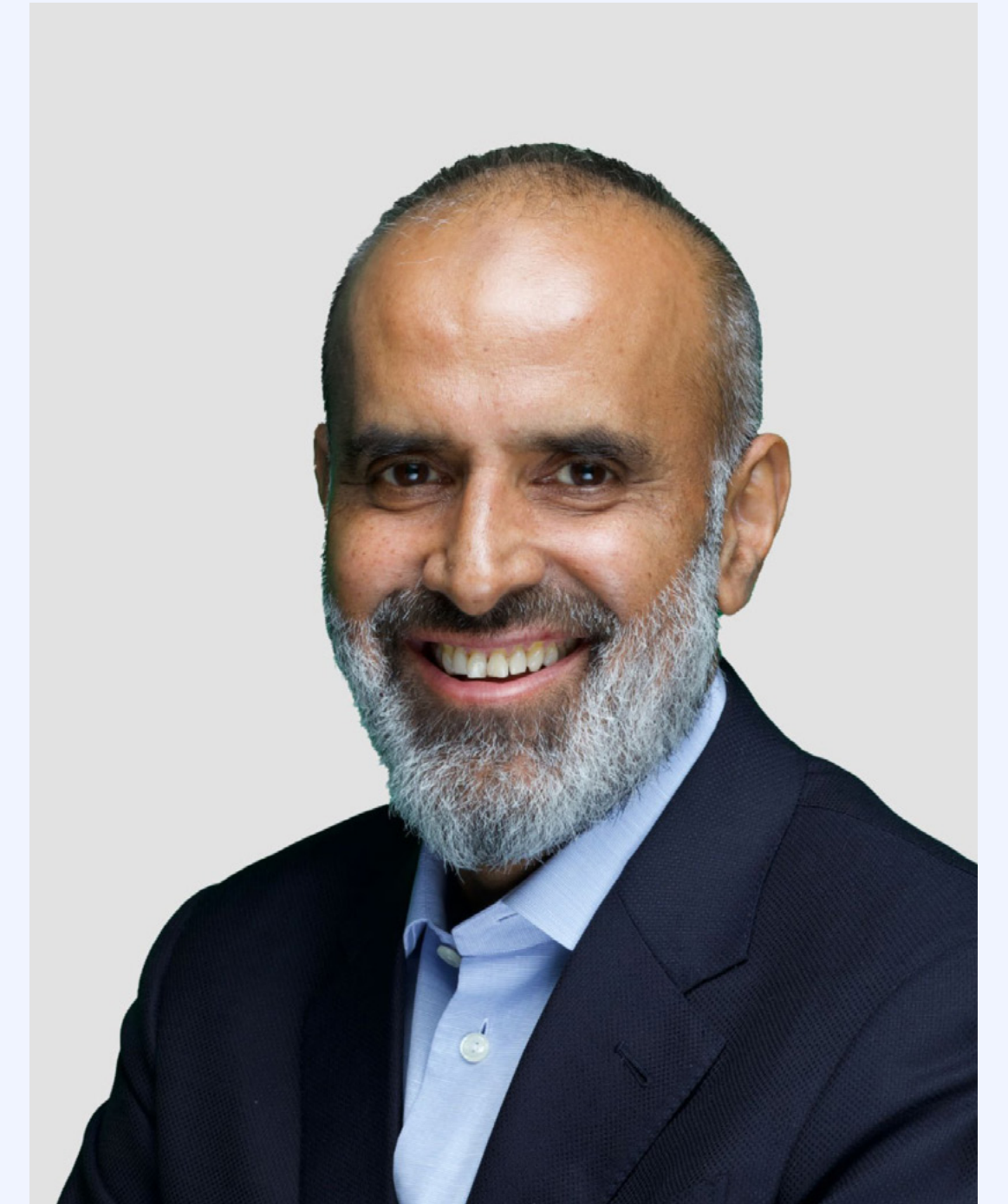
We have made progress. There is greater awareness, stronger commitment and a growing understanding across the system that diversity and inclusion are not extras, they are essentials. But progress has been uneven. Too many people from underrepresented backgrounds still encounter barriers in athlete pathways, in leadership and in the everyday culture of high performance environments. Too many talented people never get the chance to show what they are capable of. That has to change.

This strategy sets out how.

