

POWERING SUCCESS.
INSPIRING IMPACT.

DIVERSITY AND INCLUSION ACTION PLAN (DIAP) 2026-2032



INTRODUCTION

At UK Sport, we are unequivocal in our commitment to equality, diversity and inclusion.

We truly believe that having an inclusive and diverse high performance system will increase our chances of making the best decisions, supporting the best athletes and most importantly winning well on the world stage. We are determined to lead by example, striving to be a role model organisation in all we do in equality, diversity and inclusion, from leadership to delivery. We will also work with and support the high-performance community to drive change, setting a diverse, ethical and sustainable agenda for tomorrow.

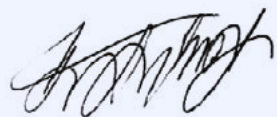
We acknowledge that the world of EDI is evolving due to recent political shifts in other parts of the world which are already impacting marginalised groups. Regardless of trends elsewhere, we and our Board are unanimous that UK Sport will not scale back in embedding EDI into everything that we do. We remain committed to maintaining momentum in this space by investing in training, creating inclusive policies, celebrating differences in the workplace and strengthening support for minority groups within UK Sport and the wider high-performance system.

In this rapidly changing landscape, we will be alert for language and behaviour that does not align with our ambitions in this space and will be vigilant and proactive in ensuring that the progress we have achieved in EDI in recent years is sustained. There is no space in our high performance system for individuals or organisation that cannot commit to making our organisations inclusive and diverse.

We are committed to sustaining the time, effort and leadership required to deliver real and enduring change. We must build a culture where difference is embraced and exceptional talents can flourish, regardless of background.

We believe that together, through the power of our differences and sport's ability to include and inspire – we will enable the extraordinary.

This document sets out UK Sport's own Diversity and Inclusion Action Plan for the next iteration of our EDI strategy and will be reviewed on an annual basis.



Sally Munday
CEO, UK Sport



OUR GOAL

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

END STATE INDICATORS:

- Board, SLT, and wider workforce meet or exceed DIAP representation targets (gender, ethnicity, faith, disability, LGBTQ+, regional, educational, socio-economic diversity).
- Annual staff inclusion survey shows ≥90% positive responses on inclusion, belonging, and psychological safety.
- Equitable progression, retention, and pay, with no significant disparities.
- Qualitative feedback evidences a culture where all staff feel respected, valued, and able to thrive.
- Active staff networks and regular forums for employee voice, with demonstrable impact on policy and practice.

SIGNS OF SUCCESS BY 2028:

- Board & SLT diversity trending toward 2032 targets.
- Staff survey favourability on inclusion/belonging ≥85%.
- Diverse talent pipeline established and progressing.
- Inclusive leadership behaviours embedded and evidenced in performance reviews.
- Case studies of staff from underrepresented groups progressing and thriving.
- Annual EDI Dashboard published, showing progress on inclusion as well as representation.
- All managers trained and confident in inclusive recruitment, development, and progression practices.

UNDERPINNING ACTIVITIES (ORGANISATION-WIDE):

- Deliver ongoing training and development on inclusive leadership, psychological safety, and unconscious bias for all staff.
- Establish and support staff networks and forums for underrepresented groups with leadership sponsorship.
- Embed inclusive recruitment, onboarding, and progression practices across all roles.
- Regularly capture and act on qualitative and quantitative data about staff experience.
- Publish annual pay gap and progression data, with targeted interventions where needed.
- Recognise and reward inclusive behaviours and contributions to a positive culture.
- Ensure clear, accessible career pathways and tailored development for all staff.
- Foster a culture of open feedback, learning, and continuous improvement in EDI.

GOAL 1

Our people are increasingly reflective of UK society.

GOAL 2

We have greater confidence to talk about all aspects of diversity and inclusion and are empowered to embed EDI in all UK Sport activity.

GOAL 3

Our leaders are passionate about EDI and foster an inclusive culture.

GOAL 4

Our policies, procedures, working practices and culture are fully inclusive. Our people feel respected and valued.

The background features a solid blue field with large, flowing, abstract shapes in a lighter blue shade. These shapes are filled with various patterns: some have diagonal lines, others have a cross-hatch or grid pattern, and one in the top right corner has a circular pattern of concentric lines. A solid red horizontal band is positioned in the lower-left area, containing the text for Goal 1.

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Activity	Responsible Owner	Intended outcome	By when
Continue to monitor representation targets for Board, SLT and wider workforce, aligned to national benchmarks and internal data; publish targets and methodology via Annual Report.	Chair / CEO / Head of HR	Clear, transparent targets that support progress while centering inclusion-first principles.	Reviewed annually
Maintain interim recruitment targets carried forward from 2021–26 plan (women 50%, disability min. 20%, ethnically diverse min. 18%, LGBTQ+ min. 3%) while new targets are co-designed.	Head of HR	Sustained momentum on representation during the transition to new DIAP targets.	From Q1 2026; review Q4 2027
Introduce socio-economic indicators into Cascade (HRIS) and establish baseline of workforce socio-economic diversity; agree target range.	Head of HR / EDI Adviser	Ability to benchmark and address socio-economic diversity.	Baseline by Q4 2026; targets agreed by Q2 2027
Expand outreach programme with universities/colleges with diverse student populations (e.g., UEL and one non-London university), scaling to four partners by 2028.	Head of HR	Broader awareness of careers and widened access to sport administration roles.	Pilot 2026; scale 2027–2028; maintain 2029–2032
Audit diversity of applicants and progress through recruitment (incl. Board and SLT with DCMS where applicable); challenge non-diverse shortlists.	Chair / CEO / Head of HR	Mitigation of bias across the recruitment funnel.	Ongoing from 2026
Analyse recruitment data annually to identify drop-off points for underrepresented groups; implement corrective actions.	Head of HR	Evidence-led improvements to attraction and selection.	Annually from 2026