Through to 2032, we are committing to sharper goals, clearer accountability and bolder action across four priority areas: Athletes, Leaders, Fans and within UK Sport itself. We are moving beyond the language of representation to ask a deeper question: do people from every background genuinely feel they belong, are supported and can thrive? Because presence without inclusion is not enough.

For athletes and those in their pathways, we will work with funded sports to identify and dismantle the specific barriers their communities face. For leaders, we will invest seriously in targeted recruitment and development to drive meaningful diversity at every level of the sporting system, with a particular urgency around the significant underrepresentation of people from ethnically diverse backgrounds and those with disabilities. For fans, we will broaden the reach and relevance of British Olympic and Paralympic sport, connecting with communities across the UK who should see themselves reflected in the moments that inspire a nation.

None of this can be achieved by UK Sport acting alone. This strategy places shared responsibility at its core. National Governing Bodies, Home Country Sports Councils and our broader network of partners all have a role to play. We will be honest where change is too slow. We will act collectively where individual effort is not enough. And we will use our investment and decision-making to reinforce these commitments, because words without consequence are just words.



I believe deeply that what unites every person in high performance sport is a hunger to win. To compete at the highest level. To be the best. This strategy exists in service of that ambition — to ensure that hunger is never extinguished by a system that fails to see it.

By 2032, success will look like this: extraordinary sporting achievement, delivered by talent from every corner of our society, inspiring everyone in the UK regardless of who they are or where they come from.

Our progress

During the 2021-25 period, we've strengthened the foundations of our approach to EDI through greater transparency, a deeper understanding of diversity across the system, stronger collaboration to tackle systemic barriers, and clearer expectations of ourselves and our funded partners.

Some of the tangible steps forward have included:

For the first time, the establishment of baseline demographic data of athletes, boards and senior leadership in high performance sport, informing our understanding of diversity across funded programmes and partners

A notable increase in the ethnic diversity of boards of UK Sport and/or Sport England-funded partners (from 8% to 15%); female coaches in high performance sport (from 10% to 20%); and British female representation on international federations (from 36% to 54%)

Sports Councils' collaboration and publicly available guidance in tackling barriers to racial inequality and inclusion in sport

As a new requirement in the Code of Sports Governance, Diversity and Inclusion Action Plans developed, published and reviewed by the boards of funded partners on at least an annual basis

Targeted action programmes such as Aspire to Lead, a development programme for aspiring leaders in Olympic and Paralympic sport from Black, Asian and other ethnically diverse backgrounds

47 major international sporting events hosted in 43 towns and cities across the UK, with social impact programmes embedded in host communities - including pinnacle events such as the Women's EUROs 2022 and Women's Rugby World Cup 2025

Publication of UK Sport's own Diversity and Inclusion Action Plan, with reported increase of ethnic diversity from 9.6% to 14.8%, as well as marked progress in recruitment reach beyond London and a narrowing of both gender and ethnicity pay gaps

20%

Female coaches in high performance sport
(up from 10%)

Whilst we are proud of these achievements, we know progress in many areas is too slow or not yet showing material impact. As we look ahead to the Games of Los Angeles 2028, French Alps 2030 and Brisbane 2032, we want British Olympic and Paralympic high performance sport to be a place where exceptional talent of all backgrounds and in all its forms can belong and thrive. Because where barriers persist, talent is lost – or at worst, excluded - and potential is not realised.

The strategy below sets out clear goals and expectations across our four priorities, and how – together with our partners - we plan to achieve these.

47

major events in

43

towns and cities across the UK

8% to 15%

Increase in ethnic diversity on UK Sport and Sport England funded boards

Equality, Diversity and Inclusion Strategy 2026-32

Our approach

Our EDI strategy builds on the work undertaken between 2021-25, with a renewed focus on four priority areas:

- Athletes
- Leaders
- Fans
- Our people at UK Sport

As 2026 marks the mid-point of UK Sport's Strategic Plan, we now have a clearer understanding of how EDI can help drive UK Sport's mission and ambitions, how we go about achieving this with partners and what the non-negotiables are.

We know this work is not easy. But we are clear about why it matters and what, through this strategy, we will do differently to achieve our goals:

- This is not just the right thing to do – it makes firm business sense. Diverse and inclusive teams lead to better results. We believe that creating truly diverse and inclusive high performance sport is mission critical and should matter to all of us. Whilst our strategy goes to 2032, we are setting the trajectory and actions for long-term systemic change, in order to continue to reach, unite and inspire the nation.
- Our focus will be on working with partners to deliver meaningful impact and change outcomes, rather than risk settling for governance or processes.

- We recognise that each sport is different, and that we should not expect all of them to be all things to all people. We will therefore be realistic, rather than utopian. We will work with partners to help them prioritise based on where they have the biggest need or opportunity for change, whilst ensuring the fundamentals are in place. We will also ensure shared accountability for progress and impact.
- As part of this approach, we will provide central support where sports need it most, for instance by helping to gather, analyse and report on the EDI data of the people across our high performance sport community.
- Representation matters to ensure that British Olympic and Paralympic sport reflects the diversity of British society. But representation alone is meaningless without inclusion. Our strategy therefore has inclusion at its heart. As part of this, we will work with partners to embed the athlete voice across all our priorities.
- As the UK's high performance sports agency, we will use the levers at our disposal (including our investments) to drive progress. But creating inclusive and diverse sport is a collective endeavour. We will therefore work with all our partners to accelerate change, including more intentional partnership with the Home Nations, particularly in the pathway and talent pipelines.

- We will showcase and celebrate where impact is happening, whilst bringing partners together to learn and tackle where stubborn barriers to progress remain.

The strategy is underpinned by clear end-state goals and plans of action, with specific and measurable activities to drive the systemic change that we think is necessary to sustain success to 2032 and beyond.

It will be owned and regularly reviewed by our Board, Executive and the wider organisation, with everyone sharing responsibility for its delivery. To enable this to happen, we'll focus on integrating EDI more deeply into our organisational strategy, operational plans and shared ambitions with sports.



Priority 1

Athletes

“Inclusion isn’t separate from performance. It has a direct impact on it. When athletes feel they belong and trust the people and environment around them, they can bring their whole selves to it. They’re far more likely to thrive and do well in their sport.”

Tania Nadarajah, Rio 2016 Paralympian and member of UK Sport’s EDI Advisory Panel



By 2032: Our funded athlete cohort is representative of the national community and thrives in inclusive high performance environments.

This priority is centred on gaining a comprehensive understanding of the diversity of the athletes on our funded performance programmes, as well as in the pathway – and then deploying strategies and tactics to increase diversity and inclusion in close partnership across our funded programmes and with the Home Country Sports Councils. Athlete voice will be integral to ensuring we continue to create highly inclusive environments that enable them to keep winning and win well.

How we'll make it happen

Underpinning Activities	Signs of success by 2028	End State Indicators (2032)
<ol style="list-style-type: none"> 1. A new action plan to drive diversity in the athlete cohort and pathway is agreed by all Sports Councils, underpinned by aligned tactics, data, appropriate levels of funding and with specific accountability for delivery. 2. Agree, support and monitor specific activities within each World Class Programme to diversify their athlete cohorts. 3. Early signalling from UK Sport that EDI will be a decision-making factor for investment in the Brisbane cycle. 4. Qualitative data on athlete experience in World Class Programmes and pathways are captured to identify poor culture and systemic demographic barriers as well as examples of excellent practice; and incorporate athlete voice in sports' plans on inclusion and diversity. 5. Those sports making (or showing the potential to make) progress quickly or at scale are identified and incentivised to do so, with best practice shared and transferred to others. 6. New partnerships with organisations who are trusted by our target audience are developed to help reach and attract different talent. 	<ol style="list-style-type: none"> 1. Increase in the diversity of our funded athlete cohort (overall) 2. Increase in overall representation across World Class Programme talent pathways. 3. The number of World Class Programmes with no ethnic representation in their funded athlete cohort is fewer than 4 by 2028. 4. Transitioning athletes from diverse backgrounds are employed in the sporting sector, contributing to an increase in representation levels. 	<ol style="list-style-type: none"> 1. Our funded athlete cohort (overall) is representative of the national community in gender, ethnicity, and disability. 2. Each sport has shown improvement in: <ul style="list-style-type: none"> • The diversity of the athletes on their World Class Programmes, using athlete data shared as part of our investment process as the benchmark • The diversity of their pathways (based on existing available benchmarks) • The delivery of clear priorities and actions captured and monitored in the lead up to the investment cycle 3. World Class Programmes have some ethnic diversity in their athlete cohorts. 4. Attrition rates of athletes from diverse backgrounds align with the attrition rate from the majority group. 5. The proportion of transitioning athletes from diverse backgrounds who remain in the sport, aligns with the proportion remaining from the majority group. 6. Athletes' experiences demonstrate high performance environments are or are becoming highly inclusive, with athlete voice at the heart of sports' plans and decision-making.