GOAL 1 – continued

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Activity	Responsible Owner	Intended outcome	By when
Ensure diverse interview panels (min. gender diversity, ethnicity where possible); maintain a trained pool of independent panellists.	Head of HR	Reduced bias and increased candidate trust.	Pool refreshed biannually; monitored continuously
Mandate updated recruitment & selection training for all hiring managers; refresh every two years.	Head of HR	Consistently inclusive hiring practices.	Complete by Q4 2026; refresh 2028, 2030, 2032
Categorise roles to clarify minimum qualifications and whether prior high-performance sport experience is essential.	Head of HR	Broadened candidate pool from adjacent sectors.	By Q3 2026; review 2029
Participate annually in the Board Apprentice Scheme to develop future board candidates from underrepresented backgrounds.	Chair	Experienced, diverse candidates entering board pipelines.	From 2026 (annual)
Introduce reverse-mentoring (Board/SLT) for Aspire to Lead graduates; expand to other leadership programmes.	Head of HR / Directors	Raised profile and access for underrepresented staff; leadership learning.	From Q3 2026; annual cohorts
Monitor attrition and progression by demographic; deploy corrective measures (e.g., sponsorship, targeted development).	Head of HR	Equitable progression and retention; reduced gaps.	Quarterly review from 2026
Publish annual gender, ethnicity and Disability pay gap reports internally and externally, with action plans.	Head of HR	Transparency and targeted action on disparities.	Annually (each October)



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Activity	Responsible Owner	Intended outcome	By when
Deliver a rolling employee engagement plan (briefings, Inside Track hub, webinars, articles) to build EDI literacy and celebrate diversity.	SLT / HR / Network Leads	Greater awareness and confidence to embed EDI in day-to-day work.	Monthly from 2026
Facilitate focused conversations on race, disability, socio-economic background and LGBTQ+ lived experience; agree shared language and tone.	SLT / HR / Network Leads	Increased empathy and allyship across teams.	At least one EDI webinar per month published on Inside Track (from 2026)
Co-design an Inclusion Framework with staff; align to performance and planning cycles; review annually.	HR / Staff networks	Practical guidance for inclusive behaviours and decision-making.	Framework launched Q3 2026; annual review
Deliver training on inclusive leadership, psychological safety, and bias mitigation to all staff; certify line managers.	HR / L&D	Managers confident in inclusive recruitment, development and progression.	All staff trained by Q4 2026; refresh in 2028, 2030
Recognise and reward inclusive behaviours via values awards and performance objectives.	HR / SLT	Inclusive behaviours are reinforced and sustained.	From 2026 (annual)

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GOAL 3

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Activity	Responsible Owner	Intended outcome	By when
Board reviews DIAP at least annually; Board EDI Champion provides challenge. Leadership brief staff annually on progress	Board / Board EDI Champion / SLT	EDI fully integrated into governance and decision-making.	Every year (from Feb 2026)
SLT to embed consideration of protected characteristics/inclusion in all major decisions and programmes.	SLT	Visible leadership role-modelling and accountability.	From 2026; quarterly reporting
SLT to embed EDI into UK Sport's annual priorities; progress reviewed in PDPs and AOPs.	All staff / Line managers / SLT	Shared ownership and accountability for EDI.	From 2026 (annual)
Assign SLT sponsors to each staff network and ensure budget and time to operate effectively.	SLT / HR	Networks influence policy and practice; staff voice amplified.	Sponsors in place by Q2 2026; reviewed annually

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GOAL 4

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Activity	Responsible Owner	Intended outcome	By when
Maintain an EDI Advisory Panel to provide expert challenge on strategy and delivery.	Deputy CEO / Head of Sporting System	Strategic, measurable programme of activities driving system change.	Quarterly from 2026
Run annual “Count me in!” EDI data update campaign to keep disclosure rates above 90%.	Head of HR	Robust workforce diversity data for evidence-based decisions.	Annually from Feb 2026
Achieve Disability Confident Employer Level 3 (Leader).	HR	Improved practices and external recognition in disability inclusion.	Level 3 readiness by 2028
Maintain or improve culture survey score for “valued and included”; target $\geq 85\%$ by 2028 and $\geq 90\%$ by 2032.	Head of HR	Psychological safety and inclusion across the organisation.	Annual staff survey (2026–2032)
Support the creation and sustainability of staff networks; provide clear terms of reference and support.	All staff / HR	Peer support and insight informing attraction and retention; internal consultancy on EDI.	Initial networks already in place, expanded by 2027
Conduct accessibility audits of workplace, events, and digital tools; implement improvements.	HR / IT	Accessible, inclusive environments and systems.	Audit 2026; re-audit 2029; continuous improvements

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