Priority 2

Leaders



By 2032: The leadership of high performance sport is on track to be representative of the national community and leads highly inclusive environments.

This work includes ensuring that each funded partner has a robust, ambitious and publicly available Diversity and Inclusion Action Plan (DIAP) for their Board, Senior Leadership Team and wider organisation. It is also complemented by systematic monitoring of baseline data, recruitment strategies and leadership development opportunities for targeted leadership groups in high performance sport, including National Governing Bodies, performance programmes, major events and those operating in international sport.

How we'll make it happen

Underpinning Activities	Signs of success by 2028	End State Indicators (2032)
<ol style="list-style-type: none"> Partners are regularly setting and reviewing their priorities, as well as embedding actions in their DIAPs (or as applicable), integrating both NGBs and funded programmes EDI objectives. Athlete voice is integrated in the development and delivery of those plans. UK Sport engages, monitors and supports funded partners to implement their action plans, whilst showcasing examples of great progress, helping to accelerate learning. Partners' EDI data is collated and reviewed systematically through central provision. Insights gained from DIAPs are actively informing UK Sport's workforce data and EDI support programmes. The 'one high performance system workforce' approach to supporting people (recruitment, learning and development), including through Data, Digital and AI, is driving meaningful insights and changes in EDI – transforming routes for entry and progression. Research project into women in high performance sport and disability – leading to implementation and key recommendations. Successive iterations of Aspire to Lead has created a network of talented, ethnically diverse, aspiring leaders. Implementation of our new Coaching Strategy is delivering the desired EDI outcomes – including through hosting the Annual Assembly for Women in Coaching (together with UK Sports Institute and UK Coaching); and partnership with Loughborough University to shape the experiences and outcomes for women coaches across Olympic and Paralympic sport. Support the diversity of International Federation postholders from the UK through support to the leadership development programme. 	<ol style="list-style-type: none"> All funded NGBs are showing progress in increasing diversity and inclusion in their organisations (relative to their baseline DIAP) and there are case studies of good practice being shared across the system. Chair and CEO diversity (gender, ethnicity and disability) is tracking positively. The diversity of the performance leadership (gender, ethnicity and disability) in funded programmes is tracking positively. The first Aspire to Lead cohort is progressing into more senior leadership roles. Focused support to females in the sporting system across performance leadership, coaching and performance support roles. Vacancies are attracting a growing number of applications from candidates and a broader range of diverse applicants. There is significant progress in attending to the necessary conditions for change, including employment conditions, organisational culture, development and progression pathways, and environments that foster safety, trust, and a sense of belonging. 	<ol style="list-style-type: none"> All funded NGBs can clearly articulate a marked change in the diversity of their own organisations following 8 years of developing, delivering, publishing and iterating their DIAPs. The Chairs and CEOs of funded bodies are 50% female, at least 10% from ethnically diverse backgrounds, and at least 15% with a disability. The performance leadership of World Class Programmes (e.g. Performance Directors, Head Coaches, Heads of Performance Support (or equivalent) and Heads of Performance Operations (or equivalent)) are at least 35% female, at least 10% from ethnically diverse backgrounds, and at least 15% with a disability. Underrepresented individuals feel supported and valued, and their contributions are recognised at all levels and in all areas of the sporting system. Retention rates for underrepresented individuals in leadership roles align with the majority group. Maintain or surpass gender equality in international positions; increased levels of diversity of senior postholders.

Priority 3

Fans



By 2032: The fanbase engaging with British Olympic and Paralympic Sport between and during the Games is representative of the national community.

This priority seeks to diversify the fanbase of Olympic and Paralympic Sport, principally through the development and rollout of centralised fan engagement activity linked to our broader system reform agenda. This priority also seeks to increase the reach and resonance of our funded Major Events programme by both diversifying the programme of events we are targeting, and then changing the way those events are marketed and delivered to engage a broader range of fans.

How we'll make it happen

Underpinning Activities	Signs of success by 2028	End State Indicators (2032)
<ol style="list-style-type: none"> 1. Increase knowledge and actionable insights through a new relevancy tracker (Fan360) that provides real-time system-level and sport-by-sport fan metrics, broken down by key demographics. 2. Grow the fanbase of British Olympic and Paralympic Sport by launching a new Central Fan Engagement Unit which can deploy a series of audience growth strategies designed to reach underrepresented communities, including through athletes' unique stories and voices. 3. Design and deliver pilots to understand how major events can better reach and deliver for underrepresented communities, with a view to growing overall spectator numbers. 	<ol style="list-style-type: none"> 1. Improvement in fan demography as set out in Fan360 benchmarking work (Feb 2026). 2. Central Fan Engagement Unit is set up and operating across Olympic and Paralympic sport with impact. 3. 3-5 interventions through delivery pilots have been delivered at UK Sport funded major events seeing a quantified change in audiences and spectator numbers and diversity. 	<ol style="list-style-type: none"> 1. The fanbase engaging with Olympic and Paralympic Sport between and during the Games (primarily social channels) is representative of the national community in gender, ethnicity and disability. 2. There has been a marked increase in the number of people who are passionate about an Olympic and Paralympic Sport and feel like they belong to that community (Baseline Feb 2026). 3. The spectators attending funded major events are increasingly diverse (gender, ethnicity, and disability) and tracking strongly towards being representative of the national community in these areas.

Priority 4

Our people

“EDI matters to me because I believe that everyone deserves to be heard, feel seen and valued.

“This undoubtedly means creating an inclusive culture where everyone can thrive and show up as their true self to work.

“Working at UK Sport has shown me the power of inclusive environments and what this looks like in everyday practice instead of just words on a page.”

Folakemi Omoyinmi



By 2032: The people in UK Sport are representative of the national community, and over 90% of our people consistently feel that the organisation role models expected EDI standards.

This area is focused on better understanding the diversity of our staff at UK Sport and removing barriers to attract and develop a far more diverse cohort of candidates. It is guided by our own Diversity and Inclusion Action Plan (DIAP) and includes a revised approach to recruitment with an increased focus on EDI, as well as building on experimental approaches such as inclusive internship programmes. We will also carry out reporting such as the gender and ethnicity pay gaps to monitor progress in these areas.

How we'll make it happen

Underpinning Activities	Signs of success by 2028	End State Indicators (2032)
<ol style="list-style-type: none"> 1. Co-design and implement an inclusion framework, with regular review and staff involvement. 2. Deliver ongoing development on inclusive leadership, psychological safety and unconscious-bias for all staff. 3. Establish and support staff networks and forums for underrepresented groups and ensure leadership sponsorship championing. 4. Embed inclusive recruitment, onboarding, and progression practices across all roles. 5. Regularly capture and act on qualitative and quantitative data about staff experience. 6. Publish annual pay gap and progression data, with targeted interventions where needed. 7. Invest in targeted recruitment and development for mid-tier and senior diverse talent. 8. Recognise and reward inclusive behaviours and contributions to a positive culture. 9. Ensure clear, accessible career pathways and tailored development for all staff. 10. Foster a culture of open feedback, learning, and continuous improvement in EDI. 	<ol style="list-style-type: none"> 1. Diversity of Board and senior leadership trending toward 2032 targets. 2. Staff survey favorability on inclusion/belonging $\geq 85\%$. 3. Diverse talent pipeline established and progressing. 4. Inclusive leadership behaviours embedded and evidenced in performance reviews. 5. Case studies of staff from underrepresented groups progressing and thriving. 6. Annual EDI Dashboard published, showing progress on inclusion as well as representation. 7. All managers trained and confident in inclusive recruitment, development, and progression practices. 	<ol style="list-style-type: none"> 1. Board, senior leadership and wider workforce meet or exceed DIAP representation targets (gender, ethnicity, faith, disability, LGBTQ+, regional, educational, socio-economic diversity). 2. Annual staff inclusion survey shows $\geq 90\%$ positive responses on inclusion, belonging, and psychological safety. 3. Equitable progression, retention, and pay, with no significant disparities. 4. Qualitative feedback evidences a culture where all staff feel respected, valued, and able to thrive. 5. Active staff networks and regular forums for employee voice, with demonstrable impact on policy and practice.



**POWERING SUCCESS.
INSPIRING IMPACT.**